

National Association of Probation Executives EXECUTIVE EXCHANGE

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CHERYLN K. TOWNSEND IS EXECUTIVE OF THE YEAR

This marks the 13th year that the George J. Beto Criminal Justice Center at Sam Houston State University and the National Association of Probation Executives have presented the Executive of the Year Award to a community corrections professional who has recorded exemplary and sustained service to the probation profession. The recipient of the 2001 Executive of the Year Award is **Cheryl K. Townsend**, Director of Juvenile Court Services for Maricopa County, Arizona. The award was presented to Townsend by Association President Dan Richard Beto, Director of the Correctional Management Institute of Texas at Sam Houston State University, at the Association's Annual Awards Breakfast held in St. Paul, Minnesota, on August 26, 2001.

Townsend, whose distinguished career exceeds a quarter of a century, earned a Bachelor of Arts degree in psychology from Rockford College, a Master in Public Administration degree from Southern Methodist University, and a Master in Business Administration degree from the University of Texas at Austin.

In 1975 she began her career with the Texas Youth Commission as a Community Resource Specialist in Dallas, Texas. Three years later she was promoted to Parole Supervisor in the Dallas area, a position she held until 1984, when the Commission named her Administrator of Halfway Houses, a position she held briefly before becoming Administrator of Residential Contract Programs and Parole. In 1986 Townsend was named Administrator of Contract Services.

In 1987 Townsend was lured away from the Texas Youth Commission by the Travis County District Attorney's Office in Austin, Texas, where she assumed the position of Director of the Victim/Witness Assistance Division. Two years later she returned to the Texas Youth Commission and served with distinction as Director of Community Services. In 1996 she assumed her current position of Director of Juvenile Court Services for Maricopa County, Arizona.



As Director of Juvenile Court Services, Townsend is responsible for the planning, management, and delivery of juvenile court services in the fourth largest county in the United States. Maricopa County has a population of approximately 2.9 million and it encompasses more than 9,000 square miles. The department provides diversion programs, probation supervision, alternatives to detention as well as secure detention, and placement services. Her management responsibilities include human resources for 847 employees and financial oversight and funding for \$43 million in operations. Townsend was also responsible for a \$75 million construction project for juvenile services in Maricopa County. During her tenure there, she has successfully reached out and initiated community involvement and partnerships that have resulted in the development of additional prevention programs, community justice committees, and neighborhood initiatives.

More recently, following the departure of Norm Helber and prior to the hiring of Barbara Broderick, Townsend served as Acting Director of the Maricopa County Adult Probation

Department.

Townsend has demonstrated her leadership capabilities through her service to professional organizations. In her home state of Arizona she has served on the Arizona Supreme Court's Commission on Minorities, the Commission on Juvenile Court, and the Commission on Probation Education. On the national level, Townsend has served as a member of the Delegate Assembly of the American Correctional Association and as an ACA Accreditation Auditor. She is a member of the Standards Committee, Juvenile Justice Committee, and the Prevention Committee of the American Probation and Parole Association and she currently serves as Secretary of the National Association of Probation Executives.

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CHERYLN K. TOWNSEND (cont'd)

She has served as a member of the faculty of the Executive Development Program for new probation and parole executives and she is frequently called upon as a consultant to share her expertise with other criminal justice and juvenile justice professionals.

Cherie Townsend is a leader, an innovative administrator, and a dedicated public servant, and her selection as the 2001 Executive of the Year is truly deserving.

Prior recipients of the Executive of the Year Award include Barry Nidorf of California, Don R. Stiles of Arizona, Donald 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, Richard E. Wyett, Sr., of Nevada, Rocco A. Pozzi of New York, and Ron R. Goethals of Texas.

PRESIDENT'S MESSAGE

Based on comments received, the annual events of the National Association of Probation Executives, held in conjunction with the American Probation and Parole Association's Institute in St. Paul last month, were extremely successful.

Congratulations

Congratulations are in order to Cheryl N. Townsend of Arizona, who was recognized as the Sam Houston State University Probation Executive of the Year Award recipient. In addition, George M. Keiser with the National Institute of Corrections is to be commended for being the recipient of the George M. Keiser Award for Leadership, a new award presented by NAPE and the Community Corrections Improvement Association of Iowa. Finally, we are pleased that NAPE past President Ronald P. Corbett, Jr., of Massachusetts was recognized by APPA with its Walter Dunbar Award.



Board of Directors are subject to the election process, including two at-large positions and five regional positions. The five regions, and the states that comprise them, are as follows:

New England: Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont.

Mid-Atlantic: Delaware, Maryland, New Jersey, New York, Pennsylvania, and the District of Columbia.

Southern: Alabama, Arkansas, Florida, Georgia, Louisiana, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, and West Virginia.

Central: Illinois, Indiana, Iowa, Kansas, Kentucky, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, and Wisconsin.

Western: Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, and Wyoming.

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The schedule for the elections process, as outlined in the Association's Constitution, is as follows:

December 31, 2001:	Nominations due at the Secretariat.
March 1, 2002:	Slate developed.
March 20, 2002:	Ballots mailed.
April 10, 2002:	Ballots due at the Secretariat.
April 20, 2002:	Ballots counted and candidates notified.

Please give serious consideration to seeking elective office in the Association. And for those who feel they cannot serve, please give some thought to nominating a member.

Members desiring additional information about serving in an elected position should feel free to call me at (936) 294-1675.

Serving as an officer or director of the Association can be a very rewarding experience. I certainly have found it to be so.

Dan Richard Beto
President

Executive Exchange

Contained in this issue of *Executive Exchange* are several articles dealing with the treatment and detection of substance abuse.

While on the subject of *Executive Exchange*, let me encourage you to submit articles and news items for publication. There is much going on in the United States in the area of community corrections — most of which is positive — yet we are doing a less than satisfactory job of promoting our successes. Please send in material about your departments so that we can highlight them in *Executive Exchange*.

Succession Planning

It is time to begin thinking about the NAPE election process, which commences now and concludes shortly after April 20, 2002. The election will determine the Association's leadership for a two year period, from July 1, 2002, to June 30, 2004.

Positions available include those of President, Vice President, Secretary, and Treasurer. In addition, seven positions on the

WHO DECIDES LENGTH OF STAY IN SUBSTANCE ABUSE TREATMENT?

by

Julien Devereux
Regional Director
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The length-of-treatment decision is often a battleground between treatment providers and funders. While this article focuses on some issues specific to some treatment programs in Texas, readers should be able to make use of the author's conclusions in light of conflicts within their own states.

As a predictor variable of long-term success in drug abuse treatment, length of stay or number of treatment contacts continues to be one of the best measures. As an administrator of several substance abuse programs over the last 13 years, I have engaged in formal and informal research in which this variable continues to hold up. But despite the large body of research indicating length of stay as a reliable predictor variable of long-term success, increased pressure from several sources continues to erode the length of stay in treatment programs. This article analyzes some of the research, clinical, political, economic, and ethical components of this issue — and draws some conclusions for providers and policy makers who must continue to provide quality services in a volatile and fluid treatment system environment.

Research Supports Extended Stays

As noted above, "length of stay" is a valid and reliable predictor of long-term success in recovery from addiction. My first experience with studying this variable was in graduate school. Post-treatment follow-up forms required by the Texas Commission on Alcohol and Drug Abuse (TCADA) referred to as CODAP (Client Oriented Data Acquisition Program) forms were compared (n=129) using a multiple regression analysis that indicated that the number of days in treatment was significantly correlated with decreased arrests 60 days post treatment and increased attendance at 12-step support groups 60 days post treatment (Devereux, 1990). The post treatment follow-up questionnaires also showed a strong relationship with 11 DSM-III-R (American Psychiatric Association, 1987) symptom criteria that indicated full remission from active addiction or abuse. Both of these findings were indicative of a client doing well after treatment.

Since 1993, researchers at the Texas Christian University (TCU) Institute of Behavioral Research conducted a follow-up evaluation at the Dallas County Judicial Treatment Center (DCJTC), operated by Cornell Companies, Inc., for the Dallas County Community Supervision and Corrections Department (CSCD). A thorough evaluation was done of two annual cohorts admitted to the DCJTC from 1993-94 and 1994-95. The results were similar to other studies of Therapeutic Community treatment. The primary indicator of significant success in these two groups was treatment completion as evidenced by the number of days in treatment. These graduates had re-arrest rates of 6% at six months, 11% at one year, and 27% at two years. This was significantly lower than or equal to other

criminal justice treatment programs that were the same length or longer.

Other TCU Studies, such as the Drug Abuse Reporting Program (DARP; Simpson, 1981) and the Drug Abuse Treatment Outcome Studies (DATOS; Simpson, et al., 1997), also indicates that the more effective treatment a person receives, the more likely he or she is to be at a reduced risk to be rearrested or to relapse. I have seen no research that indicates that less treatment is more effective. I am also not aware of any studies that indicate that decreasing lengths of stay saves money over a long period of time.

All this research has actually boiled down to two salient points:

1. We have very few indicators that are as predictive of long-term success as length of stay in a treatment program.
2. The length of stay in treatment that is most significantly indicative of long-term success appears to be between three and six months. Most of these studies indicate that fewer than 90 days of treatment may not be effective at all, while there is a natural falling off of willingness to remain in treatment beyond six months, even when a longer time is mandated by the courts.

Why Not Long-Term Treatment For Everyone?

If treatment were designed solely on the basis of the client's individual need and the researched effectiveness of a particular model or treatment, long-term treatment for anyone with a serious, chronic problem might be the rule. One of the National Institute on Drug Abuse's 13 principles of effective substance abuse treatment is adequate length of stay. This is in line with the TCADA regulations, which state that treatment should be individualized based on the client's assessed needs. This principle also states that an individual usually reaches a significant improvement threshold at about three months in treatment and that programs should work to improve their ability to retain people in treatment.

External Factors Impact How Much and What Kind of Treatment Is Provided

In the real world, not all treatment decisions are based on the clinically assessed need of the client. The concerns that a clinician has on admission begin with whether, given the resources available, he or she ethically has anything to offer the client. An adequate assessment must be accomplished that is multi-dimensional and standardized and, in Texas, must fulfill the DSM-IV (American Psychiatric Association, 1994) criteria for dependence, abuse, or withdrawal. This assessment should be the basis for the initial match to a treatment model and for the recommended or proposed length of stay. The clinician has to assess the client based on the client's need for treatment and not the program's need for a

client. The court mandated criminal justice client with a pre-adolescent history of heavy drug and alcohol use, an eighth grade education, and no job history will definitely need more rehabilitation than someone who was sent to treatment by his wife or employer to dry out from drinking too much.

The severity of the addiction and the related affected systems can be assessed but these only imply that more services are needed in order to establish stable recovery. These services may or may not be provided by a substance abuse program but must be realistically coordinated with the substance abuse services in order to yield a positive outcome. There is very little research that evaluates the significance of coordinated wraparound services for substance abuse clients but any experienced counselor can cite examples where family support, vocational skills or rehabilitation, or education became the primary reason for a client's success or failure. One argument for an extended length of stay is to provide a comprehensive and intensive treatment intervention that includes these elements, as at the DCJTC (Barthwell, et al., 1995).

Special Problems of the Dually Diagnosed

There are additional circumstances that create pressure on the drug treatment system and the criminal justice system. Clients that are referred to drug treatment have a more complex history of substance abuse combined with mental and chronic medical illness. The Mental Health and Mental Retardation system in some areas continues to fail to meet the challenge of successfully addressing the mental illness problems when there is a concurrent substance abuse problem, especially when there is criminal justice involvement. Clients who have criminal justice involvement end up in a special needs category — but tend to receive very little in the way of special services. The criminal justice system is not designed typically to accommodate special needs and by its very nature must treat all inmates or clients essentially the same. To begin to single out clients for individual services is counter to the basic philosophy of corrections and can lead to allegations of abuse or favoritism from clients.

I am sure that this is not the system that we intended to develop but it is what exists currently in Texas. If someone is indigent and law abiding, then there is very little treatment available and there may be a long waiting list for services. The severity of the impairment and the complexity of related physical and mental disorders and the indigence of the client are inversely proportionate to the availability of effective treatment. If the client is in the criminal justice system, he will receive some type of treatment but it will not necessarily match his needs in type, intensity, or length of stay. Clearly savings could be achieved by a well managed and funded mental health system that provides what is mandated to lessen these clients' involvement in the criminal justice system, which actually increases an expensive residential length of stay. Mental illness is not a crime.

How Political Issues Influence Lengths of Stay in the Criminal Justice Arena

At the DCJTC two funding sources collided last year on the length of stay issue and these were both in conflict with the licensing regulations that insist that treatment be individualized. The grant from the Governor's Office requires that clients be treated in a residential treatment center for no less than 180 days. The Community Justice Assistance Division (CJAD) agency contract will

not allow a client to remain in treatment for more than 180 days. This creates a conundrum that is out of sync with the TCADA regulations. TCADA regulations state that treatment centers should adopt the American Society of Addiction Medicine's Patient Placement Criteria 2 (ASAM PPC-2, 1996), which only allows for 90 days of residential treatment and says that treatment should be individualized to each client's need.

Each agency is trying to give a nod to the research on length of stay but they use different language, end up in conflict with each other, and dictate clinical decisions. The ASAM PPC-2 is not necessarily applicable to a population with more severe rehabilitation needs, but is based on the opinions of doctors with varied experience and operates completely from a medical, psychological perspective with little acknowledgment of social and rehabilitative needs. Until the length of stay decision is returned to clinical decision-makers who have full knowledge of and experience with their specific population, it will be used as a political football and the clients in treatment will be the primary losers. Not everyone needs the same size shoe.

Additionally, many services provided at the DCJTC are not specifically drug and alcohol counseling but are cognitive interventions for criminal thinking and behavior, social skill training. These require longer lengths of stay in order to provide a wraparound comprehensive service. Rehabilitative services such as vocational and educational services require daily classes and an unpredictable length of job search. These services are often critical for long-term recovery and coordinating these services as part of treatment makes clinical and economic sense.

How Economic Issues Dictate Length of Stay

Introduction of Managed Care. In my previous positions working in hospital-based treatment, length of stay originally was dictated by the multi-disciplinary team. As managed care was introduced, around 1988, this decision was handled by a Utilization Review person who became the gatekeeper for services. Finally this decision was relegated to someone within the Behavioral Health Organization. Hospital-based treatment for addiction quickly disappeared altogether, except for a three- to five-day detoxification as a medical necessity. Addiction treatment counseling programs were not considered medically necessary. Those programs that did not become more resilient and creative in the types of services they offered went out of business. This did help drive out inefficient providers but some of those providers were effective with clients. In some ways this environment improved the product and reduced the cost from \$1,000 per day to less than \$500 for detox and even less for partial hospitalization and outpatient services. The downside for the consumer is that the diversity of types of services, location of providers, and number of quality providers decreased.

The current unfortunate state of drug treatment is that the primary determinant of length of stay is economic and not clinical. The influence of managed care in this area is significant. Clinicians tend to go along with the trend and not advocate too loudly for clients with managed care coverage or have stepped out of managed care completely and just work with clients who can pay. Of course the managed care system would not have developed to its current state if the profiteering of the early and mid 1980s had not occurred. Clinicians have considerable responsibility for creating an environment that needed regulation. This leaves the indigent client, the one most in need, with few or no options. These more

severely impaired clients must rely on treatment provided by non-profit agencies that are dependent on federal, state, or community funds. In the past year in the Dallas area, these funds have been distributed by a managed care system that was designed to improve access but has yet to prove that it can do so.

Interplay of Politics With Economics. Allocating resources for a particular strategy for social change is always a political decision and drug treatment is no exception. There have been very few studies that develop strong arguments for the positive cost/benefit ratio of dollars spent on treatment against long-term savings in the criminal justice system due primarily to the difficulty in research designs that require long-term follow up in order to illustrate this savings. Also there is continued pressure on the criminal justice system to find cost saving alternatives to incarceration and to simply serve more clients with the same or fewer dollars. This translates often to a reduction in something. Either the type, frequency, duration or intensity of the treatment suffers due to cuts in funding.

The cycle of appropriately funding a program, developing it into a successful strategy, reducing funds due to economic or political pressure, then abandoning the program as ineffective continues to plague drug treatment programs. Strong models of treatment that have proven efficacy and long-term outcomes that are significantly higher than traditional criminal justice community based programs should continue to be funded at levels that do not impact the program design. Performance measures that monitor process and contract requirements during the course of treatment should replace dictated lengths of stay. These performance measures are usually required in RFPs but are not well designed or easily monitored. Cost efficiencies should be part of any treatment program balanced against effectiveness. Additionally, programs that have developed over several years should be able to provide data that indicates both their effectiveness and efficiency to policy makers prior to funds being reduced. When inevitable cuts are necessary, the providers should be at the table to decide what to reduce.

Ethical Issues

What do you deliver to your client when you have no control over length of stay? The ethical dilemmas are numerous and have caused many quality providers to fold up their tents and leave the field to managed care or to return clients to voluntary self help groups when treatment can no longer be provided. I believe that practitioners can find a way to continue to serve their clients provided that they don't get too stuck in their favorite model.

The DCJTC has had to reconfigure at least three times over nine years in operation. The first time, due to cuts in funding, the number of beds was reduced without reducing the intensity, duration, type, or frequency of treatment. The next time there was a reconfiguration to serve more females, to solve problems of inequitable waiting time for treatment. This actually improved the entire process. The third reconfiguration reduced the length of stay, the intensity (or "amount") of treatment in later phases of the process, and increased the number served. This was the largest and most significant change and resulted in significant staff turnover and adjustments in program operation. New staff hired from managed care funded programs were impressed with the length of stay for clients compared to the programs they had just left. They had to learn the Therapeutic Community model of treatment as it is deliv-

ered at DCJTC. Much time was lost in the transition and treatment outcomes suffered from the transition. At each program contract interval, funding cuts and contract adjustments resulted in lost time and quality of treatment.

Is there an ethical concern if the clients are receiving the best treatment that a funding agency is willing to pay for even if there is better treatment available? Is releasing a client who is not really prepared to transition an ethical issue for a treatment program licensed by an agency that insists on individualized treatment? Are the policy makers who determine length of stay — whether non-profit agencies, managed care or funding agencies — qualified and trained to determine the length of stay? Even determining length of stay for an unknown client is an ethical problem for a responsible clinician.

Bottom Line: What Treatment Providers Can Do

How do we, as treatment providers, balance length of stay with the political, economic, and ethical issues that intervene in what is an ideal model? There are several critical points:

- Be accountable for establishing a treatment model that is effective with your client population and is supported by outside evaluation. This accountability should include the efficiencies required to keep treatment within an economically viable model by focusing on realistic treatment goals, effective case management, and midstream corrections of inefficient and ineffective processes.
- Be involved in a continuous performance improvement process that informs what you do. This is not a separate activity or task but should be built into the everyday performance and supervision of every clinician and every client treatment episode. It is this focus on self-evaluation that will allow clinicians to suggest or implement cost efficiencies before they are required by the political and economic pressures.
- Advocate for funding to be allocated according to the two previous criteria, with some funds available for new or demonstration initiatives. Ongoing performance measures should be built into the process and audited regularly for compliance. These should have economic consequences as well as the usual sanctions.
- Base length-of-stay decisions on each client's need and no other mandated criteria. Program design should include estimates of how long it should take to achieve certain clinical goals but there should always be some allowance for individuals who need more.
- Focus research on long-term cost-benefit analysis to balance the short-term legislative budget mentality that currently controls resource allocation. The best possible individualized service for an individual based on his or her need should be the primary criteria for length of stay. The funding should follow the client as the least restrictive level of care is offered.
- Speak up to challenge dictates of length of stay by funding sources. Help call attention to the arbitrary nature of these policy decisions and engage in problem solving with policy makers to develop a new method to control costs.
- Policy makers should drive the process through a results oriented management of funds. Established programs with proof of effectiveness should be continued with some set aside for new and innovative programs but with focused performance

measures to insure accountability. Additional funding would be awarded based on trial period outcomes.

- The criminal justice system should only support those programs that reduce cost and recidivism. The mental health system should take responsibility for those clients who were abandoned to the criminal justice system and use their resources to prevent them from falling into the criminal justice system. To do otherwise is poor practice and should be identified as such. Accountability in the mental health system is the missing ingredient.

How long a person stays in a drug treatment program is a decision that cannot be made ethically by someone who has no knowledge of the individual case, and should not be made by policy makers. Only clinicians should make clinical decisions. The economic drivers need to be reformulated to put the burden of decision as to how best to spend the money on the treatment provider. Focused performance measures with targeted outcomes, both short- and long-term, will help funders identify the responsible and efficient providers that should be funded.

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Julien Devereux, LMSW-ACP, LCDC, is the Regional Director for Cornell Companies, Inc., supervising all the pre-release and juvenile programs in Texas. Trained as a social worker and chemical dependency counselor, his last 13 years in the substance abuse field have been as a program director and regional oversight administrator. For six years he was the Director at the Dallas County Judicial Treatment Center, which was recognized in 1997 by the American Correctional Association as a "Best Practice" program.

This article originally appeared in the January/February 2001 issue of *Offender Substance Abuse Report*; it is reprinted with permission.

INFORMATION ABOUT EXECUTIVE EXCHANGE

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

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Submissions for publication consideration should be typed on 8½ by 11 inch paper, double-spaced, with at least one inch margins. Manuscripts should be submitted in duplicate. Persons submitting articles, commentaries, or book reviews should enclose a brief biographical sketch or

resume and a photograph for possible inclusion. Manuscripts exceeding one page in length should be submitted on a computer diskette, with the software used indicated.

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THE OFFENDER PROFILE AND TRACKING SYSTEM

by

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For more than two decades, programs for offenders who abuse substances have been a traditional part of community and institutional corrections. Research has shown that treatment programs, for offenders who abuse substances, can be effective in reducing recidivism of criminal activity and relapse of drug use after release from custody (Tunis, Austin, Morris, Hardyman, and Bolyard, 1996). Unfortunately, documenting treatment success has not been an easy task, particularly in community treatment programs.

The difficulty in documenting the efficiency and effectiveness of treatment programs is due first to the brief and diverse nature of community treatment programs. Second, there have been few assessment instruments available to quantify the changes in participant's attitudes and behavior. Finally, few documentation designs have been developed to measure a participant's performance longitudinally so it can be related to offender characteristics entering and leaving the treatment program.

Community treatment programs must be able to monitor the progress of residents during and after treatment in order to optimize cost effectiveness and post-treatment success. Latessa and Holsinger (1998) stress that we must be able to distinguish between programs that are failing and successful.

In order to address the challenges of program effectiveness and efficiency, a system for profiling and tracking community drug treatment offenders, has been developed. The Offender Profile and Tracking System (OPTS) is a cooperative project between the College of Criminal Justice at Sam Houston State University and the Substance Abuse Treatment Facility (SATF) in the Montgomery County Department of Community Supervision and Corrections in Conroe, Texas. Previous evaluations of SATFs have been conducted by Shearer and Barrum (1992), Knight and Hiller (1997), and by Shearer, Brown, and McGuffey (2000). These evaluations were either outcome or process evaluations that did not provide for ongoing data recording for profiling offender characteristics and tracking offender post-release behaviors.

Purpose

The purpose of the OPTS is to provide a database of static, dynamic, and follow-up variables for a criminal justice agency involved in providing substance abuse treatment for offenders. The OPTS allows the agency to:

1. Maintain a continuous computer record of offender characteristics for clinical and administrative purposes. Access to this record provides valuable information to administrative and clinical personnel for immediate access to all of the information obtained from offenders as they enter and leave the treatment program.

2. Access a profile of the offender population at any given time. Characteristics of the resident population, based on averages and percentages, provide a comprehensive description of the typical resident at any given time.
3. Compare groups of offenders who have been in the program. Offenders are compared on a variety of characteristics such as age, level of supervision, or type of offense. These comparisons are helpful for management and clinical decision-making by allowing for residents to be matched to appropriate interventions (Falkin, Strauss, and Bohlen, 1999).
4. Determine which offender characteristics are related to re-arrest, program completion, or conviction. This information is used to determine program intensity and effectiveness by allowing administrative and clinical personnel to refine the treatment interventions by eliminating ineffective interventions.
5. Determine the effectiveness of the treatment program by comparing selected pre- and post-test variables. This allows administrative and clinical personnel to gauge the magnitude of change that occurs or does not occur between the time the residents enter and leave the treatment program.
6. Determine longitudinal (3-5 years) trends in the offender population. Drug use patterns change over time and it is likely that offender populations will be different in the future. This allows for program modifications based on these changes.
7. Supplement current risk assessments with need and responsivity assessments, for more effective treatment planning and matching. Responsivity assessments provide an indication of an offender's motivation and readiness to change criminal and substance abuse behaviors. Need assessments target the most promising predictors of recidivism such as criminal thinking and behavior.
8. Maintain an on-going research and technical assistance relationship with university research programs, personnel, and capabilities. The Criminal Justice Center at Sam Houston State University has a strong tradition of cooperative programs with criminal justice agencies and this program will continue the mandate and tradition of cooperation with field agencies.

In order to fulfill these purposes of the OPTS, three types of information are being recorded concerning offender characteristics.

Static Variables

Over a dozen descriptive characteristics of offenders are recorded that are considered static variables. Static variables are

indicators that vary among the offenders, but are generally not subject to the influence of treatment interventions (Gendreau, 1996). For example, static variables include age, marital status, type of offense, levels of supervision, and ethnicity. Static variables also tend to be descriptive of an offender when they enter the treatment program and any change that occurs, such as marital status, is incidental to the treatment interventions.

Follow-up Variables

Several variables are recorded as a follow-up to the treatment program. These follow-up variables are troublesome because they are critical indicators of program success but are, in many cases, beyond the control of the treatment program. Nevertheless they are recorded in OPTS because they still remain the most important measure of program success and public protection after the resident has left the program. For example, follow up variables would include arrest, conviction, revocation and program completion.

Dynamic Variables

Four dynamic variables, that are amenable to change, serve as a critical component of the OPTS. If these variables undergo positive changes, the offender's criminal behavior will be reduced, after leaving the program (Gendreau, 1996).

First, treatment resistance is assessed at the beginning and end of the treatment program. This assessment provides an indication of treatment readiness, particularly cultural issues as they relate to participation in a treatment program. Recent studies of treatment resistance have indicated that resistance is an important consideration in assessing an offender's motivation for treatment (Shearer, 2000; Shearer, Myers, and Ogan, 2001).

Second, readiness to change substance-abusing behavior is assessed during a pre- and post-test. This provides an indication of individual commitment to the change process as it is presented in the treatment program.

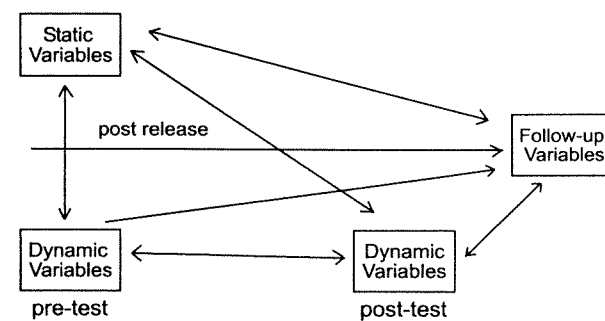
Third, life skills development is assessed as an indicator of treatment effectiveness in a cognitive-behavioral and social skills treatment program. This is an assessment that is consistent with the core of substance abuse treatment programs. Cognitive behavioral approaches have been indicated to be most effective in the intervention of substance abuse and criminal behavior (Wanberg and Milkman, 1998; Carroll, 1998). This assessment is also conducted at the beginning and end of the treatment programs.

Finally, a pre- and post-test assessment is made of criminal thinking tendencies, with a particular emphasis on attitudes toward the police and courts and identification with other criminals. The goal is to monitor a reduction in criminogenic needs (Gendreau, 1996).

Figure 1 presents a graphic representation of how comparisons are made between static, dynamic, and follow-up variables. First dynamic variables are compared according to static variables. For example, treatment resistance is compared according to ethnicity or type of offense. This is conducted using both the pre- and post-test results. Second, dynamic variables are compared for the pre- and post-test results. For example, readiness to change behavior is compared when residents enter and leave the treatment program. The traditional risk assessment for substance abuse in the agency is not post-tested be-

cause of the financial constraints of a commercially produced instrument and the assumption that substance abuse has not been occurring while the residents are in treatment. Physical drug screens occur in the program on a weekly basis. For these reasons, the risk assessment for substance abuse functions as a static variable and comparisons are made with follow-up and dynamic variables. Third, static variables, pre-test dynamic variables, and post-test dynamic variables are compared to follow-up variables. For example, education level is compared for residents who were arrested and not arrested six months after leaving the program. Another example is a check to see if arrest or conviction was different for residents who had high or low treatment resistance scores when they completed the program. As can be seen in these examples, a wide variety of performance indicators are available to administrators and clinical directors for determining program efficiency and effectiveness.

**Figure 1
Offender Profile and Tracking System
(OPTS)**



Conclusion

Community corrections drug treatment programs are very limited and drug treatment is vital to reduce recidivism and relapse. It is, therefore, important that administrative and clinical directors be able to select the most important clients for the various types of drug interventions. Research over the last three decades has clearly indicated that there is a considerable degree of variance found among individuals with substance abuse problems. A multi-dimensional approach to assessing these individuals is essential for implementing change (Wanberg and Milkman, 1998). The OPTS provides valuable information for profiling the offenders in the program and tracking offenders who have completed the program to see which types of offenders and which types of interventions lead to positive behavioral changes.

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TECHNOLOGY UPDATE: NON-INVASIVE DRUG AND ALCOHOL TESTING

by

Joe Russo
Program Manager for Corrections
National Law Enforcement and Corrections Technology Center
Denver, Colorado

In recent years, criminal justice agencies have been looking for alternatives to urinalysis as a means of testing persons for drug and/or alcohol use. There are many reasons for this. First, urine samples have traditionally been vulnerable to tampering or adulteration. In fact, entire industries have emerged to help the unfortunate person who has been indulging to beat his next drug test. Second, anyone who has performed this task can tell you that the collection of a urine sample is, at best, unpleasant. It is a very intrusive process that is uncomfortable for all concerned. Third, urine sample collection requires the collector to be the same sex as the provider; for smaller agencies it may be difficult to manage this requirement. Fourth, the handling of the urine sample poses a potential health hazard to staff. Finally, offenders are notorious for stalling when they are called upon to provide a urine sample.

Shy bladder syndrome is an actual disorder and is called "paruresis" in medical terms. Recent studies have shown that about seven percent of the population suffers from paruresis. Why this statistic does not apply to the offender population is a phenomenon that requires more study. The reality is that uncounted man-hours are spent waiting for an offender to provide a urine sample because "he just went" or she "can't do it in front of you."

All of these factors have led agencies to explore other methods of determining whether or not an offender is using drugs or alcohol. Here's a look at some of the emerging technologies that you should be aware of:

- **Hair Analysis** — It has been demonstrated that when a person ingests drugs, residues from the drug remain permanently entrapped in the hair. As the hair shaft grows, it produces a

linear record of the compounds absorbed. As a general rule, each half inch of hair stores the residue from about 30 days of usage. The typical hair sample reveals 90 days usage. This is advantageous when a large window of detection is desirable, such as in evaluating an individual's drug history. In addition, hair analysis has been upheld in court when introduced as evidence of drug use. The Virginia Department of Corrections has been studying the use of hair analysis as compared to urinalysis in several probation and parole districts since 1999.

- **Pupillometry** — Pupillometry is the measurement of the pupil's response to light. Devices using this technology expose the offender's eye to a light source, which causes the pupil to rapidly contract and dilate. The device measures contraction and dilation through the software in the laptop and compares the results with baseline data to determine impairment. Results are available within one minute. Pupillometry technology has been tested on inmates and parolees in West Virginia in conjunction with urinalysis, and the device was shown to be an accurate predictor of drug use. This technology has also been tested with probationers at the Gila County Probation Department in Arizona.
- **Saliva Analysis** — Saliva has long been utilized as a method of detecting alcohol use, but it is now possible to determine drug use as well. One product soon to hit the market will utilize technology developed by the Naval Research Laboratory. The device will collect a subject's saliva through aspiration using a suction type device similar to those used in a dentist's office. Sample collection will take 30 seconds to one minute. The saliva automatically flows into a disposable cas-

sette that is designed to provide up to 10 simultaneous, blood-equivalent tests in a panel format, so the user does not touch the specimen. The instrument will automatically generate hardcopy test results and interpretation to provide the necessary documentation of these results. The entire test procedure, from specimen collection to result printout, will take less than five minutes.

- **Transdermal Analysis** — An interesting technology currently in development will detect ethanol migrating through the skin. An offender would be fitted with an ankle bracelet similar to those used for electronic monitoring. The key difference is that this bracelet would incorporate a sensor that measures and stores the offender's blood alcohol level on a continuous basis throughout the day. In addition, a tamper indicator stored in the system would disclose offender attempts to remove the bracelet. The only active participation required of the offender would be to download the data stored on the bracelet to a central monitoring station via modem. This technology is in the prototype stage and is ready for testing in a field setting.
- **Handwriting Analysis** — Researchers are developing a device that will measure the degradation of a person's fine neuromuscular performance due to substance abuse. Handwriting dynamics represent a complex motor skill that reflects the

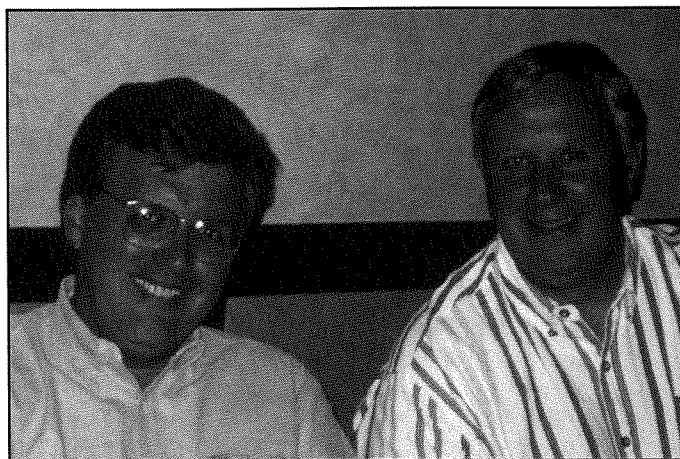
functions of the fine motor control system of an individual. Such fine motor control mechanisms are very sensitive to drugs and other toxic agents. Therefore, when a person uses drugs or alcohol his motor control system is affected and this effect is manifested and can be measured through handwriting dynamics. In its present configuration, the device is an instrumental pen with sensors that are attached to a PC with supporting software. When the offender signs his name, for example, the sensors collect precise measures of handwriting dynamics. This writing sample can be compared to either the individual's previous assessment or an established threshold for general population of non-substance impaired persons. Result of this analysis would be available within minutes. This technology is in its infancy and much work remains before it can be determined if it will be a viable method of detecting impairment.

The National Law Enforcement and Corrections Technology Center is a program of the National Institute of Justice and functions as a free technology information resource center. For more information on non-invasive drug and alcohol testing or other technologies for corrections, contact Joe Russo, Program Manager for Corrections, at (800) 416-8086.

ASSOCIATION ACTIVITIES

ST. PAUL EVENTS ENJOYABLE

Well over 100 probation executives attended the NAPE reception on Saturday, August 25, 2001, at the Radisson Riverfront Hotel in St. Paul, Minnesota. The reception, sponsored by Synovation, Inc., of Modesto, California, provided an excellent opportunity for networking and renewing acquaintances.



Pictured: NAPE past Presidents Ronald P. Corbett, Jr., and Robert L. Bingham catch up on news during the reception.

On Sunday, August 26, 2001, approximately 60 NAPE members and guests attended the Annual Awards Breakfast sponsored by **LifePoint, Inc.**, of Ontario, California. During the breakfast, **Cheryl K. Townsend**, Director of Juvenile Court

Services for Maricopa County, Arizona, was presented with the Sam Houston State University Executive of the Year Award.



Pictured: Cheryl K. Townsend, Director of Juvenile Court Services for Maricopa County, Arizona, and the recipient of the 2001 Executive of the Year Award, with Dan Richard Beto, President of the National Association of Probation Executives and representing Sam Houston State University.

In addition, NAPE and the Community Corrections Improvement Association (CCIA) of Iowa presented a new award — the George M. Keiser Award for Exceptional Leadership. The first recipient of this award was **George M. Kesier**, Chief of the Community Corrections Division of the National Institute of Corrections.



Pictured, from left to right: George M. Keiser, Chief of the Community Corrections Division of the National Institute of Corrections, and the 2001 George M. Keiser Award recipient; Rosemary Keiser; and NAPE board member Gerald R. Hinzman, Director of the Sixth Judicial District Department of Correctional Services in Cedar Rapids, Iowa, and representing CCIA.

During the breakfast, those in attendance heard and exclusive presentation by **Donald G. Evans**, a past President of the American Probation and Parole Association and President-elect of the International Community Corrections Association, who provided a global perspective of probation practices, with special emphasis on the reinventing movement. He was followed by **Ronald P. Corbett, Jr.**, Executive Director of the Massachusetts Supreme Judicial Court and Chair of the Reinventing Probation Council at the Manhattan Institute, who gave a status report on the reinventing probation initiative. Also speaking was former New York City Probation Commissioner **Raul Russi**, now Senior Vice President of America Works, a for-profit organization that finds jobs for offenders.

GUEST EDITORS NAMED FOR EXECUTIVE EXCHANGE

During the Board of Directors meeting in St. Paul, several persons volunteered to serve as guest editors for Executive Exchange: **Gerald R. Hinzman** will be responsible for the Fall 2001 issue; **Cheryl K. Townsend** will handle the Winter 2002 edition; and **Robert L. Bingham** will produce the Spring 2002 issue.

Members who would like 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 Davidson at the secretariat; her address is as follows:

Christie Davidson
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 (936) 294-3757 or at icc_cxh@shsu.edu.

Persons serving as guest editors have considerable latitude; they may wish to devote the issue to a particular topic or focus on innovative programs and initiatives of their jurisdiction or state.

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.

NAPE MEMBERS CONTRIBUTE TO APPA

During the American Probation and Parole Association's Annual Institute in St. Paul, Minnesota, on August 26-29, 2001, the National Association of Probation Executives sponsored three workshops in the management track. In addition, NAPE members were presenters in eight other workshops.

NAPE will be responsible for the management track at the 2002 APPA Institute in Denver. Members wishing to serve as presenters should contact **Gerald R. Hinzman**; he may be reached at (319) 730-1200 or at gary.hinzman@doc.state.ia.us.

NAPE SUPPORTS ICCA

The National Association of Probation Executives is listed as a supporting organization of the International Community Corrections Association's 37th Annual Conference held in Philadelphia, Pennsylvania, on September 23-26, 2001. In addition, two members of NAPE served as presenter at this conference.

NAPE WEB SITE UPDATED

Corrections Software Corporation of Austin, Texas, designed and maintains the Association's attractive web site. Found on the web site is information about NAPE's mission, membership, officers, and award recipients. In addition, one page contains links to other web sites that should prove of interest to probation executives. The web site address is www.napehome.org.

Please visit the Association's web site. If there is other information you would like to see on it, please communicate your suggestions to **Dan Richard Beto** at the Secretariat or at his email address of icc_drb@shsu.edu.

LIST SERVER AVAILABLE TO NAPE MEMBERS

For over two years the **Correctional Management Institute of Texas** at Sam Houston State University has maintained an exclusive list server on the Internet for NAPE members. The list server has been used to communicate time sensitive information, job opportunities, and news items of interest to community corrections administrators. In addition, the list server has been used to survey NAPE members on issues relevant to the administration and operation of probation agencies.

If you are not receiving material via the Internet addressed to NAPE Members, then it is likely that the Secretariat does not have your correct email address. Please send your current email address with the notation that you wish to be added to the NAPE list server to **Dan Richard Beto** at icc_drb@shsu.edu.

If you have information you wish disseminated to other NAPE members, please feel free to use the list server. You may communicate with other NAPE members by sending an email message to nape_members@lists.shsu.edu.

NEWS FROM THE FIELD

OPERATION "CLEAN SWEEP" NETS NEARLY 200 FUGITIVES IN SOUTH CAROLINA

In July 2001 nearly 200 probation and parole violators classified as fugitives were arrested in Operation "Clean Sweep," the first-ever statewide fugitive roundup by the South Carolina Department of Probation, Parole, and Pardon Services. In a news conference held on July 13, 2001, the agency announced that an intensive, week-long effort involving hundreds of probation and parole agents resulted in the arrests of offenders who had violated the conditions of their probation or parole. Those arrested had convictions for assault, criminal domestic violence, drug related crimes, armed robbery, sexual conduct with a minor, possession of a weapon, and manslaughter.

"We decided to put almost all the resources of the department into a massive, one-week arrest effort. We believed that this time, in the middle of the summer, was a good time to find many fugitives who have flaunted the conditions of their probation or parole," said **Stephen K. Benjamin**, Director of the agency.

Operation "Clean Sweep" involved teams of specially trained and armed probation and parole agents with hundreds of arrest warrants to serve. These teams went out early in the morning hours or in the middle of the night to apprehend fugitive probation and parole violators. The goal of this effort was to arrest as many fugitives as possible with a minimum of risk.

"The teams were extremely successful and we had no major incidents that threatened the safety of the agents or the offenders," said Benjamin. "This was the biggest week ever in numbers of arrests by our department; we made a significant dent in the number of probation and parole violators."

"This caps off an extremely successful year for the intensive fugitive arrest and warrant reduction effort that began a year and a half ago," Benjamin said. "Since that effort began, the number of offenders taken off the department's fugitive roles exceeds 2,000."

PROBATION AND PAROLE OFFICERS RECOGNIZED IN DALLAS

The week of July 15-21, 2001, was National Probation and Parole Officers Week, a time so designated to recognize the work of community corrections professionals.

On July 18, 2001, approximately 400 officers and administrators from the Dallas County Community Supervision and Corrections Department, U.S. Probation and Parole, Dallas County Juvenile Probation Department, State Parole, Texas Youth Commission Parole, and Federal Pretrial Services convened in Dallas, Texas, for a "Hats Off to You" luncheon. This event was held at the Texas Discovery Gardens located in beautiful Fair Park. Food for the event was donated by Canteen Food Services and prepared by the Dallas County Judicial Treatment Center. Probationers in treatment at the inpatient drug/alcohol facility served food to those in attendance and the rental of the facilities was paid by the administrators of the Dallas County Community Supervision and Corrections Department.

Jonathon Trull, representing Dallas Mayor **Ron Kirk**, read and presented a City of Dallas proclamation from the Dallas

City Council acknowledging the honorable vocation of community corrections. In addition, Dallas County Judge **Lee Jackson** spoke and presented a resolution on behalf of the Dallas County Commissioners Court honoring the profession of community corrections. They were followed by **Billy Linson**, a regional director of the Parole Division of the Texas Department of Criminal Justice, spoke about accomplishing goals under difficult circumstances and recited the "I Can" poem.

Six officers representing all the agencies present spoke about their own experiences as officers and what their agencies had to offer the community and offenders.

An adult probationer introduced only as **Bambi** gave a speech about her dealings with the criminal justice system. She reported that she was a thief and chemical abuser for many years. She was on community supervision, revoked, and sent to prison. After release and while on parole, she was convicted of a new felony possession case. Bambi was sent to the Dallas County Judicial Treatment Center, a six month inpatient chemical treatment program, where she began her road to recovery. Her perception of the community supervision officers was not one of judgment or harshness, but more like agents for positive change and people who want to make the world a better place. She can now brag about being sober and clean since 1993.

Finally, District Judge **Manny Alvarez** praised and encouraged those in attendance for the work they do so well.

Ron R. Goethals, Director of the Dallas County Community Supervision and Corrections Department and a member of the NAPE Board of Directors, commented that this event provided an opportunity for the officers and administrators of the various agencies represented to interact on an informal basis and to get to know one another better.

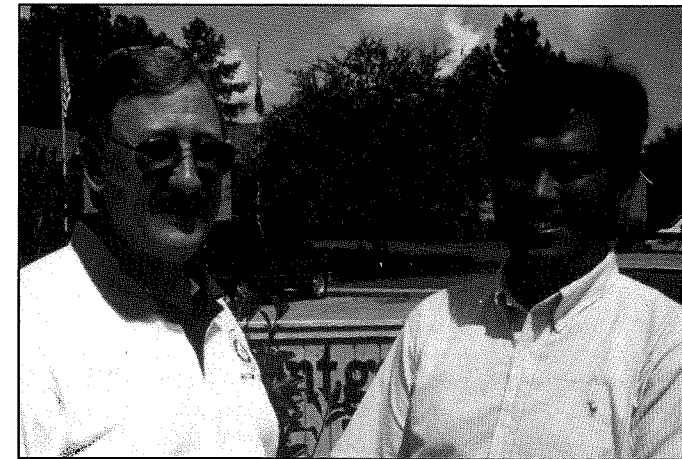
NAPE MEMBERS EXCHANGE VIEWS WITH KOREAN CRIMINAL JUSTICE EXPERT

During the week of July 23, 2001, the George J. Beto Criminal Justice Center at Sam Houston State University in Huntsville, Texas, hosted **Dr. Soomyung Chin**, a Researcher with the Korean Institute of Criminology in Seoul, Korea. The Korean Institute of Criminology, a government sponsored public research organization, was first established in 1989 and served as the research body of the Ministry of Justice. In 1999, with the passage of new legislation, the Institute was placed in the office of the Prime Minister of Korea.

During his visit, Chin met with members of the faculty, Korean students working on advanced degrees at the College of Criminal Justice, and representatives of the Correctional Management Institute of Texas, the Center for Project Spotlight, and the Law Enforcement Management Institute of Texas.

Because of Chin's interest in community corrections, **Dan Richard Beto**, Director of the Correctional Management Institute of Texas and President of the National Association of Probation Executives, arranged for him to visit the Brazos County Community Supervision and Corrections Department in Bryan, and organizational member of NAPE, and the Montgomery County Department of Community Supervision and Corrections in Conroe. NAPE member **Mel Brown, Jr.**, Executive Director of the Montgomery County department,

spent a good portion of a day with Chin. During these site visits Chin was able to meet with administrators and officers to discuss such topics as conditions of probation, operational policies and procedures, intensive supervision, and offender programs.



Pictured: NAPE member Dr. Mel Brown, Jr., Executive Director of the Montgomery County Department of Community Supervision and Corrections, with Dr. Soomyung Chin.

Chin also visited the Texas Youth Commission's Hamilton State School in Bryan, the Montgomery County Treatment Facility in Willis, and the Huntsville Unit of the Texas Department of Criminal Justice.

The Korean probation system is relatively young. Juvenile probation formally came into operation in 1989 and in 1997 adult probation began as a result of an amendment to the Probation Act.

At the conclusion of his visit, Chin expressed optimism that an ongoing relationship could be developed between the United States and Korea on matters relating to crime policy and correctional practices.

BETO DELEGATE TO BRITISH PROBATION CONFERENCE

On July 4-5, 2001, NAPE President **Dan Richard Beto**, Director of the Correctional Management Institute of Texas, was a delegate to the National Probation Service Conference in London. It was during this conference that the implementation of the new unified National Probation Service for England and Wales, which was launched on April 1, 2001, was fully discussed.

Some of the speakers at this conference included: **Eithne Wallis**, Director of the National Probation Service; **David Blunkett**, Secretary of State; **Michael Todd**, Assistant Commissioner for Territorial Policing of the Metropolitan Police Service; **Lord Woolf**, the Lord Chief Justice of England and Wales; **Lady Stephanie North**, Chair of the Probation Boards' Association; **Sir Duncan Nichol**, Chair of the Joint Prison/Probation Accreditation Panel of the Home Office; **Helen Edwards**, Chief Executive of Nacro, the crime reduction charity; **Michael Spurr**, Eastern Area Manager for the Prison Service; and **David Hatch**, Chairman of the Parole Board for England and Wales.



Pictured, from left to right: G. van den Born, Policy Advisor, Dutch Probation Service; Eithne Wallis, Director, National Probation Service for England and Wales; Dan Richard Beto, Director, Correctional Management Institute of Texas; and Donald G. Evans, President, Canadian Training Institute.

As a result of the recently enacted Criminal Justice and Courts Services Act, the role of probation for England and Wales has been redefined. The key objectives for the new Probation Service include:

- public protection;
- reduction of re-offending;
- proper punishment of offenders;
- rehabilitation of offenders; and
- increasing offenders' victim awareness.

In addition, the act created local probation boards and a National Probation Directorate.

"I am pleased to see probation in Great Britain, which has been strongly influenced by social work models, move in the direction that emphasizes public protection and offender accountability," Beto said. "Too, it is gratifying to see the operational areas of probation being aligned with those of police; this should result in better working relationships that positively impact efforts at promoting public safety."

In addition to attending the conference, Beto met with representatives of the Criminal Justice Policy Unit of the Metropolitan Police Service in London and the Inspectorate for Probation of the Home Office to discuss police-probation partnerships.

During his visit to London, Beto distributed copies of *Transforming Probation through Leadership: The "Broken Windows" Model*, which were favorably received.

BENJAMIN RECOGNIZED

NAPE member **Stephen K. Benjamin**, Director of the South Carolina Probation, Parole, and Pardon Services, has been recognized by the Greater Columbia Chamber of Commerce with the Athena Award. This award is given annually to someone who has promoted the achievement of women in the workplace. Benjamin was recognized for his appointment of women in key roles within his agency. He has increased the number of women in the position of Agents-in-

Charge from 12 to 19 and he has assigned 15 women to the department's Special Operations Response Team. He has also sponsored several women to the Governor's Executive Institute and the Excel Leadership Institute.

On August 31, 2001, Benjamin, an attorney, resigned and announced his candidacy for Attorney General of the State of South Carolina.

CORBETT HONORED BY APPA

Ronald P. Corbett, Jr., Executive Director of the Massachusetts Supreme Judicial Court, was presented with the Walter Dunbar Memorial Award by the American Probation and Parole Association during the organization's annual awards luncheon held in St. Paul, Minnesota, on August 28, 2001. This award is given in recognition of exemplary and sustained service to the criminal justice system.



Pictured: NAPE past President Ronald P. Corbett, Jr., at the APPA Annual Institute in St. Paul, where he was presented with the Walter Dunbar Memorial Award.

Corbett, a past President of the National Association of Probation Executives, has devoted close to three decades of distinguished service to the community corrections profession. His contributions to the criminal justice system go beyond his employment. He is widely published in professional journals peculiar to the corrections profession; in addition, he has served on the editorial committees of *Federal Probation* and *Corrections Management Quarterly*. From 1997 to 2000 he was the Chair of the Editorial Committee for *Perspectives*.

He also serves on the graduate faculty of the Criminal Justice Department at the University of Massachusetts at Lowell. Corbett was one of the driving forces behind the creation of the Executive Development Program for new probation and parole executives, a joint effort of the National Institute of Corrections, National Association of Probation Executives, and the Correctional Management Institute of Texas.

Corbett's many contributions have not gone unrecognized. In 1990 he was presented the Haskell Memorial Award for Distinguished Teaching by the University of Massachusetts at Lowell. That same year he was the recipient of the Sam Houston State University Award for significant contributions to correctional literature; this award was presented by the

American Probation and Parole Association. In 1994 the New England Council on Crime and Delinquency presented him with the Manson-Robinson Award for contributions to the field of criminal justice. In 1997 he was recognized as the Probation Executive of the Year by the National Association of Probation Executives and Sam Houston State University. In 2001 the Correctional Association of Massachusetts recognized Corbett by presenting him with the Howard B. Gill Award; this award is given annually to a practitioner who has "performed exemplary service to improve conditions for those who work in the criminal justice system and for those who are served by the system."

Before assuming his current position with the Massachusetts Supreme Judicial Court, Corbett was Deputy Commissioner for Field Services with the Massachusetts Probation Service.

For the past several years Corbett has spearheaded the effort to reinvigorate probation and has served as Chair of the Reinventing Probation Council of the Manhattan Institute.

NATIONAL CORRECTIONAL POPULATION REACHES NEW HIGH

The nation's combined federal, state, and local adult correctional population reached a new high of almost 6.5 million men and women in 2000, having grown by 117,400 during the year, the Justice Department's Bureau of Justice Statistics announced on August 26, 2001. The total represented 3.1 percent of the country's total adult population, or one in every 32 adults.

On December 31, 2000, there were 3,839,532 men and women on probation, 725,527 on parole, 1,312,354 in prison, and 621,149 in local jails. The two percent increase last year was half the average annual increase of four percent since 1990.

During the past decade the total correctional population increased 49 percent. There were 2.1 million more men and women under correctional supervision in 2000 than in 1990.

Additional information about the correctional population may be found at the following website: www.ojp.usdoj.gov/bjs/abstract/ppus00.htm.

NEW PUBLICATION FROM NIC

The National Institute of Corrections (NIC) has just released the Third Edition of *Civil Liabilities and Other Legal Issues for Probation/Parole Officers and Supervisors*.

This publication, authored by **Rolando V. del Carmen, Beth Barnhill, Gene Bonham, Lance Hignite, and Todd Jermstad**, may be downloaded in PDF format from the NIC website at www.nicic.org.

After arriving at the website, click on "publications" and then on "community corrections."

NATIONAL ASSOCIATION OF PROBATION EXECUTIVES

Who We Are

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

What We Do

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

Types of Membership

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

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

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

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

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

Why Join

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

Membership Application (TAX # 58-1497263)

NAME _____ TITLE _____

AGENCY _____

ADDRESS _____

TELEPHONE # _____ FAX # _____ E-MAIL _____

DATE OF APPLICATION _____

- | | | | | |
|--------------|----------------|---|--|--|
| CHECK | Regular | <input type="checkbox"/> \$ 50 / 1 year | <input type="checkbox"/> \$ 95 / 2 years | <input type="checkbox"/> \$140 / 3 years |
| | Organizational | <input type="checkbox"/> \$250 / 1 year | | |
| | Corporate | <input type="checkbox"/> \$500 / 1 year | | |

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

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