

PERSPECTIVES

the journal of the American Probation and Parole Association

Volume 27

Number 4

Fall 2003



THE PEER COURT EXPERIENCE

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PRESIDENT'S MESSAGE

As I began to prepare for this President's Message, I realized this would be my last message. It occurred to me how quickly the time has gone by.

I was told by at least three past presidents that when the time came, I would be ready to give it up and take the much needed rest and slide into the less demanding role of the immediate past president. I know now how they felt. However, I can't help but think to myself, I wish I only had a little more time to complete all of the things I wanted to accomplish during my term as president. But then, isn't that the way it is with everything we set out to do?

Whether it is work, family or any other goals we set, it seems we are always wishing for just a little more time. We are never quite satisfied with the accomplishments we have made, but always wishing for more time or are thinking that if we only could have done more, it would be better. Maybe we need to appreciate the time given and reflect on the quality of the time we have spent and congratulate each other and ourselves on accomplishments.

We began this executive term unlike any other in the past. With the events of September 11 changing all the rules and setting the stage for events and situations we have never had to deal with before in this organization, our workplaces and the entire world around has changed forever. These events have altered almost every aspect of our lives. The political climate along with declining budgets has caused not only the organization but also all aspects of our business to reflect and adjust – trying to hang on and survive.

It is during these difficult times that we must make a stronger commitment to the community corrections profession to demonstrate the valuable impact we represent in the criminal justice arena.

It is very difficult to stay focused on goals and objectives of an organization to fulfill the mission and vision when the impact of budgets makes survival questionable at times. This executive committee and board of directors have come together in these difficult times to prove the strength of this organization. We have stayed the course to meet the goals and objectives set out in our first executive meeting.

This executive committee has faced very difficult decisions regarding budget, membership and dues restructuring; but at the same time, have risen to the occasion and taken the necessary steps to preserve the budget and leadership for the future. Many would question the decision to raise fees in a difficult budget time. On the other hand, it is a necessity if this organization is to continue to grow and provide the additional benefits offered to the members as set out in several of the goals and objectives of the executive committee.

This organization has grown to become the true voice of probation, parole and community corrections. This has been accomplished primarily by the strength and perseverance of the APPA staff and the commitment of the executive committee and board of directors. Because we have prepared this organization by challenging the board of directors and members, the governance and succession for the future is bright. The commitment to issues such as diversity has changed the entire makeup of the organization's membership, executive committee and board of directors. Change is slow to happen in an organization as large as APPA, but the issues of the past have been addressed, and new leaders are evolving and preparing for this organization's future.

I want to thank each and every one of the members of the executive committee for their support and commitment to APPA during my tenure as president. I want to especially thank the board of directors for participating in the changes brought before them during the past two years. I appreciate your support. Lastly, and most important to me, thank you, the membership for allowing me to represent you as your president. I am humbled to have led such a great organization. Thank you for your support, and thank you for the opportunity to serve. I hope I can continue to serve in a strong leadership position as immediate past president and beyond the next two years as an active member. We must not lose sight of where we want to go, nor should we forget where we have been. Most importantly, we must stop and reflect on the accomplishments and the successes of our labors.



Kathy Waters

A handwritten signature in cursive script that reads "Kathy Waters".

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Volume 27

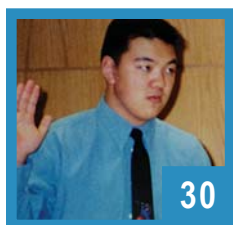
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Instructions to Authors

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:

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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.

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The Council of State Governments

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

vision

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.



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EDITOR'S NOTES

Welcome to the fall issue of *Perspectives*. As I reviewed the contents of this issue, it struck me that the articles and features demonstrate how hard our field is working to find new and more effective ways to deal with some of the most challenging and frustrating social and public policy problems. We may not have all the answers, but we are sure are working hard at finding them!

The lead article on the peer court in Orange County, CA is a good example. For decades, probation officers and judges have sought new ways to deal with minor offenders without invoking the full legal process of the juvenile court. Peer courts are a growing and promising innovation, one that uses one of the most powerful influences on youth, peer pressure, to try and turn young people away from delinquency before the behavior becomes so serious that it involves formal court proceedings and sanctions.

At the other end of the spectrum, the article "Metamorphosis of an Inmate" describes the impact of institutionalization on a long term inmate. While it is true that most inmates serve relatively short sentences, increasing numbers of offenders are feeling the impact of punitive legislation like "3 strikes" laws and "truth in sentencing" statutes, and are serving longer and longer terms. This article also provides a perspective not often found in this type of writing, that of a female inmate.

The inevitable reaction to the incarceration boom of the 1980s and '90s is the inmate release boom of the new millennium. Whether you call it parole, reentry or supervised release, the fact is that almost everyone who goes to prison will come back out. And guess who will have to supervise everyone but those few who max out? Understanding the impact of long term incarceration on an individual can only help those parole officers charged with their supervision.

The challenge of this inmate return boom is addressed in two features in the issue. Edward Rhine's review of Joan Petersilia's new book gives a brief but detailed assessment of this excellent resource. Dr. Petersilia has provided a comprehensive treatment of the issues and challenges of parole and reentry. It is an invaluable guide to practitioners and policy makers alike. I recommend that you read it.

Mellow and Ward's article on an innovative project undertaken by the New Jersey State Parole Board shows how parole professionals are reconceptualizing the role of parole. Working in one of Newark's most troubled housing projects, parole officers and community partners are working as advocates, providing resources and developing the capacity of that community to help itself and the inmates who are returning there to live.

We in the United States are certainly not alone in our efforts to find better ways to provide probation and parole services. Mary Anne McFarlane's article about the probation service in England and Wales describes their system and some of the changes that are occurring. We have much in common with our British cousins, beyond the language. I am impressed with the breadth and scope of their system improvement efforts.

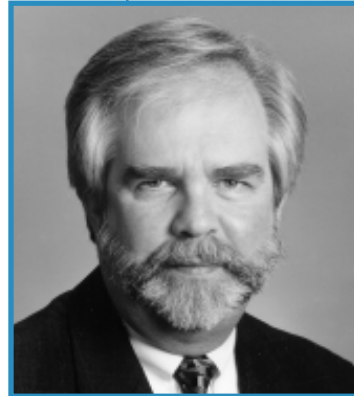
We are fortunate to have as regular contributors, people and organizations that are truly committed to helping us try to do the important work of probation and parole better. In this issue, the NIC staff describe a comprehensive project examining the issues of women in the correctional system. Long ignored, or at best given short shrift, women comprise a growing portion of our offender population. We need to take notice of this important information and incorporate gender responsive strategies into our practices.

In the Technology Update, Joe Russo's sage advice to "think about technology" before you buy the latest gadget should be heeded by us all. Purchasing technology without first determining if you need it and how you will use it is a recipe for disaster. Technology can surely supplement staff, but as Joe notes "no technology exists to replace that (human) contact."

In the Spotlight on Safety, Bob Thornton continues to add useful and powerful tools to our professional tool box. The more tools we have and the better we can use them, the safer we will be.

With this issue, we publish Kathy Waters' last message as president. On behalf of the Editorial Committee and the APPA staff who produce the journal, I want to thank her for her leadership of our association and for her support of *Perspectives*. We wish her well as she assumes the past president's role, and hopefully can relax a bit.

We hope you enjoy this issue, and as always we welcome your feedback on this, your journal.



William Burrell

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Resolution on Staff Sexual Misconduct

Whereas, the American Probation and Parole Association has identified staff sexual misconduct as unprofessional, unethical and unacceptable.

Whereas, this conduct threatens the safety of the community, community supervision officers, offenders, defendants, victims of crime and all others involved with the justice system and erodes public confidence and support of the justice system.

Whereas, individuals involved with the justice system and community supervision staff have a right to non-hostile interactions and environments free from sexual remarks, innuendos, behaviors or displays.

Whereas, the definition of staff sexual misconduct is not limited to unwanted sexual contact. Sexual misconduct is a range of behaviors or situations that include, but are not limited to: inappropriate remarks, sexualized name calling, correspondence, conversations, and other communications that indicates a professional relationship, inappropriate displays, fondling, inappropriate viewing, and sexual contact with individuals vulnerable to the authority of the justice system.

Whereas, any sexual misconduct by community supervision staff and offenders or defendants should result in immediate investigation and, if warranted, disciplinary action.

Whereas, not all states have defined this conduct as criminal or have prohibited this conduct.

Whereas, not all community supervision agencies have identified or prohibited this conduct by their staff or the staff of agencies with which they contract.

Whereas, all individuals involved with the justice system have a right to be free from community supervision staff sexual misconduct.

Therefore be it resolved that, The American Probation and Parole Association supports the implementation of policies that prohibit staff sexual misconduct and encourage the passage of laws that criminalize this conduct by staff.



Department of Justice

Statement of Attorney General John Ashcroft Recognizing Probation, Parole and Community Corrections Officers' Week

"It is with great pleasure that I extend warm greetings, recognition and appreciation to America's dedicated Probation, Parole and Community Corrections Officers.

"Every day across the United States, parole and probation officers are out on the streets, making home calls, working tirelessly on the front lines of the criminal justice system to ensure the public's safety. The work parole, probation and community corrections officers undertake to ensure the safety of the public by monitoring the activities of released prisoners is important, it can be dangerous, and it is often taken for granted.

"You are charged with providing assistance to released offenders who want to improve their lives and become productive members of society. You also are called to help bring to account those released offenders who persist in criminal and anti-social behavior. In successfully fulfilling these duties as part of a dedicated corps of professional public servants, you contribute a valuable service to America: You are making a difference in peoples' lives. You are making a difference in the safety of our communities. You are making a difference in our nation.

"I commend you for your dedication to justice, for your perseverance in defending the rule of law, and I extend best wishes during Probation, Parole and Community Officers' Week."

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Gender Response Strategies

Project Description

As a Correctional Program Specialist for the National Institute of Corrections (NIC) since 1980, Phyllis Modley has coordinated numerous community corrections projects throughout the United States; more recently she has focused on technical assistance to improve criminal justice responses to women defendants and offenders in the community. Phyllis also serves on the NIC Interdivisional Team on Women Offenders. In 2000, this agency-wide team initiated a project to construct a foundation for gender-appropriate policy and practice that spans the continuum of correctional applications. The result of this three-year effort is the recently published document, "Gender Responsive Strategies: Research, Practice, and Guiding Principles for Women Offenders."

The report summarizes current knowledge on the characteristics of women in correctional settings, the ways in which gender makes a difference in current criminal justice practice, and multi-disciplinary research and theory on women's lives that have implications for managing women in the criminal justice system. It concludes with a set of guiding principles that are intended as a cornerstone for improving policies and practice and developing gender-responsive approaches in corrections. Finally, there is an appendix that summarizes legal issues that should be considered in managing women offenders.

The report has been through an extensive peer review process and represents the research and literature reviews of its three authors, Barbara Bloom, Ph.D., Barbara Owen, Ph.D., Stephanie Covington, Ph.D., and legal consultant, Myrna Raeder, J.D. To construct a knowledge base that provides a foundation for gender-appropriate policy and practice, project staff reviewed multi-disciplinary research literature in such areas as health, family violence, substance abuse, mental health, trauma, employment and education. In addition, focus groups made up of experienced practitioners and women offenders provided a real world grounding from two very important perspectives.

Guiding Principles

The following six Guiding Principles for

Gender Responsive Practice are derived from this analysis and supported by the research:

Guiding Principle 1: Acknowledge That Gender Makes a Difference

The foremost principle in responding appropriately to women is to acknowledge the implications of gender throughout the criminal justice system. The criminal justice field has been dominated by the rule of parity, with equal treatment to be provided to everyone. However, this does not necessarily mean that the exact same treatment is appropriate for both women and men. The data are very clear concerning the distinguishing aspects of female and male offenders. They come into the criminal justice system via different pathways; respond to supervision and custody differently; exhibit differences in terms of substance abuse, trauma, mental illness, parenting responsibilities and employment histories; and represent different levels of risk within both the institution and the community. To successfully develop and deliver services, supervision and treatment for women offenders, we must first acknowledge these gender differences.

Guiding Principle 2: Create an Environment Based on Safety, Respect, and Dignity

Research from a range of disciplines (e.g., health, mental health and substance abuse) has shown that safety, respect and dignity are fundamental to behavioral change. To improve behavioral outcomes for women, it is critical to provide a safe and supportive setting for supervision. A profile of women in the criminal justice system indicates that many have grown up in less than optimal family and community environments. In their interactions with women offenders, criminal justice professionals must be aware of the significant pattern of emotional, physical and sexual abuse that many of these women have experienced. Every precaution must be taken to ensure that the criminal justice setting does not reenact women offenders' patterns of earlier life experiences. A safe, consistent and

Project Announcement

Gender-Responsive Strategies to Women Offenders in Community Corrections

The American Probation and Parole Association (APPA) is pleased to announce that it has recently entered into a cooperative agreement with the National Institute of Corrections (NIC) to conduct a project on gender responsive strategies in community corrections. The goal of the project is to produce a bulletin that will assist community corrections professionals to learn about the results of research of gender-responsiveness in criminal justice, critique their own operation's gender responsiveness, look at the practical implications of implementing recommended gender-responsive strategies, identify gaps and needs, access resources, and develop implementation plans to enhance the potential for success for women offenders in community corrections.

For further information about this project please contact:

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Email: lsydney@csg.org

BY DOT FAUST AND PHYLLIS MODLEY

supportive environment is the cornerstone of a corrective process. Because of their lower levels of violent crime and their low risk to public safety, women offenders should, whenever possible, be supervised with the minimal restrictions required to meet public safety interests

Guiding Principle 3: Develop Policies, Practices and Programs That Are Relational and Promote Healthy Connections to Children, Family, Significant Others and the Community

Understanding the role of relationships in women's lives is fundamental because the theme of connections and relationships threads throughout their lives. When an understanding of the concept of relationships is incorporated into policies, practices and programs, the effectiveness of the system or agency is enhanced. This concept is critical when addressing the following:

- 1.Reasons why women commit crimes.
- 2.Impact of interpersonal violence on women's lives.
- 3.Importance of children in the lives of female offenders.
- 4.Relationships between women in an institutional setting.
- 5.Process of women's psychological growth and development.
- 6.Environmental context needed for programming.
- 7.Challenges involved in reentering the community.

Attention to the above issues is crucial to the promotion of successful outcomes for women in the criminal justice system.

Guiding Principle 4: Address Substance Abuse, Trauma and Mental Health Issues Through Comprehensive, Integrated and Culturally Relevant Services and Appropriate Supervision

Substance abuse, trauma and mental health are three critical, interrelated issues in the lives of women offenders. These issues have a major impact on a woman's experience of community correctional supervision, incarceration and transition to the community in terms of both programming needs and successful reentry. Although they are therapeutically linked, these issues historically have been treated separately. One of the most important developments in healthcare over the past several decades is the recognition that a substantial proportion of women have a history of serious traumatic experiences that play a vital and often unrecognized role in the evolution

of a woman's physical and mental health problems.

Guiding Principle 5: Provide Women With Opportunities To Improve Their Socioeconomic Conditions

Addressing both the social and material realities of women offenders is an important aspect of correctional intervention. The female offender's life is shaped by her socioeconomic status; her experience with trauma and substance abuse; and her relationships with partners, children and family. Most women offenders are disadvantaged economically and socially, and this reality is compounded by their trauma and substance abuse histories. Improving outcomes for women requires preparing them through education and training to support themselves and their children.

Guiding Principle 6: Establish a System of Community Supervision and Reentry With Comprehensive, Collaborative Services


Women offenders face specific challenges as they reenter the community from jail or prison. Women on probation also face challenges in their

communities. In addition to the female offender stigma, they may carry additional burdens such as single motherhood, decreased economic potential, lack of services and programs targeted for women, responsibilities to multiple agencies, and a general lack of community support. Navigating through a myriad of systems that often provide fragmented services and conflicting requirements can interfere with supervision and successful reintegration. There is a need for wraparound services - that is, a holistic and culturally sensitive plan for each woman that draws on a coordinated range of services within her community. Types of organizations that should work as partners in assisting women who are reentering the community include the following:


- Mental health systems.
- Alcohol and other drug programs.
- Programs for survivors of family and sexual violence.
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- Transportation.
- Self-help groups.
- Consumer-advocacy groups.
- Organizations that provide leisure and recreation options.
- Faith-based organizations.
- Community service clubs.

Summary

According to Phyllis Modley, this work contains the most extensive bibliography ever compiled on women offenders. It includes descriptive information on the characteristics of women offenders as well as practical advice for

every part of the justice system involved in supervision and treatment approaches for women. "There are gaps in the research: This is not the last word," says Phyllis, "but this is what we know right now."

Like most other effective policy change efforts, a major lesson learned from all this work is the necessity to bring together a wide range of stakeholders when addressing the needs of women offenders. Correctional managers, policy makers, probation and parole officers, human services personnel, drug treatment professionals, mental health workers and anyone else trying to improve the supervision and treatment of women in the criminal justice system should read the document and become involved at the local level.

Another component of the project is the production of a Summary Bulletin and several other application-specific bulletins that were created from focus groups made up of people knowledgeable in various operational settings such as jails, community corrections, prisons and both residential and transitional housing. Both the Summary Bulletin, which encompasses the entire document, and the Bulletin for small and medium-sized jails are currently available.

The bulletin on community corrections applications, to be developed in cooperation with American Probation and Parole Association, will be published in the spring of 2004.

Working with Phyllis Modley on all these projects are other staff from NIC's Prisons, Jails, Community Corrections and Academy Divisions. As the Institute's Correctional Program Specialist for Women Offender Programs, Maureen Buell is responsible for overall coordination and development of the Women Offender initiatives, serving as team leader across divisions on these efforts. She is also responsible for coordinating NIC's Children of Prisoners Project.

Note that the Gender Responsive Strategies document, the bulletins and the training announcements are available when published through NIC's Information Center and on the web site at www.nicic.org.


A Final Word

As noted by NIC Director Morris Thigpen in the report's preface, "the purpose of the document is not to argue that everything about women and men is different, but...to identify critical differences and to define their implications for improving correctional management and services for women offenders."

End Note

Includes excerpts from *Gender Responsive Strategies: Research, Practice, and Guiding Principles for Women Offenders*, National Institute of Corrections, 2003. □

Dot Faust and Phyllis Modley are Correction Program Specialists with the National Institute of Corrections.



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Thinking about Technology

As an industry, community corrections has lagged behind others in its use of technology, but this is changing rapidly. In the last several years there has been an increase in the amount of new technology developed specifically for community corrections. In addition, existing technologies are being improved continuously. Generally speaking, this is positive, but it can bring potential dangers to organizations who are poorly equipped to evaluate technology. Particularly in the current climate of budget cuts and the added pressure to do more with less, organizations need to start thinking about technology with the proper perspective in order to help them make more prudent decisions.

In this update I would like to touch on some issues that organizations should think about when evaluating, selecting and implementing new technology. Some of the points are taken from the Battelle Institute, a technology think-tank, and adapted.

Putting Technology into Perspective

When thinking about inserting technology into the organization be sure that it is not done in such a way that the "tail wags the dog." The proper application of technology should address the "how" and not the "what" and as such should never drive what an organization does in terms of its mission and objectives. It can, however, change and improve how services are delivered. Technology should always be perceived as a tool or a means to an end and not the end itself. Technology should be evaluated in terms of its effectiveness in helping to meet an agency's mission, and the application of technology should always be in support of and in alignment with that mission.

A look at the New York City Department of Probation's web site demonstrates this perspective. Their mission statement reads: "The business of the New York City Department of Probation is protecting the community by intervening in the lives of offenders, holding them accountable and serving as a catalyst for positive change. We act in collaboration with the community and other justice partners. We provide information and services to the courts, give victims a voice in the justice system and help strengthen families."

As a strategic issue, the department strives to "Develop an overall strategy for utilizing technology to improve our services and link ourselves more closely to the justice community and other public agencies."

Don't Just Assume that Technology can Help

Is technology the answer? Well, that depends on the question. As we become more enamored with the latest technology it is very easy to succumb to the "gee whiz" factor, to be overwhelmed by a particular technology so much so that we purchase it and determine its use later. Before embarking on a technology acquisition, agencies should conduct a thorough analysis to determine the true nature of the particular problem or issue they are trying to address. In some cases, the solution to the problem might not involve technology at all, but rather more training, personnel changes or a streamlined process. Adding technology to a situation where it is not warranted only masks the real problem, wastes money and time and gives the technology employed a bad rap.

Focus on Needs vs. Product Capability

When technology can be helpful, agencies should first take the time and effort to fully develop their requirements. Too many agencies evaluate technologies based on product capabilities without first identifying their needs. This is dangerous as it will likely lead to selection of the wrong product, both in terms of price and capabilities. It is important to remember that technology does not have to be cutting edge to be effective. If objectives can be met with first or second generation technology, why look further. We've all heard the expression, "don't use a sledgehammer to kill a fly." Well the same principle applies to technology. The right tool for the right job is not necessarily the latest or most expensive technology.

Every Technology has Non-Technical Aspects

Technology can not be implemented in a vacuum. Any new technology must be successfully integrated into the environment in which it is to operate. As such, any technology is only as good as the quality of the staff using it, the level of training

provided, the quality of the policies and procedures that guide how it is used and the level of organizational support behind it. All of these elements, and others, must be in place for a successful implementation. The actual technology is often the most basic part of a project. What is more difficult and complex is the integration of the technology into an agency. Do not overlook the organizational issues.

Technology is not about Replacing People

Don't expect technology to help you reduce your professional staff. Community corrections is one of those professions that is particularly defined by human interaction and no technology exists to replace that contact. Any technology considered should not try to replace mission critical staff, but rather allow them to function more effectively, efficiently or more safely. Some of the best technologies are those that reduce the amount of routine or non-professional work and allow staff more time to effect change in the offenders they are supervising. Technology is not about replacing people, but helping people do more with less.

Be Inclusive When Reviewing Technology

It is important to get the right people to the table and on-board when evaluating, selecting and implementing technology. Virtually every technology nowadays involves information technology (IT). Be sure that you're IT folks are represented and involved in the process so they can help identify integration and compatibility issues up front. Obviously, you want your operations people involved to ensure that the technology supports the business process. Perhaps not as obvious, you might want to include your legal and training departments as many technologies have implications in these areas as well.

Technology Review and Acquisition is an Ongoing Process

Understand that technological solutions are never ultimate, for a number of reasons. There will, of course, always be improvements made that make previous systems obsolete. Another issue

BY JOE RUSSO

comes from the creative population that we deal with. Offenders will continue to attempt to circumvent or defeat our technology, creating the need for new, improved technology. Yet another issue is that fact that new technology will always be needed to deal with problems created by pre-existing technology. The Internet is a good example of this. While the Internet is a tremendously valuable tool it obviously has its dark side. The same technology that allows us to work more efficiently, correspond with friends and family, read newspapers and shop is also used by pedophiles to share illicit images and chat anonymously with potential victims. The technology of the Internet in many ways created the need for the development of computer forensic technology which is now used to help monitor an offender's computer use.

Just Because We Can Do It Doesn't Mean We Should


Technology offers endless possibilities, but each possibility comes with each own risks. This is especially dangerous with regard to those technologies that are designed for monitoring and/

or control. As products are developed that can better locate and track offenders and perhaps monitor what's going on in their minds and bodies, we must keep ethical considerations in mind. As Tony Fabelo has noted in paper, "Technocorrections: The Promises, the Uncertain Threats," technological effectiveness may come with a price. To paraphrase Fabelo, are we far from the day when we can implant computer chips in sex offenders that not only locate and track them, but monitor their hormone levels and deliver a punitive correction if the offender enters restricted areas such as schools or daycare centers? I am quite sure that the technology exists to accomplish this. But is this something worth accomplishing? As Fabelo states, technology is being developed more and more rapidly and legal standards governing their application are lagging. Agencies must proactively consider what level of intrusiveness they are willing to impose to gain the desired effect.


Take Advantages of Existing Resources and Share What you Know

Finally, I would advise agencies to take advantage of the services and resources available

to help them with technology issues. The National Law Enforcement and Corrections Technology Center system is a great place to start for un-biased information about technology. APPA's technology committee is another potential source. Most of the relevant knowledge about technology, however, resides in the field. Each agency should use and expand their network of contacts to share information about their experiences with technology, what's available, what is working, what is not and why. The entire field will benefit from increased information sharing in this area.

To learn more about the APPA Technology Committee or if you would like to become a member or propose a workshop at a future APPA institute, please contact Joe Russo, Program Manager, National Law Enforcement and Corrections Technology Center, 2050 East Iliff Avenue, Denver, CO 80208, Phone (800) 416-8086, email: jrusso@du.edu. 

Joe Russo is Corrections Program Manager for the NLECTC in Denver, Colorado and is a chair of the APPA Technology Committee.




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SPOTLIGHT ON SAFETY

Diffusion Skills: One of Our Most Important Safety Tips

In April, while leaving from an attempted home contact with an offender, two New Jersey probation officers were approached by an assailant who pointed a gun at the head of one of the officers stating, "...we don't like cops in this neighborhood." The officers were able to go home safely that night as a result of successfully using one of any officer's most important safety tools: his or her verbal diffusion skills. This incident underscores the importance of learning and practicing effective verbal diffusion skills so that under stress in a crisis, you will respond as effectively as these officers did if you encounter a threatening situation.

We all have an early warning system that can alert us to potential threats, but this warning

system must be developed. Once we are alerted to the threat we must then effectively respond. Behavioral research has shown there are specific behaviors humans exhibit which, with a high degree of accuracy, tell a trained observer if the person is exhibiting a "bluff" behavior, or if the behaviors are truly physically threatening to us. At each level we need to accurately recognize the verbal and nonverbal behaviors and then appropriately respond. Choosing an inappropriate response can either cause the situation to escalate or result in our under-reacting and thus not effectively controlling the situation.

In APPA's training program, Dealing With Aggressive Behavior, appropriate recognition and response skills are taught, and participants learn

and practice specific verbal techniques to defuse hostile individuals and situations. The program stresses the importance of being able to effectively respond both verbally and physically to any threatening situation, irrespective of the motivation of the assailant or his or her physical or mental condition.

For more information on this program contact Karen Dunlap, APPA Research Associate at (859) 244-8001, or email kdunlap@csg.org. □

Robert L. Thornton is the Director of the Community Corrections Institute in Eatonville, WA and chair of the APPA Health and Safety Committee.

BY ROBERT L. THORNTON

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La Bodega de la Familia's Partner Project with the New York State Division of Parole Wins Prestigious Innovations in American Government Award

Honor conferred on unique family-focused approach, which promises to reduce relapse and recidivism while improving family well-being.

On May 8, 2003, Family Justice's direct-service arm, La Bodega de la Familia, was named one of five winners of the prestigious Innovations in American Government Award for its unique partnership with the New York State Division of Parole. Innovations in American Government is an awards program of the Institute for Government Innovation at Harvard University's John F. Kennedy School of Government, funded through an endowment from the Ford Foundation, and administered in partnership with the Council for Excellence in Government. The competition recognizes "outstanding programs that devise imaginative and effective ways to meet urgent social and economic challenges."

La Bodega's four-year collaboration with the New York State Division of Parole taps the natural strengths and resources of families and communities to help drug offenders succeed under parole supervision. Known as the PARTNER Project, the program teams parole officers with parolees, family members, and La Bodega family case managers in order to change the culture of the community supervision process. By drawing upon family members' mutual loyalties, inherent strengths, and desire to help, supervision agencies can improve supervision and treatment outcomes, reduce the use of incarceration in response to relapse, and enhance family well-being.

Operating out of a storefront facility on Manhattan's Lower East Side, La Bodega's signature service, family case management (now called the Bodega ModelSM), has already been shown to be an effective and important supplement to more traditional criminal justice responses to drug abuse and criminal justice involvement. In fact, a recent evaluation of the Bodega ModelSM by the Vera Institute of Justice showed promising results for those who participated in the program as against a comparison group: La Bodega participants reported a significant decline in illegal drug use (from 80 to 42 percent) after only six months and lower rates of arrest and conviction for new offenses; and family members reported fewer unmet needs for social services and significantly higher levels of social functioning.

Family members participating in the PARTNER Project also reported improved attitudes about the community supervision process. "Our first meeting at La Bodega was the first time that anyone asked me why I hurt and what I might need. I was ashamed and scared at first, but then I realized that the family case manager and the parole officer were there to help me. They wanted what was best for my


grandson...and me. When I thought C. was back on drugs, I knew who to call. And they were there." A former parolee who participated in the program had similar words of support: "I can't say it any other way - La Bodega saved my life. It made me who I am today and who I am today is someone who has a good job, has his children back, has his life back. And it's all because my family rallied around and people cared."

Today, three parole officers, one parole supervisor, and two probation officers are assigned to work exclusively with parolees and probationers - and family members - at the La Bodega storefront. Their work and its effectiveness extend beyond the individual supervisee to family members and the community as a whole. "La Bodega offers a promising model for prisoner reentry by demonstrating that members of the PARTNER team can work together to support offenders in the community," said Martin Cirincione, Executive Director of the New York State

Division of Parole. "By incorporating the family into the community supervision process, many offenders are able to rebuild their lives, thereby enhancing public safety."

La Bodega's success has spurred the founding of Family Justice, a new national not-for-profit organization that is applying the principles and tools of the Bodega ModelSM to a wide variety of settings around the country, including public housing agencies, drug treatment courts, and mental health and substance abuse treatment programs. Major training and technical assistance initiatives are already underway with the U.S. Department of Justice's Drug Courts Program Office, the U.S. Department of Housing and Urban Development's HOPE VI Program, and the American Probation and Parole Association, among others.

For more information about Family Justice and La Bodega de la Familia, please visit our Web site at www.familyjusticeinc.org.



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CALL FOR PRESENTERS

Call for Presenters

American Probation and Parole Association
29th Annual Training Institute
Orlando, FL – July 25-28, 2004

The American Probation and Parole Association is pleased to issue a call for presenters for the 29th Annual Training Institute scheduled to be held in Orlando, Florida on July 25 - 28, 2004. Institute participants include community supervision and corrections personnel, the judiciary, treatment providers, criminal justice researchers and others who are interested in the field of community justice. Presentations should relate to the following topics:

- Community Justice Initiatives and Innovations
- Diversity
- Executive Management
- Human Resources
- International Issues
- Juvenile Justice Issues and Programming Strategies
- Legal Issues
- Mental Health
- Multi-Agency Collaboration/Interdisciplinary Participation
- Parole Issues and Post-Incarceration Supervision Strategies
- Pre-Trial Services
- Program Specialization in Community Supervision and Corrections
- Sentencing Strategies and the Judiciary
- Substance Abuse
- Technological Innovations
- Victims' Issues
- Women in Community Justice

The above-suggested topics are not all-inclusive. Other topics related to the field of community supervision and corrections are acceptable.

Submission Guidelines

Persons interested in submitting a proposal for consideration should provide the following information needed to comply with APPA training accreditation requirements and to apply for permission to grant continuing education units to a variety of professions (i.e., Social Workers, Substance Abuse Counselors, Continuing Legal Education, etc).

Workshop proposals should provide the following information:

- 1) Length of Workshop: Indicate session length.
 - Intensive Session (held on Sunday, July 25 - all intensive sessions must complete an APPA Training Accreditation Application)
 - Half-day session, 4 hours
 - Full-day session, 7 hours
 - Workshop, 90 minutes (workshops held on Monday, July 26 and Tuesday, July 27)
- 2) Workshop Title: A snappy title that catches the attention of participants and identifies the primary focus of the workshop.
- 3) Workshop Description: A clear, concise, accurate description of the workshop as it will appear in the program (average length is 30 words; submissions on disk in Microsoft Word are preferable).
- 4) Training/Learning Objectives: Describe the measurable skills, knowledge, and/or new capacity the participant will gain as a result of workshop (i.e., at the end of the training, participants will be able to list five of 10 causes of suicide.) List a minimum of three training/learning objectives.
- 5) Faculty Information: Provide name, title, agency, address, phone, and email for all proposed faculty. Panel presentation should consist of no more than two or three persons; however, a fourth can be added as a moderator.
- 6) Resume or Vitae: Include brief resume or vitae of each faculty member.
- 7) Primary Contact: Submit name and complete contact information for person submitting workshop proposal.

Presentation summaries may be mailed, faxed or emailed by December 1, 2003 to:

Carmen Rodriguez
APPA National Program Chair, Senior Training Specialist
Cook County Adult Probation
Phone: (312) 491-6632, Fax: (312) 491-6484
Email: carodri@cookcountygov.com

Workshop proposals should be received no later than December 1, 2003. Annual Institute program track committee members will contact the person who nominated the workshops(s) to indicate their selection for the Institute. Please note that it is APPA's policy that, regrettably, expenses and fees associated with participation cannot be reimbursed by APPA.



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. If 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, or email at kdunlap@csg.org.

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Managing Sex Offenders' Computer Use

Golden, CO
November 3-4, 2003
January 21-22, 2004

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Reno, NV
February 11-12, 2004

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

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February 11-12, 2004

Results-Driven Management in the Public Sector

Reno, NV
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Managing Sex Offenders' Computer Use

Officer Safety

- Advanced Field Officer Safety
- Creating Quality Safety Training: An Administrators Guidebook
- Dealing with Aggressive Behavior
- Issues in Supervision Mental Health Offenders
- Natural Response Defense Training
- Safety in Search and Seizure
- Safety in Search and Seizure: Training for Trainers
- Safety Simulation Training
- Safety Simulation: Training for Trainers
- Staff Safety: Training for Trainers
- Strategies for Officer Safety
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Results Driven Management in the Public Sector

Strength-Based Practices

- Strength-Based Practices for Community Corrections Practitioners
- Motivational Interviewing: Bypassing Resistance and Evoking Positive Behavior Change

Survival Skills for Middle Management: Out Of The Frying Pan And Into The Fire

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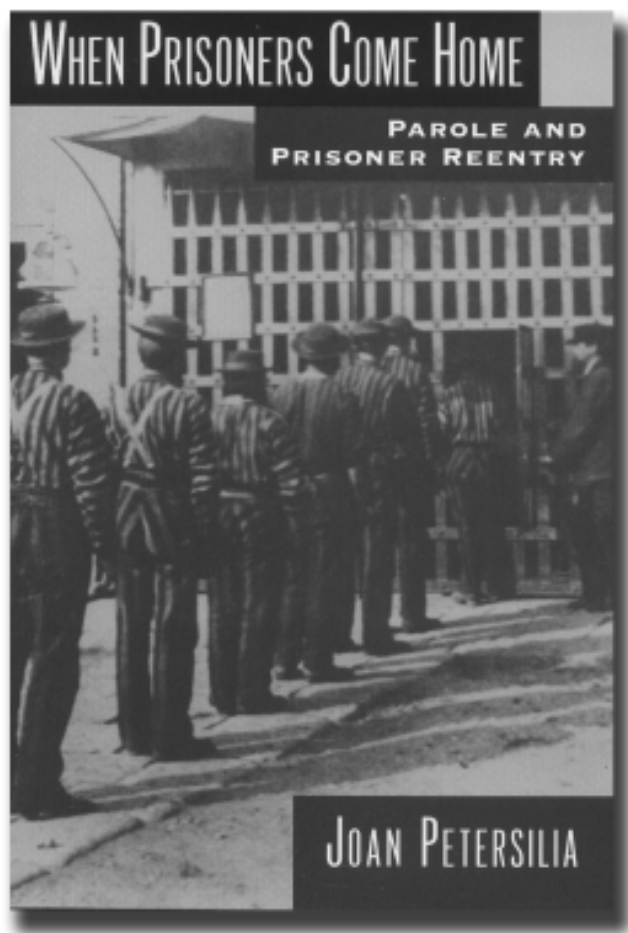
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When Prisoners Come Home: Parole and Prisoner Reentry

There is a growing national movement in corrections embracing offender reentry. Though still a nascent development it reflects an energizing redirection in focus targeting how offenders are prepared to return to the community following a period of incarceration. This interest is fueled by many factors including the recognition by legislators, correctional leaders, and others that public safety is sorely compromised when hundreds of thousands of prisoners released from institutions are singularly ill-equipped to succeed in the free world. Remarkably, in a relatively short span of time, numerous efforts have been launched to build more effective and innovative responses to the myriad challenges presented by reentry.

Since the late 1990s, the Urban Institute in Washington, D.C., has hosted a series of “reentry roundtables” to assess the state of knowledge and to publish specialized reports on this topic. In 2001, the U.S. Department of Justice, in partnership with a broad consortium of federal agencies, provided \$100M in grant funding to the states to address reentry planning and programming for serious, violent, felony offenders. A “Reentry Partnership Initiative,” also emanating from the Justice Department, is supporting systemic changes in prisoner reentry in eight states. In 2002, directors of state departments of corrections convened for a unique special issues seminar targeting reentry at the Annual Congress of Correction in Anaheim, California. In 2003, the National Institute of Corrections embarked upon a significant “Transition From Prison” project to fund a select number of states in transforming their systems governing reentry. Even cities are taking on reentry as shown by a recent report issued in Philadelphia by the Search for Common Cause called *Reentry and the Reintegration of Adjudicated Offenders*.

As the reentry movement in corrections moves forward, it is critical that it be guided by thoughtful commentary and incisive analysis of the academic and public policy literature. Joan Petersilia’s new book entitled *When Prisoners Come Home: Parole and Prisoner Reentry*, (2003. New York, NY: Oxford University Press) meets this need providing a lucid, comprehensive and scholarly accounting of reentry. This publication will serve as the premier text on reentry for many years to come. Petersilia has been advocating for the retooling of how correctional systems think and do reentry for some time. She is one of the principal co-sponsors, along with Jeremy Travis, of the Urban Institute’s Reentry Roundtables. She also served as the keynote speaker at the reentry seminar for corrections directors mentioned above. Petersilia’s book presents a striking and rigorous synthesis of what is known (and not known) in the reentry literature. Her bibliography offers an encyclopedic review of the literature.

The book consists of ten chapters. The introduction subtitled “The Emerging Importance of Prisoner Reentry to Crime and Community” places

BY EDWARD E. RHINE, PH.D

the phenomenon of reentry in historical and contemporary context. Petersilia begins by citing the well-known increases associated with the nation's prison population, but points out that by 2004 if current growth trends continue the ratio of prison admissions to releases will be 1:1. It is notable that over 600,000 adult offenders leave prison each year. Even more, roughly six to seven million offenders will return home during the first decade of the 21st century. This chapter goes on to present a penetrating overview of the complex range of issues associated with reentry giving the reader a succinct glimpse of what is addressed in each of the chapters that follow.

Chapter Two is called "Who's Coming Home? A Profile of Returning Prisoners." If the policies and strategies that are being shaped across the nation's correctional systems are to be effective, they must account for what is known about the prisoner population. The chapter cites demographic information about the offender population followed by an incisive profile of who is being sentenced to prison, their educational/literacy levels, medical and mental health factors, employment barriers, family-based issues relative to reentry and rates of substance abuse among offenders. Petersilia notes that "[t]he average inmate coming home will have served a longer prison sentence than in the past, be more disconnected from family and friends, have a higher prevalence of substance abuse and mental illness, and be less educated and employable than those in prior release cohorts." (53)

Chapters Three and Four deal with "The Origins and Evolution of Modern Parole," and "The Changing Nature of Parole: Supervision and Services." Petersilia's discussion of the dramatic curtailment of discretionary parole release in many states and the abolition of paroling authorities in 16 states is excellent. She highlights the surprising consequences associated with the amount of time served and the success rates of those offenders subject to discretionary parole release versus those granted some form of mandatory release. In essence, the former serve more time on average and demonstrate higher success rates than the latter.

Her chapter on the changing state of parole supervision conveys just how much this arm of corrections has shifted over the years from a rehabilitation model to one emphasizing offender monitoring and control. According to Petersilia, at a time when offenders' needs for assistance and community-based services have increased, parole in too many states has redirected its emphasis primarily towards law enforcement and surveillance.

Chapter Five on "How We Help: Preparing Inmates for Release," presents statistical data showing that inmates are currently receiving far fewer services and programs than they did in the past. Prison-based rehabilitative programs have never received a significant share of the correctional budget. One of the more sobering reentry trends characteristic of the vast majority of correctional systems today is a greatly diminished program capacity to meet inmates' needs for employment, education, vocational, mental health and substance abuse treatment while confined.

Chapter Six highlights an equally disquieting trend involving the gradual expansion of legal and practical barriers ex-offenders face when returning to their communities. Entitled "How We Hinder: Legal and Practical Barriers to Reintegration," Petersilia points out that the "get tough" movement in sentencing and corrections during the 1980s-1990s ushered in an increasingly varied set of statutory and other restrictions affecting ex-offender employment, housing, and civic participation. She discusses their deleterious impact, but with the caveat that there are substantial variations among the states in the extent to which these barriers apply.

Chapter Seven called "Revolving Door Justice: Inmate Release and Recidivism," and Chapter Eight entitled "The Victim's Role in Reentry" set the stage for the remainder of the book. As Petersilia clearly demonstrates, the problem of offender recidivism remains quite serious. She compares the results of a recent survey by the Bureau of Justice Statistics (BJS) – "*Recidivism of Prisoners Released in 1994*" – with a similar BJS study completed on prisoners released in 1983. She concludes that "from the available evidence ... persons being released from prison today are doing less well than their counterparts released a decade ago in successfully reintegrating into their communities. More of them are being rearrested; these arrests are occurring

more quickly; and as a group, ex-convicts are accounting for a growing share of all serious crimes experienced in the United States." (144).

Though high rates of recidivism mean pronounced levels of victimization, Petersilia states that discussions of reentry have given very little, if any, thought to victims' needs and concerns. She discusses the passage of the Crime Control Act in 1990 that created a federal bill of rights for crime victims known as the "Victims' Rights and Restitution Act of 1990." This legislation triggered additional changes granting victim access to the criminal justice and corrections system. Victims, however, have yet to be engaged in the current dialogue on reentry. Petersilia argues forcefully that victims should play a central role in parole and prisoner reentry in the years ahead.

Chapters Nine and Ten, "What To Do: Reforming Parole and Reentry Practices," and "Conclusions: When Punitive Policies Backfire," respectively, offer persuasive arguments for systemic changes in correctional policies, philosophy, and practice. They call for a significant rethinking of prisoner reentry and parole – within and outside the correctional establishment.

In Chapter Nine, Petersilia discusses four major areas in which reforms in correctional practice are required. These include altering the in-prison experience, changing prison release and revocation practices, revising post-prison services and supervision, and fostering broad-based collaborations with the community thereby enhancing mechanisms of informal social control. Twelve recommendations follow clustered appropriately under each of these areas. Along the way, Petersilia identifies model programs that correctional administrators might consider for adoption within their own jurisdictions.

These recommendations deserve a careful reading by those engaged directly or indirectly in reentry. They call for a dramatic shift in approach, yet craft practical strategies for action. Importantly, they recognize that the success of the reentry transition depends on linking a continuum of programs and services that are planned for starting at admission to prison (if not at sentencing), and continuing through incarceration to discharge from parole or post-release supervision. They present a holistic and systemic approach to reentry that is inclusive of victims, the community, and offenders.

Petersilia's final chapter provides a compelling discussion of how the pursuit of the state's interest in public safety has, in fact, been compromised by the enactment of laws, and correctional policies that will likely undermine effective crime control in the long run. The punitive reaction to criminality during the past several decades has largely affected offenders whose crimes are of marginal seriousness, not violent crime offenders. The disproportionate reliance on imprisonment has produced unintended and destructive consequences at the individual, family and societal level. The dramatic growth in the prison population has been driven by public policy choices relative to who should be punished, not a continuous increase in violent crime.

Petersilia argues persuasively that systemic changes in how legislators, criminal justice and correctional officials respond to the challenge of reentry are dependent on society's value system and whether it is considered noble or ignoble to support offenders' efforts to construct new lives for themselves. She concludes by observing that "[parole] and reentry services of the future must focus on linking offenders with community institutions... We have to share the responsibility for transitioning offenders to the community *with* the community." (246)

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“This publication will serve as the premier text on reentry for many years to come.”

“The disproportionate reliance on imprisonment has produced unintended and destructive consequences at the individual, family and societal level.”

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COMMUNITY STRATEGIES FOR SUCCESSFUL REENTRY

APPROXIMATELY 15,000 people will leave New Jersey prisons in 2003, increasingly without any community supervision, and thousands more will be released from the county jails. Research indicates that ex-prisoners and their children and families have numerous needs upon release which typically fall on the health and human service agencies to meet: clothing, daycare services, drug treatment, education programs, financial assistance, food, housing assistance, job training, medical care, mental health services, support groups (Jacksonville, 2001).

Information about the wide range of resources and services is not being effectively shared among service providers, nor are the needs of former prisoners and their families well understood. The Prisoners and Their Families Project, a joint project of the Department of Social Work at Rutgers-Newark and the Department of Sociology at Bloomfield College is using a three prong approach of advocacy, database development and one-stop resource centers to address the direct needs of former prisoners during reintegration, and to improve the collaboration, cooperation and efficacy of service providers to this population in the Newark metropolitan area (Johnson, Selber and Lauderdale, 1998).

Advocacy

Advocacy can best be defined as engaging all the stakeholders involved in reintegrating prisoners back into the community in a dialogue about the importance of understanding the needs of prisoners and their families. To start this process, the Prisoners and Their Families Project organized a conference on issues of prisoners and their families in Newark,

BY JEFF MELLOW PH.D AND LENNY WARD

NJ. More than 150 stakeholders people from throughout New Jersey and New York City attended, representing the criminal justice, education, community, health, human service, child welfare, mental health and medical systems. The Commissioner of the NJ Department of Corrections gave the keynote address.

Database Development

Though extremely time consuming, the development of a database of all the health and human service agencies and programs available to help prisoners, parolees, former prisoners and their families is vital to assist prisoners returning to their communities. In Newark, more than 300 service agencies and programs work with people in need, including former prisoners. Despite this number of agencies and programs, the Prisoners and Their Families Project has found that offenders and their families often do not know where to look for help (Shane & Mellow, 2002).

This knowledge gap between the availability of services and the knowledge of services and how to access them in the client community is all too common (Helfgott, 1997; Jacksonville, 2001). In her study that examined available ex-offenders resources and their accessibility in Seattle, Helfgott (1997) found that offenders often felt as though there was no one to help them. Research supports the common-sense view that information about social services available to offenders and their families needs to be presented in an organized, clear, and easily accessible manner if it is to support reintegration back into the community.

With this in mind, NewarkSuccess.org has been developed. The majority of information for the database came from two sources. In 2001, the Prisoners and Their Families Project received a grant from the Joseph C. Cornwall Center for Metropolitan Studies to survey all the service providers in the Newark metropolitan area who work with this population. The Project also formed a relationship with the Prisoners Self Help Legal Clinic located at the Seton Hall Law School in Newark to develop a common database format and share resource information. This partnership has become very productive which resulted in a joint partnership with the New Jersey Association on Correction, a non-profit organization, to develop NewarkSuccess.org, an interactive web site of resources for people leaving prison and jail.

NewarkSuccess.org includes a database search page that gives a drop down menu of types of services to choose from (e.g., addiction services, clothing, education, HIV/AIDS, offender support groups) and the capability to search for a service by city, zip code, keyword or agency/program name. Each search result will display links to detail pages. These service agency detail pages are easy to print and display address, phone number, email, web site, contacts, days and hours of operation, services available, eligibility requirements, language(s) spoken, fee structure and documents required. Pages also include a link to a map program that automatically generate an area map showing where the agency or program is located.

Anyone with Internet access is able to access the database. Unlike a printed resource directory, which becomes outdated very quickly and at best gets updated and reprinted only once a year, an interactive online resource directory can be updated continuously with no extra cost (Gaunt & Smyth, 2002). It is anticipated that service providers and criminal justice personnel employed by probation, parole, community corrections and local jails will find

utilization of this database helpful in directing prisoners, former prisoners, and their families to services.

Collaboration, "the exchanging of information, altering activities, sharing resources and a willingness to enhance the capacity of another for mutual benefit and a common purpose" is vital to maintain the success of the Prisoners and Their Families Project (Sharts-Hopko, 2000: 99). The act of collaboration can take on many forms as the above definition indicates. For example, the Prisoners and Their Families Project is collaborating with the Prisoners Self Help Legal Clinic in promoting the interactive web site database. Individuals from the Project and the Legal Clinic will visit service providers and community correction facilities to demonstrate how to access the web site and gain the information one needs. A part of this outreach program is to encourage users of the services to send NewarkSuccess.org information on the services they have used and whether they found them helpful. The site offers ratings and reviews of the specifics services and programs by a group of trained parolees. It is hoped in the near future that parole and probation officers will also contribute their comments to the site.

One-Stop Resource Centers

Reevaluating how health and human services are brought to former prisoners and their families is another aspect of the collaborative effort between agencies. Research suggests that one way to enhance services is to bring them all under one facility in the community for easy accessibility (Johnson, Selber, & Lauderdale, 1998). Some refer to this as "one-stop" centers that have the effect of bringing all stakeholders together in one space to provide an array of needed services for positive reintegration back into the community. This method of providing services is particularly helpful to former prisoners who typically lack the knowledge and transportation to find the different service and programs throughout their geographic area to help them. Such a center "would help ex-offenders to understand their own needs and what local services are available, as well as providing ...coordinated, ongoing personal support designed to ensure their needs are addressed" (Jacksonville, 2001: 26).

The New Jersey State Parole Board (NJSPB) has recognized that successful re-entry of prisoners is greatly enhanced when they return to communities that have the social support services in place to help them. Therefore, the current leadership of NJSPB decided to initiate a pilot project in Newark's South Ward, the home of the Seth Boyden Housing Project. This is one of the largest housing projects in Newark with a reputation of being an epicenter of criminal behavior including drug use, drug distribution, prostitution and gang violence. More specifically, Seth Boyden was chosen based on its similar demographic variables with other urban neighborhoods whose residents have been decimated by negative involvement with the criminal justice system and suffer from a community with few social support systems.

With this in mind, NJSPB initiated several community meetings to determine what services the community sought and how they felt NJSPB as a criminal justice agency, not just as a law enforcement agency, could help provide them. The interaction between NJSPB and the community was driven from the start by the needs of the community and not by a predetermined set of factors by the agency. The parolee population was effectively taken out of the picture for the development of the project and the emphasis placed on a holistic approach to solving the problems of the neighborhood.

It was decided to establish a community resource center right in the Seth Boyden housing project, within the defined geographical neighborhood known by the same name. The main advantage of having a resource center located in a housing project is that it is open to all members of the community including children. The hope is to work with the next generation of the community before they begin to be involved with the criminal justice system.

With the full cooperation and support of the Newark Housing Authority, prime space was found on the first floor of one of the main buildings in the housing

project and developed for use by NJSPB. In a short amount of time, NJSPB brought together Newark Police and Newark Housing Authority personnel, local politicians, health and human service providers, the Prisoners and Their Families Project, clergy and members of the Seth Boyden Tenants Association to form the Seth Boyden Advisory Committee.

The initial goal was to receive feedback from all members about problems and resolutions and assess what resources advisory members or the agencies they represent could contribute to the resource center. In essence, NJSPB redefined its role of supervision of the offender in the community. Though the safety of the community is still paramount, NJSPB now also sees itself as an advocate for the offenders and the community in which they reside. The goal is to positively effect the environment to which the offenders are released in order to minimize the negative influences in the offenders' lives.

Rather than operate under the "nothing works" scenario, NJSPB chooses to emphasize that correctional treatment does work, just not for everyone, and not on every occasion. With that philosophy as NJSPB's guide, they have sought to develop a multi-layered approach to service provisions, bringing in multiple providers to work in concert with, not in competition with, each other. For example, two HIV/AIDS outreach programs provide services at the community center. The result is a schedule that provides for the services requested by the community within the timeframes available at the center. In addition to the normal weekday business hours so common among health and human service agencies, NJSPB recognizes the importance of flexible weekend and night program hours to attract those who are working during the week. A recent Saturday program on legal issues of returning parolees had a strong turnout that may have not been the case if it had been schedule on a weekday afternoon.

Of paramount importance has been the partnership on a full-time basis with the New Jersey Department of Labor. They have brought their professional employment and referral services on site three days per week. The result has been new jobs, training and vocational rehabilitation for the entire community.

Fostering Collaboration

A special note should be mentioned regarding the importance of sound and competent leadership that encourages collaboration among agencies. Though the New Jersey State Parole Board may not quickly come to mind among community members as the apparent proactive leader in helping people in need, it has become the agency of choice to foster the development of advocacy and collaboration of services for the Seth Boyden community. Parole has become what Conly (1999: 7) calls boundary spanners, "individuals who can facilitate communication across agencies and profession to coordinate policies and services".

NJSPB is a "boundary spanner" with the clout and independence to bring the right people together and make quick decisions without going through a constant maze of red tape. For example, the Prisoners and Their Families Project knew of a HIV/AIDS outreach program that was having a difficult time providing their services at any Newark housing project because of bureaucratic barriers. NJSPB, on the other hand, had the authority to allow them to work at Seth Boyden without having to go through the traditional channels and paperwork.

Security is another positive outcome when working with parole. In the past certain service providers have not wanted to bring their services to Seth Boyden in fear of being victimized. There are two parole officers on duty at all times when the resource center is open and they provide escort service to the service providers within the housing complex and back to their cars which adds to the secure setting of the place. To date, more than

twenty agencies are providing services at the Seth Boyden Resource Center. Services range from drug counseling, resume writing workshops, financial planning, college application preparation, and workshops on expungement of criminal records, to name a few.

In conclusion, there is a growing recognition that increasing the rate of successful reintegration of parolees into the community can only take place when there is a collaborative and coordinated effort by all stakeholders working with this population. It can be a true win-win situation for all involved. Parole develops a reputation as a positive change agent in the community and is able to provide additional services for its clients. Nonprofit service providers and community organizations, on the other hand, can use NJSPB's governmental connections to move projects along at a quicker rate than normal and more importantly are given a population of clients with numerous needs. The experience in the Seth Boyden community in Newark demonstrates that it can be done!

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Want to know how thousands of youth across the country are serving their communities and holding young offenders accountable for their actions? Learn more about youth, teen, and peer courts!

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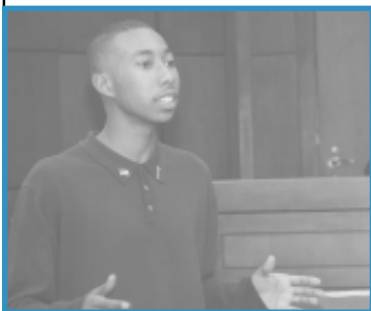
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- *Giving Back: A Community Service Learning Manual for Youth Courts*
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- *Street Law for Youth Courts: Educational Workshops* (can be downloaded from www.youthcourt.net)
- *Youth Volunteer Training Package* (available from the American Bar Association by calling 1-800-285-2221)
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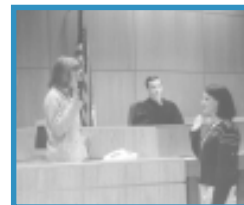


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September is National Youth Court Month

The National Youth Court Center (NYCC) and the U.S. Department of Justice, Office of Justice Programs, Office of Juvenile Justice and Delinquency Prevention (OJJDP) have designated September 2003 as the 2nd Annual National Youth Court Month - designed to celebrate the valuable contributions that youth court staff and their volunteers make to our nation's communities and to our young people. Logon to www.youthcourt.net to download the National Youth Court Month Action Kit to find out what you can do to join in on the celebration.



Resolutions Supporting Youth Courts:

American Probation and Parole Association

On June 9, 2002, the APPA Executive Committee adopted a resolution in support of the formation and expansion of youth courts.

Street Law, Inc.

On December 17, 2002, Street Law, Inc. passed a resolution to commend, support and assist those involved in youth courts and others in developing youth courts.

U.S. Congress

A resolution in support of the national youth court movement was read on December 20, 2001 before the U.S. Congress by the Speaker of the House, Dennis J. Hastert.

Constitutional Rights Foundation and the Constitutional Rights Foundation Chicago

In October of 2001, the Board of Directors of the Constitutional Rights Foundation (CRF) and the Constitutional Rights Foundation Chicago (CRFC) passed a resolution in support of youth courts.

American Bar Association, Young Lawyers Division

In 1995, the Young Lawyer's Division of the American Bar Association spearheaded a resolution encouraging support for youth courts. The resolution was adopted by the ABA House of Delegates on August 9, 1995.



National Youth Court Center

The Office of Juvenile Justice and Delinquency Prevention, with additional support from the National Highway Traffic Administration, established the National Youth Court Center at the American Probation and Parole Association in 1999. The NYCC serves as an information clearinghouse and provides training, technical assistance and resource materials to assist jurisdictions in developing and enhancing youth court programs. For more information contact:

National Youth Court Center
c/o American Probation and Parole Association
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THE PEER COURT EXPERIENCE

BY JAMES P. GRAY

WITHOUT QUESTION, numbers of things with our young people are not going well in our society today. Even worse, in several well-publicized situations our local government organizations have not only been unresponsive, but sometimes they have been a part of the problem. However, our citizens, parents and taxpayers should be aware that many things are going right, too. One of those successful and helpful programs is peer court (*also known as youth court or teen court*).

We started our peer court in Orange County, California in 1994. The purpose was to provide an institutional means for our young people to focus upon ethics, individual responsibility, the long-range importance in their lives of getting accurate information and making intelligent decisions based upon it, and the fact that they are important role models for others, especially their younger siblings.

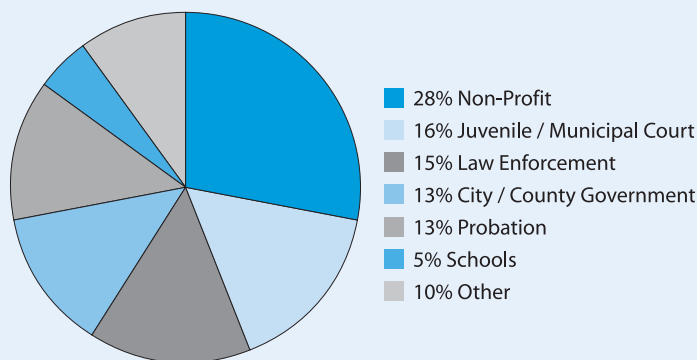
Orange County's Peer Court is a diversion program that presents real juvenile court cases that are carefully screened by the probation department to high school "jurors." The juvenile subject must admit the truth of the charged offense and, along with his/her parents, waive their rights to confidentiality. They personally appear at a high school outside of their own school district (so that no one present knows them) with at least one parent. A jury of students at the host high school is impaneled after short questioning to determine if they can be fair and impartial. A probation officer reads a statement of facts about the case, and then the subject and parent are sworn and given an opportunity to make a statement about themselves, their backgrounds, the offense, or anything they feel would be important for the jury to know about the situation. A sitting county judge presides over each of the sessions, and also asks questions; however the program is designed for most of the questioning to be done by the high school jurors. After enough questions are asked to enable the jurors to feel that they have received sufficient information, the jury retires along with a volunteer adult attorney advisor to deliberate and reach a recommended sentence to give to the judge. The attorney advisor tries to keep the jury focused, but does not participate in the deliberations.

When the jury returns, the judge reviews the recommendations and tries to incorporate them into the sentence. If the juvenile subject completes the sentence within four months, the underlying offense is dismissed. The only sanction for a failure to complete the sentence is to refer the underlying offense back to the district attorney for prosecution. Obviously, the district attorney must exercise appropriate discretion in making this decision; however, that office has stated that it will consider the subject's failure of the diversion program as a "factor in aggravation" in whether or not to proceed. We stress that these are serious matters. Even though juvenile records are still sealed for most purposes, there are always exceptions and the risks of having a criminal conviction should not be taken lightly.

Peer court sentences can include virtually anything except incarceration or the payment of a fine. They frequently include community service, such as picking up trash in a park, graffiti removal, and/or working with the sick, injured or elderly at local medical institutions; individual and/or family counseling; restitution to the victims of the offense; completion of alcohol and/or other drug abuse programs; writing letters of apology to the victims of the offense and/or parents, or essays about what they have learned from this experience; being ordered to attend school regularly, and attend all classes; and participating as a juror at a future peer court session.

One of the critical issues in our program is the screening and selection of the offenses. Many of them are shoplifting or other petty thefts, receiving stolen property, graffiti or other vandalism, trespass, "simple" alcohol, marijuana or other drug offenses, and driving a motor vehicle without a license and/or taking a parent's car without permission. We never accept cases involving dangerous weapons, and only rarely do we accept offenses dealing with violence. Exceptions to this have been cases like a juvenile male

Who Administers Youth Court



Source: National Youth Court Center

who assaulted another male because he had insulted his girlfriend, as long as there were no injuries.

Without a doubt it would be less costly and time consuming to have the Probation Department implement a diversion program without peer court. However, even though we have a history of success with the individual juvenile subjects and their parents, the real impact of our program is to pursue those "teachable moments" not only with the subjects themselves, but also with the jurors and other high school students in the audience. (A total of 4174 young people either participated in or observed our Peer Court in the 2001-2002 school year.) For example, when our jurors ask a parent one of our "sample" questions like "Why don't you know who your child's friends are?" both the parents as well as all of the young people in the audience start to focus upon the fact that young people actually expect a parent to parent. We have had jurors ask the subjects if they want their younger siblings to smoke marijuana. When they say "no," people focus on the fact that if the older sibling smokes, no matter what is said, the younger sibling will probably follow the lead of the older. As a result, the students realize that they are mentors for their younger brothers and sisters, and the examples they set are important. These are valuable lessons that are often not learned elsewhere.

Peer court makes distinctions between a friend and an acquaintance. We ask questions like, "Would friends request a person to shoplift an item and give it to them?" "Does it matter who you choose as friends?" "If your friends tend to ditch classes, smoke marijuana or shoplift, how successful do you think they will be in later life?" "If you hang out with them, what are the chances that you will end up doing the same things, with the same results?" On the other hand, "If you surround yourselves with friends who work and study hard and are successful, don't you think that this will increase your chances of being successful as well?" Other questions are asked like "Don't you realize that if you do something positive that this will have a gratifying effect upon the people who love you, and that the same thing is also true in reverse?" "How do think your parents are feeling having strangers tell you how they should raise you," and "How disappointed do you think they feel that you are in trouble?" "Did you ever think about this before you shoplifted that tape cassette from the store?" These questions are particularly probative when the parents sitting next to their child are in tears.

Petty theft is a big problem with young people. We frequently ask the

COVER STORY

subjects if they have ever had something stolen from them. If so, we ask how they felt when the theft was first discovered. And then we will say something like, "Tell the truth – didn't you want to throttle the person who took that item from you? Do you think your victim felt any differently? Is that what you want to inflict upon other people?" We also ask the subject if he/she is a thief. Yes it is true that they stole something on that particular occasion, but did their parents raise them to be a thief? After a few more questions, we center the discussion onto the fact that it really is easy to steal, and most often it can be done without anyone discovering who did it. However, people like us don't do that. Why? Not because of possible punishment, but because "I am better than that!" Even though no one else will know, I myself will, and that is not who I am. Numbers of times, our judge has had placed a \$20 dollar bill at the back of the assembly hall, saying that it is that judge's money. If anyone takes it that would, of course, be stealing, but this time there will be no legal consequences. Nevertheless, we expect that our students there are better than that. So far, the money has always been there at the end of each session.

We focus upon other matters of behavior by our young people as well, such as courtesy and respect. For example, we are still old fashioned enough to believe that a man does not sit down before first helping his mother to be seated. If one of our male subjects sits down first, we take the time to make both mother and son stand up again and do it the respectful way. Or our judges will make the comment that they are sorry the subject does not take these proceedings more seriously – because if they did, they would tuck in their shirt, or wear more appropriate attire, etc. before coming to our peer court session.

We also have some problem areas. When the subject, or even the subject's parent, does not take our proceeding seriously, saying, for example, that this is a waste of time, or that our sanctions are not appropriate, we simply will agree with them, saying that this program is not meant for them. Then we refer the matter back to the district attorney for prosecution. In addition, although this can get touchy, if a parent appears to be inappropriately defending the subject and enabling the anti-social behavior to continue, we have been known to ask the parent to depart, and require the subjects to defend their conduct themselves. Similarly, if a subject fails our program and the district attorney does not prosecute, that word gets out among the students quickly and our program loses credibility. As a result, if the subjects say in any way that they are not guilty of the offense, or do not think it can be proved, we send it back. As we tell them, we are not running a railroad. That means that neither the probation department nor the district attorney can send us cases for which proof is lacking. If they do that, they will undercut our credibility and our program.

We always try to end our sessions on a positive note. In appropriate cases, we tell the subjects that we believe this never will happen again, and that there is simply no reason why they cannot enjoy happy, successful and satisfying lives. We schedule four cases in a two-hour session. By the time we have handled the four hearings, at least two of the juries have usually returned with their recommended sanctions, and then by the time we have handled those sentencings, the other two juries have returned. We also encourage an "open forum" atmosphere in which the young people ask questions of the judge. Many questions show a heightened interest in the judicial process.

Once everything has been completed and the students are dismissed, the subjects and their parents have a conference with our probation officer in which logistical questions are answered, and court documents are signed. During this time, our judges often speak privately with the subjects and parents, giving encouragement and recommendations. This has been found to furnish positive reinforcement to all of the parties.

We are now holding sessions in 13 of our county's high schools. We have deeply benefited from the efforts of our team, which is comprised of members of the Orange County Constitutional Rights Foundation, Department of Education, Probation Department, District Attorney's Office and Superior Court. Most of the participants are volunteers, including all of our judges, on-scene probation officers, host high school officials, attorney advisors, and student ROTC bailiffs. Each of our high schools has been adopted by a law firm, which graciously supplies young attorneys to act as our advisors.

The results of our program have been gratifying. For example, the no-show rate for the sessions has consistently been below ten percent. Of the 207 subjects who went through the peer court sessions in the 2001-2002 school year, only 12 failed to complete the ordered sentences and that their cases were referred back to the district attorney for prosecution. Obviously, if the "success" rate

States with Youth Court Programs



- States with Youth Court Programs
- States without Youth Court Programs

Source: National Youth Court Center



THE PEER COURT EXPERIENCE

were 100 percent, we would not be taking serious enough cases. So we are pleased with those results.

In addition, since the educational component is one of the major reasons for the program, we are pleased with the statistics taken from a survey of 516 of the students who participated as jurors, bailiffs or observers. After observing the sessions, 74 percent of the participants and 60 percent of the observers agreed that peer court is an effective way to reduce youth crime; 83 percent of the participants and 70 percent of the observers agreed that peer court is an effective way for students to learn about the legal system; 80 percent of the participants and 60 percent of the observers agreed that peer court is an excellent alternative to the formal court/juvenile justice system; and 74 percent of the participants and 56 percent of the observers agreed that Peer Court is an effective way to keep youth from committing other crimes in the future. In addition to these statistics, there are numerous individual comments on the surveys about consequences and individual responsibility and pride.

Preliminarily, of course, this survey verifies the old maxim that people who get involved in a program get more out of it. However, youth crime is a difficult area in which to get positive results. Combining the results of this survey with our observations tells us that our peer court program is contributing to an ethical dialogue and focus that otherwise appear to be lacking. It is one thing for adults to admonish our young people, and another for them to hear it from their peers. In addition, the program is assisting our young people in developing sophistication about life that is hard to develop or define. For example, in one of our cases that involved the shoplifting of some cough syrup, one of the jurors asked the subject if he was addicted to the alcohol in the syrup. After a few more questions, it became apparent that the answer was yes. In another case, where one of the shoplifting subjects stated that his career objective was to become a firefighter, after recommending that this offender perform a suitable number of hours picking up trash at a county park, the jurors recommended that he serve the remainder of his community service at a fire station. In each session, we see further examples of the increased sophistication of our student jurors, and it is a rewarding sight to see.

One of the biggest pitfalls in these sessions is the adults becoming too dominant. The program is designed for peers to listen to the problems of their peers, and to render peer justice. To the degree that the judges begin to preach, or to take too much control, then we undercut our own program. However, the probation department does give judges some access to confidential information not possessed by the jurors, such as prior arrests, truancy, parental problems, etc. So when the questioning begins to lag, or starts to go in an inappropriate direction, it is the responsibility of the judge to bring the discussion back on track. The trick is not to overdo it.

The involvement of the Department of Education has brought an added benefit. They have put together a curriculum package that teaches about government, the justice system, advocacy, and the importance of acquiring accurate information, and then incorporates our peer courts into the curriculum as a field trip and practical learning experience. This allows

Youth Court Provides the Community

- An early intervention and prevention program
- An option on the continuum of juvenile services
- A way to hold juvenile offenders accountable
- A means for educating youth on the legal and judicial system/Builds competencies
- A meaningful forum for youth to practice and enhance skills
- An avenue for building ties between youth and their community

Source: National Youth Court Center

the peer court concept to be extended beyond our 13 high schools, and adds some real life experience to the educational process. In addition, at some time in the future, we hope to create several video programs of simulated peer court sessions, which also can be used for instructional purposes.

Nationally, the youth/peer/teen court movement is strong. According to the National Youth Court Center website (www.youthcourt.net) as of the end of July 2003, there were close to 900 youth court programs in 46 states and the District of Columbia. Most of them are diversion programs like ours. Otherwise, there are many differences among the programs. A few have their juries decide guilt or innocence, and many use youth prosecuting and defense attorneys and judges. Most youth courts hold their session in courtrooms; however, we have chosen to hold ours in the schools. In doing that, we give away a little of the sanctity of the courtroom, but gain a great deal in student attendance. In my view, it is clearly worth the trade. We also feel that those programs that use youth attorneys sometimes result in the best attorney carrying the day, instead of focusing upon and emphasizing the subject's responsibility for his/her actions.

We are proud of our peer court program. If anyone would like to have some further information, please feel free to contact Mr. Greg Ronald at the Orange County Probation Department at (714) 935-6647, or Ms. Gwen Vieau at the Constitutional Rights Foundation of Orange County at (949) 440-6757, ext. 137, or at gvieau@crfoc.com. We have found that the concept of young people delivering justice to their peers works. Our young people are confronting and addressing the impact of their behavior upon their victims, their families and themselves, and along the way are learning critical citizenship, knowledge and skills. We believe that something good is happening here and thought you would like to hear about it. □

James P. Gray is a Judge of the Superior Court in Orange County, California

METAMORPHOSIS OF AN INMATE

Introduction by Mark Carey, Warden at Minnesota Correctional Facility at Shakopee

As a parole officer, I would often find myself listening to a parolee describe his or her prison experience and wonder if their story was embellished. I would wonder, whether the negative effects of incarceration were minimized or dramatized, or if they even knew how their life had changed. Prison is an artificial environment in that, for most, it does not resemble the kind of community life they previously experienced. Many, if not most, had been in and out of jails, treatment centers, halfway houses, or mental health facilities. We hear about offenders “being institutionalized.” What does that mean anyway? What kind of adjustments must they make to survive a prison setting? What does it do to their outlook on life, on themselves, and on how they interact with others? Does it help them break loose from dysfunctional behaviors and attitudes, or does it strengthen the anti-social thinking, blaming, and bitterness? Does it cause further disconnection from this abstract concept called community, or does it create a yearning to become a part of something meaningful? What goes on in the mind of an incarcerated offender when each day they follow a routine where decisions are made for them and their connection with non-offenders is diminished?

One of the recent lessons from the research on effective correctional interventions is that programming must match the offender profile. Not all offenders are alike. The same can be said about a prisoner’s experience. Not all long-term prison inmates will react in the same way to the prison setting. However, in every case freedom is taken away. Inmates are controlled by locks, fences, correctional officers, security procedures, and the threat of consequences. How does an individual psychologically respond to this loss of freedom, especially when freedom is not expected for many years if at all?

I was left wondering and developed some of my own assumptions about life in prison. I suppose I was fairly typical. I had not first worked in a prison before working in the field. As a parole officer, I visited prisons and was able to spend a few hours observing. But, that is not the same as working or living day-in and day-out in a locked setting. After twenty-three years of working in field services I am now a warden at a women’s prison. It is a different world. It is a controlled world. As a prison employee I have had to make many difficult adjustments. As an offender in a prison, adjustments are also required. The article that follows is from an offender who has observed her own transformation in prison. It is written by a female offender who has chosen to remain anonymous. She was convicted of first-degree murder and she knows she will be here so long that she will be past middle age before she is likely to be seriously considered for parole.

In the words that follow, she speaks compellingly of the slow “metamorphosis” that occurs when an offender is incarcerated for a long time with little hope of a release before dreams and hopes have faded. Why is it important to listen to the experience of an offender who is convicted of first degree murder? To be effective as a parole officer, it is critical to understand how an individual has adapted to prison life. The offender carries an altered state of mind into the community upon release. If we are to be a change agent in a helping profession where public safety considerations are paramount, then understanding the needs and risk behaviors/thoughts of the releasee is required of the parole officer. This is how at least one inmate has described how she adapted to her surrounding, and to the stark realization that prison is now home.

Have you ever watched the lions at the zoo? You can tell the ones that were captured in the wild from those born in captivity by the look in their eyes. The wild cat remembers running through the forest, roaming the land at will, taking down its own kill...After a while, the eyes start to glaze over. You can sense that the soul has died. The same thing happens to a human. The longer a human is caged, the more prominent his animalistic nature becomes. The soul becomes dormant out of our instinct to survive.

When an inmate arrives at the Shakopee Prison for Women, their inner core personality that was instilled into them since birth is still intact and whole. No matter what a woman's background and life experiences, they all enter prison with this sense of self, whether it is healthy or not. They have a social system of family, friends or some form of a support foundation. If their time is relatively short, (i.e. spend five years or less in prison) they leave prison relatively unchanged and unscathed within this inner core of personality.

A woman who is caged or will be caged for any length of time is not as lucky. She goes through uncontrollable changes that cause her to reinvent herself. It is inevitable. Some of the changes are welcome, but many are not.

As an observer and long-term myself, I have witnessed several examples of the changes a long-term inmate goes through during her sentence.

A long-term inmate usually loses their desire to stay part of a larger society. When watching the yard, where inmates can gather together to socialize from all units, the ratio of long term to short term inmate is disproportionately in favor of the latter type of inmate. Those that will be here longer are usually loners. They learn quickly that, for themselves, staying less involved with the prison society is much easier for surviving emotionally through their time.

As time goes on, inmates become less involved with school and programs offered through the prison system. In most groups or classes, the participants are fairly new to the institution. It is because, after a while, we've taken all there is offered. Change and additions come slow to the Shakopee College class choices and program curriculum. After awhile, the only opportunities for the long term inmate is work. Life becomes as mundane to them as all “working stiff” in the “real world.”

The longer a woman is caged, the more she becomes cynical, cold and distant. As an inmate, you hear stories from other inmates about the injustices in their lives. As you listen to the stories over time, they become repetitious and begin to blur into the same story line with changing characters. A long term learns how to avoid those conversations. They avoid them by avoidance, sarcasm, or outright rudeness to the teller. It's not that the long term is truly cold. It's just that they have heard the story over and over again. Always from a new person. And usually from a short term.

The long term also has a story to tell. Everyone does. The difference is that the long term has normally moved past the very destructive and wasteful self-pitying stage and into some sort of acceptance of their circumstances. Is this the same as losing hope? The lines to the answer of this question are very unclear. Is acceptance of their circumstances the same as giving up? The answer is yes, and no. And it is one of the many questions that will haunt a long term throughout their whole prison stay.

The long term is much more comfortable with their self than a short term.

At any given meal time, if there is someone eating by themselves, it will normally be a woman with a lengthy sentence. In the units too, before meal movements are announced, the short termers are usually scrambling to find a "date" for a meal. On the other hand, if a long termers has no companion for the meal, she is perfectly comfortable with her own company and perhaps a good book or magazine.

You also see the same pattern at other social functions in the prison. For example, in the yard, library, or a religious service. The long termers has come to terms with the saying "You come in alone and you leave alone." Another reason for this, in the author's opinion, is that the long termers has been through so many "good byes". It is difficult emotionally to go through others' exits and it is so much easier to put on the faceless front of apathy.

Loss becomes the middle name of many long termers. The visiting room is more often full of happy and excited families. It is such a wonderful sight to see. Children clinging to their mothers and chatting incessantly. The love is so real that you feel you can almost touch it. But, if you look deep enough, it is not the long termers in that room.. It is more often the short termers. Our families and loved ones too, become more detached from us. Visits become less and less as time goes on.

There is an exception to this pattern of visitor abandonment. It is, when a long termers gets to about their last year of prison, their visits increase. And it's not so much the family and friends from their early days, but from new friends and new support system. It reminds one of watching a birth, of watching a desperate need to feel part of something. The long termers seems to possess an intense need to find ways to install themselves into the new world they are about to become part of. And it is new. The world changes immensely in the decades one is away. Not just physically, but even the cultural and social rules will have altered tremendously during a long termers' absence. The same fear of being able to fit in somewhere in the alien world of prison she arrived in is the same fear she feels when leaving. Many prisoners of war learn to love their captors and that similar syndrome is apparent in prison too.

Besides visits from family and friends, there is a marked difference in the amount of personal mail a long termers receives. When arriving, letters and postcards from friends and family is abundant. Everyone wants to keep the rope of hope tight, taut, and stable. But as time goes on, the mail becomes less and less. In listening to the long termers, they say there is not much to say in a letter to their loved ones. These are two separate worlds. Most do not want to share the utter day to day dreariness of life within these walls. A letter or a postcard from the "outside" is such a minute thing, but in here, it is a ray of sunshine to ALL inmates. It is also something the long termers lies to himself about needing.

Conversely, as time goes and personal mail becomes less, the amount of junk mail increases. This is a sad reminder that prison is not just a short visit, but home to most of them, not only in the eyes of the law, but to the world in general.

The same can be said about telephone usage and the long term inmate. A long term inmate uses the phone less than a short term inmate. When you first arrive at Shakopee, there is a desperate need to stay part of the outside world and not the prison world. Loved ones wait anxiously for the calls, as does the inmate. Before the call is terminated, both parties are setting up the next time to call. They keep those appointments too. The longer a woman is incarcerated, the less this happens. The inmate still faithfully keeps the appointed phone date with their loved ones. But the loved one does not always. They have lives and can not fathom what it means to the inmate to have someone on the other end of the phone when they call. It means the continued bond to the pulse of life that exists in the mainstream of society and which is lacking within the prison walls.

A long termers learns how to detach emotionally from both the inside world of prison and the outside. For example, there is a death in the prisoner's family. She grieves. But, she does not grieve as deeply as if she

were “out there”. She has been removed from that person’s everyday life for years. It is not the same intensity of connection any longer. It can not be. She grieves for the loss of life. Added to that, and perhaps more than that, she grieves the loss of association she no longer feels with her family.

Detaching oneself from the inside is similar in behavior for the long term inmate. She stays distant, both physically and emotionally from most other inmates. Long termers form acquaintances in prison, but not normally deep friendships of too much depth. They usually only have one very good friend at a time. Even those friendships are carefully chosen. She is wary of trusting someone in prison. Long termers have learned to protect themselves and survive by following their basic instincts to care for themselves, not the whole society.

Another change in the long termer is their loss of manners that were ingrained in them early in life. Burping and performing other bodily functions in public become more common, as well as other impolite acts (such as forgetting to say “please,” “thank you” and “excuse me” at appropriate times). This may at first seem comical, but it is a reflection in tragedy. The longer you cage someone, the more animal-like they become.

The long termer loses their connection to the world outside of prison walls. World events and current affairs seem so surreal to these inmates. For example, as the author was trying to come up with a topic for this observation paper, she searched for something more global. It was a dismal realization to the author that the only world she feels competent enough to write an observation about is the one that she is now a participant in.

Long termers are not the same people they were when they enter prison. They will all tell you this fact. The ones that are honest with themselves will tell you that the changes are not all good. There are some commonalities in what they see in themselves. They view their self as: very guarded, not very trusting, “turned off” inside, intolerant of others, and surviving but not truly living.

There are words that others use to describe long termers. The words are: arrogant, stuck up, controlling, bitchy, aloof and stand-offish as well as many others. It depends on your point of view. The staff will say that long termers are the stability in the prison community.

A lifer is the same as a long termer, but with an added intensity to all the symptoms described in this paper. They have also the additional burden that everyone else, no matter the length of sentence, have an “out date”. A lifer does not. So, a lifer spends their time hoping they are doing all the “right things” to guarantee that a Board of Strangers will give them a chance outside these walls with an ever allusive “out date”. A lifer must keep in mind that perhaps the lowly prison guard that she angered today may be the highly placed administrative official deciding her fate thirty years later. To live with that fear, in this writer’s opinion, is a form of torture. It is something no one should have to live with. Nor should the lifer’s family. One inmate’s teen-age daughter is a great example. At her age, the worries should include boyfriends, school and adolescence changes. Instead, the biggest worry that preys on her mind is whether her mom will die in prison. She fears that.

In conclusion, there’s a story of two long term inmates (one is a lifer) that needs to be told. These two women are very good friends. Many confidences are shared. Trust exist between them. They spend quality time together. Through all the changes in their life, the bond remains strong. Throughout the years, they have seen each other with their families in the visiting room or in photographs. One day, three years into this friendship, while having a conversation about surviving their time, the long termer said to the lifer: “I’ve known you a long time. The only time your eyes come truly to life is when you are with your children. They light up. Otherwise, out here(in prison) your eyes are empty. It is such a change. “

She is only surviving until she can live again.



A Preview for the Probation International Conference in London, England, January 28-30, 2004

The Criminal Justice and Courts Services Act 2000 created the National Probation Service for England and Wales (NPS), although the former probation service had existed since the police court missionaries of the late 19th century. The NPS provides a unified and modernized service across England and Wales aimed at:

- Protection of the public
- Reduction of re-offending
- The proper punishment of offenders

- Ensuring offenders' awareness of the effects of crime on the victims of crime and the public
- The rehabilitation of offenders.

The NPS comprises a central National Directorate and 42 local operational probation areas. It has over 17,000 staff based across the country. Previously there were 54 independent probation services with a multiplicity of practice, performance and accountability arrangements. The National

BY MARY ANNE MACFARLANE

Director and the London-based Directorate are responsible for the overarching strategic direction of the service and targets for probation. The Directorate links with other Home Office and Government Departments, particularly the Lord Chancellor's Department which oversees the courts, and it is accountable directly to the Home Secretary and Parliament.

The local Area boards are a very important part of the service. Initially the Areas have been formed so that they have the same boundaries as the police, courts and crown prosecution service, so that probation can work more easily with other criminal justice agencies. The membership of the Area boards reflects a breadth of business, voluntary and public sector experience from the local community, as well as sentencers. Boards are intended to ensure that a local response to crime reduction and community concerns is developed, as well as maintaining high and consistent national standards of delivery. Already membership of the Boards, including chief officers, is significantly more ethnically diverse than the former probation committees.

Each year many thousands of offenders are convicted and given sentences to be carried out by the correctional services in England and Wales. To deal effectively with these different offenders, we need to know the different factors which lead to their offending behaviour, and have evidence to support us in deciding how best to stop them offending again.

An offender's failure to comply with probation supervision leads to breach action through the courts and can lead to a prison sentence. In England and Wales there are lower courts with lay sentencers, known as magistrates courts, and higher courts for the more serious crimes, the Crown Courts, where professionally trained judges hear the cases and give sentences, with juries deciding on guilt. Judges are not elected. Youth courts (presided over by magistrates) hear most of the cases of the under-18 year olds. The magistrates and crown courts will shortly be managed by a unified courts service. England and Wales do not therefore have to cope with the multiplicity of courts and probation/corrections jurisdictions that often make strategic direction complicated in the United States.

Where the offender is on post-custody licence, the outcome of a probation breach report to the parole board may be a recall to prison. The Probation Service, Prison Service and the Youth Justice Board are three separate departments but are all managed through the Commissioner for Correctional Services at the Home Office. All three elements of corrections are working increasingly closely with each other and with courts, police and public prosecution colleagues to provide an effective criminal justice system. There is a local Criminal Justice Board in each of the 42 Areas, where the chief officers work together on, for example, tackling persistent offenders and other key targets. The NPS also links with local government, health, education, housing and a wide range of independent and voluntary sector partners, many of whom undertake supervisory programmes or services. They also help to tackle some of the welfare problems so often experienced by offenders as well as victims and on a broader front in relation to community deprivation.

The modernisation of the Probation Service is not just about structure. This article outlines some of the aspects of the work of the service that may interest practitioners, researchers and policy makers in the United States. I hope that it will trigger an interest in further links with the NPS and encourage attendance at our second international conference, Probation 2004, in London next January.

What does the National Probation Service do?

General

Each year probation in England and Wales will assist magistrates and judges in their sentencing decisions through the provision of about 235,000

pre-sentence reports and 20,000 bail information reports. Despite a fall in crime (10 percent between 1997 and 1999 according to the British Crime Survey), the prison population, including those on remand, on 28th March 2003 was 72,968, one of the highest per capita rate in Western Europe at 125 per 100,000 population (compared to 682 per 100,000 in the U.S.). People from minority ethnic groups continue to represent a disproportionate percentage of the prison population and more generally of those involved in the criminal justice system, despite determined efforts by all players to avoid institutionalised discrimination.

Of the some 170,000 offenders commencing supervision annually by the National Probation Service approximately 90 percent are male. About 9 percent of those starting orders are from minority ethnic groups. Each year probation staff will find and supervise some 8 million hours of unpaid work by offenders in local communities. This work is increasingly targeted at community safety projects. National standards for community service work were introduced in 1989 and for other key aspects of assessment and supervision in 1992. These form the basis for probation inspections and targets and ensure national consistency for service delivery.

The probation caseload is made up of men and women aged 18 and over, 70 percent of whom are on community supervision orders and 30 percent subject to statutory licence from prison. The NPS makes a critical contribution to decisions about the early release of prisoners through the production of reports that combine risk and dangerousness assessments with community supervision proposals. These assist prison governors and parole and lifer review boards in determining when to release a prisoner and on what terms and conditions. The NPS carries the statutory responsibility for bringing early released prisoners (serving sentences of more than one year) safely back into the community, maintaining supervision throughout the specified period. Recall to prison follows a failure to comply with the terms of release, or if the behaviour leads the supervising officer to think that the public is being placed at unacceptable risk.

Work with victims and public protection

Where the victims of the most serious violent, including sexually violent, crimes are contactable and wish it, the impact of the offence and concerns about their future safety form an integral part of the pre and post custody release risk assessment work done by probation staff. Public protection is at the heart of supervision planning. The Criminal Justice and Courts Services Act 2000 imposed duties upon the police and probation services in each of the 42 Areas in England and Wales to establish Multi-Agency Public Protection Arrangements (MAPPA). Multi-agency panels meet to discuss, assess and form management plans for those offenders who present the highest risk of harm in our communities. These arrangements grew out of closer working between the agencies, a number of high profile cases and various pieces of research.¹ The principles behind the MAPPA are:

- i. Defensible decisions
- ii. Rigorous risk assessment
- iii. The delivery of risk management plans which match the identified public protection need; and
- iv. The evaluation of performance to improve delivery.

Probation secondments (rotations)

Many probation staff are seconded to work in other agencies within a range of partnership work. Their skills, particularly in assessing risk and dangerousness, are valued. The prison probation teams work particularly closely with the field officer in the home area so that the work undertaken in prison can be continued or reinforced on release. The Prison and Probation services plan the resettlement of prisoners through a formal

“Sentence Planning” process. All prisoners serving more than 12 months will be supervised by the NPS on release. There are plans to extend this to all prisoners in future. Specific programmes in prison target drugs problems, offending behaviour, basic skills, employment and other aspects of offending.

The voluntary and community sector play an increasingly important role in helping ex-offenders resettle back into society: more than 900 groups offer support and services to prisoners and their families through over 2,000 projects, and there are almost 10,000 volunteers working in the youth justice system alone.

Pioneering projects are developed by multi-agency partnerships to stop even the most persistent offenders committing more crime. For example the Hope Project in East Midlands, for example, helped to end re-offending for 70 percent of a group of prolific offenders.

Probation staff are seconded to the recently formed youth offending teams, along with police officers, health, social services and education staff. These multi-agency teams have been relatively successful in deterring young people from a criminal career. Restorative justice involving reparation and mediation has become a key feature of their work. Lay members are involved in reaching agreement with young offenders, and where possible their victims, to make good the harm done.

Other multi-disciplinary teams deal with substance misuse, prolific offending and mentally-disordered offenders. In addition many NPS staff have taken part in exchange programmes with organisations around the world, including the USA, and brought back a multiplicity of skills and experiences to enrich the NPS.

What Works

The NPS is following a similar path to many states in the U.S. by ensuring that all probation work is solidly based on evidence of success.² However the NPS has probably one of the most extensive and integrated national “what works” programmes in the world. We are working to focus probation practice on effective interventions which:

- Are based on up-to-date evidence from this country and abroad
- Are delivered to a consistent standard across the country and
- Are accessible and effective for all groups of offenders in the community.

By doing so the NPS aims to reduce re-offending amongst those in its charge by 5 percent by 2004. We are well on the way to achieving that target. The latest evidence, which is for offenders convicted in the first

quarter of 1999, indicates that the reconviction rate for offenders under probation supervision is 3.1 percent lower than the predicted rate.³ For community punishment and community rehabilitation with a specific activity, the reconviction rate is actually reduced by 4.9 percent. In addition, research on accredited programmes shows that the targeted use of such programmes has the effect of a 10-15 percent reduction on reconviction rates compared to offenders who did not attend programmes.

The Offender Assessment System (OASys)

The introduction of OASys will boost the targeting of interventions. This assessment tool has been developed jointly by the National Probation Service and the Prison Service for all offenders aged 18 and above. It will enable the two Services to assess the likelihood of an offender's being re-convicted, any risk of harm that the offender poses, and the “criminogenic factors” that need to be tackled – such as drug misuse, anti-social attitudes, poor thinking skills and problems with education, training and employability in order to make it less likely that s/he will re-offend. It builds on previous tools such as LSI-R.⁴

Offending behavior programs

The NPS has established a national suite of programs that are proven to be successful. These are accredited by a Correctional Services Accreditation Panel, an expert and international body set up to maintain and develop the effectiveness of work with offenders. The programmes that have already been rolled out include:

- General offending behavior (i.e. Think First, Reasoning and Rehabilitation, one to one programme and Enhanced Thinking Skills)
- Aggression replacement therapy training (ART) used with offenders who have a current conviction and a history of violence and aggressive behaviour. Based on anger management techniques developed by Arnold P. Goldstein, an approach used successfully for a number of years in North America and mainland Europe.
- Addressing substance related offending (ASRO), based on the work of Mary McMurren and Phillip Priestley. Reduces crime by targeting substance use as one important mediating variable. Aims to enhance motivation and change, teach self control skills, relapse prevention skills and encourage life style modification.
- Drug Treatment and Testing Orders
- Drink Impaired Drivers, educational programme including alternative strategies to drink-driving
- Sex Offender programmes. Addresses sexual offending that using



working methods and a programme structure that facilitates participants' understanding of the factors relevant to their behaviour. (developed via the Sex Offender Treatment Evaluation Project Beckett et al.)

Other programmes are still being evaluated such as domestic violence, programmes for racially motivated offenders, women offenders and Black and Asian Offenders.

Basic skills

The NPS, in partnership with the Department of Education and Skills, and the Learning and Skills Council, are developing a new way of tackling the problems of poor educational attainment among offenders. An Offenders Learning and Skills Unit will focus the efforts of government departments and help establish good learning provision for offenders so that they raise their level of basic skills such as literacy and numeracy and have more chance of finding long term employment. The NPS will have to meet key targets in this area. The Prison Service is already demonstrating some success in this regard.

Tackling Drug Addiction

- Each year, arrest referral workers will see between 40,000-50,000 drug-misusing offenders at the point of arrest and refer them as appropriate to treatment or other programmes.
- The new Drug Treatment and Testing Orders, run by the probation service with treatment providers is now available to 6,000 offenders each year, enabling them to address their problems through intensive community based programmes; and these numbers will double in the next two years. The numbers of offences committed by offenders on the DTTO pilot schemes were reduced by 75 percent. Around a third of these most intractable offenders are successfully completing their orders.

Enhanced Community Punishment

Community Punishment, formerly known as community service, is also being developed into an accredited programme, known as Enhanced Community Punishment (ECP). This is due to be launched in the autumn of 2003. This is a world leading piece of work that has been evaluated through trials and is proving highly effective. The new orders will require offenders to make reparation to the community through a number of unpaid hours of work determined by the courts.

All offenders will be assessed through OASys. Staff will aim to provide a positive social environment, good role models and reinforce the importance of positive social attitudes and behaviour. Some staff will occupy tutor roles to teach offenders specific employment related skills where these are lacking. All placements will offer a range of positive characteristics and outcomes, as research shows that this increases the chance of successful completion and reduction in re-offending. ECP is designed to teach positive social attitudes and behaviour, and associated problem-solving skills that will help offenders when it comes to finding and keeping jobs.

Conclusion

This paper has outlined some of the features of the new National Probation Service for England and Wales. New challenges are just around the corner, with a new Criminal Justice Bill making its way through Parliament. By the time of the conference the service is likely to be developing a unified community order, as well as better provision for short-term prisoners and certain categories of dangerous offenders. The NPS is keen to

share experience and knowledge with colleagues from the United States. Although the context is different, offenders struggle with many of the same problems both sides of the "pond." On my year's exchange with a senior manager in Washington State Department of Corrections, I was struck more by the similarities in the issues we faced than by the differences. My DOC colleague and I presented and reflected on some of these issues with members of APPA at the Winter Institute in 2000. I have brought back many ideas to try out in the UK, including, for example, community involvement which appears to be more advanced in some parts of the USA. At the Probation 2004 conference in London we shall have speakers from all over the world and workshops, visits and exhibitions on many of the aspects of practice described here. We will also be providing a great range of entertainment. I hope that a number of APPA colleagues will be there to share in the debate and I look forward to meeting you.

Endnotes

¹ Including Home Office Special Conferences Unit (1997), Maguire, M., Kemshall, H., Noakes, L. and Wincup, E. (2001) *Risk management of sexual and violent offenders: The work of Public Protection Panels*. Police Research Series. Paper 139. London: Home Office; and, McIvor and Kemshall (2000)

Kemshall, H. (2003) The community Management of High-Risk Offenders *Prison Service Journal*, March 2003-05-07 Soothill, K. Francis, B. Ackerley, E. and Fligelstone, R. (2000) *Murder and Serious Sexual Assault: What criminal histories can reveal about future serious offending*. Police Research Series Paper 144

² The key principles drawn from the research were reflected in the guidance in the Home Office Inspectorate of Probation *Guide to Effective Practice 1998* and are in the criteria being applied by the Correctional Services Accreditation Panel. Studies include: (Andrews et al 1990), (Hollin and Palmer, 1994), (Andrews and Bonta 1994) and (Roberts 1995) (Gendreau and Coggin 1996) (Gendreau, Little and Coggin, 1996) (May 1999), (Clark 1998)

³ Reconviction rates are assessed over a two year period. It works by comparing the predicted rate of re-offending for those starting community penalties in the first quarter of 1999 against the actual figure. Re-offending is measured over the 2 year period following the completion of the community penalty.

⁴ OASys is designed to:

- Assess how likely an offender is to be reconvicted
- Identify and classify offending-related needs, including basic personality characteristics and cognitive behavioural problems
- Assess risk of serious harm, risks to the individual and other risks
- Assist with management of risk of harm
- Link the assessment to the supervision or sentence plan
- Indicate the need for further specialist assessments
- Measure change during the period of supervision/sentence □

Mary Anne McFarlane is the Chief Officer of Devon and Cornwall Probation Area.



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CALENDAR OF EVENTS

2003 - 2004

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| Sep. 7-10 | New England Council of Crime and Delinquency's 64th Annual Training Institute , Sheraton Tara-Hyannis, Cape Cod, MA. Contact Paula Keating poppy16@yahoo.com , Jack Quinn quinn_j4@jud.state.ma.us or visit http://neccd.doc.state.vt.us . | Oct. 19-24 | National Council of Juvenile and Family Court Judges-Advanced Family Law & Fall College: The Role of the Judge , Reno, NV. Contact (775) 784-6012 or visit www.ncjfcj.org . |
| Sep. 7-10 | National Association of State Chief Information Officers 2003 Annual Conference , Marriott Camelback Inn, Scottsdale, AZ. Visit www.nascio.org for more information. | Oct. 21-25 | International Association of Chiefs of Police Conference and Expo , Philadelphia, PA. Visit http://theiacp02.expoxchange.com/ for more information. |
| Sep. 7-10 | National Major Gang Task Force 9th Annual Conference , Millennium Hotel/Four Point by Sheraton Complex, Cincinnati, OH. Contact (859) 626-1346 or visit www.nmgf.org for more information. | Oct. 28 | Traffic Injury Research Foundation 4th Annual Ignition Interlock Symposium , Sea Pines Resort, Hilton Head, SC. Visit http://www.ignitioninterlocksymposium.com for more information. |
| Sep. 14-17 | National Conference on Addiction and Criminal Behavior , Marriott Pavilion Hotel, St. Louis, MO. Contact (800) 851-5406 or visit www.gwcinc.com for more information. | Nov. 2-5 | Probation Officers Association of Ontario Symposium 2003 , Sheraton on the Falls & Brock Plaza Niagara Falls, Ontario Canada. Contact Donald Larman (877) 995-1499, email donald.larman@jus.gov.on.ca or visit www.poa.org for more information. |
| Sep. 16-20 | 8th International Conference on Family Violence , Town and Country Hotel and Convention Center, San Diego, CA. Visit www.fvsa.org for more information. | Nov. 3-4 | APPA Professional Development Training: Managing Sex Offenders Computer Use , Golden, CO. Contact Karen Dunlap at (859) 244-8211 or e-mail kdunlap@csg.org . |
| Sep. 21-24 | 18th Annual Great Lakes Conference on Addictions & Mental Health , Adams Mark Indianapolis Airport Hotel, Indianapolis, IN. Contact (317) 283-8315 or visit www.greatlakesconference.org . | Calendar of Events 2004 | |
| Sep. 22-24 | Youth Courts: An Implementation Training Seminar , Nashville, TN. Visit the NYCC website at www.nycc.org for more information. | Jan. 10-14 | American Correctional Association 2004 Winter Conference , New Orleans, LA. Contact Conventions Dept. (800) 222-5646 x 1922 or visit ACA's website at www.aca.org . |
| Sep. 22-25 | Joint Congress of the Idaho Juvenile Justice Association and the Idaho Correctional Association , Red Lion Hotel, Pocatello, ID. Contact (208) 233-2200. | Jan. 21-22 | APPA Professional Development Training: Managing Sex Offenders Computer Use , Golden, CO. Contact Karen Dunlap at (859) 244-8211 or e-mail kdunlap@csg.org . |
| Sep. 23-25 | National Institute of Justice Office of Science and Technology 5th Annual Conference and Exposition , Renaissance Grand Hotel, St. Louis, MO. Contact Jen Alexander (888) 475-1919 or email jtlander@ctc.org . | Jan. 28-30 | Probation 2004 Conference and International Community Justice Awards , Conference Center, London, United Kingdom. Visit www.livegroup.co.uk/probation2004 for more information. |
| Sep. 24-25 | APPA Professional Development Training: Managing Sex Offenders Computer Use , Golden, CO. Contact Karen Dunlap at (859) 244-8211 or e-mail kdunlap@csg.org . | Feb. 7-11 | APPA 2004 Winter Training Institute , Reno Hilton, Reno, NV. Contact Kris Chappell at (859) 244-8204 or visit www.appa-net.org . |
| Sep. 28- Oct. 1 | Kansas Correctional Association's Annual Training Conference , Capitol Plaza Hotel, Topeka, KS. Contact Geri Reece at (913) 715-4510 for more information. | Feb. 11-12 | APPA Professional Development Training: Survival Skills for Middle Managers: Out of the Frying Pan and Into the Fire , Reno, NV. Contact Alan Werner, NCTI, via email awerner@ncti.org or visit www.appa-net.org . |
| Sep. 28-Oct. 3 | National Council of Juvenile and Family Court Judges-Evidence in Juvenile and Family Court & Judicial Response to Alcohol and Other Drugs , Reno, NV. Contact (775) 784-6012 or visit www.ncjfcj.org . | Feb. 11-12 | APPA Professional Development Training: Results Driven Management in the Public Sector , Reno, NV. Contact Karen Dunlap at (859) 244-8211 or e-mail kdunlap@csg.org . |
| Oct. 4-8 | National Conference on Correctional Healthcare , Austin Convention Center, Austin, TX. Contact (773) 880-1460 or visit www.ncchc.org for more information. | July 25-28 | APPA 29th Annual Training Institute , Orlando Marriott World Center, Orlando, FL. Contact Kris Chappell at (859) 244-8204 or visit www.appa-net.org . |
| Oct. 11-14 | 6th National Crime Prevention Council Conference on Preventing Crime , Washington Hilton Towers, Washington, DC. Contact (202) 261-4165, e-mail conference@ncpc.org or visit www.ncpc.org/pop . | <div style="border: 1px solid black; padding: 10px;"> <p>To place your activities in Calendar of Events,
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or fax to (859) 244-8001
<i>Information must be received no later than four months prior to event to be included in the calendar.</i></p> </div> | |
| Oct. 19-22 | 10th National TASC Conference on Drugs & Crime , Sheraton Raleigh Capital Center Hotel, Raleigh, NC. Visit www.nationaltasc.org for more information. | | |
| Oct. 19-24 | International Council on Alcohol and Addictions 46th International Conference on Prevention and Treatment of Dependencies , Toronto, ON. Visit http://www.icaa.de/index2.htm for more information. | | |



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