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OJJDP

JUVENILE JUSTICE BULLETIN

Robert W. Sweet, Jr., Administrator

October 1991

Innovative Law Enforcement Training Programs: Meeting State and Local Needs

Gang and Drug POLICY

The increase in gang and drug violence in America has caused great concern. Our communities and families are being faced with chronic gang activity that is spreading from major metropolitan areas into smaller communities. The Office of Juvenile Justice and Delinquency Prevention (OJJDP) has responded by developing the national training initiative: **Gang and Drug POLICY**. POLICY stands for Police, Prosecution, Probation Operations Leading to Improved Children and Youth Services.

The results-oriented seminar has emerged from a series of successful law enforcement training programs offered by OJJDP in conjunction with the Federal Law Enforcement Training Center (FLETC). These programs include special inter-agency efforts to control habitual juvenile offenders and a series of seminars based upon a return to a community-oriented approach for dealing with troubled, problem, and delinquent youth. These programs, entitled Police Operations Leading to Improved Children and Youth Services (POLICY), are discussed later.

The Gang and Drug POLICY training seminar recognizes each community's unique makeup and has as its goal the development of an interagency process and plan to launch a comprehensive gang/drug program for each participating jurisdiction. The process and plan are developed by the jurisdiction's policymakers during an intensive 5-day training seminar.

Gang and Drug POLICY is designed to be an intensive workshop experience for a team of participants who represent the policymaking levels of their agencies and communities. Each team must be complete, ensuring that schools, police/sheriff, prosecutor, probation, corrections, housing, local government, social services, community, and courts are represented. The objective of the training is to enable the participants to prepare a strategy and plan of action for implementing gang/drug policy upon returning home.

The seminar includes a complete set of guidelines and planning materials. Instruction and seminar exercises will:

- Develop a statistical profile of the problems shared by community agencies in dealing with youth involved in gang/drug activities.
- Examine current gang/drug strategies and approaches in their jurisdiction.
- Conduct a self-assessment of their community's gang/drug problem.
- Examine legal considerations and barriers preventing the sharing of information or cooperation among agencies.
- Address implementation planning and management concepts and methods.
- Develop a plan of action to address the gang/drug problem, including mission, leadership, program management, strategies, timetable, and alternative plans.

Discuss current critical issues including drug abuse, delinquency, probation, and school safety.

Identify the technical assistance followup for individual jurisdictions.

Location. The seminars will be held at the Federal Law Enforcement Training Center in Glynnco, Georgia, and at the regional sites indicated in the highlighted box elsewhere in this *Bulletin*.

Cost. The costs of tuition, room, and course materials are provided through an OJJDP grant to FLETC. Participants are responsible for meals and transportation expenses to and from the training site.

Selection process. In order to bring about collaborative information sharing and cooperation among agencies, a multidisciplinary and multiprofessional approach will incorporate the involvement of an 11-person team (additional members may be added upon request to OJJDP). Team members should have responsibility for setting gang/drug policy for their discipline and should represent:

- Law enforcement—two members; one policymaker and one tactical.
- Probation.
- Prosecutor.
- Courts.
- Schools.
- Adult corrections.

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- Housing.
- Community.
- Local government.
- Social services.

Applicant teams will be selected on the basis of:

- Demonstrated gang and/or drug problems.
- Commitment to team attendance.
- Willingness to participate in technical assistance and program evaluation following training.

Other law enforcement training programs

OJJDP offers other law enforcement training seminars in conjunction with the National Center for State and Local Law Enforcement Training, a component of FLETC. These 5-day seminars are targeted to help law enforcement agencies learn more about juvenile issues and to increase the effectiveness of their juvenile programs. The seminars are offered in the regional locations listed elsewhere in this *Bulletin*.

POLICY I

POLICY I, the first seminar for Police Operations Leading to Improved Children and Youth Services, is designed for law enforcement executives. It was developed to help law enforcement agencies and communities improve police productivity, increase police services to juveniles, and integrate juvenile services into other law enforcement activities.

The concepts taught in POLICY I are based on the Integrated Criminal Apprehension Program (ICAP), which is recognized as a model program to improve police productivity. ICAP, used by several hundred police jurisdictions, was developed and tested by the former Law Enforcement Assistance Administration. It stresses the importance of involving individuals from all levels of a department in developing activities and services.

POLICY I participants are trained in identification, intervention, and enforce-

ment techniques for use with special juvenile populations, including serious habitual offenders, youth gangs, drug- and alcohol-involved youth, and physically and sexually abused or neglected children.

In addition, POLICY I training focuses on:

- Implications of recent court decisions and legislation on juvenile law enforcement.
- Organizational structures and management strategies that can increase an agency's effectiveness in dealing with juveniles.
- Strategies for receiving referrals.
- Setting response priorities and ensuring adequate service delivery.
- Using crime analysis to detect juvenile offenses, increase departmental skills in dealing with juveniles, and implement prevention strategies.
- Law enforcement approaches for detecting and apprehending serious juvenile offenders and for dealing with street gangs and other disruptive groups.
- Implications of recent police liability court decisions on detention.
- Departmental procedures for initiating and conducting investigations into reports of missing children.
- Effective relationships between school and law enforcement for resolving their problems.
- Investigative and policing techniques for addressing sexual and other forms of child abuse.
- Ways to identify supplemental resources and obtain juvenile services in the local community and police department.

Eligibility. Police chiefs and sheriffs have priority for this seminar for law enforcement policymakers. However, applications are accepted from their subordinates who head units or have policymaking authority.

POLICY II

POLICY II is a followup seminar to POLICY I that demonstrates step by step

how to implement the management principles presented in POLICY I. The program features a complete resource kit.

Participants in POLICY II learn how to:

- Improve police productivity in juvenile justice matters and enhance overall organizational competency.
- Develop policy statements and procedures for juvenile operations.
- Explore directed patrol activities as an alternative to preventive or random patrol.
- Assess training needs and strategies, and implement training programs.

Eligibility. Applications are accepted from executives or midlevel supervisors, juvenile unit commanders, or training officers having departmental support in implementing the techniques presented in the training.

SAFE POLICY

School Administrators for Effective Police, Prosecution, Probation Operations Leading to Improved Children and Youth Services (SAFE POLICY) is an offshoot of the POLICY I and POLICY II training program series. It examines the critical roles that schools, courts, and police play in handling problems with juveniles.

This seminar focuses on how schools and criminal justice organizations can coordinate their efforts and share information in order to improve school safety, supervision, control, and delinquency prevention efforts. Developed with assistance from the National School Safety Center, also funded by OJJDP, this intensive workshop incorporates a team approach. Each team, consisting of policymaking executives, must include representatives from schools and police departments. The objective of the seminar is to teach participants to prepare a strategy and plan of action for implementing SAFE POLICY in their respective communities.

SAFE POLICY participants examine:

- Problems community agencies share in dealing with troubled and delinquent youth.
- Results of habitual juvenile offender programs.

- School, police, prosecution, probation, and judicial perspectives on their unique missions, requirements, workloads, and problems.
- Legal considerations and myths that prevent cooperation and sharing of information among agencies.
- Ways to plan and implement management changes.
- Supervision and control of juvenile offenders.
- Gang and drug issues.
- School problems and strategies.

Eligibility. This seminar's multidisciplinary approach requires that applications be submitted by a four-person community team. Each team must include a school superintendent, police chief/sheriff, prosecutor, and probation officer. It is suggested that a judge attend as a member of the multidisciplinary team; however, it is not mandatory.

Child Abuse and Exploitation: investigative techniques

Child Abuse and Exploitation is designed for full-time law enforcement investigators who are responsible for cases involving child abuse, sexual exploitation of children, "kiddie" pornography, and missing children. The program seeks to help law enforcement personnel recognize signs of child abuse and neglect by providing information and training in state-of-the-art techniques.

Participants receive training in the following areas:

- How to recognize deliberate as opposed to accidental soft tissue injuries, fractures, visceral injuries, and wet and dry burns.
- Injury reconstruction techniques.
- Evidence collection and preservation.
- Case preparation and coordination with prosecutors.
- Behavioral patterns of pedophiles.
- Child pornography undercover operations.

Law Enforcement Training

Dates	Seminar	Location
1991		
November 4-8	POLICY I POLICY II Child Abuse and Exploitation	Atlantic City, New Jersey
December 9-13	SAFE POLICY Gang and Drug POLICY Managing Juvenile Operations	Austin, Texas
1992		
January 13-17	POLICY I POLICY II Child Abuse and Exploitation	Sarasota, Florida
February 3-7	SAFE POLICY Gang and Drug POLICY Managing Juvenile Operations	Glynco, Georgia
March 2-6	POLICY I POLICY II Child Abuse and Exploitation	San Antonio, Texas
April 6-10	SAFE POLICY Gang and Drug POLICY Managing Juvenile Operations	Reno, Nevada
May 4-8	POLICY I POLICY II Child Abuse and Exploitation	Glynco, Georgia
June 15-19	SAFE POLICY Gang and Drug POLICY Managing Juvenile Operations	Knoxville, Tennessee
July 13-17	POLICY I POLICY II Child Abuse and Exploitation	Cincinnati, Ohio
August 10-14	SAFE POLICY Gang and Drug POLICY Managing Juvenile Operations	Albuquerque, New Mexico
September 14-18	POLICY I POLICY II Child Abuse and Exploitation	Hartford, Connecticut
October 26-30	SAFE POLICY Gang and Drug POLICY Managing Juvenile Operations	Little Rock, Arkansas
November 16-20	POLICY I POLICY II Child Abuse and Exploitation	Colorado Springs, Colorado
December 7-11	SAFE POLICY Gang and Drug POLICY Managing Juvenile Operations	Philadelphia, Pennsylvania

- Interviewing victims and offenders.
- Victim awareness.
- Use of anatomically correct dolls and drawings.
- Law enforcement liabilities in abused and missing children cases.
- Investigative techniques for abused and missing children cases.

Eligibility. This training program is open to full-time sworn officers with authority to arrest. Applicants are selected on the basis of current duties with respect to child abuse and sexual exploitation cases and availability of course dates.

Managing Juvenile Operations

Managing Juvenile Operations (MJO) is an intensive program designed for juvenile unit commanders, whether the commander heads a large division or is the sole officer to whom juvenile contacts are referred. MJO provides sound strategies which will improve the manager's skills and also improve the unit's ability to deliver juvenile services—given limited budgets, staffs, and resources.

The program provides simple, yet effective, techniques and strategies for planning and delivering juvenile services. Managing Juvenile Operations is instructed by nationally recognized police juvenile practitioners and is applicable to any size department or unit.

Some of the topic areas are:

- Identifying critical juvenile needs and services.
- Setting long- and short-term goals and objectives.
- Budget development and management.
- Implementing effective change strategies.
- Staff selection, evaluation, and motivation.
- Developing leadership skills.
- Improving decisionmaking skills.
- Developing and utilizing crime analysis information.
- Developing standard operating procedures.
- Effective case management.
- Understanding and utilizing matrix management.
- Developing inservice training.
- Resource development.
- Working with the public.
- Maximizing interagency cooperation.
- Understanding the legislative process.

Eligibility. Managing Juvenile Operations is designed for the law enforcement officer responsible for the department's juvenile policies or who supervises

persons delivering juvenile services. Qualified applicants may include chief administrators, unit commanders, division commanders, or the person designated to deal with the department's juvenile cases.

Further training program information

Further details and registration forms for Gang and Drug POLICY and the other seminars may be obtained by contacting:

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The Assistant Attorney General, Office of Justice Programs, coordinates the activities of the following program Offices and Bureaus: the Bureau of Justice Statistics, National Institute of Justice, Bureau of Justice Assistance, Office of Juvenile Justice and Delinquency Prevention, and the Office for Victims of Crime.

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