

# The Virginia Juvenile Justice Association Board of Directors

*proudly presents*

**BEST PRACTICES**

**NATIONALLY-RECOGNIZED SPEAKERS**

**TRAINING**



## Fall Institute 2005

### *"One Size Doesn't Fit All"*

*Gender Responsive Programming  
Risk-Based Supervision  
Adolescent Brain Development and more!*

**NETWORKING**

**AWARDS**

**SCHOLARSHIPS**

**MEETINGS**



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## VJJA Fall Institute 2005

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### WEDNESDAY, NOVEMBER 2

9:00-12:00  
VJJA BOARD OF DIRECTORS MEETING  
CSU DIRECTORS' ASSOCIATION MEETING

10:00-12:00  
EXHIBITOR SETUP  
Beach Club C

11:00-1:00  
REGISTRATION & EXHIBIT VIEWING  
Beach Club Foyer & Beach Club C

1:00-2:00  
WELCOME & OPENING REMARKS  
*Mr. Robert Bermingham, Jr.*, VJJA President  
*Mr. Barry R. Green*, VADJJ Director  
Beach Club A

2:00-5:00  
PLENARY SESSION  
"A Practical Approach to Linking Juvenile Graduated  
Sanctions with a Continuum of Effective Programs"  
Beach Club A

*Mr. David Gamble*  
Director, Juvenile Sanctions Center, National Council of  
Juvenile and Family Court Judges (NCJFCJ), Reno, NV

*Dr. James C. "Buddy" Howell*  
University of South Carolina, Columbia, SC  
Institute for Intergovernmental Research, Tallahassee, FL

5:30-6:30  
LEADERSHIP MIXER  
Garden Hospitality Suite

6:30-7:30  
LEGISLATIVE COMMITTEE MEETING  
Garden Hospitality Suite

8:00-12:00  
NETWORKING SOCIAL/DANCE  
Orion's Lounge  
Special thanks to sponsors: *Family Preservation Services & National Counseling Group*

### THURSDAY, NOVEMBER 3

8:30-9:00  
REGISTRATION, CONTINENTAL BREAKFAST & EXHIBIT VIEWING  
Beach Club Foyer and Beach Club C

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*One Size Doesn't Fit All*

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# VJJA Fall Institute 2005

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## THURSDAY, NOVEMBER 3 (CONTINUED)

9:00-9:30

WELCOME/MORNING ADDRESS  
Beach Club A

9:30-11:45

PLENARY SESSION  
"Gender Responsive Programming:  
Building a Common Framework & Leadership Language"  
Beach Club A

*Dr. Lawanda Ravoira*  
President & CEO, PACE Center for Girls, Inc.  
Jacksonville, FL

12:00-2:00

ANNUAL BUSINESS MEETING, LUNCHEON & AWARDS CEREMONY  
Beach Club B

2:00-3:30

WORKSHOPS (Select One)  
Adolescent Development & Decision-Making: Why Contingencies Are Not Enough, Beach Club A  
Juvenile Detention Alternatives Initiative Part I, Captain's Table A  
Making the Most of Limited Resources, Captain's Table B

AFTERNOON BREAK

Special thanks to sponsor: *Brighter Futures*

3:45-5:15

WORKSHOPS (Select One)  
The Nuts & Bolts of Gender Responsive Programming, Beach Club A  
Juvenile Detention Alternatives Initiative Part II, Captain's Table A  
What Works in Juvenile Justice: Key Components and How to Implement Them, Captain's Table B

5:30-7:00

TOURS OF LOCAL RESIDENTIAL FACILITIES (Optional)  
Pre-Registration Required – Visit the Registration Table for Details

Destinations:

Commonwealth Challenge (bus transport)  
Virginia Beach Juvenile Detention (self transport)  
Apartment Living (self transport)

5:30-8:30

PRESIDENT'S RECEPTION  
Orion's Lounge

Special thanks to sponsors: *Family Preservation Services & National Counseling Group*

## FRIDAY, NOVEMBER 4

8:30-9:00

CONTINENTAL BREAKFAST & EXHIBIT VIEWING  
Beach Club C

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*One Size Doesn't Fit All*

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**FRIDAY, NOVEMBER 4 (CONTINUED)**

9:00-9:15

WELCOME/MORNING ANNOUNCEMENTS  
Beach Club A

9:15-12:00

PLENARY SESSION  
"Improving the Linkage Between Mental Health and Juvenile Justice"  
Beach Club A

*Dr. Gail Wasserman*

Director, the Center for the Promotion of Mental Health in  
Juvenile Justice, Columbia University

*Dr. Debra Kaplan*

Clinical Director, the Center for the Promotion of Mental Health in  
Juvenile Justice, Columbia University

12:00 noon

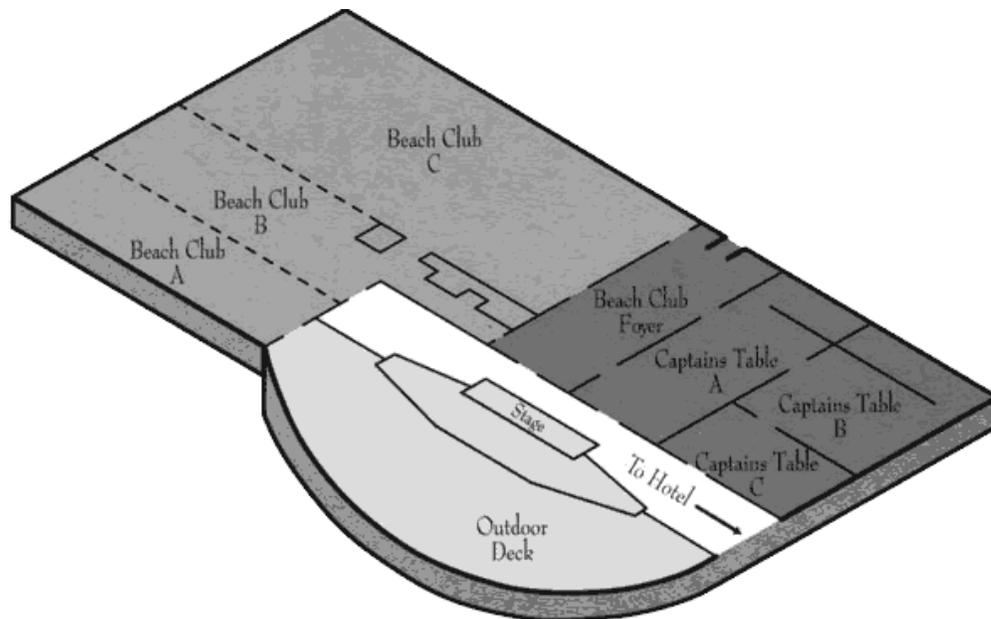
FORMAL CONFERENCE CLOSING, DOOR PRIZES

1:00

TOURS OF LOCAL RESIDENTIAL FACILITIES CONTINUE (Optional)  
Pre-Registration Required – Visit the Registration Table for Details

Destinations:

Commonwealth Challenge (bus transport)  
Virginia Beach Juvenile Detention (self transport)  
Apartment Living Program (self transport)



**A Practical Approach to Linking Juvenile Graduated Sanctions with a Continuum of Effective Programs**

*Dr. James C. "Buddy" Howell and Mr. David Gamble, Juvenile Sanctions Center, NCJFCJ, Reno, NV*

This presentation will examine the connection between structured decision-making instruments and the characteristics of best practices in treatment programs for juvenile offenders. The presentation will also introduce a prototype instrument referred to as: The Standardized Program Evaluation Protocol (SPEP) which itemizes the characteristics of effective programs. This presentation will provide vital information for the practitioner as well as others in juvenile justice about what should be considered when placing juvenile offenders in treatment programs. Additional information will provide an overview of the technical assistance and training capabilities of the Juvenile Sanctions Center, located within the National Council of Juvenile and Family Court Judges' Juvenile and Family Law Department.

**"Gender Responsive Programming: Building A Common Framework & Leadership Language"**

*Dr. Lawanda RaVoira, Pace Center for Girls, Jacksonville, FL*

Leadership is everyone's business! What is your leadership framework? This plenary session will blend two leadership models, *Reflective Practice* (Parker Palmer) and *The Leadership Challenge* (Kouzes & Posner) as the foundation for building a common framework and leadership language for creating a new vision for gender responsive policies and practices. Juvenile justice providers will be challenged to look at the merging of their "role" and their "soul" and to move from *crisis* management to a *virtuous* cycle of leadership. The *Six Guiding Principles* outlined in the Gender-Responsive Strategies Project by the National Institute of Corrections will be presented as a recommended blueprint for designing a gender responsive environment and gender appropriate policies and practices.

**"Improving the Linkage between Mental Health and Juvenile Justice"**

*Dr. Gail Wasserman and Dr. Debra Kaplan, Center for the Promotion of Mental Health in Juvenile Justice, Columbia University*

Despite recent compelling evidence of high rates of mental disorders in justice system youth, application of evidence-based practices for screening, assessment, and linkage with the mental health service sector has been slow. The combined effect of the juvenile justice system's complex and fragmented nature, its low resources, and the social stigma of the youth it serves, make adoption of efficient and effective practices challenging and essential. We have developed a manualized psychoeducational intervention to increase linkage and communication between juvenile Probation Officers (POs) and community mental health providers. Coupled with training for Probation gatekeepers in the use of standardized diagnostic screening for youth in their care, Project Connect employs a 2-day interactive format, is targeted to local practices and service delivery systems, and is grounded in best practices for screening and assessment. While applicable to a range of juvenile justice settings, we present here the results of a county-wide application of Project Connect, including information on feasibility, palatability, and changes in justice staff mental health knowledge, self-efficacy and referral practices. Project Connect is likely to result in the empowerment of justice gatekeepers as they interact with mental health providers.

**The Impact of Adolescent Development on Adolescent Decision-Making: Why Contingencies Are Not Enough**

*Dr. Jeffrey Aaron, Commonwealth Center for Children and Adolescents (CCCA) and the University of Virginia*

Responses in the juvenile justice system to adolescents' serious or persisting behavior problems rely heavily on contingency management. While this approach is based in sound behavioral principles, it is limited in scope and often does not lead to adaptive behavior change. Contingency-based policy responses (e.g., more punitive sanctions in the juvenile justice system and easier transfer to the adult system), individual sanctions (e.g., detention, probation, etc.), and interventions with individual adolescents that are designed to be more supportive in nature (e.g., behavior management programs) make intuitive sense and can have value but are easily and often rendered ineffective by developmentally appropriate adolescent goals and motivations. This presentation will review the theory and science behind contingency management programs, discuss the ways that adolescents' social, emotional, cognitive, and biological development may interfere with the value of even the clearest and best-designed contingency management approaches, and discuss ways to utilize what we know about adolescent development to foster healthy behavior change.

**Making the Most of Limited Resources: Using Virginia's Community Profile Database to Target Needs, Identify Best-Practice Programs, and Justify Funding Requests**

*Susan Gholston, Governor's Office for Substance Abuse Prevention (GOSAP), Commonwealth of Virginia*

Many localities are feeling the big squeeze! While federal, state and local funding for programs is getting harder to find, we're seeing an increasing need for programs to address problems in our communities. How can we make the best use of limited resources to prevent and intervene early to reduce delinquency? Virginia has a new internet tool, the Community Profile Database, to give users easy access to a variety of objective data to identify issues in their communities. Having the numbers behind you supports good planning to target community-specific age groups, genders, and issues. It also helps you justify funding requests in grant applications and presentations. But the Community Profile Database goes a step beyond. It links you to resources, research and evidence-based programming, aimed at specific populations and community needs. This session will review a model process for program planning, demonstrate how to use the database to identify needs, and find best-practice programs to meet a community's needs.

**JDAI Part I: An Overview of the Juvenile Detention Alternatives Initiative**

*Scott M. Reiner, M.S., Program Development Manager and State JDAI Coordinator, Virginia Department of Juvenile Justice*

This workshop will provide an overview of Virginia's efforts to change the use of secure detention for juveniles in the Commonwealth. Virginia is one of a number of states and localities across the country that has linked to the Juvenile Detention Alternative Initiative (JDAI) spearheaded and supported by the Annie E. Casey Foundation. The goal of the initiative is to ensure that the community is protected from juveniles who are a threat to public safety, while at the same time utilizing non-secure alternatives to detention when appropriate. Initial efforts have been focused on four detention facilities and seven local jurisdictions that utilize those facilities (Newport News Detention serving Hampton and Newport News; Richmond Detention serving the City of Richmond; Crater Detention serving Petersburg and Hopewell; and Lynchburg Detention serving Lynchburg and Bedford). (While the workshops "JDAI: Part I" and "JDAI: Part II" are meant to complement one another, participation in one, does not require participation in the other. Each is offered as a stand-alone session.)

**The Nuts and Bolts of Gender Responsive Programming**

*Dr. Lawanda RaVoira, Pace Center for Girls, Jacksonville, FL*

Girls and young women bring complex gender specific issues that warrant specialized treatment interventions. More importantly, girls bring the "gifts of girlhood!" This workshop focuses on the nuts and bolts of providing effective services to girls and the strengths of girls! The 6 major life domains of physical, emotional, intellectual, sexual, family & relationships, and spiritual development that are unique to girls and young women will be presented. The core components of effective gender responsive programming will be offered that provides specific strategies and program ideas that can be implemented in the residential or non-residential setting. The workshop includes hands on participatory exercises that can be practice with girls and that are designed to assist service providers in rethinking how they work with girls and young women. Specialized treatment issues related to prior victimization, sexual abuse, PTSD, self medicating, etc. will be included.

**What Works in Juvenile Justice: Key Components and How to Implement Them**

*Dr. Faye Taxman and Ms. Ashley Dibble, Virginia Commonwealth University*

Recently the juvenile justice and criminal justice disciplines have been consumed by evidence-based practices and the "what works" literature. The purpose of this session is to present the "what works" literature and exactly what it says with regards to processes that include assessment, service and treatment placement, and rapport building with juvenile offenders. The importance of this literature will be addressed and information will be provided on overall conclusions about steps to improve outcomes of youth that include proper integration of services and treatment to reduce the risk to recidivism. Focus will be given on developing supervision plans that are individualized and specifically address criminogenic traits based on offender typology. Practitioners will be given ideas for incorporating principles into practice.

**JDAI Part II: Implementing Detention Reform at the Local Level**

*Panelists: Frances Brown, Director, 11<sup>th</sup> CSU; Don Willis, JDAI Coordinator, Newport News; John Matish, JDAI Coord., Hampton*

This workshop will provide an in-depth look at three different localities' efforts to change the use of secure detention in their communities. Site coordinators from the cities of Petersburg, Hampton and Newport News will discuss their involvement in the Juvenile Detention Alternatives Initiative (JDAI). Using JDAI's 8 Core Strategies as a guide, panelists will discuss getting started, organizing the work, specific strategies employed in their jurisdictions and preliminary successes. Topics will include: expedited case processing, efficient and effective use of detention alternatives, partnering with community-based agencies and more. Whether from communities engaged in detention reform or not, participants will come away with best practices for system improvement. (This is a stand alone workshop. Attendance at JDAI Part I is not a pre-requisite).

*"Extra Credit" - Tours*

**Commonwealth Challenge**

*Director: Col. Thomas Early*

Facility Description: The Commonwealth ChalleNGe Program works with 16-18 year old "at-risk" youth to develop values, skills, education and self-discipline in their lives. The program is located at the State Military Reservation in Virginia Beach and serves youth from the entire state of Virginia. The program is based on eight core components that enable youth to focus and make positive improvements during their five and half month residential journey toward graduation. The mission of Commonwealth ChalleNGe is to intervene in the life of at-risk youth by providing the values, skills, education and self-discipline needed to produce responsible, productive citizens, and to do so in a highly discipline atmosphere. More than twenty classes have completed Commonwealth ChalleNGe since its commencement in September 1994. As of June 2004, over 1700 cadets have graduated the program. After graduation, cadets enter a 12 month post-residential phase. During this time graduates meet regularly with a mentor from their community and strive toward goals they developed while in residence. Successful graduates of Commonwealth ChalleNGe are expected to enter employment, continue their education, or enter the military. The students assist with many community service projects and community events. Each class participates in an Invitational week. Cadets compete in male and female basketball, GED jeopardy, co-ed volleyball, triathlon, co-ed softball, and chess tournament and drill competition. These competitions are an excellent way for cadets to compete and train as well as meet students from other Challenge programs. Visit the Commonwealth ChalleNGe's exhibit to meet some current cadets.

**Virginia Beach Juvenile Detention Home**

*Superintendent: Pete Withers*

Facility Description: Owned and operated by the City of Virginia Beach, the Virginia Beach Juvenile Detention Center can house 90 youth. In addition to an Administrator/Superintendent, the center employs 2 Operational Coordinators, 5 Youth Services Supervisors, 4 Senior Counselors, 51 Counselors, a Psychiatric Nurse Practitioner, a Licensed Practical Nurse, 2 Mental Health Clinicians, a Food Service Supervisor and 5 Cooks. The Virginia Beach City School District employs an on-site principal and 8 teachers to provide a formal education for detainees. In addition to providing public safety for youth awaiting court disposition, the center operates a post-dispositional program. With a maximum length of stay of 180 days and a maximum capacity of 15, the program provides structured, facility-based therapeutic and psycho-educational group sessions and the opportunity for youth to maintain contact with community service providers and support systems. As youth progress through the program and meet treatment goals, they are eligible for outside employment and supervised home visits. For additional information, contact the center at: 757-563-1222.

**Apartment Living Program**

*Executive Director: Michael Sawyer*

Facility Description: One of seven residential programs operated by the Tidewater Regional Group Home Commission, the Apartment Living Program provides supervised apartment living for up to 12 male and female youths aged 16-20. It offers vocational training; involvement with substance abuse treatment; and a complete array of independent living training and experiences. Apartment Living's services are eligible for the Department of Juvenile Justice's 294/Transitional Services funding. For more information or to make a referral, contact Michael Sawyer at (757) 428-4001. (Mike received VJJA's 2004 Meritorious Award in the Field of Residential Service.)

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VJJA Fall Institute 2005  
*Conference Faculty*

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**Dr. LaWanda Ravoira** is the President & CEO of PACE Center for Girls, Inc., a statewide not-for-profit organization that provides gender specific, comprehensive educational, therapeutic and transitional support services to 4,500 at risk girls annually. Headquartered in Jacksonville with 19 centers throughout Florida, PACE has proven to be highly effective with girls in the justice system. 96% of the girls who exhibited risk factors for criminal activity, remained crime free. According to the Florida Department of Juvenile Justice Quality Assurance Annual Report, PACE Centers exceed departmental standards in all areas.

Dr. Ravoira was the recipient of the prestigious Anthony Gruppo Memorial Women's National Leadership Award presented by the Child Welfare League of America in 2003. The award recognizes leaders for their work in advocacy and services for children.

A national and state conference presenter on a wide variety of concerns related to at risk girls, Dr. Ravoira, serves as the Board President for the National Girls' Caucus, a national membership organization whose mission is to focus national attention on the unique needs of girls and young women who are at risk or in the Justice System in order to create change.

Prior to her tenure at PACE, she was the Director of Program Services for the National Network of Runaway and Youth Services in Washington, DC. Additionally, she served as an administrator with Covenant House/Florida, Ft. Lauderdale, an international child-caring agency that provides residential and non-residential services to homeless and runaway youth. In this position, Dr. Ravoira was responsible for the administration of the residential and non-residential programming for males and females, including the adolescent pregnancy and parenting program. Previous experience includes working as a social worker with inner city youth in New York City with Catholic Guardian Society.

Dr. Ravoira authored *Social Bonds and Teen Pregnancy*, Greenwood Publishing, 1992; *National Girls Caucus*, Journal of the Office of JJDP, VI, #1, 1999 among other publications and has extensive teaching and research experience. She holds a Doctorate in Public Administration, Masters in Allied Health, and a Bachelors in Sociology.



**Dr. James C. (Buddy) Howell** worked at the federal Office of Juvenile Justice and Delinquency Prevention (OJJDP), in the U.S. Department of Justice for 21 years, mostly as Director of Research & Program Development. He also was Director, National Institute of Juvenile Justice and Delinquency Prevention, and Deputy Administrator of OJJDP. In addition, he was a member of the National Advisory Committee for Juvenile Justice and Delinquency Prevention, and the Federal Coordinating Council for Juvenile Justice and Delinquency Prevention. He currently is Adjunct Researcher with the National Youth Gang Center in Tallahassee, FL. He is an Associate Editor of the new interdisciplinary journal, *Youth Violence and Juvenile Justice* (Sage). He also is the author of the book, *Juvenile Justice and Youth Violence* (Sage), and lead editor of *A Sourcebook: Serious, Violent, and Chronic Juvenile Offenders* (Sage). Some of his recent research on juvenile delinquency appears in *Crime and Delinquency*, *Criminology*, *Journal of Research in Crime and Delinquency*, and *Justice Quarterly*.



**Mr. David Gamble** is the Director the National Council of Juvenile and Family Court Judges' Juvenile Sanctions Center. Located on the campus of the University of Nevada in Reno, the National Council of Juvenile and Family Court Judges stands as the Nation's oldest and largest non-profit membership organization solely devoted to improving the Courts of Juvenile and Family jurisdictions. Within the Council, Mr. Gamble directs the newly formed Juvenile Sanctions Center and controls a budget that will exceed several million dollars. The primary goal of the center is to create and/or improve juvenile accountability based sanctioning programs for youth who have early contact with Juvenile Court. The center helps to develop programs that enhance the competencies and skills of youth in order to strengthen the juvenile justice system's capability to respond appropriately to delinquent behavior. Mr. Gamble obtained his Bachelor's Degree from Pennsylvania State University, Master's Degree from the University of Pittsburgh, and an Educational Specialist Degree from the University of Nevada, where he is also currently a Doctoral candidate in Educational Leadership.

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VJJA Fall Institute 2005  
*Conference Faculty*

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**Dr. Faye Taxman** is a Professor at the Wilder School of Government and Public Affairs at the Virginia Commonwealth University. She is a national expert on evidence-based practice as it applies to juveniles and criminal justice settings with an emphasis on supervision services. She currently spearheads a number of research projects that include being Principle Investigator for the Coordinating Center for the CJ-DATS research cooperative sponsored by the National Institute on Drug Abuse, and a project for the Virginia Department of Corrections.

**Dr. Gail Wasserman** is Director & Founder of the Center for the Promotion of Mental Health in Juvenile Justice. She is also a Professor of Clinical Psychology in Psychiatry at the College of Physicians & Surgeons at Columbia Univ. and a Full Profess. Psychologist in the Div. of Pediatric Psychiatry, Babies Hospital, Columbia-Presbyterian Medical Center. Her past and present research has investigated the contribution of parenting to child behavior problems, assessment of mental health in youth in the justice system, and the impact of toxic exposure (metals, cocaine) on early development. Her current investigations include the study of psychiatric disorder in juvenile-justice system youth in multiple field sites, and development of ways to implement "best practices" for incorporating structured psychiatric assessments into existing juvenile justice system assessment.

**Dr. Debra Kaplan** received her doctoral degree in psychological studies in education with an emphasis in special education from the UCLA Graduate School of Education and Information Studies. She developed her research interest in children at-risk as a fellow in UCLA's Interdisciplinary Graduate Training in Law, Child Abuse, and Neglect. Her dissertation entitled "Young maltreated children's perceptions of their placement experiences" asked a court sample of 4 -11 year old maltreated children about their self-blame attributions for their removal from their biological homes and subsequent placement experiences. She was the recipient of the 1<sup>st</sup> Annual CAPSAC Research Award for her dissertation proposal. She later presented a piece of her dissertation on self-blame attributions at the American Psychology-Law Society. After her graduate work, Dr. Kaplan was a post-doctoral research associate in the Law/Psychology program in the Dept. of Psychology at the Univ. of Nebraska, Lincoln for a two-year term. During her postdoctoral training, she devised and chaired a symposium at the Society for Research in Child Development pertaining to maltreated children's foster care experiences alongside other notable researchers. As chairperson of the Advisory Group for SRCD Student Policy Network, she co-created another SRCD symposium in which graduate students and young professionals had the opportunity to network with more seasoned professionals within their areas of interest. She was a faculty research associate in the Program for Prevention Research in the Psychology Dept at Arizona St. Univ., where she was the project director for the Family Bereavement Project Follow-up, a six-year post-intervention look at 14-22 year olds and their families who lost a parent to death. This study marks the largest bereaved sample studied over the longest time period. She has joined the Center for Promotion of Mental Health in Juvenile Justice in the child & adolescent psychiatry division at the New York State Psychiatric Institute/Columbia University as clinical director.

**Scott Reiner, M.S.**, is the Program Development Manager for the Virginia Department of Juvenile Justice's Division of Community Programs, where he is responsible for planning, implementing, and evaluating major initiatives in juvenile justice, including Virginia's Juvenile Detention Alternatives Initiative (JDAI). Among other roles, he serves as the State's JDAI Coordinator. Mr. Reiner earned his Masters degree in Clinical Psychology from Syracuse University and his Bachelor's degree from Brandeis University in Waltham, MA.

**Dr. Jeffrey Aaron** is a clinical and forensic psychologist in private practice in Charlottesville, VA, and employed by the Commonwealth of Virginia at the Commonwealth Center for Children and Adolescents (CCCA), the state psychiatric hospital for children and adolescents. He is Assistant Professor of Clinical Psychiatric Medicine at the University of Virginia Medical School, Clinical Assistant Professor of Psychology at the University of Virginia, and Lecturer at the Institute for Law, Psychiatry & Public Policy at the University of Virginia. At CCCA, Dr. Aaron is the Clinical Director of an adolescent unit, the Forensic Coordinator, the Chair of the Ethics Committee, and past President of the Clinical Staff. In private practice, he sees children, adolescents, and adults for clinical and forensic evaluations. He has published in the areas of coping with stress and trauma and juvenile forensic mental health, and has presented across the Commonwealth on topics including forensic mental health evaluation, adolescent legal decision-making, coping with traumatic loss, and clinical assessment of children and adolescents.

**Susan Gholston:** As the Social Indicators Manager for the Governor's Office for Substance Abuse Prevention (GOSAP), Ms. Gholston coordinates Virginia's Social Indicators Project. She is on-loan from the Department of Juvenile Justice, where she manages funding, monitoring, data, and technical assistance for locally operated prevention, early-intervention and detention programs. Prior to these positions, Susan was Virginia's first Kids Count Project Director, served as Director of Grants Administration and Research for a large, private, non-profit human services organization, was a statewide, policy, budget and research analyst for the Department of Planning & Budget, and served in various research positions for the Virginia Department of Social Services and Eastern State Hospital. While completing her education, she taught sociology and criminology at several colleges and universities. Susan is a graduate of the College of William & Mary, the Florida State University School of Criminology and completed her Ph.D. coursework at the University of Virginia.