



# Kaleidoscope JUSTICE

Highlighting Restorative Justice

A publication of the Balanced and Restorative Justice Project  
Funded by the Office of Juvenile Justice and Delinquency Prevention

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To Our Readers:

Welcome to the first issue of the new publication of the Balanced and Restorative Justice (BARJ) Project. Funded by the Office of Juvenile Justice and Delinquency Prevention, the Project seeks to develop a new and restorative system for dealing with juvenile crime. The BARJ Project initiated and supported demonstration projects in several jurisdictions in the United States.

**The BARJ Project:  
hope for healing  
juvenile offenders,  
victims,  
and the community**

*Kaleidoscope of Justice* was first published by the Maine Council of Churches beginning in 1996 to highlight restorative justice principles and how they were being applied by

programs in Maine as well as around the country and the world. When writer/editor Evelyn Hanneman left Maine for North Carolina in 1998, the newsletter was discontinued.

We are pleased to resurrect *Kaleidoscope of Justice* as the vehicle to inform you about the work of the Balanced and Restorative Justice Project. In addition, we will look at how restorative justice is being applied through legislation in various jurisdictions, examine what the experts and practitioners are saying about restorative justice, and investigate a variety of programs and ideas from around the country and the world to see how restorative justice principles are being implemented elsewhere.

We do not intend to paint a rosy picture on each situation but will be casting a critical eye to ascertain whether a program, legislation or proposal 1) has a comprehensive vision which is consistent with restorative justice principles, and 2) to describe what is actually happening, including obstacles as well as stepping stones, failures and successes.

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It is our hope that through the newsletter you will be educated about the principles of restorative justice and assisted in establishing or continuing needed restorative justice initiatives in your community or jurisdiction. We also hope that *Kaleidoscope* will assist the vision of restorative justice to burn brightly throughout the United States so that victims, offenders, and communities can experience true justice as restoration and peace.

Gordon Bazemore, Principal Investigator  
Mark Umbreit, Co-Investigator  
Evelyn Hanneman, Editor





# Spotlight on Dakota County, Minnesota

Located just south of Minneapolis, Minnesota, Dakota County has a population of 350,000 located in urban, suburban, and rural areas and is one of the fastest growing counties in the state. Minnesota passed a Community Corrections Act in 1989. Under this Act, the state is responsible only for adult prisons; the counties are responsible for juvenile institutions, adult alternatives to jail, and probation and parole for both juveniles and adults. The Dakota County Community Corrections Department was selected to be one of the three pilot test sites to become part of the Balanced and Restorative Justice project in 1992, receiving technical assistance from BARJ to examine and implement the balanced restorative justice approach.

Under the leadership of Mark Carey, director of Dakota County Community Corrections Department (CCD), Dakota County spent one and a half years studying restorative justice following their acceptance into the BARJ project. This lengthy process included creating a staff planning team, surveying primary stakeholders, and surveying 700 citizens. Rather than viewing restorative justice as simply adding a program or two to the current activities, Dakota County sought to use it as a new framework for understanding and responding to crime. This necessitated an expansion of their “customers” from offenders to include victims and the community. These changes required a new mission statement for CCD.

*We are committed to preventing crime and repairing harm caused by crime. We promote:*

- *Public safety and crime prevention in the community;*
- *Accountability and opportunity for positive change of the offender;*
- *Justice for the victims;*
- *Respectful treatment for all involved.*

An important part of the process was the use of technical assistance offered through the BARJ project. Two all-day training sessions were held about nine weeks apart, with experts from corrections agencies that were already using the balanced and restorative justice model making presentations. These experts imparted both an overview of how a restorative justice framework functions within a corrections agency and gave practical examples of how it was implemented.

## Moving on to vision and action plans

Following the development of the mission statement, approximately fifty percent of CCD’s staff participated in the formation of a vision and an action plan to implement the mission statement. In the interest of keeping communication lines open with the entire department, internal surveys were used to gauge staff understanding of the restorative justice concept, and gain a sense of both the support for it and concerns about it.

The development of the new vision grew out of an all-day “vision assembly.” The CCD staff attending the assembly were given the following task:

“Imagine that the Dakota County Community Corrections Department no longer exists. All of you have mysteriously evaporated. There are no units. All of the equipment remains, but the staff is gone. There is no history. There is only the future. You have been asked to create a community corrections department that is restorative in design. All other parts of the criminal justice system remain the same—the same judges, attorneys, social services, etc. The “system” practices remain the same, but how you might respond to those practices may change. You can keep the same organizational structure or alter it altogether. Whatever your model looks like, the only requirement is that it must fit a restorative justice framework.”

Organized into three different groups, the staff worked on the same task. Using these three visions, which were surprisingly more similar than different, a collective vision was developed and

*Continued on Page 7*

### Dakota County Community Corrections Department has a variety of programs to meet the needs of its three customers.

#### Victim-Centered Programs include:

**Victim/Offender Meetings** allows the victim to ask questions while the offender is held directly accountable to the victim, and restitution can be determined.

**Victim Impact Panels** allow victims to tell offenders about the impact crime had on them.

**Youth Repay Crews** allow offenders, who are required to pay restitution but are unemployed, to earn money. For each hour worked, they earn \$5 that goes into their restitution account. The funds come from juvenile offenders who are able to pay court ordered fines.

**The Restitution Program** has a staff who devise procedures and policies to improve collection of restitution funds.

#### Offender-Centered Programs include:

**Cognitive/Behavioral Programming** uses assessment tools to identify the criminogenic needs of the offenders and provide targeted intervention to address those needs. Locally, trained facilitators meet with groups of 10-12 juveniles to complete the curriculum. National studies show cognitive programming has reduced recidivism 25-50% on average.

**Intensive Supervision** assigns two probation officers a caseload of 15 so that monitoring can be expanded for those serious offenders returning to the community from a prison setting.

**Reintegrative Community Work Service** places offenders on projects that are more restorative in nature.

#### Community-Centered Programs include:

**Family Group Conferencing** brings the local community and victim face-to-face with the offender along with a facilitator and law enforcement officers. Community members can describe the impact of the crime on them, and frequently provide monitoring to ensure that the offender completes the agreed upon conditions.

**The Volunteer Program** provides for the recruitment, screening, training and placement of over 100 volunteers who provide direct victim/offender services.

**School Based Probation** moves the probation officers into the local schools to assist school officials in handling probationers in a more timely fashion.

## An Interview with Dennis Maloney, Director of the Department of Community Justice in Deschutes County, OR

by Evelyn Hanneman

I caught up with Dennis Maloney in Oregon following his return from Washington, Kansas, and other places in between where he was speaking about restorative justice. When asked how he likes traveling, he replied that he has a physician wife and five young daughters so it is hard to be away a lot. A favorite on the restorative justice conference circuit, Dennis is frequently asked to make presentations on his work in Oregon. He goes out a sense of duty and tries to be selective in what offers he accepts. He also hopes that change is on the horizon.

### Long history with restorative justice

Dennis moved to Deschutes County, Oregon fourteen years ago, where he was hired to run the Deschutes County Juvenile Department. Before the move west, Dennis was in Wisconsin where he worked as a VISTA volunteer on an Indian reservation before working for the Boys Clubs of America. It was there that he had his first contact with restorative justice, through a Native American judge who used restorative types of community service projects when sentencing juveniles. Hired by the state of Wisconsin, Dennis began a statewide restitution program for juveniles before moving on to become the director of the Bureau of Program Services for both juvenile and adult facilities.

### Moving to a restorative system

Dennis recounted for me how Deschutes County moved from a retributive system of justice into a restorative one. The county of 100,000 people had approved the building of a new adult jail and a youth detention center for a total cost of \$25 million. Instead of deciding that this would take care of the crime problem for years to come, Judge Stephen Tiktin raised the need for the community to devise a plan for getting ahead of crime. With the judges, county

commissioners, and general citizens on board, the county established a new crime policy based on restorative justice. Thus, the Deschutes County Juvenile Department became the Department of Community Justice in 1996. Dennis believes that it was the first jurisdiction to use the term “community justice” instead of “community corrections.” Dennis pointed out the importance of this difference. “Community corrections is offender focused. It leaves out the victim and does not mention crime prevention. Community justice elevates the position of the victim and focuses on prevention.”

“Restorative justice offers a clear definition of accountability on repairing the harm caused by crime. And it involves the victim in the process. The offender is able to earn redemption while remaining in the community or upon returning to the community if she/he is incarcerated for a period of time.” Under a retributive system, they “keep coming back.”

### Success, community support

Dennis is able to point to a variety of successes using restorative justice in Deschutes County. When the requirement to pay a victim is made personal through a meeting between the offender and victim, the payment rate rises significantly to 85 to 90 percent. The community service required by the program is not busy work but offers something of true worth to the community such as building Habitat for Humanity houses and repairing the homes of the elderly in the community so they can afford to continue living in them.

In addition, the support of the community has been extraordinary. The program Dennis runs has a visible presence through spots on TV, 40 to 50 articles in the newspapers over the past several years, and supportive editorials.

When asked if the program’s success could be because of the small population

in the county, Dennis replied, “No, restorative justice may actually be more apropos to urban centers where people are in closer proximity and it is easier to get to community service sites and for the victims and offenders to get together.”

### Discouragements, concerns

But there are some discouragements. Some people still see banishment from the community as the only appropriate sanction. Some professionals are hesitant to allow citizens to be involved with the process, so the volunteer mediators can face hostility. A particularly brutal crime can devolve into a situation where they are accused of being “soft on crime” and there is a call to revert to the old retributive system.

Asking how hard it is to accomplish change in the criminal justice system leads to a brief history lesson. “It is tough to do. It means breaking with a tradition as old as English Common Law which was begun by William the Conqueror. In addition, some see it as a threat to American Constitutional protections.” What can work through these issues? “Personal experiences to test the model on a small scale. This is especially true for defense attorneys who are afraid of vigilantism on the part of victims.”

### Plans for the future

The Office for Juvenile Justice and Delinquency Prevention has just announced that they are sponsoring a fellowship which would allow Dennis to work for the Balanced and Restorative Justice Project half time. This will mean going to “high impact” events where people are looking for ways to accomplish change, moving beyond legislation and policy to action. And why is he willing to continue traveling? “If you deny victims participation in the justice process nothing good can happen.” ●



# National survey looks at states' development and implementation of restorative justice policy

by Sandra Pavelka O'Brien, A.B.D.

Several years after restorative justice first appeared in the United States, the staff at the BARJ Project decided it was time to assess if and how restorative justice principles are being used in all fifty states. Conducted from January through March 1999, the *National Restorative Juvenile Justice Policy Development and Implementation Assessment* (forthcoming) inquired about the development and implementation of restorative justice policies and practices in the juvenile justice system. Previous less formal surveys indicated that approximately twenty-six states have implemented restorative justice at either the program, institutional, system, and/or state level (Freivalds, 1995; Klein, 1996). This survey represents the first national survey undertaken in the field of restorative justice relating to organizational reform and policy implementation at the state level. The following is a brief summary of the methodology and findings of the assessment.

The methodology for conducting the survey involved initial telephone conversations with juvenile justice professionals in each state to determine the most appropriate individual to be interviewed for the survey. It was important to find a staff member was knowledgeable of and able to discuss restorative justice policy and practices in each respective state. A final compiled list included one restorative justice professional who served as the respondent from each state.

The following questions were included in the survey and subsequent analysis. We will look at the results of Sections 1 and 2 in this issue of *Kaleidoscope*. The other sections will be highlighted in subsequent issues.

**Section 1**

**How many states articulate restorative justice in policy?**

- Where is the restorative justice philosophy articulated (i.e., mission statements, program plans, job descriptions, evaluation measures)?

**Section 2**

**How was restorative justice promoted or initiated in each state?**

- Who or what was the state's source of information about restorative justice?
- Who initiated or promoted the restorative justice effort in your state?
- What (if any) environmental conditions influenced the policy or organizational changes (i.e., crisis, new political party in office)?
- Who are the major stakeholders/system partners involved in the reform efforts?
- What role do they play in this effort (i.e., leadership, secondary, supportive)?

**Section 3**

**Who is responsible for implementing the restorative justice policy?**

- To whom does the restorative justice policy apply? Adults, juveniles, both, or other?
- How many states apply in each instance?

**Section 4**

**How is restorative justice operationalized in each state?**

- Have any programs based on the restorative justice philosophy been implemented? Community service, community supervision, mediation, diversion, restitution, or others?

**Section 5**

**What is the level of funding and resources appropriated for restorative justice programs and practices?**

- Indicate the approximate annual funding.
- Who receives the primary funding?
- Who is the funding source?

## SECTION 1: How many states articulate restorative justice in policy?

Table 1 details the location of restorative justice principles in each state. Each state may have references to restorative justice principles in one or multiple locations. Restorative justice principles are stated in statute or code in eighteen states, policy in twenty-one states, mission statements in thirty-two states, program plans in thirty-six states, and in evaluation in thirteen states. In thirty-three states, restorative justice principles are located in multiple points. Data also noted states where the principles are located in only one location: in two states restorative justice principles are only found in state statute, two states in mission statements, four states only in program plan. Only 12% or six states were identified as not referencing restorative justice principles in any of the aforementioned categories.

*Continued on Page 5*

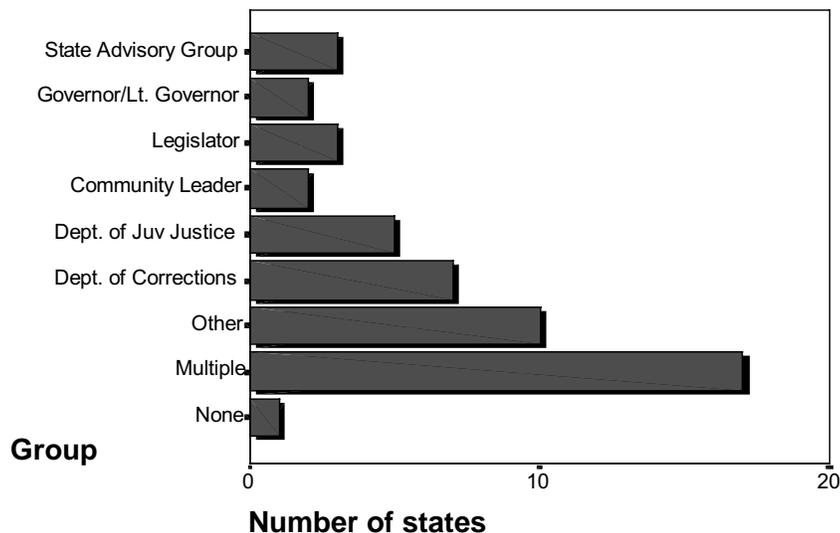
**Table 1: Location of Restorative Justice Principles**

State Statute	Policy	Mission Statement	Program Plan	Evaluation
18	21	32	36	13

## SECTION 2: How was restorative justice promoted or initiated in each state?

Chart 1 represents the major system stakeholders that initiated or promoted restorative justice in the states. Restorative justice was initiated or promoted by the Department of Corrections in 14% (or seven states), the Department of Juvenile Justice\* in 10% (five states), State Advisory Groups in 6% (three states), Legislators in 6% (three states), the Governor and/or Lieutenant Governor in 4% (two states), and community leaders in 4% (two states). Twenty percent (ten states) included other groups than those listed. These groups include: Community-Based Network, Restorative Justice Advocacy Group, Court Services Counsel, Alternative Dispute Resolution Office - Administrative Office of the Court, Juvenile Court Judges Commission, Community Corrections Official, Justice Fellowship, Juvenile Justice Commission, Citizens Council, Joint Religious Legislative Coalition, Futures Lab Commission. Thirty-four percent (seventeen states) had multiple stakeholders involved in initiating or promoting restorative justice in their respective states. Two percent (one state) listed no person or groups initiating or promoting restorative justice. The major system stakeholders involved in the restorative justice reform efforts include: Department of Juvenile Justice, Department of Corrections, Judges, Prosecutors, Defense attorneys/public defenders, Probation, faith communities, crime victims, community organizations, and law enforcement.

**CHART 1: Person or Group Who Initiated or Promoted Restorative Justice**



\* The justice system for juveniles has various titles in each respective state. The author generalizes these names as the Department of Juvenile Justice. Designations include: California Youth Authority, Department of Children and Families, Department of Community Justice, Department of Family Services, Department of Youth Services, Juvenile Justice Authority, and Office of Juvenile Justice. ●

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# Balanced and Restorative Justice

## Project Update:

### Focus on 1999-2000



**Balanced and Restorative Justice**

Although the primary target audience of the BARJ Project is the juvenile justice system, our strategic focus is aimed at supporting efforts to transform the role of victims, offenders, communities, and government in the justice process and meeting the needs of all four stakeholder groups. The Project will work with each stakeholder group in formal and informal collaborative efforts.

The Project will use five general approaches. Each approach, and various specific techniques (e.g., training strategies, assessment approaches) will be employed to accomplish capacity building goals for each stakeholder group.

#### Assessment, evaluation and monitoring

The greatest need of practitioners implementing BARJ is for tools to assess current practice, evaluate progress in moving forward, monitor practice for consistency with BARJ principles, and evaluate immediate and intermediate impact of BARJ interventions.

#### Education awareness and information sharing

The BARJ Project has always been heavily invested in creating awareness and basic education about restorative justice and the BARJ model. With current increased awareness of BARJ, this component will be continued. In addition, more attention will be paid to community and government constituencies as of yet unfamiliar with restorative justice. This will specifically include business groups, legislators, faith community leaders, etc. These current educational techniques will be continued: BARJ clearinghouse,

updated web site, list serve options for various constituencies, a reformulated newsletter, and conference presentations.

#### Training and workshops

BARJ training efforts will be focused primarily on workshops held as part of larger key leadership conferences (e.g., judges, legislators, prosecutors, etc.), conference presentations, and participation in state-sponsored training initiatives. The Project will also support the Restorative Justice Training Academy held at Florida Atlantic University in Fort Lauderdale, Florida on May 1-12, 2000 (see page 8 for details) and will collaborate with the National Institute of Corrections on a week-long BARJ training event in Longmont, Colorado on October 10-15, 1999.

#### Implementation tool guides and policy publications

The BARJ model will have made great progress towards implementation when it is incorporated in and provides philosophical underpinnings for guidelines, policy manuals, job descriptions, assessment and recommendation forms, and monitoring and evaluation protocols. Juvenile justice professional attempting to implement BARJ are now demanding user-friendly tools to guide daily BARJ practices and assess ongoing progress.

Project staff and consultants will also author several policy documents on such topics as: restorative justice in residential settings, summaries of research studies pertinent to offender, victim, and community impact of restorative justice, changing professional roles emerging in BARJ jurisdictions and recommended by

key leadership groups, and lessons learned from BARJ Project sites.

#### Strategic technical assistance

The BARJ Project sites will continue to serve a resource role with jurisdictions seeking to implement BARJ programs and practices. Dennis Maloney will work with states that have or are in the process of incorporating BARJ in state policy and implementing strategies.

The BARJ Project is collaborating with the National Institute of Corrections in assisting jurisdictions sending teams to the Restorative Justice Principles, Practices, and Implementation Training. Decisions regarding this assistance will be made on the basis of evidence of system-wide commitment (e.g., corrections, judiciary, victims advocates, etc.) to the BARJ model. Participants will be eligible for extensive follow-up technical assistance. ●

### BARJ Project Team

Gordon Bazemore, Principal Investigator  
Mark Umbreit, Co-Principal Investigator  
Sandra Pavelka O'Brien, Project Manager  
Phyllis Bebeko, JAIBG Co-ordinator  
Dennis Maloney, Senior Fellow  
Desmond Clark, Research Assistant  
Evelyn Hanneman, Newsletter Editor

this became the basis for the final proposed vision that led to the 21-step action plan. With more technical assistance from the BARJ project, the vision and action plan were presented to the total CCD staff for feedback and further refinement. With this done, it was time to implement the action plan.

It is at this point that the staff can have great difficulties with the process. Up to now everything had been theoretical; now was the time for the practicalities to begin. Expectations of staff change when concern for the victim is included in the workload and the offender is not to be only contained but his/her competency is to be assessed and developed. Orientation and training were an important part of this step and CCD hired a training coordinator to oversee this process.

Moving into a restorative justice framework also required changing outcome measures to reflect the new expectations. Outcomes had to be changed for the offender and added for the two new customers: the victim and the community. This meant major changes in the CCD's information system since there were no data fields for the new customers in the system. In addition, job descriptions for the staff and performance evaluations had to be revised to meet the new expectations.

### The current situation

Dakota County Community Corrections Department now has a wide variety of programs to meet the needs of all three of its clients. It has a staff of 160 and a budget of \$12 million. Almost eight years after beginning the initial planning process, director Mark Carey admits that there is still much to be done. Probation caseloads in Dakota County are among the highest in the state. The caseloads for high-risk adults are at 140 per officer. Medium risk is at 200 and low risk at 500 to 1000. The caseloads for high-risk juveniles is 35 per officer. The CCD is now reorganizing to cap high risk adult caseloads at 70. The rest will be dropped down into medium.

The department has invested heavily in restorative justice with one-half of a work unit involved with community building through programs such as sentencing circles and victim offender meetings. The response of the CCD staff to the new practices ranges from great enthusiasm to resistance. Most are on board and contributing to the changing role of the department. The small number who haven't adapted to the restorative justice model are also the weaker performers and are being dealt with based on work evaluations.

Carey is very clear on one thing: The Dakota County Community Corrections Department is looking at decades before the restorative justice model "gets into everyday thinking patterns. This will not happen overnight."

### Is this restorative justice?

Many jurisdictions which talk about implementing restorative justice end up merely introducing a few programs which are restorative in nature. The ethos of the system has not changed; workers simply have a few more tools in their repertoire. Dakota

County's CCD has worked hard to avoid this scenario. The early work done studying restorative justice made certain it was understood as a paradigm shift, not an additional program. The change in the mission statement to include victims and community as well as offenders is indicative of this shift. And the action plan emphasizes programs for all of the customers with concern for repairing the harm done by the crime as the focus.

Mark Carey indicates that, in his view, Dakota County still has a long ways to go before restorative justice is part of "everyday thinking." The eight years of work done so far are pointing them in the right direction. ●

Mark Carey can be reached at 651-438-8290 or email him at [mcarey@frontierner.net](mailto:mcarey@frontierner.net)

### As we go to press...

The Minnesota Department of Corrections announced that Mark Carey has been appointed Assistant Commissioner, Community Services Division. He will assume his new position in September 1999.



## New in the Restorative Justice Literature

Gordon Bazemore and Lode Walgrave, eds. 1999. *Restorative Juvenile Justice: Repairing the Harm*. Monsey, NY: Criminal Justice Press.

Todd R. Clear and David R. Karp. 1999. *The Community Justice Ideal*. Boulder, CO: Westview Press.



### From Around the World

**The Youth Justice Board in the United Kingdom will be funding a large number of restorative justice projects, probably 50 in all. They will be a mixture of Victim Offender Mediation and Family Group Conferencing Projects. For more information, check out this website: [www.youth-justice-board.gov.uk/grants/letter\\_99\\_04\\_21.html](http://www.youth-justice-board.gov.uk/grants/letter_99_04_21.html).**



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Mark your calendars now!

May 1-12, 2000  
Fort Lauderdale, Florida

# Restorative Justice Academy

The Community Justice Institute at Florida Atlantic University will host the first Restorative Justice Academy as part of its second year Juvenile Accountability Incentive Block Grant funding from the Office of Juvenile Justice and Delinquency Prevention. The Academy will include a wide variety of introductory and advanced courses and workshops held over a two-week period. Individual courses will be sponsored by the JAIBG grant, the Balanced and Restorative Justice Project, the National Institute of Corrections Training Academy and others. The initial plan is for participants to cover their own travel, food, and lodging with course materials and instructions provided at no cost.

## A tentative list of courses planned at this time includes:

Introduction to Restorative Justice	5 days
Basic Training for RJ Trainers	10 days
Advanced Training for RJ Trainers	3 days
Conferencing Training	3 days
Circle Training	4 days
Community Involvement Workshop	3 days
Working with Victim Services Roundtable	2 days
New Roles and Job Descriptions for Probation	2 days
Auditing Your System	1 day
Role of the Judge in Restorative Justice	1 day
Developing an Evaluation Approach	1 day
Restorative Justice in a School Setting	1 day
Restorative Justice in a Residential Setting	1 day
The Teen Courts and Peer Mediation Connection	1 day

For more information, call Phyllis Bebko at 954-762-5330 or e-mail her at [pbibko@fau.edu](mailto:pbibko@fau.edu).

## Upcoming Events

To have your event listed, send information to:  
*Kaleidoscope*, 718 Peranna Place, Charlotte, NC 28211 or  
email - [evelynhrj@carolina.rr.com](mailto:evelynhrj@carolina.rr.com)

**Victim Offender Mediation Association 16th Annual International Training Institute and Conference** - Sept. 14-19; Harrisburg, PA. Theme of training session: "Innovative Practices in Victim Offender Mediation and Conferencing." September 14-16. Conference runs Sept. 17-18. Check web site for details: [www.voma.org](http://www.voma.org).

**"How to Start a VORP" Training** - Nov. 10-12; Akron, PA. Trainers are Elaine Enns and Lorraine Stutzman Amstutz. Sponsored by Fresno Pacific University, Center for Peacemaking and Conflict Studies, Restorative Justice Project. Cost: \$600 includes training for 1-3 person team, complete program materials, lunches and refreshments. Call 1-800-909-VORP or visit [www.fresno.edu/dept/pacs/rjp.html](http://www.fresno.edu/dept/pacs/rjp.html).

**International Community Corrections Association 7th Annual Research Conference & 3rd Annual Community Corrections Act Conference** - Both held Sept. 26-29; Cincinnati, OH. Theme for Research Conference is "What Works: Risk Reduction for Special Needs Offenders." Theme for Community Corrections Act Conference is "Emerging Administrative, Clinical and Innovative Trends in Community Corrections." Check ICCA web site for details: [iccaweb.org/Events/ICCA\\_1999\\_Conference.htm](http://iccaweb.org/Events/ICCA_1999_Conference.htm).

## On the Net: Websites of Interest

[www.fau.edu](http://www.fau.edu) - Florida Atlantic university & BARJ Project  
[www.che/umn.edu/ctr4rjm](http://www.che/umn.edu/ctr4rjm) - University of Minnesota, Center for Restorative justice and Mediation  
[www.mcc.org](http://www.mcc.org) - Mennonite Central Committee  
[www.restorativejustice.com/](http://www.restorativejustice.com/) - restorative justice case studies  
[www.angelfire.com/ri/restorative justice/](http://www.angelfire.com/ri/restorative%20justice/) - how restorative justice is being used in Northern Ireland  
[www.aic.gov.au/rjustice/index.html](http://www.aic.gov.au/rjustice/index.html) - Australia's restorative justice information

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