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ROCCO A. POZZI NAMED EXECUTIVE OF THE YEAR

For over a decade the George J. Beto Criminal Justice Center at Sam Houston State University and the National Association of Probation Executives have annually recognized a community corrections professional with the presentation of the Executive of the Year Award for exemplary and sustained service to the probation profession. The recipient of the 1999 Executive of the Year Award is **Rocco A. Pozzi**, Commissioner of Probation and Commissioner of Corrections for Westchester County, New York. The award was presented to Pozzi by Rolando V. del Carmen, Distinguished Professor of Criminal Justice at Sam Houston State University, at the Association's Annual Awards Breakfast held in New York, New York, on August 22, 1999.

Pozzi, who has distinguished himself in the areas of innovative leadership, peer development, and commitment to service, has devoted more than a quarter of a century to improving the criminal justice system. This year's recipient earned a bachelor's degree in criminal justice from Pennsylvania State University and a master's degree in public administration from Temple University; in addition, he successfully completed the Senior Executives in State and Local Government Program at the John F. Kennedy School of Government at Harvard University.

In 1973 Pozzi began his criminal justice career as a probation officer with the Philadelphia County Adult Probation Department in Philadelphia, Pennsylvania. In 1978 he was promoted to Court Administrative Officer, a position he held until 1985, when he was appointed Deputy Chief Probation Officer for Philadelphia County, and was charged with the responsibility for the Field Services Division.



In 1989 Pozzi was named Commissioner of Probation for Westchester County, New York, a position he continues to hold. In 1998 he was given the added responsibility of Commissioner of Corrections for Westchester County.

Pozzi has demonstrated his leadership qualities through service on a number of committees of the American Probation and Parole Association and by serving as that professional organization's President. In addition, he has served with distinction on the Big Seven Committee of the New York State Council of Probation Administrators, as a Regional President of the New York State Council of Probation Administrators, and as a board member of the New York State Association for Alternative Sentencing Programs. In addition, he has been a member of the Board of Directors of the American Restitution Association and a member of the Delegate Assembly of the American Correctional Association. More recently, he has served as a member of the Reinventing Probation Council, a project of the Manhattan Institute of New York, Public/Private Ventures of Philadelphia, and several other organizations, including the National Association of Probation Executives.

As an innovator, Pozzi has developed a number of programs within his agency to better serve the courts, the community, and the offender population. Through his efforts, a number of programs that promote public safety have been established in Westchester County, such as the Comprehensive Intervention Unit, the DWI Surveillance Unit, the Gang Related Intervention Unit, and a specialized program for drug abusing offenders. In addition, realizing its value in delivering probation services, Pozzi brought advanced technology to the Westchester County Probation Department. *continued on p. 2*

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PRESIDENT'S MESSAGE



From all accounts, recent NAPE related activities and events held in conjunction with APPA's 24th Annual Training Institute in New York City were extremely productive and successful. Saturday afternoon's reception, which was co-sponsored by Corrections Software Corporation, drew an extremely large and enthusiastic crowd of old and new faces, and I am pleased to announce that more than a half dozen new members were added to the NAPE membership roles through this event and the Sunday morning Annual Awards Breakfast.

Congratulations once again to Rocco Pozzi, Commissioner of the Westchester County Probation Department in New York, on his selection as the Sam Houston State University/NAPE Executive of the Year.

EXECUTIVE OF THE YEAR

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tion Department. As testimony to his commitment to service, in 1994 Pozzi was presented the Man of the Year Award for his work with victims groups in his county.

As to his peer development activities, Pozzi has been a key member of the faculty of the Executive Development Program for new probation and parole executives, a joint initiative of the National Institute of Corrections, National Association of Probation Executives, and the Correctional Management Institute of Texas at Sam Houston State University. Too, he willingly makes himself available to probation administrators who seek out his advice and he is committed to staff improvement through meaningful training.

He is a consummate professional who enjoys the respect of community corrections professionals throughout the country. According to Vincent J. Iaria, Director of Probation for neighboring Suffolk County, New York, Pozzi's vision for the probation profession may be summarized in the following charge: "Let's not be mere players in this system, let's be the main player." This challenge is one that should be taken up by every probation practitioner.

The Executive of the Year Award has been presented by Sam Houston State University since 1989. Prior recipients include Barry Nidorf of California, Don R. Stiles of Arizona, Don Cochran of Massachusetts, Cecil Steppe of California, Don Hogner of California, T. Vincent Fallin of Georgia, M Tamara Holden of Oregon, Richard A. Kipp of Pennsylvania, Ronald P. Corbett, Jr., of Massachusetts, and Richard Wyatt of Nevada.

EMBRACING KEY STRATEGIES FOR A RATIONAL PROBATION SYSTEM

by

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In many respects, probation is the "dark figure" in the criminal justice world. Though responsible for approximately two-thirds of offenders under correctional control, amazingly little in-depth research has been conducted on its activities or impact except in the limited area of intensive supervision programs. We can say little with confidence about what probation does and to what effect.

Similarly, probation has been a neglected area in terms of constructing a "theory of practice" to guide practitioners. Mission statements call for enforcing court orders and providing treatment options in the service of reducing recidivism but extraordinarily little has been advanced regarding the most appropriate supervision strategies for achieving these goals. When one compares this with the richness of the available practice theory in such domains as counseling, social work, and even police work, the extent of inattention to the "how" of probation supervision becomes manifest. Added to these problems has been that of financial neglect. As probation populations have increased, resources have remained stable or declined, and while exponentially greater funds have been invested in institutional corrections, probation has been left to do more with the same or less.

In the face of the public climate that has grown steadily more conservative on crime, probation is poorly positioned — both in terms of know-how and resources — to meet the challenge posed by staggering and surprisingly high risk caseloads. If nearly one-fifth of all felony arrests are of active probationers, the probation profession had better be prepared to make a better accounting of itself than is possible under current circumstances.

How might probation reinvent itself and become, in doing so, a credible sanction? While adequate resources are critical for doing an effective job, they are unlikely to be generated until such time as the public — and its key elected representatives — is persuaded that probation is more than a "get-out-of-jail card," a hollow experience that trivializes the offense, demeans and entrages the victim, and emboldens the offender.

The transformation of probation from an anemic intervention it too often constitutes now to a sentencing option worthy of public support — both moral and financial — depends critically on the capacity of probation to define itself and its mission coherently and convincingly, aligning its practices with what the broad middle of the American people expect from their justice system. Moreover, the probation profession will have to learn how to work "smarter" by looking to justify its supervision strategies by reference to related research that validates ordained practice.

This transformational effort will require probation practitioners to embrace and employ a number of strategies that will

engender the public's confidence and support. What, then, are those key strategies that will move probation from an underfunded, unappreciated, and unknown correctional option to one that is "at the table" when criminal justice policy is crafted and that plays a preeminent role in promoting public safety?

Key Strategies

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

Value Driven

First and foremost, probation practices must be driven by a clear and convincing set of values, values that are held dear by the American people. This, in itself, is problematic, because probation practitioners have, to a great degree, been oblivious to what society wants and sufficiently unwilling to learn.

Public opinion polls suggest that the public's desires concerning the criminal justice system are very clear. The public wants:

- safety from crime, and particularly violent crime;
- offenders held accountable;
- offenders to pay back to society, in either actual or symbolic restitution;
- treatment programs that ensure a safe release of offenders; and
- a voice — a voice that is heard and respected — in the justice system.

Despite the guidance provided by this clear message, probation practitioners have yet to agree on the mission of probation. When asked to articulate a mission, probation practitioners are likely to say that probation exists to rehabilitate the offender, serve the courts, and perform a host of other laudable activities. Yet there is an insufficient emphasis placed on its role to promote public safety, a role that the American people expect it to fulfill. Until probation practitioners can agree that public safety

is their primary mission, and act accordingly, its practices will be at odds with public values.

Emphasis on Public Safety

In reinventing probation, practitioners must be mindful of the public’s desire for safety. To members of the community, crime rates, arrest rates, and conviction rates are not as important as what is safety like in their own community. More specifically, the public wants to be assured that

- ▶ they can walk around the block in the evening without fear;
- ▶ their children can play at local playgrounds safely;
- ▶ their schools are safe;
- ▶ if offenders are living in their neighborhood, they are being supervised closely and being held accountable; and
- ▶ there will be fewer victims in the future.

The only way these concerns can be answered is by an emphasis on public safety first.

Meaningful Supervision

For too long the profession has suffered from “fortress” or “bunker” probation, where supervision, such as it is, takes place in the office of probation officers. For probation supervision to be effective, it must take place where the offenders live and recreate. While the office is rightfully the base of probation supervision, the neighborhood should be the place of supervision. Firsthand knowledge of where the offender lives, his family, and his immediate and extended environment are critical elements of meaningful supervision. In addition to just being in the community, probation should bc highly visible, and this visibility must be positive in nature.

Meaningful supervision also means that it is conducted at time not confined to the traditional 8:00 a.m. to 5:00 p.m.. Monday through Friday, work day. To be effective, it must be delivered at nights, on weekends, and on holidays.

Two Arizona probation departments — the Maricopa County Adult Probation Department in Phoenix and the Pima County Adult Probation Department in Tucson — have experienced successful offender supervision efforts by increasing the level of offender contact in the community and by working nontraditional hours.

Rational Allocation of Resources

Closely related to meaningful supervision is the rational allocation of resources. Probation practitioners must focus on those offenders who are most at risk to violate their conditions and on those whose offenses or affiliations pose a public safety risk, such as sex offenders, gang members, drug dealers, and those with histories of violence. The rational allocation of resources is based on knowledge of the offender, and probation practitioners should develop as much information as possible on offenders under supervision through comprehensive presentence investigation reports, juvenile records, psychological evaluations, and risk/need assessments. Probation agencies must use assessments at the front end of the system to make placement decisions and continue to use a variety of assessments for specific offender types to regularly monitor their progress. Two

systems that place considerable emphasis on assessments are the Dallas County Community Supervision and Corrections Department in Dallas, Texas, and the Sixth Judicial District Department of Correctional Services in Cedar Rapids, Iowa.

In addition, probation officers should be strategically assigned specific geographical areas to supervise rather than being randomly assigned offenders as they are placed on probation. This concept, referred to as “place-based supervision,” affords an excellent opportunity for developing law enforcement and corrections partnerships. Several probation departments, like the one in Spokane, Washington, have developed meaningful partnerships with police and have strategically placed probation officers in areas where needed the most.

Strong Enforcement of Conditions and a Quick Response to Violations

All too frequently offenders on probation come to the realization to expect two or more “free ones” when it comes to dirty urine samples, electronic monitoring violations, or failure to comply with a variety of conditions. For probation to be meaningful, this permissive practice must be abandoned and in its place there must be a strong commitment to enforcing all conditions and a timely response to violations. If offenders know they have several “bites at the apple” before they are held accountable, they have reason to feel relatively safe in continuing those behaviors that caused them to be placed on probation.

A critical part of enforcing conditions of probation is the cooperation of the courts, where the violations are usually addressed. Those probation programs that strictly enforce the conditions and enjoy a supportive relationship with the courts tend to have fewer problems with offender compliance issues. The key is that the response must be swift and sure. The response to violations need not be revocation of probation, but rather the employment of graduated sanctions, such as curfews or house arrest, intensive supervision or electronic monitoring, mandatory drug treatment, brief period of confinement in jail so as to get the offender’s attention, or placement in a residential facility for extended periods to provide greater structure in the offender’s life. An excellent example of a structured sanctioning program may be found in the Tarrant County Juvenile Probation Department in Fort Worth, Texas.

Similarly, probation agencies, at both the local and state level, need to be tough-minded and put teeth into apprehending absconders from probation. Many jurisdictions have high absconder numbers and do not aggressively try to apprehend them. If it is easier for an offender to abscond than to comply with the terms and conditions of probation, we simply encourage this behavior. Probation agencies need to develop specialized units that work with law enforcement to apprehend offenders, such as that found in two Texas departments — the McLennan County Community Supervision and Corrections Department in Waco and the Williamson County Community Supervision and Corrections Department in Georgetown.

Partners in Accountability

Crucial to the success of probation is the involvement and support of other agencies, organizations, and interest groups. With this in mind, probation practitioners should practice inclusiveness — both formally and informally — when develop-

ing policies, initiating programs, crafting supervision strategies, and delivering services. In essence, the community needs to have a role in community corrections, and this may be achieved by:

- ▶ creating a system that has meaningful participation from victims and the community;
- ▶ developing partnerships with neighborhood groups, schools, businesses, and faith communities to bring offenders into an environment that has pro-social supports and structure;
- ▶ establishing cooperative partnerships between probation, law enforcement, and other criminal justice agencies that focus on public safety;
- ▶ partnering with human service, treatment, and non-profit agencies to provide enhanced services to assess, diagnose, treat, and supervise offenders; and
- ▶ creating a comprehensive education campaign to make citizens aware of the crime problem, steps being taken to address it, and communicating the message that their involvement is desired.

There are many potential partners with whom to collaborate. Each collaboration formed is a piece of the overall puzzle of how to provide greater public safety, and of how to work together to provide better supervision, better treatment programs, and overall system continuity. The pieces of the puzzle include partnerships with law enforcement, collaborating for holistic treatment services, work force development partnerships, program flow and continuity in the corrections system, and interoperable data systems. Each piece provides a better look at what the finished puzzle will look like. When probation agencies build these collaborative relationships, as in the case of the Boston, Massachusetts, Probation Department and the Suffolk County Probation Department in Yaphank, New York, they will be better able to safely supervise offenders and experience greater success in reintegrating them in the community.

Collaboration between key players will provide and economy of resources and reduce crime. Too, it will promote more effective services to the community. And finally, it will provide greater success for offenders complying with and completing probation.

In order to build partnerships that promote system accountability, probation agencies must change certain operational strategies to accomplish the following:

- ▶ Redefine the role of the probation officer (such as attending neighborhood meetings, getting involved in crime prevention, or neighborhood clean-up efforts), design “place-based” supervision strategies, and establish non-traditional operating hours;
- ▶ Establish criminal justice task forces (this can and probably should include human services agencies and/or the faith community) working together to develop enforcement strategies to reduce crime in the community. Such task forces should establish formal written agreement and protocols, co-locate in community offices, conduct joint staffings or briefings, and jointly share responsibility for curtailing crime;
- ▶ Work with all community partners to develop prevention strategies to engage the child and family in a holistic man-

ner to provide services to the entire family; this addresses the “wind chime effect” by recognizing that if one element of the family is blowing in the wind, then the other elements of the family are in need of help also;

- ▶ Work with neighborhood groups, business organizations, religious leaders, and city agencies on community betterment activities to help clean-up neighborhoods and build on neighborhood assets;
- ▶ Develop collaborative supervision strategies to supervise offenders in the community. The public expects the offender to comply with all conditions of supervision, including treatment, restitution, and community service. This includes a protocol for the public to provide information and obtain feedback on crime issues, offenders in their community, and help develop strategies to deal with these issues;
- ▶ Put teeth into the supervision of offenders. The public believes that an offender has already received a break by not going to prison. They expect probation agencies to provide punishment or just deserts by holding the offender rigorously accountable while on supervision, to include payment of all fines, restitution, and just debts; and
- ▶ Provide a continuum of sanctions and a continuum of treatment to ensure rapid placement as a method to maintain public safety. Offenders must be held accountable for all violating behaviors and there must be a certainty of rational responses.

Performance Based Initiatives

The need for information based decision making is paramount. Resources are becoming so critical that all probation agencies need to make decisions on developing, adjusting, or retaining programs based on performance.

Good evaluation models must be developed to measure program effectiveness. This includes not only outcomes, but program administration. A good program may not be successful if there was not a good action plan, if there was not good implementation, or if staff did not understand the philosophy of the program or are not properly trained.

Program implementation needs to start with collecting baseline information and program and staff assessment. This needs to be followed by developing time frames for the management of the action plan and implementation. There needs to be effective oversight to ensure that there is not program drift, or staff trying to informally change or modify the program from the way in which it was intended.

Probation agencies will need to continue to employ performance based initiatives and must use their limited resources effectively. Developing strong partnerships and designing strong program models are essential parts of managing probation agencies now and in the future.

Leadership

Throughout this brief article we have identified and discussed key strategies for a rational and effective probation system. In the final analysis, however, the key component to drive a system that has values, rationally allocates resources, provides meaningful supervision and a quick response to violations, that practices inclusiveness, and that is accountable and emphasizes public safety, is leadership.

Probation leadership does not come from some unwieldy state bureaucracy, nor does it emanate from the work of committees. Leadership comes from individuals — individuals who care about probation, who are not satisfied with the *status quo*, who possess the courage to acknowledge that all is not well with the profession and the vision and dedication to do something about it, and who are willing to enthusiastically embrace a new probation narrative.

There is a wealth of talent in the probation profession, yet much of that talent remains unchallenged, underutilized, and misdirected.

If practitioners are content to have probation remain underfunded, unappreciated, and unknown, then they need do nothing but continue down the current path to obscurity. However, if they want probation to assume its rightful place in the criminal justice system, then it is incumbent on them to step up to the plate of leadership.

Conclusion

We feel compelled to conclude this article on a word of caution. We suspect that many of our colleagues will agree with the model we propose, yet they are likely to say, “give us more

money and we will try to implement a new probation model that places public safety first.” While probation has been underfunded, that is not the response that will be favorably received by legislative bodies and funding sources. In essence, what is being said is “give us more money and we will continue to provide the same anemic probation services, only on a grander scale.” A better strategy will entail the development by departments of demonstration and pilot projects, using existing funds and resources, and showing what can be done to make probation a credible criminal justice sanction. Only when funding sources are convinced that probation is willing to embrace change and function more effectively will the money be forthcoming.

Portions of this article appeared in a monograph produced by the Center for Civic Innovation at the Manhattan Institute in New York, New York. The monograph, entitled “*Broken Windows” Probation: The Next Step in Fighting Crime*, was published in August 1999. Beto, Corbett, and Hinzman are members of the national Reinventing Probation Council.

THE SPIRITUAL DIMENSION OF LEADERSHIP

by
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essary to achieve the direction imparted, stimulated, nurtured, and encouraged by leadership (Kotter, 1996). Leadership promotes the substance of what work is to be done and not the direction of every activity of the doing. Leadership, by its nature, is more abstract and conceptual than management. This is another frightening thought for the “hands on manager,” who sees his or her future career being dependent on earning the label of “leader.” So tell me, what do I do? How do I start?

A common response to these questions would be to send the “future leader” to a two day course offered by a talented, entertaining, and charismatic person. A second option might be to schedule a consultant to meet with a management team of the organization to initiate a “visioning exercise.” The successful process, however, is not a single training event or visioning exercise, no matter how skillfully delivered. These two and several other common approaches should carry the warning label “may be hazardous to your health.” I repeat, development of leadership is no single training class or series of independent events. It is a process!

Like architecture, leadership is a combination of science and art. On the science side, appropriate technological knowledge can be increased, analytical skills enhanced, and performance abilities tested in a leadership development process. It is the art — the spiritual dimension — which seems softer and more illusive in the American culture. Yet it is critical

that the leader come to understand, appreciate, and be comfortable with this dimension. John Hawley (1993) asserts “the very basis of leadership is spiritual” while “Richard Pascale and Anthony Athos call it the spiritual fabric of the corporation” (Handy, 1994). For that reason, I encourage starting leadership development by exploring the spiritual dimension of leadership, comprised of three key elements — belief, faith, and ministry.

Belief

All leaders of any duration have built their presence on a foundation of belief (Dilulio, 1987). It is the substance of belief which becomes the substance represented in their leadership. Beliefs are fundamental to thinking (Manz and Sims, 1989). They represent a theoretical construct shaped by education and experience. As a theoretical construct, they embody values but are more complex and comprehensive than individual values. “Beliefs are often so ingrained into the personality that often a person has a difficult time recognizing them and the way they influence actions” (Manz and Sims, 1989). That is why you may have experienced acknowledged leaders who, when asked the reason for their significant contributions, are first stunned that their contributions are that significant and secondly find it impossible to articulate the developmental process through which they became the leader you recognize.

“You can’t just grab for the outcomes of believing without going to the trouble of actually believing” (Hawley, 1993). It is similar to your not being able to drink milk without someone first milking the cow. The difference is that while someone else can milk the cow, you cannot believe without actually going through the process of believing yourself. Oh, you can gain knowledge from others and even conceptualize to some degree from someone else’s experience, but to accomplish even that requires your personal processing of information. Whether you undertake a deliberate, tangible, and analytical process or tend to be more intuitive in your approach, there is no convenience store you can stop at to pick up a pound of belief on the way home from work. The greatest danger is that people will not make the time to explore what they believe and why. With the demands of our high-paced society, we often feel the pressure to produce without thinking we have the time to determine the “what” and the “why.”

It is important to note that while beliefs are referred to as spiritual in their foundation, this should not be confused with organized religion. Organized religion has been a major influence in the substance and process of formulating people’s belief systems for thousands of years. My own beliefs have been definitely shaped by reform Christian theology. It provides the framework within which I have the greatest confidence of making sense out of knowledge and experience bombarding me. For many people, however, the framework will not be a recognized world religion but will be the secular version of a religious form. For some the basis of their belief will be rooted in God, others in multiple gods, and yet others in themselves. Our established beliefs become the filters through which we interpret new information and new experience.

In the work world, administrators daily have to check new information and experience with some foundational belief sys-

tem. Some of those beliefs are rooted in extensive research or documented experience, such as case studies. This amalgamation of knowledge represents a new belief for most people in contemporary criminal justice. Whether a belief is the extension of an existing body of extensive knowledge or a newly amalgamated construct, the “belief is the basis for doing, not the actual doing” (Hawley, 1993).

Faith

Knowing the source and substance of our belief is important as we consider the role of faith — the depth of certainty we attribute to our belief. Developing or becoming aware of a belief is not enough. You will be expected to put the substance of your belief into action. People act on that which they believe they know, trust, and in which they have confidence. In Christian religion, the creed articulates what is believed, but without deeply held faith, the creed has no hope of moving from text to action. In the religious context, faith is the motivation which differentiates between the person who only attends church on Sunday and the person who lives out a Christian world view throughout the week.

Correctional administrators tend to have a healthy skepticism born out of their years of experience. Even if not from Missouri, they commonly reflect a “show me” attitude. To move to a new course of action, representing some anticipated level of risk, requires more than impressive information or polished salesmanship. There must not only be substance, but there must be confidence the substance will not come back to hurt them.

Armed with belief and faith, at sometime during your career, you can expect to be confronted with the view expressed by James in his New Testament book, “In the same way, faith by itself, if it is not accompanied by action, is dead” (New York International Bible Society, 1978).

Ministry

This issue takes us to the third element of the spiritual dimension — ministry. Initially, this may seem like a strange word, yet I believe it conveys some of the passion and perspective desired to put belief and faith into action. This is particularly true for what Howard Gardner (1995) refers to as the “direct leader.” These are persons who, by and through personal involvement, move teams, organizations, or systems into action. They characteristically communicate their beliefs through stories with which the audience identifies and by which the audience is moved to adopt and act on the leader’s vision. These leaders “embody those stories” (Gardner, 1995). For that reason, personal integrity is a critical ingredient of their character. The lack of integrity leads to hypocrisy which in turn mutes the effectiveness of their message. Certain church denominations have long understood the power of this means of leadership and have relied on personal testimonies by some to move other parishioners to action.

Charles Handy (1994) maintains: “Leaders to be effective have to represent the whole to the parts and to the world outside. They may live in the center, but they must not be the center. To reinforce the common cause they must be the chief missionary, ever traveling, ever talking, ever listening.” Kathy Hawk Saw-

yer, Director of the Federal Bureau of Prisons (BOP), comes to mind as such a leader. Whether imparting the BOP vision to an institution’s staff, a warden’s conference, central office recall, or a meeting of the NIC Advisory Board, she is representing the whole to various parts of this huge organization. At the same time she gathers additional information from the operation of the organization which will be built into the verbal pictures she will describe to the Association of State Correctional Administrators, the Attorney General of the United States, or to a congressional committee.

As another example, Robert Rosen (1996) describes J. Kermit Campbell’s move from a group vice presidency at Dow Corning to President and Chief Executive Officer of the furniture manufacturing company Herman Miller. Accepting his position from Chairman Max DePree, who brought Herman Miller to prominence in the 1980s, brought a real challenge for Campbell. How would he communicate his vision of the whole to an internally-based company? Campbell set out to meet all 5,500 employees worldwide, and within the first three months in the office it is reported he had visited all but a handful of the company’s work stations.

To compliment this type of leadership ministry, there is likely to be a cross-fertilization by having key personnel move between the parts of the organization and between the parts and the center. While Handy (1994) cites Shell Oil and Club Med in his book, he might as well have been describing the BOP. The movement of key staff between institutions and institutions and central office have reinforced the beliefs about the BOP family culture, consistency of performance, and clear understanding the mission is in the field. This technique reinforces a consistency of the beliefs of leadership throughout the entire organization.

“The missionary task is not a role easily fulfilled by committee or by memorandum because logic makes few hearts beat faster and no one has ever followed a committee into battle” (Handy, 1994). People want a flesh and blood leader who demonstrates knowledge and passion of their business. Organizations are either growing or dying; they do not remain static for long. Leading by committee or memorandum are two symptoms of ill health.

Conclusion

What should be some of the results for leaders who hone the development of their personal spiritual dimension? There must be tangible, profitable payoffs from this approach to developing leadership or the process becomes a waste of time and money. No administrator, public or private, can afford to squander resources. Charles Manz and Henry Sims (1989) assert: “Indeed it is time to transcend the notion of leaders as heroes and to focus on leaders as hero makers. Is the spotlight on the leader or on the achievement of the followers?”

Campbell wants employees at Herman Miller to understand he is not the only source of answers in the company. In fact, he makes a point of letting people know when he does not have a ready answer to issues they have raised. He wants to encourage employees to take prudent risks in solving the problems they encounter. Through their successes they become self-leaders, expanding on Campbell’s vision and increasing corporate profitability. That’s right, a well developed spiritual dimension is highly compatible with improv-

ing the bottom line! This is true whether the bottom line is financial in the private sector or more effective service delivery for the public sector.

What the effective development of the spiritual dimension is not focused on producing is the “hero leader.” Manz and Sims (1989) dispel a commonly held myth about who the real leaders are: “In fact, the so-called charismatic or transformational leaders might be today’s smoothed-out version of the dictatorial, autocratic leaders of past generations — leaders who bend the will of others to their own, not by threat or fear, but by capitalizing on an artificial sense of the leader’s greatness or superiority.” These are individuals who look and sound good, while all the time they are working their agenda to the exclusion of anyone and anything else. These people are not capable of promoting the potential of their key staff because they are continuously grooming themselves. I suspect that some people readily come to mind as you think about this type of leader.

As in all endeavors, some people will strive to earn the acknowledgment of being a leader, with their motivation for fame or profit being focused on themselves. With some personal talent and technical skills they may achieve the type of success for which they think they strive. This is very different from the individual who recognizes the gift of personal talent as part of a call greater than self-promotion. For this person, the process of developing the spiritual dimension of leadership with its belief, faith, and ministry, may still be daunting. However, the achievement will seem very natural both to the leader and to those who must follow.

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REINVENTING PROBATION: A BRIEF HISTORY OF THE NATIONAL MOVEMENT AND A TEXAS INITIATIVE

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Huntsville, Texas

Introduction

For the past two years, probation practitioners who read publications peculiar to the profession and who attend meetings and conferences relating to community corrections have been exposed to information about a project to “reinvent” probation. More recently articles and opinion pieces have appeared in a number of leading newspapers — *The Wall Street Journal*, *New York Post*, and the *Christian Science Monitor* — about the reinvention movement, and on August 19, 1999, the Center for Civic Innovation at the Manhattan Institute in New York issued “*Broken Windows*” *Probation: The Next Step in Fighting Crime*, which provides a “blueprint” for a revitalized probation.

On August 22, 1999, in New York, members of the National Association of Probation Executives were treated to an exclusive presentation on the subject by Ronald P. Corbett, Jr., at the 1999 Annual Awards Breakfast. On the following day, those attending the 1999 Annual Institute of the American Probation and Parole Association also were exposed to information about the project.

This article, written from a personal perspective, is intended to provide a chronology of the project and to highlight the crucial role played by members of the National Association of Probation Executives. Too, the companion work in Texas to reinvent probation is also described.

The Probation Reinventing Project, an initiative driven by John J. Dilulio, Jr., formerly of Princeton University and now with the University of Pennsylvania, and who is affiliated with the Manhattan Institute in New York and Public/Private Ventures in Philadelphia, and Ronald P. Corbett, Jr., Deputy Commissioner of Probation for the Commonwealth of Massachusetts and a member of the faculty of the University of Massachusetts at Lowell, had its beginning in the mid 1990s.

In October 1995, Dilulio, the author of *Governing Prisons: A Comparative Study of Correctional Management* and a number of other books, monographs, and articles, served as a George J. Beto Chair Lecturer at Sam Houston State University, and during that time he and I had a lengthy discussion about probation’s future. Dilulio, known as a proponent of incarceration to promote public safety, was less than satisfied with probation’s mediocre role in the criminal justice system. It was his opinion that for many years probation had experienced a crisis in legitimacy and, like the rest of the criminal justice system, a crisis in leadership. During our conversation Dilulio asked who I thought were today’s leaders in

probation. While several probation administrators have assumed leadership roles in varying degrees, I offered him only one name — Ronald P. Corbett, Jr., of Massachusetts, then President of the National Association of Probation Executives. I chose Corbett because of his vision and commitment, and because he was and continues to be one of the most passionate spokesmen for the probation profession. Dilulio responded by saying that he knew of Corbett and that he might get in touch with him.

The Manhattan Institute: The Initial Meeting

In early 1997 I received a call from Corbett, which was not particularly unusual since I spoke with him on at least a weekly basis. This call, however, was exciting, because Dilulio had been in contact with him and, following a lengthy discussion about the state of probation, wanted to have a meeting at the Manhattan Institute, under the auspices of the Center for Civic Innovation, in New York, New York, to discuss “best practices” in the field of probation and to brainstorm about how to trigger or advance probation reinvention efforts in mid-sized and large cities. Corbett called to tell me that I would be invited to this meeting, along with a number of practitioners and academics.

The Manhattan Institute has been an important force in shaping American political culture. It has supported and publicized research on some of the most challenging public policy issues: taxes, welfare, crime, the legal system, urban life, race, and education. The Center for Civic Innovation, a division of the Manhattan Institute, exists to improve the quality of life in cities by shaping public policy and enriching public discourse on urban issues. It has sponsored the publication of books like Stephen Goldsmith’s *The Twenty-First Century City*, which offers a blueprint for saving America’s cities, and *Fixing Broken Windows: Restoring Order and Reducing Crime in our Communities*, by George Kelling and Catherine Coles, which introduced the theory widely credited with reducing the crime rate in New York and other cities.

On March 11, 1997, that meeting took place at the offices of the Manhattan Institute. In addition to Dilulio, Corbett, and me, the following were in attendance: Larry Anderson, Division Director of the Georgia Department of Community Corrections; Todd Clear, a Professor at Florida State University; Michael J. Cleary, an Assistant District Attorney for Philadelphia County; David Kennedy, a Professor at the Kennedy



John J. Dilulio, Jr., the driving force behind the reinventing probation initiative.

School at Harvard University; Richard A Kipp, Chief Probation Officer for Lehigh County in Pennsylvania; Rocco A. Pozzi, Director of the Westchester County Probation Department in New York and President of the American Probation and Parole Association; Ed Rhine, Deputy Director of the Ohio Department of Youth Services; and Jonathan Simon with New York University.

This meeting, facilitated by Dilulio, was informal in nature and allowed for a wide range of free-flowing ideas. Discussed were the perceived problems with probation and possible strategies on how community corrections might be improved. The primary purpose of this meeting was for Dilulio to learn if probation practitioners were willing to acknowledge that not all was well with the profession and to determine if there was sufficient support for a reinventing effort. An affirmative response was received to both questions and, as a result, Dilulio indicated that he was willing to commit his time and resources to this project.

At the conclusion of the meeting, Dilulio encouraged those in attendance to give additional thought to the subject and said that he would be in touch with us for additional comments. Subsequent conversations with Dilulio confirmed his support of the project. It was also during these conversations that Dilulio indicated that Corbett would be spearheading the Reinventing Probation Project with him.

It is important to note that had not Corbett encouraged Dilulio to take on this project, assuring him that community corrections practitioners were willing and able to embrace change, the resources to drive this initiative would never have become available.

The Correctional Management Institute of Texas: Bringing the Message to Texas

Because of the perceived importance of what appeared to be developing, coupled with the fact that Texas had one of the largest probation populations in the United States, I invited a group of adult and juvenile probation administrators to Huntsville on July 2, 1997, to be briefed on what was happening nationally and to determine if there was sufficient interest and support to replicate the movement in Texas. Also attending this meeting, held under the auspices of the Correctional Management Institute of Texas at Sam Houston State University, was J. Richard Faulkner, Jr., a Community Corrections Specialist with the National Institute of Corrections. Faulkner brought to the meeting a national view of some of the promising practices in probation.

Following this initial Texas meeting, the Texas Reinventing Probation Strategy Group (TRPSG) was formed to carry the project forward. Because of varying degrees of interest, coupled with changes in jobs, TRPSG underwent some modifications in its membership. For the past year, however, TRPSG has been comprised of the following members, many of whom have held or are holding leadership positions in professional corrections organizations:

Texas Reinventing Probation Strategy Group

Elmer E. Bailey, Director, Harris County Juvenile Probation Department, and former President of the Texas Corrections Association

Nancy Powell Bartlett, Consultant and Trainer, Governor’s Center for Management Development
Dan Richard Beto, Director, Correctional Management Institute of Texas, and Vice President of the National Association of Probation Executives, a member of the Board of Directors of the American Probation and Parole Association, and a former President of the Texas Probation Association

Melvin Brown, Jr., Director of Probation Services for Montgomery County, and a member of the Delegate Assembly of the American Correctional Association and former President of the Texas Corrections Association and the Texas Probation Association

Carey D. Cockerell, Director, Tarrant County Juvenile Services, and a member of the Board of Directors of the Texas Probation Association and a former Vice President of the Texas Corrections Association

Ron R. Goethals, Director, Dallas County Community Supervision and Corrections Department, and a member of the Board of Directors of the National Association of Probation Executives and the American Probation and Parole Association

Todd Jermstad, Staff Counsel, Bell/Lampasas Counties Community Supervision and Corrections Department

James M. Martin, Jr., Chief Juvenile Probation Officer for Jefferson County, and a member of the Board of Directors of the Texas Probation Association

Arlene Parchman, Director, Brazos County Community Supervision and Corrections Department, and former Vice President of the Texas Probation Association and a former member of the Board of Directors of the National Association of Probation Executives

Vicki Spriggs, Director, Texas Juvenile Probation Commission

Robert D. Thomas, Director, McLennan County Community Supervision and Corrections Department and former Treasurer of the Texas Probation Association

Larry Tinsley, Director, Bell/Lampasas Counties Community Supervision and Corrections Department
Rick Zinsmeyer, Director, Williamson County Community Supervision and Corrections Department, and a member of the Board of Directors of the American Probation and Parole Association and former President of the Texas Corrections Association

The efforts of TRPSG traced the work of the national Reinventing Probation Project and complemented its efforts. In addition, as noted later in this historical review, TRPSG also developed its own agenda.

Public/Private Ventures: Phase Two of the Project

On May 5-6, 1998, the national group, with significant revisions in its membership, was invited by Dilulio on behalf of

Public/Private Ventures to meet in Philadelphia, Pennsylvania, to advance the reinventing movement by developing a strategic plan.

Philadelphia based Public/Private Ventures is a national nonprofit organization; its mission is to improve the effectiveness of social policies, programs, and community initiatives by its program design, technical assistance, policy analysis, and evaluation work. In carrying out its mission, Public/Private Ventures works with philanthropies, the public and business sectors, and other nonprofit organizations.

The membership of what was to become known as the Reinventing Probation Council (RPC) included the following:

Reinventing Probation Council

Ronald P. Corbett, Jr., Ed.D., Chairman; Deputy Commissioner, Office of Commissioner of Probation, Commonwealth of Massachusetts; and past President, National Association of Probation Executives

Dan Richard Beto, Director, Correctional Management Institute of Texas; and Vice President, National Association of Probation Executives

Brian Cohn, Deputy Chief Probation Officer, Philadelphia Juvenile Court

John J. Dilulio, Jr., Ph.D., Senior Fellow, Manhattan Institute; Member, Board of Directors, Public/Private Ventures; and Professor, University of Pennsylvania

J. Richard Faulkner, Jr., Community Corrections Specialist, National Institute of Corrections

Bernard L. Fitzgerald, Chief Probation Officer, Dorchester District Court

Irwin Gregg, Deputy Chief Probation Officer, Philadelphia Juvenile Court

Norman Helber, Chief Probation Officer, Maricopa County Adult Probation Department; past President, American Probation and Parole Association; and member, National Association of Probation Executives

Gerald R. Hinzman, Director, Iowa’s Sixth Judicial District Department of Correctional Services; and member, Board of Directors, National Association of Probation Executives

Robert Malvestuto, Co-Chief Probation Officer, Philadelphia County Adult Probation Department; and member, National Association of Probation Executives

Mario Paparozzi, Ph.D., Assistant Professor, College of New Jersey; and President, American Probation and Parole Association

John Perry, Director of Planning, Vermont Department of Corrections

Rocco A. Pozzi, Commissioner, Westchester County Probation Department and Department of Corrections; past President, American Probation and Parole Association; and member, National Association of Probation Executives

Edward E. Rhine, Ph.D., Chair, Ohio Release Authority; and member, National Association of Probation Executives

Two subsequent meetings were held during the year, the first on August 3-4, 1998, in Boston, Massachusetts, and the second on December 10-11, 1998, in Philadelphia. In addition, as the project moved closer to achieving the goals of its initial strategic plan, another meeting was held in Philadelphia on May 5-7, 1999.

The plan ultimately developed by the RPC — referred to as “The Six Ps” — included: 1) identifying the Problem; 2) embracing a Process; 3) developing a Product; 4) Piloting the product; 5) Publishing the message; and 6) developing Partnerships to promote a reinvented probation model.

Problem

What are some of the problems facing the field of probation today? In the view of the national group, they include the following:

- The profession suffers from “fortress” or “bunker” probation, where officers spend far too much time in their offices and not enough time supervising offenders where then live, work, and recreate;
- As evidenced by crime polls, there is a lack of public confidence in probation as a correctional sanction;
- Probation is not visible in the community; it is truly the “secret service” of the criminal justice system;
- Conditions of probation are not rigorously enforced;
- There exists an insufficient emphasis on probation’s role in promoting public safety;
- Probation has failed to develop real interagency cooperation and partnerships;
- There is far too much emphasis on paperwork, where officers spend more time justifying their existence instead of doing their jobs;
- Probation, like the rest of the criminal justice system, lacks focus and lacks leadership; too much time is spent on crisis management rather than on strategic planning;
- There exists no clear cut set of values for probation;
- Probation does not enjoy a successful marketing strategy, primarily because it does not have a product to market; and finally,
- Probation is not “at the table” when criminal justice policy is crafted.

Guided by these identified problems, the national group embraced a process to reinvent probation.

Process

On the national level, the process adopted by the group was fairly simple and included:

- Identifying “best practices”;
- Clarifying what probation really is and what it ought to be;
- Learning from “community policing,” whatever that may be in a given jurisdiction;
- Determining how to bring about change;
- Developing a strategic plan to advance a reinvented probation; and
- Generating support from a wide array of individuals, organizations, and groups.

In Texas, the process involved the creation of the Texas Reinventing Probation Strategy Group to advance a new product.

Product

The product envisioned by the national group is an aggressive probation that includes the following components:

- ▶ A system that is driven by clear cut values;
- ▶ An emphasis on public safety first;
- ▶ "Beat" probation, where supervision is delivered in the neighborhoods and community rather than in the office;
- ▶ Meaningful supervision, a strong enforcement of the conditions of probation, and a rapid response to violations;
- ▶ True partnerships developed with police, the courts, treatment providers, and other social service agencies;
- ▶ An embrace of faith based initiatives, a relatively untapped resource;
- ▶ A rational allocation of resources, where the focus is on problem areas; and
- ▶ Fully embracing a "war room" mentality when dealing with the criminal element, employing available technology, such as geomapping and satellite tracking.

In Texas, issues paralleling those identified by the RPC came to the forefront. Those issues, designed to create a meaningful product, were:

- ▶ An emphasis on public safety first;
- ▶ Offender assessment, leading to a rational allocation of resources;
- ▶ Meaningful supervision and a more rigorous enforcement of the conditions of probation;
- ▶ Accountability, both for the offender and the department;
- ▶ A rational approach to data collection; and
- ▶ Avoidance of the "stupid factor" in delivering probation services.

Guided by Corbett's terminology, the product developed, whether it be in Texas or elsewhere in the United States, must be "sensible, sustainable, simple, and sellable."

Pilot

When the project began, Dilulio indicated that he wanted Philadelphia to be the site to pilot the product. More recently, interest in the project has been expressed by New York City Probation Commissioner Raul Russi and Mayor Rudolph Giuliani. Too, Jay Carver, Trustee of the Court Services and Offender Supervision Agency in Washington, D.C., has indicated a strong interest in implementing the design suggested in *"Broken Windows" Probation: The Next Step in Fighting Crime*.

On the Texas front, Larry Tinsley and Todd Jermstad with the Bell/Lampasas Counties Community Supervision and Corrections Department have undertaken a pilot project for the reinvention of probation. Committees have been created to address the problems identified and strategies undertaken to produce a new and improved probation system. In addition, several members of TRPSG have begun efforts to bring about changes in their departments.

Publish

In the past two years articles have appeared in a number of publications advocating a reinvented probation, in which some of the factors found in the "product" section of the strategic plan have been highlighted. Some of the practitioner publications targeted for articles on reinventing themes have been *Perspectives, Correctional Management Quarterly, Federal Probation, Executive Exchange, and Texas Probation*. In addition, *The Wall Street Journal, Newsweek, and The Brookings Review* have devoted space to reinventing articles.

These efforts to promote the reinvented probation model through publications will continue for the foreseeable future.

In addition to publishing, members of the RPC and the TRPSG are making themselves available for speaking engagements to further advance the cause.

Partners

Crucial to the success of this endeavor is the development of partnerships by probation to support and promote this new model. Obvious early partners included the Manhattan Institute and Public/Private Ventures, which provided the resources to initiate this project. Other partners included the National Association of Probation Executives, Correctional Management Institute of Texas, National Institute of Corrections, and the Texas Reinventing Probation Strategy Group. More recently, the American Probation and Parole Association came on board.

It is Difulio's desire, a desired shared by RPC members, to increase our partners to include national foundations, think tanks, organizations comprised of prosecutors, mayors, and governors, and influential individuals.

Conclusion

The first phase of the Reinventing Probation Project — that dealing with identifying the problems and developing a corrective strategy — has concluded. Now it is time for phase two — dissemination and discussion of the report, identification of other exemplary and promising programs, and implementation of the blueprint found in *"Broken Windows" Probation: The Next Step in Fighting Crime*.

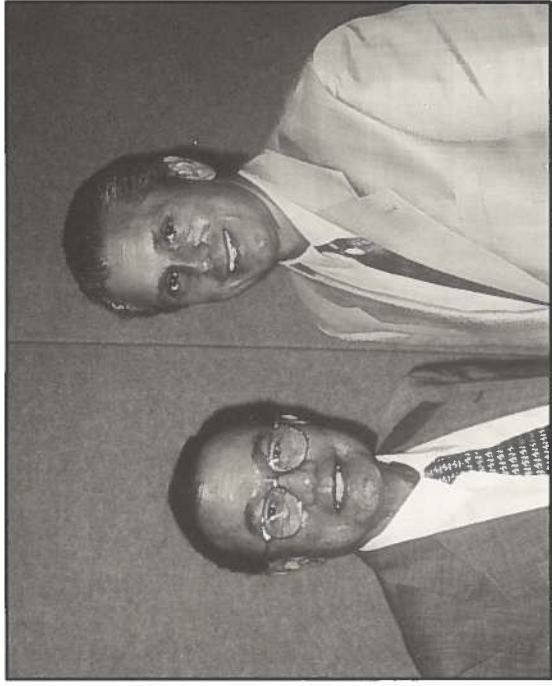
In order for probation to be at the table when criminal justice policy is developed, and for probation to get its fare share of the correctional dollar, it is incumbent on all community corrections professionals to accept responsibility for the performance of their programs and supervision strategies, explore new ideas heretofore alien to their method of operation, actively combat the *status quo* mentality, and assume true leadership roles. The talent certainly exists within the National Association of Probation Executives to assure that this new probation model becomes a reality.

ASSOCIATION ACTIVITIES

NEW YORK CITY EVENTS
ENJOY LARGE ATTENDANCE

On Saturday, August 21, 1999, approximately 100 community corrections professionals attended the NAPE reception held at the Marriott Marquis in New York, New York. This reception was cosponsored by corporate member **Corrections Software Corporation**.

Over 50 NAPE members and guests attended the Annual Awards Breakfast on Sunday, August 22, 1999, where **Rocco A. Pozzi** was presented the 1999 Sam Houston State University Executive of the Year Award by **Rolando V. del Carmen**, Distinguished Professor of Criminal Justice at Sam Houston State University.



Pictured, from left to right: Rolando V. del Carmen, Distinguished Professor of Criminal Justice at Sam Houston State University, and Rocco A. Pozzi, Commissioner of Probation and Corrections in Westchester County, New York, and the recipient of the 1999 Executive of the Year Award.

During the breakfast, cosponsored by new corporate member **Roche Diagnostics**, those in attendance heard two exclusion presentations, one from del Carmen and the other from **Ronald P. Corbett, Jr.**, Deputy Commissioner of Probation for Massachusetts and Chairman of the Reinventing Probation Council, both touching on various aspects of "reinventing probation." It was at the NAPE breakfast that the publication by the Reinventing Probation Council, *"Broken Windows" Probation: The Next Step in Fighting Crime*, was first released to the community corrections profession.

Also contributing to the reinventing discussion were: **Mario A. Paparozzi**, President of the American Probation and Parole Association and Assistant Professor at the College of New Jersey; **Norman Helber**, Chief Adult Probation Officer for Maricopa County, Arizona; **Pozzi**, Commissioner of Probation and Corrections for Westchester County, New York; and **Gerald R. Hinzman**, Director of the Sixth Judicial District Department of Correctional Services in Iowa.

NAPE PRESENCE STRONG AT
APPA ANNUAL INSTITUTE

During the 24th Annual Institute of the American Probation and Parole Association, held in New York City on August 22-25, 1999, NAPE sponsored an intensive session and five workshops on the Executive Track.

On the morning of Monday, August 23, 1999, the first NAPE sponsored workshop took place. Its topic was "Reinventing Community Supervision: A Roundtable Discussion," and had as its presenters: **Mario A. Paparozzi**, APPA President and Assistant Professor at the College of New Jersey; **John J. Difulio, Jr.**, Professor at the University of Pennsylvania and who is affiliated with the Manhattan Institute and Public/Private Ventures; **Mike Lawlor**, a State Representative from Connecticut; and **Ronald P. Corbett, Jr.**, Deputy Commissioner of Probation for Massachusetts.

On Monday afternoon two NAPE sponsored workshops were held. A spillover crowd attended "Emerging Legal Issues Having Impact on Probation and Parole Administrators," a workshop conducted by **Rolando del Carmen**, Distinguished Professor of Criminal Justice at Sam Houston State University; serving as moderator for this workshop was NAPE Board Member **Ron R. Goethals**, Director of the Dallas County Community Supervision and Corrections Department in Texas. The other NAPE sponsored workshop for the day was "Results Driven Management: Designing an Integrated Model for Community Corrections," and had as presenters **William D. Burrell**, Chief of Supervision Services for the New Jersey Administrative Office of the Courts, and **Mary E. Irven**, Probation Section Supervisor with the same agency. Serving as moderator was **Peter Brill**, Mercer County Chief Probation Officer in New Jersey.

On Tuesday, August 24, 1999, two additional NAPE sponsored workshops took place. The first of these was "Coming in from the Outside," and featured an impressive panel of presenters: **Jay Carver**, Trustee of the Court Services and Offender Supervision Agency for the District of Columbia; **Michael C. Jordan**, Chief of the Luzerne County Adult Probation and Parole Department in Pennsylvania; and **Raul Russi**, Commissioner of Probation for the City of New York. **Dan Richard Beto**, Director of the Correctional Management Institute of Texas at Sam Houston State University and NAPE Vice President, was the workshop's moderator. The second workshop, facilitated by Corbett, included a panel of community corrections administrators discussing "Surveying Probationer and Employee Opinion." Panelists included Goethals; **Robert L. Bingham**, NAPE President and Oakland County Family Division Administrator in Michigan; and **Gerald R. Hinzman**, Director of the Sixth Judicial District Department of Correctional Services in Iowa and a NAPE Board Member.

In addition to the workshops sponsored by NAPE, a number of the Association's members served as presenters in other workshops. NAPE members who contributed to the APPA Institute by serving as presenters and moderators included **Michael K. Brown** of New Hampshire, **Robert J. Burns** of New York, **Robert Czaplicki** of New York, **Lawrence T. Jablecki** of Texas, **Todd Jermstad** of Texas, **Nancy M. Lick** of New York, **Alan M. Schuman** of Virginia, **Faye Taxman** of Maryland, **Scott Taylor** of Oregon, and **Cheryl K. Townsend** of Arizona.

Finally, the New York Host Committee, which did an excellent job in making the APPA Institute a success, had several NAPE members, including Pozzi, Russi, and Vincent Iaria, Director of the Suffolk County Probation Department.

NAPE MEMBERSHIP AT RECORD HIGH

As of August 9, 1999, as reported at the NAPE Board of Directors meeting in New York, the Association had 182 individual members, six organizational members, and one corporate member.

In terms of individual membership, there was an increase of 39 members since a year ago. The states with the largest concentration of members are as follows: Pennsylvania (23), California (21), Texas (21), New York (15), Arizona (13), and Illinois (11). NApe has representatives in 39 states, three more than last year.

Of the six organizational members, three are from Texas, and one each from the states of Michigan, Nevada, and Oregon. The single corporate member is from Texas.

During the NAPE events in New York, additional community corrections administrators joined or expressed interest in joining. In addition, two potential corporate members expressed a willingness to join the Association. It would not be unrealistic to expect the individual membership to exceed 200 by the end of 1999.

CHANGES ON THE BOARD

This summer, due to a reorganization within his agency and new duties, **Robert J. Bosco** of Connecticut, a long time member of NAPE whose contributions to the Association have been significant, resigned from the Board of Directors as the New England Region Representative.

During the Board of Directors meeting in New York on August 22, 1999, the Board unanimously voted to appoint **Nanci Lee Mary Bouchard** of Maine to fill the remainder of the unexpired term. Bouchard is the Associate Commissioner for Adult Community Corrections with the Maine Department of Corrections.

NEWS FROM THE FIELD

NATIONAL STAFF SAFETY TRAINING ACADEMY COMPLETES FIFTH PROGRAM IN HUNTSVILLE

On July 5-10, 1999, the National Staff Safety Training Academy held its fifth week-long program on Officer Safety Training for Trainers at the George J. Beto Criminal Justice Center in Huntsville, Texas. This program, which has been in existence for over two years, is the product of the National Institute of Corrections and is co-sponsored by the Correctional Management Institute of Texas at Sam Houston State University. **J. Richard "Rick" Faulkner, Jr.**, who has made probation and parole officer safety his life's work, is the program's coordinator.

Participants from all over the United States have been invited to attend this highly successful program. In this most recent class, community corrections professionals from Alabama, Connecticut, Illinois, Indiana, Kansas, Massachusetts, Montana, Nebraska, Nevada, New Hampshire, New York, North Carolina, Oregon, Texas, and Wisconsin were in attendance.

NEW NAPE WEB SITE

The National Association of Probation Executives has a new web site address on the Internet. The new address is www.napehome.org. Sections of the web site are under construction. Corporate member **Corrections Software Corporation** maintains the site and has ambitious plans to make our electronic address more meaningful.

GUEST EDITORS NAMED FOR EXECUTIVE EXCHANGE

During the Board of Directors meeting in New York, several persons volunteered to serve as guest editors of *Executive Exchange* for the next four issues: **Cheryl K. Townsend**, Fall 1999; **Robert L. Bingham**, Winter 2000; **Gerald R. Hinzman**, Spring 2000; and **Dan Richard Beto**, Summer 2000.

Members desiring to contribute articles to these issues or who would like to volunteer to serve as a guest editor for future issues are encouraged to contact **Christie Haney** at the secretariat; her address is as follows:

Christie Haney
NAPE Secretariat
Correctional Management Institute of Texas
George J. Beto Criminal Justice Center
Sam Houston State University
Huntsville, Texas 77341-2296

In addition, she may be reached at (409) 294-3757 (voice), (409) 294-1671 (fax), or at her e-mail address of icc_cxh@shsu.edu.

Executive Exchange is always interested in receiving news items about NAPE members and their agencies. In addition, members are encouraged to submit articles on community corrections issues for publication consideration.

Academy faculty members, all experts in staff safety issues, included: **Robert L. Thornton**, Supervising U.S. Probation Officer in Tacoma, Washington; **James F. Burgess**, Training Coordinator with the Virginia Academy for Staff Development in Crozier, Virginia; **R. Scott Schlechter**, Supervising Probation Officer for the Lehigh County Adult Probation and Parole Department in Allentown, Pennsylvania; and **Ronald G. Schweer**, Senior U.S. Probation Officer in Topeka, Kansas. In addition to the peer faculty, **Rolando V. del Carmen**, Distinguished Professor of Criminal Justice at Sam Houston State University, spoke to the participants on liability issues.

On-site managers for the Academy were **Dan Richard Beto**, Director of the Correctional Management Institute of Texas, and **Christie Haney**, Assistant to the Director of the Institute and manager of secretariat services for the National Association of Probation Executives.

This particular program brings to an end, for the foreseeable future, the Officer Safety Training for Trainers component of the National Staff Safety Training Academy. The next phase of the

Academy will focus on safety issues for managers and administrators.

PROBATION DEPARTMENT ASSISTS IN PRESERVING HISTORIC HOUSE

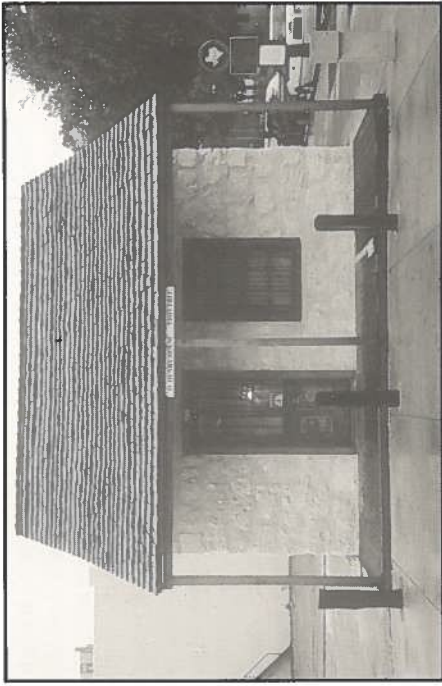
An Associated Press article appearing in the May 30, 1999, issue of the *Houston Chronicle* reflects that NAPE member **L. Caesar Garcia**, Director of the Bexar County Community Supervision and Corrections Department in San Antonio, Texas, joined forces with county, city, and civic leaders to save the house of turn-of-the-century author **O. Henry**.

The writer, whose real name was William Sydney Porter, rented the house and worked in it in 1895 while writing columns and editing the San Antonio section of his newspaper, the *Rolling Stone*.

In 1898, the author was convicted of embezzlement from an Austin, Texas, bank where he was a teller and was sentenced to serve three years in the Texas Prison System. After his sentence, Porter moved to New York City, where he masked his past with the new name **O. Henry** and found his fortune with such classics as *The Gift of the Magi*. He died in 1910.

Several of **O. Henry's** stories, including *A Fog in Santone*, *The Higher Abdication*, and *Hygeia at the Solito*, are set in San Antonio. The house, originally located in downtown San Antonio, was moved to the grounds of the Lone Star Brewery over three decades earlier and set up as a tourist attraction. After the brewery closed in 1997, the house was abandoned. The house subsequently came under the control of seventh-generation Texan **David Carter**, a retired San Antonio attorney, who led the restoration project to move the house from the Lone Star Brewery to downtown San Antonio.

Restorers have furnished the house with Victorian-era pieces, including a table **O. Henry** is thought to have used while living on a ranch near Cotulla, Texas. Pictures and newspaper accounts about the author hang on the walls of this two-room house.



The *O. Henry house* located on the parking lot of the Bexar County Community Supervision and Corrections Department in San Antonio, Texas.

Garcia found space for the relocated building on the corner of his office's parking lot, the site of a cantina where the author frequently drank. Several members of the Bexar County Boot Camp, a rehabilitation program for youthful offenders, helped with reconstruction efforts on the house.

Some probationers convicted of nonviolent, nondrug offenses and ordered to perform community service will start work as docents, giving free tours of the house while telling visitors about **O. Henry**.

RETIREMENTS

Since the last issue of *Executive Exchange*, several members of the Association have retired.

In June 1999 **David A. Savage**, Deputy Secretary of the Washington Department of Corrections and a past President of the Association, retired. **Kevin Dooley**, Director of the Probation and Parole Division of the New Mexico Department of Corrections, retired in July 1999.

Also retiring this summer were **W. Roland Knapp**, Director of the Maryland Division of Parole and Probation, **Eugene G. Larson**, Administrator for Field and Community Services for the Idaho Department of Corrections, and **Deanne Rogers**, Director of the Fort Bend County Community Supervision and Corrections Department in Texas.

Finally, **Morris E. Easley, Jr.**, Director of the Louisiana Division of Probation and Parole, retired this summer.

With these retirements, well over a century of experience has left the field of community corrections. The Association congratulates them on their years of service and wishes them well in the new phase of their lives.

BENJAMIN RECOGNIZED

Stephen K. Benjamin, Director of Probation, Parole, and Pardon Services for South Carolina, was recognized as the Young Lawyer of the Year by the National Bar Association, the nation's largest minority legal organization. The award was presented to Benjamin on July 27, 1999, in Philadelphia, Pennsylvania, at the organization's 74th annual convention.

"I am humbled and honored to receive this award from the National Bar Association," Benjamin said. "For 74 years this organization has tirelessly advanced the legal profession and the cause of civil and human rights for all Americans. I am proud to be a member."

The National Bar Association is the nation's oldest and largest national association of predominately African American lawyers and judges. It has 87 affiliate chapters throughout the United States, Canada, England, Africa, and the Caribbean and represents a professional network of over 17,000 lawyers, judges, educators, and law students.

Benjamin was appointed by South Carolina Governor **Jim Hodges** as Director of the South Carolina Department of Probation, Parole, and Pardon Services in January 1999. Prior to accepting this post, Benjamin served as Regional Manager of Public Affairs for International Paper. Before joining International Paper, Benjamin was Manager of Corporate Affairs at Carolina Power and Light Company, and was also associated with the McNair Law Firm in Columbia, one of the state's most influential law firms, where his practice emphasized legislative, health care, and state procurement matters.

Benjamin received a bachelor's degree in political science from the University of South Carolina in 1991; three years later he was awarded a law degree from the University of South Carolina School of Law. In addition, shortly after being appointed to his current position, Benjamin participated in the

Executive Development Program for new probation and parole executives, a project of the National Association of Probation Executives, National Institute of Corrections, and the Correctional Management Institute of Texas at Sam Houston State University.

As a member of Governor Hodges' cabinet, Benjamin oversees an agency with an annual budget of \$41 million that employs 950 people and supervises 36,000 offenders on parole or probation.

CHANGES IN ATTITUDE, CHANGES IN LATITUDE

Veronica Ballard, former Director of the Parole Division of the Texas Department of Criminal Justice, has been named Chief Probation Officer for Cook County, Illinois. She assumed her new duties on September 13, 1999.

Ballard attended the Executive Development Program for new probation and parole executives, a joint initiative of the National Association of Probation Executives, National Institute of Corrections, and the Correctional Management Institute of Texas at Sam Houston State University.

SECRETARIAT NEWS

On August 15, 1999, Christie Haney, who manages secretariat services for the National Association of Probation Executives (NAPE) and the Texas Probation Association (TPA), earned a Master of Business Administration (MBA) degree from the College of Business at Sam Houston State University in Huntsville, Texas. In addition, Haney, who has served as the Administrative Assistant for Dan Richard Beto, Director of the Correctional Management Institute of Texas, since 1994, was promoted to the position of Project Coordinator.

In commenting on Haney's recent achievement, Beto said that he was "extremely proud" of her, noting that she earned the MBA degree while working full time. Too, he said that he was pleased that the Dean of the College of Criminal Justice and the University's President agreed to her promotion, which was "well deserved."

Haney will continue to provide secretariat services for NAPE and TPA and play a significant role in coordinating the Executive Development Program for new probation and parole executives.

NAPE MEMBERS SWEEP APPA ELECTIONS FOR POSITIONS ON THE EXECUTIVE COMMITTEE

The American Probation and Parole Association (APPA) recently held elections for the positions of President-Elect, Vice President, Secretary, and Treasurer. These four key positions were filled by members of the National Association of Probation Executives (NAPE). Newly elected members, who will serve two year terms, include Kathy Waters of Oklahoma, President-Elect; Andrew Molloy of Virginia, Vice President; Dot Faust of Iowa, Secretary; and Scott Taylor of Oregon, Treasurer.

In addition, NAPE member Ray Wahl of Utah will serve as President of APPA for the next two years.

Finally, NAPE member Rick Zinsmeyer of Texas was elected to the Executive Committee as a Regional Representative during the Board of Directors meeting on August 25, 1999.

Congratulation to these community corrections professionals for their willingness to assume leadership positions in APPA.

FOCUS ON ACCOUNTABILITY: BEST PRACTICES FOR JUVENILE PROBATION

The Office of Juvenile Justice and Delinquency Prevention (OJJDP) announces the availability of *Focus on Accountability: Best Practices for the Juvenile Court and Probation*. The 14 page Juvenile Accountability Incentive Block Grant (JAIBG) Program Bulletin was written by Megan Kurkychek, Research Associate, Patricia Tobet, Senior Research Associate, and Melanie Bozynski, Research Assistant, with the National Center for Juvenile Justice.

The juvenile court and probation department are central components of the juvenile justice system. Accordingly, if they are to hold juvenile offenders accountable for their delinquent acts, accountability must be integrated into every aspect of the juvenile court and probation process. This bulletin provides helpful information on how to do just that, setting forth what is entailed in holding offenders accountable, detailing the roles of the juvenile court and probation department, identifying key elements of programs that promote accountability, and describing effective community-based initiatives.

The JAIBG Program affords juvenile courts and probation departments new opportunities to strengthen the Nation's juvenile justice system and renew public confidence in the administration of justice by holding offenders accountable. This bulletin will assist local efforts to promote accountability.

Focus on Accountability: Best Practices for the Juvenile Court and Probation (NCJ 177611) is available free from the Juvenile Justice Clearinghouse (JJC). Please use the document number when ordering. Hard copies may be ordered by sending an e-mail request to puborder@ncjrs.org or by writing JJC at Box 6000, Rockville, Maryland 20849-6000. Interested parties may also call JJC at 1-800-638-8736 to speak with a publications specialist to request the document. This bulletin is also available online at www.ncjrs.org/jjicour.htm#177611.

SHSU AND MADD JOIN FORCES TO CREATE THE NATIONAL INSTITUTE FOR VICTIM STUDIES

With violent crime becoming a frequent reality — on America's roadways and in schools, office buildings, and now in community centers — Sam Houston State University (SHSU) in Huntsville, Texas, and Mothers Against Drunk Driving (MADD) announced the creation of the National Institute for Victim Studies (NIVS) on the steps of the City Hall in Houston on August 17, 1999.

Located at the SHSU campus in Huntsville, NIVS will meet the growing need for quality higher education, professional training, certification, and research in crime victims studies and services. NIVS will serve students and professionals in health care, social services, and criminal justice who may assist or interact with victims of drunk driving, domestic violence, sexual assault, child abuse, homicide, hate crimes, and other violent crimes.

"NIVS will focus on both basic and applied research in order to provide an empirical foundation for addressing the needs of crime victims and to identify ways to improve the administration of victim service delivery," said Raymond Teske, Director of NIVS and a professor of criminal justice at SHSU. The Institute merges the expertise of the country's largest victim assistance organization and Sam Houston State University with its world renowned College of Criminal Justice.

"The Institute will help us as a nation to create a quality, seamless service delivery system to violent crime victims," said Karolyn Nunnallee, President of MADD. In 1998 there were 31 million criminal victimizations in America, according to the U.S. Department of Justice National Crime Victimization Survey. "These numbers make clear the need for the new Institute," added Nunnallee, who made her remarks at the Houston news conference flanked by SHSU officials, a Littleton youth minister who works with Columbine High School victims, an Oklahoma City bombing victim, members of the judiciary, and representatives from the Houston Area Women's Center and other advocacy groups.

The Institute's three-prong mission included: 1) providing an academic foundation for people choosing a profession in victim services or one that will put them in contact with victims of crime; 2) offering professional training on campus and off-site for direct service providers, program administrators, and working professionals who interact with crime victims; and 3) leading research projects to expand knowledge and understanding of violent crime victim issues. In addition, NIVS may help develop national standards for certification of victim assistance professionals, now offered only in South Carolina and Ohio.

SHSU currently offers courses on child abuse and neglect, family violence, and victimology. Professional training opportunities will address such topics as: creating safe environments and defusing dangerous situations in a variety of locations; administration skills; and working as a "solo" victim advocate. Serving as a university-wide program, the Institute's offices are housed in the George J. Beto Criminal Justice Center.

While two other institutions of higher education offer undergraduate degrees in victim studies, the growth of victim assistance programs over the last two decades has triggered a need for more education, training, and research in this area. "Through higher education such as that being offered by the new Institute at SHSU, we can make certain that the voices, experiences, and needs of victims receive legitimate standing," said Marsha Knight, an Oklahoma City bombing victim.

For more information about the National Institute for Victim Studies at Sam Houston State University, call (409) 294-4295.

ACA HONORS COMMUNITY CORRECTIONS PROGRAM

On August 8, 1999, the American Correctional Association (ACA) recognized the Oakland County Youth Assistance Program in Pontiac, Michigan, with the "1999 Exemplary Offender Program Award" at the 129th Congress of Correction in Denver, Colorado. Receiving the award on behalf of the department was Kalvin Engelberg, Chief of the Youth Assistance Program.

The Youth Assistance Program is administered under the auspices of the Family Division of the Oakland County Probate Court and Circuit Court. The Family Division Administrator is Robert L. Bingham, President of the National Association of Probation Executives.

The mission of the Youth Assistance Program is to strengthen youth and families and to recuse the incidence of delinquency, abuse, and neglect through volunteer involvement. Established in 1953, the program currently has 1,000 volunteers, 60 municipalities, 28 school districts, and 50 staff members working together to achieve the mission. Components of the program include casework services, family education, mentoring, skill building, structured recreation, camping, and youth recognition.

PAROLE POSITION AVAILABLE IN TEXAS

The Texas Department of Criminal Justice is accepting applications for the position of Director of the Parole Division. The position will be headquartered in Austin, Texas, and the advertised salary is up to \$80,004 annually.

Minimum qualifications include: a bachelor's degree from a college or university accredited by an organization recognized by the Council for Higher Education Accreditation, with major course work in public administration, criminal justice, government, business administration, or a related field preferred; and eight years full-time, wage-earning experience in public administration in a state agency or large organization, at least four years of which must include experience involving the management of a major division or program. Each year of experience in excess of the required eight years may substitute for thirty semester hours of college on a year-for-year basis.

Applicants must submit a State of Texas Application for Employment to the following:

Jan Thornton
Human Resources Headquarters
Texas Department of Criminal Justice
3009 Highway 30 West
Huntsville, Texas 77340

Applications must be received by October 4, 1999, at 5:00 p.m. A complete job description and all application forms may be obtained at the above address. Resumes will not be accepted. Additional information may be obtained by calling (409) 437-3142.

The Texas Department of Criminal Justice is an equal opportunity employer.

BJS RELEASES PROBATION AND PAROLE DATA

In August 1999 the Bureau of Justice Statistics (BJS), a division of the U.S. Department of Justice, released the latest figures on the probation and parole populations in the United States. Of the estimated adult correctional population of 5,890,300, a total of 3,417,613 (58%) offenders were on probation and 704,964 (12%) were on parole.

Contained in this report are the numbers of offenders on probation and parole at year end 1998 and a comparison of the totals with year end 1997 and 1990 figures. Demographic infor-

Executive Exchange

mation is also provided, as well as information concerning the success and failure rates.

Nearly one million offenders being supervised in the community in1998, or about one in four probationers and parolees, were in Texas and California. Texas led the Nation with 555,780 offenders on probation and parole, followed by California with 435,044. Texas also led the Nation with the largest percentage of its adult population under community supervision (3.9% at year end 1998), followed by Delaware and Washington, each with 3.6%. Twelve states reported fewer than 1% of their adult populations were on probation or parole. West Virginia had the lowest rate of supervision in the community (521 offenders per 100,000 adults).

This report and related statistical data, in portable document format, are available at the BJS web site on the Internet at www.ojp.usdoj.gov/bjs/.

MARICOPA COUNTY ADULT PROBATION DEPARTMENT HONORED AT APPA

The Maricopa County Adult Probation Department in Phoenix, Arizona, was the recipient of the President's Award at the 24th Annual Institute of the American Probation and Parole Association in New York. In presenting the award on August 23, 1999, APPA President Mario Paparozzi noted that the Maricopa County Adult Probation Department has developed an innovative, responsive approach to the community, which is reflected in its mission statement: "To enhance the safety and well being of our neighborhoods."



Norman Helber, Chief Adult Probation Officer for Maricopa County, Arizona, pictured with the award he accepted on behalf of his department.

The department has developed a number of programs and initiatives that appropriately balance community protection, competency development of offenders, and accountability to victims.

The award was accepted on behalf of the department by Norman Helber, Chief Adult Probation Officer for Maricopa County and a past President of APPA.

INFORMATION ABOUT EXECUTIVE EXCHANGE

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

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

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

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

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

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 (TAX # 58-1497263)

NAME _____ TITLE _____

AGENCY _____

ADDRESS _____

TELEPHONE # _____ FAX # _____ E-MAIL _____

DATE OF APPLICATION _____

CHECK Regular ☐ \$ 50 / 1 year ☐ \$ 95 / 2 years ☐ \$140 / 3 years

Organizational ☐ \$250 / 1 year

Corporate ☐ \$500 / 1 year

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

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