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**DETERMINATION AND RECOMMENDATIONS  
TO THE HEALTH AND SOCIAL SERVICES  
TRANSITION TEAM REGARDING  
JUVENILE CORRECTIONAL SERVICES**

**November 4, 1993**

**Presented by  
the  
Juvenile Corrections Task Force**

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## TABLE OF CONTENTS

	Page
EXECUTIVE SUMMARY	1
I. Background Information	1
II. Determination	2
A. Review Process	2
B. Options	4
C. Criteria for Evaluating Options	4
III. Recommendations	6
A. Strategies to Improve Services for Consumers of Juvenile Correctional Services	6
B. Eligibility of Juvenile Correctional Clients for 3rd-Party Payment of Services	7
Appendix A: Applying the Criteria to Each Option	
Appendix B: LD 1508, 116th Legislature	
Appendix C: Members of the Juvenile Corrections Task Force	



## **EXECUTIVE SUMMARY**

This report is the result of the work of the Juvenile Corrections Task Force. The task force was created by the Resolve, to Abolish the Department of Human Services and the Department of Health and Mental Retardation and Create a New Department of Children and Families, which passed during the First Regular Session of the 116th Legislature.

The task force convened to determine whether juvenile correctional services should remain part of the Department of Corrections or should be moved to the Department of Children and Families. The Juvenile Corrections Task Force was also charged with making recommendations about strategies to improve services for consumers of juvenile correctional services and increase the eligibility of juvenile correctional clients for 3rd-party payment of services.

The Juvenile Corrections Task Force's determination is that juvenile correctional services should be left in the Department of Corrections at this time. However, within one year after the Department of Children and Families has become operational, the issue should be considered again, based on the criteria set forth in this report, and serious consideration should be given to either creating a new and separate cabinet-level Department of Juvenile Corrections or creating a Bureau of Juvenile Corrections within the Department of Children and Families. Detailed recommendations about strategies to improve services for consumers of juvenile correctional services and increase the eligibility of juvenile correctional clients for 3rd-party payment of services are contained in the report.

The task force presented its determination and recommendations to the Health and Social Services Transition Team on November 12, 1993.

### **I. Background Information**

Members of the Juvenile Corrections Task Force were appointed and convened by Rosalyn Bernstein, the Chair of the Health and Social Services Transition Team. The charge of the task force was:

...to determine whether juvenile correctional services should remain part of the Department of Corrections or should be moved to the Department of Children and Families, recommend strategies to improve services for consumers of juvenile correctional services and increase the eligibility of juvenile correctional clients for 3rd-party payment of services.

The members of the task force included:

...parents of children receiving correctional services; representatives from community advocacy organizations involved in juvenile corrections issues; a representative from the Juvenile Justice Advisory Group; at least one representative from the educational policy advisory committee for the Arthur R.

Gould School; representatives from the Department of Corrections, the Department of Human Services, the Department of Mental Health and Mental Retardation, and the Department of Education; two members of the Joint Select Committee on Corrections, one member of the Joint Standing Committee on Human Resources and one member of the Joint Standing Committee on Judiciary.

The Juvenile Corrections Task Force met once a week for eight consecutive weeks from September 13 through November 4, 1993. The task force was aided by Anne Schink from the Maine Consensus Project who served as the group's facilitator throughout the second half of the decision making process.

## **II. Determination**

Juvenile Corrections should be left in the Department of Corrections at this time.

Within one year after the Department of Children and Families has become operational, the issue should be considered again, based on the criteria set forth in this report, and serious consideration should be given to either creating a new and separate cabinet-level Department of Juvenile Corrections or creating a Bureau of Juvenile Corrections within the Department of Children and Families.

The Juvenile Corrections Task Force followed a number of steps in reaching its determination:

### **A. Review Process**

The Juvenile Corrections Task Force discussed and formulated recommendations for juvenile correctional services. The group weighed the benefits and disadvantages of the placement of juvenile correctional services in a range of alternative settings within state government. The task force evaluated current juvenile correctional services in Maine and heard presentations from a number of people involved in providing juvenile correctional services. Presenters and the issues they discussed included the following:

- A.L. Carlisle, Associate Commissioner, Department of Corrections: Historical Overview and Description of the Current Juvenile Corrections System in Maine
- Meris Bickford, Director, Bureau of Child and Family Services, Department of Human Services: Overview of Case Assessment and Case Plans for Children and Young Adults in the Care and Custody of the Department of Human Services
- Freda Plumley, Deputy Director, Bureau of Child and Family Services, Department of Human Services: Federal Funding Streams for Children's Services

- Martha Jo Nichols, Juvenile Caseworker from Wiscasset: Overview of the Responsibilities of a Juvenile Caseworker and the Types of Youth With Whom She Works
- Dan Boisot, Director, Hayden Treatment Unit, Maine Youth Center: Overview of the Hayden Treatment Unit's Client Profile, the Hayden Treatment Unit Program, and the Interagency Agreement Between The Maine Youth Center, Department of Corrections, and the Bureau of Child and Family Services, Department of Human Services for Specialized Community-Based Correctional Placements
- Ronald Hebert, Youth and Family Services: Overview of Community Treatment Services and the Problems with which Community Providers are now Dealing
- Rep. Birger Johnson and Jim Irwin, Director of Social Services, Maine Youth Center: Reported the Results of a Survey Conducted by a Group of Volunteers to Obtain a Better Understanding of the Maine Youth Center Population

Others who contributed to the process included Richard Wyse, Superintendent of the Maine Youth Center; Mark Boger, Assistant Director-Juveniles, Division of Probation and Parole; Mike Fitzpatrick, Executive Director, Alliance for the Mentally Ill; Earle Simpson, Clearinghouse Coordinator, Office of Substance Abuse; and Catherine Adams, M.S.W. Student, University of Maine.

The task force then reviewed information from many states across the country to better understand the range of juvenile corrections policies. The task force used written materials that included proposed and ongoing reorganization plans of juvenile justice systems from a number of states including the following: Massachusetts, Utah, Pennsylvania, Oklahoma, Louisiana, Colorado, Oregon, Arizona, Nebraska, New Jersey, Hawaii, Tennessee, Vermont, New Hampshire, Delaware, Connecticut, and Wyoming. The task force also reviewed summaries of recent telephone conversations with individuals who are directly involved in the policy making and implementation of juvenile justice programs from many of the above-mentioned states.

Reviewing a variety of juvenile justice programs educated the task force and generated lengthy discussion about the quality of services and the location of services for juveniles. The task force concluded that the state must do whatever is necessary to adequately fund its juvenile corrections system. It also concluded that placement of juvenile correctional services plays an important role in determining the best system of care. Therefore, the state needs to consider both funding and placement in order to create the best system of juvenile correctional services for its youth.



## B. Options

The task force then formulated and defined the options for placement of juvenile correctional services. They are:

1. Leave Juvenile Corrections in the Department of Corrections
2. Leave the Maine Youth Center in the Department of Corrections and Move the Remaining Juvenile Correctional Services to the new Department of Children and Families (The New Jersey Model)
3. Move Juvenile Corrections to the Department of Children and Families as a separate bureau
4. Move Juvenile Corrections to the Department of Children and Families and integrate into the new department
5. Create a separate Department of Juvenile Corrections (The Arizona Model)

During subsequent discussion, the second option was ruled out from further consideration.

## C. Criteria for Evaluating Options

The task force also formulated and defined criteria to use to evaluate the options. They are:

1. Improved Services for Juvenile Corrections Clients with Focus upon:
  - (a) Prevention
  - (b) Early intervention / When a child enters the juvenile corrections system
  - (c) Educational resources
  - (d) Rehabilitation
2. Continuum of Care for Juvenile Corrections Clients with Focus upon:
  - (a) Integration of services
  - (b) Consistency and quality over time and location
  - (c) User friendly for families and clients
3. Build Upon Resources that are Already in Place
4. Concern for Public Safety
5. Coordinate Plans with the Judiciary and Prosecutors

6. Strong Public Support and Public Involvement
  - (a) Improve the voice of children in juvenile justice at the cabinet level
  - (b) Create a public constituency for corrections clients
7. Accessibility and Availability of Funds
  - (a) Federal funds
  - (b) State funds
8. Evaluation Component for the Adequacy and Quality of Delivery of Services
9. Political and Economic Viability
10. Philosophy and Adequacy of Staff Training

During the process of analyzing each option, the task force reached a clear consensus that the following concerns, which are not listed in order of importance, should weigh most heavily in any final recommendations:

- Improved services for this population of juveniles
- Improved focus on early intervention/prevention
- Ability to build upon the resources in place
- Ability to coordinate with the judiciary and prosecutors
- Increased public profile of children in the juvenile corrections system
- Ability to distinguish and highlight that children are different from adults
- Public safety

Based upon these concerns and the other components of the decision making process, each member of the task force supported one of four options:

1. Leave juvenile correctional services in the Department of Corrections;
2. Leave juvenile correctional services in the Department of Corrections temporarily, but in the future create an entirely separate and independent Department of Juvenile Corrections;
3. Leave juvenile correctional services in the Department of Corrections temporarily, but in the future move the Bureau of Juvenile Corrections into the Department of Children and Families; or

4. Immediately move juvenile correctional services into the Department of Children and Families as a separate bureau.

The two-part determination, set forth on page 2, which is to leave Juvenile Corrections in the Department of Corrections at this time but to consider the issue again in the future, reflects the majority view of the task force, as expressed by members in support of one of these four options.

### **III. Recommendations**

#### **A. Strategies to Improve Services for Consumers of Juvenile Correctional Services**

The Juvenile Corrections Task Force recognized that families play an important and active role in a juvenile's life, and therefore, any effective juvenile corrections program must involve the family. The task force also recognized that a full continuum of care for juveniles should be established and should include access to services that can prevent behavior that may lead to criminal behavior. Early intervention and prevention services should be available to families in order to limit involvement with juvenile corrections services.

In addition, the task force recognized that many past studies, including the Interdepartmental Committee's "Report on Juvenile Corrections," the Juvenile Corrections Planning Commission's "Juvenile Corrections in Maine: An Action Plan for the 1990's," and the Department of Corrections' "Towards the Year 2000: A Plan for Juvenile Corrections in Maine," contain many recommendations that are still valid and which still need to be implemented.

The task force then made the following recommendations to improve juvenile correctional services:

- The state must provide adequate funding for as well as adequate attention to the needs of juvenile corrections clients, because both are absolutely necessary to provide proper juvenile correctional services, regardless from what department services are actually provided;
- Rehabilitation is the goal for all juvenile corrections clients, and it is the responsibility of those who work in the system, as well as those who work with juvenile corrections clients, to work towards that goal;
- The least intrusive and least invasive intervention possible should be used when dealing with juvenile corrections' clients;

- A meaningful balance between treatment of children and public security must be maintained;
- Public policy must assure that the unique needs of each child in the juvenile corrections system are recognized and met;
- Drug and alcohol rehabilitation services must be provided, since they are a vital component of any program that addresses the needs of children and families;
- In order to provide a proper continuum of care for children, the state should increase the development and use of and access to community-based services, including aftercare, but these services should not be developed at the expense of the quality of services at the Maine Youth Center; and
- The state must recognize that the quality of services to juvenile corrections clients is strongly related to the quality and commitment of the people involved in providing treatment and care.

**B. Eligibility of Juvenile Correctional Clients for 3rd-Party Payment of Services**

- Maine is currently receiving all the federal dollars it can, given the amount of state dollars allocated to juvenile correctional services. The state cannot receive any additional federal dollars until it allocates additional state dollars to this area.
- Access to federal funding for juvenile corrections programs is not dependent on the location of juvenile corrections within the state administrative structure. Moving juvenile corrections to the Department of Children and Families would not by itself bring added federal dollars, but it could seriously jeopardize existing funds unless significant changes were made so that all requirements of Title IV-E and Title IV-B §427 of the Social Security Act were met in regard to all juveniles within the juvenile corrections system.
- Whether a particular juvenile qualifies for federal funds depends upon whether the juvenile was eligible for AFDC at the time of initiation of a court order placing the child in custody or at the initiation of a voluntary placement (not to exceed 180 days). However, all federal funding requirements including intake and monitoring must be met whether or not that juvenile is eligible for Title IV-E dollars.



**APPENDIX A**

**Applying the Criteria to Each Option**



## APPENDIX A

Applying the criteria to each option, the task force created a list of pros and cons for each. Although the following reflects the thoughts of individual members of the group expressed during a brainstorming session, no effort was made to reach agreement, and in many cases the thoughts do not reflect a consensus of the group.

### **Leave the MYC in the Department of Corrections and Move the Remaining Juvenile Correctional Services to the Department of Children and Families (The New Jersey Model)**

#### **Pros**

- Maintains concern for public safety
- Increases focus on prevention
- Creates more user friendly system

#### **Cons**

- Does not improve continuum of care--splits care
- Structurally inappropriate to divide programs between 2 departments
- Children's interests not well served
- Limits making safe options available other than the MYC
- Would require revision of Juvenile Code
- Creates a bad image for the MYC--only a locked facility, loss of support

Discussion: The group did not reach consensus as to whether this option would improve or harm the provision of educational services to juvenile corrections clients. After discussing the pros and cons above, all members of the group present agreed that they did not wish to further consider this option.



## **Create a Separate Department of Juvenile Corrections**

### **Pros**

- Improves the voice of children in juvenile justice at the cabinet level
- Provides opportunity for focus on continuum of services for juveniles in corrections--only mandate is to look at the needs of these children
- Improves accessibility to state funds
  
- Increases visibility and public support
- Strong emphasis on public safety and treatment of juveniles
- Ability to distinguish from adult corrections
- Improves services for juvenile corrections clients--especially in prevention and early intervention
- Easy to build upon resources already in place
- Easier to coordinate with the judiciary and prosecutors

### **Cons**

- Lessens total continuum of care--isolates juvenile corrections from the rest of juvenile system
- Not politically viable
- Not economically viable--limited number of clients

Discussion: The group did not reach consensus as to whether this option would increase or decrease competition for and accessibility to federal funds.

## **Move Juvenile Corrections to the Department of Children and Families and Integrate Into the Department**

### **Pros**

- Requires application of Title IV-E standards to all juvenile corrections clients
- Improves continuum of care and services before and after
- Improves integration of services with one department coordinating all
- Allows system to consider children as individuals

### **Cons**

- Requires application of Title IV-E standards to all juvenile corrections' clients
- May overload the system, jeopardizing Title IV-E funds
- Blurs lines between human services and corrections treatment
- Fails to recognize the legal distinctions among the status of juveniles
- Complicates training and education of staff
- Role of judicial perception/involvement gets lost
- Impacts negatively on public safety
- Not economically viable

**Discussion:** The group did not reach consensus regarding a number of issues, including the following: whether this option increases or decreases the voice of juvenile corrections clients at the cabinet level (stepchild of foster kids versus stepchild of adult corrections); whether or not this option taps into philosophical differences about juvenile corrections; whether this option increases or decreases the triggering of protective services for children; whether this option increases or decreases access to educational services; whether this option better or worsens the problem of juveniles "lost" in the corrections system; whether this option better or worsens public perception about juvenile corrections clients; whether this option increases or decreases the stigma of juvenile corrections clients; whether or not this option reduces children being accountable for their criminal behavior; whether or not this option benefits all by having one custodial agency; whether or not this option may lead to an appropriate mental health unit for children; whether or not this option provides an opportunity for better cross-training of staff; whether or not this option benefits all by having one single point of entry; whether or not this option provides the best single voice for children; and whether this option increases or decreases any inappropriate shifting of placement of these children from child welfare to juvenile corrections.

## **Move Juvenile Corrections to the New Department of Children and Families and Make a Separate Bureau**

### **Pros**

- More user-friendly system
- Increases linkages to other services for children
- Meets philosophical need to view child as needing full range of services--not just a shift from one philosophy (corrections) to another (human services)
- Easier accessibility to federal funds
- Increases public support and constituency for juvenile corrections clients

### **Cons**

- Impacts negatively on public safety
- Increases competition for funds within the department--more parts in the new department to compete with
- Loses sharp focus and visibility of juvenile corrections clients by moving them to new department
- Weaker voice at cabinet level for juvenile corrections clients--one person charged with speaking for all children
- Risks loss of clarity of voice on philosophical questions for "those kids"
- Department may not be able to argue effectively for juvenile corrections clients when representing other children

Discussion: The group did not reach consensus as to whether this option increases or decreases accessibility to funding, whether it meets or does not meet the ongoing needs of juvenile corrections clients and whether it increases or decreases accessibility to services and the involvement of parents in the system.

## Leave Juvenile Corrections in the Department of Corrections

### Pros

- Public safety remains a strong concern
- Increases visibility and access to decision makers for funds
- Juvenile corrections clients are the only juvenile population in the DOC--less competition for resources with other children
- Specialized services within DOC may be lost--i.e. Tracker Program
- Avoids administrative costs of making move
- Provides a strong voice for juvenile corrections at cabinet level
- Politically viable
- Economically viable

### Cons

- Creates difficulty in obtaining public constituency/support for juveniles in corrections
- Less user-friendly system
- Juveniles get crushed in DOC by the concerns of the adult population
- System is entrenched--new blood and ideas are difficult to obtain in a pre-existing system

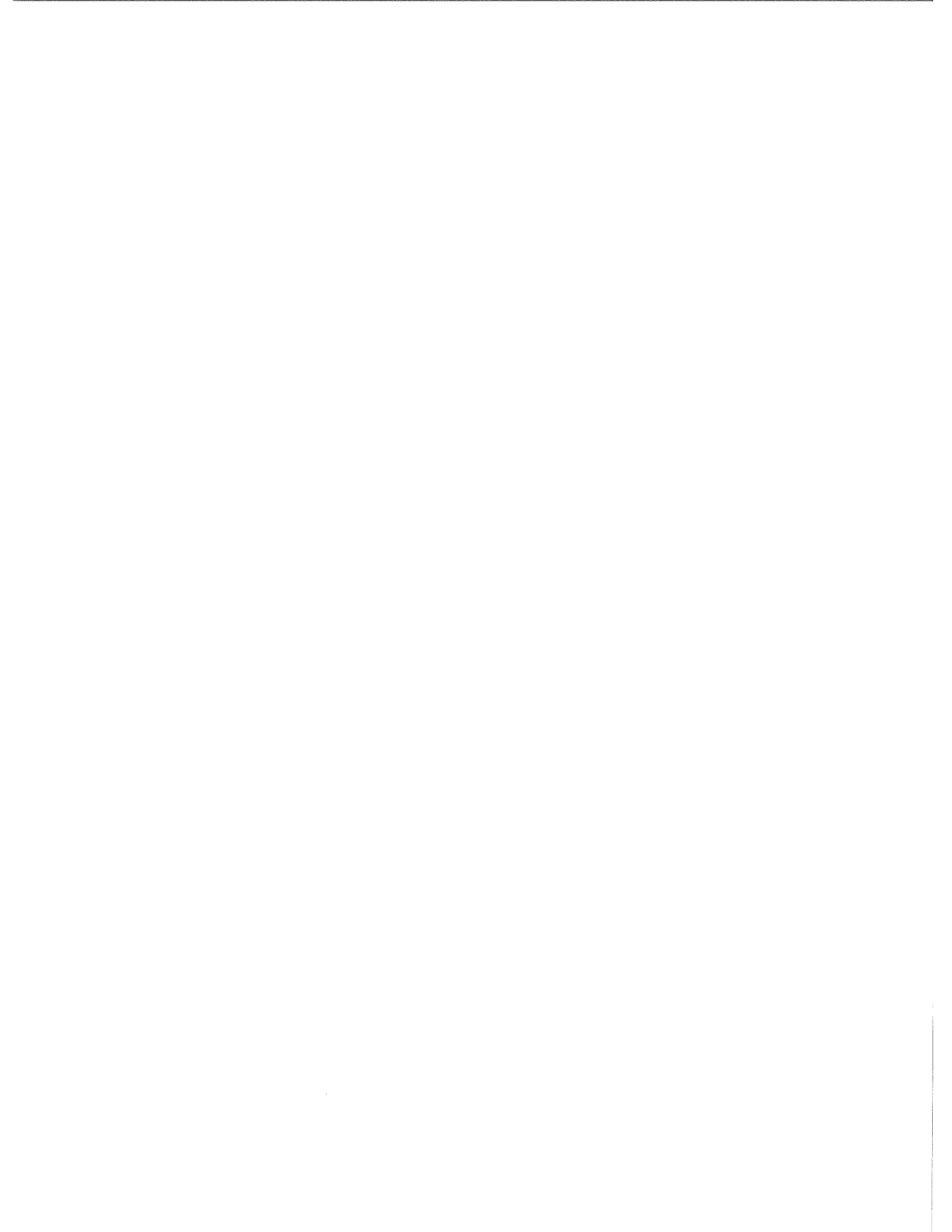
Discussion: The group did not reach consensus as to whether this option improves or worsens services and the continuum of care for children, whether it makes it easier or more difficult to build upon resources that are already in place, and whether it makes it easier or more difficult to train staff and define staff roles and requirements in order to meet the unique needs of juvenile corrections children.

247WPPSTUDY



**Appendix B**

**LD 1508, 116th Legislature**



APPROVED

CHAPTER

JUN 24 '93

36

BY GOVERNOR

RESOLVE

STATE OF MAINE

IN THE YEAR OF OUR LORD  
NINETEEN HUNDRED AND NINETY-THREE

H.P. 1112 - L.D. 1508

**Resolve, to Abolish the Department of Human Services and  
the Department of Mental Health and Retardation and Create  
a New Department of Health and a New Department of Children  
and Families**

**Emergency preamble.** Whereas, Acts and resolves of the Legislature do not become effective until 90 days after adjournment unless enacted as emergencies; and

Whereas, the Legislature finds that health, social and developmental services must be reorganized for maximum efficiency and effectiveness; and

Whereas, Maine State Government must reflect the changes and restructuring that are occurring in the business community by centralizing administrative functions and combining fragmented services in a way that does not adversely affect the provision of services; and

Whereas, the transition process for reorganization must begin immediately; and

Whereas, in the judgment of the Legislature, these facts create an emergency within the meaning of the Constitution of Maine and require the following legislation as immediately necessary for the preservation of the public peace, health and safety; now, therefore, be it

**Sec. 1. Reorganization of health, social and developmental services. Resolved:** That, on July 1, 1994, the Department of Human Services and the Department of Mental Health and Mental Retardation are abolished and the functions of those agencies are reorganized functionally into a newly created Department of Children and Families and a



newly created Department of Health, and are delegated to other existing State agencies as specified in this resolve. On July 1, 1994, the Commissioner of Mental Health and Mental Retardation becomes the Commissioner of Health and the Commissioner of Human Services becomes the Commissioner of Children and Families; and be it further

**Sec. 2. Health and Social Services Transition Team; creation. Resolved:** That the Health and Social Services Transition Team, referred to in this resolve as "the team," is established. The team shall develop all legislation needed to implement the reorganization of services in accordance with this resolve, including, but not limited to, amendments to the statutes, reallocation of funds and transitional language. The legislation must be presented to the Legislature by January 1, 1994 for consideration during the Second Regular Session of the 116th Legislature; and be it further

**Sec. 3. Content of legislation. Resolved:** That the legislation prepared by the team must provide for at least the following:

1. Abolition of the Department of Human Services and the Department of Mental Health and Mental Retardation;

2. Creation of the Department of Children and Families with the following bureaus: the Bureau of Child Welfare, the Bureau of Child and Family Services, the Bureau of Children with Special Needs and the Bureau of Income Assistance;

3. Creation of the Department of Health with the following bureaus: the Bureau of Mental Health, the Bureau of Mental Retardation, the Bureau of Community Health, the Bureau of Medical Quality Assurance and the Bureau of Elder and Adult Services;

4. Streamlined organization and administration of services, including, but not limited to, the elimination of service duplication, the consolidation of regulatory and other administrative functions, and the coordinated development of management and information systems;

5. Creation of a universal information and referral system for all health, social and educational services, including a single point of entry for families in need of services;

6. A single case management system within each of the new departments;

7. A single contracting, evaluation and licensing system within each of the new departments;

8. Emphasis on regional and community-based planning and delivery of services;

9. Authorization for the Department of Children and Families and the Department of Health to share resources such as, but not limited to, regional office space, data management services and payroll services; and

10. Any changes in juvenile correctional services that the team recommends after considering the report of the task force on juvenile corrections created pursuant to section 6; and be it further

**Sec. 4. Additional recommendations. Resolved:** That the team shall make recommendations regarding the following:

1. Whether services for people who are homeless or at risk of becoming homeless should be consolidated within one agency and, if so, which agency. In developing these recommendations, the team shall consult with the Interagency Task Force on Homelessness;

2. Where the Division of Disability Determination Services should be located;

3. Which of the new agencies should be responsible for determining Medicaid eligibility; and

4. Whether, given the new configuration of the departments, any change is needed in the existing advisory board structure; and be it further

**Sec. 5. Team process. Resolved:** That the team shall conduct its work in an open and accessible manner. The team shall consult the business community, private industry councils, consumers and consumer advocates, health care and social service providers, mental health and mental retardation treatment providers and advisory councils on health and social service issues. As time and resources permit, the team shall hold regional meetings and hearings to gather technical information and consider public policy issues; and be it further

**Sec. 6. Juvenile corrections task force. Resolved:** That, by July 1, 1993, the chair of the team shall appoint and convene a task force to determine whether juvenile correctional services should remain part of the Department of Corrections or should be moved to the Department of Children and Families, recommend strategies to improve services for consumers of juvenile correctional services

and increase the eligibility of juvenile correctional clients for 3rd-party payment of services. The task force must include parents of children receiving correctional services; representatives from community advocacy organizations involved in juvenile corrections issues; a representative from the Juvenile Justice Advisory Group; at least one representative from the educational policy advisory committee for the Arthur R. Gould School; representatives from the Department of Corrections, the Department of Human Services and other appropriate executive agencies; 2 members of the Joint Select Committee on Corrections, one member of the Joint Standing Committee on Human Resources and one member of the Joint Standing Committee on Judiciary.

The chair of the team shall call the first meeting, at which the members of the task force shall select a task force chair by majority vote. The task force must report its findings to the team by September 1, 1993. Copies of the task force report must be submitted to the Joint Select Committee on Corrections and the Joint Standing Committee on Human Resources.

For the purposes of this resolve, "juvenile correctional services" include juvenile detention, probation and parole, the Maine Youth Center and community-based juvenile programs; and be it further

**Sec. 7. Composition of the Health and Social Services Transition Team; chair. Resolved:** That the team must be created before July 1, 1993 and consists of the following members:

1. Five Legislators, appointed jointly by the President of the Senate and the Speaker of the House of Representatives:

A. Two of whom must serve on the Joint Standing Committee on Human Resources;

B. Two of whom must serve on the Joint Standing Committee on Education; and

C. One of whom must serve on the Joint Select Committee on Corrections;

2. Two representatives from the Department of Mental Health and Mental Retardation, appointed by the Commissioner of Mental Health and Mental Retardation;

3. Two representatives from the Department of Human Services, appointed by the Commissioner of Human Services;

4. Three members from constituency or advocacy groups concerned with health, mental health, social services and homelessness issues, one appointed by the Governor and 2

appointed jointly by the President of the Senate and the Speaker of the House of Representatives;

5. Two representatives of providers of health, mental health and social services, one appointed by the Governor and one appointed jointly by the President of the Senate and the Speaker of the House of Representatives;

6. One representative from the Executive Department, appointed by the Governor; and

7. One member representing the public, appointed by the Governor, to serve as the chair of the team.

No expenses or reimbursement are authorized for members of the team. The Department of Human Services and the Department of Mental Health and Mental Retardation shall absorb the costs of preparing and distributing the team's report; and be it further

**Sec. 8. Assistance from agencies. Resolved:** That the following officials shall provide information, advice and assistance to the team upon request: the Commissioner of Human Services; the Commissioner of Corrections; the Commissioner of Education; the Commissioner of Mental Health and Mental Retardation; the Commissioner of Labor; the Commissioner of Economic and Community Development; the Director of the Office of Substance Abuse; the Director of the State Planning Office; the Director of the Maine State Housing Authority; and the chair of the Interagency Task Force on Homelessness. The team may request assistance from the Legislative Council to prepare the legislation required by this resolve.

**Emergency clause.** In view of the emergency cited in the preamble, this resolve takes effect when approved.



## Appendix C

### Members of the Juvenile Corrections Task Force



## APPENDIX C

### Members of the Juvenile Corrections Task Force

<u>Name</u>	<u>Organization</u>
Cushman D. Anthony Chair	Coalition for Juvenile Corrections Former legislator
Christine Bartlett	Department of Education
Meris Bickford	Bureau of Child & Family Services Department of Human Services
Paul Brunelle	Maine School Management Association and Gould School Advisory Committee
Sen. Beverly M. Bustin	Joint Select Committee on Corrections
A. L. Carlisle	Department of Corrections
Rep. Mary Cathcart	Joint Standing Committee on Judiciary
Debbie Clarke	Parent of Juvenile Corrections' Client
Robert Durgan	Bureau of Children with Special Needs Department of Mental Health & Mental Retardation
Evelyn Hanneman	Maine Council of Churches
Ronald Hebert	Youth and Family Services and Juvenile Justice Advisory Group
Rep. Birger Johnson	Joint Standing Committee on Human Resources
Rep. Anne M. Larrivee	Joint Select Committee on Corrections
Marlene McMullen Pelsor	Office of Substance Abuse
Ron Pressey *	Parent of Juvenile Corrections' Client
Cindy Sirois	Alliance for the Mentally Ill

\* was appointed to task force but did not serve

Staff: Marion Hylan Barr, Legislative Analyst  
Office of Policy and Legal Analysis