

PERSPECTIVES

the journal of the American Probation and Parole Association



Volume 31

Number 2

Spring 2007

REENTRY



President's Message

by Mark E. Carey

The explosion of evidence-based practices research and training is transforming our work environments. This long-believed now-proven realization that we can significantly improve public safety through techniques that reduce recidivism certainly qualifies as perhaps our field's most urgent "compelling and worthy cause." Other research that addresses how to improve pre-trial outcomes, reduce substance abuse and increase restitution collection is providing us with a roadmap. In regard to reducing recidivism, evidence-based practices are pointing to a return to the relationship-oriented techniques we used in the 1970s and early 1980s—but with a significant twist. We now know that relationships alone are not enough. To be effective we have to focus on the criminogenic and responsivity needs of the offender or delinquent in an intentional way, replete with proper dosage/intensity, fidelity, and sequencing. We must be like the marathon runner who is in the race over the long haul. Doing three things right (such as focusing on criminogenic needs, program placement based on responsivity factors and proper sequencing) and doing a fourth incorrectly (e.g., not developing a therapeutic alliance) will translate to ineffectiveness. It is like running a marathon: you have to do all the right things to have a chance at winning the prize.

So, what does reduction of recidivism require of us? There are at least three foci for community corrections professionals:

1. Recruit lanky runners for the marathon.

Have you ever seen an over-weight, untrained runner win a marathon? To compete requires the right body type and training. While it is certainly possible for all of us to complete a marathon, the only ones who stand to win are those who have both speed and stamina. We are not all capable of winning a 26 mile race.

We now have research that tells us what kind of corrections professional is required to motivate offender or delinquent cognitive-behavioral change. Dr. Craig Dowden and Dr. Don Andrews in their recent research (2004) provide us with staff characteristics that are most effective at getting positive results with the medium and high risk offender. They are:

- Effective use of authority that is firm but fair, makes rules clear, gains compliance through positive reinforcement and gives choices with consequences;
- Modeling and reinforcing pro-social attitudes through the use of positive and negative reinforcement, practicing pro-social behavior in concrete and vivid ways, providing immediate feedback on behavior and role playing with increasingly more difficult scenarios;
- Teaching concrete problem-solving skills by engaging offenders and delinquents in resolving issues that reduce satisfaction and rewards for criminal pursuits and help them to develop a pro-social plan, goals and alternatives;
- Advocacy/brokerage of community resources by arranging the most appropriate correctional service and speaking on behalf of offender at home, school or work when appropriate; and
- Establishment of relationships that are open, warm, genuine, enthusiastic, self confident, empathetic, flexible, mutually respectful, directive, solution focused, structured and non-blaming.



Not everyone has the personality or desire to exhibit these traits. When we put officers who do not possess these traits in the position of changing offender or delinquent behavior, we are minimizing their chances for success. The evidence on the importance of a therapeutic relationship between the case manager and client is overwhelming, often overshadowing the selection of treatment intervention itself.

There is, however, a role for all personality and skill types. Case managers who are well organized, handle time pressures well and are good writers can do an excellent job handling voluminous caseloads of low risk offenders and providing intake or pre-disposition report writing functions. Case managers who are street savvy, highly observant, good at boundary setting/holding and who like a flexible schedule can be a perfect fit for the extreme high risk offender surveillance positions (like intensive supervision).

This has real-world implications for how we recruit and train staff, where we place them in our agencies and how we monitor their professional development. It increases the challenges to those who work in rural areas as differential caseloads based on matching the correctional professional is difficult if not impossible especially when there are only one or two people handling an entire office. Use of volunteers, creative partnerships and careful selection of professionals with flexible skills become critical in these areas.

For those who are line officers, this means that it is imperative that they are acutely aware of their predispositions and skills. They should seek to expand their skills by diversifying their job experiences, attending trainings that stretch them and/or facilitating a cognitive behavioral group. Upon awareness of one's strengths and predispositions, the individual can seek placement in an area that maximizes their contributions.

2. Don't run through the forest when the road is paved for you.

A marathon runner who tries to cut through the forest will get disqualified. The road course is laid out and is carefully measured to cover 26 miles. In the same way, managers and administrators need to understand that there is a wide body of research that serves as a paved road for them. Data-driven decision-making reduces mistakes and improves the likelihood of successful outcomes.

Well known author Brian Tracy has written over 30 books on business, especially for entrepreneurs. He makes the claim that 70 percent of all decisions by CEO's are actually mistakes (with ninety percent for new CEO's). That is a startlingly high number. If it is true, why might that be the case? Administrators and directors have to make decisions often at breakneck speeds. And hasty decisions are usually made on "gut" feelings. It amazes me, however, how often decisions are made on gut when there is no urgency. You hear justifications through statements like, "I have gotten good at making decisions. It is what I do. I make dozens every day." Or, "People can handle any decision. It is not making decisions that drives people crazy." These and other such statements contain a modicum of truth. However, when decisions are made solely based on gut feelings and not on data, one runs the risk of becoming part of the seventy percent figure

Knowing the research is not just an administrative or managerial responsibility. It is incumbent on every corrections professional to know what works. We have a preponderance of evidence about what works in changing offender behavior. We have a lot of research about effective management techniques. To ignore this data is just plain irresponsible. To the field's credit, there are many progressive community corrections agencies applying data-driven decision-making to running their businesses. As part of the APPA long term vision, we should be striving to make this the rule, not the exception.

3. Learn from defeat.

Out of 5,000 marathon runners, 4,999 lose the race. There is no shame in losing. There is shame in not learning from our mistakes. If 70 percent of all decisions by CEO's are mistakes, how is it that our capitalistic society is thriving so well? According to Brian Tracy, the difference between a successful and an unsuccessful CEO is not that the successful one makes fewer mistakes. It is that he or she recognizes an error and quickly changes direction. The unsuccessful CEO stubbornly sticks to his or her decision as the consequences pile up. Community corrections professionals should heed this lesson when considering agency or case management strategies.

Some of the most progressive line staff and correctional leaders I know frequently take calculated risks in an attempt to improve outcomes. These individuals invariably are also well-read and love knowledge. However, when I train on evidence-based practices I am stunned at how often no one raises their hand to this question: How many in the room have read a professional journal or research article on community corrections in the last twelve months?

Education does not end with a college degree. It is just a beginning. Successful evidence-based community corrections agencies are those who strive to learn and who expect that employees will improve their skills and knowledge. We have a paved road and it is getting wider as the research grows. We have a strong field of dedicated professionals. We have a vibrant association in APPA. Let us run the evidence-based practices marathon with resolve, persistence and insight. Only then will we truly move vigorously toward our mission of public safety. ►►▲



PERSPECTIVES

the journal of the American Probation and Parole Association

Volume 31

Number 2

Spring 2007



FEATURES

- 22 America's First and Largest Reentry Court: Reducing Felony Recidivism in Richland County, Ohio

by Jeffrey B. Spelman

- 31 Identifying and Responding to Elder Abuse: Probation and Parole Proactices

by Matthew T. DeMichele, Ann Crowe and Lori Stiegel

- 37 Issue Paper on Caseload Standards for Probation and Parole

by William D. Burrell

- 42 Turning Away From Crime

by Patrick Griffin

DEPARTMENTS

- 2 President's Message
5 Editor's Notes
10 Technology Update
12 Spotlight on Safety
16 Research Update
50 Calendar of Events

PLUS!

- 7 Professional Development Opportunities
8 APPA Corporate Members
20 Call for Presenters - 2008 APPA Winter Training Institute Phoenix, Arizona
49 A Tribute to Dennis Maloney
51 APPA 32nd Annual Training Institute - Philadelphia, PA

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 kmucci@csg.org in accordance with the following deadlines:

Fall 2007 Issue – May 20, 2007 • Winter 2008 Issue – August 21, 2007 • Spring 2008 Issue – November 11, 2007 • Summer 2008 Issue – February 17, 2008

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

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

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

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

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

Editor's Notes

by William Burrell

As I write this for the Spring issue, the weather here in the Mid Atlantic region has gone from the upper 70s to a harsh snow sleet and ice storm in just two days! Talk about an abrupt change. But we all coped with it, some better than others. It makes me think of the incredible array of challenges, situations and decisions that probation and parole staff face on a daily basis. One literally never knows what to expect when answering the phone, opening the next email or making the next home visit. Yet we cope, surprisingly well.

The content of this issue helps to demonstrate some of the range of issues that face our field today and others that will likely develop in the future. Our lead article on reentry court in Richland County, Ohio, describes the impact of this innovative model. Using a total offender management philosophy, the court makes use of judicial involvement and support not typically found with offenders sentenced to prison. The reentry court makes use of partnerships at all levels, showing the power of collaboration in a complex operating environment that crosses both levels and branches of government. The results, while based on modest numbers, suggest that this approach is having a positive impact.

In his article "Turning Away from Crime", Patrick Griffin explores the issue of desistance. This is one of the major mysteries of criminology: why, when and how do offenders stop offending? Imagine how a better understanding of this issue could affect our business. This project features a longitudinal study (eight years) covering hundreds of serious juvenile offenders in two major urban areas. The study will help us to understand the details of juvenile offending and the responses of the juvenile justice system. We will see if the juvenile justice system plays a role in desistance and how, and that should help us to do better.

The challenge of "doing better" or being more effective is inextricably linked to the question of caseload size. The efforts of the most informed, dedicated and resourceful probation/parole officer will be confounded by a caseload that is too large. The issue of the proper caseload size is one that has bedeviled our field for years. This organization has struggled with it, as have practitioners and policy-makers in jurisdictions large and small. The issue paper on caseload standards represents the latest effort to come to grips with this substantial challenge. So much of what we do now and what we hope to do in the future is dependent on having a reasonable size caseload. If we as an association can agree on and promulgate caseload standards, we can have an impact. In the short time that this issue paper has been in circulation, APPA staff have received numerous positive comments. Please take the time to read the issue paper, reflect on it and let us know your opinions. In the future, the caseload issue will either enable us to succeed or will hobble us with the status quo. This is a critical issue that demands our attention.

The changing demographics of our society make this topic of DeMichele, Crowe and Stiegel's article on elder abuse something we should pay attention to. The emergence of this category of crime, previously unrecognized or unacknowledged, is but another example of challenge we need to be prepared to face. As the baby boom generation ages, the proportion of the world population that is retirement age and older is increasing. Many of these citizens will be vulnerable and need protection. Unfortunately, many of our offenders prey on the vulnerable. The list of offenses that could be involved ranges from violent abuse to fraud, embezzlement, exploitation and access to drugs. Staff need to be alerted to this challenge and be trained on what to look for and on the resources available. We need to prepare for what can only be described as the inevitable.

The unknown nature of the challenges that face us each day struck our field very hard in early February. Dennis Maloney, a leading reformer in juvenile justice, died suddenly. Dennis was well known and much respected by people across this country and around the world. His vision and passion for juvenile probation and community justice made him a compelling presence wherever he went. The impact that he had on our field is substantial and long-lasting. We are pleased to be able to present a tribute to Dennis by some of our colleagues who knew him well.

We hope you enjoy this issue of *Perspectives*, and encourage you to let us know what you think of it. We look forward to your feedback. >>>▲



Editorial Committee

William Burrell, Chair
Associate Professor
Temple University
Gladfelter Hall, 5th. Floor
1115 W. Berks Street
Philadelphia, PA 19122-6089
Phone: (215)204-3051

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

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

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

Editorial Committee

William Burrell, Chairman
Arthur J. Lurigio
Edward Rhine
Faye S. Taxman

Executive Committee

Mark E. Carey	President
Gary Hinzman	President-Elect
Barbara Broderick	Vice President
James Birrittella	Treasurer
Julie Howe	Secretary
Linda Layton	At-Large Member
Carmen Rodriguez	At-Large Member
Denny McFarland	At-Large Affiliate
Don Evans	Past President
Carl Wicklund	Executive Director

Production Staff

Karen Mucci	Production Coordinator
John R. Higgins	Graphic Designer / Layout
Lynda Wilkerson	Editorial Assistant

Services Directory

General	(859) 244-8000
General Institute	(859) 244-8204
Resource Expo	(859) 244-8205
Information Clearinghouse	(859) 244-8196
Membership	(859) 244-8207
Perspectives Advertising	(859) 244-8205
Publication Orders	(859) 244-8207
Request for Training	(859) 244-8211

Communications should be addressed to:

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

Perspectives is published four times annually by the American Probation and Parole Association through its secretariat office in Lexington, Kentucky. ISSN 0821-1507

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

Reprint permission. Direct requests for permission to use material published in *Perspectives* in writing to Lynda Wilkerson.



Copyright 2007
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.



The American Probation and Parole Association 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.

APPA Affiliate Members

<p>Assn. of Paroling Authorities Int'l. Assn. of Women Executives in Corrections AZ Chief Probation Officers Assn. AZ Probation, Parole & Corrections Assn. CA Probation, Parole & Correctional Assn Conference Permanente Europeene de la Probation Crime Prevention Coalition of America Dismas Charities, Inc. Federal Probation and Pretrial Officers Assn. FL Assn. of Community Corrections GA Probation Assn. IA Corrections Assn. IL Probation & Court Services Assn. International Community Corrections Assn. International Corrections & Prisons Assn Interstate Commission Adult Offender Supv. Kansas Correctional Association KS Assn. of Court Services Officers MACAC MACPO MA Parole Officers Assn. Middle Atlantic States Corrections Assn. MN Corrections Assn.</p>	<p>MO Probation & Parole Officers Assn. Nat. Assn. of Probation Executives NC Probation & Parole Assn. New Eng. Council on Crime & Delinquency New Zealand Assn. of Probation Officers NJ State Parole Officers' PBA #326 NYS Council/Prob. Administrators NYS Probation Officers' Assoc. OH Chief Probation Officers Assn. OR Assn. of Community Corrections Directors PA Assn of Probation, Parole & Correction President/Probation Assn. of NJ Prob. Officers Assn of Wielkopolska Probation & Comm Corr Assn. of Australia Probation Officers Assn. of Ontario SC Probation & Parole Assn. TX Probation Assn. UT Correctional Association VA Community Justice Ass. VA Probation & Parole Assn. Western Correctional Assn. WV Assn. of Probation Officers</p>
--	---



APPA Professional Development Training

Each highly interactive and skill-based training topic will be open for registration nationally; but may be limited to 30 participants – **REGISTER EARLY!!**

Needed: Agency or affiliate to host an APPA Selected Training

- Each sponsoring group agreeing to provide the appropriate training space and assist with registration will receive one free registration.
- Each group attending the training and registering ten or more participants will receive one free registration.

Current Trainings Open for Registration

Supervising the Sexual Offender

- September 10-11, 2007 - Los Angeles, CA

Facilitator Training for Delivering Cognitive Behavioral Curricula

- April 23 - 27, 2007 - San Leandro, CA
- April 30 - May 4, 2007 - Fairfield, CA
- May 7 - 11, 2007 - Chicago, IL
- May 21 - 25, 2007 - Fresno, CA
- June 18 - 22, 2007 - Detroit, MI

Survival Spanish for Probation and Parole Officers

- July 30 - 31, 2007 - Huntsville, TX

Register online or for a complete list of available topics, please visit our website at www.appa-net.org - click on the button "Professional Development Training Opportunities."

For additional information regarding APPA Professional Development Program, Selected Trainings contact:

Karen L. Dunlap, Training and Technical Assistance Coordinator
American Probation and Parole Association
PO Box 11910, Lexington, KY 40511
Phone: (859) 244-8211, Email: kdunlap@csg.org

American Probation and Parole Association



Corporate Members

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

*For more information on corporate
membership, please contact:*

Karen Mucci

APPA

C/O The Council of State Governments

P.O. Box 11910

Lexington, KY 40578-1910

(859) 244-8205

Fax (859) 244-8001

Email: kmucci@csg.org



American Bio Medica Corporation

Carol Hall
Marketing Administrative Assistant
122 Smith Road
Kinderhook, NY 12106
Phone: (800) 227-1243
Fax: (518) 758-8172
Email: chall@abmc.com
Website: www.abmc.com



National Curriculum and Training Institute

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



BI Incorporated

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



roboCUFFsm

Andrew Cohen
V.P. Business Development
344 Maple Avenue West
Suite 250
Vienna, VA 22180
Phone: (703) 242-9400
Fax: (703) 941-2152
Email: acohen@anytransactions.com
Website: www.robocuff.com



G4S Justice Services, Inc.

Daniel McPhee
Marketing and Communications
Specialist
30201 Adventura
Rancho Santa Margarita, CA
92688
Phone: (800) 589-6003
Fax: (800) 327-1178
Email: daniel.mcphee@us.gs4.com
Website: www.g4s.com



Satellite Tracking of People, LLC

Greg Utterback
V.P. of Business Development
4801 Woodway, Suite 110W
Houston, TX 77056
Phone: (832) 553-9503
Fax: (832) 553-9530
Email: gutterback@stopllc.com
Website: www.stopllc.com



Hythiam, Inc.

Arlandis Rush
V.P. of Government Affairs
11150 Santa Monica Blvd. #1500
Los Angeles, CA 90025
Phone: (310) 444-3456
Fax: (310) 444-5300
Email: arush@hythiam.com
Website: www.hythiam.com



Syscon Justice Systems

Jak King
V.P. of Marketing
230-8211 Sea Island Way
Richmond, BC V6X2W3
Phone: (888) 797-2662
Fax: (604) 606-7654
Email: jakking@syscon.net
Website: www.syscon.net



iSecuretrac Corporation

Mark Trampe
Marketing Coordinator
5078 S. 11th Street
Omaha, NE 68137
Phone: (402) 537-0022
Fax: (402) 537-9847
Email: mtrampe@isecuretrac.com
Website: www.isecuretrac.com



Trutouch Technologies

Jacquie Sheehy
V.P. of Marketing
800 Bradbury SE #219
Albuquerque, NM 87106
Phone: (505) 306-1154
Fax: (505) 272-7083
Email: jacquie.sheehy@trutouchtechnologies.com
Website: www.trutouchtechnologies.com



Loryx Systems

Robert Schwab
395 Oyster Point Blvd
South San Francisco, CA 94080
Phone: (650) 872-5000
Fax: (650) 873-7194
Email: rob@loryxsystems.com
Website: www.loryxsystems.com



Varian, Inc.

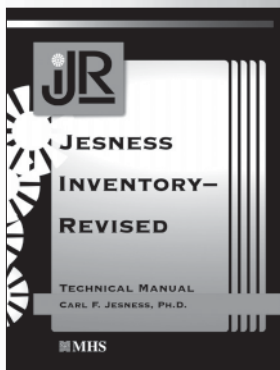
Keith Galloway
Marketing Manager
13000 Weston Parkway
Cary, NC 27513
Phone: (800) 737-9667
Email: keith.galloway@varian.com
Website: www.varian-onsite.com

More than just juvenile delinquents

Despite the use of the label juvenile delinquent as a catch-all term, each juvenile has unique motivations and influences, and each delinquent incident may differ from the next.

To address this diversity, the **Jesness Inventory-Revised (JI-R™)** employs over 20 subscales to give you a precise picture of each respondent's unique personality and behavior. The JI-R evaluates each youth using an innovative subtype system that has been widely endorsed by youth psychologists, counselors, and social workers. With the help of these subtypes, youth are further classified in relation to nine separate behavioral categories, and suggestions are provided for their treatment.

Rehabilitation requires understanding the juvenile behind the delinquent. Contact an MHS Client Service Specialist today to learn more about the JI-R.



National Institute of Justice Current Research Agenda

In this quarter's Technology Update I would like to provide the APPA membership with some information about the National Institute of Justice's current research agenda as it relates to community corrections technology as well as some new resources developed by the Traffic Injury Research Foundation on technologies that monitor the DWI/DUI offender.

NIJ Funded Research

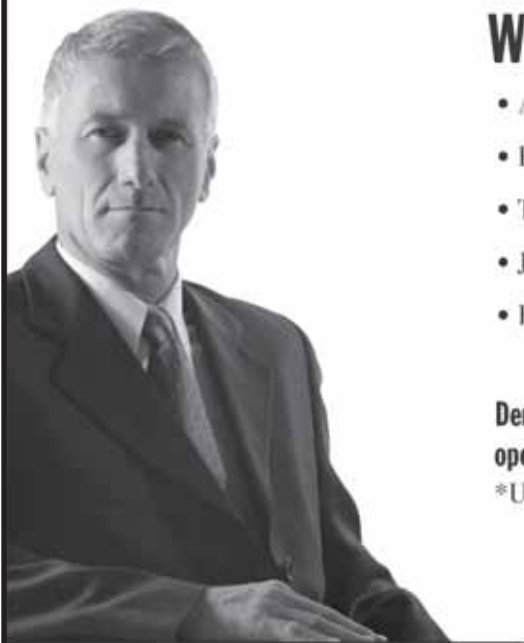
The National Institute of Justice (NIJ) funded Mitretek Systems' Center for Criminal

Justice Technology (CCJT) to perform a study to analyze existing GPS monitoring programs and document the best ways to implement and manage them. The overall goal will be to identify lessons learned and share them with the field of community corrections so that agencies are better prepared to implement GPS programs. Some of the results of this study were presented at workshop during the Winter APPA Institute in Atlanta this past February. The report has been completed and is currently going through the obligatory review process. Look for this report to be

released sometime during 2007.

During the winter of 2006, NIJ opened up a number of solicitations that focused on the evaluation of technologies used in community corrections. One solicitation, entitled Criminal Justice Technology Evaluation specifically called for proposals for research of alcohol monitoring and offender tracking technologies to determine to what extent they prevent and reduce crime, and improve the functioning of the criminal justice system. A second solicitation, entitled Community Corrections: Evaluating the Effectiveness of

Go Secure Your Future.



With an M.S. in Justice Studies Online

- Advance your career – bolster your credentials and move up in management.
- Focus on leadership, operations and policymaking.
- Take your courses online according to your schedule.
- Join an academically challenging program for professionals.
- Be a part of a university that shares your vision and values.

Demand for justice professionals – police and corrections supervisors, investigators, operations managers and more – is soaring at a rate of up to 29 percent every year.*

*U.S. Bureau of Labor Statistics

Southern
New Hampshire
University

snhu.edu
on campus. on location. online.

SNHU Online | Phone: 866.860.0449
Info: online@snhu.edu | www.snhu.edu/online

Electronic Monitoring of Moderate to High-Risk Offenders Under Supervision asked for proposals for impact evaluations that ideally contain random assignment to treatment and control groups. In addition, because of the recent countrywide proliferation of legislation mandating GPS monitoring of sex offenders, NIJ will give greater priority to proposals that focus on this portion of the offender population. Hopefully these solicitations will result in strong research proposals that will be funded and published. I will keep the APPA membership posted on any developments.

New Resources

The Traffic Injury Research Foundation (TIRF), an internationally recognized independent road safety institute, has recently

released two publications that the APPA membership should be aware of. The first is entitled "Continuous Transdermal Alcohol Monitoring: A Primer for Criminal Justice Professionals." This is an important and timely publication due to the rapid proliferation of transdermal testing devices across the country. This primer contains a comprehensive summary of relevant research on transdermal testing, program applications and legal challenges. Also included in the primer is an overview of the only commercially available technology to date, Secure Continuous Remote Alcohol Monitoring (SCRAM).

The second publication is a new primer developed for judges entitled, "Ignition Interlocks: From Research to Practice." The primer contains comprehensive information

addressing the scientific, technical and practical challenges and issues that are often raised regarding interlocks. It explains the technology behind interlocks and also highlights compelling reasons to use interlocks ways that offenders avoid interlock usage and ways to overcome this. To obtain your copy of these publications please visit the TIRF website at www.trafficinjuryresearch.com

For further information on the APPA Technology Committee please feel free to contact Joe Russo at 800-416-8086 or email at jrusso@du.edu. ▷▷▲

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

The Other Side of Evil Memoirs of a Predatory Sex Offender

By Mitchell K. Stephens Ph.D.

Covers the development of the sex offender from childhood through adult years. Relationships with children, adults and the criminal justice system are described as well as his deviant reasoning.

About the Book

No crimes in modern history have generated as much interest as the deviant sexual acts committed against children. The mystique of these deviants who seek out young boys and girls has created much curiosity and concern among the general public who wish to know more about their motivations.

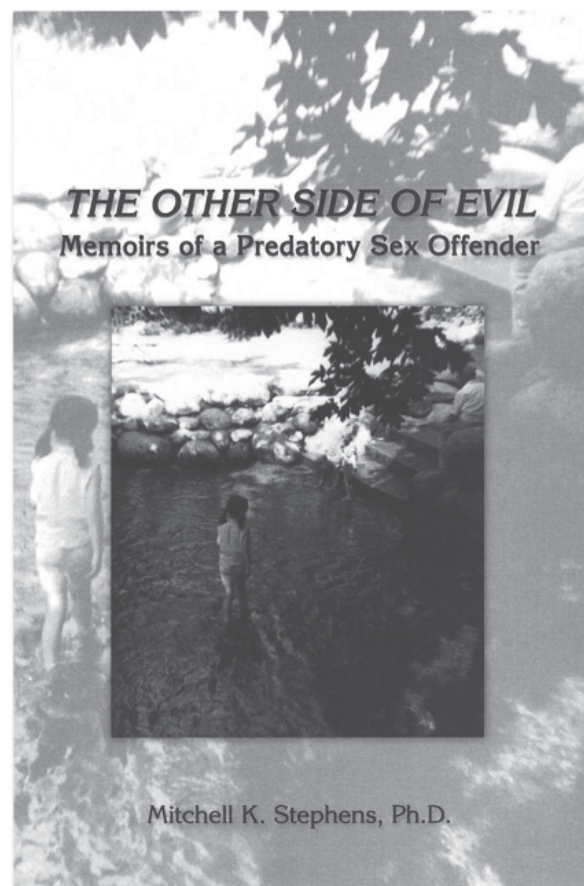
The Other Side of Evil shows how a Predatory sex offender develops from an early age to become the adult destroyer of innocent youth. The techniques he uses to lure children to him, often under the noses of their parents, are revealed as this man makes his way from victim to victim. Even when arrested and under the supervision of the Corrections System, this unremorseful abuser continues to locate and create new tragedies for families.

Written in the first person, the offender unashamedly discloses the justifications for his antisocial thoughts and actions up to the time that his burgeoning ego and carelessness causes severe errors in judgment and his undoing. His relationships with probation and parole officers, sex offender treatment providers and polygraphers show that this man has no respect for the law or any rules of society.

About the Author

The author is a psychologist who has studied, researched and taught college courses on sociopathy and sex offenders to Law Enforcement personnel for over thirty years. His contact with hundreds of these offenders has taken place in institutions and private settings and resulted in a keen understanding of the motivations and desires of these people.

To order online: www.essemkabooks.com



158 pages; quality trade paperback (softcover); catalogue #06-1031; ISBN 1-4120-9277-9; US\$17.95 / c\$20.64, EUR14.74, E10.32

Minnesota Holds "Safety Summit"

In December 2006 the State of Minnesota held a two-day "Safety Summit" with the goal of bringing together managers and trainers to discuss how safety training in Minnesota can be provided on a more standardized basis. Minnesota community corrections, like corrections in many states, consists of three different delivery systems for probation and parole services: the Minnesota Department of Corrections, County Probation Departments and Community Corrections Agencies. Minnesota lacks a central training agency or facility for training that covers all three entities. As such, each agency is left to develop and/or provide safety related training which has resulted in a wide variation of training amongst the agencies. In surveys conducted by the Minnesota Corrections Association (MCA) in 1996 and 1997 regarding safety training for agents, the surveys found "... no standard, consistent, ongoing training" (Arola 1997).

The Arrowhead Regional Corrections Department, under the leadership of Director Tom Roy, has been one of the more proactive agencies in the area of officer safety training. They have developed a cadre of trainers that have been certified in various forms of safety training and related safety tasks, such as search and seizure and control tactics, and have been willing to provide training to other community corrections agencies. Mr. Roy identified the need for the establishment of a centralized process whereby all Minnesota community corrections agencies can be educated as to the current "best practices" in the area of safety training, and hopefully share resources toward the ultimate goal of more standardized and available safety related training in their state.

A 1997 study titled "Minnesota Probation and Parole Officers in Peril," authored by Terry Arola, studied hazardous duty issues

and incidents in Minnesota. The work paralleled the works of William Parsonage that were done in 1998 and 1990 under grants by the National Institute of Corrections. In

the study Ms. Arola found that 59.9 percent of the officers surveyed were concerned about their personal safety during field contacts, with 62.5 percent believing that parole and



GO AHEAD... make a wish!

All you could wish for in drug testing products.

Drug and Alcohol Testing Products

Special Offers on CLIA-Waived and Other Rapid Drug Screens

 <p>Accutest 5 Panel CLIA-Waived cassette tests AMP • COC • THC • OPI • PCP Catalog #DS55</p> <p>mAMP • COC • THC • AMP • OPI Catalog #DS51</p>	 <p>Accutest 5 Panel (non-waived) "dip" tests AMP • COC • mAMP • OPI • THC Catalog #DS01AC425</p> <p>BZO • COC • mAMP • OPI • THC Catalog #DS134AC425</p> <p>AMP • COC • OPI • PCP • THC Catalog #DS61AC425</p>
---	---

Accutest offers a full line of drug testing products including:

- Integrated saliva tests
- Alcohol screens
- Imbedded adulteration screens
- Cup, dip and cassette formats
- Combinations of 12 different drugs



Accutest SplitCup 5 - CLIA Waived
Separate testing area insures integrity of samples

AMP • COC • mAMP • OPI • THC
Catalog #DS02AC625

AMP • COC • OPI • PCP • THC
Catalog #DS03AC625

For more information please call us at (800) 676-5565
Please mention offer "JPCW"

Visit us at: www.accutest.net • info@accutest.net

probation work was more dangerous than in the five years prior.

Regarding training received at that time, an average of 72.37 percent of the officers polled reported receiving some form of conflict management and/or crisis intervention skills training. However, only 25.1 percent had received training regarding any form of a continuum of force, while showing that approximately 55 percent had received some form of “unarmed self-defense training.” On the surface this is problematic in that the figures would indicate that the officers are being provided self-defense skills training, however they are not receiving training on when and against what type of assailant those skills can be used. While some form of force matrix was probably contained within the self-defense training, the figures would indicate that survey respondents did not internalize the information to the point they felt they had been trained in the continuum of force. The case of *Davis v. Mason County*, 927 F.2d 1473 (1991), states that when use of force training is provided, training in the constitutional limits of that use of force must also be provided. The survey would indicate that, at least at that time, had not been the case.

Content of the Safety Summit

The conference consisted of 86 participants, representing the three community corrections service providing agencies previously outlined. Approximately half were administrators of varying levels and the remaining were staff involved in providing training within their respective agency. The first day of the summit consisted of a program titled “Creating Quality Safety Training” presented by the writer. This program is also available through APPA’s Professional Development Program. The program dealt with liability issues, facts regarding how officers are victimized, safety issues relating to field and office contacts and

current best practices in providing quality ongoing safety training.

Numerous questions regarding safety training and victimization of officers were posed by participants and these issues were incorporated into the presentation, with the ultimate goal of providing evidence-based information on not only how officers are victimized, but what training is most effective and also mandated by various court decisions. The second day consisted of presentations by trainers from the Arrowhead Regional Corrections Department, and other trainers from throughout the state. Various managers also shared information on how they have addressed safety issues within their departments.

As discussed during the conference, the

ideal situation for any state is to have a centralized academy that all officers attend prior to beginning work with the respective agency. As part of that academy officers would receive safety training in the modules relevant to their respective job tasks. The training should consist of not only classroom instruction in the various safety areas but also simulation training to expose officers to situations they are likely to encounter on the job, thus allowing them to dynamically practice the skills learned.

However, for many states a centralized academy may not be practical due to separate entities that provide community supervision services, funding sources, and administrative issues. Thus, the next alternative is for an association, a county, or group of counties,



Feel Chained to Your Job?

**Unlock Your Potential
with an Online Degree!**

A college degree can give you a higher salary, more promotion opportunities, and a broader understanding of law enforcement/corrections challenges.

The University of Louisville’s bachelor’s and master’s programs in justice administration are **100% online, fully accredited** and led by university faculty.

Summer Classes Now Forming!

Call 1-800-334-UofL, extension 852-4319 or visit delphi.louisville.edu/distance

UNIVERSITY of LOUISVILLE
dare to be great

to establish a safety academy. This has been done by various counties or districts around the country. New officers from various jurisdictions are sent to a centralized academy location and are provided safety training as previously outlined. Some entities have elected to absorb the cost themselves, while others have used a fee-based system to defray the cost of the academy. Either way, putting together an academy can result in a significant commitment of time and resources on the part of those that provide the program. However, if agencies will contribute staff and minimal financial resources, this approach can be far more cost effective than each individual county and or entity within a county, providing the

training independently.

Whether a centralized academy approach is established, either to deal with all new officer training or specifically the safety issue or individual agencies choose to conduct their own training, quality trainers, certified by a recognized agency, must be obtained. Depending on the approach to training taken, it may be most cost effective to contract with outside training agencies. If this is done, the service provider must be willing to train based upon the laws, policies, and procedures of the contracting agencies. A one size fits all approach on the part of the training provider does not work.

If your state has a centralized system that

provides training, especially safety training, that meets the court mandated standards of being recent, relevant and realistic you are fortunate. But if you are a state with a diverse approach to community supervision, involving many independent agencies, look to the efforts of Minnesota and consider how your state can provide ongoing quality standardized training to all staff. Then, make it happen! >>>

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

Thank you sponsors!

The American Probation and Parole Association expresses its deepest gratitude to the following companies for their generous support of the APPA 2007 Winter Training Institute. Their contributions have enhanced the quality of the Institute. Only through this support can APPA maintain its high standards of Institute Training. Please convey your appreciation to these sponsors!

Platinum Sponsors



Elmo Tech

Elmo-Tech is a global provider of leading presence and location verification technologies, designed for monitoring individuals in the law-enforcement and corrections market. Elmo-Tech offers an array of complementing technologies including RF, alcohol monitoring, biometric authentication, GPS and inmate tracking. Elmo-Tech systems are employed throughout the U.S., Latin America, and Pacific Rim.



Omnilink

Omnilink provides the first single unit monitoring technology that actually works, in conjunction with an exception based web application that dramatically increases the productivity of corrections staff, thus allowing them to manage a larger number of offenders or work on other issues. To learn more about Omnilink, visit www.omnilink-systems.com



Western Union

Efficient. Cost Effective. Hassle-free. From court-ordered payments to commissary needs, automate your system. Western Union immediately adds an automated solution that can reduce manual processing of payments. With over 46,000 participating U.S. Agent locations for cash payments and over the phone and Internet credit card options, Western Union can simplify payments.

Gold Sponsors





The Evolution of Risk Assessment

The **Level of Service/Case Management Inventory (LS/CMI™)** is the evolution of the well-known **Level of Service Inventory-Revised (LSI-R™)** from MHS. With the LS/CMI, you benefit from the same evidence-based risk assessment while gaining a built-in case management system.

To complete this suite of assessments, we also offer the **Youth Level of Service/Case Management Inventory (YLS/CMI™)**—a trusted risk/needs case management system for offenders between the age of 12 and 17.

To learn more about how the LS/CMI and YLS/CMI can address your assessment needs, speak to an MHS representative.

Recent Research on Background Checks and Employment

**Scarlet Letters and Recidivism:
Does an Old Criminal Record
Predict Future Offending?**
Megan C. Kurlychek, Robert
Brame, and Shawn D. Bushway
Criminology and Public Policy
2006. 5(3): 483-504

Criminal offenders face a "Catch-22" after conviction. Supporting them in finding work is a high priority for their probation and parole officers (if they have one), and criminologists have established that employment significantly reduces the risk of re-offending. However, criminal conviction is not an attractive line item on a resume and increasingly the discovery of such convictions during background checks is used by prospective employers to eliminate candidates from their pools. What ex-offenders need is a job and their prior record makes it difficult to get one.

In many fields, prior behavior is used to assess future behavior. Colleges use academic success in high school to assess applicants. Auto insurers use driving histories to assess premiums and mortgage lenders run credit checks. For the most part, the past is directly linked to the predicted behavior; past academic performance is used to predict future academic performance. Criminal history is different because it is of broader concern. An individual with a great reputation as a house painter can still worry a painting contractor if that person has a criminal conviction. From a prospective employer's perspective, having access to criminal histories is important to the evaluation of job candidates. Balancing the concerns of offenders and employers is the subject of this study. How useful are criminal histories to employers? How well do they predict future offending? For how long should a conviction hang over the heads of offenders? Is there a time when the convictions are so old

that they no longer provide useful information to employers, but only serve as "scarlet letters" to ex-offenders?

Philadelphia: A Cohort Study

The authors draw upon a well-respected

data set in criminology. University of Pennsylvania criminologist Marvin Wolfgang and his colleagues followed the lives of thousands of Philadelphia residents over time. This study used Wolfgang's data to look at all 13,160 males born in Philadelphia in 1958,



ADE Incorporated

Computerized Assessment Instruments
for Substance Use Disorders

**ADE is an industry leader, providing
quality, proven, tools for efficient
assessments and accurate referrals
for more than 20 years.**

NEEDS	<i>Comprehensive Assessment Instrument for Adults</i>
SALCE	<i>Substance Abuse Life Circumstance Evaluation</i>
JASAE	<i>Juvenile Automated Substance Abuse Evaluation</i>

ADE's instruments feature:

- 👉 Reliability, Objectivity & Consistency
- 👉 DSM IV and ASAM Guidelines for Substance Abuse
- 👉 Over 95% agreement with professional interviews
- 👉 Automatically accumulated database
- 👉 Free database analysis program
- 👉 Outcome measures
- 👉 Client Tracking Program
- 👉 English and Spanish versions (written and audio)

**For more information on how ADE can help with your
assessment needs, call 1-800-334-1918**

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



**Software Solutions
For Human Problems**

and follows them through age 26. By age 18, 1009 (eight percent) of these boys had been arrested at least once. One of the interesting features of this study is that every boy born in 1958 was included, which is why this is called a “cohort” study.

Kurlycheck and her colleagues are interested in “hazard rates,” or the risk of future arrest. In this case, the authors examine that risk between the ages of 19 and 26. Are the boys with arrest records by age 18 more likely to be arrested after age 19 than the boys who were never arrested? In other words, how much does their criminal record predict their future offending? If their criminal records are a good indicator of future offending, then employers would want to include them in their evaluation of job candidates. If not, then those histories unfairly prejudice employers against candidates with criminal convictions and unnecessarily impose an obstacle toward their occupational success.

Several findings stand out in their analysis. First, it should be noted that this study is not looking specifically at felons, but at all arrestees, most of whom would not have been incarcerated or have a high risk of reoffense. The study does distinguish males with convictions for violence from those with convictions for non-violent offenses. By age 18, three percent of the Philadelphia boys had been arrested for a violent offense (n=375), and five percent for a non-violent offense (n=634).

The major finding of this study is that the risk of

reoffense declines dramatically over time (see Figure 1). After seven years, the risk of arrest for those with criminal histories and those without are similar enough that prior record is no longer particularly useful to the prediction of future offending. In other words, it may be reasonable to use prior record as a predictor shortly after conviction, but it becomes less reasonable to do so over the long term.

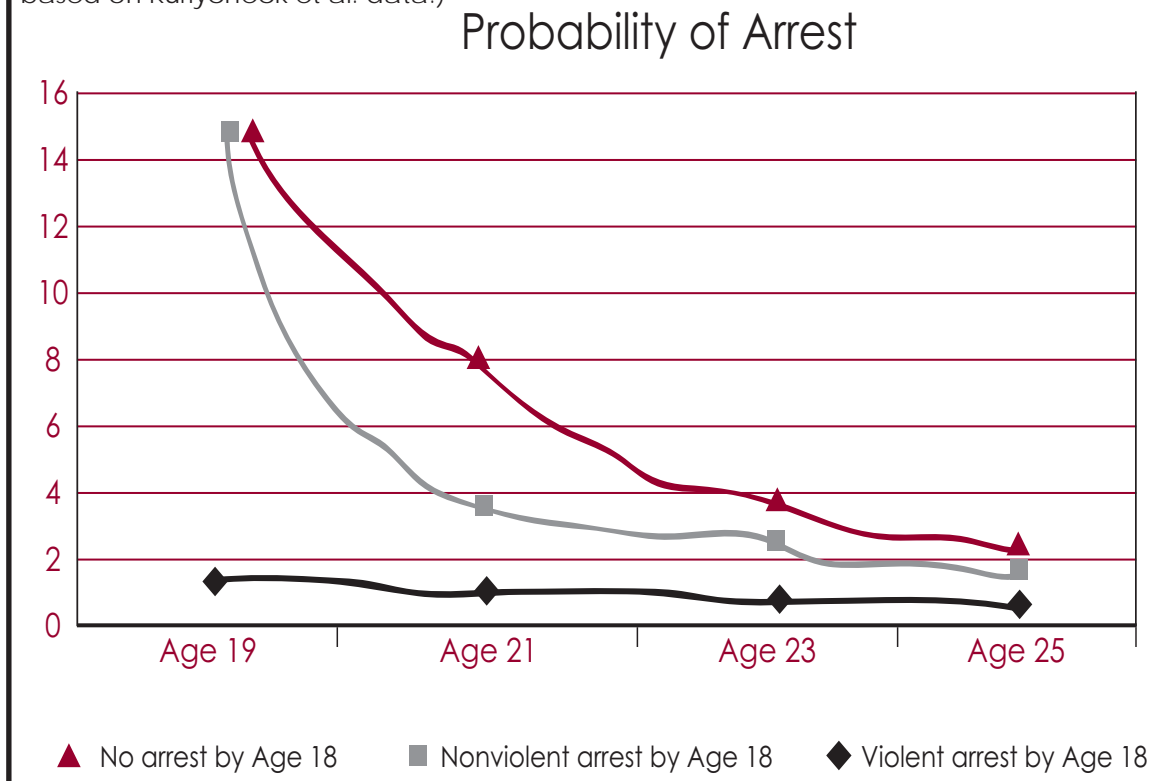
For example, consider the hazard rate (risk of arrest) at age 19. The risk of arrest for the boys who had not been arrested by age 18 is 1.5 percent, but for the boys with a prior arrest, the risk is 15 percent. Thus, at the one year mark, criminal record is a strong predictor of rearrest. However, by age 24 the risk of arrest for both groups converges below three percent, making them relatively indistinguishable. This pattern of diminished risk holds for both violent and non-violent

offenders. Not surprisingly, the risk of rearrest for violent offenders is slightly higher.

Policy Implications

State data collection systems hold more than 64 million criminal history records. 38 states provide public access to these records, and 28 provide on-line access to this information. Currently, 50 percent of employers conduct background checks for criminal histories, and 80 percent of large employers do so. Not surprisingly, 60 percent of employers claim they would not hire someone if they discovered he or she had a criminal conviction. Unlike other background checks, such as for credit histories, no restrictions exist for how far back the criminal history can be examined. Many states impose lifetime bans on employing felons in certain industries such as working in private security as an unarmed

Figure 1. Hazard rates (risk of arrest) for the Philadelphia 1958 male birth cohort. (Chart based on Kurlycheck et al. data.)



security guard.

This study questions the use of criminal histories for employment decisions. The authors acknowledge the risk that employers take when hiring an ex-offender. For example, possible theft, unreliable workers, high rates of turnover and possible law suits surrounding negligent hiring. This study finds that while the risk of recidivism is never completely removed for ex-offenders, it does decline steeply as time passes since their initial criminal act occurred. Kurlychek and her colleagues recommend at minimum that background checks be limited to the seven previous years.

Limitations on background checks may remove one obstacle that offenders face. But the results are not guaranteed. One problem is that criminal records may be restricted in statute, but not in practice. States have found it quite difficult to expunge records once they have been disseminated to private holding companies and the public domain.

Another problem is that employers, if not provided the information they are seeking, may very well make inferences based on other factors, such as race, age, education and prior employment histories. Thus, they may cause more harm by using proxy information to assess criminal history and discriminate against a wider population. Some nuance may also be needed in creating restrictions. For example, some occupations (e.g., teachers) may need more criminal information over a longer period of time (e.g., sex offenders) than other occupations and for other types of offenders.

While the authors looked at youthful offenders generally, much attention has focused on the challenges associated with prisoner reentry. With over 600,000 people released from prison each year, employment is crucial to their success. However, with this population, it is difficult to keep criminal history private and it may not be desirable to do so. In reentry, the issue for employment

is less about protecting privacy than about creating a close working relationship between ex-offenders, parole officers, employers and others working to ensure a successful transition. It is possible, for example, to have intermediaries that can make contact with potential employers, discuss the goodness of fit between ex-offenders and job positions, prepare offenders for employment and offer reassurance and a point-of-contact to employers. It is also possible to offer economic incentives to employers to hire ex-offenders, reducing some of the risk they incur by hiring them—a risk they are mostly unwilling to take today. >>>▲

David R. Karp is Associate Professor and chair of Sociology at Skidmore College in Saratoga Springs, New York. Alicia LaPorte is a senior at Skidmore College majoring in sociology.



In Honor of Gail D. Hughes On the Occasion of Your Retirement

In Recognition of Your Distinguished Contributions to the Corrections Profession, with 55 Years of Service as--

- *Corrections Caseworker (1952-1957)*
- *Parole Officer (1957-1963)*
- *Institutional Parole Supervisor (1963-1965)*
- *Chief State Supervisor (1965-1985)*
- *Deputy Director, Missouri Department of Corrections (1985-1993)*
- *Executive Secretary, Association of Paroling Authorities International (1994-2006)*

In Appreciation of You as--

Industry leader, teacher, friend, colleague, role model, mentor, author, civic leader, husband, father, and grandfather

Best Wishes and Happiness--

for the next adventures of your life!

*From your Friends at the Center for Effective Public Policy and the
American Probation and Parole Association*



JOIN APPA TODAY!

Join the leading international organization of professionals dedicated to the concerns of probation, parole and community-based corrections in both the adult and juvenile sectors, the American Probation and Parole Association (APPA).

Stay current and connected with the following resources available to APPA members:

- **Perspectives** - APPA's quarterly journal filled with timely articles, upcoming events and training, job opportunities and current news.
- **APPA Training Institutes** - participate in a variety of workshops, special sessions, resource exposition and networking opportunities with your peers. Members receive substantial registration discounts.
- **Professional Development Training** - save staff time and money when you select training suited to your agency's needs and delivered directly to you.
- **Information Clearinghouse** - free access for members to find answers to "who, why and where" in community corrections.
- **CC Headlines & More** - receive a free semi-monthly electronic newsletter containing the latest news, training events, job postings and more.

Your Intangible Benefits

APPA members most often refer to the intangible benefits they receive from their membership when asked what they value most about being a member. Personal and professional relationships are built through connections made with your colleagues as you gain access to your peers on a national level. APPA staff and leadership diligently serve on numerous policy committees and advisory groups that advocate or influence community corrections on a local, state and national level. Members stay connected on the issues facing the community corrections profession and gain increased credibility among peers and the public.

Become an APPA Member Today!

Join at www.appa-net.org

Call 859-244-8207, or email at appamembership@csg.org

Call for Presenters

American Probation and Parole Association
2008 Winter Training Institute
Phoenix, Arizona • February 10-13, 2008

The American Probation and Parole Association is pleased to issue a call for presenters for the 2008 Winter Training Institute scheduled to be held in Phoenix, Arizona. 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:

- Local Issues
- Staff Health & Safety
- International Issues
- Restorative Justice
- Juvenile Justice
- Victims
- Evidence - Based Practices and Research
- Diversity
- Judicial
- Technology
- Federal and APPA Initiatives
- Leadership and Management
- Offender Programs and Supervision
- Organizational Development

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:**
 - Workshop, 90 minutes (workshops held on Monday, February 11 and Tuesday, February 12)
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 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 emailed by **Friday, May 18, 2007** to laytonl@dj.state.ga.us. Questions regarding submissions should be directed to the National Program Chair:

Linda W. Layton
Director
Georgia Department of Juvenile Justice
Office of Classification Services
3408 Covington Highway, Suite 3.330
Decatur, Georgia 30032-1513
Phone: (404) 508-6535
Fax: (404) 508-7298
Email: laytonl@dj.state.ga.us

Workshop proposals should be received no later than **Friday, May 18, 2007** and must be received in electronic format in order to be considered. Winter Institute program 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.

COMPAS

The Most Advanced Risk and Needs Assessment Software

- Web Based or Desktop
- Graphic Risks/Needs Summary
- Typology Assignment Report
- Narrative Report
- Fully Automated & Scalable
- Multiple Risk and Needs Measures
- Integrated Case Planning and Reports
- Easily Interfaced to any Case Management Software and Legacy Systems
- Custom Report Generator
- Outcomes Tracking
- Scales Derived from Scientific Theories and Principles of Evidence-Based Practices
- Customizable for Individual Agency Needs
- Validated on Wide Spectrum of Correctional Populations
- COMPAS Technology Allows On-going Integration of Latest Research, Algorithms and Statistical Techniques
- Includes a "Lie Scale" and "Random Response" Scale—Alerts the Assessor to Questionable Offender Responses
- Includes Semi-Structured Interview or Self-Administered Assessment Options
- Separate Male and Female Norms
- The List Goes On...

Make Defensible Decisions

Adult and Youth Versions Available




888.221.4615

www.northpointeinc.com



REENTR

by Jeffery B. Spelman



America's First and Largest Reentry Court:

Reducing Felony Recidivism in Richland County, Ohio

In 1999, planning commenced in Richland County, Ohio for a new offender reentry court model that would be based fundamentally on the court's involvement with offenders throughout their experiences in the criminal justice system. By the fall of 2000, the Richland County Reentry Court accepted its first reentry client. As of today, over 575 clients have participated in this reentry program. The first aim of this discourse is to discuss and reveal data from the initial 213 reentry court clients who participated in this program from November 1, 2000 through March 31, 2003. This group represents 124 graduates of the program (completed one year in the program) and 68 terminated clients. In addition, there are 21 clients that are neither among the graduates nor the terminated. Their circumstances will be explained as well. The second purpose is to discuss the recidivism and demographic issues with respect to the 124 clients who graduated from this reentry court program prior to March 31, 2003 and as a result, had the opportunity to remain in the Richland County community for at least three years following prison release.

With a population of approximately 128,000 residents, Richland County employs two common pleas court judges and maintains both a substance abuse court (drug court) and a reentry court (U.S. Bureau of Census, 2000). Each judge handles approximately 430 felony cases annually. Total offender management is the philosophy of Richland County. To this end they operate a substance abuse court program (drug court), a standard probation program, an intensive supervision program with electronic monitoring and an electronic monitoring program for pre-trial release clients. Richland County Court Services Adult Probation Department employees also participate in a partnership program with community policing.

Prior to the Richland County Reentry Court program, inmates being released from prison received the same supervision as most other state prison inmates returning to their communities. This means that state parole officers alone provided supervision for state released inmates under parole or post release control (PRC). When these state release clients violated their supervision conditions, they would face a revocation hearing in front of a parole board hearing officer or full parole board. This could result in a client's return to prison. When inmates were released from prison by the court under split sentencing or judicial release (formerly called shock probation), they would also be supervised under probation (community control). If these clients violated their supervision conditions, they would appear before a judge and could also be sent back to prison.

The reentry court program has changed the way convicted offenders are processed in Richland County. The Richland County Reentry Court Project pursues the community corrections goal by protecting the community first and then reintegrating offenders into the community using the restorative justice concept. Now that the Richland

County Reentry Court has teamed up with the Ohio Department of Rehabilitation and Corrections, the court assesses the convicted offender for individual risks and or needs and recommends specific offender treatment in a reentry risk and needs plan prior to sentencing. This plan accompanies the offender to prison. The offenders who are being considered for the reentry court program are also monitored by institutional case managers and treatment staff. In addition, the Richland County Reentry Court Treatment Coordinator monitors offender's compliance to the reentry plan and thus their eligibility for judicial release while they are in prison. If an offender completes the suggested treatment he or she may be recommended for release into the reentry court program. Prior to release into the community, the inmate's community reentry supervision/treatment plan is prepared and is agreed upon by the judge, the treatment coordinator and supervision staff. For parole and post release control (PRC) offenders who will be supervised in the community by state supervision officers, the Richland County Treatment Coordination coordinates the same reentry/supervision plan and coordinates release services given to judicial release offenders.

Upon release from prison, reentry clients must appear in court each month with other reentry clients in a specialized reentry court session before the original sentencing judge and in some cases, also a parole board member (reentry joint authority) to discuss their progress. Specifically, clients released by the court appear before a judge, whereas clients released by the State Adult Parole Authority appear before the judge and the parole board member. This monthly meeting is elemental in the reentry court program (drug court operation also possesses this fundamental component). Thus, each offender/client is receiving individual attention monthly as the judge or parole board member reviews his or her progress. Sanctions or incentives may be given at this time by the court or parole board member. Reentry court supervision is not only intensive throughout this one-year program but it is also a requirement for graduation from this program. Reentry court supervision contacts are another prime component in this program. In this program, contacts average about 12 per month. Unlike 80 percent of U.S. parolees supervised on a regular caseload who receive less than two 15-minute face-to-face contacts per month, supervision officers in Richland County, Ohio are required to complete at least 33 percent of their contacts with the reentry court client after 5:00 p.m. and on weekends (Petersilia, J. and Turner, S., 1993).

Excellent supervision by the staff is vital for this program's success. Because reentry court maintains the goal of reducing offender recidivism, supervision consists of the following:

- A minimum of 12 face to face contacts are to be made monthly with the client, either office visits, at the client's employment or at the client's home. With 12 client contacts a month, there is a higher probability that supervision staff will recognize potential problems

quickly and deal with them before they end in client recidivism.

- At least 33 percent of supervision contacts occur on weekends and/or after 5:00 p.m. on weekdays.
- Utilization of employment, housing, job training and/or education assistance is vital.
- Supervision officers are expected to participate with community police officers in an attempt to verify that the client's conditions of supervision are being met.
- If the supervision officers detect a pattern of non-compliance (including above items or a pattern of criminal thinking) the reentry court prefers to terminate the client prior to a commission of a new crime. This however does not preclude the offender's re-acceptance into the reentry court. Placing the community's safety first is a key concept of reentry court. The offender may return to Richland County Reentry Court to attempt success.

Richland County accepted its first reentry court client on November 1, 2000 and by March 31, 2003, 213 clients had participated in the reentry court program. This number includes 82 parole and post release control clients (state referred) and 131 common pleas court, split sentence and judicial release clients (county referred). Of the clients who were no longer active in the reentry court program as of August 31, 2003, 124 clients had graduated (successfully completed the mandatory one year of supervision) while 68 clients were terminated from the program. Although they had completed one year in the reentry court program, the remaining 21 clients were not evaluated in this study because they were categorized in one of two designations. Nine of the original 213 clients were placed into the designation called Positive Administration Release. This means that the client entered reentry court on post release control (PRC) and that his or her commitment for supervision by the Adult Parole Authority had expired. The client may have been transferred to an alternative beneficial program. Two such programs are the Teen Challenge Program (an 18 month program) and drug court.

The remaining 12 clients who continued in the program but were not graduates or terminated clients received a sanction of time in either a community corrections center, an in-house drug or alcohol treatment center or an in-house residential program. When released from this sanction, clients are placed back into the reentry court program. Since the mandatory time period of this reentry court program is one year of living within the community, the client's time ends when he or she is placed into a residential in-house program. When an additional obligation is imposed within a community based correctional or residential treatment facility, this time is not considered a part of the one year community supervision requirement for reentry court.

Therefore, the 21 clients who continued in the reentry program past March 31, 2003 have been labeled neither graduates nor terminated

clients. However, they are counted as part of the 213 clients participating in reentry court prior to March 31, 2003. While it may be accurate to consider them successful owing to the fact that they remained in the program for one year, it is equally possible that future choices will result in their termination prior to successful graduation. Since they have not been terminated from the program, only future evaluation will establish their success or failure within the reentry court system.

Contrast and Comparison of Reentry Court Graduates and Terminated Clients

Since one year of successful community supervision is a requirement for graduation from this reentry program, if a client has received judicial release or has been discontinued from supervision, he or she may be stepped down to standard probation after one year in reentry court. Two hundred thirteen offenders entered the reentry court program between November 1, 2000 and March 31, 2002 and therefore had the opportunity to complete one year by March 31, 2003. Of the 213 clients who had this opportunity, 124 successfully graduated from the reentry court program and 68 clients were terminated from the program within a one year period. Termination in this program occurs as a result of a new arrest, multiple technical violations or one serious technical violation. Consequently, of these 213 clients who had the opportunity to complete a year in reentry court, 192 clients either graduated or were terminated from the program. The remaining 21 clients, although they had completed one year in the reentry court program, were not contrasted and compared. The 21 clients were continued in reentry court past August 31, 2003 and consequently were labeled neither graduates nor terminated clients. Nevertheless, they are counted as part of the 213 clients participating in reentry court prior to March 31, 2003.

Reentry's 124 Graduates – 68 Terminated Clients: Contrast and Comparison

The 192 clients who graduated or were terminated by March 31, 2003 are categorized below based on their origination into the reentry court system. The court began placing clients into the reentry court program November 1, 2000 while the state began placing parole and PRC cases into the program January 1, 2001. Therefore, reentry planners anticipated more clients would be placed by the Common Pleas Court than the State Parole Board during its first year of operation. Today the adult Parole Authority (state) and judicial release admit about equal numbers of clients (approximately 60) into the reentry court program yearly.

Terminated Reentry Court Clients – 68 Terminated due to arrest or technical violation

31 Parole and PRC clients	2 new arrests	29 technical violations
37 Judicial Release client	7 new arrests	30 technical violations

Of the 68 terminated clients, only nine (13 percent) were terminated within their first year having been charged with a new felony criminal law violation. It should be noted that three of the nine felony arrests were a result of clients cutting off their electronic monitoring bands and consequently these clients were charged with felony escape. The fact that there were only nine felony arrests (four percent of 213 released offenders) is a noteworthy detail which places the reentry court concept in a positive light. The main goal of the Richland County Reentry Court Program is to protect the community and this appears to indicate a certain degree of success when measuring recidivism by new felony arrests. The other 59 clients (28 percent) were terminated because of misdemeanor offenses or technical violations or a combination of the two. Consequently, 32 percent is the total failure rate for this reentry court's first 213 clients within their first year of participation in this program. The 59 clients terminated due to technical violations committed one or more of the following violations: failed one or more drug test, failed to comply with supervision, refrained from following required treatment guidelines and or program expectations, failed to seek employment, failed to provide restitution to the victim or were charged with a misdemeanor crime.

Anytime a client is charged with a misdemeanor offense, the client's supervision officer and supervisor staff review the offender's reentry supervision history. It is the client's overall behavior and criminal thinking that is being reviewed. If the regular sanction process is used repeatedly but has failed to modify the client's behavior, and if it is believed that future continued criminal activity will result, a recommendation to terminate supervision will be forwarded to the reentry court to be reviewed at the team meeting prior to the reentry court session. The final decision to continue or to terminate the client from the reentry program is up to the judge if it's a judicial release case. This decision is up to the parole board representative when the case is a parole or PRC case.

If the supervision officers detect a pattern of non-compliance or a pattern of criminal thinking behavior, the reentry court may choose to terminate the client prior to a commission of a new crime. This however does not preclude the offenders from being accepted back into the reentry court. This is a key concept in the reentry court plan. By placing the community's safety first, the offender may return to Richland County and try again to achieve success through the reentry program.

Frequently newly released inmates involve themselves in some type of criminal behavior and the rearrest of released offenders often occurs very quickly. Rearrest statistics for Ohio's first reentry court reveal nine felony arrests for the 213 clients (four percent) within their first year. Bureau of Justice Statistics (BJS) data from a 15 state recidivism study in 1994 indicates that approximately 44 percent of released inmates were rearrested within their first year, usually for a new offense (almost exclusively felony or serious misdemeanor) (Hughes, T., Wilson, D. Beck, A., 2001). The contrast between the reentry court's four percent

felony rearrest rate and the BJS 44 percent rearrest rate within one year of release is remarkable.

In this report, the 124 reentry court graduates were placed side by side with the 68 terminated reentry court clients for an initial inquiry to observe how these two sets of clients may differ. Although Richland County has the oldest and largest reentry court in operation today, this reentry court project remains a relatively new concept and, as such, the statistics are derived from a limited number of clients. This information may generate questions demanding further investigation.

Demographics of the 192 Reentry Court Clients Graduated or Terminated Within Their First Year

Breakdown of Client Origination

124 Reentry Graduates			68 Terminated Clients		
Parole or Post-Release Control	44	(35%)	Parole or Post-Release Control	31	(46 %)
Judicial Release (ISP)	80	(65%)	Judicial Release (ISP)	37	(54 %)
Males	108	(87%)	Males	65	(96 %)
Females	16	(13%)	Females	3	(4 %)

It should be noted that the state parole and PRC clients were not placed into reentry at the same pace of judicial release at the beginning of the program. Today the numbers of clients originating from the adult Parole Authority (state) and judicial release are about equal. Approximately 60 clients from both agencies enter the reentry program each year.

While the vast majority of prison inmates are male, female clients in the reentry program appear to have a high success rate. In fact, 16 of the 19 females graduated in this early program comparison.

Race and Ethnicity

124 Reentry Graduates			68 Terminated Clients		
Caucasian	60	(48%)	Caucasian	37	(54%)
African Americans	59	(48%)	African Americans	30	(44%)
Hispanic	2	(2%)	Hispanic	1	(1%)
Bi-racial	3	(2%)	Bi-racial	0	(0%)

Fifty one percent of this reentry court's first 192 clients were White and 46% were African American. Sixty one percent of Whites graduated while African Americans had a slightly higher graduation rate of 66 percent.

Educational Level

124 Reentry Graduates			68 Terminated Clients		
Some College	10	(8%)	Some College	4	(6 %)
High School Graduate	42	(34%)	High School Graduate	9	(13 %)
GED	25	(20%)	GED	10	(15%)
9-12 Grade (no diploma)	44	(35%)	9-12 Grade (no diploma)	44	(65%)
0-8 grade (no diploma)	3	(2%)	0-8 grade (no diploma)	1	(1%)

Percentages may not equal 100% due to rounding.

The educational gap between reentry graduates and those terminated from the program is notable. While 42 percent of Richland County Reentry Court graduates completed high school or higher, only 19 percent of terminated clients were high school graduates or higher. While it is well documented that prisoners often have a lower educational attainment than non-criminals, the results of this study continues to highlight to both prison and community correction providers the importance of education in ending recidivism.

Employment

124 Reentry Graduates			68 Terminated Clients		
Some College	88	(71%)	Employed	36	(53%)
High School Graduate	34	(27%)	Unemployed	32	(47 %)
GED	2	(1%)	GED	0	(0%)

Percentages may not equal 100% due to rounding.

Employment appears to be another critical factor in ending recidivism. Clients are apt and or more able to meet financial responsibilities when employed. The above reentry court data reveals the importance of employment in the role of successful community reintegration.

Marital Status

124 Reentry Graduates			68 Terminated Clients		
Single	82	(66%)	Single	51	(75%)
Married	19	(15%)	Married	7	(10 %)
Divorced	14	(11%)	Divorced	6	(9%)
Seperated	8	(6%)	Seperated	4	(6%)
Widowed	1	(1%)	Widowed	0	(0%)

Of the 192 clients, 111 (58 percent) have dependant children. Percentages may not equal 100% due to rounding.

Although it appears that reentry court clients are normally more likely to be single than married, the percentage of single terminated clients was nine percent higher than the percentage of single clients who graduated.

Age

124 Reentry Graduates			68 Terminated Clients		
19 or under	0	(0%)	19 or under	1	(1%)
20 to 29	41	(33%)	20 to 29	34	(50 %)
30 to 39	49	(40%)	30 to 39	22	(32%)
40 to 49	19	(1%)	40 to 49	8	(12%)
50 to 59	14	(11%)	50 to 59	2	(3%)
60 or over	1	(1%)	60 or over	1	(1%)

Percentages may not equal 100% due to rounding.

The significance of a client's age is not a revelation to criminal justice officials. This study reinforces the fact that crime is more apt to be committed by the young. Even so, several interesting facts are worth noting. This data shows that 83 percent of the terminated clients were younger than 40, while only 33 percent of graduating clients were younger than 30. Just over half (51 percent) of all terminated clients were younger than 30 years of age.

Felony Conviction Level of Clients Entering Reentry Court

Note: If clients may have been convicted of multiple offenses, the most serious felony is recorded.

Ohio felony levels / offense examples

- **Felony 1:** voluntary manslaughter, felonious assault on a peace officer, aggravated robbery, aggravated burglary and rape
- **Felony 2:** aggravated vehicle homicide, felonious assault, robbery, burglary, theft \$25,000 to \$100,000, aggravated drug trafficking
- **Felony 3:** reckless homicide, aggravated assault of a police officer, theft less than \$25,000, sexual battery, burglary
- **Felony 4:** aggravated assault, patient abuse and neglect, theft less than \$5,000, drug trafficking schedule I or II substance, gross sexual imposition, receiving stolen property
- **Felony 5:** breaking and entering, theft from elderly, forgery, drug trafficking schedule III, IV or V substances, aggravated possession of drugs, domestic violence, non-support

Felony Conviction Level

124 Reentry Graduates			68 Terminated Clients		
Felony 1	14	(11%)	Felony 1	5	(75%)
Felony 2	44	(35%)	Felony 2	19	(28%)
Felony 3	23	(19%)	Felony 3	11	(16%)
Felony 4	24	(19%)	Felony 4	16	(24%)
Felony 5	19	(15%)	Felony 5	17	(25%)

Percentages may not equal 100% due to rounding.

Offense Type

124 Reentry Graduates			68 Terminated Clients		
Violent	43	(35%)	Violent	28	(41%)
Property	51	(41%)	Property	26	(38%)
Drug	21	(17%)	Drug	10	(15%)
Sex	9	(7%)	Sex	4	(6%)

Percentages may not equal 100% due to rounding.

REENTRY

As with other categories, it is difficult to draw definitive conclusions based on this new program's limitations. Early studies seemed to reveal that the reentry program's drug and sex offenders were likely to become graduates. More recent studies reveal that 69 percent of sex offenders, 68 percent of drug offenders, 66 percent of property offenders and 61 percent of violent offenders graduated from the reentry program. Drug and sex offender successes may be linked to the excessive supervision contacts, the required monthly reentry court appearances, the frequent drug testing and the use of electronic monitoring.

One objective of this analysis was to review the recidivism rates of the 124 graduates who not only successfully completed one year in the reentry court, but also remained in the community for an additional two years (a total of three years in the community). To accomplish this task, a thorough criminal record check was completed for the 124 graduates. The following information was established and deemed as noteworthy as the largest study done on released offenders which indicated 67.5 percent of the offenders studied were rearrested for a new offense within three years and that these offenses were almost exclusively felonies or serious misdemeanors (Langan, P., Levin, D., 2002). Of the 68 terminated clients in the reentry study who recidivated within the first 12 months of the program, only nine (13 percent) were terminated because they were charged with a new felony criminal law violation. Of the 124 graduates of reentry court, 24 were arrested within two years from graduation for felonies and 17 were arrested for misdemeanors. When measuring recidivism by arrests, 41 (33 percent) of the 124 graduates recidivated during the two years following their successful graduation (one year in the program), and 83 (67 percent) of the 124 completed three years in the community without criminal arrests.

One key program goal was to reduce felony recidivism of reentry clients. The data gathered after three years (following 213 post-release clients) revealed that nine clients were charged with a felony offense during their first year in the reentry court program, 24 reentry court graduates were charged with felony offenses (one year after release and prior to completing three years in the community), and of the 21 clients who were not included in these demographics (as explained earlier in this report), seven were charged with a new felony offense within three years. In total, 40 (19 percent) of the 213 clients were charged with a new felony offense within three years of their release from prison.

Recidivism Data by Felony Arrest and Technical Violations

- Of the 213 clients leaving prison and participating in this reentry court project from November 1, 2000 to March 31, 2003, nine clients (four percent) were terminated from the program having been charged with a new felony offense within their first year of participating in reentry court.

- Of the 213 clients leaving prison and participating in this reentry court project from November 1, 2000 to March 31, 2003, 59 clients (28 percent) were terminated from the program having been charged with a technical violation and/or a misdemeanor offense.
- When considering the nine felony arrests with 59 technical violations for these 213 clients who participated in reentry court during their first year and were subsequently returned to prison, 32 percent is the failure rate. The fact that there were only nine felony arrests (four percent) during these 213 clients' initial years within the reentry program is noteworthy.
- Of 124 clients who graduated from reentry court and were in the community a total of three years, 24 (19 percent) were charged with a new felony offense within two years after graduation while 17 (14 percent) were charged with a misdemeanor offense.
- Some terminated reentry court clients returned to prison within one year of their release because of a felony offense or technical violation and were again returned to the reentry court program from prison. Some of those who were returned to prison from reentry court completed their original sentence and were released into the community or received a new sentence for a new crime.

The underlying principle of the Richland County Reentry Court Model is the court's involvement with the offender throughout his or her experiences in the criminal justice system. This is accomplished by establishing a comprehensive community-wide approach to the management of criminal offenders with court oversight that links the various stages of the crime cycle from arrest to conviction, sentencing, incarceration to release, and supervision to termination. When this unique approach is fully achieved, reentry court proponents in the criminal justice system believe that they are truly addressing the crime problem as a community goal or crime priority for the safety and benefit of both the reentry client and the community. >>>▲

References

- Hughes, T., Wilson, D. and Beck, A. (2001, October). "Trends in State Parole, 1990-2000." Bureau of Justice Statistics Special Report, U.S. Department of Justice, NCJ 184735.
- Langan, P., Levin, D., (2002, June) "Recidivism of Prisoners Released in 1994." Bureau of Justice Statistics Special Report, U.S. Department of Justice, NCJ193427
- Petersilia, J. and Turner, S. (1993, May). "Evaluating intensive supervision probation/parole: Results of a nationwide experiment." *National Institute of Justice, Research in Brief*. Washington, DC: U.S. Department of Justice, National Institute of Justice, NCJ 141627.
- United States Dept. Of Commerce, (2000). U.S. Bureau of Census 2000.

Jeffrey B. Spelman, Ph.D is an Assistant Professor of Criminal Justice and Sociology at Ashland University in Ashland, Ohio.



ELDER ABUSE

IDENTIFYING AND RESPONDING TO PROBATION AND PAROLE PRACTICES

This project was supported by Grant No. 2003-VF-GX-K010 awarded by the Office for Victims of Crime, Office of Justice Programs, U.S. Department of Justice. Points of view in this document are those of the authors and do not necessarily represent the official position or policies of the U.S. Department of Justice. The authors would like to thank Trudy Gregorie, Nancy Halverson, Ricker Hamilton, Candace Heisler, Kim Kelberg, and Carl Wicklund for their insightful comments. Pat Bancroft deserves special thanks for her contribution to this manuscript. Direct all correspondence to Matthew T. DeMichele, Project Director.

Abuse, neglect, and exploitation of the elderly – commonly called elder abuse – have existed for a long time. The professional and public perception of elder abuse is slowly changing from being a socially acceptable form of familial control; to a relatively minor, hidden social problem; to a crime that must be addressed by the criminal justice system.

by Matthew T. **DeMichele**, Ann **Crowe** and Lori A. **Stiegel**

This article explains why it is important for community corrections officers to become aware of elder abuse (e.g., knowing what constitutes elder abuse), develop the skills needed to recognize abusive situations (e.g., types of abuse, abuse indicators, risk factors, consequences for victims), and form strategies to respond effectively to elder abuse (e.g., notify appropriate investigative services and work with other service providers to fashion an appropriate response). With funding from the Office for Victims of Crime, Office of Justice Programs within the U.S. Department of Justice, the American Probation and Parole Association, in conjunction with Justice Solutions and the American Bar Association Commission on Law and Aging, recently created and pilot tested a curriculum to train community corrections officers to identify and respond to potential elder abuse.¹

The Aging U.S. Population

Public policies are shaped by social, political and economic conditions. A significant demographic shift under way suggests that by the year 2030 nearly one fifth of the total U.S. adult population will consist of people age 65 and older (Cheesman-Day, 1993). The 2000 U.S. Census documents indicate that there are presently more than 35 million people at least 65 years old, and the 50- to 65-year-old age group presently constitutes nearly 15 percent of the population (Meyer, 2001). Growth in this age group presents challenges for future service delivery among several types of public organizations. Community corrections officers are not immune from the service demands, and the growing elderly population represents added responsibility and challenge for these public safety officials presented by a growing elderly population as those in this age group become victims of crimes.

Victimization of Older Persons

The elderly presently make up about 15 percent of the US population and account for seven percent of all crime victims, based on average annual figures between 1992 and 1997 (BJS, 2000; Administration on Aging, 2003). Upon first glance, this might appear to be an insignificant issue since elderly victimization rates are less than their population size. However, when considering older persons' vulnerability for victimization and the fact that these crimes often go undetected, it becomes plausible that current criminal justice and social service responses are insufficient. The vulnerability of the elderly to abuse, neglect and exploitation necessitates an official justice system response.

The justice system traditionally has been slow to intervene in family matters (e.g., elder abuse, intimate partner violence) even when extreme violence is present. Sengstock and Hwalek (1986) found that law enforcement officers had very little involvement in elder abuse cases due to neglect of domestic disturbances, victim reluctance to report and low conviction rates for domestic and family violence cases in general. Nearly two decades ago, they suggested the need for a change in police cultural definitions of elderly victimization and

greater interagency cooperation between the police and other service providers such as adult protective services.

Payne and Berg (2003) surveyed police chiefs to determine law enforcement attitudes toward elder abuse and recommended penalties for this crime. Their report revealed that police chiefs hold more stringent attitudes toward traditional crimes against the elderly, but tend to miss the importance of holding offenders fully accountable for neglectful acts. While chiefs find robbery, theft and physical abuse worthy of law enforcement intervention, they do not view elder neglect as seriously. The authors suggest that although major steps were taken during the 1990s to criminalize elder abuse, specific law enforcement training on how to handle elder abuse and more reliance on multiagency cooperation is needed. They argue that many of the police officers and chiefs do not have sufficient training or knowledge of elder abuse as a general phenomenon or as a criminal occurrence.

To date, there is little research discussing the role of community corrections in elder abuse. The lack of research and training in elder abuse elevates the need for community corrections officers to become aware of potential elder abuse whether they are supervising someone for a specific elder abuse charge or for some other, nonrelated charge. In fact, it may be that community corrections officers have the greatest opportunity to recognize elder abuse during home contacts or other interactions with individuals on supervision for crimes other than elder abuse. While there may not be many offenders currently on probation or parole for elder abuse offenses, the potential exists for offenders under community supervision to be living with an elderly relative, to live in neighborhoods near older residents, or to be employed in elder care agencies.

Studies on elder abuse have found that only a small portion of incidents are ever reported to adult protective services or other authorities (NCEA, 1998). Elders may be victims of general crimes or they may be abused by someone in a trust relationship.² Understanding the victim-offender relationship demonstrates the need to be more attentive to potential abuse perpetrated by friends, family members, and others known to the victim.

In a recent elder abuse case in San Diego, California, a 51-year-old nephew was living with his 82-year-old aunt. The elderly aunt went to the hospital after suffering minor injuries in a fall. During the hospital visit, physical evidence of sexual assault was revealed and the aunt admitted that her nephew attacked her (NBCSanDiego.com, 2004). Family members are not the only perpetrators of elder abuse; non-familial caregivers also frequently abuse their elderly clients. A caregiver in Lansing, Michigan, for example, was charged with illegally obtaining a signature with the intent to cheat or defraud. This case involved a 28-year-old, in-home caregiver assisting an 89-year-old woman recovering from an automobile accident. The elderly woman, who was taking several pain medicines at the time, was convinced by her caregiver to accompany her to a car lot to sign "some insurance papers." The papers the elderly woman signed, unfortunately, were not insurance documents, but rather a lease for a new car (Michigan Attorney General Press Release, 2005).

Elder Abuse: Challenges for Community Corrections

Justice system agencies are beginning to take a more assertive stance against elder abuse by creating special court dockets and prosecutorial investigative units. Heisler and Stiegel (2002) report that law enforcement officers, prosecutors, civil lawyers and judges in certain jurisdictions are starting to receive training on elder abuse. The District Attorney General in Nashville, Tennessee, for example, has a special unit with a trained counselor to assist elderly persons who attend court, informing them of the court process and sentencing considerations, arranging transportation to court and providing other services (Folk & Tucker, 2005). Several years ago in Oakland, California, many criminal justice professionals noticed the difficulty elderly persons had when participating in normal court processes. This prompted Superior Court Judge Julie Conger to create a special court docket that hears elder abuse cases once a week (Flaherty, 2004). Community corrections officers can follow the lead of these criminal justice practitioners and begin preparing for elder abuse now, before the number of cases becomes overwhelming. To help achieve that goal, APPA and its partner organizations developed an elder abuse curriculum that informs community corrections officers and administrators about the potential for encountering elder abuse while performing job duties.

Elder abuse is defined generally as criminal and noncriminal abuse, neglect, and exploitation of persons who are at least 60 years old. All 50 states and the District of Columbia have passed legislation addressing elder abuse. The common features of elder abuse offenses can be summarized as (Miller & Johnson, 2003, p. 3):

- Intentional acts to inflict physical or psychological harm;
- Non-consensual sexual contact (abuse);
- Illegally taking one's assets or property (exploitation); or
- Failure to provide for taking care of one's basic life needs (i.e., food, care, housing, Medical attention, or other necessities) – neglect.

However, statutes vary regarding ages of victims, definitions of elder abuse, classification of the abuse as criminal or civil, types of abuse covered, reporting requirements, investigation procedures and remedies. Agencies are advised to become familiar with their jurisdiction's definitions of elder abuse and reporting requirements (for mandatory reporting requirements, see <http://www.abanet.org/media/factbooks/eldt1.html>.)

Community corrections professionals may encounter elder abuse in their work with offenders and so they are a vital component in a community's response to elder abuse victims. Pretrial, probation and parole professionals may supervise offenders charged with elder abuse or related crimes (such as domestic violence). Community corrections services are increasingly being used to supervise elder abusers. Recently a 74-year-old woman was swindled out of her entire life savings by a 29-year-old man claiming to be a financial advisor. Unfortunately, he was not a real financial advisor; instead he slowly siphoned her bank

account of about \$85,000 over eight months. He was expected to receive probation and work toward repaying the stolen money (Newsday.com, 2005). In another case, a Florida woman was expected to receive probation for neglecting her elderly aunt. The perpetrator allegedly lacked the ability to care for her ailing family member, resulting in her leaving the elderly person in such unsanitary conditions that bedsores developed and became infected, forcing doctors to amputate the aunt's left foot (Geary, 2005). Alternatively, community corrections professionals may discover elder abuse during contacts with offenders. For example, officers may become aware that offenders have acquired money they are unable to account for legitimately, have access to an elder's medications or are living with an elder or employed in elder care facilities with vulnerable older adults. Officers should recognize the potential for an individual under community supervision to abuse elderly persons. To do so, officers should:

- Become aware of and informed about elder abuse and learn why elder abuse often is underreported.
- Understand the impact of elder abuse on victims.
- Recognize indicators of potential elder abuse among family members, friends, or other elders with whom offenders have contacts.
- Develop ways to obtain more information to respond appropriately to suspected elder abuse
- Take a proactive approach to identifying, responding, and reporting situations where elder abuse is suspected.

Identifying Possible Elder Abuse

Officers need to recognize elder abuse indicators and risk factors and report suspected abuse cases to appropriate investigative agencies such as adult protective services or law enforcement. Indicators are warning signs that alert an officer to the possibility that elder abuse is occurring. Indicators do not necessarily mean the person is being abused, neglected or exploited, but they should heighten a community corrections professional's suspicions and signify that further steps should be taken. Exhibit 1 provides a list of some of the indicators of elder abuse that might be observed by a community corrections officer during interactions with an older person with whom the offender under supervision has contact.

Officers may learn of elder abuse from a victim in several ways. Some may make direct assertions of abuse such as, "My son is taking my Social Security checks," or "My daughter keeps taking my medication." Others might make more subtle, indirect statements such as, "Things haven't been so good since my granddaughter came to live with me," or "It has been hard to pay bills since my son started handling the checking account." Officers also may learn of the potential for elder abuse from a family member, another service provider, a neighbor or through their own observations. In a current New Jersey elder abuse case, calls to the police reported a foul odor coming from a home. When the police arrived to investigate, they found an 82-year-old man who had been dead for several weeks, lying on the floor amid horrible

Exhibit 1

Indicators of Elder Abuse

Indicators of physical and/or sexual abuse

- Repeated or untreated injuries that don't seem to be related to a person's medical condition and that don't seem to fit the explanation of how they occurred
- Signs of confinement or restraint, e.g., rope burns, marks from bindings
- Withholding of medications, overmedicating, inappropriate medicating
- Physician or hospital hopping (i.e., frequent changing of doctors or hospitals)
- Frequent need for emergency medical care
- Behavioral indicators of fear, distress, phobias, mistrust, particularly around certain people or in caregiving situations
- Self-destructive or suicidal behavior
- Coded disclosures

Indicators of neglect

- Dehydration and malnutrition
- Decubitus ulcers (often called "bed sores"), especially if they are not treated
- Untreated medical conditions
- Absence of dentures, hearing aids, glasses, wheelchairs or other assistance devices
- Absence of indicators of caregiving (e.g., food, water, heat, clean linens, etc.)
- Abandonment at a hospital or other public place

Indicators of financial exploitation

- Banking activity or credit card use inconsistent with the older person's history or ability (e.g., ATM use by a homebound person)
- Recent acquaintances expressing affection for or residing with an older person with assets
- Recent changes in the older person's property ownership or management plan, especially if the older person seems confused about these changes or the changes favor new acquaintances or are inconsistent with the older person's history
- Disconnected utilities, foreclosure, eviction or lack of amenities or health care when an older person can seemingly afford those things
- Missing property, documents, pension or retirement benefits
- Forged or suspicious signatures on documents
- Failure to receive services for which payment has already been made
- Missing mail or mail redirected to a different address
- Implausible explanations about the older person's finances
-

Indicators of emotional abuse

- Being emotionally upset or agitated
- Being extremely withdrawn and noncommunicative or nonresponsive
- Exhibiting unusual behavior such as sucking, biting or rocking that is often attributed to dementia

conditions (e.g., flies, maggots, dog feces). This case is unusual because it also involved child neglect charges related to the fact that the homeowners required their 13-year-old foster daughter to act as the primary caregiver for the elderly man (Russell, 2005).

Risk factors are circumstances and characteristics that often co-occur with abusive behaviors; their presence should alert officers to heighten their scrutiny of cases. The following list includes the risk factors found by researchers and practitioners to co-occur with elder abuse:

- Abuser's dependence on the victim for financial assistance, housing and other needs
- Victim's dependence on the abuser for financial support or physical care
- Disturbed psychological state of the abuser or the victim (e.g., mental illness, substance abuse, personality disorder)
- Frailty, disability or impairment of the older person (physical and mental)
- Social isolation of the older person
- A caregiver's previous history of abuse

Besides awareness of the types, associated risk factors and some of the common indicators of elder abuse, it is helpful to consider some of the specific strategies community corrections officers can apply to potential elder abuse cases. Officers need to determine if offenders live with an elderly person, work in an elder care facility or have access to an elderly person's bank account, credit card or other economic resource (e.g., writing checks, money market accounts, social security, cash). Elder care facilities have come under scrutiny for failing to protect residents adequately from staff and other residents. A recent example of such potential malfeasance involved the rape of a comatose 77-year-old nursing home resident by another resident. The rapist, although 83-years-old, had a history of perpetrating child sexual molestation, sexual assault and other criminal charges dating as far back as 1945. The nursing home did not conduct background checks for elderly residents unless they had prior knowledge that the individual had the potential to commit a violent or felonious act (St. Petersburg Times, 2004).

Many housing properties and landlords have restrictions for drug convictions and other crimes that make it especially difficult for offenders to find housing on their own. These housing restrictions may leave offenders with few options other than staying with a family member or friend. When offenders live with an elderly person, officers should determine how expenses are paid and identify the main source of household income. It is also important to determine whether the offender is caring

for the elderly person and, if so, what those caregiving duties involve. For example, is the offender responsible for the elder's health care? Does the offender have access to medications? Is he or she responsible for household cleaning and maintenance, grocery shopping or meal preparation? Is he or she managing the older person's funds?

While it is beneficial to discuss with offenders their involvement with elderly persons, it is equally beneficial to discuss living conditions and safety issues with potential elder abuse victims living with people under community supervision. Officers should make attempts to speak with potential victims outside the presence of potential abusers. Officers should determine whether the older person feels safe or would feel safe if the offender were to live with him or her. Exhibit 2 provides some general questions that may be useful in screening older persons for possible victimization.

Responding to Elder Abuse

Elder abuse, similar to other family violence, is significantly underreported. The National Center on Elder Abuse estimates that only one in five incidences of elder abuse is ever reported (NCEA, 1998). While there are many reasons to explain why some victims do not report elder abuse, officers should look for signs of cognitive or physical impairments that make getting help or reporting victimization more difficult. Elder abuse victims often are isolated socially and may be unaware of social service assistance. Proactively working against elder abuse requires officers to consider some of the reasons an older person might not report that he or she is being abused, such as:

- Fear of being institutionalized
- Being dependent on the abuser for care or financial support
- Loyalty to relatives and caregivers
- Lack of knowledge that services and help are available
- Being unaware of their rights
- Fear that services will make the solution worse than the problem

It also is understandable that victims are reluctant to participate in the criminal justice process and it is crucial for officers to realize that the criminal justice system can be an intimidating institution, sometimes making people slow or unwilling to report cases.

Many elderly victims may not feel comfortable discussing their abuse, especially if the perpetrator is a family member. Officers need to let potential elder victims know they are there to improve the older person's life situation, not just to get the abuser "in trouble." Officers can allay an elder victim's concerns about the stressful, awkward and embarrassing nature of the criminal justice process. To confront the



Exhibit 2

Screening Questions for Older Persons

- Are you afraid of anyone in your family or household?
- Has anyone close to you tried to hurt or harm you recently?
- Has anyone close to you called you names, put you down, or made you feel badly recently?
- Does someone in your family make you stay in bed or tell you that you are sick when you know that you are not?
- Has anyone forced you to do things you did not want to do?
- Has anyone taken things that belong to you without your permission?

Source: Hwalek-Sengstock Elder Abuse Modified Screening Test

inherent intimidation caused by the court process, several jurisdictions have devised programs that investigate elder abuse cases, work with elder abuse prosecution and provide elderly victims with crisis and follow-up services to improve their safety and diminish their anxiety related to the court process.

Community corrections professionals can always voluntarily report suspected elder abuse to adult protective services or law enforcement agencies and in some states are mandated to report their suspicions to one or both of those agencies. Additionally, community corrections officers have the opportunity to act as a conduit between local elder service providers and abused older persons, providing helpful information about the potential abuse, how the justice system works and their roles and abilities to assist both the elder and other professionals.

Conclusion

As the elderly population grows, the possibility that older persons

will experience increased neglect, physical and sexual abuse and financial exploitation also expands. With this in mind, the criminal justice system and other service providers need to prepare for the increasing demands of meeting victim needs, holding offenders accountable and contributing to offender behavior change.

This article provides community corrections officers, policymakers and researchers with a brief overview of current demographic shifts in the elderly population, how these shifts might affect community corrections practices, a description of types and indicators of elder abuse and a recommendation to notify the proper agency (e.g., law enforcement, adult protective services) of suspected elder abuse. Elder abuse has real effects upon its victims as they may suffer social, psychological, physical and financial trauma from their abuse, with much of this abuse delivered by a family member or a caregiver.

A cultural shift is needed for community corrections officers to respond more effectively to elder abuse encountered while supervising offenders. Many criminal justice practitioners and policymakers, as well as the general public, view elder abuse as an insignificant problem. Until this perception is countered, very little improvement in officer response to elder abuse cases is likely. Through training, community corrections officers can learn that elder abuse negatively affects older persons' lives in many ways, that the bulk of these cases are believed to go unreported (only an estimated 20 percent are reported), that the elderly population is growing rapidly, and that community corrections officers are increasingly being involved in partnerships to respond to this emerging social problem. ►►▲

References

- Administration on Aging. (2003). *A Profile of Older Americans: 2003*. Washington, DC: U.S. Department of Health and Human Services.
- Bureau of Justice Statistics. (2000). Crimes against persons age 65 or older, 1992-1997. U.S. Department of Justice, Office of Justice Programs. Washington, D.C.
- Cheesman-Day, J. (1993). *National Population Projections*. Washington, DC: U.S. Census Bureau.
- Flaherty, K. (2004). "Abused seniors turn to Alameda court for help," *California Bar Journal* (October). Retrieved on January 10, 2005, http://www.calbar.ca.gov/state/calbar/calbar_cbj.jsp?sCategoryPath=/Home/Attorney%20Resources/California%20Bar%20Journal/October2004&sCatHtmlPath=cbj/2004-10_TH_04_Abused-seniors.html&sCatHtmlTitle=Top%20Headlines.
- Folk, J., & Tucker, S. (2005). "Elder abuse services: A guide for our senior citizens going to court," *Nashville.gov*. Retrieved on January 10, 2005, from www.nashville.gov/da/elder_abuse.htm.
- Geary, J. (2005). "Woman neglects bedridden aunt," *theledger.com*. Retrieved on January 10, 2005, www.theledger.com/apps/pbcs.dll/article?AID=/20050107/NEWS/501070380/1004.
- Heisler, C., & Stiegel, L. (2002). "Enhancing the justice system's response to elder abuse: Discussions and recommendations of the improving prosecution working group of the national policy summit on elder abuse," *Journal of Elder Abuse and Neglect*, 14(4), 31-54.
- Meyer, J. (2001). *Census 2000 Brief, Age*. Washington, DC: U.S. Census Bureau.
- Michigan Attorney General. (2005). Attorney General's Press Release. Retrieved on January 11, 2005, from http://www.ag.state.mi.us/press_release/pr10499.htm
- Miller, M. L., & Johnson, J. L. (2003). *Protecting America's senior citizens: What local prosecutors are doing to fight elder abuse*. Alexandria, VA: American Prosecutors Research Institute.
- NBCSanDiego.com. (2004, September 23). 82-year-old woman raped by nephew. *NBCSanDiego.com*. Retrieved on January, 11, 2005, from www.nbcсандiego.com/news/3757203/detail.html
- National Center on Elder Abuse. (1998). *The national elder abuse incidence study:*

Final report. Washington, DC: Author.

Newsday.com. (2005, January 5). Woman, 74, scammed of \$85K. *Newsday.com*. Retrieved on January 10, 2005, from <http://www.nynewsday.com/news/local/ny-liscam0105,0,2096997.story?coll=nyc-regionhome-headlines>.

Payne, B., & Berg, B. (2003). Perceptions about the criminalization of elder abuse among police chiefs and ombudsmen. *Crime and Delinquency*, 49(3), 439-459.

Russell, S. (2005). Couple admit neglect charges. *Home News Tribune*. Retrieved on January 10, 2005.

St. Petersburg Times. (2004). Nursing home blames DCF in resident's rape. *Sptimes.com*. Retrieved on January 10, 2005, from www.sptimes.com/2004/11/26/State/Nursing_home_blames_DCF.shtml

Sengstock, M., & Hwalek, M. (1986). Domestic abuse of the elderly: Which cases involve the police? *Journal of Interpersonal Violence*, 1(3), 335-349.

Suggested Readings

- Bergeron, L. R. (2001). An elder abuse case study: Caregiver stress or domestic violence? You Decide. *Journal of Gerontological Social Work*, 34(4), 47-63.
- Braun, K., Lenzer, A., Schumacher, M., & Snyder, P. (1993). A decision tree for managing elder abuse and neglect. *Journal of Elder Abuse and Neglect* 5(3), 89-103.
- Daly, J., & Jogerst, G. (2001). Statute definitions of elder abuse. *Journal of Elder Abuse and Neglect*, 13(4), 39-58.
- Jogerst, G., Daly, J., Brinig, M., Dawson, J., Schmuck, G., & Ingram, P. (2003). Domestic elder abuse and the law. *American Journal of Public Health*, 93(12), 2131-2136.
- Langer, N. (2002). Enhancing adult learning in aging studies. *Educational Gerontology*, 28, 895-904.
- Mattias, R., & Benjamin, A. (2003). Abuse and neglect of clients in agency-based and consumer-directed home care. *Health and Social Work*, 28(3), 174-184.
- Shugarman, L., Fries, B., Wolf, R., & Morris, J. (2003). Identifying older people at risk of abuse during routine screening practices. *Journal of the American Geriatrics Society*, 43(1), 110-120.
- Wood, S., & Stephens, M. (2003). Vulnerability to elder abuse and neglect in assisted living facilities. *The Gerontologist*, 43(5), 753-757.

Elder Abuse Resources

Accessing State and Local Services

To find local aging services and adult protective services, area agencies on aging, legal services, or long term care ombudsman programs contact:

Eldercare Locator, (800) 677-1116, www.eldercare.gov, a nationwide toll-free service that helps older adults and their caregivers find local aging services. The Eldercare Locator toll-free service operates Monday through Friday, 9:00 a.m. to 8:00 p.m., Eastern Time.

To find your state adult protective services administrator, contact:

National Adult Protective Services Association, 1900 13th St., Suite 303, Boulder, CO 80302, (720) 565-0906.

Obtaining More Information about Elder Abuse

National Center on Elder Abuse, 1201 15th Street NW, Suite 350, Washington, DC 20005, (202) 898-2578, website: www.elderabusecenter.org

U.S. Department of Justice, Office for Victims of Crime – www.ojp.usdoj.gov/ovc

Endnotes

¹The Office for Victims of Crime (OVC), anticipates offering this training curriculum through their annual OVC Training Calendar. For more information on all offered OVC training and technical assistance, please visit the OVC Training and Technical Assistance (TTAC) website: www.ovcttac.org.

²Trust relationships include familial and friendship associations as well as employer-employee, paid or unpaid caregiver roles, relationships in which one person has a responsibility to act as a fiduciary for another person (including those between an individual and an agent to whom the individual has given a power of attorney), and other relationships in which there is a societal expectation that one person should act in a trustworthy manner toward another given the nature of their relationship.

Matthew T. DeMichele is a Research Associate at the American Probation and Parole Association. Ann Crowe is a retired Senior Research Associate at the American Probation and Parole Association. Lori A. Stiegel is an Associate Staff Director Commission on Law and Aging at the American Bar Association in Washington, D.C.

ISSUE PAPER ON CASELOAD STANDARDS FOR PROBATION AND PAROLE

The American Probation and Parole Association (APPA) has struggled for some time with the question of the ideal caseload size for probation and parole officers (PPO). That struggle was first documented in an issue paper developed by the Association in the early 1990s.¹ In brief, the issue paper did not recommend specific caseload standards, but recommended that probation and parole agencies adopt a *workload strategy*² to determine staffing needs and caseload size on an individual agency basis.

The issue remains a contentious one, difficult to resolve and critically important to the field of community corrections. The APPA headquarters office regularly receives queries from legislative staffers and the media as to the recommended caseload size. The question of “what is the ideal caseload size?” has critical implications for the staffing levels of probation and parole agencies across the country. Absent any definitive national professional standards, ideally backed up by empirical research, policy-makers and funding bodies are left to muddle through the decisions about resource levels. Some probation and parole agencies have had success with the development and deployment of workload models and weighted caseload formulae, but for the most part staffing decisions for community corrections agencies are made in a relative vacuum of reliable direction as to the right or appropriate level of staffing. As a result, average caseloads in many jurisdictions are larger, often much larger than experienced professionals would recommend. Absent recommendations or guidance from the professional organization representing probation and parole practitioners, decisions about the allocation of resources to community corrections are left to the vagaries of the political and budget processes at the local county and state levels.

What is the Right Caseload Size? Why is this Question So Hard to Answer?

As the earlier issue paper noted, this seems like this question should be easy to answer. “Why can’t the professionals in a well-established field, assisted by capable researchers, provide a definitive answer to the question of how many offenders a caseload officer should carry?”³ The answer, like the landscape of community corrections, is complex. The diversity of size, structure, geographical area covered, organization and clientele that characterizes probation and parole in the United States and Canada makes it very difficult to make definitive statements or recommendations that will apply to all, or even to a majority of the agencies. While probation and parole agencies use the same basic terminology and general practices, there are key differences that produce significant variations. These differences include:

- ***Not All Offenders Are Alike*** – they vary in their age, gender, offense seriousness, risk factors and service needs.
- ***Not All Court/Parole Orders Are the Same*** – Judges and releasing authorities vary widely in terms of the conditions they place on offenders, in terms of the number, complexity and workload demands the conditions place on the supervising officer.
- ***Not All Jurisdictions Are the Same*** -- The statutory, political and policy environments of the hundreds of jurisdictions that provide probation and parole services vary greatly. The impact of these jurisdictional variations can have significant impact on the work of the PPO.

Based on all of the above factors, the case plan and supervision strategy for a given offender can vary significantly from one department to the next. As a result, it is difficult to prescribe an ideal caseload size

by William D. Burrell

"Why can't the professionals in a well-established system provide a definitive answer to the question of what caseload size should carry?"

that will apply broadly across the field of community corrections. However, the difficulty of this challenge should not deter APPA from addressing it.

The Importance of Caseload Size

The importance of caseload size to the effectiveness of probation and parole supervision cannot be overstated. Offender supervision is a *human capital intensive* activity. There is no technological or automated solution to this problem. While technological innovations have certainly transformed the work of the PPO, they primarily have improved the monitoring capability of the officers and their access to information, but have done little to change the core correctional practices that comprise case management. People, in the form of PPOs are the core correctional resource.

The challenge faced by education can help to illustrate this issue. The optimal class size has been a hot topic in education for years. In much the same way that probation and parole have struggled, the educational establishment has struggled to define the "right" or optimal class size.

Generally speaking, smaller classes are better than larger ones. Teachers have fewer students to monitor, and so can devote more time to each. They can deliver quality educational services and better monitor student progress. When problems develop, teachers can detect them sooner and take remedial action. Having adequate time is critical to the question of teacher effectiveness.

This rather short and perhaps simplistic description of education leaves out one critical factor. Small classes alone are not enough. They are necessary, but not sufficient. What teachers teach and how they teach it are critical variables in the effectiveness of education. Teachers must use proven educational strategies and techniques to transmit knowledge, and they must have sufficient time to work with each student to the extent necessary to achieve the educational objectives.

Returning to probation and parole, officer caseloads are the equivalent of teacher class size. Those caseloads must be of a size that provides officers with enough time to devote to each offender to achieve supervision objectives. Just as teachers with overly large classes will be

reduced to just maintaining order and sending misbehaving students to the principal's office, PPOs with overly large caseloads can do little more than monitor the offenders and return the non-compliant ones to court. Appropriate class and caseload size is the necessary precondition to effectiveness in these two systems. Without adequate time for supervision, effectiveness is just a pipe dream.

A Failed Experiment with Smaller Caseloads

The field of probation and parole has a substantial body of experience to draw upon when looking at the questions of caseload size and effectiveness. In the 1980s, almost every jurisdiction in the U.S. experimented with some form of intensive supervision probation or parole (ISP). While these programs varied significantly in their programmatic details and strategies, they all featured caseloads that were smaller than the norm and supervision that was more intensive (frequent) than the norm. Since many of the ISPs were started in response to prison and jail crowding, the ISPs were aggressive in their surveillance and punitive in their sanctioning. With a small number of exceptions, the ISPs did not emphasize or even provide services or treatment for the offenders.⁴

The results of these ISPs were uniformly dismal.⁵ While the caseloads were small, and the officers had much more time to devote to supervision, the ISPs did not reduce recidivism or jail or prison crowding. In many instances, the aggressive and rigid enforcement policies exacerbated jail crowding. This massive policy experiment in community corrections has definitively shown that reducing caseloads alone will not produce better results. The promise of that smaller caseload approach was erased by the pursuit of a punitive, 'get tough' approach to community supervision, an approach that had no grounding in or support from empirical research.

Doing What Works

Within the generally dismal results of the ISP experiment lie several positive exceptions. A small number of jurisdictions took a different approach to their programs and implemented a more balanced,

polished field, assisted by capable researchers, n of how many offenders a caseload officer

evidence-based approach to supervision which included an emphasis on working with offenders on their criminogenic problems through counseling, services and treatment.⁶ These ISPs showed positive results in terms of reducing criminal activity and technical violations, and increasing pro-social behaviors like working, avoiding substance abuse, performing community service and paying court-ordered obligations, such as restitution and child support.

These programs demonstrate that small caseloads, combined with effective strategies can produce improved results. It is in the area of effective strategies that the most progress has been made since APPA last addressed the issue of caseload size. The emergence in the 1990s of the body of research on correctional treatment effectiveness known as ‘What Works’ (now referred to as Evidence-Based Practices) has transformed the knowledge base of the field of corrections. This growing assemblage of empirically based strategies, practices and programs designed to facilitate offender behavior change has developed into a robust set of principles of effective correctional treatment. The question of what to do (effective strategies) when caseloads are reduced has now been answered definitively.

Successful Examples from Recent Practice

Two recent evaluations of probation and parole supervision provide powerful support for the combination of reduced caseloads and supervision strategies based on the principles of evidence-based practices.⁷ The evaluations examine the supervision of offenders in two different jurisdictions. In Maryland’s Proactive Community Supervision (PCS) program, moderate and high risk probationers and parolees were supervised in reduced caseloads of 55 (compared with the normal 100), according to an evidence-based model of intervention. The evaluation included 274 randomly selected cases for PCS, matched with 274 cases supervised under the traditional model (non-PCS). The results reveal that the PCS cases had significantly lower rearrest rates (32.1 percent for PCS vs. 40.9 percent for non-PCS) and significantly lower technical violation rates (20.1 percent for PCS vs. 29.2 percent for non-PCS). The PCS offenders have a 38 percent lower chance of being rearrested

or being charged with a technical violation, as compared with the non-PCS offenders.⁸

In Connecticut, probationers at risk of violation and offenders being released from prison were supervised in caseloads of 25, also according to an evidence-based model of intervention. The evaluation results showed that both programs were able to reduce the rate of technical violations among the probationers, most dramatically among those who were failing under regular supervision and were referred to a special unit for supervision.⁹

An older (1992) study of a drug offender ISP in Colorado shows similar positive results.¹⁰ While this program preceded the most recent developments in EBP, it was based on the core elements of effective correctional treatment. Drug addicted offenders were randomly assigned to one of three options: intensive supervision (caseloads of 40) alone, intensive supervision with cognitive skills development and traditional probation (caseloads of 160). The combination of intensive supervision and cognitive skills programming produced significantly better results than ISP alone, and much better results than traditional supervision. The improvements were even more pronounced with higher risk offenders and those with greater drug and alcohol needs.

These results are clear – caseload size is important in probation and parole. Manageable size caseloads are necessary for effective supervision, but they are not sufficient. Officers must provide supervision using the principles of evidence-based practice. Only with this potent combination can the potential of probation and parole supervision be achieved.

Can We Agree on the Right Caseload Size?

Despite the fact that it is very difficult to define an optimal caseload size for all the reasons listed above, a general consensus seems to be emerging from the research, practice and dialogue in the field. While not definitive, the consensus supports the development and promulgation of caseload standards for the field by APPA. The work of a professional organization in an allied field provides a supportive example of how to approach this challenge.

The Child Welfare League of America (CWLA) has published

caseload standards for each of the eleven program areas of child welfare services. Just as APPA represents a broad and diverse collection of community corrections agencies, the CWLA represents a similarly broad and diverse set of agencies engaged in child welfare and protective services. The CWLA standards are designed to promote best practices and to guide decision-makers as they seek to build and strengthen services to children, youth and families.¹¹ In much the same way as this paper has discussed the importance of the substance of supervision as well as the caseload size, the CWLA standards include “those practices considered to be most desirable in providing services.”¹² This is an important point to consider. Caseload standards are typically thought of as means for driving staffing decisions and not much else. In the CWLA, they start with number of cases and then go well beyond that to recommending best practices for each child welfare case type. APPA should consider adopting the same approach, making these caseload standards the first step towards broader adoption of evidence-based practice.

Using Caseload Standards in Probation and Parole

The caseload standards for probation and parole should be viewed as the first step in a process that involves a thorough review and analysis of each agency’s individual workload, resources and policies. The terms workload and caseload are often used interchangeably, and incorrectly. A **caseload** is the number of individual offenders¹³ assigned to an officer or team for supervision or monitoring. **Workload** is the total amount of time that the required tasks and activities in a particular caseload generate for the individual PPO or team. The discussion of workload only begins with the caseload, or number of cases assigned. It must proceed to a review of agency policy, which determines what will be required for an individual case. Other factors such as statutes, standards and administrative regulations will also affect the workload dimensions of a case. Only when such a thorough analysis is done can the true workload impact of a given caseload number be ascertained. As the CWLA notes although the standards recommend “caseload ratios for each area of child welfare practice, workloads are best determined through careful time studies conducted within the individual agency.”¹⁴

Workload studies have been common in probation and parole for more than two decades. They were a component of the National Institute of Corrections (NIC) Model Systems Project for probation and parole case management. A thorough and helpful manual on the subject is available from the NIC Information Center.¹⁵ An excellent example of a recent workload study is one done by the Utah Juvenile Court.¹⁶

Determining Caseload Standards

As the history of APPA’s efforts in this area suggests, determining the “right” caseload size is a challenge in such a large, complex and diverse field as contemporary probation and parole. Nonetheless, this

is a critical task that needs to be addressed and resolved by APPA. Agency specific workload studies will drive the details, but the field needs national caseload standards to provide direction for practitioners and policy-makers.

The critical question is how to determine the standards. The best method for this task in this environment is to tap into the best thinking of experienced and thoughtful practitioners in probation and parole. A consensus model for developing and refining caseload standards is the best, and perhaps the only feasible method for this task.¹⁷ This paper provides a starting point for those discussions by presenting the following suggested caseload standards.

Suggested Caseload Standards for Probation and Parole Supervision

Similar to the CWLA caseload standards, the following caseload standards are designed to drive effective practices and guide decision-makers. To make these standards flexible and useful, they are stated in terms of *ratios of cases to officers*, and are framed as *numbers not to be exceeded*. The ratios allow agencies where teams are utilized to use the standards. Framing the standards as numbers not to be exceeded helps to reduce the chance that better staffed agencies will not be forced to allow caseloads to increase because of the standards.

Cases are grouped or classified into several broad categories, based on key criteria such as risk of re-offending, offense type and criminogenic needs. This differentiation of cases on relevant criteria is critical. It ensures that offenders are matched with the appropriate level of supervision and services.

Adult Caseload Standards

Case Type	Cases to Staff Ratio
Intensive	20:1
Moderate to High Risk	50:1
Low Risk	200:1
Administrative	No limit? 1,000?

Juvenile Caseload Standards

Case Type	Cases to Staff Ratio
Intensive	15:1
Moderate to High Risk	30:1
Low Risk	100:1
Administrative	Not recommended

Case Assessment

One of the principles of effective correctional treatment is accurate case assessment at intake and at regular intervals during supervision.¹⁸ It is essential that valid and reliable instruments be used to assess risk and needs and guide decisions about case assignment. Accurate classification of cases will allow the allocation of resources and the scaling of caseloads in the most effective fashion. The evidence suggests that staff resources and services should be targeted at intensive and moderate to high risk cases, for this is where the greatest effect will be had. Minimal contacts and services should be provided to low risk cases.

At first glance, the reaction to the caseload standards will be that many more staff will be needed to put them into practice. In reality, reallocation of staff and cases in a comprehensive way will allow staff to be shifted to the supervision of higher risk cases and away from lower risk. Supervision resources should be concentrated where they can do the most good (moderate and high risk) and be shifted away from areas where they are not needed as much, if at all (low risk). Community corrections agencies need to stop wasting time on what does not work or what may even do “harm” and focus their resources on what does work and does do “good” in terms of public safety.

Implications for Future Efforts

If APPA is to avoid the pitfalls of previous efforts to lower caseloads, it is clear that caseload standards must be accompanied by a concerted effort to define effective practices across the board. In the same way that the CWLA calls their caseload standards “Child Welfare Standards of Excellence”, APPA should use this effort of defining caseload standards as a springboard for a larger initiative to codify best practices for community corrections. This would provide individual agencies and jurisdictions with the blueprints they need to implement these practices. Having done that, they can conduct the requisite time studies and develop their own specific staffing patterns, sufficient to support quality services and produce successful outcomes.▷▷▲

Endnotes

¹American Probation and Parole Association (1991) “Issue Paper on Caseload Standards” Available at: <http://www.appa-net.org/about%20appa/caseload.htm>

²The workload approach will be described later in this paper.

³APPA (1991)

⁴Petersilia, Joan and Susan Turner. (1993) “Intensive Probation and Parole” Crime and Justice: A Review of Research. Vol. 17. Chicago: University of Chicago Press. Pp. 281-335.

⁵Aos, Steve, Mama Miller and Elizabeth Drake (2006) Evidence-Based Adult Corrections Programs: What Works and What Does Not. Olympia, WA: Washington State Institute for Public Policy. Petersilia & Turner (1993).

⁶Aos, et al. (2006) Petersilia & Turner (1993), Paparozzi, Mario and Paul Gendreau. (2005) “An Intensive Supervision Program that Worked: Service Delivery, Professional Orientation and Organizational Supportiveness.” The Prison Journal. v. 85, n. 4. Pearson, Frank S. (1987) Research on New Jersey’s Intensive Supervision Program. New Brunswick, NJ: Institute for Criminological Research. Johnson, Grant and Robert M. Hunter. (1995)

“Evaluation of the Specialized Drug Offender Program” in Ross, Robert R. and B. Ross, eds. Thinking Straight. Ottawa, CN: Cognitive Center, pp. 215-234

⁷Bogue, Brad, et al. (2005) Implementing Evidence-Based Practice in Community Corrections: The Principles of Effective Intervention. Washington, DC: National Institute of Corrections.

⁸Taxman, Faye S., Christina Yancey and Jeanne E. Bilanin. (2006) Proactive Community Supervision: Changing Offender Outcomes. Baltimore, MD: Division of Parole and Probation.

⁹Cox, Stephen M., Kathleen Bantley and Thomas Roscoe. (2005) Evaluation of the Court Support Services Division’s Probation Transition Program and Technical Violation Unit: Final Report. Central Connecticut State University. p. 6.

¹⁰Fogg, Vern. (1992) “A Probation Model of Drug Offender Intervention in Colorado: Implementation of a Cognitive Skills Development Program” Perspectives. vol. 16, n. 1 pp. 24-26. Johnson & Hunter (1995).

¹¹Office of Child Welfare Standards. FAQs. CWLA website

¹²CWLA “Standards of Excellence for Child Welfare Services.” <http://www.cwla.org/programs/standards/cwsstandards.htm>

¹³The term offender is used to incorporate all individuals under the supervision of a community corrections agency. This can include adult defendants in pretrial services, juveniles in both pre and post-adjudication status, probationers, parolees and all other individuals placed under the supervision of these agencies.

¹⁴CWLA “Guidelines for Computing Caseload Standards” p. 2.

¹⁵Bemus, Brian, Gary Arling and Peter Quigley. (1983) Workload Measures for Probation and Parole Washington, DC: National Institute of Corrections.

¹⁶Utah State Juvenile Court (2005) “Probation Officer Workload Study” mimeo.

¹⁷Hurst, Hunter III. (1999) Workload Measurement for Juvenile Justice System Personnel: Practices and Needs. Washington, DC: Office of Juvenile Justice and Delinquency Prevention.

¹⁸Bogue, et al. (2005)

William D. Burrell is the Director of the Executive Master of Arts Program, Department of Criminal Justice at Temple University. Dr. Burrell also serves as chair of the APPA Editorial Committee.



Turning

It's called "the age-crime curve" and it's one of the surest things in all of criminology. If you graph, say, violent crime arrests by age group—for any period of time, for any population—you always get the age-crime curve: a line that climbs steeply through the teens, peaks in late adolescence or early adulthood and then plunges again, almost as steeply, in the twenties. It works when you use self-reports of crime rather than official arrest or court statistics. It works if you single out particular types of crime, like robbery or assaults. It works with old data as well as new. It just *works*.

But what is it? Or rather, *why* is it? There's obviously a naturally occurring pattern being reflected in these statistics, a general human tendency to "age out" of crime. Most young offenders settle down, somehow. They wise up. But the phenomenon—usually termed "desistance" by researchers— isn't well understood. What other kinds of life changes are associated with desistance? What factors or conditions make it more likely? Do different kinds of youth desist in different ways, at different times or for different reasons? Does treatment have anything to do with it? Do sanctions?

Answers to these questions are beginning to emerge from an ambitious program of longitudinal research called the "Pathways to Desistance" study. Guided by a team of researchers at the University of Pittsburgh, Temple University in Philadelphia and Arizona State University, the Pathways project has been engaged since 2000 in following the progress of a very large sample of serious juvenile offenders—primarily in order to shed light on how, why and under what circumstances they grow out of offending.

A Mountain of Data

The Pathways study is a huge undertaking, supported over the years by the federal Office of Juvenile Justice and Delinquency Prevention, the National Institute of Justice, the National Institute on Drug Abuse, the Pennsylvania Commission on Crime and Delinquency, the Arizona Governor's Justice Commission and a number of private foundations. Its basic purpose, in the words of principal investigator Edward Mulvey, professor of psychiatry and director of the Law and Psychiatry Program at the University of Pittsburgh's Western Psychiatric Institute and Clinic, is "to provide a rich picture of how serious adolescent offenders change in late adolescence and the factors that influence these patterns of change" (Mulvey, 2004). For that, Pathways researchers needed a sample of serious

by Patrick Griffin

Away from Crime

offenders big and diverse enough to be broadly representative, a tracking system capable of keeping up with them for a very long time and an ongoing measurement strategy that would yield real insight into how and why their lives unfold the way they do.

There have been longitudinal studies in the past, tracking huge youth cohorts over long periods of time. That's why we know what we know about risk factors for delinquency—because researchers, by following large samples of young people through big chunks of their lives, have been able to isolate those that got into trouble with the law at some point and determine what factors they had in common.

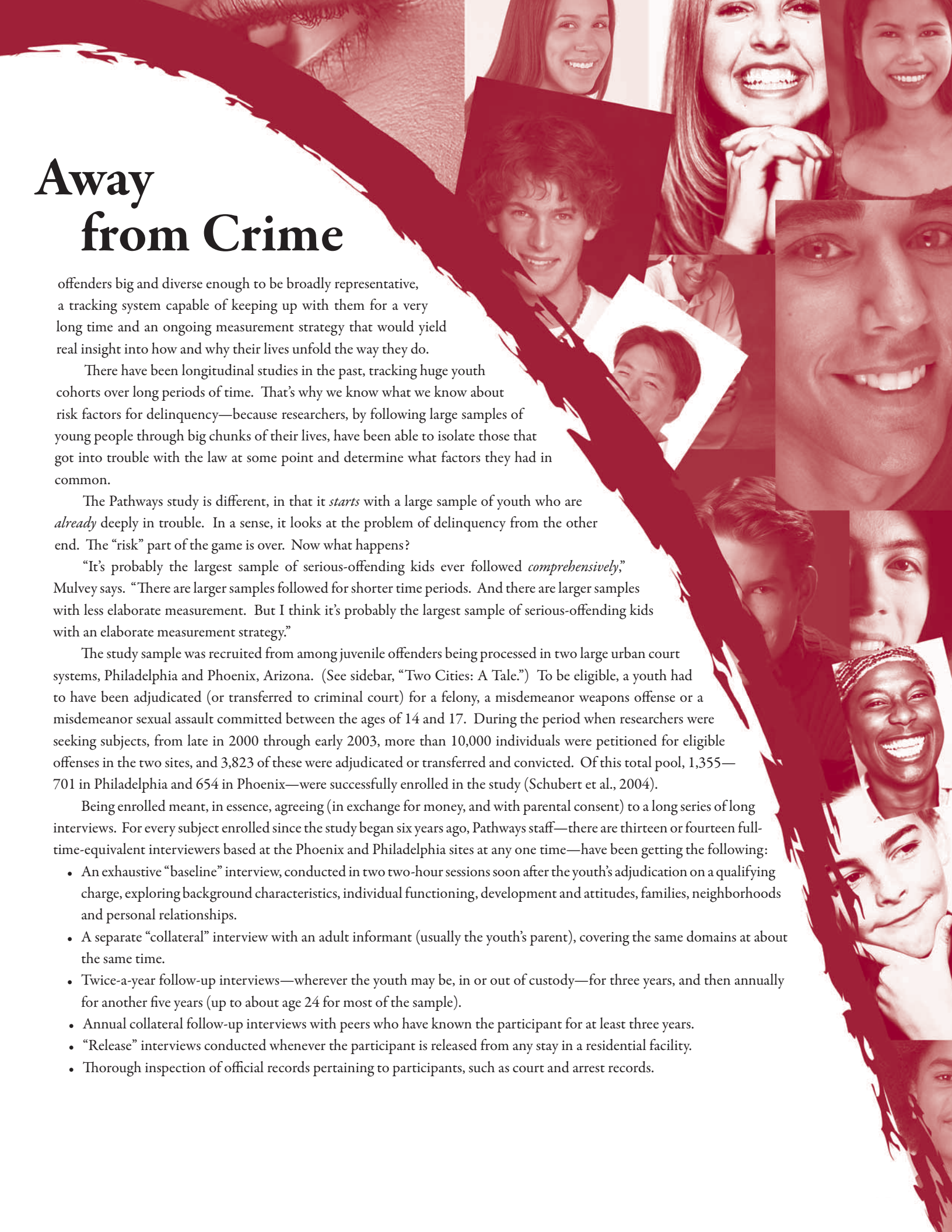
The Pathways study is different, in that it *starts* with a large sample of youth who are *already* deeply in trouble. In a sense, it looks at the problem of delinquency from the other end. The “risk” part of the game is over. Now what happens?

“It’s probably the largest sample of serious-offending kids ever followed *comprehensively*,” Mulvey says. “There are larger samples followed for shorter time periods. And there are larger samples with less elaborate measurement. But I think it’s probably the largest sample of serious-offending kids with an elaborate measurement strategy.”

The study sample was recruited from among juvenile offenders being processed in two large urban court systems, Philadelphia and Phoenix, Arizona. (See sidebar, “Two Cities: A Tale.”) To be eligible, a youth had to have been adjudicated (or transferred to criminal court) for a felony, a misdemeanor weapons offense or a misdemeanor sexual assault committed between the ages of 14 and 17. During the period when researchers were seeking subjects, from late in 2000 through early 2003, more than 10,000 individuals were petitioned for eligible offenses in the two sites, and 3,823 of these were adjudicated or transferred and convicted. Of this total pool, 1,355—701 in Philadelphia and 654 in Phoenix—were successfully enrolled in the study (Schubert et al., 2004).

Being enrolled meant, in essence, agreeing (in exchange for money, and with parental consent) to a long series of long interviews. For every subject enrolled since the study began six years ago, Pathways staff—there are thirteen or fourteen full-time-equivalent interviewers based at the Phoenix and Philadelphia sites at any one time—have been getting the following:

- An exhaustive “baseline” interview, conducted in two two-hour sessions soon after the youth’s adjudication on a qualifying charge, exploring background characteristics, individual functioning, development and attitudes, families, neighborhoods and personal relationships.
- A separate “collateral” interview with an adult informant (usually the youth’s parent), covering the same domains at about the same time.
- Twice-a-year follow-up interviews—wherever the youth may be, in or out of custody—for three years, and then annually for another five years (up to about age 24 for most of the sample).
- Annual collateral follow-up interviews with peers who have known the participant for at least three years.
- “Release” interviews conducted whenever the participant is released from any stay in a residential facility.
- Thorough inspection of official records pertaining to participants, such as court and arrest records.



Everyone in the study will be followed for a total of 96 months, meaning follow-up interviews will not be completed until 2011. As of this writing, the Pathways research team—which includes investigators in Philadelphia, Phoenix and the Coordinating Center in Pittsburgh—are working with the first three years of data for the whole sample, comparing each wave of six-month follow-up interview data with what was learned from previous interviews, in order to detect patterns of change. But many of the study subjects are far past their 36-month interviews and the earliest enrolled are hitting the 72-month point.

In other words, the mountain keeps rising. A single interview might involve getting answers to thousands of questions. Approximately 18,000 interviews have been conducted for the Pathways study to date—logging nearly 40,000 total interview hours.

In fact, the richness of the information being amassed on these youth and the effort it has cost to collect it, are pretty hard to convey. To take one example: in order to assess and explore a study participant's contact with caring adults during a reporting period (just one of many elements in the "Personal relationships" domain), interviewers may ask as many as *64 questions* on the subject. According to Carol Schubert, a research program administrator at Western Psychiatric Institute and Clinic, who directs the Pathways project from the Pittsburgh Coordinating Center, getting at the truth about a youth's relationships with caring adults may require a series of questions that serve as "gates," leading interviewers to the issues that really matter: "If you won an award, who could you tell?" she says, by way of example. "If you had a problem in your life, who could you tell?"

A Composite Portrait

Lots of subjects, glimpsed from lots of angles: the result is one of the most detailed portraits of seriously delinquent youth ever generated.

In broad strokes, they are 86 percent male.¹ About three-quarters are minorities—44 percent black and 29 percent Hispanic—although the mix varies depending on the site. On average those studied had just turned 16 at the time of enrollment, and four out of five were living at home with at least one of their biological parents. Most (72 percent) were still in school as well, at least officially. But their average IQ was 85—putting them in the 16th percentile among their peers.

About three-quarters reported some kind of serious trouble—getting high, stealing, fighting, disrupting school, etc.—before age 11. By the time of enrollment, two-thirds of the sample had been in court before. (The average age at first petition was 13.9.) One section of the baseline interview asked juveniles whether, in the year preceding the interview, they had engaged in any of a long list of antisocial activities, ranging in seriousness from fighting, shoplifting and even murder. Among Philadelphia males, almost 90 percent reported some delinquent behavior, and more than half reported more than ten instances. Even among Philadelphia males who had no arrests leading to court referrals in the preceding year, the median number

of delinquent acts reported was eight. For those with two arrests in the preceding year, the median number of self-reported offenses was 50—most of which, clearly, were far below official radar (Brame et al., 2004).

From a public safety standpoint, self-reported offenses were not trivial. About half of the youth interviewed said they had used a gun in the past to commit robbery or some other antisocial act.

Obviously self-reports regarding offending may in some instances be unreliable. But Pathways researchers were able to confirm that the self-reported offending numbers were positively correlated with the official arrest numbers for this group (Brame et al., 2004). (In other words, the more delinquent activity a juvenile reported, the more arrests and referrals were indicated in the juvenile's records.) That suggests that self-reports bear some relationship with reality—and that the juvenile criminal activity that is officially recognized may be just the tip of the iceberg.

In any case, by the time of enrollment, nearly all the juveniles in the Pathways cohort were officially adjudicated felons. (A small number—six percent of the sample—were adjudicated for misdemeanor weapons offenses or misdemeanor sexual assaults.) Again, the offenses that got them into the study tended to vary depending on the site, with aggravated assault and burglary predominating in Phoenix and robbery and property offenses topping the list in Philadelphia (Schubert, 2004). Of course, if Pathways researchers had simply chosen at random among juveniles with felony adjudications, drug offenders would no doubt have swamped the sample at both sites. Because they were hoping to learn as much as possible about desistance patterns for a range of serious offenders, however, the research designers imposed a 15 percent overall cap on the number of male drug offenders participating.

Even so, a very high proportion of the sample had substance abuse problems. Over 85 percent had used at least one illegal drug and about 38 percent met clinical criteria for a substance abuse or dependence diagnosis—somewhere between four and seven times the rate usually seen in community samples.

Mental illness rates in the sample were abnormally elevated as well: about one in four met clinical criteria for one of several selected mental disorders unrelated to or co-occurring with substance abuse.

Early Findings on Treatment, Sanctioning

Although investigators have been able to examine data on only three years of change in the lives of Pathways youth, the study is already yielding some interesting and suggestive findings—including some that could prove to be of vital importance to the juvenile justice field. "We're starting now to get to the point where we feel like we have something to share," says Schubert.

Apart from confirming the strong link between drug and alcohol use and various indicators of delinquency—including official arrests and levels of self-reported offending—the Pathways data show that treatment works, both to lower substance use and significantly reduce

offending, at least in the short term. That sounds like a truism. But in fact, most of what was previously known about the positive effects of drug and alcohol treatment for juvenile offenders concerned “research-based” treatment administered under controlled conditions by trained personnel—in other words, *not* the kind of treatment that most youth in the juvenile justice system actually get. Analysis of the Pathways data shows that even the treatment that occurs in what the investigators call “the natural environment”—that is, “non-research treatments...typically delivered under non-standardized conditions by providers who are not highly-trained”—tends to yield significant benefits (Chassin et al.).

But are youth in fact getting the treatment they need in the juvenile justice system? The results are more mixed. After looking at follow-up data on study subjects who had clear substance use or mental health problems, researchers found that about two-thirds of those with identified needs received treatment—a much higher proportion than among youth outside the juvenile justice system. But most of this treatment occurred in facilities. In fact, somewhat surprisingly, youth were more likely to be matched with the services they needed in secure *public* facilities—detention centers and state-managed training schools.

But for all youth in placement, Pathways investigators found a pattern that they describe as “relative parity in risk and need scores across different settings within each site” (Mulvey et al.). Which, roughly translated, means that, when the levels of risks and needs exhibited by study subjects were compared with the types of placement facilities into which they were sent—the two didn’t match. That is, the system didn’t seem to be *sorting* youth very well.

You might say the same thing about the system’s sanctioning performance—that is, its ability to match level of sanctioning with level of offending. Broadly speaking, you’d expect the juveniles who do the most offending to spend the most time in institutions. But the first three years of Pathways data don’t seem to bear that out. Youth who reported consistently high levels of offending spent about the same amount of time locked up as youth whose reported offending fell sharply over the three-year period. And even youth who consistently reported relatively little offending spent a lot of the three-year period—about 30 percent—in institutional care.

Mulvey is cautious about interpreting this apparent disconnect. “I believe there is a logic to it,” he says. “I don’t think we’re just locking kids up for no reason. But it *is* kind of striking, that you could have so many kids saying they are not doing these things and still spending 30 percent of their time, while in court-involvement, in institutional care. But in terms of policy recommendations, or policy directions where this might lead—if those figures all hold up—it sure seems as if we could be saving some money here, while not compromising the public safety.”

Attitude Adjustments

Another interesting question raised by the first three years of Pathways data concerns juveniles’ attitudes about the legitimacy and fairness of the justice system and the extent to which they change—or don’t change—their behavior over time..

“Why do some people obey the law and some people don’t?” Mulvey asks. “Most of the literature would say it has to do with whether they see it as a legitimate system, whether they think they have a voice in it; how cynical they are about it.” We generally assume that these attitudes have behavioral consequences and need to be addressed as part of the rehabilitation process. That’s why, as Mulvey points out, “we spend a fair amount of time lecturing these kids about the law, and how they have to respect it.”

The Pathways researchers thought they might see some effects from all that effort. “We expected a fair amount of shift in attitudes toward the legal system and perceptions of procedural justice,” Mulvey says. “About whether kids think they’re getting a fair shake in the system, that sort of thing.” They didn’t find it. What they found instead was remarkable *stability* in juveniles’ perceptions over time. Little in the way of developmental change in these attitudes seemed to be occurring among Pathways youth, whether they were examined overall or in subgroups defined by age, number of prior offenses, or institutional status (Piquero et al., 2005).

“We thought there would be different groups,” Mulvey says, “some of whom became much more cynical over time, some of whom became more trusting of the system over time or something like that. We found different *levels*...There’s *variability* in how the kids see the system. They distribute reasonably well across scales of these perceptions. It’s just that they don’t *move* much over the time that we have followed them.”

Could this be one area in which, even at fourteen, people are too old to change? “One possibility is that these perceptions of the system—especially in kids this far into the juvenile justice system—may well be set before we’re picking them up at age fourteen,” Mulvey says. “They probably have their own perspective of how police work, how courts work well before they are up for their second or third offense

Again, Mulvey cautions against speculation based on too little data. Later waves of follow-ups might show movement that is not apparent to researchers yet. But even the initial findings should make practitioners think twice about too much short-term emphasis on changing juveniles’ attitudes about the legal system. “It’s a resource allocation issue really,” he says. “Maybe we should be spending that time doing something else.”

Desistance

But what about the main issue? With information from three years of follow-up interviews, Pathways researchers have succeeded in

isolating a group of desisters—about 15 percent of the males in the sample—who started out at high levels of self-reported offending but appear to have dropped off sharply, for whatever reason. The question is, what’s the reason?

“All the kids that started off with high levels of offending are not going to stay at high levels of offending,” Mulvey says. “How did some of them drop off? *When* did they drop off? What sorts of things happened within that group? Are there identifiable groups that follow trajectory pathways of getting out of possible sanctioning?...What’s the turning point? Is it age, relationships or solid employment—what pushes them from one level to another?”

Pathways researchers have been comparing the desisters in the sample with another, smaller group—about eight percent of the males—whose self-reported offending has remained consistently high over three years. They’re looking for subtle ways in which desisters and persisters might have differed from the start (or “at the baseline”), in terms of background, demographics, history of antisocial behavior and substance abuse problems, maturity, attitudes and so on. But they’re also looking for differences in the things *experienced* by the two groups over time—different sanctions justice interventions, and treatment, services, workplace experiences and different lifestyles.

So far, according to Mulvey, nothing in the baseline data gathered on the two groups makes it easy to predict their different offending trajectories. And as has already been noted, differences in the justice system’s *sanctioning* of the two groups don’t seem to be the explanation either. At least, persisters and desisters spent the same proportion of the three-year follow-up period—about half of it—in institutions. For the most part, there were no marked differences in the types of institutions in which the two groups spent time or in the services they received.

But there is a distinguishing factor to which the data seem to be pointing, Mulvey says, and that is substance use over time. At this point, he describes it as “a hunch suggested by the data.” But it’s clear, first, that offenders in the Pathways sample are more likely to have used alcohol and various categories of drugs (marijuana, cocaine, ecstasy, hallucinogens) than their peers, that they have higher rates of diagnosed substance use disorders in their backgrounds and that the males in the sample with substance use disorders consistently report more non-drug offenses than those without these problems. It’s also clear that there is variability in substance use over time among the Pathways males—with many whose reported substance use declined sharply over three years, as well as significant groups of abstainers and infrequent users. And these substance use patterns have been found to be related to offending patterns. Not only were abstainers far more likely to report low levels of offending. But when desisters—those whose reported offending declined sharply—were categorized according to substance use patterns, the largest proportion was made up of those whose substance use also declined sharply. Additionally the converse was also true: the largest proportion of persisters were

among those who also reported consistently high substance use over the three years of follow-up. The two seem to go together.

According to Mulvey, the Pathways data suggest that the justice system is pretty good at getting treatment to youth with identifiable substance use problems—at least in institutions. In the short term, treatment assists in the reduction of substance use in this population. But the two caveats also highlight how much work there is to be done. If it turns out that desistance among serious young offenders is going to depend in part on access to substance use treatment, policymakers had better start looking for ways to facilitate that access outside of institutions. If treatment effects wear off quickly—if this is the kind of chronic disorder that doesn’t respond to a one-shot “inoculation”—then that access will have to be constant and long-term.

Reentry and Reintegration

The Pathways researchers have been exploring other patterns and themes in the data—like the links between different parenting styles and juvenile offending (Steinberg et al., 2006), and the exact mechanisms by which “bad neighborhoods” and “bad parenting” combine to help produce serious delinquency (Chung et al., 2006)—and publishing their findings in scholarly journals. But they don’t want their work to be limited to an academic audience. They think it is potentially of great use to those in the practical end of the juvenile justice profession—including people who set policy, allocate resources, make decisions and attempt to reclaim individual youth.

Take the practical problem of how to reintegrate offenders returning to the community from placement facilities. Philadelphia, one of the Pathways study sites, recently kicked off an ambitious effort to overhaul the way it approaches this problem and Pathways researchers are helping to inform that effort with data. By looking only at those Philadelphia youth in the study who were placed in residential institutions and isolating data showing what happened to them in the six months following their release from institutional care, Pathways investigators have been able to piece together a detailed, real-life look at the aftercare experience in Philadelphia, prior to reform:

- **School reintegration.** Almost nine out of ten school-eligible youth were found to have returned to high school during the aftercare period and had at least one month in which they did not miss five or more days for any reason. Which sounds great: school reintegration was a success. The hitch lies in the term *eligible*. “What we were reporting was all the kids that *should* be in school,” explains Schubert. When you toss out the youth who are already 18, or have already gotten a GED or a high school diploma while in custody, there aren’t many left: only a little more than a third of the whole sample was school-eligible by the time they returned to the community. Which means aftercare providers may need to think in completely different terms about how to reintegrate them.
- **Employment.** Here again, what looks like good news from a distance doesn’t look so good when you get up close. “Everybody

says, ‘Get a kid a job, get him legitimate work,’” says Mulvey. “Well one of the things we’re seeing in the data early on—and we’ve seen in other data—is, yeah, kids get jobs. And they lose them.” Nearly half of the sample managed to get some job working at least ten hours a week, after an average of about a month of searching. But they kept those jobs an average of only two months.

- **Crime.** Data on arrests, probation revocations, new adjudications and reinstitutionalizations all give us information on post-release recidivism from an official point of view. The Pathways data contribute something else: information on offending as reported by the youth themselves. Thirty percent of the juveniles in the Pathways sample reported at least one month in which they engaged in two or more anti-social acts during the six months following their release from institutions—activities for which they were not necessarily caught. Eighteen percent said they had such a month within six weeks of release.

What works, in aftercare? Pathways researchers looked for links between outcomes suggesting successful post-release reintegration—community engagement, low reported offending, lack of further system involvement—and the duration and intensity of aftercare supervision and services. What they found, in a broad sense, was that *duration* of supervision clearly reduced negative outcomes, while *intensity* (the number of contacts per month) seemed to matter less. There is a strong association between ineffective parenting, antisocial peers and reintegration failures suggested that aftercare programs should seek to minimize affiliation with deviant peers and improve the quality of parenting as well. The Pathways team will soon publish a paper summarizing these findings, which should be of vital use to the many individuals and groups currently working for aftercare reform in the justice system.

Connecting with the Field

Pathways researchers are confident that what they are learning can answer other questions that are important to the field—but they need to hear more from the field about what those questions are. “We probably know some things that we can communicate immediately,” says Mulvey. “But the more we’re ahead of the curve about what people are thinking, the more we can actually address those issues in the dataset that require some more elaborate investigation.”

Obviously, neither framing the questions nor coming up with the answers will be easy. There has always been a pretty big divide between academic research and juvenile justice

Two Cities: A Tale

Pathways researchers needed to pick study sites with high enough rates of serious juvenile crime to generate a large and diverse sample of offenders. But the sites also needed to be *different* enough in their policies and operations to enable researchers to compare contrasting approaches to juvenile crime.

On both measures, Philadelphia and Phoenix fit the bill. They had plenty of crime: in the course of a subject enrollment period of a little over two years, the two sites generated a total of more than 10,000 petitions alleging offenses qualifying as “serious” under the Pathways criteria. And they offered plenty of useful contrasts. For instance, offenders in the Philadelphia sample tend to be African-American, while those from Phoenix are predominantly White or Hispanic. The offense mixes in the two sites are markedly different as well: for instance, juvenile burglars are a big part of the Phoenix sample (25 percent), and a small part of the Philadelphia one (three percent).

But some of the starkest differences concern the Phoenix and Philadelphia approaches to juvenile crime. In comparison with those in Philadelphia, youth in the Phoenix sample were far less likely to receive treatment in a privately run facility, as opposed to what Mulvey calls “a sanctioning environment.” Not only does the Phoenix system place a far lower proportion of its serious offenders in contracted residential treatment facilities, it has fewer treatment options to choose from.

“The systems really, at the front end, screen cases differently,” Mulvey explains. “What that means is, if you’re *charged*, in either locale, you stand about the same likelihood, in the end, of going somewhere out of the community. But you’ll go by a different path in each place. And the environments will be different. In Phoenix, you will be much more likely to be in a secure environment.”

The Phoenix system also makes far more use of transfer: of the total of 240 youths being processed as adults in the sample, 191 were from Phoenix. (Of the 49 Philadelphia juveniles transferred for adult criminal processing, nearly a third were accused of murder.)

Contrasts like these are enabling Pathways researchers to gauge the effects of a variety of different kinds and intensities of sanctions and services on the course of juvenile offending.

practice. "It's very difficult as a policymaker or a service provider to step back and think more abstractly about data," says Mulvey. "It's a different mindset....They don't do it for a living." At the same time, researchers don't do *practice* for a living, and don't always know how to mine the gold out of their mountains of data. In addition, how to isolate findings that matter from a practical point of view. "We probably know more than we think we know at this point, but we are probably just not clear what matters most to people who are facing these issues every day," Mulvey admits.

But that's a good problem to have. The fact is, the Pathways study is comprehensive enough in its design, and broad enough in its scope, to be capable of answering an almost infinite variety of questions about the ways serious juvenile offenders change and grow over time—including many that nobody's thought of yet. And the data are still coming in.

As Mulvey points out, "We're sort of building this car as we're driving." ►►▲

If you're curious about the Pathways data, have practical questions that Pathways researchers might be able to help you with or want to suggest research questions the Pathways project should try to tackle in the future, contact:

Carol Schubert, M.P.H.
Pathways Coordinating Center
University of Pittsburgh Medical Center
3811 O'Hara St.
Pittsburgh, PA 15213
Phone: (412) 647-4760
Fax: (412) 647-4751
E-mail: schubertca@upmc.edu

References

- Brame, R., Fagan, J., Piquero, A., Schubert, C., and Steinberg, L. (July 2004). "Criminal Careers of Serious Delinquents in Two Cities." *Youth Violence and Juvenile Justice*, 2(3), 256-272.
- Chassin, L., Vargas, D., Losoya, S., Naranjo, D., Knight, G., and Mulvey, E. *Substance Use, Substance Use Treatment, and Offending in a Sample of Serious Juvenile Offenders* (In press).
- Chung, H.L., and Steinberg, L. (2006). "Relations Between Neighborhood Factors, Parenting Behaviors, Peer Deviance and Delinquency among Serious Juvenile Offenders." *Developmental Psychology*, 42(2), 319-331.
- Mulvey, E. (July 2004) "Introduction: Pathways to Desistance Study." *Youth Violence and Juvenile Justice*, 2(3), 211-212.
- Mulvey, E., Schubert, C., and Chung, H.L. "Service use after Court Involvement in a Sample of Serious Adolescent Offenders." *Child and Youth Services Review* (In press).
- Piquero, A., Fagan, J., Mulvey, E., Steinberg, L., Odgers, C. (2005). "Developmental trajectories of legal socialization among serious adolescent offenders." *Journal of Criminal Law and Criminology*, 96(1), 101-103.

Schubert, C., Mulvey, E., Steinberg, L., Cauffman, E., Losoya, S., Hecker, T., Chassin, L., and Knight, G. (July 2004) "Operational Lessons from the Pathways to Desistance Project." *Youth Violence and Juvenile Justice*, 2(3), 237-255.

Schubert, C. (Fall/Winter 2004-05) "A Portrait of the Serious Juvenile Offender: More Complicated Than Often Portrayed." *Pathways*, Vol. 5.

Schubert, C. (Spring/Summer 2004) "Sample-to-Date: Most Serious Adjudicated Charge Upon Enrollment." *Pathways*, Vol. 4.


Steinberg, L., Blatt-Eisengart, I., and Cauffman, E. (2006). "Patterns of Competence and Adjustment Among Adolescents from Authoritative, Authoritarian, Indulgent, and Neglectful Homes: A Replication in a Sample of Serious Juvenile Offenders." *Journal of Research on Adolescence*, 16(1), 47-48.

Endnotes

¹ Unless otherwise noted, information on the Pathways study sample as a whole are taken from Schubert, C. (Fall/Winter 2004-05) "A Portrait of the Serious Juvenile Offender: More Complicated Than Often Portrayed." *Pathways*, Vol. 5.

Patrick Griffin is a Research Associate with the National Center for Juvenile Justice in Pittsburgh, Pennsylvania.


IDENTIFYING SUBSTANCE USE DISORDERS



The SASSI—brief, empirically validated screening for substance use disorders

Since 1988, criminal justice systems have used the SASSI (Substance Abuse Subtle Screening Inventory) to identify substance use disorders objectively and quickly. Adult and adolescent versions available.

- ◆ Can be easily administered by non-professional staff
- ◆ Effective even if respondent is unable or unwilling to acknowledge their substance use
- ◆ Cost-effective tool to lower recidivism
- ◆ Volume discounts & computerized versions available
- ◆ **Spanish SASSI now available**



Call for an information pack
or a 30-day preview kit • 1-800-726-0526
Visit our web site at www.sassi.com

substance abuse measures

Dennis Maloney - Everyone's Best Friend



Many who knew him had plans to fly to Bend, OR for Dennis Maloney's funeral. No matter what the cost and hassle. We would get whatever tickets we could and probably do a Portland roundtrip to get the best rate out on Friday morning and drive through to Bend arriving late that night. We would go to the funeral and then fly back out of Portland early Sunday morning, getting in late in the night. However, most of us were unable to make it for a variety of reasons. There was already a plan to honor Dennis' legacy at our upcoming national restorative justice conference and I knew that Denny had been honored at the APPA Winter Training Institute. I am also sure that many others in this publication and in journals to come will detail the specifics of his contribution to the field of criminal and juvenile justice and beyond.

Perhaps it is enough to say that his vision has done much to revolutionize how we now think about community supervision and intervention generally, and especially for young people. Dennis' vision was one of based on his belief in the strength and capacity of people in trouble, in the strength of those they have victimized and of the communities and professionals who seek to reach out to them. He believed that together they could heal and achieve.

Two days later, I thought about how tired I felt—both from not sleeping and from calling and emailing people for the last two days. But I thought mostly about something that came to me on the evening that I heard the news. I had spent most of the day in my office calling people with the sad news. I spent an almost equal amount of time assuring my secretary and

a group of students and faculty who always hang around that I was really okay—I must not have looked okay....thus the concern.

What occurred to me that evening was that most of the day I had been telling everybody that "my best friend" had died. I had never referred to Dennis in that way before or really even thought about it and now it seems kind of pitiful to have a best friend that you only saw five or six times a year and then mostly around work stuff. What also occurred to me that night was that I was probably one of about a thousand people who might have thought of Dennis Maloney as their "best friend"—even if they, like me, never expressed it.

Dennis was a dude that most everybody who knew him thought of as their best friend. People bonded with Dennis because he made us all feel good about whatever we did and what we had to offer. He, of all people didn't really need any more friends. He just did stuff wherever he went to make people feel better about themselves or about their day. The best examples were the young people he would bump into and find some way to complement them on something they were doing. A kid working hard in a fast food restaurant who Dennis would look at and say, "Thanks, you're really doing a great job," and then sometimes ask them to come and work for him if they decided to leave the joint.

His leadership was partly based on brilliance and partly on willingness to step out and say what needed to be said; while at the same time telling probation officers what a great job they were doing. But it was also based on just making all of us, everyone he encountered, feel pretty good about themselves.

The profession of community corrections is stronger and more committed due to the vision that Dennis Maloney gave us. We know that our service is to those who have harmed, those harmed and the communities that they both live in. We know that if we focus on the strength and worth of each person, we will be helpful and will be working for the common good. We know that "our kids" as Dennis would say, need all of us. Denny will be missed for his vision, his common sense and his ability to bring us all to a common focus. So salute and honor to our "best friend". ►►▲

Calendar of Events

2007

- | | | | |
|--------------------|--|---------------------|---|
| April 23-25, 2007 | First Annual NIATx Summit. Henry B. González Convention Center - San Antonio, Texas. for more information visit: www.NIATx.net | September 2-6, 2007 | Dispute Resolution Skills The National Judges College 2007 Seminar Series San Francisco, CA. More information: www.judges.org |
| May 27-31, 2007 | Advanced Evidence The National Judges College 2007 Seminar Series. Philadelphia, PA. More information: www.judges.org | Sept 10-11, 2007 | APPA Professional Development Training, Supervising the Sexual Offender, Los Angeles, CA. See the APPA website at www.appa-net.org for more information. |
| June 3-7, 2007 | Conducting the Trial The National Judges College 2007 Seminar Series. Sun Valley, ID. More information: www.judges.org | Sept 15-20, 2007 | 12th International Conference on Violence, Abuse and Trauma Town and Country Resort & Convention Center, San Diego, CA. More information: www.IVATcenters.org |
| June 18-20, 2007 | National Center for Victims of Crime National Conference Advancing Practice, Policy, and Research. Washington, DC visit www.ncvc.org for conference updates | Sept 17-21, 2007 | Drug Court Coordinator Training 2007 Comprehensive Drug Court Practitioner Training Series Adams Mark Hotel, Dallas, TX Point of Contact: Bobbie Taylor 703-575-9400, ext.16 |
| June 26-28, 2007 | 7th Annual IAFMHS Conference Working Together: Interdisciplinary in Forensic Mental Health Montreal, Quebec, Canada Email: tmoropito@iafnms.org , www.iafmhs.org | October 3-5, 2007 | 8th National Conference on Preventing Crime Log on to www.ncpc.org/NationalConference2007 to learn about Call for presentations |
| July 8-11, 2007 | APPA's 32nd Annual Training Institute Philadelphia Downtown Marriott, Philadelphia, PA. Program Chair: Rhonda Grant Phone: 803-734-9241 www.appa-net.org | October 20-24, 2007 | American Association for the Treatment of Opioid Dependence National Conference National Conference Sheraton San Diego Hotel and marina San Diego, California Visit www.aatod.org or call 1-856-423-3091 for further information |
| July 10-23, 2007 | Drug Court Prosecutor Training 2007 Comprehensive Drug Court Practitioner Training Series Judicial Training Center, Annapolis, MD Point of Contact: Bobbie Taylor 703-575-9400, ext 16 | October 23-27, 2007 | Drug Court Judicial Training 2007 Comprehensive Drug Court Practitioner Training Series Judicial Training Center, Annapolis, MD Point of Contact: Bobbie Taylor 703-575-9400, ext.16 |
| Sept 10-11, 2007 | APPA Professional Development Training, Survival Spanish for Probation and Parole Officers. Huntsville, TX. See the APPA website at www.appa-net.org for more information. | Oct 28-Nov 1, 2007 | Enhancing Judicial BenchSkills The National Judges College 2007 Seminar Series. Charleston, SC. More information: www.judges.org |
| August 26-30, 2007 | Current Issues in the Law The National Judges College 2007 Seminar Series. Bar Harbor, ME. More information: www.judges.org | | |

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

Darlene Webb, American Probation and Parole Association, P.O. Box 11910, Lexington, KY 40578
fax (859) 244-8001, email dwebb@csg.org



American Probation and Parole Association

32nd ANNUAL TRAINING INSTITUTE

JULY 8 - 11, 2007 PHILADELPHIA, PA

Co-sponsored by the Pennsylvania Association on Probation, Parole and Corrections
Supporting Partner: Federal Probation and Pretrial Officers Association

Probation and Parole: The Keystone of Justice and Safety

Activities at a glance

Saturday, July 7

12:00 p.m. - 5:00 p.m. Institute Registration
9:00 a.m. - 5:00 p.m. Leadership Institute

Sunday, July 8

8:00 a.m. - 8:00 p.m. Institute Registration
8:30 a.m. - 5:00 p.m. Intensive Sessions
9:00 a.m. - 5:00 p.m. Leadership Institute
10:00 a.m. - 5:00 p.m. Special Training – Center for Sex Offender Management
1:00 p.m. - 4:00 p.m. APPA Board of Directors Meeting
4:00 p.m. - 6:00 p.m. Resource Expo Viewing
6:00 p.m. - 7:30 p.m. Opening Session
7:30 p.m. - 9:00 p.m. Opening Reception in the Resource Expo

Monday, July 9

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

Tuesday, July 10

8:30 a.m. - 10:00 a.m. Workshops
9:00 a.m. - 11:00 a.m. Resource Expo Viewing
11:00 a.m. - 12:30 p.m. Workshops
12:30 p.m. - 1:45 p.m. APPA Luncheon
2:00 p.m. - 3:30 p.m. Workshops
3:45 p.m. - 5:15 p.m. Workshops

Wednesday, July 11

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

Where It All

All APPA workshops, intensive sessions, general sessions, resource expo and receptions will take place in the Philadelphia Downtown Marriott, 1201 Market Street, Philadelphia, Pennsylvania.

It Pays to be an APPA Member

APPA members save \$60 in registration fees. It is not too late to take advantage of the savings. You can become a member of APPA when you register for the Institute. Just complete the membership section on the registration form, and your savings start immediately!

How You Will Benefit!

- Learn fresh, new ideas from well-known experts.
- Experience innovative programming.
- Participate in stimulating discussions with your peers.
- Enhance your current abilities and qualifications.
- Discover “what works” from professionals in the field.
- Network with your peers and learn from their diverse experience.
- View and compare the newest correctional products, technologies and services.
- Increase your current program’s effectiveness.
- Take part in exciting and fun social events.

Who Should Attend?

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

- probation
- parole
- juvenile justice
- treatment
- social work
- education or training
- victim services
- residential programs
- judicial system
- pre- and post-release centers
- restitution
- law enforcement
- public policy development
- academic studies

APPA – At Your Service!

Discover what APPA can do for you. APPA staff and board members will be on-site to answer your questions and help you get the most out of your membership. Visit the APPA booth in the Resource Expo to get immediate assistance.

Workshops *at a Glance*

Monday, July 9, 2007

11:00 a.m. – 12:30 p.m.

Special Session: Turning the Corner on Prison Policy: Recent Studies of Incarceration

Focusing on Violent Offenders

A.T.T.I.T.U.D.E.: That Eight Letter Word

Advancing Accountability: Moving Toward Victim Restoration

The Evaluation of Offender Risk/Needs in the 21st Century: Risk, Need, Responsivity (RNR) as the Driving Force in Reentry Assessment

Nip It in the Bud: The Use of Active GPS Monitoring in Curbing Truancy and Juvenile Delinquency

In Search of The Perfect Caseload: An Introduction to The NIJ-Sponsored Evaluation of Caseload Size and Evidence-Based Practice Implementation

Making Probation Work: Lessons from the Coerced Compliance and Treatment Program in Hawaii

The Supervision of Sex Offenders - The Role of Parole and Probation

Juvenile Drug Court: Creating a Drug Court Culture within Probation

Assessing the Role of County Probation in Jail Crowding: Part of the Problem vs. Part of the Cure?

Pharmacotherapy of Addiction in the Criminal Justice Population

1:45 p.m. – 3:15 p.m.

What Works 103: A PO's Guide to Implementing Evidence Based Practices in Day to Day Case Management

Listening to the Voices of Women: An Executive Response

Treating the Substance Abuse Offender: A Continuum of Care

Does the Juvenile Justice System Measure Up: A Foundation, Method, and Strategy for Measuring Performance of Juvenile Justice

Sharing Information among Law Enforcement Departments much less Probation, Who are You Trying to Kid??

Harnessing the Power of the Relationship: Utilizing an Offender-Directed, Outcome-Informed Approach

Supervising Sex Offenders - What Victims Need, What Probation/Parole Can Deliver

Terrorism: You Have a Role in Preventing It, Be Aware of It!

Is Web-Based Training for You? Identifying and Responding to Elder Abuse: The Vital Role of Community Corrections Professionals

Truth in Drug Testing

Getting it Right: Selecting and Implementing a Case Management System

Victims Rights and the Court Process: An Overview for Judges

3:30 p.m. – 5:00 p.m.

Adapting Evidence-Based Practices to Correctional Treatment: Ethical and Philosophical Considerations

Colorado Probation University: Adapting Professional Development to Today's Times

The Westchester Way: Probation Services for Victims of Domestic Violence Creative Solutions for Enhancing Victim Safety

FutureForce: Developing and Maintaining the Community Corrections Workforce for the 21st Century

Reducing Youth Homicides: The Youth Violence Reduction Partnership

F.A.S.T. -- Fugitive Apprehension Search Team

The Good, the Bad, the Ugly: Lessons of Women's Leadership from Trailblazers

Evidence-Based Electronic Monitoring: The Legal landscape and (Inconsistent) Evidence

Changing the Future of Alcohol Testing in a DWI Program

Philadelphia's SAV Unit: An Evidence Based Approach to Violence Reduction

Program and System Challenges for Transitioning Community Corrections Clients with Mental Illness and Co-Occurring Disorders

The Pennsylvania Story: Advancing Balanced and Restorative Justice

Workshops *at a Glance*

Tuesday, July 10, 2007

8:30 a.m. – 10:00 a.m.

Rehabilitating through Resolving
Rage and Restoring Relationships

Community Corrections: Surviving
in the New Millennium

What Works with Juvenile
Offenders: Reducing Recidivism and
Developing Programs that Work

Evaluating Alternative Sanctions

Project Safe Neighborhoods:
Involving Probation and Parole in
Fighting Gun Crime

Judicial Considerations of the
Interstate Compact for Adult
Offender Supervision

Cybercrime Supervision Strategies
- Tools and Policies for the Probation
Officer of the 21st Century

Jail Reentry and the Impact on
Community Corrections

Systematic Truancy Prevention and
Intervention

Working Together: Families and
Community Corrections

11:00 a.m. – 12:30 p.m.

Supporting Reentry Efforts through
Web-Based Distance Learning: The
Lancaster County Prison

Using the Character Development
Model to Examine the Effectiveness
of Cognitive-Behavioral Treatment
Programs

Mission Crime Control: Adapting
Police Agencies' "CompStat" Model
to Community Corrections

Critical Thinking, Decision-Making
and Prepared Mind Leadership

Substance Dependence is a Brain
Disease that Deserves Medical
Treatment

Identifying and Responding to
Economic Abuse by Domestic
Violence Offenders

Sex Offenders and the Three
(Maybe Four) R's: Risk, Residence
Restriction and Registries

Promoting Success for Hispanic
Youth

Caseload or Workload: Which
Model Works Best for Getting the
People You Need to Get the Job
Done

Proving the Cost-Effectiveness of
Alternatives to Incarceration

2:00 p.m. – 3:30 p.m.

Implementing Evidence-Based
Substance Abuse Treatment
for Offenders in Community
Corrections Settings: Lessons from a
Consensus Conference

A Reentry and Sanctions Center
Experience

Victim Impact Classes: What Are
They, Do They Work?

Technology in the Field – Beast or
Blessing?

Providing Effective Community
Supervision of Impaired Driving
Offenders

The Integration of New Testing
Technology

Sugar & Spice, Naughty or Nice?

Communicating a Message of Hope
to Juveniles When Things Look
Hopeless

Pressure Point Control Techniques

Assessment and Barriers of
Employment: Creating or
Enhancing Your Workforce
Development Program

3:45 p.m. – 5:15 p.m.

Hometown Security is Homeland
Security: Community Corrections'
and Prosecutors' Roles in Combating
Terrorism

Job Court: Looking at a "First" in
the Nation

Traumas of Law Enforcement

Hitting Close to Home: Looking at
Victims of Domestic Violence

Hosting a Career Fair in your
District

Being Competent in Competency
Development

Reentry Happens – And Not Just At
the Back End

Interstate Compact for Adult
Offender Supervision

Reentry of Methamphetamine
Addicted Offenders

Batterer Accountability and Victim
Safety: Supervision and Treatment
Services for Domestic Violence
Offenders

Registration / Information

New! Student Registration – Attend Tuesday, July 10

Student registration includes all workshops and exhibit hall entrance for Tuesday, July 10. (Rate does not include lunch, however tickets may be purchased.) Student registration is available to full-time students not employed in the corrections field. Copy of student ID required with registration form. Student registration ends July 10.

Intensive Training Sessions

The intensive training sessions may only be attended by individuals who are full registrants of the Institute. Class size is limited for each intensive session, so pre-registration is required. If your intensive session choice is filled, you will be notified and offered an alternative session or refund.

Family Institute Registration

A special low registration fee is available to immediate family members of Institute registrants. Only immediate family members not employed in the corrections field qualify for this special rate. The fee is only \$75 and allows the family member to attend workshops and the resource expo. The fee does not include admission to any intensive session. The luncheon is not included; however, tickets may be purchased separately for this event.

Luncheon Ticket

A ticket for the luncheon is included in the early or regular registration fee. Registration fees for family members and students do not include a luncheon ticket. Luncheon tickets may be purchased for \$55. Extra tickets for guests may also be purchased separately.

Institute Dress

All activities of the Institute are casual dress. A sweater or light jacket is recommended for the air conditioned meeting rooms that tend to vary in temperature.

Agency Members – How to Register for Your Membership Discount

If your agency is a current APPA agency member, you can attend the Institute at the member rate. Your agency's membership must be valid through July 2007. Registration forms must be completed for each individual, mailed to APPA as a group with your agency's name clearly marked on the registration forms. Agency memberships will be verified. You are required to pay the regular registration fee if your agency is not a current APPA agency member.

Registration Procedures

By Mail – Registration for the APPA Institute can easily be done by mail. Just send your check, government purchase order or credit card information with your completed APPA registration form to the address shown on the form. All registrations postmarked by June 20, 2007 will receive written confirmation.

By Fax – For your convenience, when payment is by credit card, you may fill out the APPA registration form and fax it to: (859) 244-8001, Attention — APPA Institute. All registrations faxed by June 20, 2007 will be confirmed by mail.

Internet – Register for the APPA Institute at www.appa-net.org

Payment

Payment in full for all Institute activities must accompany your registration form. Check, money order, VISA, Master Card or American Express are accepted as payment for the Institute's registration fees. Checks must be made out to the American Probation and Parole Association and payable in U.S. dollars. Payments received in Canadian dollars will be invoiced for the conversion difference plus a \$10 service fee. Registrations postmarked on June 16, 2007 or later are not eligible for the early registration fee and must include the regular registration fee. Agencies required to use a purchase order should submit the registration form with the purchase order in lieu of a check. Invoicing will be processed immediately upon receipt of the purchase order and, in all cases, payment will be due immediately.

Cancellation/Refund Policy

A full refund, less a \$50 processing fee, is available until June 15, 2007. No refunds are available after June 15, 2007. In order to receive a refund, written requests must be sent the APPA Institute, c/o The Council of State Governments, P.O. Box 11910, Lexington, KY 40578-1910 or faxed to (859) 244-8001. All requests for refunds must be postmarked or faxed by June 15, 2007. Registrations are not transferable.

APPA Accredited Training Contact Hours

All APPA Institute workshops have been approved by the APPA Training Accreditation Committee for 1.5 contact hours. Workshops have also been accredited by the National Association of Alcohol and Drug Addiction Counselors.

If you need verification of your attendance at Institute workshops, check the Contact Hour section on the Institute Registration Form on page 39. You will receive an attendance verification form and specific instructions at registration. Please note only paid Institute registrants are eligible to receive the Certificate of Verification. A \$10 processing fee will apply.

Why are contact hours valuable?

- Ensures workshop training/learning objectives
- Provides official verification of attendance at Institute workshops
- Meets professional licensing requirements

Important Dates to Remember

June 15	Last day to take advantage of early registration rates.
June 15	Deadline for early registration refund.
July 8	Institute activities begin.

Directory

Institute Registration	(859) 244-8204
Resource Expo	(859) 244-8205
Philadelphia Marriott Downtown	(800) 266-9432
United Airlines	(800) 521-4041
Avis Car Rental	(800) 331-1600
Sightseeing Information	www.philadelphiaUSA.travel
	www.gophila.com
APPA Website	www.appa-net.org



Registration Form

APPA 32nd Annual Training Institute • July 8-11, 2007 • Philadelphia, PA
Please use a photocopy of this form for each registrant. Please print clearly.

Last Name: _____ First Name: _____

Title: _____ Agency/Organization: _____

Business Telephone: _____ Business Fax: _____

Address: _____
(location where confirmation should be sent)

City: _____ State: _____ Zip: _____

Email Address: _____

Registration Fees

<i>Includes general sessions, exhibit receptions and workshops. (All fees are per person.)</i>	Early Rate Before June 15	On or After June 16	Amount
Member of APPA or co-supporting Assn. To qualify for this rate you must be a member of one of the following (please mark those that you hold current membership in) <input type="checkbox"/> APPA Member - Please indicate your membership category and your membership number. <input type="checkbox"/> Individual member <input type="checkbox"/> Agency member Membership # <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> Expiration Date <input type="text"/> <input type="text"/> - <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="checkbox"/> PA Assn. on Probation, Parole and Corrections	\$315	\$365	\$ _____
Non-member If you are not a member of APPA or of the co-sponsoring associations, you are required to pay the regular registration fee. Memberships will be verified.	\$375	\$425	\$ _____
New! Student Registration – Attend 7/10 Student registration includes all workshops and exhibit hall entrance for Tuesday, July 10. (Rate does not include lunch, however tickets may be purchased.) Student registration is available to full-time students not employed in the corrections field. Copy of student ID required with registration form. Student registration ends June 15.	\$49	N/A	\$ _____
APPA Accredited Contact Hours	\$10	\$10	\$ _____
Intensive Sessions Available only to registrants of Institute. Attendance at intensive sessions only is not permitted. Specify Intensive Session # _____	\$35	\$35	\$ _____
Family Registration This rate is available to immediate family members not employed in the corrections field. Allows entry into general sessions, exhibit receptions and workshops. Luncheon is not included. Specify Family member's name _____	\$75	\$75	\$ _____
Luncheon Ticket (July 10) One luncheon ticket is included in full registration. Registration fee for family members or students does not include a luncheon ticket	\$55	\$55	\$ _____
APPA Membership One year of individual membership. <input type="checkbox"/> New Member <input type="checkbox"/> Renewal	\$50	\$50	\$ _____ 61-16-00-1000-40200
Grand Total Enclosed			\$ _____ 61-16-00-2072-44010

Payment

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

Charge to: ☐ VISA ☐ MasterCard ☐ American Express

Card Number: _____

V code: _____ Expiration Date: _____
(3 digit code located in the signature line on the back of the card immediately following credit card number)

Signature: _____ Date: _____



Special Assistance

☐ Please list any special needs that you might require under the American Disabilities Act. Attach a written description of needs.

Confirmation/Refund Policy

A full refund, less a \$50 processing fee, is available until June, 15 2007. **No refunds are available after June 15.** In order to receive a refund, written requests must be sent to the APPA Institute, c/o The Council of State Governments, P.O. Box 11910, Lexington, KY 40578-1910 or faxed to (859) 244-8001. All requests for refunds must be postmarked or faxed by June 15.

Mail this form to:

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

or Fax to:

(859) 244-8001

or register online at www.appa-net.org

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

Job Jurisdiction

- ☐ Federal
- ☐ State
- ☐ County
- ☐ City
- ☐ Private firm/business
- ☐ Academic Institution
- ☐ Province
- ☐ Nonprofit organization
- ☐ Other _____

Primary Work Area

- ☐ Juvenile Probation & Parole
- ☐ Adult Probation & Parole
- ☐ Adult Probation
- ☐ Adult Parole
- ☐ Juvenile Probation
- ☐ Juvenile Parole/Aftercare
- ☐ Residential
- ☐ Non - Residential
- ☐ Treatment Provider
- ☐ Academia
- ☐ Other _____

Length of Experience in Corrections

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

Highest Level of Education

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

Geographical Area

- ☐ Urban (pop. over 50,000)
- ☐ Rural (pop. under 50,000)

Gender

- ☐ Male ☐ Female

Professional Category

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

Race/Ethnicity

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

Mark all Expenses that are Reimbursed

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

Mark Past Attendance at APPA Annual Institute

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

APPA Federal ID # 56-1150454



Is this your idea of data sharing?

Do you manually enter your cases? Is your office staff bogged down with time-consuming data entry?

Using JusticeBroker's JXDM XML-compliant technology, you receive vital information from other agencies electronically and directly import that information into your JustWare case management solution. Smaller stacks of paper around the office, fewer data entry errors, more timely information, more time to dedicate to important tasks, more...

It's time for a change.

Visit us today at justware.com/share and call us toll free at 1.877.587.8927 to arrange your online demonstration.



JustWare Probation, Parole & Pre-Trial Services™



AMERICAN PROBATION AND PAROLE ASSOCIATION
C/O THE COUNCIL OF STATE GOVERNMENTS
P.O. Box 11910
LEXINGTON, KY 40578-1910

NONPROFIT ORGANIZATION
U.S. POSTAGE
PAID
LEXINGTON, KY 40578
PERMIT No. 355