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View ACA's *Corrections Calendar* at www.aca.org/calendar.

Correctional Workforce Project, Phase II: Recruiting and Retaining Health Care and Education Staff

Editor's Note: This is an edited version of the executive summary of the Phase II Workforce Project Report, commissioned by the American Correctional Association.

Informed observers unanimously share the view that health, mental health, and educational services must and will play an ever-increasing role in America's correctional institutions.

As part of Phase II of its Workforce Project, the American Correctional Association conducted a survey of correctional health care professionals, mental health treatment professionals and correctional education staff in the spring of 2008. That survey focused on administrators of adult correctional institutions, including state and federal departments of correction as well as jails. A subsequent supplemental survey in the fall of the same year focused on directors of juvenile correctional agencies. Phase I of the project was completed in mid-2004 and focused primarily on correctional security staff. Both phases of ACA's Workforce Project were funded by the U.S. Bureau of Justice Assistance and the reports were prepared by Workforce Associates Inc. of Indianapolis.

Who responded? A total of 48 replies were received from administrators of adult institutions, and nine replies were recorded from directors of juvenile agencies. The small number of juvenile corrections directors who responded to the supplemental survey robs that survey's results of statistical significance but, insofar as those results tend to corroborate those received from officials of adult agencies, they are of interest and are included in the report. Altogether, valid

responses were received from 33 states, the District of Columbia and the Federal Bureau of Prisons.

Survey Focus

Both the main and the supplemental surveys focused specifically on the recruitment and retention of professionals who deliver health care, mental health treatment and education in correctional institutions.

- For each group of these professionals, the surveys sought to learn how easy or difficult it was to recruit and retain talent;
- Where difficulties were perceived, they sought to uncover the main reasons for those difficulties;
- The surveys also sought to discover whether and to what extent correctional institutions were outsourcing these professional services; and
- Finally, an attempt was made to uncover “promising practices” known to the respondents in the areas of recruitment and retention. This portion of the surveys was not particularly fruitful; just five of the adult agency respondents and none of the juvenile agency respondents indicated that they were aware of such practices and offered to share their knowledge thereof.

Recruitment is difficult for a majority of all occupations for both types of agencies as is shown by the following table. Retention of these professionals is also challenging but much less difficult than recruitment.

Percentage of Respondents Indicating <u>Recruitment</u> to be “Extremely” or “Fairly” Difficult		
Occupation	Adult Agencies	Juvenile Agencies*
Registered Nurses (RNs)	73%	66%
Licensed Practical Nurses (LPNs) and/or Licensed Vocational Nurses (LVNs)	60%	55%
Doctors and Dentists	54%	55%
Mental Health Treatment Professionals (MHTPs)	48%	88%
Correctional Psychiatrists	44%	67%
Educators	39%	44%

*Note: The small number of respondents from juvenile agencies means that the percentages shown in this column lack statistical significance.

Percentage of Respondents Indicating <u>Retention</u> to be “Extremely” or “Fairly” Difficult		
Occupation	Adult Agencies	Juvenile Agencies*
Registered Nurses (RNs)	59%	44%
Licensed Practical Nurses (LPNs) and/or Licensed Vocational Nurses (LVNs)	43%	33%
Doctors and Dentists	40%	44%
Mental Health Treatment Professionals (MHTPs)	46%	56%
Correctional Psychiatrists	32%	47%
Educators	25%	44%
* Note: The small number of respondents from juvenile agencies means that the percentages shown in this column lack statistical significance.		

- Nurses are hard to recruit and retain.
 - Registered nurses (RNs) are the most difficult occupation for adult agencies to recruit and retain.
 - Licensed practical nurses (LPNs) and/or licensed vocational nurses are difficult to recruit and retain.
- Educators are the least difficult of all these occupations to recruit and retain.

What causes the difficulties?

Respondents were asked why they thought it was difficult to recruit and retain correctional employees in each of the occupations considered in the surveys.

Labor market factors are the main reasons causing difficulty in recruitment. Three of the first four potential reasons relate to the labor market conditions prevailing in the local or statewide environments of respondents’ agencies. They are:

- Noncompetitive salary scales and benefits;
- Competition with other local employers; and
- Shortage of qualified candidates in the work force pool.

The other potential reasons are a mixture of factors relating to candidates’ perceptions of the nature of work in correctional institutions and circumstances of the work. The tables below pertain only to the responses from the survey of adult correctional agencies as the number of responses from juvenile directors was too small.

Percentage of respondents indicating that they perceive these potential reasons among the three most important that cause difficulties in RECRUITING qualified applicants for correctional positions in the occupations indicated.*

Reason for difficulty*	Nurses	Doctors & Dentists	Mental Health Treatment Providers	Psychiatrists	Educators
	Percentage of respondents answering this question	Percentage of respondents answering this question	Percentage of respondents answering this question	Percentage of respondents answering this question	Percentage of respondents answering this question
Salary scales and benefits cannot compete	67%	87%	67%	68%	40%
Competition with other local employers	47%	68%	63%	50%	52%
Locations of facilities	33%	78%	37%	45%	24%
Shortage of qualified candidates in the work force pool	53%	53%	30%	45%	20%
Lack of knowledge of corrections as a profession	28%	44%	11%	9%	44%
Hours and shift work	28%	10%	11%	5%	48%
Stigma that can be attached to working in corrections	17%	34%	11%	18%	16%
Other	8%	15%	4%	14%	12%
Personal safety concerns	3%	0%	0%	14%	20%
Inability of applicants to meet job requirements	0%	5%	15%	5%	8%
Poor recruitment practices	6%	10%	7%	5%	0%
Perceived lack of career prospects in recruitment	0%	0%	11%	0%	12%
Other aspects of working conditions	11%	0%	4%	0%	0%
Did not answer				.	
*Note: Respondents could list up to three reasons.					

A very important finding. For every occupation considered in the survey it appears that one of the three economic factors is the main cause of recruiting difficulty. For four of the five occupations (educators being the exception), it was *noncompetitive salaries and benefits* that was deemed the most important culprit. *Competition from other local employers* was cited as the number one reason for difficulties recruiting educators.

After the labor market factors, it was the *location of correctional institutions* that bedeviled recruitment for all occupations except educators. For those, it was the *work schedule of correctional institutions* that made hiring difficult. Educator was also the only occupation that respondents perceived to be deterred by *personal safety concerns* from accepting employment in correctional institutions.

Quite a few respondents thought that job *applicants lacked a realistic knowledge of professional career opportunities* in corrections and also that a *negative stigma attached to such careers* played a role in discouraging qualified candidates. On the other hand, very few respondents attributed much importance to shortcomings in their institutions' recruitment practices or in working conditions or an absence of career prospects in corrections.

Percentage of respondents indicating that they perceive these potential reasons among the three most important that cause difficulties in RETAINING qualified applicants for correctional positions in the occupations indicated.*					
Reason for difficulty*	Nurses	Doctors & Dentists	Mental Health Treatment Providers	Psychiatrists	Educators
	Percentage of respondents answering this question	Percentage of respondents answering this question	Percentage of respondents answering this question	Percentage of respondents answering this question	Percentage of respondents answering this question
Competition from other local employers	68%	19%	54%	28%	68%
Inadequate pay and benefits	68%	12%	83%	11%	42%
Stress and burnout	32%	4%	21%	11%	16%
Onerous hours and shift work	25%	77%	13%	89%	58%
Wrong initial selection; employees not suited or properly qualified	25%	35%	13%	6%	32%
Personal safety concerns	14%	23%	4%	0%	11%
Perceived lack of career prospects in corrections	11%	0%	25%	6%	21%
Violation of professional standards and/or rules of conduct by employees	11%	8%	4%	22%	5%
Supervisors are poorly qualified to supervise rank and file	7%		8%	n.a.	5%
Inadequate educational and training opportunities	4%	4%	8%	11%	5%
Lack of occupational prestige	0%	77%	13%	83%	11%
Other	18%	15%	4%	28%	16%
*Note: Respondents could list up to three reasons.					

Labor market factors also account for much difficulty in retention. Two labor market conditions were provided among the possible reasons for difficulty in retaining workers in correctional institutions:

- Competition from other local employers; and
- Inadequate pay and benefits.

One or another of these labor market conditions were tagged among the most important reasons for employee retention for three of the five occupations considered.

Onerous hours and shift work was cited as the most important reason for recruitment difficulty in two occupation categories, doctors and dentists, and psychiatrists. This reason was frequently cited also for educators. *Lack of occupational prestige* was a very close second for doctors and dentists, and psychiatrists.

Stress and burnout was the third most frequently cited reason why nurses leave correctional employment.

Outsourcing plays a modest or minor role in the provision of health, mental health and educational services. Outsourcing plays a modest role in the provision of health and mental health services and a minor role for educational services for adult agencies.

- Only about half the respondents indicated that health and mental health services were provided to any extent by outside providers.
- Fewer than 25 percent of respondents said that educational services were outsourced to any extent.

Percentage of respondents indicating that their agencies outsource services*			
	Correctional Health	Mental Health	Education
Yes, in all of our facilities	19%	21%	10%
Yes, but only in some facilities	6%	4%	13%
Yes, but only for selected positions	27%	23%	
No, service providers work for this agency	21%	21%	50%
Services provided by a separate agency			4%
Did not answer	27%	31%	23%
*Respondents from adult agencies only			

Health professionals are hard to recruit elsewhere, too. Corrections is not alone in its struggles to recruit and retain health care professionals. Practically every study done of the health professions, within any region or industry, generates a similar set of responses. The 2007 National Physician and Nurse Supply Survey collected 402 completed responses from hospital administrators across the country in the early months of 2007. The results of this survey included the following:

- With respect to nurses:
 - 89 percent of respondents were currently seeking to employ nurses.
 - 86 percent said recruiting nurses was either “extremely” or “somewhat” difficult and challenging.
 - 46 percent said that the process of recruiting nurses was more difficult than two years ago, while 31 percent said it was less difficult and 21 percent perceived no change.
- With respect to physicians:
 - 86 percent of respondents among hospital administrators said that they were currently seeking to recruit physicians.
 - 94 percent said recruiting physicians was either “extremely” or “somewhat” difficult and challenging.
 - 51 percent said it was more difficult to recruit physicians than it was two years previously, whereas only 10 percent said it was easier.

Rapid recent job growth for health and mental health professionals. The study summarized here contains graphs that characterize the changing national demand for health, mental health and educational professionals in recent years. For each occupation, the numbers of job postings in mid-2008 compared to early 2005 were as follows:

- RNs: Up 45 percent
- Physicians: Up nearly 50 percent
- Dentists: Up 75 percent
- Mental Health Treatment Professionals (MHTPs): Up 75 percent
- Psychiatrists: Up by 225 percent
- Educators: Down by about 10 percent

Future national labor market prospect for health, mental health and educational professionals

According to the U.S. Bureau of Labor Statistics, the demand for most professionals in the health, mental health and education professions will continue to increase through 2016. These BLS data indicate that correctional agencies will find themselves in even fiercer competition for workers in these occupations than they do now or have in the past.

RNs. Total job openings for RNs by 2016 will equal nearly 40 percent of the entire RN work force in 2006. That is a significantly higher percentage than the average for all occupations (33.7 percent). The nation’s RN shortage is likely to persist well into the second decade of this century.

These developments in the nation’s labor market mean that those correctional agencies now experiencing difficulty in recruiting and retaining RNs can anticipate little or no relief.

LPNs/LVNs, dentists and doctors. Job growth for these occupations will be somewhat less frenetic than for RNs in both numerical and percentage terms. Nevertheless, the job market for these professionals is likely to be as tight as, or tighter than, it is at present. That is because a large share of the incumbent workers in these occupations (especially LPNs/LVNs) must be replaced because of retirements, transitions to other occupations and other causes.

Mental health occupations. BLS expects a veritable explosion of jobs for counselors and other specialists in the fields of substance abuse, rehabilitation and mental health. It projects a rapid 34.9 percent growth in jobs for substance abuse and behavioral disorder counselors. Total job openings during the decade will come to more than 60 percent of the total number of job-holders in 2006. Labor market prospects for most other MHTPs are only slightly less bullish.

Of course, what is good news for workers and aspiring workers in these occupations is hardly good news for corrections employers. The latter will see themselves increasingly squeezed between a rapidly growing need for MHTPs inside their institutions and a sharply tightening national labor market for those same professionals outside of corrections.

Educators. The future employment outlook for educators appears less daunting from the employers’ perspective than for health and mental health professionals. BLS projects that the number of secondary school teachers will grow by less than 5 percent between now and 2016. The nation’s labor markets for educators will tighten, not primarily because of job growth but, rather, because of a rising need to replace an aging cadre of teachers and because of exceptionally high turnover for teaching professionals below the post-secondary level. The total number of job openings for educators as a percentage of the number employed in 2006 exceeds the comparable number for all occupations. The correct conclusion is that the difficulty of recruiting and retaining educators depends heavily on the specific circumstances of work schedules, human resource management and location. Creative work regimes and human resource management practices have the potential to alleviate such difficulty even in hard-to-serve locations (e.g., rural communities in which many correctional institutions are located).

Promising Practices

For every occupation the 2008 ACA survey examined, there was a question asking, “Are you aware of any promising practices that are being used to recruit correctional professionals in [name of occupation] that you can share with us?” Those questions elicited a tepid response. In total, five adult agencies respondents said “yes” to the question. The following table shows the distribution of those positive responses among occupations.

Question: Are you aware of any promising practices that are being used to recruit correctional professionals in these fields that you can share with us?					
Response	Nurses	Doctors & Dentists	Mental Health Treatment	Psychiatrist	Educators

			Providers		
Yes, contact me for details	3	2	1	0	1
No	34	33	34	33	36
Did not answer	11	13	13	15	11
Total	48	48	48	48	48

Note: Two respondents replied positively for two occupations.

Attempts were made to follow up by telephone with all five of the respondents who volunteered to share their awareness of promising practices. Although only three of those attempts were successful, they provided a useful list of “promising practices.”

- Use “headhunters” to assist in recruitment.
- Structure internships for student nurses by arrangement with schools of nursing. The objectives are to “get candidates in the door” and overcome whatever concerns they may have, and to establish personal relationships with potential candidates.
- Encourage staff to participate in nursing school and other educational classrooms as instructors, teaching assistants and resource people. The purpose is to overcome misconceptions about correctional nursing.
- Offer flexible work schedules including part-time work, reduced work weeks (e.g., one day per week), on-call, etc.
- Outsource all or hard-to-fill occupations with private staffing agencies specializing in the provision of nurses and other health and mental health professionals.
- Conclude retainership contracts with local specialists (e.g., oncologists, surgeons) to provide specialized services.
- Provide student loan repayment assistance as retention motivators.
- Provide tuition and other financial assistance for student LPNs/LVNs and other qualified candidates wishing to study to become RNs in return for agreements to take/retain employment. For correctional employers in rural and other hard-to-serve locations, this strategy seems to work best when candidates are mature persons with residential “stakes” in the local communities.
- Institute collaborative arrangements with medical schools whereby young faculty candidates agree to serve three years as physicians and psychologists in state correctional institutions as a step toward tenure-track appointments.

To read the entire report, please visit ACA’s Web site at www.aca.org/workforce/pdf/PI2009_CompleteReport.pdf.

Executive Director’s Corner

Now that the 2009 Winter Conference is behind us, we turn our thoughts to the 139th Congress of Correction scheduled for Aug. 7-12 in Nashville. ACA staff are making preparations to ensure

a productive and successful conference that will include many educational workshops, networking opportunities, and an exhibit hall featuring the latest services and innovations in the field.

Registration rates for the Congress have been reduced and we have negotiated lower room rates at Opryland so, make sure to register early for the best rate and book your room before they are all taken.

Congratulations to Albert Murray, commissioner of the Georgia Department of Juvenile Justice, and Tom Stickrath, director of the Ohio Department of Youth Services, for being chosen to receive the 2009 E.R. Cass Correctional Achievement Award. This prestigious award will be presented to these deserving individuals at the congress during the E.R. Cass Banquet.

The Executive Committee will be conducting its spring meeting on April 8 in conjunction with the North American Association of Wardens and Superintendents conference, being held in Memphis, Tenn.

We know that many of our chapter and affiliates are holding their annual conferences in the spring, and we wish them much success with their conferences.

Thank you to all our members for your continued support and involvement in ACA. If we can assist you in any way, please contact us at 1-800-222-5646, or visit our Web site at www.aca.org. ACA's staff stands ready, willing and able to help you.

Association News

2009 Training Calendar

ACA will provide the following training at its headquarters in Alexandria, Va.:

Correctional Leadership Training

April 6 – 10

Crisis Intervention Team – Train the Trainer

April 20 – 24 and Oct. 5 – 9

Executive Training for the New Juvenile Correctional Superintendent

May 4 – 8

Critical Incident Stress Debriefing

May 18 – 21

Managing Hostage Situations

June 8 – 10

Emergency Planning for the Correctional Facility

June 11 and 12

Juvenile Offenders: Mental Health/Adult Offenders: Mental Health

June 22 – 24/June 24 – 26

Effective Communication for the Corrections Professional/Working with Challenging People

July 6 – 10

Re-Entry for Mental Health Offenders

July 27 – 31

Training for Trainers

Sept. 14 – 18

Training Design and Development

Nov. 16 – 20

Watch ACA's Web site for details, or contact Kathy Black-Dennis at 800-222-5646, ext. 0174; kathyd@aca.org.

Corrections Certification Update

On Jan. 8, at the District of Columbia Department of Corrections training academy, 11 officers and one supervisor sat for the certified corrections officer and certified corrections supervisor exams. During the 2009 Winter Conference in Kissimmee, Fla., we administered 19 exams in the following categories: certified corrections executive (CCE), certified corrections manager (CCM), certified corrections nurse/manager (CCN/M), certified corrections nurse (CCN), certified corrections supervisor (CCS), and certified corrections officer (CCO). ACA congratulates the 28 staff who passed these exams and became certified corrections professionals. We also administered exams at the end of January and in early February in the District of Columbia, Kentucky, North Carolina, Ohio, South Carolina, Virginia and Wyoming.

Online Corrections Academy Offers Flexible Courses



Online training complements classroom training and offers several advantages over the traditional format. It can be offered any time, anywhere, and staff can easily access their

“virtual” classroom. Online training also ensures consistent delivery of content; it increases retention; and, it is more time- and cost-effective than classroom training. These are the reasons why ACA developed the Online Corrections Academy (OCA) for correctional agencies and their staff.

For some agencies and staff, moving to online training is a big step, one that they are hesitant to take, especially with the current state of the economy. Because ACA understands that training budgets are tighter than ever, we have significantly lowered the cost of OCA courses. These prices will be available through April 2009. Correctional agencies receive the same value, flexibility, and reliability that are the hallmarks of the academy, but at a much lower cost. ACA is committed to helping agencies continue to train their staff regardless of their budget situation because the alternative — undertrained staff — is unacceptable.

Security in Corrections Series
Ethics in Corrections Series

Supervising Women Offenders Series
Corrections in America: A Historical Perspective

Each Course: ~~\$39.95~~ Now \$29.95 ACA Members

~~\$49.95~~ Now \$39.95 Nonmembers

Correctional Supervision Series

Supervising Offenders with Mental Illness

Each Course: ~~\$49.95~~ Now \$39.95 ACA Members

~~\$59.95~~ Now \$49.95 Nonmembers

Volume discounts are available. Please contact Diane Geiman, OCA manager, at 1-800-222-5646, ext. 0167 or dianeg@aca.org to discuss your training needs. Customized courses can be developed as well.

Note: All academy courses are accredited by the Commission on Accreditation for Corrections.

Hot Off the Press – New ACA Publications Available

The Art of Con: Avoiding Offender Manipulation, 2nd Edition

By Gary F. Cornelius

One of the best ways to make sure a jail or prison is operating safely and protecting its staff, offenders and the public is to train staff on inmate manipulation. Because many officers and staff believe they are too smart to be tricked by an offender, realizing that the possibility exists is the first step in avoiding manipulation. This book provides the corrections professional with a better understanding of offenders and their characteristics, behavior and culture. It shows how staff and volunteers can maintain authority and control by resisting manipulation. Cornelius divides the text into seven chapters and has included information on the Prison Rape Elimination Act, with discussions of sexual harassment and sexual misconduct added to this edition. He also includes true examples of offender manipulation and its consequences. The concepts in this book apply to anyone in the field, and show how manipulation can occur in prisons, jails or community

supervision. Appendices are included to help with staff training. (2009, 216 pages, 978-1-56991-304-8)

Item #348 • Nonmembers \$25
 • ACA members \$20

Research Into Practice: Bridging the Gap in Community Corrections

Edited by Edward R. Rhine, Ph.D., and Donald G. Evans

Based on research from the 2005 and 2006 International Community Corrections Association (ICCA) meetings, this resource covers a wide array of topics related to community corrections for practitioners and those with a general interest in the criminal justice system. The essays address the assessment of offenders; correctional treatment and programming; principles that drive effective case management; families, communities and offender reentry; and strategies and promising modalities for dealing with behavioral and mental health disorders in correctional populations and in the larger arena of criminal justice. This is a must-have for anyone in community corrections. (2009, 448 pages, 978-156691-268-3)

Item #337 • \$35 – no discount

[Click](#) here to order these titles.

Local Forum

Maryland — The Maryland Department of Public Safety is planning on adding two 560-bed minimum-security prisons to its complex in Jessup, the biggest prison compound in the state. *Hometownannapolis.com* reported that the first prison to go up will be a \$23-million dormitory-style facility that will house nonviolent offenders and provide them with drug programs and counseling. Department spokesperson Mark Vernarelli said the goal of the new facilities will be to reduce the recidivism rate in Maryland, which is now at 50 percent, by focusing on inmate rehabilitation. No date has been scheduled for construction to begin, and only funding for the first of the two facilities has been secured, Vernarelli said.

Pennsylvania — A culinary arts program for juvenile offenders in Philadelphia is moving to a 23,000-square-foot job-training site, reported *The Philadelphia Inquirer*. The program, which began more than five years ago for youths housed at the juvenile detention facility Camden House, is run by two professional chefs and funded by the state Juvenile Justice Commission. The youths learn about foods they never knew existed, take trips to the supermarket to learn about purchasing provisions and work with a union to land post-release apprenticeships at area restaurants.

Respond, the nonprofit group that provides the space and equipment for the program, is building the training center where the program will move. The \$4.6-million property located in a rough Camden neighborhood will have three kitchens and house classes in auto repair, carpentry and other trades for students 15 and older.

Tennessee — The three-year recidivism rate in Tennessee stands at 67 percent, reported the *Knoxville News Sentinel*, though recent studies by the Tennessee Department of Corrections show reentry initiatives have reduced recidivism by 10 percent. TDOC started its rehabilitative services division in 2004.

On the Record

Effective Jan. 30, **Dora Schriro** stepped down as director of the Arizona Department of Corrections to accept a position in Washington, D.C., as a senior policy advisor with the U.S. Department of Homeland Security. The new director of ADC is **Charles L. Ryan**, a corrections consultant and former director of ADC. **Charles Flanagan** is Ryan's deputy. Prior to the appointment, Flanagan served as director of the Correctional Education Division of Cochise Community College in Arizona and co-chair of the college's Administration of Justice Studies program.

Bryce D. Pearsall, FAIA, a managing principal with DLR Group, has been selected chair of the American Institute of Architects Large Firm Roundtable (AIA LFRT). Comprised of chief executives from more than 60 large architectural and engineering firms, the mission of the AIA LFRT is to further the special and unique interests, both national and international, of large firms by working with and through AIA.

George Lombardi was appointed director of the Missouri Department of Corrections effective Jan. 29, by Gov. Jay Nixon. Lombardi previously served as director of the Division of Adult Institutions for 18 years. He was responsible for 21 adult correctional institutions throughout Missouri encompassing 8,600-plus staff and 30,500 inmates. He is a former warden of two correctional institutions and a 33-year veteran of the Missouri DOC. Lombardi is a past president of the Missouri Corrections Association and has served as an auditor for the Commission on Accreditation for Corrections. Lombardi replaced former Director **Larry Crawford**, who was appointed by former Gov. Matt Blunt in 2005.

Resource Grab Bag

The Council of State Governments Justice Center announced the release of the toolkit, *Planning and Assessing a Law Enforcement Reentry Strategy*. With support from the U.S. Department of Justice Office of Community Oriented Policing Services, the kit is designed as a guide and self-assessment tool for law enforcement personnel and their partners to help reduce repeat crimes and facilitate successful reintegration by the more than 9.7 millions individuals who return to communities from prisons and jails each year.

Written in partnership with the Police Executive Research Forum, the toolkit focuses on 10 key components of a reentry initiative that can be tailored to the needs of a jurisdiction: assessing the

viability for an initiative; involving stakeholders; defining the initiative's priority population; implementing mission, goals and performance measures; setting the initiative's terms and identifying participants; improving information exchanges and systems collaboration; engaging in transition planning; enhancing supervision; developing law enforcement organizational capacity; and ensuring sustainability. For more information, visit www.justicecenter.csg.org/media/press_releases.

The Office of Juvenile Justice and Delinquency Prevention has published *Characteristics of Juvenile Suicide in Confinement*. This bulletin draws on data from the first national survey of suicides of youth in confinement, which was sponsored by OJJDP, to review juvenile suicides that occurred in confinement between 1995 and 1999. It describes the demographic characteristics and social history of the victims and examines the characteristics of the facilities in which the suicides occurred. A more comprehensive account of the survey and its findings may be found in the online report *Juvenile Suicide in Confinement: A National Survey*. *Characteristics of Juvenile Suicide in Confinement* is available at www.ojjdp.ncjrs.gov/publications/PubAbstract.asp?pubi=235973.

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