

National Association of Probation Executives EXECUTIVE EXCHANGE

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PRESIDENT'S MESSAGE

As indicated in my initial message to you last fall, I believe I am the first NAPE President to assume the role as a retiree. I am still trying to figure retirement out; it is an odd phenomenon, after spending one's entire professional career within community corrections to no longer shouldering agency responsibility. I naturally miss my former employees and even the hustle and bustle of the courthouse to a degree, but there are numerous elements to the job, which I remain glad to have relinquished. For brevity's sake, I need to stop while I am ahead.

While retired and no longer active in running a department, I have had ample time to reflect on chief probation officer priorities. These can get lost or lowered too far down the flag pole. From the sidelines, I wish to offer a few words of supportive advice from one who has been there:

1) Never forget who does the real probation work. With the exception of small departments, most CPOs do not write PSIs, do not actively manage a caseload, and do not actively compose recommendations for release/detention. Stay close, respectful, and appreciative of your department's direct service providers as they determine agency success or failure as much as any factor.

2) Avoid the arrogance trap. Having studied ethical waywardness in the profession for over twenty years, I am all too aware of the preventable downfall of numerous CPOs across the country. In these instances, frequently the professional ego became unchecked, causing clouded thinking and distorted judgment. Years of service within the industry and tenure as a CPO mean far less than you might imagine. Whether you are new to the role or a seasoned veteran close to retirement, your staff is constantly watching and grading your performance and your response to the same ethical standards which apply to them. Playing by different rules within the workplace is not only asking for major trouble, it is simply wrong and outside of acceptable standards.

3) I recently attended a music festival in North Carolina and was struck by one of the performers who commented to the audience how wonderful it was to be in a profession where you were actually applauded for your on-the-job per-

formance. Such is not the case with probation, but within this very tough and demanding industry, do we really do enough to recognize our staff doing something right? Timely and meaningful recognition of employee efforts does much to counter stress and build agency loyalty. It is not only smart but well worth the concerted effort.

Switching gears and in a related development since last September, I want NAPE membership to be aware that Vice-President Ron Schweer and I have been active in the supportive start-up and design of a new NIC initiative, the Community Corrections Collaborative Network. I attended the initial organizational meeting last September with Ron present for the recent meeting in February. This network combines elements of pretrial, probation, and community corrections "to serve as the forum to develop

and work the emerging issues, activities, and goals of the community corrections field." Greg Crawford, Corrections Program Specialist, and Jim Cosby, Chief of the Community Services Division, are among the key NIC participants.

In closing, I would be remiss if I did not reference a true giant within our ranks, Ron Corbett, retiring as Commissioner of Probation for the Commonwealth of Massachusetts in January of this year. I know of no one whom I encountered during my career who had a greater impact upon our profession than Ron Corbett. Those NAPE members who know Ron, both professionally and personally, know him as a man of penetrating intelligence and uncommon vision. For years, Ron was a vibrant, key player within our industry, and his direct participation will be sorely missed. What a legacy he left.

APPA-Baltimore is not that far off the horizon. NAPE events will be held on July 27 and 28, 2013. I look forward to seeing you all in Baltimore mid-summer.

In service as your President, I am best reached by email at RLBing48@gmail.com or by phone at 317-407-0407.

Truly enjoy the upcoming summer months; you owe it to yourself, your family, and your department.

Robert L. "Bing" Bingham
President



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JUSTICE SYMPOSIUM IN DUBAI

by

Bernard Fitzgerald

Dubai sounds like and is an interesting and somewhat exotic location, and I was pleased to have been invited to attend and present at the International Symposium for Justice and Law there in November 2012.

By way of background, Dubai is a city in the United Arab Emirates, located within the emirate of the same name. The emirate of Dubai is located on the southeast coast of the Persian Gulf on the Arabian Peninsula and is one of the seven emirates that make up the country. It has the largest population in the UAE (2,106,177) and the second-largest land territory by area after Abu Dhabi. Dubai and Abu Dhabi, the national capital, are the only two emirates to have veto power over critical matters of national importance in the country's legislature (Wikipedia, 2012).

The invitation came from the Dubai Judicial Institute through Joseph McDonough of the law firm of Holland and Knight. Mr. McDonough, a partner at Holland and Knight, is the manager of the firm's Abu Dhabi office. I participated in this symposium along with Justice Sydney Hanlon from the Massachusetts Appeals Court to speak generally about the United States criminal justice system and specifically about alternative sanctions. There were other attendees from the United States who were speaking about issues surrounding social media (O'Neill, 2012).

The conference was titled "International Symposium for Justice and Law – U.S. Law Week Best Practices." The symposium was sponsored by the Dubai Judicial Institute in partnership with the U. S. Embassy. The attendees were judges, attorneys, and prosecutors from the United Arab Emirates and other Middle Eastern countries, including Qatar.

Justice Hanlon and I arrived in Dubai at midnight on November 8, 2012. Jason Klitenic, an associate at Holland and Knight, joined us the next day. We spent time preparing our presentation and apportioning responsibilities for the conference. John Connors, the U. S. Department of Justice legal advisor for the Arabian Gulf, met with us to go over our presentations prior to the commencement of the symposium on November 11, 2012.

The conference began on Sunday morning, with opening remarks by Judge Dr. Jamal Sumaiti, the Director General of the Dubai Judicial Institute. Mr. Connors spoke after Dr. Sumaiti.

The first segment of the program was devoted to an overview of United States legal system. Justice Hanlon and Mr. Klitenic presented this part of the program. Mr. Klitenic had past experience as an associate attorney general of the U. S. Justice Department and as Deputy General Counsel of the U. S. Department of Homeland Security. Justice Hanlon, at one time, had also served as an assistant U. S. attorney in Massachusetts and had also served as an assistant district attorney prior to being named a judge in the Massachusetts Court System. They gave a comprehensive, if somewhat brief, overview of the U. S. legal system.

The next segment of the program was devoted to alternative sentencing best practices. Mr. Klitenic's presentation was on the federal sentencing guidelines and an explanation of the difference between the federal and state systems.

I was tasked with explaining probation and the concept of community corrections to the audience. I explained the function of probation in relation to the court, the judge, and the community. My understanding of their judicial system is that probation does not exist as we know it.

The use of probation in sentencing was discussed in depth with Justice Hanlon's presentation. She explained the many ways that probation conditions could be crafted to fit the crime and the individual. Justice Hanlon also spoke to the fact that most convictions resulted in probation rather than incarceration.

At the conclusion of each segment, there was an opportunity for those in the audience to ask questions. Many of those in attendance took advantage of this opportunity. It was a little bit disconcerting to have to don headphones in order to hear the translation of the questions.

The last segment on Sunday dealt with case studies and the uses of alternative sentencing around the issues of substance abuse and mental illness. These issues were addressed because there was some interest expressed by those sponsoring the conference. It seems that these are some of the problems that members of the judiciary are facing today in Dubai.

Monday's sessions consisted of a number of case studies around the issues of white-collar crime, juvenile and youth gang issues, motor vehicle crimes, and domestic violence. After each of the case studies were presented a number of different dispositions and alternative sentences were discussed. The use of probation and probation programs were highlighted.

Over the course of the two days that alternative sentencing was discussed, we did some role playing around the issue of a probation violation and the hearing that takes place as the result of the infraction. During the role play, a person was placed on probation with certain conditions imposed. Later the probationer was brought back before the judge and found to be in violation. At that time additional sanctions were imposed. At the end of the conference the probationer was returned with a positive report from probation and the case was dismissed.

The concluding session on alternative sentencing consisted of a presentation of a number of successful probation and community corrections programs emphasizing the best practices from around the country.

Tuesday and Wednesday were devoted to issues surrounding social media and its implications in society. These issues are important to the judiciary and the government in the Middle East because of their implications in society and especially in business.

On Tuesday, November 13, Justice Hanlon, Jason Klitenic, and I were invited to tour the Dubai Courts, which proved to be an eye opening experience. We were escorted to the office of Dr. Ahmed Saeed Bin Hezeem, the Director General of the Dubai Court System. He was extremely welcoming and very proud of the court system. He explained to us that the court is very user friendly and technologically advanced.

The courthouse itself is filled with touch screens for filing cases, getting instructions, and securing decisions. One can follow the progress of any case that has been filed. All the technology is user friendly and in Arabic and English. Attorneys are notified of their appearances by text message and email.

The mission statement for the court system is: "Achieving justice in society through accuracy and speed in the settlement of cases, the implementation of judicial rulings, decisions and orders, and the documentation of contracts and documents, relying on qualified national cadres and modern sophisticated systems, procedures and techniques."

In conjunction with the mission statement they have a series of metrics that quantify the goals. Progress is measured and goals are met.

The technology employed by the courts was amazing. They are very focused on making it very easy to do business in Dubai.

On the criminal justice end of the spectrum, it appears that they are beginning to look at alternative sanctions as a means of changing behavior. Less than twenty percent of the population is native (CIA, 2012). Most of the work force is from other countries. There are two hundred different nationalities in Dubai. From what I could gather, there is no agency similar to probation in Dubai. At present, if someone appears in criminal court with a substance abuse problem, the defendant is referred to a treatment professional but there is no follow up and there doesn't appear to be any sanctions for non-compliance.

I believe that the judiciary and the government are very progressive and will be looking at ways to make community corrections meaningful.

The conference closed on Wednesday. Dr. Jamal Al Sumaiti and U. S. Ambassador Michael Corbin addressed the attendees. It was an amazing week for learning and for sharing.

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Bernard Fitzgerald, recently retired Chief Probation Officer for Dorchester, Massachusetts, devoted more than four decades to the Massachusetts Probation System. He currently serves as Secretary of the National Association of Probation Executives.

PROBATION MANAGEMENT ISSUES IN POLAND AND THE UNITED STATES: AN INTERNATIONAL SEMINAR

by

Dan Richard Beto
and
Mark D. Atkinson

Upon the invitation of the Probation Officers Academy (CSKS) of Poland, a division of Business Communication Group (BCG), on May 15-16, 2013, we participated in a seminar in Toruń, Poland, dealing with management issues in probation in Poland and the United States. This was not the first time either of us had been invited to Poland as representatives of our criminal justice system; in 2006 we were part of a North American delegation that went to Poland for an international conference (Beto, et al., 2006).

By way of background, in July 2011, the Board of Directors of the National Association of Probation Executives (NAPE), meeting in Chicago, Illinois, voted to proceed with an affiliation agreement with the Probation Officers Academy (CSKS) of Poland. This cooperative agreement was proposed by CSKS Director Piotr Burczyk, with whom NAPE has had a productive relationship for a number of years. NAPE and CSKS share several common objectives. Both organizations desire to improve the field of probation through the delivery of meaningful training. In addition, both organizations see the value of international exchanges. And both NAPE and CSKS see the value of employing developing technology in exchanging information. Finally, both

organizations realize the importance of developing the future leaders of probation. The agreement proposed that NAPE and CSKS conduct several activities: 1) create a flow of information about working methods and professional training; 2) promote, support, and share experiences of interesting initiatives related to the probation profession; and 3) jointly strive to know one another better on the basis of friendship and mutual cooperation (News From the Field, 2012). This trip was made to further advance this agreement.

Attending this seminar were representatives from probation, the judiciary, and academia in Poland.

The seminar was held at the Hotel Gotyk in Toruń, an ancient city in northern Poland on the Vistula River. Toruń is one of the oldest cities in Poland, and the medieval old town of Toruń is the birthplace of the polymath Nicolaus Copernicus. In 1997 the medieval part of the city, where the seminar was held, was designated a UNESCO World Heritage Site. In addition to possessing several historic churches and other significant buildings, Toruń has the ruins of a fortress built by the Teutonic Knights in 1231 (Wikipedia, 2013).

We arrived in Toruń on the evening of Monday, May 13, 2013. The following day our hosts provided us opportunities to do some sightseeing in this historic city.

There was a pre-seminar workshop held on the afternoon of Tuesday, May 14, 2013, during which participants were exposed to “How to be an effective boss – managing and coaching in practice.” We did not have a role in this workshop.

On Wednesday, May 15, 2013, following breakfast, the seminar began at 10:00 AM. Speakers and their topics included:

Romuald Burczyk, Vice President of the Business Communication Group of Piła, the parent organization of CSKS, provided opening remarks.

Piotr Burczyk, Director of the Probation Officers Academy of Poland, gave a general overview of what was to be accomplished during the seminar and discussed the relationship with NAPE.

Dr. Ludwik Szuba, Vice Mayor of Toruń, welcomed us to his beautiful city and thanked the CSKS for selecting Toruń for the seminar.

Dan Richard Beto, Chair of the NAPE International Committee, discussed challenges facing the management of probation in the United States.

Judge Mark Atkinson, Executive Director of the Texas Center for the Judiciary, followed with a presentation about offender management and the use of specialty courts, with particular emphasis on DWI Courts, a relatively new phenomenon in the criminal justice system.

Sylwia Dulkiewicz, a teacher by profession, provided excellent interpreting services for us during the formal seminar and related social activities. We would be remiss if we did not acknowledge her many contributions to making this seminar meaningful to us.

Dr. Magdalena Niewiadomska-Krawczyk, a member of the faculty at the University of Łódź, spoke on the subject of where probation should be located in the criminal justice system.

Dr. Jan Michalski, a Specialist Probation Officer with the District Court of Konin, discussed matters relating to the role of the probation officer in managing processes.

Piotr Burczyk next spoke on managing cooperative relationships with governmental agencies and non-governmental organizations in delivering probation services.

Dr. Piotr Stepniak, Professor of Penitentiary Studies at Adam Mickiewicz University, provided his views on changes needed in the management and direction of probation in Poland. Following his presentation there was a discussion period.

The first day of the seminar concluded around 5:00 PM. Shortly after breaking for the day, all participants met in front of the hotel to begin a professionally guided tour of the city. The participants were separated in two groups – Polish speaking and English speaking. Our guide, a nice young lady who had a

good sense of humor and who possessed considerable knowledge about the city, took us around to some places we had seen but provided information we did not have, and she also showed us parts of Toruń we had not visited, particularly the remains of the Teutonic Knights fortress; her presentation was interesting, informative, and entertaining.

Shortly before 8:00 PM she returned us to our hotel so that we could attend the gala dinner. During an excellent dinner we had live music performed by a talented young man who played the guitar and sang a lot of songs by English speaking performers – Eric Clapton, Sting, Elvis Presley, Prince or whatever his name is, Astrid Gilberto, etc.

The final day of the seminar was devoted to further discussion about some of the topics and summaries provided by Piotr Burczyk and Dan Richard Beto.

Following the seminar, we drove to Konin where we were shown a newly constructed courthouse. Jan Michalski, who works in this courthouse, introduced us to his daughter-in-law, who served as our translator. Also assisting with interpreting throughout our time in Poland was Adam Burczyk, CEO of Business Communication Group.

In Konin we met with the Administrative Judge, Alina Stepień-Milukow, and the Vice Administrative Judge, Krzysztof Jaskolski. We had a good discussion on public policy and court procedures. One of the problems the Polish courts and criminal justice system is faced with is an overwhelming number of cases involving the offense of driving a bicycle while intoxicated, which is something we had difficulty understanding or relating to.

We had the opportunity to observe a criminal trial involving a charge of domestic violence. The role of the judge, and the proceedings in general, are quite different from ours in the United States. The judge elicits testimony from witnesses, instructing an assistant to record the judge's paraphrasing of the statements made. Both parties are not necessarily required to attend the proceedings. The judge gathers testimony deemed necessary, then has a record prepared of the testimony and of the judge's holding. The ruling is relayed to the accused, who may accept it or request a review by the appellate court. In the event of appeal, the record is subject to review by the appellate court.

These procedures are very different from our own, wherein evidence is presented by the parties and their attorneys, with the judge's role being to ensure that proper rules and procedures are complied with. The Polish judges we met were intrigued by the concept of a jury's deciding guilt and, in some states, punishment. They were further intrigued by the fact that the jury's determination is generally not subject to reversal by the trial judge.

We were provided a tour of the courthouse, which, in addition to courtrooms, included offices, conference room, witness waiting areas, security, and prisoner holding area. Court dockets are posted throughout the building on screens and are frequently updated electronically. This was a very informative visit.

From Konin we were driven to Kalisz, where we met with members of the faculty of Adam Mickiewicz University. That evening we had dinner with Mirosław J. Smialek, Dean of the Kalisz Campus, and Professor Piotr Stepniak. Serving as our interpreter was Klaudia Warock-Ciamciak, a student and staff member.

On Friday, May 17, 2013, we, along with Piotr Stepniak, Piotr and Romuald Burczyk, and Klaudia, attended a criminal justice

class, during which we made presentations about the American criminal justice system and responded to questions.

Following this engaging class, we met with the Dean of Faculty, Mirosław J. Smialek, and several members of his staff, including: Monika Kostrzewa, Deputy Dean for Research and Art; Ewa Roman, Deputy Dean for Teaching and Promotion, and Katarzyna Piatkowska-Pinczewska, Deputy Dean for Student Affairs. During this meeting Dean Smialek provided an overview of the Kalisz campus and we discussed possible partnerships.

After our meeting, Dr. Kostrzewa, an accomplished artist and photographer, gave us a tour of the new buildings of the Kalisz campus. It was very impressive. She also showed us an art exhibit.

That evening, as guests of Dean Smialek, we attended a performance of the Kalisz Philharmonic Orchestra. This orchestra is under the direction of Katarzyna Tomala, and that evening's featured performer was violinist Avri Levitan. This was a thoroughly enjoyable performance.

Following the symphony, we met with Professor Stepniak and Jan Michalski and went to listen to the battle of the bands at a students' concert and beer fest – Juwenalia 2013. This proved to be quite a departure from the classical music we heard performed by the Kalisz Philharmonic. Generally speaking, this music bordered on heavy metal and punk rock.

On Saturday, May 18, 2013, we were driven to Wałbrzych, where we entered the grounds of the Książ Castle and our hotel – the Hotel Zamkowy – one of three located on the castle property. We were provided a tour of the castle, one of the most beautiful in Europe. After Malbork and Wawel, it is the third largest castle in Poland. The Książ Castle, which dates back to the 1200s, was

a part of Hitler's Project Riese during the latter years of World War II.

In addition to participating in the seminar and attending meetings, where ideas were exchanged and a better understanding of criminal justice issues was developed, our gracious hosts provided us opportunities to visit a number of historic sites and to experience the wonderful Polish hospitality and culture.

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Dan Richard Beto, Chair of the International Committee and a past President of the National Association of Probation Executives, has devoted more than four decades to the criminal justice system. He has been to Poland on eight prior occasions.

Mark D. Atkinson, Executive Director of the Texas Center for the Judiciary, served as a Judge in Harris County, Texas, for 24 years. This was his fourth visit to Poland.

SOCIAL IMPACT BONDS: THINGS TO CONSIDER WHEN SETTING BENCHMARKS TARGETING OFFENDER RECIDIVISM

by

Edward Dow, Ph.D.

Overview

The UK prison system is undertaking bold steps to reduce the cost of implementing criminal justice operations. Although operational efficiencies can be made through streamlining work flow, etc., the holy grail would be to actually reduce the rate of offender recidivism. To accomplish such a goal, it has been suggested that performance-based contracts be used to reward entities that can reduce recidivism through innovation, operational efficiencies, and coherent offender programming that facilitate community reintegration. This concept is referred to as social impact bonds.

In the pursuit of performance-based contracting, one would naturally expect that the parties involved must agree on an acceptable outcome standard so that it can be profitable for one entity whilst meeting the needs of the other entity. Without this standard, it is hard to reward for merit. Sometimes "benchmarks" are tossed out for discussion, they often represent a "wish" but often have slim to no chance of being achieved. Regardless of what benchmarks are bantered about, a real number

must be selected, contracts must be signed, and resources must be marshaled.

This analysis will examine the difficulties of meeting the goal of achieving a 25% reduction in the 2-year offender recidivism rate. Estimates are based upon currently available research. Although some variation in estimates most likely exist, the logic used to examine this issue is straight forward and may be useful in testing different potential targets. This analysis should not be interpreted as a *fait accompli* for offender outcomes, but rather a starting point from which to establish a realistic performance-based benchmark.

Current accepted UK recidivism rates are approximately 60-69%. For this analysis, a 65% recidivism rate will be used to outline a thought process of how to go about setting recidivism targets. Presently, the parties seeking to reduce recidivism are hoping to reach a 25% reduction target. A 25% reduction target equates to a 16% (25% x 65%) drop in recidivism, or a real recidivism rate of 49% (65%-16% = 49%). This number will be used as the recidivism target level. Before jumping into the analysis, a brief review of four basic issues is presented. These issues form the context of the following analysis.

Define Recidivism

Recidivism estimates vary depending upon the definition used to indicate success or failure. In some instances, arrest records are used to define recidivism. Other times, technical readmissions to an establishment are used as an outcome standard. Still other studies will require actual reconviction. Although all three typically reflect an offender's bad behavior, differing levels of sanction are imposed, differing notification procedures can exist, and the cost can vary. Not all arrests result in readmission to an establishment, however, most readmissions require arrest. These issues make return on investment (ROI) projections difficult because depending upon the definition used, the amount and location of the savings will change.

Pseudo recidivism (PR) also distorts the true recidivism rate. Suppose you have been responsible for supervising an offender for the past 3 years. During this time, the offender has complied and has remained crime free. Unfortunately, this offender had committed a crime several years ago that has just now been solved. Your offender has now been convicted of a new crime. The record will reflect your offender as newly convicted, which by definition, is a recidivist. Even though your offender has committed no new crime in the past 3 years, s/he is now identified as a supervision failure. Research in the Wisconsin Department of Corrections, for example, shows that the effect of PR can distort the true recidivism rate by as much as 8%.

The effect of PR on recidivism reduction projections can be quite nasty. If we begin our efforts assuming a 65% recidivism rate, we have more people to convert to nonrecidivist than if we assume a 57% recidivism rate. The concentration of intractable offenders does not change and will occupy a greater proportion of the recidivist population. Thus, when the recidivism rate is adjusted for even small amounts of PR, there will be fewer offenders to realistically convert to nonrecidivist.

Definitions incorporating arrest will imply higher failure rates, whereas, reconviction numbers are always lower than the number of arrests and will indicate lower recidivism rates. Technical violations are a grey zone that drive researchers crazy because the true motivation for readmission is often poorly documented or difficult to retrieve and code for analysis.

Time-At-Large (TAL)

Time-At-Large refers to the amount of time an offender must remain in the community before s/he is determined to be a success or failure. Recidivism rates across all offense types vary with time. Comorbidity with mental illness and/or chemical abuse will also alter the expected recidivism rates by changing the velocity and severity of reoffense. All definitions of recidivism must be defined with a time component.

Offender Type

Efforts to reduce offender recidivism often assume that the offender population is homogenous and the probability of reoffense is essentially the same across all offenders. This assumption is taken to task when offender characteristics are taken into account. Attempts to reduce recidivism must recognize that subtypes of offenders exist and they will return to establishments at differing rates and frequencies, thus making targeted

use of resources paramount. Targeting resources at the correct subtypes could effectively reduce recidivism, to what degree is dependent upon the composition of the targeted offender population. Setting a recidivism target is not an easy task, but understanding the traits of the offenders under consideration can aid in realistic projections.

Risk Level

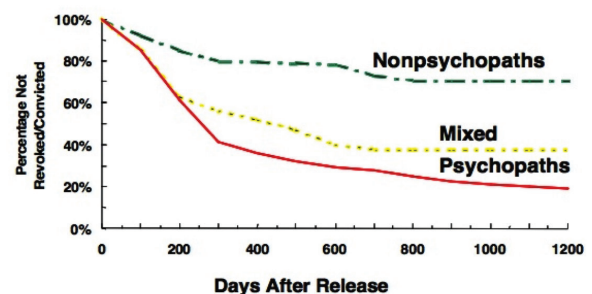
Research consistently shows that badly-targeted treatment interventions can increase the risk of an offender. Risk reduction depends upon correctly creating interventions that group offenders by risk level and target criminogenic needs correctly. Research does not support the notion that putting low-risk offenders in with high-risk offenders will result in lowering the risk of high-risk offenders (using low-risk offenders as models for the high-risk offenders). Instead, research does indicate that putting low-risk offenders in with high-risk will result in an increased risk for the lower-risk offenders. Efforts to target resources must include effective risk assessment. We need to accurately assess which treatments might have an effect on which offenders. Ineffective assessment will result in reactive intervention, rather than proactive prevention.

Example

To illustrate just one aspect of how the above factors interact, let us briefly examine the interactions between one subtype with time and we will then incorporate the effects of three additional subtypes. One offender subtype is grounded in the construct of normality to psychopathy. Psychopathy is a distinct clinical manifestation. It is marked by a set of traits that transcend culture and these traits make psychopaths quite dangerous.

Approximately 15-25% of all offenders in prisons meet the diagnostic criteria for psychopathy (Hare, Hobson, & Shines, 1998). Psychopaths are a distinct subtype of offender whose brains literally process information differently than normals. Using f-MRI, researchers are now able to watch the information processing aspects of a psychopathic brain in real time. Psychopaths are resistant to all mainstream treatment interventions. The recidivism rates for psychopaths are measured in days, not weeks, months, or years.

Psychopathy and Recidivism Failure on Conditional Release



Hart, Kropp, & Hare (1988)

Figure 1 depicts the aforementioned subtype with variations defined by level of score on Hare's PCL-R: nonpsychopath, mixed (e.g., PCL-R scores in the mid-range—this could be a proxy for antisocial personality), and psychopath. The X-axis indicates the number of days these offenders managed to stay in the community before being sanctioned for bad behavior. The Y-axis indicates the percentage of offenders in each subtype that remained in the community. The higher the line is in Figure 1, the better. The slower the decent in Figure 1, the better.

Sixty-five percent of all psychopaths would be expected to be reconvicted or reincarcerated in approximately 720 days and 80% within 4 years; 55% of the mixed group (proxy for antisocials) will have been reconvicted or reincarcerated in approximately 720 days; and nonpsychopaths approximately 20% in 720 days. The general trends illustrated in Figure 1 have been replicated in other studies. As such, we will use this survival data to estimate the feasibility of our 16% drop in real recidivism.

Composition Analysis

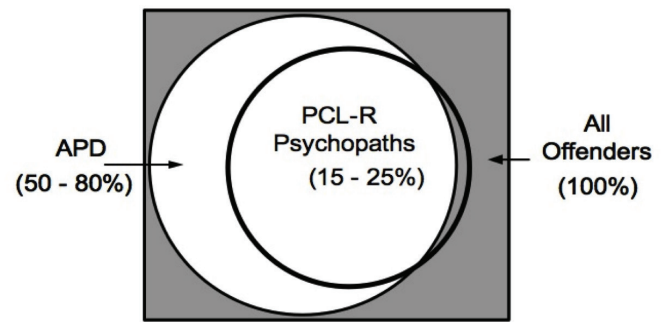
Suppose we have 1,000 offenders in our custody with an expected recidivism rate of 65% or 650 offenders ($1,000 \times 65\%$). If we set our recidivism target at 49%, we would expect 490 ($1,000 \times 49\%$) offenders to reoffend. This means we need to alter the outcome for 160 offenders ($650 - 490$). Thus, in order to meet our 25% goal, we must find 160 offenders for whom we can change their expected outcome from recidivist to nonrecidivist. To that end, let us examine a breakdown of an expected population to determine where we might find 160 offenders whom we might effect change to nonrecidivists.

Psychopathy. Approximately 15-25% of the offender population will meet the criteria for psychopathy. Let us adopt 20% for this analysis. In our 1,000-offender example, this would equate to 200 offenders ($1,000 \times 20\%$). This group will be very resistant to treatment interventions and will be prone to high-velocity reoffending. Hart, Kropp, and Hare's (1988) data suggest that using a 2-year TAL we would expect 128 ($200 \times 64\%$) offenders to reoffend. Nearly 160 would be expected to reoffend within 4 years. We have no known treatment for this population that has been demonstrated to reduce recidivism. This is recognized by the UK system as it is attempting to develop such programs under the umbrella of the dangerous people with severe personality disorders (DSPD). Unfortunately, we do have evidence that providing treatment to this population can increase their recidivism velocity while simultaneously increasing the recidivism rates of those around them.

Antisocial Personality Disorder (APD). Antisocials comprise about 50% of the UK offender population (National Institute for Health and Clinical Excellence, 2001).

Thus, accounting for 500 ($1,000 \times 50\%$) of our 1,000-offender example, 200 would be expected to be psychopaths (nearly all psychopaths are APDs, see Figure 2 above). If we subtract off the psychopaths, 300 ($500 - 200$) offenders remain with the potential to be converts from recidivists to nonrecidivists. Using a 2-year TAL, we would expect approximately 165 ($300 \times 55\%$) of these offenders to reoffend. Although some antisocial offenders might benefit from long-term treatment, the numbers are empirically quite small. It should be noted that APD is an Axis II diagnostic category that is empirically quite resistant to change.

Psychopathy and APD



Interim Calculation 1:

Assumption: Available offenders 1,000; 65% expected recidivism = 650 offenders.

Expectation: Number of recidivists allowed and still meet ROI goal of 49% target recidivism = 488 offenders.

Conversion of expected recidivists to nonrecidivists needed to meet 49% recidivism goal: $650 - 488 = 162$.

Of which:

Expected intractable recidivists (psychopath 128; antisocial 165: total = 293).

Remaining pool available for reaching recidivism target: $650 - 293 = 357$.

Required success rate: 46% ($162 \text{ needed} / 357 \text{ available}$).

Substance Abuse. Approximately 46% of the offenders (39,000) in the UK prison population are identified as having a substance abuse need at any point in time (Bassam, 2006). There was an odd and, perhaps, misconstrued report in 2005 putting the rate of recidivism of substance abusers in the UK at 88.9%. Although 88.9% is a bit high, we will, nevertheless, use an 89% number for illustrative and comparative purposes here. Researchers have found that the comorbidity of substance abuse and Axis II is approximately 60% (Skodol, Oldham, & Gallaher, 1999).

To organize our thoughts, we do have the following information: 46% of all UK offenders engage in substance abuse and 50% of all UK offenders meet the criteria for APD. One final piece of information is needed for the next interim calculation: what percent of antisocials engage in substance abuse? This information will help tease out where we are likely to find our next chunk of recidivists. Research shows that approximately 60% of APDs engage in substance abuse.

To continue using our 1,000 pool of offenders example, we can now project that 460 ($1,000 \times 46\%$) offenders are substance abusers, of which 409 ($460 \times 89\%$) are expected to be returned to an establishment. Unfortunately, the 409 are spread across our entire population of 1,000 offenders. A portion of these offenders was previously identified as expected recidivists in interim calculation 1. We must now tease out how many of the expected recidivists are not Axis II APD offenders.

We know that at least 50% of the UK populations meets Axis II APD and 60% of APDs are substance abusers. Thus, 300 APDs ($500 \times 60\%$) are also probable substance abusers. If we accept

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the 89% recidivism rate, we would expect 267 (300 APDs x 89%) of the recidivists to be found in the APD group. If this premise is accepted, 160 offenders (460 substance abusers - 300 APDs) remain, of which 142 (160 or 89%) are expected to be recidivists and can now be portioned out properly. We can now subtract 142 offenders from our pool of available offenders. It is noted that pharmacological interventions, such as suboxone for opiate users, might be effective at converting some expected recidivists into successes.

Interim Calculation 2:

Assumption: Available offenders 1,000; 65% expected recidivism = 650 offenders.

Expectation: Number of recidivists allowed and still meet ROI goal of 49% target recidivism = 488 offenders.

Conversion of expected recidivists to nonrecidivists needed to meet 49% recidivism goal: 650-488 = 162.

Of which:

Expected intractable recidivists (psychopath 128; antisocial 165: total = 293).

Already-treated substance abuse failures (142).

Remaining pool available for recidivism target: 650-293-142 = 215.

Required success rate: 75% (162 needed / 215 available).

Mental Health Issues. Approximately 70% of UK offenders have two or more mental health issues (Prison Reform Trust, 2009). Thus, 700 of our 1,000-offender example (1,000 x 70%) are expected to have two or more mental health issues. For simplicity, we will assume that antisocial/psychopathy and substance abuse account for 500 of these offenders as they would meet the criteria of two or more mental health issues. Thus, we have approximately 200 offenders (700-500) that have two mental health issues, without APD. The recidivism rate for this group is approximately 16%. Thus, about 32 offenders would be expected to be returned to an establishment. In the spirit of being optimistic, suppose we could convert 25% to nonrecidivists. We would still expect 24 offenders to fail.

Interim Calculation 3:

Assumption: Available offenders 1,000; 65% expected recidivism = 650 offenders.

Expectation: Number of recidivists allowed and still meet ROI goal of 49% target recidivism = 490 offenders.

Conversion of expected recidivists to nonrecidivists needed to meet 49% recidivism goal: 650-488 = 162.

Of which:

Expected intractable recidivists (psychopath 128; antisocial 165: total = 293).

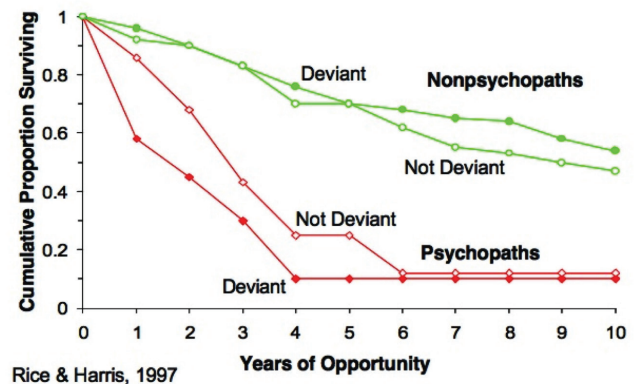
Already-treated substance abuse failures (142).

Mental Health Failure Rate-Axis I (24).

Remaining pool available for recidivism target: 650-293-142-24 = 191.

Required success rate: 85% (162 needed / 191 available).

Violent Recidivism in Sex Offenders



Sex offenders. This subtype has not been included in this analysis. Sex offenders have very low recidivism rates upon initial release. However, adult rapists will generally begin to reoffend after approximately 4 years; extrafamilial child molesters after approximately 7-10 years, and incest offenders at 12 + years. For informational purposes only and shown in Figure 3, psychopathy and sex offender survival curves are presented.

Caution

Recidivism reduction is not easy. The literature is filled with examples of programs reporting "10-20%" reductions in recidivism. It is quite easy to think that achieving this level of success can be replicated across the entire offender spectrum; this belief is not grounded in the current science of the field. Seldom do these programs have random placement of offenders into their programs. Very few programs actively solicit to have psychopaths or sex offenders in their programs as these are difficult populations to change. A small drop in recidivism in these groups reflect significant resource utilization.

As such, to assume that because a program might have reduced recidivism by 20% in one subtype of offender does not mean it will work with another subtype of offender. If clinicians had programs that were so effective as to reduce recidivism by 50% in any particular subtype of offender, these programs would have already been implemented! Put another way, if we had programs that were 50% effective, the core recidivism rate would be 32-33%.

Of special note, it is estimated that one in 10 offenders in the UK prison system are viewed as having no Axis I or Axis II diagnosis. Thus, only 100 offenders in our 1,000-offender example have no Axis I or Axis II diagnosis. This group will likely need few resources. Axis I diagnosis with alcohol/drug abuse (comorbidity) increases recidivism rates by approximately 12%. The following may also be of interest:

UK—65% recidivism.
Italy—70% recidivism.
US—68% recidivism.
Japan—60% recidivism.

These are different regions of the world, different intervention strategies, different monitoring systems, different economic stressors, different. Yet, the recidivism rate is strikingly similar. It is quite possible that corrections is nearing a limit as to what can be done with the offender population given current therapeutic paradigms. The question may ultimately become: how can we manage these offenders cost effectively?

The above countries were selected because the behaviors receiving sanctions are somewhat similar (i.e., people get arrested and convicted for pretty much the same thing). Countries reporting significantly lower recidivism rates are suspect; they do not sanction the same types of behavior and/or the sanctions are fundamentally different. Things such as age of consent for sexual conduct and drug laws can have a significant effect on the recidivism rates because these more chronic behaviors are simply not sanctioned.

Sanctions

Although sanctions fall outside of the scope of this analysis, a comment seems appropriate as it may partially explain the high velocity of some short-term offenders. Sanctions are a form of punishment and punishment follows well-established behavior management principles. Whether it be animal or human studies, the concept of habituation is an important consideration, especially when judges hand out sentences. In animal studies, we know that we can provide repeated low-dose punishments to dissuade animals from engaging in target behaviors. If the target behavior is quite reinforcing, the animal literally learns to tolerate the punishment as part of the process of pursuing the reinforcer (i.e., a low-dose punishment is simply the cost of doing business) so it goes with humans, much the same. Low-level sanctions fly in the face of behavioral principles and ultimately result in the use of high-level sanctions down the line for some subtypes of offenders.

For members of the community who think normally, low-level sanctions make sense because they want to be part of the community. As such, any removal from the community is an unpleasant situation. In contrast, individuals who think differently and have value systems at odds with the community (e.g., psychopaths and APDs), it isn't about wanting to be with the community, it is about avoidance of punishment for the sake of avoiding punishment. As such, punishments must be more undesirable than remaining in the community and the punishment must be directly understood by the offender. Sanctioning for this group is no longer about deterrence, but avoidance. This group must realize that confinement is undesirable with the hopes that they will want to avoid the punishment in the future.

The pool of low-sanction, high-velocity offenders may prove to be key to recidivism reduction. The power to alter this group lies primarily in the sentences that judges impose on the offender. In an effort to be compassionate, judges can inadvertently cause habituation to occur, thereby weakening the power of sanctions, thereby fanning the flames of recidivism.

Conclusion

A 25% recidivism target is not realistic at the present time. This target assumes levels of treatment success that we have not seen before in the literature. When intractable offenders are re-

moved from the potential converts, but we still include chronic substance users, the success of treatment interventions for the remaining offenders must approach 50%. If we remove the treated but failed substance users, we must have treatment success in the neighborhood of 87%. If we include mental illness, treatment success of the available offenders must be 100%.

Even if the accuracy of this analysis is off by 50%, treatment effectiveness must be in the range of having 25% success rates across offender subtypes many of which are typically quite resistant to change. Put another way, the resources of the UK prison system have been applied to drive the recidivism rate down to 65%; this has not been an easy task.

As such, a substantially smaller recidivism target is recommended, perhaps 3-6%. Even small drops in recidivism will have significant benefits to the community and to the criminal justice systems. Performance-based contracting has merit. This scheme, combined with the flexibility and nimbleness of non-governmental agencies, has the potential to effect true reductions in recidivism. Choosing an overly ambitious recidivism reduction target will lead to failure and a loss of credibility for what appears to be a promising step forward in the criminal justice field.

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Edward Dow, Ph.D., is President of Modeling Solutions, LLC, in Pewaukee, Wisconsin; he is also President of the International Association for Correctional and Forensic Psychology (IACFP). An earlier version of this article appeared in the April 2013 issue of *The IACFP Newsletter*. It is reprinted with permission.

HELPING HARTFORD PROSPER

by

Ben Wurtzel

Hartford, Connecticut, could teach the country something about building on success. In July of 2011, James Rovella, then the Chief Inspector for the Office of the Chief State's Attorney, confronted the city's high number of shootings by forming a multi-jurisdictional Shooting Task Force (STF). The STF is the product of local, state, and federal cooperation, and has reduced homicides in the city by 30 percent. The remarkable success of the task force has given the department a good deal of momentum.

Now serving as the city's chief of police, James Rovella has channeled that momentum into a new initiative. Enter PROSPER, or Preventing Recidivism through Organized Supervision, Partnerships, and Enhanced Relationships.

PROSPER is an innovative new probation program that pairs up police officers with probation officers and assigns the teams to the city's most violence-prone cases. The Hartford Police Department (HPD) and the Court Support Services Division of the state of Connecticut believe that PROSPER will create well-equipped teams to help probationers stay out of trouble. PROSPER compliments the work of the STF in their combined efforts to connect with communities, deter crime, and make Hartford a safer city. However, it is important to ask the following question: What makes PROSPER different from a more standard probationary program?

Typically, a probationer is accustomed to meeting with a single probation officer bi-weekly. PROSPER employs a more specialized brand of supervision, which is carried out by the city's Community Service Officers (CSO) in partnership with a probation officer. By partnering a CSO with a probation officer, PROSPER has assembled a team of peace officers with an intimate knowledge of both the offender and the community from which that person comes.

The unique aspect of police participation includes a mandatory once-a-month meeting between the offender and his CSO in addition to bi-weekly meetings with the probation officer. This is a measurable step towards effectively monitoring probationers and keeping them away from criminal associations.

Sergeant Winston Brooks of HPD's Vice, Intelligence, and Narcotics Division says that the contact will "provide the probationer with an additional avenue to discuss needs that may arise." Sergeant Brooks added that "the regular contact and communication with the CSO will serve as a reminder to the probationer to adhere to their stipulated conditions and not get involved with any type of criminal activity."

The work of PROSPER is made possible by the combined efforts of HPD marked patrol units, the Shooting Task Force, Community Court partners, State Attorney's Offices, Superior court cooperation, social agencies, and Executive Director William Carbone of the Court Support Services Division of the State of Connecticut.

One agency HPD partnered with was the Connecticut Office of Policy and Management, with whom Hartford examined the

rankings for the most violence-prone offenders over the last decade. They found that the 100 most violent offenders were either deceased or serving lengthy prison terms. The next 700, however, displayed a pattern of probationers. Further, these probationers had the highest likelihood of becoming the next victim or perpetrator of crime.

Chief Rovella saw an opportunity to disrupt the cycle that was driving violent crime in Hartford. "We began to explore developing police resources [as] a coin with double sided heads where we can't lose. We discussed the concept of police reacting or responding to crime but we needed to turn our efforts to preventing crime as well."

Initially, the program was met with skepticism by the city's CSOs. While the HPD has been successfully engaging the city's 17 distinct neighborhoods for years, the notion of extending courtesies to known probationers was met with reluctance. This made them realize that the type of policing needed to make a program like PROSPER work involved adjusting the operational mentality of involved officers.

For instance, an officer who notices a bag of marijuana while checking up on a probationer would be inclined to arrest the individual for the infraction. Under PROSPER, officers are instructed to confiscate the drug and suggest a rehabilitation service in conjunction with the assigned probation officer. Despite initial hesitation, officers soon saw the value in choosing to open a dialogue with a probationer and their family over punishing them for minor infractions.

PROSPER began in 2012 with 90 of the city's most difficult cases. The 90 participating offenders represent roughly two percent of the city's 4,300 current probationers. Although the program has only been in service for less than a year, the early results have been promising enough to warrant plans for expansion to all 17 of the city's neighborhoods. With the program approaching the one year mark, the HPD can proudly display the results of their hard work.

Out of the initial 90 participants, 68 are still observing the terms of their probation and three more have already successfully graduated from the program. Of the remaining 19 probationers, 14 violated the terms of their probation, two have moved out of the city, two were lost in fatal incidents, and one was removed from the program at the discretion of the department.

As a whole, this sample carries a recidivism rate of 13.5 percent for offenders who have been on probation for 12 months. By comparison, the Office of Adult Probation reports that the 12-month recidivism rate for the state of Connecticut is around 30 percent. Probationers involved in PROSPER are faring considerably better than their counterparts without equitable police and community supervision.

At the moment, there are 68 active probationers being monitored by a team of 18 CSOs and their probation officer partners. By June 30, the HPD will have expanded the program to 20 CSOs working with over 200 probationers.

PROSPER will not only be expanding in size and coverage, but variety as well. For instance, to help work with spiritual probationers, the department has recently assigned three faith-based CSOs. The latest innovation will be the introduction of four business-based CSOs to serve commercial communities. The diversity of CSOs will ensure that probationers and their families will always be in touch with an officer they deem approachable and responsive. While the police cannot be a substitute for a probation officer, they provide useful manpower and a community-oriented attentiveness to the probationary system.

As for the relationships that have been forged between police and the community as a result of PROSPER, the simplest anecdotes are the most telling. After initiating contact with a probationer, officers will exchange phone numbers with the offender and his family. A concerned relative of a probationer decided to call their assigned CSO, and asked them to drop by the house. The officers, of course, responded. Seemingly mundane occurrences such as this are common in PROSPER and are indicative of the trust that it has developed in the communities it serves.

The reality is this: Hartford is safer, the correctional system is less burdened, and with a little extra supervision and a personal touch, lives are being restored, free of crime. Such attentive and responsive action is a pillar of community policing, and with the added effort, Hartford may become a model of recidivism prevention. The HPD's recent initiatives are keeping guns off the street and probationers out of jail. By any account, Hartford is on a favorable trajectory for future violent crime reduction.

Ben Wurtzel is a Special Contributor to the Office of Community Oriented Policing Services, U. S. Department of Justice, Washington, D.C. This article appeared in the May 2013 issue of *Community Policing Dispatch*, the e-newsletter of the Office of Community Oriented Policing Services (COPS), a division of the U. S. Department of Justice. The original article is available at: http://cops.usdoj.gov/html/dispatch/05-2013/helping_hartford_prosper.asp.

ASSOCIATION ACTIVITIES

Plan to attend the annual activities of the National Association of Probation Executives on July 27-28, 2013, in Baltimore, Maryland.

These events, held in conjunction with the Annual Training Institute of the American Probation and Parole Association, will take place at the Hilton Baltimore, 401 West Pratt Street, in Baltimore.

The Members Reception will take place on Saturday, July 27, 2013, from 5:00 PM to 7:00 PM in the Holiday 1-2 Rooms on the hotel's second floor. This reception, a popular event, provides an excellent opportunity to network with colleagues.

On Sunday, July 28, 2013, commencing at 8:00 AM, will be the Association's Annual Awards Breakfast, during which the *Sam Houston State University Probation Executive of the Year Award*, the *George M. Keiser Award for Exceptional Leadership*, and the *Dan Richard Beto Award* will be presented. This event will be held in the Holiday 1 Room.

Immediately following the Annual Awards Breakfast the Association's Board of Directors will meet in the Marshall Board Room on the third floor. This meeting will start not later than 10:30 AM.

FROM THE BOOKSHELF

Executive Exchange welcomes reviews of books and periodicals dealing with community corrections, correctional policy, social issues and crime, research and evaluation of correctional programs, and management and leadership issues. Contributing to this issue is Robert L. Bingham, President of the National Association of Probation Executives, of Indianapolis, Indiana.

BLACK ROBE CORRUPTION

Review of *Kids for Cash: Two Judges, Thousands of Children, and a \$2.6 Million Kickback Scheme*, by William Ecenbarger. New York: The New Press, 2012, 304 pp. \$26.95.

From 2003-2008, an unspeakable tragedy occurred in Luzerne County, Pennsylvania. Within the anthracite coal rich epicenter of northeastern Pennsylvania, a judicial scandal unfolded of egregious proportion constituting a miscarriage of justice, which remains near impossible to fathom, or accept.

Veteran Pulitzer Prize winning journalist William Ecenbarger masterfully reveals a deeply corrupt, broken, and unchecked juvenile justice system that devastated the lives of thousands of children and their families. Within a county historically recognized for political corruptness, due process standards for children were disbanded, competent defense counsel was discouraged or not even made available within the courtroom, and abrupt, intimidating hearings were the rule as then conducted by Juvenile Court Judge Mark Ciaverella.

But there was an even deeper evil at play. First time, light-weight juvenile offenders arrested for minor status offenses and petty crimes such as vandalism were frequently and unnecessarily adjudicated delinquent, shackled before their parents in full view within the courtroom (many of whom who had initiated the arrest action), and routinely committed to a privately owned and operated detention center, Pennsylvania Child Care, for several weeks, even months.

Ecenbarger meticulously reveals the personal financial interest at play with Judge Ciaverella and his co-conspirator, Presiding Judge Michael Conahan, in Pennsylvania Child Care and the insidious plan concocted by these jurists and local realtors and developers. Until caught, Ciaverella and Conahan received millions of dollars in kickbacks as they ruthlessly fed a private

facility, which they knowingly helped create, with inappropriate referrals to foster a greedy and flamboyant lifestyle.

While Ciaverella and Conahan were eventually brought to justice and convicted in U.S. District Court on charges of racketeering, fraud, tax violations, money laundering, extortion, and bribery, *Kids for Cash* responsibly addresses the innumerable children and parents damaged by the tragedy and their sense of loss during the trial process and beyond. Equally brought to light is the inept and immoral county government and unresponsive state agencies, including the Pennsylvania Supreme Court, which did not responsibly challenge the injustices as they unfolded. Ecenbarger does not truly answer the question even though it is addressed; where were the public officials – the county prosecutor, defense counsel, and probation? Based upon fear of losing their jobs, key juvenile justice personnel simply accepted Ciaverella's madness and the local immoral system for what it was.

Kids for Cash is a fast and fascinating yet difficult read. The book goes well beyond the internet and television accounting of events. For those involved in juvenile justice, the account will anger you and break your heart. It is a must read for all juvenile probation and juvenile court personnel. Perhaps justice was served for judges Ciaverella and Conahan – both received lengthy institution sentences within the U.S. Bureau of Prisons – but it is impossible to gauge the long-term negative impact that was played upon so many vulnerable children and their parents.

Ciaverella's arrogance at sentencing is painfully recognized as he refuses to accept responsibility for violation of due process, and while he apologizes to his family for his errant, corrupt ways, he completely avoids any apology or statement of accountability to impacted children and parents.

The ultimate irony here, as expressed within the book, is that judges Ciaverella and Conahan received something that thousands of Luzerne County, Pennsylvania, children did not several years ago – a fair trial.

Robert L. Bingham

DISCOVER CORRECTIONS

by

Tracy G. Mullins

Recruiting and retaining qualified individuals present challenges for community corrections. Among these are: how people seek and keep employment; the salary and benefit differentials between corrections and traditional local law enforcement; the negative image of corrections as portrayed in the popular media; competition to hire public service workers from the military, law

enforcement and homeland security; and the demanding nature of the work that we do. In addition, the selection, recruitment, and retention of corrections workers is further influenced by the decreasing number of workers to fill an increasing number of positions being vacated by the current leaders within the corrections system as they retire.

To address these and other workforce development issues in corrections, the Bureau of Justice Assistance (BJA) funded a competitive award to the Council of State Governments/American Probation and Parole Association (CSG/APPA) to develop and implement the Discover Corrections website as a free career resource tool. Due to the wide ranging nature of the corrections field, the planning, development, and implementation of the website was a collaborative effort overseen by core project team of corrections stakeholders including APPA, the American Correctional Association (ACA), American Jail Association (AJA), and the Center for Innovative Public Policies (CIPP). After two years in development, we are pleased to announce the site is now available at www.DiscoverCorrections.com.

A key feature of Discover Corrections is its job board. Once registered, agencies can share information about their agency and location to pique the interest of job seekers, and post job openings, search resumes, and receive resume alerts of job seekers that meet specified criteria. For job seekers, individuals who register on the site may: review job listings, save searches, post resumes, receive job alerts by email, and apply to jobs.

Discover Corrections is more than just a job board. In addition to the Find/Post Your Jobs section of the site, there are three other main categories of the site: Why Corrections, Explore the Field, and Career Resources. Here people can learn some of the primary reasons corrections is an appealing career choice; review comprehensive information about the many types of job opportunities throughout community corrections, jails and detention, and prisons and institutions; read personal stories from people working in corrections to learn more about the community nuances of various jobs; and learn how corrections is organized within each state.

Now that the website is operational we are reaching out to community corrections agencies to educate you about the site and encourage you to register your agency as an "Employer" and post job openings. You also can register yourself as a "job seeker." Ultimately, this site was created for you! So take some time to review the site to become familiar with the resources it provides. If you are an employer, we want www.DiscoverCorrections.com to be the first place you think of to find new hires. If you are looking for a job, we want it to be the first resource you think of for your job search.

With BJA's continued support, APPA and its partners will continue to create new content for the site in the coming year. For example, we plan to enhance information on the site related to, but not necessarily limited to, Indian Country jails and juvenile facilities. A mobile version of the job board is also in development.

The website is available for employers and job seekers free of charge, thanks to the funding and support provided by the Bureau of Justice Assistance. We invite you to visit DiscoverCorrections.com today. We also encourage you to let other agencies and individuals know about the site and encourage them to use it as a resource.

If you have comments or suggestions for the site, please email Mary Ann Mowatt at mmowatt@csg.org.

Tracy G. Mullins is Deputy Director of the American Probation and Parole Association (APPA) in Lexington, Kentucky. This article was supported by Grant Nos. 2009-D2-BX-K004 and 2010-DJ-BX-K054 awarded by the Bureau of Justice Assistance.

INFORMATION ABOUT EXECUTIVE EXCHANGE

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

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biographical sketch or resume and a photograph for possible inclusion. Submissions may be sent electronically to probation.executives@gmail.com or by conventional mail to:

Dan Richard Beto
Editor, Executive Exchange
National Association of Probation Executives
P. O. Box 3993
Bryan, Texas 77805-3993

Specific questions concerning *Executive Exchange* may be directed to Dan Richard Beto at (979) 822-1273 or to Christie Davidson at (936) 294-3757.

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NEWS FROM THE FIELD

MCCARTHY RETIRES IN MASSACHUSETTS

Rita F. McCarthy, the Chief Probation Officer in Dedham, Massachusetts, who devoted more than four decades to the commonwealth's probation service, retired in October 2012. McCarthy, who serves as the New England Regional Representative on the Board of Directors of the National Association of Probation Executives, has served as President of the Massachusetts Probation Chiefs Association.

McCarthy began her employment with the Massachusetts Probation Department in 1969 as a probation officer. She has held the position of Assistant Chief Probation Officer and was named Chief Probation Officer in 1987.

McCarthy has served on the Board of Directors of the American Probation and Parole Association. She plans to remain active in NAPE and APPA and fulfill her commitments to both organizations.

NEW CHIEF PROBATION OFFICER APPOINTED IN INDIANAPOLIS

In February 2013 **Christine Kerl** was appointed Chief Probation Officer for the Marion Superior Court (MSC) in Indianapolis, Indiana. She had served as Interim Chief Probation Officer since September 2012, when **Robert L. Bingham**, President of the National Association of Probation Executives, retired following a distinguished career. Prior to this appointment, she served as Assistant Deputy Chief Probation Officer with the Adult Services Division under Bingham.

Kerl supervised the sex offender team for seven years and coordinated the department's highly successful, annual "Operation Halloween," a mandatory meeting for sex offenders during Trick or Treat hours who are on probation and Indiana Department of Correction parolees in Marion County who have active no-contact orders with children.

Kerl, who joined the department in 1996 after working as a probation officer with the Miami Circuit and Superior Courts, supervises 265 employees who are responsible for monitoring probation requirements for more than 11,000 adults and approximately 2,000 juveniles each year in Marion County.

Kerl served as President of the Midwest Regional Network for Intervention with Sex Offenders from 2008-2012 and has been an active member of the organization for over 14 years. She holds memberships with the National Association of Probation Executives, American Probation and Parole Association, and the Indiana Probation Officers Professional Association, where she serves as treasurer. She is a former facilitator for the Marion County Sex Crimes Coalition and served on the Marion County Corrections Advisory Board from 2008-2012.

HALL RETIRES IN CALAVERAS COUNTY, CALIFORNIA

According to an article appearing in the *Calaveras Enterprise*, after 24 years with Calaveras County, Chief Probation Officer **Teri Hall** announced her retirement; her last day on the job was March 29, 2013.

Hall started her employment with the county working in juvenile probation and moved up through the ranks over the years until 2010, when she assumed the role of Chief Probation Officer.

"I started out on the law enforcement side of criminal justice," said Hall. "I defaulted to probation because of a knee injury but I really think it was a blessing. I think just having compassion for people helped me get through my years of service with the county."

Hall admitted that she had her "cynical years" working with the county's criminals but credits her time working on a drug task force with reshaping her perceptions. "My task force days exposed me to all the ugliness. I saw little kids submitted to a lifestyle they never signed up for. When I got back to the office and began working with the drug courts, I started seeing some success and my opinion changed."

Hall's new opinion focused on getting in direct contact with offenders and focusing on rehabilitation as opposed to incarceration.

"Some people say, 'Once a criminal, always a criminal,' but that's not the case," said Hall. "That was part of the beauty of being chief. I was able to decide alternative sentencing. These people really just need someone to help guide them through everything."

Hall's adopted approach was manifested on April 1, 2013, when the county's new Day Reporting Center officially opened. These centers, which are popping up in counties across California, are part of AB 109 policy. The 2011 law shifts responsibility for non-serious, non-violent and non-sexual offenders from the state to local justice systems. The Day Reporting Center will act as a check-in site for parolees where they can receive therapy and other services designed to keep them living a criminal-free life.

Once her retirement kicks in Hall plans to do some traveling with her husband – who has been retired for the past three years – and spend time with her grandchildren.

"I've got a long bucket list," she said. "It's been an amazing career, a really rewarding career for me and I've enjoyed every bit of it. The department is in a good place right now . . . to be able to take Calaveras to the next level of success."

Stephen Siegel will serve as the department's interim director until the county's Superior Court judges appoint a new Chief Probation Officer.

NEW CHIEF IN RIVERSIDE COUNTY, CALIFORNIA

Twenty-four years after beginning his career in the Riverside County Probation Department, **Mark A. Hake** has been selected as the county's Chief Probation Officer. Hake, 47, has been interim chief since **Alan Crogan** retired in December 2012. Previously, he was Assistant Chief Probation Officer.

In 1989, Hake was hired as a group counselor at Riverside Juvenile Hall, where he supervised minors, provided for their safety, and counseled them when they were in crisis. He became a deputy probation officer two years later, then progressed through the department's ranks to hold positions in detention facilities and working in field-services and administrative assignments.

In his new position, Hake will oversee an organization with a budget of approximately \$100 million. The department's role in public safety has become increasingly important as California's realignment program has shifted responsibility for detention and supervision of felons from the state to local jurisdictions. The Chief Probation Officer is selected jointly by a committee that includes two Riverside County Superior Court judges and two members of the Board of Supervisors. Hake was sworn-in on April 25, 2013, in an informal ceremony.

The Probation Department has about 1,100 authorized positions and three juvenile-detention facilities, two juvenile treatment facilities and a 100-bed juvenile treatment facility in development. Deputy probation officers supervise about 15,500 adult offenders in Riverside County and about 3,200 juveniles.

Hake serves as chairman of the Community Corrections Partnership Executive Committee, which is responsible for the development and implementation of Riverside County realignment plan. He has been responsible for coordinating department training programs, and he coordinated the submittal of a \$35 million construction grant proposal and a management audit of the department's client management data system.

He is a member of Riverside County Law Enforcement Administrators Association and an advisory board member for Community Connect, which coordinates volunteer services in Riverside County. Hake has taught departmental training classes in firearms, self-defense, and tactics for conducting building entries and searches. Hake received his bachelor's degree from the University of California, Riverside, in 1988. He is married and has four adult children.

NEW MUNICIPAL DATA CENTER AT HARVARD KENNEDY SCHOOL

According to information received from the Ash Center for Democratic Governance and Innovation at Harvard Kennedy School, **Stephen Goldsmith**, a former mayor of Indianapolis, has launched a new website to catalyze local government efforts to deploy data, analytics, and civic engagement technologies that transform the way government operates. The *Data-Smart City Solutions* website and the broader campaign are housed at the Ash Center, the preeminent voice for innovation in government.

The initiative is designed to offer city leaders a national depository of working analytics methodologies and to connect leading industry, academic, and government officials in the field. Areas of interest include public safety, civic engagement, public works, health and human services, civic data, and insights into issues.

Data-Smart City Solutions will report fresh advances in the big data phenomenon, profiling big data technology and municipal pioneers, and will present case histories of the many community engagement and big data success stories reanimating our cities nationwide. The site will serve as a resource for government officials and others interested in this developing field.

To learn more, visit the following website: www.datasmartcitysolutions.org.

NEW LEADERSHIP IN MENDOCINO COUNTY, CALIFORNIA

On May 16, 2013, the Mendocino County Superior Court Judges announced the appointment of **Albert "Buck" Ganter, III**, as the county's new Chief Probation Officer. Ganter replaces outgoing Chief **Jim Brown**.

Ganter, who possesses a bachelor's degree in sociology from Chino State University, brings 19 years of probation experience to his new job. Ganter had been the division manager of the Mendocino County Juvenile Hall before his promotion. He began his career in probation in 1994 as a corrections counselor in the Juvenile Hall.

"Buck brings a wealth of knowledge and experience to the job, and has an excellent working knowledge and collaborative abilities with all the associated public safety, judicial agencies, and County departments in the area," says Brown on Ganter's appointment to succeed him.

According to Juvenile Court Judge **David Nelson**, "The judges chose to appoint Buck Ganter due to his strong leadership skills and his ability to carry on the good work of former Chief Probation Officer Jim Brown. We were lucky to have a highly qualified candidate within the office who we can trust to meet the difficult challenges facing Probation in these times when they are taking on new duties due to realignment."

HINZMAN RETIRES IN IOWA'S SIXTH JUDICIAL DISTRICT

In May 2013 **Gerald R. "Gary" Hinzman** retired as District Director of the Sixth Judicial District Department of Correctional Services in Cedar Rapids, Iowa, a position he has held since May 1989.

Hinzman, a native of eastern Iowa, grew up in Amana, and served in the United States Army from 1966 to 1968. Upon completing his military service, Hinzman joined the Cedar Rapids Police Department. During this time, he also began his college education, and attended flight school and attained pilot licenses for both light aircraft and helicopters. He earned associate degrees in law enforcement and community corrections at Kirkwood Community College, and then earned bachelor degrees in business administration and criminal justice from Mount Mercy College in 1976. He continued his education and obtained a master's degree in political science from Iowa State University in 1977.

During his tenure with the Cedar Rapids Police Department, he worked as a patrol officer, helicopter pilot, detective, and Director of the Police Academy. In 1985, he was promoted to Chief of Police in Cedar Rapids, where he served until 1989. In May 1989 Hinzman was hired as the District Director for the Sixth Judicial District Department of Correctional Services. In this position, he was responsible for operations of the community-based correctional programs in the Sixth District, which covers a six county area in east central Iowa.

Several new programs and service areas have developed as part of Hinzman's vision, some of which include a treatment services division, workforce development efforts, a high risk unit of certified law enforcement officers, and a reserve officer program. Between 1991 and 1996 he led construction projects for new offices and residential facilities in Cedar Rapids, Coralville, and

Toledo. In 2007, he secured funding for construction of the first residential corrections mental health facility in Iowa.

In 1991, the Sixth Judicial District Board of Directors, as a result of activities and urging by local advocates, recognized the need for additional financial resources to support programs in the community and district. The Board identified a small group of individuals who worked with Hinzman to form a nonprofit organization, the Community Corrections Improvement Association (CCIA), a foundation to support and further the efforts of community corrections. CCIA's program activity grew gradually in the early years, but is now integral to the robust and comprehensive community corrections programs of the district. CCIA initiatives bring a proactive focus into the traditional roles of supervision, intervention and sanctioning of offenders by addressing gaps in services needed to assist offenders and their families break the cycle of dysfunction. In 2010, the CCIA partnered with Community Housing Initiatives, City of Cedar Rapids Housing Services, and Hall-Perrine Foundation to address the need for affordable housing for ex-offenders and their families.

Hinzman has been honored locally and nationally for his contributions to the criminal justice system. The Cedar Rapids Chamber selected him for their Community Trustee Award as an outstanding community leader in 1996. He has served on several state and national committees and Boards, written articles for many national publications, and been invited to share his expertise internationally. He has been the recipient of awards from the National Association of Probation Executives and the American Probation & Parole Association.

Jean Kuehl, who has been Assistant Director for the Sixth Judicial District since Hinzman was hired, commented on her boss: "Gary has put the Sixth Judicial District on the national map. The relationships and networking he has established have paid off in multiple ways for the District, as well as the foundation. While this district had a 'culture of innovation' before he came here, he has certainly encouraged that culture. He understands intimately that solving the revolving door of corrections will not come by doing the same things over and over. In that quest, he has taught us to 1) never give up, 2) not rely on others to do the right thing for you, and 3) always get up one more time than you fall. Most importantly, he has demonstrated the importance of working in partnership to create safe communities. Gary firmly ascribes to something Margaret Mead once said, 'Never doubt that a small group of thoughtful committed citizens can change the world . . . indeed it's the only thing that ever has.' Gary has been a role model for demonstrating daily what it means to be a public servant."

The Sixth Judicial District Board of Directors will proceed with transition and succession plans for the future District Director during the coming months.

Hinzman made it clear that he has loved his work. "It has often been said if you love what you do, you never have to go to work a day in your life. That expression fits me. There may have been a few days that were an exception, but not many." He plans to continue working with the foundation after his retirement.

EDWARD DOLAN TO HEAD MASSACHUSETTS PROBATION

On May 2, 2013, Chief Justice of the Massachusetts Trial Court **Robert A. Mulligan** and Court Administrator **Harry**

Spence announced that they selected **Edward J. Dolan** to serve as the next Commissioner of Probation for Massachusetts. Dolan currently serves as the Commissioner of the Massachusetts Department of Youth Services where he has held roles of increasing responsibility since 1997. He previously served four years as the Executive Director of the Massachusetts Parole Board. He began a five-year term of office on June 10, 2013.

"We are pleased to appoint a respected criminal justice professional of Ed Dolan's caliber to head the Massachusetts Probation Service," said the court leaders. "He has proven his leadership capability at several organizations during times of significant challenge and opportunity. He has the vision, problem solving and organizational development skills, as well as the knowledge of the court system and criminal justice issues in Massachusetts, to accelerate the restoration of professionalism to the Probation Service."

Dolan joined the Department of Youth Services as the Director of Classification in 1997 and was named Deputy Commissioner in 1998. Previously, he had worked for Massachusetts Half Way Houses, Inc., as Chief Operating Officer, and at the Massachusetts Department of Mental Health as a Forensic Manager. He joined the Massachusetts Parole Board in 1985 as the Director of Research, Planning, and Systems Development, and in 1990 was appointed Executive Director, a position he held until 1994. In 1979, he joined the staff of Trial Court Chief Administrative Judge **Arthur Mason** as a court planner and served in that capacity until he began his work at the Parole Board.

The Probation Commissioner heads the Massachusetts Probation Service and the Office of Community Corrections, which have 1,800 staff in more than 100 locations across the state. In conjunction with local, state, and federal law enforcement and human services agencies, Probation helps to keep communities safe through monitoring, rehabilitative services, and the supervision of offenders and litigants. The search was conducted by the nationally-recognized firm of Isaacson Miller in concert with a committee of Massachusetts criminal justice and court leaders.

Dolan earned a master's degree in public administration from Syracuse University and a bachelor's degree in government from University of Massachusetts at Amherst. He is a certified trainer in the area of risk/need assessment and has provided consulting services in areas including organizational and program development, parole decision making, and information systems. A resident of Peabody, he regularly speaks at national conferences on criminal justice issues.

Dolan replaces former NAPE President **Ronald P. Corbett, Jr.**, who retired in January 2013.

NEW JOURNAL FEATURING QUALITATIVE RESEARCH

Willard M. Oliver, Professor of Criminal Justice at Sam Houston State University, released the inaugural issue of *Journal of Qualitative Criminal Justice & Criminology* on April 15. The official online journal of the Southwestern Association of Criminal Justice (SACJ), now supported by Sam Houston State University, has been in production for two years and will now publish semiannually on April 15 and October 15.

The *Journal of Qualitative Criminal Justice & Criminology* is the result of a fall 2011 conversation with SACJ board

members who were concerned with the direction the journal was going in and was seeking new leadership.

"It just so happened that I had been preparing a 'Qualitative Research Methods' course for the doctoral students in the College of Criminal Justice and was frustrated by the fact there was no journal dedicated to qualitative research in either the criminal justice or criminology disciplines," Oliver said.

"The majority of work is with numbers and statistics, yet research with words through interviews and field research is still a viable method," he said. "I proposed creating a new journal, dedicated to qualitative criminal justice and criminology."

The support from researchers in criminal justice and criminology has been overwhelming, with one leading researcher saying, "It's about time someone took this on."

"The qualitative community was united in the need for such journal," Oliver said. "Since the inaugural issue was published, the feedback has been overwhelmingly positive as congratulations have poured in to the editorial office."

The first issue, Vol. 1 No. 1, features six peer-reviewed articles ranging from interviews with prison chaplains to interviews with white collar prisoners currently serving sentences in the Federal Bureau of Prisons. One article also deals with how families of murder victims feel following the execution of the murderer. In addition, the journal also features four book reviews of contemporary qualitative works, as well as one historical book review, covering a qualitative book that has had an impact on qualitative research.

The journal has a dedicated website and the first issue may be downloaded for free at www.jqcjc.org.

NEW CHIEF PROBATION OFFICER IN SAN MATEO COUNTY, CALIFORNIA

The Superior Court today announced the appointment of **John T. Keene, Jr.**, as San Mateo County Chief Probation Officer. Keene has more than 20 years of experience in law enforcement and probation and since 1998 has served in the Alameda County Probation Department, most recently as Deputy Chief.

Robert D. Foiles, San Mateo County Chief Presiding Judge, announced the appointment following Keene's selection by Superior Court judges.

"Chief Keene brings a wealth of experience to San Mateo County," Judge Foiles said. "He has served as a police officer and a probation officer so he has that street-level knowledge. In addition he has proven himself as a skilled leader as a deputy chief. We believe he is the right fit for San Mateo County. His selection represents a collaborative process between the county and the court that included county input at all levels."

Keene succeeds **Calvin Remington**, who has served as Acting Chief Probation Officer since January 2013, following the resignation of Stuart Forrest, who recently pled not guilty to two felony counts of possessing child pornography.

Keene holds a law degree from the Southern University Law Center and a bachelor's degree in political science from Southern University. He worked as a police officer and investigator for the Louisiana Department of Public Safety and Corrections from 1993 to 1996.

After completing his law degree, Keene began his service with Alameda County in 1998 as a probation officer. He has worked

in juvenile and adult institutions, among other assignments, and has served as Deputy Chief since 2010.

As Chief in San Mateo County, Keene will play a lead role in Public Safety Realignment, the 2011 state law that shifted supervision responsibility over certain low-level offenders from the state to county probation departments.

Judge Foiles said Keene's enthusiasm to tackle a tough challenge posed by reductions in state funding and support were among the key reasons why the Superior Court selected him.

"Where others see problems it's clear that Chief Keene sees opportunities," Judge Foiles said. "He has a true enthusiasm for how a probation department contributes to the safety of a community by providing proven programs so that probationers can get the assistance they need to succeed."

Keene said he looks forward to working with the Court, Sheriff's Office, Health System, Human Services Agency and community partners to reduce recidivism and improve public safety.

"I believe in data-driving performance and that data can tell you when a program is working and when it is not," he said. "My goal has always been to constantly look at what's working based on the evidence and provide those services to the community."

CORBETT RECOGNIZED BY COMMUNITY RESOURCES FOR JUSTICE

On May 1, 2013, recently retired Massachusetts Probation Commissioner **Ronald P. Corbett, Jr.**, was honored as a "community hero" by Community Resources for Justice, a 130-year-old organization that aims to improve public safety and help individuals adapt to society, reports the *Boston Globe*. He was recognized for spearheading the transformation of the Massachusetts Probation Service and facilitating re-entry programs for ex-offenders. In accepting the award, Corbett said he felt undeserving but honored by the title.

John J. Larivee, Chief Executive Officer at Community Resources for Justice and a NAPE member, said that people honored as community heroes often have some similar characteristics. "They tend to be people who have quite a career," he said. "They've got a long track record of significant contributions at both the local and national level."

Corbett, who oversaw hundreds of employees in his two year run as commissioner, said that he saw much improvement in the department during his time there. He said he helped to implement a new system of assessing and supervising adult probationers, build partnerships with other agencies, and modernize their personnel practices. The department has also made an effort to be more "media friendly," he said, by being open to inquiries and answering questions promptly.

"Ron has done tremendous work. He really was committed to a rethinking of how probation ought to do its business," said Larivee, who noted Corbett's transparency, ability to take recommendations, and the way he simplified the focus of his officers.

Corbett, a former NAPE President, spent close to four decades as a Massachusetts Court employee. He has served as a probation officer, assistant chief probation officer, and regional probation director. In addition, prior to being named Commissioner of Probation, Corbett served more than a decade as Executive Director of the Supreme Judicial Court.

"I've seen so many cases where people have changed their lives," Corbett said. "I saw too many people succeed not to believe we don't make a difference."

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.

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.

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.

Membership Application

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CHECK	Regular	<input type="checkbox"/> \$ 50 / 1 year	<input type="checkbox"/> \$95 / 2 years	<input type="checkbox"/> \$140 / 3 years
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