

National Association of Probation Executives EXECUTIVE EXCHANGE

ISSN 1075-2234

WINTER 2002

PRESIDENT'S MESSAGE

The holiday season has concluded and we are now in a new year. On behalf of the Board of Directors, I extend to you all best wishes for an enjoyable, productive, and conflict-free 2002.

New Officers and Directors Selected

In the last issue of *Executive Exchange*, nominations for office were solicited and the election schedule outlined. On December 31, 2001, the deadline for nominations to be received at the Secretariat, a nominee or, in some cases, a volunteer had been found for each of the positions on the Board of Directors. In the case of uncontested races, the Association's Constitution calls for the Secretary to cast a single unanimous vote, and thus electing those candidates who are unopposed. That has occurred, and the officers and directors who will assume office on July 1, 2002, are as follows:

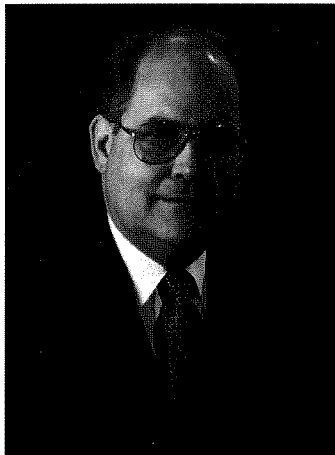
Ron R. Goethals, Director of the Dallas County Community Supervision and Corrections Department in Dallas, Texas, will be President; he previously served on the Board of Directors as the Southern Region Representative.

Thomas H. Williams, Associate Director of the Court Services and Offender Supervision Agency in Washington, D.C., will be returning as Vice President.

Cheryln K. Townsend, Director of the Maricopa County Juvenile Probation Department in Phoenix, Arizona, is returning as Secretary.

James E. Rood, Assistant Director of the Multnomah County Community Justice Department in Portland, Oregon, will be returning as Treasurer.

Larry D. Blaisdell, Director of the New Hampshire Division of Field Services in Concord, New Hampshire, will be the New England Representative; he replaces Nanci Bouchard of Maine, who retired.



W. Conway Bushey, Director of Probation Services for the Pennsylvania Board of Probation and Parole in Harrisburg, Pennsylvania, is returning as the Mid-Atlantic Region Representative.

Gerald R. Hinzman, Director of the Sixth Judicial District Department of Correctional Services in Cedar Rapids, Iowa, is returning as the Central Region Representative.

Larry D. McKinney, Director of the Hunt County Community Supervision and Corrections Department in Greenville, Texas, will be the Southern Region Representative; he replaces Ron R. Goethals.

Kaye Adkins, Regional Administrator in the Office of Correctional Operations for the Washington State Department of Corrections in Spokane, Washington, will be the Western Region Representative; she replaces Richard E. Wyatt, Sr., of Nevada, who did not seek reelection.

E. Robert Czaplicki, Commissioner of the Onondaga County Probation Department in Syracuse, New York, will be returning to the Board of Directors as an at-large member.

Edward T. Mansfield, Chief Probation Officer for the 2nd District Court of Denver Adult Probation Department in Denver, Colorado, will be returning as an at-large member of the Board of Directors.

The National Association of Probation Executives is indeed fortunate to have these dedicated probation professionals serve as its leaders for the two year period commencing on July 1, 2002.

Awards Nominations Solicited

For the past 13 years, the Association and the Criminal Justice Center at Sam Houston State Uni- *continued on p. 2*

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PRESIDENT'S MESSAGE (cont'd)

versity have presented the Executive of the Year Award. Nominations for this award are being solicited at this time. Found elsewhere in this issue of Executive Exchange is the criteria for this prestigious award.

Commencing last year, the Association and the Community Corrections Improvement Association of Iowa introduced three new awards — the Arthur Neu Award for Exceptional Policy Development, the William G. Faches Award for Exceptional Community Service, and the George M. Keiser Award for Exceptional Leadership. A description of these awards may be found in this issue of *Executive Exchange*.

These awards provide an excellent opportunity to recognize a probation executive who has made a significant contribution to our profession. Nominations for these awards should be sent to the secretariat offices by April 15, 2002, at the following address:

Christie Davidson
NAPE Secretariat
George J. Beto Criminal Justice Center
Sam Houston State University
Huntsville, Texas 77341-2296
Fax No. (936) 294-1671

Please take time to nominate one or more of your colleagues for these awards, which will be presented at the annual meeting scheduled for August 2002 in Denver, Colorado.

In addition to these awards, the American Probation and Parole Association is accepting nominations for a number of awards, including the Scotia Knouff Line Officer of the Year Award, Walter Dunbar Memorial Award, University of Cincinnati Award, Sam Houston State University Award, Joe Kegans Award for Victim Services, and the Award for Excellence in Community Crime Prevention. Nominations for these awards are due at the APPA Secretariat by March 1, 2002. These awards will be presented at the 27th Annual APPA Training Institute in Denver, Colorado, in August 2002.

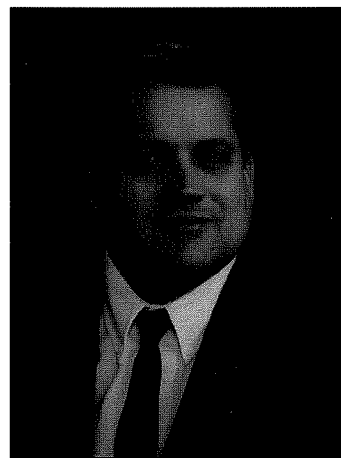
Members of our Association should make every effort to nominate a colleague or employee for one or more of the APPA awards.

Dan Richard Beto
President

GUEST EDITOR'S MESSAGE

Welcome to the Winter Issue of Executive Exchange. I am sure that you will find the articles included being both exciting and informative. Exciting because they continue to address some of the questions that have been part of the dialogue and the discussion around the "Broken Windows" strategies. It is informative because in this issue the authors are administrators who provide some practical guidelines for agencies working in the field to develop broken windows strategies.

As the dialogue continues it becomes clear that the broken windows strategies do not work in isolation. Those who are working on other contemporary initiatives such as the what works programs, restorative justice, or community justice should be able to clearly see that the various strategies work hand and glove. In fact community justice sets the framework for the others to work within. As the APPA Position Statement on community justice already states, "Restorative Justice operates within a Community Justice framework." Likewise is the case for the "What Works" programming and also the "Broken Windows" strategies.



The "Broken Windows" strategies are built upon community partnerships, community mobilization, and community collaborations that provide both short-term and long-term public safety. We must do the business of addressing serious violent offenders in the short-term while providing the balance of supervision and treatment strategies needed for success in the long-term. The primary outcome we seek ought to be "fewer victims in the future." This edition of Executive Exchange provides an update of what is happening in some of the technical assistance sites. Syracuse, New York, was selected by the Reinventing Probation Council of the Manhattan Institute, Springfield, Illinois, asked for technical assistance from the National Institute of Corrections, and the Sixth District in Iowa is continuing under its Living Laboratory umbrella.

I hope you enjoy this issue and find the articles informative and useful.

Gary Hinzman, Member
NAPE Board of Directors
Cedar Rapids, Iowa

BROKEN WINDOWS EXPERIENCE IN ONONDAGA COUNTY

by

E. Robert Czaplicki
Commissioner
Onondaga County Probation Department
Syracuse, New York

Change is an exciting and challenging process to initiate, work through, and accomplish. It is sometimes difficult in the bureaucracy of a local government. However, change must come, either forced or voluntarily, if probation is to take its rightful place at the table with other law enforcement entities.

Before we decided to apply for a designation as one of the "Broken Windows" technical assistance sites, we spent many hours determining if our department and our community was ready to make the commitment to change. We decided that we were ready.

Onondaga County includes the City of Syracuse, which was one of four sites in the country that had been designated by the Federal government in 1997 to be a pilot project to develop programming to fight juvenile gun violence. The Onondaga County Probation Department has been a partner in this effort since its inception.

Through the Syracuse Partnership to Reduce Juvenile Gun Violence Program, our department began to provide more community-based probation services, including a probation/police detail called the START (Surveillance, Treatment and Rehabilitation Together) Project. We devoted a great deal of effort and staff time to the Partnership. One of the results was the opening of doors to the community and to law enforcement that we had not enjoyed previously. We realized the value of partnerships and our role in them.

"Broken Windows" technical assistance gave us an avenue to continue to pursue in an orderly fashion what we had started in a "trial and error" manner.

They say timing is everything in life and for Onondaga County the timing of the national push for Broken Windows Probation was perfect. We had experienced much success in our first small steps we had already taken, especially the tremendous increase in respect and acceptance by other law enforcement agencies and the community. We saw the value to future performance and effectiveness in public safety that our change would produce. We knew it was the right thing to do.

Technical Assistance

On May 6, 2001, Gary Hinzman and Ed Rhine met with our management team to discuss the potential for their assistance.

The following day (May 7, 2001), Ed and Gary were introduced at a special Supervisors' meeting. Ed and Gary met individually with each Supervisor to answer questions and assess each supervisor's individual strengths, weaknesses, and commitment to the process of change.

After digesting and evaluating the information received in May, Gary and Ed returned in July to present their findings

and the concepts of Broken Windows to our whole staff at a special department-wide meeting. They also held focus groups with selected staff after the general staff meeting. In addition, during this visit they provided leadership training for our Administrators and Supervisors.

On July 11, 2001, a Steering Council was established to begin the work of the reformation of our department. The Council initially was comprised of only the Administrators and Supervisors. We have since added four line Probation Officers to the group.

The first Council meeting was held on July 16, 2001. The Council meetings are a round table discussion of status, progress, and goals. There is a great deal of discussion and brainstorming regarding the current and future state of the department. Each individual, depending upon their current assignment, brings a different perspective and in some cases, priorities, to the table. It is a learning process for all of us as we contemplate the different views of the common goal of long-term public safety.

During July and August 2001, the Commissioner met with each of the individual teams in our department to present his vision of Broken Windows and to engage them in the process of change. There were many questions from staff, but also much enthusiasm for evaluating the way we are currently doing business.

A voluminous package of educational material provided by our technical advisors was copied and provided to each staff member to provide the foundation of the principles we would be using in this process of change. An ongoing, cumulative file/history of our journey was computer generated.

We are currently in the process of developing charters to guide seven subcommittees of the Council, each of which will deal with one of the seven strategies of Broken Windows:

1. Place Public Safety First
2. Supervise Probationers in the Neighborhood, Not the Office
3. Rationally Allocate Resources
4. Provide For Strong Enforcement of Probation Conditions and a Quick Response to Violations
5. Develop Partners in the Community
6. Establish Performance-Based Initiatives
7. Cultivate Strong Leadership

All seven charters will be completed by the end of November 2001. The committees will commence their work in January 2002.

Committees

All professional staff were required to serve on one of the seven committees. The committees will be co-chaired by one of the department's trained facilitators and an individual who volunteers from the individual committee. At least one administrator will also participate in each committee.

We anticipate the committees will be lengthy and intense. There are many issues to be reviewed, including the department's policies and procedures. When you are asking people to "think outside the box" their creativity will open many doors that will require time to assess and develop.

Efforts to Date

The Onondaga County Probation Department has already taken several steps since July 2001 to enhance our department's effort to protect the community and rehabilitate the offender.

For several years, our supervision staff has been required to work "enhanced hours" in nontraditional times, ex., outside their normal work hours of 8:00 a.m. to 4:30 p.m. Supervision staff has to work 14 enhanced hours per month, seven (7) of which have to be on the weekend after 6:00 p.m. on Friday night through Sunday. We do unannounced home visits, resulting in better supervision as the probationer does not know the time or day we will be at their home. All probationers are aware of the nontraditional hours that our staff works. Over the years, this seven-day per week approach to supervision has resulted in a much better enforcement of the conditions of probation.

Since July 2001, we have developed three Community Reporting Offices (CRO), with a fourth opening in the near future. The offices are in three different geographical locations in the City of Syracuse:

- The first office was opened in July in the south quadrant of the city where our special probation/police unit works. This is the area of the city which receives the most "shots fired" calls. The office is located in a storefront on the main street of Syracuse. The office space was donated by one of our community partners, an African-American woman known as one of the top community activists in our area.
- The second storefront was opened in August on the north side of the city at a youth athletic and education center. Again, the space was donated by one of our community partners, a gentleman who runs the Golden Gloves Program and is enshrined in a local sports hall of fame.

- The third office was opened in September at a neighborhood center on the East Side of town that provides services to low income families. Again, this space was donated by a community partner, who formed a relationship with our department through our work in the Syracuse Partnership to Reduce Juvenile Gun Violence.

Each of the above three sites and all future sites were not chosen merely because of location, but because of the services they can provide our clients. Our aim is to use these offices as a bridge from probation services to community services for our clients, especially the youth under our supervision. The sites were chosen because of the commitment of each center to working with high-risk youth and their effectiveness in engaging youth into programming.

The response that we have received from partners, staff, and clients has been outstanding. We hope to continue this process with more offices in the future.

In our opinion, one of the surest ways to fight recidivism is through education, both formal and social. To that end, in September our department began offering GED classes on site in our office. This was developed through forming a partnership with the Syracuse City School District. We are pleased at the initial response of staff and clients in utilizing this service.

The Onondaga County region of New York State has been hit very hard by an economic slowdown, including a large number of lost jobs. It is hard enough to get a job even if you have a high school diploma and a clean record, let alone the circumstances many of our clients experience with no education and a criminal record. Therefore, in addition to the above-mentioned GED class, we have also partnered with an employment agency in the city to provide job readiness information and employment opportunities to our probationers. The first employment session was held in October 2001. It will be a monthly offering by our community partner.

The Future

While the few small steps we have taken since July encourage us, we realize that the starter's whistle has just been blown and that the finish line is a long way off. It will take a great deal of work, discussion, negotiating and reorganizing to break the tape, but we believe the goal is worth the effort.

The move to community-based supervision — the right thing to do — presents new challenges and problems that the good, old fortress probation "protected" us from experiencing. This change will take time, patience, and dedication. We believe our staff will rise to the occasion in all three areas.

SANGAMON COUNTY ADULT PROBATION DEPARTMENT'S JOURNEY TO CHANGE

by

Michael J. Torchia
Director

Sangamon County Adult Probation Department
Springfield, Illinois

The Beginning

Approximately two years ago, our department began to prepare by reviewing the literature and practices that were surfacing out of the community corrections field, especially in regards to the "Broken Windows" philosophy. Also, a five-year workload study was conducted department wide. This information was reviewed to identify what strategies the department would need to take, and to determine caseload trends. The management team formed a work-group, which met weekly. Under our current practices, all of our officers complete their own presentence investigation reports and intake interviews, while supervising approximately 80 to 100 probationers. While attempting to balance these three functions, our officers are under specific time constraints to complete presentence investigation reports and intakes. To meet these time frames, the supervision of probationers often takes a "back seat" role. As pointed out earlier, we have basically had a "fortress" probation style of supervision. We came to the realization that this is an ineffective practice and that we needed to change.

The work-group put together a proposal for restructuring the department by dividing the duties (intakes, presentence investigations, and supervision of a caseload) of all of the probation officers into two separate units, investigation and field. The Investigation Division would conduct all intakes, pre-dispositional and presentence reports and records checks, while the Field Division would supervise all active offenders under our supervision. The proposal was presented to department staff, the presiding judge, Administrative Office of the Illinois Courts personnel, and County Board. It was received with support and approval.

In October 2000, the Restructure Committee was formed. It was comprised of personnel from the support staff, line staff, mid-management and upper management. It was decided that prior to "Reinventing Probation," we had to first evaluate the department's mission statement, goals and performance indicators. Also, we realized that we needed to create a Vision Statement for the department.

Due to a collective bargaining process from December 2000 to June 2001, only limited committee work took place. The management team proceeded to undertake the project of drafting a new mission statement, goals and performance indicators. In June 2001 after the ratification of the collective bargaining agreement, support staff and line staff rejoined the Restructure Committee.

Technical Assistance

In April 2001, the management team made a decision to hire a consultant to assist the department personnel in em-

Sangamon County, including the City of Springfield (hometown of President Abraham Lincoln), is located in Central Illinois and covers an area of 868 square miles. The County has a population of approximately 190,000. The Sangamon County Adult Probation Department has a professional staff of 28, which includes five management staff, 18 probation officers and five support staff. The Department currently supervises approximately 2,700 individuals under some type of supervision for the Court.

Introduction

Protecting public safety is a challenge of importance to every community. The public continues to rank fear of crime as a primary concern and protection from violent predators as a fundamental expectation of the criminal justice system. Being a component of the criminal justice system, the Sangamon County Adult Probation Department has realized that we have to make changes and become more proactive at being one of the alliances to provide public safety within our community.

For numerous years, Sangamon County Adult Probation stagnated somewhat and fell into what is called "fortress probation." In the recent years, we have made progress toward change. Over the last couple of years, our achievements have included the institution of a public service employment summer work crew project; obtaining two grants to specialize in the supervision of sex offenders and domestic violence offenders; entering into a research partnership with a local state medical university to develop an assessment tool for measuring the best predictors of antisocial personality; and considerable progress in addressing officer safety issues, both in the office and in the field, with technical assistance from the National Institute of Corrections.

Even though we made some efforts toward enhancing public safety and attempted to incorporate best practices in the field of probation, we realized that we were not making any drastic or prompt changes that would get us where we needed to be as a probation department.

Welcome or not, change is inevitable. Although we cannot intentionally change many aspects of our community, or ourselves, we can exert some power over the courses of our own lives and professions, and make an impact on the lives of others. With our own aspiration and motivation, and with the current and future support from our supervising entities (Judiciary, the Sangamon County Board, Administrative Office of the Illinois Courts-Probation Division, Illinois Criminal Justice Information Authority, and National Institute of Corrections), we are now heading in the right direction. We believe that we are well on our way to making an impact on public safety by instituting some of the concepts of "Broken Windows" and "Best Practices."

bracing the concepts of "Broken Windows" and "What Works", and to make sure that our work on restructuring the department was heading in the right direction. A request for technical assistance was made to the National Institute of Corrections. In May 2001, technical assistance was awarded to our department, which enabled us to contract with consultant, Gary Hinzman, who is one of the co-authors of the "Broken Windows" monographs.

Mr. Hinzman first visited our department on June 24-25, 2001, to meet with the management staff and Judiciary members. The focus of the first visit was for Mr. Hinzman to get acclimated to the operations of the department, the Judiciary system, management styles and to plan the agenda for a second visit which would involve all staff members.

Prior to Mr. Hinzman's second visit, he had our management staff complete the Situational Leadership Behavioral Analysis Model. Mr. Hinzman's second visit was August 20- 21, 2001 at which time he started off by meeting with management staff to review their scoring on the Situational Leadership Behavioral Analysis Model. The purpose of this session was to acquaint the management team with their own preferred leadership style, as well as other leadership style options. Mr. Hinzman then met with all staff of the department in order to get their concept of "Broken Windows" and describe the best strategies for moving the department in its desired direction.

On the second day of this visit, Mr. Hinzman began by reviewing the Situational Leadership Behavioral Analysis Model with the entire staff. He specifically disclosed the preferred leadership styles of the department's management staff and what that meant to the department. Mr. Hinzman next met with just the line staff of the department. This step was requested by the management staff as a means of helping Mr. Hinzman to gain better insights into our situation. After meeting with the line staff, Mr. Hinzman met once again with the management staff to discuss staff's concerns, which were the same as those of the management team. The following strategies were developed based on the technical assistance report:

Phase One: Department Reorganization

1. The re-organization plan would be announced by October 1, 2001 and it would detail the positions that staff would be assigned to (i.e. Investigation or Field Operations).
2. Staff and management would work together to review strengths, weaknesses, and opportunities to develop the mission and vision associated with reorganization.
3. Staff, having been assigned to new positions, would work with management on developing position descriptions and the evaluation measurements.
4. Collectively, the members of the department would determine the outcomes to be achieved and how to measure the outcomes. This would tie back into evaluation criteria.
5. Phase One would be targeted for completion by December 1, 2001.

Phase Two: Embracing the Broken Windows Strategies

1. The reorganization team and staff would continue to review the broken windows literature and provide feedback to the information.

2. The team would review the seven key strategies recommended in the broken windows monograph and other writings. It was recommended that the team use "charter groups" for this work.
3. The staff and management of the department would continue to work with the material introduced on building partnerships and collaborations.
4. SWOTs would be used in conjunction with community planning.

Other recommendations that were made as a result of the technical assistance were the additional need for a fourth senior probation officer as part of the reorganization, the continuation of funding for two of the department's visible programs, Sex Offender and Domestic Violence units, the implementation of a pretrial program and conducting a force options chart, similar to that being utilized by Mr. Hinzman's agency.

Efforts To Date

Since receiving the consultant's final report, our department has made some progress of reorganizing and setting up the parameters for implementation of "best practice" strategies. A fourth senior probation officer was hired. The management staff has developed a new organizational chart to distribute the department into an investigation unit and a field unit with the new personnel assignments. Also, the re-assignment of personnel of special duties and programs has been completed for the management staff. The Restructure Committee had divided up into three subcommittees entailing mission/vision statements and goals, a new case flow system and transition plan. The subcommittee on mission/vision statement has written new mission and vision statements (see below). The subcommittee for a new case flow system has developed a flow chart design on how a case will flow from the investigation unit to the field unit. The subcommittee dealing with the transition plan has developed a plan of action, that is currently being implemented with a completion date of January 1, 2002, in order to transfer the current cases of investigation officers to field operations officers.

Mission Statement

The mission of the Sangamon County Adult Probation Department is to protect the community by identifying risks of each probationer to guide sentencing and field supervision, addressing the needs of victims and offenders to promote community cohesion, mobilizing and matching community resources, and sanctioning probation violators.

Vision Statement

The challenge of any probation department is supervising offenders sentenced by the courts to remain in the community while protecting its citizens. The Sangamon County Adult Probation and Court Services Department functions as a catalyst to hold offenders accountable and to make victims whole. Key to this mission is the specialization of work assignments through field-based supervision and comprehensive investigation.

The Department will:

- Identify probationer risks and needs by engaging in full and thorough background investigations, complete with verifications, and by utilizing reliable, statistically proven risk and need assessment instruments;
- Address victim needs by initiating contact during investigations and in each probation case, by assessing each victim's needs, by monitoring and requiring the payment of court ordered restitution, and by working closely with victim advocate groups;
- Mobilize and match community resources to assist victims and offenders by collaborating with community services providers, law enforcement agencies, treatment providers, non-profit organizations, neighborhood associations, religious organizations and others; and

- Sanction probation violators in coordination with the judiciary, state's attorney, defense attorneys and circuit clerk's office.

Through the dedication of management and staff, the Department exemplifies the highest standards of professional behavior.

Future Endeavors

With the steps we have taken to reorganize our department prior to implementation of the "Broken Windows" and other strategies, we believe we are heading in the right direction. With continued dedication, energy, sweat, hard work of our staff and with the support of our County Board, Judiciary, Administrative Office of the Illinois Courts-Probation Division, and other entities, we feel that we can face the challenges and any problems encountered in order to move to community-based supervision.

SIXTH JUDICIAL DISTRICT DEPARTMENT OF CORRECTIONAL SERVICES REORGANIZATION

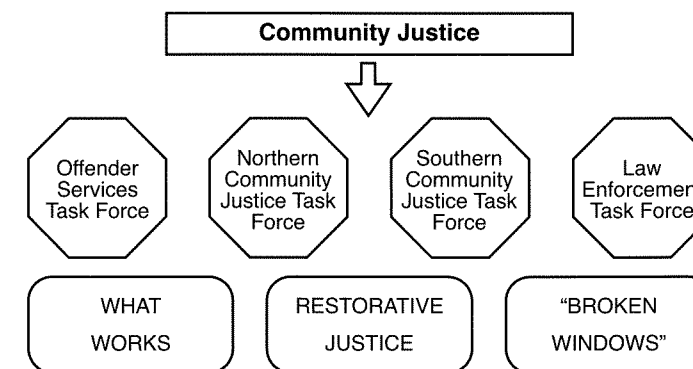
by

Gerald R. Hinzman
Director

Sixth Judicial District Department of Correctional Services
Cedar Rapids, Iowa

Introduction

The Sixth Judicial District Department of Correctional Services has been committed towards several goals in its quest to better serve its customers. Operating under the APPA Position Statement on Community Justice the District agrees and views the "Broken Widows" strategies as defined in the monograph published by the Manhattan Institute under this umbrella. Likewise the District views the "what works" literature published by Andrews, Bonta, Gendreau, et al., operating within a community justice framework as well as the restorative justice principles which the position statement specifically states operates within the framework. Within the Sixth District the framework in place would resemble the model below:



In order to more effectively manage projects like the Living Laboratory, the cognitive restructuring programs associated with "what works," and the "Broken Windows" strategies such as neighborhood-based supervision, the District needed to review its organizational capacity to deliver the outcomes these strategies demand. Additionally, modern public administration principles require an agency to review its size, mission, and delivery system to maximize its resources. As an agency grows and more workload is placed upon the agency, increased specialization is required to equitably distribute the workload.

At some point it is no longer efficient to hire and staff with more of the same type of position classification. The nature and complexity of the job tasks increase and often the additional demands grow and require the staff to become multi-tasked. This issue is distinct from just having more numbers to deal with. Instead of doing the same thing with more numbers, staff finds themselves having an increasing number of tasks to perform plus higher numbers. Under public administration principles this has usually called for increased specialization.

This working document will suggest that the Sixth District's involvement with restorative justice, "Broken Windows," "what works" programming, and the Living Laboratory over a period of a few years has given the staff new knowledge to become multi-tasked or multi-dimensional to the point that those who are the working backbone of the agency are over-taxed. When an agency reaches this pinnacle there are really

only two options. One is to stop doing some things and the other is increase specialization. Often at this juncture it is easy to be confused and define the problems as purely workload related. The continued redistribution of the workload does not have the desired effect as the pure numbers are not as much of a problem as the number of tasks that staff is required to perform. Other administrative issues such as ICON (Iowa's new data system) implementation have also aggravated this situation.

Additionally, the types of offenders being placed on supervision are higher risk. This has caused a higher level of anxiety among staff. This fact is evidenced by noting that the Sixth District has the lowest rate of direct commitment from court to prison in the state, thus indicating we are taking higher risk offenders on supervision. It is further evidenced by noting that the Sixth District also has the lowest revocation to prison rate in the state, which means we are also being successful with managing higher-risk offenders in the community. Many staff did not take this job to be enforcement oriented and they are uncomfortable with this role. As inevitably will be the practice and as the district continues to require more time out on the street and less in the office, these concerns will only be aggravated.

In an attempt to address workload issues in FY 2000, the Sixth District added nearly two dozen new staff in various positions as requested by supervisors and managers of the agency. Those positions were distributed into direct services and support positions as requested by supervisors and managers within individual units. That was nearly a 14% increase in the agency's FTEs. This increase still has not had the desired effect on staff time and the related issues addressed above. When an agency reaches this point it is time to consider specialization. The hard-working backbone of the agency needs a different form of relief, one that allows them to give over some weighty tasks to other staff that are specially trained to handle those tasks.

Other positions were added or upgraded later in the year. Still the desired effect upon workloads has not been met two years later, and did not address staff anxiety issues. It is time to reduce the tasks (and associated anxiety) that staff has to perform through increased specialization of work.

Furthermore, it is difficult to imagine how an agency can walk away from the principles of what works, restorative justice, or broken windows probation once the agency is exposed to them. The fact that the agency is privy to new and better ways to provide its services nearly binds it to continue to perform those services in a fiduciary manner. In other words how do you ignore the knowledge that you have acquired? It may be possible to walk away from progress and revert back to an old way of doing business but it is not practical or morally right.

In order to continue best practices, reorganization of tasks needs to occur. With reorganization of tasks and specialization of purpose comes restructuring of the agency. The remainder of this article will discuss those issues.

A Selected Review of Sixth District Programs

The programs selected for review here are those that seem to have an impact on the need for reorganization. It is not that these programs are more important than other programs or that

other programs are less important. Also, it is given that the staff who are the backbone of the agency are very important, appear to be over tasked, but are well compensated compared to their counterparts across the nation.

Restorative Justice

The district has been heavily engaged in restorative justice work throughout its catchments area. This has included working with victims, the community, and offenders in thoughtful and meaningful ways. In Linn and Johnson Counties this has taken on the format of systems change as community partners have become heavily engaged. Admittedly this has refocused a tremendous amount of effort of staff. It is more than just keeping up with the caseload. The development of community/restorative work in the two counties is highlighted in an article written for NIC's Topics in Community Corrections by Assistant Director Jean Kuehl.

Additionally, the District's private foundation (the Community Corrections Improvement Association) has been developing proactive and preventative programs for youth and their families that provide restorative outcomes; and these program activities and the district's activities must be closely coordinated.

What Works Strategies

There has been monumental change in this arena over the past five years as the staff of the district have been exposed more and more to the literature around what works. The use of the LSI, the development of the MATRIX, implementing cognitive behavior oriented programs, new programs for job training and retention, etc., have been more than significant. Related to these programs is the staff training, implementation, and audit time associated with this.

The district also had technical assistance provided by consultants working for NIC that have reviewed the district's work and provided a TA Report in this area.

Since Bonta and Andrews have provided supervisors and managers with "what works" training, the district is still trying to identify the available, appropriate, and comparable training for line staff with recommendations still forthcoming from the joint planning team. This is still important so that staff understand what they are doing, why they are doing it, how it helps them do their job more effectively, and how it helps serve their clients. Without those basic understandings staff will continue to struggle to make sense of it all.

Living Laboratory Projects

As mentioned above, the Living Laboratory Board recommended providing training to line staff as a next step. A second emphasis has been on evaluating the outcomes of the "Partners in Accountability" program. This is a program that provides wrap-around systemic services in the community. Pat Van Voorhis of the University of Cincinnati has been evaluating this program.

Jim Bonta requested the district's participation in a research project conducted by Karl Hansen and Andrew Harris involving sex offenders. The district sent a team to Alaska to train and work with the Canadians on this project. The project team has

embraced this project and is currently involved in this work and collecting research data.

Bonta also requested the district's involvement in another project designed to determine how field agents use the LSI II as a case management tool. The district sent a team to Manitoba, Canada, to review what was occurring there. To date this team has not recommended embracing this project.

The Sixth District has also recently been selected by the National Institute of Corrections as its national evaluation site on work force development and job preparedness.

"Broken Windows" Probation

Often, because these programs or initiatives have joint purpose or are designed to work in coordination with other programs, it becomes more difficult to say that one program is better identified with one initiative or another. Such is the case with "neighborhood-based supervision" as it seems to fall under the principles of a least a couple of strategies. It is clearly a "Broken Windows" strategy that has been successful. This effort will no doubt continue to be replicated throughout the district.

The creation of the high-risk supervision unit is a strategy that falls under "Broken Windows" as well as community justice. It has all to do with offender accountability versus offender anonymity. We have already seen when implementing neighborhood-based supervision practices that the public wants and expects probation and parole to value offender accountability, and places public safety value on this activity. Even though some agencies across the country would argue that that is enough reason to create a high-risk unit, it is the Sixth District's intent to mesh the activities of this unit with our treatment philosophy to obtain better outcomes through best practices.

It is also important to remember that the Reinventing Probation Council placed an exclamation point beside the what works programs, including mental health issues and employment (See article titled "Broken Windows—Broken Buckets" by G. Hinzman published in Corrections Management Quarterly).

Identifying Specialization and Avoiding Silos

Looking within the district structure one can find areas of specialization. Some are already unitized such as pre-trial services, pre-sentence services, and TASC. The Offender Services Unit has been established for several years. Sex Offender casework has become specialized within the Parole Unit. The Youthful Offender Program is specialized within the Probation Unit in Linn County. These are existing examples of the organizational principles on specialization discussed previously. Two newer district activities that need to be considered are the creation of the high-risk unit and the increased activity around job preparedness and job retention. Another issue on the horizon is the emerging need to do centralized intake and assessment.

The increased need for specialization not only takes a toll on line staff but it also requires supervisors to be more knowledgeable and provide a wider range of supervisory knowledge. Additionally it starts to tax the limits of management ability, contributing to frustration and burnout.

It is of vital importance that the need for specialization does not create silos of activities within the agency. Over the course of the agency there have been both positive and negative ex-

amples of specialization. It is important that the specialized units do not see themselves as greater than the units and staff that are the backbone of the agency. Specialization should complement the principle work of the agency.

Units Effected by Reorganization and Creating a New Division

Prior to mentioning individual units, a straightforward commentary needs to be made placing responsibility with this new division as the district's primary manager of the Living Laboratory projects.

The Offender Services Unit

As mentioned previously the district received technical assistance from the National Institute of Corrections to review the organization, management, functions, and activities of this unit (See report written by Melissa Cahill, Ph.D.). The Offender Services Unit will no longer be a stand-alone unit within Field Services. Instead the unit will be one of several units in the newly formed Special Services Division. According to the reorganization plan the supervision on a day-to-day basis will be the responsibility of a supervisor who has good clinical skills. It is very important to note that the management and supervision of this entire division will be on a team basis. This is required to avoid silos.

The agency is currently developing a survey instrument focusing on staff as our customers, to determine the various types of services that the offender services unit need to provide. Vacancies in the unit at this time will be filled as the needs are determined and the knowledge, skills, and abilities for new staff are identified.

One example begs to ask if the district needs another educator to provide life skills or has our knowledge of cognitive restructuring made some of the old curriculums passé? Another example is to see how much the staff valued family therapy and if the district should seek to employ another person with those needed credentials.

High-Risk Supervision Unit

The high-risk unit will also be in the new division. The unit will have its own supervisor on a day-to-day basis; however, the same caveat applies here about team supervision.

Many discussions have already been held in management team around the composition and duties of this unit and while the final touches have not yet been added the following list provides a good overview:

1. Some in the unit will maintain a high-risk caseload.
2. The unit will supervise or provide support for the assaultive offenders.
3. The unit will support residential support services with furloughs, etc.
4. The unit will support probation and parole officers with intensive field supervision.
5. The unit will continue neighborhood based supervision practices.
6. The unit will be available to make arrests at scheduled appointment times and will locate absconders.

7. The unit will track down “no shows” for appointments, treatment groups, etc.

Decisions still need to be made as to whether other ISP staff becomes part of the high-risk unit. The work of this unit will have a positive affect in reducing both current and future anxiety levels of district staff.

While the staff and the philosophy of the offender services unit and the high-risk unit may appear to be far apart they cannot operate in separate or independent silos. All the best practices indicate that risk and need must be effectively balanced to obtain best outcomes. Already staff in one unit has been heard stating a preference that they will not want to work closely with the other. This is totally unacceptable and the premise of the new division is to have them working effectively together, participating in joint staffing and case planning, and to balance treatment and supervision effectively as best practices would mandate.

Sex Offender Unit

The Sex Offender Unit is relocated to this new division simply because it has become a model of the proper balance of treatment and supervision. Its members are highly trained and work well as an efficient unit. It is hoped that they can provide a good model to build the rest of the division around. Additionally, they are part of the Living Laboratory project (See article written by Cindy Engler for Perspectives).

Workforce Development Unit

Pulling all of the workforce development staff together will create a new unit. This group is also at one of the highest levels of training possible and will be able to promote positive outcomes with offender employment towards pro-social support systems. On a day-to-day basis the change is transparent; they will remain in their same offices providing support as they currently do. However, there will be increased emphasis in field services (See article on employment written by Mike Richmond and Shelly Morelock and published in Executive Exchange).

Re-entry Court Pilot Project

The staff involved with the re-entry court pilot project will be assigned to the new division.

Forming the Special Services Division

The Unit will gradually be pulled together over a period of several months. It is not anticipated that any of the staff will change offices or locations as a result of this reorganization, except for locating a setting for the high-risk unit to work out of. With a nod of the head the Workforce Development Unit can be created. They are already working together.

The survey being put together by the Offender Services Unit to survey its customers will provide valuable input on the future tasks of that unit. However, those currently in that unit can be part of the new division at any time.

The Re-entry Court Pilot Project staff can also be named to the division without much fanfare.

The staff of the High-Risk Unit graduated from the law enforcement academy in September and have reported to this division for their assignments.

Cross Training of Division Personnel

It will be required that all division staff are cross-trained to the extent that they are knowledgeable about the functions of the entire division. For example the high-risk unit will receive training pertaining to sex offenders, workforce development, and the best practices of “what works” (including the LSI and the MATRIX). Each unit will in-turn train each other. This “cross pollination” is done for continuity and to follow best practices. It should also help eliminate or prevent silos.

Staff of the new division will be expected to participate in weekly staffing meetings. The fact that they are cross-trained will provide insights for them to participate in developing meaningful strategies for the treatment and supervision of offenders and allow for coordination of effort.

Staff of this division will need to continue to survey its customers in the future to better serve the needs of this agency.

Organizational Impacts On the Rest of the Agency

As noted in the commentary above, the supervision of job developers is moved from residential to the new division. All sex offender staff is moved to the new division. All ISP staff from the parole unit will be assigned to the high-risk unit. With that many staff being reassigned from the parole unit, it is anticipated that the supervisor of the parole unit will be administratively reassigned to the new division.

Parole Officers who were left in the parole unit were administratively reassigned to Residential Services where they will become part of a post institution continuum. The desired effect is to have a more effective continuum of post institutional services for work release, OWI treatment, and parole provided under the same roof and coordinated by the same supervisor.

The Role of Management Team and Staff

To begin with, the structure of the reorganization was not very negotiable. However, the tasks of those being assigned to the new division and exactly how that lifts the burden and anxiety of too many specialized tasks and higher caseloads from other staff still needs to be framed. The agency is still defining the work of the Offender Services Unit (survey and technical assistance report) and the High-Risk Unit. The tasks of the Employment Unit need greater definition. There still remains a lot of work and definition to be completed so that this division meets the needs of its customers.

Management Team members were polled as a group to find how they would prioritize emerging needs and focus for the agency. Their responses follow:

Option to consider	1st	2nd	3rd	4th	Total
Added weight	X4	X3	X2	X1	Score
Staff should remain generalists	0	0	0	0	0
Count contact standards to measure success	0	0	0	0	0
Focus on Community Justice	0	0	2/6	3/6	12
Do program evaluation	0	0	2/4	2/2	6
Emphasis should be on employment (getting a job)	0	0	0	0	0
Focus on victims and restorative justice	4/16	2/6	1/2	0	24
Good cognitive restructuring	0	0	5/10	3/3	13
Staff needs to be specialists	0	0	0	0	0
Agency should focus on short-term public safety by removing an immediate threat	1/4	2/6	0	0	10
Use life skills and social skill programming	0	1/3	0	0	3
Focus on employment skills and job retention (as opposed to just employment)	2/8	0	0	4/4	12
Agency should focus on long-term public safety by treating offenders so they return to the community without having new victims in the future	5/20	5/15	0	1/1	36
Focus on good process for good outcomes	2/8	1/3	1/2	3/3	16
Probation Officers should facilitate groups	0	0	0	0	0

It is clear that the management team for the Sixth District really valued the concept of effectively treating offenders so when they are released to the community they are less likely to have a new victim. That is long-term public safety. They also placed some additional value on short-term public safety to keep the community safe. The management team also expressed a great desire to focus on victims and restorative justice principles. They also showed high interest in focusing on good process for good outcomes, on good cognitive restructuring programs, and focusing on employment skills and job retention, as opposed to just getting an offender a job.

Although the management team scored a twelve for community justice it must be pointed out (as the first page of this paper depicts) that that is the framework from which all the other strategies work. It is also worth noting the zeros for generalists, specialists, contact standards, and facilitating groups as work of line staff. The management team expressed a belief that this agency is so far along that those items merely fold-in as decisions to be made under other strategy groups they ranked higher.

These responses clearly show that the management team of the Sixth District has high confidence in the staff of the district and believe that they can operate at the highest levels. That belief of the management team is consistent with the philosophies of the district and with this reorganization plan.

Managers and supervisors need to review their supervision styles. Management cannot continue to manage by task

lists when other strategies may be more effective. Managers and supervisors need to put aside parochial interests. Supervisors need to assess the developmental and maturity levels of their staff and supervise accordingly. Supervisors need to be able to assist the transition by defining, planning, and orienting in some cases while allowing, trusting, and empowering in other cases. They will be called upon for explaining, clarifying, and redirecting and also called upon to reassure, facilitate, and problem solve. Most of all they will need to know when their staff needs which strategy and employ that strategy effectively (Drawn from the work of Ken Blanchard). Members of the management team have been trained in the “situational leadership” model and are ready to assist the staff in their units make the organizational transition.

In many jurisdictions the Reinventing Probation Council, when providing technical assistance, recommends that the receiving agency form a core steering committee and charter other working groups to address the seven key strategies in the “Broken Windows” monograph. That could become an effective strategy to have staff involvement and input. The district already had a core steering committee that was familiar with charting that could accomplish this task.

This reorganization is being done to benefit staff and reduce their workloads. Staff is the customer of this process; staff must be served by this process; and staff must benefit from positive outcomes that reduce their work and provide success in managing the offenders they supervise. Management of this agency must be committed to this outcome!

Another issue that often needs to be considered is the work the regular probation and parole officers will be doing when the workload levels for them are diminished. This has often occurred and staff needed to be re-directed. It is not as if there is not a lot of work to do, but management and supervisors need to plan for this in an orderly manner.

What Is Still Left to Consider?

Even with the creation of the Special Services Division some tasks are probably best left in the field services and residential divisions. One such task is the whole body of work and effort around restorative justice principles. Another example is the ability of staff to be freed to provide some group facilitation, and to be credited for the work with credit to meet contact standards.

There is also the whole issue of providing intake and assessment services. At one time it was considered as a possibility for the offender services unit. However these activities may best be positioned within the Pre-trial and Pre-sentence Unit. This is still to be determined by the results of the internal customer survey.

Conclusion

Although the framework has been developed there is still much work for the management and staff to finalize. It is important to realize that we are making a philosophical statement of what we are about rather than think of just the organizational configuration. We value looking for long-term solutions to public safety. We believe in the “what works” strategies. We practice community and restorative justice principles. We employ

'broken windows' strategies. We want to continue to manage offenders effectively in the community.

In order to continue to operate as one of the best community corrections agencies in the nation, we must be willing to embrace change that allows us to continue striving for better outcomes through best practices.

This reorganization plan has four divisions:

1. Residential Services including maintenance and systems administration
2. Field Services
3. Personnel/ Administrative Services
4. Special Services Division

This will allow the Sixth District to continue its excellent work with:

- Embracing Community and Restorative Justice
- Embracing "What Works"
- Embracing "Broken Windows" Probation
- Continuing the Living Laboratory

This reorganization will/ must also benefit staff by:

- Reducing workload tasks and sheer numbers
- Reducing anxiety of staff
- Developing a more efficient delivery of services

- Continuing to move forward applying new knowledge and skills
- Providing a more efficient management structure

Granted that this is change, and knowing that there is always resistance to change the change, must be managed effectively. The result will be positive and allow the Sixth District to move boldly forward with best practices, charting a course whereby treatment, social work, and enforcement can be layered in a systemic way to produce best outcomes.

There are lessons to be learned from this activity. First and foremost is the lesson that departments do not need to choose restorative justice over "what works" or "Broken Windows" (or any other force choice). They all work well within a community justice framework.

Second is the notion that new strategies, new philosophies, new training, and better understanding create a work force that is multi-tasked. It is the multi-tasking as much as sheer numbers that increase staff workload. It also requires supervisors to be multi-tasked and their understanding must be even greater.

Third is the age-old administration principle in PA 101. When the complexity and burden of certain functions become too onerous for the working backbone of the agency, specialization needs to occur to relieve the burden.

Lastly, change must be planned for and well managed so staff understand the change, understand how it effects them doing good work, have a chance to own part of the change, and do in fact embrace it.

INFORMATION ABOUT EXECUTIVE EXCHANGE

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

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

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

Specific questions concerning *Executive Exchange* should be directed to Dan Richard Beto at (936) 294-1675. Facsimiles may be sent to (936) 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

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REINVENTING PROBATION: PERSPECTIVES FROM LINE OFFICERS

by

Donald G. Evans
President
Canadian Training Institute
Toronto, Canada

APPA board members were treated to an interesting and thought provoking session at their recent meeting in St. Paul, Minnesota on August 27, 2001. A panel of front line probation and parole staff were assembled to respond to a series of questions about the implementation of "Broken Windows" probation. The panelists were Amy Ballard from Maricopa County Juvenile Probation; Charles Hinder with New Jersey Parole; and Saska Switzer from a rural probation office in Iowa. The writer facilitated the panel.

Questions relating to the key strategies for a rational probation system that were enunciated by the Reinventing Probation Council in their monograph *Transforming Probation Through Leadership: The "Broken Windows" Model*, were posed to the panelists. Each of the panelists commented from their own unique positions and the members of APPA's board received a wider vision of what were the effects of these changes on field staff and what the possibilities for change could be when line staff are involved. Hearing from the experiences of parole, juvenile probation, and rural probation front-line staff also gave probation administrators and executives an opportunity to see how staff has adapted to these changes and also what is needed to sustain the changes.

It is clear from the input given by the panelists that there is a readiness to embrace change in the way probation and parole services are delivered. However, they also indicated the need for concrete support from their administrators.

Probation executives who may wish to convene their own front-line panels or a focus group to assess the responses to their efforts to reform probation might find the questions used at the APPA board meeting a useful starting point. The questions posed the panelists were:

- In order to "place public safety" as a major goal of your service, what activities did you have to engage in? What changes were required? What impact did this experience have on your service?
- In responding to the challenge of supervising offenders in their neighborhoods, what obstacles did you encounter? How did you attempt to overcome these obstacles? Is there anything urban providers can learn from the experience of supervision in rural communities? How important is this strategy to effectively work with juvenile offenders?
- One of the big barriers to "reinventing" probation is that of resource allocation. What has your agency done in order to secure a "rational allocation of resources" for the work you do?

- Most critics of probation usually point to the poor enforcement performance of probation. What has your agency done to provide a more effective enforcement strategy? How have you managed the process so that there is a quick response to violations?

- A number of jurisdictions have been developing partnerships with local law enforcement, treatment providers, schools, etc. How has your agency gone about developing partnerships? What specific partnerships? And for juveniles, how essential is this partnership?

- This is the era of measurement and more public sector agencies are developing "outcome measures" and establishing performance based initiatives. What has your agency done in regard to this strategy?

- Leadership is considered by many as a key element in the successful implementation of an organization change. How does your agency cultivate strong leadership? And what are you doing to ensure your agency will have strong leadership in the future?

- Given the apparent emphasis jurisdictions are placing on public safety (i.e., responding to violators, partnerships with law enforcement), how has your jurisdiction ensured that there is a balanced approach to providing probation/parole services (e.g. prevention, intervention, and advocacy) as in the APPA vision?

Thoughtful reflection and articulate exposition were demonstrated by the panel members in their responses and they were a credit to their profession. With staff members like these, probation can indeed reform itself and become a valued public good.

NOMINATIONS SOLICITED FOR EXECUTIVE OF THE YEAR AWARD

Nominations are being accepted for the Sam Houston State University / National Association of Probation Executives "Executive of the Year Award" for 2002. This award is given annually by the George J. Beto Criminal Justice Center at Sam Houston State University to an outstanding probation executive selected by the NAPE Awards Committee. The award will be presented at the annual breakfast meeting in Denver, Colorado. Prior recipients include Barry Nidorf, Don Stiles, Don Cochran, Cecil Steppe, Don Hogner, Vince Fallin, Tamara Holden, Richard A. Kipp, Ronald P. Corbett, Jr., Richard E. Wyatt, Rocco A. Pozzi, Ron R. Goethals, and Cheryl K. Townsend.

Criteria for this prestigious award include the following:

- Manager of a public agency providing probation services;
- Member of the National Association of Probation Executives;
- Contributed to local, state, regional, or national professional organizations;
- Demonstrated sustained exemplary performance as a manager in pursuit of the goals of the profession;
- Implemented new and innovative policy, procedure, program, or technology with high potential to enhance the standards and practice of probation which is transferable; and,
- Has achieved outstanding recognition during the year or has outstanding achievements over time.

Nominations should be sent to the Secretariat Offices by April 15, 2002, at the address below:

Ms. Christie Davidson
NAPE Secretariat
George J. Beto Criminal Justice Center
Sam Houston State University
Huntsville, Texas 77341-2296
FAX No. (936) 294-1671

Please take time to nominate one of your colleagues for this distinguished award.

NAPE/CCIA Award *Arthur Neu Award* For Exceptional Policy Development

Arthur A. Neu served 32 years in the Army JAG Corps and returned to Iowa to practice law. Neu served in the Iowa State Senate from 1967-1972, and as Lieutenant Governor of Iowa from 1973-1979 when he played a historic role. He served on the Iowa Board of Regents 1979-1985 and currently serves on the Iowa Board of Corrections. He has also served as City Attorney and Mayor of Carroll, Iowa and as an attorney for several school districts.

In 1976 while serving as Lieutenant Governor, Arthur Neu showed great leadership and vision when he supported and guided Iowa's innovative and strong Community Based Corrections Act through the Iowa Legislature.

At the time his leadership was unselfish for an elected official but through the ages of time it epitomizes what leadership is all about in crafting and supporting effective public policy. It is this type of leadership from elected officials that this award will recognize in the future.

Eligibility: The National Association of Probation Executives and the Community Corrections Improvement Association jointly present this award to an elected official who has demonstrated exceptional understanding and support for probation practices and has provided value added activity or service to the profession in their official capacity.

Nomination: Nominations will be accepted from a NAPE represented department and must be approved by the Director and/or the Board of Directors for that department.

The nominee must have achieved an outstanding event during the year or championed a specific cause over a period of time.

Selection: The NAPE awards committee and a representative of CCIA will review all nominations and will select the award recipient.

Presentation: This award will be presented each year at the NAPE Annual Awards Breakfast.

Award: The award recipient will receive an individual wall plaque displaying the name of the award, the recipient's name, and the date of the award. CCIA will also provide a \$500.00 contribution to the official charity (501.c.3) selected by the award recipient.

NAPE/CCIA Award
William Faches Award
For Exceptional Community Service

William Faches served as the Linn County Attorney from 1965-1974. He truly believed that obtaining justice was the primary outcome and strove for justice and equality for all citizens. He was a founder of the Sixth Judicial District Department of Correctional Services in Cedar Rapids, Iowa.

In 1978 he was appointed to the Board of Directors as a Judicial Appointee and was elected President of the Board on January 26, 1978. He continued in that capacity until his death in July of 2000 and never missed a board meeting. He was a recipient of the Civil Libertarian award from the Iowa Civil Liberties Union (1974), the Iowa Governor's Award for Volunteerism (1986 & 1990), and the Iowa Corrections Association Citizen of the Year Award (1980). On May 20, 1992, the Administrative Office Building for the Sixth Judicial District Department of Correctional Services was named in his honor.

Bill epitomized what volunteer leadership and vision is all about by giving generously of his time and talents to make his community a safer and more just place for all people to live.

Eligibility: The National Association of Probation Executives and the Community Corrections Improvement Association jointly present this award to a volunteer, member of a board of directors or advisory board, or another who has demonstrated exceptional community service which provided value added activity or service to the organization or community that they have served.

Nomination: Nominations will be accepted from a NAPE represented department and must be approved by the Director and/or the Board of Directors for that department.

The nominee must have achieved an outstanding event during the year or championed a specific cause over a period of time.

Selection: The NAPE awards committee and a representative of CCIA will review all nominations and will select the award recipient.

Presentation: This award will be presented each year at the NAPE Annual Awards Breakfast.

Award: The award recipient will receive an individual wall plaque displaying the name of the award, the recipient's name, and the date of the award. CCIA will also provide a \$500.00 contribution to the official charity (501.c.3) selected by the award recipient.

NAPE/CCIA Award
George M. Keiser Award
For Exceptional Leadership

George Keiser began his career in the Iowa Corrections system while attending school at the Iowa State University. He worked as a Correctional Officer, an Institutional Counselor, a Case Worker on a Psychological Unit, as Superintendent of the State Reformatory for Women, and Chief of the Bureau of Correctional Institutions. In 1973 while in graduate school at Iowa, he began working in community corrections. He served seven years with the Iowa Corrections Department as Program Planner, Program Administrator, and Deputy Director of the Iowa Division of Community Correctional Services.

George was one of the authors of the "Iowa Community Corrections Act" which created multi-county public community corrections agencies governed by boards of directors. He also served as a Technical Advisor to the Iowa Crime Commission on the subject of community corrections.

George left Iowa for a position with the National Institute of Corrections, United States Department of Justice, where he has been the Chief of the Community Corrections Division since 1983, managing a public sector consulting / training service for state and local agencies. For almost thirty years George has provided leadership and vision to community corrections throughout the country.

Eligibility: The National Association of Probation Executives and the Community Corrections Improvement Association jointly present this award to an administrator, manager, or supervisor who has demonstrated exceptional leadership under challenging conditions which provided value added activity or service to the organization or community that they serve.

Nomination: Nominations will be accepted from a NAPE represented department and must be approved by the Director and/or the Board of Directors for that department.

The nominee must have achieved an outstanding event during the year or championed a specific cause over a period of time.

Selection: The NAPE awards committee and a representative of CCIA will review all nominations and will select the award recipient.

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ASSOCIATION ACTIVITIES

NAPE MEMBERS CONSULT WITH BRITISH OFFICIALS

Three members of the National Association of Probation Executives spent October 25-27, 2001, in New York City, where they met with British probation officials on issues relating to community corrections and police-probation partnerships. Attending this meeting were **Dan Richard Beto**, Executive Director of the Correctional Management Institute of Texas and President of NAPE, **Ronald P. Corbett, Jr.**, Executive Director of the Massachusetts Supreme Judicial Court and a past President of NAPE, and **Gerald R. Hinzman**, Director of the Sixth Judicial District of Correctional Services in Iowa. Also attending this meeting were representatives of the New York City Probation Department.

This meeting, held at the Harvard Club, was convened by **Henry Olsen**, Executive Director of the Center for Civic Innovation at the Manhattan Institute, and **Ray Raymond**, Political Officer for the British Consulate-General in New York.

British probation officials attending this meeting were: **Eithne Wallis**, Director of the National Probation Service for England and Wales; **John Stafford**, Chief Officer for the Merseyside Probation Area; **Liz Hill**, Chief Officer for the Essex Probation Area; and **David Perry**, Director of the What Works Initiative for the National Probation Directorate.



Pictured, from left to right: Dan Richard Beto, Ronald P. Corbett, Jr., Eithne Wallis, Liz Hill, John Stafford, and David Perry.

Beto, Corbett, and Hinzman are members of the Reinventing Probation Council, a group of community corrections professionals — organized by the Manhattan Institute — who advocate a rational approach to the delivery of probation services, where public safety, offender accountability, and meaningful treatment are emphasized.

"In the past it has been my observation that probation practices in Great Britain have been about ten years behind those found in the United States," Beto said. "However, with the creation of the National Probation Service this past April, a strategic agenda that balances enforcement, rehabilitation, and public protection, and a commitment to employing those practices supported by research, it is my sense that our British colleagues have taken the lead."

"It is gratifying to note that Great Britain has adopted many of the strategies advocated by the Reinventing Probation Council. If successful in their reinvention efforts, our British colleagues could well create a model probation system worthy of replication in other jurisdictions," Beto said.

NEW DIRECTOR IN SOUTH CAROLINA

On August 31, 2001, **Joan B. Meacham** was appointed Director of Probation, Parole, and Pardon Services in South Carolina, replacing **Stephen K. Benjamin**, who resigned to seek election as Attorney General. Prior to assuming her new position, Meacham was the agency's Deputy Director for Field Services.

"Joan Meacham is uniquely qualified to build on the success of Steve Benjamin and our great team," said South Carolina Governor **Jim Hodges**. "Joan has a wealth of experience managing and directing the day-to-day activities of the field offices around the state. Her expertise will be a tremendous asset to the agency."

A 15-year veteran of the department, Meacham has had an extensive career in criminal justice spanning over 24 years. Before joining the Central Office staff, she served as a Regional Director for nine years; before that, she served as a Regional Program Administrator and Supervisor. Meacham began her criminal justice career in 1977 as a counselor with the South Carolina Department of Juvenile Justice, where she held a variety of positions of increasing responsibility.

Meacham earned a bachelor's degree in psychology from the University of South Carolina in 1976, and a year later she earned a Master of Education degree.

"I am excited about this new opportunity to serve my state," Meacham said. "I plan to make sure that this agency stays on the same successful course as well as make new strides."

CLAWSON LEAVES OREGON FOR MASSACHUSETTS

Elyse Clawson, Director of the Multnomah County Department of Juvenile and Adult Community Justice in Portland, Oregon, has left to accept the position of Executive Director of the Crime and Justice Institute with Community Resources for Justice in Boston, Massachusetts. Clawson has been with Multnomah County for six years; prior to that position she served as Assistant Director for Community Corrections with the Oregon Department of Corrections.

Under Clawson's leadership, Multnomah County's Juvenile Justice Division became a national model for detention reform with one of the lowest per capita rates of youth detention in the United States. Her creative approach to community justice helped reduce adult offender recidivism, provided essential educational opportunities through community corrections, and forged important partnerships with other social service agencies and community organizations. **Joanne Fuller**, the agency's Deputy Director, has been named Interim Director.

Community Resources for Justice is a 123-year-old non-profit organization promoting a safe and just society for all through direct care programs, education, and advocacy.

BUSHEY PROMOTED IN PENNSYLVANIA

On November 3, 2001, **W. Conway Bushey**, Director of Grants and Standards with the Pennsylvania Board of Probation and Parole, was promoted to the position of Director of Probation Services for the state.

Bushey has been a long time member of the National Association of Probation Executives and currently serves on the Board of Directors as the Mid-Atlantic Region Representative.

SWART PASSES AWAY

Edward W. Swart, Director of the Broome County Probation Department in Binghamton, New York, died on December 5, 2001, following a brief illness. He became involved with NAPE following his participation in the September 1998 Executive Development Program and remained active until his death. He was a very personable individual who made a significant contribution to the probation profession.

Memorials may be sent to the 1st Congregational Church, 30 Front Street, Binghamton, New York 13905.

PARKER RETIRES IN ALABAMA

In December 2001, **Donald Parker**, Executive Director of the Alabama Board of Pardons and Parole, retired from government services following a long and distinguished career. He did not, however, remain retired for very long. He is now Assistant Director of Voices for Alabama's Children, an organization that advocates for the children of Alabama. Don may be reached at (334) 213-2410, ext. 108. **William Segrest** has been appointed to replace Parker.

BOUCHARD RETIRES IN MAINE

Nanci Bouchard, Associate Commissioner for Adult Community Corrections with the Maine Department of Corrections, retired on December 31, 2001. Bouchard, who became involved with NAPE following her participation in the Executive Development Program, served on the Board of Directors as the New England Region Representative.

NEW MEMBERS

Reported in the Spring 2001 issue of Executive Exchange was the addition of three new individual members and an organizational member to the Association. Since that time, 18 new individual members have joined:

Alan A. Adams, Director of Probation, Georgia Department of Corrections, 2 MLK Jr., Drive, East Tower, Room 954, Atlanta, Georgia 30334.

Ursula Aldan, Chief, Mariana Islands Office of Probation, P.O. Box 500307, Saipan, MP 96950.

Vince S. Attao, Chief Parole Officer, Office of Parole, P.O. Box 502641, Saipan, MP 96950.

Frederick Bostel, Chief, Union Probation Division, 1143-1145 East Jersey Street, Elizabeth, New Jersey 07201.

Melissa Cahill, Chief Psychologist, Dallas County Community Supervision and Corrections Department, 133 North Industrial Boulevard, Dallas, Texas 75207.

Kenneth J. Connolly, Executive Director, State Parole Board, P.O. Box 862, Trenton, New Jersey 08625.

Gayle R. Dittmer, Chief, Franklin County Probation Department, 373 South High Street, 10th Floor, Columbus, Ohio 43215.

Terry Easterling, Director, Potter County Community Supervision and Corrections Department, 900 South Polk Street, Suite 900, Amarillo, Texas 79101.

Donald G. Evans, President, Canadian Training Institute, 50 Euston Avenue, Toronto, Ontario M4J 3N3, Canada.

Scott W. Hedlund, Administrator, Lewis County Juvenile Court, 360 N. W. North Street, Chehalis, Washington 98532.

Kalay LaBrie, Chief Probation Officer, Noble County Probation Department, 101 North Orange Street, Room 110, Albion, Indiana 46701.

Joan B. Meacham, Director, South Carolina Department of Probation, Parole, and Pardon Services, P.O. Box 50666, Columbia, South Carolina 29205.

Jeaneene E. Miller, Director, Division of Adult Parole and Division of Community Corrections, 12157 West Cedar Drive, Lakewood, Colorado 80228.

Noreen Sawatzki, Regional Administrator, Michigan Department of Corrections, 2922 Fuller Avenue, N. E., Grand Rapids, Michigan 49505.

Jayne M. Smail, Director of Probation Services, Clarion County Adult and Juvenile Probation, 500 C. Main Street, Clarion, Pennsylvania 16214.

Mark Stodola, Division Director, Maricopa County Adult Probation Department, 931 West Verde Lane, Phoenix, Arizona 85013.

George Troike, Chief, Field Operations Division, P.O. Box 19277, Springfield, Illinois 62794.

Kim Valentine, Administrative Coordinator, Harris County Community Supervision and Corrections Department, 49 San Jacinto, 6th Floor, Houston, Texas 77002.

In addition, an individual membership has been upgraded to an organizational membership:

Dawson County Community Supervision and Corrections Department (Lloyd Glass, Director), P.O. Box 1183, Lamesa, Texas 79331.

NATIONAL ASSOCIATION OF PROBATION EXECUTIVES

Who We Are

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

What We Do

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

Types of Membership

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

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

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

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

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

Why Join

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

Membership Application (TAX # 58-1497263)

NAME _____ TITLE _____

AGENCY _____

ADDRESS _____

TELEPHONE # _____ FAX # _____ E-MAIL _____

DATE OF APPLICATION _____

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

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

NAPE Secretariat
ATTN: Christie Davidson
Correctional Management Institute of Texas
George J. Beto Criminal Justice Center
Sam Houston State University
Huntsville, Texas 77341-2296
(936) 294-3757