

ADVOCATE

A PUBLICATION OF THE VIRGINIA JUVENILE JUSTICE ASSOCIATION

SPRING 2001

An Interview with the Chief Deputy Director

Dave Marsden has worked in Virginia's juvenile justice system since 1970. He has been a probation and intake officer, director of a less secure shelter and superintendent of a detention home. Marsden also served two terms as president of the Virginia Juvenile Justice Association. In January 2000, Marsden accepted the position of chief deputy director with the Virginia Department of Juvenile Justice.

Advocate: Now that you have a year under your belt as DJJ's chief deputy director, what are the greatest challenges you see facing the department?

Marsden: In a general sense, the problem is always one of where we place or concentrate our resources. The Department has made great strides in improving our data collection and decisions can be made based on that information as opposed to anecdotal or "best guess" information. Our CSUs need better information technology to enable them to perform increasing numbers of tasks without taking away from the time spent with kids and their families. Technology in its current state is not the answer to everything, but we need to start so that, in time, we may have the tools available to us that will truly enhance public safety and improve the quality of lives for our clients. On the correctional center side, we need to organize ourselves in such a way as to provide for better developmental programming.

Treatment, education and discipline are important, but I think we need to find better ways to help kids mature. Growing up successfully requires guidance in the exercise of individual judgement. We have difficulty providing this guidance in an environment that is so heavily weighted toward control and regimentation. In short, how do you provide opportunities for growth and development and keep order at the same time?

Advocate: So the bean counters are in place, and the beans are rolling in. In the meantime, we are faced with budget cuts and hiring freezes. Those resources we need to concentrate are dwindling. What's the department's plan?

Marsden: Plan? OH!.....yeah, right.(Pay no attention to the man behind the curtain; the great and powerful Oz has the situation well in hand.) Actually, I just wish we knew for sure how many beans are in the jar. Anyway, it is difficult to plan in this environment. By utilizing the Risk Instrument and evaluating the data provided by the Workload piece of the Juvenile Tracking System, it is hoped that CSUs will be able to better manage their resources. We are finding a number of ways to save money on the JCC side with new ways of handling food service, medical care, etc. We have been frugal and have reduced things like Workers' Comp by \$500K by stressing de-escalation, proper classification of wards,



liability training and implementation of light duty among other things. To some extent, these measures may help shield CSUs from further cuts. There is no question that next year will be tough, but we are trying to protect front line services as a first priority. By the way, I liked you better when you asked easy questions like the first one.

Advocate: It certainly seems that juvenile justice in Virginia swings like a pendulum do. From the early '90s through the mid-'90s, we shifted from a treatment-oriented system to a more public safety focus. In your view, where are we now?

Marsden: The simple answer is that we are trying to get our system in balance.

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Views From the Ledge ...

by Gary Conway

January 1974 was particularly cold in Frostburg, Maryland. A wind chill factor of 50 below zero was not uncommon, even during the day. Why I had chosen to attend Frostburg State College had little to do with the weather and much to do with the fact that the city of Frostburg had more bars per capita than any city in the United States. Or at least it did back then. Also impressive was its ranking by *Rolling Stone* magazine as the No. 2 Party College on the East Coast. These factors came into play, I suppose, when my upstairs neighbors, Nick and Archie, set out at about 2 o'clock one cold January morning with felonious intent.

It was technically a larceny that Nick and Archie planned to commit, but the act would forever be remembered as a kidnapping. Nick gently placed a note on the dashboard of Archie's car and held it in place with two strips of duct tape, then folded himself into the front passenger seat of Archie's beat up Pacer. Archie drove the 10 miles east to LaVale trying not to arouse anyone's suspicion. At 2:30 a.m., he quietly pulled into the deserted McDonald's parking lot.

The previous summer, this particular McDonald's had constructed a children's play area adjacent to the restaurant. In it was placed a conglomeration of heavy plastic figurines--little mushrooms with eyes, the Hamburglar and, of course, Ronald McDonald the Hamburger Happy Clown. On that bitter cold January morning, Ronald stood a good six feet tall and was

wearing his full clown regalia. A wide smile adorned his face, and his right arm was posed in a wave that gave him the eerie appearance of having been permanently frozen in that position. Nick and Archie went straight to their work. Nick grabbed Ronald by the feet and lifted him up as Archie gently cradled the clown's head into the back of his Pacer. With shins and huge clown shoes protruding from the back of the vehicle, Archie tied the hatch down with a piece of twine leftover from a cheese box his parents had sent him from Wisconsin. Nick scurried to the front seat to get the ransom note off the dash. Nick and Archie had constructed the note the day before while skipping economics class. They had cut letters of various sizes, colors and fonts from several magazines and pasted them carefully onto a college ruled sheet of notebook paper until the note read: "*We got Ronald. Have 300 cheeseburgers in a brown paper bag delivered to the front of Old Main at 3 a.m. on Tuesday. No cops or we hurt the clown . . . Have a Nice Day.*" complete with smiley face. Nick used the duct tape to attach the note to the restaurant door and the Pacer sputtered off back to Frostburg.

The deadline for the cheeseburger drop came and went without any action by the McDonald's Management Team. Nobody really expected the hamburger giant to give in to kidnapers. But the story about the theft which appeared in the *Baltimore Sun* was rumored to have infuriated the manager of the LaVale McDonald's to the point where he was vowing to prosecute the culprits to "the fullest extent of the law." Archie and Nick had positioned Ronald in the window of their second story apartment facing Main Street where hundreds of people drove by each day. It was hard to say how many passersby noticed Ronald McDonald waving gleefully from that window over the next month, but Sara noticed. Sara worked at the LaVale McDonald's and had met

Archie at a TKE party last fall where Archie had tried to convince her that he was a member of the Kennedy family. Sara hit the brakes, parked her car, and bolted up the flight of stairs to Nick and Archie's apartment.

"You morons!" Sara screamed as she interrupted the boys' soap operas and beer drinking. "My boss is *furious* over that stolen clown in your window! He wants your hide! You had better figure out a way to get Ronald back where he belongs, or I just might decide to turn you in for the reward. The only reason I don't rat you out right now, Archie, is out of respect for your family."

"Your *family*?" Nick was lost. But Archie took Sara by the arm and led her quickly back to her car, giving assurances all the way that the evil deed would be righted "before breakfast tomorrow morning." And it was. Under the cover of darkness that very night, Nick and Archie returned Ronald McDonald to his place at the local McDonald's.

Today, Archie is a successful lawyer in Chicago. Nick runs his father's international shipping business in Baltimore. Ronald has gone on to sell "billions and billions" of hamburgers. Sara supervises a restorative justice program in Kansas. And don't you wish the kids we supervise had just a little more imagination?

ADVOCATE

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The Wright Stuff

by Lewis Wright, III, VJJA President

This year marks the 35th anniversary of the founding of the Virginia Juvenile Justice Association. 1966 seems like a long time ago, even to those of us old enough to remember it. Having just celebrated yet another birthday myself, I am well aware that many of our current members were not even close to being born in 1966. I hope that, at the very least, you all learned about the '60s in school. It was a very interesting time.

Although the concept had been in existence since 1899, many states did not have a "real" juvenile court, separate from their adult courts, even in the 1960s. At that time, probation was modeled pretty much on the adult system, and the idea of a "court service unit" was basically in its infancy. Certain forward-thinking localities across the country were just beginning to develop programming for juvenile offenders.

It was in this climate that a dedicated group of probation officers and juvenile court administrators from throughout the Commonwealth of Virginia met in Roanoke to establish a professional association for those in the field of juvenile justice. They named it the Virginia Juvenile Officers Association and set goals that we continue to strive for today: to advocate for quality services to youth and families, to enhance professionalism in the

field, and to offer training to increase the skills of and foster communication between its members.

Thirty-five years later, the Virginia Juvenile Justice Association, despite steady growth and constant change, still adheres to the mission set out for us at that very first conference. Yes, we updated our name and opened our doors to other disciplines serving our clientele, and I think we are much the better for it. We've endured occasional hard times in the form of budget crises, political infighting and lack of support from the state, but we've come through with increased strength and renewed vitality every time.

Our accomplishments have been great. Our annual Training Institute enjoys a reputation as **the** place to be for VJJA members, DJJ administrators and vendors alike during the first week of November. We have been instrumental in obtaining position regrades and raises for probation officers, their supervisors and CSU directors. Ditto correctional counselors, *their* supervisors and JCC administrators. We helped create the Senior P.O. positions. We have worked to pass many new laws benefiting our membership, the youth and families we work with and, indeed, the entire juvenile justice system in Virginia.

Although we will face many challenges during the next



35 years, after five years as your president, I am certain that we, as an association, will be up for whatever comes our way. I am confident, first and foremost, that we will eventually prevail on the VALORS legislation. I think that, with Dave Marsden's efforts, we will soon have a more fair, more equitable intake on-call system. I believe the working relationship we have established with the Department of Juvenile Justice can withstand any pressures. I am greatly encouraged by the influx of new, younger members and know that they will be ready to move us forward as they enter into leadership positions with our organization.

So take a moment, as you are reading this issue of our excellent and long-running newsletter, to celebrate with me the good ideas, good works, good people and good times that have been reflected in these pages, listed on our award plaques and scholarship certificates and promoted at our conferences and local training events for the past 35 years. Happy birthday to us!

Mentors in Criminal Justice

by Eric Assur

If very young children can be taught to swim at an early age they will forever be safer when near the water. In the community context, children who can resist the temptations of the streets, who feel better about themselves, who practice conflict resolution skills and who are law-abiding will both live longer and have better lives. This is now referred to in the literature as *resilience building*. Mentors can be a major factor in building resilience and keeping kids out of trouble. Some courts also use mentors with clients on probation or leaving residential care.

Criminal justice professionals should be aware of the SafeFutures Initiatives and the 164 current Office of Juvenile Justice and Delinquency Prevention's (OJJDP) Juvenile Mentoring (JUMP) Programs. They are both federally supported and initiated research-based projects with "at risk" populations. The SafeFutures Program to Reduce Juvenile Delinquency and Youth Violence is a five-year demonstration project supported by the U.S. Department of Justice, OJJDP, and Office of Justice Programs. The initiative links research on risk and protective factors for youth with current knowledge of prevention and early intervention in juvenile delinquency. The federal programs generally follow the research findings reported in Communities that Care by J.D. Hawkins and R. F. Catalano (1992) on risk and protective factors. Based on knowledge of the roots and development of delinquency, the federal government funded a comprehensive array of SafeFutures programs by pooling federal and local funds to provide services in one of nine areas. Juvenile Mentoring Programs (JUMP) were among the nine approaches. One of the more obvious findings was that many citizens, potential volunteers and mentors are repelled by the idea of working with children who have juvenile justice records. It is for this reason that police officers and justice system employees might *best* serve in mentoring or other prevention roles with young children who are both at risk and difficult to match with volunteers. The research also confirmed the common view that intervention or change is more

difficult the more delinquent the child. In other words, early intervention works best when it is *very* early.

Since 1996, the JUMP programs have sought to provide one-to-one mentoring for youth at risk of juvenile delinquency, gang involvement, educational failure or dropping out of school. In 2000, there were 164 such federally funded programs. Some of these programs are partnerships between law enforcement and local education agencies. In other models, the pro-social mentors were recruited, trained and directly supervised by law enforcement or corrections departments. The Department of Youth Services in Boston hired adults to mentor and to provide structure for youth being discharged from juvenile detention facilities. The Contra Costa, California, Volunteers in Probation (VIP) program hired staff to recruit and train volunteers to mentor youth on probation. In the Fairfax County, Virginia, juvenile court program, the local bar association offered Continuing Legal Education (CLE) credits to 25 lawyers who became trained mentors and were matched with young first-time offenders being adjudicated for truancy. This new program is being developed by VJJA member Steve Spero. Veteran Fairfax probation officers Bob Smith and Linda Work are active mentors and juvenile justice consultants in a high-needs community elementary school.

In recent years, probation and parole agencies have begun to use risk assessment instruments to guide their recommendations to the court and to determine service levels. In some states, the use of a standardized risk assessment instrument is a required section of the presentence investigation and report. Underlying the use of such an instrument is the empirical belief that past behavior is the strongest predictor of future behavior. The child's home, neighborhood and parentage are also factors that receive some scrutiny in predicting just how likely a defendant is to recidivate. Similar risk assessment tools enable substance abuse professionals to determine how likely an abuser is to relapse. All such instruments

also can be used to hint at what level of treatment is needed.

The same risk assessment orientation can be applied to early childhood settings and used to guide prevention services. Communities with poverty, high levels of transition, addictions, domestic violence, single parents and latchkey kids have a high level of risk factors. It is in such communities that justice system professionals can best invest a small amount of their time, perhaps only 20 or 30 minutes a week, to mentor.

In some grant-funded programs, overtime compensation is offered to officers for their extra "volunteer" work in the community. In other programs, the police chief, sheriff, judge or chief probation officer may recognize the benefit of positive community relations *and* prevention. This leader may offer compensatory time or the intangible credit or recognition that helps when performance evaluations or promotional considerations are being addressed. In most programs, the criminal justice professionals visit with their mentees at elementary schools or apartment complexes while making routine field visits. A once a week tutor or mentor program requires no added compensation, travel expense or advance preparation. The child receiving the tutoring or mentoring need not even know exactly how this "helper" is employed.

Creative partnerships and meaningful roles with a young child or group of children can boost morale. Active involvement also helps keep the veteran both realistic and optimistic. Working with these children for even a few minutes can be a nice change of pace, a breath of fresh air or a short respite from the jail, courtroom or street pain and pressure. And, there are other personal rewards. Rarely do criminal justice clients thank anyone for arresting them or for offering probation services. Young children, especially those from troubled homes, love to have attention. The probation officers who mentor once a week are routinely thanked for their time and attention.

The Fairfax Co. sheriff's department, a group of 550 sworn deputies, was one of the first groups to support the two-year *Socially and Academically Resilient Children* grant in that county. The grant itself was one of 40 awarded to communities, schools or agencies throughout the nation by the Center for Mental Health Services and Center for Substance Abuse Treatment. The grant application included the law enforcement community and was built around the theme of building resilient children through a community based multi-agency approach. A senior sheriff's department administrator agreed to "adopt" a class of children who had already been suspended and transferred to one elementary school for a highly structured alternative or intervention and support program. In 2000-2001 he spent the last 45 minutes of each week with the students. The students looked forward to his Friday afternoon visits. A theme of social skill teaching developed. The young men were taught to shake hands, speak clearly and to respect each other. The academic and behavioral program of the school was reinforced. The weekly visits also included a few law-related education discussions. Some of the jurisdiction's 30 additional intervention or alternative schools now benefit from similar programs with other deputies. Female deputies now offer physical education programs and beneficial group sessions with the young women who attend a juvenile court school. Police officers now serve as school-based mentors.

Long before the JUMP initiative, public and private schools offered student mentor programs. Mentor programs can now be found in most all school systems. Youth at any age can benefit from the time and attention of a caring adult. The time spent with a designated student need not be as extensive as that demonstrated in the well-regarded Big Brother or Big Sister programs. The expenditure of as little as 30 minutes a week reading with a first or second grader can be helpful. Talking about hobbies, sports, the news or life plans with an older child can be time well spent. Most any time spent with a child who already scores high on a risk assessment checklist will be of benefit. It is likely that mentor programs will continue to grow in both public schools and court settings this decade.

VIRGINIA JUVENILE JUSTICE ASSOCIATION		
2001 Budget (Revised as of 3/20/01)		
<i>LINE ITEM</i>	<i>BUDGETED AMOUNT</i>	<i>EXPENDITURES</i>
ADMINISTRATION	\$1,200	\$159.50
AWARDS	\$ 250	0
REBATES	\$1,900	\$116.25
EDITORIAL	\$1,400	\$171.99
PRESIDENT'S TRAVEL	\$ 700	\$151.27
MEMBERSHIP	\$1,100	0
<u>SCHOLARSHIP</u>	<u>\$1,000</u>	<u>\$1,000</u>
TOTALS	\$7,500	\$1,599.01
GENERAL FUND BALANCE		
AS OF 2/9/01	\$14,090.56	
INSTITUTE BALANCE		
AS OF 2/9/01	\$ 19,605.56*	
*conference bills paid		
Respectfully Submitted, Kathi Meenahan, Treasurer		

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ASK UNCLE BUCK...

(Uncle Buck claims to be licensed professional counselor who specializes in employee relations counseling. If you have questions you would like to have answered by Uncle Buck and his Advocate panel of experts, please write to: Ask Uncle Buck, P.O. Box 1336, Staunton, Virginia 24401.)



Dear Uncle Buck: *In an effort to enhance teambuilding in our work unit, our supervisor has signed us up to participate in the local recreation department's summer softball league. He has even ordered uniforms and is calling our team the "Guardians of the Norm." He expects us to practice three times a week after work and on Saturday afternoons. I have a life, Buck, and don't want any part of this. Can my refusal to play ball impact my performance evaluation? - No Sports Fan*

Dear No Fan: Don't you realize that the game of softball epitomizes man's eternal struggle between order and chaos? The team in the field tries to preserve order, while the team at bat is trying to create chaos. Every half-inning the roles change in a perfectly symmetrical ballet. DJJ has fielded a softball team in the Richmond Recreation League for the past several years now. You don't hear John Schisa whining about a little after-hours practice, Uncle Buck can tell you that. This love of the game goes to the very highest levels in the department. Uncle Buck just can't imagine anyone not wanting to play a little ball. No, your refusal to play cannot impact your performance evaluation. But it should.

Dear Uncle Buck: *I was one of the first people in my office to be "observed" using the new IV-E random moment sampling procedure. With absolutely no advanced warning, my supervisor came to me and asked, "And what are yooooouuuu doing?" Well, at the time, I was in the staff bathroom reading a newspaper article about one of my probationers who had held up a convenience store. My supervisor logged in that I was on a break, activity code 020. That didn't seem fair. What do you think? - Befuddled*

Dear Befuddled: Obviously your supervisor is mistaken. While to the untrained eye you may indeed have appeared to be on a break, you weren't reading *Popular Mechanics* in that bathroom. The fact that you were reading a newspaper article about one of your probationers makes it clear to Uncle Buck that you were performing a case management activity (code 001). You were, in fact, "monitoring the juvenile's progress" as outlined in the RMS User's Guide. Sit down with your supervisor and ask that he or she revisit the coding of the observation. Research shows that much of a P.O.'s best case planning takes place in the toilet. I believe your supervisor will understand.

Dear Uncle Buck: *Is it my imagination or has DJJ's central office been overrun by staff of the northern persuasion? I know Tim Howard is from Ohio. Barry Green and Susan Gholston don't talk like the rest of us either. Scott Reiner is a New York Mets fan and doesn't even try to hide it. And Carl Peed and Dave Marsden are from Fairfax, which is about as far north as I care to travel. I've even heard that poor Wayne McClelland from the far Southwest has to be accompanied by an interpreter every time he attends a meeting in Richmond. How did this happen? - Can't Forget*

Dear Can't Forget: Uncle Buck has also noticed this "yankee"tization of DJJ's central office over the past several years. At first I thought it might be some type of foreign exchange program where these folks had been issued green cards to work in the Commonwealth for a specified period of time. It appears, however, that all the Central Office administrators you mentioned are indeed bonafide Virginians now and are working legally below the Mason-Dixon Line. And as for Mr. McClelland, well, Uncle Buck would recommend an interpreter for him anywhere outside of Eastern Tennessee.

Chief Deputy Director

(continued from page 1)

We are structuring the institutions emphasizing treatment, education and child development. Strengthening our programs without compromising the strides made in security is clearly indicated. In a balanced and well-functioning system, treatment and security can actually enhance each other. When our case management system is fully installed and communications issues improved between CSUs and JCCs, we expect real improvements in our ability to have coordinated services between facilities and parole.

Advocate: A new classification system for state wards, a detention information system, the Risk Assessment instrument, automated workloads, the CSU Operations Manual, parole revisions, the SABRE initiative, exploration of video intake, IV-E implementation . . . the pace of change is picking up around the department. Any advise for folks in the field who may be feeling a bit overwhelmed by all this?

Marsden: No.

Advocate: Given your short and sweet answer to our last question, it seems that you may be experiencing a bit of stress yourself. You're in a high-pressure job, long hours, running the road between your job in Richmond and your family in Fairfax. The picture that accompanies this printed interview was taken when you accepted the chief deputy's job. Here we are 15 months later and quite frankly, Dave, you look like you've aged 20 years. How *are* you holding up?

Marsden: Actually, I'm doing fine and am enjoying the heck out of this job (The reason I look 20 years older is that I have begun to abuse my comb-over.). The people in DJJ have been fantastic to work with, and I don't know if people realize how hard central office folks work. State government is very complicated, and it is a humbling experience for me to come from a situation where I knew a great deal

about one thing (detention) to having to know something about a great number of things. The learning curve is steep. As to your previous question, I was just kidding. I know that we are asking a great deal of CSU staff, but I think that when everyone adjusts we will see the benefits of increased technology, improved case management tools and, hopefully, some money that can be spent locally that we derive from 4E. One of our current projects is to pursue remote entry into our Workload system. We have submitted a grant concept paper to DCJS to explore Palm Pilots in one CSU as a means of avoiding duplication of effort in recording case information. Our goals are to have better data with less effort and to improve our decision making with cases. What do you think?

Advocate: You know me, Dave. I agree with anything you say as long as you have your current job. But the House Appropriations Committee proposed that our friends at JLARC study adding additional classes of employees to VALORS. JLARC is expected to report their results of this study and provide recommendations to the 2002 legislative session. Where will DJJ be standing on this bad boy?

Marsden: The Department still supports VALORS. It is only fair that if adult POs receive the benefit then ours should as well. This goes for local detention as well, which has not been included as have adult jails. We, along with the detention folks, have responded to a survey on this issue. This is a huge legislative matter that is going to be driven to a great extent by what the Commonwealth can afford.

Advocate: Looks like a pretty major shake up headed our way on the community programs side of the department with regard to the regional offices. What's the logic?

Marsden: More direct operational support! We don't want to create a top down structure with a strict chain of command, but we do want accountability when broad mandates are laid out for

CSUs and halfway houses. We ultimately want decision making in hiring and budget management to be made at the unit level, for example. We believe that this new structure will get us there. An old county executive where I come from once said "I may tell you to paint the barn, but I'm not going to tell you where to buy the paint." When we ask for certain issues to be addressed by CSUs, they should be addressed based on local knowledge, practice and tradition. We want free flowing communications as well as the opportunity to group CSUs in creative ways that could maximize our ability as a department to help each other solve our problems.

Advocate: You put together a committee shortly after you arrived at DJJ to look at the after-hours intake situation, specifically with regard to two-way video capabilities. Bristol and Fairfax will be doing a pilot project, as we understand it. But let's face it, after-hours intake is a major morale buster in this department, and the service we provide after normal working hours is just not what it should be. What other options do we have? For example, with regard to IV-E reimbursement, is our on-call solution ship coming in while we're at the airport?

Marsden: The Video Intake pilot is starting on April 16. I really hope that it will lead to some system-wide solutions to after-hours issues. We have to be careful with IV-E money in that it needs to develop a track record before we can count on it to permanently solve a problem as complex as after hours. Let's see how this plays out.

Advocate: You have been very generous with your time, Mr. Marden, and we appreciate the straightforward answers you have given to our questions. Are there any final thoughts or pearls of wisdom you would like to share with the VJJA membership before you and Scott Reiner run off to shoot some hoops?

Marsden: First off, I can't run . . . period! Secondly, Reiner has no game. As to final thoughts.....Duke by 10.

Ch-Ch-Ch-Ch-Changes

Beginning July 1, 2001, the community programs side of the Department of Juvenile Justice will have a new look. In an effort to “make our operation more efficient,” DJJ Director Carl Peed and Deputy Director for Community Programs Tim Howard have announced a reorganization of DJJ’s Division of Community Programs that will eliminate the current regional office system as we know it. The reorganization stems from a consultant’s study prepared by DMG-MAXIMUS.

In order to implement this reorganization, seven (7) new positions have been created in the department. A field operations manager will work directly under Deputy Director Tim Howard and will supervise six (6) regional operations managers. The regional operations managers will be the direct supervisors of the court service unit and halfway house directors around the state. These regional operations managers will be housed in the existing regional offices in Fairfax, Roanoke and Hampton along with the regional computer analysts and clerical support staff. The assignments given to the regional operations managers may not, however, be dictated by geography. Other criteria like urban versus rural CSUs will be considered.

With the creation of these seven (7) new positions, nine (9) existing positions will be abolished: three (3) regional administrator positions and six (6) regional manager positions. The new positions will be advertised within the department and hired internally. Each of the department’s current regional administrators will be offered a position as a

regional operations manager, and Howard states that it is important to “make sure people are not unemployed” as the result of the reorganization. To that end, any current regional managers without positions at the end of the hiring process will be reassigned.

The plan calls for the completion of interviews for the field operations manager by April 27 and completion of interviews for the six (6) regional operations managers by May 11. The new operating structure will become effective July 1.

BUSINESS AS USUAL?

Can you imagine working for a company with 535 employees that has the following statistics?

- * 29 have been accused of spousal abuse;
- * 7 have been arrested for fraud;
- * 19 have been accused of writing bad checks;
- * 117 have directly or indirectly bankrupted at least 2 businesses;
- * 3 have done time for assault;
- * 71 cannot get a credit card due to bad credit;
- * 14 have been arrested on drug-related charges;
- * 8 have been arrested for shoplifting;
- * 21 are currently defendants in lawsuits; and
- * 84 have been arrested for drunk driving in the past year.

It’s the United States Congress, the same group that cranks out hundreds of new laws each year designed to keep the rest of us in line.

Title IV-E Initiative

by Ruth Ann Cutright

Many state agencies within the Commonwealth have been introduced to a new phrase during the past several months . . . revenue maximization. Born out of the realization that Virginia has traditionally been slow to bring federal dollars into the state, the Virginia Department of Social Services (VDSS) has been charged with helping agencies to seek federal reimbursement. The Department of Juvenile Justice (DJJ) has chosen to participate in this effort through the Title IV-E initiative. As part of the Social Security Act, one provision of Title IV-E offers federal reimbursement for activities designed to prevent out-of-home placement for juveniles deemed to be eligible under federal guidelines. All state-operated court service units (CSUs) will collect information on staff activities and juvenile eligibility. Similar projects are also being undertaken by local governments who fund positions and services which are also designed to prevent juveniles from being removed from their homes.

The Department has been involved with Title IV-E for more than 18 months, in preparation for statewide implementation which began April 2001. Training-of-trainers sessions were conducted regionally over the past several months in an effort to introduce the concept of IV-E to CSU directors and supervisors. These trainings were developed with the benefit of feedback from six pilot sites which have been submitting IV-E claim information since September 2000.

The purpose of DJJ's participation in the Title IV-E initiative is to produce additional revenue which can be spent by each CSU in a way that is most useful to meet its specific needs. CSUs will receive revenue in proportion to how it is generated (e.g. based on the percentage of eligible juveniles claimed). The Virginia Department of Social Services, which files all claims for the state related to Title IV-E, has stipulated that all funds must be used for the provision of services. The department has developed a broad list of services which may be purchased for juveniles. Specific information on how the revenues from the IV-E project can be utilized will be distributed to CSUs within the coming months.

While the current philosophy of DJJ is to take a conservative approach to claiming money under Title IV-E, there is obvious room to expand the direction and scope of the project. Once the department feels comfortable with the reimbursement process, CSUs will be directed to seek additional reimbursement in other areas.

11 Rules of Life

At a recent speech to a group of high school students, Bill Gates offered the following advice:

RULE # 1: Life is not fair - get used to it.

RULE #2: The world won't care about your self-esteem. The world will expect you to accomplish something **before** you feel good about yourself.

RULE #3: You will **not** make \$40,000 a year right out of high school. You won't be a vice president with a car phone until you can earn both.

RULE #4: If you think your teacher is tough, wait till you get a boss. He doesn't have tenure.

RULE #5: Flipping burgers is not beneath your dignity. Your grandparents had a different word for burger flipping - they called it opportunity.

RULE #6: If you mess up, it's not your parents' fault. So don't whine about your mistakes, learn from them.

RULE # 7: Before you were born, you parents weren't as boring as they are now. They got that way from paying your bills, cleaning your clothes, and listening to you talk about how cool you are. So before you save the rain forests from the parasites of your parents' generation, try delousing the closet in your own room.

RULE #8: Your school may have done away with winners and losers, but life has not. In some schools, they have abolished failing grades, and they'll give you as many times as you want to get the right answer. This doesn't bear the slightest resemblance to **anything** in real life.

RULE #9: Life is not divided into semesters. You don't get summers off and very few employers are interested in helping you find yourself. Do that on your own time.

RULE #10: Television is **not** real life. In real life people actually have to leave the coffee shop and go to jobs.

RULE #11: Be nice to nerds. Chances are you'll end up working for one.

Project Doubleteam

by Susan P. Heck

Tamara Rosser, Director of the Lynchburg Office on Youth, knows the value of partnerships. The Lynchburg Office on Youth is an excellent example of the mission of offices on youth to provide planning, collaboration and coordination of services which address youth needs within their communities. Dedicated to delinquency prevention and positive youth development, offices on youth provide critical needs assessment and comprehensive planning for youth needs and services in their communities and are committed to identifying and filling any identified gaps in service.

Project Doubleteam is just one example of this mission in practice in Lynchburg. The program, which pairs high school athletes with elementary students (4th and 5th grades) in a mentoring relationship, began in 1991. When Project Doubleteam started, elementary students were paired with high school students for four Saturday sessions of one hour of basketball practice and one hour of mentoring. The younger students spent time with their high school coaches/mentors on the basketball court and, during lunch, discussed what it takes to be a good leader, to have good sportsmanship and to respect authority, and the importance of staying in school.

Last year the program expanded to eight sessions which includes one after school session per week. “We felt that the Saturday sessions weren’t going as far as we wanted to go,” explains Rosser. “We were seeing needs in the youth who participated that weren’t being met by the four-session Saturday-only program.”

The expanded program includes one after-school session per week. Participating youth are picked up from school and taken to a community recreation center for a structured program which includes tutoring, participation in “Drumming on the Edge of Leadership” (youth learn to play the drums in a program which also emphasizes leadership), small group work which provides information on nutrition, personal hygiene and conflict resolution, ending with dinner and thirty minutes of free time.

The program has a two-tiered effect. It targets the elementary at-risk population and helps to increase self-esteem, foster and develop leadership skills and promote team building. The high school athletes learn the importance of and how to be good role models and leaders in their schools and in the community.

Project Doubleteam is a team effort in terms of community partnerships, as well. The Office on Youth partners with the city’s

department of parks and recreation to provide transportation, program space and program staff for the afterschool program. Dinner is provided to the participants through KidsCafe (all parks and recreation youth are fed through this program). Tutors for the after-school session come from the Mayor’s Youth Council, another Lynchburg Office on Youth initiative. Lynchburg City Public Schools provide referrals for the program and T-shirts for participants, as well as the use of the facilities and transportation for the Saturday sessions.

Funding for Project Doubleteam is provided by a Title V grant from the Department of Criminal Justice Services as well as community and business donations.

The program, now in its 10th year, is beginning to have an additional special quality. “Some of our high school coaches/mentors now were participants in the early days of the program,” Rosser says with pride in her voice. “It’s very heartening to see this happen.” This program demonstrates in a most tangible way successful community collaboration.

VIRGINIA CENSUS DATA & FIELD STAFFING OF CSUs

EASTERN REGION

CSU District	2000 pop.	1990 pop.	Change	% Change	Total FTE	FTE ratio to pop.	97-00 COMMITTS
1st Chesapeake	199,184	151,976	47,208	31.10%	35	1 to 5,691 pop.	260
2nd Va. Beach	425,257	393,069	32,188	8.20%	52.5	1 to 8,100 pop.	477
2-A Accomac	51,398	44,764	6,634	14.80%	11	1 to 4,673 pop.	126
3rd Portsmouth	100,565	103,907	-3,342	- 3.20%	28	1 to 3,592 pop.	223
4th Norfolk	234,403	261,229	-26,826	-10.30%	88	1 to 2,664 pop.	432
5th Suffolk	119,233	102,608	16,625	16.30%	18	1 to 6,624 pop.	182
6th Hopewell	110,378	97,034	13,344	13.80%	21	1 to 5,256 pop.	182
7th Newport News	180,150	170,045	10,105	5.90%	48	1 to 3,753 pop.	346
8th Hampton	146,437	133,793	12,644	9.50%	34	1 to 4,307 pop.	231
9th Williamsburg	222,036	180,877	41,159	22.80%	23	1 to 9,654 pop.	154
11th Petersburg	107,775	98,454	9,321	9.50%	25.5	1 to 4,226 pop.	204
12th Chesterfield	276,800	225,338	51,462	22.80%	31	1 to 8,929 pop.	194

WESTERN REGION

CSU District	2000 pop.	1990 pop.	Change	% Change	Total FTE	FTE ratio to pop.	97-00 COMMITTS
10th Charlotte Courthouse	153,418	131,697	21,721	16.50%	23	1 to 6,670 pop.	146
21st Martinsville	92,753	90,577	2,176	2.40%	21	1 to 4,417 pop.	64
22nd Rocky Mount	157,442	148,260	9,182	6.20%	24.5	1 to 6,426 pop.	140
23rd Salem	110,525	103,088	7,437	7.20%	18	1 to 6,140 pop.	74
23-A Roanoke	94,911	96,397	-1,486	- 1.50%	24.5	1 to 3,874 pop.	129
24th Lynchburg	229,356	206,706	22,650	11.00%	34	1 to 6,746 pop.	216
25th Staunton	209,701	191,046	18,655	9.80%	28	1 to 7,489 pop.	187
27th Pulaski	230,087	211,362	18,725	8.90%	28.5	1 to 8,073 pop.	67
28th Abingdon	101,551	96,683	4,868	5.00%	17	1 to 5,974 pop.	64
29th Pearisburg	141,807	146,460	-4,653	- 3.20%	24.5	1 to 5,788 pop.	42
30th Gate City	91,019	91,520	-501	- 1.00%	18	1 to 5,057 pop.	25

NORTHERN REGION

CSU District	2000 pop.	1990 pop.	Change	% Change	Total FTE	FTE ratio to pop.	97-00 COMMITTS
13th Richmond	197,790	203,056	- 5,266	- 2.60%	56	1 to 3,532 pop.	307
14th Henrico	262,300	217,881	44,419	20.40%	36	1 to 7,286 pop.	241
15th Fredericksburg	386,706	286,578	100,128	34.90%	42	1 to 9,207 pop.	358
16th Charlottesville	274,729	226,756	47,973	21.20%	27.5	1 to 9,990 pop.	322
17th Arlington	189,453	170,936	18,517	10.80%	38	1 to 4,986 pop.	210
17-F Falls Church	10,377	9,578	799	8.30%	3.5	1 to 2,594 pop.	4
18th Alexandria	128,283	111,183	17,100	15.40%	24	1 to 5,345 pop.	70
19th Fairfax	991,247	838,206	153,041	18.30%	129	1 to 7,684 pop.	407
20-W Warrenton	62,122	55,363	6,759	12.20%	8	1 to 7,765 pop.	15
20-L Loudoun	169,599	86,129	83,470	96.90%	14	1 to 12,114 pop.	39
26th Winchester	293,475	247,428	46,047	18.60%	19	1 to 15,446 pop.	127
31st Manassas	326,238	250,377	75,861	30.30%	45	1 to 7,250 pop.	109

TOTALS	7,078,505	6,180,361	898,144		1,118		6,374
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3/30/01

Advocate

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Membership Matters

by Jim Woolf

Happy Spring and Daylight Savings Time to everyone ! This will be the last *Advocate* before renewals are sent out, so let me give you the process for renewal. I send out renewals, you get it, write a check, and send it back. Pretty simple, huh?

Now this is usually what really happens. We have 510 members and, sometime in June, I'll be sending out 510 renewal notices. This is how it usually breaks down. About 300 or so will be conscientious enough to send their renewal back in the first month. They are going to enjoy a really good year. Their loved ones are going to look at them in a whole new light. They will have a certain inner peace that can only come from their prompt renewal. This also puts a really big smile on my face. You won't be able to see it but, trust me, it's there.

Then there will be another 50 or so who will clean off their desk in August and find their renewal form and send it in. They too will suddenly have this calm fall over them like a warm woolen blanket. Again, an old man smiles.

Now it's the end of summer, and I figure that about 150 of you have either totally forgotten about renewing or still

haven't cleaned off your desk thus uncovering a yellowing renewal form. It's about this time that your life starts to unravel. You can't seem to figure out what happened. You are not sleeping at night, work is becoming more of a drag than ever, and you figure something is wrong, but just can't put your finger on it. You simply write it off as the end-of-the-summer blues. Then you get this reminder notice about renewing and about 100 of you will take the time to send it back. Suddenly life seems simpler. You regain energy because, for some reason, you are sleeping again. Your coworkers notice this extra spring in your step and wonder what medication you are taking.

Then there will be that other 50 lost souls who will stumble into the gray of winter never knowing what has happened to their lives. Depression, isolation from friends, loss of hair, weight gain, sagging stock market . . . these are all symptoms often experienced by those who ignore renewal notices. However, the good news is that it's preventable and, if you already have these symptoms, it's reversible. All you have to do is simply send in your renewal when you receive it,



while it's still fresh in your mind. Not because it helps save the economy or improve our national defense, but simply because it's the right thing to do. An added bonus is that you will be saving us the cost of postage for a second mailing and will be making an old person smile.

If there is something I can do to make the renewal process easier for you, I am always open to suggestions. I can do everything for you except write the check. I could do that, too, except that my bank has this stupid rule of actually having to have money in my account before I write checks. Big banking has really lost its sense of humor.

Don't forget to visit our website at www.vjja.org. You can join or rejoin on this site, so all you have to do is send me your check. If you have questions or comments, call me at 757-427-4361.