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## President's Message

Gary Hinzman

n my first Presidential Message, I want to begin by thanking Carl Wicklund and the incredible APPA staff for the exceptional work they do in managing the Association on a day to day basis. I know that the rest of you also appreciate the dedication this staff has given to our association. I would respectfully ask you to give them "a pat on the back" and a kind word next time you see them. Without our staff we would be very humbled.

We should also take time to pause and reflect upon our overwhelming success over the past two years and thank Mark Carey for the absolute outstanding leadership that he has provided. His goals and vision have been clear and his style has allowed for the participation and inclusion of all.

This is an organization that values the contributions of the membership. We are blessed to have the Executive Committee almost intact for the next two years. With that in mind, the Executive Committee will be very deliberate about making the transition into my term as president of APPA.

I sometimes think it is incredible how we have been cast together over the years, how we meet and work together and when we part and go our respective ways we take back the influence of all to help us grow in our professional lives and even individually. I will strive to allow APPA to be a place where people seeking knowledge and support have a place to interact with others who can become friends and mentors over the years. Often this interaction at APPA becomes a life changing experience.

"Building upon leadership" will be one of my priorities over the next two years and I will strive to build upon the work already in progress through the Synergistic Leadership Institute. There are many people associated with APPA to thank for the quality work that will make this leadership institute a success. I do not want to go too far down the list of those to thank for fear of not recognizing everyone's good work, but kudos to Dee Bell, Rocco Pozzi, Ray Wahl and Doug Dreke for coming up to plate. I know the list should be longer so let me just say "thank you" to all involved.

I also want to congratulate those APPA members who were selected to be the first participants of the Synergistic Leadership Institute. I want to thank their respective organizations for nominating and supporting them and I also want to thank those who stepped up to be coaches for the first class. This kind of volunteerism spells success. I will look forward to seeing this group complete the leadership institute in Las Vegas next summer.

I want to mention the new Presidential Advisory membership classification as another example of a leadership opportunity for the chiefs or directors of departments to get more fully involved in APPA individually and as a way for your agency to build leaders from within.

Another area of interest and focus for me will be "Corrections and Mental Health Issues." I intend to create a focus group of those who have worked with corrections and mental health issues to help guide our national discussion on this topic. As we have done in the past when focusing on other topics, I will ask for input on corrections/mental health at our APPA board meetings. Additionally, I will ask all APPA committees to be mindful of these issues as you discuss your specific topics of interest. I am certain that mental health issues cut across the grain of and touches all other issues.

While there are pockets of hope, I believe that our profession has an abysmal track record overall when dealing with offenders with mental health issues. It is my hope that during my term as president of APPA we will at least come to grips with this issue, recognize the long road ahead of us and develop an action plan for

Continued, next page

APPA to become a national champion, to join other organizations with similar concerns and set this nation on a road to recovery in our treatment of people with mental health needs.

A third area of emphasis for me will be building on our association and our individual capacity as probation agencies to "become more involved in international outreach." Tremendous work has already been done by pioneers such as Don Evans representing APPA and Dan Beto representing Sam Houston State but more needs to be considered. Much like many other associations that have a broad vision for developing international relationships and membership, I believe APPA should build momentum on the international scene. I will try to identify member agencies that will have the desire and the capacity to get involved in international exchange programs with partner countries. I will ask our international committee to help embrace that work. I believe our staff should have appropriate contacts at the United States Department of State to assist APPA in fulfilling this mission.

Lastly, I want to assure you that the tremendous volume of work that has been completed over the past years will not "slip under the table." I will ask Mark Carey, as past president of APPA, to continue to champion that work that has meant so much to us. Besides me, I will charge the executive committee and the staff of APPA to commit efforts to the follow-up. We will ask our membership to continue their commitment. As this term begins I will ask for more of the APPA membership to step-up, get involved and help APPA to get the job done.

I am excited about being president of the American Probation and Parole Association for the next two years. I am anxious to work with past leaders, seek their advice and ask them for their continued involvement that is so crucial to our future. I welcome the opportunity to work with a dedicated team of staff that we have at APPA. More than anything I am pleased to have the support of the APPA membership and the probation and parole officers across this country. Working together we will finish our current commitments, establish new goals and soar to new heights. Thank you for allowing me to serve as your association's president.

Best regards to the field,

Gary Hinzman, President

American Probation and Parole Association

"I will strive to allow APPA

to be a place where

people seeking knowledge

and support have a place

to interact with others who

can become friends and

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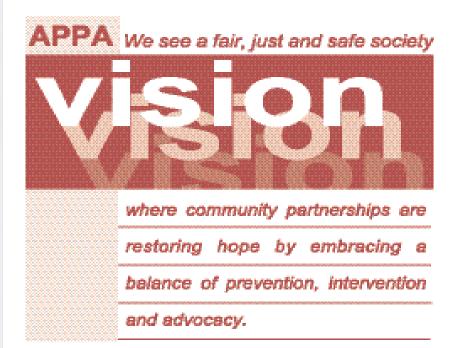
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# the journal of the American Probation and Parole Association ERSPECTIVES



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#### Instructions to Authors

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

Articles should be submitted in MS Word 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:

Spring 2008 Issue - November 11, 2007 • Summer 2008 Issue - February 17, 2008 • Fall 2008 Issue - May 20, 2008 • Winter 2009 Issue - August 21, 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

have a great deal to tell us.

by William Burrell

Welcome to the Fall issue of *Perspectives*. As you opened the issue, the first thing you came across was the President's Message from our new president, Gary Hinzman. We at *Perspectives* welcome him to the presidency of APPA and look forward to the next two years.

A good portion of our content in this issue addresses juveniles and their treatment in the justice system. Our lead article is by a group of juvenile probation officers involved with the Reclaiming Futures project funded by the Robert Wood Johnson Foundation. Despite some data that suggests a decline in the use of illegal drugs by youth, dealing with substance abusing juveniles continues to be a major responsibility of juvenile probation agencies and officers across the country. Whether addicted to or experimenting with legal or illegal drugs, youthful offenders continue their involvement with drugs and crime. Supervising these juveniles poses many challenges for juvenile probation, as the authors of this article demonstrate. The disparities between jurisdictions in terms of their view of juvenile substance abuse (harmless experimentation or the first step to addiction), goals for the system (punish or rehabilitate) and the level of resources available make each jurisdiction somewhat unique. But the experiences of the sites in the Reclaiming Futures project show that it is possible to make improvements. The bulk of the article is concerned with evidence-based strategies for success in supervising and treating juvenile substance abusers and I encourage you read them carefully. These are the "voices of juvenile probation" and they

The juvenile justice system in many locations still carries the imprint of the "get tough" era of the 1980s and 1990s. Frustrated legislators and policy makers devised increasing punitive laws and strategies to deal with the problem of juvenile crime. Many of these laws shifted juvenile offenders to the adult system, where they would not only be punished like adult offenders, they would be deprived of the treatment and services that

for almost a century characterized our treatment of juveniles. As we now know, punishment alone doesn't work as a long term strategy with adults. What would make us think it would work with juveniles? Ryan and Turner provide an excellent overview of the issue and describe a trend away from shifting juveniles to the adult system. The evidence suggests that all but the most serious and violent juvenile offenders should be retained in the juvenile justice system. Policy makers need to know the long term implications of the "get tough" policies.

In the Research Update, David Karp and Nicole DiMarzio summarize an article that explores the abuse of prescription drugs by college students. This demonstrates how fluid and dynamic the juvenile substance abuse picture is and how challenging it can be for probation and parole staff to keep up to date on the current drugs of choice. Just being able to monitor the use of prescription drugs with tests designed for more "traditional" drugs of abuse is a major challenge. The supervision of this "Generation Rx" will pose still new demands on community corrections.

Another component of the seemingly unending changes that confront probation and parole is examined by Stan Adelman in his article on the U.S. Supreme Court's decision in *Samson v. California*. As Professor Adelman notes, the Court seems to be continuing down a path that undermines the prior findings of the Court in the 1970s when it comes to due process rights of probationers and parolees, particularly with search and seizure. In *Samson*, the Court said that police need no reason to search a parolee other than the person's status as a parolee. Among other things, one has wonder what this could do to parolees working to succeed at reentry, when they can be stopped and searched just because they are on parole.

We hope you enjoy this issue of *Perspectives*, and that the articles inform, help and challenge you as you carry out your duties. As always, we welcome your comments, suggestions and feedback on this, your professional journal.

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

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by Joe Russo

#### Federal Initiatives Related to Community Corrections Technology

In this issue's update, I would like to provide a status report on two important activities going on at the national level that have significance to the APPA membership.

NIJ's Community Corrections Technology Working Group (TWG)

As mentioned in a previous Technology Update, the National Institute of Justice (NIJ) is the national focal point for the research and development of new technology to support the criminal

justice system. NIJ funds development of technologies to improve the safety and effectiveness of law enforcement and corrections professionals. In a nutshell, NIJ's research, development, testing and evaluation process consists of the following elements:

- Identification of the technology areas that NIJ should be exploring
- Planning a research program in the area of need
- Research and/or development of a prototype product

- Demonstration, testing and evaluation of the new technology
- Assistance to practitioners in the use of the new technology

NIJ established Technology Working Groups (TWG's) in a number of areas to provide practitioner input into this process. The Community Corrections TWG, which consists of several members of APPA's Technology Committee, has been meeting for two years now and I wanted to take this opportunity to share with the

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membership some of the current priorities that have identified and articulated to NIJ.

Technology to Locate, Track and Communicate the Whereabouts of Predatory Offenders in all Environments

Community corrections requires better location and tracking technologies to monitor and communicate the whereabouts of predatory and violent offenders in all environments within the community. Current location based systems do not perform to the requirements of public safety. For example, limitations include the inability of GPS systems to track when the subject is beyond the "sight" of the satellite system, including when he is indoors, underground or outdoors but the signals are blocked by structures or terrain; real-time or near-real-time notification of an offender's whereabouts are limited by the availability of cellular communications; cellular coverage can be spotty and is non-existent in some locations. Accurate, reliable continuous monitoring and communication of whereabouts in all environments is required.

## Development of Tethering Technologies

Many useful technologies to monitor offenders are not currently adaptable to community corrections uses because they rely on cooperative subjects. Research and development is needed in the area of the effective tethering of electronic devices to the offender. Solutions may include biometrics.

#### Automated Analysis of GPS-Generated Data

Community corrections needs technology that will help manage and analyze the vast amount of offender location data generated by location based systems that do not necessarily constitute a violation. Such technology would automate

the process of identifying patterns of behavior and anomalies in individual offender's behavior as well as correlate this data among groups of offenders so that potential problems can be identified and necessary action can be taken before a new crime occurs.

## Technology to Manage the Special Needs Offender

Community corrections needs technology to maintain contact with risky and difficult populations such as the mentally ill, developmentally disabled and juveniles which rely on structured supervision for program plan compliance. The technology required will provide a two-way case management and communication system that can be used by the officer to remind the offender of his appointments, medication schedule or any new requirements. For example, when an offender misses a scheduled appointment, the officer can use the technology to make instant contact with the offender and resolve any conflict or issue that may be arising or request to see the offender immediately. The system may also include biosensors to monitor offender status and medication levels, etc.

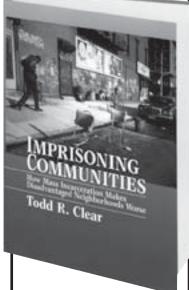
#### Continuous and Remote Monitoring of Offender Substance Use

Research and development is required that will lead to a non-invasive method of continuously monitoring an offender's substance use, both illegal and prescription. Technology should collect and measure samples throughout the day and record and transmit such data as results, levels, tamper indications, circumvention attempts and device removal.

Now that these requirements have been gathered and submitted to NIJ, the next step is for NIJ to prioritize all the requirements that come in from the various TWG technology areas. Following that, NIJ will create and release solicitations

Continued, next page

### New from Oxford



"This ambitious book is more than an indictment of the status quo. Clear also offers a compelling new vision for justice, one that would rebuild the same communities that have suffered such enormous harm. Anyone interested in crime policy should read this book."

—Jeremy Travis, John Jay College of Criminal Justice

\$35.00



"Their scholarly but accessible analysis makes a compelling case that the knowledge now exists to construct a national system for early intervention. Perhaps more important, Saving Children from a Life of Crime has the power to inspire in its readers the political will to make this ambitious vision a reality."

—Francis T. Cullen, University of Cincinnati

\$29.95



encouraging scientists and engineers to propose research and development projects to address these issues. These solicitations are typically released each year in the late fall. I draw your attention to this process for two reasons. First, I want to make practitioners aware of the top technology requirements that are being advanced on your behalf. Second, I want to make the vendor community aware of these requirements in the hopes that this information will help guide their development process.

#### Electronic Monitoring Resource Center

I am pleased to announce that the Electronic Monitoring Resource Center (EMRC) is now online. EMRC was developed by the National Law Enforcement & Corrections Technology Center's Rocky Mountain Region Office in response to the articulated requirement for a central source of quality, authoritative data and technical assistance on establishing, operating and evaluating electronic monitoring programs. EMRC was

launched in June and essentially is an online, searchable knowledge base for all things related to electronic monitoring. Staff has collected and uploaded hundreds of documents which are sorted in a variety of categories which include:

- "Legal Issues": documents pertaining to legal challenges, law suits, etc.
- "Legislation": information on both pending and enacted laws that reference the use of electronic monitoring technology.
- "News Articles": relevant and recent news items.
- "Procurement Help": past RFP's for electronic monitoring services; notice of awards of contracts and a list of current vendors.
- "Program Administration": documents pertaining to policies and procedures, response protocols and the like.
- "Research and Reports": legislative studies, university research and government funded publications such as the Offender Supervision with Electronic Technology: A Users Guide which was developed by APPA with

- funding from NIJ.
- "Technology": documents that relate to existing and emerging technologies in addition to some historical information on the origins of electronic monitoring.

EMRC also contains a discussion forum designed to allow users to interact with their colleagues on common issues.

EMRC is a secure, password protected environment. It was designed this way so that users can have a safe place to learn from each other and share information. As such, access to EMRC is strictly controlled. Only active, public safety personnel may participate. To learn more about EMRC and to apply for access, go online and visit www.emresourcecenter.nlectc.du.edu.

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

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



## APPA News

#### Update - Interstate Compact for Adult Offender Supervision

The common concern of states to control the movement of offenders across state lines created the need for the formation of the first interstate agreement for the supervision of probationers and parolees in 1937. This agreement, the Interstate Compact for the Supervision of Parolees and Probationers, was the sole authority for regulating the transfer of adult parole and probation supervision across state boundaries for almost 70 years.

Entering the 21st Century, with nearly five million offenders on parole and probation and over 250,000 transferring to from one state to another, the Compact was in need of significant revision. Through a partnership with the Council of State Governments and The National Institute of Corrections, the American Probation and Parole Association helped in the development and facilitation of a drafting team of state officials to design a new interstate compact that better reflected today's issues and provided for more flexibility in allowing for policy and practice adjustments in a rapidly changing environment. This new Interstate Compact for Adult Offender Supervision became effective when the 35th state enacted it in June 2002. Today all fifty states and U.S. territories of Washington, D.C., Puerto Rico and the Virgin Islands are members.

Because the American Probation and Parole Association is an association actively involved with probation, parole and community-based corrections, I believe it is essential that our members read, understand and abide by the Compact's rules and processes. The new Compact incorporates a national governing body called a Commission, which has the federal statutory authority to promulgate rules; enforce the authority of the Compact; and develop a modern data collection system that will facilitate electronic communication between states and the sharing of relative information with

victims and criminal justice agencies across the country. All personnel working in the criminal justice system must actively implement and enforce the rules of the Compact.

The American Probation and Parole Association would like to emphasize our continued support to the Compact. To that end, we have asked the Compact Commission to submit regular updates for inclusion in *Perspectives* and through the APPA electronic newsletter CC Headlines and more. The national office for the Compact is located in Lexington, Kentucky and can be contacted by phone at (859) 244-8008 or go to their website at www.interstatecompact.org.



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## APPA News

## Notice of Amendment to the APPA Constitution – Presidential Advisory Membership

As required by the APPA Constitution, this is official notification of a new membership category, Presidential Advisory Membership. The constitutional amendment to include this new membership category was voted on and approved at the general membership meeting held during the recent 32<sup>nd</sup> Annual Training Institute in Philadelphia, Pennsylvania. This amendment will be included in the Constitution under Article IV – Membership and will be listed as item h. Category 8 (Presidential Advisory Membership).

The Presidential Advisory Membership will be open to public or private agencies involved in the direct provision of services to individuals involved in the criminal or juvenile justice system and that have an interest in providing insights into issues germane to probation, parole and community corrections through APPA policy development, APPA leadership development and APPA succession planning. The annual fee for this membership category will be \$1,200.

#### Membership Purpose

The purpose of this category of membership is to gain top level administrative support for APPA by soliciting their involvement and the involvement of their agency. This assists APPA with new membership, leadership development and succession planning.

Benefits of the Presidential Advisory Membership

• Agency designates the department director or one deputy director to

- participate in the APPA president's council to meet directly with the APPA president and executive director of APPA. Meeting will be held during the APPA Institutes.
- Agency designates ten persons from its agency to receive individual membership in APPA.
- Agency designates its ten individual members to participate in their choice of APPA committees. No more than three members per agency may participate on any one committee.
- Agency will be consulted by the nominations committee for regional representative candidates; and in the event of a regional representative

- vacancy, the APPA president will consult with presidential members in that region.
- Agency has opportunities to host regional APPA training programs.
- Agency has opportunities to be involved in or host international exchange programs as they may become available.

For more information regarding the Presidential Advisory Membership, please contact Susan Frank at sfrank@csg.org or (859)244-8207. Further details on how to join this new membership category will be available on APPA's website at www.appanet.org in the coming months.



THE CONTAINMENT APPROACH FOR MANAGING SEXUAL OFFENDERS IN THE COMMUNITY: A PRACTITIONER'S GUIDE

By Charles F. Edeon, Robert G. Lundell & David R. Robinson & 2007

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## Spotlight on Safety

by Robert Thornton

#### Peak Performance in Force Conflicts

What leads to peak performance when probation, parole and community corrections officers are confronted with potential use-of-force situations? What leads to some officers being able to defuse a situation or identify warning signs and disengage from a potentially hostile situation, while others fail to see the warning signs or even make a bad situation worse?

While no studies have been conducted on issues relating specifically to community corrections staff, a recent study by Dr. Darrell Ross, chairman of the Department of Law Enforcement and Justice Administration at Western Illinois University reported 86 high-profile police-suspect confrontations which resulted in federal lawsuits being filed alleging excessive force and civil rights violations. The study sheds light on training that promotes appropriate use of force decisions (Lewinski, 2007.) His findings also disclose similar confrontation dynamics between high risk situations that police officers incur and those situations that have resulted in community corrections staff being feloniously killed and injured, as found in research done by Community Corrections Institute (CCI) and shared in APPA's Officer Safety Training programs.

For both police and community

corrections staff, confrontations unfold quickly and call for split-second decision making. Officers must "read" the situation and respond based upon certain cues and patterns that seem familiar from past training and experience. In many cases, police officers said they had mentally rehearsed being in the kind of situation they ended up in. This corresponds with "Crisis Rehearsal" concepts taught in APPA safety training which advocates "When/Then" thinking (i.e., "when 'X' happens I will respond by doing 'Y',) and mentally rehearsing positive ways of handling the situation.

Continued, next page

## Thank you sponsors!

The American Probation and Parole Association expresses its deepest gratitude to the following companies for their generous support of the APPA 32<sup>nd</sup> Annual Training Institute. Their contributions have truly 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!

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Another skill of police officers that responded appropriately to use-of-force situations was the ability to read body language and suspect behavior. More than half of the officers had received training in assessing a person's body language and were cognizant of gestures, positioning and hand actions that could signal a pending attack. As outlined in the APPA program "Dealing with Aggressive Behavior," performance is enhanced when PO's recognize the levels of aggressive behavior and choose appropriate verbal and non-verbal responses.

Other characteristics of successful performance as outlined by Dr. Ross were the ability to act decisively and articulate well, both at the time of the incident and in their reports afterwards. It is also interesting to note that the average tenure on the street for police officers was 11 years. Ross's study confirmed that experience contributes to performance but experience must also be coupled with continued training.

Decision-making training proved vital when we consider that Ross's research found 95 percent of the officers had less than two seconds to react when confronted with a deadly threat. This corresponds with CCI's study of parole and probation officers feloniously killed in the line of duty that found that the majority of situations that lead to the death of the officer began and ended within a period of three to five seconds.

To develop acute skills in force decisionmaking and delivery Ross suggests the following, based on his findings:

- Train with interactive scenarios that force you to recognize danger cues and human behavior patterns. Solve confrontational problems quickly and under stress.
- Be sure to include scenarios that involve transitional-force decision-making.
- · Obtain specialized training in mental imagery and body language.

APPA offers training specifically tailored for parole, probation and community corrections staff which involves scenario-

Fall 2007

based training as outlined above, through their Professional Development programs and the current Project Safe Neighborhoods Grant program. As Ross advocates, training should be frequent. It is up to both the officer and the agency to seek continued training opportunities and understand that training is not a one-shot endeavor. Remember, under stress, in a crisis, we will instinctively revert to the way we have been trained!

#### References

Lewinski. (2007). Force Science News: Transmission #75. Retrieved June 26, 2007 from www.forcesciencenews.com

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



Perspectives

#### American Probation and Parole Association Awards



APPA provides one of the few national awards programs where your peers acclaim your achievements in the community corrections profession. Today, everyone is struggling to excel in an environment of less time and fewer resources. Please share with APPA your stories of successful people and programs that have made a difference. The APPA nominations committee accepts nominations for awards twice each year. Awards will be presented at the APPA Winter and Annual Institutes. Recognize your peers and effective programming by submitting a nomination for these awards. For more information on APPA awards, call (859) 244-8196. These awards were presented at the 32nd Annual Training Institute in Philadelphia, PA, July 8-11, 2007

#### Scotia Knouff Line Officer of the Year Award



Thomas James McCoy, III Probation and Parole Officer III Louisiana Dept. of Public Safety and Corrections New Orleans, LA

Since 1997, Thomas J. McCoy has been employed by the Department of Public Safety and Corrections in New Orleans, Louisiana as a probation and parole officer. His previous experience includes law enforcement as a police officer as well as a military police officer while serving in the U.S. Marine Corps. Continuing his military service, he is currently a Petty Officer Second Class with the U.S. Naval Reserve. Mr. McCoy's dedication to his nation is mirrored in his work in community corrections. In the aftermath of Hurricane Katrina, Thomas McCoy composed a public service announcement and distributed it to nearly 25 stations to publicize new office locations to which offenders were to report. He followed that with an advertisement with this information that still periodically runs in the Times-Picayune. A 30 minute televised news report, distribution of information regarding sex offenders, setting up a radio interview for his supervisor, accessing information on job fairs and food assistance for offenders also number among Mr. McCoy's accomplishments after the storm. One of Officer McCoy's special interests is in helping offenders find employment and his work to set up job fairs, connect offenders with potential employers and publicize this issue makes him a tremendous asset not only to his department, but to the community as a whole.

#### Scotia Knouff Line Officer of the Year Award **Nominees**

#### **Paul Bailey**

Probation & Parole Officer III Oklahoma Dept. of Corrections Tulsa, OK

#### Connie Houston

Intensive Probation Officer Montgomery Co. Common Pleas Court Dayton, OH

#### Kirsten B. Mabry

Probation Officer Lake Co. Probation Services Division Tayares, FL

#### Burton Maroney

Senior U.S. Probation Officer U.S. Probation and Pretrial Services Tukwila, WA

#### Kelly T. Pesano

Senior Probation Officer Pima Co. Superior Court Adult Probation Dept. Tucson, AZ

#### Roger (Norm) Roush

Probation Officer Dutchess Co. Office of Probation & Community Corrections Poughkeepsie, NY

#### University of Cincinnati



#### Cynthia Burke, Ph.D.

Director, Criminal Justice Research Division San Diego Association of Governments San Diego, CA

Dr. Burke's research and work in the field of criminal and juvenile justice has received great reviews from many not only in San Diego, but nationally. She has been a researcher and project manager for several state and privately and federally funded research projects with such agencies as the Institute for Social Analysis and the National Crime Prevention Council as well as the county of San Diego. Dr. Burke completed her Ph.D. in experimental social psychology at the University of California at San Diego and is the author of dozens of research bulletins, technical reports and papers. In addition, she is a consultant for the National Institute of Justice (NIJ) and is a member of NIJ's Community Corrections Research Network. Her leadership, vision and commitment to supporting and building safe communities and healthy families set a standard for others to strive for and she demonstrates professionalism, compassion and dedication in all her work with adult and juvenile justice issues.

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#### **Call for Presenters**

American Probation and Parole Association 33rd Annual Training Institute Las Vegas, Nevada ● August 3-6, 2008

The American Probation and Parole Association is pleased to issue a call for presenters for the 33rd Annual Training Institute in Las Vegas. 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
- Staff Development/Training
- Juvenile Justice
- Victims

- Direct Supervision/Line Staff Issues
- Evidenced Based Practices
- Diversity
- Judicial
- Collaborative Effort
- Technology

- Intensive Workshops
- Federal Initiatives and Corporate Sponsors
- Leadership
- Offender Programs
- Restorative Justice
- 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:

Length of Workshop: Indicate session length.

- Workshop, 90 minutes (workshops held on Monday, August 4 and Tuesday, August 5)
- Intensive sessions, 4 to 8 hours (intensive sessions held on Sunday, August 3)

Workshop Title: A snappy title that catches the attention of participants and identifies the primary focus of the workshop.

**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).

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.

**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.

Resume or Vitae: Include brief resume or vitae of each faculty member.

Primary Contact: Submit name and complete contact information for person submitting workshop proposal.

Presentation summaries may be emailed by November 16, 2007, to mfard00@dcor.state.ga.us. Questions regarding submissions should be directed to the National Program Chair:

Denny McFarland

31 Lake Villa Drive

Roswell, Georgia, 30076

Phone: (404) 660-7172

Email: mfard00@dcor.state.ga.us

Workshop proposals should be received no later than November 16, 2007 and must be received in electronic format in order to be considered. Annual 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.

# American Probation and Parole Association Awards Recognize, Acknowledge and Celebrate...

APPA presents several prestigious awards that recognize your most distinguished professional achievements and allow you to share best practice ideas with your peers. Award nominations are accepted twice each year and are presented at the Annual and Winter Training Institutes.

Nominations are being accepted for the following awards to be presented at the 33rd Annual Training Institute in Las Vegas, Nevada - August 3-6, 2008:



#### Scotia Knouff Line Officer of the Year

The Scotia Knouff Line Officer of the Year Award is the most competitive and perhaps the most prestigious practitioner award offered by APPA. This award honors a probation, parole or community corrections officer who has performed assigned duties in an outstanding manner and/or made significant contributions to the probation, parole or community corrections profession at the local, regional or national level.



#### Walter Dunbar Memorial

This is the oldest APPA practitioner award. This award recognizes significant contributions by a practicing professional or a retired practitioner in the field of probation and/or parole, and is presented in honor of one of APPA's most distinguished colleagues, the late Walter Dunbar. Recipient must have a national presence and influence and have provided a significant contribution to APPA.



### APPA Member of the Year

The Member of the Year Award recognizes the work and energy of a worthy APPA member who has been a member of the association for at least one year. This award is presented to an individual member who has provided significant contributions to the organization through promotion of the vision and mission of APPA.



#### University of Cincinnati

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



#### Sam Houston State University

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



#### American Probation and Parole Association Awards



Supporting documentation is required for each nomination and is detailed below each award or group of awards. The supporting information should be submitted with the completed form on page 21.

The following awards will be presented at the 33rd Annual APPA Institute in Las Vegas, Nevada – August 3-6, 2008.

#### Scotia Knouff Line Officer of the Year Walter Dunbar Memorial University of Cincinnati Sam Houston State University

**Written Justification** – Description of justification and/or contributions the nominee has made that support the award, including the following:

- Education Date of degree(s) awarded; school(s) attended. Specify information for all universities attended including course work towards a degree.
- **Employment History** Current job title; location of employment; periods of employment (cover past 15 years of employment).
- Professional and Community Activities Identify memberships, offices held and awards received.

\*Note – A curriculum vitae or resume containing this information above may be substituted.

**Testimonials** – Two testimonials from a variety of different supporters from the profession, treatment services, law enforcement, victims, clients or the community, as appropriate for each award.

#### APPA Member of the Year

**Membership** – Indicate length of time nominee has been a member of APPA (must be at least one year).

**Justification** – Description of justification and/or contributions the nominee has made that supports the recommended award.



20 Perspectives

## American Probation and Parole Association Awards





Information on Award Nominee:  Award for whom this person/program is nominated								
					TitleAgency	Agency		
					Address			
City	_ State	_Zip						
Daytime phone ()	_ Fax ()	_						
Email								
Name of program/project or media project (if applicable) _								
Address (if different from above)								
City	_ State	_Zip						
Nomination Submitted By:								
Name								
Title								
Agency								
Address								
City	_ State	_Zip						
Daytime phone ()	_ Fax ()							
Email								
Name of program/project or media project (if applicable) _								
Address (if different from above)								
City	_ State	_Zip						

#### **Eligibility**

- 1. With the exception of the APPA Member of the Year Award, recipients of the APPA awards are not required to be a member
- 2. Members and non-members of APPA may submit multiple entries in each award category.
- 3. Nomination entry form and all supporting materials must be submitted by April 1, 2008.

#### **Award Recognition**

In an effort to give each recipient the recognition deserved for such outstanding work, APPA has divided the presentation schedule between the Annual and Winter Institutes. Nominations for awards presented at the 33rd Annual Institute are due by April 1, 2008.

#### Submit this form along with all supporting documentation by April 1, 2008, to:

APPA Award Nominations, American Probation and Parole Association, 2760 Research Park Drive, Lexington, KY 40511-8410, Fax: (859) 244-8001. Questions concerning APPA Awards may be directed to Diane Kincaid at (859) 244-8196 or dkincaid@csg.org.

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## 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 agencys 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!

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

New Report Highlights
the Impact of Trying,
Sentencing and
Incarcerating Youth
in the Adult Criminal
Justice System

Sometimes it takes just
One Case to change the course of
public opinion and national policy. On April
19, 1989, the rape of an investment banker in New
York's Central Park helped to create a new perception of
a rising national violent crime wave caused by the emergence of
young "superpredators." In 2002, DNA tests exonerated all five of the
teenagers convicted for the rape, and the emergence of a generation of
superpredators had failed to materialize.

In the meantime, nearly every state passed new laws to make it easier to try and sentence youth in the adult criminal justice system. The result has been a 208 percent increase since 1990 in the number of young people held in adult jails across the United States (Hartney, 2006). Each year, an estimated 200,000 young people – most accused of non-violent crimes – are tried as adults (Woolard, 2005).



Justice (CYFJ), a new national campaign to end the widespread practice of trying, sentencing and incarcerating youth under 18 years of age in the adult criminal justice system, released a report entitled, *The Consequences Aren't Minor: the Impact of Prosecuting Youth as Adults and Strategies for Reform.* The report profiles seven states; California, Connecticut, Florida, Illinois, North Carolina, Virginia and Wisconsin and is designed to inform policymakers about juvenile and criminal justice policies that have been adopted by states nationwide since the early 1990s. The report examines the trend in states to make it easier to try, sentence and incarcerate youth in the criminal justice system.

n March 21, 2007, the Campaign for Youth

## How Youth End Up in States' Adult Criminal Justice Systems

Since 1899, the "traditional" way for youth to enter the adult court was to be found "unfit" for rehabilitation by a juvenile court judge. Use of judicial transfer was limited and involved careful deliberation and hearings. Today, in most instances, decisions about prosecuting juveniles as adults are not made by a juvenile court judge – the people who are best positioned to review the facts and make neutral decisions.

Laws and legal terms in states vary, however, there are five categories of legal procedures that states use to make it easier to try, sentence and incarcerate youth in the adult criminal justice system (Sickmund, 2003). The effectiveness of a youth's lawyer can also determine whether a youth is prosecuted as an adult.

Age of Juvenile Court Jurisdiction laws determine the age of adulthood for criminal justice purposes. They effectively remove certain age groups from the juvenile court control for all infractions, whether violent or non-violent and place them within the adult court jurisdiction. Several states place youth who are younger than 18 years old under the adult court's jurisdiction.

Transfer and Waiver Provisions allow young people to be prosecuted in adult courts if they are accused of committing certain crimes. A variety of mechanisms exist by which a youth can be transferred to adult court. Most states have transfer provisions, but they vary in how much authority they allow judges and prosecutors to exercise.

- Judicial Waivers grant authority to juvenile court judges, under certain circumstances, to waive juvenile court jurisdiction and transfer the cases to criminal court. Under these laws, cases originate in juvenile court.
- Prosecutorial Waivers grant prosecutors discretion to file cases against young people in either juvenile or adult court. In approximately 15 states, discretion and authority to send youth to adult court has been delegated to prosecutors (Snyder & Sickmund, 2006).

 Reverse Waivers allow youth whose cases are being prosecuted in adult court to be transferred back down to the juvenile court system under certain circumstances.

**Statutory or Legislative Exclusion** laws require particular types of cases to originate in criminal rather then juvenile court. Most states have statutes that mandate the transfer of youth to adult court if they are charged with certain crimes.

"Once an Adult, Always an Adult" laws require youth who have been tried as adults to be prosecuted automatically in adult courts for any subsequent offenses. Most states have "Once an Adult, Always an Adult" laws.

**Blended Sentencing** laws allow juvenile or adult courts to choose between juvenile and adult correctional sanctions in sentencing certain youth. Courts often will combine juvenile sentences with suspended adult sentences. This allows the youth to remain in the juvenile justice system as long as they are well-behaved.

#### The Consequences Aren't Minor

Youth tried as adults face the same punishments as adults. They can be placed in adult jails pre- and post-trial, sentenced to serve time in adult prisons or be placed on adult probation with few to no rehabilitative services. Youth also are subject to the same sentencing guidelines as adults and may receive mandatory minimum sentences or life without parole. The only sentence that youth cannot receive is the death penalty.

Most Youth Who Are Tried as Adults Are Charged With Non-violent Offenses: Most of the youth who enter the adult court are charged with non-violent offenses. Of the youth who serve time in adult prisons nationwide, seven out of ten are convicted of violent offenses.

Placement of Youth in Adult Jails is Increasing – 208 Percent Since 1990: Currently, 40 states permit or require that youth charged as adults be placed pre-trial in an adult jail and in some states they may be required to serve their entire sentence in an adult jail (Goemann, 2007). According to the National Council on Crime and Delinquency, since 1990 the incarceration of youth in adult jails has increased 208 percent (Harney, 2006). On any given day, more than 7,000 young people are held in adult jails (Harney, 2006). This figure is likely much higher as it does not account for the turnover in adult jails (Harney, 2006).

A Significant Portion of Youth Detained Pre-Trial in Adult Jails are Not Convicted as Adults: In Youth Crime Adult Time: Is Justice Served?, the report examines important outcomes resulting from cases transferred from juvenile to adult court. The study finds that in nearly one-third of the 18 jurisdictions in the study, less than half of the youth were convicted (Juszkiewicz, 2000). These findings raise concerns about the appropriateness of housing in adult jails a significant portion of youth, a great

many of which are likely to have their cases dismissed, reduced to misdemeanors or transferred back to juvenile court.

These Policies Create Barriers to Employment and Education: Youth who have been convicted as adults face life-long barriers to education and employment. The Higher Education Act of 1998 (P.L. 105-244) makes youth who are convicted of drugrelated offenses ineligible for any grants, loans or work assistance programs. States do not have the authority to circumvent this federal requirement. No other class of offense, including violent offenses, sex offenses, repeat offenses or alcohol-related offenses, results in the automatic denial of federal financial aid eligibility. In January 2006, the law "was modified to restrict its applicability to applicants who were in school and receiving federal Title IV aid when they committed their drug offenses."

Title VII of the federal Civil Rights Act does protect individuals from the denial of employment by certain employers because of arrests that do not lead to conviction unless there is a "business justification" or because of a criminal conviction unless there is a "business necessity." However, states, rather than the federal government, set most policies and legal standards governing the employment of individuals with criminal records. Where standards do not provide otherwise, employers are permitted to deny jobs "to anyone who has been convicted of a crime or a certain category of crime, without considering the circumstances of the offense, its relevance to the job, the amount of time that has elapsed, the job being sought, evidence of rehabilitation or the 'business necessity' for barring the applicant, in potential violation of EEOC guidelines." (Legal Action Center, 2004).

#### **Justification for Change**

Although intended to strengthen public safety by deterring youth crime, current research does not show that 1990s "get tough" solutions - such as treating under 18 youth as adults prevent youth from committing crime. In response to the public health concerns associated with violence committed by youth in the United States, the Task Force on Community Preventive Services, a task force supported by the Centers for Disease Control and Prevention (CDC), found strong evidence that youth who have been previously tried as adults are more likely to commit additional violent crimes. The weight of evidence shows that youth who are transferred from the juvenile court system to the adult criminal system are approximately 34 percent more likely than youth retained in the juvenile court system to be re-arrested for violent offenses or other crime. Furthermore, the Task Force found insufficient evidence to justify assertions that trying youth as adults prevents youth from committing crimes in the first place. "Overall, the Task Force recommends against laws or policies facilitating the transfer of juveniles from the juvenile justice to the adult judicial system for the purpose of reducing violence," the review states. (McGowan, et al, 2007).

New research also indicates that rehabilitative programs,

including ones that treat serious, chronic and violent offenders in the juvenile justice system, reduce juvenile crime, while other societal benefits simply cannot be calculated in dollars and cents. A 2002 report funded and published by the U.S. Department of Justice found that "youth who receive sanctions and rehabilitation in Florida's juvenile justice system have a lower rate of recidivism than their counterparts who are transferred to adult criminal court." The report also argued that "when the youth recidivate, those transferred to the adult system committed more felony offenses." (Florida Department of Juvenile Justice, 2002).

Research also shows that youth housed with adults are 50 percent more likely to be assaulted with a weapon than are youth housed with other youth (Fagan, Forst, & Viona, 1989). Unfortunately, research also shows that youth housed in adult institutions are at least seven times more likely to commit suicide than are youth housed in juvenile facilities (Flaherty, 1980).

Regardless of the research, many policymakers are naturally concerned that proposals to reform national and state-level criminal and juvenile justice policy will not stand up to public scrutiny. However, the results of a poll of likely voters released in February 2007 by the National Council on Crime and Delinquency (Krisberg & Marchionna, 2007.) indicate that a clear majority of voters:

- Believe that putting youth under age 18 in adult correctional facilities make them more likely to commit future crime (72 percent of those surveyed).
- Think that the decision to transfer youth to the adult court should be made by a juvenile court judge (72 percent of those surveyed).
- Feel that the decision to transfer youth to the adult court should be made on a case-by-case basis (92 percent of those surveyed).
- Disagree that incarcerating youth in adult facilities teaches young people to stop committing crime (69 percent of those surveyed disagreed that incarcerating youth in adult facilities teaches them a lesson and deters them from committing future crimes).
- Think that spending on rehabilitative services and treatment for youth will save tax dollars in the long run (80 percent of those surveyed).

Supported by prominent national, state and local organizations, many juvenile and adult detention, jail and correctional administrators, probation officials, state legislators and juvenile and adult court judges throughout the country believe that it is time to reconsider state and national approaches to youth crime.

#### **Opportunities to Affect Change**

**State-Level:** While most states permit the pretrial detention of children being tried as adults in adult facilities, only ten states (AL, CT, DE, FL, HI, LA, MD, NH, OK, and WI) mandate it. Of those

ten states, only two mandated it for particular groups of transferred children. Of the 39 states that permit detention in adult jails, more than half (20) require some type of protections for children detained in adult jails, often requiring that they be separated by sight and sound from adult prisoners (Goemann, 2007). A number of states have already begun to re-examine their state statutes and in some cases, have implemented policy changes.

## CFYJ's report makes policy recommendations specific to each state it profiles, including:

- Increasing the age of juvenile court jurisdiction to 18 years old
- Eliminating the placement of youth in adult detention facilities
- Providing waiver/transfer to adult court by judicial waiver only.
- Redirecting resources to expand developmentally appropriate and evidence-based treatment and services for youth in the juvenile justice system as an alternative to the adult criminal justice system.
- Investing in quality and effective legal counsel for youth.

**Federal-Level:** Under the Juvenile Justice and Delinquency Prevention Act (JJDPA), all states and jurisdictions must comply with core protections for juvenile offenders. Since the JJDPA only applies to youth in the juvenile justice system, each year, hundreds of thousands of youth enter the adult criminal justice system and do not benefit from JJDPA's protections due to the loophole.

Due to be reauthorized in 2007, federal policymakers should consider amending the Juvenile Justice and Delinquency Prevention Act (JJDPA) in 2007 by:

- Imposing a federal ban on placement of young people in adult jails and prisons.
- Strengthening the federal "Disproportionate Minority Contact" provision by requiring states to invest federal and state resources in effective approaches to reducing racial disparities in the justice system.
- Making significant improvements in the juvenile justice system by investing in programs that are developmentally appropriate and evidence-based, through the JJDPA and other federal programs.

#### CFYJ recommends that federal policymakers should also:

- Invest in and undertake significant data collection efforts on the impact of prosecuting youth as adults.
- Commit to visit youth regularly in adult jails and prisons and hold public hearings on an ongoing basis to ensure that the youth and families most affected by these policies are involved in policy development.
- Share this information with your local, state and federal representatives.

- Convent forums on the impact of trying, sentencing and incarcerating youth in the adult criminal justice system.
- Share the report with other probation and parole professionals and people involved in community-based corrections.

For more information, contact the Campaign for Youth Justice at (202) 558-3580 or visit their website at www. campaignforyouthjustice.org.

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## cers Call For a New Response to Teen Drug endency

cross the nation, communities struggle to face the challenge of a growing number of young people who are involved in the juvenile justice system and have alcohol and/or drug problems. Studies indicate that nearly 60 percent of youth in the justice system were under the influence of alcohol or drugs at the time of their arrest (NIJ, 2003). Of youth who need substance abuse treatment, less than 10 percent ever receive it (Dennis et al., 2002).

Teen drug use, absent other criminal behavior, is by itself a public health concern. But across the country, the juvenile justice system has become the default entry point into treatment for alcohol and drug involved youth, due to a combination of "tough on crime" approaches to drug use, waiting lists for community-based treatment and other factors.

This unofficial mandate strains the mission and resources of juvenile justice agencies. Public safety is the primary goal of the juvenile justice system in general and juvenile probation in particular. But different jurisdictions have pursued different strategies to manage the behavior of drug involved teens, depending on the prevailing values and philosophies in their communities. Some communities emphasize treatment and rehabilitation, others emphasize deterrence and punishment.

The results of these strategies are clear. Although many policy makers and opinion leaders insist that punishment deters juvenile crime and communities may have a desire for retribution, punishment for the sake of retribution has no treatment effect on young people. Simply satisfying a community's desire for payback is of questionable long-term value, at best. In fact, criminology research indicates that traditional punishments alone

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may actually *increase* recidivism (Howell, 2003).

In turn, other communities have begun to incorporate proven and appropriate treatment and other evidence-based practices into the supervision of youthful offenders. These strategies are aimed at protecting public safety by reducing the factors in a young person's life that put him or her at greater risk of reoffending, while building on strengths that lessen those risks.

In addition, many jurisdictions are recognizing that a youth's motivation to begin and sustain change can be influenced by the application of graduated rewards and consequences that are tied to his or her behavior. From this perspective, the justice system is not responsible only for dispensing sanctions; it is also responsible for providing positive incentives that can be a catalyst for further positive changes in a young person's life.

Finally, some communities have instituted restorative justice approaches that are designed to deliver a broader range of positive outcomes rather than simply preventing a delinquent youth from reoffending. Under the restorative justice model, interventions should also address the harm done to victims, develop the skills, competencies and resiliency of youthful offenders and foster accountability to the larger community on the part of all parties involved in the justice system.

#### Reclaiming Futures: Ten Communities Use A New Strategy To Address Teen Substance Use And Crime

Recognizing the difficult challenges that jurisdictions are facing in grappling with teen drug and alcohol use, in 2002, the Robert Wood Johnson Foundation launched Reclaiming Futures, a major initiative to improve treatment outcomes for youth with drug and alcohol problems in the justice system. The goal of Reclaiming Futures' system reforms is to ensure that drug and alcohol involved young people receive effective treatment, overcome their dependence on alcohol and other drugs and become contributing members of their communities.

At the same time, these system reforms are also intended to make our communities safer from juvenile crime by reclaiming the lives of alcohol and drug-involved teens and keeping them from becoming further involved in crime. The ten Reclaiming Futures sites are: Anchorage, AK; Chicago, IL; Dayton, OH; Marquette, MI; Portland, OR; Rosebud, SD; Santa Cruz, CA; Seattle, WA; Southeastern Kentucky; and the state of New Hampshire.

According to a 2006 Urban Institute evaluation, coordination of substance abuse treatment in the juvenile justice system has improved significantly across the ten communities that are piloting Reclaiming Futures. Some of the systemic indicators that

have shown promise at the reform sites are:

- Improved drug and alcohol assessments, treatment effectiveness and access to services.
- Increased family involvement in helping youth turn their lives around.
- Increased participation in positive social activities in the community among delinquent youth (Urban Institute, 2006).

## Why the Reclaiming Futures System Reform is Needed

Silos: Lack Of Cross-agency Collaboration

Over many years, the juvenile justice system has become the default system for teens in need of substance abuse treatment. In part, this results from public attitudes toward substance use that stigmatize teens who have drug and alcohol problems and from legislative mandates that rely on punishment as a primary response to adolescent drug use and crime.

Budget cuts and restrictive federal funding laws have also limited the funds available for certain types of treatment services, thus reducing the availability of community-based treatment for youth in their neighborhoods. As a result, the first time that many drug involved teens find an opportunity to receive treatment is after they are in the juvenile justice system. While the juvenile justice system finds itself more responsible for drug involved youth, many jurisdictions have struggled to integrate drug and alcohol treatment providers, see beyond traditional roles and procedures and develop new ways of collaborating that better serve youth, families and the community.

"Systems integration" and "systems of care" have become common terms in the lexicon of youth-serving professionals. Many communities bring together representatives from multiple disciplines including mental health, drug and alcohol services, schools, probation and so forth to make planning and policy decisions, as well as to manage direct services. A hallmark of this movement has been the greater coordination of services for teens and their families.

Unfortunately, the fact is that it is difficult to nurture healthy collaborative relationships. Collaboration is time consuming and sometimes requires a major investment of energy, fiscal resources and political will to resolve problems. As a result, too few communities have well developed systems of care. Even those with such systems of care face daily complications in their efforts to share decision-making, information, staff and other agency resources.

#### Lack Of Adolescent-Specific Treatment Capacity

It is not uncommon for a juvenile justice system to lack the effective integration of substance abuse treatment services for justice involved young people. This can be a function of more than poor collaboration or wait lists due to limited treatment beds.

Many communities face a dearth of treatment providers, which is all too often associated with funding problems. But it can also result from a lack of treatment programs that address the unique developmental needs of alcohol and drug involved teens, along with programs that are competent in tailoring treatment to address issues related to gender, culture and sexual orientation.

Most of the communities that are involved in Reclaiming Futures reported that the prevailing model for adolescent substance abuse treatment in their communities developed out of treatment approaches that were traditionally used with adults. These communities often had some treatment resources that were steeped in the Twelve Step approach and treatment models that were abstinence based. As these communities developed under Reclaiming Futures, it became apparent that an exclusively Twelve Step approach was inadequate to meet the developmental needs of the young people they were serving. For example, some treatment providers questioned whether teens ever really "bottom out," a necessary precondition of recovery in Twelve Step influenced programs.

Because teens tend to focus their attention on the immediate present and near future, it can be difficult for them to acknowledge their lack of control over their lives and substance use. Therefore, under these circumstances, it was not unusual for a young person in treatment to learn to say "what the grown-ups want to

#### DEANNA'S STORY

Deanna was a fifteen-year-old girl charged with Possession of Marijuana at Reclaiming Futures' Southeastern Kentucky site. When she appeared in court, the community mental health liaison did a CRAFFT screen at the courthouse. It showed no significant issue. The mental health worker recommended a drug education program, which Deanna completed. She is doing well.

hear," while not internalizing treatment and benefiting from it. In this context, the limited degree to which young people engaged in treatment and made progress under this adult-based treatment philosophy has led juvenile justice professionals to question whether treatment works, further limiting the ability of treatment programs to work effectively with the justice system.

#### Disincentives To Family Involvement

The juvenile justice system can be adversarial in nature. This fact creates problems that discourage family involvement in the system's efforts to address adolescent drug involvement and delinquency. Perhaps more significantly, insensitivity and inflexibility in the attitudes of justice system practitioners also impede family participation.

There are many practical reasons why this occurs: scheduling of court hearings during daytime hours, the length and complexity of the process and the limited decision-making authority held by parents all test a family's engagement and participation. The more serious the charges against their child, the more likely that parents will feel threatened and humiliated, often resulting in hostility and distrust for juvenile probation officers. Under these conditions, it is very difficult for families to see themselves as partners with the system in helping their child navigate through the expectations of the court.

In cases involving drugs, parents frequently report feeling judged. These stressors make it hard for a parent or family member to relate honestly with system professionals. These conditions are compounded in systems that hold to the belief that drug involvement is primarily a criminal activity and prioritize punitive responses over treatment.

In addition, families may misunderstand the dual function of the probation officer: to help a young person address his or her behavioral problems and to report probation violations and further criminal behavior to the court. Without this understanding, the young person and the family may have unrealistic expectations of the probation officer or negative and counterproductive attitudes that can prevent them from cooperating with juvenile justice officials.

Some jurisdictions work diligently to overcome these issues, but even these communities may encounter problems in their efforts to improve family involvement when it comes to including extended family members or nontraditional caretakers or guardians.

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Jurisdictions may also find it hard to deliver services that are culturally competent, often falling short in the availability of multilingual staff, printed materials that are in a family's language of origin and treatment services that align with a family's culture (e.g., providing faith-based or holistic approaches).

Even in systems that have addressed the issues mentioned above, challenges persist. Families with limited resources may lack adequate transportation, which can be a major impediment to their inclusion, especially in rural areas where they must travel long and arduous distances to participate. A family's personal finances may also be stressed by lost days of work, the cost of services ordered by the court, making payments on behalf of their children or reimbursing alternative treatment providers.

Finally, we acknowledge that some families are so challenged and need such intensive levels of intervention that they cannot actively participate in their child's case without addressing their own issues first. In light of these issues and others, it is easy to see how families place questionable trust in justice professionals and partner agencies and why many families have limited involvement in supporting the management of a youth's case.

#### Lack Of Community Involvement

Another area where the juvenile justice system in many jurisdictions is open to critique lies in its failure to involve community members in the process of rehabilitating youth. Kate Kraft, senior advisor at the Robert Wood Johnson Foundation, has said that alcohol and drug involved teens "need help in building a life that interferes with their use of alcohol and drugs."

Although juvenile justice systems across the country seem to recognize this, few have been able to sustain a rich resource of community involvement. Issues of confidentiality, potential liability, parental consent and volunteer recruitment and training are secondary to the philosophical struggles that many justice agencies face.

If the community has turned its juvenile delinquency issues over to the formal juvenile justice system, how, then, can the community be considered a legitimate asset in the treatment of delinquent youth? It can be difficult for adults to bond with teens involved in the juvenile justice system because of the way these young people have learned to act tough. Too few communities have thriving Court Appointed Special Advocate (CASA) Programs that provide volunteer advocates to represent a child's interests in court proceedings – for the delinquent population.

Volunteers often prefer to work with younger children, who are perceived as more personable and enjoyable to be with than alcohol and drug involved adolescents.

For policy makers, this makes it easier to funnel precious resources in the support of these programs, rather than provide comparable funding to mentoring programs that serve substance using teenagers in the juvenile justice system. A stigmatizing bias is that alcohol and drug using young people are a danger to the community, a bias that persists among many juvenile justice practitioners and is regularly conveyed to communities. The fact that substance involved teens often use drugs and alcohol to retreat from years of traumatic abuse is lost among stories of youthful offenders who "steal to support their habits." As a result, delinquent youth are frequently seen by the public primarily as perpetrators, not as children who have been victims themselves.

#### The Reclaiming Futures Model of System Reform: More Treatment, Better Treatment and Beyond Treatment

The goal of Reclaiming Futures is to improve the delivery of alcohol and drug abuse treatment to adolescents by promoting:

- More treatment for young people.
- Better treatment and related services that address the specific needs of adolescents.
- Greater access to services beyond treatment, including prosocial community supports like mentors.

Most communities recognize that adolescent alcohol and drug use is a serious problem. Yet few communities have fully embraced this challenge in a comprehensive and community wide manner, apart from relegating the job of tackling it to law enforcement and the juvenile justice and treatment systems with their traditionally fragmented and uncoordinated responses. By contrast, the Reclaiming Futures initiative is designed to show communities that they have ownership of young people's problems and can take active roles in helping teens reclaim their lives from alcohol, drugs and crime.

How does the Reclaiming Futures model of system reform promote more and better treatment for alcohol and drug involved teens? At its core, this initiative is based on a six phase model of treatment engagement that is designed to deliver individually tailored responses to alcohol and drug involved youth who are in the justice system.

#### Alcohol and Drug Abuse Screening

Each young person who enters the juvenile justice system at the Reclaiming Futures site is screened for drug and alcohol problems using a validated screening tool. These screening instruments identify teens that may have serious drug and alcohol problems and need a more comprehensive follow-up assessment.

Screening tools used at Reclaiming Futures sites include

- **CRAFFT:** a brief questionnaire that is designed to flag young people who have potentially serious drug and alcohol problems. (CRAFFT is an acronym derived from key words in each of the screen's six questions.)
- GAIN Q: a screening tool used in conjunction with the GAIN (Global Appraisal of Individual Needs), an in-depth behavioral health assessment tool. Use of GAIN is frequently required in federal substance abuse grants.
- MAYSI-2 (Massachusetts Youth Screening Inventory, Second Version): a questionnaire developed for juvenile justice populations that screens for potential substance abuse, emotional and behavioral problems.

#### Alcohol and Drug Abuse Assessment

An assessment tool is used to determine the severity of a youth's drug use and other problems. At Reclaiming Futures sites, this information is then used to develop a treatment intervention and service plan that is shared among the agencies working with the teen. Examples of alcohol and drug abuse assessments that are being used at Reclaiming Futures sites include:

- GAIN: a comprehensive assessment that measures the severity of symptoms in eight areas of life including drug use, mental health problems, physical health and at-risk behaviors. Use of GAIN is frequently required in federal substance abuse grants. GAIN is used to assess youth at the Chicago, New Hampshire, Portland, Santa Cruz, Seattle and Southeastern Kentucky Reclaiming Futures sites.
- **SOQIC** (Solutions for Ohio's Quality Improvement and Compliance): an assessment tool developed by Ohio and mandated for use in counties that are conducting behavioral health assessments. The Dayton Reclaiming Futures site uses SOQIC.

#### TRAVIS' STORY

Travis was a sixteen-year-old who came to a Kentucky court's attention because he was using cannabis and he was missing more days of school than he was attending. When he did attend school, he was often angry and irritable. He lost his temper at school but never tried to hurt anyone. His situation at home was complicated because his father was "huffing" a variety of inhalants. Travis was assigned a service coordinator who included a school representative and both of Travis' parents on his service team. The coordinator was able to negotiate agreements with the parents and with the school that calmed the situation and Travis completed his school year successfully.

#### Service Coordination

Once a delinquent teen is assessed as having a drug abuse problem, a team of professionals, called a service team works to develop a plan to address the young person's drug use and other issues that threaten his or her ability to become a successful community member.

 In Santa Cruz County, the Wraparound Family Solutions Program combines professionals from the mental health department, alcohol and drug services, probation, community-based providers and school officials on child and family service teams. These professionals are invited by the family to participate and formal confidentiality agreements are made at the onset of service.

#### Prompt access to treatment

Teens who are involved in drugs often have a very narrow window in which they are open to treatment. At Reclaiming Futures sites, the goal is to ensure that youth see a treatment provider within two weeks of the assessment.

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#### Promoting Treatment Engagement

Once an initial contact is made with a treatment provider, Reclaiming Futures sites make sure that the youth is engaged in treatment within thirty days of his or her assessment. Additionally, the longer a young person is engaged in treatment, the better his or her chances of success. Treatment programs at Reclaiming Futures sites use evidence-based interventions, such as cognitive behavioral strategies, to keep youth engaged in treatment.

Examples of cognitive-behavioral curricula include the Cannabis Youth Treatment (CYT) series, the Seven Challenges series and Motivational Interviewing. CYT includes drug education, social skills development, family education, intensive family therapy and a component that promotes success on community supervision; at present this curriculum is specifically addressed to cannabis and alcohol use. Seven Challenges has a series of workbooks that address readiness to change and explore many more drugs of abuse, as well as the thinking errors and decisions made along the stages of change. Drug screening can be used as a measure of treatment engagement and progress. Positive screens can indicate the need for more frequent contact with the young person's treatment program or more intensive levels of service.

#### Community Support

At Reclaiming Futures sites, the community is an essential component in a youth's success. Community members serve as mentors, teach skills and involve teens in positive social activities that reconnect them to their communities, which helps them become productive members of society.

#### Natural Helpers in Dayton

In Montgomery County, the Reclaiming Futures Natural Helper program is successfully involving the community in the lives of Reclaiming Futures youth. First, program staff conducted a survey that showed that community members supported treatment for delinquent youth and that many respondents wanted to volunteer to work with them. Excited by these findings, staff recruited, interviewed and matched concerned natural helpers who want to support young people who are without supportive and prosocial adults in their lives. These natural helpers provide a listening ear, a shoulder to cry on and a connection with what most people regard as "normal" life, taking young people outside the world of alcohol and drug use and delinquency. As our sites strengthened and better coordinated our efforts to address teen substance use and delinquency, we learned similar lessons on our way to system reform.

#### Practical Solutions: How Juvenile Justice Systems Can Improve Treatment for Delinquent Youth

#### Funding: Making The Most Of Limited Resources

A constant challenge nearly all jurisdictions face is to secure funding for programs to meet the growing needs of the youth and families we serve. Whether a juvenile justice agency is county or state run, fiscal concerns are usually a major obstacle in starting new initiatives. Most systems are set up in such a way that funds must be spent in a specific manner, such as federal programs with strictly defined uses and reporting guidelines. Funding constraints also discourage collaboration by creating an environment in which agencies may worry about "turf" and distrust the other team members' goals.

One approach is to establish "blended funding". Blending combines funds from multiple agencies and provides an opportunity to meet the ever expanding needs within the community with greater flexibility. For example, blended funds could allow front-line staff to establish comprehensive treatment plans across multiple treatment agencies or to provide support for services that are ineligible for categorical funding programs. This will require the heads of multiple agencies to sit down and discuss how programs can use these funds in a more streamlined manner.

## Organizational Dynamics: Overcoming Resistance To Change

Across the country, juvenile justice agencies are moving to adopt evidence-based practices and integrate methods that support strength-based and restorative justice approaches. This transformation in practices requires that juvenile justice professionals remain open to change in an environment of continuous evolution.

Although most individuals can reiterate the oft-spoken adage that "change is constant and inevitable," many staff still have difficulty with this concept. Philosophical and programmatic improvements can occur slowly within the lumbering bureaucracies of county or state governments—for this reason, juvenile justice staff may have developed an expectation that changes in the way their organization does business will be introduced in small increments and at a slow pace.

In addition, resistant staff may have learned patience, believing they could outlast new reform initiatives until they were abandoned or reversed with a change in political or administrative leadership. Some of the strategies that Reclaiming Futures sites

have used to enhance staff receptivity to system reform are:

- Promote resiliency in staff
- Welcome staff involvement
- Provide training that supports change
- Communicate

#### Seattle Supports Treatment Programs through Training

Training has enabled service providers in Seattle to provide Multisystemic Therapy, Functional Family Therapy or Aggression Replacement Training to medium and high-risk youth on community supervision. Seattle developed a training and technical assistance guide entitled "Guidebook to Elements of Successful Programs." The manual helps agencies rate themselves on their ability to deliver services that integrate research-based strategies that are shown to reduce juvenile crime and violence.

#### Collaboration: Bridging Organizational Differences

When multiple agencies come to the table, who will do what is an inevitable concern. Each agency comes with its own agenda, as well as a mission statement that drives the work they do and the treatment modalities they use. This does not always allow for a seamless delivery of services to the teens and families with whom we work. Many times collaborative efforts are hampered not only by organizational differences, but also by personality conflicts among professionals. Technological incompatibilities often result in barriers to collaboration. Reclaiming Futures sites are addressing these impediments:

- *Use service teams to put collaboration into daily practice*. When multidisciplinary service teams come together, they not only increase their effectiveness in treating young people, they also create opportunities to educate each other about their programs, learn about the limitations of their partners and gain appreciation for each others' roles.
- Get buy-in from senior management and line staff. The support of agency administrators for the Reclaiming Futures model and the service team approach is crucial to the success of these partnerships. Administrators must be committed to solving problems promptly and to providing staff with sufficient resources and ample time to make the initiative work. Administrators must also possess the patience and vision to withstand the discomfort of growing pains in the development of the system reform process.
- Reduce administrative burdens. Project design at local Reclaiming Futures sites partially focused on finding ways to assist partner agencies in completing their specific treatment-focused tasks, whether that meant sharing case management duties, having a simple intake or referral document for multiple agencies, working with other community members or natural helpers to provide positive social or vocational opportunities for teens or helping involved agencies collect the same data for evaluation purposes.
- Share information. Collaborative efforts can also be improved through the development of a shared management information system for partner agencies. Member agencies can significantly reduce communication barriers

#### DAVID'S STORY

David was a seventeen-yearold who had been in detention for multiple charges including Burglary, Public Intoxication and Possession of Illegal Substances in Kentucky. After the Reclaiming Futures Project started, he again entered detention but finally received a substance abuse screen done by the detention staff. Since his screen was elevated, he was referred to the Reclaiming Futures Project. The Mental Health Center staff saw him in detention and did an assessment, which showed him to be at high risk for substance abuse. David was assigned a case manager. While he was waiting for his court date, the case manager and detention staff arranged for him to take his GED, which he passed. At court, the case manager recommended that David go into a short-term residential drug treatment program, which the judge ordered. At that program, David started the Seven Challenges series. When he went home, he continued Seven Challenges with a therapist at the local mental health center. David and his case manager worked on a college application and arranged for him to take an entrance exam at the same time. He was accepted at college and started school six months later. He completed his treatment program, is doing well, and keeps in contact with his case manager on a regular basis.

#### COVER STORY



when they share access to data and have opportunities to contribute to it.

#### Participation Changes Manager's Mind in Anchorage

In Anchorage, the regional juvenile probation manager initially did not see the value of a treatment-oriented approach to juvenile delinquency, like the model offered through Reclaiming Futures. The probation manager expressed her opinion that delinquent juveniles were offered too many chances already and that the role of probation officers was to focus solely on juvenile offender accountability—not treatment. Members of Anchorage's Reclaiming Futures leadership team met with the manager on an individual basis and as a group. The manager agreed to attend the Executive Committee meetings and she was asked to participate in the design of the local project. By opening a dialogue, Reclaiming Futures team members gave the manager a venue in which she could express her concerns and have those concerns adequately addressed. Over time, the manager relaxed her objections and became supportive of the project.

#### Anchorage Shares Web-Based Information

Anchorage has been actively working to construct a shared web-based database for the Reclaiming Futures clients. The new system is now almost complete. This system will be real-time and continuously updated for each youth. Users will sign-in and be given access to information within the database (and the ability to enter data) based on their assigned security level. The database is currently designed to collect data related to client demographics, treatment engagement and progress and information for evaluation purposes. In addition, the system has a note field in which service team members can add narrative information about a youth's progress, discuss any problems and schedule service team meetings. When any member creates a posting in the note field, an automatic e-mail is distributed to other service team members to notify them that a new entry is available. Other members can then go to the website to access the information.

#### Caseload and Workload Issues

Collaboration can be a challenging endeavor for line staff in the juvenile justice field. For some, collaboration suggests that they are giving up control of their cases and this can be threatening. In addition, juvenile justice and treatment program staff often have high caseloads, which can affect the ability of some to adopt new initiatives willingly—especially if it requires an accompanying increase in their workload.

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These professionals are subject to short deadlines, many mandatory priorities, heavy paperwork or data entry burdens and frequent demands to respond to crises. Participating in service team meetings and establishing regular communication with outside agencies can seem like overwhelming requirements to add to an already overloaded work life.

Reclaiming Futures sites have used a number of strategies to address these challenges:

- Make administrative changes to resolve workload issues.
   Some sites have assigned specific personnel to specialize in Reclaiming Futures cases, ensured that front-line clerical or administrative support exists and readjusted priorities to allow the procedural changes associated with Reclaiming Futures sufficient time to become successful.
- Explain expectations clearly and early. Staff training on the Reclaiming Futures model acknowledged that initially workload requirements would increase and prepared staff for this change. As the effective use of service teams and collaboration brought a corresponding increase in the success of youth in substance abuse treatment, staff began to recognize the rewards of the model. Sites also expanded training and other professional support programs.
- Relieve the burden of "go it alone" case management. Effective communication within a collaboration enables partners to define what the group is hoping to accomplish and what roles each person will play. The multiple points of view within an adolescent's service team and family allows the team members to use their expertise to help solve issues, without any one person feeling responsible for all the tasks. This can help relieve the overwhelming feeling among case managers or juvenile probation officers that they alone are responsible for piecing back together a teen's life.

#### Chicago Coaches Collaboration

When Chicago probation officers expressed the need for additional training and coaching in the wraparound process, site managers hired an experienced facilitator to work with them to coordinate and facilitate team meetings and to develop both case and crisis plans. By modeling ways to improve service coordination, the facilitator helps probation officers and treatment providers improve their skills. This coaching method develops staff competency for long-term effectiveness and cultivates internal experts who can then model the process to their peers.

36 Perspectives

#### Engaging Youth, Family and the Community

In the Reclaiming Futures model, engaging the youth, family and community is crucial for success. Just as juvenile justice and agency professionals need to buy into and support this model, so do the family members, the young person in treatment and the community in which the teen resides.

- Offer treatment incentives for youth. Engaging the young person in the treatment process can occur through offering legal incentives to resolve the criminal offenses that brought them into contact with the juvenile justice system— such as deferred prosecution, pending the outcome of treatment. Teens may also be motivated by incentives provided during the treatment process (such as movie passes, gift certificates or food coupons) or through a point system that may shorten or alter treatment requirements.
- Involve families. In the Reclaiming Futures model, families are also enlisted as partners in the youth's change process. Under traditional approaches, the assumption is that the case manager knows what the families need. But in practice, this attitude makes the job of probation officers and case workers much more difficult and limits their ability to incorporate a family's strengths. Instead, the Reclaiming Futures model assumes that families need to have a voice at the table—they are the ones experiencing the crisis, and they are likely to have insights into what may work for their child. At Reclaiming Futures sites, family members contribute by providing encouragement and incentives for their children. These same family members are also engaged in tangible ways in the treatment process. At various sites, this has included providing a natural helper for the family, assistance with transportation or childcare and scheduling team meetings at convenient times for family members.

#### Santa Cruz Reclaiming Futures Site Connects with Families

In the Santa Cruz Wraparound Program, the service planning is directed by the family. No services are applied that the family does not request. Service teams include extended family members, other significant adults and positive peers in the youth's life. This provides opportunities for nontraditional assistance, like relocating a family from a gang-infested environment or helping with the repair of a family vehicle. These service teams meet with families at the family's convenience and this support routinely involves evening availability. This program structure is supported by a Family Engagement Work Group, which is comprised of families who have helped their children navigate the justice system. This work group provides input and advice in program planning processes.

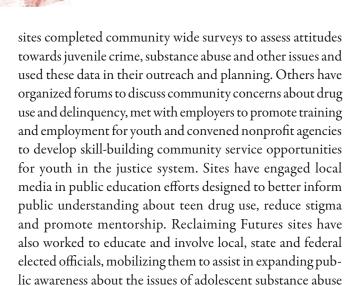
In the Reclaiming Futures model, community members play important roles in helping young people become successful. Community perceptions and attitudes have a direct impact on how supported a teen feels at home in his or her neighborhood, at school and at work. The community can also be a source of support for troubled youth and families. Reclaiming Futures sites have made it an integral part of their system reform efforts to engage the community at multiple levels:

Educate the community. All Reclaiming Futures sites have worked, in one way
or another, to educate the community about teen alcohol and drug use. Some

#### TIFFINEY'S STORY

Portland Reclaiming Futures program created a Family Advocate position to work with teens facing felony drug charges who were being diverted from probation. The Family Advocate works with young people and their families to break down barriers to treatment and help youth become successful on their own. This position has produced dramatic results. Tiffiney, a Reclaiming Futures graduate who is now successfully working and attending college, credits Abbey, her Family Advocate, for helping her through some of the most difficult times in her recovery. A Methamphetamine addict at fifteen, Tiffiney had already failed at treatment once when she was assigned to Abbey's caseload. Abbey mentored Tiffiney for over a year and provided a positive role model and support. She took Tiffiney shopping, helped her find a church, got her enrolled in college and supported her when she encountered previous friends who were still using drugs. Tiffiney told lawmakers about the difference Abbey made in her life at a congressional briefing in Washington in 2006.

#### COVER STORY



#### "When You Were 15" Campaign Raises Awareness in Portland

and developing more effective community responses.

In Portland, Reclaiming Futures launched "When You Were 15," an innovative public education campaign designed to inform the community about adolescent drug use and the need for more adults to mentor justice system involved teens. Through the campaign, community members were invited to share stories about the challenges they faced at age fifteen, the average age of a youth in the Multnomah County juvenile system. These stories were collected on the campaign web site (www.whenyouwere15.org) and published in a book. Story authors included nationally known rock musician Art Alexakis, a Portland city council member, the school superintendent, police chief and other prominent community members, as well as teens in the juvenile justice system. A series of public readings, writing workshops, public service announcements on local radio stations and advertisements, along with substantial coverage in the local media, spread the word about the need for mentors for delinquent teens."

#### Mentors are "4Cs" in Seattle

In Seattle, community involvement with justice involved teens has been greatly enhanced through the development and implementation of the 4Cs—Clergy, Community, Children/Youth Coalition Mentor Program. A research-based mentoring model designed specifically to meet the needs of this population, the program was established in partnership with a coalition of faith communities dedicated to serving African-American teens. Mentors serving as positive role models are recruited from the same communities within which young people reside.

• Develop prosocial opportunities for youth. At Reclaiming

Futures sites, community members have acted as mentors, offered positive social and vocational opportunities, provided job and career training and given material incentives for teens and their families. Developing prosocial supports for delinquent youth is not always easy. Youth in the justice system tend to be seen as the cause of trouble, making volunteers reluctant to work with them. Mentoring agencies tend to focus on younger children, because it is easier to recruit volunteers to mentor them. Providing opportunities for a young person to give back to the community can help encourage community members to give their time to work with youth. Group volunteer opportunities—where adults work together with teens in a group project—can help volunteers become more comfortable working in one-on-one interactions later. Enlisting judges and the influence they wield in the community may also help engage community partners and leverage prosocial opportunities for youth.

# Promoting Use of Promising and Evidence-Based Practices

The introduction of research-tested, evidence-based practice has been a relatively recent development in the juvenile justice field. Knowledge about evidence-based adolescent treatment model's is even more cutting edge. Traditionally, judges and juvenile probation staff assumed that when youth were sent to treatment providers, they received treatment interventions that were suitable to youth.

That assumption was usually not accurate, as most treatment approaches have been based on adult models, which are not as effective for teens. Since the juvenile justice system is a major broker in getting teens into treatment, the justice field has a significant responsibility for ensuring that youth receive developmentally appropriate intervention services and it has substantial leverage to make this happen.

Get what you pay for. Juvenile justice agencies at Reclaiming
Futures sites have worked with treatment providers to
develop adolescent specific treatment strategies and to ensure
that jurisdictions are purchasing evidence-based treatment
services for delinquent youth. For example, Portland
requires treatment providers to demonstrate their ability to
deliver evidence based services for delinquent youth in their
competitive contracting process.

#### Sharing Evidence-Based Practices across New Hampshire

Reclaiming Futures New Hampshire has played an important role in the adoption of evidence-based treatment approaches

across the state. In 2003, Reclaiming Futures offered an initial training in the Global Appraisal of Needs (GAIN), an evidence-based assessment tool. This small training led private clinicians to begin to use GAIN for assessment. As a result, juvenile drug courts across the state have adopted GAIN as their standard of care. In addition, the success of Reclaiming Futures has encouraged New Hampshire to adopt evidence-based treatment models across the state. The effectiveness of these models is being evaluated using data collected from GAIN. Efforts are underway to require more providers to adopt evidence-based treatment approaches with adolescents. Future state funding may be tied to the use of these treatment strategies. Reclaiming Futures played an instrumental role in introducing these practices and has supported the development of a training infrastructure to ensure the continued use of these models.

#### Measuring Results

From the beginning of any system change effort, it is important to show results and, one hopes, success. Many system and program changes have failed because of the inability to measure and report results accurately. Long-term sustainability of any system reform effort demands the ability to document and report the positive impact of system changes. Juvenile justice systems traditionally have been slow to adopt relevant evaluation methods to demonstrate successes with juveniles. To demonstrate to the community and to skeptical stakeholders that system changes are achieving desired outcomes, robust evaluation methods must be in place from the beginning to document the outcomes achieved by the change initiative. In addition to considering the methods they use for collecting and evaluating data, agencies also need to consider what they are measuring. Evaluation data must include more than recidivism statistics if they are to measure the impact of strength-based services and restorative justice strategies.

Just as important as demonstrating success, evaluating results also enables agencies to remain dynamic and responsive to changing needs and circumstances.

• Evaluate and communicate results. Creating effective evaluation methods has been a priority at all the Reclaiming Futures sites. We are gathering both quantitative and qualitative data including traditional treatment statistics such as duration of treatment and participant success. Sites also examine the specific components that contributed to that success or lack of success, such as measuring the length of time between release from custody and the start of treatment. Other methods used to obtain and communicate evaluative

information include: exit interviews with juveniles and their families at the conclusion of treatment; comprehensive periodic assessments of the treatment and referral process by service team members and partner agencies; and report cards that grade system results and are submitted to communities and the media on a regular basis.

# Sharing Information and Protecting Confidentiality

A critical question that must be resolved at the beginning of any system change initiative involving multiple partner agencies is how agencies will share information about teens in treatment while protecting their confidentiality. Each agency has policies and procedures in place, consistent with federal, state and local laws or regulations, that govern the communication of confidential records. Sometimes these procedures can cause misunderstanding and miscommunication and create unnecessary hurdles to collaboration.

- Put interagency agreements in writing. At the Reclaiming
  Futures sites, member agencies often addressed potential
  barriers to information sharing in writing. Carefully
  constructed Release of Information (ROI) forms that address
  the requirements of the various agencies are currently used
  at many sites. Additional specialized ROIs are employed
  to share data for research or to allow redisclosure to youthserving agencies outside the immediate partnership.
- Share youth stories. Empowering young people to tell their own stories about changes that have occurred in their lives has been a powerful way to communicate the impact of the Reclaiming Futures model. Many staff has expressed concern about youth self-disclosing drug use and treatment experiences or about violating confidentiality laws. In response, Reclaiming Futures sites have found ways to tell positive stories of adolescent treatment success using signed releases to allow sites to share information with others and by taking steps to ensure that youth who are willing to share their stories have a safe environment in which to do so, such as speaking to groups anonymously or at locations outside their immediate community.

In the context of prosocial activities, some sites mix Reclaiming Futures participants with other teens to take the spotlight off them and ensure that their involvement in treatment is not inadvertently disclosed by the very nature of the event. Some sites have established a youth board to gain ideas from teens themselves on how to promote participant success and how to negotiate these complex ethical issues.

#### COVER STORY



#### Institutionalizing System Reform

As with any new initiative, it is never too early to begin strategizing how to sustain the model over the long term. Local Reclaiming Futures sites have been encouraged to use long-term planning to ensure that we institutionalize the Reclaiming Futures model. Because the Reclaiming Futures model requires changes in the collaborative philosophy and global visions of the participating agencies, leaders need to weave this underlying vision into the fabric of their organizations. Simply mandating changes in business practices does not create or sustain change: front-line juvenile justice professionals must embrace the vision of the Reclaiming Futures model and its evolution in practice as much, or more, than the agency administrators.

- Sustain leadership support. The support for changes in juvenile justice practice on the scale of the Reclaiming Futures model requires strong leadership within and across agencies that serve youth. It requires leadership from the top down and from the bottom up. Obviously, implementing change is easier with the support of agency administrators. Juvenile justice agency administrators are subject to many pressures that affect their ongoing ability to support system change. At Reclaiming Futures sites, agency leaders recognized that the model would bring changes that could enhance services provided to families and constitute an efficient use of already limited resources. Communicating these benefits to judges, system partners, political leaders, community members and line staff is essential to maintaining the political support necessary to sustain system change. In turn, managers who are directly responsible for implementing Reclaiming Futures have kept their administrators fully informed about the project and the duties, tasks and services to be provided by the agency as a member of the collaborative. Without this consistent information flow, commitment to any change initiative on the part of agency leadership can erode due to inattention and distraction from other demands.
- Sustain line staff support. The juvenile justice professional on the line is the person who makes any system change a reality. At Reclaiming Futures sites, agencies have developed many ways to motivate and encourage staff to adopt changes. One way to do this is to make sure staff—across all agencies in the collaboration are knowledgeable about the model and current in their understanding of promising practices. Sites have funded ongoing training and adjusted training priorities to emphasize evidence-based practice models. Sites also offer training on an ongoing basis to take into account staff changes and to share more advanced materials as the use of the model

evolves. Collaborative training across agencies also saves money in individual agency training budgets and improves cross agency understanding. Juvenile justice practitioners have also been trained to use resources currently available in manual or curriculum format, such as the Seven Challenges program and the Cannabis Youth Treatment series. These research-based models are offered as part of intervention efforts for teens with substance use issues at some of the Reclaiming Futures sites.

#### A Foundation for System Reform in Kentucky

The Reclaiming Futures initiative prompted the Kentucky Department of Juvenile Justice (DJJ) to examine how it handled substance use by probated and committed youth. Over several years DJJ examined what it did to screen, assess and treat youth. Committees met and developed a working plan to change the approach of the department and the new plan was implemented starting in July 2006. This plan instituted new screening requirements and changed staff responsibilities to reflect the system changes brought about by the Reclaiming Futures initiative.

#### Recommendations for Juvenile Justice Practitioners

We recommend that jurisdictions across the nation take the following ten steps to break the cycle of teen substance use and crime. These recommendations are based on our collective experience at the ten Reclaiming Futures sites over the past five years. They address both the nuts and bolts of probation practice, as well as larger policy, funding, and legislative issues.

Whether you are a probation officer, an agency administrator or a policy maker, we encourage you to share these ideas with your colleagues, your agency directors and community leaders and to ask for their support to make these changes happen. Although this is not an exhaustive list, we believe that the implementation of these recommendations are necessary to the full implementation of the Reclaiming Futures model, its long-term success and the more effective operation of our juvenile justice systems.

## Ensure that youth get screening, assessment and treatment for substance abuse.

Given the high percentage of teens that enter the juvenile justice system with alcohol and drug abuse problems, it is imperative for the justice system to have a system for identifying drug involved young people and referring them for appropriate treatment.

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Collaborate with other agencies to ensure that youth receive needed treatment and other services that will improve their chances of success.

Juvenile justice professionals must partner with mental health providers, alcohol and drug treatment professionals, school administrators and community partners to give the teens they supervise the best chance to succeed. This also means making resources available to partner agencies—even in the most difficult budget times. Such funding collaborations can mean survival for vitally needed community treatment programs and they have given rise to many new and innovative approaches that support systemic reforms and strengthen local collaborations.

# Know the services available in your community and which of them are most appropriate for each individual youth.

Since the juvenile justice system is the primary gateway to treatment services for drug involved youth in most communities, justice system staff must be knowledgeable about the services to which they are referring young people. This knowledge ensures that they can arrange for the most effective, individualized treatment for each young person they are assigned.

# Tailor interventions based on the strengths, risks and needs of youth.

Teenagers vary considerably in both their progression through adolescent development relative to their age and peers. For justice system and treatment interventions to be effective, this range of developmental capacity must be acknowledged and taken into account.

# Support staff in continuing professional learning about effective substance abuse interventions.

For the juvenile justice system to take advantage of emerging evidence-based practices, practitioners need better and continually updated training to be informed about substance abuse treatment, the language and techniques used by the treatment field and how to work with treatment programs.

# Promote fidelity to evidence-based practices in the juvenile justice field by developing a staff that is skilled, knowledgeable and able to apply them.

To ensure that evidence-based programs are implemented properly, juvenile justice agencies need to hire and promote staff whom are capable of administering them with fidelity, trained about advances in the field on an ongoing basis and have the time and resources to implement evidence-based programs properly.

Promote greater flexibility in funding to support family advocacy, wraparound services and mentoring to better involve families.

To comprehensively address the problems teens face, policy makers should dedicate funds for family advocacy, mentoring and other wraparound services, which are not adequately supported under current funding streams and grant programs.

## Collect and share data in ways that meet cross-agency needs.

To work well together, agencies need to agree on what data they will collect and how they will share it. To do this, jurisdictions need to develop data systems that can accommodate input and access across collaborating agencies.

#### Adopt a system of graduated responses.

Graduated responses provide juvenile probation officers and judges with both incentives and consequences they can use to address probation violations or encourage positive behavior. This complements the Reclaiming Futures model because it reinforces treatment engagement and supports a teen's emerging strengths.

#### Educate communities about juvenile justice outcomes.

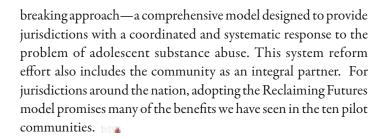
Success for a teen in the juvenile justice system can be considered in many ways, including academic progress, restitution payment and decreased use of alcohol and drugs, employment and skills acquisition and improved family functioning. It is important for the justice system to capture data on these outcomes and make it available to the public, in addition to traditionally reported data on re-offense rates.

#### Conclusion

Each of the preceding recommendations supports the effective operation of the juvenile justice system in general and the Reclaiming Futures model. Although these recommendations foster better conditions to improve the chances of success for alcohol and drug involved and delinquent youth, they are not in themselves the Reclaiming Futures model.

Along with the changes described above, juvenile justice leaders should consider implementing Reclaiming Futures' specific six-point strategy to provide better treatment, for substance dependent youth. Reclaiming Futures is a ground-

#### COVER STORY



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# Some Further REFLECTIONS BELLECTIONS On Samson v. California: Standing Morrissey v. Brewer on its Head?

Last year, the U.S. Supreme Court ruled in the case of *Samson v. California*,126 S. Ct. 2193 (2006),<sup>1</sup> that the Fourth Amendment does not prohibit a police officer who knows that an individual is on parole from conducting a suspicionless search of that parolee. The term "suspicionless search" in this context means a search that is conducted without a warrant, and is not based on probable cause or even any particular individualized suspicion at all that the parolee is breaking the law or violating the conditions of parole.

In his recent *Perspectives* article, "Suspicionless Searches in Probation and Parole in Light of *Samson v. California*," Professor Marc Harrold provides a very helpful analysis of the history underlying the Fourth Amendment prohibition against unreasonable searches and seizures, and of the status of parolees on the "continuum" of government-imposed restrictions on personal liberty. The Fourth Amendment, Harrold explains, is rooted in the notion that citizens "whilst quiet" should be free from unwarranted searches and intrusions into their liberty by government agents. The Harrold article also notes the distinction drawn by the Supreme Court in the *Samson* decision between the liberty of parolees and that of probationers: "Parolees have

fewer expectations of privacy than probationers, because parole is more akin to imprisonment than probation is to imprisonment." 126 S. Ct. at 2198.

My purpose in adding these further reflections to Professor Harrold's insights is to point out the fundamental "disconnect" between the *Samson* decision (and its distinction between parolees and probationers for Fourth Amendment purposes) and the Supreme Court's landmark decision in *Morrissey v. Brewer*, 408 U.S. 472 (1972) requiring that due process be provided before parole is revoked and its follow-up decision in *Gagnon v. Scarpelli*, 411 U.S. 778 (1973) reaching the same result for probationers.

Both *Morrissey* and *Gagnon* acknowledged that the liberty of parolees and probationers, although subject to limitations and conditions and to revocation for serious rule infractions, is sufficiently akin to the liberty enjoyed by free world citizens so that it is protected by the Due Process Clause of the Fourteenth Amendment. Prior to *Samson*, it had been generally accepted that despite what the Supreme Court identified in *Gagnon* as "minor differences between probation and parole," 411 U.S. at 782, n. 3, they are constitutionally equivalent, occupying an

"intermediate" status between the unqualified liberty of free citizens and the extremely regimented and restricted "24/7" custody status of prisoners. The *Morrissey* decision also rejected the notion that for constitutional purposes, parolees are to be considered the same as prisoners: "Though the State properly subjects a parolee to many restrictions not applicable to other citizens, his condition is very different from that of confinement in prison." 408 U.S. at 482.

The Samson decision now complicates the constitutional comparison between probation and parole, acknowledging that they are equivalent statuses for *Due Process purposes*, but finding parolees "more akin" to prisoners than probationers for Fourth Amendment search and seizure purposes. Therefore, parolees, like prisoners, may be searched by law enforcement officers without a warrant, probable cause, or even some lesser degree of individualized suspicion.

The dissenting Justices and this author find the Samson court majority's analogy of parolees to prisoners for Fourth Amendment purposes to be logically and constitutionally questionable. The majority opinion, authored by Justice Thomas, purports to stop short of equating parolees with prisoners "for the purpose of concluding that parolees, like prisoners, have no Fourth "amendment rights." Yet, if parolees may be searched by police without any degree of suspicion other than the knowledge that they are on parole, how, one may ask, are parolees regarded as anything but prisoners out on the street? The dissenting opinion of Justice Stevens, in contrast, observes that the reasons for denying virtually any Fourth Amendment rights to prisoners "institutional needs be the safety of inmates and guards, >internal order, and sanitation . . . manifestly do not apply to parolees." 126 S. Ct. at 2206.<sup>4</sup> The dissent notes further that only a very small number of states besides California allow police to search parolees without any degree of individualized cause or suspicion.

In a footnote, the Samson majority opinion attempts to distinguish its conclusion that parolees are not protected by the Fourth Amendment against suspicionless searches from Morrissey v. Brewer's previous conclusion that parolees are protected by the Due Process Clause against arbitrary or erroneous revocation decisions: "The liberty interest at issue in Morrissey is the Fourteenth Amendment Due Process right to a hearing before revocation of parole invokes wholly different analysis than the search at issue here." 126 S. Ct. at 2198, n. 2. Yet, applying the helpful historical concept discussed in the Harrold article that the Fourth Amendment is intended to protect against unlimited searches of citizens "whilst quiet" the Due Process concern with fairness in the revocation process and the Fourth Amendment's concern with protecting against suspicionless searches do not seem not all that different in the final analysis.

The *Morrissey* decision, in fact, is based on this very "whilst quiet" concept with respect to parolees, recognizing the "implicit notion that the parolee is entitled to retain his liberty as long as he substantially abides by the conditions of his parole." 408 U.S. at 479. Although a good argument can be made that parolees and probationers, who have been duly convicted of crimes against society, are not the kinds of "whilst quiet" citizens whom the Fourth Amendment is intended to protect<sup>5</sup>, it still seems illogical and inconsistent to provide constitutional protection under the Due Process Clause against arbitrary parole revocation, but not under the Fourth Amendment against arbitrary police searches. Just as *Morrissey* has proven over time not to be the burden and impediment to effective parole supervision that some had initially feared, police are long used to operating under Fourth Amendment limitations on their search and seizure powers.

Samson is the latest of three Supreme Court decisions that have successively narrowed the Fourth Amendment rights of probationers and parolees almost to the vanishing point and, correspondingly, enlarged the powers of police, probation and parole officers to search them virtually without limitation. The Court held in Griffin v. Wisconsin, 484 U.S. 868 (1987), that given the need to enforce the conditions of supervision, probation officers may search probationers and their property without first obtaining a search warrant and without having probable cause. Then, five years before the Samson decision, the Supreme Court held in U.S. v. Knights, 534 U.S. 112 (2001), that police need not have probable cause before searching persons they know to be on probation.

The *Knights* decision held that a "reasonable suspicion" that a probationer is violating the conditions of probation was a sufficient basis for police to search a probationer, but left open the question whether probationers may be searched by police for no reason at all beyond the simple fact that they are known to be on probation. In *Samson*, the Supreme Court has now answered that question in the affirmative as to *parolees*, but in language that indicates parolees have fewer rights than probationers and therefore leaves open at least the possibility that the Court might in some future case answer the same question in the negative as to *probationers*. Only time will tell.

Knights was a unanimous decision, grounded in the notion that probationers are more prone to violate the law than average citizens and that in order for the state to effectively detect and deter violations of probation and commission of new crimes by probationers, they should have less Fourth Amendment protection against search and seizure than free citizens do. Read together, the Griffin and Knights decisions enable probation and parole officers to perform routine monitoring functions of supervision such as inspecting parolees' dwelling places and having them empty their pockets, roll up their sleeves and submit urine samples without the hindrance of a warrant or probable

cause requirement and empower police to intervene effectively where probationers or parolees are suspected of committing new crimes.

In Samson, a divided Supreme Court has now removed virtually all<sup>6</sup> Fourth Amendment protection from parolees by authorizing police to search them for no reason at all. As suggested above, this decision seems fundamentally inconsistent with the long-accepted rationale of Morrissey v. Brewer that parolees, although their rights are considerably less than those of free citizens, are not totally beyond the pale of our Nation's constitution.

Did the Supreme Court decide *Samson* incorrectly? The question is almost irrelevant. The Supreme Court's constitutional function is to define the extent to which the Constitution protects all citizens, including prisoners, parolees and probationers. Their decisions have the binding force of law. But as the old saying goes, the Justices of the Supreme Court do not sit on the court of last resort because they are infallible; they are infallible because they sit on the court of last resort.

#### **Endnotes**

- <sup>1</sup> Samson was decided June 19, 2006 by a vote of 6 to 3. Justice Clarence Thomas wrote the majority opinion, and Justice John Paul Stevens wrote the dissenting opinion for the minority.
  - $^{\rm 2}$  Perspectives, v. 31, No. 1, Spring 2007.
  - 3 126 S. Ct. at 2198, n. 2.
- <sup>4</sup> In a 5-4 decision in the case of *Hudson v. Palmer*, 468 U.S. 517 (1984), the Supreme Court had held that in view of prison officials' overwhelming interest in maintaining institutional security by deterring and detecting the possession of weapons and other contraband, prisoners have no legitimate expectation of privacy in the contents of their cell and therefore they have no protection under the Fourth Amendment against suspicionless cell shakedowns. The Stevens dissent in *Samson* concludes that other state interests (i.e., deterring and detecting parole violations) "may warrant certain intrusions into a parolee's privacy, but *Hudson*'s rationale cannot be mapped blindly" into the situation of suspicionless police searches of parolees.
- <sup>5</sup> Professor Harrold makes this argument in his article, and as any experienced PO can attest, there may be individual "quiet" parolees who do not present supervision problems but there is no such thing as an entire "whilst quiet" caseload!
- <sup>6</sup> I say "virtually all" rather than "absolutely all" because a search that is uncommonly intrusive in the parole setting (as opposed to a search in a prison), such as a suspicionless strip or body cavity search of a parolee, might still be challenged on Fourth Amendment, or even Eighth Amendment (cruel and unusual punishment) grounds, even after Samson.

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"Although a good argument can be made that parolees and probationers, who have been duly convicted of crimes against society, are not the kinds of "whilst quiet" citizens whom the Fourth Amendment is intended to protect, it still seems illogical and inconsistent to provide constitutional protection under the Due Process Clause against arbitrary parole revocation, but not under the Fourth Amendment against arbitrary police searches."



Where it all Happens

All Institute activities will take place at the Hyatt Regency Phoenix at Civic Plaza Hotel and Phoenix Convention Center. This recently renovated hotel boasts contemporary art deco flair. A wide assortment of eateries are available including the Compass Restaurant, Arizona's only rooftop revolving dining experience. Another notable attraction is the nice weather in Phoenix. The average daytime temperature in February is in the low 70's - a great escape from the doldrums of winter. APPA has secured special lodging rates at the Hyatt Regency Phoenix at Civic Plaza Hotel. Government employees are eligible for the government rate of \$159 single/double occupancy (Government ID required at check in). Non-government rate is \$169 per night single/double occupancy. A non-refundable deposit is required by January 7, 2008 in order to confirm your reservations. Deadline to make reservations is January 14, 2008.

The hotel will begin accepting reservations on October 1, 2007. A nominal fee is included in the lodging rate for convention center costs.

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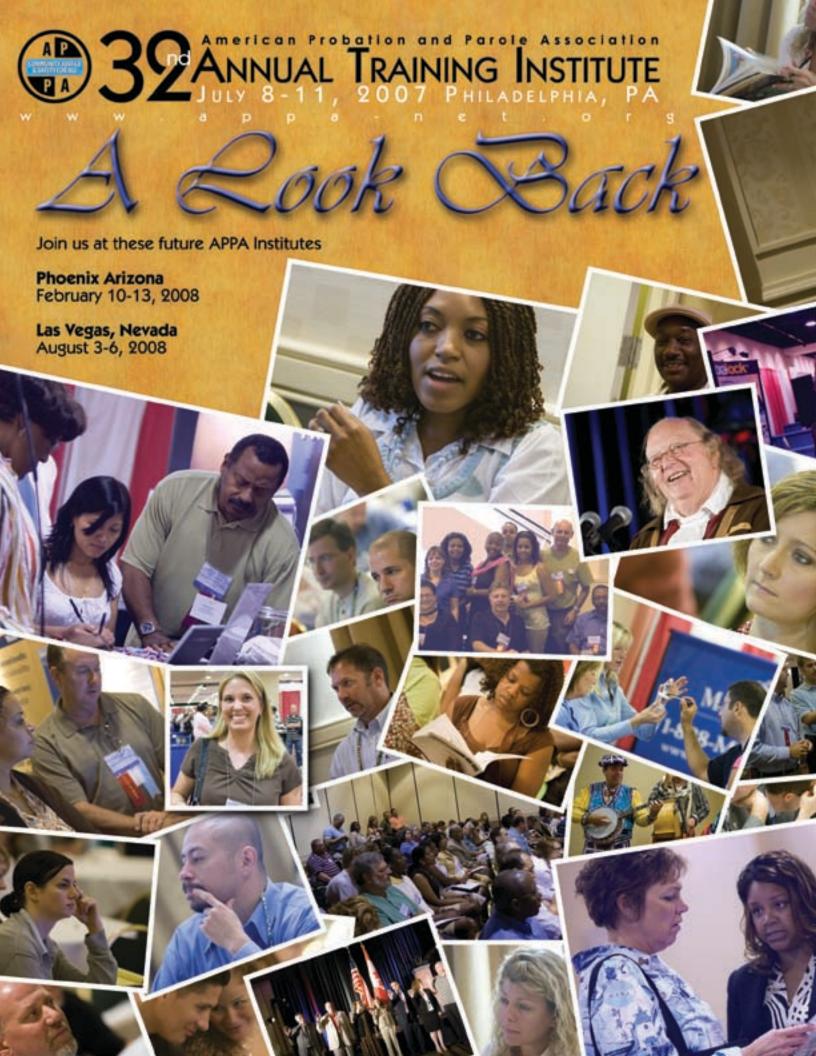
For top name entertainment, the Rio has the sharp comedy and edgy magic of Penn & Teller, the theatrical performance that sotires an Italian-American wedding in Tony n' Tina's Wedding and the all-male revue of the The Chippendales.

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#### For Further Information

Phone: 859-244-8704 Email: appa@og.org

Website: www.cppa-net.org





# Calendar of Events 11

# 2007 - 2008

	2007	- 2000	
October 3-5, 2007	8th National Conference on Preventing Crime For more information, visit www.ncpc.org/ training/national-conference	October 28 – November 1, 2007	Enhancing Judicial Bench Skills The National Judges College 2007 Seminar Series. Charleston, SC. For more information, visit www.judges. org
October 11-12, 2007	2007 National Conference Justice Research and Statistics: From Knowledge to Practice Pittsburgh PA. For more information visit www. jrsa.org	November 5-6, 2007	EBP Ain't for Sissies and Neither are Performance-based Measures An APPA Professional Training. For more info go to www.appa-net.org.
October 13-19, 2007	National Conference on Correctional Health Care Nashville, TN Register online at www.ncchc.org	November 4-8, 2007	Handling Capital Cases The National Judges College 2007 Seminar Series. New Orleans, LA. For more information, visit: www. judges.org
October 18-19, 2007	APPA's Professional Development Training Series: Supervising the Sexual Offender. To download the registration brochure for the training, go to: www.appa-net.org	November 13-17, 2007	Drug Court Treatment Provider Training 2007 Comprehensive Drug Court Practitioner Training Series, Dallas, TX. For more information, contact Bobbie Taylor 703-575- 9400, ext.16
October 21-23, 2007	2007 Oregon Criminal Justice Association Fall Conference Newport, OR. For more information contact Rhonda L. Holder at (503)623-2349 or email at rholder@ co.polk.or.us	November 27- December 1, 2007	Drug Court Community Supervision Training 2007 Comprehensive Drug Court Practitioner Training Series, Annapolis, MD For more information, contact Oriana Casadei 703-575-9400, ext.16
October 20-24, 2007	American Association for the Treatment of Opioid Dependence National Conference San Diego, CA. For more information log onto www.aatod. org or call 1-856-423-3091	February 10-13, 2008	APPA 2008 Winter Training Institute Hyatt Regency Phoenix AZ. For more information, contact Kris Chappell at 859- 244-8204 or go to www.appa-
October 20-24, 2007	12th National Workshop on Adult and Juvenile Female Offenders Baltimore, MD. Conference registration deadline is October 8, 2007. For more information, visit www.afjo.org	July 14-16, 2008	net.org.  8th Annual IAFMHS Conference The Interface Between Forensic and General Mental Health Services. For more information, contact Tracey Moropito at
October 23-27, 2007	Drug Court Judicial Training 2007 Comprehensive Drug Court Practitioner Training, Annapolis,	August 3-6, 2008	(604)924-5026 or visit www.iafmhs. org . APPA 33 <sup>rd</sup> Annual Training
October 26-28, 2007	MD. For more information, contact Bobbie Taylor 703-575-9400, ext.16  6th Annual National Prisoner Reentry Conference Minneapolis/	Augusi 3-0, 2000	Institute, Rio Hotel and Casino, Las Vegas, NV. For more information, contact Kris
	St. Paul, MN. For more information, visit www.capaassociation.org.		Chappell at 859-244-8204 or go to www.appa-net.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

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