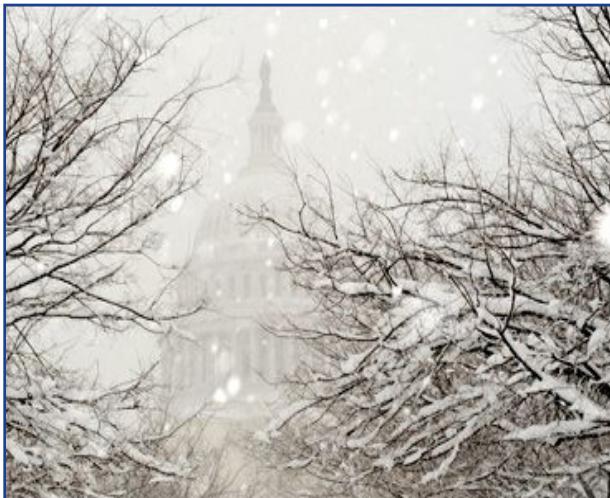


# LEX QUOD ORDO

ASSOCIATION OF PROSECUTING ATTORNEYS QUARTERLY NEWSLETTER | WINTER 2012 VOLUME II ISSUE IV

WELCOME TO THE FOURTH EDITION OF VOLUME II OF LEX QUOD ORDO (LAW AND ORDER), THE ASSOCIATION OF PROSECUTING ATTORNEYS' (APA) QUARTERLY NEWSLETTER DEDICATED TO THE FIELD OF COMMUNITY PROSECUTION. WE WISH EVERYONE A HAPPY NEW YEAR, AS WE LOOK FORWARD TO A NUMBER OF NEW AND EXCITING CHALLENGES AND OPPORTUNITIES IN THE YEAR TO COME.

THIS JANUARY MARKS THE RELEASE OF A THIRD MONOGRAPH IN OUR PROSECUTOR'S REPORT SERIES. APA IN PARTNERSHIP WITH U.S. DEPARTMENT OF JUSTICE'S BUREAU OF JUSTICE ASSISTANCE (BJA) AND THE CENTER FOR COURT INNOVATION (CCI), HAS RECENTLY PUBLISHED A *FRAMEWORK FOR HIGH PERFORMANCE PROSECUTORIAL SERVICES*, WHICH IS AVAILABLE IN PRINT BY MAIL AS WELL AS ON OUR WEBSITE.



THIS DOCUMENT IDENTIFIES FOUR ADDITIONAL COMPONENTS IN WHICH PROSECUTORS SHOULD EXAMINE BEYOND TRIAL ADVOCACY TO ENSURE THEIR OFFICES ARE DELIVERING HIGH PERFORMING PROSECUTORIAL SERVICES. THE PROSECUTOR'S REPORT SERIES IS DESIGNED TO PROVIDE KNOWLEDGE, INSIGHT AND EXAMPLES OF INNOVATIVE PRACTICES THAT ARE CREATING SAFER COMMUNITIES AND WE LOOK FORWARD TO COMPLETING MORE PUBLICATIONS IN THE SERIES THROUGHOUT 2012.

APA's "FINAL FRIDAYS" WEBINAR SERIES IS RETURNING THIS JANUARY. AFTER AN EXTREMELY SUCCESSFUL INAUGURAL

YEAR, WE LOOK FORWARD TO REINSTATING THE SERIES. THE FIRST WEBINAR OF 2012 WILL BE AN OVERVIEW OF "THE HIGH PERFORMANCE PROSECUTION MODEL" ON JANUARY 27TH FROM 3 – 4PM EST. THE WEBINAR WILL PRESENT A BRIEF OVERVIEW OF THE FRAMEWORK AND ITS COMPONENTS. EXAMPLES OF PROGRAMS FROM OFFICES ACROSS THE COUNTRY PRACTICING HIGH PERFORMING PRINCIPLES WILL ALSO BE PRESENTED.

WE ARE STILL IN THE PROCESS OF FINALIZING THE COMPLETE WEBINAR SCHEDULE FOR 2012 AND WELCOME YOUR SUGGESTIONS. PLEASE CONTINUE TO CHECK [WWW.APAINC.ORG](http://WWW.APAINC.ORG) FOR REGISTRATION INFORMATION REGARDING UPCOMING WEBINARS.

GIVEN THE SUCCESS OF LAST YEAR'S *INNOVATIONS IN CRIMINAL JUSTICE SUMMIT*, APA IS CONTINUING TO DEVELOP RESOURCES AND MATERIALS TO ASSIST PROSECUTORS IN IDENTIFYING AND IMPLEMENTING INNOVATIVE, COST-EFFECTIVE PROGRAMS THAT SHOW PROMISE IN REDUCING OR PREVENTING CRIME AND PROVIDING EFFECTIVE ALTERNATIVES TO INCARCERATION. WE HAVE RECENTLY DESIGNED A NEW SECTION OF OUR WEBSITE DEDICATED TO PROVIDING THIS INFORMATION, ALONG WITH HOW-TO GUIDES, IMPLEMENTATION MANUALS AND OTHER RESOURCES RELATED TO THE 10 INNOVATIVE PROGRAMS SHOWCASED AT THE SUMMIT.

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THESE 10 INNOVATIVE CRIMINAL JUSTICE PRACTICES FEATURE PROBATIONARY STRATEGIES, COMMUNITY AND INTELLIGENCE-LED PROSECUTION PROGRAMS, POLICING PRACTICES, JUDICIAL PROCEDURES, REENTRY, MENTAL HEALTH COURTS, HOLISTIC DEFENSE, HOMICIDE REVIEW COMMISSIONS AND ADDRESSING CHRONIC OFFENDERS. WE HOPE THESE WEB RESOURCES WILL BE OF USE TO YOU AND CAN FURTHR ASSIST IN BRINGING PROSECUTORS AND CRIMINAL JUSTICE PRACTITIONERS TOGETHER FROM ACROSS THE COUNTRY.

AS ALWAYS, APA IS COMMITTED TO OFFERING ON-SITE TECHNICAL ASSISTANCE AND PROFESSIONAL CONSULTATION TO PROSECUTORS NATIONWIDE. IN RECENT NEWS, OUR CP STAFF HOSTED A 2 DAY ON-SITE TRAINING IN NEWPORT NEWS, VA. THE GOAL OF THIS TRAINING WAS TO GIVE A GENERAL OVERVIEW OF COMMUNITY PROSECUTION AS WELL AS AN OVERVIEW OF SUBSEQUENT PERFORMANCE MEASURES. AFTER THE SUCCESS OF LAST YEAR'S REGIONAL TRAININGS, WE ARE ALSO LOOKING FORWARD TO EXPANDING ON AND UTILIZING COOPERATIVE REGIONAL PARTNERSHIPS TO DEVELOP BETTER CRIME PREVENTION STRATEGIES NATIONWIDE.

WE WOULD LIKE TO THANK ALL WHO CONTRIBUTED TO THIS NEWSLETTER. WE WOULD ESPECIALLY LIKE TO RECOGNIZE THE OFFICES FEATURED IN THIS EDITION AND ALL OF THE INNOVATIVE PROGRAMS AT WORK IN KINGS COUNTY (BROOKLYN), THE CITY OF PHILADELPHIA AND MARION COUNTY (INDIANAPOLIS).

AS ALWAYS, WE ENCOURAGE YOU TO REACH OUT TO US AT OUR WEBSITE [WWW.APAINC.ORG](http://www.APAINC.ORG), CONNECT WITH US ON OUR FACEBOOK FAN PAGE AND FOLLOW US ON TWITTER. PLEASE FEEL FREE TO CONTACT ME AT ROBERT.HOOD@APAINC.ORG IF YOU NEED ASSISTANCE, HAVE QUESTIONS, OR SUGGESTIONS FOR FUTURE ISSUES, TRAININGS AND PUBLICATIONS.

-ROBERT HOOD, APA  
DIRECTOR, COMMUNITY PROSECUTION &  
VIOLENT CRIME DIVISION



PICTURED: STEVEN JANSEN, APA VICE-PRESIDENT; ROBERT HOOD, APA COMMUNITY PROSECUTION DIRECTOR; HOWARD E. GWYNN, NEWPORT NEWS COMMONWEALTH ATTORNEY; AND RICHARD LISKO, PROGRAM MANAGER, INTELLIGENCE-LED COMMUNITY POLICING, INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE (IACP).

# **COMING HOME**

## **LIFE SKILLS EMPOWERMENT PROGRAM**

A PEER-SUPPORT AND MENTORING COMMUNITY BASED APPROACH TO REENTRY

SPONSORED BY THE COMALERT REENTRY PROGRAM OF THE KINGS COUNTY DISTRICT ATTORNEY'S OFFICE

On October 13, 2011 seven men and one woman, each of whom had served time behind bars and had a history of substance abuse, graduated from the twelve week Coming Home Life-Skills Empowerment Program sponsored by ComALERT, a reentry program of Brooklyn DA Charles J. Hynes and the Interfaith Assembly on Homelessness and Housing. The graduates were joined in their celebration by their families, mentors and friends, and members of the Association of Prosecuting Attorneys. By all accounts the Coming Home program was a life-altering experience for the graduates as well as for their mentors. The stories of the graduates impressed and encouraged all those present. The Coming Home Life-Skills Empowerment Program has proven to be a valuable addition to ComALERT's impressive array of services that have produced hundreds of drug and crime free graduates.

ComALERT offers on-site services such as substance abuse treatment, anger management, job readiness training and employment services; on-site GED classes; health insurance enrollment; clothing assistance; and priority referrals for transitional housing, transitional employment, and college placement assistance. In a study by Harvard University Professor Dr. Bruce Western, ComALERT was found to reduce recidivism rates among its clients by more than half.

ComALERT's collaboration with Interfaith Assembly on Homelessness and Housing works to build a supportive and collaborative community among formerly incarcerated individuals who are willing to move their lives in a positive direction. Clients receive support from mentors selected from local houses of worship, and actively engage with community leaders and the ComALERT staff. A number of the staff members have themselves been involved in the criminal justice system as defendants. The Coming

Home Program model is based upon a program developed in 1990 to work with men and women experiencing homelessness. The model has been used successfully since then to assist individuals in crisis and transition to recover from trauma and rebuild their lives. Since its inception, the model has helped over 1,000 individuals, including veterans and domestic violence survivors, and for the past 3 years, formerly incarcerated men and women, to make sense of their lives after crisis and become contributing members of their community. The program model also provides an opportunity for the sponsoring agency to engage and collaborate with local community organizations thru mentorships, meal donations for the sessions and in providing venues for presentations by graduates and the agency.

The voluntary program which generally includes between 8 to 14 participants consists of approximately 24 evening meetings over 12 weeks and includes 3 session components: "Life-Skills" sessions involve conversations led by community leaders on topics that include goal setting, time and money management, healthy relationships, healthy living, self-image and values, and social justice; Mentoring Interventions include one-to-one meetings between Coming Home participants and mentors to discuss and pursue the determination and completion of personal goals; and "Speaking Your Truth" sessions in which participants share their personal stories with their peers. These components are combined with an active staff-generated case management process and a series of special events, each designed to build a sense of community and mutual support among participants. Every session begins with a meal and personal updates that are shared in a family like atmosphere.

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The meeting format encourages each participant to share personal thoughts and feelings in response to inspirational readings that are part of every meeting's agenda and to assume various leadership roles during the 12 week cycle.

ComALERT is one of a number of programs that have actively encouraged its Coming Home graduates to share their stories of personal growth at community information forums that have included their participation as panelists at colleges, houses of worship and other public venues. These events have proven to be extremely beneficial as a means of changing public perceptions about reentry, and in serving as catalysts in continuing each graduate's own personal growth and development. Since 1990, the Interfaith Assembly's speakers' bureau has participated in over 1,000 such public presentations.

The Coming Home program hosted by ComALERT is the second such program for formerly incarcerated individuals based on the Life-Skills Empowerment model developed by the New York Catholic Charities and the Interfaith Assembly on Homelessness and Housing.

Over the past 5 years, after 15 years of successful programs, the Interfaith Assembly has begun to seek potential program partners interested in applying this Life-Skills Empowerment Program model to the populations they serve. Sponsorship arrangements, staffing structures and costs vary considerably depending on many factors including the sponsoring agency (or coalition) staff and resources, target population and available in-house services. The planning phase for establishing a new program is generally between 4 and 6 months from inception to the start date.

The first of these program applications serving formerly incarcerated men and women hosted by the Reformed Church of Bronxville is currently in its 3rd year. In addition to the two programs for formerly incarcerated men and women, similar programs for other populations in crisis and transition are being offered at 4 other locations in the New York City area. Fordham University's Beck Institute on Religion and Poverty in cooperation with all of the current program sponsors is engaged in a multi-year "process evaluation" to measure the impact on participants as well as mentors and program sponsors – and the preliminary data are very encouraging.

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Pictured: Coming Home Life-Skills Empowerment Program graduates, with Brooklyn DA Charles J. Hynes, members of the Interfaith Assembly on Homelessness and Housing, and other program mentors.

Analysis of preliminary data strongly indicates significant benefits to participants in the following areas: an increased sense of community and personal support, an enhanced sense of meaning in their lives, an expansion of resources and connections to important social networks, an increased hopefulness about their future, and a desire to remain connected with their mentors and program peers. In addition to assessing the impact on program participants and others, the process evaluation is serving as a vehicle to strengthen and enhance the program model and its potential implementation in various venues and for different populations in need.

The Coming Home Program sponsored by the office of the Brooklyn District Attorney was developed by the ComALERT program in consultation with the Interfaith Assembly on Homelessness and Housing. In developing the program, the Interfaith Assembly worked with ComALERT in assessing the availability of the many program resources needed to establish and sustain an effective program. These include:

- A target population with well-defined eligibility criteria
- Sufficient program funding
- Availability of a sufficient and appropriate mentor pool
- Availability of funding or potential donations of food for the sessions
- Qualified staff
- Potential for adequate training and supervision
- Availability of qualified case work supervision
- Availability of and access to various support and follow-up resources
- Availability of an appropriate program space

Following this assessment the Assembly assisted ComALERT in training and orienting staff and establishing a program calendar and program implementation timeline. ComALERT's Coming Home program completed its second cycle in October of 2011. Cycle #3 and #4 will be held in 2012. All 4 cycles will be part of the process evaluation and the information gained from these evaluations will help the Interfaith Assembly and ComALERT to continue to strengthen the program.

For each new program, once the above program development assessment needs is completed, efforts are made to adapt the available elements to the program model. The key to the success of the program is establishing an environment conducive to a high level of trust among participants and staff and the development of a truly supportive, empowering community with the potential for establishing links between program participants and the general community. To date ComALERT has facilitated the Coming Home program through federal funding that covers costs for program facilitators, a case manager, client incentives, and consulting services.

For further information about Coming Home and the Life-Skills Empowerment Program Model you are invited to contact John R. Chaney, JD, Executive Director for the ComALERT reentry program of the Kings County District Attorney's Office, 210 Joralemon Street, 3rd Floor, Brooklyn, NY 11201; ChaneyJ@brooklynda.org; 718-250-3282 or Marc Greenberg, Executive Director, Interfaith Assembly on Homelessness and Housing, 48 St. Mark's Place, NY, NY 10003; Marc@iahh.org; 917-913-0098.

# "FLASH MOBS" INVESTIGATION AND PROSECUTION IN REVIEW

On Tuesday, December 13th APA premiered a special topic webinar which related to the concept of criminal flash mobs. The presentation discussed current preventive or response techniques used to combat flash mobs and provided a brief case study of a criminal flash mob in Philadelphia. For those who missed this webinar opportunity, we are providing a summarized outline of the information discussed during the presentation, along with the strategies your office might utilize to address and prevent the contemporary "Flash Mob" phenomena.

## **1. Working Definition of a "Flash Mob":**

A "flash mob" is a group of people who quickly or spontaneously gather together in one location and commit incidents of group violence or crimes after being summoned online through social networking sites.

## **2. Description of the Problem:**

Social networking is a developing phenomenon. It is facilitated through the growing and prolific use of computers, mobile phones, and electronic notebooks that have the ability to connect to a variety of social networking services. Social networks provide activists a means of low-cost grassroots organizing. It is, however, the use of social networking to bring together a group of people, usually on an ad hoc basis, that, whether intended or not, may lead to violence and other illegal activity.

## **3. Over-use of "Flash Mob"**

When criminally defining a "flash mob" it is important to:

- Differentiate from traditional juvenile or gang-related crime
- Consider racial implications
- Consider reputational effects
- Term should be used with appropriate care

## **4. Investigative Steps:**

- Document scene with photographs
- Photograph all clothing of offenders
- Obtain all video surveillance
- Interview civilian witnesses/by-standers
- Obtain 911 tapes
- Investigate all electronic devices/cell phones



Pictured: Criminal flash mob activity caught on CCTV

##### **5. Preventive Measures for Law Enforcement:**

- Establish a Social Media Unit within the law enforcement agencies
- Ensure readiness for rapid police response to intelligence on large scale gatherings
- Utilize plain-clothes police officers
- Higher police visibility at school dismissal time and in popular areas for congregation
- Interrupt cell phone access
- Create a central database of surveillance cameras through local merchants and institutions
- Create or utilize the criminal intelligence unit to maintain information on youth groups
- Coordination amongst different police districts or localities as youths move from one place to another
- Implement curfews
- Create a flash mob response plan

##### **6. Collaboration with the Community:**

- Establish a working group between law enforcement, prosecutor's offices, juvenile probation, school districts, mayor's office and local neighborhood civic or business associations
- Establish an effective system for sharing information and intelligence
- Develop an alert to inform merchants of large scale gathering so they have the ability to place safety plans in place (lock doors, close businesses)
- Work with popular merchants (Apple, H&M, fast food establishments) to reduce traffic flow and mass congregation of youths
- Create alternatives for youth engagement (e.g., extend the hours of recreation centers)
- Identify youth leaders and hold a youth summit

We would like to thank Assistant District Attorney Angel Flores, Bureau Chief-East Division, Philadelphia District Attorney's Office; Leslie Gomez, former ADA and Of Counsel at Ballard Spahr LLP; Deputy Commissioner Kevin J. Bethel, Philadelphia Police Department; Officer Mike Livewell, Philadelphia Police Department; and Kelsey Doty, APA Staff Attorney, for their work on this project. For more information regarding flash mobs along with materials from the original webinar presentation, please contact Kelsey Doty as [Kelsey.Doty@apainc.org](mailto:Kelsey.Doty@apainc.org).

# COMMUNITY CORNER

## THE CYBERSAFE PROGRAM MARION COUNTY, IN



Community Prosecutors in the Marion County Prosecutor's Office recently launched the Cybersafe Program.

The program puts community prosecutors in the classroom where they facilitate this interactive training in Indianapolis Public Schools to educate elementary and middle school students on cyber safety, cyberbullying, and legal consequences. Presenters engage the students by asking frequent questions and encouraging them to do the same. The community has embraced the program and the amount of requests and referrals continues to grow.

The Cybersafe program teaches children how to stay safe and what to do if they are the victims of bullying. After one presentation, community prosecutor Meagan Maiorano was approached by a student who reported he may be a victim of cyberbullying. She told the student to speak to his mother about the situation and they then notified the appropriate school authorities. Because of the presentation, the victim-student came forward, the principal was notified and both students involved and their parents were contacted. The situation was able to be resolved without escalating further. Ms. Maiorano has taken the lead organizing the presentations, and since July, over 1,960 students have heard the Cybersafe program.

Cybersafe program is a great example of how putting prosecutors out in the community and establishing relationships can have a real and powerful impact on the community.

## Southeast District

- **Deputy Prosecutor**  
Meagan Maiorano  
327-6333
- **Coordinator**  
Leah Weidner  
327-6304
- **1150 S. Shelby Street**



"COMMUNITY CORNER" HIGHLIGHTS PROGRAMS DESIGNED TO CONNECT PROSECUTORS' OFFICES WITH THEIR COMMUNITIES AND ENHANCES COMMUNITY RELATIONS. IF YOU WOULD LIKE TO BE FEATURED IN FUTURE ISSUES, PLEASE CONTACT GENA GONZALES AT GENA.GONZALES@APAINC.ORG.



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SUPPORT AND ENHANCE THE EFFECTIVENESS OF PROSECUTORS IN  
THEIR EFFORTS TO CREATE SAFER COMMUNITIES.

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## UPCOMING EVENTS & ANNOUNCEMENTS

### REGISTER NOW!

APA INVITES YOU TO PLEASE JOIN US FOR 2012'S FIRST FINAL  
FRIDAYS WEBINAR:

#### "THE HIGH PERFORMANCE PROSECUTION MODEL"

JANUARY 27TH, 2012

3 – 4PM EST

THIS MONTH'S WEBINAR IS AN OVERVIEW OF "THE HIGH PERFORMANCE PROSECUTION MODEL" AND WILL BE LED BY STEVEN JANSEN, APA'S VICE-PRESIDENT AND COO, AND ROBERT HOOD, APA'S COMMUNITY PROSECUTION AND VIOLENT CRIME DIVISION DIRECTOR. THIS WEBINAR IS A FOLLOW UP TO APA'S MOST RECENT PUBLICATION, PROSECUTOR'S REPORT III: A FRAMEWORK FOR HIGH PERFORMANCE PROSECUTORIAL SERVICES. A BRIEF OVERVIEW OF THE FRAMEWORK AND THE COMPONENTS OF THE HIGH PERFORMANCE PROSECUTION MODEL WILL BE EXPLAINED. EXAMPLES OF PROGRAMS FROM OFFICES ACROSS THE COUNTRY PRACTICING HIGH PERFORMING PRINCIPLES WILL ALSO BE PRESENTED. WE ENCOURAGE ALL PROSECUTORS, LAW ENFORCEMENT AND INTERESTED CRIMINAL JUSTICE PARTNERS TO ATTEND THIS INFORMATIVE FREE WEBINAR OPPORTUNITY.

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