

STATE REPORTING AND EVALUATION PROGRAM

State and Local Conference on Responding to Change and Meeting Future Needs

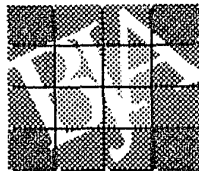
Philadelphia, Pennsylvania

November 3-6, 1993

Conference Summary

March 1994

147481
c.1



Publication Funded by
**Bureau of Justice
Assistance**

About the Bureau of Justice Assistance

The Bureau of Justice Assistance administers the Edward Byrne Memorial State and Local Law Enforcement Assistance Program to support drug control and system improvement efforts focused on state and local criminal justice systems. The Bureau's mission, directed by the Anti-Drug Abuse Act of 1988, is to provide funding and technical assistance to state and local units of government to combat crime and drug abuse. Through funding and technical support, the Bureau assists the states in managing the growing numbers of anti-drug programs and the rapidly increasing volume of drug cases entering the criminal justice system. It also identifies, develops, and shares programs, techniques, and information with the states to increase the efficiency of the criminal justice system, as well as provides training and technical assistance to enhance the expertise of criminal justice personnel. The Bureau accomplishes these mandates by funding innovative demonstration programs, some of which are national or multi jurisdictional in scope; by evaluating programs to determine what works in drug control and system improvement; and by encouraging the replication of successful models through linkages with the Formula Grant Program and other resources.

The Director of the Bureau is appointed by the President and, upon confirmation by the Senate, serves at the President's pleasure. The Director establishes the priorities and objectives of the Bureau and has final authority to approve grants, contracts, and cooperative agreements. In establishing its annual program, the Bureau is guided by the priorities of the Attorney General, U.S. Department of Justice, Office of Justice Programs, and the needs of the criminal justice community.

147481

**U.S. Department of Justice
National Institute of Justice**

This document has been reproduced exactly as received from the person or organization originating it. Points of view or opinions stated in this document are those of the authors and do not necessarily represent the official position or policies of the National Institute of Justice.

Permission to reproduce this ~~copyrighted~~ material has been granted by

Public Domain/OJP/BJA

U.S. Department of Justice

to the National Criminal Justice Reference Service (NCJRS).

Further reproduction outside of the NCJRS system requires permission of the ~~copyright~~ owner.

This report was prepared under cooperative agreement #92-DD-CX-K026, provided by the Bureau of Justice Assistance, Office of Justice Programs, U.S. Department of Justice. The points of view or opinions stated in this document do not represent the official position or policies of the U.S. Department of Justice.

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 Prevention, and the Office for Victims of Crime.

147481 c.1

**State and Local Conference on
Responding to Change and Meeting Future Needs**

**Philadelphia, Pennsylvania
November 3-6, 1993**

Conference Summary

March 1994

Prepared by:

Justice Research and Statistics Association
444 North Capitol Street, N.W.
Suite 445
Washington, D.C. 20001
(202) 624-8560

Acknowledgements

This document resulted from information presented at the Bureau of Justice Assistance (BJA) **State and Local Conference on Responding to Change and Meeting Future Needs**. This conference is part of the State Reporting and Evaluation Program, which is coordinated by the Justice Research and Statistics Association (JRSA).

The Justice Research and Statistics Association compiled and edited the information for this document under the supervision of Kellie J. Dressler, Project Manager, with assistance from Andrea Richards, Program Assistant, Melissa A. Ruboy, Research Analyst, and Lourdes Prado, Intern.

Joan C. Weiss, Executive Director
Justice Research and Statistics Association

Table of Contents

| | |
|--|----|
| Introduction | 1 |
| Major Addresses | 3 |
| Professor J. David Hawkins, <i>Director, University of Washington, Social Development Research Group</i> | 5 |
| Dr. Paul Fink, <i>Associate Vice-President, Albert Einstein Healthcare Network</i> | 6 |
| Reverend Lewis M. Anthony, <i>Pastor, Metropolitan Wesley A.M.E. Zion Church</i> | 7 |
| Special Sessions | 9 |
| Plenary Session on Drugs and Violence: Cross-Agency Perspectives on Federal Assistance to State and Local Governments | 11 |
| Presentations and Tours of Philadelphia-Based Programs | 14 |
| Panels and Roundtables | 17 |
| Violent Crime and Drug Abuse in Rural Areas: Identifying Future Needs | 19 |
| Future Role of Multijurisdictional Task Forces in Criminal Justice | 20 |
| Domestic Violence: Where Are We and Where Do We Go from Here? | 22 |
| Assessing the Nature and Extent of Violent Crime | 22 |
| State and Local Success Building Collaborative Program Efforts | 24 |
| Strategies for Managing Offender Populations | 24 |
| Correctional Care and Aftercare/Alternative Sanctions in the Community | 26 |
| Forging Community/Criminal Justice System Connections: Community Mobilization | 27 |
| Addressing Problems of High-Risk Youth | 29 |
| Creating Positive Environments in Schools | 30 |
| Developing Crime Prevention Strategies | 32 |
| Community-Oriented Policing Strategies: Resources and Approaches | 34 |
| National Service and Public Safety: A New Presidential Initiative | 35 |
| Finding Private Funding for Criminal Justice Projects | 35 |
| Enhancing the Role of Prosecution to Improve the Criminal Justice System | 37 |
| Firearms Trafficking and Gun Control Efforts | 38 |
| Workshops | 41 |
| Evaluating the Impact of Crime Prevention Activities | 43 |
| Assessing Program Effectiveness and Developing Annual Reports | 45 |
| Innovative State Monitoring Practices and Methods | 45 |
| Planning Innovative State and Local Programs, Workshops, and Publications | 47 |
| Successful Collaboration Initiatives: Substance Abuse Treatment and the Courts | 47 |
| Developing Model State Drug Statutes | 48 |
| Developing Programs and Relationships with the National Guard | 49 |
| Interstate Compacts and Other Developing Efforts to Address Firearms Trafficking | 50 |
| Improving Criminal Justice Records | 51 |
| Appendix A: | |
| Conference Participants | 53 |
| Appendix B: | |
| State Reporting and Evaluation Program National Planning Group | 81 |

Introduction

America's future depends upon our ability to create and implement solutions to problems of violent crime and drug abuse. The Bureau of Justice Assistance conference, **State and Local Conference on Responding to Change and Meeting Future Needs**, held November 3-6, 1993 in Philadelphia, Pennsylvania, highlighted state and local efforts to implement statewide drug control and system improvement strategies designed to respond to the dynamic nature of violent crime and drug abuse problems. In addition, the conference challenged participants to come up with new ideas to set the future direction of national, state, and local initiatives.

The overall goal of the conference was to address programmatic and policy issues related to the development and evaluation of state drug control strategies. The conference emphasized the critical need to maintain and expand partnerships between the planning and analytical branches of the state governments by focusing on management and administrative issues of the Formula Grant Program, evaluation of drug and violent crime programs, strategies for assessing the impact of violent crime at the state and local levels, community mobilization issues, and the coordination of resources for managing offenders.

The conference consisted of plenary sessions, a series of workshops, and open forums dealing with programmatic and strategy development and implementation issues. The sessions provided many opportunities for participants to interact and share experiences with counterparts from across the country. This document provides summary information about the conference sessions that you may find useful as you continue your efforts to combat drug abuse and violent crime in your state.

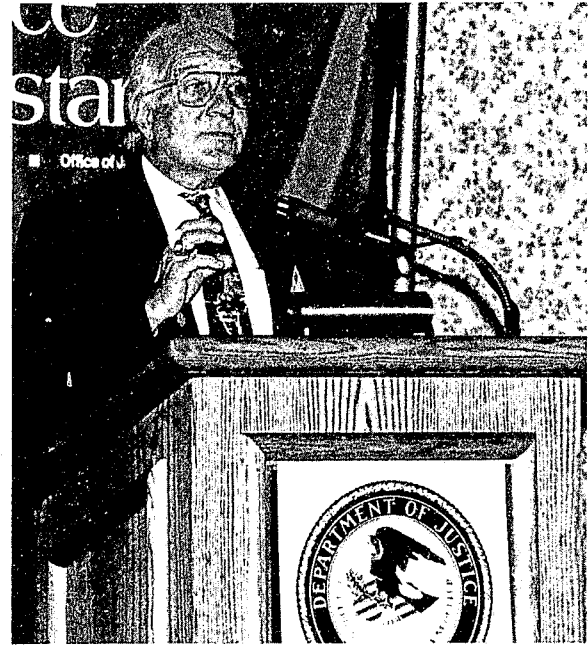


Philadelphia Police Commissioner Richard Neal welcomed participants to the conference. Sitting (l. to r.) are: James Thomas, Executive Director, PA Commission on Crime and Delinquency; Joseph Lehman, Commissioner, PA Department of Corrections; Jack Nadol, Acting Director, BJA; and Keynote Speaker, J. David Hawkins, University of Washington.

Major Addresses



Keynote Speaker, Professor J. David Hawkins, University of Washington.



Luncheon Speaker, Dr. Paul Fink, Albert Einstein Healthcare Network.



Luncheon Speaker, Reverend Lewis M. Anthony, Metropolitan Wesley A.M.E. Zion Church.



Plenary Session, Drugs and Violence: Cross-Agency Perspectives on Federal Assistance to State and Local Governments, Laurie Robinson, Office of Justice Programs and Terry Dunworth, RAND.

Keynote Address

Speaker: **J. David Hawkins**, *Professor/Director, University of Washington, Social Development Research Group*

In his presentation, J. David Hawkins described a program called "Communities That Care." Communities That Care proposes an all-out community effort to prevent problem behaviors of adolescents through a comprehensive approach.

The program uses a risk-focused approach to prevention. Risk-focused prevention is based on a simple premise: to prevent a problem, the factors that increase the risk of that problem's developing need to be identified and then reduced in ways that enhance protective or resiliency factors. Risk factors occur in many aspects of daily life including families, schools, communities, peer groups, and within individuals themselves. The more risk factors to which an individual is exposed, the greater the likelihood that the individual will engage in problem behaviors. If we can reduce or counter the risks in young people's lives, then the chances of preventing problems associated with those risks will be greatly increased.

Community risk factors include local laws and norms favorable toward drug use and crime, availability of drugs, low neighborhood attachment, community disorganization, economic and social deprivation, transitions, and mobility. Family risk factors include a family history of high risk behavior, family management problems, and parental attitudes and involvement. School risk factors include early, uncorrected antisocial behavior; academic failure in elementary school; and lack of commitment to school. Some individual or peer risk factors are alienation, rebelliousness, lack of bonding to society, antisocial behavior in early adolescence, friends who engage in problem behavior, favorable attitudes toward problem behavior, and early initiation of the problem behavior.

Protective factors balance the risk factors. They protect by either reducing the impact of the risks or changing the way a person responds to the risks. Protective factors fall into three categories: individual characteristics, bonding, and healthy beliefs and clear standards.

While individual characteristics can be modified very little, if at all, bonding is a protective factor that can be influenced. Research indicates that one of the most effective ways to reduce children's risk is to strengthen their bond with positive, prosocial family members, teachers, other significant adults, and/or friends. The people with whom children have a bond need to have clear, positive standards for behavior. An increase in bonding is an appropriate target for preventive interventions. Three conditions are necessary for the development of strong bonds: opportunity, skills, and recognition. This means that children must be provided opportunities to contribute to society, taught the skills necessary to effectively take advantage of the opportunities they are provided, and be recognized and acknowledged for their efforts. To strengthen children's healthy beliefs, it is important for parents, teachers, and communities to set clear standards for behavior.

The Social Development Strategy seeks to organize existing evidence on protective factors that enhance positive behavior and address risk factors for problem behaviors. Communities That Care translates the Social Development Strategy into a comprehensive, communitywide approach. The program is aimed at achieving significant reductions in adolescent problem behaviors by reducing risk factors in ways that promote bonding. This approach promotes widespread communication of consistent standards for behavior, the need for prevention, and risk and protective factors. The involvement of key leaders, such as the mayor, the superintendent of schools, and the chief of police, is essential to the process. These persons have the status, resources, and authority in their communities to launch a prevention project of this magnitude. However, along with key leaders, Communities That Care requires the involvement of a diverse group of people at many different levels.

The program's goals are simple. The first is to involve the key community leaders from the outset. The next step is to create a community task force, or board, responsible for assessing community risks and resources, developing an action plan, and monitoring implementation of that plan. Next, a plan compatible with available resources, groups, and existing programs should be developed. A community prevention effort should be a long-term strategy. Communities must be enabled to take ownership of their action plans so that effective programs will continue beyond the initial stage of enthusiastic support. Finally, communities must be prepared not only to evaluate their efforts for effectiveness but also to assess the project's total impact.

Luncheon Address

Speaker: **Paul Fink, M.D.**, *Associate Vice-President, Albert Einstein Healthcare Network, and Director, Einstein Center for the Study of Violence, Philadelphia, PA*

Dr. Paul Fink's luncheon address focused on the current dilemma of violence and offered some suggestions for improving the situation. He began by discussing the current paradigm shift in the way of thinking and the development of values in this country. He asserted that it is clear from a number of pieces of evidence that we have become a society that cherishes the antihero; does not have a sense of the value of other people; and has lost a basic sense of empathy, compassion, and altruism.

Fink explained that there are historical, sociological, and psychological reasons for these developments, all of which feed into a serious malfunctioning of our society as exemplified by the gross and devastating explosion of violent behavior. His presentation emphasized three of the many major causes for this paradigm shift.

The first cause Fink explored is the amount of violence on television and the exposure of children to thousands of violent episodes. The media sets values for America, Fink noted. Neither the family nor the church has a power to influence that is equal to the highly intrusive and extremely extensive reach of television.

Another major factor in the growth of violence is the number of guns in society, coupled with the ability to possess such weapons and an attitude that use of guns is a cherished prerogative. Many innocent people are killed because of the availability of guns, Fink noted.

Fink determined that the most important root cause of violence, rarely mentioned because it is so difficult to grasp and so distant from actual incidents of violence, is the lack of parenting skills in society. Many believe that what can be considered child abuse in the form of corporal punishment, psychological coercion, or emotional devastation are acceptable forms of child-rearing. The failure of society to make children the highest priority and to give them a sense of safety and love is the basic underlying problem that will perpetuate violence in our society for many generations to come.

Aside from dealing with these three issues, Fink discussed ways in which people can learn to be better parents, how parenting education must be introduced in the schools and, concomitant with the reduction of teenage pregnancy, how we can help children to grow into mature, compassionate, empathic adults.

Luncheon Address

Speaker: **The Rev. Lewis M. Anthony**, *Pastor, Metropolitan Wesley A.M.E. Zion Church (DC)*

The Rev. Lewis M. Anthony was the luncheon's motivational speaker. He began the presentation by commending the audience of criminal justice professionals, describing them as overworked and underpaid servants who possess many fine qualities. He stressed their dedication to the profession despite the scant praise they receive.

Anthony said the group must succeed in its endeavors in order to save a new generation of young people who are slipping into an abyss of pain, loneliness, and neglect—a generation of young people who are valueless and need leaders to guide them out of the darkness and into the light.

In response to the question, "Is it possible to see a future without violence?" the Reverend answered, "Yes, but some changes must occur for this to happen." Society must change its assumptions. There must be an investment of resolve. Finally, sweat and blood must be expended.

Anthony emphasized that the assembled professionals must look at why a "seed" becomes a "weed" that must be removed from society. If we can stop seeds from becoming weeds, there will be no need for a weeding program. He described a child as a sponge that soaks up pain, neglect, and sadness from its family and drips those feelings onto the world. The abnormal has become the normal for these children. They have no expectation of tomorrow—planning death, not life. Anthony added that while the government spends \$25 million to keep people in prison, it failed to provide money for crime prevention programs that would stop children from becoming delinquent.

Anthony stressed that we must change our assumptions about the rest of the world and those persons who are different from us. In the words of Martin Luther King, Jr., "Either we learn to live together as brothers or we will die together as fools." Anthony described the worst abortion as being the one that occurs after birth, including racism and labels such as "at risk," "weed," and "underprivileged."

According to the Rev. Anthony, we have lost the joy of exercising common sense. Filters that once had been effective no longer work because we have lost common sense. These filters are the family, the school, religion, and the community. Parents need to be taught how to parent. Schools need to go back to teaching right and wrong, not that everything is relative and debatable. Religious organizations need to give back more than they collect. The community needs to view children as the future and therefore in need of preservation and protection. Anthony asked the audience to make a commitment to change the assumptions and employ common sense.

Anthony also spoke about the difference between a calling and a vocation. A calling is something that will change a person's life, something to which one can be committed and through which one can make a difference. A vocation pays the bills. Anthony described a condition he calls "compensated volunteerism," which refers to people who have effectively retired while they are still being paid to do their jobs. Such persons have lost the initiative, drive, ambition, and creativity to carry out their responsibilities properly. Anthony believes that we must weed and seed our offices and bureaus before we can hope to make a difference in the community. He said that process must not be allowed to overwhelm principle and purpose. In addition, the Rev. Anthony acknowledged that it is difficult and devastating work to plan programs for children only to witness them being undermined by politicians. He stressed that outreach cannot occur until there is "inreach" among criminal justice professionals.

Anthony instructed the group to ascertain correct assumptions that allow one to see with an artist's eyes—that is, to see rehabilitative possibilities rather than criminals. He told the assembled professionals to speak with prophets' tongues and to give with servants' hearts. Anthony told the group that they are called to change the young people of this nation through investment and closed by telling the audience to "get busy."

Special Sessions

Plenary Session on Drugs and Violence: Cross-Agency Perspectives on Federal Assistance to State and Local Governments

This plenary session focused on Federal assistance to State and local governments in the areas of criminal justice, health, education, and public housing. Issues that were addressed include the optimal utilization of current and prospective funding levels and the potential for cross-agency coordination and cooperation.

Moderator: **Laurie Robinson**, *Acting Assistant Attorney General, Office of Justice Programs, U.S. Department of Justice*

Presenters: **Susan L. Becker**, *Associate Director, Center for Substance Abuse Treatment, Substance Abuse and Mental Health Services Administration, U.S. Department of Health and Human Services*

Terry Dunworth, *Principal Investigator, National Assessment of the 1988 Anti-Drug Abuse Act, RAND (CA)*

Scott H. Green, *Vice President, Twenty-First Century Technologies (VA)*

Allen King, *Director, Division of Drug Free Schools and Communities, U.S. Department of Education*

Joseph Shuldiner, *Assistant Secretary, Public and Indian Housing, U.S. Department of Housing and Urban Development*

Moderator Laurie Robinson began the session by giving background information and the Clinton Administration's position on the topic. Robinson expressed pleasure that some of the initiatives of the Law Enforcement Assistance Administration (LEAA) Program, such as the partnership between the Federal government and State and local governments in tackling the problems of crime and violence in the United States are still active.

Robinson discussed the necessary partnership between law enforcement and the criminal justice system, neither of which can solve the problem of crime in this country by itself. Agencies must collaborate to address problems of crime and violence from a number of perspectives, and Federal agencies need to do a better job of building inter-agency relationships, communicating among themselves, and coordinating, planning, and implementing programs. Criminal justice professionals should be more informed about related fields, such as treatment.

Robinson also talked about the Clinton Administration's priorities in the areas of drug and violent crime. Major crime legislation moving through Congress would add new major programs in the areas of additional police officers, gang violence, boot camps for young offenders, and safe schools. The House has approved approximately \$3.5 billion in new authorizations for the portion of this legislation that authorizes additional police officers. The administration has pledged to make full funding available for these programs a top priority, with the projected savings from the Vice President's "reinventing government" streamlining efforts as a source of funds.

A high priority for the Attorney General as well, the \$150 million police hiring supplement approved in July is already being implemented. This program provides grants to local law enforcement agencies for hiring additional officers in areas where they are needed most and expanding community policing. More than 1,500 applications have been received.

While the Formula Grant Program has been reduced by 15% this year because of budget cuts, several new discretionary grant programs have been established. Some \$25 million has been allocated to expand community policing, and \$12 million has been set aside for grants to State and local jurisdictions for the expanded use of correctional options.

The administration's Interim National Drug Control Strategy views drug abuse as a public health problem and will concentrate on preventing drug use and targeting inner-city youth and hard-core addicts. The strategy calls for treatment both inside and outside the criminal justice system. Treatment initiatives and further efforts to establish Drug Courts will be high priorities for the Office of Justice Programs.

A new and promising initiative is an Interdepartmental Working Group cochaired by Deputy Attorney General Phil Heymann and Peter Edelman, Counselor to the Secretary of Health and Human Services, which will examine issues related to violence, especially youth violence. In addition, Robinson's office is working with representatives from the Centers for Disease Control and Prevention and the Departments of Health and Human Services, Education, Housing and Urban Development, and Labor to develop both long- and short-term policy recommendations for responding to the problem of violence in the United States.

Terry Dunworth presented the hypothesis that a change under way since before the last presidential election is occurring in the area of Federal support to State and local governments. Dunworth then cited three main ways in which the change, which he suggests could have profound implications for the way States do business, can be observed. First, over the last few years, there has been a gradual decrease in commitment to law enforcement on the supply side and an increase in prevention and treatment on the demand side. Second, it is clear that concern about drugs, at least in the criminal justice arena, is being pushed aside by concern about violence. Finally, the categorization of drug abuse as a public health problem is being expanded to the larger context of crime.

These adjustments in priorities have been accompanied by a realignment and a reduction of funding to State agencies. This is reflected most obviously in the increased categorization and earmarking in the last two block-grant appropriation bills and the accompanying drop in Byrne program funding levels in 1993.

What should State agencies make of these trends? One view is that the sea-change hypothesis is all wrong and that when reauthorization occurs, Congress will reinvigorate the Byrne program. Another view is that Federal block grant funding, as we have known it since the 1986 Anti-Drug Abuse Act, will dry up completely over the next few years and that the survival of State Administrative Agencies (SAAs) will become dependent on State funding. As a result, they will cease to exist in states where no state-based lifeline has been created and sharply reduced in size and function in states where only limited support is forthcoming.

The third possibility is that the State Administrative Agencies (SAAs) adapt to these changes and prosper by demonstrating their value to Federal, State, and local legislatures and agencies. One possible approach to achieving this outcome is for State criminal justice agencies to emphasize and expand cooperation, coordination, and collaboration on a cross-agency basis. This holistic approach has the potential for successfully attacking the problems of drugs, violence, and crime. It also may make possible the creation and implementation of community-based strategies that bring together the forces of public health, education, public housing, and criminal justice to confront the problems that these agencies historically have tried to deal with separately.

If this idea were to become generally accepted, it seems unlikely that State agencies could be excluded. Community-based organizations or local agencies (governmental or otherwise) alone probably do not have sufficient resources. It is hard to see how the Federal government could successfully bypass the States and deal directly with local entities, at least not for very long. In other words, the holistic approach necessitates a team effort that involves all three levels of government.

Susan Becker, Director of the Division of State Programs for the Center for Substance Abuse Treatment in the Substance Abuse and Mental Health Services Administration of the Department of Health and Human Services, is responsible for administering the Substance Abuse Treatment Formula Grant Program created by the Anti-Drug Abuse Act of 1988. Becker discussed the Center for Substance Abuse Treatment, a \$1.2 billion program and Health and Human Services' largest block grant. The program's budget has been increased by \$70 million for fiscal year 1994, still not reaching the cap on the amount of money that can be spent on treatment in the criminal justice system. Becker noted that the substance abuse epidemic underlies other serious problems in this country, including

HIV infection and crime.

Allen King, Director of the Division of Drug Free Schools and Communities in the Department of Education, discussed the Department's prevention and education formula grant program, focusing on the Safe and Drug-Free Schools and Communities portion of the program.

Five new sections of this program are scheduled for implemented in 1994. First, violence prevention will be added as a key element of State-, local-, and school-based programs. Schools and communities will be linked in the development and implementation of comprehensive prevention strategies, which will include both basic prevention activities and other efforts such as reducing illegal gang activity and supporting conflict resolution programs. Resources will target high-need schools and communities, based on state-specified criteria. State and local prevention efforts will be linked to measurable goals and objectives, such as decreases in drug use, violent behavior, and illegal gang activity. State and local educational agencies will be required to collect better data and report on progress toward meeting their objectives.

King also spoke about National Education Goal Number 6, which calls for all schools not only to be free of drugs and violence by the year 2000 but also to maintain disciplined environments conducive to learning. The goal recognizes that violence prevention is a key to successful education reform. Students cannot learn and teachers cannot teach if students are disruptive or threatened with violence. The Drug-Free Schools and Communities Act, however, addresses drug prevention exclusively, and the Department of Education does not provide financial support for violence prevention education or activities. An alternative, coordinated prevention efforts with the community, has proved effective. Establishing links to the community permits schools to reach youth who have dropped out and are not served by most school-sponsored drug prevention programs.

Joseph Shuldiner, Assistant Secretary for Public and Indian Housing at the Department of Housing and Urban Development (HUD), noted that his Department is playing an increasingly key role in drug control efforts and discussed these initiatives. The Public Housing and Drug Prevention grant program, which began in 1989, had by 1993 offered \$146 million in grants through a competitive process. A large portion went to housing authorities.

The Public and Indian Housing section of HUD has three Anti-Drug, Anti-Crime Grant Programs. The largest is the Public Housing Drug Elimination Program (PHDEP). Once a year, housing authorities may apply for funds, with the amount they are eligible to receive depending on their size. The second grant program is the Youth Sports Program (YSP), which grants a maximum of \$125,000. This program requires 50% non-Federal matching funds. The third program is a minigrant Technical Assistance Program, which pays for a consultant to work on-site at a housing authority to assist the authority with its anti-drug and anti-crime efforts. The total appropriation for the three programs during fiscal year 1994 is more than \$250 million.

Shuldiner also discussed the Community Partnerships Against Crime, a formula grant program for community efforts to combat crime. Participants include the Departments of Labor, Justice, and Housing and Urban Development through the creation of a cooperative program on employment. In addition, HUD and the Department of Justice cooperate on a safe-haven program. The Federal government's role is not only to fund the projects but also to provide technical assistance and serve as a clearinghouse for information. Shuldiner stressed the importance of greater local expenditure by government agencies on public housing. Finally, there has been an increase in the number of police departments deploying staff in housing projects. Shuldiner also said that because of an increase in the cost of security in public housing and a lack of local support initiatives, the deployment of police officers to these projects has increased.

Scott Green, Vice President for Governmental Relations at 21st Century Technologies, commented on the Congressional perspective on criminal justice as well as issues on which Federal and State attention should focus in the future.

Presentations and Tours of Philadelphia-Based Programs

This activity allowed conference participants to directly observe operational programs in the Philadelphia area and interact with justice system and community participants involved in those programs.

Targeted Prosecution Programs

Office of the District Attorney, 1421 Arch Street

Facilitators: **Charles M. Hollis**, *Chief, Prosecution Branch, Bureau of Justice Assistance*

Charles Gallagher, *Deputy District Attorney, Philadelphia District Attorney's Office*

Staff of the Philadelphia District Attorney's Office and others described a number of program initiatives spearheaded through the DA's Narcotics Unit. These programs include the Federal Alternatives to State Trials (FAST) Program, a joint District Attorney/U.S. Attorney prosecution effort focused on major drug offenders; the Local Intensive Narcotics Enforcement (LINE) Program, a community prosecution initiative focused primarily on street-sales enforcement; a newly expanded Nuisance Abatement Program, a joint effort of the District Attorney and other city enforcement agencies to rid key areas of drug markets; and the Assets Forfeiture Program, which provides continuing salary support for many Narcotics Unit staff. The presentation emphasized successful joint programming, community involvement in law enforcement, and cost savings resulting from specialized enforcement.

Domestic Violence and Sexual Assault Prosecution and Victim Assistance Programs

Office of the District Attorney, 1421 Arch Street

Facilitators: **Merry Hofford**, *Director, Family Violence Project, National Council of Juvenile and Family Court Judges (NV)*

Charles Gallagher, *Deputy District Attorney, Philadelphia District Attorney's Office*

Several ongoing programs targeting domestic violence, child abuse, and sexual assaults were discussed. The presentation emphasized joint efforts to provide victim support and prosecution of abusers through two initiatives: the CHILDSAFE Program, a joint District Attorney/child-advocacy guardianship intervention initiative for cases in which the abuser is the caretaker; and the Domestic Abuse Response Team (DART) Program, which targets misdemeanor offenses arising from domestic disputes to ensure early intervention in recognition of the escalating cycle of violence that characterizes this type of crime.

Differentiated Case Management Program

Philadelphia Court of Common Pleas, City Hall, 15th and Market Streets

Facilitators: **Caroline Cooper**, *Research Professor/Senior Staff Attorney, School of Public Affairs, The American University, Washington, D.C.*

David C. Lawrence, *Chief Deputy Court Administrator, Court of Common Pleas, First Judicial District of Pennsylvania*

Philadelphia's Differentiated Case Management Program has been evaluated as a successful demonstration of the multiple-track case processing approach, originally funded by Bureau of Justice Assistance (BJA) discretionary grants in several jurisdictions. The local variation on Differentiated Case Management targets the 70% of felony

cases in which defendants are expected to agree to a judge trial (i.e., to waive the right to a trial by jury), which allows all charges to be resolved within 45 days. The discussion with court administrators and judges involved in this initiative centered on problems and successes during the implementation process and on cost savings resulting from the program.

Weed and Seed Program

Norris-Square, Fair Hills, and Huntington Park Neighborhoods in North Philadelphia

Facilitators: **Cheryl Driscoll**, *Program Manager, Bureau of Justice Assistance*

Efrain Rios, *Project Director, Philadelphia Weed and Seed*

William R. Hausmann, Jr., *Program Manager, U.S. Attorney's Office, Eastern District of Pennsylvania*

Now entering its third year, the Philadelphia Weed and Seed Program targets three neighborhoods abutting the downtown area. A van and walking tour guided by Philadelphia police officers involved in the community policing aspects of the program focused on "safe havens" and the community revitalization, or "seed," components of the program. Mobile mini-stations were available for inspection. Community leaders were able to discuss how they have raised more than \$3 million from government and private sources and used volunteers to support the revitalization process. Emphasis was placed on community involvement, private sources of funding, and other innovative aspects of this program.

Police/Community Interaction and Innovative Programs

Facilitators: **Robert H. Brown, Jr.**, *Chief, Crime Prevention Branch, Bureau of Justice Assistance*

Richard Neal, *Police Commissioner, Philadelphia Police Department*

The Philadelphia Police Department has actively pursued community involvement in its decision making on the management of Philadelphia's 23 districts. The range of initiatives has included biweekly meetings of the Commissioner of Police and his top managers with selected community representatives (on a rotating schedule, by district), business corridor enhancements, a "court recall" foot patrol system for officers needed in court, and direct purchase by citizens of specialized equipment needed for greater police presence in their community. During the presentation, department staff and community leaders discussed these and numerous other activities that have proven successful in their city. Emphasis was on obtaining private funding for public safety activities and motivating the community to become involved in joint police/public crime prevention efforts.

Probation/Parole Historic Restoration Project Philadelphia Historic District

Facilitators: **Dianne L. Granlund**, *Director, Criminal Justice Prison Population Management (PA)*

Charles E. Gregonis, *Deputy Chief Probation Officer, Philadelphia Adult Probation and Parole Department*

This sentencing alternative offers probationers and parolees with special skills, or the desire to learn those skills, the opportunity to restore historic buildings within the Philadelphia Historic District. Under the program, early

parole and early termination of probation are exchanged for community service hours. Activities related to this program occur in workshops within the current city prison as well as at the building sites. One completed project is a former city jail, among the oldest in the country, which presentation participants visited. Emphasis was placed on the innovative use of offenders' talents in a project that will benefit the community and the city when completed and on the joint government/private coalition funding this effort.

**Alternative Sanction for Female Offenders in the Community
Northwest Philadelphia**

Facilitators: **Dianne L. Granlund**, *Director, Criminal Justice Prison Population Management (PA)*

Yvonne Haskins, *Esquire, Ballard, Spahr, Andrews & Ingersoll (PA)*

The New Directions for Women Program, a correctional alternative based in a convent in the Germantown section of Philadelphia, includes female offenders who would otherwise be incarcerated. The program selects sentenced offenders serving time in the Philadelphia Prison, who may have a long history of contact with the criminal justice system and may even be in prison after being convicted of committing a violent offense but who program staff determine are in a "nonviolent" stage. The program stresses the development of self-esteem, employment, and parenting and general life skills. Support for the program comes primarily from the city's correctional budget, but the program also has received grants from fines levied on the City of Philadelphia under the State "prison cap" decree (*Jackson v. Hendricks*). Emphasis throughout the presentation was placed on the interaction between offenders and the community and on developing resources to support alternative programs.

**Hospital-Based Substance Abuse Education Program for Youth
Albert Einstein Medical Center, North Philadelphia**

Facilitators: **Ruth DuBois**, *Executive Director, Corporate Alliance for Drug Education (PA)*

Theresa Frazier, *Director, Students Taking Responsibility In Drug Education (STRIDE), Albert Einstein Medical Center, Philadelphia, PA*

The goal of the Students Taking Responsibility in Drug Education (STRIDE) Program is ensuring that youngsters know the consequences of using drugs. This four-week program provides fourth graders with a realistic view of drug abuse from a health standpoint. Using both classroom interaction and tours of a hospital emergency room and neonatal unit, a multidisciplinary team works with small groups of students to expose them to the medical ramifications of substance abuse. Conference participants met with the program team at the hospital, toured the facility, and experienced the role playing that the students perform. Emphasis during the presentation was on tapping into community-based resources and innovative ways of providing prevention/education programs for youth.

Panels and Roundtables

Violent Crime and Drug Abuse in Rural Areas: Identifying Future Needs

This roundtable discussed the future needs of rural areas in dealing with violent crime and drug abuse by examining the characteristics of rural areas, the unique challenges rural communities face, and programs that address rural violent crime and drug abuse.

Facilitators: **Elliott A. Brown**, *Deputy Director, Bureau of Justice Assistance*

Lee Colwell, *Professor/Director, Criminal Justice Institute, University of Arkansas at Little Rock*

Edwin L. Hall, *Executive Director, Montana Board of Crime Control*

Donald J. Rebovich, *Director of Research, American Prosecutors Research Institute, (VA)*

Mark C. Thompson, *Director of Administration, New Hampshire Department of Justice*

Lee Colwell examined the characteristics of policing in rural areas. Colwell described the results of a study performed by the Criminal Justice Institute at the University of Arkansas in Little Rock. The goal of the study was to determine the differences among rural areas that affect policing. Rural and urban areas were identified in each State, with the trends of crime and law enforcement during the 1980s being assessed for the rural areas. Rural areas were defined as municipalities with populations of 25,000 or fewer people. A typology of four rural enforcement settings was developed: the isolated rural community with full-service sheriff's and police departments, the isolated rural community dependent upon external support, the rural community located in a transit zone, and the rural community within a major metropolitan area.

The isolated rural community with full-service sheriff's and police departments is a "friends and neighbors" enforcement setting. The sheriff and the townspeople know each other and interact often. The sheriff probably has the only "government" telephone that is answered 24 hours a day, 365 days a year. While citizens rely on their sheriff for public safety and order maintenance, they also feel free to call the sheriff at home with problems only tangentially related to law enforcement. Organizationally, the isolated, full-service department has fewer than 25 employees, a limited budget, and few other resources. It is unlikely to have a training budget.

The isolated rural community dependent on external support is similar to the isolated full-service setting in terms of organization, resources, and personnel. For major crimes, however, it is forced to call upon State agencies or neighboring departments. It is likely to have a standing, informal relationship on which it relies for external support, thus supplementing its resources without adding to its budget or personnel.

The rural community located in a transit zone shares some of the enforcement problems of its urban neighbors—problems that move through but do not reside or remain within the community's borders. Burglary, robbery, and drug trafficking are examples of crimes these areas experience. Because of its proximity to urban areas, transit zone communities typically have both a larger population and a higher tax base than isolated rural communities. Some also have colleges or a major manufacturing site or are primarily residential bedroom communities. Law enforcement in transit zone communities is less personal, but more personnel are available. These officers also are better trained and better equipped than officers in an isolated rural setting. Nonetheless, the rural community located in a transit zone does not meet the standards and capabilities of nearby urban areas.

"Rural" communities located within major metropolitan areas are classified as such because of their small geographic area and form of government. They have small populations, but their density and proximity to an urban center makes them hard to distinguish from the urban neighborhood across the street. This enforcement setting is most similar to that of the urban environment in regards to staffing, budgets, resources, tax base, and training

levels. The fear that urban crime will spill over into the "small" community prompts the police to patrol their territory aggressively to keep "outsiders" out. Proximity to an urban center automatically provides a complex social and political infrastructure capable of responding to various needs, enabling the "small" force to truly specialize in police work.

Colwell concluded by saying that to date, no comprehensive inventory of findings in the literature on rural policing has been taken. The multifaceted nature of rural crime and law enforcement has yielded uneven and incomplete coverage of geographic areas, types of crimes and settings, and enforcement characteristics. Colwell's team plans to produce a comprehensive bibliography and literature review of rural policing.

Edwin L. Hall stressed how issues such as violent crime and drug abuse have a particular effect on rural States, especially western ones. Hall's presentation included several themes that illustrate the dimensions of future rural needs. He used Montana's Multijurisdictional Task Force, State and local financing of the criminal justice system, Federal financing via block grants, and results of a youth risk-behavior survey as examples. According to Hall, crime rates in Montana are increasing as is the level of violence. Task force data indicate that fear of methadone was unwarranted, cannabis clearly is the drug in greatest demand, and grow operations are increasing in number and sophistication. A Statistical Analysis Center grant funded a study of the financing of Montana's criminal justice system. Hall illustrated a pattern of underfunding and a switch of funding from State to county levels.

Hall also presented the results of a recently completed Youth Risk Behavior Survey that showed rural patterns of youth behaviors as they relate to crime, violence, and prevention and noted that rural States may have patterns of higher risk-behavior than those in other settings. Hall concluded by alluding to recent writings that have discussed the need for rebuilding social responsibility (Etzioni) in general and, in the west, a sense of place as the keys to rebuilding (Kemmis). The U.S. Constitution, Hall noted, ordains and establishes us as a nation; the Montana Constitution, in addition, embodies place as an important part of constituting ourselves. The Montana Board of Crime Control is attempting to incorporate much of this into a comprehensive policy in its mission to improve the justice system. That policy includes the concept of community, the development of collaborative models, and the role of prevention. Several of these concepts will be in place for the next granting cycle and are already incorporated into requests for proposals.

Future Role of Multijurisdictional Task Forces in Criminal Justice

This roundtable discussion focused on the changing nature of Multijurisdictional Task Forces and included discussion on greater regionalization. The focus was on violent offenders, gangs, community policing, changes in Federal involvement, and funding strategies.

Facilitators: **George R. Havens**, *Special Assistant to the Attorney General for Law Enforcement, U.S. Department of Justice*

John B. Edwards, *Assistant Agent in Charge, Georgia Bureau of Investigation*

Cathy Kendall, *Chief, Grants Planning Bureau, Montana Board of Crime Control*

Michael Overton, *Director, Statistical Analysis Center, Nebraska Commission on Law Enforcement and Criminal Justice*

George R. Havens discussed task forces and said that they are appropriate—especially in rural areas—for addressing drugs as a national and community problem. One goal of the task forces, he said, should be to disregard the distribution of assets or credit among participating law enforcement agencies. In addition, as Attorney General Janet

Reno, who supports task forces, has noted, there should be no duplication of efforts or unsuccessful task forces remaining in existence.

John B. Edwards explained the history and function of Multijurisdictional Task Forces. During 1985, the criminal justice system was shaken by the availability of a new drug, crack cocaine, which changed the entire complexion of law enforcement in both rural and urban settings. Crack cocaine has been the catalyst for problems such as domestic violence, the organization of street gangs, thefts, and robberies. Outlying rural areas simply do not possess the resources to address adequately the flood of problems associated with crack cocaine. Since 1987, the Bureau of Justice Assistance has provided money for the formation and implementation of Multijurisdictional Task Forces, and these have played a significant role in curbing drug traffic and violence throughout many rural areas of the country.

Also since 1987, the levels of drug sales, distribution, and related violence have increased, especially in rural areas. Multijurisdictional Task Forces have become a key component of State and local law enforcement efforts and have had a significant impact on drug markets. The task forces are changing to meet greater needs throughout the country and in rural areas where there are no duplications of effort or large administrative structures. A minimum amount of assets is used in target areas to restore and maintain order. Consequently, the funding of these task forces remains critical for the continued battle against drugs.

The future holds additional regionalization of task force coverage areas, with greater cooperation and communication between agencies. New resources from State and local agencies, traveling strike forces armed with advanced intelligence information, and a local base of contacts and liaisons will directly assist rural areas in ways previously unavailable. Regional Task Forces provide greater resources and are more efficient in combatting organized drug networks in multi-county areas. Federal Task Forces often locate themselves in urban or geographically highlighted source areas to deal with drug smuggling and distribution. This leaves State and local law enforcement agencies with the task of policing the rural areas. Without the resources provided by the Federal government, these entities cannot meet the overwhelming burden of the illegal drug markets.

In the 1990s, urban and rural areas have the same problems but in different populations. Their resources for combatting those problems differ as well. With the help of Regional Multijurisdictional Task Forces, law enforcement agencies can keep drug distribution networks in check and maintain a degree of order in the community.

Cathy Kendall described the Narcotics Enforcement Task Forces and the Montana Board of Crime Control's (MBCC) five-year statistical evaluation of these groups. The task forces were supported by anti-drug funds from July 1987 through December 1992. Concurrent with that effort, the chair of the MBCC appointed a committee to assess the effectiveness of the current structure of task force operations. Consideration was given to the statistical assessment, input from task force members, the real and perceived patterns of statewide supply and demand, and the anticipation of future Federal support for supply-reduction efforts. Deliberations of the committee resulted in recommendations that changed the current design and interaction of task forces. These changes will be implemented in the project year that begins July 1, 1994.

Kendall noted three changes to the structure of Multijurisdictional Task Forces: (1) five or more adjacent counties must enter into interlocal agreements; (2) a threat assessment must be submitted as documentation of need; and (3) applicants must address how prosecution support and the correctional system will accommodate any workload increase generated by task force activity. The MBCC chose not to prescribe regional boundaries, instead allowing local agencies to determine for themselves the most effective operational structure. Upon request, unserved areas will receive services from the State's narcotics enforcement teams.

Michael Overton said that in Nebraska it was difficult to formulate a task force because no full-time police are available. Site locations therefore are being shared. This arrangement, however, is problematic for small communities where undercover officers are too easily recognized and cannot accomplish the goals of the task force.

The problem was solved by contracting the undercover work to the State police. Rural Task Forces do not conduct sufficient seizures to finance their operations. In a recent survey, only four of seven Rural Task Forces said they would be able to exist without funding.

Domestic Violence: Where Are We and Where Do We Go from Here?

This roundtable discussion focused on the future of programming for an increasingly high-visibility area of crime control and response.

Facilitators: **Merry Hofford**, *Director, Family Violence Project, National Council of Juvenile and Family Court Judges (NV)*

Casey G. Gwinn, *Head Deputy City Attorney, San Diego City Attorney's Office*

Barbara J. Hart, *Legal Counsel, Pennsylvania Coalition Against Domestic Violence*

Facilitators Merry Hofford, Casey G. Gwinn, and Barbara J. Hart provided overviews of the most recent developments in family violence programs as well as a basic review of incidence levels, court assistance programs for victims, law enforcement responses, effective prosecution units, local and State coordinating councils, judicial education, treatment programs for batterers, lethality assessments, and death reviews. Other topics included model State legislation, child custody and protection in family violence cases, collection of homicide data, and family violence as a public health issue.

State justice systems, the facilitators said, have learned a great deal in the past 10 years about effective responses to family violence. They identified exemplary programs and discussed essential elements to be included in the development of new programs. Participants were invited to ask questions about program development priorities and funding issues.

Gwinn noted that the situation has not changed enough in the past decade. The movement to stop domestic violence is quite new, said Gwinn. He emphasized the need to intervene effectively, stop the violence, make the victim safer, and prosecute the abuser. Reporting methods should be improved, for example, by photographing a victim every day for a week after an incident, since evidence of abuse sometimes takes a few days to develop.

Hart said that States—and rural areas in particular—need to evaluate their resources. Technology often is not up to date. For example, many States do not have E-911 systems; therefore, the police often do not arrive at the scene of an incident as quickly as they would otherwise. Hart also discussed separation violence, or the threat against the victim after the abuser and the victim are separated. This situation sometimes represents a greater risk than what existed before separation because of the abuser's anger and the victim's lack of resources to protect herself/himself from the abuser.

Assessing the Nature and Extent of Violent Crime

This panel described the efforts of several States where analyses of State-level criminal justice and socioeconomic data have resulted in policy and funding shifts toward programs that address violence.

Moderator: **James M. Albert**, *Director, West Virginia Office of Criminal Justice & Highway Safety*

Presenters: **Thomas H. Carr**, *Chief, Bureau of Drug Enforcement, Maryland State Police*

Virginia Price, Director, North Carolina Governor's Crime Commission

Joseph F. Sheley, Associate Professor, Department of Sociology, Tulane University (LA)

Thomas H. Carr spoke about the Maryland Governor's Drug and Alcohol Abuse Commission, which in 1992 assembled a subcommittee for research on drugs and violence. Comprised of academics from institutions of higher education around the State, the committee's purpose is to study the links between substance abuse and violent crime in order to develop strategies to combat violent crime. The group produced a report titled *Drug-Related Violent Crime in Maryland* which includes selected national drug/crime data, homicide and violence trends in Maryland, a description of three models that demonstrate the relationship between drugs and violence, and a discussion on various risk factors for violence.

In 1993, the commission assembled a violence subcommittee consisting of representatives from a variety of local, State, and Federal agencies to examine the problem of violent crime and recommend policies and strategies for combatting the problem. The subcommittee's report, published in the *1993 Maryland Drug and Alcohol Abuse Control Plan*, includes an overview of the growth of drug-related crime and violence and focuses particularly on the explosion of youth violence. It offers information on the nature and extent of violent crime in Maryland while presenting a historical perspective from which the current national situation can be viewed. This overview formed the foundation from which many of the subcommittee's nearly 30 recommendations—affecting policing, education, interagency coordination, juvenile justice, social environment, and the media—were developed.

Virginia Price brought a North Carolinian perspective to the discussion of the nature and extent of violent crime. Following a presentation of violence statistics and crime rates for North Carolina, Price talked about the Governor's Task Force on School Violence, which gave recommendations to the State Legislature on that issue, including the creation of weapons-free school zones modeled after the drug-free school zone concept. The recommendation was given mass publicity through road signs, T-shirts, posters, and brochures. Also recommended was the creation of a School Violence Center. The center would serve as a clearinghouse on school violence and help with the development of anti-violence strategies at the local level.

Joseph F. Sheley addressed the issue of gun acquisition and possession in select juvenile samples that were part of a study of the number and types of firearms juveniles possess as well as where, how, and why juveniles acquire and carry firearms. The study's findings are based on responses to surveys completed by 835 male inmates (mostly from urban areas) in maximum security juvenile correctional facilities in California, New Jersey, Louisiana, and Illinois, and 758 male students in 10 inner-city public high schools near the correctional institutions surveyed.

Owning and carrying guns were fairly common behaviors among the juveniles studied. Fifty-five percent of the inmate respondents had carried a gun routinely before being incarcerated, and 12% of the students had carried a gun routinely. The weapons in question were well-made, easy-to-shoot, accurate, reliable firearms. The handgun was the most commonly owned firearm among the respondents. At the time of their incarceration, 55% of the inmate respondents owned automatic or semiautomatic handguns; 58% owned revolvers; and 35% owned military-style automatic rifles. Figures for the student sample were 18%, 15%, and 6%, respectively.

Guns appear to enter the black market primarily through theft, but it is not the standard method by which respondents obtained the guns they possessed. Most firearms were bought or borrowed, with all types being readily available through friends, family members, and street sources.

Drug use and sales were implicated, but were not directly causal, in the possession of firearms. The same was true of the association between gangs and guns. Self-protection in a hostile and violent world was the chief reason given by respondents for owning and carrying a gun. One conclusion reached with respect to appropriate responses to the study's findings is that controls imposed at the point of retail sale are unlikely to be effective, at least by

themselves, in preventing the acquisition of guns by juveniles because such persons rarely obtain their guns through these customary outlets. While evidence documenting the growth of youth violence is abundant, systematic research on the **means** and **methods** of this violence is scarce.

State and Local Success Building Collaborative Program Efforts

This panel discussed programs and coordination techniques that States have established between the Formula Grant Program and other State and Federal funding programs/agencies.

Moderator: **Floyd O. Pond**, *Executive Director, Maryland Governor's Drug and Alcohol Abuse Commission*

Presenters: **Kay M. Boyd**, *Unit Manager, Department of Community Development (WA)*

Pat Busick, *Planner, Division of Substance Abuse and Health Promotion, Iowa Department of Public Health*

Alexandria Douglas, *Director, Neighborhood Based Alliance, New York State Department of Social Services*

Pat Busick discussed the "Joint Corrections/Substance Abuse Treatment Business Plan" developed by the Iowa Department of Corrections, the Iowa Department of Public Health, and community-based treatment agencies. Busick also discussed the activities resulting from that plan. A relationship between drug addiction and crime has been identified through research projects throughout the past decade, Busick noted. In addition, a review of the alcohol/crime literature supports the position that there is a positive relationship between alcohol and crime, particularly violent crime. In Iowa, a concentrated effort to address the alcohol/drug crime relationship has been undertaken. One component of that effort has been the compilation of data from various State agencies, such as the departments of Public Safety, Corrections, Public Health, and Human Services, which clearly showed the need for substance abuse treatment for the correctional client.

Busick explained how the joint business plan of corrections and treatment providers can address issues of concern and work to establish an effective, economical, coordinated treatment service delivery system with mutually agreed upon goals and objectives. The plan, he noted, can guarantee the consistent and timely flow of information between corrections and substance abuse treatment agencies to facilitate the effective coordination of treatment and correctional placement decisions. He added that a business plan also must include joint training, thus enabling participants from both disciplines to understand the two systems and how the parties can interface to best meet the client's needs.

Strategies for Managing Offender Populations

This panel focused on statewide strategies addressing the issue of prison crowding. These strategies include multi-faceted programs involving a range of institutional and community-based alternatives and the use of risk-assessment indicators for making treatment and placement decisions.

Moderator: **Gary Schreivogl**, *Director, Office of Funding and Program Assistance, New York State Division of Criminal Justice Services*

Presenters: **Brad Bogue**, *Project Director, Offender Treatment Subcommittee, Colorado State Judicial Department*

Merle Friesen, *Director of Treatment, Alabama Board of Corrections*

John Sanfilippo, *Superintendent, New Hampshire Department of Corrections*

Gary Schreivogl began by saying that when ex-convicts are returned to the streets, the criminal justice system will deal with them again, making the present method of managing offender populations problematic. Prison costs, said Schreivogl, are funded before alternative programs. Longer sentences on the books mean that prison populations will not decline. To end the cycle of recidivism and an increasingly large prison population, New York State has decided to stop building prisons and instead fund the development of alternative ways of managing prisoner populations.

Brad Bogue presented his philosophy on managing offender populations: treatment works. Bogue believes that a commission with statutory authority to make systemwide changes is necessary. His guidelines for the criminal justice system, which also apply to dysfunctional families, include five parts: funding, assessment, referral, communication within the family/system, and ground rules that are the policies for uniform responses throughout the system.

Merle Friesen discussed strategies for addressing the issue of prison overcrowding through drug treatment programs and placement decisions. Friesen described the prison population and how inmate treatment needs are determined and recorded. He also described the advantages of institutional treatment, using the example of a 1,000-bed program in which drug testing is an essential element. Research will examine cost effectiveness.

John Sanfilippo profiled the Bridge Program, a pre-release program for male and female minimum-custody offenders at the Lakes Region Facility. The Bridge Program has a planned average capacity of 60 men and women and an expansion capacity of 100. The typical length of stay varies from three months to four months. Programming consists of a continuation of drug and alcohol abuse treatment; intensive education (including the four and one-half month "Transformations" vocational program); job readiness and job-seeking classes; and pre-release programming (including filing motions with the court and petitioning for early parole). To be selected for the Bridge Program, offenders must meet three criteria: (1) be nonviolent and have no history of violence; (2) have minimum-security custody status; and (3) be within one year of their minimum release date. Release from the Bridge Program provides a number of supervision options, including high-intensity surveillance, administrative home confinement, halfway house and parole, and early release to serve probation or parole.

Also administered from the Lakes Region Facility is the three-phase Bypass Program. Sanfilippo described the three-phase Bypass Program as an alternative path for male and female medium-security offenders. Entry into the program is voluntary, with no age or physical limitations imposed on applicants. The Classification Office reviews each offender who has at least one year remaining on the minimum sentence for a nonviolent crime and no history of violence, including statutory rape. The Bypass Program has a planned average capacity of 50 men and women and an average length of stay projected at eight and one-half months; however, the program is designed to be flexible, allowing shorter or longer stays based on the needs and achievements of each offender. Approximately 100 male and female offenders will be admitted over a 12-month period.

The program's three phases are of varying lengths. Phase one lasts 60 days and is referred to as "Modified Shock." It emphasizes physical fitness, stress management, character development, remedial education, and substance abuse issues. The second phase lasts two months and emphasizes work and remedial education with continued substance abuse programming. Participating offenders also participate in any remedial education they may need for the program's education-intensive final phase referred to as "Transformations." During this phase, participants are

expected to improve their basic educational skills with a minimum goal of obtaining a GED certificate. Participants study vocational- and educational-skills seven hours a day, five days a week (plus additional study). Also offered during this phase are traditional courses, job-search skills, and an introduction to job-placement services. These serve as preparation for the Bridge Program.

Correctional Care and Aftercare/Alternative Sanctions in the Community

This panel discussed two important components of corrections: programs that combine treatment opportunities during jail or prison stays with aftercare in the community for released offenders and community-based treatment and other alternative sanctioning options for drug-abusing and violent offenders.

Moderator: **James Strader**, *Criminal Justice Program Manager, Pennsylvania Commission on Crime and Delinquency*

Presenters: **David O. Armstrong**, *Administrator, Alternatives, Inc. (MT)*

Barbara Broderick, *Executive Director, New York State Division of Probation and Correctional Alternatives*

Carmen Pena-Rivera, *Director, Assessment and Evaluation Unit, Puerto Rico Administration of Correction*

David O. Armstrong talked about Alternatives, Inc., a Montana organization that provides its services on a contractual basis to the Montana correctional system. The program, Armstrong noted, has 200 community service sites, a jail work program, and counseling for domestic violence offenders. The organization receives its funds from a variety of sources: 40% comes from client fees, 10% from grants, and 50% from contract funds from the county and city.

Barbara Broderick discussed the programs New York State provides offenders. These programs address the following needs: housing, employment, substance abuse, and mental and physical health. Housing for the parolees is contracted from shelters. The average length of stay is 77 days. Two programs target women only.

According to Broderick, New York State's \$4.3 million per year expenditure on treatment includes a releasee assistance program for health care. Because of the increase in the number of parolees with AIDS, new guidelines have been developed. Parole officers who supervise parolees with AIDS have had their caseloads reduced and been given the opportunity to attend training seminars. The State also has a compassionate release program for prisoners who are close to death and a pilot program for developmentally disabled parolees.

New York State also is taking steps to alleviate parolee substance abuse, Broderick noted. A \$400,000 grant from the Federal government to develop and provide relevant training to parole managers, judges, and staff was awarded for the 1991-1993 period.

Another grant will enable the State to administer drug tests, which break down the drug user's denial. The grant supplements the ACCESS Program in which professional counselors perform drug and alcohol assessments to determine the disposition of the abuser. Options include drug treatment and detoxification at a residential facility. There is a 60-bed residential facility in New York City for detoxification.

The State of New York also administers programs that deal with parolee employment. One of these programs offers vocational redevelopment. Another is a work program that teaches English and reading skills to non-native

speakers.

Carmen Pena-Rivera spoke about the Learning to Live Without Violence Program in Puerto Rico. The increasing rate of crimes such as assassination, sexual and child abuse, domestic violence, robbery, and assault in Puerto Rico is alarming, Pena-Rivera said, adding that Puerto Rico has become the second most utilized narcotics trafficking route to the United States. During the last 10 years, the inmate population has increased 138%. Eighty-five percent of the total inmate population has a drug abuse problem.

The Learning to Live Without Violence Program is designed to help inmates understand and modify thoughts, feelings, and behavior patterns that promote violent acts and substance abuse. Emphasis is on the development of social skills for a better understanding of interpersonal relationships and prevention of relapse and recidivism.

The program targets convicted offenders incarcerated at three institutions. Offenders must meet the following criteria to participate in the program: have a history of violence related to drug use, have a minimum- or medium-custody status, and be within a five-year minimum release date. The Learning to Live Without Violence Program has a planned average capacity of 160 male adults, 34 female adults, and 78 young adults per year.

The program is implemented in three phases. During the Assessment and Orientation Phase, candidates undergo structured interviews and psychological evaluations and participate in an orientation of the program's rules and regulations. Participants are selected based upon the results of this initial process. The second phase, Re-education, is implemented over a six-month period. Inmates participate twice a week in psychoeducational modules, workshops, and group dynamics. Additional study and homework is required. The emphasis is on issues such as self esteem, communication, assertiveness, human relationships, problem solving, stress management, anger control, violence cycle, alcohol and drug abuse, HIV and sex education, victim empathy, relapse prevention, and domestic violence. During the Transition Phase, participants are re-evaluated, and the evaluation team considers the alternative sanctions available, such as parole, electronic monitoring, and halfway houses. Family and marital counseling are offered. Follow-up treatment is scheduled periodically to encourage the search for, or maintenance of, employment and to tend to difficulties that might arise in the adjustment to family and community life.

The program's primary objective is to ensure that participants maintain the skills they acquired during the Re-education Phase, focusing on secondary prevention and positive reintegration into the community. As a secondary goal, the process of normalization of the Spanish version of the MMPI-2 Test has begun for the inmate population of Puerto Rico.

James Strader gave an overview of Pennsylvania's intermediate-punishment programs. The State's proposed new sentencing guidelines go into effect next year. A savings of \$10 million in incarceration costs, which could be redirected into treatment programs, is anticipated.

Forging Community/Criminal Justice System Connections: Community Mobilization

This panel examined how individual communities have mobilized themselves and how law enforcement has mobilized communities to work toward their own defense from drugs and violent crime.

Moderator: **Nathaniel Robinson**, *Administrator, Wisconsin Division of Energy and Intergovernmental Relations*

Presenters: **Jean Adnopoz**, *Associate Clinical Professor, Yale Child Study Center (CT)*

Robert Quintana, *Community Liaison Officer, Buffalo Police Department (NY)*

Dallas Staples, Chief of Police, Charleston Police Department (WV)

In this panel about community mobilization, each of the presenters described the community program in which he or she is involved and its relationship with the criminal justice system in that particular State.

Jean Adnopo spoke about the Child Development-Community Policing Program, an effort to facilitate the response of mental health professionals and police to violence against children, families, and the community as a whole. Through the application of principles learned while working with schools and agencies, the program attempts to change the "atmosphere" of police departments in relation to children and to increase the competence of police officers in their interaction with children and families. Fundamentally, the program attempts to reorient police officers for optimization of the psychological roles (e.g., provider of a sense of security or a positive authority figure or role model) they can play for children.

The Child Study Center and the New Haven Department of Police Service's Child Development Model consists of several interrelated educational and clinical components that aim to facilitate the sharing of knowledge among police officers and clinicians. From the cases seen at the Consultation Service, Child Study Center clinicians and their colleagues in the police department are learning about the impact of inner-city violence on children and their families. Strategies are being developed for use in the consulting room, in the classroom, and on the streets to interrupt and minimize the effects of that violence. In addition, the relationship that has been forged between the Child Study Center faculty and members of the New Haven Department of Police Service has resulted in a broader understanding of the needs of inner-city youth and has led to ideas about how best to serve them.

A seminar for rookie police officers created by police officers and the Child Study Center faculty aims to provide young police officers with knowledge and a sense of personal empowerment to intervene positively with children and families. Exposure to child development principles early in their careers introduces young officers to the importance of thinking about children's development and how they can influence children and their families through daily encounters. The seminar also gives officers a chance to work alongside mental health professionals to acquire concepts and methods for working cooperatively with other social service agencies on behalf of children.

Police officers can make referrals to the Consultation Service and seek guidance from its clinicians. Within the Consultation Service, Child Study Center clinicians carry beepers and are on call 24 hours a day. In urgent cases referred to the Consultation Service, a clinician may meet immediately with a child in acute distress. Under other circumstances, the consultation could lead to later meetings with a clinician or to a supportive intervention by the neighborhood officer. The officer in such cases receives guidance from the consulting clinician or a sergeant. The Consultation Service also arranges referrals to other available clinical programs. Police officers, educators, and faculty within the Child Study Center meet weekly to discuss difficult and perplexing cases that arise from the officers' direct experience and from the Consultation Service.

Robert Quintana, in his role as the Community Liaison Officer for the Buffalo Police Department, serves as a bridge between the Hispanic community and the department. The money for Quintana's efforts was donated by the COMBAT (Coordinated Omnibus Anti-Drug Teams) Project.

Quintana began the community-liaison project by coordinating meetings that allowed command officers and citizens to openly express feelings and begin working together. He implemented programs such as DARE (Drug Abuse Resistance Education), block clubs, and advisory councils in the community to which he was assigned. Quintana also organized workshops on crime prevention and personal safety and listened to and performed advocacy work for both parties. For example, he asked the police department to reduce arrests/enforcement in the community when the community said it was being strangled. Pitfalls of the project have included too much enforcement and the displacement of problems/crime to areas outside the target area; however, the project proved to the community and to the police department that progress can occur when both sides listen to each other and allow trust to grow.

Dallas Staples, in his capacity as police chief in Charleston, West Virginia, began his program by surveying the police officers under his command about their role. The officers were then trained to understand that the police department is a service organization.

Staples began to build partnerships with businesses within his jurisdiction. Eventually, officers assigned to the business district began to wear pagers, which business owners could call directly. Zip code coordinators were established to work with community policing commanders. Through this and other means, information was shared between the community and the police department. Neighborhood watch groups were formed to develop strategies and address issues.

Staples also recruited 60 Neighborhood Assistance Officers to perform non-law enforcement functions such as providing information and helping stranded motorists. These officers are unpaid volunteers who receive eight weeks of training. Senior citizens were recruited as volunteers to monitor the records system and act as operators at the telephone reporting service.

Under Staples' guidance, officers were placed in all senior citizen high rises to minimize the fear of crime. Bicycle and mounted patrols funded by businesses were placed in downtown and public housing areas to increase visibility and to make the officers more approachable. Mini-stations were set up to increase accessibility, and the entire police department attended community policing training sessions that were funded and conducted by the Bureau of Justice Assistance.

Staples also helped to establish a tutoring program in public housing units that is staffed by retired teachers working as volunteers. The local 4-H Club began an aftercare program for children in kindergarten through sixth grade. Volunteers staff this program as well. Staples expressed an interest in having Bureau of Justice Assistance Community Research Associates return to Charleston to continue updating and changing the program.

Addressing Problems of High-Risk Youth

This panel focused on innovative programs that address the problems of high-risk youth.

Moderator: **Harold Becker**, *Professor, Criminal Justice, California State University-Long Beach*

Presenters: **Dennis Campa**, *Manager, Children and Youth Services, Austin Health and Human Services Department (TX)*

Lou Dantzler, *Executive Director, Challengers Boys and Girls Clubs (CA)*

Sarah L. Lewis, *Executive Director, Free the Children, Inc. (TN)*

Dennis Campa discussed an Austin, Texas, substance-abuse prevention program called Strategic Intervention for High Risk Youth. The program is based on three assumptions: (1) mainstream and impoverished communities experiment with drugs equally, (2) strong ties to pro-social institutions reduce the risk of negative behaviors, and (3) all programs should use a comprehensive approach. Its objectives are fourfold: (1) to build individuals' resilience, (2) to strengthen families, (3) to improve the confidence and ability of neighborhood residents to confront crime, and (4) to create drug-free zones and safe-passage corridors.

The program serves children between the ages of 11 and 13 in two predominantly black and Hispanic schools. The school identifies three risk factors or the child identifies one risk factor that makes him/her eligible to participate

in the program. Risk factors include substance abuse, gang activity, and family involvement in drug trafficking.

A mentoring component of the program is supported by municipal employees who are given equal time off for volunteering. The program also has a weekend tutoring section that both parents and children attend. Community activities provide continuous positive reinforcement of the children's and the community's achievements and keep families involved in the program. Neighborhood organizers get people out of their homes and into the program.

The cost per family is \$7,500 over two years. The money for activities such as community fairs is traded with money from the school district so that Federal money is not used for program activities and instead goes to the schools. Success can be measured using baseline interviews with control and experimental groups over time.

Lou Dantzer presented his program, the Challengers Boys and Girls Club, both orally and with a 10-minute video. The Challengers Boys and Girls Club is an after-school program in California created by Dantzer. The program stresses discipline, teaches responsibility, and encourages a positive attitude among participants.

Approximately 2,200 boys and girls are enrolled in the club. Activities include sports, arts, crafts, and homework workshops. The program involves the children's school and parents. Emphasis is on parental involvement, including a required parental orientation before a child is accepted into the program. Because of these connections, the child cannot escape responsibility when he/she fails to meet expectations. For instance, if the child skips school, the school, the child's parents, and the club will know about it. The child therefore cannot play one off the other or use one as a false alibi. Parents become involved with the program when they pick up their children at the end of the day. The club facility offers a room where parents can relax after the workday by venting their frustrations to other adults; in this way they can avoid seeking adult consolation from their children.

The club is expanding its existing facilities. Some of the resources were donated by corporations. Families of the participants also were asked for donations so that the community has a stake in the facility and will take better care of it.

Sarah L. Lewis helped found Project Achieve, part of Free the Children, Inc. The project's goals are twofold: (1) to enable impoverished families to support themselves and (2) to change the attitudes of school officials, employees, and children, thus increasing the number of children who finish school and continue into higher education. Lewis emphasized the importance of using both political and economic leverage to further meet the needs of the program.

The program teaches positive behaviors and encourages and rewards the participants. Children are made aware of their potential and taught how to strive for their goals. Each child is paired with a mentor, usually of the same sex and race. Parents commit themselves to the program by signing contracts that explain their role in the program.

Lewis said she wants to expand the program throughout the State of Tennessee.

Creating Positive Environments in Schools

This panel presented various approaches that States and local jurisdictions are using to reduce disruptive behavior and violence in schools.

Moderator: **Maryanne Roesch**, *Director, Office of Educational Planning Services, Fairfax County Public Schools (VA)*

Presenters: **Dwayne Douglas**, *Project Director, Early Dropout and Violence Prevention Program, Task Force on Violent Crime (OH)*

Thurman B. Hampton, *Secretary, North Carolina Department of Crime Control and Public Safety*

Robert W. Long, *Director, School Management and Resource Team (SMART), National Institute of Justice*

Each presenter discussed the program that is used in his state. The common goal of each approach is the creation of a positive environment in the schools.

Dwayne Douglas spoke about an elementary school program for boys that he created, the goal of which is to prevent students from dropping out of school at an early age. The program consists primarily of after school tutoring and recognition of the children's achievements in improving grades, even if the improvement is from an "F" to a "C."

Douglas has also created a "Young Gentlemen's Club," which provides adolescents an alternative to gangs. He helps members learn about respect and honesty, how to listen, and other important skills. He also encourages a positive outlook. Douglas began the club with African-American boys and expanded the participant group when the program proved successful.

Thurman B. Hampton talked about the three-department task force he formed in North Carolina. This task force traveled throughout the State and asked the people of North Carolina what was happening in the schools and what action they believed was needed. The premise his task force adopted was that "every child in North Carolina has the right to go to school and be safe." The task force took its findings to the North Carolina Legislature, which made some important legislative changes.

Drug- and weapons-free safe zones, or havens, were created. The legislature made it a felony to possess any firearm or explosive device, or aid, abet, or encourage its possession, on any educational property. Possession of other weapons, such as knives, on educational property became a misdemeanor, as did aiding, abetting, or encouraging said behavior. Safe storage laws, which require firearms to be secured from juveniles in the homes where they reside, were enacted as well.

The legislature also passed a mandatory reporting law for violence and law violations in schools. School officials are now liable if they fail to report any violence that occurs in their schools. Taking the mandate a step further, some school officials have decided to publicize the arrests of students involved in fights in an effort to decrease these conflicts in the schools. "By active involvement [of the police], the students realize that there is a consequence involved above and beyond the school administrators, and even their parents," Hampton noted. If the law violation occurs off school grounds, the judge can order that the principal be informed so he/she knows that the student must pass four courses or be in violation of his/her probation.

Hampton also helped to create the North Carolina Center for Prevention of School Violence. The center provides technical assistance to those who call.

Robert W. Long discussed the SMART (School Management and Resource Teams) Program founded by the Departments of Education and Justice. The philosophy behind the program is that schools must be safe if they are to reach educational goals. The SMART Program uses a comprehensive approach and can be replicated easily. The program collects data on violence in the schools without labeling the schools or naming the participants and includes assessment, planning, and activity monitoring. Schools are audited, and it is determined whether policies (such as separating law violations from discipline violations) should be changed.

The SMART Program is computer-driven, and each school system receives the necessary equipment to run the monitoring part of the program. Three school-based teams—students and parents, district office personnel, and

interagency personnel—carry out the program.

Developing Crime Prevention Strategies

This panel presented an overview of statewide crime prevention strategies' development and impact. Particular emphasis was given to the involvement of communities and individuals in crime prevention efforts.

Moderator: **Domingo S. Herraiz**, *Executive Director, Ohio Crime Prevention Association*

Presenters: **Patrick D. Harris**, *Manager, Crime Prevention Center, Virginia Department of Criminal Justice Services*

Nancy Jones-Matson, *Crime Prevention Specialist, California Attorney General's Office*

Tibby Milne, *Director, Utah Council for Crime Prevention*

Earle Sweikert, *Crime Prevention Program Manager, Pennsylvania Commission on Crime and Delinquency*

Domingo Herraiz began the session by defining crime prevention as the anticipation of crime risk and the action taken to reduce it. Herraiz said that crime prevention requires a belief system involving security, cost effectiveness, and many government agencies.

Patrick Harris described the Virginia Crime Prevention Center during his presentation. The center's mission is to enhance public safety in the Commonwealth by promoting, supporting, and improving crime prevention through leadership, policy development, training, technical assistance, research, and innovation.

It has accomplished its mission by providing leadership to crime prevention constituencies at the local, State, and national level; fostering increased professionalism in the field of crime prevention; providing crime prevention training and technical assistance to citizens, professional groups, and law enforcement agencies; directing crime prevention-oriented policy studies and supporting legislative efforts; promoting crime prevention as a major consideration in the design of buildings and the development of communities; conducting analyses of at-risk populations and high-risk locations; and developing and funding innovative local and State crime prevention services.

One of the center's long-standing goals has been the institutionalization of crime prevention by incorporating crime prevention into laws, regulations, and policies. The initiative has required collaboration with local law enforcement agencies, crime prevention support groups, State agencies, professional organizations, and business organizations responsible for providing crime prevention services.

Many crime prevention policy changes have resulted from this collaboration. One of these changes is a directive from the State Council of Higher Education that crime prevention through environmental design be included in all new college campus construction. A recommendation from the Education Summit on School Violence that all school divisions implement a process for conducting school safety and security assessments was formed. A Retail Store Safety Committee, involving local law enforcement agencies and the convenience store industry, was created to study how to increase convenience store safety. A cooperative effort with the Virginia Lottery to print crime prevention messages on lottery receipts resulted in the delivery of more than 2 million free crime prevention messages. A small retail business crime prevention curriculum for high school marketing education programs was developed, and the State zoning law was changed to make protection from crime one of the purposes of zoning.

Nancy Jones-Matson noted that the California Attorney General's Crime Prevention Unit is funded entirely by the State. The unit is product-oriented and does not award grants. Product examples include surveys of substance abuse among California students and a project called Community-Oriented Policing and Problem-Solving (COPPS). Police and school officials have worked together in the COPPS Program to create drug-free zones and a gang-prevention video. A production company provides the funding and technical expertise for the videos, and some out-of-state filming is included to interest a national audience. Movie stars become involved in the video projects, but the unit does not have to pay them because of an exemption granted by the Screen Actors Guild. The organization works with other partners, such as the California Department of Education and the Elderly Abuse Association.

Tibby Milne discussed the Utah Council for Crime Prevention, a 501(C)3 not-for-profit organization. Because of this status, the council is permitted to lobby Congress. Its programs must be cost-effective and pay back the community and the organization. The council's mission is to educate and train law enforcement agencies and citizens.

Earle Sweikert discussed the Pennsylvania Commission on Crime and Delinquency (PCCD), which supports Pennsylvania's law enforcement community in its crime prevention efforts. The program was initiated in 1978 to coordinate and support the crime prevention activities of local and State police. The PCCD offers crime prevention training annually to all interested law enforcement personnel, assists municipalities with program development, and helps with the distribution of materials for local use.

The PCCD began training police practitioners in 1978. It uses experienced crime prevention practitioners as instructors. To date, PCCD training courses have attracted more than 4,400 local and State police personnel, criminal justice professionals, and members of the victim services community.

Sweikert described an integral part of PCCD's crime prevention training program which extends to the university/college community. A special 26-hour training curriculum was developed by PCCD, in cooperation with the Pennsylvania Association of Campus Crime Prevention Practitioners, to focus on issues of concern throughout the university/college community. Course instructors are experienced and qualified campus crime prevention practitioners. More than 300 campus police and security personnel have participated in the university/college crime prevention practitioners' training courses.

A major initiative during 1992 and 1993 was the development and implementation of one-day Campus Sexual Assault Seminars at university and college locations throughout the State. The seminars were designed to heighten awareness and teach participants about prevention strategies applicable to the campus environment. Throughout 1992 and the spring of 1993, PCCD conducted six seminars that attracted a total of 850 participants.

The PCCD-sponsored Citizens Crime Prevention Volunteer Recognition Awards Program was also highlighted by Sweikert. This program gives local and State police practitioners a chance to formally recognize deserving citizens for their voluntary contributions to local crime prevention programs. In addition, the PCCD presents, in cooperation with the Pennsylvania Chiefs of Police Association, an annual award in recognition of a municipal police chief's exemplary contributions in support of community crime prevention efforts.

The PCCD also conducts an annual, statewide, three-day Crime Prevention Conference. The conference provides a forum for networking, sharing information, and focusing on successful strategies that have evolved in response to crime-related problems. The conference features presentations by law enforcement crime-prevention practitioners, victim services professionals, criminal justice system representatives, and members of the State and national crime prevention community who provide insight on how to maximize community resources in confronting difficult crime issues.

Sweikert explained that community-oriented policing is one of the most important police strategies for improving relationships between citizens and the law enforcement community. PCCD's administration of the Federal Drug Control and System Improvement Program has allowed monetary grants to be awarded to municipalities for the

implementation of community policing programs.

Community-Oriented Policing Strategies: Resources and Approaches

This panel examined, from both provider and recipient perspectives, the types of resources that are now or soon will be available to assist local law enforcement officials as they pursue community policing strategies. These resources include documentation and consolidation of information on community policing techniques, the provision of technical assistance and training for police, and participation in larger targeted efforts such as "weed and seed" programs.

Moderator: **Charles E. Kissack**, *Project Coordinator, Community Research Associates (TN)*

Presenters: **Harry P. Dolan**, *Chief of Police, Lumberton Police Department (NC)*

Steve Gaffigan, *Project Director, Community Policing Consortium (MD)*

Fred Reister, *Captain, Trenton Police Department (NJ)*

Chuck Kissack spoke about the marketing philosophy of the CRP COP Program. The program identifies and brings together the leadership council in the city. Information must be shared freely between the police and the community, Kissack noted.

Harry Dolan, chief of police in Lumberton, North Carolina, disagreed with Kissack's belief that any call to the police is a police call. Dolan discussed the crisis in policing that, he says, started in the 1960s when policing became incident driven, or reactive. The police are the only service providers available after 5 p.m., said Dolan, so they are called for all types of problems, not just crime incidents. Personnel boards and narcotics investigations are the only secrets a department should have. Everything else should be open to the community.

To carry out his objectives, Dolan converted two captain positions into three community-policing officer positions without detriment to the department. The community policing program, which targeted high schools, used only existing resources for implementation. No additional funds were sought. Dolan streamlined the administration by placing officers on foot patrol, and the Housing Authority donated space for mini-stations. He also involved the business community, other government agencies, and the news media in the program.

Steve Gaffigan spoke about a consortium comprised of the International Association of Chiefs of Police, the Police Executive Research Forum, and the International Sheriffs Association. Gaffigan said that the culture of policing must change dramatically, and he speculated on the utility of the paramilitary model. Gaffigan added that an expanded role for police officers is appropriate and that a partnership should be formed with the community. The consortium is holding national conferences and regional workshops and conferences, providing a host site, creating products, performing needs assessments, and creating action plans, technical assistance plans, and training plans.

Fred Reister spoke about the Weed and Seed Program operating in Trenton, New Jersey, and three other cities. The four sites, said Reister, have been used as models for the development of the Weed and Seed Program in additional cities where open-air drug markets are a common neighborhood problem. The program has four components. The first of these is a Violent Offender Removal Program under which multijurisdictional task forces remove the criminals who cause the most problems for the community. Targets are selected by community residents. Selections are not based on where the police department will acquire the largest asset seizures. Another component is a weeding effort performed by community police officers. A third component involves the

establishment of designated "safe areas" in the schools where children can play, school-based social service programs can be provided, and the building can be used as a community center. The final component involves neighborhood revitalization efforts.

National Service and Public Safety: A New Presidential Initiative

This panel presented the program elements of the National Service and Public Safety Program and implementation plans for the future.

Facilitator: **Kathleen Kennedy Townsend**, *Special Assistant to the Attorney General, Office of Justice Programs, U.S. Department of Justice*

Presenters: **Jeanne Bernard**, *Director, Volunteer Services Division, Department of Police (MD)*

Hank Oltman, *Director of Special Programs, Corporation for National and Community Service*

Jeff Beatrice, *Deputy Assistant Attorney General, Office of Policy Development, U.S. Department of Justice*

Jeanne Bernard discussed the community volunteer service program she developed in Maryland. Volunteers of all ages undergo an extensive background check before being allowed to participate. More than 350 volunteers work in a number of different agencies. The program's mission is to encourage county residents to work in partnership with their law enforcement officers, to engender public support for the police, and to expand the scope of service delivery to their community.

Hank Oltman said that the Clinton Administration is planning a program for youths 17 years and older that will include a stipend, health care, child care, and an educational benefits award that can be applied to loans for school. Americorp, Oltman added, is building on existing service initiatives to establish a National Corporate and Community Service Clearinghouse of information and is providing seed money for service initiatives. The Americorp program will operate at the State level through schools and nonprofit and private organizations and have measurable results. Of \$60 million in available funding, one third will go to the States through a formula program, another third will be competitive, and the last third will be for the corp programs. Federal grants will cover educational benefits. Programs within the States have to be identified, Oltman noted.

Jeff Beatrice spoke of the need for constructive opportunities for youths with unmet needs. Education and health departments will have to examine programs, said Beatrice, adding that public safety departments should be included on the commissions. Community policing could be an effective program, but the problem is measuring its success, Beatrice noted. Community police departments, the justice system, and corrections agencies, he added, provide staff opportunities. Federal funds must fit with specific community needs.

Finding Private Funding for Criminal Justice Projects

This panel discussed some of the ways in which criminal justice programs increasingly are being supported by non-governmental sources, ranging from the largest foundations and corporations to community foundations and private donations.

Moderator: **Richard Condon**, *Program Manager, Special Programs, Bureau of Justice Assistance*

Presenters: **Leonard G. Cooke**, *Chief of Police, City of Eugene, Department of Public Safety (OR)*

Thomas Coury, *Executive Director, Gardiner Howland Shaw Foundation (MA)*

Ruth DuBois, *Executive Director, Corporate Alliance for Drug Education (PA)*

Leonard G. Cooke focused on law enforcement agencies across the country—such as the Eugene (Oregon) Police Services Division of the Eugene Department of Public Safety—that have attempted in recent years to adopt a more community-oriented style of policing. Cooke explained that without the resources to move into community policing in a complete manner, the division has undertaken a number of initiatives designed to experiment with new approaches to policing. Several years ago, Cooke said, the department realized that the patrol section was overwhelmed with calls for service. To alleviate that burden, a Community Response Team (CRT) was established. Officers assigned to the team were directed to solve problems using community policing strategies.

Cooke explained the creation of the CRT, which has embarked on a series of partnerships to enhance its limited resources for community policing. Some of those partnerships include the following:

- *CAHOOTS (Crisis Assistance Helping Out On The Streets) Program.* CAHOOTS was created in conjunction with the CRT and uses a van provided by the city and dispatched by police radio. Trained civilian crisis counselors respond 12 hours a day, five days a week to calls from people experiencing alcohol, drug, or mental health problems.
- *Foot Patrol in the City's West University Neighborhood.* In a three-way split, the city, West University, and the West University Business Association fund a one-officer foot patrol that operates eight hours a day, five days a week.
- *University of Oregon Campus Team.* While the university maintains its own uniformed, unarmed security staff, it also contracts with the city for the services of a sergeant and five officers who staff the university on a 24-hour basis. This partnership predates CRT.
- *Safer Schools Program.* Two officers and a supervisor are jointly funded by the city and the school district. Each contributes \$64,000 under the current year's contract.
- *WPSS (Whiteaker Public Safety Station).* The WPSS, Eugene's first experiment with a "storefront" police station, opened in August 1990. The resources added to the Police Services Division through WPSS include the extensive use of volunteers from a variety of sources, including high schools and the University of Oregon. Several grant-funded programs also place workers at the storefront. Finally, the storefront serves as a placement point for community service workers from the Lane County Adult Corrections Division.
- *Project Eugene.* Sponsored by the Century Coalition, Project Eugene began in November 1991. Initiatives under Project Eugene have included strengthening law enforcement, improving public education, and broadening the base of community involvement. Specific programs that received funding include the Cops in Shops Program (which uses undercover officers posing as employees in grocery and convenience stores while others are positioned outside the establishments) and "The Car Drunk Drivers Fear Most," a specially equipped DUI enforcement vehicle provided by the Century Council.

Ruth DuBois explained that the Corporate Alliance for Drug Education (CADE) is a public- and private-sector initiative that in five years has provided more than \$1 million in funding for substance abuse prevention specialists to work in Philadelphia's inner-city elementary schools. Programs dealing with alcohol, drugs, mental illness, and criminal justice still are negatives in the corporate/private-sector funding domain, DuBois noted.

Grants from corporate and private-sector sources typically support the arts or organizations that work to combat physical diseases, advancing the visibility or public image of the donor company.

DuBois focused on a variety of successful tactics for gaining support from businesses and foundations for alcohol and other drug prevention and education programs. These tactics included the following:

- studying the composition and role of the agency's board of directors and the development of its mission statement,
- identifying the differences between corporations and foundations,
- identifying the different budgets within the corporate structure and how to tap them,
- leveraging and matching funds and using creativity and salesmanship,
- acknowledging the importance of evaluations and then using them,
- making use of benefits and in-kind services, and
- sharing the contents of the proposal.

Specific experiences and examples with the financial outcomes for CADE were used with each of the above tactics.

Enhancing the Role of Prosecution to Improve the Criminal Justice System

This panel discussed findings from recently assessed and currently funded Bureau of Justice Assistance (BJA) discretionary programs that focus on innovative prosecution strategies.

Moderator: **Charles M. Hollis**, *Chief, Prosecution Branch, Bureau of Justice Assistance*

Presenters: **Donald J. Rebovich**, *Director of Research, American Prosecutors Research Institute (VA)*

Jay M. Cohen, *Deputy District Attorney, King County District Attorney's Office (NY)*

Robert Spada, *Director, Campaign PUSH-OFF, Assistant Wayne County Prosecuting Attorney (MI)*

Donald J. Rebovich discussed a study he conducted on the quality of cases in Virginia. The study, said Rebovich, prompted local prosecutors to join together to review cases. A computerized trace-tracking system helps prosecutors keep track of cases and witnesses. Many prosecution offices are having mock trials in which prosecutors give police advice on how to testify.

Jay M. Cohen spoke about a community prosecution project that began in late 1989. Thirty percent of the new admissions to the project are drug-related. Prosecutors are now working with treatment alternatives and school-based programs. Prosecutors and other officials have adopted a fifth-grade class and spend 10 hours a month discussing curriculum with the teacher and spending time in the classroom. Emphasis is on alternatives to drugs.

Robert Spada described Campaign PUSH-OFF (Purchaser's Use of Streets and Highways—Opt for Forfeitures),

an innovative approach to combatting the drug problem in Wayne County, Michigan. The program targets the vehicles of drug purchasers when used or intended for purchasing and/or transporting illicit drugs, or facilitating the delivery of controlled substances. Upon determining probable cause, the vehicle is seized, and the driver is notified that he/she must contact the prosecutor's office to retrieve his/her vehicle. The prosecutor's office then handles all subsequent administrative and legal issues. Campaign PUSH-OFF was modeled after Michigan's Controlled Substance Forfeiture Act. Since the Campaign PUSH-OFF began in October 1990, more than 2,900 vehicles have been seized countywide. These seizures have generated more than \$640,000 in fines that have been used to fund participating agencies' drug programs. This approach to asset seizure and the use of a redemption fee have helped remove open-air drug markets and eliminate the use of public thoroughfares by drug buyers.

Firearms Trafficking and Gun Control Efforts

This panel reported on new State and local efforts, coordinated with the Federal Bureau of Alcohol, Tobacco and Firearms (ATF), to address illegal gun sales and trafficking.

Moderator: **Virginia O'Brien**, *Supervisory Special Agent, Bureau of Alcohol, Tobacco and Firearms (MD)*

Presenters: **H. M. (Marty) Chapman**, *Trooper, Firearms Investigative Unit, Virginia State Police*

Jeanette Dice, *Sergeant, License Division, New York City Police Department*

Cuyler L. Windham, *Senior Assistant Director, North Carolina State Bureau of Investigation*

Moderator Virginia O'Brien said that the key to success is working with State and local law enforcement agencies. The panel presented three model programs on firearms and violent offenders.

Marty Chapman said that the State of Virginia has been popular for New Yorkers who want to buy guns. Chapman noted that Virginia has good laws but that they are not well enforced. In 1989, a law was passed requiring the purchaser of a gun to complete a form stating that he/she is not a convicted felon. The dealer then must call a toll-free number to check the buyer's criminal history. According to Chapman, the law has prevented felons from buying guns at the retail level, with the State having denied 5,000 of 400,000 attempted purchases. The law also requires gun purchasers to present two forms of identification before the sale is allowed. Virginia driver's licenses, Chapman noted, have a magnetic strip of data that makes it difficult to obtain a fake license.

Firearms discovered in the District of Columbia and New York State, where gun laws are stricter than they are in Virginia, often come from Virginia. In 1992, two troopers and three State officers were assigned to an ATF office. In February 1993, six additional agents were assigned. Now a State officer is assigned to each of the 17 ATF offices in Virginia, a move that facilitates the exchange of intelligence among bureaus. The State Police Firearms Transaction Center allows officers to track purchases and target individuals who are buying large quantities of weapons as third-party purchases. Some cases, said Chapman, are so blatant that the actual purchasers give the money to the surrogate in the store.

When a gun is recovered or traced through the ATF, it is possible to know whether it was purchased in a public housing area. When the gun is used in a crime, the ATF has a case. Another approach is to work the gun shows in Richmond, Virginia, buying guns that go to the District of Columbia or New York.

Chapman also discussed some trends in this area. In July 1993, a law was passed limiting handgun purchases to one per month and requiring the entry of each buyer's name into a database. To circumvent the law, which has stopped third-party purchases, networks of eight to ten people are formed. Each person buys one gun and

then gives his/her purchase to another person, who then sells the weapon up north. This strategy, said Chapman, has made it more difficult to develop a case.

Jeanette Dice reviewed Federal firearms licensing in New York City and New York State. On June 1, 1993, the Bureau of Justice Assistance provided funding for a three-phase, joint program involving the New York City Police Department and the ATF. The Federal Firearms Licensee Compliance Program takes a proactive approach in which all new applicants for a Federal firearms license who reside in New York City are interviewed by a compliance inspector and a New York City police officer. The officer advises the applicant about the licensing laws of New York State and New York City and supplies information about the application process for a New York City gun dealer's license. This visit is designed to discourage applicants from pursuing a Federal firearms license until they have complied with local law.

Phase II of the joint program addresses licensees who are not in the business of dealing in firearms and do not have the proper local license. The existence of these licenses creates a situation that is tempting to abuse and facilitates the proliferation of illegal firearms.

Phase III will enable police officers to contact all current holders of class 3 Federal firearms licenses, which are designed for specific guns. Local and State regulations require local possession licenses for all firearms. Officers are to inform the Federal firearms licensee of local and State requirements for these licenses and to inspect all current Federal firearms licensees with local licensing to insure compliance with regulations.

Cuyler Windham spoke about the rapid rise in violent crime in North Carolina during the late 1980s. Because of the increase, said Windham, a cooperative effort began in October 1991 to create Violent Career Criminal Task Forces. Representatives from the North Carolina Sheriff's Association, the Chiefs of Police Association, the ATF, the State District Attorney's Association, U.S. Attorneys' Offices, the North Carolina State Bureau of Investigation, the North Carolina Crime Control Division, and the North Carolina Attorney General's Office met to determine how all departments could best attack the violent-crime problem. It was decided that the North Carolina State Bureau of Investigation would apply for three grants through the North Carolina Department of Crime Control and form a Violent Career Criminal Task Force in each of the State's three Federal judicial districts. Three more task forces have since been added, for a total of six Violent Career Criminal Task Forces statewide. Personnel from the State Bureau of Investigation, the ATF, and the local police and/or sheriff's departments are part of each task force. The FBI participates in two of the task forces. A grant from the North Carolina Crime Control Division gave the State Bureau of Investigation seven agents and one analyst. One agent is assigned to the Bureau's Financial Crimes Section to assist with white collar crime investigations pertaining to violent crimes. The other six agents form part of the task force. The analyst is assigned to the Criminal Intelligence Section and assists with violent crime investigations across the State.

Windham also explained how the Violent Career Criminal Task Forces are targeting street gangs, home invasion investigations, kidnappings, and State or Federal statutes that can be used to get violent offenders off the street. Cooperation between local, State and Federal investigative agencies and State and Federal prosecutors is what makes the Violent Career Criminal Task Forces work in North Carolina, Windham noted.

Workshops

Evaluating the Impact of Crime Prevention Activities

This workshop discussed the results of a major national evaluation of the social impact of the National Citizens' Crime Prevention Campaign; the campaign's innovative approach and methods; the application of recommendations for the campaign; and programs using public service announcements.

Instructors: **Garrett J. O'Keefe**, *Professor, University of Wisconsin-Madison*

Paul J. Lavrakas, *Director, Northwestern University Survey Laboratory (IL)*

Dennis P. Rosenbaum, *Director, Center for Research in Law and Justice, University of Illinois at Chicago*

Mac Gray, *Executive Deputy Director, National Crime Prevention Council (DC)*

The focus of the workshop was communication and informational campaigns aimed at promoting crime prevention. One such program discussed was the National Crime Prevention Council's (NCPC) National Crime Prevention Media Campaign (NCPMC), known also as the McGruff Program.

Garret O'Keefe explained how the media are used to promote a more active citizen involvement in reducing crime and drug abuse. This use of the media has emerged as a major component of criminal justice policy. O'Keefe provided the results and recommendations from a recently completed study of the impact and cost effectiveness of the NCPMC's efforts to produce and disseminate public service announcements (PSAs) focusing on "McGruff," an animated crime-fighting dog, and using the "Take a Bite Out of Crime" theme to get its message across to the public. A primary goal of the NCPMC assessment was to make useful, objective, and empirically-based recommendations regarding the future implementation of such campaigns for crime and drug abuse prevention.

The evaluation methodology included national probability surveys of citizens, prevention practitioners, and media managers; content analyses of campaign materials; and cost-effectiveness analyses. The findings suggest that a substantial majority of the public, the media, and law enforcement communities has accepted the campaign and McGruff as positive and effective symbols of crime and drug abuse prevention. The campaign appears to have gained popularity and impact over its 12-year history. Considerable variance in audience reach and response was found, largely in keeping with the campaign's target goals. The campaign also appears to have minimized costs while maximizing coverage and impact. Data from the citizen probability surveys indicate a decrease in fear of crime among the population since a similar study was conducted in 1981, as well as increases in many forms of preventive behavior, though these outcomes cannot be attributed directly to the campaign per se. Recommendations for future implementation include continuing the campaign's central themes, while being innovative in responding to changing crime and drug abuse situations and in seeking new audiences. More collaboration with related campaign efforts could be explored, as well as experimentation with newer information technologies. The campaign, O'Keefe noted, also may benefit in the long run by setting more specific objectives and establishing more measurable criteria for meeting them. The final report is available from the Bureau of Justice Assistance (BJA).

Paul Lavrakas designed, implemented, and reviewed the NCPMC evaluations. The design was a probability sample of 100 jurisdictions out of a possible 14,000. At each site, a prevention practitioner from the criminal justice field, one to three media gatekeepers, and approximately 15 citizens were interviewed.

The total sample contained more than 100 prevention practitioners with a 100% response rate, 163 media gatekeepers, and 1,500 adults 18 years or older. Community-level data on populations, media characteristics, and

crime rates was also collected.

Lavrakas described the findings from the interviews with the media gatekeepers. They were asked questions about how their organization used or ran PSAs. The researchers found that 95% of the media gatekeepers were aware of the PSAs and that 50% had run one within the year (3 out of 5). The media gatekeepers rated the PSAs high on quality and relevance and regarded them as effective and influential in the community. Approximately 70% of this group had used McGruff at some point in the past. About one-third have been using McGruff for 10 or more years. Local agency cooperation varied greatly, with almost 40% of the media gatekeepers working with local law enforcement agencies to use McGruff. The PSAs were rated as complementing other PSAs, such as ones from the Partnership for a Drug-Free America and Crimestoppers. Compared with other PSAs, the media gatekeepers rated the McGruff PSAs above average. Media gatekeepers who did not use the McGruff PSAs said they failed to do so for one of two reasons: the inappropriateness of the content for their station's format or the irregularity with which the advertisements were distributed.

Dennis Rosenbaum began his portion of the presentation by describing the response of local practitioners and agencies to the survey results. Approximately 98% were familiar with the NCPC, and 76% used the council's materials and believe they are of high value. Eighty-eight percent of the practitioners were aware of the PSAs, and 77% called them valuable. Approximately 71% of the practitioners surveyed said the PSAs were helpful to local efforts. The PSAs were described as effective for children by 85% of the practitioners and for adults by 60% of the practitioners. The agencies most receptive to this campaign were in larger communities with more crime problems. These agencies were more supportive of citizen prevention overall.

Rosenbaum also spoke about the costs and effectiveness of the NCPC. Federal funding to NCPC in fiscal year 1991 was \$2.7 million. The share allocated for PSAs was \$600,000. Estimated donated advertising space for 1991 was \$60.3 million. Approximately 27 million adults report that they learned something new from the PSAs. This places the cost per person at \$.022. Approximately 20 million adults report that they changed their behavior as a result of the advertisements. This translates into a per-person cost of \$.029.

Mac Gray described the McGruff Program. He showed PSAs produced for television, played similar announcements prepared for radio broadcast, and presented print advertisements. Gray also spoke about the usefulness of evaluating the program.

According to Gray, approximately \$400,000 is raised each year from the public and private sectors to help pay the advertising production costs. Surveys were given to target audiences, criminal justice practitioners, and media gatekeepers to gauge the effectiveness of NCPC's marketing efforts. The advertising addresses individuals who take care of children and is expected to motivate them to call a toll-free number for more information.

When asked if the PSAs could be customized locally, Gray indicated that it is possible and that it had been done in Utah. He also mentioned that the PSAs were now being produced in Spanish as well as in English.

Gray noted that the NCPC does not object to the researchers' recommendations (presented at this workshop by O'Keefe, Lavrakas, and Rosenbaum); however, he added that because of a lack of funding, it is uncertain whether the council can act on all of the recommendations. The researchers' findings will be included in the strategic planning process for fiscal year 1995.

Assessing Program Effectiveness and Developing Annual Reports

This workshop presented a number of Bureau of Justice Assistance (BJA) and National Institute of Justice (NIJ) initiatives focused on enhancing State and local capacities for planning, assessment, evaluation, and reporting.

- Instructors:
- Robert A. Kirchner**, *Chief, Program Evaluation, Bureau of Justice Assistance*
 - Jerry M. Hatfield**, *President, Systems Development Associates (RI)*
 - Roger Przybylski**, *Coordinator of Research, Research and Development Division, Chicago Police Department*
 - Shellie Solomon**, *Budget Officer, National Institute of Justice*
 - Kim English**, *Director, Statistical Analysis Center, Colorado Division of Criminal Justice*

Jerry M. Hatfield discussed a program he created called Quantified Program Assessment (QPA), which is a method for quantifying the activities and results of criminal justice system programs. Most hard statistical data comes from programs whose results are easily quantifiable. QPA provides a more complete and quantified analysis of all critical program activities, not just those which are easily quantifiable.

Broadly descriptive goal statements that apply to each type of program included in all of the BJA's 21 authorized program areas are developed. For each goal, primary performance indicators (PFIs) are written to describe measurable outcomes. Then for each PFI, five levels, or gradations of achievement, are described. Critical to this method is the precision with which PFIs are written. While these PFIs need to be clear and apply to a given program, they also should be relatively universal to allow for program comparison.

Hatfield described the many benefits of QPA. The method allows a new level of precision in measuring the attainment of goals. After the initial design work is completed and validated, QPA may be applied with relative ease and become a low-maintenance process. QPA also may be integrated with the existing BJA Progress Reporting System. The assignment of PFI values is a relatively subjective one, but one that provides for quantifiable results. It also provides the opportunity for multiple assessments across different interest groups. The objective nature of the system enhances a States' opportunities to defend and market its programs and become a stronger advocate for improvements to the criminal justice system. Externally produced statistical calculations and analyses are available, thus enhancing the objectivity and value of the evaluation. The system is easy to apply across all programmatic lines and may be fully integrated into a computer-entry method. Areas of strength and deficiency are quickly and easily identified, and program adjustments can be targeted immediately. The system applies to both process and outcome evaluations.

Innovative State Monitoring Practices and Methods

This workshop presented a variety of monitoring tools and systems that have proved successful at the State and local levels. The practices and methods explained during the workshop reinforced continued efforts to identify the "best practices" in monitoring and assessing programs funded under the Formula Grant Program.

- Moderator:
- Marilyn Milbrath**, *Program Planner, Iowa Governor's Alliance on Substance Abuse*
- Presenters:
- Diane Griffin**, *Supervisor, Federal and State Grants, Illinois Criminal Justice Information Authority*

Roy Dennis Pritchett, *Planning Manager, Criminal Justice Section, Florida Department of Community Affairs*

Roberta K. Silva, *Senior Research Analyst, Idaho Department of Law Enforcement*

Roy Dennis Pritchett explained that Florida's Grant Processing, Monitoring and Management Information System (GPMMS) is designed to be a flexible, interactive tool for processing and tracking financial and programmatic transactions that occur during the life cycle of a grant. Because of its flexibility, the system can be modified for use by other grant programs.

By automating the primary tasks involved in the management of a subgrant, the system allows for consistency in staff implementation of grants-management policies and procedures; a reduction in the time required for processing the various grants-management transactions; the virtual elimination of mathematical miscalculations; a reduction in (or elimination of) time required to develop management information reports; and the routine monitoring of a project's fiscal and performance status.

Florida distributes its available local share of DCSI Federal funds on a formula basis to each of the State's 67 counties. The GPMMS, as it currently exists, has seven modules (e.g., Systems, Grants, Transaction, Monitoring, Project Performance), each of which is designed to accomplish one or more specific grants processing or monitoring functions or, in the case of the Systems Module, to provide for the maintenance of data common to all subgrants.

The Grants Module provides an interactive mechanism for the review and approval of an application for DCSI grant funds. It also tracks an application through the approval process so that its status can be determined at any point along the way. The Transaction Module allows for several routine transactions—such as cash advances, claims, adjustments, and refunds—to occur during the life cycle of a grant. The Monitoring Module integrates many of the various functions of the overall system for the purpose of quickly accessing current financial and programmatic information about a grant, as well as facilitating the tracking and ensuring the resolution of problems discovered during an on-site monitoring visit. The Monitoring Module also is used to document the findings of an on-site monitoring visit and to create the monitoring report itself.

The Project Performance Module is a separate system. PPDS provides an automated method for the collection and manipulation of project performance data submitted by subgrantees on a quarterly basis. The performance data collected are based on the old Federal quarterly report data sets provided by the Bureau of Justice Assistance or, in their absence, on data sets developed by the department.

Roberta K. Silva focused on the 24 rural area DARE Programs throughout the State of Idaho. The DARE Program focuses on teaching students decision-making skills, showing them how to resist peer pressure to experiment with drugs and alcohol, and providing positive alternatives to drug use. Idaho started its first DARE Program in 1990 with three Federal grant-funded projects. Over the last three years, 21 additional programs have been initiated. The objectives of the evaluation are to analyze the program implementation process, assess student learning, and identify secondary indicators of program success affecting students, schools, law enforcement agencies, and communities.

Silva's presentation also addressed the data sources and methodologies used to assess the impact of the DARE Programs. Five survey instruments were used to elicit program appraisals from school administrators, teachers, students, parents, and the DARE instructors. The DREAMS software package developed by Cook Database Design is being used to compile program and survey data.

Planning Innovative State and Local Programs, Workshops, and Publications

This working group session sought recommendations for guidelines to document innovative State and local programs and plans for specific workshops to be held during the coming year. The discussion also focused on linking this program with Bureau of Justice Assistance and State efforts to improve the States' annual reporting on statewide formula grant programs.

Facilitators: **Robert A. Kirchner**, *Chief, Program Evaluation, Bureau of Justice Assistance*

Mary F. Santonastasso, *Chief, West Branch, State and Local Assistance Division, Bureau of Justice Assistance*

Kellie J. Dressler, *Project Manager, State Reporting and Evaluation Program, Justice Research and Statistics Association (DC)*

Kenneth D. Robinson, *President, Correctional Counseling, Inc. (TN)*

Elliott H. Rock, *Instructor, Long Beach City College (CA)*

The States, said Robert A. Kirchner, need timely information about effective programs, and they need to write reports that are appropriate for specific audiences. Only necessary data should be collected, and it should be reported.

Themes for future workshops, which Kirchner and the other working group participants discussed, included early prevention programs and youth violence. The participants decided that a task force on data-summary indicators was needed because every State has a different system. With regard to program development, the participants agreed that situational analysis and critical elements need to be addressed. Concern was expressed about how to take credit for programs or show their impact. Participants also said they would like to receive program descriptions that indicate the level of effort required for their implementation.

State representatives participating in the session told the group's facilitators which topics they were interested in seeing researched in the coming year. These topics included: treatment and prevention, juveniles, coordinated case management of offenders, standard measures and definitions, community intervention programs (as opposed to a therapeutic community), and collaborative workshops with experts from the fields of treatment and prevention. One other participant was interested in studies on Federal task forces, multijurisdictional task forces without Federal members, and mid-range task forces with some Federal involvement.

At the end of the session, Elliott H. Rock recommended several books for the participants to read, including *The Communitarian Ethic*, by Etzioni; *The Rediscovery of Civility*, by M. Scott Peck; *The Moral Sense*, by James Q. Wilson; and *Team Works*, by Barbara Share.

Successful Collaboration Initiatives: Substance Abuse Treatment and the Courts

The topic of this workshop was collaboration among three Federal agencies—the Center for Substance Abuse Treatment (CSAT), the Centers for Disease Control and Prevention (CDC), and the State Justice Institute (SJI)—to create a demonstration project in Little Rock, Arkansas, based on a combination of the best practices for court case management.

Instructors: **Steven Belenko**, *Senior Research Fellow, New York Criminal Justice Agency, Inc.*
Roberta Messalle, *Senior Advisor, Criminal Justice Linkages, Division of State Programs, Center for Substance Abuse Treatment*
Alan Schuman, *Consultant/President, American Probation and Parole Association*

Steven Belenko discussed the trend toward development of specialized drug courts for felony offenders. These courts have arisen over the last few years in response to burgeoning felony-drug caseloads in local and State courts and the realization that traditional methods of processing and sanctioning drug offenders are ineffective in controlling drug-related crime and drug abuse.

The different types of drug courts were described, and the goals of each summarized. The salient characteristics of successful drug-court interventions also were described. These include strong judicial leadership, consensus building, careful planning and implementation, realistic objectives, and the need to integrate the drug treatment and adjudication processes. Other aspects of effective drug courts include early treatment intervention, the selection of a well-managed, comprehensive, and flexible treatment program, and clear and consistent rewards and sanctions for program compliance.

Drug treatment courts are based on the premise that a drug addiction public-health model is accepted. Relapses are to be expected, and successful recovery from drug addiction may be a lengthy process. Finally, good data management and client monitoring were stressed as a means of maintaining program compliance, evaluating the effectiveness of drug courts, and modifying court operations as needed. Potential problems with special drug courts also were discussed.

Developing Model State Drug Statutes

This workshop presented the comprehensive, model drug legislation funded by the Bureau of Justice Assistance (BJA) and developed by the American Prosecutors Research Institute (APRI). Participants learned about the legislative areas covered in the model State drug statutes and how States can apply the legislation to insure increased penalties and sanctions for drug use and trafficking.

Instructors: **Sherry L. Green**, *Executive Director, National Alliance for Model State Drug Laws (DC)*
Gary Tennis, *Chief of Legislation, Philadelphia District Attorney's Office*

This session focused primarily on legislation intended to reduce significantly (with the goal to eliminate) alcohol and other drug abuse in the United States through the effective use and coordination of prevention, education, treatment, enforcement, and corrections efforts. Sherry L. Green commented on a bipartisan, presidentially-appointed commission to develop model State legislation (e.g., the Anti-Drug Abuse Amendments of 1988) prompted by a growing concern that State governments were addressing the drug problem haphazardly.

The commissioners—12 Democrats and 11 Republicans—included police chiefs, State legislators, treatment and prevention specialists, an urban mayor, a judge, State Attorneys General, district attorneys, and other experts.

In developing model legislation that addresses the spectrum of drug issues at the State and local level, the 23-member Commission held a series of public hearings that focused on the following: economic remedies; community mobilization; coordinated State drug-planning mechanisms; crime-code enforcement; alcohol and other

drug treatment efforts; and drug-free families, schools, and workplaces. The Commission ended its six-month term on May 16, 1993, and submitted a final report on the recommended legislation six months later. The report was sent to the governors and legislators of all 50 States and was disseminated widely through professional conferences and organizations in the prevention, education, treatment, law enforcement, and corrections fields.

Gary Tennis explained in detail a number of acts written as a result of the Commission's hearings. For example, comprehensive, model drug legislation has been developed by the APRI in conjunction with the National Association of Attorneys General and the U.S. Department of Justice and funded by the BJA. This model drug legislation is called *Drug State Laws for the '90s*.

The model is intended to be used either as a collection of individual acts or as a comprehensive body of laws to be adopted and implemented by the States. Legislative areas covered in the document include the following: asset seizures and forfeitures; searches and seizures; limitations on precursor chemical and laboratory equipment sales; denial of Federal benefits; user accountability (including use of intermediate sanctions); penalties for operating in drug-free school zones and/or using juveniles to conduct business; drug testing; strengthening of nuisance abatement laws; and use of multi-county grand juries.

According to Tennis, one of the most important and far-reaching models is the comprehensive Model Asset Seizure and Forfeiture Act (MASFA), which allows investigators and prosecutors to attack the economic power of criminal groups or target the financial base of the drug industry rather than the individual trafficker. Through MASFA, the economic strength of the drug enterprise—money and other property—is seized and redirected for positive social goals.

Drug State Laws for the '90s is designed to give the State criminal justice systems the tools to accomplish the following: target those persons trafficking large quantities of the most dangerous controlled substances; target drug kingpins, money launderers, and drug monies; require the forfeiture of property used in or acquired through drug dealing; target drug traffickers who exploit juveniles or who deal drugs near schools or playgrounds; hold drug users accountable; and curb the flow of designer drugs or controlled-substance analogs.

Each proposed model statute is followed by an analysis to facilitate the understanding of its provisions. The document contains drug-related legal terminologies and definitions. Also included are selected State driver's and professional license suspension acts and State precursor control acts.

It is anticipated, said Tennis, that State and local policymakers will choose to include one or more of the uniform, or model, statutes outlined in the document as part of their legislative drug strategy. Passage of such legislation, patterned after Federal law, will help ensure increased penalties and sanctions for drug use and trafficking.

Developing Programs and Relationships with the National Guard

This workshop focused on State and local experiences in coordinating with or obtaining assistance from the National Guard. Emphasis was on the Guard's demand-reduction activities.

Instructors: **Daniel Donohue**, *Chief, Public Affairs, National Guard Bureau*

Daniel Grayson, *Chief, Operations Branch, National Guard Bureau*

Roy A. Holt, *Director, Statistical Analysis Center, Arizona Criminal Justice Commission*

Gregory Leyko, *Deputy Director, Maryland Governor's Drug and Alcohol Abuse Commission*

Gary Smith, *State Counter-Drug Coordinator, Arizona National Guard*

Neil Woodcock, *National Guard Liaison, Bureau of Justice Assistance*

The presenters spoke about the various programs sponsored by the National Guard that are available within the States. These include special youth programs and camps, some of which are located on closed bases.

Roy Holt discussed the positive effect the National Guard has had on Arizona, a state with limited resources. For example, the National Guard has assisted law enforcement agencies with tasks such as drug removals.

Gary Smith spoke about the Arizona National Guard Joint Counter Narcotics Task Force (JCNTF) and the support the Guard gives to drug-law enforcement agencies in Arizona. The partnership Smith described is one between the National Guard and State, local, and Federal drug-law enforcement agencies.

Law enforcement agencies, said Smith, are overwhelmed by the volume and scope of illegal drugs in society. The National Guard has military resources that can enhance law enforcement agencies' efforts and make them more effective in dealing with the drug and gang problems in communities throughout the country. The primary goal of the JCNTF is twofold: to use appropriate military forces through drug-law enforcement agencies to increase the effectiveness of police forces and to provide programs through which communities and families can reduce the demand for illegal drugs and gang activity.

In Arizona during fiscal year 1993, more than \$1 billion in drugs, weapons, currency, and property was seized by drug-law enforcement agencies assisted by National Guard personnel. School children throughout Arizona have acquired drug and gang-resistance skills through Arizona National Guard efforts, Smith said, adding that communities throughout the State have been able to reclaim parks and recreational facilities overtaken by gangs. Smith expressed the Guard's pledge to continue providing maximum support to law enforcement agencies and communities to combat drugs.

Interstate Compacts and Other Developing Efforts to Address Firearms Trafficking

In this workshop, participants discussed possible future activities and funding sources for programs that address illegal firearms trafficking—including joint formula-grant and/or discretionary-funded programs in cooperation with the Bureau of Alcohol, Tobacco and Firearms (ATF).

Facilitators: **Linda James McKay**, *Chief, East Branch, State and Local Assistance Division, Bureau of Justice Assistance*

Andrew Mitchell, *Chief, South Branch, State and Local Assistance Division, Bureau of Justice Assistance*

Margaret Moore, *Special Agent in Charge, Bureau of Alcohol, Tobacco and Firearms (MD)*

John Veen, *Program Manager, Discretionary Grant Programs, Bureau of Justice Assistance*

Steven P. Yonkers, *Program Specialist, Bureau of Justice Assistance*

Virginia has a program that the ATF would like to replicate. The States of Delaware, Virginia, New Jersey, and

Maryland have formed an interstate compact. The ATF can assist with multiple sales, merchandise and the dissemination of information. Suggestions were made for a cluster meeting of the New England states to discuss a new project.

Improving Criminal Justice Records

This workshop described the different types of technologies the States are using to upgrade their criminal history repositories and criminal justice records systems with resources provided by the Bureau of Justice Statistics' (BJS) Criminal History Records Improvement Discretionary Grant Program and the 5% set-aside mandate in the Bureau of Justice Assistance's (BJA) Formula Grant Program.

Facilitators: **Paul White**, *Statistician, Bureau of Justice Statistics*

Thomas F. Rich, *Senior Analyst, Queues Enforth Development, Inc. (MA)*

Paul White said the purpose of the workshop was to give the participants some sense of recent Federal government initiatives to improve the accuracy, quality, and timeliness of criminal history records.

In 1968, the Law Enforcement Assistance Administration (LEAA) funded Project SEARCH, a research project to determine whether criminal history records could be transmitted across the country electronically. The demonstration of that concept was successful. In 1972, LEAA, through the National Criminal Justice Information and Statistics Service, began to assist States financially with computerization of their manual systems for compiling criminal histories. Over a period of approximately eight years, more than \$60 million was awarded for this purpose.

The Federal government, primarily through the BJA, is making funds available to State and local governmental units to improve their criminal history record information.

Linda Ruder of the BJS gave an overview of the BJA/BJS Discretionary Grant Program for Improving Criminal Histories.

Paul White spoke briefly about the BJA's 5% set-aside mandate for criminal history record information enhancements. The Crime Control Act of 1990 amended part E of the Omnibus Crime Control and Safe Streets Act to require that States set aside 5% of their total formula grant funds for the purpose of improving criminal history record information. This program began with the 1992 Federal fiscal year.

The 5% set-aside mandate is broad in scope and includes central-repository improvements and the processes for improvement at the local level. It also allows for wide latitude in buying computer hardware. The 5% set-aside came to roughly \$21 million per year beginning in fiscal year 1992.

To receive the 5% set-aside funds, States must do the following:

- *Establish a criminal justice records improvement task force.* This task force should be representative of all key players in the State's criminal justice system. It is responsible for producing the criminal justice records improvement plan.
- *Conduct a comprehensive data-quality audit, or assessment, to serve as the basis for making improvements to their criminal history records.* This assessment should examine how criminal record information is transmitted to the central repository; the completeness, accuracy and timeliness of the information; and what happens to

the information when it reaches the central repository.

- *Determine why records are incomplete or inaccurate and how the State plans to rectify these problems.* The plan need not be submitted to the BJA by any specific date; however, unless a State does so, it cannot use the set-aside funds except in certain situations. Examples of this exception include the use of some of the funds to develop the plan or to conduct the audit/assessment. Having met certain standards, the BJA Director can grant a waiver to the State so it can use the funds for other purposes.

Tom Rich used his presentation to describe the evaluation of the BJA/BJS Criminal History Records Improvement Program. Rich began with a historical perspective on the topic. The BJS report on identifying felons, written in 1989, stated that criminal records are incomplete and inaccurate. Queues Enforth Development, Inc. (QED) issued a report in 1990 which noted that a minimum of data was available on drug abusers and illegal aliens.

The Federal government's response to the inadequate record keeping began with an FBI initiative to reduce backlogs and automate their manual records. The BJS followed these actions with its Criminal History Record Improvement (CHRI) Program, a discretionary grant program for which \$27 million was allocated over a three-year period (fiscal year 1990-fiscal year 1992). QED was awarded a grant to assess the impact of the CHRI Program.

The CHRI Program has three main objectives: (1) to enhance the ability to identify convicted felons, (2) to ensure that the States meet FBI/BJS voluntary reporting standards, and (3) to improve the quality of the States' criminal history records.

All 50 States are participating in the program and together have received 81 awards totalling \$27.6 million. The amount awarded to each State ranges from \$112,842 to \$921,669. Most of the States will be completing their projects within the next six months. Among the 81 projects are several CHRI strategies and subtasks which the States are expected to implement.

The 12 strategies, with the number of States that have implemented them in parentheses, are as follows: automate central repository (46), automate disposition reporting (31), assess current system (19), identify felons (19), improve national system (15), develop plan (12), automate arrest reporting (9), automate correctional reporting (9), conduct training (9), implement policies/procedures (8), improve records accessibility (3), and enact legislation (1).

Some of the States have taken innovative approaches to the CHRI Program. A few States have "two-way, on-line" interfaces between the courts and the Computerized Criminal History System (CCHS). These system interfaces are able to pass SID numbers to the courts and dispositions to the CCHS. Maryland has an arrest booking system that interfaces live-scan devices and the State's AFIS systems. The goal is to identify 90% of offenders within 30 minutes. Missouri has a countywide automation project in which the sheriff's office, prosecutors, courts, and central repository are on a networked electronic-mail system that allows records to flow between agency systems.

Rich made some summary observations on the CHRI Program. Most States, he said, are focusing on solving systemic reporting problems. This work is being continued with the 5% set-aside funding. Most of the impact on the data quality has yet to be realized. The CHRI Program has improved interagency cooperation and heightened awareness of the importance of criminal history records.

Appendix A
Conference Participants

ALABAMA

Tom Goree

Anti-Drug Program Manager
Law Enforcement Planning
Alabama Department of Economic
and Community Affairs
401 Adams Avenue
Post Office Box 5690
Montgomery, AL 36103-5690
Phone: (205) 242-5831
Fax: (205) 242-5515

Doug Miller

Chief
Law Enforcement Planning
Alabama Department of Economic
and Community Affairs
401 Adams Avenue, P.O.B. 5690
Montgomery, AL 36103-5690
Phone: (205) 242-5891
Fax: (205) 242-5515

ALASKA

Catherine E. Katsel

Grants Manager
State of Alaska
Department of Public Safety
5700 East Tudor Road
Anchorage, AK 99507
Phone: (907) 269-5082
Fax: (907) 337-2059

AMERICAN SAMOA

J. Craig Keener

Drug Control Program Coordinator
American Samoa Department
of Legal Affairs
Post Office Box 7
Pago Pago, AS 96799
Phone: (684) 633-4163
Fax: (684) 633-1838

Aitofele Sunia

Treasurer
American Samoa Department
of the Treasury
Post Office Box 7
Pago Pago, AS 96799
Phone: (684) 633-4155
Fax: (684) 633-4155

Malaetasi M. Togafau

Attorney General
American Samoa Department
of Legal Affairs
Post Office Box 7
Pago Pago, AS 96799
Phone: (684) 633-4163
Fax: (684) 633-1838

ARIZONA

Charlotte Dye

Controller
Arizona Criminal Justice Commission
1501 West Washington, Suite 207
Phoenix, AZ 85007
Phone: (602) 542-1928
Fax: (602) 542-4852

Joseph R. Farmer

Drug Program Coordinator
Arizona Criminal Justice Commission
1501 West Washington Street, Suite 207
Phoenix, AZ 85007
Phone: (602) 542-1928
Fax: (602) 542-4852

ARKANSAS

Gordon E. Burton

Manager, Drug Law Enforcement Programs
Office of Intergovernmental Services
Arkansas Department of Finance
and Administration
1515 West 7th Street, Room 417
Post Office Box 3278
Little Rock, AR 72203
Phone: (501) 682-1074
Fax: (501) 682-5206

CALIFORNIA

Judy O'Neal

Chief
Anti-Drug Abuse Branch
Governor's Office of Criminal
Justice Planning
1130 K Street, Suite 300
Sacramento, CA 95814
Phone: (916) 323-5350
Fax: (916) 327-8711

COLORADO

John C. Inmann

Program Administrator
Division of Criminal Justice
Colorado Department of Public Safety
700 Kipling Street, Suite 1000
Denver, CO 80215
Phone: (303) 239-4470
Fax: (303) 239-4491

Eileen Kinney

Criminal Justice Specialist
Division of Criminal Justice
Colorado Department of Public Safety
700 Kipling Street, Suite 3000
Denver, CO 80215
Phone: (303) 239-4665
Fax: (303) 239-4491

Randy Meyers

Project Coordinator
Community Research Associates
2919 Valmont Road, Suite 206
Boulder, CO 80301
Phone: (303) 443-9770
Fax: (303) 443-9798

Suzanne Pullen

Senior Research Analyst
Division of Criminal Justice
Colorado Department of Public Safety
700 Kipling Street, Suite 1000
Denver, CO 80215
Phone: (303) 239-4492
Fax: (303) 239-4491

CONNECTICUT

Louis Cuervo

Assistant Director
Office of Policy and Management
Justice Planning Unit
80 Washington Street
Hartford, CT 06106
Phone: (203) 566-1112
Fax: (203) 566-1589

Elizabeth Graham

Lead Planning Analyst
Office of Policy and Management
Justice Planning Unit
80 Washington Street
Hartford, CT 06106
Phone: (203) 566-3502
Fax: (203) 566-1589

Thomas A. Siconolfi

Director
Office of Policy and Management
Justice Planning Unit
80 Washington Street
Hartford, CT 06106
Phone: (203) 566-3020
Fax: (203) 566-1589

DELAWARE

Ingrid French, Esq.

Weed & Seed Project Coordinator
Delaware Criminal Justice Council
820 North French Street, Fourth Floor
Wilmington, DE 19801
Phone: (302) 577-3430
Fax: (302) 577-3440

Richard J. Harris

Research Specialist
Delaware Statistical Analysis Center
60 The Plaza
Dover, DE 19901
Phone: (302) 577-2642
Fax: (302) 739-4630

Mary Ann Hughes

Research Analyst
Delaware Statistical Analysis Center
60 The Plaza
Dover, DE 19901
Phone: (302) 739-2610
Fax: (302) 739-4630

Bruce Jenkins

Management Analyst
Delaware Criminal Justice Council
820 North French Street, Fourth Floor
Wilmington, DE 19801
Phone: (302) 577-3436
Fax: (302) 577-3440

Karen Nold

Research Analyst
Delaware Statistical Analysis Center
60 The Plaza
Dover, DE 19901
Phone: (302) 739-4626
Fax: (302) 739-4630

John P. O'Connell, Jr.

Director
Delaware Statistical Analysis Center
60 The Plaza
Dover, DE 19901
Phone: (302) 739-4626
Fax: (302) 739-4630

Tricia Peraino

Senior Criminal Justice Planner
Delaware Criminal Justice Council
820 North French Street, Fourth Floor
Wilmington, DE 19801
Phone: (302) 577-3466
Fax: (302) 577-3440

Thomas J. Quinn

Executive Director
Delaware Criminal Justice Council
820 North French Street, Fourth Floor
Wilmington, DE 19801
Phone: (302) 577-3430
Fax: (302) 577-3440

Emily A. Reed, Ph.D.

Management Analyst
Delaware Criminal Justice Council
820 North French Street, Fourth Floor
Wilmington, DE 19801
Phone: (302) 577-3737
Fax: (302) 577-3440

DISTRICT OF COLUMBIA

Eric Campbell

Logistical Coordinator
Office of Emergency Preparedness
2000 14th Street, N.W., Eighth Floor
Washington, DC 20009
Phone: (202) 727-3158
Fax: (202) 727-2290

Dorothy Cheek

Staff Assistant
National League of Cities
1301 Pennsylvania Avenue, N.W.
Suite 600
Washington, DC 20004
Phone: (202) 626-3032
Fax: (202) 626-3043

Caroline S. Cooper

Senior Staff Attorney
American University
3615 Wisconsin Avenue
Washington, DC 20016
Phone: (202) 362-4183
Fax: (202) 362-4867

Lillian T. de la Cruz, Esq.

Associate Director
Federal Proposals
Puerto Rico Federal Affairs Administration
1100 17th Street, N.W., Suite 800
Washington, DC 20036
Phone: (202) 778-0750
Fax: (202) 778-0721

Tonia Dansby

Grants/Research Analyst
Office of Grants Management
and Development
717 14th Street, N.W., Suite 500
Washington, DC 20005
Phone: (202) 727-6554
Fax: (202) 727-1617

Clyde G. Fairfax

Chief
Special Programs and Services
Office of Emergency Preparedness
2000 14th Street, N.W., Eighth Floor
Washington, DC 20009
Phone: (202) 727-3151
Fax: (202) 673-2290

Gwen A. Holden
Executive Vice President
National Criminal Justice Association
444 North Capitol Street, N.W.
Suite 618
Washington, DC 20001
Phone: (202) 347-4900
Fax: (202) 508-3859

Jannie John
Program Director
D.C. Weed & Seed Initiative
Office of Grants Management
and Development
717 14th Street, N.W., Suite 500
Washington, DC 20005
Phone: (202) 727-6537
Fax: (202) 727-1617

Robert A. Kapler
Senior Staff Associate
National Criminal Justice Association
444 North Capitol Street, N.W.
Suite 618
Washington, DC 20001
Phone: (202) 347-4900
Fax: (202) 508-3859

Paul E. Lawrence
Director of Administration
National Criminal Justice Association
444 North Capitol Street, N.W.
Suite 618
Washington, DC 20001
Phone: (202) 347-4900
Fax: (202) 347-3859

Robert L. Lester
Deputy Director
Office of Grants Management
and Development
717 14th Street, N.W., Suite 500
Washington, DC 20005
Phone: (202) 727-6554
Fax: (202) 727-1617

Terry Lewis
Administrative Officer
Office of Grants Management
and Development
717 14th Street, N.W., Suite 500
Washington, DC 20005
Phone: (202) 727-6554
Fax: (202) 727-1617

Steve Merrill
Senior Special Agent
Immigration & Naturalization
Service Headquarters
425 Eye Street, N.W., Suite 1000
Washington, DC 20536
Phone: (202) 514-2998
Fax: (202) 514-4186

Lisa Doyle Moran
Assistant Director for Legal Affairs
National Criminal Justice Association
444 North Capitol Street, N.W.
Suite 618
Washington, DC 20001
Phone: (202) 347-4900
Fax: (202) 508-3859

Leslie B. Nesbitt
Program Specialist
Office of Emergency Preparedness
2000 14th Street, N.W., Eighth Floor
Washington, DC 20009
Phone: (202) 727-3158
Fax: (202) 727-2290

Beth A. Pausic
Program Specialist
Coalition State Services Unit
National Crime Prevention Council
1700 K Street, Second Floor
Washington, DC 20006
Phone: (202) 466-6272
Fax: (202) 296-1856

Janet Quist
Legislative Counsel
National League of Cities
1301 Pennsylvania Avenue, N.W.
Suite 600
Washington, DC 20004
Phone: (202) 626-3020
Fax: (202) 626-3043

Stephen E. Rickman

Director
Office of Emergency Preparedness
District of Columbia Government
2000 14th Street, N.W., Eighth Floor
Washington, DC 20009
Phone: (202) 727-3150
Fax: (202) 673-2290

Emily R. Rivas, Esq.

Assistant Director
Intergovernmental Affairs
Puerto Rico Federal Affairs Administration
1100 17th Street, N.W., Suite 800
Washington, DC 20036
Phone: (202) 778-0724
Fax: (202) 778-0721

Faye S. Warren

Director
Coalition State Services Unit
National Crime Prevention Council
1700 K Street, Second Floor
Washington, DC 20006
Phone: (202) 466-6272
Fax: (202) 296-1356

FLORIDA

John A. Lenaerts

Bureau Chief
Department of Community Affairs
2740 Centerview Drive
The Rhyne Building
Tallahassee, FL 32399-2100
Phone: (904) 488-7541
Fax: (904) 487-4414

Gary Yates

Bureau Chief
Florida Department of Law Enforcement
Post Office Box 1489
Tallahassee, FL 32302
Phone: (904) 488-0586
Fax: (904) 488-7863

GEORGIA

Patricia Duboise

Senior Grants Manager
Criminal Justice Coordinating Council
503 Oak Place, Suite 540
Atlanta, GA 30349
Phone: (404) 559-4949
Fax: (404) 559-4960

Steven T. Kernes

Chief, Program Management
National Center for State and Local
Law Enforcement Training
Building 67
Glynco, GA 31524
Phone: (912) 267-3145
Fax: (912) 267-2894

GUAM

Miki Craig-Leon Guerrero

Program Administrator
Bureau of Planning
Government of Guam
Post Office Box 2950
Agana, GU 96910
Phone: (671) 472-4201
Fax: (671) 477-1812

Jackie Zahnen

Program Coordinator
Guam Police Department
Post Office Box 2950
Agana, GU 96910
Phone: (671) 475-8446
Fax: (671) 472-9704

HAWAII

Lari Koga

Criminal Justice Resource Manager
Department of the Attorney General
Resource Coordination Division
425 Queen Street, Room 221
Honolulu, HI 96813
Phone: (808) 586-1154
Fax: (808) 586-1373

Adrian Kwock

Criminal Justice Planning Specialist
Department of the Attorney General
Resource Coordination Division
425 Queen Street, Room 221
Honolulu, HI 96813
Phone: (808) 586-1155
Fax: (808) 586-1373

Earline N. Yokoi

Criminal Justice Planning Specialist
Department of the Attorney General
Resource Coordination Division
425 Queen Street, Room 221
Honolulu, HI 96813
Phone: (808) 586-1389
Fax: (808) 586-1373

IDAHO

Cheri Elms

Grants Contract Officer
Idaho Department of Law Enforcement
6111 Clinton Street
Boise, ID 83705
Phone: (208) 327-7170
Fax: (208) 327-7170

Phillip Kottraba

Finance and Compliance Officer
Idaho Department of Law Enforcement
3311 West State Street
Post Office Box 55
Boise, ID 83707
Phone: (208) 334-2521
Fax: (208) 334-2784

W.C. Overton

Deputy Bureau Chief
Support Services Division
Idaho Department of Law Enforcement
6111 Clinton Street
Boise, ID 83704
Phone: (208) 327-7170
Fax: (208) 327-7176

Mike Prentice

Assistant Director
Idaho Department of Law Enforcement
Post Office Box 55
Boise, ID 83707
Phone: (208) 334-2521
Fax: (208) 334-2784

Toni Ward

Federal Grants Accountant
Idaho Department of Law Enforcement
Post Office Box 55
Boise, ID 83707
Phone: (208) 334-2521
Fax: (208) 334-2784

ILLINOIS

Robert Boehmer

Legal Counsel
Illinois Criminal Justice Information Authority
120 South Riverside Plaza
Suite 1016
Chicago, IL 60126
Phone: (312) 793-8550
Fax: (312) 793-8422

Joseph Michael Claps

First Assistant Attorney General
Office of the Attorney General
100 West Randolph Street, 12th Floor
Chicago, IL 60601
Phone: (312) 814-5376
Fax: (312) 814-5024

John R. Firman

Associate Director
Illinois Criminal Justice Information Authority
120 South Riverside Plaza
Suite 1016
Chicago, IL 60606
Phone: (312) 793-8550
Fax: (312) 793-8422

David E. Olson

Director
Information Resource Center
Illinois Criminal Justice Information Authority
120 South Riverside Plaza
Suite 1016
Chicago, IL 60606
Phone: (312) 793-8550
Fax: (312) 793-8422

INDIANA

Douglas M. Fowler
Director
Criminal Justice Division
Indiana Criminal Justice Institute
302 West Washington Street
Room E-209
Indianapolis, IN 46256
Phone: (317) 232-1230
Fax: (317) 232-4979

IOWA

Terry Graham
Accountant
Governor's Alliance on Substance Abuse
Lucas State Office Building
Second Floor
Des Moines, IA 50319
Phone: (515) 242-6391
Fax: (515) 242-6390

Charles Larson
State Drug Coordinator
Governor's Alliance on Substance Abuse
Lucas State Office Building
Second Floor
Des Moines, IA 50319
Phone: (515) 242-6391
Fax: (515) 242-6390

KANSAS

Colleen D. Becker
Central Accountant
Department of Administration
Division of Accounts and Reports
900 S.W. Jackson Street, Room 356-S
Topeka, KS 66612
Phone: (913) 296-2199
Fax: (913) 296-6841

Brent Bengtson, ACSW
Director
Governor's Office of Drug Abuse Programs
900 S.W. Jackson Street, Room 112
Topeka, KS 66612-1220
Phone: (913) 296-2584
Fax: (913) 296-0043

Caroline Keyser
Accountant
Department of Administration
Division of Accounts and Reports
00 S.W. Jackson, Room 356-S
Landon State Office Building
Topeka, KS 66612
Phone: (913) 296-2199
Fax: (913) 296-6841

KANSAS

Ronald D. McVeigh
Coordinator
Governor's Office of Drug Abuse Programs
Department of Administration
900 S.W. Jackson, Room 112
Topeka, KS 66612
Phone: (913) 296-2584
Fax: (913) 296-0043

KENTUCKY

Elaine Butler
Auditor
Kentucky Justice Cabinet
403 Wapping Street, Second Floor
Bush Building
Frankfort, KY 40601
Phone: (502) 564-3251
Fax: (502) 564-4840

Fonda Butler
Procedures Development Coordinator
Kentucky Justice Cabinet
403 Wapping Street, Second Floor
Bush Building
Frankfort, KY 40601
Phone: (502) 564-3251
Fax: (502) 564-4840

Paul Isaacs
General Counsel
Kentucky Justice Cabinet
403 Wapping Street, Second Floor
Bush Building
Frankfort, KY 40601
Phone: (502) 564-3279
Fax: (502) 564-4840

Debra J. McGovern
Program Supervisor
Kentucky Justice Cabinet
Division of Grants Management
403 Wapping Street, Second Floor
Bush Building
Frankfort, KY 40601
Phone: (502) 564-3251
Fax: (502) 564-4840

LOUISIANA

Carle L. Jackson
Criminal Policy Advisor
Louisiana Commission on Law Enforcement
1885 Wooddale Boulevard, Suite 708
Baton Rouge, LA 70806
Phone: (504) 925-4440
Fax: (504) 925-1998

Debra Maggio
Drug Program Manager
Louisiana Commission on Law Enforcement
1885 Wooddale Boulevard
Baton Rouge, LA 70806
Phone: (504) 925-3513
Fax: (504) 925-1998

Judy Mouton
Deputy Director
Louisiana Commission on Law Enforcement
1885 Wooddale Boulevard, Suite 711
Baton Rouge, LA 70806
Phone: (504) 925-4430
Fax: (504) 925-1998

Janice S. Thompson
Grant Manager
Louisiana Commission on Law Enforcement
1885 Wooddale Boulevard, Suite 715
Baton Rouge, LA 70806
Phone: (504) 925-4421
Fax: (504) 925-1998

MAINE

David Giampetruzzi
Senior Planner
Maine Department of Public Safety
93 Silver Street
Waterville, ME 04901
Phone: (207) 873-4691
Fax: (207) 877-0467

Mary Lucia
Research & Planning Associate
Maine Criminal Justice Academy
93 Silver Street
Waterville, ME 04901
Phone: (207) 873-4691
Fax: (207) 877-0467

MARYLAND

Cheryll Bissell
Manager
Bureau of Justice Assistance Clearinghouse
1600 Research Boulevard, Mail Stop 2B
Rockville, MD 20850
Phone: (301) 251-5141
Fax: (301) 251-5212

Donald J. Farabaugh
Grant Program Specialist
Governor's Drug and Alcohol Abuse Commission
300 East Joppa Road, Suite 1105
Towson, MD 21286
Phone: (410) 321-3481
Fax: (410) 321-3116

Carol A. Mackowiak
Grants & Fiscal Administrator
Governor's Drug and Alcohol Abuse Commission
300 East Joppa Road, Suite 1105
Towson, MD 21286
Phone: (410) 321-3521
Fax: (410) 321-3116

Melody McEntee
Executive Assistant for Treatment Services
Governor's Drug and Alcohol Abuse Commission
300 East Joppa Road, Suite 1105
Towson, MD 21286
Phone: (410) 321-2717
Fax: (410) 321-3116

Lawrence J. Strickler
Executive Assistant for Law Enforcement
Governor's Drug and Alcohol Abuse Commission
300 East Joppa Road, Suite 1105
Towson, MD 21286
Phone: (410) 321-3482
Fax: (410) 321-3116

Charles F. Wellford, Ph.D.

Director
Institute of Criminal Justice and Criminology
University of Maryland
2220 LeFrak Hall
College Park, MD 20742
Phone: (301) 405-4699
Fax: (301) 405-4733

Bill Woldman

Program Manager
Drugs and Crime Data Center and Clearinghouse
1600 Research Boulevard, Mail Stop 2B
Rockville, MD 20850
Phone: (301) 251-5141
Fax: (301) 251-5212

MASSACHUSETTS

Brenda Barton

Assistant Director of Finance
Massachusetts Committee on Criminal Justice
100 Cambridge Street, Room 2100
Boston, MA 02202
Phone: (617) 727-6300
Fax: (617) 727-5356

Susan Foster

Director
Criminal Justice Programs
Massachusetts Committee on Criminal Justice
100 Cambridge Street, Room 2100
Boston, MA 01915
Phone: (617) 727-6300
Fax: (617) 727-5356

William M. Holmes, Ph.D.

Director of Research and Evaluation
Statistical Analysis Center
Massachusetts Committee on Criminal Justice
100 Cambridge Street, Room 2100
Boston, MA 02202
Phone: (617) 727-6300
Fax: (617) 727-5356

Dennis A. Humphrey, Ed.D.

Executive Director
Massachusetts Committee on Criminal Justice
100 Cambridge Street, Room 2100
Boston, MA 02202
Phone: (617) 727-6301
Fax: (617) 727-5356

Jane Zuroff

Program Specialist
Massachusetts Committee on Criminal Justice
100 Cambridge Street, Room 2100
Boston, MA 02202
Phone: (617) 727-6300
Fax: (617) 727-5356

MICHIGAN

Timothy Bynum, Ph.D.

Director
Michigan Justice Statistics Center
and Professor, School of Criminal Justice
Michigan State University
560 Baker Hall
East Lansing, MI 48824
Phone: (517) 355-2197
Fax: (517) 336-1787

Larry Chambers

Drug Law Enforcement Grant Specialist
Michigan Office of Drug Control Policy
124 West Allegan, Suite 1200
Post Office Box 30026
Lansing, MI 48909
Phone: (517) 373-2948
Fax: (517) 373-2963

Ardith J. DaFoe

Director
Drug Law Enforcement Division
Office of Drug Control Policy
1200 Michigan National Tower
Post Office Box 30026
Lansing, MI 48909
Phone: (517) 373-2952
Fax: (517) 373-2963

Alan F. Jansen

Grants Specialist
Office of Drug Control Policy
1200 Michigan National Towers
Post Office Box 30026
Lansing, MI 48909
Phone: (517) 373-4316
Fax: (517) 373-2963

MINNESOTA

Jeri M. Boisvert

Principal Planner
Office of Drug Policy
and Violence Prevention
Minnesota Department of Public Safety
316 State Transportation Building
St. Paul, MN 55155
Phone: (612) 296-0922
Fax: (612) 297-7313

Daniel B. Bostrom

Grants Coordinator
Office of Drug Policy
and Violence Prevention
Minnesota Department of Public Safety
316 State Transportation Building
St. Paul, MN 55155
Phone: (612) 297-7308
Fax: (612) 297-7313

Kevin J. Burns

Assistant Commissioner
Minnesota Department of Public Safety
316 State Transportation Building
St. Paul, MN 55155
Phone: (612) 296-8383
Fax: (612) 297-7313

Ann Jaede

Program Director
Office of Strategic and Long Range Planning
300 Centennial Office Building
658 Cedar Street
St. Paul, MN 55155
Phone: (612) 297-2436
Fax: (612) 296-3698

Linda Mehle

Accounting Officer Intermediate
Minnesota Department of Public
Safety and Finance
395 John Ireland Boulevard, Room 210
St. Paul, MN 55155
Phone: (612) 297-1697
Fax: (612) 297-7313

Jocelyn B. Van Knight

Planner
Minnesota Department of Public Safety
316 State Transportation Building
St. Paul, MN 55155
Phone: (612) 282-5260
Fax: (612) 297-7313

Dean G. Zumach

Research Analyst
Minnesota Criminal Justice Center
Minnesota Planning
300 Centennial Office Building
658 Cedar Street
St. Paul, MN 55155
Phone: (612) 297-4025
Fax: (612) 296-3698

MISSISSIPPI

Wavette Davis

Special Projects Coordinator
Division of Public Safety Planning
301 West Pearl Street
Jackson, MS 39203
Phone: (601) 949-2225
Fax: (601) 960-4263

Herbert Terry

Director
Division of Public Safety Planning
301 West Pearl Street
Jackson, MS 39203
Phone: (601) 949-2225
Fax: (601) 960-4263

Terry D. Warren

Operations Management Analyst
Division of Public Safety Planning
301 West Pearl Street
Jackson, MS 39203
Phone: (601) 949-2225
Fax: (601) 960-4263

Joyce Word

Program Manager
Division of Public Safety Planning
301 West Pearl Street
Jackson, MS 39203
Phone: (601) 949-2225
Fax: (601) 960-4263

MISSOURI

Marcia Haldiman

Program Representative
Missouri Department of Public Safety
Post Office Box 749
Jefferson City, MO 65102
Phone: (314) 751-4905
Fax: (314) 751-5399

Ken Higgins

Narcotics Program Coordinator
Missouri Department of Public Safety
Post Office Box 749
Jefferson City, MO 65102
Phone: (314) 751-4905
Fax: (314) 751-5399

Ron Worsham

Assistant Director
Missouri Department of Public Safety
Post Office Box 749
Jefferson City, MO 65102
Phone: (314) 751-4905
Fax: (314) 751-5399

MONTANA

John Pfaff, Jr.

Chairman
Montana Board of Crime Control
Post Office Box 1957
Whitefish, MT 59937
Phone: (406) 862-2625
Fax: (406) 444-4722

NEBRASKA

Jean A. Lovell

Executive Director
Nebraska Commission on Law Enforcement
and Criminal Justice
301 Centennial Mall South
Post Office Box 94946
Lincoln, NE 68509-4946
Phone: (402) 471-2195
Fax: (402) 471-2837

Nancy J. Steeves

Federal Aid Administrator
Nebraska Commission on Law Enforcement
and Criminal Justice
Post Office Box 94946
301 Centennial Mall South
Lincoln, NE 68516
Phone: (402) 471-2194
Fax: (402) 471-2837

NEVADA

Mary Lynne Evans

Administrator
Office of Narcotics Control Assistance
555 Wright Way
Carson City, NV 89711-0910
Phone: (702) 687-5282
Fax: (702) 687-6798

Sandra Mazy

Grants and Audit Analyst
Office of Narcotics Control Assistance
555 Wright Way
Carson City, NV 89711-9010
Phone: (702) 687-5282
Fax: (702) 687-7698

NEW JERSEY

Carol R. Daly

Administrative Analyst
Division of Criminal Justice
Department of Law & Public Safety
25 Market Street, CN-085
Trenton, NJ 08625
Phone: (609) 292-5939
Fax: (609) 292-5943

Wayne S. Fisher, Ph.D.

Deputy Director
Division of Criminal Justice
Department of Law & Public Safety
25 Market Street, CN-085
Trenton, NJ 08625
Phone: (609) 984-0035
Fax: (609) 292-5943

James R. Gallagher
Deputy Executive Director
Middle Atlantic-Great Lakes Organized Crime
Law Enforcement Network (MAGLOCLN)
850 Bear Tavern Road, Suite 206
West Trenton, NJ 08628
Phone: (800) 345-1322
Fax: (609) 530-0667

Gerard P. Lynch
Executive Director
Middle Atlantic-Great Lakes Organized Crime
Law Enforcement Network (MAGLOCLN)
850 Bear Tavern Road, Suite 206
West Trenton, NJ 08628
Phone: (800) 345-1322
Fax: (609) 530-0667

Dennis O'Hara
Chief
Division of Criminal Justice
Department of Law and Public Safety
25 Market Street, CN-085
Trenton, NJ 08625
Phone: (609) 292-5939
Fax: (609) 292-5943

NEW MEXICO

Harold L. Byford
Director
Office of Special Projects
New Mexico Department of Public Safety
4491 Cerrillos Road
Post Office Box 1628
Santa Fe, NM 87504-1628
Phone: (505) 827-9099
Fax: (505) 827-3434

Michael J. Mulligan
Grant Monitor
New Mexico Department of Public Safety
4491 Cerrillos Road
Post Office Box 1628
Santa Fe, NM 87504-1628
Phone: (505) 827-3426
Fax: (505) 827-3434

NEW YORK

William N. Betjemann
Director, Program Services
New York State Division
of Criminal Justice Services
Executive Park Tower, Stuyvesant Plaza
Albany, NY 12203
Phone: (518) 457-8462
Fax: (518) 457-1186

Anne Cadwallader
Criminal Justice Program Representative II
New York State Division
of Criminal Justice Services
Executive Park Tower, Stuyvesant Plaza
Albany, NY 12203
Phone: (518) 457-8462
Fax: (518) 457-1186

Margaret Chretien
Criminal Justice Program Representative III
New York State Division
of Criminal Justice Services
Executive Park Tower, Stuyvesant Plaza
Albany, NY 12203
Phone: (518) 457-8462
Fax: (518) 457-1186

Richard H. Girgenti
Commissioner
New York State Division
of Criminal Justice Services
Executive Park Tower, Stuyvesant Plaza
Albany, NY 12203
Phone: (518) 457-1260
Fax: (518) 457-3089

Paul Motto
Senior Accountant
New York State Division
of Criminal Justice Services
Executive Park Tower, Stuyvesant Plaza
Albany, NY 12203
Phone: (518) 457-8462
Fax: (518) 457-1186

Rhona Nack

Director
Bureau of Planning and Management
Manhattan District Attorney's Office
One Hogan Place
New York, NY 10013
Phone: (212) 335-3693
Fax: (212) 385-9789

Pat Regan

Director, New York City Region
New York State Division
of Criminal Justice Services
Executive Park Tower, Stuyvesant Plaza
Albany, NY 12203
Phone: (518) 457-8462
Fax: (518) 457-1186

Beth Ryan

Criminal Justice Program Representative III
New York State Division
of Criminal Justice Services
Executive Park Tower, Stuyvesant Plaza
Albany, NY 12203
Phone: (518) 457-8462
Fax: (518) 457-1186

Denise Strauss

Criminal Justice Program Representative III
New York State Division
of Criminal Justice Services
Executive Park Tower, Stuyvesant Plaza
Albany, NY 12203
Phone: (518) 457-8462
Fax: (518) 457-1186

James W. Uehlinger

Deputy Director
Bureau of Planning and Management
Manhattan District Attorney's Office
One Hogan Place, Room 827
New York, NY 10013
Phone: (212) 335-3693
Fax: (212) 385-9789

NORTH CAROLINA

Natalie Mittag

Criminal Justice Planner II
North Carolina Governor's Crime Commission
3824 Barrett Drive, Suite 100
Raleigh, NC 27609
Phone: (919) 571-4736
Fax: (919) 571-4745

Kenneth Overholt

Planning Director
North Carolina Governor's Crime Commission
3824 Barrett Drive, Suite 100
Raleigh, NC 27609
Phone: (919) 571-4736
Fax: (919) 571-4745

NORTH DAKOTA

Bill H. Broer

Director
North Dakota Bureau of Criminal Investigation
Post Office Box 1054
Bismarck, ND 58502
Phone: (701) 221-5500
Fax: (701) 221-5510

Joe Herslip

Grants Manager
North Dakota Bureau of Criminal Investigation
Post Office Box 1054
Bismarck, ND 58502
Phone: (701) 221-5500
Fax: (701) 221-5510

Kathy Roll

Financial Administrator
State of North Dakota
Office of Attorney General
00 East Boulevard
Bismarck, ND 58505
Phone: (701) 224-2210
Fax: (701) 224-2226

NORTHERN MARIANA ISLANDS

Kenneth Govendo

Vice-Chair, Supervisory Council
Criminal Justice Planning Agency
Commonwealth of the Northern Mariana Islands
Post Office Box 1133-CK
Saipan, MP 96950
Phone: (670) 322-9350/0838
Fax: (670) 322-6311

Jaoquin T. Ogumoro

Executive Director
Criminal Justice Planning Agency
Commonwealth of the Northern Mariana Islands
Post Office Box 1133-CK
Saipan, MP 96950
Phone: (670) 322-9350
Fax: (670) 322-6311

Lucita M. Reyes

Comptroller
Criminal Justice Planning Agency
Commonwealth of the Northern Mariana Islands
Post Office Box 1133-CK
Saipan, MP 96950
Phone: (670) 322-9350
Fax: (670) 322-6311

OHIO

Georgia Hart Allerdin

Drug Program Coordinator
Ohio Office of Criminal Justice Services
400 East Town Street, Suite 120
Columbus, OH 43068
Phone: (614) 466-1830
Fax: (614) 466-0308

Robert G. Swisher

Criminal Justice Researcher
Ohio Office of Criminal Justice Services
400 East Town Street, Suite 120
Columbus, OH 43215
Phone: (614) 466-3888
Fax: (614) 466-0308

John M. Underwood

Lieutenant
Reynoldsburg Police Department
7240 East Main Street
Reynoldsburg, OH 43068
Phone: (614) 866-6622
Fax: (614) 866-2614

OKLAHOMA

Jim Arnold

Program Monitor
District Attorneys Council
2200 Classen Boulevard
Suite 1800
Oklahoma City, OK 73106
Phone: (405) 557-6707
Fax: (405) 524-0581

Tina Harman

Grants Financial Analyst
District Attorneys Council
2200 Classen Boulevard
Suite 1800
Oklahoma City, OK 73106
Phone: (405) 557-6707
Fax: (405) 524-0581

Louietta B. Jones

Assistant Grants Administrator
District Attorneys Council
2200 Classen Boulevard
Suite 1800
Oklahoma City, OK 73106
Phone: (405) 557-6707
Fax: (405) 524-0581

Kathy L. Sharpe

Program Specialist
District Attorneys Council
2200 Classen Boulevard
Suite 1800
Oklahoma City, OK 73106
Phone: (405) 557-6707
Fax: (405) 524-0581

Bruce Walker

Executive Coordinator
District Attorneys Council
2200 Classen Boulevard
Suite 1800
Oklahoma City, OK 73106
Phone: (405) 557-6700
Fax: (405) 524-0581

OREGON

Danny Bisgaard

Budget Director
Oregon State Police
107 Public Service Building
Salem, OR 97310
Phone: (503) 378-3720
Fax: (503) 378-8282

Jane Edwards

Grants Manager
Criminal Justice Services Division
Oregon Executive Department
155 Cottage Street, N.E.
Salem, OR 97310
Phone: (503) 378-4123
Fax: (503) 378-8666

David Factor

Executive Director
Oregon Criminal Justice Council
155 Cottage Street, N.E.
Salem, OR 97310
Phone: (503) 378-4123
Fax: (503) 378-8666

Beverlee Venell

Grants Coordinator
Criminal Justice Services
Oregon Criminal Justice Council
155 Cottage Street, N.E.
Salem, OR 97310
Phone: (503) 378-4123
Fax: (503) 378-8666

PENNSYLVANIA

Ronald Aitken

Criminal Justice Planner
Pennsylvania Commission on Crime
and Delinquency
Post Office Box 1167
Federal Square Station
Harrisburg, PA 17108-1167
Phone: (717) 787-8559
Fax: (717) 783-7713

Jan Bechtel

Coordinator
Criminal Justice Training
Pennsylvania Commission on Crime
and Delinquency
Post Office 1167
Federal Square Station
Harrisburg, PA 17108-1167
Phone: (717) 787-2040
Fax: (717) 783-7713

Anne Breen

Deputy to the District Attorney
Philadelphia District Attorney's Office
1421 Arch Street
Philadelphia, PA 19102
Phone: (215) 686-8717
Fax: (215) 686-8024

Hilary Connor

Deputy District Attorney
Philadelphia District Attorney's Office
1421 Arch Street
Philadelphia, PA 19102
Phone: (215) 686-5801
Fax: (215) 686-5859

James A. Dobbs

Criminal Justice System Planner II
Pennsylvania Commission on Crime
and Delinquency
Post Office Box 1167
Federal Square Station
Harrisburg, PA 17108-1167
Phone: (717) 787-1777
Fax: (717) 783-7713

David Donley

Accountant
Grants Management
Pennsylvania Commission on Crime
and Delinquency
Post Office Box 1167
Federal Square Station
Harrisburg, PA 17108-1167
Phone: (717) 787-8077
Fax: (717) 783-7713

Robert T. Donovan

Program Manager
Drug Control & System Improvement
Pennsylvania Commission on Crime
and Delinquency
Post Office Box 1167
Federal Square Station
Harrisburg, PA 17108-1167
Phone: (717) 787-8559
Fax: (717) 783-7713

Charles A. Ehrlich

Assistant District Attorney
Philadelphia District Attorney's Office
1421 Arch Street
Philadelphia, PA 19102
Phone: (215) 686-8080
Fax: (215) 686-8049

Paul Fink, M.D.

Associate Vice-President
Albert Einstein Healthcare Network
Director, Einstein Center for the
Study of Violence
4200 Monument Avenue
Philadelphia, PA 19131
Phone: (215) 581-5494
Fax: (215) 879-5533

Charles F. Gallagher, Esq.

Deputy District Attorney
Policy and Planning
Philadelphia District Attorney's Office
1421 Arch Street
Philadelphia, PA 19102
Phone: (215) 686-8707
Fax: (215) 686-8024

James B. Golden, Jr.

Executive Officer
Philadelphia Police Department
Police Administration Building
Room 311, Franklin Square
Philadelphia, PA 19106
Phone: (215) 592-5886
Fax: (215) 625-0612

Dianne L. Granlund, Esq.

Director
Criminal Justice Prison
Population Management
1650 Arch Street, Suite 1720
Philadelphia, PA 19103
Phone: (215) 686-7120
Fax: (215) 686-8693

Donald Harris, Ph.D.

Director of Research
Supreme Court of Pennsylvania
Administrative Office
1515 Market Street, Suite 1414
Philadelphia, PA 19102
Phone: (215) 560-6300
Fax: (215) 560-6315

William R. Hausmann, Jr.

Program Manager, Asset Forfeiture
United States Attorney's Office
Eastern District of Pennsylvania
615 Chestnut Street, #1300
Philadelphia, PA 19106
Phone: (215) 451-5274
Fax: (215) 597-9701

Susan Herron, J.D.

Assistant District Attorney
Philadelphia District Attorney's Office
1421 Arch Street
Philadelphia, PA 19102
Phone: (215) 686-9606
Fax: (215) 686-5760

Sally Hitz

Accountant, Grants Management
Pennsylvania Commission on Crime
and Delinquency
Post Office Box 1167
Federal Square Station
Harrisburg, PA 17108-1167
Phone: (717) 787-8077
Fax: (717) 783-7713

Douglas E. Hoffman

Supervisor
Statistical Analysis Center
Pennsylvania Commission on Crime
and Delinquency
Post Office Box 1167
Federal Square Station
Harrisburg, PA 17108-1167
Phone: (717) 787-5152
Fax: (717) 783-7713

Jeffrey D. Hubert

Criminal Justice System Planner
Pennsylvania Commission on Crime
and Delinquency
Post Office Box 1167
Federal Square Station
Harrisburg, PA 17108-1167
Phone: (717) 787-8559
Fax: (717) 783-7713

Carol Keck, SSND

Norris Square Neighborhood Project, Inc.
Urban Environmental Education Center
2141 North Howard Street
Philadelphia, PA 19122
Phone: (215) 426-4631

John Kunkle

Victim Services Program Manager
Pennsylvania Commission on Crime
and Delinquency
Post Office Box 1167
Federal Square Station
Harrisburg, PA 17108-1167
Phone: (717) 787-8559
Fax: (717) 783-7713

Andrew G. Landon

Criminal Justice Planner
Pennsylvania Commission on Crime
and Delinquency
Post Office Box 1167
Federal Square Station
Harrisburg, PA 17108-1167
Phone: (717) 787-8559
Fax: (717) 783-7713

David C. Lawrence

Chief Deputy Court Administrator
Trial Division, Court of Common Pleas
First Judicial District of Pennsylvania
370 City Hall
Philadelphia, PA 19107
Phone: (215) 686-2963
Fax: (215) 568-2733

William MacCollum

Chief
Grants Management
Pennsylvania Commission on Crime
and Delinquency
Post Office Box 1167
Federal Square Station
Harrisburg, PA 17108-1167
Phone: (717) 787-8077
Fax: (717) 783-7713

Kathleen A. McDonnell, J.D.

Assistant Chief of Legislation
Philadelphia District Attorney's Office
1421 Arch Street
Philadelphia, PA 19102
Phone: (215) 686-9936
Fax: (215) 686-5760

Richard Neal

Police Commissioner
Philadelphia Police Department
Police Administration Building
Room 314, Franklin Square
Philadelphia, PA 19106
Phone: (215) 592-5874
Fax: (215) 625-0612

Thomas J. Nestel

Deputy Police Commissioner
Philadelphia Police Department
Room 312, Franklin Square
Philadelphia, PA 19106
Phone: (215) 592-5878
Fax: (215) 592-5907

Emmanuel Patel

Director
Bureau of Administration & Finance
Pennsylvania Commission on Crime
and Delinquency
Post Office Box 1167
Federal Square Station
Harrisburg, PA 17108-1167
Phone: (717) 787-8077
Fax: (717) 787-7713

Richard D. Reeser

Director
Bureau of Program Development
Pennsylvania Commission on Crime
and Delinquency
Post Office Box 1167
Federal Square Station
Harrisburg, PA 17108-1167
Phone: (717) 787-8559
Fax: (717) 783-7713

Phillip J. Renninger

Director
Bureau of Statistics & Policy Research
Pennsylvania Commission on Crime
and Delinquency
Post Office Box 1167
Federal Square Station
Harrisburg, PA 17108-1167
Phone: (717) 787-5152
Fax: (717) 783-7713

Mary Ann Rhoads

Special Projects Coordinator
Pennsylvania Commission on Crime
and Delinquency
Post Office Box 1167
Federal Square Station
Harrisburg, PA 17108-1167
Phone: (717) 787-8559
Fax: (717) 783-7713

Henry Sontheimer, Ph.D.

Program Analyst
Bureau of Statistics & Policy Research
Pennsylvania Commission on Crime
and Delinquency
Post Office Box 1167
Federal Square Station
Harrisburg, PA 17108-1167
Phone: (717) 787-5152
Fax: (717) 783-7713

Connie L. Steinman

Criminal Justice Planner
Pennsylvania Commission on Crime
and Delinquency
Post Office Box 1167
Federal Square Station
Harrisburg, PA 17108-1167
Phone: (717) 787-8559
Fax: (717) 783-7713

Al Toczydlowski

Chief/Assistant District Attorney
Philadelphia District Attorney's Office
1421 Arch Street
Philadelphia, PA 19102
Phone: (215) 686-5802
Fax: (215) 686-5859

Ruth Williams

Juvenile Justice Program Manager
Pennsylvania Commission on Crime
and Delinquency
Post Office Box 1167
Federal Square Station
Harrisburg, PA 17108-1167
Phone: (717) 787-8559
Fax: (717) 783-7713

Lavern Wulf

Accountant, Grants Management
Pennsylvania Commission on Crime
and Delinquency
Post Office Box 1167
Federal Square Station
Harrisburg, PA 17108-1167
Phone: (717) 787-8077
Fax: (717) 783-7713

PUERTO RICO

Nadya Alvarez

Administrative Director
Criminal Justice Information System
Puerto Rico Department of Justice
Post Office Box 192
San Juan, PR 00902
Phone: (809) 729-2121
Fax: (809) 729-2261

Astrid Conde-Ramirez

Director
Division of Planning, Federal Funds
and Statistics
Puerto Rico Department of Justice
Post Office Box 192
San Juan, PR 00902
Phone: (809) 725-0335
Fax: (809) 725-6144

Nedda Echevarria

Coordinator
Learning to Live Without Violence Program
Correctional Administration
Post Office Box 190887
Centro Judicial San Juan
San Juan, PR 00919-0887
Phone: (809) 759-8466
Fax: (809) 759-7466

Carlos Garcia

Coordinator
Learning to Live Without Violence Program
Correctional Administration
Post Office Box 190887
Centro Judicial San Juan
San Juan, PR 00919-0887
Phone: (809) 759-8466
Fax: (809) 759-7466

Jacqueline Novas, Esq.

Special Assistant to the Attorney General
Puerto Rico Department of Justice
Post Office Box 192
San Juan, PR 00902
Phone: (809) 721-7700
Fax: (809) 725-6144

Carmen Pena

Director
Bureau of Evaluation & Assessment
Administration of Corrections
Post Office Box 190887
Centro Judicial San Juan
San Juan, PR 00919-0887
Phone: (809) 759-8466
Fax: (809) 759-7466

Juan L. Tirado

Evaluation Programs Supervisor
Puerto Rico Department of Justice
Post Office Box 192
San Juan, PR 00902
Phone: (809) 725-0335
Fax: (809) 725-6144

Laura Tirado

Director of Administration
Criminal Justice Information Systems
Puerto Rico Department of Justice
Post Office Box 192
San Juan, PR 00902
Phone: (809) 729-2121
Fax: (809) 729-2261

RHODE ISLAND

Norman Dakake

SAC Director
Rhode Island Governor's Justice Commission
222 Quaker Lane, Room 100
Warwick, RI 02886
Phone: (401) 277-2620
Fax: (401) 277-1294

Suzette Gebhard

Executive Director
Rhode Island Governor's Justice Commission
222 Quaker Lane, Suite 100
Warwick, RI 02886
Phone: (401) 277-2620
Fax: (401) 277-1294

Nancy Haight

Acting Supervisor of Management Services
Rhode Island Governor's Justice Commission
222 Quaker Lane, Suite 100
Warwick, RI 02886
Phone: (401) 277-2620
Fax: (401) 277-1294

Erika Koch

Assistant Administrator
Rhode Island Department of Substance Abuse
Post Office Box 20363
Cranston, RI 02920
Phone: (401) 464-2191
Fax: (401) 464-2089

SOUTH CAROLINA

William (Bill) P. Collier, Jr.

Program Administrator
South Carolina Department of Public Safety
Office of Criminal Justice Programs
1205 Pendleton Street
Columbia, SC 29201
Phone: (803) 734-0268
Fax: (803) 734-0537

Ernest C. Euler

Assistant Deputy Administrator
South Carolina Department of Public Safety
1205 Pendleton Street
Columbia, SC 29201
Phone: (803) 734-0423
Fax: (803) 734-0537

Randy Grant

Administrative Program Analyst
South Carolina Department of Public Safety
Office of Criminal Justice Programs
1205 Pendleton Street
Columbia, SC 29209
Phone: (803) 734-1208
Fax: (803) 734-0537

John C. Loftus

Program Coordinator
South Carolina Department of Public Safety
1205 Pendleton Street
Columbia, SC 29205
Phone: (803) 734-0239
Fax: (803) 734-0537

Lisa A. Nine

Program Coordinator
South Carolina Department of Public Safety
Office of Criminal Justice Programs
1205 Pendleton Street
Columbia, SC 29201
Phone: (803) 734-0268
Fax: (803) 734-0537

SOUTH DAKOTA

Donald G. Brekke

Program Coordinator
South Dakota Attorney General's
Task Force on Drugs
500 East Capitol Avenue
Pierre, SD 57501
Phone: (605) 773-6310
Fax: (605) 773-6471

Wanda L. Fergen

Associate Program Coordinator
South Dakota Attorney General's
Task Force on Drugs
500 East Capitol Avenue
Pierre, SD 57501
Phone: (605) 773-6313
Fax: (605) 773-3331

TENNESSEE

Eddie B. Adair

Deputy Director
Memphis Police Department
201 Poplar
Memphis, TN 38103
Phone: (901) 576-4682
Fax: (901) 576-3877

Jim Brooks

Project Coordinator
Community Research Associates
2147 Belcourt Avenue, Suite 200
Nashville, TN 37212
Phone: (615) 297-2060
Fax: (615) 297-6499

Doug Frady

Chief Deputy Sheriff
Williamson County Sheriff's Department
408 Century Court
Franklin, TN 37064
Phone: (615) 790-5561
Fax: (615) 790-5580

Steve Hayes

Planning Analyst
State of Tennessee
Criminal Justice Administration
500 Charlotte Avenue, Suite 509
John Sevier Building
Nashville, TN 37243-1600
Phone: (615) 532-2988
Fax: (615) 532-2989

Brenda Harris Jones

Lieutenant
Memphis Police Department
201 Poplar
Memphis, TN 38103
Phone: (901) 576-4682
Fax: (901) 576-3877

Bill J. Looney

Director, Program Services
Department of Finance & Administration
500 Charlotte Avenue, Suite 509
John Sevier Building
Nashville, TN 37243-1600
Phone: (615) 741-0320
Fax: (615) 532-2989
Fax: (615) 741-3784

Martha C. Lott

Police Officer
Memphis Police Department
201 Poplar, Room 12-04
Memphis, TN 39103
Phone: (901) 576-3404
Fax: (901) 576-3377

Jim Nichols

Sergeant
Memphis Police Department
201 Poplar, Room 12-01
Memphis, TN 38103-1998
Phone: (901) 576-3406
Fax: (901) 576-3877

Jeanne G. Norris

Planning Analyst
State of Tennessee
Criminal Justice Administration
500 Charlotte Avenue, Suite 509
John Sevier Building
Nashville, TN 37243-1600
Phone: (615) 532-2986
Fax: (615) 532-2989

Roy R. Ryall

Director
State of Tennessee
Criminal Justice Administration
500 Charlotte Avenue, Suite 509
John Sevier Building
Nashville, TN 37243-1600
Phone: (615) 532-2983
Fax: (615) 532-2989

Coria B. Williams

Lieutenant
Memphis Police Department
201 Poplar
Memphis, TN 38103
Phone: (901) 576-4682
Fax: (901) 576-3877

Doyle A. Wood

Project Director
Community Research Associates
2147 Belcourt Avenue, Suite 200
Nashville, TN 37212
Phone: (615) 297-2060
Fax: (615) 297-6499

TEXAS

Sharon Chesnutt

Program Assistant
Texas Narcotics Control Program
Post Office Box 12428
Austin, TX 78711
Phone: (512) 463-1919
Fax: (512) 463-3155

Lt. John E. Duffy

Military Assistant/Grants Monitor
Criminal Justice Division
Office of the Governor
221 East Eleventh Street
Post Office Box 12428
Austin, TX 78711
Phone: (512) 463-1919
Fax: (512) 463-1705

Daniel Gutierrez, Jr.

Fiscal Analyst
Governor's Office
Criminal Justice Division
Texas Narcotics Control Program
Post Office Box 12428
Austin, TX 78711
Phone: (512) 463-1919
Fax: (512) 475-1705

Everett Valdez

Program Assistant
Texas Narcotics Control Program
Post Office Box 12428
Austin, TX 78711
Phone: (512) 463-1919
Fax: (512) 463-3155

Jimmy Willborn

Director
Texas Narcotics Control Program
Criminal Justice Division
Post Office Box 12428
Insurance Annex Building
Austin, TX 78711
Phone: (512) 463-1919
Fax: (512) 463-3155

UTAH

Camille Anthony

Executive Director
Commission on Criminal
and Juvenile Justice
101 State Capitol
Salt Lake City, UT 84114
Phone: (801) 538-1031
Fax: (801) 538-1024

Laura Lewis

Grant Program Manager
Commission on Criminal
and Juvenile Justice
101 State Capitol
Salt Lake City, UT 84114
Phone: (801) 538-1034
Fax: (801) 538-1024

VERMONT

Capt. Donald E. Ravenna

Assistant Criminal Division Commander
Vermont State Police
103 South Main Street
Waterbury, VT 05671
Phone: (802) 244-8781
Fax: (802) 244-1106

VIRGINIA

Ronald L. Bell

Division Director, Administration
Virginia Department of Criminal
Justice Services
805 East Broad Street, 10th Floor
Richmond, VA 23219
Phone: (804) 786-7801
Fax: (804) 371-8981

Lindsay G. Dorrier, Jr.

Director
Virginia Department of Criminal
Justice Services
805 East Broad Street, 10th Floor
Richmond, VA 23219
Phone: (804) 786-8718
Fax: (804) 371-8981

Garland R. (Gary) Goff

Policy Analyst
Virginia Department of Criminal
Justice Services
805 East Broad Street
Richmond, VA 23219
Phone: (804) 786-1577
Fax: (804) 786-8981

Richard N. Harris, Esq.

Director (Retired)
Virginia Department of Criminal
Justice Services
3414 Walkers Ferry Road
Midlothian, VA 23112
Phone: (804) 744-8647

Benjamin R. Hayes

Group Supervisor
Bureau of Alcohol, Tobacco and Firearms
7799 Leesburg Pike, Suite 600, South Tower
Falls Church, VA 22043
Phone: (703) 285-2547
Fax: (703) 285-2319

Joe R. Marshall

Programs Coordinator
Virginia Department of Criminal
Justice Services
805 East Broad Street
Richmond, VA 23219
Phone: (804) 786-1577
Fax: (804) 371-8981

Otto A. Privette

Special Agent
Drug Enforcement Administration
600 Army Navy Drive
Arlington, VA 22202
Phone: (202) 307-4185
Fax: (202) 307-4191

VIRGIN ISLANDS

Helene Smollett

Deputy Drug Policy Advisor
Law Enforcement Planning Commission
Office of the Governor
116 & 164 Submarine Base
Estate Nisky #6, Southside Quarters
St. Thomas, VI 00802
Phone: (809) 774-6400
Fax: (809) 774-6400

WASHINGTON

Roy McNairy

Sergeant

Washington State Patrol

Post Office Box 2347

Olympia, WA 98507-2347

Phone: (206) 753-6800

Fax: (206) 586-8231

Susan Roberts

Program Manager

Department of Community Development

906 Columbia Street, S.W.

Post Office Box 48300

Olympia, WA 93504-8300

Phone: (206) 753-0738

Fax: (206) 586-6868

WEST VIRGINIA

Melissa B. Whittington

Drug Control Specialist

Criminal Justice & Highway Safety

1204 Kanawha Boulevard, East

Charleston, WV 25301

Phone: (304) 348-8814

Fax: (304) 348-0391

WISCONSIN

Raymond J. (Ray) Luick

Administrative Officer

Office of Justice Assistance

222 State Street, Second Floor

Madison, WI 53702

Phone: (608) 266-7282

Fax: (608) 266-6676

U.S. DEPARTMENT OF JUSTICE
OFFICE OF JUSTICE PROGRAMS

STAFF PARTICIPANTS

Tahitia M. Barringer

Program Specialist
Bureau of Justice Assistance
U.S. Department of Justice
633 Indiana Avenue, N.W.
Washington, DC 20531
Phone: (202) 514-6638
Fax: (202) 514-5956

Barbara Bodnar

Program Specialist
Bureau of Justice Assistance
U.S. Department of Justice
633 Indiana Avenue, N.W.
Washington, DC 20531
Phone: (202) 514-6638
Fax: (202) 514-5956

Todd Brighton

Program Specialist
Bureau of Justice Assistance
U.S. Department of Justice
633 Indiana Avenue, N.W., Room 1042
Washington, DC 20531
Phone: (202) 514-6638
Fax: (202) 514-5956

Ruth Cardella

Program Assistant
Bureau of Justice Assistance
U.S. Department of Justice
633 Indiana Avenue, N.W.
Washington, DC 20531
Phone: (202) 514-6638
Fax: (202) 514-5956

Cheryl Driscoll

Program Manager
Bureau of Justice Assistance
U.S. Department of Justice
633 Indiana Avenue, N.W.
Washington, DC 20531
Phone: (202) 514-5943
Fax: (202) 616 2421

Ronald J. Green

Chief, Training/Technical Assistance
and State Reporting Branch
Bureau of Justice Assistance
U.S. Department of Justice
633 Indiana Avenue, N.W., Room 1058-A
Washington, DC 20531
Phone: (202) 514-6640
Fax: (202) 514-5956

Alma V. Holland

Program Specialist
Bureau of Justice Assistance
U.S. Department of Justice
633 Indiana Avenue, N.W.
Washington, DC 20531
Phone: (202) 514-6638
Fax: (202) 514-5956

Frank Kapitan

Senior Special Agent
Bureau of Justice Assistance
U.S. Department of Justice
633 Indiana Avenue, N.W.
Washington, DC 20531
Phone: (202) 514-6638
Fax: (202) 307-0036

Robert A. Kirchner

Chief, Program Evaluation
Bureau of Justice Assistance
U.S. Department of Justice
633 Indiana Avenue, N.W.
Washington, DC 20531
Phone: (202) 616-3455
Fax: (202) 514-5956

Emmett B. Masterson

Bureau of Alcohol, Tobacco & Firearms
Bureau of Justice Assistance
U.S. Department of Justice
633 Indiana Avenue, N.W., Room 528
Washington, DC 20531
Phone: (202) 307-1432
Fax: (202) 307-0036

**U.S. DEPARTMENT OF JUSTICE
OFFICE OF JUSTICE PROGRAMS**

STAFF PARTICIPANTS (Continued)

Laura Minning

Communications Specialist
Bureau of Justice Assistance
U.S. Department of Justice
633 Indiana Avenue, N.W.
Washington, DC 20531
Phone: (202) 307-5974
Fax: (202) 514-5956

Norma Morris-Nance

Program Specialist
Bureau of Justice Assistance
U.S. Department of Justice
633 Indiana Avenue, N.W.
Washington, DC 20531
Phone: (202) 514-6638
Fax: (202) 514-5956

Rosemary N. Murphy

Program Manager
Evaluation Division
National Institute of Justice
U.S. Department of Justice
633 Indiana Avenue, N.W.
Washington, DC 20531
Phone: (202) 307-2960
Fax: (202) 307-6394

Winifred L. Reed

Acting Director
Evaluation Division
National Institute of Justice
U.S. Department of Justice
633 Indiana Avenue, N.W.
Washington, DC 20531
Phone: (202) 307-2952
Fax: (202) 307-6394

Denise E. Schulze

Grant Manager
Bureau of Justice Assistance
U.S. Department of Justice
633 Indiana Avenue, N.W.
Washington, DC 20531
Phone: (202) 514-6638
Fax: (202) 514-5956

JUSTICE RESEARCH and STATISTICS ASSOCIATION

STAFF PARTICIPANTS

444 North Capitol Street, N.W., Suite 445
Washington, DC 20001
Phone: (202) 624-8560 • Fax: (202) 624-5269

Robert A. Brown
Programmer/Analyst II

Charleen McAllister Cook
Conference Manager

Loyce E. Craft
Administrative Assistant

Kellie J. Dressler
Project Manager

David A. Kessler, Ph.D.
Director of Research

Andrea G. Richards
Program Assistant

Melissa A. Ruboy
Research Analyst

Joan C. Weiss
Executive Director

James H. Zepp
Computer Center Director

Appendix B

State Reporting and Evaluation Program National Planning Group

**Bureau of Justice Assistance
State Reporting and Evaluation Program
National Planning Group**

ARKANSAS

Lee Colwell D.P.A.
Professor - Director
Criminal Justice Institute
University of Arkansas-Little Rock
2801 South University
Little Rock, AR 72204
Phone: (501) 569-8590
Fax: (501) 569-3157

COLORADO

Kim English
Colorado SAC Director
Colorado Division of Criminal Justice
Department of Public Safety
700 Kipling Street, Suite 1000
Denver, CO 80215
Phone: (303) 239-4453
Fax: (303) 239-4491

FLORIDA

Roy Dennis Pritchett
Planning Manager
Department of Community Affairs
Criminal Justice Section
2740 Centerview Drive, Suite 307
Tallahassee, FL 32301
Phone: (904) 488-8016
Fax: (904) 487-4414

IOWA

Marilyn Milbrath
Program Planner
Governor's Alliance on Substance Abuse
Lucas State Office Building
Second Floor
Des Moines, IA 503190075
Phone: (515) 242-6391
Fax: (515) 242-6390

IDAHO

Roberta Silva
Senior Research Analyst
Idaho Department of Law Enforcement
6111 Clinton Street
Boise, ID 83704
Phone: (208) 327-7170
Fax: (208) 327-7176

ILLINOIS

Roger Przybylski
Coordinator of Research
Chicago Police Department
Research & Development Division
Unit 127
1121 South State Street
Chicago, IL 60605
Phone: (312) 747-6212
Fax: (312) 747-1989

Dennis Rosenbaum
Director
Center for Research in Law and Justice
University of Illinois at Chicago
400 South Peoria Street
Suite 2100
Chicago, IL 60607
Phone: (312) 996-7199
Fax: (312) 996-5755

MICHIGAN

Timothy Bynum, Ph.D.
Director
Michigan Justice Statistics Center
School of Criminal Justice
Michigan State University
560 Baker Hall
East Lansing, MI 48824
Phone: (517) 355-2197
Fax: (517) 336-1787

MONTANA

Edwin Hall
Executive Director
Montana Board of Crime Control
303 North Roberts Street
Scott Hart Building
Helena, MT 59620
Phone: (406) 444-3604
Fax: (406) 444-4722

NEW YORK

Gary Schreivogl
Director
Office of Funding & Program Assistance
New York State Division
of Criminal Justice Services
Executive Park Tower, Stuyvesant Plaza
Albany, NY 12203
Phone: (518) 457-8462
Fax: (518) 457-1186

WEST VIRGINIA

Melissa Whittington
Drug Control Specialist
Criminal Justice & Highway Safety
1204 Kanawha Boulevard, East
Charleston, WV 25301
Phone: (304) 558-8814
Fax: (304) 348-0391

COORDINATORS:

Robert Kirchner, Ph.D.
Chief, Program Evaluation
Bureau of Justice Assistance
U.S. Department of Justice
633 Indiana Avenue, N.W.
Room 1044
Washington, DC 20531
Phone: (202) 616-3455
Fax: (202) 514-5956

Kellie J. Dressler
Project Manager
Justice Research and Statistics
Association
444 North Capitol Street, N.W.
Suite 445
Washington, DC 20001
Phone: (202) 624-8560
Fax: (202) 624-5269

About the State Reporting and Evaluation Program

The Bureau of Justice Assistance (BJA) established the State Reporting and Evaluation Program (SREP), a State-based program with an orientation toward establishing Federal, State and Local partnerships, to assist in implementing the reporting and evaluation requirements of the Anti-Drug Abuse Act of 1988. Through SREP, BJA provides technical assistance and training to the State and local offices and agencies responsible for implementing, monitoring, and evaluating violent crime and drug control programs funded under the Drug Control and System Improvement Formula Grant Program. SREP is coordinated for BJA by the Justice Research and Statistics Association (JRSA).

The SREP project is designed to:

- meet States' needs for technical assistance for the development of drug control strategies and the development of State monitoring plans;
- provide technical assistance and training on drug control project performance monitoring and evaluation;
- publish reports for State and local audiences on special topic areas related to drug control program performance monitoring and results of evaluations; and
- disseminate reports and information to the States and territories as a result of BJA and SREP activities.

A National Planning Group, comprised of State and local representatives from the criminal justice community provides input to the project. The National Planning Group plays a critical role in the development and implementation of the SREP projects, and also plays an integral role in the development of national indicators for performance monitoring. Since 1987, JRSA has worked with BJA and the States to establish data collection and analysis projects. JRSA and the States have produced numerous reports and technical assistance products covering many criminal justice programs and themes, including: multijurisdictional law enforcement task forces, innovative rural programs; crime laboratory enhancement programs; county-level trends in drug arrests, convictions, and sentencing; State citizen surveys on drug use and control; drug offender processing; and forecasting for criminal justice policy analysis.

The State Reporting and Evaluation Program is a unique program that focuses primarily on enhancing States' monitoring, reporting, and evaluation capacities. States participate in all aspects of the SREP project from planning and development to the implementation and delivery of technical assistance and training services. The project is designed to provide a forum for States to share information and to receive the assistance they need to develop and implement effective monitoring, reporting, and evaluation systems.

For more information about the
State Reporting and Evaluation Program contact:

Robert A. Kirchner, Ph.D.
Chief, Program Evaluation
Bureau of Justice Assistance
633 Indiana Avenue, NW
Washington, DC 20531
(202) 616-3455

Kellie J. Dressler
Project Manager
Justice Research and Statistics Association
444 North Capitol Street, NW
Suite 445
Washington, DC 20001
(202) 624-8560