



NATIONAL COUNCIL OF
JUVENILE AND FAMILY COURT JUDGES

BEST PRACTICES IN JUVENILE CORRECTIONS AND DETENTION

Compiled from
Corrections and Detention Caucus Proceedings
National Conference on Juvenile Justice
1995 – 2000

By Milton J. Robinson, Ph.D.
Leadership Systems Incorporated

Supported by the
Office of Juvenile Justice
and Delinquency Prevention



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PREFACE

It is the intent of the National Council of Juvenile and Family Court Judges that this resource handbook, Best Practices in Juvenile Corrections and Detention, will facilitate the improvement of services to youth and augment the knowledge base of juvenile justice professionals.

Judge Paul R. Wohlford
President
National Council of Juvenile
and Family Court Judges

David A. Funk
Executive Director/CEO
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and Family Court Judges

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FOREWORD

The National Council of Juvenile and Family Court Judges is pleased to publish this report, which was developed from the proceedings of the Corrections and Detention Caucuses at the 1995-2000 National Conferences on Juvenile Justice (NCJJ). The mission at each caucus was to identify issues of concern, probe the current practices and identify the best practices for the 21st century. The caucus participants can take immense pride in their insightful examination of the issues and the development of best practices that can serve as a benchmark for their colleagues working in juvenile corrections and detention. It is our hope that this document will also benefit the many professionals who provide services throughout the field of juvenile justice.

To the more than 300 persons who contributed to the development of this authentic information, we extend our deep appreciation. To our co-sponsors of the Juvenile Justice Conference, the National District Attorneys Association, we express our gratitude for jointly making the conferences possible. A special thanks is also extended to the following hard-working individuals who served as presiding officers at the six NCJJ caucuses that convened during this project:

- William J. Samford, General Counsel, Alabama Department of Youth Services, Mt. Meigs, Ala. (Phoenix, March 20, 1995)
- Barbara C. Dooley, Ph.D., Director, Madison County Juvenile Court Services, Jackson, Tenn. (Atlanta, March 18, 1996)
- Raymond D. Kickbush, Judge, Porter Circuit Court, Valparaiso, Ind. (Reno, March 10, 1997)
- Joseph Murphy, Ph.D., Whitaker School, Butner, N.C. (Orlando, March 23, 1998)
- Anthony Guarna, Chief Juvenile Probation Officer, Montgomery County Juvenile Probation, Norristown, Pa. (Minneapolis, March 22, 1999)
- Frank Jenson, President-Elect, NJCSA, Administrative Office of the Courts/ Probation, Lincoln, Neb. (Tampa, March 20, 2000)

The aforementioned persons gave freely of their time and knowledge, and the entire project benefited from their association.

A special appreciation is extended to Milton J. Robinson, Ph.D. This initiative, and the design of its conceptual framework, grew out of his vision. His persistence during the six years required for the completion of this project helped to ensure its successful conclusion.

It is our hope that this report will stimulate similar action and subsequent manuscripts from the other disciplines that caucus annually during the National Conference. If successful, this process could provide a new thrust for ensuring excellence in the field of juvenile justice.

M. James Toner, Dean
National Council of
Juvenile and Family Court Judges

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INTRODUCTION

This document was developed from six manuscripts that were produced from the proceedings of the Corrections and Detention Caucus at the National Conference on Juvenile Justice (NCJJ). Those manuscripts contain the findings and recommendations of the caucus participants at the 1995-2000 NCJJ conferences.

Each report from the caucus proceedings identified major issues confronting juvenile corrections and detention personnel, the current practices associated with those issues, and the “Best Practices” for the 21st century. More than 300 individuals from 43 states, the District of Columbia, Canada, and the Philippines aided in identifying the issues and developing strategies for attaining the best practices. Additional contributions were obtained from a panel of juvenile and family court judges on two separate occasions. Nevertheless, it should be made clear that the perspectives that follow were developed by NCJJ conferees and do not necessarily represent the views of the National Council of Juvenile and Family Court Judges (NCJFCJ) or the National District Attorneys Association.

Parenthetically, this project had its beginnings during the same time period that the Office of Juvenile Justice and Delinquency Prevention (OJJDP) launched its initiative to develop performance-based standards (PbS) for juvenile corrections and detention. That period (mid-1990s) is often referred to as the “get tough” era. It is characterized by the move away from treatment and rehabilitation and a shift toward punishment and retribution.

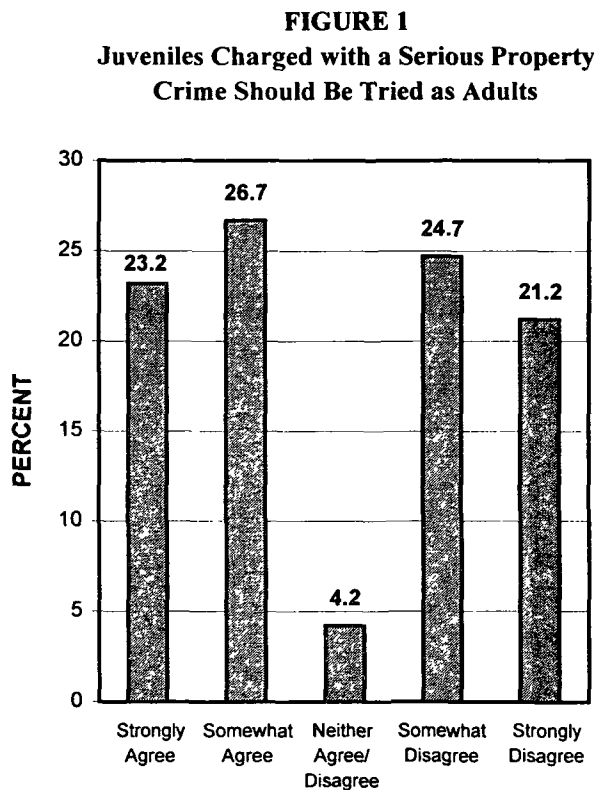
It was apparent that both the OJJDP and NCJFCJ projects recognized the need for improving the quality of life in facilities used to detain or provide long-term confinement to juvenile offenders. Based on this conjecture, it is conceivable that this document, as well as the products developed by the Pbs Project, can be used in tandem.

The deliberations at the 1998 caucus differed slightly from those at previous meetings. At that session, the conferees conducted an internal assessment and environmental analysis of juvenile corrections and detention. The findings, which are reported under the categories of Strengths, Weaknesses, Opportunities, and Threats (SWOT), are presented in section two of this manuscript.

Setting the stage

During the opening remarks at each caucus, participants were informed of the challenges presented to the field by John J. Wilson, Acting Administrator of the Office of Juvenile Justice and Delinquency Prevention. In an OJJDP report entitled "Conditions of Confinement: Juvenile Detention and Correction," he proclaimed that it was time to "begin a national movement founded on a basic human concern about justice for juveniles and the conditions of their confinement." He went on to express his opinion that it was critical for individuals, employers, and professional associations to work together to achieve lasting improvements in the conditions of confinement for juveniles. The challenge presented by Mr. Wilson was used to heighten participants' awareness and illustrate the importance of the task to be undertaken by them.

Data from a national public opinion survey on attitudes toward juvenile crime and juvenile justice, as well as materials from the Annie E. Casey Foundation's Juvenile Detention Alternatives Project, were shared with the caucus participants. That information provided a foundation upon which the conferees could pursue the common mission of developing Best Practices for the 21st century. Highlights from the materials that were shared with the conferees are summarized below.



WHAT THE PUBLIC WANTS

According to the findings of the national public opinion survey on attitudes toward juvenile crime and corrections, a majority of the respondents expressed support for trying juveniles in adult courts for serious offenses. However, they did not support juvenile offenders being remanded to institutions for adults. The study also found that a large percentage of the respondents (62 percent) were opposed to giving juveniles the same sentences as adults.

That comprehensive survey was conducted by the Survey Research Center at the University of Michigan's Institute for Social Research (ISR). The survey report findings that were most relevant to the deliberations of the caucus participants are presented next:

- The public supported having juveniles accused of serious property crimes tried in adult criminal court.

FIGURE 2
Juveniles Convicted of a Crime
Should Receive the Same Sentence as Adults,
No Matter what the Crime

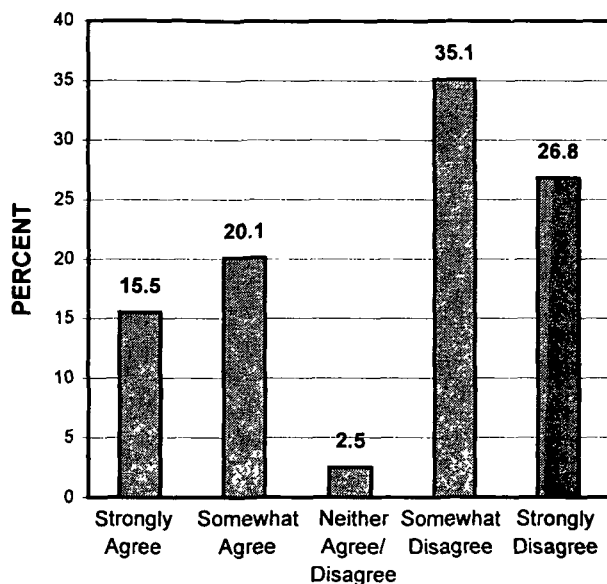
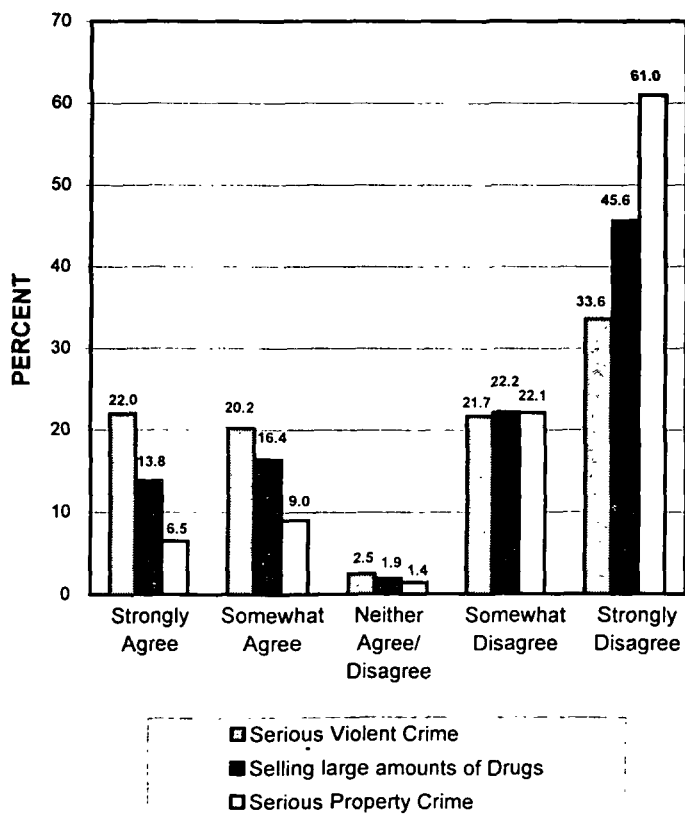


FIGURE 3
Juveniles Should Be Sent to Adult Prisons for
Committing Serious Violent Crimes, Selling Large
Amounts of Drugs, and for Committing Serious
Property Crimes



The data supporting those survey results are presented in Figure 1;

- Public opinion favored giving harsher sentences to repeat offenders;
- Citizens indicated that juveniles who commit serious crimes (felonies) should be committed to a correctional facility for youth;
- The public did not perceive juvenile correctional institutions (JCI) as particularly effective in rehabilitating incarcerated youth. Neither were JCIs viewed as strong deterrents to juvenile crime;
- Most survey respondents did not support juveniles convicted of a crime receiving the same sentence as adults. Neither did they support juveniles who were first-time offenders being sent to adult prisons for committing a serious violent crime, selling large amounts of drugs, or for committing a serious property crime. Survey data associated with the aforementioned findings are presented in Figure 2 and Figure 3.

According to most caucus participants, the opinions expressed in the survey help to explain escalating out-of-home placements, detaining more youth for longer periods of time, transferring more juvenile cases to adult courts, and enacting punitive legislation. Those emerging trends received major attention during caucus deliberations.

Findings from a comprehensive survey by the National Juvenile Court Data Archive at the National Center for Juvenile Justice and reports from the Annie E. Casey Foundation project on juvenile detention alternatives

FIGURE 4
Growth in the Percentage of Youth
in Overcrowded Public Detention Centers
1985-1995

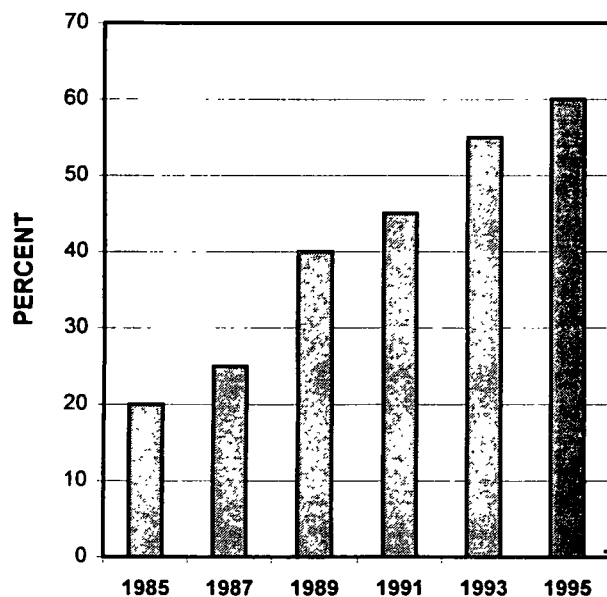
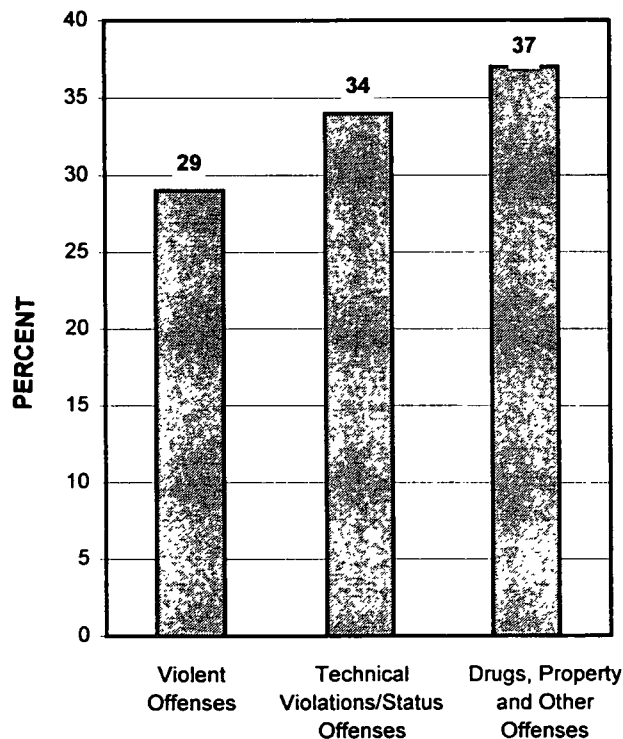


FIGURE 5
Detention Population by Offense Category
Single Day Count - 1995

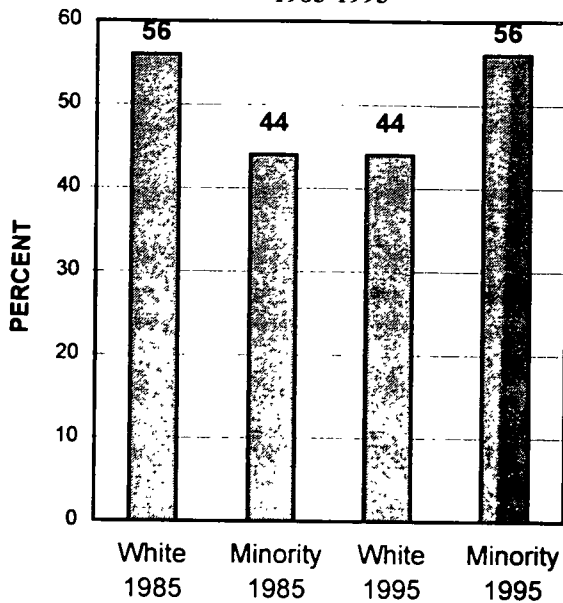


were also made available to conferees. They served as a ready reference during caucus proceedings. Highlights from those data are presented next.

EMERGING CHANGES

- The number of adjudicated cases that resulted in out-of-home placements increased by more than 50 percent between 1986 and 1996. Many of those cases involved truancy from placements and probation or parole violations;
- During the ten-year period from 1985 to 1995, youth held in detention increased by almost 75 percent;
- The number of youth in overcrowded detention facilities rose from 20 percent in 1985 to more than 60 percent in 1995. During that ten-year period, overcrowding became the norm rather than the exception. This information is shown in Figure 4;
- A 1995 single-day count of the detention population revealed that a significant proportion of that cohort were detained for status offenses and violations of court orders. Those data are presented in Figure 5;
- Between 1985 and 1995, the number of minority youth in secure detention grew disproportionately to the number of white youth. According to a one-day count in 1985, about 44 percent of the detained youth were minority, and 56 percent were non-minority. A 1995 count revealed those numbers were reversed. The differences in detainment by ethnicity are shown in Figure 6;

FIGURE 6
Racial Distribution of
Juveniles in Public Detention Centers
1985-1995



- Data from a one-day residency count in 1995 also show that more than 42,000 juvenile delinquents resided in public facilities and that the average length of stay was almost five months;
- The rate of out-of-home placements for youth adjudicated as delinquents in 1996 was more than 25 percent;
- Between 1985 and 1997 the number of youth under the age of 18 sentenced to adult prisons more than doubled. For those serving time, 22 percent were in for property offenses, and 11 percent were there for drug-related offenses.

The aforementioned data and resource materials provided the NCJJ conferees were instrumental in helping caucus participants to assimilate public opinions, existing policies, current practices, and emerging trends.

SITUATION AUDIT

Participants at the 1998 caucus conducted a situation audit of detention and juvenile corrections. That process involved an examination of how well the system is working internally and an assessment of external factors that impact the system's performance. Two major areas were examined by the conferees. They are:

- **External Environment:**
This activity consisted of identifying and interpreting developments that impact the external environment. Basic forces that were examined include competition, public opinion, legislative changes, economic forecast, technological advances, regulatory changes, and activities of key stakeholders.
- **Internal Environment:**
Assessing internal resources and changes taking place in the internal environment was the other major area discussed. This self-examination involved a systematic scan of the available resources and how well they are being used. Organizational issues such as vision, mission, goals and objectives, staffing, and management were discussed. The use of resources, including personnel, finances, facilities, and equipment, were also addressed.

Findings for the internal issues that were examined by the caucus participants are reported under the categories of Strengths and Weaknesses. They are presented on pages 7 and 8. The findings resulting from the scan of external issues are reported under the headings of Opportunities and Threats. Pages 9 and 10 contain those findings.

Through the process of engaging in a situation audit, the 1998 caucus participants helped to create a solid foundation for the continued development of best practices for the 21st century.

INTERNAL ASSESSMENT STRENGTHS

- Parental responsibility ordinance
- Intake assessments
- Secure facilities with safeguards
- Structured aftercare: probation/parole system
- On-site accredited educational programming
- Specialized units based on needs of youth
- Agency corroboration and community collaboration
- In-house and contractual community mental health services
- Increased flexibility due to shift of responsibilities from states to counties
- Staff training and development
- Better qualified staff: staff certification and licensure
- Juvenile-specific agency, separate from adult
- Services provided quickly and efficiently

INTERNAL ASSESSMENT WEAKNESSES

- Probation without consequences
- Lack of public information
- Lack of clarity on confidentiality issues
- Weak interagency communications and collaboration
- Overcrowding within institutions
- Labeling of children
- Expulsion from school due to rigid suspension and expulsion policies
- Lack of detention facilities in some communities
- Lack of follow-through with regards to court orders
- Insufficient resources
- Lack of sentencing uniformity within the juvenile justice system and adult court
- Parental responsibility mandates are not clear
- Length of stay in detention and correctional facilities
- Poor interstate communications and courtesy supervision
- Inadequate tracking of employees with poor work records and frequent job changes
- Oversize difficult-to-manage caseloads
- Failure to treat families

ENVIRONMENTAL ANALYSIS OPPORTUNITIES

- Greater use of volunteers in the community
- Development of alternatives to secure detention, such as electronic monitoring
- Opportunity to address the educational needs of youth in detention
- Ability to demonstrate that the juvenile justice system can work
- Institutional overcrowding presents an opportunity to educate stakeholders
- Needs assessment can prevent over-reliance on institutional services
- Opportunity to increase staff training and development
- Judges can serve as agents for change
- Front-end screening that leads to improved and individualized services
- Services in detention can alter dispositions at court hearings
- Opportunity to work with families: holistic approach/wraparound services
- Use of management information systems for effective case management
- Opportunity to build coalitions and partnerships in all sectors of the community
- To prove the system can protect the community as well as provide rehabilitation
- To conduct needs assessments for additional secure beds
- Development of better program evaluations and quality assurance studies through Management Information Systems
- Passage of legislation that addresses universally accepted standards
- Opportunity to address the unique needs of females in the system
- Opportunity to work with politicians seeking re-election
- Development of procedures to ensure that youth appear for court hearings
- Lawsuits and media cases present opportunities to address unmet needs
- New federal accountability grants to states and other localities

ENVIRONMENTAL ANALYSIS THREATS

- Increasing number of lawsuits
- Erosion of juvenile courts' authority and disbanding of juvenile court system
- Intervention by politicians with inadequate knowledge
- Lack of program successes
- Media coverage
- Self-destruction due to failure of staff follow-up
- Increased waivers and blended sentencing
- Determination of jurisdiction of services: social services versus department of corrections
- Escalating costs of services
- Lack of treatment programs, and recidivism rate
- Inadequate statistics that document needs and outcomes
- Lack of unity among counties and service providers
- Inadequate research
- Community's misperception and fear of the juvenile justice system
- Overworked staff, many facing burnout
- Overcrowding of facilities
- Lack of training opportunities for all staff
- Growth of managed-care industry
- Inadequate funding
- Privatization of programs
- Lack of competent staff
- Warehousing of youth by some jurisdictions

CAUCUS PROCEEDINGS: BEST PRACTICES

This section of the report presents the best practices as developed by the conferees in the Corrections and Detention Caucus at the National Conference on Juvenile Justice. Over the last six years, more than 300 persons from 45 states were involved in developing the recommendations that follow. It is important to note that what is presented are standards for best practices, not blueprints for action. We also note that the following recommendations appear to have been influenced more by the day-to-day experiences of the participants than by a theoretical view or a scholarly approach to what should be.

It is important to bring to the attention of the reader that no effort was made to prioritize the topics that follow. However, some issues were grouped based on their common focuses. The order of presentation is as follows:

- Lack of Public Understanding of the Juvenile Justice System and Its Functions
- Unrealistic Expectations of the System
- Improving Confidence in the Juvenile Justice System Through Practices that Ensure Public Safety
- The Need for Better Programming
- Secure Care: Who Should Be There and How Long
- The Future for Serious Juvenile Offenders: Secure Care, Detention Centers, and Alternative Programs
- Overcrowding in Detention Facilities
- Overcrowdings in Juvenile Correctional Institutions
- Inconsistencies in Sentencing Juveniles
- Lack of Public Resources to Address the Magnitude of the Current Problem
- Developing Community Partnerships
- Private Agencies vs. Public Programming and Services
- Addressing Specialized Needs of Female Juvenile Offenders
- Helping Youth Develop Better Life Skills

- Construction of New Institutions
- Youth and Staff Safety
- Staff Qualifications and Training for Detention and Correctional Facilities
- Handling Juveniles Transferred to Adult Court
- Detaining Youth Waived to Adult Court in Juvenile Facilities
- Lack of Mental Health Services
- Improving Health Care Services
- Assessments for Transition to Community-based Aftercare Services
- Transition Services for Return to the Community
- Modernization of Detention Programs to Facilitate Community Reintegration
- Intensive Aftercare Programs and Services
- Family Involvement
- Prevention and Early Intervention
- Specialized Instruction
- Teen Gang Issues
- Legislative Issues in Juvenile Justice
- Research and Evaluation

CORRECTIONS AND DETENTION CAUCUS PROCEEDINGS

ISSUE: Lack of Public Understanding of the Juvenile Justice System and Its Functions

<i>SUB ISSUES</i>	<i>CURRENT PRACTICES</i>	<i>BEST PRACTICES</i>
<p>Closed juvenile proceedings;</p> <p>Confidentiality;</p> <p>Creation of sensationalism by media;</p> <p>Limited access to juvenile facilities;</p> <p>Perceptions and misperceptions held by the public;</p> <p>Opportunities for public input and feedback;</p>	<p>Increased efforts to raise the awareness of elected representatives;</p> <p>Failure of the courts to generate reports that are informative and useful to the public;</p> <p>Confidentiality policies inhibit dialogue;</p> <p>Closed juvenile proceedings are occasionally used for political reasons;</p> <p>Information is frequently coordinated by central communications personnel, not the courts;</p> <p>Media frequently report on failures in the system;</p> <p>Tendency of the media to create a climate of sensationalism surrounding some cases;</p> <p>Some journalists assume that their news articles reflect public opinion;</p> <p>Findings from OJJDP research reports impact the public's understanding and responses to juvenile crime;</p>	<p>Develop diverse citizen advisory committees for inputting community views;</p> <p>Foster public awareness of effective programs and their outcomes;</p> <p>Create public support for community-based programs;</p> <p>Establish a clear mission for detention and articulate it; e.g., prevention of flight, protection of the public, best interest of the child;</p> <p>Develop a media strategy that delivers a clear, accurate, and timely message;</p> <p>Expand school-based, law-focused education programs;</p> <p>Develop parent-oriented programs;</p> <p>Expand programs for serious habitual offenders;</p> <p>Educate the public on differences in philosophy between adult criminal courts and juvenile courts;</p>

NATIONAL CONFERENCE ON JUVENILE JUSTICE

CORRECTIONS AND DETENTION CAUCUS PROCEEDINGS

ISSUE: Unrealistic Expectations of the System

<i>SUB ISSUES</i>	<i>CURRENT PRACTICES</i>	<i>BEST PRACTICES</i>
<p>Punishment of the offender;</p> <p>Deterrence of others from committing the same act;</p> <p>Rehabilitation and treatment of the offender;</p> <p>Protection and safety of society;</p>	<p>Conflicting expectations by the general public;</p> <p>Lack of understanding of the differences between the criminal justice system and the juvenile justice system;</p> <p>Legislation and policy inconsistencies that are apparent within and between states;</p> <p>Regional attitudes that result in disproportionate confinement of minority youth;</p> <p>Failure to document and communicate that juvenile rehabilitation is working;</p> <p>Differential treatment outcomes by jurisdictions, regions, and states that cannot be accounted for;</p> <p>Non-uniform standards for measurement of results;</p> <p>Deterrence as an expectation has not become a reality;</p> <p>Some communities expect the juvenile court to have a "rocket-docket";</p>	<p>Publication of annual reports containing outcomes on youth maintained in the juvenile system;</p> <p>Increased accountability throughout the system;</p> <p>Develop law-focused education courses for use by school systems;</p> <p>Meeting national standards and certification requirements;</p> <p>More cost-effective programs and better case management;</p> <p>Better enforcement of court sentences;</p> <p>More highly structured community-based programs;</p> <p>Improved monitoring and surveillance techniques;</p> <p>Develop standards that are equally applicable for communities regardless of their size, population diversity, or urbanization;</p>

NATIONAL CONFERENCE ON JUVENILE JUSTICE

CORRECTIONS AND DETENTION CAUCUS PROCEEDINGS

ISSUE: Improving Confidence in the Juvenile Justice System Through Practices that Ensure Public Safety

<i>SUB ISSUES</i>	<i>CURRENT PRACTICES</i>	<i>BEST PRACTICES</i>
<p>Assessment and classification of offenders;</p> <p>Continuum of supervision that fosters accountability;</p> <p>Development of positive coalitions within the community;</p> <p>Juvenile services advisory groups;</p> <p>Cultural competency and sensitivity;</p> <p>Holding youth accountable for non-compliance to conditions of probation or parole;</p>	<p>Band-aid approach and lack of uniform services for some segments of the community;</p> <p>Juvenile court trying to be all things to all people;</p> <p>In some states programs are very structured and working as a system, but not in all;</p> <p>Issues of turf and who will control it are apparent at the county, city, and state levels;</p> <p>Increase in the trend toward mandatory minimum sentencing for juvenile offenders;</p> <p>Failure to communicate public safety as a key goal of the juvenile justice system;</p>	<p>Maintain a continuum of care (low-high) that provides public safety;</p> <p>Early use of community-based programs and intensive tracking;</p> <p>Use of statewide Management Information Systems that increase accountability and promote public safety;</p> <p>Promote public safety by developing and using risk-assessment and other uniform screening tools;</p> <p>Ensure that high-risk offenders are in secure detention;</p> <p>Greater collaboration, to include law enforcement officials among the system's stakeholders;</p> <p>Integrated substance abuse programs and services;</p>

NATIONAL CONFERENCE ON JUVENILE JUSTICE

CORRECTIONS AND DETENTION CAUCUS PROCEEDINGS

ISSUE: The Need for Better Programming

<i>SUB ISSUES</i>	<i>CURRENT PRACTICES</i>	<i>BEST PRACTICES</i>
<p>Mental health and health care services;</p> <p>Education programs;</p> <p>Suicide ideation;</p> <p>Employment skills;</p> <p>Drug treatment;</p> <p>Youth courts;</p>	<p>Inconsistent access to medical services and mental health facilities;</p> <p>In-house counseling and experimental education programs abound;</p> <p>Suicide precaution measures exist in most facilities;</p> <p>Programs to increase job skills for today's labor market need expanding;</p> <p>Drug testing techniques and treatment programs need expanding;</p> <p>Structured decision-making instruments are being used by staff;</p> <p>Youth court programs for first-time nonviolent offenders are being tested in some jurisdictions;</p> <p>An insufficient number of specialized placements for: Drug-dependent minors, Developmentally disabled offenders, Dual-diagnosed juveniles;</p> <p>Computer technology is not being maximized;</p>	<p>Develop a range of intervention options to help youth learn specific problem-solving skills, social skills, job skills, and demonstrate appropriate self-control;</p> <p>Develop unique and innovative programs for youth suffering from alcoholism, drug addiction, and sexual dysfunction problems associated with child abuse;</p> <p>Development of technology that facilitates designation of professional responsibility, timeframes, review processes, and quality reports;</p> <p>Additional funding for community crime prevention programs;</p> <p>Programs that reach youth out of the education mainstream;</p> <p>Access to better outpatient mental health services;</p> <p>Strength-based and need-based programming that utilizes and builds on the talents, skills, and abilities of the youth;</p> <p>Better assessment classifications to match treatment with needs and risk;</p>

NATIONAL CONFERENCE ON JUVENILE JUSTICE

CORRECTIONS AND DETENTION CAUCUS PROCEEDINGS

ISSUE: Secure Care: Who Should Be There and How Long

<i>SUB ISSUES</i>	<i>CURRENT PRACTICES</i>	<i>BEST PRACTICES</i>
<p>Overcrowding;</p> <p>Lack of facilities;</p> <p>Detaining mentally ill youth with others;</p> <p>Jurisdictional confusion;</p> <p>Warehousing of youth;</p> <p>Lack of treatment programs;</p> <p>Court guidelines that mandate detention in secure facilities;</p> <p>Detention in nonsecure facilities;</p>	<p>Warehousing of youth by some jurisdictions;</p> <p>Courts may not control the length of stay in placement;</p> <p>Incarceration practices that provide community protection;</p> <p>Inability to provide treatment programs for all clients;</p> <p>Probation violators are not screened for risk in some jurisdictions;</p> <p>Failure of key stakeholders to reassess the purpose of secure detention;</p> <p>Failure of detention centers to comply with admissions policies and mandatory time frames;</p> <p>Minority youth comprise one-third of the juvenile population, but almost two-thirds of the youth held in secure care;</p>	<p>The most restrictive and multifaceted intervention should be reserved for high-risk offenders;</p> <p>A full panoply of options that range from community-based placements with intensive supervision, to incarceration for chronic and violent offenders;</p> <p>Implement a policy of mandatory risk screening during intake;</p> <p>Increased collaboration for aftercare services among youth-serving agencies;</p> <p>Increased community support for the use of juvenile correctional institutions rather than adult facilities;</p> <p>Lobby the legislature to provide appropriate funding for juvenile institutions;</p> <p>Improve screening techniques for youth prior to placement;</p> <p>Develop appropriate aftercare alternatives based on the needs of youth;</p>

NATIONAL CONFERENCE ON JUVENILE JUSTICE

CORRECTIONS AND DETENTION CAUCUS PROCEEDINGS

ISSUE: The Future for Serious Juvenile Offenders: Secure Care, Detention Centers, Alternative Programs

<i>SUB ISSUES</i>	<i>CURRENT PRACTICES</i>	<i>BEST PRACTICES</i>
<p>Privatization of public services;</p> <p>Transferring public funds to the private sector;</p> <p>Overcrowding in public juvenile facilities;</p> <p>Prevention services that mitigate the formation of youth gangs;</p> <p>Preferential treatment received by some private agencies;</p> <p>Availability of federal dollars;</p> <p>Increase in school violence;</p>	<p>Mixing serious juvenile offenders with status offenders and less serious offenders;</p> <p>Increased use of punishment as a sentence represents a return to the past;</p> <p>Increase in the use of private sector programs as an alternative to secure detention;</p> <p>Developing specialized consequences for specific juvenile offenses;</p> <p>Lack of alternative placements for technical violators of probation or parole;</p> <p>Alternative programs do not always adhere to the philosophy of using the least restrictive alternative;</p> <p>Custody rate for minority youth in residential facilities is almost five times that of non-minority youth;</p> <p>Greater use of intensive supervision as an alternative to secure detention in some jurisdictions;</p>	<p>Develop a continuum of programs ranging from secure detention to non-residential programming, with timeframes for movement;</p> <p>Detention alternatives with varying degrees of supervision: home confinement, community supervision, day reporting centers, evening reporting centers, non-secure shelters, electronic monitoring;</p> <p>Develop the philosophy that detention is a legal status with varying levels of custody rather than a commitment to secure custody in a locked building;</p> <p>Alternative detention programs are not meant to be long-term treatment and should have time limits;</p> <p>Lobby the legislature for appropriate funding;</p> <p>Increased collaboration among youth-serving agencies;</p> <p>Youth's ownership and accountability for program development and implementation;</p>

NATIONAL CONFERENCE ON JUVENILE JUSTICE

CORRECTIONS AND DETENTION CAUCUS PROCEEDINGS

ISSUE: Overcrowding in Detention Facilities

<i>SUB ISSUES</i>	<i>CURRENT PRACTICES</i>	<i>BEST PRACTICES</i>
<p>Lack of alternatives to secure care;</p> <p>Separating status offenders from delinquent youth;</p> <p>Detaining non-violent juveniles in secure care;</p> <p>Detention centers do not control admission and release;</p> <p>Probation practices that contribute to crowding;</p> <p>Policies on automatic detention;</p> <p>Inappropriate and unnecessary use of secure detention;</p>	<p>Use of home detention and shelters by some courts;</p> <p>Allowing detention to be used for post dispositional sanctions;</p> <p>Failure of the state to place committed youth in a timely manner;</p> <p>Media coverage that results in prolonging detention;</p> <p>Jurisdictional battles between courts and the state;</p> <p>Poor living conditions, inadequate staff/youth ratio, and programming caused by overcrowding;</p> <p>Automatic detention because the youth fails to appear for initial court hearing or has an outstanding bench warrant</p> <p>Lack of clear judicial criteria for detention eligibility;</p> <p>Ineffective use of screening instruments to control admissions;</p>	<p>Deinstitutionalization of status offenders;</p> <p>Establish and maintain time standards regarding detention of youth following adjudication;</p> <p>Adjust risk screening instruments if they result in automatic detention for technical violators or youth with outstanding court warrants for missing a court appearance;</p> <p>Juvenile correctional institutions should serve as treatment facilities, not detention centers;</p> <p>Planning for release should begin at intake and involve parents;</p> <p>Development of detention policies that balance offense severity, public safety, and the best interest of the minor;</p> <p>Small community-based detention alternatives;</p> <p>Money for detention services should follow the client;</p> <p>Additional funding for staff training;</p> <p>Development of capacity management systems;</p>

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CORRECTIONS AND DETENTION CAUCUS PROCEEDINGS

ISSUE: Overcrowding in Juvenile Correctional Institutions

<i>SUB ISSUES</i>	<i>CURRENT PRACTICES</i>	<i>BEST PRACTICES</i>
<p>Inadequate funding;</p> <p>Legislative intent and impact;</p> <p>Adequacy of bed space;</p> <p>Impact of recidivism;</p> <p>Qualified staff;</p> <p>Length of stay;</p> <p>Parole practices that contribute to crowding;</p>	<p>Demands for facilities exceed supply;</p> <p>Longer periods of confinement resulting from determinate sentencing;</p> <p>Some jurisdictions use correctional institutions as detention facilities;</p> <p>Release criteria are not reviewed on a continuous basis;</p> <p>Youth parole and review boards are being eliminated in some states;</p> <p>Treatment of youth frequently is not related to diagnosis or release plan;</p> <p>Minority youth are disproportionately incarcerated;</p> <p>Higher rate of suicidal behavior is associated with overcrowding;</p> <p>Training schools are used to house juveniles awaiting transfer to adult facilities;</p> <p>The recidivism rate contributes significantly to overcrowding;</p>	<p>Develop a greater reliance on the parole process and community-based facilities for nonviolent offenders;</p> <p>Return to a reliance on the concept of indeterminate sentencing;</p> <p>Reduce sentencing disparities that result in disproportionate confinement of minority youth;</p> <p>Reassess “get tough” legislation and state statutes that require mandated institutional placements;</p> <p>Placement of the severely emotionally impaired and mentally ill youth in specialized placements, including out-of-state programs;</p> <p>Institute mutual agreement programming that guarantees release upon the attainment of established treatment goals;</p> <p>Establish an array of alternative placements for youth who engage in recidivist behavior while on release from corrections institutions;</p> <p>Develop a team approach to release planning at intake;</p>

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CORRECTIONS AND DETENTION CAUCUS PROCEEDINGS

ISSUE: Inconsistencies in Sentencing Juveniles

<i>SUB ISSUES</i>	<i>CURRENT PRACTICES</i>	<i>BEST PRACTICES</i>
Public opinion; New legislation; Sentencing disparities; Restitution;	Sentencing shifts away from rehabilitation and toward punishment; Some courts attempt to restore losses to crime victims; Some jurisdictions apply the concept of restorative community service; More severe sentences for minority youth resulting from multiple charges for a single offense; Disproportionate confinement of minority youth resulting from sentencing disparities;	Development of standards and guidelines to reduce sentencing variations between adult court jurisdictions and juvenile courts; Embrace the concept of blended sentencing; Establishment of state strategies to review this anomaly; More judicial training on sentencing; Develop standards and guidelines for goal-based sentencing;

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CORRECTIONS AND DETENTION CAUCUS PROCEEDINGS

ISSUE: Lack of Public Resources to Address the Magnitude of the Current Problem

<i>SUB ISSUES</i>	<i>CURRENT PRACTICES</i>	<i>BEST PRACTICES</i>
<p>Insufficient aftercare services;</p> <p>Overcrowding;</p> <p>Lack of early intervention programs;</p> <p>Expanding family counseling;</p> <p>Increasing family responsibility;</p> <p>Automated information systems;</p>	<p>Increase in private sector contractors because of the decrease in public sector resources;</p> <p>Inability to track and manage cases electronically through integrated information systems;</p> <p>Failure to communicate the impact and outcomes resulting from the utilization of current resources;</p> <p>Increase in the use of house arrest and day treatment programs;</p> <p>Electronic monitoring is used on a selective basis;</p>	<p>Enhance management information systems for youth receiving mental health service;</p> <p>Stronger linkages between the juvenile justice system and the mental health system;</p> <p>Greater coordination and use of technology among public agencies with overlapping responsibilities;</p> <p>Automated systems that make information on youth electronically available to all stakeholders;</p> <p>Earlier family intervention (age 6-7);</p> <p>More community education programs;</p> <p>Communities should control many of the delinquency resources currently administered by the state;</p> <p>Tax incentives for employers to provide job opportunities and mentoring;</p>

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CORRECTIONS AND DETENTION CAUCUS PROCEEDINGS

ISSUE: Developing Community Partnerships

<i>SUB ISSUES</i>	<i>CURRENT PRACTICES</i>	<i>BEST PRACTICES</i>
<p>Sharing technology;</p> <p>Neighborhood resistance to aftercare programs;</p> <p>Common vision for stakeholders;</p> <p>Understanding and appreciating diversity;</p> <p>Stronger collaborations;</p> <p>Pooling of resources;</p> <p>Planning that is inclusive;</p>	<p>Depending upon the jurisdiction, there is a lack of some services and a total absence of others;</p> <p>Rural areas feel they are being short-changed on resources;</p> <p>Lack of communication and cooperation among various components of the system (police, probation, courts, public and private agencies);</p> <p>Inadequate numbers of volunteers in the juvenile justice system;</p> <p>Communities resist the planned location for new facilities;</p> <p>Lack of a common electronic database that can be shared by all partners;</p>	<p>Establish health care partnerships with neighboring health care institutions and local colleges;</p> <p>Development of collaborations and partnerships for staff training and certification with local colleges;</p> <p>Maximum use of the National Law Enforcement and Corrections Technology Center of the National Institute of Justice, a clearinghouse for information and technology assistance;</p> <p>Collaboration by all stakeholders to create a clear vision and a common mission with creative programs and innovative solutions;</p> <p>Build partnerships based on equity in the system;</p> <p>Develop a common database that can be accessed electronically by all partners;</p> <p>Expand funding and services for rural areas and minority communities;</p> <p>More collaborative programs for youth released from corrections;</p>

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CORRECTIONS AND DETENTION CAUCUS PROCEEDINGS

ISSUE: Private Agencies vs. Public Programming and Services

<i>SUB ISSUES</i>	<i>CURRENT PRACTICES</i>	<i>BEST PRACTICES</i>
<p>Screening of clients;</p> <p>Psychological and mental health resources;</p> <p>Housing youth in adult facilities;</p> <p>Overcrowding in public facilities;</p> <p>Shortage of beds available from stakeholders in the system;</p> <p>Construction of new facilities;</p> <p>Money allocations for services;</p>	<p>Screening procedures and classification systems need improving;</p> <p>Lack of secure facilities for youth in need of mental health resources;</p> <p>Inadequate staff training on screening procedures;</p> <p>Resources are limited in both the public and private sectors;</p> <p>Inadequate resources allocated to prevention programs;</p> <p>Lack of multidisciplinary collaborations that foster cooperation among private and public agencies;</p>	<p>Form private/public partnerships and alliances to work together, share resources, and provide improved levels of programming;</p> <p>Create public/private collaborations to develop good detention and juvenile corrections policies;</p> <p>Maintain a statewide resource center with a Web site and e-mail capabilities for providing instant information on the availability of programs, services, and bed space;</p> <p>More federal and state involvement, resulting in more revenue for juvenile justice programs;</p> <p>More privatization of programs;</p> <p>Additional involvement by juvenile justice personnel in school systems;</p> <p>Establish a clear set of guiding principles to aid agencies seeking to become partners in public/private collaborations;</p> <p>Develop salary scales and fee structures that are comparable;</p>

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CORRECTIONS AND DETENTION CAUCUS PROCEEDINGS

ISSUE: Addressing Specialized Needs of Female Juvenile Offenders

<i>SUB ISSUES</i>	<i>CURRENT PRACTICES</i>	<i>BEST PRACTICES</i>
<p>Lack of beds in secure placements;</p> <p>Gender-specific community resources;</p> <p>Specialized mental health issues;</p> <p>Special health care services;</p> <p>Need for trained staff;</p> <p>Life skills programming that is gender-specific;</p>	<p>Overcrowded facilities due to the increasing number of girls entering the system;</p> <p>Older male facilities frequently handed down to females;</p> <p>Lack of female-specific programs;</p> <p>Disjointed programming;</p> <p>Insufficient gender-specific staff training;</p> <p>Inadequate prevention services and programs for at-risk females;</p> <p>Disproportionate number of African-American females in secure detention (over 50 percent);</p> <p>Services are severely lacking for offenders with severe emotional problems;</p> <p>Juvenile codes in many states now emphasize punishment, not rehabilitation;</p> <p>Legislation mandating youth be detained in adult facilities if they are to be tried as an adult;</p>	<p>Gender-specific programs and services based on a recognition that girls develop differently than boys;</p> <p>Use of risk and needs assessments to aid in sentencing and disposition decisions;</p> <p>Specialized facilities and programs offered by private/public partnerships: shelters, independent living, group homes, day treatment, supervised independent living;</p> <p>Staff with specializations in sexual abuse, self-harm, self-esteem, and self-efficacy;</p> <p>Wraparound services and family preservation programs;</p> <p>Make children Medicaid-eligible;</p> <p>Continuous staff training on issues pertaining to females;</p> <p>Improved gender-based needs assessments and classification systems;</p> <p>Programming for children who have children;</p>

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CORRECTIONS AND DETENTION CAUCUS PROCEEDINGS

ISSUE: Helping Youth Develop Better Life Skills

<i>SUB ISSUES</i>	<i>CURRENT PRACTICES</i>	<i>BEST PRACTICES</i>
<p>Employability; Children having children; Literacy; Alternative education; Capacity building; Motivation;</p>	<p>Provision of group dynamics programs that focus on the development of problem-solving and decision-making skills;</p> <p>Career aptitude testing frequently provided;</p> <p>Lack of effective education programs that result in the development of life competencies;</p> <p>Increase in mentoring and tutoring programs;</p> <p>Opportunities for community service and on-the-job training are on the increase;</p>	<p>Provision of educational programs to enhance life skills: value clarification, computer skills, job seeking skills, career exploration, and independent living skills;</p> <p>Use of interactive multimedia distance learning programs that use the latest technology in their approach to developmental education and training;</p> <p>Programs to teach parenting skills to males and females;</p> <p>Expansion of charter schools and home schools and alternative education programs;</p> <p>Education programs that are available 52 weeks a year;</p> <p>More reintegration resources for youth leaving institutions;</p> <p>Greater opportunities for private agencies to work with home schools;</p> <p>More programs to increase the employability of youth in the juvenile justice system;</p>

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CORRECTIONS AND DETENTION CAUCUS PROCEEDINGS

ISSUE: Construction of New Institutions

<i>SUB ISSUES</i>	<i>CURRENT PRACTICES</i>	<i>BEST PRACTICES</i>
<p>Funding;</p> <p>Planning;</p> <p>Community input and acceptance;</p> <p>Architectural design and construction;</p> <p>Use of new technology;</p>	<p>Flexible funding through a combination of state and local financing;</p> <p>Input from citizen advisory groups is rarely sought;</p> <p>Lack of standardization in architectural design;</p> <p>Building new facilities seems to be a priority that ranks higher than alternative placement strategies;</p> <p>Most communities do not have a residential master plan for detention and juvenile correctional facilities;</p>	<p>Architectural design of facilities should be based on programming intent;</p> <p>New facilities should meet the Americans with Disabilities Act (ADA) physical design requirements;</p> <p>New facilities should meet the American Corrections Association architectural standards for juvenile detention facilities and juvenile training schools;</p> <p>Use of technology that monitors a resident's progress and assists with quality assurance;</p> <p>Appearance of new facilities should not deviate radically from neighboring structures;</p> <p>Use of base-line data and forecasting technologies to determine the need for future bed space;</p> <p>Convene a national forum to review standards for juvenile correction and detention facilities;</p> <p>Establish citizen advisory boards to provide community input on location of new sites;</p>

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CORRECTIONS AND DETENTION CAUCUS PROCEEDINGS

ISSUE: Youth and Staff Safety

<i>SUB ISSUES</i>	<i>CURRENT PRACTICES</i>	<i>BEST PRACTICES</i>
<p>Injuries to youth and staff;</p> <p>Abused youth in confinement or detention facilities;</p> <p>Use of restraints;</p> <p>Classification of population;</p>	<p>Overcrowding poses a risk to the safety of staff and youth;</p> <p>Staff training is being provided on the use of force when responding to idiosyncratic events;</p> <p>Use of passive restraint techniques by detention and institutional staff;</p> <p>Employment of behavior modification as a technique to reduce negative acting-out behavior;</p> <p>Use of psychotropic medication to modify behavior when appropriate and necessary;</p> <p>Failure to develop individual plans that address the psychological characteristics and mental health needs of youth;</p>	<p>Install digitized fingerprint and photograph scanners to control access in detention and corrections facilities;</p> <p>Establish a zero tolerance policy with regards to violence within facilities;</p> <p>Establish monitoring via closed-circuit TV;</p> <p>Hold families accountable for fulfilling their roles in the youth's rehabilitation process;</p> <p>Train staff on the use of chemical and other restraints;</p>

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CORRECTIONS AND DETENTION CAUCUS PROCEEDINGS

ISSUE: Staff Qualifications and Training for Detention and Correctional Facilities

<i>SUB ISSUES</i>	<i>CURRENT PRACTICES</i>	<i>BEST PRACTICES</i>
<p>Training standards;</p> <p>Licensing requirements;</p> <p>Salary and benefits scale;</p> <p>Written position descriptions;</p> <p>Quality of trainers;</p> <p>In-service vs. pre-service training;</p>	<p>Filling vacant positions with the attitude that something is better than nothing;</p> <p>Supervisors not trained to recognize qualifications of new applicants;</p> <p>Trainers are frequently not qualified to conduct in-service training;</p> <p>Failure to provide all personnel with manuals that address current practices;</p> <p>Information regarding services and resources related to detention and corrections issues is not widely circulated;</p> <p>Lack of multidisciplinary staff training;</p>	<p>Implement American Corrections Association (ACA) new worker standards: 40 hours per service orientation, 120 hours specialized training, and 40 hours thereafter annually;</p> <p>Provide worker-training on the professional standards articulated in the National Juvenile Detention Association (NJDA) Code of Ethics;</p> <p>Establish education and training as a continuous activity;</p> <p>Assign a high priority for diversity training;</p> <p>Strengthen staff development through strong mentoring initiatives;</p> <p>Establish salaries, appropriate benefits, and career ladders that are comparable to the private sector;</p> <p>Conduct assessments to identify worker qualifications, skills, knowledge base, and needs;</p> <p>Assure that personnel meet the ACA and NJDA licensing and accreditation standards;</p>

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CORRECTIONS AND DETENTION CAUCUS PROCEEDINGS

ISSUE: Handling Juveniles Transferred to Adult Court

<i>SUB ISSUES</i>	<i>CURRENT PRACTICES</i>	<i>BEST PRACTICES</i>
<p>Advocacy for the best interest of a minor;</p> <p>Jurisdictions handle problems differently;</p> <p>Delays in case processing;</p> <p>Impact of crowding in detention;</p> <p>Criminal courts have a lower conviction rate than juvenile courts;</p>	<p>Moving minors back and forth between the juvenile system to the adult system;</p> <p>Number of crimes requiring automatic waiver is increasing;</p> <p>Increase in legislation granting prosecutors the authority to make waiver decisions;</p> <p>Lack of programming in jails;</p> <p>Heavy reliance on isolating minors to ensure their safety;</p> <p>Lengthy delays in processing cases;</p> <p>Many policy decisions are influenced by the media;</p> <p>Minority offenders are more likely to be detained in jail than nonminority offenders;</p>	<p>Repeal of state statutes requiring that juveniles waived to adult court be detained in adult facilities;</p> <p>Statutes that permit juvenile courts to impose blended sentences, supervise rehabilitation, and extend the sentencing jurisdiction past the age of majority;</p> <p>Revive the importance of the best interest of the child concept;</p> <p>National waiver standards, with decisions made by juvenile and family court judges;</p> <p>Mandatory age and development programming for minors in adult facilities;</p> <p>Assignment of an advocate to all minors in the adult system;</p>

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CORRECTIONS AND DETENTION CAUCUS PROCEEDINGS

ISSUE: Detaining Youth Waived to Adult Court in Juvenile Facilities

<i>SUB ISSUES</i>	<i>CURRENT PRACTICES</i>	<i>BEST PRACTICES</i>
<p>Vertical prosecution;</p> <p>Housing co-defendants;</p> <p>Classification and security issues;</p> <p>Age variations from state to state;</p> <p>Weakening of federal jail removal regulations;</p>	<p>A large share of detention beds are occupied by adult court cases;</p> <p>Case processing delays in adult court contribute to lengthy pretrial detention;</p> <p>Following sentencing, youth remain in detention for long periods while awaiting placement;</p> <p>Significant increase in the number of youth prosecuted in criminal court and held in adult jails;</p> <p>There is a lack of consistency on strategies for handling this special population;</p> <p>Incidents of sexual assault on youth are substantially higher in adult institutions;</p> <p>Youth in adult facilities are more likely to be abused by staff;</p>	<p>Repeal of policies that permit youth waived to adult court to be detained in jail while trial is pending;</p> <p>Recognition of the fact that juveniles placed in adult facilities require well-trained staff to ensure their protection and to provide quality programs;</p> <p>Develop innovative detention alternatives for youth remanded to the county jail to await trial or sentencing;</p> <p>Convene a national task force to develop best practices for detaining youth waived to adult court;</p>

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CORRECTIONS AND DETENTION CAUCUS PROCEEDINGS

ISSUE: Lack of Mental Health Services

<i>SUB ISSUES</i>	<i>CURRENT PRACTICES</i>	<i>BEST PRACTICES</i>
<p>Inadequate funding;</p> <p>Legislative mandates to provide mental health services;</p> <p>Lack of residential placements;</p> <p>Continuum of care programs;</p> <p>Agency collaboration;</p> <p>Cost of mental health services;</p>	<p>Staffing ratio, number, and distribution of staff need adjusting;</p> <p>Case information is not always available prior to intake;</p> <p>Medication frequently ordered with little or no evaluation of youth;</p> <p>Violent and hard-to-handle youth receive disproportionate amounts of staff attention;</p> <p>Frequently youth are placed in facilities based on available space, not their needs;</p> <p>Excessive isolation for acting-out youth;</p> <p>Termination of mental health services because of inadequate insurance;</p> <p>Minimal buy-in from mental health system;</p> <p>Increase in the number of lawsuits that allege inadequate mental health services;</p>	<p>Diversion of youth who are mentally and severely emotionally impaired;</p> <p>Centralized assessment center to screen youth for victimization, violence potential, suicide risk, and special treatment needs;</p> <p>A continuum of mandated mental health services;</p> <p>Increase collaboration between juvenile correctional institutions, detention centers, and agencies providing mental services;</p> <p>Adequate funding for mental health screening and services;</p> <p>Consistency in the use of assessment tools;</p> <p>Increase the capabilities of staff to address mental health issues brought on by detention or incarceration;</p>

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CORRECTIONS AND DETENTION CAUCUS PROCEEDINGS

ISSUE: Improving Health Care Services

<i>SUB ISSUES</i>	<i>CURRENT PRACTICES</i>	<i>BEST PRACTICES</i>
<p>Lawsuits over unhealthy conditions;</p> <p>Availability of case information prior to intake;</p> <p>Dispensing of medications;</p> <p>Staff training;</p>	<p>Medicaid and other dollars often dictate services and length of treatment;</p> <p>Medication often ordered with little or no medical evaluation;</p> <p>Medical resources in short supply;</p> <p>Significant increase in privatization of services;</p> <p>Studies show youth confined to institutions are in greater need of health and dental care than their cohorts in the general population;</p> <p>Insufficient staff training in pharmacology;</p> <p>A lot of litigation over health care issues;</p> <p>Health care information frequently not available prior to intake;</p> <p>Increase in use of managed care programs;</p>	<p>Upon entry, youth should receive a health screen within 24 hours and a follow-up medical examination;</p> <p>Health care services should be sensitive to cultural, age, and gender-specific needs of a diverse population;</p> <p>Institutions should serve nutritional meals, monitor eating habits of youth, and establish medical diets where required;</p> <p>Health care practices should meet the standards of accrediting bodies such as the American Corrections Association Commission on Correctional Health Care;</p> <p>Conduct staff training on dispensing medications and recognizing the adverse effects from misuse of medications;</p> <p>Establish partnerships with medical and dental schools;</p>

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CORRECTIONS AND DETENTION CAUCUS PROCEEDINGS

ISSUE: Assessments for Transition to Community-Based Aftercare Services

<i>SUB ISSUES</i>	<i>CURRENT PRACTICES</i>	<i>BEST PRACTICES</i>
<p>Availability of community-based services;</p> <p>Inappropriate placements;</p> <p>Individual education plans;</p> <p>Use of needs assessment instruments;</p> <p>Use of risk assessment instruments;</p>	<p>Some staff are reluctant to rely on risk assessment instruments to make decisions;</p> <p>Too many youth return to less than desirable homes because of the lack of appropriate alternative placements;</p> <p>Placement in alternative schools without individual assessments;</p> <p>Over-reliance on traditional education strategies that have proven to be unsuccessful;</p> <p>No standards for assessment of employment aptitudes or skills;</p>	<p>Use of needs assessment instruments to aid in classifying the needs of juvenile offenders;</p> <p>Use of risk assessment instruments to assist in determining placements;</p> <p>Frequent validation of screening instruments to ensure that they do not become outdated;</p> <p>Regional development of intake and release assessment instruments;</p> <p>Appropriate supervision for youth released from detention and correctional facilities;</p> <p>Involvement of an education advocate during release planning from a correction or detention facility;</p> <p>Develop a master plan for every youth and ensure that each service provider is aware of it;</p>

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CORRECTIONS AND DETENTION CAUCUS PROCEEDINGS

ISSUE: Transition Services for Return to the Community

<i>SUB ISSUES</i>	<i>CURRENT PRACTICES</i>	<i>BEST PRACTICES</i>
<p>Availability;</p> <p>Appropriateness of program;</p> <p>Staffing;</p> <p>Community-based programs;</p> <p>Parent involvement;</p>	<p>Collaborative efforts by public and private agencies;</p> <p>Development of holistic approaches to treatment and services;</p> <p>Individualizing services to fit the needs of the client;</p> <p>Wraparound services;</p> <p>Developing a team approach to provision of transition services;</p> <p>Development of the one-stop-shop concept with the location of multiple services in a particular location;</p>	<p>Use of specific assessment instruments to make good case management decisions easier;</p> <p>Local community-based services that support institutional gains and enhance the competencies of youth;</p> <p>Establish a national clearinghouse on transition services;</p> <p>Support for programs that hold youth accountable for their actions;</p>

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CORRECTIONS AND DETENTION CAUCUS PROCEEDINGS

ISSUE: Modernization of Detention Programs to Facilitate Community Reintegration

<i>SUB ISSUES</i>	<i>CURRENT PRACTICES</i>	<i>BEST PRACTICES</i>
<p>Staff qualifications;</p> <p>Support of administration;</p> <p>Adequate financing;</p> <p>Scheduling practices;</p> <p>Community support;</p> <p>Archaic practices;</p>	<p>Current workers are limited to jail or detention expertise;</p> <p>Situations are handled in a triage method;</p> <p>Many detention programs do not have a clear mission statement for community reintegration initiatives;</p> <p>Detention staff are not viewed as capable of contributing to disposition;</p> <p>Current practices lack efficiency;</p> <p>The community appears to be concerned only when problems directly affect them;</p> <p>Using practices that are outdated;</p> <p>Many social service agencies and detention centers are not working as a cohesive unit;</p> <p>Commingling offenders;</p>	<p>Establish a clear mission for reintegration programs that encompass public safety, reduction of recidivism, continued treatment, and reduction of long-term cost;</p> <p>Develop a continuum of care model for youth transitioning to community that is based on individual needs;</p> <p>A team approach to planning for community reintegration that begins immediately after placement;</p> <p>Public and private agencies working as a cohesive unit to develop standards and increase funding;</p> <p>Staff training indigenous to detention and reintegration program planning;</p> <p>Separate hard-core, high-risk juvenile offenders from the low-risk population;</p> <p>Use of government funds and foundation grants to improve detention programs;</p>

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ISSUE: Intensive Aftercare Programs and Services

<i>SUB ISSUES</i>	<i>CURRENT PRACTICES</i>	<i>BEST PRACTICES</i>
<p>Reintegration planning;</p> <p>Case management responsibilities;</p> <p>Family participation;</p> <p>Buy-in of court;</p> <p>Institutional cost and crowding;</p> <p>Recidivism;</p>	<p>Ability to provide intensive aftercare services varies significantly from jurisdiction to jurisdiction;</p> <p>No consistent practices with regard to incentives and graduated consequences for noncompliant behavior;</p> <p>Contracting aftercare responsibilities to provide a wide variety of programs and close monitoring;</p> <p>Acceptance of the reality that institutional confinement does not totally prepare youth for the freedoms of release status;</p> <p>Too few programs for at-risk families;</p> <p>Risk-assessment instruments are used frequently, but they cannot predict individual failures;</p> <p>Needs assessment instruments are heavily utilized to identify client deficits;</p> <p>Significant differences in the services available in urban communities vs. rural jurisdictions;</p>	<p>Intensive Aftercare Programs (IAP) with early case planning, case management, intensive surveillance, structured programs, and immediate consequences for misconduct;</p> <p>Availability of individual and group counseling, assessment instruments, academic and vocational education, special religious, recreational, and work-study programs;</p> <p>Develop a sanctions severity continuum table to help workers objectively determine additional sanctions for noncompliant youth;</p> <p>Develop a range of graduated sanctions for technical violations of parole or probation;</p> <p>More court involvement in aftercare programs;</p> <p>Continued reinforcement of youths' skills developed in detention and confinement, following their return to the community;</p> <p>All IAPs should pursue the goals of public safety, continued rehabilitation, client accountability, and reduction of recidivism;</p>

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CORRECTIONS AND DETENTION CAUCUS PROCEEDINGS

ISSUE: Family Involvement

<i>SUB ISSUES</i>	<i>CURRENT PRACTICES</i>	<i>BEST PRACTICES</i>
<p>Legislation;</p> <p>Definition of "family";</p> <p>Family involvement;</p> <p>Regional differences;</p> <p>Dysfunctional families;</p>	<p>Provision of services to promote nurturing families with healthy lifestyles and moral principles;</p> <p>Initiatives to increase the role of families as the instiller of moral values in children;</p> <p>Monitoring compliance with court orders and holding parents accountable are increasing;</p> <p>Families are frequently left out of the process of planning for delinquent youth;</p> <p>Prevention and early intervention programs need expanding;</p>	<p>Support policies that promote two caregiver families and facilitate an increase in the number of caregivers;</p> <p>Wraparound services for at-risk families;</p> <p>Involve families in all stages of decision-making;</p> <p>Short-term, high-impact family preservation services;</p> <p>Promote legislation for parent involvement;</p> <p>Increase child care and family preservation training;</p> <p>Provision of affordable child care services;</p> <p>Promote family preservation;</p>

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CORRECTIONS AND DETENTION CAUCUS PROCEEDINGS

ISSUE: Prevention and Early Intervention

<i>SUB ISSUES</i>	<i>CURRENT PRACTICES</i>	<i>BEST PRACTICES</i>
<p>Priorities on who gets the services;</p> <p>Resource allocations;</p> <p>Legal and jurisdictional issues;</p> <p>Female offenders;</p> <p>Specialized services;</p>	<p>Most services and programs are not really early intervention (under age 6);</p> <p>Attempts to improve the home as a learning environment are increasing;</p> <p>Wraparound services for single mothers in need of special support services;</p> <p>Visiting nursing, truancy, and mediation services all need expanding;</p> <p>Many programs are not available until a juvenile is adjudicated and services are ordered by the court;</p> <p>Too many individual agendas by service providers;</p> <p>Lengthy court date;</p> <p>Models for delivery of child and family services differ by region and state;</p> <p>Implementing early parent-child training appears to have a high level of success in reducing the onset of antisocial behavior;</p>	<p>Development of a full range of intervention strategies to impact family relations, school experiences, peer relations, and community involvement;</p> <p>Availability of community-based programs consistent with the philosophy of least restrictive alternative;</p> <p>More facilities for females with gender specific programs and services;</p> <p>Adequate funding for prevention and early intervention strategies;</p> <p>Major cooperation between private agencies and public programs;</p> <p>Recognition of the reality that prevention is a cost-effective way to reduce juvenile crime;</p> <p>Successful intervention in the lives of high-risk chronic offenders should begin at an early age (under 9);</p> <p>Drug prevention youth camps supported by the U.S. Attorney's office, with funds from the federal Weed and Seed Program;</p>

NATIONAL CONFERENCE ON JUVENILE JUSTICE

CORRECTIONS AND DETENTION CAUCUS PROCEEDINGS

ISSUE: Specialized Instruction

<i>SUB ISSUES</i>	<i>CURRENT PRACTICES</i>	<i>BEST PRACTICES</i>
Restorative justice;	Failure of school personnel to create a climate of trust within their buildings;	Use of boot camps as a form of shock therapy for select juvenile offenders;
Education planning;	Staff not prepared to meet the basic education needs of juvenile offenders;	Use of assessment instruments that clearly identify the strengths and deficits of the youth;
Utilization of community resources;	Too many transition problems for youth going from institutions to community placements;	Comprehensive education plans that address the diverse needs of juvenile delinquents;
Transition planning;	Lack of transition planning;	Begin transition planning, with family involvement at the point of intake;
Cultural appropriateness;	Lack of culturally competent, well-educated caretakers;	Multifaceted community resources that include the use of mentors;
Assessment profiling;	Assessment results are frequently inconsistent, not gender or race-specific, and not strength-based;	Compliance with federal and state regulations;
Mental health issues;	Increasing client population with specialized needs;	Establish schools as model centers of justice;
	Gaps between services needed and those provided;	Greater use of new paradigms for teaching/learning: Collaborative Learning, Problem-based Learning, Academic Excellence Workshops;
	Drug Education For Youth camps that are supported financially by the Office of the U.S. Attorney;	

NATIONAL CONFERENCE ON JUVENILE JUSTICE

CORRECTIONS AND DETENTION CAUCUS PROCEEDINGS

ISSUE: Teen Gang Issues

<i>SUB ISSUES</i>	<i>CURRENT PRACTICES</i>	<i>BEST PRACTICES</i>
<p>Staff education and training</p> <p>Safety and security;</p> <p>Identification of gang members;</p> <p>Sociopathic behavior;</p> <p>Changing sub-culture;</p> <p>Increase in female gang members;</p>	<p>Networking and information sharing has increased significantly;</p> <p>State and regional seminars are conducted on gang issues;</p> <p>New laws include gangs in the definition of organized crime;</p> <p>Legislation currently permits federal handling of juveniles for gang-related crimes;</p> <p>Gang leaders frequently escape arrest by hiding behind lesser status gang members;</p> <p>Lack of effective programs that teach dispute resolution;</p> <p>In some areas gang involvement is condoned by the family;</p>	<p>Federal and statewide funding to expand teen gang strategies and programs that are proven to be successful;</p> <p>New approaches to gang intervention that include teen conflict resolution training, alternative behavior responses, and working with parents;</p> <p>Expanded research on understanding today's gang culture;</p> <p>Greater use of volunteers and staff with gang expertise;</p> <p>Staff training to increase the understanding of the gang culture.</p>

NATIONAL CONFERENCE ON JUVENILE JUSTICE

CORRECTIONS AND DETENTION CAUCUS PROCEEDINGS

ISSUE: Legislative Issues in Juvenile Justice

<i>SUB ISSUES</i>	<i>CURRENT PRACTICES</i>	<i>BEST PRACTICES</i>
<p>Erosion of the juvenile court's jurisdiction;</p> <p>High profile cases influence new legislation;</p> <p>Confidentiality of juvenile cases;</p> <p>Lowering the age for waiver cases;</p> <p>Who makes the decision to transfer jurisdiction;</p> <p>Changes in federal statutes;</p>	<p>Increase in the number of offenses that mandate transfer to adult court;</p> <p>Legislation that grants the prosecutor the authority to determine who will be waived to adult court;</p> <p>New laws that allow the fingerprinting and photographing of juveniles;</p> <p>Some states permit open juvenile proceedings and open juvenile records;</p> <p>Juvenile codes in many states now emphasize punishment, not rehabilitation;</p> <p>Statutes that allow juveniles in the federal system to be held in adult jails;</p> <p>Changes in federal policies requiring states to address disproportionate confinement of minorities;</p> <p>Failure to keep state legislators informed about what works or to include them on task force assignments;</p> <p>Legislation lowering the age at which a juvenile can be waived to adult court;</p>	<p>Repeal of legislation that makes it a felony for juveniles to escape from juvenile correctional facilities;</p> <p>National standards and guidelines for juvenile sentencing and waiver of jurisdiction;</p> <p>Revision of juvenile codes in states where punishment has replaced rehabilitation and treatment as the major emphasis;</p> <p>Seek changes in the Violent Crime Control and Law Enforcement Act, particularly the section that reduces, to age 13, the waiver to adult court.</p> <p>Coordinated approaches to influence legislation that supports the principles of the juvenile justice system;</p> <p>Better collection of the data needed to educate and influence legislators;</p> <p>Legislation that provides additional support for the juvenile justice system, e.g., timeframes for post-dispositional transfers;</p> <p>Legislation that mandates comprehensive mental health and substance abuse services;</p>

NATIONAL CONFERENCE ON JUVENILE JUSTICE

CORRECTIONS AND DETENTION CAUCUS PROCEEDINGS

ISSUE: Research and Evaluation

<i>SUB ISSUES</i>	<i>CURRENT PRACTICES</i>	<i>BEST PRACTICES</i>
<p>Individual program evaluations;</p> <p>Analysis of state-wide systems;</p> <p>Longitudinal studies;</p> <p>Quasi-experimental designs;</p> <p>Applied research;</p> <p>Report on findings;</p>	<p>Inadequate funding for research programs;</p> <p>Lack of access to aggregate data that enhance decision-making and strategic planning;</p> <p>Insufficient research on the why's and how's of what works in large-scale successful programs;</p> <p>Inability to develop national legislation and policy based on current research findings;</p> <p>Failure to conduct ongoing evaluations and assessments of small programs;</p> <p>Key stakeholders are developing data on cost differentials between secure detention and alternative placements;</p> <p>Findings in a number of critical areas are reported annually by OJJDP-sponsored research;</p>	<p>Policy development and implementation based on major findings from research and evaluation reports from successful large-scale projects;</p> <p>Collaboration by researchers and research institutions on state and regional programs and issues;</p> <p>Expansion of research that facilitates the refinement of risk-assessment tools and uncovering of predictors of future violent behavior;</p> <p>Ongoing research comparing outcomes for youth handled by the adult system vs. those processed and treated in the juvenile justice system;</p> <p>Analysis of quantitative data to facilitate extrapolation for future populations of at-risk youth;</p>

NATIONAL CONFERENCE ON JUVENILE JUSTICE

BEST PRACTICES IN JUVENILE CORRECTIONS AND DETENTION INTERNET RESOURCE GUIDE

American Community Corrections Institute (ACCI)
<http://www.accilifeskills.com>

American Correctional Association
<http://www.corrections.com/aca/>

American Correctional Food Service Association (ACFSA)
<http://www.corrections.com/acfsa/>

American Correctional Health Services Association
<http://www.corrections.com/achsa/>

American Jail Association
<http://www.corections.com/aja/>

American Probation and Parole Association
<http://www.appa-net.org/>

American Prosecutors Research Institute
<http://ndaa.org/apri/Indes.html>

Annie E. Casey Foundation
<http://www.aecf.org/>

Center for Restorative Justice and Mediation
<http://ssw.che.umn.edu/rjp>

Center for Sex Offender Management
<http://www.csom.org/>

Correctional Education Association
<http://sunsite.unc.edu/icea>

Correctional Health Resources
<http://www.corections.com/chr>

Correctional Medical Services (CMS)
<http://www.prisons.com/cms>

Correctional News Online
<http://www.correctionalnews.com>

BEST PRACTICES IN JUVENILE CORRECTIONS AND DETENTION INTERNET RESOURCE GUIDE

Corrections Connection Network

<http://www.corrections.com>.

Corrections Program Office (CPO)

<http://www.oip.usdoj.gov/cpo>

Corrections USA

<http://www.cusa.org/>

Council of Juvenile Correctional Administrators

<http://www.corrections/administrators>

Council for Educators of At-Risk and Delinquent Youth

www.ceardy.org

Crime Prevention Coalition of American

<http://www.crimepreventcoalition.org/>

Criminal Justice Information Technology Institute

<http://www.mitrectek.org/justice/cjiti/index.html>

Criminal Justice Institute

<http://www.cji-inc.com/>

Drug Courts Program Office

<http://www.ojp.usdoj.gov/dcpo.htm>

Family and Corrections Network

<http://www.fcnetwork.org/>

Federal Bureau of Prisons

<http://www.bop.gov>

Gang Prevention, Inc.

<http://www.gangpreventioninc.com>

International Association of Correctional Training Personnel

<http://www.iactp.okgrt/>

International Society of Crime Prevention Practitioners

<http://www.ourworld.compuserve.com/homepages/iscpp>

BEST PRACTICES IN JUVENILE CORRECTIONS AND DETENTION INTERNET RESOURCE GUIDE

Juvenile Justice Clearinghouse (JJC)

<http://www.ncjrs.org/ojjhome.htm>

Juvenile Performance-Based Standards Project (PBS)

www.performance-standards.org

Mental Health in Corrections Consortium

<http://www.mhcca.org/>

National American Indian Court Judges Association

<http://www.naicja.org>

National Association of Counsel for Children

<http://www.naccchildlaw.org>

National Association of Pretrial Services Agencies

<http://www.napsa.org>

National Center for Juvenile Justice (NCJJ)

<http://www.ncjj.org>

National Center on Education, Disability and Juvenile Justice (EDJJ)

www.edjj.org

National Center on Institutions and Alternatives

www.igc.org/ncia/

National Conference of State Legislatures (NCSL)

<http://www.ncsl.org/public/guide/htm>

National Council of Juvenile and Family Court Judges (NCJFCJ)

<http://www.ncjfcj.unr.edu>

National Council on Crime and Delinquency (NCCD)

www.nccd-crc.org/

National Crime Prevention Council On-Line Resource Center

<http://www.ncpc.org/ncpcl.htm>

National Criminal Justice Reference Service (NCJRS)

<http://www.ncjrs.org>

National District Attorneys Association

<http://www.ndaa.org>

BEST PRACTICES IN JUVENILE CORRECTIONS AND DETENTION INTERNET RESOURCE GUIDE

National Institute of Corrections

<http://www.nicic.org/inst>

National Institute of Corrections (NIC), Community Corrections Division

<http://www.nicic.org/inst/nicccd.htm>

National Juvenile Detention Association Center for Research (CPRD)

www.njda.msu.edu

National Sheriff's Association

http://www.sheriffs.org/crime_prevention.htm

Office of Juvenile Justice and Delinquency Prevention (OJJDP)

<http://www.ojjdp.ncjrs.org>

President's Crime Prevention Council

<http://www.recusda.gov/pavnet/whitehouse/index.htm>

Regional Informational Sharing System Program

<http://www.iir.com/riss/riss.htm>

SEARCH: The National Consortium for Justice Statistics

<http://www.search.org/>

Sentencing Project

<http://www.sentencingproject.org>

State Juvenile Services

<http://www.ncjrs.org/corrstat.htm>

U.S. Parole Commission

<http://www.usdoj.gov/uspc/parole.htm>

U.S. Sentencing Commission

<http://www.ussc.gov>

Victim Offender Mediation Association

<http://www.voma.org>

Youth Crime Watch of America

<http://www.ycwa.org/>

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Milton J. Robinson is Vice President of Leadership Systems Incorporated, a Michigan-based human resources consulting firm. Prior to retiring as a member of the executive corps of the State of Michigan, he held several statewide positions: Director of the Department of Civil Rights and Chairman of the Youth Parole Board. He is the former author of a newspaper column that appeared in 23 newspapers throughout Michigan.

Dr. Robinson was a delegate to the 1971 White House Conference on Youth, the first White House conference that separated the concerns of children and youth, thereby providing a national platform devoted to the needs of youth. He was also a member of the Michigan delegation to the 1973 White House Conference on Criminal Justice Standards and Goals.

Appointed by the Governor, State of Michigan, he served as a commissioner on the Michigan Commission on Criminal Justice: Goals and Standards Project. He was also a member of the Michigan Advisory Commission on Criminal Justice for over ten years. The commission had responsibility for producing the Michigan Comprehensive Law Enforcement and Criminal Justice Annual Plan.

Dr. Robinson completed the judicial training of the National College of Juvenile Justice (Fall 1973), the law-focused education program of the National Center for Law-Focused Education, (1974) and the NCCD National Parole Institute (1975).

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