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A Word From *Carmen*

> We are on the cusp of something really significant. 2014 will be a truly groundbreaking year in criminal justice reform and reentry will be central.
>
> -U.S. Attorney General Eric Holder

CARMEN RODRIGUEZ
President
American Probation and Parole Association

I cannot think of a better way for APPA to kickoff our 2014 agenda than with this inspiring call to action from our Attorney General. This call to action spurred an exciting dialogue at our 2014 Winter Training Institute in Houston in January and I am more energized than ever by the possibilities for our community corrections field in the year ahead!

As we move forward, one of my favorite sayings comes to mind: "The door of opportunity is always marked PUSH." Today, I invite each of you to join the APPA in pushing that door of opportunity wide open by sharing your expertise, experience and ideas to develop a national agenda on an issue that is not only deeply personal to me, but one that profoundly impacts our work in the field every single day: the consequences of trauma.

We know that, if unaddressed, the consequences of trauma can significantly undermine the risks, responses and results of the justice populations we serve—especially among young people. We also hope to highlight the importance of groundbreaking work being conducted on the impact of secondary/vicarious trauma on our colleagues in the field, which is overlooked far too often.

During my presidency, I hope to bring together experts from our field to establish recommendations for a comprehensive community corrections approach to trauma as a whole – to include victims, people being supervised and service professionals. This will serve as one of the most meaningful ways to prevent crime and improve public safety in our communities.

To achieve this goal, we have established a "Spotlight on Trauma" for our 39th Annual Training Institute this August in New Orleans. I will also host a special President's Panel workshop at the Institute to provide our members with an opportunity to hear from experts and provide their input on the establishment of a long-term agenda addressing trauma. Together, we will discuss the ways our association can address the impact of trauma through all of our efforts and initiatives, including the production of informational resources on research-supported and promising practices, training and membership outreach.

> During my presidency, I hope to bring together experts from our field to establish recommendations for a comprehensive community corrections approach to trauma as a whole to include victims, people being supervised and service professionals.

Through partnership with leaders (such as co-founder of the National Center for Victims of Crime, Anne Seymour; President of Open Road Policy, Deanne Benos; Director of the Victim Services Division at Texas Department of Criminal Justice, Angie McCown; and Correctional Program Specialist, Maureen Buell at the National Institute of Corrections)

and through the work of our APPA committees, together we will formulate the ideas, suggestions and practices gathered from the Institute into a series of resources that our members can bring back to their communities. One of these resources will be developed by our own William Burrell, Perspectives Editor, in a very special edition journal focused on trauma. Furthermore, I will work diligently in my role with APPA toward public awareness and education on the importance of changing how trauma is addressed in community corrections.

In the coming months, I welcome each and every one of you to reach out to us to offer your ideas, suggestions and any recommended information that you believe would help us ensure the most successful Institute possible this August. By working together, I truly believe that we can rise to the occasion and guarantee the type of groundbreaking year that the Attorney General has envisioned for this nation--and perhaps we will even have the opportunity to share our insights with him for an even broader impact!

As if that isn't enough excitement for us this year, I am happy to close with some great news about our progress as the host of the 2nd World Congress on Community Corrections in 2015: We are making tremendous strides in the planning of this global event, and are closing in on scheduling the conference after the 40th APPA Annual Training Institute. It is a tremendous honor to be appointed the

host of such a critical union of community corrections professionals from all over the world. We hope to bring our international colleagues to the United States to discuss how we can work and learn together to address common issues/concerns on an international level. It presents all of us with an incredible opportunity to share ideas on ways to address our mutual challenges in the field and work together to discuss proven solutions. This is an event you dare not miss, so save the date for this event to be held in the summer of 2015. More information is forthcoming very soon.

Thank you for all of your time and commitment to the APPA. We look forward to your partnership and ideas in the months ahead and please remember that this is YOUR association… APPA is here to provide you resources to help support your needs and goals. Please reach out to us, because we are ready to answer the call! ▷▷▲

Carmen Rodriguez
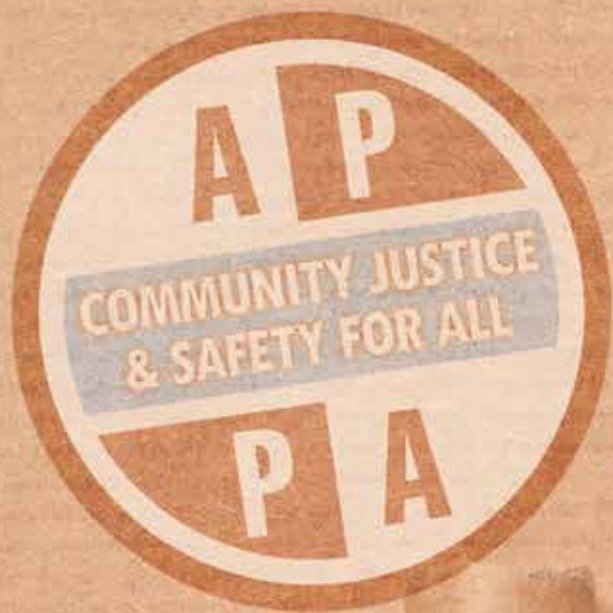
editor's notes

Welcome to the Winter 2014 issue of *Perspectives*. We have experienced a very cold and snowy winter here on the east coast. The south has had a couple of record storms and drought has hit California hard. It has been a challenging winter, but as I write this, we are two-thirds of the way to Spring! I can't wait.

In this issue, we cover an amazing range of issues that face our field. We see the challenges that face us and also many of the innovative and creative ways our field is responding. Our lead article is on Veteran's Treatment Courts, the latest version of the specialty courts that have become common in our justice systems nationwide. Author Julie Baldwin reports on her survey of practitioners in Veterans Treatment Courts, highlighting the challenges faced by practitioners and the implications of those challenges for policy and practice. She also reports on the challenges faced by the veterans in those courts. From my perspectives, these courts have gained a foothold very quickly and we are likely to see them continue to expand. This article provides a fascinating and valuable portrait of this emerging area.

Application of state-of-the-art technology has generally lagged behind in the public sector overall and particularly in community corrections. One exception is reported on in Shelley Cortese's article on the development of supervision mapping in Rhode Island. This application was the result of a robust partnership of probation and parole with a non-profit organization to create a cutting-edge mapping system to support reentry. The system is supporting the work of Regional Reentry Councils, as well as probation and parole, law enforcement and other agencies. Cortese describes how the system continues to evolve to provide even greater functionality and user support.

We face many challenges with the assessment, supervision and management of sex offenders in the community. The heterogeneity of the population

WILLIAM D. BURRELL
Editorial Chair for *Perspectives*
American Probation and Parole Association

and the nature of their offending behavior is daunting. In their article, Parsons and his colleagues describe an assessment instrument that can help in addressing the obstacleschallenges of one challenging group, the child pornography offender. While not personally and directly violent, these offenders contribute to the worldwide problem of trafficking in child porn. Their model helps us come to grips with digital forensic evidence, which is becoming more common with the search technologies available for computers and other digital devices. They help answer questions like: what does this evidence mean for assessment and supervision and how do we translate that information into action to prevent further violations?

Knowing how to respond to assessment and supervision challenges is large part of the evidence-based practices research base. This body of knowledge continues to grow and interest in it is a global phenomenon. Dealing with crime and offenders is a world-wide problem. In their article, Byrne and Ritchie describe a new center in Australia that will be evaluating, discussing and disseminating the latest in assessment, supervision, treatment and intervention techniques. As APPA increases its global foot print, this center will be a valued partner.

Our *Research Update* features Research Committee chair Jennifer Ferguson describing the work of the committee and inviting members to become involved. The committee is working hard to bridge the gap between the research community and practitioners, to get the most useful research information into your hands in ways that you can readily apply.

In the *International Update,* Bob Brown writes about his interview with Elizabeth Calderbank, the Chief Inspector of Probation in the United Kingdom. The UK probation system is undergoing radical change, including substantial privatization. Unfortunately, the change is being driven by ideology and not evidence, and many thoughtful individuals, within and outside the probation system, are deeply concerned about the outcomes.

editor's notes

Another global phenomenon is addressed in our *Technology Update*. Joe Russo and Adam Matz present the results of the APPA Technology Committee's survey on the use of social media in community corrections. The pervasive use of social media, especially by the young – staff and offenders alike -- makes this an urgent challenge. We need to understand the technology and learn how to use it to our advantage. Unfortunately, the results of the survey describe a field that is lagging well behind in this area. The Technology Committee is working on additional products to help our members with this challenge. Stay tuned for more information!

As our communication technologies have evolved with social media, so too have offender gangs. Long believed to be an urban phenomenon concentrated on the east and west coasts, gangs have migrated to small towns and rural communities. This poses new challenges to probation and parole agencies in these areas. Adam Matz and Mary Ann Mowatt provide a comprehensive review of the research on rural gangs and contrast them with the conventional wisdom derived from experience with their urban counterparts. Rural gangs are different, but they still pose a danger to the communities and a challenge to probation and parole agencies and officers.

We regularly visit the issue of the safety of staff in our *Safety Update*. In this edition, Bob Thornton addresses a common tactic of supervision officers that could easily backfire. How many times

have you told a probationer or parolee to "take your hands out of your pockets"? How many of us have thought through the personal safety implications of that command? We need to think through those implications and develop a strategy that takes into account the very real possibility that the offender's hand could be holding a weapon. As we have come to expect, Bob's guidance in this area is insightful and very practical.

We are now well into Carmen Rodriguez's term as President. In her *President's Message,* Carmen introduces the central theme of her presidency – addressing trauma in all aspects of our work. That includes the criminogenic aspects of trauma with offenders and the effect it has on their recovery, the impact of trauma on victims and last, but certainly not least, secondary trauma among our staff. You will be seeing and hearing a great deal more on this subject from Carmen, the APPA Committees and your colleagues within APPA. We encourage you to join Carmen with this initiative – but be forewarned – her enthusiasm is infectious!

I think you will agree that this issue is packed with interesting and challenging information. We hope you enjoy it and find it helpful to you in your work. As always, we welcome your feedback on this, **your** professional journal. ▷▷▲

Bill Burrell

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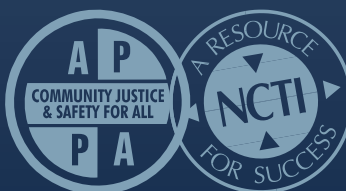
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Fall 2014 Issue: May 21, 2014
Winter 2015 Issue: August 23, 2014
Spring 2015 Issue: December 19, 2014
Summer 2015 Issue: February 17, 2015

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. Authors should provide a one paragraph biography, along with contact information. Notes should be used only for clarification or substantive comments, and should appear at the end of the text. References to source documents should appear in the body of the text with the author's surname and the year of publication in parentheses, e.g., (Jackson, 1985: 162-165). Alphabetize each reference at the end of the text using the following format:

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

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

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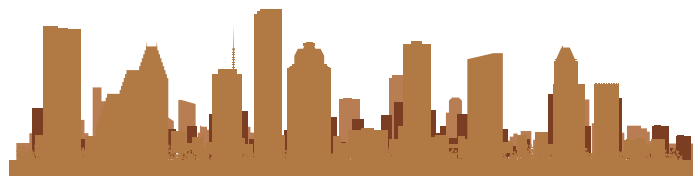
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technology update
by Joe Russo and Adam K. Matz

THE USE OF SOCIAL MEDIA FOR MONITORING DEFENDANTS, PROBATIONERS, AND PAROLEES: RESULTS OF A SURVEY OF THE APPA MEMBERSHIP[1]

INTRODUCTION

No doubt social media sites have become an integral part of American culture. Like many tools of the past, they have the potential to be used in positive prosocial endeavors yet may also be used in furtherance of destructive and even criminal ends.[2] Dynamite, developed by Alfred Nobel (after whom the Noble Prize is named) for example, was originally designed to save lives but was nonetheless used in warfare to kill.[3] It's clear the invention of social media sites such as Facebook and Twitter were designed to increase the greater collective conscience, not support or otherwise promulgate delinquent and criminal activities. However, with Facebook and Twitter possessing over 640 million and 350 million users respectively, there is no question it is also used for criminal purposes (Stuart, 2013). Community supervision officers are now finding social media is too big to ignore and many have expressed the need for guidance and policies on how to monitor its use by defendants, probationers and parolees at the American Probation and Parole Association's (APPA) Annual Training Institutes. In response to this growing concern, the APPA Technology Committee developed a membership survey to help assess where supervision agencies are in terms of policy and practices related to the use of social media. Concerns of the survey are four-fold: 1) how do agencies utilize social media (if at all), 2) to what extent do agencies monitor social media sites of their supervisees, 3) do agencies monitor staff use of social media, and 4) what policies are in place (if any).

METHODOLOGY

During the Technology Committee's meeting at the APPA 37th Annual Training Institute in Indianapolis on August 12, 2012; there was considerable discussion about the lack of clear policies on how to appropriately, ethically and legally monitor supervisees' social media accounts. There was a desire to learn from the field and provide guidance to agencies searching for help. As a result, two deliverables were placed on the committee's agenda: 1) development of an issue paper,[4] and 2) a survey of the membership. By the end of 2012 the committee chair had compiled a draft questionnaire, vetted it by the committee members, and worked with APPA to disseminate the web-based[5] *Survey on the Use of Social Media for Monitoring Defendants/Probationers/Parolees* to the membership through an e-mail blast to the membership, APPA's bi-monthly newsletter *Community Corrections Headlines* (CCH), and the APPA website. The survey officially ended on December 4, 2012.

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Due to the anonymous nature of the survey and the method in which it is disseminated, it is impossible to provide an accurate response rate. There were a total of 399 respondents. CCH alone, goes to over 8,000 active APPA members including those staff who are included as part of a larger agency subscription. In addition, the mass membership e-mail went to more than 6,000 e-mail addresses. That said, the link could easily be forwarded to nonmembers within an agency or other associated departments. Such methods are more akin to market research, but can nonetheless provide quick insights when a larger empirical study is financially unfeasible or impractical. As such the results are based on a convenient, albeit purposive, sample of the APPA membership (see Babbie, 2007; Dillman, Smyth, & Christian, 2009; Maxfield & Babbie, 1998; Maxwell, 2005). Results should be interpreted with caution and broad generalizations may be inappropriate. Statistically-speaking, it is unclear to what extent the respondents herein represent the membership. In addition, it is also unclear to what extent the membership represents the field abroad.[6]

Though the web-based software utilized provides quick quantitative summary reports, data were also imported into SPSS (ver. 20.0)[7] for further analysis. Qualitative items were subjected to content analysis by a researcher and common themes were extracted (Maxwell, 2005). The results are displayed in the Appendix and summarized on the following pages.

In terms of demographic information, respondents were comprised mostly of officers (48 percent, N=137) followed by supervisors (20 percent, N=58), chiefs/directors (16 percent, N=46), deputy chiefs/ assistant directors (seven percent, N=19), and administrative staff (four percent, N=10). The majority of respondents indicated their agency supervises adults (76 percent, N=233), followed by 14 percent (N=42) supervising juveniles, and 11 percent (N=33) supervising both adults and juveniles. In terms of supervision type, about 97 percent (N=313) of respondents indicated their agency provides probation supervision, about 41 percent (N=132) provide pretrial supervision and 22 percent (N=71) provide parole supervision.

RESULTS

Of the 399 respondents to the survey, about 44 percent (N=177) indicated their agency utilizes social media, while eight percent were unsure (N=32) and 48 percent (N=190) indicated otherwise. Of those who confirmed or were unsure of their agency's media use; the most common purpose for its use was to provide general agency information to the public (47 percent, N=90) followed by fugitive apprehension (41 percent, N=78), public education and outreach (35 percent, N=66), supervisee monitoring

(33 percent, N=63), recruitment (14 percent, N=27), and connecting supervisees to needed resources (13 percent, N=24). Respondents indicated supervisees most frequently use Facebook (87 percent, N=296) followed by Twitter (37 percent, N=125), MySpace (33 percent, N=114), YouTube (29 percent, N=99), Google+ (nine percent, N=29), Linkedin (four percent, N=15), and Pinterest (four percent, N=12). In terms of legislation prohibiting supervisees from utilizing social media, results are quite mixed with 32 percent (N=125) indicating such legislation does exist while 33 percent (N=130) indicated no knowledge of such legislation and 35 percent (N= 138) were unsure. For those who indicated legislation existed, it almost exclusively pertained to sex offenders (85 percent, N=84).

Aside from legal mandates, a majority of respondents indicated their agency had the authority to impose prohibitions on supervisees' social media use if they desired (62 percent, N=235). Only 14 percent indicated they could not (N=53), likely requiring a court order to do so, and 24 percent (N=91) were unsure. Of those respondents that indicated the ability to impose their own conditions, such prohibitions were mostly aimed at, unsurprisingly, sex offenders (52 percent, N=101). About a quarter of these respondents indicated they could prohibit all supervisees from using social media (24 percent, N=46). About 15 percent indicated they could acquire prohibitions

against certain clients with the support of a court order. Six respondents (three percent) indicated they would allow their supervisee the use of social media only if they asked permission and provided their login credentials. Finally, for those given a choice, actual use of social media restrictions appears quite mixed. About 36 percent (N=81) indicated *sometimes* prohibiting social media use, 33 percent (N=74) *often,* 21 percent (N=47) *seldom* and 11 percent (N=24) were simply unsure.

Regardless of legislation or agency-induced prohibitions, the collection of internet identifiers (e.g., screen names) from clients was mixed at 34 percent (N=123) for both those who do and do not collect such information (33 percent were unsure, N=118). Such appears to provide some evidence that community corrections agencies have not yet fully recognized the importance and impact of social media on the populations they supervise. That said, it is clear that the population of offenders that are most likely to be investigated online are sex offenders (77 percent, N=93). Gang members' online exploits also appear to be of specific concern (12 percent, N=15). Some respondents indicated their agency acquires internet identifiers on all of their clients (24 percent, N=29) but overall this seems to be the exception and not the rule. Email addresses are the most commonly collected identifier at 81 percent (N=98) followed by social networking profiles (60 percent, N=72).

About 44 percent of these respondents indicated they collect passwords as well (N=53).

In terms of having computers with access to social media sites for officers to utilize, only 12 percent indicated having no access. In most cases all officers (56 percent, N=197) could access social media sites as needed while 27 percent (N=95) indicated only specific officers could do so and five percent (N=19) indicated there were computers set up specifically for this purpose. Most respondents (67 percent, N=235) indicated they monitored their clients' social media profiles as part of the supervision process. Only 21 percent (N=75) indicated they did not and 12 percent (N=43) were unsure. Of those who indicated they utilized social media in the supervision process, the most common type of monitoring involved the officer reviewing public pages on social media sites to determine if the client had an online presence (92 percent, N=213). Officers also would require the supervisee to periodically open their profile for the officer to review (33 percent, N=76), create a covert social media identity to gather undercover intelligence information on the supervisee (29 percent, N=67), install monitoring software on the client's computer (29 percent, N=67), and non-covertly *friend/ follow/ connect* with supervisees online to monitor private pages (28 percent, N=66). Despite the fact that the majority of respondents do utilize social media in

the supervision process, about 55 percent indicate they have not received any training on the subject (N=129). Though about 30 percent (N=69) indicated receiving training, the majority of those respondents received basic, generic, introductory training (67 percent, N=38). Only about 21 percent (N=12) of those receiving training obtained specialized, advanced trainings from technology and investigative experts. Further, only five percent have received training pertaining specifically to policy issues surrounding social media.

In terms of employee use of social media, the majority of respondents (76 percent, N=265) indicated they do not use any form of social media to actively communicate with their clients. That said, about 30 percent (N=103) reported encouraging their supervisees to utilize social media for activities pertinent to obtaining employment or other needed services. Further, only 26 percent (N=90) of respondents indicated their agency possessed a policy pertaining to employee use of social media. About 13 percent (N=45) indicated their agency was in the process of developing one while 37 percent (N=129) indicated no such policy exists and 24 percent (N=81) were unsure. The most common steps agencies have taken to control employee social media use include internal investigations and monitoring on an *ad hoc* basis (32 percent, N=70), blocking websites or limiting access through internet firewalls and filters (19 percent, N=41), or agency

policies that explicitly direct employees to refrain from social media use nine percent, N=20). Finally, about 40 percent (N=87) of respondents indicated their agency either does nothing to police social media use or its efforts to do so remain unknown.

DISCUSSION

For organizations, social media can serve as bridge to the community or a distraction in the workplace. For probationers/parolees it can be a tool for connecting with prosocial services and employment or it can be a tool for deception and abuse. Regardless of the intent, the burden rests with the supervising officer to investigate and stay apprised of the supervisees' behavior. The question becomes how can an officer ethically and legally utilize social media within given supervising practices? As the survey results illustrate, many agencies are in the process of developing policies and procedures or have yet to do so. There is also little training and response to social media related problems, and what little there is appears to often be *ad hoc*; on an as-needed basis. In some respects, social media represents a new frontier of social expansion (for example, see Melbin, 1978), an area that community corrections is on the cusp of understanding and integrating into its supervision practices. Further exacerbating the problem is paucity of available literature. That said, the best source of guidance comes from the U.S. Department of Justice (DOJ)

Global Justice Information Sharing Initiative (a.k.a., GLOBAL). Though not specific to community corrections, instead aimed at law enforcement investigations, the 2013 guide *Developing a Policy on the Use of Social Media In Intelligence and Investigative Activities: Guidance and Recommendations* is a must read and includes several sample policies.[8]

In terms of personal officer use, social media can be rewarding but dangerous if misused. As Stuart (2013) recommends for law enforcement, but is equally applicable to community supervision officers, agencies should develop policies that regulate the posting of photos or videos that include officers, suspects, evidence and weapons; posts concerning work hours; information related to criminal history or agency reports (public or internal); use of foul language and images harmful to the department's image; work-related matters; posting of activities while on the job; and allowance of administrators to review officers' social media profiles as part of internal investigations. Further, the policy should explicitly state who will have the authority to create and maintain a social media identity for the department as well how individual officers may associate with their occupation on their personal profiles (i.e., what information can an officer share and when). ▷▷▲

ENDNOTES

1 Special thanks to the APPA Technology Committee members for feedback on the survey instrument and APPA staff (Lisa Ginter, Darlene Webb, Diane Kincaid) for their assistance in the administration of the survey.

2 Herein *social media* refers to websites such as Facebook, Twitter, MySpace, YouTube, Linkedin, Google+, and Pinterest.

3 http://edhird.wordpress.com/2009/08/29/alfred-nobellord-of-dynamite-servant-of-peace/

4 A draft of the issue paper is in preparation by members of the committee, publication remains pending at this time.

5 APPA utilizes a SurveyMonkey subscription to conduct its membership surveys.

6 The Bureau of Justice Statistics (BJS) continues to develop a complete sampling frame of adult probation and parole offices through the *Census of Adult Probation Supervising Agencies* (CAPSA). Likewise, the Office of Juvenile Justice Delinquency and Prevention (OJJDP) continues to do the same for juvenile probation and parole through its *Census of Juvenile on probation* (CJP). To validate the representativeness of the APPA membership and its ability to generalize to the field more broadly would require a statistical comparison of each distinct population. If significant differences were found then the use of the APPA membership as a proxy to surveying the field abroad may lead to erroneous conclusions (outside of inferring to the APPA membership alone). Such validation is beyond the scope of this paper.

7 Statistical Package for the Social Sciences (SPSS) is a statistical software program for data analysis.

8 There were no issues concerning zero cells, all cells met or exceeded the expected count and were greater than five (see Diekhoff, 1992).

9 Stated differently or more simply, assuming the respondents of the survey are representative of the membership may lead to incorrect conclusions/generalizations.

10 Full report retrievable at https://it.ojp.gov/gist/files/developing%20a%20policy%20on%20the%20use%20of%20social%20media%20in%20intelligence%20and%20investigative%20activities_compliant.pdf

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APPENDIX

TABLE 1: SURVEY RESULTS ON THE USE OF SOCIAL MEDIA IN COMMUNITY CORRECTIONS

ITEM	RESPONSE SET/ CATEGORIES	N	%
1. Does your agency use social media (e.g., Facebook, Twitter)? [N=399]	Yes	177	44.4
	No	190	47.6
	Don't Know	32	8.0
2. (If Yes/Don't Know to #1) Please indicate the intended purpose(s) of your agency's use of social media. [N=191]*	General Agency Information	90	47.1
	Public Education/ Outreach	66	34.6
	Recruitment	27	14.1
	Fugitive Apprehension	78	40.8
	Resources for Clients	24	12.6
	Observe/Monitor Clients' Online Behavior	63	33.0
	Other	6	3.1
3. Is there legislation in your jurisdiction that prohibits certain offenders/ defendants from accessing social media sites? [N=393]	Yes	125	31.8
	No	130	33.1
	Don't Know	138	35.1
3b. (If Yes to #3) Please describe the legislation in your jurisdiction. [N=99]*	Sex Offenders Prohibited	84	84.5
	Court Order in Specific Cases	7	7.1
	All Client Access Prohibited	1	1.0
	Other	7	7.1
4. Absent legislative mandates, is your agency permitted to impose prohibitions on offender/ defendant use of social media? [N=379]	Yes	235	62.0
	No	53	14.0
	Don't Know	91	24.0
4b. (If Yes to #4) Please describe the prohibitions your agency is ~~permitted to place on the offender/~~ defendant's use of social media. [N=195]*	Sex Offenders Prohibited	101	51.8
	Court Ordered Conditions Specific to a Given Case	29	14.9
	All Clients can be Prohibited	46	23.6
	Based on Officer Permission and Login Provided	6	3.1
	Other	13	6.7
5. (If Yes to #4) How often are restrictions imposed? [N=226]	Often	74	32.7
	Sometimes	81	35.8
	Seldom	47	20.8
	Don't Know	24	10.6

6. Does your agency collect internet identifiers from offenders/defendants? [N=364]	Yes	123	33.8
	No	123	33.8
	Don't Know	118	32.4
7. *(If Yes to #6)* Which offender groups are asked for internet identifiers? [N=121]	Sex Offenders *(yes = 1)*	93	76.9
	Gang Members *(yes = 1)*	15	12.4
	All Clients *(yes = 1)*	29	24.0
	Don't Know *(yes = 1)*	5	4.1
	Other *(yes = 1)*	13	10.7
8. *(If Yes to #6)* Which of the following does your agency collect? [N=121]	E-mail addresses *(yes = 1)*	98	81.0
	Passwords *(yes = 1)*	53	43.8
	Social Networking Profiles *(yes = 1)*	72	59.5
	Don't Know *(yes = 1)*	11	9.1
	Other *(yes = 1)*	9	7.4
9. Do officers have access to agency computers where they can access the internet for work purposes such as monitoring social media sites? [N=354]	Yes – All Officers	197	55.6
	Yes – But only Specific Officers	95	26.8
	Yes – But there are Dedicated Computers for this Purpose	19	5.4
	No	43	12.1
10. Do officers in your agency monitor social media sites as part of the offender/defendant supervision process? [N=353]	Yes	235	66.6
	No	75	21.2
	Don't Know	43	12.2
11. *(If Yes to #10)* What type of monitoring is employed? [N=233]	Software-based monitoring installed on offender/defendant's computer *(yes = 1)*	67	28.8
	Officer review of public pages on social media sites (looking for offender/ defendant presence) *(yes = 1)*	213	91.4
	Requiring the offender/ defendant to periodically open their profile in their officer's presence for review *(yes = 1)*	76	32.6
	"Friending" of offenders/ defendants to gain access to private pages *(yes = 1)*	66	28.3
	Creation of an investigative identity to do covert monitoring online *(yes = 1)*	67	28.8
	Other *(yes = 1)*	9	3.9
12. *(If Yes to #10)* Did officers receive training on how to monitor social media sites? [N=233]	Yes	69	29.6
	No	129	55.4
	Don't Know	35	15.0

13. *(If Yes to #12)* Please describe the scope of the training received (e.g., general, investigative techniques, policy issues) and the source. [N=56]*	General/ Introductory	38	67.9
	Specialized Training from Technology Expert/ FBI	12	21.4
	Policy Issues Training	3	5.4
	Other	3	5.4
14. *(If Yes to #12)* Please describe the types of cases in which covert monitoring (investigative identity) is used. [N=49]*	High Risk Cases (e.g., sex offender, gang-affiliated)	26	53.1
	Absconders/ Fugitive Investigations	6	12.5
	All Clients	6	12.5
	None	8	16.3
	Unknown	3	6.1
15. Which social media sites (e.g., Facebook, Twitter) are most commonly used by offenders/ defendants in your jurisdiction? [N=342]	Facebook *(yes = 1)*	296	86.5
	Twitter *(yes = 1)*	125	36.5
	MySpace *(yes = 1)*	114	33.3
	YouTube *(yes = 1)*	99	28.9
	LinkedIn*(yes = 1)*	15	4.4
	Google+ *(yes = 1)*	29	8.5
	Pinterest *(yes = 1)*	12	3.5
	Don't Know *(yes = 1)*	50	14.6
16. As an officer, do you use social media as a means of communication with offenders/ defendants? [N=347]	Yes	17	4.9
	No	265	76.4
	N/A – I do not supervise a caseload	65	18.7
17. Are offenders/ defendants encouraged to use social media for productive purposes (e.g., to find employment)? [N=346]	Yes	103	29.8
	No	153	44.2
	Don't Know	90	26.0
18. Does your agency (or parent organization) have any policies which address the use of social media? [N=345]	Yes	90	26.1
	Policies are in Development	45	13.0
	No	129	37.4
	Don't Know	81	23.5
19. What steps, if any, does your agency take to monitor its employees' use of social media? [N=218]*	Blocked Websites/ Limited Access	41	18.8
	Internal Investigations/ Monitoring	70	32.1
	Agency Policy Prohibiting Social Media Use	20	9.2
	None	51	23.4
	Unknown	36	16.5
20. What type of defendants/ probationers/ parolees do you supervise? [N=308]	Adult	233	75.7
	Juvenile	42	13.6
	Adult & Juvenile	33	10.7

21. What type(s) of supervision does your agency provide? [N=323]	Pretrial (yes = 1)	132	40.9
	Probation (yes = 1)	313	96.9
	Parole(yes = 1)	71	22.0
	Supervised Release (yes = 1)	81	25.1
	Other (yes = 1)	34	10.5

22. What is your official occupation title? [N=288]*	Officer	137	47.6
	Supervisor/ Manager	58	20.1
	Deputy/ Assistant Chief/ Director	19	6.6
	Chief/ Director	46	16.0
	Administrative	10	3.5
	Other	18	6.3

* Content analysis was used to review respondents' qualitative response items including "Other" categories and descriptions. As a result, new categories were developed. In addition, corrections were made for "Other" descriptions that fit under a previously developed category.

LET ME SEE YOUR HANDS! NOW WHAT? (PART 1)

You've probably seen it many times on television, especially on "reality shows" like COPS and in movies. The police come upon a suspect that has their hands in their pockets and the officer tells the person to take their hands out of their pockets. Usually the person complies and nothing happens.

Maybe you have been working with police and observed them do the same thing—with the same outcome. But as stated by Dr. Alexis Artwohl, researcher and author on violent encounters, "…the judgment of police officers is often based on myths, assumptions and personal opinions that may not necessarily be true." (Force Science News, 2011).

What if the person comes out with a weapon, especially a firearm? Is the officer prepared? This two part article will look at both the tactical and legal issues connected with this common request; a request that may be made in the office, on the street, during searches and during arrests, not only by police but by community corrections officers, especially those officers assigned to Task Forces and other proactive units. Part one will address the tactical issues.

In classes we teach, such as "The Tactical PO" class offered through APPA (Scheidt, et al. 2013), the "tactic" of confronting an offender with their hands in their pockets often comes up and when it does, we ask the question "What would you do?" Generally parole and probation officers say that they would tell the offender or other person in question to take their hands out of their pockets with no other tactical action on the officer's part. We then ask if someone is willing to do an exercise with us.

One of the instructors will conceal a handgun in their front pocket. We tell the officer that their offender has not reported as directed and they are in the field when they see their offender on the street, while the officer is out making field contacts. The officer has decided to stop and talk with the offender in an attempt to get them to report and come back into compliance with their supervision conditions.

The person playing the role of the offender seems nervous and doesn't respond when first approached by the officer. Whether the officer is armed or unarmed, the officer has the person's attention and is facing them, the officer will almost invariably tell the offender to take his hands out his pockets, while the officer is usually standing there either unarmed or with their firearm in the holster. The role player takes his hands out of his pockets as requested, only this time he has a gun in his hand and points

it at the officer and asks the question "Now What?" Usually the response is a blank stare and a verbal response of "I don't know"—or sometimes something more colorful.

With involvement of the class, we then start evaluating the contact from a tactical perspective. When we ask the question, "Why did you ask them to take their hands out of their pockets?", the usual response is "I thought they may have a weapon." We then ask if the officer was prepared to deal with a weapon if the offender did have one. The typical response is "no." This begs the question, if you aren't ready, or have the ability, to control someone with a firearm why give them the command?

Tactically, the only way an unarmed officer can control someone with a firearm is by being close enough to physically control them. However, even if the officer is that close, going hands-on with an armed assailant is very risky and should only be a last resort. If armed, the officer would need to have their weapon out and be at least at the low-ready to have a chance against an assailant that draws a weapon from their pocket and decides to shoot.

Remember, the assailant already has their hand on the weapon and as they start to remove their hand they are complying with what you have asked them to do! You will not start to respond until you see the weapon, and if your weapon

is holstered, it is virtually impossible to outdraw a person that already has their hand on the weapon and is half way to being on target.

Now comes the question from the class-"what do you do?" The short answer is, don't tell someone to do something unless you are able to deal with the consequences. Let me be clear, I'm not suggesting officers should not request to see the hands of individuals they feel may be a potential threat. In a study of police traffic stops, research showed officers "…that did not allow him (the assailant) to keep his right hand (the gun hand) hidden made it much more difficult for him (the assailant) to control the cadence of his distracting dialogue and the timing of his attack. The order to produce the right hand did not allow the driver time to more calmly calculate the timing of the event, thus potentially reducing his 'effectiveness' as the result of time pressure." (Wylie, 2013). However the officer must possess the ability to control the situation should a gun appear.

For the armed officer, if you decide to confront the hands-in-the-pocket issue, you should first put the person in a position of tactical disadvantage for them and tactical advantage for you.

If you are an unarmed officer, it is probably best not to confront the individual, at least regarding the hands in the pockets. Tell them to report to the office or disengage and try to relocate the offender when you have the benefit of law enforcement.

For the armed officer, if you decide to confront the hands-in-the-pocket issue, you should first put the person in a position of *tactical disadvantage* for them and *tactical advantage* for you. A typical technique is for the officer (you, unless you are a cover officer) to draw their weapon as the person is directed to turn around and *keep their hands in their pockets.* By giving that direction you know that any move to take their hands out of their pockets is an act of non-compliance, has potentially heightened the level of threat to the officer, and needs to be addressed.

After you get the person turned so they are not facing you, direct them to start removing one hand at a time (start with their dominate hand) by
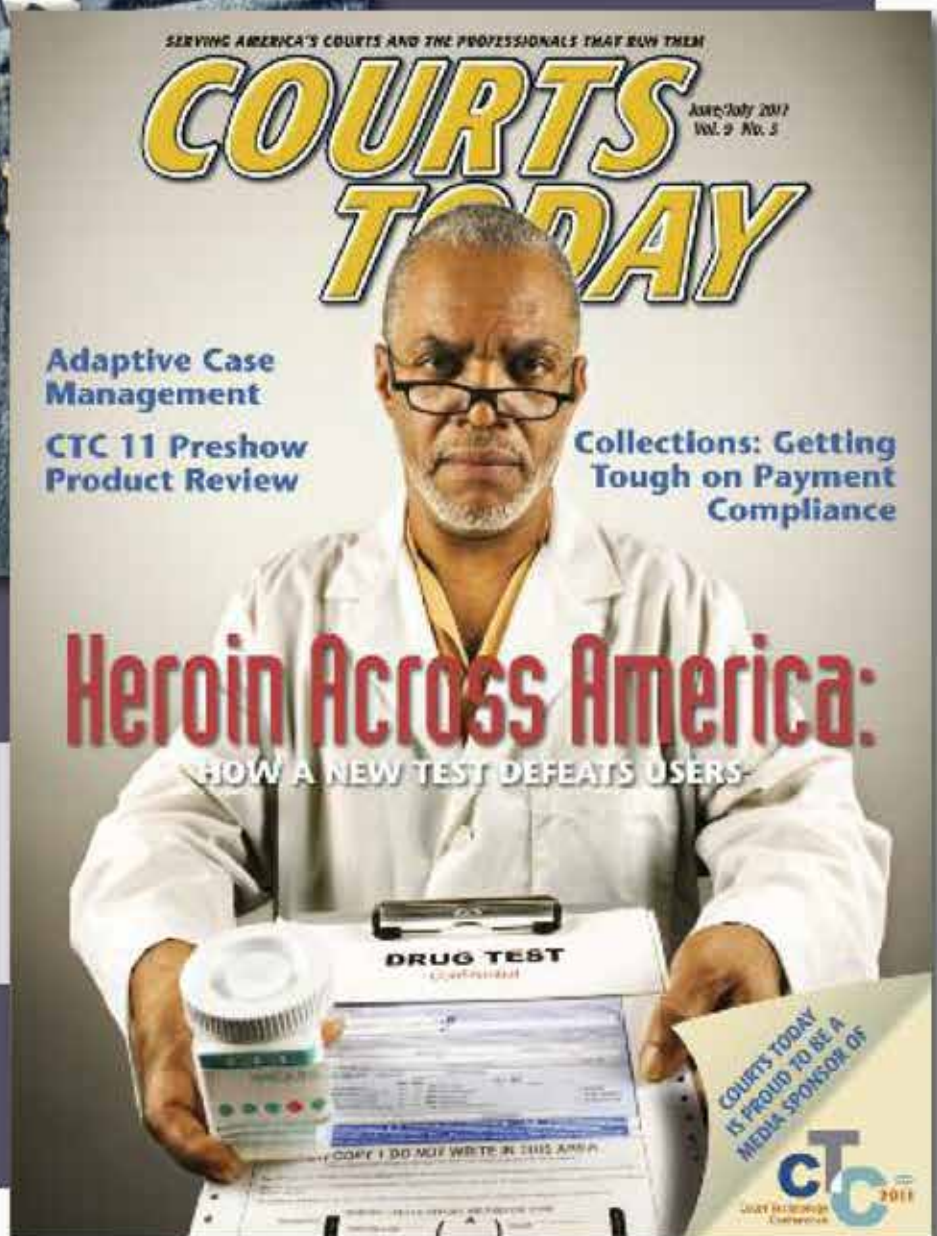
bringing their little finger out first, then the next and so on until you can see their entire hand. Then, having them leave the exposed hand in the middle of their back where you can see it, go through the same process with the other hand.

Once both hands are out they will be in a cuffing position, if you choose to do so, or you can direct them to move their hands to their sides and turn around for further questioning and search if you can do so safely. The officer still doesn't know if there is a gun in the pocket.

But remember, the most common spot for armed gunmen to carry a weapon is in their waist, on the dominate side. The second is in the small of the back, with the groin area running a close third.

If you are concerned with them having a weapon in the waist area, some other direction regarding hand placement while you are having them take their hands out of their pockets may be in order. An alternative is to have them place their free hand on their head while you give directions regarding the movement of the hand still in the pocket. The downside to placement of the hand on top of the head is that the free hand is not in direct sight as you maintain focus on the hand being removed. You must pay close attention to the elbow and entire arm of the free hand regarding any movement that is not in response to your command.

Periodically, class participants will advise that their agency policy does not allow them to draw their weapon unless they plan to use it for an immediate and present threat. While the terms "immediate and present" may be open to interpretation in regards to the above scenario, the participants interpret that to mean that they can't draw their weapon in a proactive manner. While it is not my place as an instructor, or by this article, to contradict agency policy, what experience and research by both Community Corrections Institute (CCI) and Force Science Institute has shown is that even a tactically proficient officer cannot draw a weapon and stop the threat of an assailant that already has their hand on a weapon and is drawing from a concealed area.

Sometimes policies that are in conflict with correct tactical procedures can create a "critical hesitation" rather than provide the officer with confidence in their actions. In the publication *Time to Start Shooting? Time to Stop Shooting? The Tempe Study,* researchers found that "… simply put, it says that the more occupied or preoccupied someone is at the time the stimulus changes" (the officer recognizes potentially threatening behavior but is in conflict between preemptively drawing the weapon and agency policy to the contrary), "the longer it will take that person to notice and respond to the change" (i.e., the critical hesitation) (Lewinski & Hudson, 2003).

The assailant that has made the decision to illegally carry a firearm quite likely doesn't have the same concerns about policies and procedures. In the FBI study and resulting publication "Violent Encounters: A Study of Felonious Assaults on Our Nation's Law Enforcement Officers" researchers interviewed numerous justice-involved individuals that had a history of criminal conduct and a history of carrying weapons (Pinazzuto, et al. 2006). Besides discovering that these individuals usually began their association with firearms at a young age and usually practiced with the handgun more than police officers, the individuals advised they had no hesitation whatsoever about pulling the trigger. As one person told the study's researchers, "If you hesitate you're dead. You have the instinct or you don't. If you don't, you're in trouble on the street…."

CCI's research shows that at least three armed probation/parole officers have been killed as a result of an offender or assailant displaying and firing a weapon before the officer could react. We must constantly reinforce that it is not the safety tool that makes us safe, it's the tactics. As Ben Franklin stated, "They that are on their guard, and appear ready to receive their adversaries, are in much less danger of being attacked then the supine, secure and negligent."

In the next publication we will address the legal aspects of proactively displaying a weapon. ▷▷▲

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ROBERT THORNTON is the Director of the Community Corrections Institute, Springdale, Washington.

APPA COMMUNITY AWARENESS THROUGH MEDIA AWARD

MATFORCE YAVAPAI COUNTY SUBSTANCE ABUSE COALITION

Prescott Valley, AZ

MATForce is Yavapai County's (Arizona) substance abuse coalition, and Community Counts supports a variety of collaborative projects, such as the Yavapai Reentry Project, the Community Garden in Prescott Valley, Motivational Interviewing training (conducted by trained/certified probation officers and paid for by MATForce/Community Counts), and the annual Recovery Celebration.

Although MATForce has existed in Yavapai County for several years, the momentum has begun to generate national interest due to its success. MATForce has built a strong, trusted and enduring relationship with community stakeholders who join with them in working to reduce substance abuse and crime and to make our communities safer. They sponsor training for Community Coaching and Motivational Interviewing, providing materials, announcements and flyers for professionals, agencies and anyone in the community who is interested in learning to be a positive force in the community.

All of the work performed by MATForce has been accomplished with and through use of media outlets. MATForce maintains a website with information regarding their programs, educational opportunities and drug disposal events. A print and online newsletter is published monthly. Local newspapers in the Verde Valley and Prescott areas also publish frequent articles about programs and successes. Local radio in both areas of the County have been utilized to announce Dump the Drugs events, Lunch and Learn programs as well as personalized interviews with various MATForce workers. MATForce also has several videos on You Tube. Local Cable One programs have featured interviews with MATForce Board Members detailing their programs and statistics provided by Arizona Criminal Justice which indicate the need for a continuing effort to combat the problems involved with Doctor Shopping, etc. Pamphlets and posters are provided for doctor's offices, hospital emergency rooms and pharmacies to increase awareness of the dangers of drug abuse.

This award was presented at the Opening Session of APPA's 2014 Winter Training Institute on Sunday, January 12 at 6:00 pm.

APPA AWARDS
RECOGNIZE. ACKNOWLEDGE. CELEBRATE.

EXCELLENCE IN COMMUNITY CRIME PREVENTION

NEIGHBORHOOD OPPORTUNITY NETWORK (NEON)

New York City Probation Dept.
New York City, NY

Commissioner Vincent N. Schiraldi, who assumed leadership of the NYC Department of Probation in 2010, and his staff began looking at where their clients lived and identified a handful of neighborhoods that were home to large numbers of probation clients. In most cases, these neighborhoods were far from the Court-based offices where clients were required to report. This wasn't just inconvenient for them; it also made it much harder for probation officers to develop relationships with the community-based organizations that were best equipped to provide their clients with the services they need and to leverage those relationships for the betterment of public safety and client outcomes.

One of Commissioner Schiraldi's first priorities was making DOP's depressing and counterproductive waiting rooms more welcoming and useful. In this effort, the agency was guided not only by research showing that improving waiting rooms can have a significant positive impact on the attitudes and receptiveness of those who are waiting, but also by a Waiting Room Improvement Team (WRIT) comprised of external partners and DOP staff members throughout the chain of command. They examined the current state of the waiting rooms; looked at examples of other, more effective public spaces; and, together, envisioned a different kind of setting for their work with clients and the community.

DOP has also adopted an evidence and strengths-based approach to supervision that recognizes and builds on the clients' strengths rather than focusing on the clients' shortcomings and mistakes. To complement a strengths-based approach, DOP has also undertaken training in motivational interviewing. These reforms are being implemented agency-wide, but they are especially well-suited to the work being done in the NeONs.

NeON-specific outcomes are hard to come by since many of the NeONs are in their first year of operations and two are yet-to-open. But during this time period, the program had a 45% reduction in the probation violation rate. According to state data, DOP's violation rate is 3% annually compared to an 11% violation rate in the rest of the state. Likewise, the successful completion rate is 79% compared to 65% statewide, even though NeON comprises a much larger proportion of people on probation for felonies. Additionally, the early discharge rate has grown from 3% to 17%.

This award was presented at the Opening Session of APPA's 2014 Winter Training Institute on Sunday, January 12 at 6:00 pm.

SAM HOUSTON STATE UNIVERSITY AWARD

KIRSTEN LEWIS

Senior Adult Probation Officer - Staff Development Division
Maricopa County Adult Probation
Phoenix, AZ

Kirsten R. Lewis, M.Ed., is a probation officer with the Maricopa County Adult Probation Department, (AZ). With a background in research and over 23 years experience in community corrections, Kirsten spearheaded a ground-breaking research study examining secondary traumatic stress in probation officers as a result of working with criminal offenders. Her research was recently published in the American Journal of Criminal Justice. In addition, the lead article in APPA's Winter 2013 Perspectives on the topic of secondary trauma was authored by Kirsten. Through her research, articles, and popular trainings, Kirsten has provided the community corrections field with new information and greater awareness regarding the personal impact of working with criminal offenders. She shares this information with intelligence, sensitivity, and an insight that is immediately recognized by fellow practitioners. Kirsten has provided useful strategies to preserve the well-being and effectiveness of community corrections officers, and in her own compelling way, she urges the profession to take action.

Kirsten conducts a variety of trainings on the topic of stress management and employee wellness with criminal justice agencies around the country and has presented her work at conferences throughout the United States and abroad. She has presented at least 20 trainings for community corrections personnel at county, state, and federal agencies (outside the Maricopa County Adult Probation Department). In addition, Kirsten has presented numerous workshops at conferences, including six (6) workshops at APPA conferences and nine (9) workshops at county, state, or regional conferences for judicial staff or community corrections personnel.

This award was presented at the Plenary Session of APPA's 2014 Winter Training Institute on Monday, January 13 at 8:30 am.

JOE KEGANS AWARD FOR VICTIM SERVICES IN PROBATION AND PAROLE

LINDA SORENSON

Victim Advocate
Sixth Judicial District
Department of
Correctional Services
Cedar Rapids, IA

Linda Sorenson was 39 years old and employed at the cosmetic counter at Armstrong's department store in Cedar Rapids when her life was forever changed. In May 1989, she sent the oldest of her four children, 17 year old Leah Wara, on to her high school prom. The girl, who Linda calls her "little angel", and "special gift", never came home. Her decomposing body was found by police two days later (on her birthday), stuffed under a pile of blankets in a stifling closet in the apartment of a 19 year old stranger she'd apparently met at a party that fatal night. She'd been raped and strangled to death. As a result of that experience, Linda dedicated her life's work to ensuring that what had happened to her would never happen to another person, not if she could help it. Linda was a founding member of the Survivors of Homicide Program as she found no resource to help her through her horrific experience. The 6th Judicial District was honored when she made the decision to take the position as Victim Advocate; she was the first Advocate in any community based corrections agency in Iowa.

Operating since 1999, Linda is the staff liaison to two Victim Advisory Committees which were developed to represent the best of the Restorative Justice philosophy – making victims as whole as possible by involving them in the process of how corrections does business. In 2009, these committees won the Iowa Corrections Association's Victim Assistance Award for outstanding services to victims. Linda was a strong voice in the development of the following goals which defined the work of these committees:

- Organize the voice of victims and create ways for them to be involved in the criminal justice system.
- To educate victims about how the criminal justice system works.
- To educate the criminal justice system and community about victims' needs.
- To advocate and implement victim sensitive practices within the criminal justice system and community.
- Recognize positive involvement of the victims and the criminal justice system.

This award was presented at the Plenary Session of APPA's 2014 Winter Training Institute on Monday, January 13 at 8:30 am.

Call for Articles

Perspectives is currently accepting article submissions.
Your story could be shared among APPA Members and constituents.

Readers of *Perspectives* are some of the most expert practitioners in community corrections today. Let others know about innovative programs in your agency, how you are implementing EBP or what changes you have made to survive budget cuts. Your story is important—share it with fellow readers of your premier community corrections journal, *Perspectives*.

ARTICLE SUBMISSION GUIDELINES:

Perspectives disseminates information to the American Probation & Parole Association's members on relevant policy and program issues and provides updates on activities of the Association. Articles submitted for publication are screened by an Editorial Committee comprised of eight members. The committee determines acceptability based on relevance of the field of criminal or juvenile justice, clarity of presentation or research methodology. *Perspectives* does not reflect unsupported personal opinions.

Articles should be written in Microsoft Word™ format and mailed to Karen Mucci, Production Coordinator, *Perspectives* Magazine, P.O. Box 11910, Lexington, KY 40578 or can be emailed to kmucci@ csg.org in accordance with the following deadlines:

Fall 2014 Issue: May 21, 2014
Winter 2015 Issue: August 23, 2014
Spring 2015 Issue: December 19, 2014
Summer 2015 Issue: February 17, 2015

*NOTE: No more than three (3) tables and/or graphs per submitted article.

A CHAT WITH HER MAJESTY'S CHIEF INSPECTOR OF PROBATION

Ms. Calderbank graduated from St Andrews University and then joined the probation service as a probation officer in 1972. She left in 1974 and after a career break, worked in a women's hostel and then as a social worker before returning to the probation service in 1984. She worked in the then Greater Manchester Probation Service from 1984 as a practitioner and manager until joining HM Inspectorate of Probation as an inspector in 1997. As Assistant Chief Inspector of Probation she was responsible for the development of the first inspection of youth offending teams and management of the thematic inspection programme. She became acting Chief Inspector of Probation in August 2011 until her departure at the end of December 2013. Whilst in the inspectorate, Ms. Calderbank took several short placements in Jamaica advising the Jamaican Government on the implementation of inspection arrangements; work with women who offend and the development of a youth justice strategy.[1]
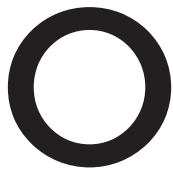
On May 22, 2001 at the Home Office in London I had the pleasure of interviewing for *Perspectives* [2] Sir Graham Smith, HM Chief inspector of Probation. Our meeting took place eight days before Sir Graham's official last day of work. He had joined the Probation Service in 1965.

In London on October 11, 2013 during my attendance at the inaugural World Congress on Probation, I had the pleasure of having a chat with the Chief Inspector of Probation of the day, Elizabeth Calderbank. During our meeting several key issues were discussed, but none as topical or controversial as the government's transformative implementation strategy related to probation in England and Wales titled Transforming Rehabilitation: A Strategy for Reform. Unfortunately this update will only be able to scratch the surface of this contentious strategy. It is an issue that would benefit from continued monitoring.

"Prior to and throughout the Congress the pending "strategy" dominated the discussions as observed during the workshops, health break discussions and related social gatherings. The commissioning for a "payment by results" delivery of service model with the private sector had commenced, with full implementation targeted for April 2015" (Brown, 2013).

Highlighted below are two key aspects of the strategy as identified by the Ministry of Justice.[3] They refer to the new group of rehabilitation providers, the Community Rehabilitation Companies (CRC):

- The market will be opened up to a diverse range of new rehabilitation providers, so that we get the best out of the public, voluntary and private sectors, at the local as well as national level.

- New payment incentives for market providers to focus relentlessly on reforming offenders will be introduced, giving providers flexibility to do what works and freedom from bureaucracy, but only paying them in full for real reductions in reoffending.

In discussing this controversial issue with the Chief Inspector, although she agreed that change was necessary, she voiced concern about the scale and the speed of the implementation. She thought that a staged approach which allowed working practices to be developed, consolidated and built upon would have been a more appropriate way to proceed. She also voiced concern over what she concluded was a fragmentation of the risk management process. She supported the management of high risk offenders being retained by the soon to be created National Probation Service (NPS). The creation of NPS results in the demise of the 35 Probation Trusts that had the probation responsibilities in England and Wales.

Several of the concerns discussed with the Chief Inspector were consistent with her address made to the Annual Criminal Justice Conference held at the Queen Elizabeth Conference Center in London, September 2013[4].

It was highlighted that the fragmentation will be heightened by the management by the CRC's of that volatile group of offenders assessed as medium and low risk. This offender group was identified as being responsible for approximately half of the serious further offences committed by individuals subject to supervision.

The Chief inspector provided a further example of a fragmented process. During the Electronic Monitoring thematic inspection it was found that there was little communication between the offender manager and the electronic monitoring company.

Given the potential for a fragmented risk management process Ms. Calderbank referred to a concern that was stressed by Andrew Bridges a former HM Inspector of Probation - the need for "role clarity" an issue that dated back to 2006.

> *The issue that emerges from taking an overview of the whole process is that of lead responsibility for the case. We found it was often not clear who was 'in charge of the case' and that there were (often inevitably) transfers of key responsibilities from one person to another. We call these diffusion of and discontinuities in, lead responsibility for the case, and we consider that these were key contributing factors to the cumulative failure.*

The Chief Inspector indicated that one of the things that inspections have taught them about managing the risk of harm an individual might pose to their local community was the importance of clear channels of communication and a shared language. Everyone needs to know exactly what is expected of them in the process.

Ms. Calderbank was particularly concerned that the creation of this new system would institutionalize problems that they have, over the past five to ten years, expended considerable energy to constructively address (Calderbank, 2013).

Media concerns were again highlighted in a 2013 12 15 PressTV report[5]. This reference is a reflection of the media coverage of this issue and in no way should be attributed to sources highlighted above, including HM Inspectorate of Probation.

> *'The British government's plans to privatize parts of the country's probation service will put the public at greater risk, an official report reveals.'*

> *According to the internal assessment presented to the UK's Ministry of Justice (MoJ), the government's plans to put private companies and voluntary groups in charge of offender management programmes on a payment-by-results basis, will pose a "higher risk to the public."*

The report, secretly revealed to Observer, also warned that the proposals to sell off some 70 percent of the probation service will result in "poorer outcomes for victims, communities and offenders."

Private companies are currently bidding for contracts to supervise some 225,000 low and medium-risk offenders each year. Critics, however, argue that privatizing the service in England and Wales will lead to an increase in re-offending rates.

In a January 9, 2014 article found in theguardian Ms. Calderbank writes that "as I step down as inspector of probation, the same problems remain. The current offender management model is not working, and neither will the new rehabilitation program."

Further on in the January article the former[6] Chief Inspector's "fragmented risk management process" concerns, focusing on the under 12 months of supervision offender were again highlighted.

The new arrangements for the management of those serving sentences of under 12 months' duration, with any non-compliance during the year-long period of supervision ultimately punishable by further short period of imprisonment, are likely to be attractive to magistrates who generally deal with this difficult group of offenders. But these individuals, many of whom have long-standing problems such as drug and alcohol abuse, poor educational achievement and family disintegration, can be notoriously difficult to engage and often do not comply with any form of intervention. For these individuals, the revolving door back into prison may just have begun spinning a bit faster (Calderbank 2014).

During my 2002 interview in London with Chief Inspector Sir Graham Smith he shared his thoughts on the issue of privatization. He said, "the early years of my career saw me somewhat hostile to the issue of the role of the private sector in probation/parole or indeed, prisons". However at the same time, as "an optimistic person" Sir Graham highlighted some of the positive aspects of the private sector's involvement in criminal justice activities (Brown, 2002).

Shortly after his retirement in 2001 Sir Graham Smith passed away on August 11, 2002. He is sadly missed and fondly remembered.

During the World Congress Ms. Calderbank was kind enough to introduce me to Sir Graham Smith's son Adrian. At the time of our meeting Mr. Smith was the Head of Professional Development and Learning for the London Probation Trust. When asked what he thought his father's thoughts would be on the current privatization agenda he provided the following response: "Quite frankly I think he'd be furious and personally he would have been happy to have been quoted accordingly."

October 2013 saw a very impressive inaugural World Congress on Probation held in London. The summer of 2015 is the target for the Second World Congress on Community Corrections to be held in a city to be determined in the United States. This Congress will be a cooperative effort of the Confederation of European Probation and APPA. It would be great for the program to include an update on Ms. Calderbank's concerns related to England and Wales' Transforming Rehabilitation: A Strategy for Reform. ▷▷▲

ENDNOTES

1 Provided on October 7, 2013 by the Office of HM Chief Inspector of Probation.

2 The interview appeared in the Winter 2002 Volume 26 no 1 edition of Perspectives.

3 http://www.justice.gov.uk/transforming-rehabilitation Accessed 2014 01 12

4 http://www.justice.gov.uk/downloads/about/hmiprob/criminal-justice-conference-speech.pdf

5 http://www.presstv.ir/detail/2013/12/15/340178/uk-probation-plans-put-public-at-risk/ Accessed 2013 12 29.

6 Ms. Calderbank's acting assignment as HM Chief Inspector of Probation which commenced in August 2011 ended at the end of December 2013.

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R.E. "BOB" BROWN is an independent criminal justice consultant based in Victoria, British Columbia and working internationally in Africa and China. He is the former Director of the Corrections Programme at the International Centre for Criminal Law Reform and Criminal Justice Policy and a former District Director of the Vancouver Island Parole District.

APPA WILL HOST THE WORLD IN 2015.

SECOND

World Congress

ON COMMUNITY CORRECTIONS   July/August 2015

APPA has been selected to host the Second World Congress on Community Corrections.

Look for details soon.

psn update

By Adam K. Matz, M.S. and Mary Ann Mowatt, M.S.

GANG MEMBERS IN SMALL-TOWN AND RURAL COMMUNITIES[1]

In 2001 Project Safe Neighborhoods (PSN) was championed by the federal government to reduce the possession of illegal firearms by ex-convicts and built largely on the then-perceived successes of New York City's Compstat, Boston's Operation Ceasefire, and Virginia's Project Exile (Rosenfeld, Fornango, & Baumer, 2005).[2] In 2007, recognizing the interconnectedness of guns and street gangs (DeMichele & Matz, 2012), PSN expanded its ambitions towards reducing youthful gang violence.[3] Given the high prevalence of work conducted in urban jurisdictions over the past two decades, where gangs are most prevalent, interest developed in re-examining the prevalence of street gangs in rural, as well as tribal (see Mowatt & Matz, in press), communities. This article briefly outlines what is known about gangs and gang members in rural communities and small towns as derived from the empirical literature.

Historically, youth street gangs have been an urban phenomenon. In the last decade there has been growing concern that gangs may have increased their presence in rural communities and small towns. The Federal Bureau of Investigation's (FBI) National Gang Intelligence Center (NGIC) (2009, 2011) reports gang members may migrate from urban areas to rural and small towns for a variety of reasons including expansion of lucrative drug markets, member recruitment and avoidance of the law. The National Gang Center's (NGC) National Youth Gang Survey indicates, however, the prevalence of gangs in rural communities and small towns has been decreasing (Howell & Egley, 2005). NGC explains gang members are unlikely to migrate to small towns or rural areas, but if so, it is most often for social reasons and not in the interest of the gang or its expansion. Rather, the availability of new jobs may be one of the leading factors in creating an environment in rural and small-town areas that is conducive to gang proliferation (Weisheit, Falcone, & Wells, 1999; Weisheit, & Wells, 2004; Wells & Weisheit, 2001). Further, gangs in small towns and rural communities tend to be unstable and less cohesive, sporadically forming and then dissipating, compared to those in urban communities (Howell & Egley, 2005). Finally, research conducted in Texas found law enforcement and college students reported the presence of isolated gang activity in small-town and rural areas, and such gangs were often youthful and regularly engaged in violence (Green, 2003, 2005).

A LOOK BACK AT A HISTORICAL CASE STUDY: GANGS IN DEKALB COUNTY IN THE 90'S

Despite confusion as to the presence or prevalence of gangs in small towns and rural communities, a historical case study by Coghlan (1998) in DeKalb County, Illinois illustrates gang violence can happen almost anywhere. In this case study Coghlan, a DeKalb County State Attorney at the time, outlines a rural response to gang violence that is very similar in nature to those done in urban jurisdictions under PSN, Ceasefire or related programs (see Braga, Kennedy, Waring, & Piehl, 2001; Papachristos, Meares, & Fagan, 2007). The gang issue presented itself in various forms suddenly to the DeKalb County citizens but most notably through the murder of Brent Cooper, 17 years old, in front of the county courthouse in 1991. Through the early and mid-90s there were four drive-by shootings across the county and two gang-retaliation murders.

DeKalb County represented a population of about 80,000 in the mid-1990's. It averaged roughly 2,000 crimes per year with only about 400 for felonies and the remaining 1,600 for misdemeanors and juvenile delinquency cases. Less than three percent of all criminal cases were deemed to be gang-related in a given year, meaning they may or may not have been *gang-motivated* crimes perpetuated by active/former gang members. By using a more stringent

definition more akin to a Chicago or Los Angeles definition, Coghlan (1998) estimated there were roughly three gang crimes per year. At the time, about 400 gang members had been documented as living in the DeKalb area. About 325 were considered inactive and 75 actively associated with a major street gang (for an overview of prominent street gangs see Parry, 2007). Coghlan contends many of these gang-affiliated individuals had fled Chicago to get away from the gang lifestyle and were trying to make an honest living.

However, the increase in violence mobilized the community to mount a coordinated interagency response to the developing gang crisis (Coghlan, 1998). Police and prosecutors sought out specialized gang trainings, with five police officers receiving gang specialist certifications. Schools responded similarly by seeking training on how to identify gang symbols and behaviors, and instituting anti-gang policies. Youth council volunteer groups and committees were formed comprised of citizens with an interest in preventing or intervening in street gang violence. In addition, a community volunteer organization known as the DeKalb County Partnership for a Substance Abuse Free Environment (DCP/SAFE), recognizing the inter-connectedness of gangs and drugs (see Huebner, Varano, & Bynum, 2007), supported the committees and provided structure to the anti-gang response. DCP/SAFE worked with the community

and various social service providers to sponsor pro-social youth activities, assist with housing and provide anti-gang training and materials to residents. The removal of graffiti was a focus and local businesses were documented as even donating supplies and labor as needed. Former gang members were consulted by police for advice, akin to the violence interrupters or street walkers used today (see Kerr, 2009; Ritter, 2009), and supported the communities' anti-gang efforts through public speeches in schools. Faith-based organizations and churches were also involved in providing speakers and educational materials in an attempt to prevent youth from adopting the gang lifestyle. Finally, the media allegedly worked with local residents to stay apprised of the latest developments and to keep the community up-to-date on gang incidents (for a modern example of a police-media outreach campaign see O'Shea, 2007). In sum, well over 40 community organizations and businesses had contributed to the anti-gang initiative in DeKalb County.

However, no outcome data or evaluations studies could be located on the interagency partnership, nor any studies of a similar nature in other rural or small-town jurisdictions. Historically, the criminological literature has focused on high-crime urban areas, while rural areas tend to be neglected; this is especially true of rural gang research (Wells & Weisheit, 2001; Wilson, 2008).

URBAN AND RURAL/SMALL-TOWN COMPARISONS

Like urban gang members, gang-affiliated individuals in rural and small town areas at the micro-level may use specific clothing, hand signs, colors and graffiti to announce their presence. Clothing can be used discretely in a variety of ways to communicate gang affiliation and may include wearing specific brands or modifying the clothes in a specific way. Commonly the combination of specific colors, names, initials, logos and/or numbers may be used. Also, alterations to clothing such as initials written on the inside of a hat may be a sign of gang affiliation. Finally, shirts with *por vida* ("for life") or RIP ("rest in peace") may be worn to recognize fallen gang members (Arciaga, Sakamoto, & Jones, 2010). Finally, increased spikes in local violence and the presence of graffiti may also serve as signs of gang issues. These characteristics may be accompanied by other macro-level problems such an influx or migration of individuals into the area seeking employment opportunities (Wells & Weisheit, 2001).

Nevertheless, gangs in rural areas have been found to differ from their urban counterparts in several fundamental ways. For example, they are often less stable due to the smaller populations. An arrest of a prominent gang member has the potential to cause greater disruption in rural area gangs than in urban areas. In addition, street gangs may form

briefly and then dissipate without formal responses. On the other hand, formal responses may have the unintended consequence of escalating the gang problem and fostering gang cohesion by reinforcing a gang identity (e.g., excessive media attention). Urban youth gang members tend to be most active in the ages between 14-24, predominantly male and African American or Hispanic (i.e., northeast vs. southwest) (Howell, 1999; Howell & Moore, 2010). That is not to deny or otherwise neglect the issue, presence, or impact of other gangs (e.g., Asian, female) (e.g., Chin, Fagan, & Kelly, 1992; Curry, 1998). Rural youth gang members, on the other hand, tend to be slightly older (ages 18-24), male and white and possess weaker bonds to academia (Wilson, 2008). Urban youth are likely to possess more anti-social gang-affiliated peers but in both cases females comprise about one-third of the gang's membership and crime is mostly intra-racial (Curry, 1998; Dukes & Stein, 2003; Evans, Fitzgerald, Weigel, & Chvilicek, 1999).

CONCLUSION

At the time of Wilson's (2008) systematic review on gangs in rural areas, only nine relevant empirical articles were available. Clearly, the issue and prevalence of rural youth street gangs has not been adequately studied. Nor have approaches to dealing with gangs in rural areas or small towns been sufficiently documented. However, while

there are some distinct differences there are many similarities as well. Agencies within rural areas should take care to ensure that there is a real gang threat in their jurisdictions before engaging in any large-scale interventions (Office of Juvenile Justice and Delinquency Prevention [OJJDP], 2010). As Coghlan (1998) has demonstrated, multi-agency collaborations that bring together justice agencies, community- and faith-based organizations and private businesses can be mobilized in rural areas in a manner similar to that done through urban interventions such as Ceasefire and PSN (Braga et al., 2001; Papachristos et al., 2007), which have demonstrated some successes in reducing gang violence.[4] Jurisdictions seeking guidance should consult the OJJDP Comprehensive Gang Model (Howell & Egley, 2005; OJJDP, 2010), the Bureau of Justice Assistance's (BJA) SARA (Scanning, Analysis, Response, Assessment) Model (BJA 1997, 1998), and the American Probation and Parole Association's (APPA) C.A.R.E. (Collaboration, Analysis, Reentry, Evaluation) framework (DeMichele & Matz, 2010, 2012; Matz, DeMichele, & Lowe, 2012; Matz, Lowe, & DeMichele, 2011) for further guidance. ▷▷▲

ENDNOTES

[1] The PSN Update is supported by Cooperative Agreement Number 2011-GP-BX-K032 awarded by the Bureau of Justice Assistance under the Project Safe Neighborhoods (PSN) anti-gun/gang initiative. The Bureau of Justice Assistance is a component of the Office of Justice Programs, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Preventions, the Office for Victims of Crime and the Smart Office. Points of view in this document and related materials are those of the authors and do not necessarily represent the official policies or positions of the U.S. Department of Justice.

[2] 1000-1500 word submissions (otherwise follow Perspectives' submission guidelines) for consideration in the PSN Update are welcome and encouraged. To be considered papers must be relevant to community corrections (probation/parole) and concern interagency collaboration (e.g., police-probation/parole partnerships), Project Safe Neighborhoods (PSN), gangs, and/or gun violence. Please direct PSN Update manuscripts to amatz@csg.org.

[3] Boston's Ceasefire is the only program that remains promising, with the others essentially deemed to have limited or no substantive impact on homicide (Rosenfeld et al., 2005).

[4] A brief discussion of definitional issues is warranted. Academically, the European definition summarized by Klein (2005) is the most widely accepted for research purposes, "…any durable, street-oriented youth group whose own identity includes involvement in illegal activity" (p. 136). The federal government's legal definition shares similar qualities, albeit with more nuanced parameters. Local definitions vary. Differences in definitions can lead to discrepancies in how gang offenses are calculated and distinctions between gang-motivated crimes and crimes committed by individual gang members may become indistinguishable. In small towns and rural jurisdictions where gang activity is not well documented, definitions may be especially ambiguous.

[5] For an example of how an interagency collaboration aimed at street gangs may have the unintended effect of increasing gang cohesion see Pittsburgh's One Vision One Life (Wilson & Chermak, 2011).

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international update
By James Byrne, Ph.D.

GLOBAL PERSPECTIVES ON EVIDENCE-BASED CORRECTIONS AND SENTENCING: MAKING THE CASE FOR INTERNATIONAL PARTNERSHIPS AND KNOWLEDGE EXCHANGE

INTRODUCTION AND OVERVIEW: THE GLOBAL CENTRE FOR EVIDENCE-BASED CORRECTIONS AND SENTENCING

There is much to be learned from global knowledge exchange regarding best practices and new innovations in corrections and sentencing. By exploring how other governments in each global region *define* criminal and juvenile misbehaviour, *organize and administer* crime prevention/crime control strategies to address these crime problems and *evaluate* the effectiveness of these corrections strategies, it is certainly possible that leaders will discover more efficient and effective approaches that can be applied in their own country. In the field of corrections, there are a number of international organizations and consortium groups that provide a forum for regional and/or global knowledge exchange, including, for example, the recently created World Congress of Probation, Collaboration of Researchers for the Effective Development of Offender Supervision (CREDOS), the IACC, the John Howard Society and the United Nations.

During this past year, a new global initiative was launched in Australia: the Global Centre for Evidence-based Corrections and Sentencing (GCECS). The Griffith University Global Centre for Evidence-based Corrections and Sentencing is currently engaged in the following three initiatives:

(1) HIGH QUALITY CORRECTIONS AND SENTENCING RESEARCH AGENDA

The Centre is developing research projects focusing on evaluating the impact of current corrections and sentencing strategies (adult/juvenile) in Queensland, throughout Australia, and internationally. We will also develop comparative corrections and sentencing research studies (qualitative and quantitative) in partnership with our consortium centre partners.

(2) KNOWLEDGE EXCHANGE SEMINARS AND SYSTEMATIC, EVIDENCE-BASED POLICY REVIEWS

To translate research into practice, the Centre will develop a series of executive session seminars and workshops highlighting corrections and sentencing issues in each global region; in conjunction with the executive seminars, the Centre will publish a series of objective, independent reviews of the available research on key corrections and sentencing policy issues, which will inform policymakers, both in Australia and in the international community.

(3) GLOBAL EVIDENCE-BASED CORRECTIONS AND SENTENCING NETWORK DEVELOPMENT

The Centre has developed a global network of researchers, policymakers and practitioners interested in conducting high quality corrections research and using this research base to improve the performance of the adult and juvenile corrections and sentencing system in their respective jurisdictions; in the process, the Centre – through the Centre's website – will become a global clearinghouse for high quality, evidence-based corrections research and a primary source of information on global corrections performance, and innovative corrections and sentencing policies and practices.

The following article briefly summarizes the initial activities of the new Global Centre for Evidence-based Corrections and Sentencing (GCECS) at Griffith University in Brisbane Australia. APPA members interested in the GCECS and its activities can visit the website at www. gcecs.edu.au. Carl Wicklund, APPA's Executive Director, is a member of the international advisory board of the GCECS, and he participated in the first meeting of global consortium members, which was held in September, 2013 in Brisbane Australia. The Centre continues to grow since its inception and there are now over 100 consortium members worldwide. The Centre's aim is to become the globally recognized leader in the area of evidence-based corrections and sentencing and the primary source of information on how to integrate both individual and community level change strategies into effective corrections/ sentencing policies and practices.

The first meeting of the GCECS included adult and community corrections

directors from each of Australia's eight states and territories, along with corrections and sentencing research consortium members from several different countries and regions (United Kingdom, United States, China, Spain, Australia, Scotland, Belgium, and the U.S. Virgin Islands). The one day conference was held in Brisbane, Australia on September 30th, 2013 and focused on a wide range of current and emerging issues confronting corrections and sentencing policymakers and practitioners in each global region, including presentations on the privatization of institutional and community corrections, new corrections and sentencing initiatives in Australia and comparison of justice reinvestment strategies in Europe, the United States, the United Kingdom, Australia and China. For readers interested in these topics, we urge you to view the conference presentations available on the GCECS webpage. For more detail on justice reinvestment globally, we urge you to read the special issue of the journal, *Victims and Offenders,* which was devoted exclusively to global developments in justice reinvestment (Jan., 2014 issue). Based on the discussion and exchanges among researchers and policy/practitioners, three themes emerged from our inaugural meeting: (1) We need to broaden our definition of what constitutes research evidence; (2) we need to reintegrate the concept of community into community corrections strategies; and (3) we need to develop global performance measures in institutional and community corrections. Each of these three themes is

briefly highlighted below and links to all conference presentations are provided on our webpage.

WHAT CONSTITUTES RESEARCH EVIDENCE IN CORRECTIONS FIELD?

There is currently a debate among criminologists globally regarding what should constitute the evidence base for systematic reviews of evidence-based corrections and sentencing policies and practices. Much of the recent discussion of "what works" in criminal justice has been based on evidence-based reviews of the research on a particular topic of interest (e.g., hot spots policing, CCTV, drug courts, the effectiveness of incarceration, prison-based treatment programs, community-based sanctions, prison reentry). The proliferation of "what works" reviews run the gamut from high quality, well-designed "scientific" reviews on the one hand to low quality, poorly designed unscientific reviews (otherwise known as nonsense) on the other.

Essentially, there are three basic types of evidence-based reviews: (1) the "gold standard" review focuses only on randomized, controlled experiments, following the lead of the hard sciences; (2) what has been referred to as the "bronze standard", which includes both experimental and (well-designed) quasi-experimental research (with comparison groups); and (3) the unscientific (or what has been described as nonsense) approach of self-selecting a number

of studies in an unsystematic manner, including experiments, quasi-experiments and non-experimental research (Byrne,2009). The unscientific reviews are typically written by advocates of a particular program or strategy (both liberal and conservative). In the most extreme form, the authors of the review simply allude to an evidence-based review or "best practices", with no supporting documentation and/or an evidence-based review to support their recommendations. Unfortunately, much of what is currently touted as "evidence-based" research reviews in the field of criminal justice appears to fall into this last category.

The "gold standard" for evidence-based research reviews mandates that at least two randomized field experiments must have been conducted on a particular program/strategy before we can offer an assessment of "what works" (see, e.g., the reviews conducted for the Campbell Collaboration at www.campbellcollaboration.org). Applying the gold standard to criminal justice research is a problem, because the necessary experimental research has not been conducted. When applied to institutional corrections, for example, the use of this gold standard results in a simple conclusion: we simply do not know what works (and what does not work) with offenders in correctional settings. For example, between 1980 and 2000, only fourteen (14) randomized experiments were conducted in corrections (Farrington and Welsh, 2005), including

seven evaluations of juvenile corrections programs, [two evaluations of scared straight programs for male juveniles, four evaluations of boot camps for male juveniles, one evaluation of a juvenile treatment facility (Paint Creek)] and seven evaluations of adult corrections programs [three evaluations of therapeutic communities for adult drug-involved inmates and four evaluations targeting male prisoners placed in one of the following four treatment programs: reasoning and rehabilitation, social therapy, moral reconation therapy and cognitive behavior treatment]. Obviously, much more rigorous evaluation research will have to be conducted before gold standard "evidence-based reviews" can be used to guide corrections practice in either adult or juvenile corrections facilities in the United States. The same general caveat applies to police, courts and other criminal justice programs. The problem is not just that there are not enough RCTs (randomized control trials), but that the programs or strategies being evaluated are typically complex, multicomponent interventions, which will make an assessment of which component or combination of components results in an observed effect quite difficult, unless the sample size of the study was large and the implementation and impact of key program components was adequately measured.

One solution to the problems associated with applying the "gold standard" to the current body of criminal

justice research is offered by the Campbell Collaborative – lower the standards for including studies in an evidence-based review. Using what some have called a "bronze standard", members of the Campbell Collaborative have conducted evidence-based reviews of a wide range of criminal justice interventions. Based on this relaxed standard, both experimental and well-designed quasi-experimental research studies (levels 3, 4, 5 on a quality scale ranging from 1 (low) to 5 (high)) would be examined. For a specific program or strategy to be deemed effective, at least two level 3 (or higher) studies would be needed, with supporting research from the majority of lower quality evaluations (levels 1 or 2). Several of the systematic, evidence-based reviews in the area of criminal and juvenile justice included in the Campbell Collaborative library use this relaxed standard for study identification and review; not surprisingly, different review standards will result in different assessments of "what works". However, the utilization of this relaxed standard only results in more studies being available for review; it does not solve the more difficult problem—how do we provide policymakers and practitioners with evidence that adherence to a specific program model or multidimensional intervention effect will have the desired effect?

For the immediate future, it appears that most assessments of the effectiveness of various criminal and juvenile justice programs will be based on this relaxed,

but pragmatic, standard of research quality. In fact, it appears that the review threshold may even need to be lowered further, given the paucity of quality research available for review. The Office of Justice Programs (OJP) recently launched its new evidence-based review website, www.crimesolutions.gov, which includes a listing of all criminal justice programs identified as effective, based on external reviews of the available research by a group of experts selected by OJP. One major difference between the OJP reviews of criminal justice programs and the Campbell Collaborative reviews is that OJP will identify a program as effective based on a single program evaluation, while the Campbell Collaborative review criteria require at least two quality evaluations. While we need to consider carefully the criteria we use to review a criminal justice program and identify it as effective, it is a positive sign that we are beginning to move in this direction.

Another facet of the problem that needs to be considered is the exclusive focus on programs as the change strategy of choice, when in fact it is likely that offender change is a product of a variety of dynamic factors, not just successful completion of a correctional program. Although the term *evidence-based* has been defined narrowly in many circles to only include the results of high quality *program* evaluations, there is a recent movement to expand the discussion to include not only evaluations of individual corrections programs (e.g., therapeutic

communities, intensive probation supervision, boot camps) but also assessments of broader, multidimensional correctional *strategies* (e.g., re-entry strategies, RNR implementation, reduced caseload size, mentoring). The best example of this recent change is found on the NIJ Crime Solutions webpage, http://www.crimesolutions.gov/TopicDetails.aspx?ID=28#practice. It is certainly possible that when we focus on either program effects or strategy effects exclusively, we are ignoring other factors that might be related to individual desistance from crime, including both the individual and community context of offender transformation/change. Policymakers may be given the wrong message if we focus on the need for evidence-based programs and strategies, without also emphasizing the importance of understanding and addressing the root causes of criminal behaviour, which will require a review of the available research on the individual and community context of crime. For this reason, it makes sense to consider carefully the need to include research on both individual context (e.g., the work of desistance researchers) and the work of researchers focused on the community context of crime prevention and control.

Evidence-based research reviews conducted through the GCECS will take a broader view of what constitutes evidence, one that recognizes the importance of personal narratives, community context and non-programmatic assessments.

We plan to include the results of both quantitative and qualitative research in the area of corrections and sentencing in our evidence-based reviews. The challenge will be to incorporate these additional forms of evidence in meaningful ways into systematic evidence-based research reviews, so that this critical body of research can be considered by policymakers and practitioners along with the results from experimental, quasi-experimental and non-experimental research on correctional programs and strategies.

PUTTING THE COMMUNITY BACK IN COMMUNITY-BASED CORRECTIONS

A second theme that emerged from our inaugural meeting was that we need to integrate research and development initiatives focused on community crime prevention with research and development efforts focused on desistance from crime among known offenders under various forms of correctional control. The centre has been designed based on a simple premise: *you cannot change offenders without also changing the communities where offenders reside*. While our institutional and community corrections system has multiple aims – including retribution/punishment, community safety and protection, offender rehabilitation and reintegration and restorative outcomes – corrections agencies spend considerable time and resources on developing programs to

change offenders into non-offenders. To date, these efforts have only had, at best, a marginal impact, in large part because their focus has been on the individual, while ignoring the influence of community context (e.g., community attitudes, values, resources and structure). Community context can be incorporated into institutional and community corrections policies and practices in a wide range of areas (e.g.,restorative sentencing, risk assessment, treatment programming, re-entry planning, culturally responsive interventions, desistance-focused community supervision, location-specific community resource development and justice reinvestment). Our plan is to conduct high quality research with global consortium partners on the impact of these strategies and to provide opportunities for a global discussion of the implications of this emerging body of research for corrections and sentencing policies and practices.

GLOBAL PERFORMANCE MEASURES

A third theme that emerged from the presentations and subsequent discussions among consortium members was that we need to do a better job defining correctional performance, both in terms of efficiency and effectiveness. There has been considerable discussion in recent years on how to measure the performance of police, court and corrections programs using the research quality standards and review criteria developed in other fields.

By applying these standards and review criteria, it should be possible to identify high performance and low performance criminal justice programs and strategies. Once these high performance and low performance programs (and/or strategies) are identified, policy makers will be able to utilize these research findings to improve the performance of the criminal justice system in their jurisdictions. The promise of evidence-based research is that it will allow us to do a better job allocating criminal justice resources, supporting those strategies and programs that we know are effective, based on scientific research, while discontinuing programs found to be ineffective. In addition, the identification of specific high – and low – performance criminal justice programs will allow us to identify those factors that distinguish one program from another (e.g., design, implementation, staffing level, staffing quality, etc.).

The development of an evidence-based criminal justice system will not happen overnight, for two reasons: (1) we do not systematically collect process and outcome data in a form that will allow us to rank the performance of police, court and corrections agencies and (2) the necessary quality evaluation research has not been conducted in several program areas. However, we are moving in this direction. A number of government agencies and private sector groups have called for the development of standard performance measures and several groups have identified both effective *and*

ineffective criminal justice programs, using a variety of evidence-based review criteria (e.g., In the United States, NIC, NIJ, RAND, Coalition for Evidence-based Policy, University of Colorado's Blueprints for Violence Prevention; in the United Kingdom, the National Offender Management Service and internationally, the Campbell Collaboration).

As we consider how to define evidence-based practice in criminal justice and juvenile justice settings, it appears that we should heed some of the basic "lessons learned" from the experience of medical researchers. For example, Atul Gawande (2007) in his book, *Better: A Surgeon's Notes on Performance,* examines the common assumption:

That differences among hospitals in a particular specialty were insignificant. If you plotted a graph showing the results of all the centers treating cystic fibrosis – or any other disease, for that matter – people expected that the curve would look something like a shark fin: with most places clustered around the best outcomes. But the evidence has begun to indicate otherwise. What you tend to find instead is a bell curve: with a handful of teams showing disturbingly poor outcomes for their patients, a handful obtaining remarkably good results and a great undistinguished middle (205).

While this type of information is critical to know when one has a medical problem and seeks the best treatment facility, it is also critical when a government has a crime problem and policymakers are seeking a best practice solution. While we recognize that even high performance corrections programs offer at best, only a partial response to the crime problem, it is possible to envision high performance crime prevention programs serving as a complement to these efforts. The problem is that we need to create a performance measurement infrastructure for both crime prevention programs and corrections and sentencing strategies. Some would argue that you cannot compare the field of criminal justice with the field of medicine, but there is at least one area of overlap. Gawande (2007) found that contrary to public perception, in most areas of medicine, performance is not being measured:

In medicine, we are used to confronting failure; all doctors have unforeseen deaths and complications. What we're not used to doing is comparing our records of success and failure with those of our peers. I am a surgeon in a department that is, our members like to believe, one of the best in the country [Brigham and Women's Hospital, Boston]. But the truth is that we have no reliable evidence about whether we're as good as we think we are. Baseball teams have win-loss records. Businesses have quarterly earnings reports. What about doctors? (207).

Criminal Justice managers – police commissioners, court administrators,

TABLE 1: ADULT CORRECTIONS AND SENTENCING BY COUNTRY: CAMPBELL COLLABORATION STUDIES.

STUDY	USA	CANADA	UK	AUST.	OTHER	TOTAL
Feder, L., Austin, S., & Wilson, D. (2008). Court-Mandated Interventions for Individuals Convicted of Domestic Violence.	10	0	0	0	0	10
Killias, M., Villettaz, P., & Zoder, I. (2010). The effects of custodial vs. non-custodial sentences on re-offending: A systematic review of the state of knowledge.	13	2	0	2	6[i]	23
Lipsey, M., Landenberger, N.A., & Wilson, S.J. (2007). Effects of Cognitive-Behavioral Programs for Criminal Offenders: A Systematic Review.	42	10	5	0	1[ii]	58
McDougall, C., Cohen, M., Swaray, R., & Perry, A. (2008). Benefit-Cost Analyses of Sentencing.	18	0	0	2	0	20
Mitchell, O., Wilson, D.B., & MacKenzie, D.L. (2012). The effectiveness of incarceration-based drug treatment on criminal behavior: A Systematic Review.	65	4	1	3	1[iii]	74
Visher, C.A., Coggeshall, M.B., & Winterfield, L. (2006). Systematic Review of Non-Custodial Employment Programs: Impact on Recidivism Rates of Ex-Offenders.	8	0	0	0	0	8
Wilson, D., MacKenzie, D.L., & Mitchell, F.N. (2005). Effects of Correctional Boot Camps on Offending: A systematic review.	40	1	2	0	0	43

[i] Switzerland, Finland and Sweden.
[ii] New Zealand.
[iii] Taiwan.

TABLE 2: JUVENILE CORRECTIONS AND SENTENCING BY COUNTRY: CAMPBELL COLLABORATION STUDIES.

STUDY	USA	CANADA	UK	AUST.	OTHER	TOTAL
James, C., van der Laan, P.H., Stams, G.J., & Asscher, J. (2010). Aftercare programs for reducing recidivism among juvenile and young adult offenders.	21	0	1	0	0	22
Garrido, V., & Morales, L.A. (2010). Serious (Violent and Chronic) Juvenile Offenders: A systematic review of treatment effectiveness in Secure Corrections.	22	4	4	0	0	30
Mitchell, O., Wilson, D., Eggers, A., & Layton MacKenzie, D. (2012). Drug Courts' Effects on Criminal Offending for Juvenile and Adults.	146	2	0	4	2[i]	154
Petrosino, A., Buehler, J., & Turpin-Petrosino, C. (2013). Scared Straight and Other Juvenile Awareness Programs for Preventing Juvenile Delinquency: A Systematic Review.	9	0	0	0	0	9
Petrosino, A., Guckenberg, S., & Turpin-Petrosino, C. (2010). Formal System Processing of Juveniles: Effects of Delinquency: A Systematic Review.	15	0	0	2	12[ii]	29
Piqureo, A.R., Farrington, D., Jennings, W.G., Tremblay, R., & Welsh, B. (2008). Effects of Early Family/Parent Training Programs on Antisocial Behavior and Delinquency: A Systematic Review.	38	2	5	7	3[iii]	55

[i] New Zealand and Guam.
[ii] Unknown.
[iii] China, New Zealand and Netherlands.

Figure 1: Revised performance indicator framework.
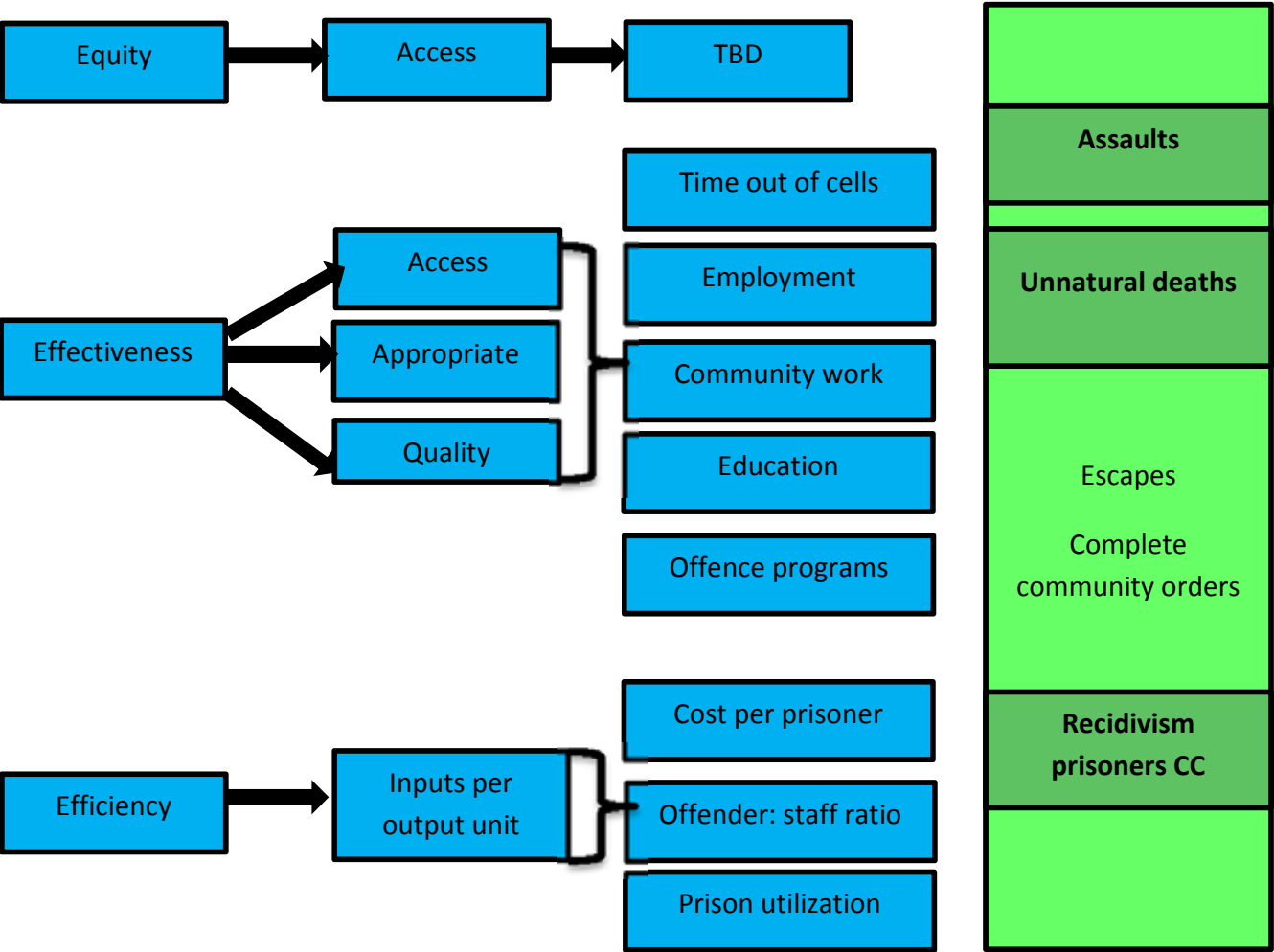
probation, parole and institutional Corrections managers – are facing the same dilemma as those in the medical profession. The problem for managers working in the criminal and juvenile justice arena is that – in comparison to the medical field – we are further behind in terms of performance measurement and basic evaluation research. However, one area where the United States is clearly a leader globally is in the evaluation of corrections programs and sentencing strategies. Consider the table below, which was presented at the GCECS meeting for review. In both adult and juvenile corrections, the vast majority of high quality evaluations have been conducted in the United States.

The challenge ahead for criminal justice is to develop consistent performance measures and then to do the necessary research that allows us to distinguish high performance from low performance criminal—and juvenile— justice programs. In the final presentation of the GCECS conference, one possible framework for measuring correctional performance was presented, based on a review of performance data currently available across the eight states of Australia (see figure 1 below). It appears from this preliminary review that it is possible to distinguish high performance from low performance corrections systems in Australia using this performance review framework. The challenge will be to develop a consistent set of globally recognized—and systematically collected—performance measures. As a first step in this direction, members of our GCECS staff have been collecting available data at the country level on crime, sentencing and corrections. Global maps have been created on our website depicting crime rates, pre-trial detention rates, incarceration rates and execution rates. Development and dissemination of these global crime and justice maps are an important first step in the process of developing global performance measures. You can view these global maps at www.gcecs.edu.au.

CONCLUDING COMMENTS: WHAT'S NEXT?

APPA members and others interested in the work of the GCECS are encouraged to visit our website, utilize our online resources and to contact us directly if you would like to get involved in the work of the centre or attend one of our upcoming meetings and workshops. We plan to hold meetings in each global region, beginning with an upcoming 2014 meeting on community corrections in China to be held in conjunction with our consortium members from this region. ▷▷▲

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research update

By Jennifer Ferguson, Ph.D.

THE APPA RESEARCH COMMITTEE

Typically the Perspectives Research Update is used to present summaries of recent research findings relevant to the field of community corrections. The inclusion of the Research Update in each issue highlights the importance of research to the direction of community corrections and to the importance of sharing information with the field. In recognition of the important role that research plays in shaping community corrections, the American Probation and Parole Association (APPA) also has a designated research committee as one of its standing committees. This edition of the Research Update will highlight the role of the research committee in APPA and identify the direction that the research committee aims to take over the next two years.

Over the past couple of years, under the leadership of Dr. Charlene Rhyne, former manager of the Quality Systems and Evaluation Services Unit at the Multnomah County Department of Community Justice, the APPA Research Committee has developed a mission statement. The mission of the APPA Research Committee is:

To serve as a resource to inform community corrections and juvenile justice practitioners, stakeholders and partners about promising evidence-based and best practices to improve program operations, policy development, programming and outcomes. The Committee will achieve this through consultation, workshops at Annual and Winter Training Institutes, webinars and dissemination of current data-driven research practices shown to be effective in ensuring public safety.

From this mission statement it can be seen that a key role of the research committee is sharing information. It is important that research findings that are relevant to community corrections do not sit idly on a shelf if they can provide meaningful information that will help the field achieve its goals of community safety and offender behavior change. To achieve this, the research committee is taking an active role in

information dissemination. This is done by identifying topics for the Research Update which will include summaries of existing research findings and by developing its own tip sheets that contain brief, practical and usable information gleaned from quality research. The first of these was published last year and was titled "Get Smart About…Rewards and Sanctions: The Facts about Contingency Management." It can be found on the National Institute of Corrections Website or at the following link: https://s3.amazonaws.com/static.nicic.gov/Library/027244.pdf. Future fact sheets aim to focus on key evidence-based principles including risk and needs assessments, criminogenic needs and responsivity. There will also be a special focus on trauma with fact sheets developed on trauma-informed practices and the impact of secondary trauma on staff.

While sharing research findings is important, it is also important that the research being conducted is meaningful to the field and to the staff that are expected to implement the results of research on a daily basis. The substance of the research conducted needs to be relevant to line staff and supervisors. The research committee would like to ensure that information does not only flow from the academic world of research to the field but that information flows both ways. In addition to sharing the results of research, the committee also wants to identify areas where the field recognizes gaps in the research being conducted. What are some of the areas where the field could benefit from additional research? This is information held by those working in the field. As a result, the committee would like to help ensure that that there is an open and ongoing dialogue with the academic research community to help shape the community corrections research agenda.

While there has been an increased recognition of the value of research and its importance in shaping supervision and management practices, there is also a tendency to see the realm of research falling upon individuals with specialized training in research. As APPA continues its investment in relying on research and data to inform decisions about the direction of community corrections, it is important to recognize that the research committee is not only for those who conduct research. It is available to anyone with an interest in advancing the field of community corrections in ways that are research and data-driven. It is critical that the direction taken is influenced by practitioners working in the field on a daily basis and the committee welcomes your participation. If you are interested in becoming involved, please let APPA staff know, or contact Dr. Jennifer Ferguson, the current chair of the APPA research committee at jferguso@apd.maricopa.gov, or (602)506-0488. ▷▷▲

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The Veterans Treatment Court Concept in Practice:

Issues for Practioners

by Julie Marie Baldwin, Ph.D.

The Veterans Treatment Court (VTC) is the most recently created specialized court, and as such, little research on them currently exists in either the applied or academic arenas[1]. Despite this absence of research, VTCs are operating in the majority of states across the country. As of November 2012, 64 percent of states had at least one VTC already in operation. Additionally, 18 were in the planning stages in nine states, two were in transition and one was on hold (due to no current participants) (Baldwin, 2013a & 2013b). With the naming of mentor courts and the first national conference of VTCs in 2013, as well as the anticipated influx of returning veterans from the most recent era, the dissemination of these courts is anticipated to continue (Baldwin, 2013a). Because these courts seem to be growing, practitioners should be aware of the national status of these courts, whom they serve and also issues VTC practitioners have encountered to date. Further, practitioners should be aware of the challenges facing veterans in contact with the criminal justice system because of the anticipated increase in their numbers.

This article is designed to provide the practitioner with an understanding of the VTC process, their prevalence across the country, the type of participants within the VTC and the challenges these participants face. Additionally, the article identifies and discusses the process and collaboration challenges facing practitioners within these courts. Implications for policy and practice are also included in each section. This information comes from a national survey of VTC practitioners conducted in 2012. The majority of VTCs completed the survey (69 percent response rate for the population). Table 1 illustrates the specific roles of the respondents. As seen from the respondent roles, specific focus is on the experience of probation officers, pretrial services, coordinators, administrators, support staff and court officers.

TABLE 1: RESPONDENT ROLES

RESPONDENT CHARACTERISTICS	PERCENTAGE (n=79)
Program or Court Coordinator	32.9%
VJO	15.1%
Administrator, Director, or Superintendent	15.1%
Judge	8.8%
Upper Level Support Staff: Court Analyst, Case Manager, Pretrial Services Supervisor, Clerk	8.8%
Probation Services	6.3%
Attorney: Assistant County, County, Public Defender, Private	5.0%
Other Support Staff: Collaborative, Specialty, or Treatment Court Officer	3.7%
Mentor Coordinator	1.2%
Missing	2.5%

THE VTC CONCEPT

A large body of research indicates that the veteran population has a higher prevalence of certain issues (e.g., mental health, PTSD, reintegration, substance abuse) that are related to illegal, violent and/or hostile behavior (Elbogen, 2011; Elbogen et al., 2010; Greenberg & Rosenheck, 2009). Additionally, these issues may increase the likelihood of incarceration (e.g., Boivin,1987; Greenberg & Rosenheck, 2009; McGuire, Rosenheck, & Kasprow, 2003; Saxon et al., 2001; Shaw et al., 1984). Over time, research on the impact of wartime service has expanded from a focus on physical impacts to incorporate mental health, substance use and behavioral issues which can affect both combat and non-combat veterans. For example, the Bureau of Justice Statistics (BJS) reported that state-incarcerated veterans were more likely to have a recent mental health history (e.g., overnight hospital stay, prescribed medication and receiving services from mental health professionals) than nonveterans (Noonan & Mumola, 2007). In sum, post-Vietnam Conflict research indicates that a distinct constellation of issues and needs results from the experience of military service, training or the status of being a veteran.

The VTC concept gained traction after the publicized implementation of the concept in Buffalo, New York, in January of 2008. In his court, Judge Robert Russell noticed an increase in the number of defendants who were military veterans or current military personnel (Russell, 2009). Due to this increase and his understanding of the relationship between military

While drug courts target substance use and mental health courts deal with individuals with mental health issues, the VTC focuses on offenders who have served or are currently serving in the military.

service, personal issues and contact with the criminal justice system, Judge Russell began his VTC in Erie County. The VTC concept is based upon the drug court and mental health court models, which attempt to provide offenders with services to address the underlying causes and correlates of crime (e.g., substance abuse treatment, mental health treatment, housing services). While drug courts target substance use and mental health courts deal with individuals with mental health issues, the VTC focuses on offenders who have served or are currently serving in the military. Additionally, many of the VTC team members, supervisors and service providers are veterans themselves.

VTCs move veterans from the traditional criminal justice system to a non-traditional justice system where appropriate treatment in addition to legal mandates can be prescribed. The diversion process is similar to drug courts and mental health courts. For example, if a veteran offender is in a jurisdiction where a VTC is in operation, the case could be transferred to the VTC docket. Once transferred, the VTC team evaluates the veteran and the case for eligibility—again, similar to other specialized courts, eligibility requirements vary by court. If eligible, the veteran is offered participation, and if the offer is accepted, the veteran must participate in the mandated treatments and services and comply with specific court mandates in lieu of incarceration. If the veteran does not choose to participate or is continually noncompliant during participation, the case is terminated from the VTC and transferred back to the original court of jurisdiction. The service utilization plan in Figure 1 (next two pages) illustrates how some of these courts operate (Baldwin, 2014).

VTC PARTICIPANTS AND THEIR CHALLENGES

The eligibility requirements for VTCs widely vary and may affect the type of participants in the programs (Baldwin, 2013a, Forthcoming-a). Regardless of this effect, it is important to understand who these courts are servicing. Table Two (Page 80) presents the average percentages of VTC participant demographics across the country. On average, the majority of VTC participants are male, white or between 21 and 30 years of age. They have served in the most recent conflicts, Operation Iraqi Freedom, Operation Enduring Freedom, Operation New Dawn (OIF/OEF/OND) or in the Army, the largest branch of the military. The majority have veteran status or trauma experience (Baldwin, 2013a, Forthcoming-a).

There are some similarities and differences between veterans in the

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FIGURE 1: VTC SERVICE UTILIZATION PLAN (BALDWIN, 2014)

Target Population is Identified.
1. Defendants who are veterans are identified during pretrial or at first appearance or are referred by judges and lawyers in various downtown courtrooms.
2. Veterans are asked if they are willing to participate in the VTC in lieu of traditional court.
3. Those that agree are put in contact with the VJO to determine their veteran status, i.e., veteran or nonveteran (DD-214 form).

Veteran makes an appointment with the VJO.

This can occur before **or** after the veterans first appears in VTC, but each veteran must both appear in VTC and be evaluated by VJO.

Veteran Appears in VTC.
1. Meets the VTC judge
2. Pleads guilty to charges
3. Accepts requirements set forth by the Assistant District Attorney
4. Agrees to attend treatment requirements determined (or to be determined) by VJO evaluations
5. Signs medical release
6. Is assigned a mentor

VJO Evaluates Veteran to Initially Determine Services Needed and VA Eligibility.
1. Determines if the veteran is eligible for services through the VA (DD-214, 10-10EZR)
2. Determines if veteran has housing, medical, substance abuse, mental health, and employment needs (VJO Contact Form, Homeless Services Assessment Form)
3. Collects background and legal information (VJO Contact Form, VJO Entry Form, Homeless Services Assessment Form)

VJO links the veteran to services (VA and outside).

Veteran Performs Tasks Mandated by the Court and Meets with Mentor.
(E.g., obtain driver's license, complete DUI school, community service, restitution)

Veteran Participates in Treatment and Receives Services
(E.g., substance abuse, mental health, medical, medication)

Veteran is Constantly Monitored by Veteran Court Team
(VJO, Treatment Providers, Probation, Mentors, Housing Providers)

VTC team reviews each veteran case the day before the veterans appearance in VTC, updating all members to progress and noncompliance. Decisions are made regarding rewards, sanctions, and overall status.

Veteran Frequently Appears before the Court for Status Checks (Review of VTC Team Meeting).
Assessment of Veteran Progress is Discussed.

Compliant

Noncompliant

Rewards are Applied by the VTC Judge.
1. Praised in court
2. Receive tokens of accomplishment
3. Ceremony/celebration
4. Advancement to next program phase (e.g., fewer court appearances and drug tests)
5. Termination of probation
6. Reinstatement of full driving privileges

Sanctions are Given by the VTC Judge.
1. Admonished in court
2. Write an essay
3. Increase number and/or frequency of requirements (e.g,. court appearances, random drug screening, counseling sessions, self-help meetings)
4. Community service
5. Demotion to earlier program phase
6. Placed in residential treatment facility
7. Formal probation violation
8. Brief incarceration

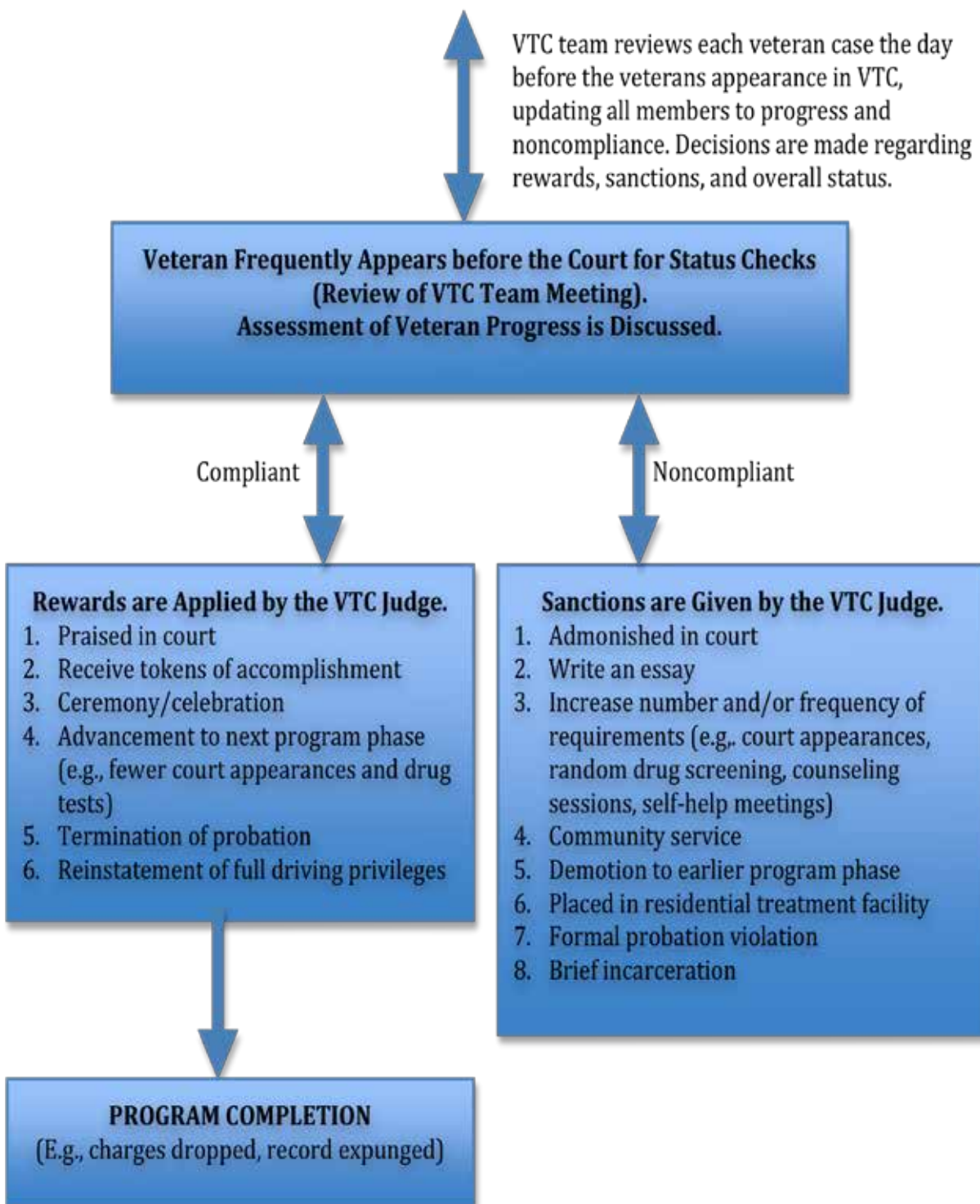**PROGRAM COMPLETION**
(E.g., charges dropped, record expunged)

TABLE 2: AVERAGE DEMOGRAPHICS OF VETERANS THAT EVER PARTICIPATED IN 79 VTCS

DEMOGRAPHIC INFORMATION	VTC PARTICIPANT AVERAGE PERCENTAGES N=3,649	NATIONAL VETERAN POPULATION* N=23,032,000
SEX		
Male	92%	93%
Female	6%	7%
RACE/ETHNICITY		
White (non-Hispanic/Latino)	62%	79%
African American (non-Hispanic/Latino)	30%	11%
Hispanic or Latino	12%	6%
Asian, Pacific Islander (non-Hispanic/Latino)	1%	1%
AGE		
18-20 years of age	3%	<1% (< 20 years of age)
21-25 years of age	19%	1% (20-24 years of age)
26-30 years of age	21%	3% (25-29 years of age)
31-40 years of age	22%	9% (30-39 years of age)
41-50 years of age	23%	15% (40-49 years of age)
51-60 years of age	16%	17% (50-59 years of age)
61+ years of age	12%	55% (60 years or older)
ACTIVE DUTY		
Active-Duty Reserves	8%	
Active Duty Military	3%	
ERA		
OIF/OEF/OND	39%	6%
Vietnam	25%	33%
Gulf War	15%	24%
BRANCH		
Army	48%	44%
Marine Corps	30%	11%
Navy	16%	23%
National Guard	13%	
Air Force	13%	18%
Coast Guard	6%	1%
TRAUMA EXPERIENCE	71%	

* U.S. Department of Veterans Affairs (2010)

general population and veterans in the VTC. The number of female veterans in VTC is proportionate to the veteran population, and 77 percent of VTCs have had at least one female veteran participant. However, there is a significant overrepresentation in the VTC participant population of veterans who are African American, Hispanic/Latino, under the age of 40, from the OIF/OEF/OND era, or served in the Marine Corps. Veterans who are more than 60 years old or served in the Gulf War are underrepresented in the VTC participant population (Baldwin, 2013a, Forthcoming-a).

VTCs aim to address both legal and extra-legal issues and these challenges are listed by gender in Table Three.

TABLE 3: VETERAN CRIMINAL OFFENSES THAT BROUGHT THEM TO VTC BY GENDER

	AVERAGE PERCENTAGE OF MALES (N=3357)	AVERAGE PERCENTAGE OF FEMALES (N=219)
OFFENSE TYPE		
Drug (not DUI/DWI)	49.5%	43.4%
DUI or DWI	39.0%	48.7%
Theft or Fraud	22.4%	40.4%
Domestic Violence	20.7%	9.8%
Violent (not domestic)	17.6%	27.0%
Traffic (not DUI/DWI)	10.9%	3.7%
Weapons	8.6%	0.6%
Prostitution	5.5%	6.5%
PERSONAL CHALLENGE		
Substance Abuse	81.1%	67.6%
Mental Health	68.4%	58.8%
Family Issues	55.7%	53.6%
Anger/Aggression/Violence	44.0%	24.6%
Homelessness	34.2%	31.3%

Challenges were examined independently by gender because civilian and veteran males and females have different experiences and barriers. On average, males were in VTC for more drug, traffic, domestic violence and weapons charges than females. Female veterans were in VTC for more DUI/DWI, violent (non-domestic) and theft/fraud charges than male veterans on average. However, drug and DUI/DWI offenses were the most reported type of offense that brought both male and female veterans to VTCs nationally.

Similarities between males and females existed for the three most reported personal challenges. In order of frequency, substance abuse, mental health and family issues were the most reported challenges facing both male and female veterans. Beyond these top three challenges, differences did emerge between males and females. For females, the fourth most widespread issue reported was homelessness, while anger/aggressive behavior was the fourth most prevalent issue for males.

The most difficult program requirement for both genders was passing drug screens, which could be expected given their legal and extralegal issues. Attending treatment sessions and maintaining housing were the other two most difficult program requirements for both males and

females. However, difficulty levels varied by gender for all other requirements. Figure Two (next page) illustrates how difficulty levels (ten is most difficult, zero is no difficulty) vary by gender. The major differences were for controlling for aggression with a five-point difference (ranked 7 for males and 2 for females), obtaining legal employment with a five-point difference (ranked 5 for females and 0 for males), and passing medication screenings with a three-point difference (ranked 9 for females and 6 for males).

VTC teams and service providers should be cognizant of both the predominant issues for veterans overall and the differences between genders in their interactions with and evaluations and monitoring of these populations. The participant's gender may increase their likelihood of experiencing certain challenges in the legal, personal and/or program arenas. The VTC and its providers should be paying attention to these areas in an effort to apply applicable and relevant assessments, services and treatment programs as soon as possible. For example, the gender of the veteran mentors and participants should not only be taken into account but heavily weighted in the matching process due to the differentials in experience and problems between the genders. Mentors and mentees of the same gender may be able to develop bonds more successfully than mixed-gender pairings.

PROCEDURAL CHALLENGES AND INTER-AGENCY COLLABORATION

Most VTCs (88 percent) do not have a set process for identifying veterans in the criminal justice system (Table four). This is a major issue for practitioners for several reasons. This lack of set identification processes does not allow for clear procedure for practitioners to follow. VTCs consist of partnerships with various criminal justice agencies and the appropriate or intended practitioners may not know to ask whether an offender is a veteran. In the event that agents realize that an offender is a veteran but is not informed of specific program procedure, the agents may not know they should refer the veteran or where to refer the veteran.

FIGURE 2: PROGRAM REQUIREMENT DIFFICULTY LEVELS BY GENDER (0 NOT DIFFICULT, 10 MOST DIFFICULT)
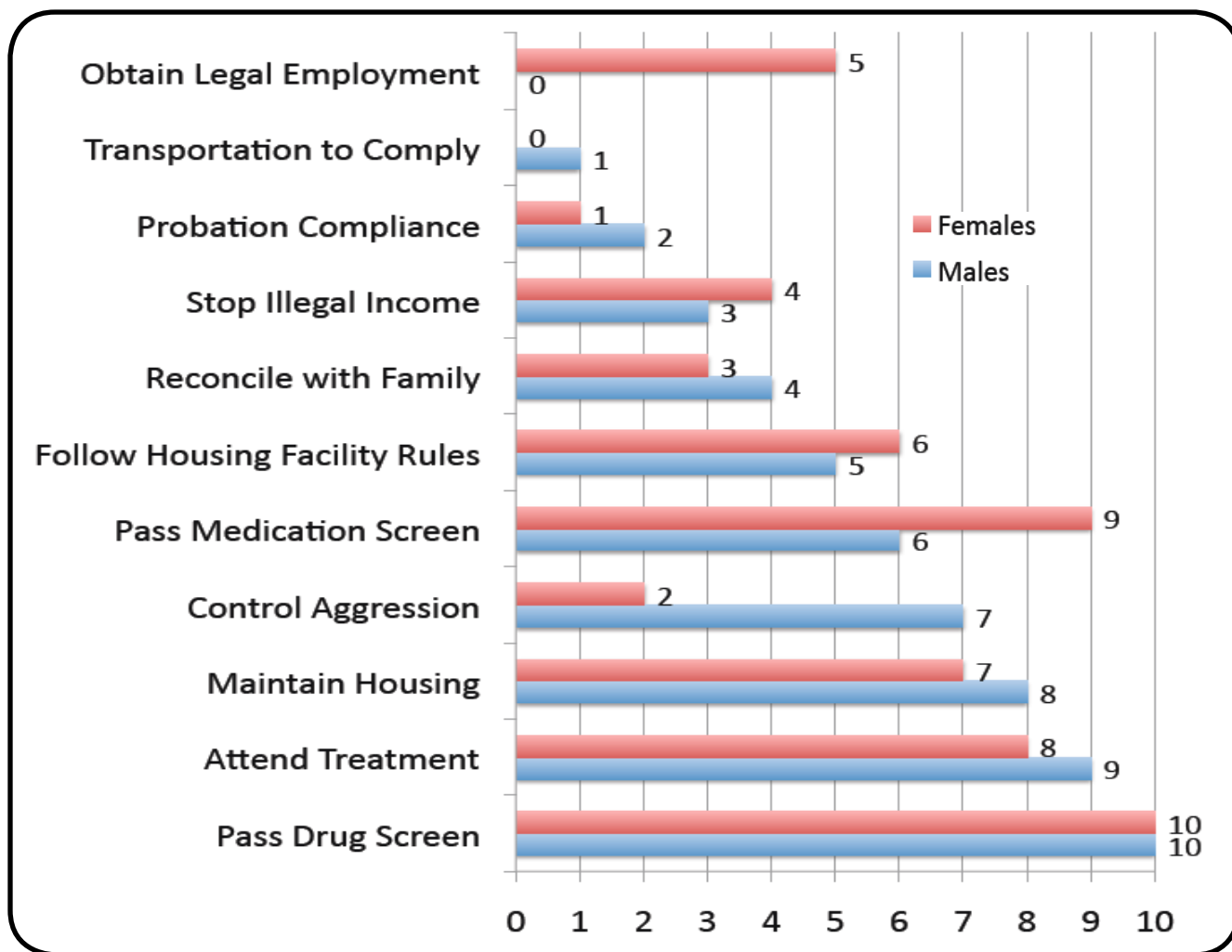
While many VTCs are able to identify veterans in some of the earlier stages of the criminal justice process (i.e., arrest, booking, pretrial services interview and arraignment), more than half of VTCs are still not identifying some veterans, or all of their veterans, until after arraignment (Table 4). Probation officers reported that some "slip through all the way to sentencing" or "are not identified until revocation." VTC personnel should propose a set of identification procedures and meet with the appropriate agencies to see what is actually feasible. These procedures would increase early and uniform veteran identification and simplify the jobs of practitioners. Until this occurs, practitioners should try to discern available services for veterans in the area, share this information with their colleagues and ask about the veteran status of all offenders at first contact.

TABLE 4: STAGE OF VETERAN IDENTIFICATION

PARTICIPANT IDENTIFICATION STAGE	PERCENTAGE OF VTCS (N=79)
Arrest	45.5%
Booking	69.6%
Pretrial Services Interview	62.0%
Arraignment	70.8%
During Screening for Public Defender	1.2%
After Arraignment during Case Processing	49.3%
During Probation Caseload Screening/Probation Intake	6.3%
During Treatment Court Screening	6.3%
Probation Violation/Revocation	5.0%
Sometime during Incarceration	2.5%
VA Referrals after Arrest	2.5%
Sentencing	2.5%
Have a Specific Identification Process	
No Set Identification Process	88%

FIGURE 3: SUPERVISING AGENTS BY POLICY VERSUS IN PRACTICE
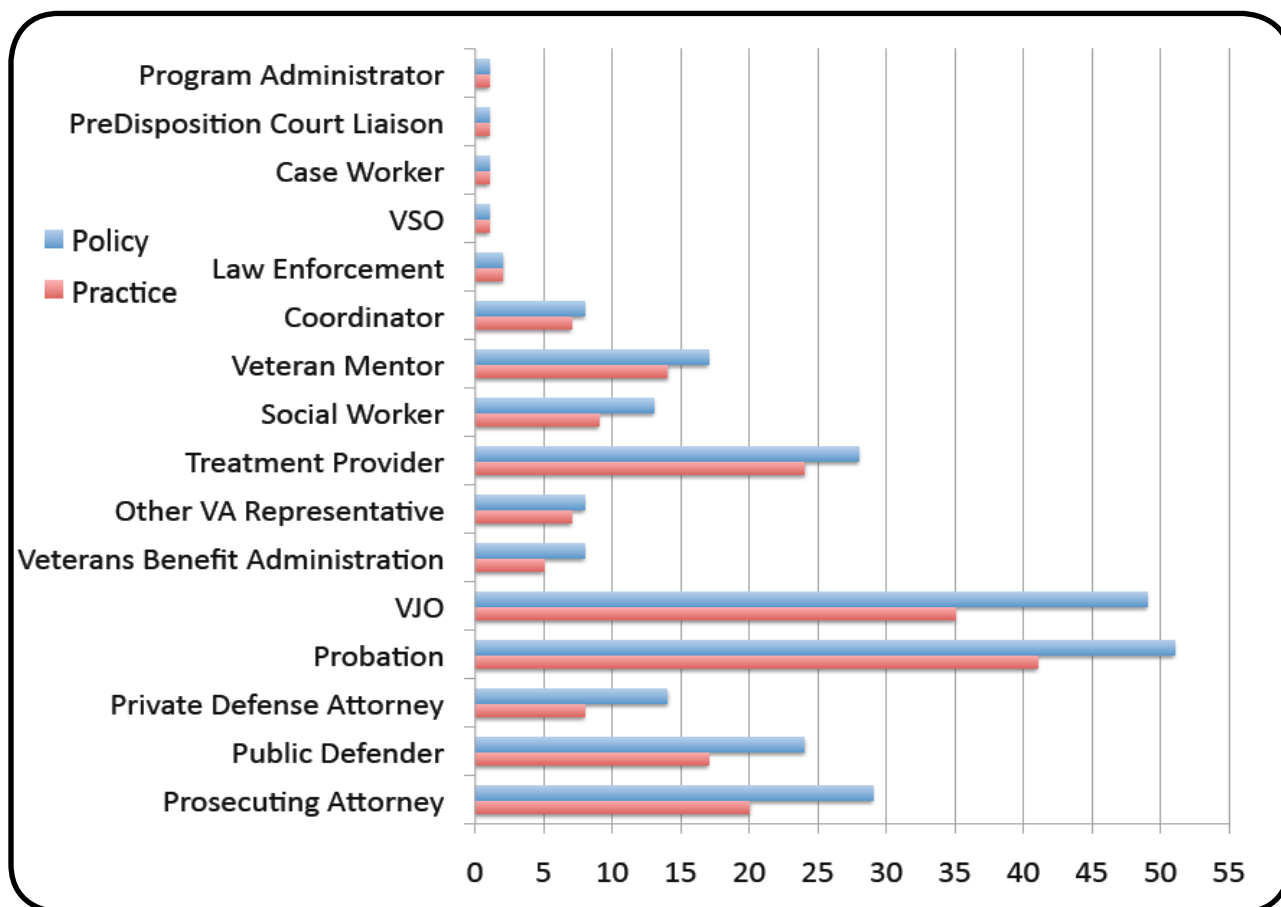
Practitioners and researchers alike are well aware of the difficulties associated with implementing policy. One of the major implementation issues within VTCs is associated with supervising agents. As seen in Figure Three, the supervising agents for VTCs per policy are primarily veterans justice outreach specialists (VJOs)[2], probation officers treatment providers and attorneys. The largest discrepancies between supervision in policy and in practice were for VJOs, probation officers, and attorneys, meaning that these agents were required by policy to monitor and supervise offenders but were not completing these tasks. In some VTCs, Veterans Benefits Administration[3] staff and treatment providers and counselors were taking on the role of a supervising agent when the assigned agents were not fulfilling their duties. Probation and parole officers, supervisors

and staff and peer mentors were also serving as supervising agents in courts where they were not required to do so by policy. VTCs should conduct regular performance and implementation evaluations to determine whether, and if so where and why, deviation from policy is occurring. Future research needs to determine understanding of why the agent is not fulfilling his/her duty needs and what the impacts to participants are, if any.

While these courts utilize a wide variety of supervision means, it should be noted that hands-on monitoring by practitioners is the most widely employed (see Table 5). For example, urine and blood drug testing, agency reporting and treatment attendance verification are means in nearly all, if not all, VTCs. However, GPS monitoring, alcohol monitoring (SCRAM®), and other electronic monitoring are used in less than half of VTCs even though these technologies are often considered more reliable and less labor intensive by supervisors. Additionally, mentoring and ignition interlock, which are supervision tools that do not require direct intervention by the practitioner, are used in

TABLE 5: MEANS OF SUPERVISION

MEANS OF SUPERVISION	PERCENTAGE OF VTCS (N=75)
Drug Testing	100.0%
Reporting to Agency	97.3%
Treatment Attendance Verification	94.6%
Housing Checks	76.0%
Medication Level Testing	65.3%
Employment Checks	58.6%
Curfew Checks	46.6%
Electronic Monitoring	45.3%
GPS Monitoring	25.3%
SCRAM	6.6%
Mentor	2.6%
Ignition Interlock	1.3%

less than three percent of VTCs. As a result, the role of a supervisory agent in practice is time consuming.

These issues could be related to the primary challenges facing VTCs that were reported by its agents. The most reported challenges facing VTCs were funding and being understaffed. The understaffing within VTCs is most likely related to not having adequate funding. This understaffing could affect whether an assigned supervisory agent could actually act as such in practice because supervision is a time-intensive duty. Employing electronic monitoring in more courts may allow more agents who are assigned to supervision roles to actually fulfill their duties in practice without hiring more supervising agents.

Several VTCs reported strained relationships with the U.S. Department of Veterans Administration (VA), specifically, communication issues with the VA, long wait lists for VA services and lack of services provided by the VA. Ten percent of respondents recommended improving the relationship between the VA and the VTC team. In particular, respondents suggested improving the communication and cooperation between the VA and the VTC. Understaffing, insufficient funding and resistance to the VTC concept within the VA may be causes for these issues, but a conclusion cannot be drawn at this time. Before a VTC opens its doors to participants, all involved personnel and agencies should meet to discuss expectations and resources and to determine roles and protocol. Future endeavors should see if these issues are arising from an absence of this initial collaboration and communication or if it is something endemic of the VA itself.

Employing electronic monitoring in more courts may allow more agents who are assigned to supervision roles to actually fulfill their duties in practice without hiring more supervising agents.

FIGURE 4: EVALUATION OF VTC TEAM
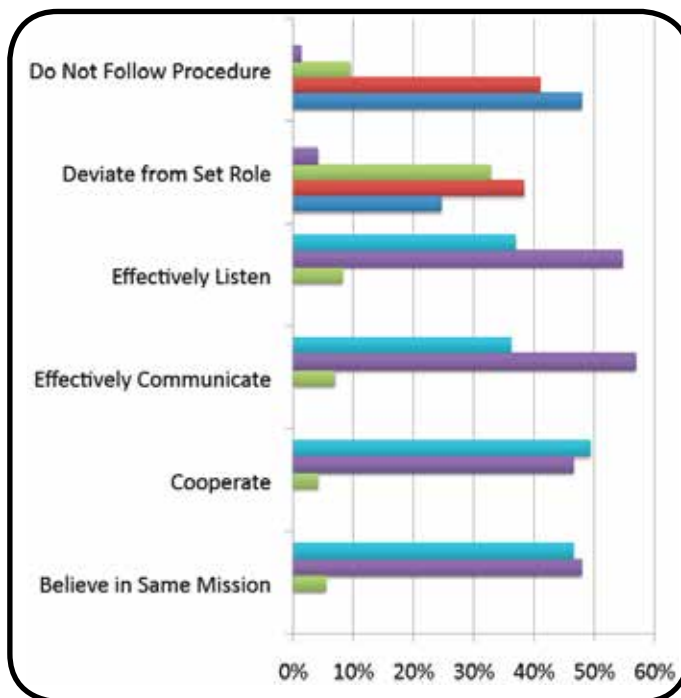
FIGURE 5: EVALUATION OF AGENCIES WORKING WITH VTC TEAM
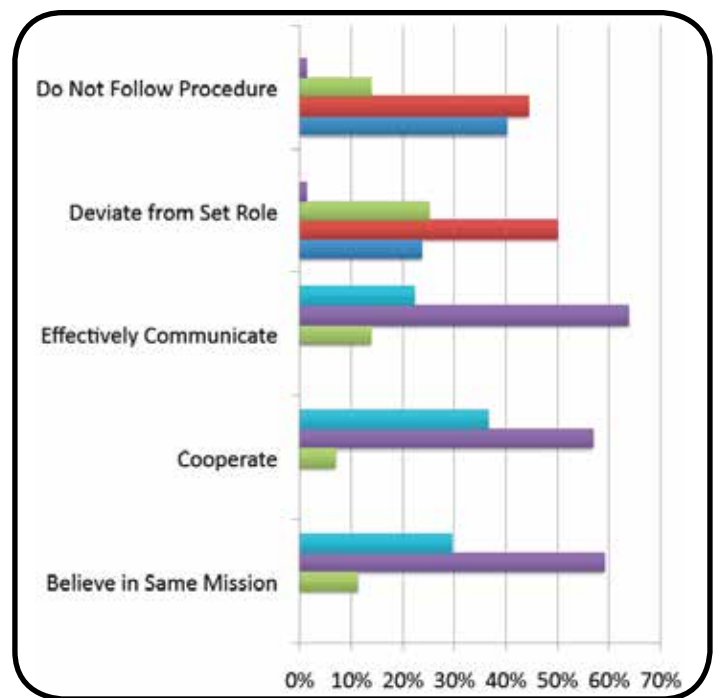
In comparison to various other programs, the list of general issues regarding procedure and collaboration from the survey was relatively short, which may be related to two other findings. First, VTC team members and agencies primarily, always or almost always believe in the same mission, cooperate with each other, effectively communicate, effectively listen and follow procedure (Figures 4 and 5). Almost all respondents felt their VTCs embraced the non-adversarial approach. Only three percent reported the prosecuting attorney's office was unsupportive, and two percent suggested that their VTC team "become more non-adversarial" (Baldwin, 2013a). Second, the respondents (VTC team members and partnering agencies) generally believe in the relationships

between military experience, personal issues and contact with the criminal justice system (Figures 6, 7, and 8). These findings are not generalizable to all courts because not only were VTCs the only types of court in the sample, but most team members and collaborating agencies choose to work with the VTC. Further, they often volunteer to work with the VTC because of their beliefs in the relationships between military service, personal challenges and contact with the criminal justice system.

Additionally, the majority of respondents believe the veteran participants do change because they have completed the programs and that their VTCs at least almost always achieve their missions. Respondents reported

FIGURE 6: RESPONDENT BELIEF IN RELATIONSHIP BETWEEN MILITARY EXPERIENCE AND PERSONAL ISSUES
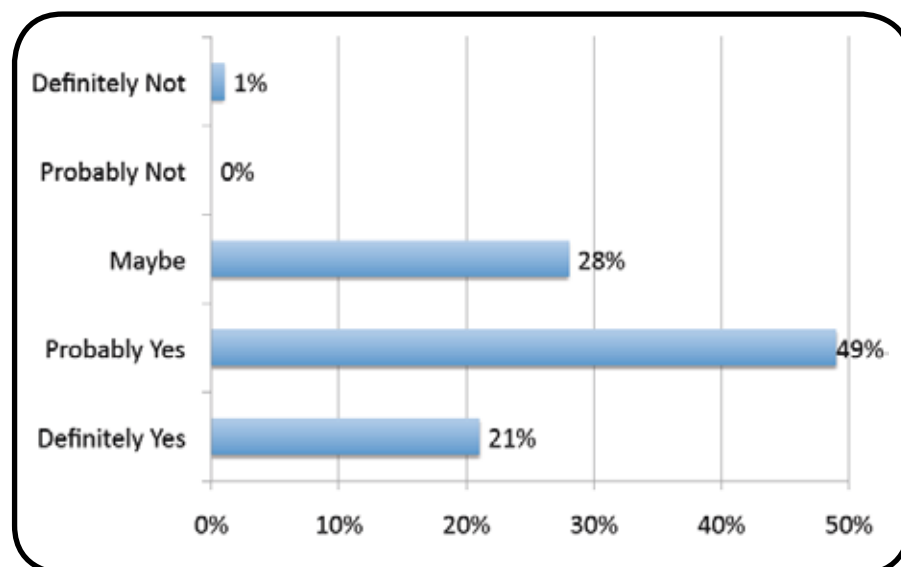

FIGURE 7: RESPONDENT BELIEF IN RELATIONSHIP BETWEEN PERSONAL ISSUES AND CRIMINAL JUSTICE CONTACT
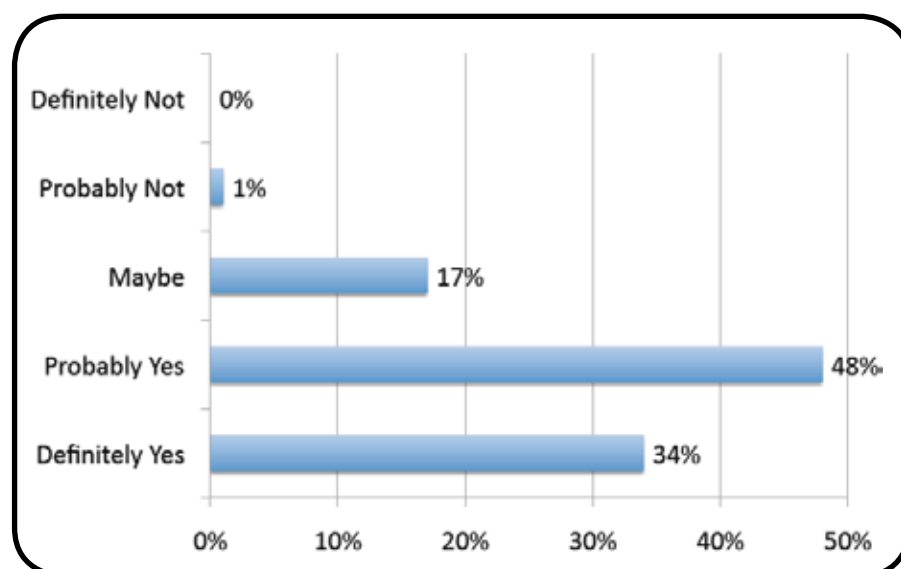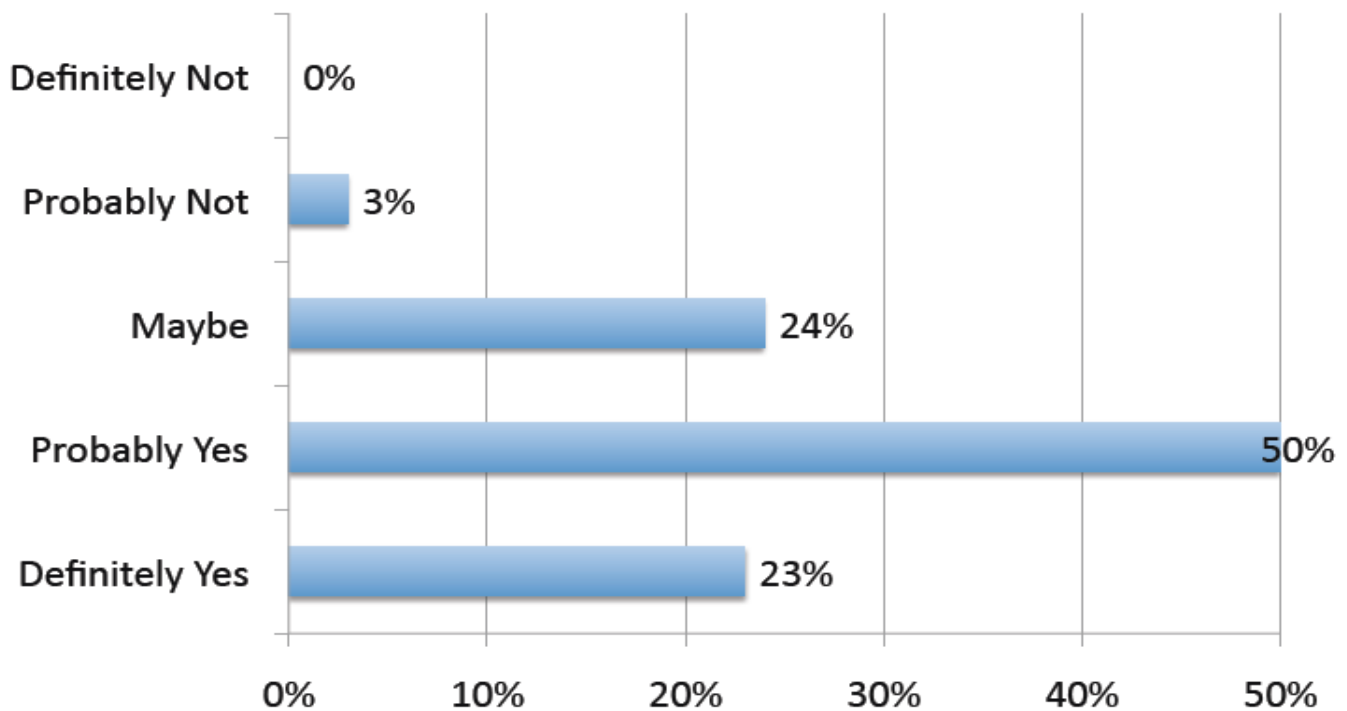
FIGURE 8: RESPONDENT BELIEF IN RELATIONSHIP MILITARY EXPERIENCE, PERSONAL ISSUES, AND CRIMINAL JUSTICE CONTACT

witnessing reintegration into communities, acquisition of steady employment and decreases or cessations in substance use. They also reported increases in pride, self-esteem, integrity, responsibility and a sense of hope within veteran participants, as well as veterans achieving a better understanding of themselves and/or the causes of their behavior. Improvements in familial relationships and mental health (e.g., decrease in mental health symptoms/issues and less anxiety or stress) were also reported (Baldwin, 2013a).

These beliefs and perceptions are important when thinking about implementation of VTCs. When individuals do not believe in the existence of an issue or do not believe the program achieves the intended impact or impact desired by the individual, they are more likely to deviate from procedure and act according to their personal beliefs. Generally, this is not an issue in the responding VTCs across the country.

CONCLUSION

These results come from the first national examination of VTCs. This study revealed some accomplishments, as well as some challenges as these courts seek to meet the standards they have set for themselves. This article provided a description of the VTC process, their national presence, their service population, the challenges and issues of their participants and the process and collaboration challenges and achievements of VTC practitioners. Implications for policy and practice were also presented.

An understanding of veterans and VTCs is important for several reasons. Large numbers of veterans, both old and young, suffer from serious mental health and substance abuse issues and they may find themselves in contact with the criminal justice system. Despite years of research, society does not have a complete understanding of the full extent and nature of the problems that veterans face. Moreover, veterans face substantial barriers to treatment and services for reasons yet to be fully understood. To add to these challenges, the veteran population is rapidly growing with veterans returning from OIF/OEF/OND, and the population is changing. This newest wave of America's veterans are returning with more mental and physical injuries due to increased survival rates, increased deployments, extended deployments and the nature of current combat. Further, immediate onset of mental health or substance abuse issues is not experienced by many veterans. The Institute of Medicine (2010) predicted the full extent of these war-related injuries of the OIF/OEF/OND veterans may not be realized until 2040 or later.

Practitioners and researchers alike need to be conscious of the fluid and changing nature of veterans and their needs. Faced with these enormous challenges, the rapidly expanding VTC serves as the primary response to veterans in the criminal justice system. Systematic evaluations of VTCs should be quickly undertaken in an effort to determine and later employ, evidence-based policy and practice that our nation's veterans deserve. ▷▷▲

END NOTES

[1] For a list of published research see Baldwin (2013a, 2013b, and 2014). For a list of presentations, see Baldwin (Forthcoming).

[2] VJOs work for the U.S. Department of Veterans Affairs (VA) under its Veterans Justice Outreach Program. They conduct outreach, assessment, and case management for veterans involved in the criminal justice system, and in jurisdictions where VTCs are operating, they are the liaisons between the VA and the VTC.

[3] The Veterans Benefit Administration (VBA) is one of the three organizational elements within the VA: 1) benefits 2) healthcare 3) burial and memorial. The VBA is in responsible for veterans' benefits, including compensation, education and training, home loans, life insurance, and vocational services.

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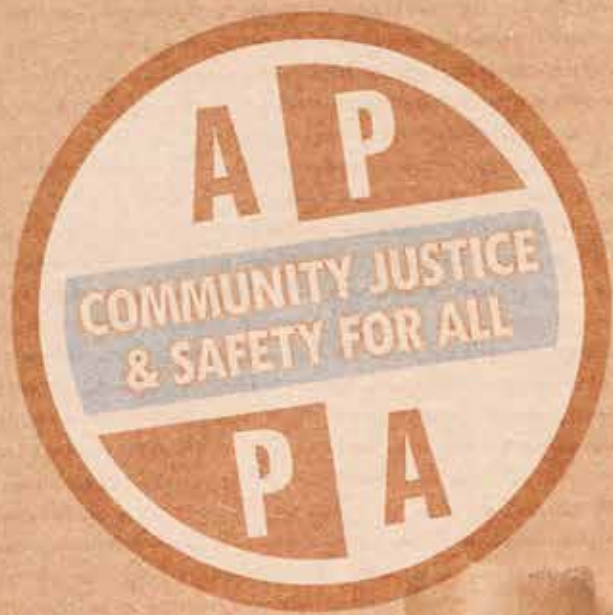
THE CHILD ABUSE MATERIAL INSTRUMENT (CAMI):

COLLECTING AND UTILIZING FORENSIC DATA IN CHILD PORNOGRAPHY CASES

by Richmond Parsons, Nicholas Honyara, David L. Delmonico, Ph.D., M.A., LMFT and Elizabeth J. Griffin, M.A., LMFT

Since the early 2000s a concerted effort has been made by law enforcement agencies to target individuals who view, possess, receive, distribute and produce child sexual abuse material (also referred to as child pornography). In the federal criminal system, an estimated 1,713 offenders were arrested for crimes related to child pornography possession or distribution in 2000 (Wolak, Finkelhor, Mitchell, 2005), and by 2006 there was an estimated 3,672 arrests for similar crimes (Wolak, Finkelhor, Mitchell, 2011). As a result, probation officers nationwide have witnessed a significant and steady increase in the number of child pornography offenders on their caseload.

Due to the increased number of child pornography offenders, probation officers often need to prioritize cases in order to appropriately allocate resources. Acquiring as much data as possible assists probation officers in making informed decisions regarding the allocation of resources in these cases. Glasgow (2010) introduced the concept of using digital forensic evidence to assist in determining risk level and subsequent resource allocation. Typically digital evidence has only been used in the prosecution of cases and probation officers have rarely received or reviewed the digital evidence.

The purpose of this article is to introduce the Child Abuse Material Instrument (CAMI) as an efficient, systematic and objective method for gathering and using digital forensic data in the probation setting.

CHILD ABUSE MATERIAL INSTRUMENT (CAMI)

The Child Abuse Material Instrument (CAMI) was developed to assist probation officers in the assessment, supervision and management of sexual offenders who were arrested on charges related to possession, receipt and/or distribution of child pornography on the Internet (referred to as child pornography offenders throughout the article). Determining the type and number of resources a client needs is often a difficult task. Allocating too many unnecessary resources is a waste of time, money and energy; however, not allocating enough resources can have significant consequences. Delmonico and Griffin (2014) introduced the concept of Resource Demand Level (RDL) which refers to the level of management resources needed by a child pornography offender. The CAMI was designed as an easy and efficient instrument to be completed by forensic examiners. It provides objective, evidence-based data which can assist in determining the RDL for child pornography offenders, as well as facilitate communication between community supervision, treatment providers, polygraphers and any other members of the containment team.

The initial version of CAMI was piloted with a forensic examiner and a primary treatment provider in a jurisdiction in Eastern Pennsylvania. Following feedback from

these individuals, edits were made to the instrument and it was further piloted among a broader group of professionals. During the first two years, the CAMI was used with a large number of child pornography cases in the jurisdiction. Feedback from both probation officers and treatment providers indicated the data provided by the CAMI was beneficial to the assessment, supervision, management and treatment processes for child pornography offenders. In 2012, the authors began a systematic effort to enhance the effectiveness of the CAMI and to promote a more widespread use of the instrument. The CAMI questions were reviewed and modified based on the latest research regarding child pornography offenders. These modifications included expanding the number of questions related to the forensic data and refining possible responses to improve accuracy of reported data.

Based on information gathered during the evaluation phase of the CAMI's development, the current version, single page, 20-item instrument was created (See Appendix A). While the CAMI continues to be developed, it is believed the current version will be useful in the supervision of child pornography offenders.

USING THE CAMI DATA

As stated above, the CAMI can be useful to probation officers by assisting in the determination of a client's Resource Demand Level (RDL). In considering the RDL, it is important that CAMI data be combined with other historical client data. When data from the CAMI is combined with information such as criminal history, substance abuse issues, antisocial/anti-authority indicators, etc., an appropriate RDL can be established.

Data from the CAMI can be broadly categorized by using the U.S. Sentencing Commission Report (2013). The report focused on dangerousness to community when sentencing child pornography offenders and identified three main areas for consideration. These same considerations are accounted for in the CAMI, and can be useful in determining the RDL in online child pornography cases. The following sections discuss these considerations and provide sample CAMI items that are relevant when addressing these issues.

CONTENT AND NATURE OF THE PORNOGRAPHY COLLECTION AND OFFENDER BEHAVIOR

Much of the research regarding online child pornography offenders and risk to community comments on the content and nature of the pornography collection (Eke & Seto, 2012; Glasgow, 2012). The U.S. Sentencing Commission Report (2013) identified the following concerns related to the content of a child pornography offender's pornography collection: the volume of the collection (CAMI Question #9); the types of sexual conduct in the images (CAMI Questions #8 and #10) and the age of victims depicted in the images (CAMI Question #12). While the commission focused specifically on

child pornography, Seto (2013) also suggested that the ratio of child to adult images (CAMI Questions #7 and #9) is an additional relevant consideration since pornography collections containing material primarily focused on prepubescent children may be more concerning.

Further, the Report indicates the relevance of the nature of a child pornography offender's collecting behavior. Specifically, the report refers to the "extent to which a child pornography offender has organized, maintained and protected his collection over time, including the use of sophisticated technologies" (p. xvii). CAMI Questions 14, 15, and 16 assist in addressing these issues.

DEGREE OF INVOLVEMENT WITH OTHER ONLINE OFFENDERS

The degree to which a child pornography offender is involved with and/or communicates with other online offenders is included in the U.S. Sentencing Commission Report (2013) and in other research (e.g., Seto 2013). Communicating with other online offenders may be an increased indicator of risk and/or dangerousness and should be taken into account when assessing an individual's Resource Demand Level (RDL). CAMI Question number 20 specifically looks for evidence to suggest communication with online child pornography offenders.

HISTORY OF SEXUALLY ABUSIVE, EXPLOITIVE OR PREDATORY CONDUCT

The U.S. Sentencing Commission Report also expressed concern regarding individuals with a history of sexually abusive, exploitive and/or predatory conduct. This conduct may include a previous contact offense, but could also include non-contact exploitive or predatory sexual behaviors with children either online or offline. The CAMI addresses these issues through Question number17, 18, and 19. These three questions may be considered "critical items" when reviewing the CAMI since an answer of affirmative on any one of these questions would significantly raise the Resource Demand Level. Eke and Seto (2012) reported that child pornography offenders with a prior or concurrent violent or contact sexual offense, were significantly more likely to be subsequently reported for a sexual re-offense" (p. 156).

OTHER CONSIDERATIONS

In addition to the three areas covered by the U.S. Sentencing Report, there are several other important considerations when reviewing CAMI data and assessing an individual's Resource Demand Level (RDL). These considerations include (a) accidental acquisition of child pornography, (b) compulsivity level and (c) risk for recidivism.

Accidental Acquisition of Child Pornography

The professional literature acknowledges that it is possible for individuals to acquire child pornography

accidentally. Although this is a somewhat unlikely and rare occurrence, it is possible. A technically savvy or experienced probation officer can utilize questions from the CAMI to assist in determining the intent of child pornography sex offenders who claim to have accidentally acquired child pornography. Specific items that may be useful in determining intent include CAMI Questions number three, four, five and six.

Compulsivity Level

Another important consideration in determining a child pornography offender's RDL is the level of compulsivity surrounding their online sexual behavior. Compulsive pornography use is often evidenced by a progression in the quantity and types of images collected. High volume collections, as well as a lifelong pattern of problematic pornography use (online and offline) are often indicators of compulsivity. Some experts have described the progression as "sensation seeking" or an increase in the risk taking behavior associated with viewing the pornography. The behavior may begin as soft core pornography and progress to hard core porn, fetish porn, sadistic/masochistic porn, Lolita/barely legal, bestiality and potentially leading to the viewing of child pornography.

There has also been increased attention to the "digital hoarder." A digital hoarder may collect hundreds of thousands of images of all types (sexual and non-sexual) and never delete any of them. Such hoarding behavior can be a

sign of compulsivity. The more compulsive an individual appears online, the higher their RDL based on literature that suggests compulsive Internet use may be related to other issues such as poor impulse control, emotional problems, lack of social/emotional outlets and deviant sexual interests (U.S. Sentencing Commission, 2013). Individuals who are compulsive online with their sexual behavior also frequently escalate their online behaviors and therefore may require closer supervision. The CAMI includes several questions useful in determining the presence of online compulsivity. These include Questions number seven, eight, and number 13.

Risk for Recidivism

There is always a concern related to risk of recidivism for all sex offenders, and child pornography offenders are not an exception. In general, research suggests child pornography offenders are lower risk and more likely to follow the rules of community supervision as compared to offenders who have a history of a contact offense (Webb, Craissati, & Keen, 2007). Even with this promising research, child pornography offenders must still be assessed for risk of recidivism. It should be noted that the CAMI is not a risk assessment, and while the data from the CAMI may be useful, it should be combined with other historical and assessment data before ascertaining a risk level.

RESOURCE DEMAND LEVEL CASE EXAMPLES

Once the Resource Demand Level (RDL) is determined, intervention and management strategies can be planned accordingly. The following case examples discuss two extremes of the RDL and suggest how differences in these cases may alter types and frequency of the interventions used.

CASE #1

James is a 22 year old male caught with child pornography on his computer. The CAMI revealed the following information. Child pornography was found only on the computer and not on other devices (e.g., cell phone, digital cameras, etc.), and the primary venue for downloading pornography was peer-to-peer networking. There were a total of about 1,000 pornography images/videos, of which about ten percent (100) could be considered child pornography. The primary age group represented in the illegal images was 13 – 17 years old and 95 percent of the images were of females. The majority of the illegal images were of females exposing their genitals alone, often while masturbating. The adult pornography collection began several years ago and the child pornography was limited to the past 18 months. Search terms that were used included "teens," "puberty," and "young girls." All pornography was stored in a folder called "lookatmelater." There was no evidence that there had been any communication with others about the child pornography, nor was there any forensic evidence suggesting a contact offense (or attempted contact offense) – i.e., no chat conversations, email, etc. James's history and other assessment data were combined with data gathered on the CAMI. Based on the CAMI data as well as no evidence of a criminal history or a criminal mindset, James was determined to be a Low RDL offender.

CASE #2

Sam is a 44 year old male caught with child pornography on his computer. The CAMI provided the following information. Child pornography (images and videos) was found both on his physical computer, and there was evidence that cloud storage and portable devices may have also been used, but this could not be confirmed. An estimated 3,000 – 5,000 images/videos were discovered, of which an estimated 50 percent were likely to be child pornography. The child pornography was primarily males and represented all age groups (infant through adolescence). The majority of the images were "explicit erotic posing;" however, there were a significant number of videos that included young males performing sex acts on adult males and vice versa – including some video of what appeared to include forced bondage. The child pornography content was stored by age and then further subdivided by a particular series name (e.g., Thomas1.jpg through Thomas40.jpg). There was no evidence that the child pornography offender communicated with any underage individuals or arranged for a contact offense; however, there were some chat conversations discovered where child pornography was exchanged with other adults. It appeared that the child pornography offender searched and downloaded images on a daily basis for three to five hours per day and then spent additional time each day editing, morphing and creating collages from the images found online. Common search terms included "PTHC," "young boys," and "twinks." A review of his history indicated a non-sexual criminal history and substance abuse problems. This information combined with information gathered on the CAMI led to the conclusion that Sam was a High RDL child pornography offender.

Research indicates there are two factors that significantly increase the likelihood of a future sexual offense (online or offline). These include the presence of deviant sexual arousal to prepubescent children, especially males AND a history of criminal behavior and/or criminal mindset (Seto, 2008, 2013). Questions on the CAMI that may assist in making this determination (when combined with other client background information) include questions two, 11, 14, 17, 18, 19, and number 20.

The cases on the previous page were written to illustrate the extremes often seen in the legal system. Of course, rarely are cases as clear as the ones written above. Combining CAMI data with other case information can be helpful in determining the RDL for all cases – including those that are not as clear as the ones described above. It should be noted that while data from the CAMI is unlikely to change, the RDL may change either through the discovery of additional information, due to the fact that the client may not be managing their current RDL appropriately or due to the fact that the child pornography offender has made progress in treatment.

INTERVENTION AND MANAGEMENT STRATEGIES

Information gathered from the CAMI can also aid in the development of a targeted supervision and technology plan for the online child pornography offender. Probation and parole departments often manage this population at the two

extremes, either developing an extensive resource draining supervision plan or approaching the child pornography offender with a zero tolerance policy. Most departments do not have the adequate staff and technological resources to develop an extensive supervision plan and zero-tolerance policies are often unrealistic, counterproductive and sometimes illegal. History seems to indicate that "broad brush" approaches to managing any population usually proves to be ineffective and inefficient. In order to create a more objective approach to addressing intervention and management of child pornography offenders, the CAMI data can be combined with other historical and assessment data and used to determine a child pornography offender's Resource Demand Level (RDL). Once the level is determined (Low, Moderate, High), subsequent management plans can be created with the confidence that evidence-based, objective data was used to establish the plan.

RESTRICTIONS ON TECHNOLOGY USE

While preventing all technology use for a child pornography offender may be appealing, such an approach prevents the child pornography offender from developing healthy and appropriate use of technology and creates a predisposition for misuse of technology following the termination of community supervision. Technology access does not need to be an "all or nothing" concept for child pornography offenders. The Resource Demand Level (RDL) which is established in part by using CAMI data, can aid

probation departments in determining the level of access to the Internet that should be permitted. Low RDL offenders should be given the opportunity and freedom to develop healthy use of technology; and therefore, should be given relatively open access to the Internet within reason. Conversely, a High RDL offender typically needs tighter technology and Internet use restrictions. Supervision goals for the High RDL child pornography offender may include more technology and Internet access as the child pornography offender moves through their community supervision. A Moderate RDL offender may be given some access, which can be slowly increased as they demonstrate healthy and responsible Internet use. It is important to remember that access to the Internet can occur on a variety of portable devices (e.g., computer, cell phones, tablets, gaming systems, etc.) and each should be considered based on the RDL.

Case Examples

In the case of James, it was determined he had a Low RDL and did not use his cell phone to access child pornography; therefore, allowing him the use of a cell phone during his community supervision time would be an acceptable starting point. In the case of Sam (Case #2), the fact that he used a variety of venues to access child pornography and was assessed to be a High RDL supports limited access to a cell phone (perhaps not a Smartphone) which would be searched and monitored regularly.

Other examples of possible restrictions depending on the RDL include the time of day (e.g., no Internet use after 9:00pm) or length of time online (e.g., no more than three hours per day). Obviously, higher levels of RDL may get more restrictions. In our case examples, James (Low RDL) may have greater latitude than Sam (high RDL) with regard to when and how long the Internet use may occur.

SEARCHING, FILTERING, AND MONITORING

The determination of how often the child pornography offender's technology will be searched, how strict the filtering will be programmed and the extent of monitoring, should all be based on the Resource Demand Level (RDL) (CAMI data plus other assessment information).

Conducting a search of an Internet capable device requires the use of specialized software (e.g., Field Search, etc.) or a manual scroll analysis (e.g., reviewing individual text messages, emails, webpage history, etc.). In either method, searching through technology takes a significant amount of time and resources. Therefore, high frequency of searching (e.g., bi-weekly) should be reserved for those with a High RDL, while those with a Low RDL may only require searching once per quarter. Again, it is important to remember that portable devices should also be searched at random and periodic intervals.

The second level of electronic supervision is the use of blocking/filtering software. Regardless of the software package used, there are a variety of sensitivity settings that should be carefully

considered when installing the program. For example, it may be determined that YouTube should be completely shut off for a High RDL offender, while a Low RDL offender may be offered access. Probation officers should become familiar with the nuances of blocking/filtering software used in their jurisdiction and determine what settings should be used for a Low versus High RDL. Other risky ports to certain areas of the Internet may be best to shut off completely regardless of the RDL of the child pornography offender (e.g., peer-to-peer file sharing). The RDL which was established in part with CAMI data should be considered as part of the filtering management plan.

The final electronic management tool is monitoring. Electronic monitoring records the activities that occur on a single device. The activity log must then be periodically reviewed for any inappropriate or illegal online behaviors. Since logs must be reviewed, electronic monitoring is one of the most resource intensive electronic management methods.

Using CAMI data and the RDL, it may be appropriate to only select those child pornography offenders who have a High RDL for electronic monitoring. If electronic monitoring is court-ordered, the settings on the electronic monitoring can be adjusted according to the RDL, as well as the frequency of reviewing the recorded logs.

NON-ELECTRONIC MANAGEMENT

The aforementioned sections address the use of the Resource Demand Level

(RDL) and CAMI data for electronic related intervention and management; however, the RDL and CAMI can also be used to establish guidelines for non-electronic management strategies. For example, such information can help determine how frequently the child pornography offender may require face to face visits and/or unannounced visits from the probation officer. A Low RDL child pornography offender may require less contact than a Moderate or High level RDL. While there is a preestablished number of face to face visits for a given RDL, each jurisdiction/ probation officer can use the RDL to set some general guidelines about the frequency of visitation, etc.

Sharing CAMI data with containment team members is an excellent way to not only facilitate communication between team members, but to also provide one another with valuable information related to the risk and danger to the community from the online child pornography offender. Determining how often communication should occur between containment team members can be informed by the RDL. High RDL child pornography offenders may require more frequent phone calls or emails between team members than their Low/Moderate RDL counterparts.

It is often helpful for probation officers and/or staff to administer the CAMI as a self-report instrument to the child pornography offender. Responses from the child pornography offender can be compared to known forensic data (if available) or other assessment data (e.g.,

pre-sentence report, clinical interview, statement to the police, etc.) to help determine the level of honesty, denial or minimization on the part of the child pornography offender. The consistency of all assessment information, including the self-report on the CAMI, can also help determine if a polygraph is necessary and if so, data from the CAMI can assist in developing possible polygraph questions. Using the CAMI in this way is helpful since polygraph examinations are often expensive and time consuming.

LIMITATIONS

Several limitations exist in the implementation of the CAMI. The first is obtaining the cooperation of the forensic examiners. Although the instrument is brief and easy to complete, forensic examiners are already significantly overtasked. The second limitation relates to the accuracy of data reported on the CAMI. Several factors may affect the accuracy in CAMI data including the fact that forensic examiners may be rushing to complete the tool, or completing the CAMI months after finishing the forensic examination. The third limitation is related to the fact that probation officers and staff may not understand how best to evaluate and utilize the data provided on the CAMI from the forensic examiner. The CAMI is most useful when probation officers and staff are familiar with the professional literature surrounding child pornography offenders.

CONCLUSIONS

The purpose of this article was to introduce the Child Abuse Material Instrument (CAMI) as an efficient, systematic and objective method for gathering and using digital forensic data in the probation setting. Establishing a Resource Demand Level (RDL) for child pornography offenders by using CAMI data and other historical and assessment data is the primary goal. Based on the RDL, probation officers and staff can design an appropriate management plan that will be based on objective, evidence-based information. Through the use of the CAMI, it is hoped that resources will be more efficiently assigned and probation officers will be more confident in making decisions regarding resource allocation.

There is no indication that the number of online child pornography offenders will be decreasing in the future. The continued rise in the number of child pornography offenders on caseloads requires innovative methods in determining how best to allocate already limited resources. It is the authors' hope that the CAMI provides important data to make evidence based decisions in the practice of supervising online child pornography offenders. ▷▷▲

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Child Abuse Material Instrument (CAMI)

Directions: Read each item and check all that apply.

1. **What type of device was used to store, trade, or view child sexual abuse material? (Circle the most frequent)**

   ☐ Computer   ☐ Cell phone   ☐ Portable Devices   ☐ Gaming Systems
   ☐ External Memory   ☐ Cloud Storage   ☐ Other (explain):_____

2. **What was the format of the child sexual abuse material? (Circle the most frequent)**

   ☐ Images   ☐ Video   ☐ Audio   ☐ Written Material
   ☐ Non-digital Media ☐ Other: _____

3. **What were the primary venues used to obtain the child sexual abuse material? (Circle the most frequent)**

   ☐ E-mail   ☐ Chat/IM   ☐ P2P   ☐ Websites
   ☐ Text Messaging   ☐ Other: _____

4. **What is the estimated percent of child sexual abuse materials that were**:

   Cached: _____   Saved: _____   Deleted: _____

5. **What were the common search terms used to find child sexual abuse material?** _____

6. **Please list common screen names, usernames, passwords, and/or other online identifiers?**
   _____

7. **What is the estimated TOTAL number of pornographic images and/or videos (both adult and child)?**

   ☐ <50   ☐ 51-500   ☐ 501-1,000   ☐ 1,001- 3,000
   ☐ 3,001-10,000   ☐ 10,000 – 15,000   ☐ 15,000+

8. **In the total collection (child and adult), what types of pornography was present? (Circle the most frequent)**

   ☐ BDSM   ☐ Rape   ☐ Bestiality   ☐ Voyeurism   ☐ Self-Pics
   ☐ Soft Core   ☐ Hard Core   ☐ Anime/ Cartoon   ☐ Barely 18   ☐ Incest
   ☐ Other: _____

9. **What percent of the overall pornography collection was child sexual abuse material?**

   ☐ <10% ☐ 11-25%   ☐ 26-50%   ☐ 51-75%   ☐ 76-100%

10. **What types of child sexual abuse images were stored (COPINE Scale) (Circle the most frequent):**

    ☐ Indicative   ☐ Nudist   ☐ Erotica   ☐ Posing

□ Erotic Posing   □ Explicit Erotic Posing   □ Explicit Sexual Activity   □ Assault
□ Gross Assault   □ Sadistic/ Bestiality

11. **What was the gender of the victims in the child sexual abuse material?**

     □ All male   □ Majority Male   □ Equal   □ Majority Female   □ All Female

12. **What age groups were represented in the child sexual abuse material? (Circle the most frequent)**

     □ <2 years   □ 2-9 years   □ 10-12 years   □ 13-17 years

13. **Answer the following questions to help set the time frame around the offense behavior:**

     a. Estimated date of the oldest adult pornography materials: ___/____/____
     b. Estimated date of the oldest child sexual abuse material: ___/____/____
     c. Estimated date of the most recently viewed adult pornography material: ___/___/____
     d. Estimated date of the most recently viewed child sexual abuse material: ____/____/____
     e. Typical time of day pornography was viewed: ____:____ AM / PM
     f. Average length of time spent per week seeking/viewing child sexual abuse material: _____ hours

14. **Were the child sexual abuse materials highly organized/categorized?**

     □ No   □ Yes, please explain: _____

15. **Was any of the child sexual abuse material morphed, edited or otherwise modified?**

     □ No   □ Yes, please explain: _____

16. **Was there an attempt to hide child sexual abuse materials either physically (e.g., USB drives, etc.) or electronically (e.g., encryption, cloud storage, window washing, etc.)?**

     □ No   □ Yes, please explain: _____

17. **Do you have any suspicions and/or evidence that there was an offline contact sexual offense?**

     □ No   □ Yes, please explain: _____

18. **Was there any evidence that child sexual abuse material was being produced?**
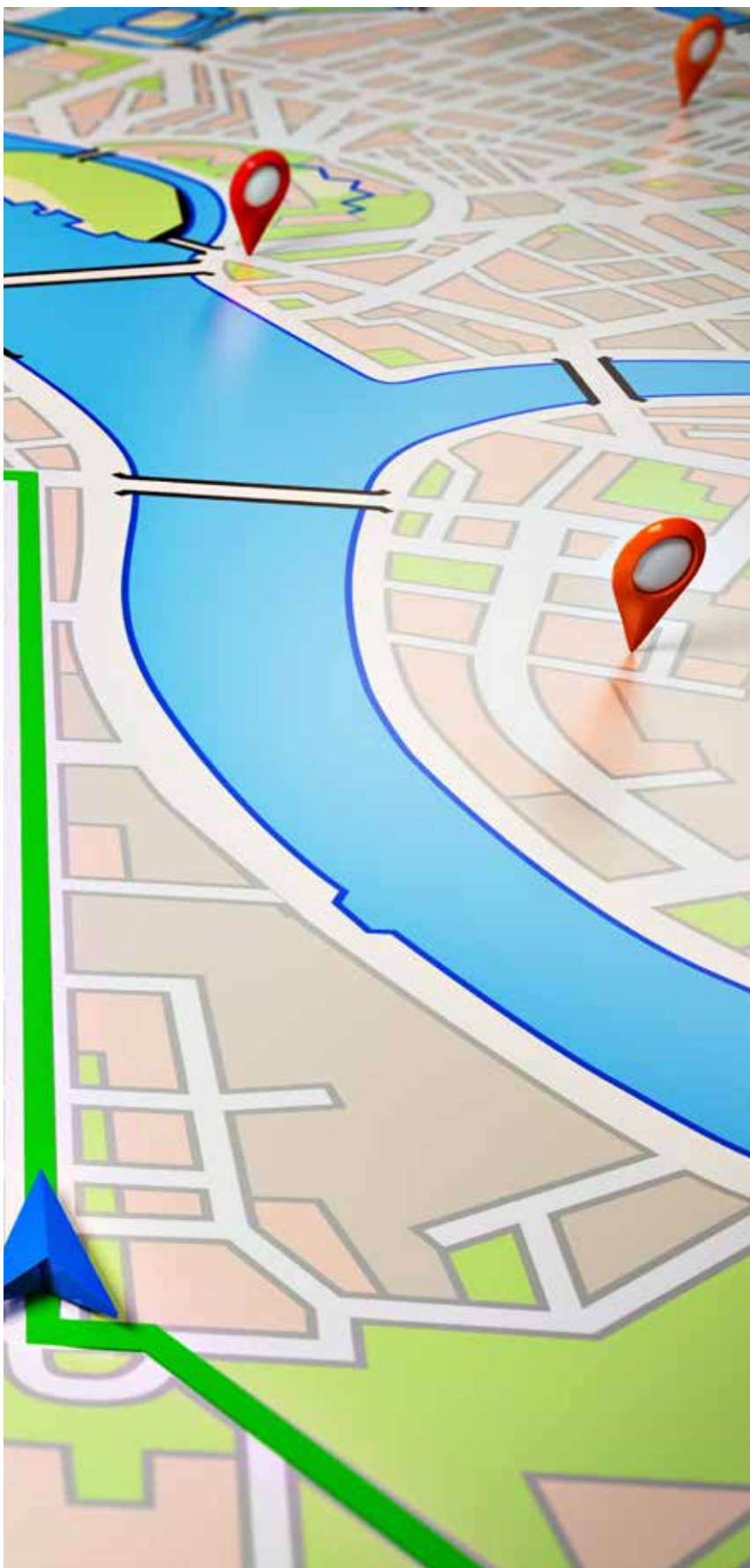
     □ No   □ Yes, please explain: _____

19. **Was there any indication of online communication with minors?**

     □ No   □ Yes, please explain (include grooming behavior):_____

20. **Was there any indication of online communication with other adults to obtain child sexual abuse material?**
     □ No   □ Yes, please explain: _____

COMMUNITY SUPERVISION MAPPING IN RHODE ISLAND

by Shelley Cortese

Given the wide ranging challenges of prisoner reentry, spatially viewing returning prisoners, their neighborhoods and available reentry resources, has become increasingly valuable in the field of criminal justice. Compared to the more traditional types of justice mapping, such as crime prevention and detection, spatially viewing returning prisoners and the reentry services or resources in their communities is a more recent development (Lucht, et al, 2011). The Rhode Island Community Supervision Mapping System was designed to improve the ability of community supervision officers, law enforcement agents and social service providers to supervise and support returning prisoners.

This tool was originally utilized primarily by probation, parole and police. In recent years, the Rhode Island Department of Corrections has increased collaboration with the community through the creation of Regional Reentry Councils. These collaborative efforts were a major impetus for enhancing the mapping system with a case management component and expanded social service user base. This article explores the development, implementation, effectiveness and evolution of the Community Supervision Mapping System, which has recently been renamed Community Mapper and Reentry System.

OVERVIEW OF CSMS

The Community Supervision and Mapping System builds on previous efforts to use geospatial technology and approaches to understand prisoner reentry at the local level. Over a decade ago, Eric Cadora and his Justice Mapping Center began mapping patterns of incarceration and related issues such as poverty, crime and public service use across neighborhoods and cities. Expanding on this approach and other efforts to map justice topics, the Urban Institute launched the Reentry Mapping Network (Lucht, et al, 2011). The Network eventually comprised community-based organizations in fourteen jurisdictions, including PovPlan, which analyzed and mapped reentry data to inform local policy and practice (Lucht, et al, 2011). Rhode Island was one of those jurisdictions.

There are approximately 24,000 offenders on probation and parole in Rhode Island. The Rhode Island correctional system has distinct characteristics, including its small size and unified correctional system, with prisons, jails and probation and parole in one department. Having only one major city with a large police force and strong existing collaborative relationships among key partner agencies made it an ideal site to pilot the Community Supervision Mapping System (CSMS) in 2008. Subsequently, Rhode Island became one of the first states to develop a Community Supervision Mapping system nationally.

The CSMS system enables users to map the formerly incarcerated persons on probation and parole and others while viewing related service provider data and police districts. CSMS was developed, implemented and evaluated in the state of Rhode Island between 2007 and 2010 (Lucht, et al, 2011). The application was designed and implemented by the Providence Plan (ProvPlan); a local community based non-profit organization, with support from the RIDOC and other local agencies. The project was evaluated by the Urban Institute, a national policy research organization based in Washington, D.C. All development and evaluation funding was provided by the National Institute of Justice under its Geospatial Technology grant program (Lucht, et al, 2011). This system was designed to be user friendly, easily replicated in other jurisdictions and

operate on with low-cost, open-source software.

CSMS has provided an innovative way to manage, organize and analyze prisoner reentry. The primary function of this system is to map a probationer/parolee or set of probationers/parolees, along with data on each individual. The data come from the RIDOC and are updated automatically each night. The data points available for each probationer/parolee include current address, personal characteristics (name, gender, race, date of birth), criminal history (DOC identification number, offense history, prison release date) and probation/parole case information (supervision status, caseload number, probation/parole officer, probation/parole contact information, probation/parole start and end dates). Additionally, photos are available for individuals who were formerly incarcerated in any of Rhode Island's adult correctional institutions, which amounts to about half of the probationers/parolees. The Providence Plan and RIDOC worked to develop user friendly search functions and user driven maps and tables. The data can be searched or filtered based on location (distance from a specified address) and/or other probationer characteristics available in the dataset. For example, users can narrow their searches to male probationers with breaking and entering convictions released in the last month and living within one mile of a particular address. Users can also map landmarks such as service providers, police districts, and schools (the latter are available mainly for ensuring compliance with sex offender residency restrictions). These functions are extremely helpful, for example, when probation/parole officers (PPOs) are trying to identify what type of service providers are available in particular areas while assisting offenders in accessing critical resources in their communities. Viewing police districts can be highly useful when PPOs are trying to organize home visits with police in their areas. After a user queries the probationer/parolee and/or service provider data, the application displays a map with points representing the probationers (as green icons) and/or service providers (as blue icons) selected by the search. To avoid cluttered maps, only fifty probationers/parolees are displayed at a time. Users can click any point on the map to see a pop-up box with more information about the probationer/parolee or service provider the point represents. With one click, users can get directions to or from a probationer/parolee address or a service provider location. The application uses Google Maps® as its geographic base, thus allowing users to zoom in and out, pan across the area, and display satellite imagery just as in the consumer Google Maps application.

CSMS USERS

The CSMS system continually compiles administrative data from users. The system is able to track how many users

are accessing the system along with what types of features they are using. There are currently 23,640 users, 572 service facilities 39 police departments and 18 other organizations in the system. The expansive use of the CSMS system in Rhode Island includes probation and parole, law enforcement, legal users from the Rhode Island Attorney General's Office, discharge planners from the RIDOC and reentry case managers from the Providence-based non-profit, *Open Doors*. During the initial phase of development, the RIDOC probation and parole department had the highest number of top users, followed by law enforcement, reentry users and legal users (Lucht, et al, 2011). The most commonly used feature of the CSMS is searching by an individual's last name. The second most commonly used feature is searching by city, followed by a radius search by a particular street and city (both of which are required fields for an address radius search if users want to use the "address" tab in the application). When evaluating user data by the type of user, variations exist in what users view as the most popular features. The top feature used by probation/parole officers is a radius search by particular street and city. The second most popular among probation/parole officers is a search by city and the third most commonly used feature for probation/parole officers is narrowing the search to clients on the user's RIDOC caseload. The ProvPlan reports that these usage patterns have not changed to date.

For law enforcement users, the search by city on the main "people" tab is the most commonly used function. This is followed closely by filtering a person's last name and a radius address and city search terms on the "address tab". Reentry discharge planners primarily use the last name feature and the assigned RIDOC ID number and services in a certain radius as a search term. Finally, legal users tend to search by a person's last name, followed by services in a certain radius and a search by city on the main "people" tab (Lucht, et al, 2011).

IMPLEMENTATION IN COLLABORATION WITH PROVIDENCE PLAN

Rhode Island has built strong collaborative relationships in the criminal justice system. These relationships provided a solid foundation for implementation of this project. Well-established relationships already existed between the ProvPlan, RIDOC, Providence Police Department and other partner agencies before the mapping initiative began. The relationship between RIDOC and ProvPlan in particular fueled the success of this project, as these two agencies had established informal partnerships through reentry and crime mapping projects dating back to the early 2000s. In 2003, the partnership and trust were strengthened as formal data sharing agreements were established to enhance earlier static reentry mapping projects. These earlier projects led to the idea for the CSMS project. The system's mapping

capability was transformed from a static process to a dynamic, geospatial mapping approach which has tremendous value for PPOs in supporting and supervising offenders. The ProvPlan's innovative, responsive and proactive outreach efforts contributed to a user friendly, customized system that has become highly useful to all users. During the implementation phase of the project, ProvPlan readily accommodated user suggestions for additional functionality and features by conducting user focus groups. They also provided regular demonstrations and trainings along with the DOC liaison to the project. E-blast newsletters were sent out to stimulate use. An "Unfuddle" system was created which tracked bugs and suggestions through a ticket tracking function. This close collaboration contributed greatly to helping staff better understand offenders' neighborhoods and community environments, local resources and risks from a supervision perspective while also making access to community services more accessible. PPOs can now provide clients with maps and directions to the probation offices and mandated services. CSMS has also made it much easier for probation and parole officers to determine compliance with geographic restrictions on where clients can live or work.

STRENGTHENED RELATIONSHIPS WITH LAW ENFORCEMENT

Understanding caseloads geographically has significantly strengthened the probation and parole/police partnerships in Rhode Island. Probation and parole now regularly plans and organizes joint home visits with local police statewide and police are able to e-mail PPOs with immediate information on offenders that they encounter in the community, leading to better public safety outcomes. The mutual value of this system also sparked training initiatives which now include presentations at police in-service training sessions on the probation and parole supervision system, including the use of the CSMS.

DEVELOPMENT OF THE TECHNOLOGY

The initial technical development of the CSMS system took approximately eighteen months. The development team for this project consisted of three primary ProvPlan staff who spent significant time programming in the beginning, and took a larger role in outreach and troubleshooting during the implementation phase of the project (Lucht, et al, 2011). There was a commitment to using open source software for this project. *Ruby on Rails (Rails) was paired with MySQL for the back end database (where all of the data is maintained). Google Maps were also incorporated for the map display.* The software was chosen primarily because it is a system that is conducive to initial applications being built rapidly and changed easily over time in response to user feedback (Lucht, et al, 2011).

CSMS draws from two data sources: the RI DOC *INFACTS* database and a services database developed by ProvPlan. The *INFACTS* database is part of the larger RIDOC database system and contains data for every individual on probation and parole. Personal identifiers such as height, weight, demographic characteristics, photographs and address history are included. The ProvPlan services database contains basic information on service providers. This second database is categorized by service type and only includes organizations that provide services to the reentry and probation/parole population. The development team worked closely with RIDOC's Planning and Research staff and a contracted RIDOC programmer to develop the initial structure of CSMS's database based on a subset of INFACTS data. ProvPlan then developed a series of queries that produce six data tables of updates on a nightly basis. Through an automated process, these data tables are transferred from RIDOC to a secure server where they are imported and processed by CSMS. For any new probationer/parolee addresses added to the system, latitude and longitude coordinates are automatically geo-coded, allowing the person's residence to be viewable on the map.

The services database contains the organization name, address, phone number, web site, brief description and service categories and is updated regularly by ProvPlan. With the exception of this service data, all other data are managed entirely by RIDOC within the *INFACTS* database.

IMPACT OF CSMS

CSMS was designed to improve service delivery for probationers/parolees by improving efficiency, enhancing collaboration and increasing knowledge while offering administrators and policy makers the opportunity to intelligently restructure officer assignments toward a more strategic community-based model of supervision.

The effectiveness of the CSMS system was assessed by the Urban Institute in 2008. The UI researchers used a variety of data sources in analyzing the development process, implementation and initial outcomes of CSMS. CSMS automatically stores usage data from all logins, which provided a basic understanding of how the analytic tool was being utilized. Evaluators also analyzed data produced in Google Analytics®, which automatically calculates certain elements, such as the amount of time spent on the site, the type of device used to access CSMS, and use trends over time. Data was also obtained through a survey of PPOs, and focus groups of users (Lucht, et al, 2011). In summary, the number of agency contacts and referrals remained at the same levels. Since CSMS was designed to connect users with resources and promote partnerships with service providers, the evaluators expected a slight increase after implementation (Lucht, et al, 2011). Tangible results

were not yet apparent in the areas of increasing PPO efficiency and increased agency contacts and referrals at the time of this assessment, however, narrative evidence revealed a number of PPOs perceived positive effects underscoring the potential for increased value post-CSMS implementation. Overall, positive impacts greatly outweigh any neutral or negative impacts (i.e., additional workload concerns, comfort level with technology), and most respondents feel CSMS provides accurate and new information, replaces old methods, assists with service coordination and saves time (Lucht, et al, 2011).

EVOLUTION OF CSMS TO CMARS

In 2012, the RIDOC was awarded approximately $800,000 under the Bureau of Justice Assistance FY12 Second Chance Act. Part of the funding was designated toward enhancing the CSMS system in order to ensure continued progress toward recidivism reduction, post-release monitoring, case management and coordinated treatment services in the community. The enhancement will include an activity tracking portal that will be accessible alongside the (CSMS). The original system currently enables users to conduct specialized queries of the locations of ex-offenders, map those results at the address level and then overlay the results with additional spatially-enabled datasets, such as support services for former prisoners. The enhanced system

will provide information not otherwise available to users while helping them coordinate services to offenders and provide new information about offenders and the communities in which they reside. New information such as assessment scores, risk level, offender case plan compliance, types of services utilized and outcomes will be available. Data procurement to incorporate activity tracking data in the application including the case manager's name, the reentry plan, referrals for services, referral source, service provider, referral/service dates, additional comments and sentencing details with applicable special conditions and past criminal history will be included in the case management portal. Because of these additions, the system was renamed in 2013, from CSMS to CMARS, which stands for Community Mapper and Reentry System. CMARS will allow for improved tracking of services and outcomes giving both service providers and policy makers a better sense of how to best target resources. The system will track offenders who reduce their risk and needs levels as assessed by the Level of Service Inventory – Revised (LSI-R) after being referred to reentry councils for services. This will be correlated with the types of services the offenders received in the community and whether those services were targeted toward criminogenic risk factors. The enhanced system will broaden the user base to include Regional Resource Coordinators (discharge planners), institutional counselors, case managers and Regional Reentry

Council members. During this phase of development, many enhancements were made to the existing CSMS tools in order to keep the application up-to-date. The mapping software was changed from Google Maps® to Open Street Map®, all JavaScript® libraries used by the application were modernized, page layouts for search forms and results were improved, and many other small adjustments were made.

REGIONAL REENTRY COUNCILS

The RIDOC's increased collaboration with the community through the creation of Regional Reentry Councils (RRC) became a major impetus for enhancing the mapping system. The RRCs are located in most areas of the state. Areas with the greatest density of offenders and concomitant rates of crime and poverty pose the greatest challenges.

The RIDOC is responsible for the state's adult institutional and community corrections systems, including probation and parole and home confinement. There are nine regional probation and parole offices statewide, seventy-nine PPOs, nine supervisors and over a dozen administrative staff in the probation and parole division. RRCs are now up and running in all nine regional areas throughout the state. They are co-led by regional probation and parole supervisors and either community service or police leaders in their respective areas of the state. The RRCs are made up of two

levels, a *policy level tier,* and a *case management tier.* At the *policy level* meetings, key community leaders, who have a considerable level of decision-making authority (e.g., police chiefs, agency directors and elected officials), sit on the RRC. Formal and informal policies, practices and cultural barriers that prevent offenders from assimilating into work, housing and treatment are addressed at the *policy level.* The *case management level* meetings include community police officers, PPOs, case managers, discharge planners, social service representatives, housing advocates and members of the faith based community. The RRCs are aimed at improving community safety by ensuring that offenders have timely access to services based on individual risk and need profiles. Areas such as housing, employment, health and human services, parenting and transportation are the focus. Offenders referred to the case management meetings come primarily from a list prepared by the discharge planners. The target population for the case management component of the RRCs is those offenders who are assessed as moderate to high risk on the LSI-R and are scheduled for release within thirty to ninety days. Case management and treatment services are provided for a minimum of six months post-release.

DESIRED OUTCOMES FOR THE ENHANCED SYSTEM

Successfully returning offenders to the neighborhoods where they live as

safely and productively as possible is at the heart of the corrections mission in Rhode Island. Developing local community investment in the offenders who are returning to those communities is crucial to the success of the mission. Being able to analyze local data related to incarceration, reentry and community well-being through the enhanced system (CMARS) will be a valuable tool for the RRCs. Having the ability to improve coordination of service delivery for returning offenders while increasing the system's ability at the policy level to make strategic evidence based choices about how to best target resources will increase the probability of achieving offender success and public safety in the community. The development of this enhanced system has already sparked important dialogue with community stakeholders about the importance of targeting the highest risk offenders through the use of actuarial assessment, the definition of risk to recidivate, and the most effective array of services to have in the community to increase offender success and reduce recidivism. CMARS has proven to be a tremendous tool in providing a clear geospatial understanding of the characteristics of reentry at the local level while evaluating the extent to which existing resources are addressing the needs of the reentry population.

END NOTES

The Level of Service Inventory-Revised (LSI-R) is a quantitative survey of offender attributes and their situations relevant to level of supervision and treatment decisions. The LSI-R helps predict probation and parole outcomes, success in correctional halfway houses, institutional misconducts and recidivism. The 54 items are based on legal requirements and include relevant factors needed for making decisions about risk and treatment. The LSI-R has very strong reliability and validity as summarized in the Manual for use. ▷▷▲

REFERENCES

Lucht, Jim, Nancy G. La Vigne, Diana Brazzell and Megan Denver. (2011) *Enhancing Supervision and Support for Released Prisoners: A Documentation and Evaluation of the Community Supervision Mapping System.* Washington, DC: The Urban Institute.

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calendar of events

MARCH 11-12, 2014

ICCA DC Public Policy Forum and Hill Day Washington, DC. For more information go to: http://iccalive.org/icca/index.php?option=com_content&view=article&id=86&Itemid=483

APRIL 10-12, 2014

2014 Mental Health in Corrections Conference
Springfield, MO. For more information go to: http://www.burrellcenter.com/mhcc/

APRIL 13-16, 2014

National American Indian Conference on Child Abuse and Neglect, Ft. Lauderdale, FL. For more information go to: http://www.nicwa.org/conference/

APRIL 27-30, 2014

American Jail Association's 33rd Annual Training Conference & Jail Expo Dallas, TX For more information go to: http://www.americanjail.org/education/annual-training-conference/

MAY 1-2, 2014

6th Annual Inland Empire Gang Symposium San Bernardino, CA. For more information go to: https://www.ilgiaonline.org/training/24-ilgia-6th-annual-inland-empire-gang-symposium

JUNE 11-14, 2014

MASCA 76th Annual Conference Washington, DC. For more information go to: http://www.masca.us/registration.html

JUNE 17-19, 2014

9th Annual Global Youth Justice Training Institute Cape Cod, MA. For more information go to: http://www.globalyouthjustice.org/Training_and_Events.html

APPA 39TH ANNUAL TRAINING INSTITUTE
NEW ORLEANS
AUGUST 3-6, 2014

AUGUST 3-6, 2014

APPA 39th Annual Training Institute New Orleans, LA. For more information, http://www.appa-net.org

AUGUST 15-20, 2014

ACA 144th Congress on Correction Salt Lake City, UT. For more information, go to: http://www.aca.org/Conferences/

Tampa

JANUARY 8-11, 2015

APPA 2015 Winter Training Institute Tampa, FL. For more information, go to: www.appa-net.org