

PERSPECTIVES

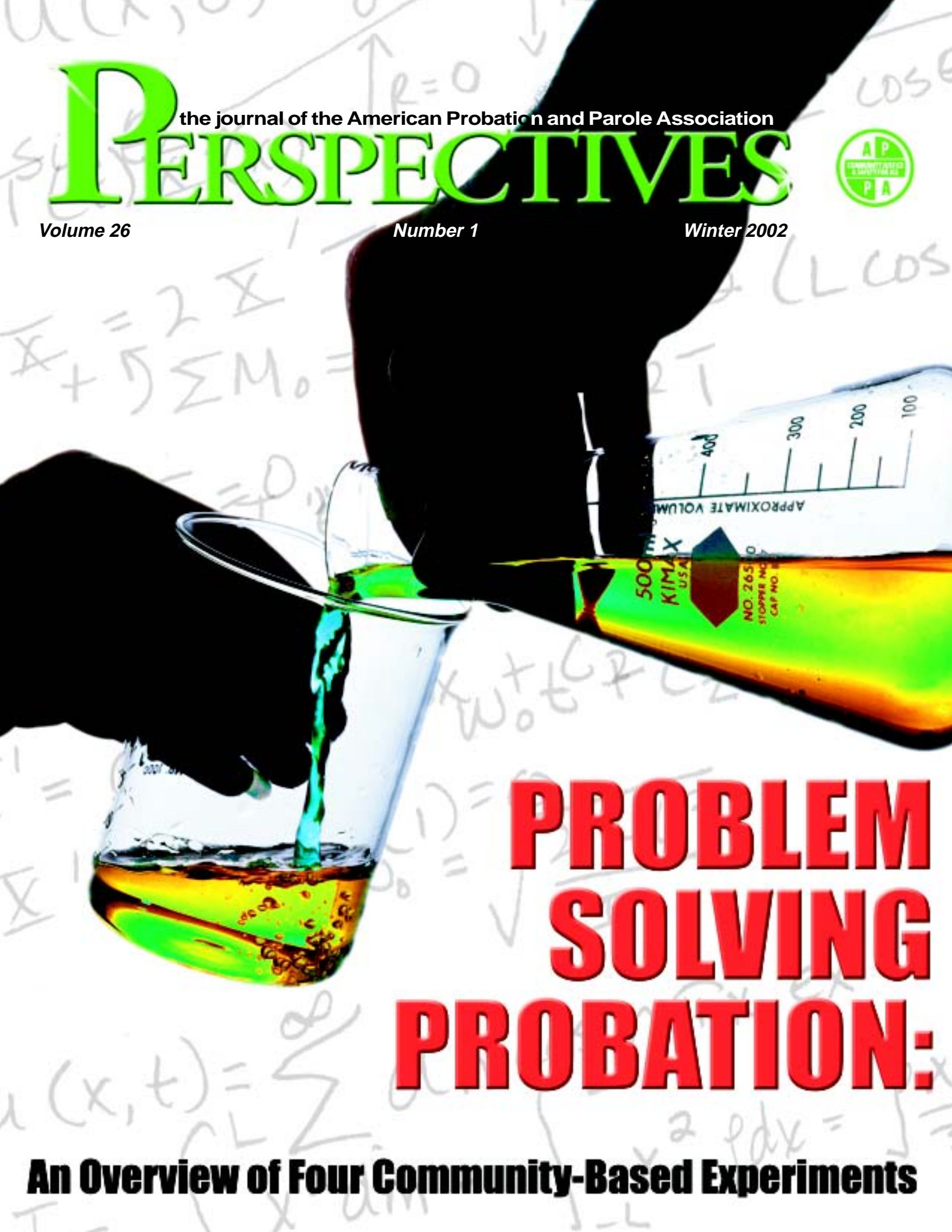
the journal of the American Probation and Parole Association



Volume 26

Number 1

Winter 2002



PROBLEM SOLVING PROBATION:

An Overview of Four Community-Based Experiments

MHS Full Page Ad

PRESIDENT'S MESSAGE

As I began the work of contemplating what I would say in my first message as president, the world and all of our lives suddenly changed.

September 11, 2001, was a day that has seriously impacted all of our lives. I would like to dedicate this column to the families, friends and loved ones of the victims who were taken from us, those injured and those who are still suffering. May they be given encouragement daily from all of us as we band together as we have never before to show our strength and determination to move forward.

In New York and surrounding areas, many of our own probation and parole officers and staff have assisted with the rescue and recovery efforts and continue to volunteer in conjunction with other law enforcement and social service agencies. God bless all of them for what they have taken on in addition to their normal duties. These are the champions who represent us well.

It seems so strange to one day be together at the Institute in St. Paul networking, enjoying the company of our friends and colleagues, talking about the current issues, and trying to prioritize the goals and strategies of the next two years, and the next day have to face the events of September 11. How quickly our priorities change. Because of the range of emotions that we have all experienced and will continue to face as we prepare for the events of the future, it is very difficult and somewhat presumptuous to know how these events will effect the next two years and beyond.

I would like to very briefly say thank you for allowing me to serve this organization as the president. I am humbled and feel very honored to represent all of you. I am pleased with the accomplishments made towards the goals set by the APPA Executive Committee under Ray Wahl's leadership. Likewise, I look forward to continuing the progress and completion of on-going issues and will present several new goals after our next Executive Committee Planning Session.

I would like to thank Mark Carey and Gini Highfield for their accomplishments in preparing one of the best annual institutes ever. St. Paul was absolutely fantastic. To Carole Smith, thanks for coming out of retirement for us! We were all reminded of the challenges ahead of us as we continue to re-think and re-invent probation, parole and community corrections. How even more timely this may become as we face the times ahead with the uncertainties of the economy and world around us.

We were blessed with the challenge to face diversity, learn to move past anger and rise up and move forward after we face terror, tragedy and crisis in our lives. Again, it is timely as we all band together as a nation not just as a profession. And lastly, we were all instructed to reach down within and look for the warrior in ourselves. That is truly now what we must all do. As the APPA vision states, "...we see a fair, just and **safe** society where community partnerships are **restoring hope...**". We cannot lose site of these beliefs.

We all must move forward with much more dedication, commitment and courage than we have ever known before. I encourage all of you to cherish those things you hold most dear.

The approaching holidays will be very difficult for many. I would encourage everyone to take time off and enjoy your family and friends. Appreciate every moment of life that God allows you, because as we know, life is fragile. God bless all of you and God bless America!

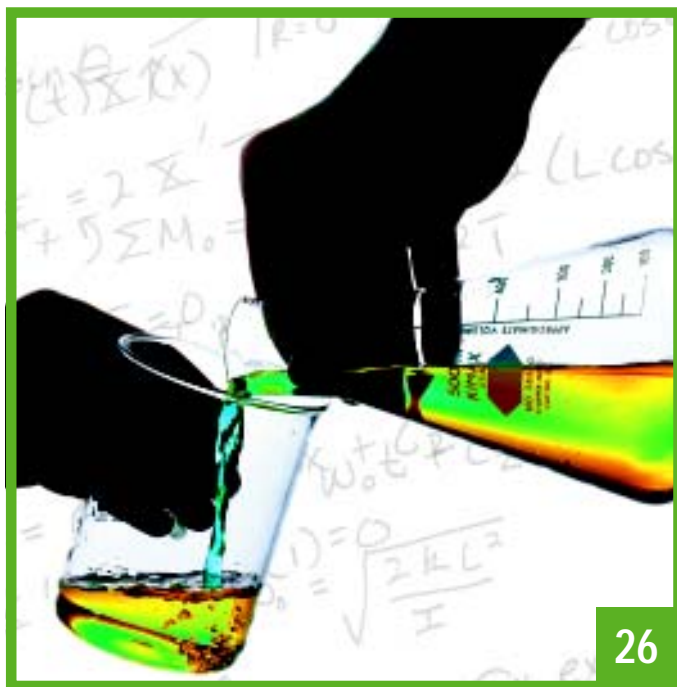


Kathy Waters

A handwritten signature in cursive script that reads "Kathy Waters". The ink is dark and the signature is fluid, with a long, sweeping tail on the "W".



FEATURES



- 22 **TEAMING IN SEX OFFENDER MANAGEMENT**
by Scott Smith
- 26 **PROBLEM SOLVING PROBATION: AN OVERVIEW OF FOUR COMMUNITY-BASED EXPERIMENTS**
by Robin Campbell and Robert Victor Wolf
- 36 **RESTORATIVE JUSTICE CIRCLES: THE IMPACT OF COMMUNITY INVOLVEMENT**
by Mark Umbreit, Robert B. Coates and Betty Vos
- 42 **INTERVIEW WITH HER MAJESTY'S CHIEF INSPECTOR OF PROBATION**
by R.E. Brown

DEPARTMENTS

- 4 **PRESIDENT'S MESSAGE**
- 9 **EDITOR'S NOTES**
- 14 **APPA PROJECT UPDATE**
- 19 **SPOTLIGHT ON SAFETY**
- 20 **TECHNOLOGY UPDATE**
• *By Joe Russo*
- 46 **CALENDAR OF EVENTS**

PLUS!

- 7 **APPA News**
- 8 **APPA Election Results**
- 10 **Proposed Position Statement**
- 11 **Corporate Member Roster**
- 12 **Associate Member Roster**
- 13 **Project Announcement**
- 16 **2001 APPA Award Recipients**
- 25 **Publication Announcement**
- 47 **2002 APPA Winter Training Institute**

Editorial Committee

William Burrell, *Chairman*
Kermit Humphries
Arthur J. Lurigo
Ed Rhine
Faye S. Taxman

Executive Committee

| | |
|------------------|--------------------|
| Kathy Waters | President |
| Ray Wahl | Past President |
| Andrew Molloy | President-Elect |
| Sheryl Zuna | Vice President |
| Scott Taylor | Treasurer |
| Dennis McFarland | Secretary |
| Gary Yates | At-Large Member |
| Rick Zinsmeyer | At-Large Member |
| Donald Evans | At-Large Affiliate |
| Carl Wicklund | Executive Director |

Production Staff

| | |
|-----------------|------------------------|
| Susan Meeks | Production Coordinator |
| John R. Higgins | Graphic Designer |
| Diane Kincaid | Editorial Assistant |

Services Directory

| | |
|--------------------------|----------------|
| General | (859) 244-8000 |
| General Institute | (859) 244-8204 |
| Resource Expo | (859) 244-8205 |
| Legislative Information | (859) 244-8192 |
| Membership | (859) 244-8207 |
| Perspectives Advertising | (859) 244-8205 |
| Publication Orders | (859) 244-8207 |
| Request for Training | (859) 244-8211 |

Communications should be addressed to:

American Probation and Parole Association
c/o The Council of State Governments
P.O. Box 11910, Lexington, KY 40578-1910
Fax: (859) 244-8001, E-mail: appa@csg.org
Website: www.appa-net.org

Published four times annually by APPA through its
secretariat office in Lexington, Kentucky.
ISSN 0821-1507



Copyright 2001
The Council of State Governments

APPA *We see a fair, just and safe society*



*where community partnerships are
restoring hope by embracing a
balance of prevention, intervention
and advocacy.*

We seek to create a system of Community Justice where:

A full range of sanctions and services provides public safety by insuring humane, effective, and individualized sentences for offenders, and support and protection for victims;

Primary prevention initiatives are cultivated through our leadership and guidance;

Our communities are empowered to own and participate in solutions;

Results are measured and direct our service delivery;

Dignity and respect describe how each person is treated;

Staff are empowered and supported in an environment of honesty, inclusion, and respect for differences; and

Partnerships with stakeholders lead to shared ownership of our vision.

APPA is an affiliate of and receives its secretariat services from the Council of State Governments (CSG). CSG, the multibranch association of the states and U.S. territories, works with state leaders across the nation and through its regions to put the best ideas and solutions into practice.



Instructions to authors. *PERSPECTIVES* disseminates information to the American Probation and Parole Association's members on relevant policy and program issues and provides updates on activities of the Association. The membership represents adult and juvenile probation, parole and community corrections agencies throughout the United States and Canada. Articles submitted for publication are screened by an editorial committee and, on occasion, selected reviewers, to determine acceptability based on relevance to the field of criminal justice, clarity of presentation, or research methodology. *PERSPECTIVES* does not reflect unsupported personal opinions. Submissions are encouraged following these procedures:

Articles should be submitted in MS Word or WordPerfect format on an IBM-compatible computer disk, along with a hard copy, to Production Coordinator, *PERSPECTIVES* Magazine, P.O. Box 11910, Lexington, KY, 40578-1910, or can be emailed to smeeks@csg.org in accordance with the following deadlines:

- Summer 2002 Issue – February 19, 2002
- Winter 2003 Issue – August 21, 2002
- Fall 2002 Issue – May 20, 2002
- Spring 2003 Issue – November 11, 2002

Unless previously discussed with the editors, submissions should not exceed 10 typed pages, numbered consecutively and double-spaced. All charts, graphs, tables and photographs must be of reproduction quality. Optional titles may be submitted and selected after review with the editors.

All submissions must be in English. Notes should be used only for clarification or substantive comments, and should appear at the end of the text. References to source documents should appear in the body of the text with the author's surname and the year of publication in parentheses, e.g., (Jackson, 1985: 162-165). Alphabetize each reference at the end of the text using the following format:

Anderson, Paul J. "Salary Survey of Juvenile Probation Officers." Criminal Justice Center, University of Michigan (1982).

Jackson, D.J. "Electronic Monitoring Devices." *Probation Quarterly* (Spring, 1985): 86-101.

While the editors of *PERSPECTIVES* reserve the right to suggest modifications to any contribution, all authors will be responsible for, and given credit for, final versions of articles selected for publication. Submissions will not be returned to contributors.

Reprints and back issues. To order back issues, single copies of articles or reprints of articles in quantities of 100 or more, please call (859) 244-8207.

Reprint permission. Direct requests for permission to use material published in *PERSPECTIVES* in writing to the Production Coordinator.

EDITOR'S NOTES

As I am writing this, almost seven weeks have passed since September 11. The horrific events of that day have shaken us all deeply. We have experienced profound changes in our lives, and can expect changes to continue. Yet, life goes on and we struggle to regain some sense of normalcy. It is probably more accurate to say that we seek to define a new sense of normalcy, for we will never be able to return to the "normal" way of life we knew just a few months ago.

For many of us, returning to work with its familiar routines and challenges anchored our efforts to redefine what is normal. While what may have seemed significant and important prior to September 11 may now seem trivial or unimportant, work, nonetheless, defines a large part of our reality and can provide much needed consistency, focus and human contact. The work of probation and parole goes on despite the tragedy and uncertainty that surrounds us. And it is important work, helping to promote safe and healthy communities, and as Kathy Waters notes in the President's Message, restoring hope.

In this issue, we feature a variety of articles that reflect the incredible energy and creativity at work across our field. The lead article, "Problem-Solving Probation" presents four examples of how agencies are transforming their work by integrating the principles of community justice and the Broken Windows Probation models.

In his article, "Teaming in Sex Offender Management," Scott Smith illustrates and reinforces the importance of collaborative work between probation officers and therapists in providing effective supervision and treatment of sex offenders.

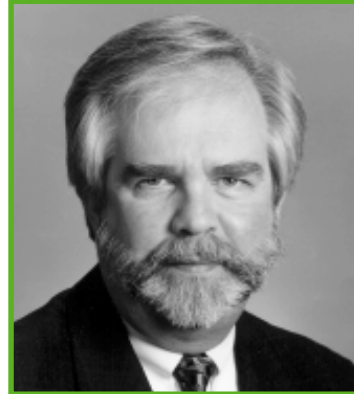
Our committees continue to provide interesting contributions. The APPA International Committee is featured in this issue with an interview with Sir Graham Smith, the recently retired Chief Inspector of Probation for the British Home Office. It is interesting to see how the British Probation Service struggles with many of the same challenges we face. Committee chair Bob Brown has additional interesting interviews planned. The Technology Committee provides us with information on a number of very useful Internet sites. Be sure to surf on over to these, you won't be disappointed. If you know of other useful sites, let the Technology Committee know and we'll share it in future issues or on APPA's website.

The winner of the 2001 APPA University of Cincinnati Award, Mark Umbreit and his colleagues describe restorative justice circles, which have been implemented in a project in South St. Paul. This project is another example of the continuing innovation in community justice — new ways to define and address the problems of crime.

All of the 2001 APPA award winners are featured in this issue. Make sure to take the time read these, for the winners are the best in our business. There is no greater professional honor than to be recognized by your peers. Think about your colleagues, and consider nominating someone who deserves this recognition for their work.

The hard work of APPA's members and staff is highlighted in the project update for Practicing Prevention. This exciting project has produced a comprehensive crime prevention training curriculum. You can obtain the curriculum for local use, or can arrange for APPA to deliver the training. This product is just another example of your association's commitment to providing the tools we need to realize our vision.

In closing, I want to salute all of our fellow public servants who have pitched in so willingly to help deal with this national tragedy. Whether on the scene in New York City or Washington, DC, or around the world; whether by deed or donation, the response to this tragedy has been extraordinary and unprecedented. The strength that this response represents provides us with the faith and the hope to prevail over adversity and emerge stronger and more united.



William Burrell

Editorial Committee

William Burrell, Chair
Acting Assistant Director for Probation
Administrative Office of the Courts
P.O. Box 987
Trenton, NJ 08625
(609) 292-8925

Kermit Humphries
Correctional Program Specialist
National Institute of Corrections
320 1st Street NW
Washington, DC 20534
(202) 514-0118

Arthur J. Lurigio
Dept. of Criminal Justice
Loyola University of Chicago
820 N. Michigan Ave.
Chicago, IL 60611
(312) 915-7564

Edward E. Rhine, Ph.D.
Special Projects Administrator
Division of Parole and Community Services
Ohio Dept. of Rehabilitation and Correction
1050 Freeway Drive N
Columbus, OH 43229
(614) 995-3599

Faye S. Taxman, Ph.D.
Director
Bureau of Government Research
Professor
Dept. of Criminology & Criminal Justice
Room 2220, LeFrak Hall
University of Maryland
College Park, MD 20742-8235
(301) 405-4781

September 11, 2001

America and the rest of the world stopped to watch what no one ever wanted to see. Crowds stood silent, numbed by what they saw. All of us at the American Probation and Parole Association are deeply saddened by the tragic events of September 11th. We offer our heartfelt condolences to all impacted by those heinous acts against the United States.

Words are often futile at times like this, actions are not. Actions can help us to restore some semblance of rationality to our lives. On behalf of all members, the American Probation and Parole Association sent donations to the New York Police and Firefighters Widows' and Childrens' Benefit Fund and to the American Red Cross Disaster Relief Fund. A number of our members have already sent donations to disaster relief efforts. We encourage each of your agencies and organizations to donate to the disaster relief efforts.



publications • apparel • gift ideas

APPA's Best Selling Publications available at Discounted Prices!

- Community Justice Concepts and Strategies
- Managing Adult Sex Offenders, A Containment Approach
- Results-Driven Management

Plus other publications on domestic violence, drug involved offenders and more.

APPA Apparel - A Perfect Fit for the Office!

- Classic APPA shirt
- APPA Denim shirt
- APPA caps



Stonewashed Tee's
... classic Tee with APPA Logo

Dress Polo Shirt
... perfect for the office!

Discounted prices on all APPA products are available to our members!

Hurry! Supplies are Limited!

Visit **APPA** at www.appa-net.org
or call (859) 244-8207!



Time Is the Key.

Is it time to advance your career? Park University's 126-year tradition of excellence in higher education, combined with affordable tuition, can be your key to a successful career as a probation or parole officer.

Enroll now for one of our **online B.S. degree** completion programs in Criminal Justice Administration, Management, Management/HR, Management/Marketing, Management/Computer Information Systems, or Social Psychology.

- Accredited
- Challenging and flexible course study
- 8-week accelerated courses
- Transfer credits accepted from accredited institutions
- Internet classes meet when and where you chose

For more information, visit www.park.edu or e-mail internet4@mail.park.edu



PARK
UNIVERSITY

Please circle #57 on the information card

APPA ELECTION RESULTS

Executive Committee

APPA is proud to announce the 2001 election results. Newly elected Executive Committee officers will serve a two-year term. In addition to the newly elected officers, the Executive Committee positions of At-Large Affiliate and At-Large Members were appointed at the 26th Annual Training Institute in St. Paul, Minnesota. In addition, eight Regional Representatives were elected. Regional Representatives serve a four-year term.



President
Kathy Waters

Division Director
Arizona Supreme Court
Phoenix, AZ



President-Elect
Andrew Molloy, Jr.

Criminal Justice Program Analyst
Department of Criminal Justice Services
Richmond, VA



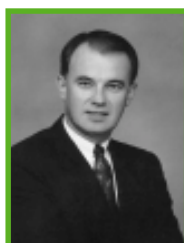
Immediate Past President
Ray Wahl

Juvenile Court Administrator
Administrative Office of the Courts
Salt Lake City, UT



Vice-President
Sheryl Zuna

Dutchess County Probation Office
Poughkeepsie, NY



Secretary
Dennis McFarland

Chief Probation Officer
Georgia Department of Corrections
Douglasville, GA



Treasurer
Scott Taylor

Assistant Director
Oregon Department of Corrections
Salem, OR



At-Large Board Representative
Rick Zinsmeyer

Director
Williamson County Community Supervision
and Corrections Department
Georgetown, TX



At-Large Representative
Gary Yates

Chief Probation Officer
Butler County Probation Department
Hamilton, OH



At-Large Affiliate Representative
Donald Evans

President
Canadian Training Institute
Toronto, Ontario

Regional Representatives

Region 1

Paula J. Keating
Probation Officer in Charge
Lynn Community Correction
Center
Lynnfield, MA

James D. Alves
Parole Officer II
Parole Board
Boston, MA

Region 2

E. Robert Czaplicki
Commissioner
Onondaga County Probation
Dept.
Syracuse, NY

Vincent J. Iaria
Director
Suffolk County Probation
Yaphank, NY

Region 3

Michael Green
Chief Probation Officer
Mercer County Probation Dept.
Trenton, NJ

***John R. Tuttle**
Central Region Director
Board of Probation/Parole
Harrisburg, PA

Region 4

Thomas H Williams
Director
Court Services and Offender
Supervision Agency
Washington, DC

***Susan Flanigan**
Sr. Probation/Parole Officer
Dept. of Corrections
Martinsville, VA

Region 5

James F Wichtman
Director
NW Community Corrections
Bowling Green, OH

***Gary W. Yates**
Chief Probation Officer
Butler County Probation Dept.
Hamilton, OH

Region 6

Renee Bergeron
Consultant
Columbia, SC

Emily Garrett
Regional Administrator
Administrative Office of the Courts
Raleigh, NC

Region 7

Joseph E. Papy
Regional Director
Dept. of Corrections
Tampa, FL

Richard J. Nimer
Director, Program Services
Dept. of Corrections
Tallahassee, FL

Region 8

John E. Thorstad
Adult Probation Officer
Porter County Adult Probation
Valparaiso, IN

Sheryl Fisher
Director
DISMAS Charities-Lexington
Lexington, KY

Region 9

***Darrell McGibany**
Director
Madison County Probation
Edwardsville, IL

Carmen M Rodriguez
Training Specialist
Cook County Adult Probation
Chicago, IL

Region 10

***Mark Carey**
Deputy Commissioner
Dept. of Corrections
St. Paul, MN

Ken Smid
Manager
5th Judicial District
Des Moines, IA

Region 11

***Robert Sanders**
Deputy Secretary
Dept. of Corrections/Community
& Field Services
Topeka, KS

Justin Jones
Deputy Director
Dept. of Corrections
Oklahoma City, OK

Region 12

Rick Zinsmeyer
Director
Williamson County Community
Supervision and Corrections Dept.
Georgetown, TX

***Joyce E Winslow**
Program Director
Social Services Unit
Bryan, TX

Region 13

Vern Fogg
Director
Probation Services
Office of Probation Services
Denver, CO

Charles Hankins
Probation Supervisor
Fourth Judicial Probation
Colorado Springs, CO

Region 14

Barbara Broderick
Chief Probation Officer
Maricopa County Adult Probation
Phoenix, AZ

Cris Spiegel
Unit Supervisor
Pima Co. Adult Probation/
Superior Court
Tucson, AZ

Region 15

***Faye Fagel**
South Valley Area Coordinator
Oregon Youth Authority
Albany, OR

Region 16

Susan J. Gionfriddo
Chief Probation Officer
Santa Barbara County Probation
Santa Barbara, CA

Roger Tobey
Probation Director
Los Angeles County Probation
Dept.
Hawthorne, CA

Region 17

Robert E. Brown
Director, Vancouver Island Parole
Correctional Service of Canada
Victoria, BC

A. J. Pottier
Program Manager
Nova Scotia Dept. of Justice
Halifax, NS

**Newly elected regional representatives*

PROPOSED POSITION STATEMENT

Discretionary Parole

The following position statement was approved by the APPA Board of Directors at their meeting in St. Paul, Minnesota on August 26, 2001. The APPA Constitution stipulates that positions and resolutions must next be submitted to the general membership for adoption at the membership meeting in Myrtle Beach, South Carolina on February 13, 2002. The purpose of presenting this position statement in *Perspectives* is to seek comments and feedback from the membership before seeking such approval.

It should be noted that in 1987 the APPA membership approved another position statement on parole. Since that time, much has changed in the field of community corrections, and it is the opinion of the APPA Issues, Positions and Resolutions Committee and the APPA Board of Directors that the 1987 position should be updated to reflect current industry trends. Therefore, if the proposed position statement on discretionary parole is adopted at the general membership on February 13, 2002, it will replace the existing position statement. To review a copy of APPA's current position on parole, please visit APPA's website at www.appa-net.org/about%20appa/parole.htm.

It is important that members wishing to comment on this position statement send any comments by January 1, 2002 to:

Issues, Positions and Resolutions Committee
c/o American Probation and Parole Association
P.O. Box 11910
Lexington, KY 40578-1910
Fax: (859) 244-8001
Email: appa@csg.org

Discretionary Parole

Definition

Parole can refer to both a guidelines process and a discretionary decision. Both of these methods of parole have merit. This position statement addresses only discretionary parole. Discretionary parole is a decision to release an offender from incarceration whose sentence has not expired, on condition of sustained lawful behavior that is subject to supervision and monitoring in the community by parole personnel who ensure compliance with the terms of release.

APPA Position

The American Probation and Parole Association supports discretionary parole as an integral and important part of a criminal justice system that is committed to public safety, victim and community restoration and the reintegration of offenders as law-abiding and productive citizens.

Discretionary parole decisions are based on a number of factors that weigh the need for punishment, successful community reintegration and victim and community restoration. These factors include the nature of the crime; the offender's criminal history, behavior in prison, social background and risk posed to the community; and information from crime victims and affected communities. Discretionary parole decisions enhance public safety by working to keep dangerous offenders incarcerated and that other offenders carefully selected for release

receive the necessary structure and assistance to become law-abiding citizens in the community in which they reside.

Discussion

Parole is rooted in the fundamental belief that offenders can be motivated to make positive changes in their lives. Offenders are more likely to cooperate with correctional authorities if release is conditioned on good behavior, and after release the likelihood of their becoming law abiding is increased when offered assistance. The result is enhanced public safety.

Discretion is inherent at every level of the criminal justice system. Police exercise discretion when determining whom to arrest and charge. The court system uses discretion to decide whom to indict, whom to release pre-trial, whether to go to trial, and what criminal penalties to recommend. Judges use their discretion to determine the appropriate level of punishment given the circumstances of the crime and the offender's criminal history. They may sentence one offender to probation and another to prison for the same offense.

Parole boards closely examine and consider each offender's entire record, recognizing that correctional authorities can better manage inmates who have an incentive to follow institutional rules. The possibility of parole also provides inmates with an incentive to participate in programs that build competency skills. Parole boards know that the great majority of offenders sent to prison will eventually be released.

Parole boards are in a unique position to listen to and address the needs and concerns of crime victims and communities. Parole board control over offenders and communication with victims provides the framework for victim assistance and community restoration from the damage of crime.

During periods when there are an inadequate number of correctional beds, parole boards apply a rational process, targeting for release those inmates who pose the least risk to community safety. Parole boards are the only component of the criminal justice system that can weigh all of the factors and release only those offenders who can be best managed under community supervision, thus providing a powerful enhancement to public safety.

The core services offered by parole – investigations, victim advocacy, release planning, community supervision, immediate response to violations, and treatment services – provide optimum public protection. Parole is a powerful partner to both the courts and to victims. Parole boards ensure that the victim's voice is both heard and heeded, creating a natural and valuable ally for victims and victim advocacy groups.

The American Probation and Parole Association is committed to promoting discretionary parole as an integral and important part of the criminal justice system, designed to ensure the protection of victims and promotion of community safety. □

American Probation and Parole Association



Corporate Members

Corporations with an interest in the field of probation, parole and community corrections are invited to become APPA corporate members. Corporate members receive benefits such as enhanced visibility among APPA's nationwide network of community corrections professionals, as well as shared information on the latest trends and issues that specifically affect community corrections.

Allvest Information Services

Sean Hosman
VP, Sales and Marketing
One Union Square
600 University Street, Suite 1620
Seattle, WA 98101
Phone: (800) 882-7572
Fax: (206) 521-4994
Website: www.allvest.com



National Curriculum and Training Institute

Gary Bushkin
President
319 East McDowell Road, Suite 200
Phoenix, AZ 85004-1534
Phone: (602) 252-3100
Fax: (602) 252-4736
Email: gbushkin@NCTI.org
Website: www.ncti.org



SecurityLink

James Walker
National Sales Manager
111 Windsor Drive
Oakbrook, IL 60523
Phone: (630) 573-1863
Fax: (630) 573-8007
Website: www.securitylink.com



BI Incorporated

Monica Uhlenberg
Marketing Communications Manager
6400 Lookout Road, Suite 101
Boulder, CO 80301
Phone: (800) 241-2911
Fax: (303) 218-1250
Email: monica.uhlenberg@bi.com
Website: www.bi.com



Premier Laboratory Systems, Inc.

Dennis Shepherd
Executive Vice President
16582 Gothard Street, Suite O
Huntington Beach, CA 92647
Phone: (714) 903-0299
Fax: (714) 903-3910
Email: plsdenis@yahoo.com



Tracking Systems Corporation

Louis C. Fiocchi
Director and Executive Vice President
2404 Park Drive Commerce Park
Harrisburg, PA 17110
Phone: (717) 671-8700
Fax: (717) 545-2270
Website: www.trackingsystemscorp.com



Hazelden

Kathy Graf
Marketing Manager
15251 Pleasant Valley Road
P.O. Box 176, RW 11
Center City, MN 55012
Phone: (651) 213-4034
Fax: (651) 213-4577
Email: kgraf@hazelden.org
Website: www.hazelden.org



Roche Diagnostics Corporation

Keith Snyder
Product and Marketing Manager
9115 Hague Road
Indianapolis, IN 46250
Phone: (800) 428-5074 ext. 3904
Fax: (317) 521-4295
Email: Keith.Snyder@Roche.com
Website: www.onsite-dat.com



For more information on corporate membership, please contact:

Susan Meeks, APPA
c/o The Council of State Governments
P.O. Box 11910
Lexington, KY 40578-1910
(859) 244-8205 Fax (859) 244-8001
Email: smeeks@csg.org

American Probation and Parole Association



Associate Members

Corporations with an interest in the field of probation, parole and community corrections are invited to become APPA associate members. Like corporate membership, the goal of associate membership is to engage our corporate friends in association activities and to share information with each other.

MEDTOX Laboratories

Jim Pederson
Government Sales Manager
402 W. County Road D
St. Paul, MN 55112
Phone: (615) 636-7466
Fax: (615) 636-8284
Email: jpederson@medtox.com
Website: www.medtox.com

Strategic Technologies

Paula Thompson
P.O. Box 3488
Blaine, WA 98231-3488
Phone: (800) 827-1942
Fax: (604) 576-0436
Email: exec@strategic-tech.com
Website: www.strategic-tech.com

Mesabi Academy

Mark Andrews
Client Services Specialist
200 Wanless St.
PO Box 726
Buhl, MN 55713
Phone: (888) 270-5013
Fax: (218) 258-3807
website www.kidspeace.org

OraSure Technologies, Inc.

Brian Feeley
Director, Criminal Justice & Tox Sales
150 Webster Street
Bethlehem, PA 18015
Phone: (610) 882-1820
Fax: (610) 882-1830
Email: bfreely@orasure.com
Website: www.orasure.com

For more information on associate membership, please contact:

Susan Meeks

phone: (859) 244-8205

fax: (859) 244-8001

email: smeeks@csg.org



Request for Site Proposals

APPA Institute – Bringing People Together

Our society has a strong tradition of coming together to decide what to do, both individually and collectively, to achieve common goals for ourselves, our workplace, our children and our communities. The APPA Institute unites people together for a common purpose– to boost performance and effectiveness of correctional programs, define national priorities for community corrections, create alternative ways to resolve the overcrowded prison systems, link people with information and answers and build safer communities for our future. Hosting an APPA Institute can be a rewarding and exciting experience. We invite you to join together with APPA as we chart a course for innovation, excellence and growth.

Applications are being accepted to host future APPA Institutes

Applications to host future APPA Winter and Annual Institutes are now being accepted. Any board member, affiliate association or state agency wishing to request consideration of a particular city must complete an application. Further information and applications may be obtained from:

Yolanda Swinford, APPA

c/o The Council of State Governments
P.O. Box 11910
Lexington, KY 40578
Phone: (859) 244-8194
Fax: (859) 244-8001
Email: yswinford@csg.org

PROJECT ANNOUNCEMENT

Functional Standards Development for Automated Case Management Systems for Adult Probation

WE NEED YOUR HELP!

The American Probation and Parole Association is pleased to announce that it has recently received a grant from the U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Assistance (BJA) to develop a document defining functional standards that will assist probation agencies in implementing effective automated case management systems. Increased workload, changes in job tasks and increased record keeping requirements along with an enhancement in available technology for information management have prompted probation agencies to automate case management systems. Many state and federal probation agencies now use a wide array of automation tools including personal computers, e-mail, laptop computers, local area networks (LAN), wide area networks (WAN) and various software packages to record and manage information. However, the use and quality of information management systems is sporadic and uneven among probation agencies. Limited availability of shared information among agencies forces each agency to struggle with independent development of automated case management systems.

The goal of this project is to provide assistance to probation agencies throughout the country by developing a standards document that defines the functional requirements for automated case management systems. APPA in partnership with the National Center for State Courts will identify adult probation agencies that employ effective case management practices and/or have automated case management systems and obtain written specifications from agencies either with exemplary case management practices or case management systems. Those specifications will be analyzed and, with the help of a Standards Development Team, will be distilled to the common elements that compose the functional requirements of a recommended automated case management system for probation agencies. The functional standards document will be published in draft form for comments,

will be revised as needed, and will then be made available to the field.

The American Probation and Parole Association is seeking assistance from probation agencies with this project. We would appreciate receiving information about innovative, state-of-the-art case management practices or automated case management systems.

Individuals willing to share information to assist with this project are invited to contact:

Linda Sydney
Research Associate
CSG/APPA
PO Box 11910
Lexington, KY 40578-1910
Voice: 859.244.8192
Fax: 859-244.8001
E-mail: lsydney@csg.org

COMPAS 3.0

Correctional Offender Management Profiling for Alternative Sanctions

The Most Advanced Risk & Needs Assessment Software

Find Out Why COMPAS 3.0
Risk & Needs Software
Is Your Best Choice

231-929-5079

www.northpointeinc.com



Circle # 43 on the information card.

Practicing Prevention: Contributing to the Safety and Vitality of Your Community

Probation, parole and community corrections professionals are adept at developing community programs that provide intervention and advocacy for the offender and the offender's family. The primary objective of both adult and juvenile community correction initiatives in the past has centered on these activities. However, developing programs and initiatives that prevent crime before its onset, and having crime prevention as a focus, are only more recently gaining wide attention. The challenge at this time is to think creatively about ways to incorporate crime and delinquency prevention into the activities of community corrections agencies. Shifting the historical paradigms of intervention, supervision and sanctioning to insure that crime prevention becomes a real part of the daily existence and proactive planning process is vital.

Probation and parole officers have unique capacities to access offenders, the power to intervene, and the knowledge of crime and community conditions. It is a natural responsibility for probation and parole professionals to lead, partner in and contribute to local and national crime prevention efforts. The addition of crime prevention initiatives within community justice programming creates a proactive planning process rather than continuing the reactive process of the traditional criminal justice system.

In 2000, the American Probation and Parole Association (APPA) received funding from the Office of Justice Programs, Bureau of Justice Assistance (BJA) to develop a training curriculum to assist probation, parole, community corrections professionals and agencies in exploring and embracing their place in primary crime prevention initiatives through training and participation in community justice focused crime prevention efforts.

The major product of this project is a primary crime prevention curriculum that introduces the overarching concept of community justice and explores how crime prevention

activities are a natural fit in this proactive agenda. The purpose of this curriculum and the subsequent training is to provide the concepts, strategies and benefits of crime prevention activities and facilitate participants to implement a local crime prevention plan. Through full participation in this training program, participants will be able to:

- articulate the benefits of prevention and explain the advantages of participation in crime prevention efforts;
- identify the characteristics and principles of effective research-based prevention practices;
- acquire skills to develop partnerships that lead to safer communities;
- recognize changing roles and responsibilities of community supervision practitioners as crime prevention practices are implemented; and
- identify a local crime problem and develop an action plan for local implementation of a crime prevention initiative.

The project built upon and enhanced the content and training methods of a curriculum initially developed by the APPA Crime Prevention Committee, which contains representatives of the National Crime Prevention Council (NCPC), and the National Institute of Corrections (NIC) as members. After the curriculum was developed, two pilot trainings were conducted to test, review and revise the curriculum with the input of probation, parole and community supervision officers in Salt Lake City, UT and Phoenix, AZ.

Curriculum Available

Practicing Crime Prevention: Contributing to the Safety and Vitality of Your Community is written to assist trainers and facilitators, with content and process expertise, in the presentation of the training. In an effort to distribute

the crime prevention curriculum in an efficient and cost effective manner, APPA has placed it on a compact disk. The compact disk contains an introduction and four modules of the curriculum. Each module contains the following components:

- **Module Overview** that provides trainers with a brief summary of the purpose and contents of the module, including time frame, equipment and materials needed, materials referenced, and a suggested agenda.
- **Presentation Outline** to assist facilitators in presenting information and leading the various activities in each module.
- **Master Visual Aids** that can be used as a PowerPoint presentation or copied on overhead transparencies to assist the facilitator with presentations and activities, and
- **Participant Materials** that can be duplicated and distributed to participants for use during the training program.

Not only is the crime prevention curriculum now available on a compact disk for a minimal cost of \$25, but the curriculum has also been added to the APPA Professional Development Program and if you are interested in bringing *Practicing Crime Prevention: Contributing to the Safety and Vitality of Your Community* to your region, state, or community contact: Karen L. Dunlap (859) 244-8211, or kdunlap@csg.org. Contact APPA at (859) 8207 to order the compact disk or order on the website.

APPA Award for Excellence in Community Crime Prevention

As defined by APPA, crime prevention is the promotion of those attitudes, activities and behaviors that create and maintain safe and vital communities where crime and delinquency

BY KAREN DUNLAP

cannot flourish. APPA believes that it is the responsibility of professionals working within the field of community corrections to ensure that whatever is appropriate and necessary is done to prevent crime and promote the health and well being of individuals and communities. Crime prevention practices are the building blocks of community justice initiatives and embrace the principles and practices of restorative justice.

In step with the APPA Vision, at the APPA 26th Annual Training Institute in St. Paul, MN the executive committee approved the awarding of the APPA Award for Excellence in Community Crime Prevention. This award will recognize community corrections agencies, or community crime prevention programs coordinating with a community corrections agency, and have integrated community crime prevention initiatives into the traditional roles of su-

pervision, intervention and sanctioning of offenders. □

Karen L. Dunlap is a research associate with the American Probation and Parole Association in Lexington, Kentucky.



American Probation and Parole Association 2002 Professional Development Program

The American Probation and Parole Association (APPA) Professional Development Program provides selected training and technical assistance opportunities for APPA members as well as professionals in the field of probation, parole, community corrections and community justice.

Remember. . .

APPA Training is:

- Accredited for Continuing Education
- Provided by Community Corrections Professionals
- Research-Based
- Specific to Community-Based Supervision
- Tailored to the Needs of the Community Justice Agency

If you are you are interested in bringing APPA specialized training to your area or for more information on the current training programs, contact: Karen L. Dunlap (859) 244-8211, kdunlap@csg.org.

**Visit the APPA Website for Registration
Information at www.appa-net.org!**

The following training dates and locations are now scheduled:

Survival Skills For Middle Managers: *Out of the Frying Pan and Into the Fire*

Denver, Colorado
March 6-7, 2002

Cincinnati, OH
April 8-9, 2002

Strength-Based Practices for Community Corrections Practitioners

Wichita, Kansas
April 8-9, 2002

Basic Officer Safety Training

Richmond, VA
September 15-16, 2002

APPA AWARD RECIPIENTS

APPA Awards

Recognizing Accomplishments

The annual awards of the American Probation and Parole Association were presented during APPA's 26th Annual Training Institute in Saint Paul, Minnesota, August 26-28, 2001. Congratulations to the award recipients in recognition of their contributions and dedication to the probation and parole profession.

Scotia Knouff Line Officer of the Year Award



Robert Dougherty

Probation Officer
Onondaga County Probation Dept.
Syracuse, New York

The most competitive, and perhaps the most prestigious practitioner award is the Scotia Knouff Line Officer of the Year Award. This award is given to the probation, parole and/or community corrections officer who has performed assigned duties in an outstanding manner and/or has made significant contributions to the probation, parole or community corrections profession and/or has brought credit to the profession through participation or involvement in community activities or programs.

For more than 20 years, Robert Dougherty has been a probation officer with the Onondaga County Probation Department, located in Syracuse, New York. Most of his professional career has been in the juvenile justice system. To many, he personifies the qualities that make up an outstanding probation officer and consistently does far more than is expected or required.

His performance as a probation officer and his work in the community, capture the spirit of what the Scotia Knouff Line Officer of the Year Award is intended.

President's Award

Alpha Human Service, Inc.

Minneapolis, Minnesota

The President's Award recognizes exemplary community corrections programs which serve to advance the knowledge, effectiveness and integrity of the system. APPA acknowledges the growing responsibilities of the profession in meeting the ever-present demands by celebrating the success of our constituents. Successes are the product of collaboration, teamwork and organizational spirit. To this end, this award recognizes visionary organizations that have exemplified the management and innovations necessary to lead community corrections into the future.

Alpha Human Services is a recognized leader in the field of sex offender treatment and is looked upon as a vital resource in the state of Minnesota. Serving as a traditional halfway house, it began offering long-term and intermediate residential treatment programming for male sex

offenders and outpatient treatment for both men and women in 1973. Alpha emphasizes accountability and individual responsibility for behavior and actions. Alpha's primary goal is to extinguish or reduce the probability of reoccurring sexually inappropriate or deviant behavior. To this end, Alpha has stressed integrating program goals into program design and therefore offers a wide array of programming for sex offenders, sexual abuse victims and their families.

Community Awareness Through Media Award

Arts and Entertainment Investigative Reports: Parole Board

The Community Awareness Through Media Award recognizes a media broadcast, publication or film capable of reaching a national audience, which broadens the public's awareness and understanding of issues in the American criminal justice system. The recipient will have shared the vision of APPA, in which community partnerships are restoring hope by embracing a balance of prevention, intervention and advocacy, or have covered the American criminal justice system with accuracy, fairness and balance.

A&E's *Investigative Reports: Parole Board* goes inside a state's adult prison for a look at how its parole process works.

Parole Board increases the public's awareness of the criminal justice system by reaching a nationwide audience, removes the mystery surrounding parole hearings and attempts to clear up misunderstandings about the functions of the parole board.

Investigative Reports *Parole Board* is an informative series that educates a nationwide audience on this critical gate-keeping element of the criminal justice system while supporting the mission and vision of APPA.

University of Cincinnati Award

Mark Umbreit, Ph. D.

Professor
Center for Restorative Justice and Peacemaking
School of Social Work, University of Minnesota

The University of Cincinnati Award is a non-practitioner award. It is presented to an individual who has made significant contributions to the probation and parole field or technology. Recipients are typically individuals from academic research or government agencies not engaged in providing probation or parole services.

Dr. Mark Umbreit is widely recognized as a pioneer and groundbreaker in the fields of restorative justice and victim offender mediation. In 1994 he founded the Center for Restorative Justice and Peacemaking and currently serves as its Director. Dr. Umbreit has an international reputation for outstanding scholarship which is reflected in his research, writing, training and consultation. He is perhaps best known for his direct mediation work in cases of severe violence, including numerous cases of parents of murdered children who request to meet the offender. Dr. Umbreit conducted the initial research in the field of victim offender mediation and completed the first cross-national study of victim offender mediation in various sites in Canada, the United States and England.

Sam Houston State University Award



Kay Pranis

Restorative Justice Planner
Department of Corrections
Saint Paul, Minnesota

The Sam Houston State University Award is a practitioner's award given to an individual who has published an article concerning probation, parole or community corrections which provides new information and insight into the operation, effectiveness or future of the community corrections profession. For such recognition an article must have been published in a national or regional journal.

Kay Pranis is best known for her unique and insightful contributions in the field of restorative justice. Anyone who has done reading on the subject is familiar with her work. Her writings are referenced extensively by practitioners and academics both nationally and internationally. Her knowledge and leadership in the area of community engagement, and opening the corrections system to the public, has been an invaluable contribution to community corrections. Her work has inspired countless others, resulting in her becoming one of the most admired and respected professionals in the field of community corrections.

Walter Dunbar Memorial Award



Ronald P. Corbett, Jr., Ph.D.

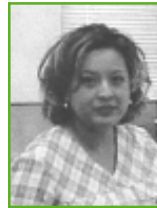
Executive Director
Supreme Judicial Court
Boston, Massachusetts

The Walter Dunbar Memorial Award is the oldest APPA practitioner award. It is presented in honor of one of APPA's most distinguished colleagues, the late Walter Dunbar.

For almost 30 years, Dr. Ronald Corbett has been a thoughtful and progressive influence on the criminal justice system. He is recognized to be one of the driving forces behind the Reinventing Probation movement. Through his leadership, training, writing and research, he has made significant contributions to the field of probation and parole at the local, state and national level. He began his career in his home state of Massachusetts as a Court Liaison Officer for the Department of Youth

Services. He went on to become an Assistant Chief Probation Officer in Brookline, and was later promoted to Regional Administrator in Boston. Dr. Corbett currently serves as the Executive Director of the Massachusetts Supreme Judicial Court.

Joe Kegans Award for Victim Services in Probation and Parole



Maria Amaya

Victim Services Coordinator
Maricopa County Adult Probation Dept.
Phoenix, Arizona

The Joe Kegans Award for Victim Services in Probation and Parole was first established as a tribute to the late Judge Joe Kegans, a founding member of the APPA's Victim Issues Committee, who devoted her career as a jurist to bettering the lives of all with whom she came into contact. This award honors the individual working in community corrections who has provided exemplary services to victims of crime.

In 1998 Maria Amaya joined the Maricopa County Adult Probation Department as a part-time receptionist and part-time victim services coordinator. One of her assignments was to create a victim and community help line. Within six months, and without any additional funding, she brought the help line into reality. Within six months of operation she began working on the help line on a full-time basis.

Ms. Amaya has touched the lives of many through her work and as a volunteer. Her dedication to helping others, her compassion for those in need and her willingness to go beyond what is required make her an outstanding advocate and deserving of recognition.

APPA Member of the Year

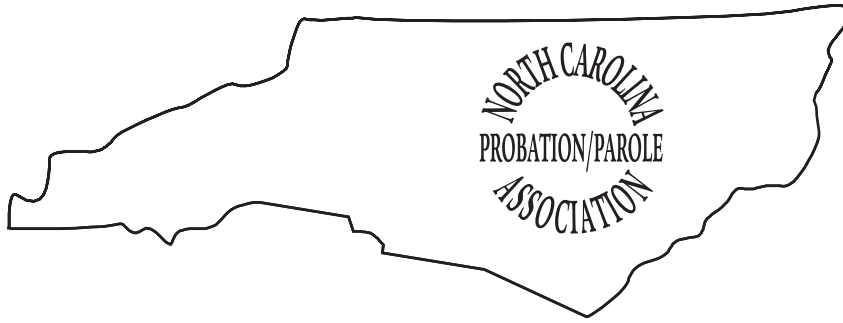


Dee Kiger Bell

Administrator
Community Justice Institute
Florida Atlantic University
Ft. Lauderdale, FL

The APPA Member of the Year Award recognizes the work and energy of an APPA member. It is open to current APPA members who have been members for at least a year and who have provided significant contributions to the organization through promotion of the vision and mission of APPA. Elected members of the APPA Board of Directors or the Executive Committee are not eligible to receive this award.

Dee Kiger-Bell has been an active member of APPA since the 1991 APPA Annual Training Institute in Atlanta, Georgia. She has also been a long-time member of the Prevention Committee, Victims Committee, and the Positions, Issues and Resolutions Committee and currently chairs the APPA Community Justice Committee. Dee Kiger Bell shows her commitment to APPA and its vision through her hard work and professional contributions. She is professional, positive and exhibits the values that APPA members hope the public associates with our organization and that are valued by our membership. □



NORTH CAROLINA PROBATION AND PAROLE ASSOCIATION

Post Office Box 18925
Raleigh, NC 27619-8925

The North Carolina Probation and Parole Association is a professional association designed to meet the educational needs of probation and parole officers and staff who are involved in the process of supervising offenders in the community.

The NCPPA strives to increase public awareness and acceptance of probation and parole as meaningful sanctions in the prevention, reduction, and deterrence of criminal and delinquent behaviors. We further work to provide improved services to the community while maintaining the safety and welfare of our officers.

Visit our website at www.NCPPA.com for information about our annual conference and fund raisers!

*We are proud to announce that included in the yearly membership dues is a
\$5,000 life insurance policy which covers all active members!
There is no medical form or additional paperwork necessary.*

NCPPA MEMBERSHIP APPLICATION

Please Print

☐ Initial/New Membership ☐ Renewal Membership

Membership Type/Fee: ☐ Student (\$20) ☐ Associate (\$25) ☐ Professional (\$35)

Name: _____ Date: _____

Title: _____ Dept.: _____

Division: _____ District: _____ County: _____

Work Address: _____

Work Phone: () _____ Home Phone: () _____

Home Address: _____

Payment Options

Checks payable to: North Carolina Probation and Parole Association

Credit Card Type: _____ Number: _____ Expiration: _____

Mail membership application and payment to:

NCPPA Membership
PO Box 18925
Raleigh, NC 27619-8925

SPOTLIGHT ON SAFETY

In 1993, the National Institute of Corrections (NIC) published the monograph *New Approaches to Staff Safety* which became one of the most requested publications produced by NIC. Realizing the need to provide current and updated information, NIC will be producing a revised version scheduled for release in spring 2002.

If you are aware of any innovative safety related programs or products, they would like to know about them. If you have specific safety related areas that you would like more information about, or that you feel need to be addressed, they would also like to hear from you.

The goals of the publication are to:

- Provide information about the most current safety related programs, training and equipment; so that probation and parole agencies can have a resource for information and programs that will

increase the safety of officers, enhance the delivery of service, and assist agencies and officers in finding, creating and evaluating safety training.

- Address safety issues faced by officers and agencies in today's ever-changing corrections environment.

Please forward your information, comments or suggestions to the revision publications author, Robert L. Thornton, at rltassoc@aol.com. This publication is designed specifically for community corrections and your input and suggestions are important. You can access *New Approaches to Staff Safety* and other documents related to officer safety at www.nicic.org. If you are interested in scheduling APPA-sponsored safety training to be presented in your locality, please contact Karen Dunlap at 859.244.8211 or kdunlap@csg.org.

The APPA Health and Safety Committee suggests you also explore the following Web sites for publications and information related to officer safety and safety training:

American Probation and Parole Association
www.appa-net.org

American Society for Law Enforcement Training
www.aslet.org

Calibre Press Newsline
www.newsline@calibrepress.com

Survival Selections
www.calibrepress.com

Nimco, Inc.
www.nimcoinc.com

ACA Probation and Parole Resources



NEW
**The Art of the Con:
Avoiding Offender
Manipulation**
Gary F. Cornelius

This book provides corrections professionals with a better understanding of offenders and their characteristics, behavior and culture. Includes six chapters, with the central theme of manipulation and includes true examples of manipulation. The concepts in this book apply to anyone in the field, and show how manipulation can occur in prisons or community supervision. Appendices are included to help with training. (2001, 128 pages, 1-56991-147-9)

#759-APPA • Nonmembers \$18.00
• ACA members \$14.40



NEW
**Reforming Probation
and Parole in the 21st
Century**
Joan Petersilia, Ph.D.

This guide on probation and parole in the United States presents the background and future for these two vital areas of criminal justice. Readers will learn about probation data sources, the history of probation, modern sentencing practices, and more. The reader will also gain an understanding of parole data, the early evolution of parole and its use in modern sentencing, the current parole population, and other topics. (2001, approx. 225 pages, 1-56991-144-4)

#762-APPA • Nonmembers \$24.95
• ACA members \$19.95



**2001-2003 Probation
and Parole Directory**

This completely updated edition contains information on adult and juvenile probation and parole commissions, boards, and local offices, plus state, district and satellite offices. Contains the names, addresses and phone numbers of key personnel and statistics on selected services, budgets, staffing and client case-loads. (2001, 732 pages, 1-56991-129-0)

#728-APPA • Nonmembers \$70.00
• ACA members \$56.00

1-800-222-5646, ext. 1860 to Order!

301-918-1886 Fax

www.aca.org or www.corrections.com/aca

American Correctional Association

4380 Forbes Boulevard

Lanham, Maryland 20706-4322



Please circle #6 on the reader information card

The Internet for Probation and Parole

ARE YOU ONLINE? If not, why? There are more than 157 million people in North America who currently have access to the Internet at home or work. These people have learned that the Internet is a tremendous technological tool that allows them to communicate with friends and colleagues, do business and conduct research, among other things, right from their computers. So, how can community corrections practitioners use the Internet to help them do their jobs? Here are some of the online resources that you should be aware of:

American Probation and Parole Association www.appa-net.org

As member of this association you are probably familiar with this site, but if you haven't visited the site in a while it's probably a good time to check it out. Of particular note is the new Members Only section. As the name indicates, this area is open only to APPA members. This new feature will allow you to access articles appearing in *Perspectives* since 1992, view proposed position papers and chat with other members on the latest issues in the field of community corrections. You can also log onto a variety of message boards to keep track of what's going on with APPA's ongoing committees.

National Institute of Corrections www.nicic.org

Most practitioners are familiar with the work of the National Institute of Corrections, but you may not be aware of the extent of resources available online. At the click of a button, you can view the NIC Training Programs, Calendar of Events and Service Plan. Of particular interest is the Publications Database, which allows you to search for a particular document through the use of key words. Most of the recent publications can be viewed in their entirety on your screen and

printed or e-mailed to a colleague. Many NIC training videoconferences are also available for viewing online. Using a plug-in, such as Real Player or Windows Media Player, I recently watched a videoconference on "Better Corrections Through Information" via Internet broadcast without leaving my desk.

The National Institute of Corrections also hosts two e-mail discussion lists of interest to community corrections practitioners. The first is the Corrections Exchange (Correx) which is a public, moderated listserv managed by the NIC Information Center. This listserv provides a public, online forum for corrections professionals, policymakers and researchers and others to discuss corrections issues. It also is used to post announcements about NIC publications and program opportunities. Go to www.nicic.org/services/networks/correx-guide for more information about this listserv and instructions on how to subscribe. The second is the Correctional Training Network (CTN) which links correctional staff trainers via the World Wide Web to help them share curriculum materials and perspectives on training issues and techniques. Information sharing takes place through the CTN e-mail discussion list and a searchable database with information on correctional training academies. This listserv is limited to staff of correctional agencies that provide staff training in their agencies, either as a full-time or part-time responsibility. Go to www.nicic.org/services/networks/ctn-home for more information about this listserv and instructions on how to subscribe. These groups are an excellent way to easily communicate with your colleagues.

National Law Enforcement and Corrections Technology Center www.nlectc.org

If you are interested in technology, then this site is for you. The NLECTC, a program of the National Institute of Justice, provides criminal justice professionals with information on technology, guidelines and standards for

these technologies, objective testing data and science and engineering advice and support to implement these technologies. NLECTC also provides the Law Enforcement & Corrections Technology News Summary as a service to criminal justice practitioners. The Summary includes abstracts of articles from major national newspapers, business magazines, web sites, national and international wire services and periodicals focusing on criminal justice technology. Go to www.nlectc.org for instructions on how to subscribe.

The Corrections Connection www.corrections.com

The Corrections Connection, commonly known as corrections.com has been called the CNN for corrections. It is the largest site dedicated to the field, receiving 3.8 million hits each month. This site is a tremendous resource for news in corrections. Other features of this site include chatrooms, bulletin boards on a variety of topics, listservs, online training and job and resume databases. You will also find an electronic buyers guide with information on over 3,000 vendors. In the past, one of the only ways to get data on products was to attend a trade show where vendors display their wares. Corrections.com provides a virtual trade show accessible from anywhere at any time. Search the database for vendors in categories such as drug testing, electronic monitoring, consultants and training and education.

National Criminal Justice Reference Service www.ncjrs.org

Looking for research data? Start with NCJRS. NCJRS has one of the most comprehensive online sources of criminal justice information in the world, providing full text and abstracts of thousands of criminal justice-related publications on its site. NCJRS maintains a mailing list that you can join to keep informed about publications, news and announcements related to criminal and juvenile

BY JOE RUSSO

justice and drug policy. In addition, NCJRS maintains JUSTINFO, the Justice Information Electronic Newsletter. By subscribing to this group you will receive information regarding new publications, grants and funding opportunities, and other news and announcements via e-mail twice a month.

National Institute of Drugs Abuse

www.nida.nih.gov/Infofax/Infofaxindex

Looking for information on substance abuse? Try the NIDA Infofax Index. Here you can access documents on the Health Effects of Specific Drugs. Every drug from Nicotine to Ecstasy is outlined with background data, health hazards, treatment initiatives and statistics on the extent of the drug's use in this country.

Obviously, this is just a small sample of the resources that are available to you. Get online and surf for other sites that relate to your professional interest area. A good starting point would be a criminal justice links page. Two good ones are the Florida State University School of Criminology & Criminal Justice Criminal Justice Links page at www.criminology.fsu.edu/cj and Dr. Frank Smalleger's CYBRARY - The World's Criminal Justice Directory at www.talkjustice.com/cybrary.asp. These sites have thousands of links that are organized by topic area. The second step would be to use a search engine and type in the keywords that relate to your topic of interest. Try www.google.com if you haven't already. Google is the hot search engine of the moment and has replaced AltaVista as my primary searching tool. If you want to know more about a topic, chances are that someone around the world has posted something on it. It is sometimes easy to get lost, but don't get frustrated, just keep looking and exploring. The Internet is one of your best resources for information. Get online and take advantage of it! □

Joe Russo is Corrections Program Manager for the National Law Enforcement and Corrections Technology Center in Denver, Colorado and is co-chair of the APPA Technology Committee.



ADE Incorporated's Computerized Assessment Instruments



FOR ADULTS AND ADOLESCENTS

NEEDS Comprehensive Assessment Instrument for Adults
SALCE (Substance Abuse Life Circumstance Evaluation) for Adults
JASAE (Juvenile Automated Substance Abuse Evaluations)

Proven tools for efficient
assessments and accurate referrals.

- Reliability, Objectivity and Consistency
- DSM IV and ASAM Guidelines for Substance Abuse
- Over 95% agreement with professional interviews
- Automatically accumulated database
- Free data analysis program for understanding your population
- Nearly 2,000,000 evaluations, and ongoing refinement since 1983

For more information, call 1-800-334-1918

ADE Incorporated
P.O. Box 660
Clarkston, MI 48347
www.adeincorp.com



Software Solutions
for Human Problems

Please circle #8 on your reader information card

TEAMING

IN SEX OFFENDER MANAGEMENT



SEX OFFENDER SPECIFIC therapy in today's society is at a crossroads. No longer can therapists carry out treatment in isolation, a team approach is called for if a real shift in behavioral change is to be accomplished. In the Illinois 9th Judicial Circuit Court Sexual Aggression and Deviancy Treatment Program, inroads have been made in order to achieve lasting change in the life of the juvenile sex offender. In order to better facilitate this goal, the paradigm of therapy has changed. Psychologists can help the juvenile sex offenders revise their behavior when a team approach is employed to treatment sessions by adding the probation officer.

A paradigm shift must happen on several fronts — including the clients, the court system, the probation officers and therapists — if sexual offender treatment programs are to effect life long change. At present, the client's image of court ordered sex offender-specific therapy is perceived as punitive in nature, falling into the same category as fines, community service, DNA testing, electronic detention, etc. The clients' view the probation officer as the hammer, the individual who metes out punishments. This prevents openness on the part of the clients, who often filter what they report. The therapist is perceived as less threatening; yet any individual in a position of authority represents a threat to the client. This presents an obvious scenario for the need for change.

In order for the treatment of juvenile sex offenders to be successful, the therapist must build client rapport. Clients must be willing to share their thought processes and to trust that the therapist will lead them to self-actualization without fear of reprisal. Conventional treatment provides that the therapist work alone and furnish the probation officer with information about the progress of the client. However, many problems such as miscommunications, can lead to battle lines being drawn between the courts and therapists. Such conflicts have far reaching consequences both for the juvenile sex offender and society in general.

In the Illinois 9th Judicial Circuit Court Sexual Aggression and Deviancy Treatment Program the probation officer has been included in the treatment process. This benefits all, while being no less invasive in the progress of the therapy. Establishing this new conception of therapy has rendered many advantageous results.

Therapeutic Benefits

- The client loses the standard one-dimensional view of the probation officer and sees that there is truly a caring and supportive individual as well as the requisite disciplinarian.
- The probation officer observes, first hand, the progress of the client, becomes familiar with the sex offender cycle, and can take a more active role in preventive measures.
- The probation officer picks up on the language of the recommended therapy and reinforces what the therapist is working toward, thereby presenting a united front.
- There is consistency, integration of the roles of the probation officer and the therapist, and a more realistic view of authority.

System Benefits

Once the probation officer becomes part of the sex offender's treatment therapy team, the court system realizes many advantages:

- It has a more viable means of dealing with sex offenders and will provide the legal plan for sexual offense therapy.
- The state's attorneys and judges attend the issue with new vigor knowing that they are dealing with a more effective approach.
- The court system sees both entities, probation officer and therapist, giving therapeutic opinions and making recommendations that yield results.

Team Building Benefits

Communication among all players improves on two fronts, professional and personal. Professionally, the same jargon and language is spoken. Information is shared more quickly, understood more fully, and drawn from two perspectives instead of one. Judgments are made together and considerations encompass the whole client rather than parts. If revocation of probation is deemed the best option, all aspects have been considered before action is taken.

Personally, each member of the team becomes less territorial. Constructive criticism can be given and taken without the usual ego problems because the probation officer and the therapist have developed a greater level of trust. Conflicts are minimized as the two tackle the situations and look for solutions together. Miscommunications are reduced because there is constant dialogue between all concerned.

Within the team concept, expertise is shared from two perspectives. The therapist can call on the knowledge of the probation officer to aid in understanding the legal aspects of the clients' program. Likewise, the therapist is able to demonstrate therapeutic skills such as cognitive behavioral techniques that can be generalized by the probation officer to other non-sex offending cases.

The issue of counter transference based on negative prior experiences can be addressed by the team of the probation officer and the therapist. As each grows in the knowledge of the personal issues that they bring into the therapeutic setting and examines how these are projected on the client, the team is able to eliminate the negative impact and bring solutions to the client's therapy. A team approach offers support for dealing with the client's deep seated feelings that could not be addressed as easily or competently on an individual basis.

The use of a team extends the strengths of both the probation officer and the therapist in the eyes of the client. The client has not seen the probation officer and the therapist as a treatment team, but as separate. The client splits the roles so that the probation officer is the malevolent hammer and the therapist over time becomes the trusted confidant. The teaming of the probation officer and the therapist helps the client's thinking move from the negative view of the probation officer to a positive one that reveals the probation officer as a facilitator of life changes. The therapist, by communicating directly with the probation officer during therapy sessions, is better informed about all aspects of the client's circumstances which raises the level of client expectation and accountability and, therefore, can minimize triangulation where the client plays both ends against the middle. This validates the roles of both the probation officer and the therapist.

The Challenge

The teaming of probation officers and sex offender therapists offers many advantages for client success; however, some aspects should be considered before implementing such a program. Time, cost, training, and questions of confidentiality and personnel are obstacles to success.

Scheduling

Scheduling of sessions involves three parties: the therapist, the probation officer and the client. This may mean that the

TEAMING

IN SEX OFFENDER MANAGEMENT

THERAPIST

- Answers tough questions in a team approach
- Able to draw on legal expertise of the probation officer
- Raises the level of expectation and accountability on the part of the client
- Broadens the professional communication level between the therapist and the probation officer
- Minimizes client triangulation between probation officer and therapist
- Provides opportunity for the therapist to express therapeutic needs in presentence evaluations and status hearings
- Establishes appropriate channels to the state's attorney and judges for case management dialogue
- Addresses client difficulties and successes quickly
- Establishes an enhanced personal relationship between therapist and probation officer
- Provides another perspective of the client's dynamics

PROBATION OFFICER

- Probation has a role and a voice in sex offender treatment
- Skills acquired through sex offender therapy can be generalized to other nonsexoffending cases (e.g. cognitive behavioral groups, otherwise known as "Cog")
- Gains new information to make more educated/objective decisions (e.g. sex offense cycle, relapse prevention planning)
- Decreases burn out and frustration through understanding of client denial process and high relapse potential
- Gains a knowledge of counter transference and how it affects therapy
- Increases case management efficacy with up-to-date information
- Viewed (by client, client's significant others, state's attorney, judges) as an agent of change rather than merely a gate keeper to corrections facilities and punishment allocations
- Gains heightened credibility within the court system
- Able to exert "therapeutic opinions" before adjudication and sentencing in order to combat court system denial

individuals involved will work with clients in a group or individual format. In any case, time will have to be reckoned with in order to provide the necessary supervision. Time must also be allotted for debriefing sessions for the probation officer and the therapist.

Training

Training in the teaming process and therapy techniques must be provided. This involves both time and money, commodities that may be difficult to secure. Finding the right service providers need to be addressed. The probation officer and the therapist may need to consult experts to learn the teaming process.

Confidentiality

Information sharing can present some difficulties. Typically in the present system, the client signs a release of information form before therapy takes place so that probation and therapy may discuss client progress, something that the client often loses sight of during therapy sessions. Significant information gained in therapy sessions is routinely discussed with the probation officer. This practice would continue in the teaming format. However, the probation officer would have first hand knowledge of the client, and no miscommunications or delays would occur, providing better supervision. In either case, trust must be established. This is a new role for probation and would have to be addressed throughout the process.

Personnel

Staff willingness may produce yet another problem area. Personnel must be willing to participate in such a program. If either the probation

officer or the therapist have reservations, the teaming effort will be impaired. Such issues may include power struggles in regard to case management direction, unwillingness to take feedback or suggestions, lessened commitment to the teaming effort, unwillingness to "think outside the box," personality conflicts, overuse of professional jargon or lack of knowledge of the teaming concept.

Conclusion

A united front between the probation officer and the therapist is necessary for juvenile sex offender therapy to be delivered most successfully. Power is lost when the probation officer and the therapist do not collaborate to harness the convoluted dysfunction that is observed in the aftermath of a juvenile sex offense. When the probation officer and the therapist tackle the issues together, forming a team, they can contribute a wide spectrum of professional tools with which to combat sex offense recidivism. No longer required to work alone, both views of deviant sexual behavior can be examined. Problem solving is encouraged through the tools of precision rather than force. Sir Gwain, from the *Legend of King Arthur*, lamented that all the successes of the round table had come from the use of the lance, and all of their losses could be attributed to the usage of the sword. Juvenile sex offender therapy is no different. □

Scott Smith, M.A., L.C.P.C., Q.M.H.P is the Psychology Director at the Ninth Judicial Court Services Department of Knox County Mary Davis Detention Home in Galesburg, Illinois.



**FREE RAPISCAN
READER OFFER!***

Quick & Easy Saliva On-site Drug Test

Detect multiple drugs with a single saliva sample!

With Cozart RapiScan, you can directly observe sample collection, eliminating the subject's opportunity to tamper or adulterate samples. Avoid gender-specific collection issues. Makes on-site drug testing simple, quick and accurate. **Results in minutes!**

- **Quick, non-invasive sample collection**
- **Completely portable for rapid on-site results**
- **No guesswork - digitally displayed test results**
- **Simultaneously detects multiple drugs of abuse**

Tests available for: amphetamines, benzodiazepines, cocaine, methamphetamines, opiates, PCP, THC (marijuana), methadone and ecstasy

accutest®
COZART RapiScan

Call toll-free 800-676-5565
JANT PHARMACAL CORPORATION • 16255 Ventura Blvd. #505 • Encino, CA 91436
Phone: 818/986-8530 • Fax 818/986-0235 • www.accutest.net

* With minimum test purchase

Please circle #39 on the information card

PUBLICATION ANNOUNCEMENT



AN IMPLEMENTATION GUIDE FOR JUVENILE HOLDOVER PROGRAMS

What is it? Who needs it? What does it do? These questions are often asked of any new program. *An Implementation Guide for Juvenile Holdover Programs* not only answers these questions but also provides a step-by-step strategic planning process for the development or enhancement of juvenile holdover program(s). The *Implementation Guide* was designed and developed by staff and consultants from the American Probation and Parole Association (APPA). Funding for this project was provided through a grant from the Department of Transportation, National Highway Traffic Safety Administration (NHTSA), and the U.S. Department of Justice, Office of Juvenile Justice and Delinquency Prevention (OJJDP). This manual draws on the ideas and experiences of many who work in juvenile holdover programs across the nation.

Juvenile holdover programs provide a unique opportunity for juvenile justice agencies and the community to participate in the development of a community-based, short-term, temporary holding program for youth who do not require secure detention. *An Implementation Guide for Juvenile Holdover Programs* provides program planners with theory as well as tools to assist with the design, planning and implementation process. Additional assistance is provided in the

appendixes of the manual and sample forms for juvenile holdover programs are provided on an accompanying compact disk.

For additional information regarding juvenile holdover programs, contact Karen L. Dunlap, Research Associate, at (859) 244-8211 or email kdunlap@csg.org, or to receive a free copy of *An Implementation Guide for Juvenile Holdover Programs* contact Anita Threat at (859) 244-8207.

YES! I would like to order: *An Implementation Guide for Juvenile Holdover Programs*

Name _____

Title _____

Company _____

Address _____

Phone _____ Fax _____

Email _____

Quantity _____

FREE PUBLICATION WHILE SUPPLIES LAST!

Please send this order to:
American Probation and Parole Association
Anita Threat, Membership Coordinator
P.O. Box 11910
Lexington, KY 40578-1910
Email: athreat@csg.org
FAX: (859) 244-8001
Phone: (859) 244-8207

Introduction

PROBATION WAS INTRODUCED to the United States in 1841, when a wealthy shoemaker named John Augustus asked a Boston judge to release a man charged with public drunkenness into his custody. Augustus brought the man home, had him sign a temperance pledge and three weeks later returned the man to court sober.

It would be hard to recognize probation today based on this simple, homespun beginning. At the end of 1999, there were more than 3.7 million people on probation in the United States, making it by far the most common sanction for criminal offenders. And while Augustus, known as “the father of American probation,” worked only with drunks and minor offenders, 51 percent of probationers today have been convicted of felonies, according to the Bureau of Justice Statistics.

Modern probation departments are also having trouble replicating Augustus’ early success with rehabilitation: Today, nearly one of every five adults charged with a violent felony is already on probation, according to a panel of probation experts convened by University of Pennsylvania professor John J. DiIulio Jr. and the Manhattan Institute. This has led to widespread public dissatisfaction with probation, and even admissions from probation leaders themselves that such dissatisfaction “has often been fully justified.” (See *“Transforming Probation Through Leadership: The ‘Broken Windows’ Model,”* Manhattan Institute, 2000).

Faced with huge caseloads, high recidivism rates and public disaffection, probation and correction departments around the country are trying to re-connect with the spirit of innovation that inspired Augustus 160 years ago. In some places, virtually everything is up for re-examination, from job descriptions and department structure to the very principles underlying their work.

This exploration within the field of probation mirrors efforts taking place across the criminal justice system as police, prosecutors, defense attorneys and courts try to address a number of interrelated problems, including:

- declining public confidence in the effectiveness of the criminal justice system;
- concerns about “revolving-door justice” — offenders being processed through the system again and again;
- the growing volume of cases in the system, which makes it difficult to give individualized attention to particular victims or offenders; and
- the sense that players in the criminal justice system have become nothing more than processors, handling cases without regard to larger results like improving public safety, reducing recidivism or rehabilitating offenders.

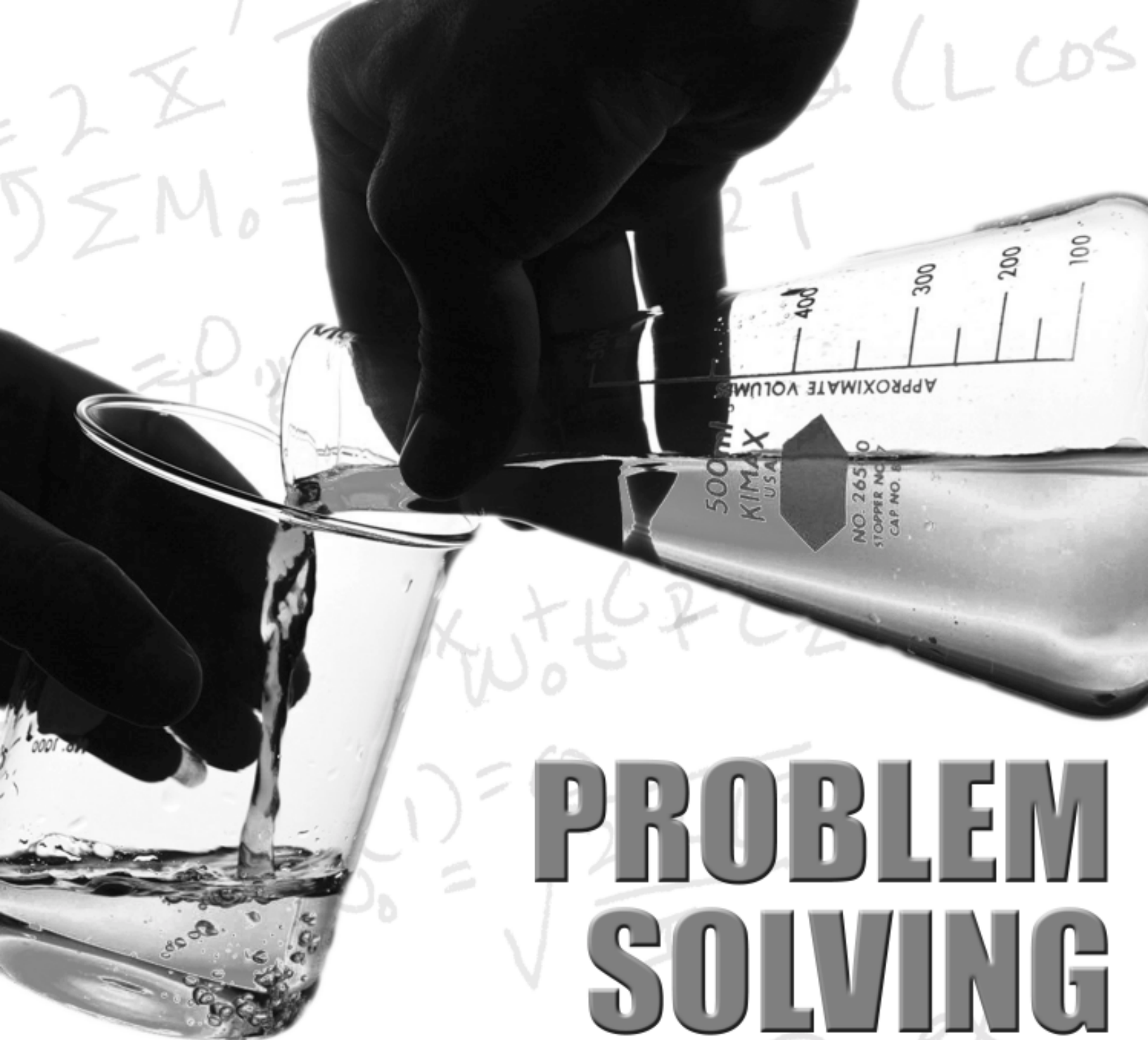
One way the criminal justice system has begun to respond to these problems is by shrinking their operations to a more human scale. Large, centralized court systems are creating small, neighborhood-based community courts that focus on low-level crimes, like prostitution and public drinking, which undermine a community’s quality of life. Prosecutors are taking some of their deputies out of the courtroom and placing them in neighborhood offices, where they partner with community members to develop innovative solutions to safety problems. Police are working more closely with average citizens and developing new programs that go beyond solving crimes to preventing crime before it happens. And probation departments are doing all of the above — opening neighborhood offices, partnering with the community and focusing on prevention.

“Community justice” has become the shorthand term used to describe these problem-solving efforts. Community justice tries to make the justice system more effective by re-establishing links between criminal justice players and the communities they serve. Guided by the philosophy of community justice, criminal justice agencies are asking some basic questions: What makes community residents feel unsafe? What resources can the community itself bring to bear on its own problems? How can criminal justice agencies — working with citizens, other government agencies and community organizations — address these problems in a way that produces lasting improvements? Community justice ultimately seeks to transform the very way people think about crime — not as cases to be processed but as problems to be solved.

This white paper offers a window into how probation departments are using community justice to improve the way they do business. The paper describes in detail four distinct efforts to reform probation and examines the lessons learned from these early experiments. Since community justice calls upon criminal justice agencies to adapt to local conditions, it’s no surprise that the four programs are as varied as the jurisdictions they cover: a statewide program in Vermont gives hundreds of community volunteers the authority to determine and supervise the conditions of probation; a partnership between probation and police officers in Boston focuses on gang violence in a crime-ridden urban neighborhood; a top-to-bottom restructuring of the probation department in Deschutes County, Oregon, emphasizes crime prevention; and an experiment in “beat supervision” in Maricopa County, Arizona, places probation officers in direct and regular contact with the community.

BY ROBIN CAMPBELL AND ROBERT VICTOR WOLF

An Ov



PROBLEM SOLVING PROBATION:

Overview of Four Community-Based Experiments

While very different, the four programs are united in a shared commitment to making probation more effective. By building connections with local communities, focusing attention on broader goals like crime prevention and offender rehabilitation, and striving for ways to give probation staff more resources and lower caseloads, these programs seek to build renewed confidence in probation – both among the departments' own workers and the public at large.

Probation's Original Promise

In many respects, these four experiments are an attempt to fulfill probation's original promise as a tool for rehabilitating offenders. When probation was first conceived by Augustus in the 19th century, probation officers were expected to take an active interest in the details of offenders' lives to help them reform their ways and ensure their successful re-integration into society.

Unfortunately, many probation departments adhere to this vision on paper – in their charters and mission statements, for instance – but have given up on actually pursuing these ideals in practice. Huge caseloads, inadequate funding and lack of accountability have turned probation officers, especially in large urban jurisdictions, into little more than desk-bound bureaucrats. The average New York City probation officer has 240 cases, according to Michael Jacobson, former commissioner of probation for New York City and professor of criminology at John Jay College in New York. And in some urban jurisdictions, like Los Angeles County, caseloads can rise as high as 1,000 per officer.

Clearly, probation officers with caseloads that high don't have time to get to know individual probationers or the communities in which they live. When confronted with so many cases, probation officers try to prioritize offenders, giving what time they have to the most serious and potentially dangerous clients on their list while devoting few resources to the rest. This means that, at best, a handful of probationers may get the necessary referrals and support to guide them on the path of reform while the vast majority live in the community with virtually no supervision.

By and large, high caseloads have not translated into large budgets for probation departments. With incarceration drawing the lion's share of correctional dollars – \$20,000 to \$50,000 annually per prisoner compared to only about \$200 per probationer – probation departments are forced to be creative. In New York City, where about 90,000 people are on probation, low-risk offenders are expected to report periodically to computerized kiosks. "With so little money being spent on probation, you have to make some choices," Jacobson said. "We decided to focus on the highest risk people and give them intensive supervision. But that means tens of thousands of people whom we deemed lower risk report to a machine. No one would call it an ideal situation."

And even when they do make referrals to supportive services like drug treatment and job training, most probation officers lack the time, training and resources to monitor outcomes. Are probationers staying in drug treatment and getting sober? Are they completing job-training programs and finding employment? Even more important: Are probationers complying with court mandates, including curfews and the all-important requirement that they avoid further trouble with the law? These questions relate directly to the public's concerns about safety and offender supervision and rehabilitation – but few busy probation departments have the time or resources to answer them.

Protecting the Public

"It's been amazing to me that when you ask your probation and parole staff to give you examples of what they do that protects the public,

they're baffled," said a participant in a U.S. Department of Justice roundtable of probation leaders (see *"Rethinking Probation: Community Supervision, Community Safety," Office of Justice Programs, U.S. Department of Justice, December 1998*). And yet protecting the public is exactly what probation departments need to do if they are to earn the public's support. It is precisely the potential dangers – periodically brought to the fore by news coverage of probationers who re-offend – that lead politicians and community leaders to criticize probation as "soft on crime" and call for its abolition. "There isn't another arm of government in which policy is based so much on individual incidents," Jacobson said. "When someone on probation does a horrible thing, it doesn't matter that for the last 9,999 cases nothing horrible happened."

The image of probation as a failure is reinforced by the numbers. Roughly half of all probationers fail to fulfill the terms of their probation sentence, and in any given year hundreds of thousands of probationers fail to report in. Even more disturbing: About two-thirds of all probationers are re-arrested for committing a different crime within three years of their sentence. In 1991, the nearly 162,000 probationers who went to jail for new offenses were responsible for at least 6,400 murders, 7,400 rapes, 10,400 assaults and 17,000 robberies, according to the Manhattan Institute.

Despite these alarming statistics, the nation remains heavily reliant on probation as an alternative to incarceration: at the end of 1999, there were 3.7 million adults on probation, which was more than twice the 1.8 million in prison. And growth in the probation population – about 3.8 percent a year since 1990, according to the Bureau of Justice Statistics – is expected to continue.

Changing the Job Description

While the four experiments described in the following pages are inspired by probation's historical ideal, they also represent new strains of thinking. One key ingredient all the programs emphasize is a role for the community. Inspired both by Augustus' early hands-on experiments and by the principles of community justice, which call for creating partnerships between criminal justice agencies and ordinary citizens, these programs have sought to incorporate neighborhood residents and their concerns into their work. They do this in a number of ways:

- by placing probation officers in neighborhood offices, where they meet regularly with members of civic and merchant organizations to discuss their concerns about crime and their ideas for reintegrating offenders into the neighborhood;
- by partnering with local organizations and other government agencies to develop better referral networks and support systems for probationers in the community;
- by relying more extensively on community residents, including the relatives, neighbors and employers of probationers, to monitor and control the behavior of their clients; and
- by giving community residents a part in actually supervising or working with probationers.

These experiments are finding that increased contact between probation departments and communities benefits everyone involved. Since probation officers – even those assigned to a community-based office – can't monitor their clients every minute of the day, neighbors, employers, relatives and anyone who comes in contact with probationers can serve as an extra set of eyes and ears. And community members are far more likely to report a problem or a violation if the probation officer is a friendly and trusted player in the community than an unknown stranger behind a desk in a central office far away.

Probation officers are also in a much better position to make appropriate referrals and help re-integrate their clients into a community if they're familiar with the neighborhood's resources. It isn't always enough to know the name of a local job-training program; a personal relationship with the director of the program, as well as with potential local employers, can make the difference between a referral that fails (because the program is full, or isn't geared to a probationers' particular needs, or because employers aren't willing to hire ex-offenders) and a referral that ultimately results in a probationer who is productively employed.

In addition, probation officers need to know a community and its citizens well, or they simply won't be able to address local safety problems. Probation officers who engage the community can find out where communities feel unsafe and what local problems are the community's top priority. If crowds hanging out at a local corner instill fear in residents, probation officers can require their probationers to stay away from the area and not contribute to the problem. And if garbage in empty lots is a chief concern, probation officers can place probationers on clean-up crews.

The community benefits from this relationship in a number of ways. First and foremost, the community's concerns become incorporated into the development of probation strategies; this can give residents greater confidence in the criminal justice system and add to their sense of safety. Also, giving the community an active role in the re-integration of offenders gives citizens a personal stake in ensuring that, on the one hand, probationers follow the rules laid down by the court, and, on the other hand, probationers are given a meaningful second chance to lead productive lives as law-abiding citizens. In this way, safety and offender rehabilitation go hand in hand.

Maricopa County: Beat Supervision

Maricopa County, Arizona, brought these principles into play in 1996 when the county's Adult Probation Department established an experimental satellite office in a neighborhood known as Coronado. The county is part of metropolitan Phoenix and covers more than 9,000 square miles, making it larger in area than many states. But Coronado is only two square miles – a manageable size for an experiment in what is sometimes called "beat supervision."

Beat supervision borrows from the model of a cop on the beat, who is assigned to a particular neighborhood and over time gets to know the community, its inhabitants and its problems. Similarly, a "beat" probation officer works in a community office and is assigned probationers from

the surrounding neighborhood rather than to a randomly selected roster of probationers from across the whole county. By introducing the beat model, probation officials in Maricopa hoped to tighten supervision of probationers and more effectively reintegrate them into the community.

The experiment was motivated by several factors. In the first place, a member of the probation staff had recently returned from a vacation in Madison, Wisconsin, with tales of that city's success with beat supervision. Secondly, the Phoenix Police Department had recently launched a community policing effort in Coronado, making it a natural location for an experiment in community-based probation.

"The police officers were already well known to the community and respected and associated with community safety, so by riding on their coattails, that eased affairs. It helped create the perception on the part of the public that we are part of law enforcement also," said Leslie Ebratt, Maricopa County's Adult Probation Officer Supervisor.

Furthermore, an active community organization in Coronado, the Greater Coronado Neighborhood Association, had recently received a grant from the Department of Justice for an anti-gang initiative and was looking for partners. This last point was especially fortuitous, although the group had to be persuaded that partnering with probation officers was a good idea.

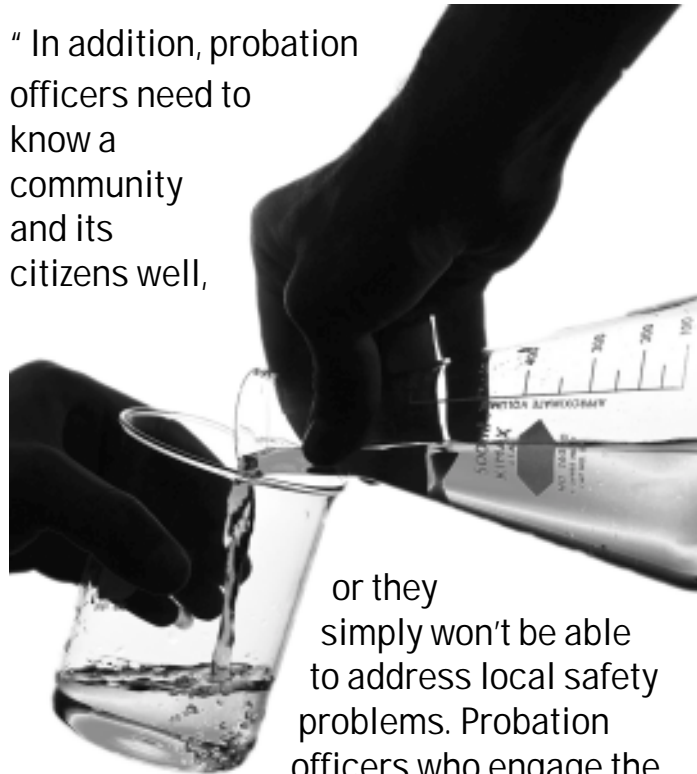
"The neighborhood was terrified," says Kate Wells, a Coronado resident who was active in the neighborhood association at the time. The organization was afraid that opening a probation office in Coronado would harm the neighborhood by drawing criminals from other parts of the county. This fear needed to be confronted even though Coronado, with approximately 250 probationers among 10,000 local residents, had a higher than average probationer population.

"It took three or four months to realize that [the probationers] were our neighbors," Wells recalled.

An Asset to the Community

Not long after probation officers moved into space provided by the neighborhood association in September 1996, the Coronado probation officers had an opportunity to demonstrate how they could in fact be an asset to the community. When the roof of the building was severely damaged in a storm, the probation officers in Coronado organized approximately 40 probationers to replace it. Guided by the probation officers, the probationers also repainted the building's exterior and landscaped the grounds, leaving the place far more attractive than when

"In addition, probation officers need to know a community and its citizens well,



or they simply won't be able to address local safety problems. Probation officers who engage the community can find out where communities feel unsafe and what local problems are the community's top priority."

they moved in. "They set off on the right foot right from the start," recalled Wells. "They did a tremendous amount of work."

"Part of what we're trying to do in the neighborhood is enhance the community in general," explained Leslie Ebratt, Maricopa County's Adult Probation Officer Supervisor. "We believe that by doing so, we reduce crime. Not just crime committed potentially by our offender population; we make it less of an environment to support crime in general." In this way, beat supervision in Maricopa tries to do more than just monitor probationers more closely; it also tries to advance public safety in any way it can.

Now, four years after the storefront probation office opened, members of the Coronado community know they can come there for help. For example, a block watch captain asked the probation officers for help with a campaign to get speed bumps at a dangerous intersection. "We got together as many probationers as we could to go door to door to get petitions signed," Ebratt said.

Community service has changed the way area residents perceive offenders; and it has also given offenders a sense of pride to see the positive impact they can have on their own neighborhood, Ms. Ebratt said.

Of course, Coronado's community-based probation officers also learn more about their probationers through closer observation and contact with their families and neighbors. Ebratt recalled a case in which a probation officer got to know the wife of a probationer after several visits to their home. This familiarity gave the wife courage enough to page the officer one day when her husband became verbally abusive toward her. Although the probation officer was ill at the time, he contacted a local community-based police officer with whom he had developed a working relationship. When the police subsequently visited the probationer's home, they discovered that the man had a gun, a violation of his probation. After consulting with the probation officer, it was decided that the man posed a threat to his wife's safety and he was arrested. "By being in the neighborhood and knowing more intimately what's going on with the individual we can intervene when problems arise before those problems develop into new crimes," Ebratt said.

Boston: Operation Night Light

In May 1992, during the funeral of a reputed gang member at the Morningstar Baptist Church in the Mattapan section of Boston, gunfire broke out and someone was stabbed when members of a rival gang infiltrated the ceremony. The incident, captured on videotape by a local television station, horrified the city, which since the late 1980s had been gripped by an epidemic of gang violence that would peak the following year, with 98 adult and 16 juvenile homicides, according to statistics supplied by the Massachusetts Probation Service. "Things were out of control on the street," said Bernard Fitzgerald, chief probation officer for Boston's Dorchester region. "We weren't enforcing the conditions of probation and we couldn't effectively do it without the cooperation of the police, given the rate of violence."

A few weeks after the Morningstar melee, an Anti-Gang Unit detective named Bob Merner and two probation officers, Bill Stewart and Rick Skinner, talked informally about ways to stop the violence. Research suggested that probationers were responsible for as much as 20 percent of serious crime. Stewart and Skinner thought they could make a dent in this by, among other things, making sure probationers were complying with curfews that were a condition of their sentences. They wanted to "put a little more of a net over [probationers] than we would normally have," explained Ronald Corbett, deputy commissioner of the Massachusetts Probation Department.

Probation officers already had the authority to arrest offenders who violated conditions of their probation, but they didn't feel comfortable making arrests because, for one thing, they didn't carry weapons. In a marriage of convenience, they turned to the Police Department for help. And out of that partnership, a new approach to community supervision of probationers was born.

Night Ride

On November 12, 1992, at 8:45 p.m., Stewart, Skinner and two other probation officers joined Detective Merner and two more policemen for their first night ride, with Stewart and Skinner following the crowded police cruiser in Stewart's 1985 Chrysler LeBaron station wagon.

Within five minutes, Stewart recalls, a report of a shooting came across the radio and the police cruiser sped away. By the time the station wagon arrived at the site, the yellow police tape had already been hung, so Stewart and Skinner stayed back. Then Skinner was called inside; the shooting victim, a young man lying on the pavement with a bullet in his chest, was one of his probationers.

Stewart, meanwhile, still watching from outside the tape, spied one of his own probationers among a group of kids standing nearby. By now it was approximately 9:30 p.m., so he walked up to the boy and, surprising him, asked why he wasn't at home, complying with his curfew.

"That's not fair," he said the boy replied. "'Probation don't ride in no police car!'"

Stewart suddenly understood that the boy counted on police and probation not to work together so he could take advantage of the system. "On that statement," he says, "Night Light was born."

Operation Night Light, as it came to be called, was a formal partnership between the Boston Police Department and the Office of the Commissioner of Probation for Massachusetts.

The most obvious advantage of this partnership was that it gave probation officers access to more information about their probationers' lifestyles – information that could help them catch violations, pick up early signals that a probationer may be going astray and make more appropriate and timely referrals to supportive services. Police officers benefited, too. By becoming more familiar with probationers' comings and goings, their favorite hangouts and their associates, police officers had more and better information to work with when developing crime-fighting strategies.

Offering Youth an Alternative

The creators of Operation Night Light understood, however, that getting tougher on crime wasn't by itself enough. "If you're going to do suppression of youth violence, you have to have something to offer as an alternative," explained Fitzgerald. To provide such alternatives, Operation Night Light turned to the community for help.

Historically, Boston's poor and minority communities, where much of the city's violence was concentrated, have been wary of law enforcement personnel. Yet the events at Morningstar had shocked community leaders as much as anyone else, and this gave police and probation officials a rare opportunity to seek common ground with them. The Ten Point Coalition was a consortium of African-American churches – including Morningstar – that had mobilized in response to the gang epidemic. After the incident at Morningstar, the coalition and law enforcement decided to work together.

Mark Scott, director of the Ella J. Baker House, a social service organization affiliated with the Ten Point Coalition, has been a long-

time advocate for youth involved in the courts. Scott still serves as a youth advocate, but the Ella J. Baker House now conducts fatherhood and cultural literacy programs for juvenile probationers in connection with Operation Night Light.

"Initially our relations with the probation officers were antagonistic," Scott said of the days before Operation Night Light. "We viewed them as cops. They viewed us as advocates for bad kids. But over time, we began to understand them as allies." He and his former antagonists now work together to maximize each child's access to guidance and support. "We try to team up with probation officers to put two adults in [the probationer's] life," he explained.

Vermont: Starting with the Public

Between 1984 and 1994, the population of Vermont's state prisons increased by 133 percent. Yet during that same decade prison bed space in the state grew by only 79 percent. Faced with the expensive prospect of building more prisons, Vermont's Department of Corrections began looking for alternative ways to deal with crime.

In what was an unusual decision at that time, the department turned to the public for guidance. In January 1993, it hired John Doble Research Associates Inc., a New York-based research firm, to conduct three, two-hour focus groups in the cities of Brattleboro, St. Johnsbury and Burlington. In May 1994, it followed up with a statewide telephone survey. The results of this research were startling. Only 37 percent of respondents approved of the state's existing corrections procedure. "We were rated lower than Jimmy Carter was rated at the height of the Iran hostage crisis," recalled John Perry, director of planning at the Vermont Department of Corrections. An astonishing 75 percent thought the entire system needed reforming.

According to Perry, people were emphatic about what they wanted in an ideal system: They wanted to be safe from violent predators, they wanted accountability from non-violent offenders, and they favored options that allowed average citizens to participate in the judicial process themselves. When presented with specific proposals, the public was similarly unambiguous. "When we gave them the concept of the reparative board," says Perry, "92 percent thought it was a hell of a good idea."

Reparative boards became more than just a popular idea in 1994, when the state overhauled its entire sentencing structure. Under this new state policy, low-risk non-violent offenders, such as shoplifters, vandals and check forgers, are given the option of meeting with a

reparative board, a group of community volunteers who develop and monitor 90-day probation sentences that require offenders to make up for the harm their actions may have caused.

The Reparative Probation Program is an alternative to regular probation, which in Vermont "can be pretty onerous," sometimes, albeit rarely, lasting a lifetime, Perry said. Those who participate avoid regular probation if they successfully complete what the board asks them to do within 90 days.

Repairing the Damage

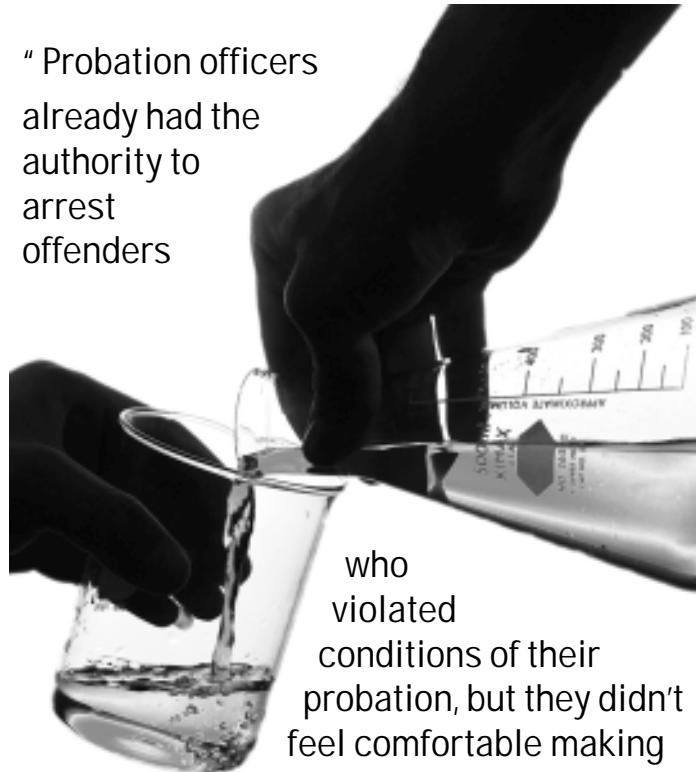
Reparative boards usually have three to six members at any given session and usually meet on a weekly or biweekly basis. Sessions, which can last anywhere from 30 minutes to two hours for the most complicated

cases, are open to the public, and friends or relatives of the victim and the offender are encouraged to attend. If the victim is present, he or she has an opportunity to talk about the impact the crime has had on his or her life. The offender then tells his or her side of the story. Board members ask questions, talk about how the offense has hurt the community at large and negotiate a contract that describes steps the offender must take to repair the harm caused by the offense.

"The theory is offenders have offended us and they owe us a debt. And the way they repay the debt is not by costing us tax dollars, but repaying the debt, by fixing what was broken, restoring what was damaged," Perry said.

Barbara Leslie, coordinator of three reparative boards in Burlington, Vermont, offered the example of a 24-year-old woman who appeared before a panel for stealing three

" Probation officers already had the authority to arrest offenders



who violated conditions of their probation, but they didn't feel comfortable making arrests because, for one thing, they didn't carry weapons."

checks worth about \$800.

"When she came to us, we found out she was in an abusive relationship, in the middle of getting a divorce, and she had issues with substance abuse she was denying," Ms. Leslie said.

The board had her write a letter of apology to the victim and, because she was un-employed and didn't have money, ordered her to perform extra hours of community service in lieu of paying back the \$800 – but only after the victim okayed the terms.

"We try to put the victims at the center of everything and ask the offenders to spend a fair amount of time thinking about the victims," Ms. Leslie said.

From Wreck to Reparation

Alan Taplow, a retired purchasing manager who sits on a reparative board in Barre, Vermont, described the case of a young man who, after

being evicted from a party at about 3 a.m., drove his car into a trash hauling bin, knocking over a propane gas tank and creating a dangerous, potentially explosive situation. He was rescued from the wreck by two police officers, charged with driving under the influence, and, in addition to receiving various fines, given the option of participating in a reparative board. The contract he worked out with the board included the following:

- To understand the impact of his crime, the man was asked to research and write at least five pages of reflections on the experience, including what he learned about police work relating to drunken driving and the work of the Fire Department in similar emergency situations.
- To make amends to the victims, he agreed to write letters of apology to the Police and Fire Department personnel directly involved in and endangered by the incident. He was also asked to write letters to the people evacuated from their homes while the propane was being cleared.
- For community service, the man, a landscape designer and stone worker, was required to work with town selectmen to plan and implement a project to beautify the village square.
- Finally, to learn ways not to re-offend, he agreed to undergo alcohol assessment and comply with any resulting recommendations for treatment.

The young man reappeared in front of the board three months later, having completed all of his contract save for the landscape project. Because the ground was too cold, the board granted him an extension until spring.

Reparative boards now handle more than 30 percent of the state's probation case load, with at least 350 citizens on more than 50 boards throughout the state. "We have towns demanding that they get a board," Perry said. "We are expanding as fast as we can."

With the creation of the reparative boards, the state's probation officers' jobs also changed. In addition to supervising directly those offenders who don't go through the boards, they support the reparative boards in a variety of ways: helping track down victims, building a referral network for offenders and coordinating communication between the boards and the court. Officers are also expected to meet with the community to cultivate support for and involvement in the reparative boards.

In theory, with the boards' supervising so many low-level offenders, probation officers should have more time to focus on high-risk cases involving felony or violent offenders. But that hasn't happened yet. While the reparative boards are siphoning off some of the work normally performed by probation officers, the officers' regular caseloads continue to rise. Niel Christiansen, corrections services manager for the Burlington Court Reparative Services Office, said that due to the increasing popularity of probation as a sanction, the caseloads of officers on his staff have doubled to about 200 over the last five years, thus keeping probation officers as busy as ever. And yet, while many probation officers are still frustrated with their heavy caseloads, many are also deriving new satisfaction from working more closely with community and victims. "When you're working only with one party to a situation, you tend to hear that perspective. Reaching out to victims helps balance it, and that's a good thing," Christiansen said.

Deschutes County: Reinventing a Department

Deschutes County, near the center of the state of Oregon, is one of the fastest growing counties in the United States. Not long ago, loggers and environmentalists sparred here over the fate of the spotted owl. Now

the region's rural past is giving way to an increasingly urban future. Deschutes County today is home to burgeoning high-tech and service industries; yet it is still not uncommon for children living on area farms to shoot sage rats as part of their morning chores before heading off to school.

Given these conditions, the county's decision to integrate community-based probation into a comprehensive redesign of its judicial services was a preemptive one. "[The change] was not problem centered," said Dennis Maloney, director of the Deschutes County Department of Community Justice. "It was, I would call it, foresight centered."

Maloney, an advocate of restorative justice, a philosophy that emphasizes repairing the damage done by crime to individual victims and communities, was speaking on a panel in Washington, D.C., in 1996 when he was invited to lunch by U.S. Attorney General Janet Reno, who was attending the event. During the meal, the attorney general expressed an interest in restorative justice, but was troubled by its purely reactive stance. "Shouldn't we have a national crime policy that calls for as much emphasis on prevention?" Maloney said she asked him. She then proposed a slightly revised concept: community justice, which combines restorative justice with community development efforts aimed at crime prevention.

Several months later, Deschutes County received a grant from the National Institute of Corrections to create a pilot community justice program. State laws tied the county's hands in making changes to its adult probation program. But its juvenile division was radically restructured. Under the new system, juvenile probation officers were reassigned into three teams: the Accountability Team, which interacts with offenders and the courts, the Community Outreach Team, which works with the community to develop service projects for both probationers and at-risk youth, and the Restoration Team, which offers mediation in lieu of court for low-level offenses and also tries to ensure that offenders pay back their victims for the harm they've done.

Within this new model, many of the traditional boundaries of probation fell away and probation officers, now renamed "community justice officers," began treating juvenile probation as part of a larger effort to eliminate crime before it began. No longer would they be simply probation supervisors; they were now community problem-solvers and probation was but one of their tools.

Community-based probation was integrated throughout the new system in a variety of ways. The Restoration Team, for example, drafts agreements between offenders and victims requiring offenders to make up for their actions by, say, working for their victims until any cost incurred as a result of the offense has been reimbursed. Offenders on probation may be assigned to the Restorative Community Work Service, which requires them to work on projects that the Community Outreach Team and the local stakeholders have jointly developed; these community service projects – like helping build a house for a low-income family – are designed both to pay back the community as well as give offenders a sense of accomplishment. In some cases, offenders may even be eligible for a program called Fresh Start, which pays them a minimum wage (\$6.50 in Oregon) until they earn enough to repay their crime victim.

Prevention Projects

"The best way to work with crime in the community is to work on prevention projects," said Ken Mathers, a ten-year veteran of Deschutes County's Juvenile Probation Department and now team leader of the Community Outreach Team. "The second part of the job is working with offenders and connecting them with the community."

An example of how Mathers combines both approaches occurred in the summer of 1999 when the Community Outreach Team organized a fundraiser to sustain a popular summer music and food festival in the city of Bend called Munch & Music. “One person from their board came to our department and said ‘This is drug and alcohol free, and we believe it’s crime prevention. Can you help us out?’” recalled Mathers, explaining how he became involved in such an unusual project. After agreeing that it would benefit the community, the Outreach Team recruited over 100 volunteers, including 50 kids – of whom only a few were from the corrections system – to do everything from selling tickets and distributing food to performing for the audience. A group from the Youth Investment Program, a four-month incarcerative program, even performed a play at the event. “These are kids who are sort of the thugs around town, and here they’re dressed up in drama gear,” said Mathers. “Several months ago people would say these kids are thugs, now what they’re saying is that these kids have some amazing skills.”

Projects such as the Munch & Music fundraiser illustrate how Deschutes County’s community justice officers have moved beyond simply trying to monitor offender behavior to prevent criminal behavior in the first place. By working with the community to create meaningful activities for both offenders and kids at risk of offending, they are working to provide alternatives to criminal activity. “Crime prevention occurs whenever we can connect a kid with a community,” said Mathers. “The more connected kids are, the more preventative that is.”

Measuring Success

As the four probation described in this article continue their ongoing experiments with community justice, they are struggling with ways to measure the effectiveness of their programs.

In Boston, Operation Night Light, which was eventually extended to adult as well as juvenile probation, has pointed to significant drops in local crime. While Operation Night Light cannot by itself be credited with this success because it was not the only anti-crime initiative undertaken in Boston during the 1990s, the numbers are impressive. There were only 31 fatalities in the city in 1999, only one of which involved a victim 16 and under compared to 98 adult and 16 juvenile homicides in 1993. Also in 1999, according to Bernard Fitzgerald, chief probation officer for Boston’s Dorchester region, the city saw only 8,636 criminal complaints compared to previous annual rates of anywhere from 12,000 to 15,000.

Maricopa County has also produced some encouraging numbers. Among Coronado probationers ordered to do community service, 71 percent complied, compared to only 28 percent in a comparison group, said Leslie Ebratt, the adult probation officer supervisor in Maricopa County. Likewise, 70 percent of Coronado offenders who owed restitution to victims made payments, compared to only 44 percent in the comparison group.

Vermont uses public opinion as a measure of its success. The state continues to poll citizen satisfaction with the corrections system and it is beginning to see evidence that satisfaction is rising. From the 1994 low of only 37 percent approval for the system, the number of positive assessments of the state’s corrections system has risen to 44 percent – a small but encouraging sign of changing public perceptions, according to Perry, the state Corrections Department’s director of planning. Also, compliance with board-imposed sanctions has been at nearly 85 percent.

Meanwhile, Deschutes County has tracked the responses of offenders to their new programs. “A lot of community work service is really kind

of mundane activity,” Maloney said. “Offenders don’t like that kind of work. They think it’s demeaning and they know that there’s not much value to it. But when you have them build child abuse centers, parks, things of very high value, offenders show up at a high rate. And they will often work longer than ordered.”

The enthusiasm expressed by “Brian,” a young man who spent four months in Deschutes County’s Youth Investment Program, working every other week to build a house with Habitat for Humanity, supports Maloney’s assertion. “It was a great feeling knowing that we were helping these people,” he said. “It was kind of a way to pay back for the things we had done and at the same time give us a feeling of respect.” That serious crime among juvenile offenders like Brian has fallen 27 percent in the two years since Deschutes County’s new program was launched further supports this impression.

Job satisfaction among probation officers is also an important indicator. “I used to measure a good week’s progress by how many files I processed,” recalled Mathers, of Deschutes County, who confessed that he was pursuing a career change before the department overhaul. “You’d always stack your files up as you finished them and say ‘I’m done with that,’ almost like a brick layer. With [the new system], the measurement’s completely different. We may get a call from a citizen we don’t even remember meeting and they’re complimenting us on how we’re working with youth or how we’ve beautified an area. That type of reward far surpasses stacking up the files.”

Obstacles

Large organizations, and government agencies in particular, tend to be resistant to change. Thus it should come as no surprise that planners in Boston, Deschutes County, Maricopa County and Vermont encountered obstacles as they tried to implement their experimental programs.

“The biggest obstacle that we met was people’s shackling to tradition,” explained Maloney of Deschutes County. He pointed out that many of the people who had trouble giving up the old ways couldn’t explain why they should be retained.

Vermont encountered challenges in several areas. Defense attorneys, for example, initially discouraged their clients from submitting to the reparative boards because of the unpredictable nature of each individual board. “A defense lawyer’s job it to get the best deal he can for his client, so what they want to do is nail down the deal,” explained Perry, the director of planning. “The whole point of the reparative board is you don’t know what’s going to happen because the community is going to figure it out.” This resistance was eventually overcome by experience, as Vermont’s defense attorneys discovered that in practice the reparative boards were not unduly onerous on their clients.

Another obstacle they faced in Vermont was the reluctance of some community volunteers to bring victims into the process. Ms. Leslie said that in her area it’s been “challenging” finding enough volunteers to do victim outreach because of the complex emotions involved. “People don’t like to deal with victims,” she said.

One of Operation Night Light’s major challenges was to overcome distrust between Boston’s probation officers and police, who were accustomed to working separately and inclined to protect their “turf.” “It was a new way of doing business at first, and many of our officers were skeptical,” recalled the state probation department’s deputy commissioner, Corbett.

In Oregon, the Department of Community Justice fostered public support through a media campaign that showed offenders working on

community service projects. “The media and the public never cared about what went on in my office,” one officer told Maloney after the officer organized juvenile probationers to build bunk beds for poor families and photographs of the work appeared in the local paper. “Now we’re getting cheered.”

The power of public opinion was evident in Boston, too. “The pioneers got such good press that it didn’t take too long to get a lot more people involved,” said Corbett. Today, Operation Night Light is so well accepted that incentives for officers to work nights and weekends have been written into the Probation Department’s contract and nearly 45 percent of the work force have signed up to participate. Said Corbett, “The change has taken root and is part of the DNA of the organization now.”

Resources

Given the early results and public acclaim that these community justice experiments have generated, many probation departments across the country are eager to pursue change. At the same time, many complain that they simply don’t have enough money to experiment.

Vermont, Deschutes County and Maricopa County relied on outside grants to kick-start their programs, but the simple fact is that probation has been underfunded for decades and there’s no reason to think the situation will soon change. The problem is, in part, probation’s lousy reputation. “Probation gets funded exceptionally poorly, so it can’t possibly do the job it’s supposed to do; so then legislators say, ‘You’re not doing your job right, so why should we give you more money?’” Jacobson said. “Another problem is that prison and the death penalty dominate the debate about crime in this country, even though twice as many people are on probation. People just don’t want to talk about probation. There’s periodically talk in the field about abandoning the word ‘probation’ because it has such a negative connotation.”

Faced with such a grim funding picture, it’s clear that probation departments can’t depend on an influx of new cash to pay for innovation. They will have to find a way to make adjustments with the resources they have. There is some good news, however: Some experimental probation programs have been able to offset higher costs through new efficiencies.

In Coronado, for example, community-based probation officers have been able to maintain the same caseload, approximately 60 per officer, as the county’s traditional probation officers. This is possible, said Leslie Ebratt, because the time community-based staff save by not driving to remote areas can be applied to their new responsibilities. After Operation Night Light was established in Boston, probationer behavior improved, allowing probation officers there to become more efficient as well, according to Bill Stewart. In the early days, he says by way of example, probation officers went into the field three times a week. Now they have to go only once a week.

Oregon has looked for creative solutions to help pay for the cost of adding crime prevention to its probation officers’ responsibilities. For its Youth Investment Program, for example, a four-month incarceration program followed by at least six months of “aftercare,” the county negotiated an agreement with the state granting it the equivalent of what it would cost to house the offenders in a state facility. Half of that money is earmarked for youth-crime prevention.

Perhaps the most cost-efficient thing about the Vermont program is that the boards are staffed by community volunteers. “Our idea,” said Lynne Walther, a restorative justice consultant who helped design the

reparative boards, “is that the community will do most of the time-consuming work.”

Each of these programs’ experience suggests that financial considerations need not be an obstacle to launching a problem-solving experiment. Moreover, some are optimistic that problem-solving probation will ultimately attract more money as it proves, over time, its effectiveness.

Conclusion

The willingness of probation leaders to admit that probation needs an overhaul has spawned innovation and experimentation – with or without increased financial support or resources. As the four programs profiled above demonstrate, change is in the air.

But much more can be done. These four experiments affect only a small fraction of the nearly four million people on probation. And while the task of reforming probation may seem daunting, the potential rewards are vast. As members of John Dilulio’s task force wrote, “probation is at once the most troubled and the most promising part of America’s criminal justice system.”

Probation’s promise is in its potential to reach millions of offenders and keep them on the path of reform; to strengthen communities by involving ordinary citizens in the supervision and rehabilitation of probationers in their midst; to partner with a broad array of agencies in and out of the criminal justice system; and to experiment with new ways of solving problems. Whether it’s called “community-focused probation,” “problem-solving probation” or “broken-windows probation,” these new approaches have the potential to reverse the public’s negative impression of probation and have a far-reaching impact on crime rates and a community’s sense of safety – and ultimately, help probation live up to the vision laid down by John Augustus so many years ago. □

Robin Campbell is a New York-based freelance writer, and the author of “There are No Victimless Crimes: Community Impact Panels at the Midtown Community Court” (Center for Court Innovation, 2000). Robert Victor Wolf is director of communications at the Center for Court Innovation, and the author, most recently, of “Neighborhood Knowledge: Community Prosecution in Washington, D.C.” (Center for Court Innovation, 2001). The Center for Court Innovation is a public-private partnership that promotes new thinking about how courts and criminal justice agencies can solve difficult problems like addiction, quality-of-life crime, domestic violence and child neglect. For more information about the Center for Court Innovation, please call 212-397-3050 or visit www.courtinnovation.org.

Note: This article is copywritten by the Center for Court Innovation and reprinted with permission. This article was supported by the Bureau of Justice Assistance under Grant Number 96-DD-BX-0090. Points of view or opinions in this article are those of the authors and do not necessarily represent the official position or policies of the United States Department of Justice.

MHS Full Page Ad



Restorative Justice Circles

The
Impact of
Community Involvement

RESTORATIVE JUSTICE POLICIES and practices are now developing in nearly all states. Providing opportunities for crime victims, offenders, family members and other community folks to engage in a process of facilitated dialogue about the real impact of a specific criminal act and the need to repair the harm is central to the core principles of restorative justice. The oldest form of restorative dialogue is found in the 25-year history of victim offender mediation, representing the most widely used and empirically validated form of restorative justice dialogue. Today there are many thousands of cases referred to the more than 1,300 programs in 18 countries and more than 40 empirical studies validating its effectiveness. Newer forms of restorative dialogue have developed in recent years, such as family group conferencing and peacemaking circles, and hold tremendous potential for strengthening the effectiveness of the restorative justice movement. This article provides a summary of the key findings of the first exploratory study conducted in the United States on the impact of restorative justice circles.

“Circles” are currently emerging as a process and structure to enhance local community involvement in matters of justice. While viewed as an old way of including community members in dispute resolution, circles

have been recently revitalized, if not repackaged, as another option within the developing restorative justice movement. Use of circles has generated considerable interest and a fair number of passionate adherents. Proponents speak of the “sacred quality,” of the “power,” of the “inclusiveness,” of the “restorative nature” of the circle. Little descriptive information is available about how circles function to meet the purpose of restoring justice and how the circle experience is received by a variety of participants.

Peacemaking or restorative justice circles can take many forms and can occur at most any place in the justice process. Circles of understanding, healing circles (for offender and family, for victim and family, for offender, victim and community), sentencing circles and review of sentence compliance circles are just some mentioned in the literature.

Circles incorporate many of the components of justice reform efforts of the past decades: a strong emphasis upon local community member participation, making the circle community based; bringing victim and offender together in face-to-face interaction as does victim/offender mediation; and involving victim and offender family members and friends such as in family/group conferencing. Yet, proponents of circles purport

to do more by reaching back to Native American and First Nation traditions of doing justice, which predate Western criminal justice by explicitly empowering each individual in the circle as an equal and by explicitly lifting up the relationship between justice and the physical, emotional and spiritual dimensions of individuals in the context of community and culture.

In the United States, one of the oldest efforts to adapt circles as a restorative justice approach has been carried out by the South Saint Paul Restorative Justice Council (SSPRJC). Circles in South Saint Paul are of many types. There are application circles, circles of understanding, healing circles, support circles and agreement circles. Circles for conflict resolution are also used extensively in the elementary schools and in the junior high school.

This study uses a qualitative approach to describe the incorporation of restorative justice or peacemaking circles in South Saint Paul. The study was designed with the assistance of the South Saint Paul Restorative Justice Council and Dakota County Community Corrections. Our purpose is to describe the nature of circle work and how participants perceived the impact of circle on themselves, their community and the formal justice system. A total of 62 individuals were interviewed. These included 15 victims/family members, 15 offenders/family members, eight circle keepers, 17 community representatives, and seven individuals who worked within the formal justice system. Thirteen circles were observed.

Key Findings

Typical Case Referred to SSPRJJC

A total of 35 cases were referred by the criminal justice system to the circle process, from January 1997 through June 30, 2000, over two-thirds from the South Saint Paul Police Department. The vast majorities of these referrals occurred at a pre-charge status. These cases were attempts by the police department to divert juvenile offenders from the formal justice system. All but two of the cases referred to the circle process involved juveniles; the adult cases were referred by judges. Seven of the 35 case referrals were referred back to the police or courts because of the unwillingness of either the victim or the offender to participate, leaving a total of 28 cases that participated in the circle process during the period from January 1997 through June 30, 2000. The average number of circles conducted per case was four, with a range of one to 16. The typical case was a misdemeanor committed by a juvenile and referred by police at a pre-charge level.

Circle Participation

Circle participants include victims and family members, offenders and family members, community representatives, circle keepers and often individuals from the formal justice system.

Participants choose to participate in a circle in order to express their feeling about the incident, their desire for the offender to take responsibility for his/her actions, and concern regarding the future relationship between victim and offender.

While two-thirds of victims and offenders initially felt uneasy entering a circle, three-quarters reported feeling comfortable speaking in the circle. They attribute the change in feelings to the opening words of the circle keeper and the use of a talking piece, which gave them an opportunity to speak and to listen without interruption.

Participants indicated that circle keepers needed to be focused and organized, nonjudgmental, good listeners, compassionate, respectful, patient, clear regarding ground rules and understanding.

Circle Process

"We are human and human beings make mistakes, and it's okay to make mistakes. Circles have a chance to fix those mistakes in a good way." (Circle Keeper)

The typical length is one-and-a-half to two hours. Most cases require three or more circles. The number of participants varied quite a bit, but typically involve ten or more persons. The circle keeper opens the circle, thanking people for coming and explaining why they have gathered. A talking piece is used giving each individual an opportunity to speak without interruption. The focus of a circle usually moves from hopes for the circle, to the incident or conflict and feelings about it, to amends, to the future. A follow-up, check-in circle is usually held at a time after the offender has had an opportunity to make amends.

Impact

"In the circle you can't turn and run," said the sister of an offender. A mother of a victim reported: "I was able to let them know the impact of what they did; the continued fear of invasion of what was going to happen next." A second grader who had been bullied on the playground explained: "They apologized. The last three days there were no fights!"

The most important outcomes for participants were: the offender had an opportunity to accept responsibility and to be held accountable; the focus on future relations between the victim and offender; the opportunity to express feelings about the incident; the awareness of support from the community.

Participants reported liking best: connection with people in the circle; changed attitude and behavior; telling one's story and listening to others; and the chance to help other people. Participants reported liking least: the circle process requires too much time and sometimes people talked too long. Victims and offenders would recommend the circle process to others in similar circumstances.


Program Development Issues

As other jurisdictions and communities consider adapting restorative justice circles, a number of program and policy issues arise from this study that should be considered.

1. The centrality of shared values. We cannot overstate the emphasis placed on values. Any group embarking on developing circles for whatever purpose will want to take time to explore who they are, what values shape them and which values will most likely define their work within the context of circles. Some would contend that shared values are the "lifeblood" of circles.

2. Broad based support and involvement. The South Saint Paul Restorative Justice Council is comprised of individuals who have a long history of involvement in the community activities as well as folks who are relatively new to the community. Most Council participants are also engaged in the faith communities of South Saint Paul and bring with them a degree of church institutional support. Several key criminal justice decision makers are also active in the Council.

3. Time. Any group seriously considering adopting circles as a way of dealing with conflict must be prepared to make a huge commitment of time. It takes time to build the relationships required to explore the nature of conflict and its causes. It takes time to sit in a circle and listen to the stories of its participants. Nearly everyone in this study indicated that the time commitment involved was a downside to circle participation. Many of these same folks stressed the importance of making and taking the time.



"The most important outcomes for participants were: the offender had an opportunity to accept responsibility and to be held accountable; the focus on future relations between the victim and offender; the opportunity to express feelings about the incident; the awareness of support from the community."

4. Involvement and burnout. Given the intensity of circle work, both time-wise and emotionally, it is not reasonable to expect that the same individuals will work with every case or even with every circle in a given case. A continuing concern, then, is recruitment of new participants.

5. Equality of the participants. Central to circle work is the heartfelt belief that all individuals in a circle are equal. That belief is translated directly into mutual respect, the opportunity for each person to speak and the responsibility to listen openly to everyone.

6. Preparation. A group considering adapting circles for victims and offenders to resolve conflict will need to give thought to how much preparation they believe is desirable with the participants before bringing them together in the same circle. It will be important for new circle initiatives to examine the important role that in-person preparation of victims and offenders has played over the years in making other forms of restorative justice conferencing (such as victim offender mediation) more victim sensitive, as well as offender sensitive, through clarifying expectations and minimizing pre-conference anxiety. It may be helpful to remember that some who have been involved in circles in a wide variety of communities believe that preparation, adequate or inadequate, can make or break a circle.

7. Follow-up. In order to have credibility and integrity within the community and with the formal justice system, a group doing circle work will need to take seriously follow-up to agreements made in circles.

8. Decision-making by consensus. There was no more heated or troubling issue facing the SSPRJJC during the course of this study than the issue of consensus. In practice, in a given circle when the talking piece is passed one last time to determine if everyone accepts the proposed agreement, verbally declaring acceptance one by one can be very powerful. Yet there are situations where consensus cannot be reached easily, and this is where explicit expectations regarding consensus as a decision making process must be clear and shared.

9. Auspices. No doubt many groups contemplating getting involved with circle work are already existing entities. Nonetheless, auspices under which the group works is important in numerous ways including philosophy, funding eligibility requirements and record keeping.

10. Training. Council members in South Saint Paul spent 18 months gathering information, going through training programs and planning before considering a case.

Policy Issues

1. Types of cases most appropriate for circles. There was really little agreement among the study respondents as to what type of offenses were most appropriate for circles. Officials from the police department and the county's attorney's office were most concerned about avoiding significant risk to the public. Cases involving assault, violence and sexual assault would not be appropriate in their view. As noted in the beginning of this report, most of the cases handled by the Council were misdemeanors and low severity felonies. Others in the study would eliminate few if any offense categories from possible circle work. The judge would not see circles handling sex offender or murder cases. On the other hand, corrections staff suggested that circles would be particularly useful with sex offenders returning to the community. There is widespread agreement among Council members and system administrators that circles may work best with "messy cases," even if the crime is not severe but the entire community is affected.

2. Location of circles within the justice process. Any group undertaking circle work in the context of the justice system will need to work out where circles best fit in the over all justice process.

3. Place of circles within restorative justice options. Most of the individuals connected with the SSPRJJC were aware of other restorative justice options such as victim offender mediation and family group conferencing. Finding a balance between when victim offender mediation or family group conferencing might be more appropriate and require less time and resources than circles is an important issue for communities to address.

Conclusion

There is no question that the people making up the SSPRJJC – young and old, non-professional and professional, non-system and system – are an extremely committed and dedicated group of individuals. The willingness to contribute hours and hours to the work of circles, to the ongoing discussions of the nature of a workable relationship between the Council and the formal justice system, and to the continuous sorting out of values and their meaning for the group is uncommon. Many community-based groups have imploded in the face of much less intensity. So what can we conclude is the potential of all this effort?

Potential impact on the formal justice system

Because of the sheer volume of individuals annually processed through the formal justice system, it is unlikely that the circle process as practiced in South Saint Paul will have a measurable impact on that

flow. The strength of the circle is making time for community members to help victims and offenders sort out complex underlying issues. Whether one chooses to focus on diversion cases, or serious cases, or transition cases, the number of cases dealt with will be determined by the complexity of cases and availability of volunteers. Potentially, more cases could be handled by streamlining the circle process, but at some point a group will risk simply going through the motions to increase its caseload. Still, it likely will not be able to handle enough cases to impact the huge numbers going through the system.

Circles conducted by community groups offer the justice system an additional intervention option and, certainly, may be very significant and desirable in certain cases. At this point, it appears that system decision-makers are trying to sort out how best to use the limited resources that circles provide. Circles are becoming one more option within the justice tool kit. The question remains where does any given formal system want to use those resources: prevention, diversion, court processing, corrections programming, or transition from institution to community?

If councils were active in every neighborhood as some proponents envision, would they then have substantial impact on the formal justice system? Possibly. Such impact might possibly occur because of prevention efforts undertaken at the local neighborhood level and because of the increased awareness of community members regarding the workings of the formal justice process. But such widespread impact appears quite wishful for now.

Does this mean that circles have no place working with individuals caught up in the justice process? Absolutely not. Their potential impact is considerable.

Potential impact on victims and offenders

The data gathered in this study support the contention that restorative justice circles can have positive impact on individuals. Whether or not circles can process large numbers of people, they can have tremendous impact on those who do go through circles. Victims felt supported by the community and welcomed the opportunity to participate meaningfully in the justice process. Offenders were a little more mixed in their responses. While some saw the circle process as one more hassle in their lives to be endured, others were encouraged by the acceptance they felt and were pleased to make some attempt at repairing the harm they had caused. And of course the ultimate testimony came from two offenders who claimed that circles had “changed their lives.”

And for people engaged in circle work, a single transformed life

justifies all the time and emotional energy given to the process.


Potential impact in the community

The potential of circles for having positive impact in the community, it seems to us, is quite substantial. Repeatedly, participants in the SSPRJJC attest to the merits of restorative justice circles in the local community. Justice, for these individuals, has become a personal matter. Crime happens in communities and somehow communities need to be involved in responding to law violation. The Council is a place where community members learn directly from formal justice decision-makers about crime and society's traditional responses and it is where these decision-makers hear how at least some constituents react to crime and the competing values underpinning justice.

Council participants have strengthened their own sense of being part of a community and of sharing responsibility for what happens in its boundaries. The sense of community pride is quite evident as we talked with these individuals. And there is pride in being able to point to a group of youngsters on the street, call them by name, and have them respond. There is a desire to be part of something that makes a difference and for many of our respondents that desire has been met by participating in circles. As one circle keeper said, “I don't know everything about working with kids. This is just one guy's experience. But I haven't found anything better yet (than circles), and it's not for the lack of looking.”

In South Saint Paul, restorative justice circles in the schools present a most promising use of circles. The school is a community within the community. It has the responsibility for educating the youth of the community. That education takes place in classrooms, on field trips, on athletic fields, on debate teams, in music halls and numerous, if not countless, other places. In South Saint Paul that education also happens in the give and take of circles. Elementary students learn something about problem solving methods – approaches that may contrast with those they have witnessed at home. Students have a place to go when they feel intimidated, alone and hurt. Teachers have another option for working through conflict before it explodes in the classroom making teaching difficult, if not impossible. Staff have another way of sorting out differences and weighing decisions which affect everyone in the building.

How many fights are prevented? How many students feel better about themselves and their school? How many parents feel more connected to the school system that intimidated them when they were young? How many young people did not cross over the line from



“The restorative justice circle is, to a large extent, about balance. It attempts to balance justice to include the interests of victims as well as offenders along with those of the broader community. It attempts to balance the interests of justice professionals with those of community residents. It attempts to balance a vast array of values some of which are in tension with each other. It attempts to balance heritage.”

participating in a prank to participating in a crime? How many hours of teaching have been saved by reducing tension and conflict? Answers to these kinds of questions are difficult to obtain because we are dealing with the notion of prevention. Data gathered by the school system are promising. What we will never know, of course, is did giving students more stake in their school including working out conflict with each other and with teachers prevent a catastrophic act of violence? What we do know is just as the potential for violence is present within a school so is the potential for reducing factors that contribute to violence.

A quest for balance

South Saint Paul is a very homogenous community. It has strong communal roots. Some would complain that these roots are eroding. Others desire to adapt to the change and influx of new residents while building a stronger community. The question remains: how will restorative justice circles function in more diverse communities and neighborhoods? We expect that the answer to that question depends on how well diverse communities are able to balance interests. The restorative justice circle is, to a large extent, about balance. It attempts to balance justice to include the interests of victims as well as offenders along with those of the broader community. It attempts to balance the interests of justice professionals with those of community residents. It attempts to balance a vast array of values some of which are in tension with each other. It attempts to balance heritage.

The notion and feel of balance in the SSPRJ can be found in the value triangle of love, law and learning. It is also found in the circle that is continuous with only temporal beginnings and endings. The Council has adapted and continues to adapt the circle process in ways that best fit its own community. For example, some groups who adapt the Native American talking circles to restorative justice will smudge at the beginning of each circle. The SSPRJ began following that practice but has discontinued smudging because it does not fit their own heritage. Other communities will also have to make choices about what fits and what can be added. They will decide how their own diversity can best be integrated into the work of circles. Their own values may look somewhat different. The symbols adopted from community to community for talking pieces and centerpieces may look dramatically different. Again, as Judge Stuart suggests, it is imperative that the circle process be flexible to the vision of each community (Stuart, 1996). There is no lockstep restorative justice circle method to be followed. There is a "way." There is a frame of mind and an openness of heart which discovers how best to proceed in a particular context. It is the lack of an ironclad set of rules for doing things and the dependence upon discovery that frightens some observers. Yet it is this openness which sparks creativity and fresh insight. Perhaps the most important reoccurring challenge for those engaged in restorative justice circles is reaching a tenuous, respectful balance between the need to be focused on doing the work of the circle and the need for discovery, for being the circle.

References

- Adams, J. (1999). "Circle of justice." *Star Tribune* Aug. 18.
- Baldwin, C. (1994). *Calling the Circle*. Newberg, Or.: Swan Raven & Co.
- Bazemore, G. and C. T. Griffiths (1997). "Conferences, Circles, Boards, and Mediations: the 'New Wave' of Community Justice Decisionmaking." *Federal Probation* 61(2), 25-37.
- Griffiths, C.T. and R. Hamilton (1996). "Spiritual Renewal, Community Revitalization and Healing: Experience in Traditional Aboriginal Justice in

Canada." *International Journal of Comparative and Applied Criminal Justice*. 20(2), 289-311.

Lajeunesse, T. & Associates Ltd. (1996). *Evaluation of Community Holistic Circle Healing. Hollow Water First Nation. Volume 1: Final Report*.

LaPraire, C. (1994). *Community Justice or Just Communities? Aboriginal Communities in Search of Justice*. Unpublished paper, Ottawa Department of Justice.

Locke, D. (No Date). "Sentencing Circle." *Pioneer Press*.

Pranis, K. (forthcoming 2000). "Restorative Justice, Social Justice, and the Empowerment of Marginalized Populations." In *Restorative Community Justice: Repairing Harm and Transforming Communities*. G. Bazemore and M. Schiff, eds. Cincinnati, OH: Anderson Publishers.

Stuart, B. (1996). "Circle Sentencing in Canada: A partnership of the Community and the Criminal Justice System." *International Journal of Comparative and Applied Criminal Justice*. 20(2).

_____. (1997). *Building Community Justice Partnerships: Community Peacemaking Circles*. Ottawa: Department of Justice.

Umbreit, M.S. (2001). *The Handbook of Victim Offender Mediation: An Essential Guide for Practice and Research*. San Francisco: Jossey-Bass. □

Note: Copies of the full report entitled Restorative Justice Circles in South St. Paul, Minnesota (Coates, Umbreit, & Vos, 2000) are available on the web-site of the Center for Restorative Justice & Peacemaking at the University of Minnesota (<http://ssw.che.umn.edu/rjp>) or by contacting the Center by email (rjp@tlcmail.che.umn.edu) or by phone (612) 624-4923.

Mark Umbreit, Ph.D. is a Professor and Founding-Director of the Center for Restorative Justice & Peacemaking at the University of Minnesota School of Social Work. He is the recipient of this year's APPA University of Cincinnati Award. Robert B. Coates, Ph.D. and Betty Vos, Ph.D. are Senior Research Associates at the Center for Restorative Justice & Peacemaking.



A NEW MODEL OF CORRECTIONAL PROGRAMMING FOR JUVENILE OFFENDERS FEATURING:

- **Balanced, restorative justice framework**
- **Comprehensive integrated continuum of services, from secure assessment through reintegration and aftercare**
- **State-of-the-art facilities**

The correctional continuum includes:

- **Sex offender unit**
- **Short-term secure unit**
- **Less restrictive residential unit**
- **Six-month community-based aftercare**

Academy program components include:

- **Victim awareness, education, empathy focus**
- **Individual educational and vocational training at an on-site charter school**
- **Individualized treatment planning**
- **Escort services**
- **Comprehensive diagnostic assessment**
- **Specialized pre-release curriculum**



Outcomes:

Mesabi Academy of KidsPeace's recidivism rate of 23 percent is far below the national average of 65 percent. We are breaking the cycle of offending!

Mesabi Academy of KidsPeace is located in Buhl, Minnesota, and is licensed by the Minnesota Department of Corrections and the Minnesota Department of Children, Families & Learning.

Mesabi Academy of KidsPeace provides specialized services for delinquent male and female youth ages 12-18 who are felony or misdemeanor status, or who are chronic offenders.

For more information, please call:

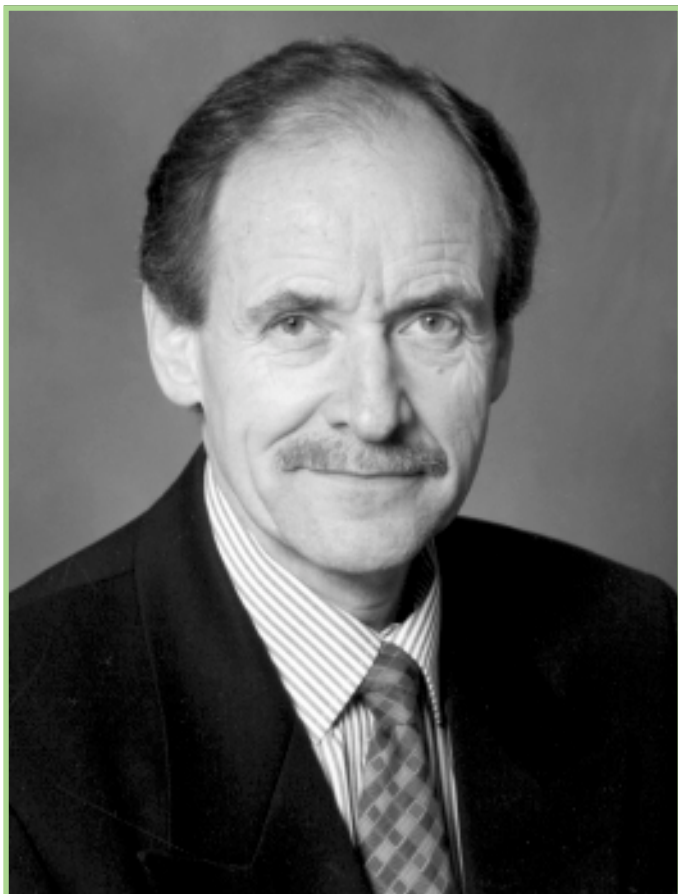
1-888-270-5013

KIDSPACE OFFERS SERVICES IN GEORGIA, INDIANA, MAINE, MARYLAND, MINNESOTA, NEW JERSEY, NEW YORK, NORTH CAROLINA, PENNSYLVANIA, AND VIRGINIA.

Mesabi Academy of KidsPeace, a division of KidsPeace, is a private, not-for-profit youth correctional facility that offers a full continuum of correctional services for delinquent youth who are felony or misdemeanor status, or are chronic offenders. The Buhl, Minnesota, facility provides strongly integrated yet distinct secure and open residential programs with a mental health component, educational and vocational training, aftercare, and community reintegration services. In addition, KidsPeace provides specialized residential treatment services for hard-to-place kids. Headquartered in Onefield, Pennsylvania, KidsPeace offers a comprehensive range of treatment programs and educational services to help families help kids anticipate and avoid crisis whenever possible.

©2001 KidsPeace

Please circle #37 on the reader information card



Interview with Her Majesty's Chief Inspector of Probation

Sir Graham Smith was appointed Her Majesty's Chief Inspector of Probation on June 1, 1992. He was educated at the University of Newcastle upon Tyne where he read Social Studies and also received a postgraduate social work qualification. He joined the Probation Service in 1965 moving to London in 1971. He was Chief Probation Officer of the Inner London Probation Service from 1981 to 1992. He is a past chair of the Association of Chief Officers of Probation and a member of the Home Secretary's Advisory Board on Restricted Patients from 1986 to 1992. He is chair of the Penological Committee and past chair of the Community Sanctions Committee of the Council of Europe. He has been a visiting fellow at the United Nations Asia and Far East Institute Tokyo, and was a director of the International Halfway House Association. He is a past member of the Board of Governors of the National Institute of Social Work, the Council of the Institute of Criminology at Cambridge, on the Advisory Committee of the Probation Studies Unit at Oxford and was a member of the Reed Committee on Mentally Disordered Offenders. He is a Freeman of the City of London since 1974 and was presented with the Margaret Mead award in Los Angeles for services to international corrections. He was made a Commander of the British Empire (CBE) in 1990 and received a Knighthood in 1999.

Author's Note: The following is the first in a series of interviews to appear in Perspectives with leaders and major contributors to community corrections internationally. This first interview is with a gentleman who recently retired as Her Majesty's Chief Inspector of Probation after 36 years of service to community corrections in the United Kingdom. This interview took place at the Home Office in London on May 22, 2001 eight days before Sir Graham's last official day at work.

Q. What do you see as the major challenges facing probation, parole and community corrections in the year 2001?

A. In terms of the United Kingdom, the issue is partly taken up by our election and the fact that law and order is always a dominant issue in any election. The major challenge for the probation service at a time when it has to deal with increased work is to be a law enforcement agency in terms of ensuring the probation work reduces offending and protects the public. While doing this it must remain principled and effective. This is also true for parole. There is great anxiety and concern with people being released too early and unsafely in terms of parole. The probation officer here is also the parole agent and again the officer must make sure that the public is protected. Community corrections is a term which captures both probation and parole here in this country and of course also addresses the very important element of crime prevention. This is an important role for the probation service and one which I think we can enhance and enlarge.

Q. Do you see a contradiction between the philosophy or the direction for law and order and the social work background that has been so tightly aligned to probation and parole over the years in the United Kingdom?

A. I think that the tension has been in part reduced in the UK because we now have a diploma in Probation studies which universities pursue. Although there is a social work element in the training and in the teaching, there is a much stronger perspective which is criminological, is penological and which emphasizes the issue of offending and public protection. I think that in the new training courses we've married some of that disharmony and tension that previously existed.

Q. What is your perspective on the impact of the “what works” movement?

A. There's no doubt this is the most profound change in the probation service in my time in the service, which is 36 years. Why it is so profound and so important is that, like so many of us in the Western Hemisphere we suffered from the perspective that nothing worked. That was a demoralizing, depressing and defeating perspective and philosophy. The “what works” movement indicated that if one follows certain principles of action, rigorously researched and evaluated, then one could produce effective results, and by effective I mean reducing reoffending and protecting the public. The “what works” movement in the UK has followed much that was begun in Canada for which all of us thank those inspirational leaders and figures. The “what works” movement has become institutionalized now within the Probation Service. There are a number of over arching instructions which ensure that probation officers and probation services cannot deliver their products unless they meet the “what works” principles. Those programs, and by program I mean both group and one-to-one, are rigorously quality assured by independent inspectorate. The early results are quite startling. We were looking only for improvement in reduced offending of around 5 percent but in our early Pathfinder Programs, the test results are between 15 and 25 percent. Now of course we have always assumed that the early results were always going to be better because the Pathfinders were married up with some of the best and most committed. But when we go to scale, as we will do, there will be some reduction in performance. But those major early gains have encouraged Ministers and senior government officials to give money to the service to an extent that we haven't had for very many years. It's a very rigorous program and there are probation officers who fear that their creativity and their independence has been somehow put at risk by a rigorous “what works” discipline. However, those that have taken up the opportunity of running, designing and leading these programs actually feel that their skills have been increased and enhanced and I think we have good morale, particularly amongst staff who are focusing on the “what works” agenda.

Q. Can you expand a little on what you call Pathfinder Programs.

A. Yes, a Pathfinder Program is a program identified as meeting the “what works” principles. It can, of course, be a program that could deal with sex offenders, burglars or indeed any of the offence categories with which we are involved. The program applies for Pathfinder status to a national accreditation panel, which incidentally contains many North American advisors. If they are able to convince the panel that their program, which can be one-to-one or group, meets the specifications in terms of design, in terms of program, in terms of training and research, then they will be assigned that status. This means they will be given resources and, the program will be evaluated independently. Thereafter, any service that wants to follow a similar program for a particular category of offenders must use the identified Pathfinder Program to do it. This is a way of building up the research base and information base. It's also partly dependent on a risk assessment tool that will be soon in universal use by probation services and prisons, because prisons will also run accredited programs. We estimate that in the first year of the use of this risk assessment tool, which has some links with the LSI-R but is its own model, might have 600,000 assessments. This will give a laboratory of predictive material, which I think will be quite unique and quite special. There is great interest in Europe in this risk assessment tool, and we believe it transfers easily across all jurisdictions.

Q. A routine question that is posed during elections is why is the criminal justice system soft on crime? How would you respond to this allegation?

A. Well, of course, it is quite contrary to the reality. The criminal justice system is viewed as being soft on crime in the UK. However, with the increased sentence lengths that are passed by our courts; and the use of imprisonment, the UK is now in Western Europe the second largest, only Portugal being greater. Being soft on crime is a complete myth and fiction. Indeed, if you looked at the statistics coming out of Europe, you could just as reasonably argue that those countries having the lowest prison sentences also have the lowest rates of crime. Our rates of crime are unrelated to what our courts do and unrelated to the perspective that we are too soft on crime. This is something that all of us have to put up with. Our politicians when addressing this issue, in my view, show no leadership in this area, and it's very disappointing as it bedevils our ability to work.

Q. I think this certainly is an issue that crosses all jurisdictions. You've mentioned 36 years in the business, if there was one area that you felt that we should concentrate on in trying to shift from myth to reality what would that be?

A. I think the answer would lie in the previous response in terms of “what works.” It's very hard to reassure a public that is made fearful and anxious by the way the media portray crime. The solution is to impress on the public that the work of the probation service and the parole service is one that protects them and reduces offending. And, if they can

see this demonstrated in hard evidence, in clear achievement, then I think they would become quiet and more reassured. That's why this more disciplined, consistent approach is the only solution. But we must never forget how important crime is to the media. It's a means of making enormous profits for them, and they like to frighten the public.

Q. How has technology had an impact on the role of the probation/parole officer?

A. Well, it's now a fact of life. The computer is on every desk of every probation officer. E-mails abound! At its best it can call up information immediately and can be a great help. In real terms in this country, however, it has also been a disaster. We have recently produced a thematic report on information technology (IT) in the UK among the criminal justice agencies. It remains true after several years of implementing IT that criminal justice agencies still cannot speak to each other effectively, that information goes astray, and that the software is inadequate. Just when you begins to think you're on top of the material the whole program changes, and new software has to be introduced. It has become an expensive nightmare. Why this is proving so difficult, not just across the criminal justice sector, but across much of the public sector, is a mystery to me and, indeed, to many of us who were strong supporters of IT. There's no question that it will go away – it cannot go away. There's no other future than IT, but the results so far in the UK leave much to be desired, and that is something of an understatement.

Q. Is there a blueprint in the works to try to “right the ship”?

A. Yes, there have been a succession of blueprints to “right the ship,” all of which the experts in this field indicated with confidence would work. Millions of pounds are poured into the companies and organizations that claim this, and when it fails they make further promises, and more money is expended. It seems a bottomless pit to some of us. But as I say, I presume new technology carries with it this mischief. I have had promises of good working and functioning IT for several years, and I'm still yet to be convinced. There is, however, no alternative.

Q. Are you optimistic for the future?

A. I am an optimistic person. I am certain that we'll get this right, but I must admit I am depressed and disappointed that, at the point of my coming to the end of a career, something which was promised to me as an effective tool many years ago, is still some way off on the horizon.

Q. What are your feelings on privatization and its applicability and adaptability to probation and parole work?

A. The early years of my career saw me somewhat hostile to the issue of the role of the private sector in probation/parole or, indeed, prisons. The reality in the UK was that for financial reasons, and also for ideological ones, the private sector was introduced into elements of all of these three worlds. The fact is the introduction has not caused the

problems that were suggested. In many respects the private sector has proved every bit as competent, and in some respects more able, than the public sector. In prisons for example, the private prisons in the UK that are now established can frequently be seen to be doing better work than those in the public sector. By better work, I mean in areas of “what works” and program development where they commit with enthusiasm a great deal of their time and attention. As part of my job I inspect both the public and private sector in terms of community corrections, and I see effective work in both and don't find that one is necessarily better than the other. There are some outstandingly good staff in the private sector as well as in the public sector. For me it is now who are the most effective, and who can prove and demonstrate it.

Q. Are there any concerns when we are defining privatization as private vsvs. private for profit?

A. We haven't been worried yet about that because to get their contract they have to meet a set of strict criteria and standards. In the UK we have inspectorates that inspect those organizations to ensure that they are meeting their standards.

Q. Are there current situations where Probation or Parole work has been privatized?

A. With probation there are some organizations, for example private organizations, that run hostels and who take offenders from the probation service. We inspect those organizations. We are looking at one large organization at the moment; we find them doing very well.

Q. With the issue of probation and breaching an offender or parole where you'd be recalling the offender, does the private sector have this authority?

A. No, the private sector would notify the court or the parole board through the probation officer if there were a breach issue.

Q. What do you see as the next major milestone for probation and parole over the next ten years?

A. The next major milestone to me is the internationalization of probation and parole. I say this because of my involvement with European countries, particularly of the old Soviet Bloc who are now keen to establish probation and parole services. When you consider why that is so, you can begin to see why the work we are involved in is so important. In many of those countries, indeed probably most of them, they have inherited “broken backed” legal systems. Prisons that are so overcrowded that the conditions that inmates experience are just horrendous. Probation and parole provides opportunities for those systems to reduce overcrowding in prisons, to improve human rights and sentencing in courts, and to provide facilities to avoid remand in custody awaiting trial. These save money; these improve public safety and are seen by the developing countries as essential. So curiously, a few years ago I would

have said something like effective practice is the next major milestone, and I can't deny that is crucial. But now, it would be internationalizing what we do with community corrections. This is critical because the majority of the world badly needs the services that we can offer. We have a duty the richer countries to promote, proselytize and encourage the development of community corrections particularly in my own backyard, in Central and Eastern Europe but also across the world.

Q. What is your vision for the role of international liaison within the family of community corrections?

A. It goes without saying that I think those countries, including Canada and the United States, the UK, the Western European countries such as Holland, Belgium, the Scandinavian countries, France, have a duty to get together, to have international sections as part of their organizations, and to develop and encourage them. This should not be viewed as a fringe activity. They have a responsibility, all of them and all of us who have developed systems, to now help things spread. But we can also learn from those countries as well, because they have had to find fascinating ways of dealing with systems that have broken down. Their use of volunteers and communities is often quite imaginative, in spite of the appalling conditions that many have otherwise had to face.

Q. After 36 years of dedicated service to probation and parole, you will be retiring shortly. What are your plans for August 2001 and beyond?

A. It somewhat follows on what I've said in the previous answer. I shall continue to chair the Penological and Community Corrections Committee of the Council of Europe. That committee is responsible to the 43 countries that now make up Europe, one or two of whom, only a few years ago I had never heard of, nor could locate on a map. This is something that I look forward to and I think is very important. Secondly, as Chief Inspector I have inevitably had to be somewhat circumspect in things that I have been able to say about criminal justice. I will soon be chairing a research group in criminal justice and this will allow me to be freer with my opinion and thought. I am looking forward to this involvement and the new research that's coming up. My third activity will be as trustee for a group of offenders who, I confess, I find at times turns my stomach: the pedophile. I believe these offenders need and can benefit from our services in terms of stopping their offending. I so admire the staff who specialize in this work and the difficult circumstances that they face every day. Anything that I can do will be from a trustee position rather than an operator. This would seem to me to be worth it and pay back what I owe the service. I've got more out of the service than they've gotten out of me in the 36 years I've worked in it.

Q. As you are aware, the majority of the readers of APPA's Perspectives work and reside in the United States and Canada. In closing, do you have anything you would like to say to them?

A. I consider my friends in North America to be my colleagues and my partners. I am impressed by the quality of some of the work that I know comes out of North America and the value I've got from borrowing, pinching and making use of it. It's therefore completely impossible for me to understand how Texas, which imprisons over 1,000 people per 100,000, has the worst record that I know of in the world. I can't imagine how the continent of North America, which has so much quality and so much value and so much respect for human rights, can produce figures of that awfulness. The second thing that hits me is, again, the same ambiguity. All 43 countries in Europe have now abolished capital punishment, and yet it is still sustained and nourished in parts of the United States. How can that happen? That, I think, has a bad affect on us all. But, having said that, the most important thing is the "what works" movement which began in Canada. I have some of my best friends and closest professional colleagues in that country and in the States, and when I talk about the need to internationalize what we do, we in Europe desperately need to be closer to all that you're doing in North America. We should really spend a lot of time and effort and, indeed, find some money to make that relationship closer for all of us. □

R.E. Bob Brown is Director of Vancouver Island Parole, Correctional Service of Canada and Chair of the APPA International Committee.

CALENDAR OF EVENTS

2002

- Jan. 12-16 **2002 American Correctional Association Winter Conference**, San Antonio, TX. Contact Conventions Department at (800) 222-5646 x-1922 or visit www.aca.org.
- Jan. 21-25 **Center for Child Protection's San Diego Conference on Child and Family Maltreatment**, San Diego, CA. Contact Margaret Holmes at (858) 966-4940.
- Feb. 8 **"Dealing with Angry and Aggressive Youth,"** sponsored by Eastern Kentucky University College of Law Enforcement's Training Resource Center, Richmond, KY. Contact Mitzi Tipton at (859) 622-8078 or visit www.trc.edu.edu/ssdaay.htm.
- Feb. 10-13 American Probation and Parole Association Winter Training Institute, Kingston Resort, Myrtle Beach, SC.** Contact Krista Chappell at (859) 244-8204 for more information or visit www.appa-net.org.
- Feb. 16-19 **National Youth Summit on Preventing Violence**, Washington, DC. Contact (202) 261-4165 or e-mail youthsummit@ncpc.org.
- Mar 6-7 APPA Professional Development Training, "Survival Skills for Middle Managers: Out of the Frying Pan and Into the Fire,"** Denver, CO. Contact Karen Dunlap at (850) 244-8211 or visit www.appa-net.org.
- Mar. 19-22 **18th National Symposium on Child Sexual Abuse**, Huntsville, AL. Contact www.ncac-hsv.org.
- Apr. 5 **"Dealing with the Aftermath of Trauma: The Bobby Smith Story,"** sponsored by Eastern Kentucky University College of Law Enforcement's Training Resource Center, Richmond, KY. Contact Mitzi Tipton at (859) 622-8078 or visit www.trc.edu.edu/ssdaay.htm.
- Apr. 8-9 APPA Professional Development Training, "Survival Skills for Middle Managers: Out of the Frying Pan and Into the Fire,"** Cincinnati, OH. Contact Karen Dunlap at (850) 244-8211 or visit www.appa-net.org.
- Apr. 13-16 **National Commission on Correctional Healthcare Clinical Updates in Correctional Healthcare**, Broward County Convention Center, Fort Lauderdale, FL. Contact (773) 880-1460 or register on-line at www.ncchc.org.
- Apr. 14-16 National Youth Court Conference 2002, "America's Youth Justice System: The National Conference on Youth Courts,"** Crystal Gateway Marriott, Arlington, VA. Contact Rita Wilkie at (859) 244-8193 or visit www.youthcourt.net.
- Apr. 28- May 2 **2002 American Jail Association 21st Annual Training Conference & Jail Expo**, Milwaukee, WI. Contact Pat Cain at (301) 790-3930, fax (301) 790-2941, e-mail jails@worldnet.att.net or visit their website at www.corrections.com/aja.
- Aug. 3-8 **American Correctional Association 132nd Congress of Correction**, Anaheim, CA. Contact Conventions Department at (800) 222-5646 x-1922 or visit www.aca.org.
- Aug. 25-28 American Probation and Parole Association 27th Annual Training Institute, Adam's Mark Hotel, Denver, CO.** Contact Krista Chappell at (859) 244-8204 for more information or visit www.appa-net.org.
- Sep. 15-16 APPA Professional Development Training, "Basic Officer Safety,"** Richmond, VA. Contact Karen Dunlap at (850) 244-8211 or visit www.appa-net.org.

To place your activities in Calendar of Events,
please submit information to:

Susan Meeks

American Probation and Parole Association

P.O. Box 11910, Lexington, KY 40578

or fax to (859) 244-8001

*Information needs to be received no later than four months
prior to event to be included in the calendar.*

Winter Training Institute!

February 10-13, 2002
Myrtle Beach, South Carolina

Attend the Leading Conference for Community Corrections!

The American Probation and Parole Association's Winter Training Institute offers community corrections professionals over 50 educational sessions for all levels of experience. The Institute is designed to stimulate the discussion of new ideas, reveal discoveries yielded by recent research and experience and encourage communication between participants from diverse jurisdictions and backgrounds.

Who Should Attend

This Institute is "not to be missed" if you are a corrections professional involved in:

- Probation
- Parole
- Juvenile justice
- Treatment
- Social work
- Education or training
- Victim services
- Residential programs
- The judicial system
- Pre- and post-release centers
- Restitution
- Law enforcement
- Public policy development

How You Will Benefit

- Learn fresh, new ideas from well-known, national experts.
- Experience innovative programming from all across the nation.
- Participate in stimulating discussions with your peers.
- Enhance your current abilities and qualification
- Discover "what works" from professionals in the field.
- Network with your peers and learn from their diverse experiences.
- View and compare the newest correctional products and technologies.
- Increase your current program's effectiveness.
- Take part in exciting and fun social events.

Activities at a Glance

Saturday, February 9

- | | |
|------------------------|-------------------------|
| 8:00 a.m. - 5:00 p.m. | APPA Committee Meetings |
| 10:15 a.m. | Golf Tournament |
| 12:00 p.m. - 5:00 p.m. | Institute Registration |

Sunday, February 10

- | | |
|------------------------|----------------------------------------|
| 8:00 a.m. - 1:00 p.m. | APPA Committee Meetings |
| 9:00 a.m. - 8:00 p.m. | Institute Registration |
| 1:00 p.m. - 5:00 p.m. | APPA Board of Directors Meeting |
| 4:00 p.m. - 7:00 p.m. | Resource Expo Viewing |
| 7:00 p.m. - 8:30 p.m. | Opening Session |
| 8:30 p.m. - 10:00 p.m. | Opening Reception in the Resource Expo |

Monday, February 11

- | | |
|-------------------------|----------------------------|
| 7:30 a.m. - 5:00 p.m. | Institute Registration |
| 8:30 a.m. - 10:00 a.m. | Plenary Session |
| 10:30 a.m. - 12:00 p.m. | Workshops |
| 12:00 p.m. - 1:45 p.m. | Lunch in the Resource Expo |
| 1:45 p.m. - 3:15 p.m. | Workshops |
| 3:30 p.m. - 5:00 p.m. | Workshops |
| 4:00 p.m. - 6:00 p.m. | Resource Expo Viewing |
| 5:00 p.m. - 6:00 p.m. | Reception in Resource Expo |
| 7:00 p.m. - 11:00 a.m. | APPA's Beach Party |

Tuesday, February 12

- | | |
|-------------------------|----------------------------------------|
| 8:00 a.m. - 5:00 p.m. | Institute Registration |
| 8:00 a.m. - 10:30 a.m. | Continental Breakfast in Resource Expo |
| 8:30 a.m. - 10:00 a.m. | Workshops |
| 10:30 a.m. - 12:00 p.m. | Workshops |
| 12:00 p.m. - 1:45 p.m. | Lunch (on your own) |
| 1:45 p.m. - 3:15 p.m. | Workshops |
| 3:30 p.m. - 5:00 p.m. | Workshops |

Wednesday, February 13

- | | |
|------------------------|-------------------------|
| 8:30 a.m. - 9:30 a.m. | APPA Membership Meeting |
| 9:45 a.m. - 11:15 a.m. | Closing Session |

Subject to change.

Co-sponsored by the South Carolina Probation and Parole Association

Hosted by the South Carolina Department of Probation, Parole and Pardon Services



Workshops

AT-A-GLANCE

Monday, February 11, 2002

10:30 a.m. – 12:00 p.m

Violence Against Women: Victim Perspectives

The Strength of the New Interstate Compact

Fugitive Apprehension Initiatives

Legislative Activism

Un-Snapping: Managing

Multi-Generational Anger In African-American Males

Community Accountability and Reintegration

Neighborhood Shield in New

York City: Integrating "What Works" and Community Justice in the Real World

1:45 p.m. – 3:15 p.m

Does Culture Matter?

Understanding the African-American Offender

Truancy: Gateway to Crime and Other At-Risk Behavior

Victim Safety and Offender Accountability: Probation Priorities in Domestic Violence Pre-sentence Investigations

Restorative Justice: Movement in Community Leadership (Part I)

Working with Correctional Families in a Community Setting

High Technology Investigations and Computer Crimes: Strategies for the 21st Century (Part I)

Correctional Leadership Development

3:30 p.m. – 5:00 p.m.

Including the Victims Community in Community-Based Corrections

The Nevada Dangerous Offender Notification System

Restorative Justice: Movement in Community Leadership (Part II)

High Technology Investigations and Computer Crimes: Strategies for the 21st Century (Part II)

Women's Supervision Unit: The Canadian Experience

The New Desktop Guide to Good Juvenile Probation Practice

Hair Testing in Probation and Parole

Tuesday, February 12, 2002

8:30 a.m. – 10:00 a.m

The Office for Victims of Crime: An Overview and Existing Resources

Management Development for Women and Minorities

Toward a Gender Specific Continuum of Services for Court Involved Females: A Work in Progress

A Coordinated Response to Managing the Male Domestic Violence Perpetrator

Geomapping and Caseload Supervision: One Multnomah County, Oregon Field Office Experience

Intensive Juvenile Aftercare at the Local Level: Evolution of the Mobile, Alabama Model

What Women Need - Strategies for Working with Females Involved in the Criminal Justice System

10:30 a.m. – 12:00 p.m

Victim Involvement at Parole Hearings

Handheld Computers for Field Use

Diversity in the Workplace

Circles of Support and Accountability: Management of High Risk Sex Offenders

Community Justice and Teen Courts: Apples and Oranges or an Effective Crime Prevention Strategy

The Sexually Violent Predator: Treatment or Incarceration?

Gender Specific Programming for Girls: Notes From the Field

1:45 p.m. – 3:15 p.m

Juvenile Community Resolutions Teams

The Lexington County Community Juvenile Arbitration Program - A Successful Restorative Justice Model

Supervision and Treatment of the Psychopathic Offender (Part I)

Identification and Supervision of Offenders with Special Needs

Correctional Populations in the United States: New Findings from the Bureau of Justice Statistics

Beginning with the End in Mind: Building an Agency Master Plan

Re-entry Partnerships: The Importance of Collaborative Reintegration of Offenders into the Community

3:30 p.m. – 5:00 p.m.

The Victims First Team: Engaging a Community in Restorative Justice Through Crime Victims Outreach

Supervision and Treatment of the Psychopathic Offender (Part II)

Treating Sexual Offending Behaviors of Adolescent Males in a Custody Environment: Collaborating Public and Private Resources

Tools and Techniques of News Media

Management . . . and Handling that Next Crisis

The Alston Wilkes Society and the South Carolina Department of Probation, Parole and Pardon Services: A Partnership That Works

Youth Challenge Community Program: Students Targeted with Opportunities for Prevention

Multi-Agency Collaboration/Interdisciplinary Participation

3 Ways to Register!



P.O. Box 11910 Lexington, KY 40578-1910



(859) 244-8001



www.appa-net.org

Lodging Reservation Form

American Probation and Parole Association • Winter Training Institute • February 10-13, 2002

To receive the special lodging rate for the APPA Institute, reservations must be made by January 10, 2002.
All reservations are confirmed on a space-available basis.

Reservation Instructions



Phone

Phone the Kingston Resort at (800) 876-0010. Please state that you are attending the APPA Institute to receive special rates.



Fax

Fax this form with credit card information to (843) 497-1017.



Mail

Mail this form with deposit to:
Kingston Resort
9800 Queensway Boulevard
Myrtle Beach, SC 29572

(Note: You will not receive the Institute lodging rate if you make your reservations on the Kingston Resort website. To receive the special lodging rates, please use one of the three methods listed above to make reservations.)

Name _____

Company _____

Address _____

City _____ State _____ Zip _____

Home Phone _____ Business Phone _____ Fax _____

Arrival Date _____ Departure Date _____

Estimated Time of Arrival _____ No. of Persons _____ Sharing Room With _____

Check-in time is 4:00 p.m. Check-out time is 12:00 p.m. Room occupancy is not guaranteed for early arrivals.

Lodging Selection

Please indicate 1st and 2nd choice of accommodations. If the accommodation requested is unavailable, the next available accommodation type will be assigned.

For detailed information about each lodging option, visit the APPA website at www.appa-net.org

Embassy Suite

____ Oceanview 2 Double Beds
(\$104 single/double)
____ Oceanview King

(Note: \$20 each for 3rd & 4th person over 18 years of age)

Brighton

Condominium Tower
____ 2 Bedroom (\$149)
____ 3 Bedroom (\$189)

Hampton

Condominium Towers
____ 2 Bedroom (\$129)
____ 3 Bedroom (\$169)

Villas

____ 1 Bedroom (\$104)
____ 2 Bedroom (\$104)

Deposit

Reservations require a deposit equivalent to one night's room and tax. Refunds will be made only when cancellations are received at least seven (7) days prior to the arrival date. Agencies or individuals making multiple reservations (3 or more) must provide names for those reservations by January 3, 2002. If names are not received by January 3, 2002, no refunds will be granted if rooms are cancelled.

☐ American Express

☐ Diners Club

☐ Visa

☐ MasterCard

☐ Discover

Credit Card # _____ Expiration Date _____

Signature _____

Special Requests

All requests will be accommodated on an availability basis only and are only requests.

☐ Fully accessible room &

☐ Rollaway bed

☐ Non-smoking room

☐ Room close to meeting space, mobility impairment

☐ Crib

☐ Other _____

Registration INFORMATION

Three Ways to Register!



By Mail — Registration for the APPA Institute can easily be done by mail. Just send your check, government purchase order or credit card information with your completed APPA registration form to the address shown on the form.



By Fax — For your convenience, when payment is by credit card, you may fill out the APPA registration form and fax it to: (859) 244-8001, Attention — APPA Institute.



By Internet—Register for the APPA Institute online at www.appa-net.org.

All registrations received by January 25 will be confirmed by mail.

Agency Members

If your agency is a currently an APPA agency member, you can attend the Institute at the member rate. Your agency's membership must be valid through February 2002. **Registration forms must be completed for each individual**, mailed to APPA **as a group** with your agency's name clearly marked on the registration forms. Agency memberships will be verified. You are required to pay the regular registration fee if your agency is not a current APPA agency member.

Family Institute Registration

A special low registration fee is available to immediate family members of Institute registrants. Only immediate family members **not employed** in the corrections field qualify for this special rate. The fee is only \$50 and allows the family member to attend workshops and the resource expo.

Payment Information

Payment in full for all Institute activities must accompany your registration form. Check, money order, VISA, Master Card or American Express are accepted as payment for the Institute's registration fees. Checks must be made out to the American Probation and Parole Association and payable in U.S. dollars. Payments received in Canadian dollars will be invoiced for the conversion difference plus a \$10 service fee. Registrations postmarked after January 11, 2002, or later are not eligible for the early registration fee and must include the regular registration fee.

Agencies required to use a purchase order should submit the registration form with the purchase order in lieu of a check. Invoicing will be processed immediately upon receipt of the purchase order and, in all cases, payment will be due immediately.

Transportation INFORMATION



Air Travel to Myrtle Beach

Institute participants can choose to fly into either Myrtle Beach International Airport or Charleston International Airport. APPA has secured discounted airfares and rental car fees at either location.

Myrtle Beach International Airport

Distance to Kingston Resort: approximately 17 miles

Charleston International Airport

Distance to Kingston Resort: approximately 110 miles

Your Ticket of Savings!

▲ Delta Air Lines Delta Air Lines has been selected as the 2002 Winter Training Institute official air carrier for travel into Myrtle Beach International Airport and Charleston International Airport. Delta is offering bonus meeting discounts to both locations.

Delta Bonus Discounts!

- Discount for tickets purchased more than 60 days in advance
10% off non-refundable tickets
15% off unrestricted coach tickets
- Discount for tickets purchased less than 60 days in advance
5% off non-refundable tickets
10% off unrestricted coach tickets
- Zone Fares may also be available based on travel origination

To receive these discounts, contact Delta directly at (800) 241-6760 and refer to file number 179197A. If confirming reservations directly with your travel agency, please instruct your agent to call Delta to register the reservation under the meeting name of American Probation and Parole Association and refer to file number 179197A to guarantee your discount.



Carlson Wagonlit Travel

To ensure the additional bonus discount on your airfare, contact the official travel agency of the American Probation and Parole Association:

Carlson Wagonlit Travel
(800) 445-0419

5:30 a.m. - 8:30 p.m. EST, Monday-Friday

Identify that you are attending the APPA Institute to obtain special airfares.

Registration FORM

APPA Winter Training Institute • February 10-13, 2002

Please use a photocopy of this form for each registrant. Please print clearly.

Last Name: _____ First Name: _____

Title: _____

Agency/Organization: _____

Business Telephone: _____ Business Fax: _____

Address: _____

(location where confirmation should be sent)

City: _____ State: _____ Zip: _____

Email Address: _____

Registration Fees

| <i>Includes general sessions, exhibit receptions and workshops. (All fees are per person.)</i> | Early Rate On or Before Jan. 11 | After Jan. 11 | Amount |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|--------------------------|------------------------------------------------------|
| Member of APPA or co-sponsoring Assn. To qualify for this rate you must be a member of one of the following (please mark those that you hold current membership in) <input type="checkbox"/> APPA Member - Please indicate your membership category and your membership number. <input type="checkbox"/> Individual member <input type="checkbox"/> Agency member Membership # <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> - <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="checkbox"/> South Carolina Probation and Parole Association | \$265 | \$310 | \$ _____ |
| Non-member If you are not a member of APPA, you are required to pay the regular registration fee. Memberships will be verified. | \$310 | \$355 | \$ _____ |
| Family Registration This rate is available to immediate family members not employed in the corrections field. Allows entry into general sessions, exhibit receptions and workshops. Specify family member's name _____ | \$50 | \$50 | \$ _____ |
| APPA Membership One year of individual membership. <input type="checkbox"/> New Member <input type="checkbox"/> Renewal | \$35 | \$35 | \$ _____ <small>61-16-00-1000-4020</small> |
| Grand Total Enclosed | | | \$ _____ <small>61-16-00-2061-4401</small> |
| Is this your first attendance at an APPA Institute? <input type="checkbox"/> Yes <input type="checkbox"/> No | | | |

Payment

☐ Check Enclosed ☐ Government Purchase Order Enclosed; PO # _____

Charge to: ☐ VISA ☐ MasterCard ☐ American Express

Card Number: _____ Expiration Date: _____

Signature: _____ Date: _____

Special Assistance

☐ Please check if you require special provisions to fully participate in this Institute. Attach a written description of needs.

Confirmation/Refund Policy

A full refund, less a \$50 processing fee, is available until January 25, 2002. **No refunds are available after January 25, 2002.** In order to receive a refund, written requests must be sent to the APPA Institute, c/o The Council of State Governments, P.O. Box 11910, Lexington, KY 40578-1910 or faxed to (859) 244-8001. All requests for refunds must be postmarked or faxed by January 25, 2002.

Mail this form to:

**APPA Institute
c/o The Council of State Governments
P.O. Box 11910
Lexington, KY 40578-1910**

or Fax to:

(859) 244-8001

To better plan Institute workshops and activities, please supply us with the following information.

Job Jurisdiction

- ☐ Federal
- ☐ State
- ☐ County
- ☐ City
- ☐ Private Firm/Business
- ☐ Academic Institution
- ☐ Province
- ☐ Nonprofit Organization
- ☐ Other _____

Primary Work Area

- ☐ Adult Probation & Parole
- ☐ Adult Probation Only
- ☐ Adult Parole Only
- ☐ Juvenile Probation
- ☐ Juvenile Parole/Aftercare
- ☐ Residential
- ☐ Other _____

Length of Experience in Corrections

- ☐ Less than 2 years ☐ 16-20 years
- ☐ 2-5 years ☐ 21-25 years
- ☐ 6-10 years ☐ More than 26 years
- ☐ 11-15 years

Highest Level of Education

- ☐ Graduate Equivalency Diploma (GED)
- ☐ High School Diploma
- ☐ Associate's Degree
- ☐ Bachelor's Degree
- ☐ Master's Degree
- ☐ Doctorate

Geographical Area

- ☐ Urban ☐ Rural

Gender

- ☐ Male ☐ Female

Professional Category

- ☐ Line Personnel ☐ Judge
- ☐ Commissioner/Director/Chief ☐ Attorney
- ☐ Administrator ☐ Educator/Researcher
- ☐ Consultant ☐ Private Sector/Corporate
- ☐ Trainer ☐ Parole Board Member
- ☐ Other _____

Race/Ethnicity

- ☐ African American ☐ Native American
- ☐ Caucasian ☐ Asian
- ☐ Hispanic ☐ Other

Mark all Expenses that are Reimbursed

- ☐ Registration ☐ Travel-Ground
- ☐ Travel-Air ☐ Meals

Mark Past Attendance at APPA Annual Institute

- ☐ First Time ☐ 7-9
- ☐ 2-4 ☐ 10 or more
- ☐ 5-6

APPA Federal ID #56-1150454

2002

APPA Awards

Recognizing Accomplishments

APPA Awards

- ★ Scotia Knouff Line Officer of the Year Award
- ★ Walter Dunbar Memorial Award
- ★ University of Cincinnati Award
- ★ Sam Houston State University Award
- ★ Joe Kegans Award for Victim Services in Probation and Parole
- ★ APPA Member of the Year Award
- ★ Community Awareness through Media Award
- ★ President's Award
- ★ Award for Excellence in Community Crime Prevention

The American Probation and Parole Association presents several prestigious, national awards to recognize your most distinguished professional achievements and share best practices ideas with your peers. Everyone is encouraged to participate in the nomination process to assure that community corrections professionals receive this worthy national recognition.

Award Nominations

Look for your nomination brochure in your mailbox soon, or visit the APPA website at www.appa-net.org.

Nomination deadline is March 1, 2002.

For more information about APPA Awards, please call Karen Fuller at (859) 244-8196.



American Probation and Parole Association
c/o The Council of State Governments
P.O. Box 11910
Lexington, KY 40578-1910

Nonprofit Organization
U.S. Postage
PAID
Lexington, KY 40578
Permit No. 355