

National Association of Probation Executives EXECUTIVE EXCHANGE

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PRESIDENT'S MESSAGE

For several years, I used to write a monthly Probate Court column for the county bar association magazine. Typically, I would reference a new program or service innovation, discuss new or pending legislation and its impact or operations, recognize individual employees for special accomplishments, etc. Periodically, I would also scribe a "potpourri" column at least once a year which included a collection of odds and ends usually at the year's end. Such is the case with my final President's message of 1999.

For one, I am not going to offer any meaningless babble on the new millennium. I will state, however, that I believe 1999 to have been a critical year for our profession. The release of the monumental report, *"Broken Windows " Probation: The Next Step In Fighting Crime*, from the Reinventing Probation Council in August 1999, is a tribute to the creative and visionary talent of NAPE members since the Reinventing Probation effort was initiated by NAPE members who offered sizeable input toward the process and final report. Credit is due especially to NAPE stalwarts Ron Corbett, Dan Beto, Gary Hinzman, Norm Helber, Rocco Pozzi, and other dedicated, passionate administrators. Congratulations NAPE contributors on a job so very well done.

For those of you who attended 1999 APPA - New York and related NAPE events, the NAPE members reception, which was cosponsored by Corrections Software Corporation on August 21, was a total success. Many new NAPE members were drawn to the event, and several new recruits actually submitted checks for membership dues at the event! Credit NAPE Vice President Dan Beto for a masterful job in planning



and orchestrating the reception, which could be the Association's most successful in its history.

One of the trends within NAPE during the past several years has been a steady increase in association membership. This increase is not by accident. The Executive Development Program which NAPE sponsors with the Correctional Management Institute at Sam Houston State University and the National Institute of Corrections is a natural feeder of new and vibrant members to the organization. However, individual effort has also been very effective in attracting new members outside of the Executive Development Program. I thank all NAPE members who have made organization recruitment such a priority. Through a variety of strategies, NAPE membership now totals 205, and we are not done. Plans for early 2000 call for the promotion of membership in states with low NAPE membership and with state probation organizations and associations which are consistent with NAPE's goals and objectives.

I previously referenced NAPE's involvement with the Executive Development Program at which many NAPE members serve as faculty, but NAPE members remain active and sought after trainers as Executive Track workshop faculty with the American Probation and Parole Association and the National Association of Juvenile and Family Court Judges.

A final thought . . . Jerry Dash, Executive Director of Volunteers in Prevention, Probation, and Prisons and a NAPE member, and I have made some inquiries into NAPE members serving as faculty or consultants at **continued on p. 2**

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GUEST EDITOR'S MESSAGE: PROBATION WORKS IN ARIZONA!

On behalf of the Arizona Chief Probation Officers Association, it is my pleasure to serve as Guest Editor of this issue of *Executive Exchange*. This is a challenging and an exciting time for probation and parole executives as we seek to provide the leadership necessary to "reinvent probation."

The last issue of *Executive Exchange* focused on the Manhattan Institute's Civic Report "Broken Windows" *Probation: The Next Step in Fighting Crime*. In that issue, several strategies were identified as necessary to engender the public's confidence and support of the probation system. Those strategies were:

- Value-Driven System
- Emphasis on Public Safety
- Meaningful Supervision
- Rational Allocation of Resources
- Strong Enforcement of Conditions and a Quick Response to Violations
- Meaningful Partnerships
- Focus on Accountability
- Performance-Based Initiatives
- Leadership



In Arizona there are 44,000 adult and juvenile

offenders under probation supervision. The supervision of these offenders is provided by adult and juvenile probation officers in fifteen counties. There are departments in urban areas and in sparsely populated counties covering thousands of square miles. There are combined departments, adult probation departments, and departments of juvenile court services. There are deserts; there are mountains. We are diverse in many ways. But, we are united in our commitment to insure that "Probation Works in Arizona!"

In this issue of *Executive Exchange* we are sharing with you some of the strategies and programs that are helping us to:

- focus on public safety;
- produce better outcomes with offenders;

- increase the opportunities to form partnerships in the community; and
- increase our credibility with the public.

Though we have adopted and put into practice many of the strategies identified as essential to reinvent probation we are not satisfied that is enough. We know that we must insure that the majority of Arizona residents believe that probation works in our state for us to have realized our vision that "Probation Works in Arizona."

Our efforts are consistent with "Justice 2002," the strategic agenda for the Arizona Judicial Department. Chief Justice Tom Zlaket has established four goals for this agenda:

1. protecting children, families, and communities;
2. providing access to swift, fair justice;
3. connecting with the community; and
4. being accountable.

Within the first goal "Justice 2002" explicitly states that delivering probation services that provide public protection and offender accountability is one way that the courts can protect Arizona's children, families, and communities. The leadership of the judiciary is certainly a key to why "Probation Works in Arizona."

We invite you to visit us at the next annual NAPE meeting July 23, 2000, in Phoenix, Arizona. We will be co-sponsoring the APPA 25th Anniversary Annual Institute. We would welcome the opportunity to show you how "Probation Works in Arizona!"

Cherie Townsend
NAPE Board of Directors
Arizona Chief Probation
Officers Association

PRESIDENT'S MESSAGE

continued from p. 1 seminars and conferences sponsored by the European probation community. My inquiries indicate to me that this locale is ripe for NAPE involvement, and I also know that Dan Beto has inquired into attending a Probation 2000 Conference in London to explore NAPE's extension into this venue. And to further emphasize NAPE's interest in international members, we have also received membership interest from New Zealand and South Africa.

I need to bring this ramble to an end because of copy deadlines, but 1999 was a most significant year as NAPE's influence and contributions to the probation community continue to increase. In closing out the year, I would be

completely negligent if I did not extend my deepest appreciation to Dan Beto and Christie Haney at NAPE's secretariat at Sam Houston State University. Dan and Christie are simply the best, and I could never repay them for all that they do to make certain that NAPE locomotive remains on track at full throttle.

Happy Holidays to you all — peace and good health to you in 2000.

All the best,
Robert L. Bingham
President

PROBATION WORKS IN YUMA COUNTY: A CONSTRUCTIVE SELF-EVALUATION

by
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Yuma, Arizona

I must admit that as the Chief Probation Officer of a rural probation department in Arizona, I was initially offended by the article "Broken Windows" *Probation: The Next Step in Fighting Crime* — and so were many of my staff. The *Wall Street Journal* referenced the article as a "a damning study of the nation's probation system." My immediate thought was — just who are the Manhattan Institute authors talking about? It surely isn't us.

Probation Works in Yuma County, Arizona! The Yuma County Adult Probation Department is not one of the failing organizations who feed the critics of probation and community corrections. The majority of the references and examples noted in the monograph originated in large, urban areas/departments. Perhaps the lack of rural representation among the authors contributed to the lack of notice of small, rural departments that can serve as examples to emulate. But wait a minute . . . before I get too defensive over this, maybe I should take the challenge offered by the Manhattan Institute and determine just how Yuma County's mission, vision, and operation stacks-up against the issues and recommendations in "Broken Windows" Probation. Let's take a look.

Emphasis on Public Safety

Public safety is the cornerstone of the Yuma County Adult Probation Department's published mission and vision statements. Placing public safety as our number one priority is introduced to all levels of staff beginning with initial orientation and is carried through all operational policy, procedures, and decisions. Many of the department's performance measures, discussed later in this article, evidence our commitment to public safety.

Meaningful Supervision in the Community

Although officers do see probationers in the office, neighborhoods in Yuma is the place where most supervision takes place. In Yuma County, probation and pretrial staff are mandated to conduct supervision in the field, continually verifying residences, employment, and compliance with conditions of probation. Staff are required to adjust their schedules weekly to avoid being predictable, including working before 8:00 a.m., after 5:00 p.m. and on weekends. Intensive Probation Supervision (IPS) staff are required to conduct no less than two "late night" contacts per probationer per month in the field between 12 midnight and 6:00 a.m.

Rational Allocation of Resources

Compared to most probation agencies, probation departments in Arizona are resource rich. Standard probation caseloads are staffed by one probation officer for every 60 probationers. Intensive Probation Supervision caseloads are

statutorily capped at 25 probationers for each supervision team comprised of one probation officer and one surveillance officer. Treatment funds for youthful offenders transferred to adult court and first time drug offenders are distributed statewide on a formula basis. Offender treatment needs are matched with specific levels of treatment as determined by the Adult Substance Use Survey (ASUS) and the Offender Screening Assessments Profile (OSAP). Yuma County Adult Probation has specialized caseloads targeting sex offenders, substance abuse, and youthful offenders whose criminal offense, histories, and assessments indicate a high risk to reoffend or to violate conditions of supervision.

Although case assignments have been made to specific geographic areas for a number of years, the department needs to specifically target high crime area neighborhoods, in conjunction with law enforcement.

Responding to Violations Quickly and Strongly

The Superior Court in Yuma County supports the strict enforcement of all the terms and conditions of probation. All supervision staff are empowered to immediately respond to noncompliance in the field by employing graduated sanctions. Sanctions imposed at the line level may include more frequent reporting, more urinalysis and/or breathalyzers, referrals to ancillary services, mandatory substance abuse treatment, extension of a program phase, increased community service hours, revocation of electronic monitoring or work furlough, cuffs, and house arrest. In cases of where there is a high probability that a probationer will reoffend, abscond, or pose a danger to himself or others, probation officers are authorized to conduct a warrantless arrest of probationers. Finally, officers routinely bring probationers back before the Court for noncompliance by requesting a petition to revoke via warrant or summons.

One particular area of compliance that the department has focused on is the enforcement of financial conditions of probation. If a probationer becomes delinquent in any financial obligation to the court, including restitution, fines and fees, the Court has authorized the probation department to direct the probationer into a specialized collection program. The specialized collections program mandates that if a probationer becomes 60 days delinquent, the probationer must relinquish their paychecks to the department where staff deduct financial payments due to the Court. The probationer is then issued a check for the balance of their pay. Since implementing the special collections program, collections have increased over 30%.

An area where the department needs to improve is the apprehension of absconders. With an overall offender population of over 1,400 probationers, Yuma County has more than 350 outstanding felony warrants for probation violation

— way to many. This clearly presents an opportunity for improvement and for the department to partner with local law enforcement to address a specific public safety issue.

Develop Meaningful Partnerships in the Community

When using “Broken Windows” Probation as a guide, the Yuma County Adult Probation Department must take a full giant step forward to create more strategic collaborations and partnerships with local law enforcement and the grass roots of the community including schools, neighborhoods, victims, and businesses. The department must get beyond the mere “brokering” of service and the token participation in local criminal justice task forces and one-time “special-events.” Although Yuma County’s Drug Court Program has formed a partnership with the Yuma Police Department COPS program by having police officers participate in cases referrals, staffings, and assisting in the supervision of program participants, this marriage of law enforcement and probation is far from being institutionalized into the local culture. There is much work to do in this area.

In FY 1996-1997, the Yuma County Board of Supervisors and Northern Arizona University conducted a random telephone survey of 500 citizens to determine the taxpayers familiarity and satisfaction with County Government. The good news — out of approximately 30 county departments, Adult Probation was voted the “Best Value” for the tax dollar. In FY 1998-1999, however, the same survey indicated that Adult Probation is the county agency with whom taxpayers are “Least Familiar.” What a wake-up call! According to this survey, the department’s presence in Yuma is nearly invisible. In order to turn this around, Yuma County Adult Probation must become more effective in engaging its neighborhoods, schools, and businesses, as well as doing a better job of marketing the department.

I would be remiss if I failed to mention one specific successful collaboration in Yuma. The department’s Community Service Unit, in conjunction with the City of Yuma, Yuma County Juvenile Court, and Yuma County Administration, essentially eradicated unsightly graffiti county-wide. I challenge any of you to find any graffiti in Yuma.

Performance Based Initiatives

Beginning in FY 1996-1997, Yuma County Adult Probation began processing its departmental data to analyze and report performance measures on all operational programs. For each parameter of performance, the department set a goal based on the department’s mission, vision, and expected level of performance. These goals and corresponding measures are now used as a basis for annual strategic planning to continually improve operations and results. A partial list of department and performance measures in FY 1998-1999 is reported below.

Leadership

I may be going out on a limb here, but I believe that Arizona is the leadership in the field of probation. Collectively, the Chiefs and Directors in all fifteen counties in Arizona, their respective Presiding Judges and the Administrative Office of the Arizona Supreme Court, continually work together to seek innovations

and to deliver excellence by funding and implementing the best practices in the field.

Performance Measures		
% of probationers successfully completing standard probation	Goal: 80% Result: 69%	
% of probationers not convicted of a new crime while on standard probation.	Goal: 95% Result: 98%	
% of probationers on Intensive Probation (IPS) who were not revoked to DOC for technical violations.	Goal: 80% Result: 85%	
% of probationers actively participating in treatment programs while on IPS.	Goal: 85% Result: 94%	
% of standard probationers from which negative U / As were collected.	Goal: 85% Result: 94%	
% of IPS probationers paying court-ordered restitution.	Goal: 80% Result: 77%	
% of IPS probationers completing required community service.	Goal: 90% Result: 95%	
% of eligible probationers who maintained employment while on IPS.	Goal: 85% Result: 89%	
% of probationers on the standard sex offender caseload who were not revoked to DOC for a new sexual offense.	Goal: 90% Result: 95%	
% of probationers successfully completing IPS with an early termination, full-term discharge or graduation to standard probation.	Goal: 70% Result: 59%	

Hiring, Job Description, and Training

Yuma County invests significant resources hiring, training, and grooming staff to create a work place culture that promotes and supports the department’s mission and vision. The department must revise job descriptions and its training plan to include expectations and skills in working more effectively with law enforcement, victims, and the community, particularly neighborhood and business groups/associations.

Caseload, Resources, and Technical Support

The collection of probation service fees has a significant impact on the department’s ability to meet service gaps, fund positions to provide direct services, or administer programs and equip staff. Yuma County has equipped staff with laptops, cellular phones, pagers, flashlights, vehicles, officer safety equipment, and most recently, palm pilots. A definite void in the department is the lack of a user-friendly database for all levels of staff to effectively manage the volumes of information that is processed every day.

Conclusion

When using the publication “Broken Windows” Probation as a vehicle for a self-assessment of the Yuma County Adult Probation Department, I am more confident than ever that, overall, the department is doing the right things and doing them the right way. Do we need to reinvent? Reengineer? My honest assessment is no — but some re-“vision” is certainly necessary. This re-“vision” needs to focus on engaging the

community in visible collaborative partnerships at the grass roots level with neighborhoods, schools and businesses. The department must also engage local law enforcement in more strategic collaborations to meet the community’s need for public safety. Finally, outstanding warrants/absconders is an area that must be immediately addressed.

Yuma County has accepted the “Broken Window” Probation challenge — how about you?

FOCUS ON ACCOUNTABILITY:
COMMUNITY SERVICE PROJECTS IN ARIZONA

by
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Jesus Diaz, Pinal County
Tim Hardy, Yuma County

projects. Successful and meaningful community work service not only focuses on accountability but also fosters a change in the negative attitude of our clients to a more positive one.

Coconino County

After living at 6,900 feet for a few years, one eventually becomes accustomed to the crisp, but bitter Flagstaff mornings. This is not to say that we enjoy them; we simply endure them. Thus, one of the main tasks of a Community Service Work Crew Supervisor or Community Service Coordinator in the Northland is to motivate a group of 15 probationers to go out into the cold on a late fall morning to work for free for their community. We begin by using the trick of the trade: reason and persuasion. However, explanations of community restoration fall on deaf ears. Threats of jail or probation violations become tired as the probationer realizes you cannot throw them in jail for simply being ornery on a frosty morning. For two years the crew struggled through these same willful arguments every weekend. Management was left with one choice: to design a meaningful community project that probationers would take a vested interest in completing. We needed a project that would teach probationers new skills, while providing a permanent addition to the community of Coconino County. The work crew needed to be exposed to an unknown environment where they would face new expectations and fresh tasks. Enter: the “Bark Park.”

Flagstaff Pet Assistance League (FlagPal) wanted to build a fenced-in dog park where dogs could run free amongst each other. FlagPal had permission from the city, a great reserve of donations, and absolutely no labor supply. It took a little persuasion on the part of management to convince FlagPal that probation community service was just what was needed to make the “Bark Park” a

reality. For three months we toiled over every aspect of this project: transportation of materials, pipe cutting, painting, landscaping and design, and construction of a fence. Unlike a paid work environment where employees have set job tasks, crew members were encouraged to work on every aspect of the project.

Faced with the threat of snowfall in coming months, the crew was motivated to solve problems in a quick and efficient manner. Working side by side with community members, probationers were sensitized to the needs of this part of the community. Also, the probation crew was energized by the prospect of creating a permanent annex to our town, a park that could be used for years to come.

In summary, a project that normally takes years to build took a couple of months to complete. The crew gained invaluable skills, and in the process, gave back to the community and restored ties that had previously been broken. When our contact at FlagPal went to survey a different Bark Park project in a nearby city that had been stalled for two years for various reasons, personnel there asked how our park was completed in just a couple of months. They were told it was due to the talents and hard work of the local/Adult Department community service workers.

Yuma County

One of the most unique community service projects in Arizona can be found in Yuma County. The Adult Probation Community Service/Restoration Program personnel have designed an innovative, community-activist program named the "Good Neighbors Program." Through this program, Yuma Adult Probation staff receive referrals of needy community members from Catholic Social Services and other not for profit organizations. They then send community service workers to these homes for restoration projects. The beneficiaries of this program are chosen on the basis of age, disability, or having incurred a recent catastrophic event within the family. Local not for profit organizations refer on average ten deserving community members per month. The community service workers focus on yard work, landscaping and various house restoration projects. Through the "Good Neighbor Program," community members who are in the most need of aid receive an invaluable service and probationers are able to participate in a project that allows them to restore their ties to the community. Yuma's innovative project has spawned a similar project in Coconino County, tentatively named "Neighbors in Need."

Another project worth mentioning in Yuma County involves the Yuma Conservation Garden (YCG). This area consists of 28 acres that had been neglected for over a decade. The YCG began to use Department of Corrections inmates and JAWS (juvenile all weekend supervision) for a restoration project and eventually extended the partnership to include the Yuma Adult Probation community service workers. Recently, in one day, probationers moved more than 60 tons of river rock. YCG asserts they could not have restored this area without the help of the Community Service Program.

Another program implemented in Yuma County deals with juvenile probationers. This project allows juvenile probationers to earn money that is credited to their restitution obligations through the performance of community work service. On July 16, 1999, the Yuma Private Industry Council awarded a \$6,000 summer youth restitution grant to the Yuma County Juvenile Court Center. The grant is designed to assist juvenile

probationers in acquiring work based learning skills through work projects in a team setting and to gain an understanding of why monies earned are applied towards their restitution. The program targets juveniles on probation who are between the ages of 14 and 17 who owe restitution.

This is the third consecutive year that the Yuma County Juvenile Court Center has been awarded this grant. The grant assists those juveniles who do not have the resources to pay their restitution, and would otherwise remain on probation for this matter. The majority of the juveniles worked between 32 to 40 hours per week in groups of ten.

The 1999 program was held August 2nd through September 4th and was very successful. During the five-week program the participants worked in various work sites in the county, which included the San Luis, Somerton, and Welton areas. There were a total of 30 juveniles who participated in the program with eight being able to pay their restitution in full. The program was coordinated by Rene Medel, the Court's Community Work Service Supervisor, and staff. According to Medel the participants learned the essential responsibilities of "paying back to the community and accountability." All the equipment and tools necessary for the program were provided by the juvenile court.

Apache County

Apache County hosts another cold environment similar to the Flagstaff area. In addition, Apache's White Mountains hold an incredible number of forested acres. The Adult Probation Department has designed an invaluable community service project utilizing these forestlands. In conjunction with the U.S. Forest Service, Probation has obtained permits to clear the land of unwanted Pinon and Juniper pines. Every weekend in Apache County you will find workcrews of probationers cutting down large amounts of wood. This wood eventually finds itself in the wood stoves and fireplaces of local elderly community members who would have had great difficulty obtaining the wood on their own. Every aspect of this service, including the transport of wood to homes, is free of charge to its beneficiaries. Apache County has solved a primary concern of its elderly residents; staying warm in the cold winter months. In the second year of operation, 1998, probationers cut, stacked, and delivered 75 full cords of firewood. Since inception, Apache County has added a new partner in this project, Apache County Juvenile Probation.

The second project involves the Apache Juvenile Probation Department's Teen Search and Rescue Squad. This is a community service effort for 14- to 17-year-olds, both mandated court affiliated youth and volunteers work as a search and rescue squad to assist the Park Service at the Grand Canyon and Yosemite National Parks. The squad is organized as a Boy Scout Explorer Troop who are trained as emergency medical technicians. The teams are composed of two adults and two juveniles. They patrol high-use trails in both National Parks assisting hikers and campers with information, preventive medical care, and actual rescues. The Parks provide a campground for troops on a ten-day shift. Various corporations (Northface, PowerBar, and Duracell) have donated goods to the program. The squad does not set out to intrude on anyone's outdoor experience, but their brief encounters are usually sufficient to identify and defuse budding medical emergencies or alert Park Rangers of an imminent medical crisis. The Parks

Rangers are ecstatic with the program who say it has improved the safety of the trails for all users.

Conclusion

Community service projects in Arizona vary from county to county in their form and content. The terrain, community needs,

MEANINGFUL PARTNERSHIPS: RESTORATIVE JUSTICE AND NEIGHBORHOOD JUSTICE COMMITTEES

by
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In 1995, the Pinal County Department of Juvenile Court Services began researching new approaches in working with troubled juveniles. The Restorative Justice literature offered a unique approach that benefitted the victim, community, the juvenile, and the family. By bringing all entities together in a safe, structured environment, the juvenile can become aware of the harm they have caused, held accountable through a variety of court recommendations, as well as resolving any underlying issues. While some jurisdictions use this approach as a diversionary program, Pinal County is unique in that it chose to apply it to juveniles pending disposition. All juveniles adjudicated for any offense, other than first and second degree felonies, are eligible to participate in the Pinal County Restorative Justice Program.

Pinal County's approach to bring everyone together was to establish "Neighborhood Justice Committees." These committees are comprised of approximately five to six members from a cross section of the community populace. The committees consist of parents, grandparents, and retirees, as well as professionals from education, business, and government. The only prerequisites for membership are the desire to work with troubled youth and to help the community. The diversity of committee members' backgrounds and perceptions allow for interesting interactions between all participants and leads to eclectic and creative recommendations to the Court. The first three committees within Pinal County were implemented in the Casa Grande area in November of 1995. Since then committees have been established in four other communities with plans to have committees operating in all communities of the county by the end of 2001.

Neighborhood Justice Committees are facilitated by one or two probation officers. The officers are there to assist the committees with any legal issues that develop and ensure that the proceedings run smoothly. The probation officer provides a brief synopsis of the youth's offense, the response of the offense, and a brief summary of the youth. This gives the committees some background on the youth and also acts as a springboard for interviewing the youth and family members. The committees generally meet one evening every other week for approximately one to two hours, with no more than three youth assigned on any given evening. This allows the committees to spend quality time with the youths and their families and develop some basic understanding of the youths and

the circumstances surrounding their behaviors. When the committees have completed the interview, they discuss the case in private with only the facilitating probation officer present. Once the committee has come to a consensus, the recommendations are given to the probation officer who will incorporate them into the Pre-Disposition Report that will be submitted to the Court.

Another essential component of Neighborhood Justice Committees is that victims are informed of these proceedings and given the choice to attend and address the committee. This gives victims the opportunity to tell the committee exactly what happened and how they have been effected by it. Victim participation helps the committee better understand the extent of the harm that has been caused, allowing the members to keep the event in perspective. The victim is also welcome to remain through the course of the interview with the juvenile and family members. The victim and juvenile, however, do not confront each other, as this is not a mediation proceeding.

There has been a positive response from the community to the Neighborhood Justice Committees. Members enjoy having the opportunity to share in alleviating the harm that has been done to the community. Victims have found the experience to be pleasant and satisfactory once it has given them the opportunity to discuss their feelings and offer suggestions. Juveniles have found the experience to be enlightening, as they often come away from the committee meeting with a better understanding of what they have done and how it has affected them, their families, friends, neighbors, and community. Added contributions by some members have had a positive impact. One member, a local businessman in the Casa Grande area, has hired some of the youths who expressed an interest in his vocation, resulting in several good employees eager to work and learn as a result. Another committee member saw a need for life skills programming and assisted Juvenile Court Services in putting together a very informative and effective program.

This program has been operational for four years and it has had a positive impact on all parties: the victims, the communities, and the juveniles. While there are some youths who continue to offend, there are a number who benefit from the experience because of the opportunity to better understand what they have done and to realize the accountability offered by the process.

QUICK RESPONSE TO VIOLATIONS: THE ABSCONDER TEAM (A-TEAM)

by
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in Pima County
Tucson, Arizona

In February of 1998, Greg found himself in front of a sentencing Judge facing a possible prison term for the sale of narcotics to an undercover police officer. Greg was afforded a chance to stay in the community by being placed on supervised probation instead of being sent to prison. Greg made a commitment to the Judge that he would abide by his conditions of probation.

Approximately six months later Greg failed to report to his assigned probation officer and his current whereabouts were unknown. The supervising officer made every attempt to contact Greg at home, work, girlfriend, relatives, and treatment provider, to no avail. The probation officer, armed with a petition to revoke Greg's probation, went to the sentencing Judge and requested a warrant for Greg's arrest. After a staffing, the Judge issued a warrant for Greg's arrest. The case was then transferred to the team known simply as the A-Team. Approximately 60 days later Greg made the mistake of returning to the city and his girlfriend's house and was immediately arrested by the officers of the A-Team. Bewildered, he asked how did they know where he was at? The officers responded with the often-used phrase, "you can run, but you can't hide!" Greg is now serving a prison term.

The Adult Probation Department of the Superior Court in Pima County is one of the few departments in the country which has an active warrant/absconder team which lists as its primary mission "to uphold the integrity of the sentencing court and to compensate victims." Created in 1987, the team comprises one Senior Probation Officer and two Senior Surveillance Officers. All are trained in

investigative techniques, including the art of tracking, surveillance, skip tracing, and the use of computers.

The team has been able to formulate and foster excellent working relationships with law enforcement agencies across the state and the nation. Based on these relationships, absconders have become aware that fleeing our jurisdiction no longer provides a safe haven. In 1996, Bob was placed on three years probation for fraud and ordered to pay restitution. One year later Bob absconded; all efforts to find him locally were exhausted. A warrant was issued for his arrest. Approximately nine months later A-Team members received information that he was living in Chicago, Illinois. By utilizing their networking system they were able to have the absconder arrested and extradited to Arizona. Bob was continued on probation and continues to pay restitution to the victim.

During any given month an average of 30 to 37 absconders are arrested by other law enforcement or by the team itself. The team not only affects the arrests but also has done a remarkable job in collecting owed assessments. Cases in which restitution is owed are give top priority. In one month the team was able to collect more than \$10,000 owed to victims and to the court.

It is becoming common knowledge among probationers in Pima County that absconding from probation will not be tolerated and you can be assured that the A-Team will be looking for you. The Adult Probation Department of the Superior Court in Pima County is committed to this innovative and unique approach to ensuring that those offenders that are allowed to stay in the community are made to be accountable for their actions.

Sex Offender Court

by
Paul Medlyn
Probation Supervisor
Yavapai County Juvenile Probation Department
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In 1998 the Yavapai County Juvenile Court experienced a drastic rise in sex offenses committed during a twelve-month span. This increase created a need for a consistent, comprehensive approach to deal with the high number of sex offenders being placed on probation. It was recommended by staff that the principles of "Drug Court" be applied to sex offenders. The Presiding Juvenile Court Judge gave his approval to pursue the concept and a committee comprised of a deputy county attorney, defense attorney, psychologist, victim's witness representative, therapist, Judge, and probation personnel was formed.

There were several recommendations that came out of this committee, which were adopted by the Juvenile Court. The key components of Sex Offender Court are as follows:

1. A psychosexual evaluation is completed after adjudication and prior to deposition. It was also determined that polygraph examinations should be used to confirm the information discovered during the evaluation, due to the amount of denial and secrecy associated with sex offenders. Once the evaluations are completed, a recommendation is

made for placement in either Sex Offender Court (includes Probation), residential treatment, or commitment to the Arizona Department of Juvenile Corrections.

2. If probation is granted, special conditions of probation are implemented that clearly outline behavior which would be enforced during the term of probation.
3. All sex offenders are generally placed on Intensive Probation (a highly structured, supervised probation program).
4. Intensive individual and group therapy is required (including in-patient if appropriate).
5. Parents are required to attend a parent education program about the offender cycle and their own child's issues.
6. Polygraphs are administered at least once a year for treatment purposes and to help monitor compliance with the conditions of probation.
7. Finally, all sex offenders placed into "Sex Offender Court" are required to attend quarterly court review hearings. This is a crucial part of the program. Just prior to the court review hearing the county attorney, defense attorney, probation officer, therapist, and judge staff each case. The probationer's progress in treatment and compliance with probation conditions are discussed along with the parents' involvement. Following the staffing, there is a court hearing to review everything with the family and modify the probationer's conditions if needed.

DUI Court

by
Norman Helber
Chief Adult Probation Officer
Maricopa County Adult Probation Department
Phoenix, Arizona

Maricopa County DUI Court is patterned after the Drug Court model, which has shown considerable promise in crime reduction. The objective of Maricopa County DUI Court is to reduce drinking and driving behavior in defendants with a history of such behavior. The first participant entered the program in March 1998. An impact study is being conducted by Mid-America Research to determine the effectiveness of Maricopa County DUI Court. As it is a post-graduation study, outcome results are not expected for another year. Per the research design, defendants are randomly placed in either control (standard probation) or experimental (DUI Court) groups after entering into a plea agreement.

Currently there are 175 clients actively participating in the DUI Court Program. The first graduation was held in April of 1999 for one person who had met all the graduation criteria, i.e. sobriety, stable employment, completed treatment, etc. Since that time, an additional 23 participants have graduated from

the program. Since DUI Court's inception in March of 1998, approximately 23 people have otherwise left the program. These departures were due to an array of reasons: deportation of illegal immigrants by federal authorities, participants absconding from probation supervision, death of participants, and probation revocation.

Participants in DUI Court are required to meet with the DUI Court Judge once per month. They enter into a contract with the Judge which spells out the expectations of the Court and the Probation Department. These expectations include substance abuse treatment, sobriety support group meetings or pro-social activities, reporting to the Probation Department, etc. At the participants subsequent meeting with the Judge, he/she will be promoted to the next phase and given a new contract, made to repeat the last phase, or be discharged from the program based on his/her fulfillment of the contract.

Each DUI Court participant receives a sixty-day deferred jail sentence as a term of probation. This is above and beyond any mandated term of incarceration they serve as ordered by the sentencing Judge (usually four months). These deferred days in jail can be used by the DUI Court Judge to help ensure the participants compliance with the contracts. Also, participants are subject to the imposition of community service hours as a consequence of noncompliance with DUI Court contracts.

Presumptive consequences are used as a guide to provide the DUI Court team with consistency and expediency when addressing both compliant and noncompliant behaviors. Although unique circumstances may occur that require deviation from these standard responses, a positive alcohol or drug test, for example, will result in the imposition of 15 hours of community service. A second positive test reading will result in the imposition of a weekend in jail. These consequences are administered by the Judge in open court to allow participants to learn from others and to witness how a variety of behaviors are consistently responded to by the DUI Court team.

Other sanctions available to address noncompliant behavior include: judicial verbal reprimand, moving participants to the back of the calendar so they must witness the entire court calendar, shortening the length of time between DUI Court appearances, delaying participants graduation from DUI Court, increasing participants contact with the probation officer, and increasing alcohol and/or drug testing.

Conversely, if participants exhibit compliant behavior, "rewards" will be granted. Clients will be moved to the front of the court calendar and allowed to be a few of the first individuals to leave court that morning. They will have their deferred jail terms reduced by a minimum of five days, they will receive judicial praise, and they may receive lengthened contract which do not require them to report back to the judge for six to eight weeks rather than the traditional four week contracts. Additionally, clients will move a step closer to graduation from the program.

Prior to court, the DUI Court team (Judge, Public Defender, County Attorney, Probation Officer, and Treatment Provider) meet to staff all cases appearing in DUI Court that day. The team shares information regarding DUI Court participants' progress

in treatment, attendance at support meeting, drug and alcohol test results, and general fulfillment of their contracts. Through discussion of each case, an attempt is made to reach a consensus among team members as to what consequences (positive or negative) will be imposed in court.

At the onset of the DUI Court Program, three substance abuse treatment providers were chosen to provide alcohol education and treatment to program participants. These particular agencies were chosen based upon their ability to provide cognitive-based treatment at multiple levels. Each of these providers has exhibited a willingness to work in partnership with DUI Court staff to meet the needs of the DUI Court Program and its participants. This includes treatment providers attending court staffing, allowing treatment oversight and evaluation by the Probation Department, developing treatment groups that "match" the demographic structure of the DUI Court population, and engaging in open communication with probation officers to allow for more comprehensive supervision of DUI Court clients.

It is anticipated successful completion of DUI Court will take approximately one year, contingent upon participants' progress and compliance. After graduation from DUI Court, participants will be placed on "record only" (minimum supervision) probation for one year. In order to offset the cost of substance abuse treatment, participants will not have to begin paying probation service fees or fines until being placed on "record only" supervision. As such, the financial benefit as well as the limited period of supervision provide significant rewards and motivation for offenders in the DUI Court.

It is hoped that regular contact with the Judge, substance abuse treatment, and immediate rewards and consequences for participants will have an overall positive effect on offenders, their families, and the community. Although it has yet to be determined empirically, there is a belief among team members that the DUI Court is an effective program and may be a way to reduce repeat drunk driving offenses in the population served. Pending evaluation results, DUI Court will continue providing direction and treatment to DUI offenders in an effort to change their behavior and reduce the risk they pose to the safety of the community. It is the goal of Maricopa County DUI Court to be designated a "mentor court" and set an example for other jurisdictions to follow.

EMPHASIS ON EMPLOYEE SAFETY

"Who Do You Call?"Peer Support/Critical Incident Response Team (PS/CIRT)

by
Melaine Heavilon and Beth N. Shy
Adult Probation Department of the Superior Court
in Pima County
Tucson, Arizona

Several years ago, after conducting an afternoon of officer safety role-plays at the Arizona Supreme Court Probation Officer Certification Academy, we noticed one of the students (a new officer) sitting alone in the lounge of the hotel. We asked him if he was alright and he responded, "I don't think

I can do this job." We asked him what had made him feel that way, and he told us that during the role-play, the "mock defendant" pulled a gun on him and told him that he was dead. The officer went on to relay that he never considered the risk involved when seeing the defendants in the field and

didn't feel he was mentally prepared for the possible confrontations that may await him. We spent a great deal of time talking with the officer and tried to reassure him that this scenario was the exception, not the rule, but being placed in a dangerous situation was a possibility. When we left him, we felt that we had assured him that there were more positives of probation work than negative and that it is a rewarding career opportunity. We found out later that this officer resigned shortly after completing the Academy.

When we returned to our room, we began to wonder how many other students had left the Academy feeling the same way and just as important, how many officers in the field were dealing with "crisis" situation on a daily basis. It quickly became apparent to us that there was a real need to "reach out and touch" these officers. It was at that time a decision was made to provide a Crisis Response Team for probation personnel who experience a crisis incident.

Our journey to create the PS/CIRT would consist of three years of information gathering and inter-departmental roadblocks regarding logistics and the scope and role of the team. We first tried to gather critical incident response information from other probation departments that may have had a program in place, via the Internet. None responded. We then sought more information from other probation departments that may have had a program in place, via the Internet. None responded. We then sought information from law enforcement agencies and received numerous responses. The question was then how to tailor our probation program to meet the needs of critical incidents with what we felt most important, a peer support component. Most of these agencies used outside professional mental health providers to deal with incidents. Although the Adult Probation Department in Pima County offers the professional services of an Employee Assistance Program, our goal was to recruit volunteers from within the department to serve as the on-call providers, who would respond immediately to an employee's need, to a scene or an

A View from the Top!

by
Diane L. McGinnis
Executive Director
Adult Probation Department of the Superior Court in Pima County
Tucson, Arizona

Most of an organization's best ideas come from its staff, and the PS/CIRT Program is one those.

In the life-blood of every good manager is the desire to influence, to be involved, to direct, to fix and for some . . . to control. Often administrators are threatened by the planning of a Critical Incident Response Team. It can raise questions about who had privy to information, and how well managers, during a critical incident, handle the needs of the organizing while also appropriately looking out for and addressing the needs of the employee? After a therapeutic and very necessary struggle among the department's administration about the role and scope of this proposed program, supporters of the proposal persevered, and the program is very much part of our departments function and culture.

incident, that may or may not eventually require the services of a mental health expert.

We did, in fact, ask for volunteers for the program and were pleasantly surprised by the response. The volunteer officers and staff participated in the Pima County Attorney's Victim Witness Program training program, lasting six weeks, two nights per week. During this time we worked on putting the program description and program protocols together, using bits and pieces from the agencies that had shared information with us. This was probably the most time consuming part of the job as much of what we do does not entail the rigorous investigations or the massive amount of chain of command issues as in law enforcement. Further, many of the "Critical Incident Response" material focused on the occurrence of major incidents like hostage situations or shootings. The package was presented to the Administration at least ten times before the final approval was granted, three years after the initial idea.

In the three years since the inception, we have dealt with countless incidents. These have ranged from a staff member losing a loved one to an accidental firearm misfire on the range to the sudden death of an officer. The staff of the Department has come to recognize that this group is there for them and not as information gatherers for the Administration, which is how it was first viewed. Preserving the confidentiality of those staff who come or are referred to us remains our foremost task, especially if only the peer support aspect of the program is utilized. Staff readily call upon us in time of need and we have been able to support them or direct them to the proper provider to appropriately work through the incident.

We want to say "thanks" to that young officer, who inspired us to begin and continue to be a part of one of the best programs in this department. We welcome your questions and concerns if implementing a similar program. Feel free to call us at (520) 740-4800.

Due to confidentiality requirements of the program, the scenarios cannot be detailed in this article. But, there have been more than a half dozen times in the last two years that I, as the Executive Director of the Department, have asked that a PS/CIRT member be dispatched to a scene. Each request was based on the belief that staff and supervisors could benefit from the expertise and calming effect brought by the team.

As a recent example, I was returning from meetings in another part of the state one night when I received a 911 page. Over the next few minutes that evening, I learned that during a routine arrest of an Intensive Probation client, an assailant accosted two of our officers at gunpoint. Fortunately, the assailant eventually fled and no shots were fired. However, the phrase, "thank goodness no one was hurt" was

one that these staff did not need to hear. An incident of this nature can have serious implications for staff department-wide, emotionally, professionally, and personally. The role of this team has also helped improve management's decision at the scene when sometimes-conflicting needs must be addressed simultaneously.

As I look back over our department's involvement with critical incidents prior to the development of this team, I can easily recognize a gap in support services. Sometimes a manager's referral to an employee assistance counselor is a bit too cold, a bit too big of a step for some staff, yet the ongoing support of a peer can be a very healing process. In hindsight, I wished I had the option to call on a Resource Team:

- the time I responded to an accidental firearms discharge;
- the times I've counseled with an employee who had had a threat on his/her life;
- the time a clerical person was disturbed about taking a phone call that alleged the presence of a bomb in the building;

- the time one of our probationers committed rape and murder and several of our officers in the supervision cases were dragged into the civil lawsuit depositions and settlement conferences with the victim's families; and
- the time some of our officers located an absconder in a mall and approached him only to have him draw a gun and fire at them.

Like the new employee referred to as the impetus in the development of this program, one of the employees in this shooting also left employment with the department soon after the incident. Clearly, the impact of critical incidents on probation staff is significant, and can be at least partially managed by the development of a Peer Support/Critical Incident Response Team. It is a win-win situation for both staff and administration.

PROMOTING PUBLIC SAFETY THROUGH AN INVESTMENT IN CRIME PREVENTION

by
Cherie Townsend
Director of Juvenile Court Services
Maricopa County Juvenile Court Center
Phoenix, Arizona

While the majority of our operations emphasize public safety in the delivery of probation supervision and detention services and through early intervention and accountability, we also seek to promote safety through crime prevention. Most of my colleagues agree that it is better to prevent crime than to react after there has been a crime — and a victim. But, most departments do not have sufficient resources for their core business let alone "the extras." Crime prevention, unfortunately, is often seen as an extra. Maricopa County views it differently.

In 1996 Maricopa County and the Superior Court of Arizona in Maricopa County were faced with overcrowded conditions in the juvenile detention centers and a projected 30% growth in the juvenile population over the next ten years. In addition to exploring ways to expand the capacity of the existing detention centers, they jointly began to explore alternatives to detention and actions which might reduce the need for Juvenile Court action.

The first step that the Maricopa County Board of Supervisors took was to request that the County's role in crime prevention be examined. This was done through a staff person and student intern from the County Executive's Office. They were assisted by staff from the Adult Probation Department, the County Attorney's Office, and the Juvenile Probation Department.

The results of the study were presented to the Board of Supervisors in April 1997. The results detailed the investment in crime prevention that was being made within the county, particularly by justice system agencies, as well as provided an overview of the literature identifying promising practices and programs to prevent crime. One of the long-term

gathered information on the promising practices in preventing crime in communities throughout the country. All of this information was provided in the request for proposal that was sent to every school, local non-profit organization, and neighborhood group that could be identified in or serving the targeted zip code areas.

Within sixty days sixteen project teams were funded through the department's crime prevention fund. The lead agency for each project varied as did the proposed services. The funded projects included student/family workshops, neighborhood work projects, cultural awareness programs that were gender specific, after school activities, counseling services, parent and community involvement projects, and many different educational activities. First year funding was \$229,413; subsequent years \$250,000 has been awarded to project teams. In some instances the funds cover 100% of a project's expenses; in others the funds leverage or match other funds and are only one part of a project budget.

In February 1999 Maricopa County's Office of Management and Budget released a research report of the early results of our investment in crime prevention. The results were, at the very least, promising. During the first year of operation, the sixteen projects that were funded through the juvenile crime prevention project served 5,124 juveniles, of which 3,496 were considered at-risk youth for referral to the Juvenile Court. The total number of referrals to the Juvenile Court decreased by 8.47% in the twenty targeted zip codes. Based on this decrease, the OMB estimated that the number of juveniles diverted could result in a long-term cost avoidance of \$6,774,935!

While crime prevention programs are not the types of programs that are mandated, our initial results clearly demonstrate that such an investment may provide the best opportunity to emphasize public safety and to reduce justice systems' costs. Maricopa County has now increased its juvenile crime prevention investment to \$442,000 per year with a portion of that targeted not only on the zip code areas but also on truancy prevention and early intervention. The outcomes documented this year will be utilized by the project teams to seek long-term funding from such sources as United Way, local foundations, and corporations. Though no project that is demonstrating results will lose funding, they are encouraged to seek funds from these other sources of funding so the juvenile crime prevention project can continue to invest in additional targeted efforts to prevent crime.

The Board of the American Probation and Parole Association adopted the position statement on crime prevention that was presented to them in August 1999. One part of that statement is a working definition of crime prevention:

"Crime prevention is the promotion of those attitudes, activities, and behaviors that create and maintain safe and vital communities where crime and delinquency cannot flourish. Crime prevention practices provide a foundation for community justice initiatives and embrace the principles of restorative justice."

The Maricopa County Juvenile Probation Department has put this definition into practice. In so doing it has served as another example of probation being "reinvented" and producing results.

INFORMATION ABOUT EXECUTIVE EXCHANGE

Executive Exchange, the quarterly journal of the National Association of Probation Executives (NAPE), publishes articles, reports, book reviews, commentaries, and news items of interest to community corrections administrators. In keeping with the ethical standards of NAPE, the contents of articles or other materials contained in *Executive Exchange* do not reflect the endorsements, official attitudes, or positions of the Association or the George J. Beto Criminal Justice Center at Sam Houston State University unless so stated.

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Submissions for publication consideration should be typed on 8½ by 11 inch paper, double-spaced, with at least one inch margins. Manuscripts should be submitted in duplicate. Persons submitting articles, commentaries, or book reviews should enclose a brief biographical sketch or resume and a photograph for possible inclusion. Manuscripts exceeding one page in length should be submitted on a computer diskette, with the software used indicated.

Specific questions concerning *Executive Exchange* should be directed to Dan Richard Beto at (409) 294-1675. Facsimiles may be sent to (409) 294-1671. All correspondence regarding *Executive Exchange* should be sent to the following:

Dan Richard Beto, Director
Correctional Management Institute of Texas
George J. Beto Criminal Justice Center
Sam Houston State University
Huntsville, Texas 77341-2296

The George J. Beto Criminal Justice Center at Sam Houston State University serves as the Secretariat for the National Association of Probation Executives. *Executive Exchange* is published by Sam Houston Press.

NEWS FROM THE FIELD

EXECUTIVE DEVELOPMENT PROGRAM
HELD IN HUNTSVILLE

On September 26 – October 1, 1999, another Executive Development Program for new probation and parole executives was held at the George J. Beto Criminal Justice Center in Huntsville, Texas. This is the sixth program offered through a partnership between the National Institute of Corrections, National Association of Probation Executives, and the Correctional Management Institute of Texas at Sam Houston State University.

Two additional Executive Development Programs are scheduled for calendar year 2000. Probation executives in their first year as head of an agency who would like to be considered as participants in this highly acclaimed program are encouraged to contact J. Richard “Rick” Faulkner, Jr., at (202) 307-3106, extension 138. In addition, members of NAPE are encouraged to nominate new probation executives for this program.

JUVENILE COURT VIDEO
PRODUCED IN OAKLAND COUNTY

Earlier this year the Oakland County Circuit Court in Pontiac, Michigan, produced *Juvenile Court: A Reality Check*, a video that depicts the experiences of three juveniles as they enter the court system and encounter the consequences of their criminal behavior. The video was produced by Robert L. Bingham, Family Division Administrator and NAPE President.

Edward Sosnick, Chief Judge of the Circuit Court’s Family Division, called the video “a valuable educational tool,” which will be used to acquaint youths to some of the people and processes involved in the court experience, using visual language to which they are accustomed. The court’s goal is to provide early information to youths and their families who may be overwhelmed and confused in the initial stages of the court process. The court has an additional goal of reaching most children before they get to court. “It is the court’s responsibility to promote accountability after laws are broken,” Sosnick asserted, “but what we really hope, when we invest in a special project such as this, is that we are keeping kids out of trouble, and thus out of court, in the first place.”

Bingham agreed. “Children and parents are typically confused and anxious about the juvenile court process and the services provided. This video is an attempt to realistically portray, in understandable terms, how the court works to hold youths accountable for their crimes. Advance knowledge of what happens here may also have a deterrent effect.”

The court plans to distribute the video throughout Oakland County. Initially, probation officers and other court employees will show the video to youths and families about to begin the court process. Additional copies will be made available to local law enforcement and civic and consumer groups. The most crucial link to the community, however, will be through public and private schools. Plans are to distribute videos and lesson plans, geared to elementary, middle, and high school levels, to every school in Oakland County.

State and local support for this project has been significant. Funding has been provided by the Michigan State Bar Foundation, Oakland Bar – Adams Pratt Foundation, DeRoy Testamentary Foundation, the William and Myrtle Hess Trust, the Alvin and Edith Wasserman Family Foundation, and the Lula C. Wilson Trust. Local attorneys, prosecutors, court employees and members of their families served as actors, writers, and production staff.

“This has been a remarkable collaboration,” commented Eugene Arthur Moore, Chief Judge of Probate. “We are proud of the end product and of our staff who devoted themselves to the project. We are eager to begin using the video in the court as well as in the community.”

For further information about screening *Juvenile Court: A Reality Check*, contact:

Karen MacKenzie
Resource and Program Specialist
Oakland County Circuit Court
1200 North Telegraph Road
Pontiac, Michigan 48341-0449
(248) 858-0053

NEW MEMBERS JOIN ASSOCIATION

Since the publication of the Spring 1999 issue of *Executive Exchange*, a number of new members have joined the National Association of Probation Executives; the new individual members are listed below in alphabetical order:

Mary Alice Alfred, Director, Henderson County Community Supervision and Corrections Department, P.O. Box 970, Athens, Texas 75751.

Terry Borjeson, Program Manager, Adult Supervision, Connecticut Judicial Branch, 2275 Silas Deane Highway, Rocky Hill, Connecticut 06067.

Linda Brady, Chief Probation Officer, Monroe County Probation Department, 301 North College Avenue, Bloomington, Indiana 47404.

Glenn N. Carpenter, Administrator, Field and Community Services, Idaho Department of Corrections, 1299 North Orchard Street, Suite 110, Boise, Idaho 83720-0018.

Jimmy L. Cosby, Director of Probation and Parole, Tennessee Board of Probation and Parole, 404 James Robertson Parkway, Suite 1410, Nashville, Tennessee 37243.

David Dreese, Chief Probation Officer, County Courthouse, 811 Port Street, St. Joseph, Missouri 49085.

Linda L. Duffy, Chief Probation Officer, Stanislaus County Probation Department, 2215 Blue Gum Avenue, Modesto, California 95358-1097.

Sara Tullar Fasoldt, Executive Deputy Director, Division of Probation and Correctional Alternatives, 4 Tower Place, Albany, New York 12203-3764.

Brian Goeke, Chief State Supervisor, Board of Probation and Parole, 1511 Christy Drive, Jefferson, Missouri 65101.

Nancy Gray, Deputy Director, Delaware County Adult Probation and Parole, 201 West Front Street, Media, Pennsylvania 19063.

Steve Henderson, Director, Concho Valley Community Supervision and Corrections Department, 318 Bell Street, San Angelo, Texas 76903.

Leighton Iles, Director, Fort Bent County Community Supervision and Corrections Department, 118 Legion Drive, Richmond, Texas 77469.

Ronald Matrisciano, Deputy Commander of Field Operations, Illinois Department of Corrections, 1301 Concordia Court, Springfield, Illinois 62794.

M. David McGriff, Executive Director, Advocate Program, Inc., 1515 N. W. 7th Street, No. 112, Miami, Florida 33125.

William J. Mills, Director, Clarion County Adult and Juvenile Probation Department, 500-C Main Street, Clarion, Pennsylvania 16214.

Andrew Molloy, Jr., Manager, Community Corrections Programs, Virginia Department of Corrections, P.O. Box 26963, Richmond, Virginia 23261.

Gary Paytas, Deputy Chief Probation Officer, San Bernardino County Probation Department, 175 West 5th Street, San Bernardino, California 92415.

Donald C. Purce, Program Director, Advocate Program, Inc., 1515 N. W. 7th Street, No. 112, Miami, Florida 33125.

Mark A. Radosevich, Director, New Mexico Probation and Parole Division, P.O. Box 27116, Santa Fe, New Mexico 87502-0166.

Dorla M. Salling, District Administrator, Nevada Division of Adult Parole and Probation, 1301 Cordone Avenue, Reno, Nevada 89502.

Russell C. Smith, Director, Benton County Community Corrections, 180 N. W. 5th Street, Corvallis, Oregon 97330.

Michael Tardy, Associate Director, Probation Services Division, Administrative Office of the Illinois Courts, 222 North LaSalle, 13th Floor, Chicago, Illinois 60657.

Ruth A. Wheeler, Chief Court Services Officer, Fourth Judicial District, Franklin County Court Services, 301 South Main Street, Ottawa, Kansas 66067.

Thomas F. White, Director of Operations, Court Support Services Division, Connecticut Judicial Branch, 2275 Silas Deane Highway, Rocky Hill, Connecticut 06067.

Carl Wicklund, Executive Director, American Probation and Parole Association, P.O. Box 11910, Lexington, Kentucky 40578-1910.

Thomas H. Williams, Director, Division of Parole and Probation, 6776 Reistertown Road, Suite 305, Baltimore, Maryland 21215.

In addition to the 26 new individual members, five organizational members joined the Association, either as an upgrade from an individual membership or as a new member. The new organizational members are as follows:

Huskey and Associates, Inc. (Bobbie Huskey, President), P.O. Box 578534, Chicago, Illinois 60657.

Victoria County Community Supervision and Corrections Department (James W. Hutcherson, Director), P.O. Box 165, Victoria, Texas 77902.

Administrative Office of the Courts (Barbara Broderick, Director of Adult Probation Services), 1501 West Washington, Suite 344, Phoenix, Arizona 85007-3330.

Bowie County Community Supervision and Corrections Department (Wesley A. Conner, Director), 100 North State Line, Box 12, Texarkana, Texas 75501.

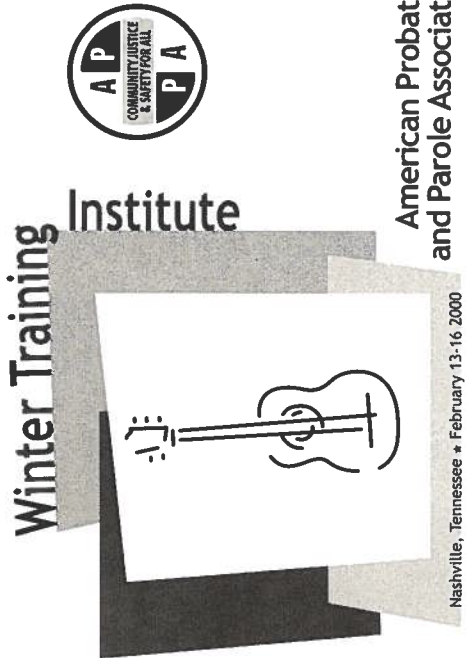
Luzerne County Adult Probation and Parole (Michael C. Jordan, Chief), Luzerne County Courthouse, 200 North River Street, Wilkes-Barre, Pennsylvania 18711.

Finally, three new corporate members joined the Association. The new members are as follows:

MEDTOX Laboratories, Inc. (James Schoonover, Vice President of Sales and Marketing), 402 West County Road D, St. Paul, Minnesota 55112.

National Curriculum and Training Institute, Inc. (Gary A. Bushkin, President), 319 East McDowell Road, Suite 200, Phoenix, Arizona 85004-1534.

Roche Diagnostics (Sid Sullivan), 4126 North Maple, Oak Park, Illinois 60302.



Community Corrections in the Third Millennium:
A Partner in Creating Safe and Vital Communities

The American Probation and Parole Association’s Winter Training Institute offers over 50 educational sessions for all levels of experience. National known speakers will share their vision for the future of community corrections. Sessions will provide educational information on officer safety, juvenile justice, victims, parole, management, research, substance abuse and many more topics. Special networking and social events make interacting with your peers easy and fun. See, test and discover the latest products and services in the exhibit showcase.

Opryland Hotel

All AP/PA workshops, general sessions, exhibits and receptions will take place at Opryland Hotel, 2800 Opryland Drive, Nashville, Tennessee. For reservations call (615) 883-2211. As special lodging rate of \$119 (single/double occupancy) for traditional rooms and \$144 (single/double occupancy) for garden terrace rooms is available to AP/PA participants who make their reservations prior to January 12.

For more information, please contact:
Krista Chappell
American Probation and Parole Association
C/O The Council of State Governments
P.O. Box 11910
Lexington, KY 40578-1910
Phone: (606) 244-8204
Fax: (606) 244-8001
kchappel@csg.org

NATIONAL ASSOCIATION OF PROBATION EXECUTIVES

Who We Are

Founded in 1981, the National Association of Probation Executives is a professional organization representing the chief executive officers of local, county and state probation agencies. NAPE is dedicated to enhancing the professionalism and effectiveness in the field of probation by creating a national network for probation executives, bringing about positive change in the field, and making available a pool of experts in probation management, program development, training and research.

What We Do

- Assist in and conduct training sessions, conferences, and workshops on timely subjects unique to the needs of probation executives.
- Provide technical assistance to national, state, and local governments, as well as private institutions, that are committed to improving probation practices.
- Analyze relevant research relating to probation programs nationwide and publish position papers on our findings.
- Assist in the development of standards, training, and accreditation procedures for probation agencies.
- Educate the general public on problems in the field of probation and their potential solutions.

Types of Membership

Regular: Regular members must be employed full-time in an executive capacity by a probation agency or association. They must have at least two levels of professional staff under their supervision or be defined as executives by the director or chief probation officer of the agency.

Organizational: Organizational memberships are for probation and community corrections agencies. Any member organization may designate up to five administrative employees to receive the benefits of membership.

Corporate: Corporate memberships are for corporations doing business with probation and community corrections agencies or for individual sponsors.

Honorary: Honorary memberships are conferred by a two-thirds vote of the NAPE Board of Directors in recognition of an outstanding contribution to the field of probation or for special or long-term meritorious service to NAPE.

Subscriber: Subscribers are individuals whose work is related to the practice of probation.

Why Join

The National Association of Probation Executives offers you the chance to help build a national voice and power base for the field of probation and serves as your link with other probation leaders. Join with us and make your voice heard.

Membership Application (TAX # 58-1497263)

NAME _____ TITLE _____

AGENCY _____

ADDRESS _____

TELEPHONE # _____ FAX # _____ E-MAIL _____

DATE OF APPLICATION _____

CHECK	Regular	☐ \$ 50 / 1 year	☐ \$ 95 / 2 years	☐ \$140 / 3 years
	Organizational	☐ \$250 / 1 year		
	Corporate	☐ \$500 / 1 year		

Please make check payable to THE NATIONAL ASSOCIATION OF PROBATION EXECUTIVES and mail to:

NAPE Secretariat
ATTN: Christie Haney
Correctional Management Institute of Texas
George J. Beto Criminal Justice Center
Sam Houston State University
Huntsville, Texas 77341-2296
(409) 294-3757