



PERSPECTIVES

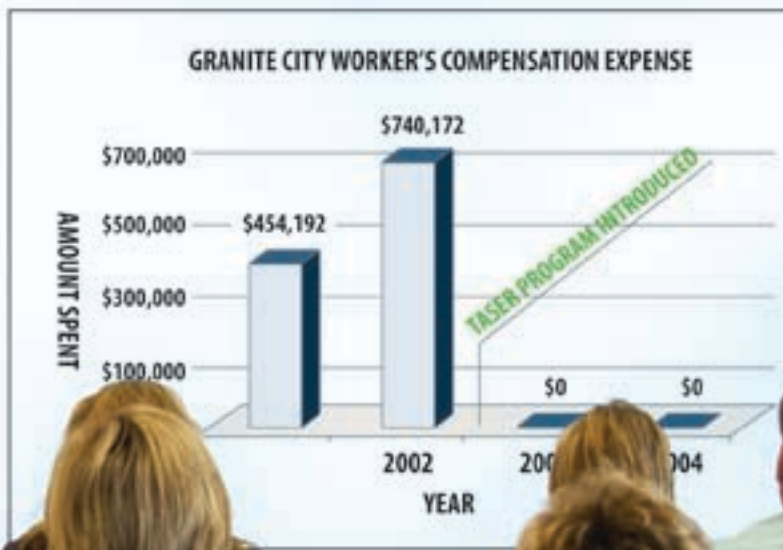
the journal of the American Probation and Parole Association

w w w . a p p a . o r g
Volume 32 Number 2 Spring 2008



COMBINING

OFFICER SUPERVISION SKILLS



**FORCE OPTIONS
ARE LIMITED BY KNOWLEDGE, NOT MONEY.**



© 2008 TASER International, Inc. All Rights Reserved.

Be The Subject Matter Expert.

Over 400 Instructor Courses Offered Nationwide.

You've probably heard throughout much of your career that the tools you need "aren't in the budget." The reality is that most agencies deploying TASER technology recoup their equipment expense in as little as 10 months. How? By **reducing officer and offender injuries** in force-related incidences. The savings in reduced medical costs, overtime expenses and disability costs reach into the millions of

dollars. Our latest course design, known as Version 14, includes a Corrections-specific module that trains the trainer on TASER technology and the rewards of progressive thinking. You can lower your costs even further by hosting a course and we'll seat up to 5 of your officers for free. To learn more about this offer, e-mail us at training@taser.com

TASER: Safety Every Officer Deserves

TASER.com | 1.800.978.2737



President's Message

Gary Hinzman

I would like to begin this message with a matter of grave importance. The budget submitted by President Bush's Office proposes to eliminate funding for the National Institute of Corrections (NIC), an agency created by Congress in 1974 to provide state and local corrections organizations with training and technical assistance and to influence correctional policies, practices and operations nationwide. This is a huge concern for the corrections field. It is time for us to collectively contact members of Congress to express our support for NIC. APPA will take a leadership role and work with other concerned professional organizations to support the National Institute of Corrections. NIC is the vanguard in providing support for innovation and program development. I urge you to get involved. The APPA Legislative Committee and staff will also be advocating full funding for the Violence Against Women Act, reauthorization of the Juvenile Justice and Delinquency Prevention Act, passage of the Second Chance Act and adequate funding for justice, mental health and other government initiatives that have a significant impact directly or indirectly on our community corrections constituents and clientele. The proposed cuts to funding from the federal government would likely mean increased competition between justice agencies for limited state and local resources.

There are times when professionals need to step up to the call of duty. Leaders are focused on seeing how close they can get to their vision, how they provide constructive organizational change and how many people they can bring with them. It is important to distinguish between management and leadership. A manager is a person with specific goals to accomplish. They have very specific goals to achieve over a specific period of time. Nothing is wrong with clearly defined goals, but leaders have a better way of thinking about what I call the professional evolution of the field. Leaders have a mind set that recognizes goals on the journey, but only as part of a process—not as the end results. When management-oriented people hit a milestone, they have tendency to get comfortable with their accomplishment and settle in, but when individuals who are leaders hit a goal, they blow right on by because they're constantly learning, evolving and growing.

We have been blessed with dynamic leadership at the National Institute of Corrections. As many leaders in our field have been faced with difficult challenges, NIC is now faced with a very difficult challenge. Unable to present their own case, those of us in the profession must be counted upon to speak about the outstanding contributions that the National Institute of Corrections has made to the field. I ask for our combined leadership now to support the National Institute of Corrections and to provide a concerted effort to restore or increase funding for programs and initiatives that directly or indirectly have an impact on our profession.

I wish to continue this President's Message by recognizing and thanking the program committee and APPA staff for the resounding success of the 2008 Winter Training Institute. The keynote speakers for our Opening, Plenary and Closing Sessions were awesome. I think you will agree they were very interesting and entertaining. The caliber of the programs at our Institutes in large part identifies APPA as a one of the nation's premier professional organizations.

Additionally, it is important to recognize the local host committee and cosponsoring organizations which provided vital support for the Institute and tirelessly helped attendees feel welcome in Phoenix. It was refreshing to work again with our professional friends in Arizona. There is great comfort in knowing they will get the job done. The Arizona Chiefs deserve a big thank you for turning out staff to participate and benefit from this Institute.



CONTINUED, NEXT PAGE

Once again I want to recognize the countless number of dedicated APPA members who often arrive at the Institute early to fulfill their commitments by serving on the various APPA committees. The dedication to provide their expertise and to be part of the driving force behind APPA is truly admirable.

The committee structure at APPA continues to evolve to allow for greater member participation. Scheduling committees to meet six times annually in order to facilitate greater discussion and ongoing communications has been very successful. If you are a member and looking for a way to get more involved go to the APPA website (www.appa-net.org) to review the committees. If you need more information contact Susan Frank at APPA and ask to be included.

While in Phoenix, we continued with the inaugural class of the Leadership Institute. These emerging corrections leaders continue to pursue class offerings. They will now begin the last six months with their ongoing training and tutelage. I want to recognize the Leadership Institute organizers Dee Bell and Sharon Covey, for their devoted leadership with this exciting and vitally important effort. I am appreciative of those of you mentoring and coaching the class participants and your ongoing regular efforts to support and advise them. To continue to have quality coordination of services, Linda Layton has stepped up to work with the Leadership Program.

Please consider attending APPA's 33rd Annual Training Institute to be held in Las Vegas on August 3-6, 2008. The Program Chair is Denny McFarland, who along with his program committee have been working diligently to present workshops of the utmost quality. The Annual Institute will be an outstanding experience. I will appeal once again to the leaders of our field to make certain that professionals in your department have the opportunity to learn and grow by attending APPA's 33rd Annual Training Institute.

As I have said previously I have enjoyed working together with and for all of you, being together with you, at least in spirit, as we trek along this great professional journey and representing APPA across the country and abroad. Thank you once again for allowing me to serve as your association's president. >>>▲

Best regards to the field,

A handwritten signature in cursive script that reads "Gary Hinzman". The ink is dark and the signature is fluid, with the first name "Gary" and last name "Hinzman" clearly distinguishable.

Gary Hinzman, President

Editor's Notes

by William Burrell

Welcome to the Spring issue of Perspectives. As you read this, most parts of the country will be experiencing the full blown rebirth of things green and flowering. I hope you find this renewal in nature to be personally and professionally renewing as well.

In this issue, we examine a number of facets, including the challenge of evidence-based practices for our field. In their article, Perdoni, Taxman and Fletcher report on the results of a nationwide survey of community corrections and addiction treatment providers. While it is not surprising to learn that not all offenders who need treatment receive it, we should be shocked at how low the number is – five percent of offenders who need treatment actually receive services. Equally distressing is the low utilization of evidence-based practices in both community corrections and addiction services. This suggests that the gap in treatment, particularly treatment that is evidence-based, is huge. Leaders of both community corrections and addiction treatment obviously have a great deal of work to do.

The people who deal with the effects of the treatment gap everyday are the line probation and parole officers. How can these officers provide effective supervision in the face of these enormous gaps in treatment and practice? Our lead article by Bogue, Diebel and O'Connor presents an exciting new approach to evidence-based supervision. Combining several research threads, they weave together a fabric that presents a new role and more effective tactics for the line officer. Integrating the often conflicting roles of enforcement and helping and enhancing them with evidence from allied fields, Bogue and his colleagues offer a new and exciting approach to the challenging work of the line officer. This article deserves your careful reading and reflection, as the model it proposes holds great potential for transforming the work of supervision officers.

Changes in supervision technology, like evidence-based practices and new case management models call for changes in how officers work and often increase the time involved with a given case. The response we often hear from line officers is: "That's great, but where will I get the time in my already crowded caseload?" One answer is described by Elbert in his article on early terminations from supervision. He describes the results of follow-up research on offenders granted early terminations from supervision. They had very low recidivism rates compared with the two comparison groups and their offenses were minor. Guided by a risk assessment and guidelines, probation officers identified appropriate cases for the request for early termination by the judge. It is clear from this research that the offenders granted early termination did not pose a significant public safety risk and thus could be removed from the caseloads. This type of policy is an excellent example of how administrators can provide relief to officers with crowded caseloads without adverse consequences.

Changes in supervision approaches are not the only things that staff must keep up with and adjust to. In this issue's Research Update, Karp and DiMarzio review research on prescription drug abuse on campus. Described by some as "Gen Rx", these young people show how trends in substance abuse continue to evolve and place new challenges on our officers. Drug testing for the traditional "NIDA 5" drugs will obviously miss these abusers. Screening, evaluation, treatment and testing will all have to be reviewed in light of these developments and we will have to learn how best to supervise this new generation of substance abusers.

Gary Hinzman opens his President's Message with a call to action to support the national Institute of Corrections (NIC). I echo his call and encourage all of you to write to your Senators and Representatives in support of restoring full funding for NIC. For more than 30 years, NIC has provided services and support to state and local corrections. They have been supportive of the field as a whole, of APPA as an organization, of many of our agencies through technical assistance and of many of us as individuals through training, publications and research. Within the massive federal bureaucracy, NIC has been small but powerful voice for excellence in corrections. We cannot allow that voice to be silenced.

We hope you find this issue interesting and thought-provoking. As always, we welcome your thoughts and feedback on this, your professional journal. >>>



Editorial Committee

William D. Burrell, Chair
Management Consultant
37 Cliveden Court
Lawrenceville, NJ 08648-1447
Phone: (609) 895-0212

Arthur J. Lurigio, Ph.D
Dept. of Criminal Justice
Loyola University of Chicago
820 N. Michigan Ave.
Chicago, IL 60611
(312) 915-7564

Edward E. Rhine, Ph.D.
Deputy Director
Ohio Dept. of Rehabilitation and Correction
1050 Freeway Drive N
Columbus, OH 43229
(614) 995-3599

Faye S. Taxman, Ph.D.
Professor
Justice Administration
George Mason University
Room 331, Bull Run Hall
Manassas, VA 20110
(703) 993-8555

Bill Burrell



FEATURES

- 30 Combining Officer Supervision Skills
by Brad **Bogue**, Jennifer **Diebel** and Tom **O'Conner**

- 46 Treating Offenders in the Community: An Overlooked Population and a Lost Public Health and Public Safety Opportunity
by Matthew L. **Perdoni**, Faye S. **Taxman** and Bennett W. **Fletcher**

- 54 Early Termination From Supervision
by Michael. J **Elbert**

DEPARTMENTS

- 3 President's Message
5 Editor's Notes
11 Spotlight on Safety
12 Technology Update
15 Research Update
29 APPA News
67 Calendar of Events

PLUS!

- 7 Professional Development Opportunities
8 APPA Corporate Members
9 APPA Winter Institute Sponsors
21 Call for Presenters - Myrtle Beach
22 New ICAOS Website
23 Community Supervision Week
24 Book Review
61 APPA 33rd Annual Training Institute - Las Vegas, Nevada

Instructions to Authors

PERSPECTIVES disseminates information to the American Probation and Parole Association's members on relevant policy and program issues and provides updates on activities of the Association. The membership represents adult and juvenile probation, parole and community corrections agencies throughout the United States and Canada. Articles submitted for publication are screened by an editorial committee and, on occasion, selected reviewers, to determine acceptability based on relevance to the field of criminal justice, clarity of presentation or research methodology. *PERSPECTIVES* does not reflect unsupported personal opinions. Submissions are encouraged following these procedures:

Articles should be submitted in MS Word format on an IBM-compatible computer disk, along with a hard copy, to Production Coordinator, *PERSPECTIVES* Magazine, P.O. Box 11910, Lexington, KY, 40578-1910, or can be emailed to kmucci@esg.org in accordance with the following deadlines:

Fall 2008 Issue – May 20, 2008 • Winter 2009 Issue – August 21, 2008 • Spring 2009 Issue – November 11, 2008 • Summer 2009 Issue – February 17, 2009

Unless previously discussed with the editors, submissions should not exceed 10 typed pages, numbered consecutively and double-spaced. All charts, graphs, tables and photographs must be of reproduction quality. Optional titles may be submitted and selected after review with the editors.

All submissions must be in English. Notes should be used only for clarification or substantive comments, and should appear at the end of the text. References to source documents should appear in the body of the text with the author's surname and the year of publication in parentheses, e.g., (Jackson, 1985: 162-165). Alphabetize each reference at the end of the text using the following format:

Anderson, Paul J. "Salary Survey of Juvenile Probation Officers." Criminal Justice Center, University of Michigan (1982).

Jackson, D.J. "Electronic Monitoring Devices." *Probation Quarterly* (Spring, 1985): 86-101.

While the editors of *PERSPECTIVES* reserve the right to suggest modifications to any contribution, all authors will be responsible for, and given credit for, final versions of articles selected for publication. Submissions will not be returned to contributors.

APPA Specialized Training

If your agency is in need of training, but funds are low...APPA has a plan for you! If you only have a handful of employees who need specialized training in any of the topics APPA offers, we've got a plan for you! If you have a site that will allow training for at least 30 individuals (many of our trainings are limited to 30), and are willing to act as host...BOY, do we have a plan for you!

Agencies that are willing to host an APPA Specialized Training will receive one free registration and if the class reaches full capacity, we will offer another free registration to the hosting agency. Take a look at the wide variety of Specialized Trainings offered by APPA at this link to our website: www.appa-net.org/training/professi.htm

APPA contracts with expert trainers who are reimbursed for their services and all their costs by APPA. We also provide registration services, training materials, name badges and certificates of completion to all participants. (Note: travel, lodging and daily expenses for participants are not covered in the registration rate)

Registration rates are generally between \$375-\$450 per person depending on the training and all trainings are accredited for contact hours by the APPA Training Accreditation Program.

Register online or for a complete list of available topics, please visit our website at www.appa-net.org and click "Professional Development Training Opportunities."

For additional information regarding APPA Professional Development Program, Specialized Trainings contact:

Diane Kincaid, Training and Technical Assistance Coordinator
American Probation and Parole Association
PO Box 11910, Lexington, KY 40511
Phone: (859) 244-8196, Email: dkincaid@csg.org

Current Trainings Open for Registration

Cognitive Facilitator Certification Training

May 12-16, 2008 - Albany, New York

June 9-13, 2008 - San Bernardino, California

June 23-27, 2008 - Manhattan, Kansas

July 28 – August 1, 2008 - Huntsville, Texas

American Probation and Parole Association



Corporate Members

Corporations with an interest in the

field of probation, parole and com-

munity corrections are invited to

become APPA corporate members.

Corporate members receive benefits

such as enhanced visibility among

APPA's nationwide network of com-

munity corrections professionals, as

well as shared information on the lat-

est trends and issues that specifically

affect community corrections.

*For more information on Corporate
Membership, please contact:*

Karen Mucci

APPA

c/o The Council of State Governments

P.O. Box 11910

Lexington, KY 40578-1910

(859) 244-8205

Fax (859) 244-8001

Email: kmucci@csg.org



American Bio Medica Corporation
Whitney Cipkowski
Marketing Administrative Assistant
122 Smith Road
Kinderhook, NY 12106
Phone: (800) 227-1243
Fax: (518) 758-8172
Email: wcipkowski@abmc.com
Website: www.abmc.com



Assessments.com
Sean Hosman, President
512 Edgehill Drive
Bountiful, UT 84010
877-277-3778
shosman@assessments.com
www.assessments.com



BI Incorporated
Monica Hook
Marketing Communications Manager
6400 Lookout Road, Suite 101
Boulder, CO 80301
Phone: (800) 241-2911
Fax: (303) 218-1250
Email: monica.hook@bi.com
Website: www.bi.com



G4S Justice Services, Inc.
Daniel McPhee
Marketing/Communications Specialist
30201 Adventura Blvd.
Rancho Santa Margarita, CA 92688
Phone: (800) 589-6003
Fax: (800) 327-1178
Email: daniel.mcphee@us.g4s.com
Website: www.g4s.com



Hythiam, Inc.
Arlandis Rush
V.P. of Government Affairs
11150 Santa Monica Blvd. #1500
Los Angeles, CA 90025
Phone: (310) 444-3456
Fax: (310) 444-5300
Email: arush@hythiam.com
Website: www.hythiam.com



Loryx Systems
Robert Schwab
395 Oyster Point Blvd
South San Francisco, CA 94080
Phone: (650) 872-5000
Fax: (650) 873-7194
Email: rob@loryxsystems.com
Website: www.loryxsystems.com



iSecuretrac Corporation
Mark Trampe
Marketing Coordinator
5078 S. 11th Street
Omaha, NE 68137
Phone: (402) 537-0022
Fax: (402) 537-9847
Email: mtrampe@isecuretrac.com
Website: www.isecuretrac.com



**National Curriculum
and Training Institute**
Gary Bushkin, President
319 East McDowell Road, Suite 200
Phoenix, AZ 85004-1534
Phone: (602) 252-3100
Fax: (602) 252-4736
Email: gbushkin@NCTI.org
Website: www.ncti.org



Remote-Com
Robert Rosenbusch
President/CEO
1000 Heritage Center Circle
Round Rock, TX 78664
Phone: (512) 238-3365
Email: Robert@remote-com.com
www.remote-com.com



Anytransactionssm / roboCUFFsm
Andrew Cohen
V.P. Business Development
344 Maple Avenue West, Suite 250
Vienna, VA 22180
Phone: (703) 242-9400
Fax: (703) 941-2152
Email: acohen@anytransactions.com
Website: www.robocuff.com



**Satellite Tracking
of People, LLC**
Greg Utterback
V.P. of Business Development
4801 Woodway, Suite 110W
Houston, TX 77056
Phone: (832) 553-9503
Fax: (832) 553-9530
Email: gutterback@stopllc.com
Website: www.stopllc.com



Syscon Justice Systems
Jak King
V.P. of Marketing
230-8211 Sea Island Way
Richmond, BC V6X2W3
Phone: (888) 797-2662 (832) 553-9503
Fax: (604) 606-7654 (832) 553-9530
Email: jakking@syscon.net
Website: www.syscon.net



Taser International
Paul Hughes
Corrections Sales Manager
17800 N. 85th Street
Scottsdale AZ 85255-9603
Phone: (800) 978-2737
Fax: (480) 991-0791
Email: phughes@taser.com
Website: www.taser.com



Trutouch Technologies
Jacquie Sheehy
V.P. of Sales and Marketing
800 Bradbury SE #219
Albuquerque, NM 87106
Phone: (505) 306-1154
Fax: (505) 272-7083
Email: jacquie.sheehy@trutouchtechnologies.com
Website: www.trutouchtechnologies.com



Varian, Inc.
Keith Galloway
Marketing Manager
13000 Weston Parkway
Cary, NC 27513
Phone: (800) 737-9667
Email: keith.galloway@varian.com
Website: www.varian-onsite.com



Western Union Payment Services
Joe Musco
V.P. Government Sales
660 N. Central Expressway #450
Plano, TX 75074
Phone: (772) 881-3597
Fax: (972) 491-7131
Email: joe.musco@westernunion.com
Website: www.westernunion.com

SPONSORS

Thank you sponsors!

The American Probation and Parole Association expresses its deepest gratitude to the following companies for their generous support of the APPA 2008 Winter Training Institute. Their contributions have enhanced the quality of the Institute. Only through this support can APPA maintain its high standards of Institute Training. Please convey your appreciation to these sponsors!

Platinum Sponsors



Arizona Probation Officer's Association

Established in 1998, the Arizona Probation Officers Association (AZPOA), AZCOPS Local 7077, has forged a place in the Probation landscape across the State of Arizona. With a strong legislative coalition and three successful legislative initiatives, the AZPOA Union has grown to nearly 1000 members; one of 85 statewide affiliates.



Community Safety Technology

When a Breath Alcohol Ignition Interlock Device (BAIID) is needed, the best choice is the Intoxalock®, manufactured by Consumer Safety Technology, Inc. (CST). With unparalleled performance and reliability, the Intoxalock® is a comprehensive service program that helps drivers return to the road in a safe and law-abiding manner.



NCTI

For more than 25 years, NCTI has been working in the criminal justice field developing curricula proven to foster behavior change in offenders, as well as delivering staff development trainings for professionals across the country. NCTI provides a wide range of offense specific, cognitive-based curricula, designed to address the learning styles of the juvenile and adult offender populations.

Silver Sponsors

AZ Probation, Parole and Corrections Association

Pro-Tech Monitoring



Redwood Toxicology



SmartStart



Taser International



Bronze Sponsors

Norchem Drug Testing

Omnilink

Editorial Committee

William D. Burrell, Chairman
Arthur J. Lurigio, Ph.D.
Edward E. Rhine, Ph.D.
Faye S. Taxman, Ph.D.

Executive Committee

Gary Hinzman	President
Barbara Broderick	President-Elect
Carmen Rodriguez	Vice President
James Birrittella	Treasurer
Julie Howe	Secretary
Linda Layton	At-Large Member
Tom Roy	At-Large Member
Carl Fox	At-Large Affiliate
Mark E. Carey	Past President
Carl Wicklund	Executive Director

Production Staff

Karen Mucci	Production Coordinator
John R. Higgins	Graphic Designer/Layout
Lynda Wilkerson	Editorial Assistant

Services Directory

General	(859) 244-8000
General Institute	(859) 244-8204
Resource Expo	(859) 244-8205
Information Clearinghouse	(859) 244-8196
Membership	(859) 244-8207
Perspectives Advertising	(859) 244-8205
Publication Orders	(859) 244-8207
Request for Training	(859) 244-8196

Communications should be addressed to:

American Probation and Parole Association
C/O The Council of State Governments
P.O. Box 11910, Lexington, KY 40578-1910
Fax: (859) 244-8001, E-mail: appa@csg.org
Website: www.appa-net.org

Perspectives is published four times annually by the American Probation and Parole Association through its secretariat office in Lexington, Kentucky. ISSN 0821-1507

Reprints and back issues. To order back issues, single copies of articles or reprints of articles in quantities of 100 or more, please call Lynda Wilkerson at (859) 244-8203.

Reprint permission. Direct requests for permission to use material published in *Perspectives* in writing to Lynda Wilkerson.

APPA *We see a fair, just and safe society*

vision

where community partnerships are

restoring hope by embracing a

balance of prevention, intervention

and advocacy.

We seek to create a system of Community Justice where:

A full range of sanctions and services provides public safety by insuring humane, effective and individualized sentences for offenders and support and protection for victims;

Primary prevention initiatives are cultivated through our leadership and guidance;

Our communities are empowered to own and participate in solutions;

Results are measured and direct our service delivery;

Dignity and respect describe how each person is treated;

Staff are empowered and supported in an environment of honesty, inclusion and respect for differences; and

Partnerships with stakeholders lead to shared ownership of our vision.



The American Probation and Parole Association is an affiliate of and receives its secretariat services from the Council of State Governments (CSG). CSG, the multibranch association of the states and U.S. territories,

works with state leaders across the nation and through its regions to put the best ideas and solutions into practice.

APPA Affiliate Members

Assn. of Paroling Authorities International
Assn. of Women Executives in Corrections
AZ Chief Probation Officers Assn.
AZ Probation, Parole & Corrections Assn.
CA Probation, Parole & Correctional Assn.
Chief Probation Officers of CA
Conference Permanente Europeene de la Probation
Crime Prevention Coalition of America
Dismas Charities, Inc.
Federal Probation and Pretrial Officers Assn.
FL Assn. of Community Corrections
GA Juvenile Services Assn.
GA Probation Assn.
IA Corrections Assn.
IL Probation & Court Services Assn.
International Community Corrections Assn.
International Corrections & Prisons Assn.
Interstate Commission Adult Offender Supv.
Kansas Assn. of Court Services Officers
Kansas Correctional Association
MA Parole Officers Assn.
Middle Atlantic States Corrections Assn.
MN Assn. of Community Correction Act Counties

MN Corrections Assn.
MO Probation & Parole Officers Assn.
National Assn. of Probation Executives
NC Probation & Parole Assn.
New Eng. Council on Crime & Delinquency
New Zealand Assn. of Probation Officers
NJ State Parole Officers' PBA #326
NYS Council/Prob. Administrators
NYS Probation Officers' Assoc.
OH Chief Probation Officers Assn.
OR Assn. of Community Corrections Directors
PA Assn of Probation, Parole & Correction
Probation Assn. of NJ
Probation Officers Assn of Wielkopolska
Probation & Comm Corr Assn. of Australia
Probation Officers Assn. of Ontario
SC Probation & Parole Assn.
TX Probation Assn.
UT Correctional Association
VA Community Justice Assn.
VA Probation & Parole Assn.
Western Correctional Assn.
WV Assn. of Probation Officers



© 2008
The Council of State Governments

Reentry: The Officer Safety Aspect

The concept of Reentry is one of the most discussed trends in community corrections, and rightly so. Various studies show that our prison populations are exploding and will continue to do so unless there are significant changes to our criminal justice process. Numerous studies have shown that merely locking people up and hoping the experience of incarceration will bring about a change in their behavior doesn't work. Reentry has emerged as a process to develop comprehensive plans to address the multiple risks and needs that contribute to recidivism.

While reentry program approaches may vary depending on location, the basic components are generally the same; assessment, proactive supervision and treatment that is appropriate to the individual needs of the offender, along with continued assessment to evaluate the effectiveness of the treatment program. The proactive supervision element is where officer safety considerations emerge.

Whether we discuss the concepts of Reentry, Broken Windows Probation or "Best Practices", all advocate that effective supervision must take place where the offender lives and works. But with this movement to proactive supervision comes risks to our officers.

Not all offenders take advantage of our rehabilitative efforts. The 2006 Pew Charitable Trust report *Public Safety, Public Spending: Forecasting America's Prison Population 2007-2011* states that currently, two-thirds of those admitted to prisons nationally are for failure while on probation or parole. Many of these offenders also have mental health problems, a common denominator found in those that have killed our probation and parole officers.

The 2006 Office of Juvenile Justice and Delinquency Prevention report *Juvenile Offenders and Victims* relates that violent crimes committed with firearms peak between 9 p.m. and 10 p.m., pointing to the

risks associated with our officers working non-standard hours in an effort to be where the offenders are, when they are there. The *Pathways to Desistance* study reports that for juvenile offenders with two arrests in the preceding year, the median number of self-reported offenses was 50. Obviously, the number of crimes for which they were adjudicated pales in regard to the number of crimes committed.

This study also related that half of those that reported criminal involvement stated they had used a gun in the past to commit a robbery or some other criminal act. Sixty percent said they had been under the influence of alcohol or drugs at the time of arrest, 38 percent of those admitting substance abuse that met clinical criteria for substance abuse or dependency diagnosis.

While these and other studies reinforce the need for reentry programs that address the criminogenic issues of our offenders, we cannot overlook the fact that while our officers

are working to stem the tide of recidivism, they are also exposing themselves to foreseeable dangers. It is both the agency's and the officer's obligation to assure that on-going safety training is part of our reentry effort. Officers must continually train to deal with the hazards that can be expected in dealing with a significant portion of our offenders. >>>▲

References

Chassin, L., Knight, G., Losoya, S., Mulvey, E., Steinberg, L., (2002). "Pathways to Desistance: A Multi-site Longitudinal Study of Serious Juvenile Offenders." Funded by National Institute of Justice, Office of Juvenile Justice and Delinquency Prevention, W. T. Grant, and MacArthur Foundation.

Public Safety Performance, A Project of The Pew Charitable Trusts, Public Safety, Public Spending: Forecasting America's Prison Population 2007-2011, (2006)

Snyder, Howard N., and Sickmund, Melissa. 2006. *Juvenile Offenders and Victims: 2006 National Report*. Washington, DC: U.S. Department of Justice, Office of Justice Programs, Office of Juvenile Justice and Delinquency Prevention.

Robert L. Thornton is the Director of the Community Corrections Institute in Springdale, WA and the chair of the APPA Health and Safety Committee.

Essemkabooks

Presents An Already Popular New Arrival!

"A PASSION FOR CRIME: The Life of a Career Criminal"
By Stephen M. Kahn, Ph.D.

The author is a psychologist who has studied, researched and taught college courses on sociopaths and sex offenders to law enforcement personnel for over thirty years.

He enjoys writing about various types of lawbreakers, hoping to give the public a means of understanding the offender, to create a greater alertness of their habits, with the result of lessening these offenses as quickly as possible.

www.essemkabooks.com/index.html

Quality Trade Paperback - 167 Pages - 13.95 USD + 3.00 Shipping

One-piece vs. Two-piece: Which Offender Tracking System is Right for Your Agency?

Agencies that are contemplating an offender tracking program are faced with an important question. Should a one-piece or a two-piece tracking unit be selected? When the one-piece models were first in-

troduced, there was much talk about how they would quickly make the two-piece units obsolete. They did not. Meanwhile, some manufacturers of the two-piece unit claimed the one-piece devices were

inferior and that it would be the one-piece units that would be bumped from the marketplace. The truth of the matter is, they both have advantages. The objective of the agency should play a large part in deciding which type of device will work best for their needs.

There are many benefits to a one-piece unit. The one-piece devices allow for less inventory of equipment. There is no need to tether the tracking device to another device to assure the equipment is with the offender. "Bracelet Gone" alarms sometimes overwhelm an agency's staff. With a one-piece unit, these reports are eliminated. Also, there is no requirement of an offender to remember to carry a device with him/her at all times. Offenders are often irresponsible and are not likely to consistently comply with a requirement to always have an unattached tracking device with them. One manufacturer of a two-piece device has incorporated technology in the bracelet (tether) that recognizes when it is out of range from the tracking unit. The bracelet will vibrate, giving the offender a friendly reminder to keep his tracking unit with him.

Today, most one-piece units currently do not offer the same level of security offered by the best two-piece units on the market. Two-piece units equipped with motion sensing technology can tell if the tracking device is at rest. This is important to know when an offender enters a structure and GPS is lost. If the device is at rest and the offender is in range of the device, the offender's location can be established with a high degree of certainty. Because most offenders spend a majority of their time



ADE Incorporated

Computerized Assessment Instruments
for Substance Use Disorders

ADE is an industry leader, providing quality, proven, tools for efficient assessments and accurate referrals for more than 20 years.

NEEDS *Comprehensive Assessment Instrument for Adults*

SALCE *Substance Abuse Life Circumstance Evaluation*

JASAE *Juvenile Automated Substance Abuse Evaluation*

ADE's instruments feature:

- ✦ Reliability, Objectivity & Consistency
- ✦ DSM IV and ASAM Guidelines for Substance Abuse
- ✦ Over 95% agreement with professional interviews
- ✦ Automatically accumulated database
- ✦ Free database analysis program
- ✦ Outcome measures
- ✦ Client Tracking Program
- ✦ English and Spanish versions (written and audio)

For more information on how ADE can help with your assessment needs, call 1-800-334-1918

ADE Incorporated
P.O. Box 660
Clarkston, MI 48347
www.adeincorp.com



Software Solutions
For Human Problems

indoors, this is no small issue. One-piece devices cannot use this technology. Even when an offender wearing a one-piece device is sleeping, his/her leg will frequently be moving.

Today, most one-piece tracking devices rely totally on cell phone communications and are of little value in some rural areas where there is no nearby cell phone coverage. For example, in New Mexico, many offenders live on pueblos or reservations. Due to a lack of cell coverage, many of these offenders could only be tracked passively with devices that have a landline option for downloading data. One manufacturer of a one-piece device offers an optional downloading device that is connected to a landline. When an offender returns home, his data is downloaded via an RF link to the device which then sends the data to the monitoring center using the offender's home telephone landline.

Frequency reception and propagation are typically better with a unit that is worn at waist level. Generally, the higher the

tracking device is from the ground, the better the propagation will be. That is why one positions a TV antenna on their roof, not in the basement. One-piece units worn at the ankle are also more frequently subjected to unintentional shielding. For example, when driving a vehicle, the ankle-worn device is under the dashboard and only a short distance from the engine block. This is not an advantageous place for RF reception and transmissions to occur.

Intentional shielding is much easier with a one-piece device. By simply placing a layer of aluminum foil over the device, offenders can interrupt GPS reception. Most one-piece units are especially vulnerable to this type of shielding. Although two-piece devices can also be shielded, severing the RF link between the tracking device and the ankle tether is likely to occur simultaneously, creating a pair of alarms that will alert the officer of a serious problem.

To combat this form of spoofing, some manufacturers of one-piece units monitor the cell tower activity that is generated

during the tracking process. Since cell signals are more difficult to shield, a unit's movement can often be detected if the cell phone signal is received by a new cell tower. However, this is neither a reliable nor accurate means of determining location. An offender could travel a significant distance before his device's cell phone signal is heard by a different tower. In a rural area where there is only one nearby cell tower, an offender could wander around an entire community with his movements undetected. It is also possible for a compliant offender to be wrongly accused of traveling with no GPS by simply moving from one side of a building to another. Even if a cell tower is several miles further away, if there is a direct line of sight to that tower while a closer one is blocked, a stronger cell signal could be received by the more distant tower. Using this approach as a means of determining location is far from precise. At best, location accuracy can be measured in thousands of feet.

There is a vendor offering a one-piece

CONTINUED, NEXT PAGE



www.appa-net.org

unit that utilizes another location technology that claims to track much better in shielded conditions. Using Advanced Forward Linking Trilateration (AFLT) as the backup location methodology, multiple cell towers are used to pinpoint the location of a receiver. It is available only with CDMA cellular service. The National Law Enforcement and Corrections Technology Center – Rocky Mountain recently conducted an informal test of this equipment. Although some shortcomings were discovered during the evaluation, the equipment did perform very well in most moderately shielded environments. Accuracy was typically within 50 feet.

Charging a one-piece unit typically requires an offender to attach a device to his bracelet that is plugged into a wall outlet. The offender must remain relatively stationary for one or two hours. Offenders are often noncompliant resulting in a high

number of battery alerts and interruptions in tracking. One vendor has answered this problem by offering a detachable/swapable battery. When one battery goes low, it can be exchanged with a second battery that is on a charger. This is a clear improvement over the other method. However, when this equipment was tested, the battery swapping process was found to be a little challenging.

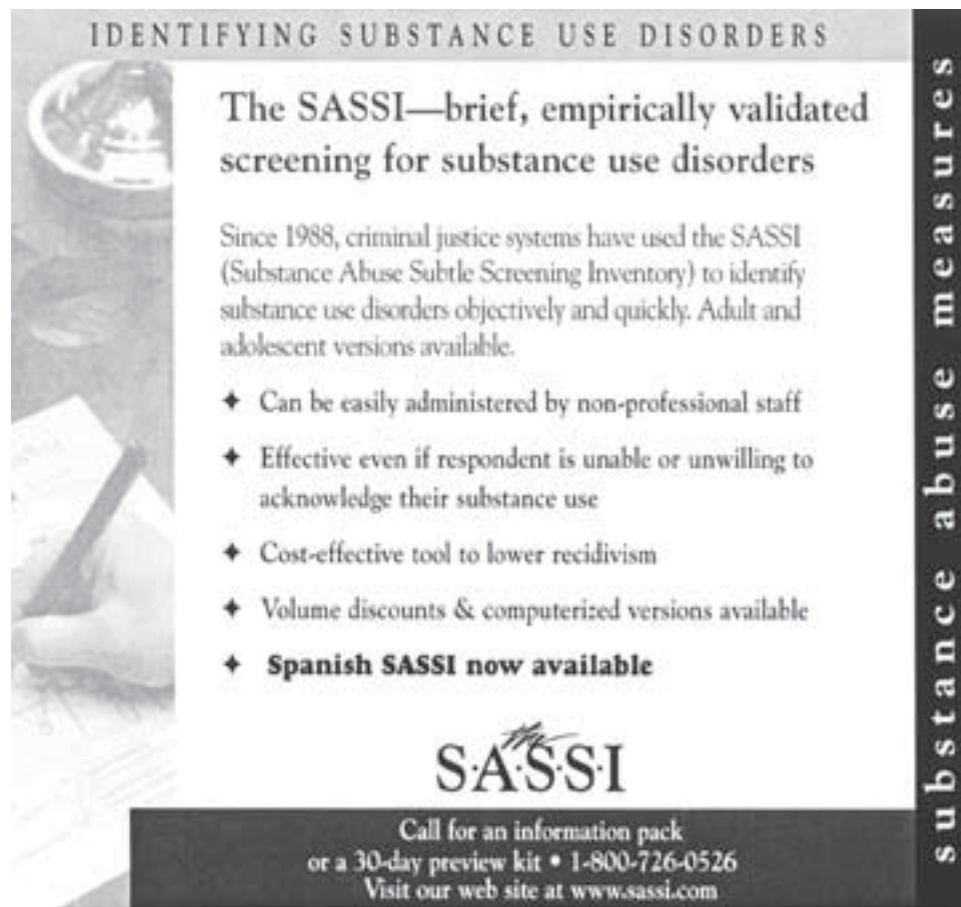
The objective of the agency is paramount when deciding which type of device to use. If program security and passive tracking in rural areas is paramount, the two-piece devices may be the best bet. However, if reducing nuisance alarms, minimizing inventory headaches, and making life simpler for the supervising officer are the priorities, try using a one-piece tracking device. It is important to remember the tradeoffs. No device will meet all of your needs, but one of the two will likely

be better suited for your needs.

This article was prepared by George Drake, President of Correct Tech, LLC on behalf of the National Law Enforcement and Corrections Technology Center. Mr. Drake, former deputy director of the New Mexico Department of Corrections - Probation and Parole Division, and a pioneer in the electronic monitoring field contracts with NLECTC to provide free technical assistance services to agencies through the Electronic Monitoring Resource Center (EMRC). Contact us if you require assistance in understanding the technologies currently available, their strengths and weaknesses, how to evaluate these options, how to best procure this technology or how to implement it. For more information on the EMRC please visit <https://emresourcecenter.nlectc.edu/> Mr. Drake may be contacted at gbdrake@comcast.net

For further information on the APPA Technology Committee please feel free to contact Joe Russo at 800-416-8086 or jrusso@du.edu. ▸▸▲

Joe Russo is Assistant Director for the National Law Enforcement and Corrections Technology Center in Denver, Colorado and is chair of the APPA Technology Committee.



IDENTIFYING SUBSTANCE USE DISORDERS

The SASSI—brief, empirically validated screening for substance use disorders

Since 1988, criminal justice systems have used the SASSI (Substance Abuse Subtle Screening Inventory) to identify substance use disorders objectively and quickly. Adult and adolescent versions available.

- ◆ Can be easily administered by non-professional staff
- ◆ Effective even if respondent is unable or unwilling to acknowledge their substance use
- ◆ Cost-effective tool to lower recidivism
- ◆ Volume discounts & computerized versions available
- ◆ **Spanish SASSI now available**

SASSI

Call for an information pack
or a 30-day preview kit • 1-800-726-0526
Visit our web site at www.sassi.com

substance abuse measures

Recent Research on Prescription Drug Abuse on the College Campus

An Exploratory Study of the Socio-Cultural Factors Contributing to Prescription Drug Misuse among College Students.

Gilbert Quintero, Jeffrey Peterson and Bonnie Young *Journal of Drug Issues*. 2006. 36(4): 903-931.

Because of widespread misuse of prescription drugs, current college students in the United States have been called "Generation Rx." In this Update, we review an emerging trend in drug abuse among college students.

Prescription drug misuse differs from illegal drug use because the drugs are regulated; however, they are misused because they are taken without a prescription or for nonmedical purposes. The United

States has seen a dramatic rise in this form of drug abuse.

It is reported by the authors of this study that the rate of pain medication misuse from the years of 1989 to 2002 increased 13 percent in 12 to 17 year olds and 15 percent by those age 18 to 25. Table 1 reports the trends in various illegal and prescription use among high school seniors. Thus many contemporary college students are initiated into this form of drug abuse in high school.

The Partnership Attitude Tracking Survey conducted by the Partnership for a Drug Free America finds that while marijuana remains the mostly widely used illegal drug among Americans (40 percent have used it during their lifetime), prescription drug misuse is the second most used (20

percent lifetime use); this rate is two times greater than crack, cocaine and ecstasy and four times greater than LSD and heroin.¹

Funded by the National Institute of Drug Abuse, the authors interviewed 52 students from a public university in the southwestern United States. The purpose of the study was to identify what kinds of prescription drugs were being misused and why students were using them. The student subjects were fully enrolled in the university and of traditional college age—between 18 and 25 years old. All of the subjects were included in the study because they had participated in illegal prescription drug use in the previous year. The researchers used semi-structured interviews that allowed students to describe in their own words drug use in the college setting. This study provides a first hand account about this drug subculture. Drawing on the observations and experiences of participants, the researchers explored how students think about prescription drug use.

Study participants reported using 56 different prescription and over-the-counter drugs. The students, on average, used the drugs approximately five times over the course of the year. Three common types of drugs were reported as misused, including narcotic analgesics, benzodiazepines and stimulants. Students were able to obtain these drugs from a variety of sources. Some had extra medicine from their own prescriptions, using them in ways their doctors did not prescribe. Others got them from family members or friends who had legitimate prescriptions for the drugs. Some were able to buy them on the internet or from Mexican pharmacies located within driving distance of interviewed school. Finally, students were able to buy them from persons on

Table 1. Percentage Of Twelfth Graders Using Various Drugs By Year

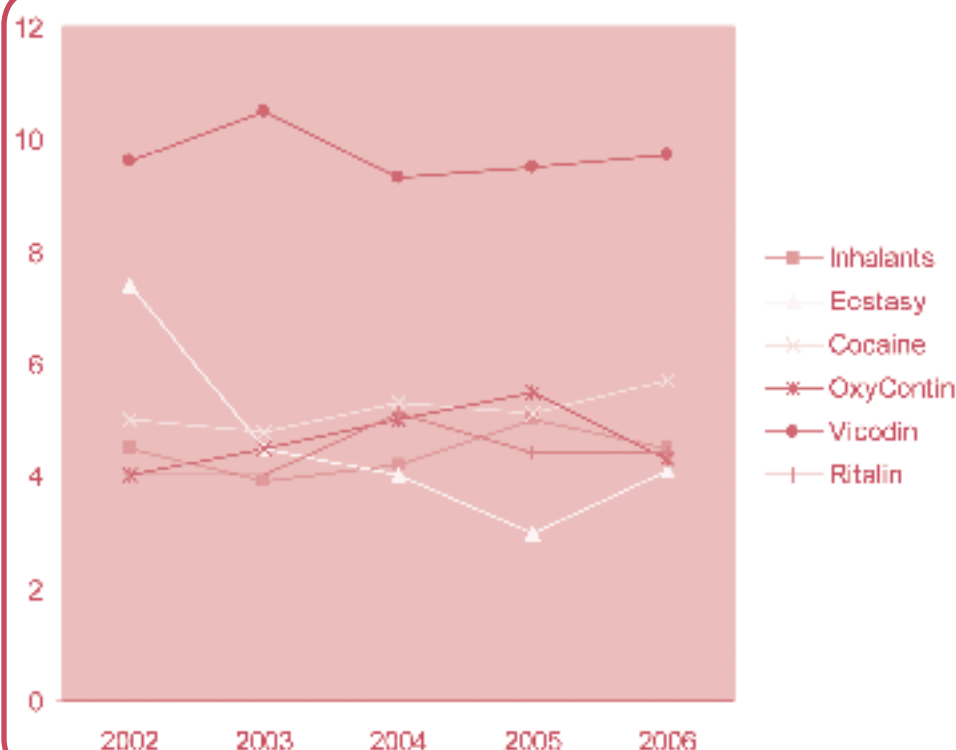


Table 2. Commonly Misused Prescription Drugs Among Students

Generic Name	Brand Name	Intended Use
Hydrocodone + Acetaminophen	Vicodin	Pain relief, Recreational high
Oxycodone + Acetaminophen	Percocet, Roxicet	Pain relief, Recreational high
Diazepam	Valium	Sleep, Stress Relief
Alprazolam	Xanax	Sleep, Stress Relief
Oxycodone	OxyContin	Pain relief, Recreational high
Methylphenidate	Ritalin, Concerta	Study Aid, Wakefulness
Acetaminophen + Codeine	Tylenol w/ Codeine	Pain relief, sleep
Dextroamphetamine + Amphetamine	Adderall	Study Aid, Wakefulness

campus in emerging “pharmer’s markets,” with black market dealers selling prescription drugs just as others sell illegal drugs. When a student sells his own prescribed drug to another student, two problems are created. One student is taking a drug inappropriately and the other isn’t taking the drug he or she needs. Table 2 lists some of the popular prescription drugs and their primary uses.

Three themes resulted from the research as reasons for use, including self-medication for sleep, pain, stress and weight loss; getting high, feeling relaxed or having fun; and stimulation to improve concentration while studying. Students reporting using prescription drugs for pain, insomnia or weight control often discussed their inability or desire to see a physician and felt confident or knowledgeable enough to medicate themselves without medical supervision.

Students using

these drugs to get high believed them to be a safer alternative to illegal drugs. Some that report using the drugs for a recreational purpose emphasize the safety in their use as compared to other “hard drugs.” These students reported that, unlike drugs such as marijuana, cocaine and heroin for example, prescription drugs do not incapacitate them for as long and they are better able to control the effects. They tend to believe that they are safer because physicians routinely prescribe them. In this way, they are able to feel as if they are being responsible, but also participate in the “party culture” common on college campuses. In addition to using prescription medications, students

commonly combine them. For example, students might use the drug in combination with alcohol to enhance or prolong the high.

Students also use prescription drugs to meet academic demands, using stimulants to satisfy their feelings of “starving for energy” and “need to focus.” They believe the drugs help them to be more productive. Alternatively, they may use prescription drugs to relax during periods of stress or get a good night’s sleep so they can be well rested for class time or exams.

They emphasized that unlike illegal drugs, they could find information about dosage and side effects on the internet and through other sources. By knowing dosage, side effects and having a wealth of knowledge at their fingertips by direct or indirect experience, internet, medical journals and even a phone call to a poison control center, these drugs are perceived as safe to use. One student obtained a pill without knowing what it was. He called the local poison control center and by sharing the identification number on the pill, he was able to learn the name, side effects and strength. From there, this student was able to use websites and medical journals to further research the drug. Within minutes, he was able to determine if the drug would be useful to him as he planned a long night of studying.

The authors of this study had the students rank prescription and illegal drug in terms of their social acceptability. Table 3 reports these findings. The most acceptable

CONTINUED, NEXT PAGE 18

Table 3. Social Acceptability of Drugs Among College Students

Most Acceptable			Least Acceptable	
Caffeine	Marijuana	Percocet	Ritalin	Steroids
Alcohol	Tylenol	Xanax	OxyContin	LSD
Tobacco	Zoloff	Vicodin	Mushrooms	Methamphetamines
Vivarin	Prozac	Dexatrim	Uppers	Rohypnol
	Adderall	Valium	Ecstasy	Heroin
	Muscle Relaxers		Cocaine	

GANG MEMBERS. HABITUAL OFFENDERS.
SEX OFFENDERS. PRETRIAL DEFENDANTS.
HIGH-RISK OFFENDERS. JUVENILES.



LOOKS LIKE
A TYPICAL
CASELOAD,
RIGHT?

BluTag®, a one-piece Global Positioning System (GPS) device, can effectively monitor any of these populations.

- ▶ One device, three monitoring data transmission frequencies
- ▶ Least offender-dependent device in the industry
- ▶ Batteries are permanently sealed in the case; no need to switch out
- ▶ Battery recharges in 30 minutes or less — mobile charger plugs into any standard AC outlet; car adaptor charger is available
- ▶ Industry's first one-piece GPS monitoring device with the longest history of use and largest deployment



BLUTAG®
TRACK THE BODY,
NOT THE BOX™

Contact Satellite Tracking of People LLC to schedule a live demonstration of our effective and proven GPS monitoring system.



Satellite Tracking of People LLC

1212 NORTH POST OAK ROAD, SUITE 100 • HOUSTON, TEXAS 77055
INFO@STOPLLC.COM • WWW.STOPLLC.COM • TOLL FREE 866-5-BLUTAG • FAX 832-553-9503



IDenta

***Now there's a better way
to ID drugs and illegal
substances in the field:***

***No Plastic Bags
No Loose Ampoules
No Measuring or Mixing
NO Mess!***

- **Self Contained**
- **Easy to Use**
- **Detects Trace Amounts**
- **Rapid Results**
- **Safe Disposal**



Tests for:

- **Amphetamine/Methamphetamine**
- **Cocaine/Crack • Heroin • LSD**
- **Marijuana/Hashish • Ecstasy/MDMA**
- **Ephedrine, GHB and others**

**Also Available: Complete
line of urine drug tests in dip,
cassette and cup formats,
as well as saliva tests.**



**Contact us
TODAY:**

**(800) 676-5565
info@accutest.net**

www.AccutestIdenta.net

drugs are those that are legal or semi-legal and are perceived by the students to be less risky or harmful. They are also the least expensive and easiest to obtain. Drugs that are believed to be less socially acceptable are viewed as having long-term and physically damaging effects to the body from use. Students are less confident about their ability to predict proper dosages and physiological outcomes with these less acceptable drugs. These drugs tend to be illegal, but some prescription medications are included by the students. Steroids were included because of social judgments against their use by athletes and Rohypnol because students know it is associated with date rape.

The authors argue that college student drug trends foreshadow trends in the general population. College students live within a culture relatively free of social controls and one that emphasizes experimentation, growth, adjustment, discovery and eventual acceptance of responsibility. Alcohol and illegal drugs have long been a part of this culture, and this study explores the use of prescription drugs as an emerging theme. One might argue that college students are getting smarter about their drug use—turning to drugs that have a readily available body of knowledge that helps them make informed decisions about their use. Perhaps fewer students are in harm's way with prescription drugs if they research them and know the side effects, correct dosages and warning signs as compared to a black-market manufactured drug like cocaine or heroin that can be laced with various other agents that are invisible and potentially lethal. But prescription drug misuse offers new challenges as students are lulled into misconceptions about its safety and social acceptability and their own ability to make safe judgments about how to use these drugs.

As an exploratory study, we are able to learn about which drugs are popular and some reasons why students use them. However, systematic surveys will be needed to identify the prevalence of college student use nationwide. We still need to learn which drugs are most popular, and which students are at greatest risk for using them. We also need to learn about the impacts these drugs have had on students and about college and legal sanctions that are being applied when students are caught selling and using prescription drugs.

What is clear is that there are three distinct populations of prescription drug users. Those who bypass doctors, but use the drugs for their intended purposes such as pain relief; those who use them as study aids and those who use the drugs to get high. Each group of students and each purpose is quite different and may require different strategies for remediation. ►►▲

David R. Karp is Associate Professor and Chair of Sociology at Skidmore College in Saratoga Springs, New York. Nicole DiMarzio graduated from Skidmore College in 2007 and is currently a graduate student in sport psychology at Baylor University in Waco, Texas.

COMPAS

The Most Advanced Risk and Needs Assessment Software

➤ Web Based or Desktop ➤ Graphic Risks/Needs Summary
➤ Typology Assignment Report ➤ Narrative Report ➤ Fully Automated & Scalable ➤ Multiple Risk and Needs Measures
➤ Integrated Case Planning and Reports ➤ Easily Interfaced to any Case Management Software and Legacy Systems
➤ Custom Report Generator ➤ Outcomes Tracking ➤ Scales Derived from Scientific Theories and Principles of Evidence-Based Practices ➤ Customizable for Individual Agency Needs
➤ Validated on Wide Spectrum of Correctional Populations ➤ COMPAS Technology Allows On-going Integration of Latest Research, Algorithms and Statistical Techniques
➤ Includes a "Lie Scale" and "Random Response" Scale—Alerts the Assessor to Questionable Offender Responses
➤ Includes Semi-Structured Interview or Self-Administered Assessment Options ➤ Separate Male and Female Norms
➤ The List Goes On...

Make Defensible Decisions

Adult and Youth Versions Available



888.221.4615

www.northpointeinc.com



Join the leading international organization of professionals dedicated to the concerns of probation, parole and community-based corrections in both the adult and juvenile sectors, the American Probation and Parole Association (APPA).

Stay current and connected with the following resources available to APPA members:

- **Perspectives** - APPA's quarterly journal filled with timely articles, upcoming events and training, job opportunities and current news.
- **APPA Training Institutes** - participate in a variety of workshops, special sessions, resource exposition and networking opportunities with your peers. Members receive substantial registration discounts.
- **Professional Development Training** - save staff time and money when you select training suited to your agency's needs and delivered directly to you.
- **Information Clearinghouse** - free access for members to find answers to "who, why and where" in community corrections.
- **CC Headlines & More** - receive a free semi-monthly electronic newsletter containing the latest news, training events, job postings and more.

Your Intangible Benefits

APPA members most often refer to the intangible benefits they receive from their membership when asked what they value most about being a member. Personal and professional relationships are built through connections made with your colleagues as you gain access to your peers on a national level. APPA staff and leadership diligently serve on numerous policy committees and advisory groups that advocate or influence community corrections on a local, state and national level. Members stay connected on the issues facing the community corrections profession and gain increased credibility among peers and the public.

JOIN APPA TODAY!

Join at www.appa-net.org
Call 859-244-8207, or email appamembership@csg.org

Call for Presenters

American Probation and Parole Association

2009 Winter Training Institute

Myrtle Beach, South Carolina • February 8-11, 2009

The American Probation and Parole Association is pleased to issue a Call for Presenters for the 2009 Winter Training Institute scheduled to be held in Myrtle Beach, South Carolina. Institute participants include community supervision and corrections personnel, the judiciary, treatment providers, criminal justice researchers and others who are interested in the field of community justice. Presentations should relate to the following topics:

- Local Issues
- Line Officer Health & Safety
- International Issues
- Restorative Justice
- Juvenile Justice
- Victims
- Evidence - Based Practices and Research
- Mental Health in Corrections
- Gender Issues
- Workforce Development
- Diversity
- Judicial
- Technology
- Federal and APPA Initiatives
- Leadership and Management
- Offender Programs and Supervision
- Organizational Development

The above-suggested topics are not all-inclusive. Other topics related to the field of community supervision and corrections are acceptable.

Submission Guidelines

Persons interested in submitting a proposal for consideration should provide the following information needed to comply with APPA training accreditation requirements and to apply for permission to grant continuing education units to a variety of professions (i.e., Social Workers, Substance Abuse Counselors, Continuing Legal Education, etc).

Workshop proposals should provide the following information:

- **Length of Workshop:**
 - Workshop, 90 minutes (workshops held on Monday, February 9 and Tuesday, February 10)
- **Workshop Title:** A snappy title that catches the attention of participants and identifies the primary focus of the workshop.
- **Workshop Description:** A clear, concise, accurate description of the workshop as it will appear in the program (average length is 30 words; submissions in Microsoft Word are preferable).
- **Training/Learning Objectives:** Describe the measurable skills, knowledge and/or new capacity the participant will gain as a result of workshop (i.e., at the end of the training, participants will be able to list five of 10 causes of suicide.) List a minimum of three training/learning objectives.
- **Faculty Information:** Provide name, title, agency, address, phone and email for all proposed faculty. Panel presentation should consist of no more than two or three persons; however, a fourth can be added as a moderator.
- **Resume or Vitae:** Include brief resume or vitae of each faculty member.
- **Primary Contact:** Submit name and complete contact information for person submitting workshop proposal.

Presentation summaries may be emailed by **Friday, June 20, 2008** to dejohns@cookcountygov.com. Questions regarding submissions should be directed to the National Program Chair:

Delores Johnson
Cook County Adult Probation Department
69 W. Washington, Suite 1940
Chicago, IL 60602
Phone: (312) 603-0257
Email: dejohns@cookcountygov.com

Workshop proposals should be received no later than Friday, June 20, 2008 and must be received in electronic format in order to be considered. Winter Institute program committee members will contact the person who nominated the workshops(s) to indicate their selection for the Institute. Please note that it is APPA's policy that, regrettably, expenses and fees associated with participation cannot be reimbursed by APPA.

New and Improved ICAOS Website

Communication is paramount for the Interstate Commission for Adult Offender Supervision. While our website is primarily a one-way street, it is an invaluable information sharing tool. After researching current website applications, the National Office to the Commission determined that the original website lacked new communication tools that would benefit everyone involved in Compact business.

The new website features new ways of sharing information between Compact Offices, Regions, Committees and the National Office. Benefits include simple navigation, discussion forums, real-time website updates available by email, user-submitted event calendars, additional software modules to meet growing needs, meeting notifications that can be added directly to Outlook, e-newsletters and improved navigation.

New online tools available in the new website are surveys which offer a quick polling of topics and interactive event calendars which give compact offices the ability to add their office closings, state council meetings, etc. to a shared Commission-wide calendar.

The new database allows users to search, sort and print by state, region, committee, commission role, committee role or any combination of these. Also, newly developed is an Advisory Opinions at-a-Glance page. This is a faster scanning of Advisory Opinions which lists the opinion details, issues and findings in a concise and easily digestible format. Unique sections were developed for the new website for the Deputy Compact Administrators and Victims which include their own interactive calendars, discussion forums and surveys.

The combination of all these new web technologies resulted in a website that greatly benefits users and improves communication within the Commission. This re-engineered website was conceived and designed with the evolving needs of the Commission in mind.

On Demand Training Announcement

In preparation for the amended and newly adopted Interstate Commission for Adult Offender Supervision's Rules effective January 1, 2008, the Training Committee and the National Office are revising and updating all of the official ICAOS publications and training materials plus the on-demand training modules.

These modules are highly effective for providing field officers, compact office staff and judges across the country Interstate Compact rule information.

The on-demand modules offer a unique approach to Interstate Compact training which include:

- The ability to access seven days a week, twenty four hours a day
- Self-paced
- Searchable content
- Certification/verification of completion

On-demand modules serve as a great introduction to the Compact and its rules in addition to being a straightforward approach to "refresh" on certain processes of the Interstate Compact. >>>▲

Harry Hageman is the Executive Director for the Interstate Commission for Adult Offender Supervision. He can be reached via email at hhageman@interstatecompact.org.

Making Your



K



M

R

A

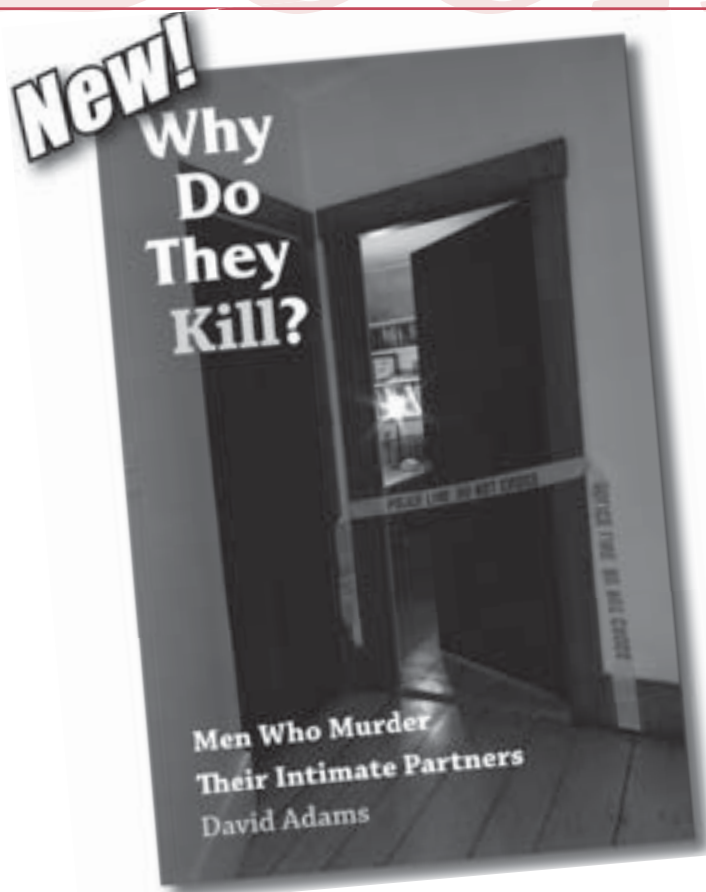


on the Community

**Help APPA celebrate Probation, Parole
and Community Supervision Week
July 13-19, 2008!**

“Making Your MARK on the Community” is this year’s theme and it reflects all the various ways in which you leave a positive and lasting impression on those you supervise and help to achieve success. The Resource Kit for the Week with lots of ideas to help celebrate your accomplishments will be available April 1 on www.appa-net.org.





According to the Supplemental Homicide Records, at least 30 percent of American women who are killed are murdered by an intimate partner or ex-partner. Women in America are nearly nine times more likely to be killed by an intimate partner or former partner than a stranger, despite typical public notions that the latter pose a greater risk.

In recent decades, the increased public perception of intimate partner violence (IPV) as a major public health concern has transformed our society's response, eliciting more coordinated efforts from a variety of governmental and non-governmental bodies, alike, including: public policymakers, criminal justice systems, social services, health care providers and victim advocates. In part due to this multidimensional response, including enhanced domestic violence laws, improved training for law enforcement and increased services for victims of domestic violence, the number of intimate partner homicides has decreased by 40 percent since 1970. Yet, the majority of this decrease has been among male victims of domestic murders. Intimate partner femicides, on the other hand, have dropped only slightly during this timeframe.

Why do men continue to kill their intimate partners? And, more importantly, what can we learn from intimate partner femicides in an effort to identify future perpetrators and protect their

partners? These are the questions that Dr. David Adams poses in his new book *Why Do They Kill? Men Who Murder Their Intimate Partners* (Vanderbilt University Press, September 2007).

This book represents the first American study on intimate partner homicide that includes extensive interviews with convicted killers. In detailed discussions with 31 men who murdered their intimate partners, Adams examines the patterns of behavior that led to the murders with the aim of understanding their motivations for killing. In his own words, what he finds are strong indications that "the murders they committed were neither random nor spontaneous...The history of these crimes is one in which these men become increasingly predisposed to kill." Adams concludes that intimate partner homicides are rarely crimes of passion, committed in the heat of the moment, as often assumed. Rather, he argues that domestic murders are often planned and that patterns in the progression of violence and abuse in a relationship can provide important indicators of potential homicide.

Given the likelihood that the killers' would give an account that was neither complete nor entirely truthful, Adams also recognized the need to include a victims' perspective. He therefore conducted in-depth interviews with 20 victims of attempted intimate partner homicides. "I knew that the best sources of information were dead," Adams notes. "While it was impossible to talk to the deceased, we decided to do the next best thing: interview women who came closest to being killed." Together with the interviews of domestic partner killers, Adams hopes the information gleaned will shed light on what leads to women's murders by men.

Adams begins by providing an overview of the characteristics of men who batter. Based on his 29 years of experience counseling batterers, as well as the growing body of research on abusive men, Adams convincingly dispels several myths about abusers. Paramount among these myths is the notion that men who abuse their intimate partners are easily identified. Adams argues that, in fact, the opposite is true. He states that abusers cross all social and economic categories and that they share no distinguishing characteristics or traits. He further argues that the related myths that abusers are predominantly substance abusers, mentally ill, uneducated/unemployed and criminals are also inaccurate. Adams further outlines common behaviors among abusers, including denigrating and blaming their victim and minimizing the violence that they carry out. These behaviors shared among batterers are critical to understanding the larger patterns of violence that may lead to intimate partner homicide.

In chapter three, Adams discusses the five behavioral categories of killers identified through interviews with both the killers and victims of attempted homicide: jealous, substance abusing, materially motivated, suicidal and career criminal. All 31 of the murderers interviewed could be classified under at least one of these types and Adams reported that over half belonged to more than one. For each category, Adams presents detailed discussion about the relevant characteristics and behaviors, presents the motivations for killing common among killers in the typology, gives case study examples of illustrative killers and their killings and identifies potential deterrents to murder as identified by those killers classified under the typology. Adams also compares the killers to those who attempted, unsuccessfully, to kill their intimate partners, finding among the primary differences the degree of calculation used by the killers in planning their partners' murders.

Chapter four explores the killers' upbringings, in an attempt to identify commonalities in the killers' childhoods that may have contributed to their propensity to murder their intimate partners. Research findings indicate that individuals exposed to domestic and child abuse at a young age are more likely to become violent and abusive as adults. But does the presence of violence in child-

hood make abusers more likely to kill? With this question in mind, Adam examines the killers' exposure to a range of factors as children, including: domestic violence, child abuse, neighborhood violence, substance abuse and other environmental factors. While he finds that many of the killers were exposed to violence, abuse and neglect as children, he reports that these factors, alone, cannot explain their killings. Rather, he argues, that "our understanding of domestic murders is incomplete without also including an analysis of the killers' patterns of behavior as adults."

Throughout the remainder of the book, Adams examines patterns in the behaviors of the killers, and in their relationships with others. He explores commonalities in the duration of killers' relationships with their victims and the abuse of children shared with the victim. In chapter seven, he takes a painstaking look at patterns in the escalation of violence and abuse of the victim, including possessiveness, sexual violence, stalking, threats and intimidation and punishment. He also considers victim resistance and its impact on the escalation of abuse. Adams further discusses how the escalation of violence and abuse manifests itself in these relationships based on the varying typologies of the killers. This is a critical discussion point, as it defines the variations in the cycles of violence based on

New!

Why Do They Kill?

Men Who Murder Their Intimate Partners
David Adams

Vanderbilt University Press • 2007 • 288 Pages

Order Now from APPA!

Item #DV02

Member and Non-member price:
\$27.95 plus S&H

Order online at www.appa-net.org
or by phone at (859)244-8207.



the different behavior patterns of the abusers.

In chapter eight, Adams discusses victims' attempts to seek help from a range of sources: law enforcement, the courts, medical centers, battered women's programs, counselors, clergy, family, friends and neighbors. Based on his interviews with victims of attempted homicide, Adams reveals the perceptions and, in some cases, misperceptions that victims have of available services, ways in which assistance was provided that improved the safety of women and examples of the failures of some systems to provide help in a supportive, effective way. The experiences revealed through these conversations provides important "lessons learned" for all systems engaged in domestic violence cases.

Based on the experiences of the killers and victims, alike, Adams argues that additional steps must be taken to enhance domestic violence responses in an effort to prevent future deaths. Among his recommendations, he advocates for: removing guns, conducting more comprehensive threat assessment and risk management, making the criminal justice system more victim-friendly, improving community responses, educating young people about abusive behavior and creating more options for battered women.

While not specifically targeted to criminal justice professionals, this book is an excellent resource for any officer involved in domestic violence cases. Adams' thorough examination of the lives of intimate partner killers provides a rare glimpse into their patterns of abuse and motivations for killing. Only through understanding the factors that distinguish batterers from killers will criminal justice professionals be able to effectively prevent intimate partner femicides.

In his conclusion, Adams argues that "there appears to be a disproportionate public policy focus on those victimized rather than those who perpetrate these crimes. Consistent identification, monitoring and rehabilitation of the most dangerous abusers continue to lag far behind, meaning that many battered women and their children remain in the line of fire." He further contends, "With better intelligence about the chronic abusers, we will be better able to identify and stop those most likely to kill." Through his painstaking analysis of the commonalities among abusers who kill their intimate partners and identification of the critical indicators of potential homicide, Adams provides the tools necessary for those engaged in domestic violence cases to identify potential killers and protect their partners. ▷▷▲

An Online Master's Degree Focused on Your Specialized Field

Eastern Kentucky University's Online Master's Degree in
Correctional/Juvenile Justice Studies

Students of Our Program Develop Competencies In:

- Case Management Practices
- Counseling Techniques
- Leadership, Management and Administration
- Evidence-Based Interventions
- Strategies for Reducing Offender Risk Factors
- Causes and Correlates of Crime and Delinquency
- Classification Systems

www.cjjsonline.eku.edu



EKU is an Affirmative Action/Equal Opportunity educational institution.

**If you are looking for an
exceptional criminal
justice experience –
delivered directly to
your desktop – at work
or home...then visit us at:
CriminalJusticeMedia.com**



Take your caseload on the road!



Seamless Synchronization!

SYSCON's FieldTAG let's you take your caseload on the road! Download your caseload before you make your visitation rounds. Update and inquire on selected records wherever you are. Create new records on the fly. Seamless synchronization!

SYSCON JUSTICE SYSTEMS, the World Leader in Offender Management Systems, offers community case management applications that have been thoroughly tried and test in the field.



www.syscon.net
1.888.797.2662

Quantity of Board of Director's Meetings During Election Years

The APPA Constitutional Review Committee has been asked to examine the quantity of Board of Director's meetings during an APPA election year.

The first question addresses the need for three APPA Board of Directors meetings during APPA election years. Historically, elections occurred every two years and an additional Board of Directors meeting was held on the final afternoon of the Annual Institute to elect two at-large regional representatives and one at-large affiliate representatives to the executive committee. Two problems are created by the current language. First, due to recent changes in the length of regional representative terms, elections are now held yearly for one-third of the regions. As currently indicated, APPA would need to have a third Board of Directors meeting each year. Second, the additional meeting on the last day of an Institute was poorly attended and left the election process up to only a few people – many of who would be proxies for several people. In order to rectify this situation during the last two APPA elections, the Board of Directors chose to combine the additional meeting with the regularly scheduled meeting. This is not in keeping with the constitutional language. See the below revisions discussion:

Is there a need to hold a third Board of Directors meeting per year (especially election year) and how can we deal with it if it doesn't appear necessary?

Article VII, Section 2 states:

The Board of Directors shall meet at least two (2) times each year. There will be one (1) extra meeting during election years for the purpose of electing At-Large regional and affiliate members to the Executive Committee (see Article V, Section 15 of the

Constitution), and other necessary business. Board of Directors' meetings will occur in conjunction with the Annual Training Institute and the Winter Training Institute unless otherwise directed by a majority vote of the Board of Directors. Special meetings of the Board of Directors may be called at any time by the President, upon written request of a majority of the Executive Committee or upon a written request of a majority of the voting members of the Board of Directors.

The current interpretation would require a third meeting. It is recommended that the second sentence in Article VII Section 2 be stricken and that the following sentence be added to Article V Section 15 which now states:

Article V, Section 15

There shall be three at-large members of the Executive Committee. Two (2) will be regional directors and one (1) will be a delegate from an affiliate organization. The two (2) at-large regional director members will be nominated by the membership of the Board of Directors and be elected by a simple majority of the Board of Directors. An affiliate committee will nominate the delegate(s) from affiliate organizations and one at-large affiliate representative will be elected by a simple majority of the membership of the Board of Directors. They will serve a term of two (2) years on the Executive Committee, while maintaining their seats on the Board of Directors.

"The two at-large members of the Executive Committee shall be elected at an Annual

Institute Board of Directors meeting and vacancies shall be replaced by a majority vote of the Executive Committee."

The second question deals with who can be elected as the at-large regional representative to the Executive Committee. There is some confusion as to when a newly elected regional representative assumes his/her position and when he/she can run for the at-large position. Some have assumed that newly elected members of the Board of Directors do not assume their positions until after the President, et al are sworn into office – usually at the Tuesday luncheon at the Annual Institute. Others assume it is at the beginning of the Institute. Again, the Constitutional Review Committee offers the following changes to clear this up.

Who can be elected to the regional representative at-large position when given the timing of elections?

Since Article V Section 14 indicates that Regional Directors terms begin as determined by the scheduling of the Annual Institute, it is interpreted that the Regional Directors are qualified at the beginning of the meeting. To maintain experience on the Executive Committee it is recommended that the third sentence of Article V Section 15 (see above) be amended as follows.

"The two (2) at-large regional director members who were qualified as regional directors at the last Annual Institute will be nominated by the membership of the Board of Directors and be elected by a simple majority of the Board of Directors."

COMBINING

OFFICER SUPERVISION



John Augustus (1784-1850) gave birth to the entire field of community corrections when he successfully launched the first prototype for the supervision of offenders in the community at the beginning of the nineteenth century.¹ Almost two hundred years later, however, community corrections lacks a clearly articulated and tested model that can empirically justify and give practical guidance for the daily contact of officers with offenders and the most beneficial allocation of agency resources. Rather, probation and parole systems have gone back and forth between two vague and ill defined officer approaches for reducing recidivism and improving offender outcomes: the so-called law enforcement and case work models.²

We argue that both the law enforcement and caseworker approaches have a crucial contribution to make to reducing recidivism. Unfortunately, the positive contributions of both approaches are not clearly articulated or understood and both approaches also contain key elements that contribute to negative outcomes such as increased alienation from society and recidivism. Only a very small number of recently conducted empirical analyses can link offender outcomes to the particular approaches, tasks and skills that officers and agencies use in their daily work.³⁻⁵

John Augustus' notes about his work provide us with a glimpse of the underlying model he used to help offenders successfully desist from crime. Many of Augustus' original strategies such as building a working relationship with offenders, helping them to establish better social networks and using punishments strategically are central elements in community corrections models that increase offender success. If a model for community corrections is to be helpful, it must be meaningful to officers and offenders on an emotional level, easily understood and logical and practical for officers to carry out in the midst of large, challenging caseloads within agencies that are constantly struggling to secure enough resources.

Since the 1990's, the "What Works" research literature has provided our field with an ever deepening understanding of core principles that agencies and officers can use to increase the connections between their work and successful outcomes for offenders.⁶ These general risk, need and responsivity principles provide some necessary guidelines for the construction of an evidence-based framework for community corrections. However, the principles of risk, need and responsivity do not give officers specific guidance about what to say and do as they meet with offenders on a daily basis. For such guidance, we need to show how these principles can influence officers' work. We also need to combine the practical implications from the What Works literature with those from other literatures about behavior change to create

a model for officers that will be emotionally and intellectually satisfying to them. Such an emotionally intelligent and logical model will concretely describe the causal relationships between officers' actions and resulting offender outcomes.

Our model for the community supervision of offenders relates the findings from four different bodies of research to the concrete daily work of probation and parole officers. It shows why officers' work along these lines should lead to the results that most officers, offenders, politicians and members of the community desire: improved safety and quality of life for community members, fewer victims and offenders that become ex-offenders. Finally, it links together four different skill sets that have been tested in research and practice to such a degree that they considered to be "evidence-based practices" (EBP) or strongly associated with EBP for community corrections.

CONSTRUCTING A MODEL FOR OFFICER SUPERVISION FROM FOUR RESEARCH LITERATURES

The field of corrections can now refer to four bodies of evidence or literatures to help determine how field supervision should function if it is to produce sustained and meaningful reductions in recidivism. The four areas of research include:

- General Factor research on agent-client relationships;
- Contingency Management research on the ways punishments and rewards change behavior;

- What Works research on the overall effectiveness of interventions; and
- Desistence research on how offenders mature out of crime.

We will begin by summarizing the main findings from these literatures that can help field officers achieve successful supervision outcomes. Then, we will combine the key "take aways" or things to apply from the four literatures into our model for successful supervision strategies.¹

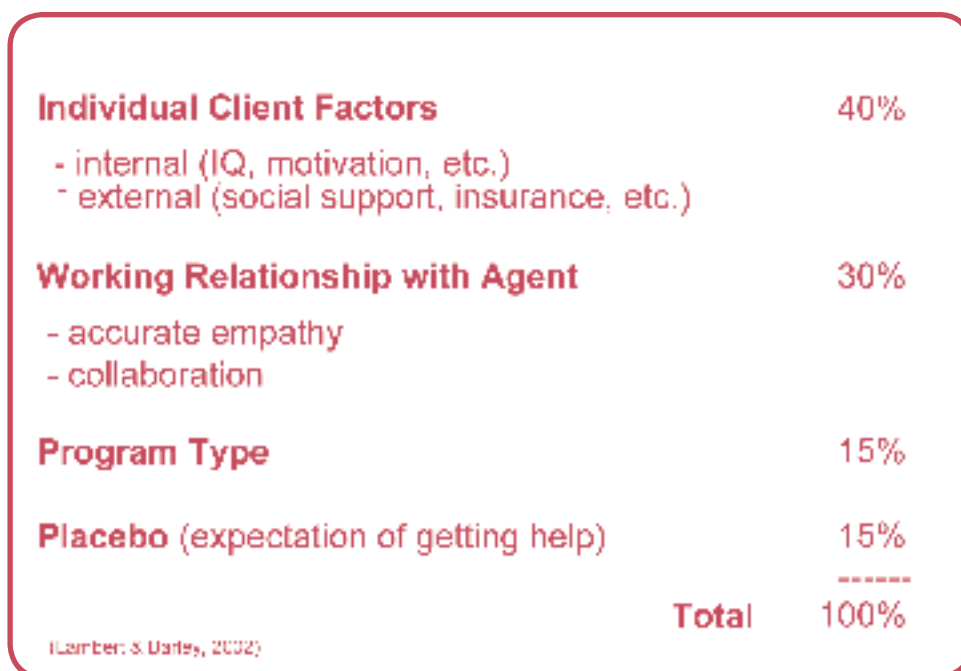
GENERAL FACTOR RESEARCH AND AGENT-CLIENT RELATIONSHIPS

General factor research looks for the mechanisms of change that are common to a whole range of different programs, interventions, modalities and psychological orientations such as substance abuse programs, cognitive programs, employment interventions and the different types of psychological therapies. This research in Figure 1 suggests that the quality of the relationship between the change agents and offenders has *twice* the impact on positive outcomes (30 percent) as the type of intervention the agents used (15 percent).

In other words, the most important variable under agent control is not the particular kind of intervention they use with their clients, but the quality of the working relationship they have with them. The What Works literature also provides considerable support for this view that relationship-building or working relationships are a key factor⁶ in fostering offender change.¹⁴⁻²³ The quality of working relationships that probation and parole officers establish with offenders is a variable that can

be controlled by community corrections staff and it is not really dependent on procuring significant additional financial resources for the agency.⁸⁻¹³ Working relationships can begin when staff realize that on average, 40 percent of positive behavior change comes from the offenders' internal resources and external support systems. Seeing offenders as potential partners in the change process helps officers to use *accurate empathy* in interactions with them and keep in mind the goal of creating a *working alliance*—a relationship in which both people collaborate to establish and negotiate change goals, with a mutual willingness to be flexible and explore a variety of options when necessary to meet those

FIGURE 1.



goals and to maintain an effective working relationship.^{24; 25} Accurate empathy and a working alliance are key elements of agent-client dynamics that maximize offender potential for positive change.

Moving from general research to specific applications, Motivational Interviewing (MI) provides an approach to agent-client relationship building that has proven extremely successful in 20 years of rigorous research. MI is a counselor-directed, client-centered style of communication that helps people resolve their ambivalence about changing problem behaviors, including alcohol dependence, cocaine addiction, obesity. Officers using this approach engage people in purposeful interactions through reflective listening skills—open questions, affirmations, reflections and summaries—that allow clients do “hear” themselves think and adjust their beliefs and attitudes according to the new clarity that emerges. As people work through their ambivalence, they are more likely to pursue and maintain positive behavior change. Over two hundred randomized clinical trials show that MI produces significant direct effects or benefits for clients, as compared to interventions that to not use MI. A number of quality meta-analyses summarize this research and document the relative effect sizes or impact on clients across different populations.⁶⁷⁻⁷⁰

Because of the strength of the General Factor research on the importance of building working relationships with clients and the specific research supporting the use of MI in this process, we recommend MI as the first of four key officer strategies in this new model of Community Corrections.

CONTINGENCY MANAGEMENT RESEARCH AND THE EFFECTIVE USE OF PUNISHMENTS AND REWARDS

According to social learning theory, many human behaviors are instigated, shaped and maintained by the rewards and costs that result either directly or indirectly from behaviors.^{26; 49-56} A wide array of research literature suggests that human behavior can be effectively shaped or influenced by behavioral reinforcements: the systematic linking of rewards to desired behaviors and punishments to undesired behaviors.⁴⁹⁻⁵⁶ The law-promoting influence that these kinds of reinforcements have on criminal and non-criminal behavior can be found throughout basic criminology literature.⁸⁷⁻⁹¹ What Works literature provides additional empirical support for general and specific applications of reinforcement interventions^{26; 92; 93} to domestic violence,⁹⁴ sex offending,⁹⁵ substance abuse^{85; 96} and cognitive skill-building.⁹⁷⁻⁹⁹ The consensus from these literatures is that the delivery of specific systematic reinforcements for select behaviors is successful in shaping outcomes to the degree that each of the following three conditions are met:⁵⁷

- *Consistency*—the selected behavior is accurately identified and consistently reinforced;
- *Immediacy*—the selected behavior is reinforced more or less immediately; and
- *Magnitude*—the reinforcement—either reward or punishment/cost—is sufficiently tangible and meaningful to the person who receives the reinforcement.

Program and intervention approaches that are designed to shift the balance of net rewards and costs for particular behaviors (e.g., drug use, treatment compliance, job searches, community service, restitution, sanctions) through the systematic application of reinforcements or punishments are called *Contingency Management* programs or CM. Officers can make creative use of the three CM principles - consistency, immediacy and magnitude – as they apply and manage the terms and conditions for their clients. In CM, a specific set of

“Because of the strength of the General Factor research on the importance of building working relationships with clients and the specific research supporting the use of MI in this process, we recommend MI as the first of four key officer strategies in this new model of Community Corrections.”

rewards (vouchers, reduced supervision time, etc.) and a specific set of costs (house arrest, increased breathalyzers, etc.) are made contingent upon specific behavioral performances (submitting clean urines, treatment group adherence, completion of a quota of job interviews, supervision compliance, etc.). While both reinforcement and punishment are typically employed in Contingency Management interventions, staff and clients typically prefer the use of reinforcements.⁵⁶

These interventions have been used with a variety of problem behaviors and treatment compliance issues.⁸⁴⁻⁸⁶ Clinical trials of these applications have demonstrated such significant reductions in the abuse of opiates,¹⁰⁰⁻¹⁰³ cocaine,¹⁰⁴⁻¹⁰⁶ marijuana,¹⁰⁷⁻¹¹⁰ and alcohol^{96; 111-113} that meta-analyses support the use of CM as an evidence-based practice for substance abuse interventions.^{101-103; 114} CM is also effective in improving treatment compliance,^{111; 115; 116} helping people secure employment¹⁷⁻¹¹⁹ and reducing drug use and violations for correctional populations in drug and other specialty courts.^{115; 120-122} Because of this strong research support for the use of CM for a variety of problem behaviors,¹²³ it is the second key supervision strategy in the model.

WHAT WORKS RESEARCH AND THE EFFECTIVENESS OF INTERVENTIONS FOR OFFENDERS

Now including over 40 meta-analyses on offender interventions or rehabilitation programs, the What Works research consistently supports three foundational principles:^{4;7}

- *The Risk Principle* urges officers to apply more intensive treatment and services to higher risk offenders, because this produces a greater overall improvement in recidivism than treating lower risk offenders.
- *The Need Principle* recommends that agencies focus their interventions on the “central eight” criminogenic need areas for offender rehabilitation because this will improve recidivism outcomes more reliably than focusing on other change targets.
- *The Responsivity Principle* teaches that offender outcomes are generally improved by Cognitive-Behavioral Treatment (CBT) interventions that focus less on didactic explanation and demonstration, and focus more on skill rehearsals, simulations and role plays to correct the specific skill deficits that lead to criminal behavior.

At first glance, it may seem that the title of the third principle is at odds with its recommendation. “Responsivity” implies sensitivity to each offender’s particular characteristics and needs, while the recommendation is that most offenders receive

a particular type of intervention. But since the recommended elements of this short-term, problem-focused interventions are a facilitation style emphasizing guided practice and coaching and a focus on building skills that support offenders *in their particular behavior change targets*, this is not the case.⁵⁸

Many randomized clinical trials have demonstrated that CBT is effective in reducing behavior problems such as anxiety, depression, obsessive-compulsive disorder and antisocial conduct. There is so much evidence for CBT that it forms the basis for the Responsivity Principle in the National Institute of Corrections’ model for evidence-based practice, asserting that offenders typically respond better to CBT interventions than to any other type of program intervention.^{7; 59-61} CBT-based programs help offenders change the relationships between their thoughts, feelings, behaviors, environments and physical conditions. By acquiring new cognitive-behavioral skills, offenders are able to compensate for various developmental deficits, particularly the low self-control endemic to offender populations.⁶²

As a subset of CBT, Relapse Prevention (RP) interventions include concepts and skills for working with those who are at risk of relapsing from their commitments to abstain from addictive or compulsive behaviors. RP skills include identifying what stage of recovery or relapse the offenders are and how close they are to slipping and assisting them to take steps to avoid or minimize slips and recover before a series of slips becomes a full relapse. Alan Marlatt’s model for RP has been empirically and extensively tested and validated⁶³ and several meta-analyses have summarized studies indicating that providing clients RP skills effectively curbs various maladaptive behaviors.^{22; 64-66}

Based on the What Works research, we recommend the use of the three principles as general guidelines for who receives treatment for what change goals through what particular style of intervention delivery as a third strategy in the new model. Within the CBT facilitation style, we further recommend Marlatt’s approach to relapse prevention for offenders struggling with addictive behaviors.

DESISTENCE RESEARCH ON OFFENDER MATURATION OUT OF CRIME

Desistence research seeks to determine which factors in offender’s lives contribute to successful maturation out of crime and deviance—primarily those factors representing 40 percent of the influence on outcomes in the General Factor research (see Figure 1 on page 32). This research on the actions that offenders take over long periods of time (up to 35 years)²⁶⁻⁴¹ suggests that people who are able to make the following kinds of changes have

better rates of desistance over time:^{32; 33; 46-48}

- Learning to see one's self as an active "agent" in one's own life, capable of and responsible for making changes;
- Developing a personal identity that extends beyond crimes committed;
- Shifting one's associates from antisocial to prosocial people;^{28; 42} and
- Changing from antisocial to prosocial roles, such as stable employment and satisfying intimate relationships.⁴³⁻⁴⁵

These changes in self-identity and social support networks and roles frequently translate to changes in behavior and vice versa. Within stable networks such as family or close community, changes in how and what kinds of support are exchanged also coincide with changes in behavior. "Good company" appears more influential on behavior than will power, especially for offenders who struggle with low self-control.

Understanding that these particular changes correspond to better rates of maturation out of crime, officers may help offenders make these changes by assisting them in making prosocial shifts in their networks and roles. Network shifting capitalizes on the potential for offenders' social support networks to model and reinforce either prosocial or pro-criminal behavior and attitudes. As offenders participate in new networks including AA, faith-based groups, martial arts, their informal controls are enhanced by the behavioral reinforcement of new significant prosocial others in their lives who inadvertently provide "alternative supervision" by discouraging criminal behavior.

This supervision strategy of Social Network Enhancement (SNE) was a key element John Augustus' work in the 1800's to help offenders re-establish ties with their families, move to new neighborhoods and form new prosocial networks. Currently, it is a core element of the National Institute of Corrections (NIC) model for reducing recidivism, affirming the need to assist offenders in engaging on-going support in their natural communities.⁸³ The skills involved in facilitating network changes include:

- Exploring the possibilities for clients to engage with new prosocial networks (hiking clubs, churches, mosques, tribes, YMCA, etc.);
- Introducing clients to vetted social-supporting others (SSO's) or coaching existing members of the client's network to become more supportive of the prosocial changes the client is working on;
- Offering clients a menu of new support options based on an awareness of the formal and informal organizations that

support community in their local neighborhoods; and

- Using MI to explore the client's ambivalence and low sense of self-efficacy around engaging current and other possible social networks in a prosocial way.

Among the variety of prosocial networks that are available to support offenders, 12-Step programs like Alcoholics Anonymous have proven to be particularly effective. Beginning with research findings from Project MATCH,⁷⁸ the evidence supporting the efficacy of 12-Step programs has rapidly expanded and increased in quality. In the past ten years, over 30 studies have demonstrated the direct and significant effects of AA on reductions in days of drug/alcohol use. Two of the significant causal elements for AA include: program involvement or participation – working through the steps with a sponsor, service work and 12-Step work – and frequency of contact and interaction with others in the recovery affiliation. Researchers in Europe have recently succeeded in testing interventions that mimic AA's network-shifting abilities without the 12-Step ideology and found similar efficacy in reducing drug use.³⁸⁻⁴⁰ The combined evidence for 12-Step programs such as AA, NA, CA has elevated this type of treatment to advanced evidence-based treatment status in the addictions treatment field.^{28; 79-82}

Combining the Desistance literature support for the effectiveness of network shifting in helping offenders mature out of crime with the research on 12-Step networks' effectiveness in reducing addictive behaviors, we recommend Social Network Enhancement as the fourth strategy of our new model. Twelve-step programs should be a key element of prosocial network shifting whenever this kind of treatment is applicable to client needs.

In summary, these four bodies of research—General Factor, Contingency Management, What Works and Desistance—provide both general guiding principles and resulting specific evidence-based applications for our model. The evidence from these literatures strongly recommends four probation officer skill strategies that will improve officer satisfaction and offender outcomes:

- Using accurate empathy skills to form collaborative working relationships that help clients to build their own internal motivation for change;
- Applying cognitive-behavior treatment interventions to particular client need areas, especially for clients who are at high-risk for future crime;
- Systematically rewarding prosocial behavior and punishing anti-social behavior; and

- Supporting clients in building an internal sense of agency, developing their identity as prosocial community members and expanding their prosocial reinforcement from existing and new prosocial networks.

TRANSLATING THE MODEL INTO PRACTICE

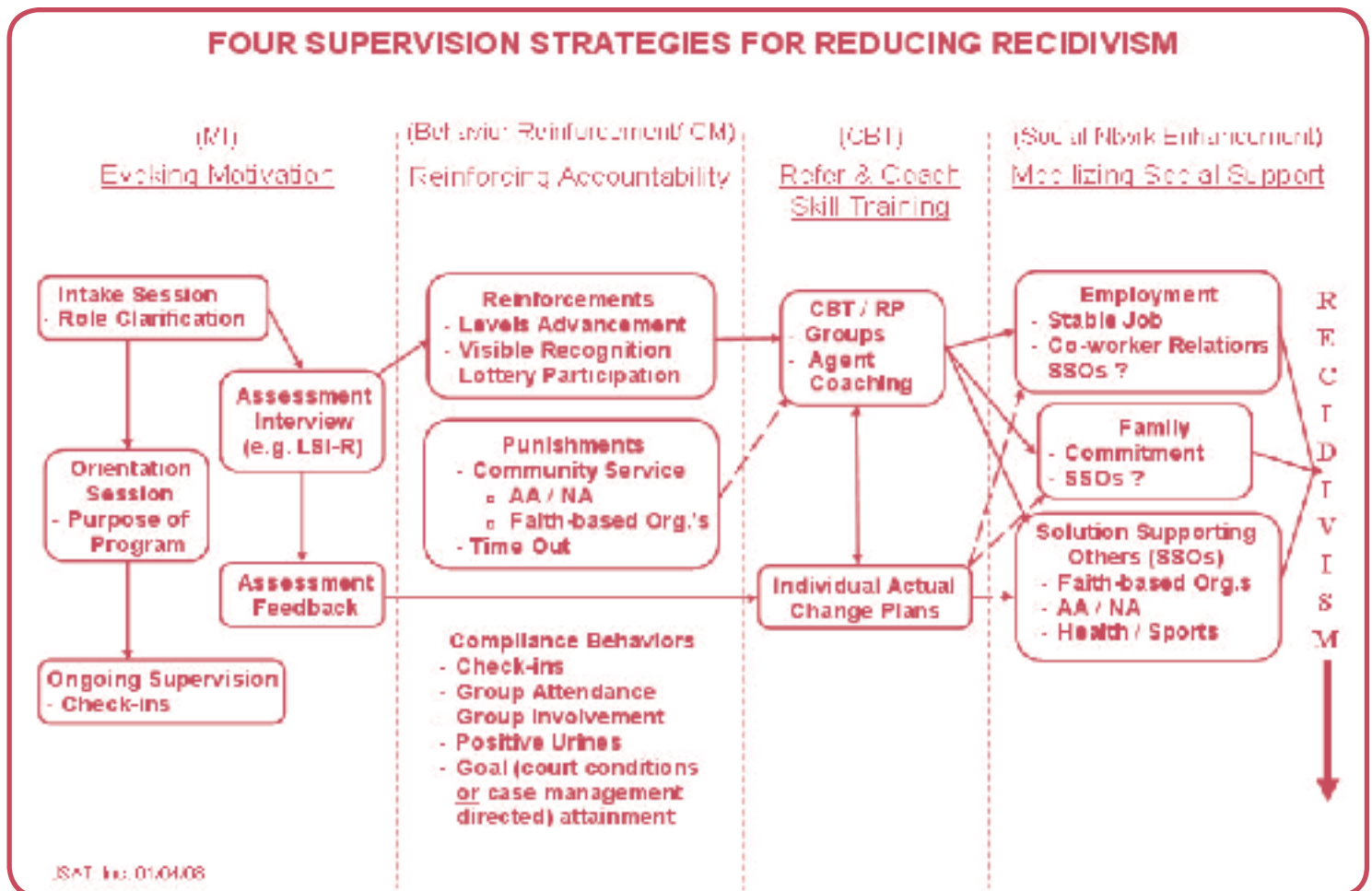
In the following model, we set out the four officer strategies outlined above with attention to the order in which they are most likely to occur and be most effective. The very first thing officers do is create and set the tone for the working relationship they will have with their clients. Then, officers set up the way in which terms and conditions of supervision will be applied. Influencing the cognitive behavioral development of clients requires more time than the first two. Finally, even more time is usually required before officers can help clients, especially those who are moderate and high-risk, to enhance their social networks. If each of these stages in the collaborative journey of client and agent combine and weave together in a synergistic

way, outcomes that are satisfying for both the client and the officer are likely to result. Figure 2 lays out the connections between these four skill sets and shows their chronological progression. Following figure 2, we take a closer look at what it means to work with these four sets of officer activities or skills in a combined manner.

ESTABLISHING A WORKING RELATIONSHIP AND EVOKING MOTIVATION

From an MI perspective, establishing an effective working relationship with a client and evoking their inner motivation for change is largely a function of accurate empathy, good listening and the use of skills that help to direct conversations toward exploration of the changes clients want to make in their lives. When a good working relationship has been established, these kinds of conversations can take place whenever clients get stuck or stalled in ambivalence about making changes. MI techniques can help clients to get started in a new direction,

FIGURE 2.



discovering their own solutions to overcoming the problems in their lives.¹³⁹ Because developing a working relationship is key for the effectiveness of MI, it is essential to begin the process of establishing a working relationship and evoking motivation right from the very beginning of the case management process. This is the time when the kind of relationship and the respective roles between the officer and client will be established, so it is important for officers and agencies to do everything in their power to enhance the likelihood that this process of establishing working relationships and increasing motivation will be successful from the very beginning.

The process for making appointments, the way in which the staff at the front desk greet clients and the very first appointment with an officer all provide opportunities for staff to use active listening skills that will decrease the defensiveness of clients and improve client expectations for success. These initial contacts are prime opportunities for setting the tone of supervision, clarifying officer and client roles and improving the expectations clients have for supervision. Because of this, many agencies are now using MI approaches for conducting risk, need and responsibility assessments with offenders; for setting the terms and conditions of supervision; and for “feedback sessions” that follow upon assessments such as the Level of Service Inventory or the COMPAS and give the client objective feedback from their assessment results.^{147; 148} Using MI in this fashion improves officers’ knowledge of their cases and increases clients’ openness and motivation to participate in their own change processes. Deeper knowledge about the client’s criminogenic needs and the motivational factors that they most resonate with, can be extremely helpful to an officer who will have to monitor client compliance with terms and conditions. An MI feedback session following assessment can really help clients to identify and reinforce any personal change goals that they might be harboring. This is the point where a real working alliance begins.

The literature on motivation clearly indicates that intrinsic motivation to change is far more durable and effective than motivation from the outside.¹³⁶⁻¹³⁸ Among the over 200 randomly controlled trials on MI^{69; 70; 140} are dismantling studies that investigate what its mediating or causal ingredient(s) are. An important causal mechanism for MI is the elicitation of frequent and stronger intensity “change talk” from clients—statements that move from expressions of desire to change or capacity to change to commitment to do so.^{71-73; 141; 142} Consequently, it makes sense to define the output for the motivational component of this model as frequent and/or intense change talk

from clients, particularly if they are relating that change talk to their criminogenic needs.

CONTINGENCY MANAGEMENT AND REINFORCING ACCOUNTABILITY

The process of contingency management and reinforcing accountability with clients begins even before the intake phase of supervision is over. The behavioral reinforcement (CM) cycle of monitoring behavior and applying positive and negative consequences begins as soon as officers establish and clarify their role in relation to the supervision guidelines for their clients. To the degree that CM reinforcements for treatment compliance (e.g., bus tokens for being on-time twice in a row, vouchers for clothing or food for a set number of clean urines or the completion of homework) are built into the working relationship, the likelihood of compliance and goal attainment increases. Certain, quick and personally meaningful punishments such as a requirement for community service or supervision extensions are likely, *if executed systematically*, to drive down non-compliance. Beyond better boundaries and structure, the net effect of greater client compliance is that clients will be more likely to stick with their treatment plans, whatever the plan might be.

Two measures of effectiveness for CM relate to simple rule compliance and treatment (e.g., percentage of positive urines and treatment adherence rates). If CM is applied systematically, clients will achieve a higher rate of adherence to treatment and a higher treatment dose. Greater adherence rates and time in treatment consistently predict better outcomes. In addition, clients will more likely be clean and sober as they attend treatment and thus more able to appropriately engage with the content of treatment.

APPLYING COGNITIVE BEHAVIORAL TREATMENT APPROACHES

Once officers have established a working relationship with clients, obtained a sense of their level and focus of motivation and understood their risk level and criminogenic needs, then officers are in a good position to influence clients with CBT approaches: skill training with guided practice or coaching. Officers can focus this training and practice on many things: self-regulation skills such as anger management, navigating relapse triggers, responding appropriately to problems, behaving appropriately in social situations, etc. So part of an agent’s job is to make sure that available CBT interventions address each of

"Results from CBT

depend on the

adequacy of any formal

treatment the client

is referred to in terms

of the actual amount

of time clients are in

treatment, the amount of

assigned CBT homework

completed and the

number of informal CBT

coaching sessions the

client received from the

agent to complement

formal CBT treatment

delivery."

the offender's particular criminogenic needs as directly as possible at a level that is appropriate to the offender's risk level.

There are two primary ways to do this. First, the agent can expedite the treatment process through an assertive referral technique in which the officer shares responsibility with the offender for:

- conducting a timely and valid assessment of the client's risk, need and responsivity factors;
- assigning the client to the most appropriate kind and dose of treatment available;
- getting the client started in treatment expeditiously;
- briefing the treatment practitioner on the exact nature of the client's risks and criminogenic needs;
- using supervision contacts to review and affirm the skill goals and progress of their clients.

In combination with building a working alliance with MI and executing CM with fidelity, these strategies will ensure that the client's "dose" of CBT is optimized in terms of formal treatment.

Second, to the degree that agents are successful in building a working alliance with clients, they can intermittently provide brief CBT coaching sessions to clients within the context of supervision contacts.¹⁴⁹ Many agents are quite familiar with various cognitive-skill building techniques and can apply these during supervision. In addition, agents can draw on the help of lay persons and paraprofessionals who can apply CBT approaches once they have been trained.^{147; 150; 151}


Several skill-building curricula and books have been designed to facilitate this process for agents.¹⁵² The research on CBT implementation^{153; 154; 155} indicates that coaching beyond the formal training setting for CBT is essential if CBT is to be considered an EBP. If officers can coach a client for five to ten minutes on some aspect of problem-solving, they can enhance public safety and save themselves from many of the problems and time consuming activities that are associated with the proceedings for client technical violations.

Results from CBT depend on the adequacy of any formal treatment the client is referred to in terms of the actual amount of time clients are in treatment, the amount of assigned CBT homework completed and the number of informal CBT coaching sessions the client received from the agent to complement formal CBT treatment delivery. Increases in any of the above should affect the client's self-control skills, work-related skills and social efficacy.

SUPPORTING THE EXPANSION OF PROSOCIAL IDENTITY AND SOCIAL SUPPORT

Because of their deep knowledge of local networks and formal and informal organizations, many officers are well-positioned to support the growth of offenders' prosocial identity and the expansion of their social support. The skills commonly used for helping others to make shifts in their social roles and networks are similar to those required for promoting networking abilities. Agents can establish contingencies that "bribe" or "nudge" the client into an expanded prosocial networks and social participation (e.g., "If you attend 90 AA meetings in 90 days or play in a local basketball league for the next three months, I will reduce your supervision period by six months.").

Another strategy is directly introducing clients to vetted social supporting others commonly known as SSO's who are prepared to mentor or support offenders within the context of the socially rich networks that they belong to (e.g., faith-based organizations, martial arts schools, 12-Step groups, political parties and leisure oriented groups such as bowling or basketball leagues). If officers have good working relationships with their clients, they can match clients' particular needs and characteristics to the most appropriate kinds of social networks. Officers can use MI skills to help their clients explore the costs and benefits of failing to make appropriate shifts in their social support net-



works. Because the issue of social support networks is tremendously important in the desistance process, officers should begin investigating each client's social support network during the assessment phase of their working relationship and then reinforce any positive changes in this area during supervision. When a person's network or social context changes, their thinking and their behavior changes:⁴¹ context conditions consciousness.

Measures for social support include the size of an individual's social network, the frequency of contacts they have with prosocial others and the frequency of prosocial modeling and vicarious reinforcement that occurs through mentor-like relationships such as with 12-Step program sponsors. Once again, higher elevations on these measures will contribute directly or indirectly to better outcomes for work performance, self-control and general prosocial support.

SHIFTING THE FOCUS OF SUPERVISION FROM TERMS AND CONDITIONS TO CRIMINOGENIC NEEDS

Research on officers in the field suggests that most agencies and officers put the majority of their time and resources into managing the terms and conditions of their clients and focus only peripherally on addressing the primary criminogenic needs of offenders.^{3-5; 143-146} For many reasons, this is not surprising. The terms and conditions of supervision have legal standing and so it is natural for agents to give them some priority. The public expects offenders to be held accountable to their terms and conditions and wants correctional agencies to be held accountable.

However, the terms and conditions of supervision are often formulated by judges and parole board members whose experience and formal training have little to do with the psychology of criminal conduct and the process of facilitating desistance from crime. Furthermore, judges and board members frequently lack access to reliable assessment information about the offenders who come before them. When they do have accurate assessment information, judges and board members are often unable to interpret the information and correctly identify the major criminogenic needs of the offender. In some instances, officers do not have access to accurate assessment information either and may also lack training in how to interpret and apply the results of assessment. Many officers have high caseloads and few resources to meet the considerable needs of many of their clients. As a result, officers often feel that they are lucky if they can even manage to focus on just the terms and conditions of supervision. Other officers feel convinced that a strong focus on terms and conditions is the best approach to reducing

recidivism.

All of this means that agencies and officers face significant challenges in the effort to add additional areas of focus. Terms and conditions are usually established in the initial phases of the encounter between an officer and their client. As we said above, this means that the first few encounters between an agent and an offender sets a course for most of the subsequent supervision process. Despite the fact that many officers are well-qualified to play the role of establishing working relationships with their clients, helping them to identify and prioritize the criminogenic needs of their clients, recent research indicates that officers are generally not performing such roles and responsibilities. Perhaps what is missing is a clear agency mandate and roadmap for how to perform this function.

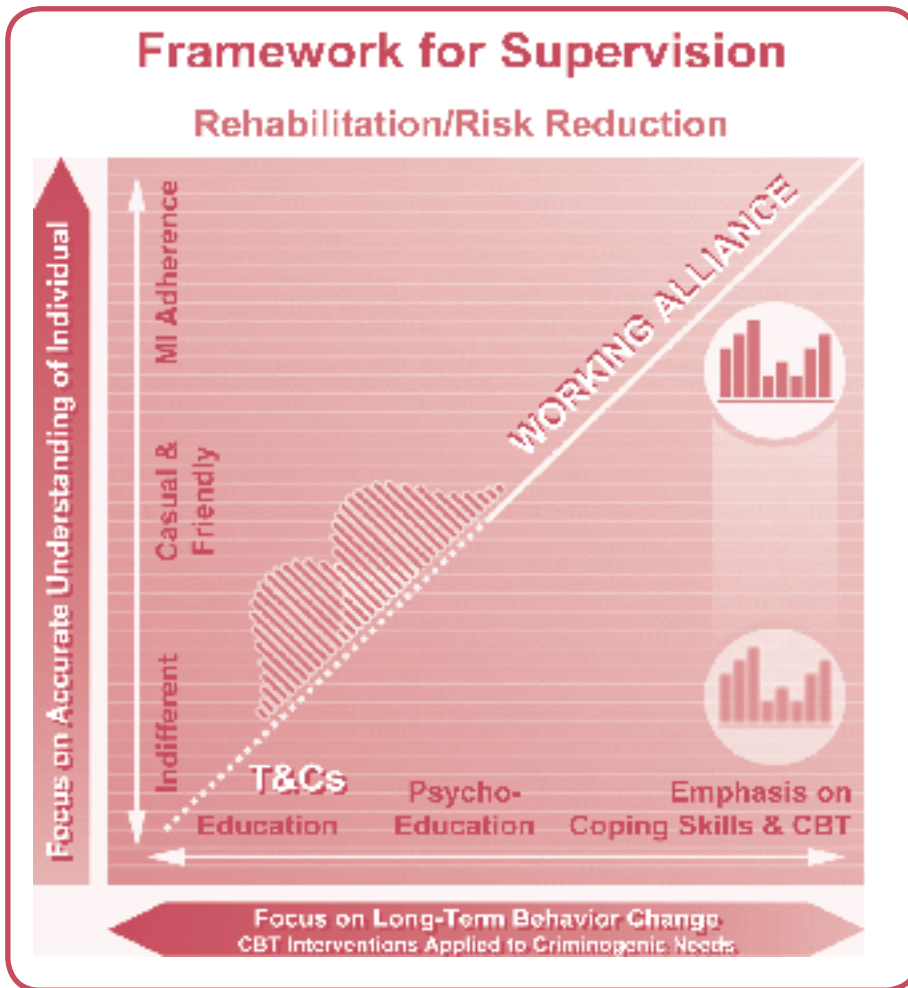
The model we have described posits that community supervision necessarily requires a focus on terms and conditions. However, we argue that this focus on terms and conditions should be subsumed into a systematic approach to identifying and addressing the criminogenic needs of offenders through a collaborative working relationship with their supervisors, other treatment providers and solution supporting others. Agent MI skills help to awaken and deepen the offender's motivation to actively participate in their own change process. A systematic approach to applying terms and conditions in a way that is faithful to the principles of contingency management helps offenders to stay with their assigned obligations and treatment requirements long enough for their "dose" of CBT skills to kick-in and help them make progress with their criminogenic needs. When agents expedite referrals to cognitive-behavioral treatment and provide informal CBT coaching for offenders that helps offenders to build stronger self-regulation, thinking and social skills that enable them to reclaim more prosocial roles and lifestyles within their communities. By supporting the naturally occurring shift that clients are then able to make toward more prosocial communities, officers can help offenders to engage with the most appropriate communities-of-practice within their neighborhoods where they can practice and receive reinforcement for their fledgling new prosocial skills. In many supervision relationships, therefore, the burden and responsibility for much of the change work will be shouldered by the offender in a way that is satisfying to both the offender and the officer.

When this occurs, officers will then be able to shift their work from a primary focus on terms and conditions to criminogenic needs to the extent that they have two core competencies: the ability to get better acquainted with clients' sources of

motivation and the underlying criminogenic conditions of their life situations and the skill to apply CBT interventions and direct CBT coaching to clients. Figure 3 shows how development of these competencies interact, resulting in progressively less work for officers. These competencies can provide a natural momentum for the officer-client working relationship that results in reduced recidivism.

The vertical axis of Figure 3 represents the degree to which the practitioner has an accurate, current understanding of the client. The horizontal axis portrays the practitioner's direct involvement and ability to apply CBT skills that address offenders' criminogenic needs. The vertical axis, depicting an accurate understanding of the client, ranges from a nominal, limited knowledge of the case, to a direct, personal and broad understanding of the person and their motivations, attitudes and skills as related to criminogenic factors. We have seen above that MI skills generally facilitate such broad and deep understanding.

FIGURE 3.



At the upper end of the continuum, the practitioner has the ability to connect meaningfully with individuals through training in both MI and forensic psychology (e.g., knowledge of criminogenic needs).

The horizontal axis represents the ability of the officer to engage the offender in cognitive-behavioral techniques and strategies. On the low end of the horizontal axis, the officer places little or no emphasis on selecting interventions for the client that are faithful to CBT principles and strategies. At the high end, the officer strongly emphasizes and facilitates such interventions. In between the low and high ends of the horizontal axis, the various types of treatment range from simple educational or awareness classes, to psycho-educational groups, to experiential eclectic groups and therapies, to CBT. The goals for CBT-type treatments are assumed to be criminogenic factors (e.g., dysfunctional family relations, anti-social peer relations, alcohol and other drug problems, poor job skills, poor time management, low self-control, anti-social values and anti-social personality features). Officers can only apply CBT correctly

when they also have an accurate understanding of their clients' particular constellation of criminogenic needs.

Together, the horizontal and vertical dimensions meet at a place that establishes a framework for building a strong working alliance between officer and client, allowing them both to move beyond the mere enforcement of terms and conditions to effective change strategies. When either of the two dimensions is ignored, the supervision process is neither efficient nor effective. When officers have little understanding of clients' motivation and criminogenic needs, but gets clients into a good CBT program, some of their criminogenic issues may be addressed, but others are likely to be ignored. Even when the CBT program does address pertinent offender needs, the offender will suffer from the lack of personal engagement in the referral and the imprecise fit that is common to pre-packaged intervention programs delivered at the group level.

On the other hand, if officers emphasize accurate understanding of clients, but overlook CBT skill development, this will likely foster reactive supervision. Tending to day-to-day client crises will assume unnecessary priority

over proactive and strategic goals aimed at the root causes of criminal behavior, rather than the daily “symptoms.” In this scenario, officers will experience the familiar exhausting cycle of endless trouble-shooting that results in short-term behavioral change at best. In contrast, the model we describe has a logical, testable relationship to reductions in recidivism and is proactive in nature. For this reason, the model is likely to result in a much more emotionally satisfying process for both the officer and the client.

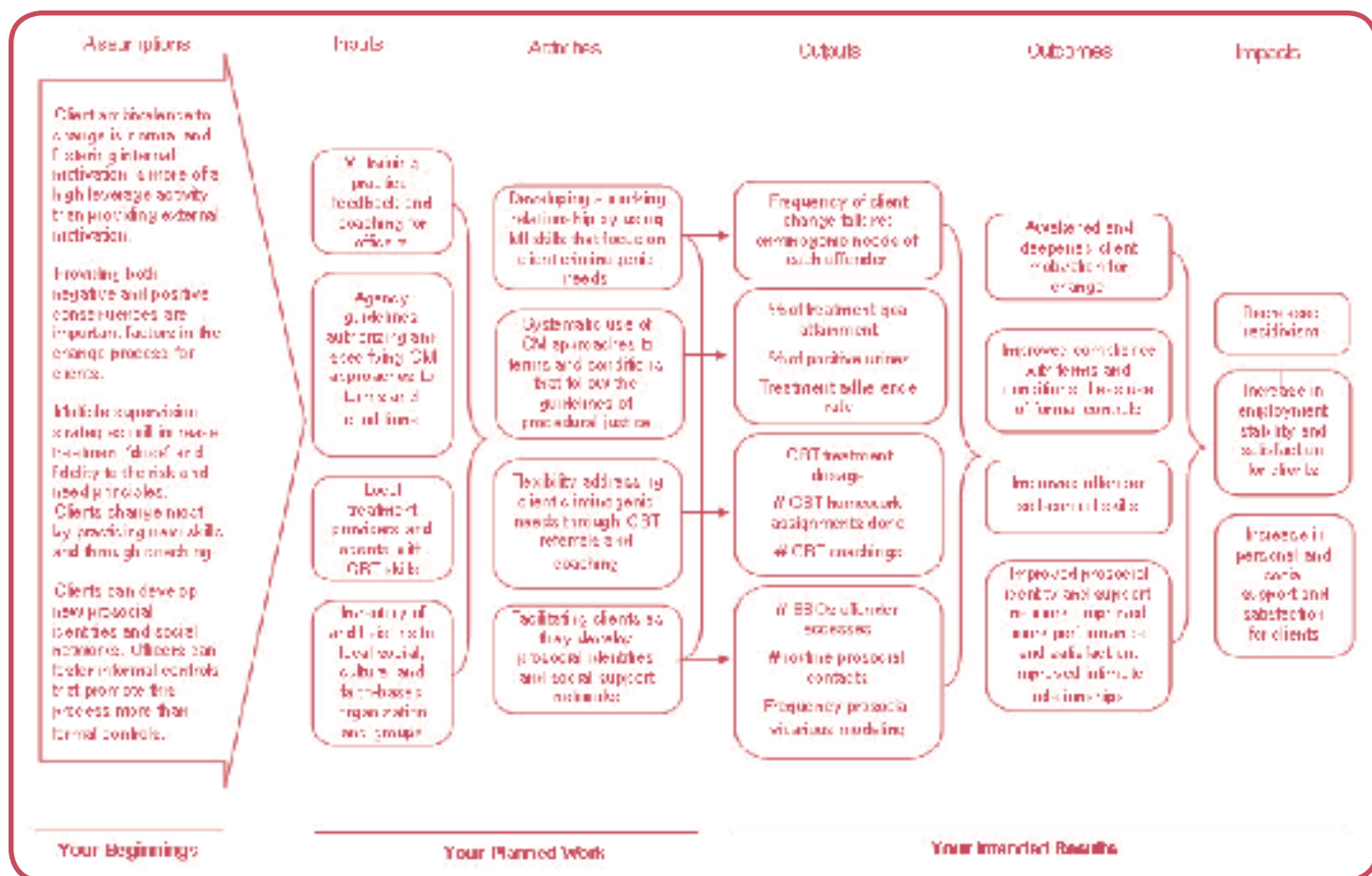
FOUR STRATEGIC COMPONENTS OF A LOGIC MODEL FOR COMMUNITY SUPERVISION

The scope of this article does not permit us to fully explore the causal or logical relationships between the various components of the model we have described. But a brief description of the logic of the underlying relationships behind our model may prove helpful. A “logic model” graphically depicts the core components of a human service or business program and shows

the causal relationships between the components of the model and the anticipated outcomes from implementing the model.¹²⁴ The model should convey the underlying reasoning behind why and how a given program is likely to produce a particular effect or impact. Logic models help government agencies to clarify the specific objectives of a program and establish how the program fits into the overall mission of the agency.¹²⁵

Currently, there are no published examples of logic models for community supervision in the field of community corrections. If we assume that the right combination of the four officer strategies or skill sets and their evidence based principles discussed above will contribute to sustained reductions in recidivism, we can begin to build a generic logic model for how community supervision is apt to improve public safety. Figure 4 organizes the main components of our model into a chronological or temporal order, conventionally either moving left to right or top to bottom. In this fashion, the model builds on an “if... then” set of assumptions about how the model

FIGURE 4.



works.¹²⁴ A close reading of the four sets of general assumptions, agency inputs, officer/offender activities, outputs, outcomes and impacts should reveal the relationships and logical flow across these differentiated components of the model. Future papers will unpack these relationships in a more extended fashion.

CONCLUDING COMMENTS AND POLICY IMPLICATIONS OF THE NEW MODEL

The major policy implications for this model include a shift to an “ecological perspective” to promote a more efficient use of supervision resources and development of staff and agencies in ways that cohere with the model and with EBP in general.

ECOLOGICAL EFFICIENCIES

This model can help policy makers in community corrections to develop an “ecological perspective” that can enhance the general framework for community supervision. The model gives rise to an opportunity for agencies to clarify what the highest leverage activities might be for supervision and then to adjust their policies accordingly so that agents are no longer caught up in unrewarding and low leverage tasks.

All of the four strategic activities in this model are mutually reinforcing. Progress in any one area has an impact on the other three areas. For example, if a clients’ social support declines, that will decrease their opportunities to practice and be reinforced

for their new cognitive-behavioral (CB) skills. Conversely, if clients’ CB skills improve, they will be more likely to comply with their terms and conditions and navigate new social support networks. Each of the four strategies also make a unique contribution to desirable outcomes, either directly or through their effects on other strategies. MI can unleash motivation in a positive new direction for a client and thereby decrease their need for external reinforcements (CM). Significant improvements in social support may alleviate the need for CBT interventions because of the ability of the new social support to model CB skills.

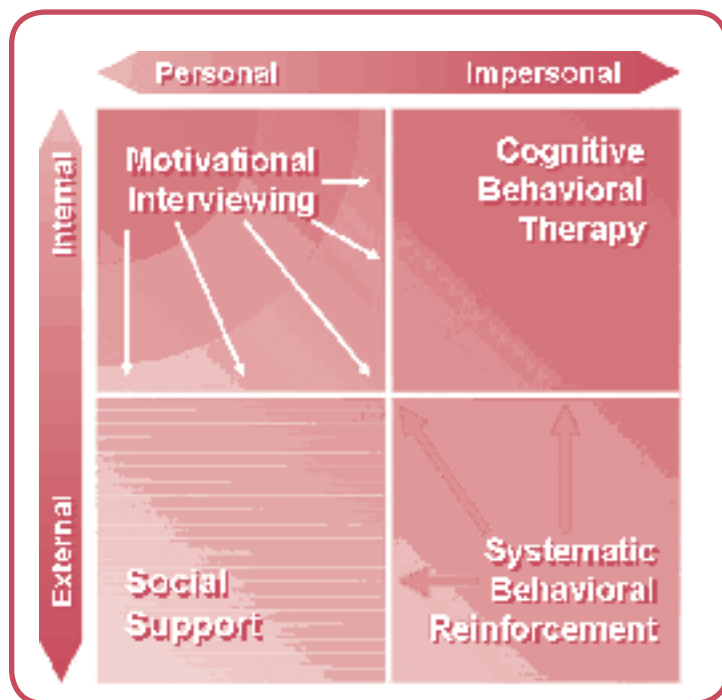
The principle emerging here relates to parsimony: the combination of supervision strategies that produce the most cost effective long-term change. Provisionally, it appears that the more officers can engage their clients in an internal, personal level the more their clients will have energy for change. On the other hand, the more officers engage their clients with impersonal and external methods of control, the greater will be the demand for agency resources. If this analysis is correct, there should be a premium placed on the quality of officer-client working relationships. Presently, the capacity for relationship-building toward a common work goal does not factor large in how agencies recruit, train, and reinforce their agents.^{25; 149}

STAFF AND AGENCY DEVELOPMENT

The foundational skills within this logic model present agencies with challenges in two areas including: developing the skills among the staff and developing the people who are learning the skills. The majority of the skills that officers need to supervise clients in accordance with this logic model are teachable skills, but some are harder to learn than others. For example, learning to assess offenders’ risk levels and criminogenic needs or learning to use software that can find the CBT programs in an offender’s area are easier skills to learn than those required for engaging in relationships characterized by MI Spirit. Learning MI often requires a fundamental shift in officer beliefs about how people change and in how officers approach interpersonal interactions. More difficult skills require more extensive training with particular attention to post-training practice strategies. Meta-analyses on training indicate that translating skills into practice requires not only a one or two-day workshop, but also follow-up feedback and coaching, using performance measures that can reinforce officer competency development. Such officer development also requires an organizational climate within the agency that supports the shifts in practice recommended by the training.^{153; 156}

Learning these kinds of MI skills also requires officers to be

FIGURE 5.



willing to grow emotionally and socially and to doggedly practice the new skills until they achieve competency in them. Individual cognitive and emotional limitations may combine with unsupportive organizational climates to produce burnout and frustration. While some individual and organizational limitations may be overcome through changes in policies, case load size, added performance measures that reinforce skill acquisition and individual coaching for those who most strongly resist learning, some changes will still not occur as a result of these measures. Therefore, intentional recruiting and hiring of staff with new capacities and attitudes toward supervision may be the best way to bring about gradual changes in organizational climate and to increase the overall skill level of officers.

The skills required for MI—accurate empathy, ability to support client autonomy, collaboration and evocation of internal motivation to change—are typically the hardest for people to learn if they have a habit of approaching people from authoritarian, rigid or punitive stances. Screening new hires to ensure that they already have the belief that most offenders want to and can change, as well as the interpersonal capacities required for effective MI work, will go a long way toward shifting organizational climates and facilitating the acquisition of EBP skills. By doing so, agencies will bring their supervision models and daily supervision process more in line with a combination of EBP approaches that truly help offenders to desist from crime and thus increase public safety. ►►▲

ENDNOTES

- 1 Augustus, J. (1984). *A Report of the Labors of John Augustus*. Boston, MA: American Probation and Parole Association.
- 2 Petersilia, J. (1998). Probation in the United States - part 1. *American Probation and Parole Association* (Spring 1998), 30-41.
- 3 Bonta, J., Rugge, T., Sedo, B., & Coles, R. (2004). *Case Management in Manitoba Probation 2004-01*. Retrieved from.
- 4 Bonta, J., Rugge, T., Scott, T., Bourgon, G., & Yessine, A. (2007). *Exploring the Black Box of Community Supervision*: Manitoba Department of Justice (Corrections).
- 5 Bogue, V., Vanderbilt, R., & Ehret, B. (2007). *Connecticut CSSD Recidivism Report II for Samples Year 1 and Year 2 (Juvenile Offenders)*. Wethersfield, CT: Connecticut Judicial Branch, Court Support Services Division.
- 6 Bonta, J., & Andrews, D. A. (2007). *Risk-Need-Responsivity Model for Offender Assessment and Rehabilitation*: Public Safety Canada, Carleton University.
- 7 Andrews, D. A., Zinger, I., Hoge, R. D., Bonta, J., Gendreau, P., & Cullen, F. T. (1990). Does Correctional Treatment Work?: A Clinically Relevant and Psychologically Informed Meta-Analysis. *Criminology*, 28(3), 369-387.
- 8 Lambert, M. J., & Barley, D. E. (2002). Research Summary on the Therapeutic Relationship and Psychotherapy Outcome. In J. Norcross (Ed.), *Psychotherapy Relationships That Work: Therapist Contributions and Responsiveness to Patients* (pp. 17-28). London: Oxford University Press.
- 9 Beutler, L., Malik, M., Alimohamed, S., Harwood, T., Talebi, H., Noble, S., et al. (Eds.). (2004). *Therapist Variables* (5th ed. ed.). New York: Wiley.
- 10 Carroll, K. M., Nich, C., & Rounsaville, B. J. (1997). Contribution of the Therapeutic Alliance to Outcome in Active Versus Control Psychotherapies. *Journal of Consulting & Clinical Psychology*, 65(3), 510-514.
- 11 Engle, D. E., & Arkowitz, H. (2006). *Ambivalence in Psychotherapy* (1 ed.). New York, London: The Guilford Press.
- 12 Norcross, J. C., Beutler, L. E., & Levant, R. F. (2006). *Evidence-Based Practices in Mental Health* (First ed.). Washington: American Psychological Association.
- 13 Castonguay, L. G., & Constantino, M. J. (2006). The Working Alliance: Where are we and

- Where should we go? *Psychotherapy: Theory, Research, Practice, Training*, 43(3), 271-279.
- 14 Palmer, T. (1991). The effectiveness of intervention: recent trends and current issues. *Crime & Delinquency*, 37(3), 330-346.
 - 15 Palmer, T. (1992). *The re-emergence of correctional intervention*. Newbury Park, CA: Sage Publications, Inc.
 - 16 Palmer, T. (1984). Treatment and the role of classification. *Crime & Delinquency*, 30, 245-267.
 - 17 Palmer, T. (1995). Programmatic and non programmatic aspects to successful intervention: New directions for research. *Crime & Delinquency*, 41(1), 100-131.
 - 18 Palmer, T. (1995). *Programmatic and Non-Programmatic Aspects of Successful Intervention: New Directions for Research*.
 - 19 Palmer, T., & Petronisino, A. (2003). The "Experimenting Agency". 27(3), 228-266.
 - 20 Palmer, T. B. (1973). Matching worker and client in corrections. *Social Work*, 18(2), 95-103.
 - 21 Andrews, D. A. (2006). Enhancing Adherence to Risk-Need Responsivity: Making Quality a Matter of Policy. *Criminology and Public Policy*, 5(3), 595-602.
 - 22 Dowden, C., & Andrews, D. (2003). Does Family Intervention Work for Delinquents? Results of a Meta-Analysis. *Canadian Journal of Criminology* (45:3).
 - 23 Latessa, E., Cullen, F., & Gendreau, P. (2002). Beyond correctional quackery: Professionalism and the possibility of effective treatment. *Federal Probation*.
 - 24 Horvath, A. O., & Symonds, B. D. (1991). Relation Between Working Alliance and Outcome in Psychotherapy: A Meta-Analysis. *Journal of Consulting & Clinical Psychology*, 38, 139-149.
 - 25 Dowden, C., & Andrews, D. (2004). The Importance of Staff Practice Delivering Effective Correctional Treatment: A Meta-Analytic Review of Core Correctional Practice. *International Journal of Offender Therapy & Comparative Criminology*, 48(2), 203-214.
 - 26 Elliott, D. (2001). *Youth Violence: A Report of the Surgeon General*. Boulder: Center for the Study and Prevention of Violence.
 - 27 Tonigan, J. S., & Miller, W. R. (2005). A 10-Year Study of AA Attendance of Treatment Seeking Individuals: How Effective is Twelve Step Facilitation? Unpublished Poster. Center on Alcoholism, Substance Abuse, and Addictions (CASAA), University of New Mexico.
 - 28 Moos, R. H., & Moos, B. S. (2004). Long-Term Influence of Duration and Frequency of Participation in Alcoholics Anonymous on Individuals With Alcohol Use Disorders. *Journal of Consulting and Clinical Psychology*, 72(1), 81-90.
 - 29 Vaillant, G. E. (2000). Adaptive Mental Mechanisms: Their Role in a Positive Psychology. *American Psychologist*, 55(1), 89-98.
 - 30 Vaillant, G. E. (1983). *The Natural History of Alcoholism: Revisited*. Cambridge, Massachusetts: Harvard University Press.
 - 31 Maruna, S., & Immarigeon, R. (2004). *After Crime and Punishment: Pathways to Offender Reintegration*. Portland, Oregon: Willan Publishing.
 - 32 Maruna, S. (2001). *Making Good: How Ex-Convicts Reform and Rebuild Their Lives*. Washington, DC: American Psychological Association.
 - 33 Maruna, S. (1997, March 1999). *Desistance and Development: The Psychosocial Process of 'Going Straight'*. Paper presented at the The British Criminology Conferences, Belfast.
 - 34 Denzin, N. K. (1987). *The Recovering Alcoholic* (Vol. 2). Newbury Park, Beverly Hills, London, New Delhi: Sage Publications.
 - 35 Farrall, S. (2002). *Rethinking what works with offenders: Probation, social context and desistance from crime*. Cullompton: Willan.
 - 36 Farrall, S. (2004). Social capital and offender reintegration: making probation desistance focused. In S. Maruna & R. Immarigeon (Eds.), *After crime and punishment: Pathways to offender reintegration*. Portland, OR: Willan Publishing.
 - 37 Hughes, M. (1998). Turning points in the lives of young inner-city men forgoing destructive criminal behaviours: a qualitative study. *Social Work Research*, 22(3), 143-151.
 - 38 Copello, A., Williamson, E., Orford, J., & Day, E. (2006). Implementing and evaluating *Social Behaviour and Network Therapy* in drug treatment practice in the UK: A feasibility study. *Addictive Behaviors*, 31(5), 802-810.
 - 39 Litt, M. D. (2003). The Design of Social Support Networks for Offenders in Outpatient Drug Treatment. *Federal Probation*, 67(2), 15-21.
 - 40 UKATT. (2005). Effectiveness of treatment for alcohol problems: findings of the randomised UK alcohol treatment trial (UKATT). *BMJ: British Medical Journal*, 331(7516), 541-544.
 - 41 Moos, R. H. (2003). Social Contexts: Transcending Their Power and Their Fragility. *American Journal of Community Psychology*, 31(1/2), 1.
 - 42 Moos, R. H. (2003). Addictive Disorders in Context: Principles and Puzzles of Effective Treatment and Recovery. *Psychology of Addictive Behaviors*, 17(1), 3-12.
 - 43 Sampson, R., & Laub, J. (1990). Crime and Deviance Over The Life Course: The Salience of Adult Social Bonds. *American Sociological Review*, 55, 609-627.
 - 44 Sampson, R. J. a. L., J.H. (1993). Crime in the making: Pathways and Turning Points Through Life. *Cambridge: Harvard University Press*, 1-305.
 - 45 Sampson, R. J., & Laub, J. H. (2003). Life-Course Desisters? Trajectories of crime among delinquent boys followed to age 70. *Criminology*, 41(3), 555-592.
 - 46 Maruna, S., & Immarigeon, R. (Eds.). (2004). *After Crime and Punishment: Pathways to Offender Reintegration* (First ed.). Cullompton: Willan Publishing.
 - 47 Warr, M. (1998). Life-course transitions and desistance from crime. *Criminology*, 36(2),

- 183-215.
- 48 Uggen, C. (2000). Work as a turning point in the life course of criminals: a duration model of age, employment and recidivism. *American Sociological Review*, 67, 529-546.
- 49 Azrin, N. H., & Holz, W. C. (1966). Punishment. In W.K.Honig (Ed.), *Operant behavior: Areas of research and application* (pp. 380-447). New York: Appleton-Century-Crofts.
- 50 Bandura, A., Ross, D., & Ross, S. A. (1963). A comparative test of the status envy, social power, and secondary reinforcement theories of identificatory learning. *Journal of Abnormal and Social Psychology*, 67(6), 527-534.
- 51 Bandura, A. (1989). Human Agency in Social Cognitive Theory. *American Psychologist*, 44, 1175-1184.
- 52 Meichenbaum, D. A. (1977). *Cognitive-Behavior modification: An integrative approach*. New York: Plenum.
- 53 Higgins, S. T., Silverman, K. (1999). Theoretical and empirical foundations of contingency management treatments for drug abuse. In S. T. Higgins & K. Silverman (Eds.), *Motivating behavior change among illicit-drug abusers: Research on contingency management interventions* (pp. 15-31). Washington, D.C.: American Psychological Association.
- 54 Elliott, D. S., Ageton, S. S., & Canter, R. J. (1979). An integrated theoretical perspective on delinquent behavior. *Journal of Research in Crime and Delinquency* (January), 3-27.
- 55 Elliott, D. S., Huizinga, D., & Ageton, S. S. (1985). *Explaining Delinquency and Drug Use*. Newbury Park: Sage Publications.
- 56 Higgins, S. T., Silverman, K., & Heil, S. H. (2008). *Contingency Management in Substance Abuse Treatment*. New York: The Guilford Press.
- 57 Morgenstern, J., & Longabaugh, R. (2000). Cognitive-behavioral treatment for alcohol dependence: a review of evidence for its hypothesized mechanisms of action. *Addiction*, 95(10), 1475-1490.
- 58 Bogue, B., Campbell, N., Carey, M., Clawson, E., Faust, D., Florio, K., et al. (2004). Implementing Evidence-Based Practice in Community Corrections: The Principles of Effective Intervention [Electronic Version], 21. Retrieved April 30, 2004 from <http://www.nicic.org/pubs/2004/019342.pdf>.
- 59 Lipsey, M. W. (1992). The Effects of Treatment on Juvenile Delinquents: Results from Meta-Analysis.
- 60 McGuire, J. (2002). *Evidence-Based Programming Today*. Boston, MA: International Community Corrections Association.
- 61 Aos, S., Miller, M., & Drake, E. (2006). *Evidence-based adult corrections programs: What works and what does not*. Washington State Institute for Public Policy.
- 62 Gottfredson, M. R., & Hirschi, T. (1990). *A General Theory of Crime*. Stanford: Stanford University Press.
- 63 Miller, W. R., Westerberg, V. S., & Harris, R. J. (1996). What predicts relapse? Prospective testing of antecedent models. *Addiction*, 91(12), S155-S172.
- 64 Hutchins, H., & Burke, L. (2006). Has Relapse Prevention Received a Fair Shake? A Review and Implications for Future Transfer Research. *Human Resource Development Review*, 5(1), 8-24.
- 65 Irvin, J. E., & Bowers, C. A. (1999). Efficacy of relapse prevention: A meta-analytic review. *Journal of Consulting and Clinical Psychology*, 67(4), 563-570.
- 66 Carroll, K. M. (1996). Relapse prevention as a psychosocial treatment: a review of controlled clinical trials. *Experimental and Clinical Psychopharmacology*, 4(1), 46-54.
- 67 Burke, B. L., Arkowitz, H., & Menchola, M. (2003). The Efficacy of Motivational Interviewing: A Meta-Analysis of Controlled Clinical Trials. *Journal of Counseling and Clinical Psychology*, 71(5), 843-861.
- 68 Hettrema, J., Steele, J., & Miller, W. R. (2005). Motivational Interviewing. *Annual Review of Clinical Psychology*, 1(1), 91-111.
- 69 Rubak, S., Sandboek, A., Lauritzen, T., & Christensen, B. (2005). Motivational interviewing: A systematic review and meta-analysis. *British Journal of General Practice*, 55(513), 305-312.
- 70 Vasilaki, E. I., Hosier, S. G., & Cox, W. M. (2006). The Efficacy of Motivational Interviewing as a Brief Intervention For Excessive Drinking: A Meta-Analytic Review. *Alcohol & Alcoholism*, 41(3), 328-335.
- 71 Amrhein, P. C., Miller, W. R., Yahne, C. E., Palmer, M., & Fulcher, L. (2003). Client Commitment Language During Motivational Interviewing Predicts Drug Use Outcomes. *Journal of Consulting and Clinical Psychology*, 71(5), 862-878.
- 72 Catley, D., Harris, K. J., Mayo, M. S., Hall, S., Okuyemi, K., S., Boardman, T., et al. (2006). Adherence to Principles of Motivational Interviewing and Client Within-Session Behavior. *Behavioral & Cognitive Psychotherapy*, 34(1), 43-56.
- 73 Moyers, T. B., Martin, T., Manuel, J. K., Hendrickson, S., & Miller, W. R. (2005). *Assessing competence in the use of motivational interviewing*. *Journal of Substance Abuse Treatment*, 28(1), 19-26.
- 74 Miller, W. R., & Mount, K. A. (2001). A small study of training in motivational interviewing: Does one workshop change clinician and client behavior? *Behavioral & Cognitive Psychotherapy*, 29(4), 457-471.
- 75 Corbett, G. (2006). What the Research says...About MI Training. *MINT Bulletin*, 13(1), 12-14.
- 76 Miller, W. R., Yahne, C. E., Moyers, T. B., Martinez, J., & Pirritanno, M. (2004). A Randomized Trial of Methods to Help Clinicians Learn Motivational Interviewing. *Journal of Consulting and Clinical Psychology*, 72(6), 1050-1062.
- 77 Yahne, C. E., Miller, W. R., Moyers, T. B., & Pirritanno, M. (2004). Teaching Motivational Interviewing to Clinicians: A Randomized Trial of Training Methods. Center on Alcoholism, Substance Abuse and Addictions (CASAA).
- 78 Tonigan, J. S. (2001). Benefits of Alcoholics Anonymous Attendance: Replication of Findings Between Clinical Research Sites in Project MATCH. *Alcoholism Treatment Quarterly*, 19(1), 67-77.
- 79 Tonigan, J. S., Owen, P. L., Slaymaker, V., McCrady, B. S., Epstein, E. E., Kaskutas, L. A., et al. (2003). Participation in Alcoholics Anonymous: Intended and Unintended Change Mechanisms. *Alcoholism: Clinical and Experimental Research* 27(3), 524.
- 80 McCrady, B. S., Epstein, E. E., & Kahier, C. W. (2004). Alcoholics Anonymous and Relapse Prevention as Maintenance Strategies After Conjoint Behavioral Alcohol Treatment for Men: 18-Month Outcomes. *Journal of Consulting and Clinical Psychology*, 72(5), 870-878.
- 81 Moos, R. H., & Moos, B. S. (2004). The interplay between help-seeking and alcohol-related outcomes: divergent processes for professional treatment and self-help groups. *Drug & Alcohol Dependence*, 75(2), 155-164.
- 82 Morgenstern, J., Labouvie, E., McCrady, B. S., Kahler, C. W., & Frey, R. M. (1997). Affiliation With Alcoholics Anonymous After Treatment: A Study of Its Therapeutic Effects and Mechanisms of Action. *Journal of Consulting and Clinical Psychology* 65 (5), 768-777.
- 83 Bogue, B., Campbell, N., Clawson, E., Faust, D., Florio, K., Joplin, L., et al. (2004). Implementing Evidence-Based Practice in Community Corrections: Collaboration for Systemic Change in the Criminal Justice System [Electronic Version], 9. Retrieved June 14, 2007 from <http://www.nicic.org/pubs/2003/019343.pdf>.
- 84 Higgins, S. T., & Silverman, K. (Eds.). (1999). *Motivating Behavior Change Among Illicit-Drug Users: Research on Contingency Management Interventions* (First ed.). Washington, D.C.: American Psychological Association.
- 85 Meyers, R. J., & Smith, J. E. (1995). *Clinical Guide to Alcohol Treatment: The Community Reinforcement Approach*. New York Guilford Press.
- 86 Meyers, R. J., & Smith, J. E. (1997). Getting off the fence: Procedures to engage treatment-resistant drinkers. *Journal of Substance Abuse Treatment*, 14(5), 467-472.
- 87 Akers, R. L. (1985). *Deviant Behavior: A social learning approach* (3rd ed.). Belmont, CA: Wadsworth.
- 88 Bandura, A. (1996). Mechanisms of Moral Disengagement in the Exercise of Moral Agency. *Journal of Personality and Social Psychology*, 71(2), 364-374.
- 89 Andrews, D., Bonta, J., & Hoge, R. (2003). Classification for Effective Rehabilitation: Rediscovering Psychology. *Criminal Justice and Behavior*, 17(1), 19-53.
- 90 Gendreau, P., & Goggin, C. (2000). The Effects of Community Sanctions and Incarceration on Recidivism. *Department of Psychology, Carleton University*.
- 91 Gendreau, P., Paparozzi, M., Little, T., & Goddard, M. (1993). Does "Punishing Smarter" Work? An Assessment of the New Generation of Alternative Sanctions in Probation. *Forum On Corrections Research*, 5, 31-34.
- 92 Gendreau, P., & Goggin, C. (1995). *Principles of Effective Correctional Programming With Offenders*. University of New Brunswick, New Brunswick.
- 93 Andrews, D. A. (1994). *A Social Learning and Cognitive Approach to Crime and Corrections: Core Elements of Evidence-Based Correctional Intervention* (Training Protocol). Ottawa: Carleton University - Department of Psychology.
- 94 Dutton, D. G. (1995). *The domestic assault of women: Psychological and criminal justice perspectives* (2nd ed.). Boston: Allyn & Bacon.
- 95 Hanson, R. K., Gordon, A., Harris, A. J. R., Marques, J. K., Murphy, W., Quinsey, V. L., et al. (2002). First report of the Collaborative Outcome Data Project on the effectiveness of psychological treatment for sex offenders. *Sexual Abuse: A Journal of Research and Treatment*, 14(2), 167-192.
- 96 Azrin, N. H., Sisson, R. W., Meyers, R., & Godley, M. (1982). Alcoholism Treatment By Disulfiram and Community Reinforcement Therapy. *Journal of Behavioral Therapy and Psychiatry*, 13(2), 105-112.
- 97 Bush, J. (1995). Teaching self-risk management to violent offenders. In J. McGuire (Ed.), *What Works: Effective methods to reduce re-offending* (pp. 139-154). Sussex, England: Wiley.
- 98 Wanberg, K. W., & Milkman, H. B. (1998). *Criminal Conduct and Substance Abuse Treatment*. Thousand Oaks: Sage Publications, Inc.
- 99 Ross, R. R., & Fabiano, E. A. (1985). *Time to Think: A cognitive model of delinquency prevention and offender rehabilitation*. Johnson City, TN: Institute of Social Sciences and Arts.
- 100 Preston, K. L., Umbricht, A., & Epstein, D. H. (2002). Abstinence reinforcement maintenance contingency and one-year follow-up. *Drug & Alcohol Dependence*, 67(2), 125-137.
- 101 Griffith, J. D., Rowan-Szal, G. A., Roark, R. R., & Simpson, D. D. (2000). Contingency management in outpatient methadone treatment: A meta-analysis. *Drug & Alcohol Dependence*, 58(1-2), 55-66.
- 102 Griffith, H. W. (2000). *Complete Guide to Prescription and Nonprescription Drugs* (First ed.). New York: A Perigee Book.
- 103 Lussier, J. P., Heil, S. H., Mongeon, J. A., Badger, G. J., & Higgins, S. T. (2006). A meta-analysis of voucher-based reinforcement therapy for substance use disorders. *Addiction*, 101(2), 192-203.
- 104 Petry, N. M., Peirce, J. M., Stitzer, M. L., Blaine, J., Roll, J. M., Cohen, a., et al. (2005).

- Effect of prize-based incentives on outcomes in stimulant abusers in outpatient psychol-social treatment programs: A national drug abuse treatment Clinical Trials Network study. *Archives of General Psychiatry*, 62(10), 1148-1156.
- 105 Rawson, R. A., McCann, M., Flammino, F., Shoptaw, S., Miotto, K., Reiber, C., et al. (2006). A comparison of contingency management and cognitive-behavioral approaches for stimulant-dependent individuals. *Addiction*, 101(2), 267-274.
- 106 Silverman, K., Wong, C. J., Umbricht-Schneider, A., Montoya, I. D., Schuster, C. R., & Preston, K. L. (1998). Broad beneficial effects of cocaine abstinence reinforcement among methadone patients. *Journal of Consulting & Clinical Psychology*, 66(5), 811-824.
- 107 Sigmon, S. C., & Higgins, S. T. (2006). Voucher-based contingent reinforcement of marijuana abstinence among individuals with serious mental illness. *Journal of Substance Abuse Treatment*, 30(4), 291-295.
- 108 Calsyn, D. A., & Saxon, A. J. (1999). An innovative approach to reducing cannabis use in a subset of methadone clients. *Drug & Alcohol Dependence*, 53, 167-169.
- 109 Budney, A. J., Moore, B. A., Higgins, S. T., & Rocha, H. L. (2006). Clinical trial of abstinence-based vouchers and cognitive-behavioral therapy for cannabis dependence. *Journal of Consulting & Clinical Psychology*, 74, 307-316.
- 110 Budney, A. J., Higgins, S. T., Radonovich, K. J., & Novy, P. L. (2000). Adding voucher-based incentives to coping skills and motivational enhancement improves outcomes during treatment for marijuana dependence. *Journal of Consulting & Clinical Psychology*, 68, 1051-1061.
- 111 Petry, N. M., Martin, B., Cooney, J. L., & Kranzler, H. R. (2000). Give them prizes, and they will come: Contingency management for treatment of alcohol dependence. *Journal of Consulting & Clinical Psychology*, 68, 250-257.
- 112 Miller, P. M. (1975). A behavioral intervention program for chronic public drunkenness offenders. *Archives of General Psychiatry*, 32, 915-918.
- 113 Liebson, I. A., Tommasello, A., & Bigelow, G. E. (1978). A behavioral treatment of alcoholic methadone patients. *Annals of Internal Medicine*, 89, 342-344.
- 114 Carroll, K. M., & Onken, L. S. (2005). Behavioral Therapies for drug abuse. *American Journal of Psychiatry*, 162, 1452-1460.
- 115 Sinha, R., Easton, C., Renee-Aubin, L., & Carroll, K. M. (2003). Engaging young probation-referred marijuana-abusing individuals in treatment: A pilot trial. *American Journal on Addictions*, 12, 314-323.
- 116 Peniston, E. G. (1988). Evaluation of long-term therapeutic efficacy of behavior modification program with chronic male psychiatric inpatients. *Journal of Behavior Therapy and Experimental Psychiatry*, 19, 95-101.
- 117 Azrin, N. H., Flores, T., & Kaplan, S. J. (1975). Job-finding club: A group-assisted program for obtaining employment. *Behavior Research and Therapy*, 13, 17-27.
- 118 Azrin, N. H., & Besalel, V. A. (1980). *Job club counselor's manual*. Austin, TX: Pro-Ed.
- 119 Milby, J. B., Schumacher, J. E., Wallace, D., Freedman, M. J., Kertesz, S., & Viikinsalo, M. (2005). *CM for housing and work performance are sufficient to establish sustained abstinence in homeless substance abusers*. Paper presented at the 67th annual scientific meeting of the College on Problems of Drug Dependence.
- 120 Prendergast, M. L., Hall, E. A., & Roll, J. M. (2005). Judicial supervision and contingency management in treating drug-abusing offenders: Preliminary outcomes. Poster presentation at the 67th annual scientific meeting of the College on Problems of Drug Dependence.
- 121 Messina, N., Farabee, D., & Rawson, R. (2003). Treatment responsivity of cocaine-dependent patients with antisocial personality disorder to cognitive-behavioral and contingency management interventions. *Journal of Consulting & Clinical Psychology*, 71, 320-329.
- 122 Harrell, A., Cavanagh, S., & Roman, J. (1999). *Final report: Findings from the Evaluation of the District of Columbia Superior Court Drug Intervention Program*. Washington D.C.: Urban Institute.
- 123 Hawken, A., & Kleiman, M. A. (2007). H.O.P.E. for Reform: What a novel probation program in Hawaii might teach other states. 2007, from http://www.prospect.org/cs/articles?article=hope_for_reform
- 124 Foundation, W. K. K. (2004). *Logic Model Development Guide: Using Logic Models to Bring Together Planning, Evaluation, and Action*. Unpublished manuscript, Battle Creek.
- 125 Petersilia, J. (2007). Personal Communication.
- 126 Tittle, C. R., Ward, D. A., & Grasmick, H. G. (2003). Self Control and Crime/Deviance: Cognitive vs. Behavioral Measures. *Journal of Quantitative Criminology*, 19(4), 333-365.
- 127 Sampson, R. J., & Laub, J. H. (2005). A Life-Course View of the Development of Crime. *The Annals of the American Academy of Political & Social Science*, 602(November), 12-45.
- 128 Andrews, D. A. (1980). Some Experimental Investigations of the Principles of Differential Association Through Deliberate Manipulations of the Structure of Service Systems. *American Sociological Review*, 45, 448-462.
- 129 Elliott, D. S. (1994). Serious Violent Offenders: Onset Developmental Course, and Termination - The American Society of Criminology 1993 Presidential Address. *Criminology*, 32(1).
- 130 Elliott, D. S., Menard, S., Rankin, B., Elliott, A., Wilson, W. J., & Huizinga, D. (2006). *Good Kids from Bad Neighborhoods: Successful Development in Social Context*. Cambridge: Cambridge University Press.
- 131 Moffitt, T. E. (1993). Adolescence-limited and life-course-persistent antisocial behavior: A developmental taxonomy. *Psychology Review*, 100, 674-701.
- 132 Taxman, F. S. (2004). *Nuts and Bolts of PCS: Proactive Community Supervision*. Retrieved from.
- 133 MacKenzie, D. L. (2006). *What Works in Corrections: Reducing the Criminal Activities of Offenders and Delinquents*. Cambridge: Cambridge University Press.
- 134 Petersilia, J. (2003). *When Prisoners Come Home: Parole and Prisoner Reentry* (First ed.). Oxford: Oxford University Press.
- 135 Cullen, F., & Gendreau, P. (2000). Assessing correctional rehabilitation: Policy, practice and prospects. In J. Horney (Ed.), *Criminal Justice 2000: Volume 3- Policies, Processes, and Decisions of the Criminal Justice System*. Washington, DC: Department of Justice, National Institute of Justice.
- 136 Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*, 55(1), 68-78.
- 137 McMurren, M., & Ward, T. (2004). Motivating offenders to change in therapy: An organizing framework. *Legal & Criminological Psychology*, 9(2), 295-311.
- 138 Vallerand, R. J., & Bissonnette, R. (1992). Intrinsic, Extrinsic, and Amotivational Styles as Predictors of Behavior: A Prospective Study. *Journal of Personality*, 60(3), 599-620.
- 139 Miller, W. R., & Rollnick, S. (2002). *Motivational Interviewing: Preparing People for Change* (2 ed.). New York, NY: Guilford Press.
- 140 Burke, B. L., Dunn, C. W., Atkins, D. C., & Phelps, J. S. (2004). The Emerging Evidence Base for Motivational Interviewing: A Meta-Analytic and Qualitative Inquiry. *Journal of Cognitive Psychotherapy*, 18(4), 309-322.
- 141 Moyers, T. B., & Martin, T. (2006). Therapist influence on client language during motivational interviewing sessions. *Journal of Substance Abuse Treatment*, 30(3), 245-251.
- 142 Amrhein, P. C. (2004). How Does Motivational Interviewing Work? What Client Talk Reveals. *Journal of Cognitive Psychotherapy*, 18(4), 323-336.
- 143 Ruark, B., & Bogue, B. (2006). *Boulder Probation Officer Training Needs Analysis & COMBINES Curriculum Design Recommendations Gained from Agency Tacit Knowledge*. Boulder, CO: Justice System Assessment & Training.
- 144 Taxman, F. S. (1999). Unraveling "What Works" for offenders in substance abuse treatment services. *National Drug Court Institute Review*, 2(2), 93-134.
- 145 Taxman, F. S. (1999). Proactive Supervision: Supervision as Crime Prevention. *The Journal of Offender Monitoring* (Spring), 25-26.
- 146 Trotter, C. (1995). The Impact of Different Supervision Practices in Community Corrections: Cause for Optimism. *Australian and New Zealand Journal of Criminology*, 29, 29-46.
- 147 Bogue, B., Vanderbilt, R., & Ehret, B. (2006). *Connecticut CSSD Recidivism Report II for Samples Year 1 and Year 2 (Adult)*. Wethersfield, CT: Connecticut Judicial Branch, Court Support Services Division.
- 148 Walters, S. T., Clark, M. D., Gingerich, R., & Meltzer, M. L. (2007). *Motivating Offenders to Change: A Guide for Probation and Parole*. National Institute of Corrections Information Center.
- 149 Burrell, W. D. (2008). Cognitive Behavioral Tactics: The Next Phase for Evidence-Based Practices. *Community Corrections Report*, 15(2).
- 150 Williams, C., & Garland, A. (2002). Identifying and Challenging unhelpful thinking. *Advances in Psychiatric Treatment*, 8, 377-386.
- 151 Williams, C., & Garland, A. (2002). A cognitive-behavioural therapy assessment model for use in everyday clinical practice. *Advances in Psychiatric Treatment*, 8(3), 172-179.
- 152 Bogue, B. M., Nandi, A., & Jongsma, A. E. (2003). *The Probation and Parole Treatment Planner*. Hoboken: John Wiley and Sons, Inc.
- 153 Fixsen, D., Naoom, S. F., Blase, K. A., Friedman, R. M., & Wallace, F. (2005). *Implementation Research: A Synthesis of the Literature*. Tampa, FL: University of South Florida, Louis de la Parte Florida Mental Health Institute, The National Implementation Research Network (FMHI Publication #231).
- 154 Joe, G. W., Broome, K. M., Simpson, D., & Rowan-Szal, G. A. (2007). Counselor perceptions of organizational factors and innovations training experiences. *Journal of Substance Abuse Treatment*, 33 (2), 171-182.
- 155 Ruark, B., Bogue, B. M., & Diebel, J. (2007). Training & Coaching: In for a Penny, In for a Pound? *Offender Programs Report*, 10(6), 2.
- 156 Joyce, B., & Showers, B. (2002). *Student Achievement through Staff Development* (3rd ed.). Alexandria, VA: Association for Supervision and Curriculum Development.

Brad Bogue is the President of JSAT, Inc., a criminal justice consulting firm in Boulder, Colorado. **Jennifer Diebel** is the Business Manager at JSAT, Inc. in Boulder, Colorado. **Tom O'Conner** is the Administrator of Religious Services with the Oregon Department of Corrections.



TREATING OFFENDERS IN THE COMMUNITY:

**An Overlooked Population and a Lost Public
Health and Public Safety Opportunity**

Community correctional agencies are often the “provider of last resort” for health and social services. With over three quarters of those involved with the criminal justice system residing in America’s communities, an understanding of the existing network of services available in community correctional settings is critical. Such knowledge can be used to advance efforts to reduce the risk of recidivism, by providing services that can address criminogenic needs and offer services that assist offenders in becoming part of the community.

In 2005, the National Criminal Justice Treatment Practices (NCJTP) survey was administered under the auspices of the National Institute on Drug Abuse’s (NIDA) Criminal Justice Drug Abuse Treatment Studies (CJ-DATS) research network. The information accumulated provides a wealth of information that was previously unavailable. This information concerns the type of services available and how services are offered within community correctional agencies for those involved in the justice system. The survey covered all aspects of the correctional system—prison, jail, community correctional agencies—for both juvenile and adults. In this article we will discuss findings from this survey as they relate to agencies in the U.S. serving adult offenders in community corrections.

The results of the survey provide a challenge to community correctional agencies to take strategic steps to change practice and focus efforts on adopting practices that have shown to be effective in reducing recidivism. The value of focusing on adopting EBPs is they strengthen organizations, by providing targeted goals that can be reached. The survey, as shown below, indicates that much work needs to be done in a number of organizations. But given the progress that has been made in several organizations and the interest of the field, it is possible that the hill is not too steep. Improving community corrections will only serve to better criminal justice policies overall and in the end garner more resources to allow community correctional agencies to become the front-end prevention force that it was intended to be.

Service Needs of Offenders in the Community

Overall, probationers and parolees are less likely to be surveyed for their medical and/or psychosocial needs as compared to offenders incarcerated in jail or prison. We expect similarities in the prevalence of needs given the churning that occurs in the system. The most prominent is the 1995 Bureau of Justice Statistics (BJS) survey that found over 43 percent of probationers could be classified as regular drug users, using drugs at least once a week for at least one month. About 40 percent of probationers were under the influence of alcohol and 14 percent under the influence of an illicit drug while committing their immediate offense (Mumola, 1998).

The mental and physical health problems of offenders are of great concern to address these factors that affect involvement in criminal behavior. A majority (56 percent) of prisoners and 64 percent of jail inmates have a mental health problem (James and Glaze, 2006), compared with about 11 percent of the general population (SAMHSA, 2007). James and Glaze (2006) estimate that 74 percent of prisoners and 76 percent of jail inmates have a co-occurring mental health and substance abuse problem. The National Mental Health Association estimates that 53 percent of drug abusers in the general population have a co-occurring mental health problem (NMHA, 2006).

Approximately 1.8 percent of prisoners are infected with HIV, and 1.3 percent of tested jail inmates are HIV positive (Maruschak, 2006). Less than 0.1 percent of the general population is HIV positive (Glynn and Rhodes, 2005). The rate of tuberculosis is also far higher in correctional settings than in the general population: about 4.8 per 100,000 in the general population, compared to 24 per 100,000 for residents of correctional facilities, which represents four percent of all reported cases (CDC, 2006).

The National Criminal Justice Treatment Practices Survey (NCJTPS)

Given the pronounced treatment needs of offenders, it is important to understand the services available to this population. To increase our knowledge about how services are delivered in community correctional agencies, investigators participating in the NIDA-sponsored CJ-DATS research collaborative conducted a national survey of correctional agencies. The NCJTP survey is the first national survey of administrators and treatment directors on treatment practices in criminal justice settings and the information gleaned as a result has the potential to enable agency heads, policy makers and other key players in the criminal justice system to identify critical gaps in the delivery of services to offenders.¹

Methodology²

Survey respondents were drawn from a nationally representative sample of communities and prisons. The community sample was comprised of probation and parole agencies, jails, community treatment programs and other community correctional agencies in a stratified representative sample. A two-staged stratified cluster sampling strategy (Kish, 1965) was used to identify eligible facilities. In the first stage, counties were categorized into three strata based on their general population sizes and into eight categories based on geographical region. In the second stage, a census of all criminal justice agencies and programs in the 72 selected counties provided a listing of 644

potential respondents. The final list of community treatment programs came from a purposive sample of up to five of the largest treatment programs from the 2003 National Survey of Substance Abuse Treatment Services (NSSATS). A total of 243 potential respondents were selected for the treatment sample.

Survey instruments were sent to agency administrators and the directors of substance abuse programs. The survey polled respondents on issues such as the size of their facility, the average daily population of offenders, common practices and their opinions on various organizational and treatment related topics. The response rate for the community sample was 71 percent.³

Best, Evidence-Based, or Strongly Supported Practices

Leading researchers, practitioners and clinicians, armed with meta-analyses, systematic reviews and consensus panel reviews, have articulated a number of effective practices for improving offender outcomes. Referred to as consensus-driven evidence-based practices (EBPs), these recommendations include treatment orientations such as therapeutic communities, family-based treatment, and cognitive behavioral therapy. (Andrews, et al 1990; Sherman, et al 1997); using standardized substance abuse and risk assessment tools to match offenders to treatment (Andrews et al., 1990: 369-404; Peters and Wexler, 2005; Lowenkamp, Latessa, and Hoslinger, 2006; Andrews and Bonta, 1996; Taxman and Thanner, 2006; Taxman and Marlowe, 2006); incorporating treatment phases with some type of aftercare services (Taxman and Bouffard, 2000); treatments lasting 90 days or more (Simpson, Joe, & Brown, 1997; Hubbard, et al 1989); the employment of qualified staff to deliver treatment (Brannigan, et al, 2004; Knudsen & Roman, 2004; Landenberger and Lipsey, 2006; NIDA, 2006; Taxman, 1998); the use of incentives and sanctions (Sherman et al., 1997; Taxman, Soule, and Gelb, 1999; Marlowe and Kirby, 1999); and the implementation of services that address co-occurring substance abuse and mental health disorders (Friedmann, Saitz, and Samet, 2003).

NIDA's *Principles of Drug Abuse Treatment for Criminal Justice Populations* (NIDA, 2006) underscores these concepts, and provides a framework for integrating treatment services into the criminal justice system. In spite of this, their overall use in the field has not been adequately examined. The NCJTP survey fills this gap.

Implementation of EBPs

The extent of implementation of EBPs in community correctional agencies as well as treatment programs is displayed in Table 1. Agency administrators reported implementing an average of 5 of 13 key components, with comprehensive treatment (85 percent) and systems integration (67 percent) most

frequently in place. Practices such as treatment orientation (12 percent) and engagement techniques (22 percent) are rarely implemented. Community-based substance abuse treatment directors reported different results than community correctional agency directors. These treatment directors describe their own programs, which is a small percentage of the services offered to offenders. These administrators report that the programs use half (8.7 of 15) of key components, including role playing in treatment sessions (utilized in 94 percent of facilities), treatment orientation (91 percent), and family involvement in treatment (88 percent) quite prevalent in these facilities.⁴

In a study using NCJTP survey data, Friedman, et al (2007) reported that community-based agencies are more likely than confined settings to implement EBPs. Community correctional agencies that are more likely to use EBPs have five main characteristics:

- administrators have a human services background;
- administrators report that they rate substance abuse treatment as very important;
- administrators report that their organization is performance-driven and they use outcome measures to measure performance;
- administrators report strong internal support and devotion to train and develop staff; and
- administrators support crime reduction strategies that involve rehabilitation.

In other words, the attitudes of the administrators have a strong influence on the degree to which the organization implements evidence-based practices.

Substance Abuse Treatment in Community Correctional Settings

The NCJTP survey asked community corrections administrators to indicate the types of services available to offenders in their facilities and the rate at which offenders have access to these services. The results provide much needed information on the state of treatment in community-based justice agencies.

As shown in Table 2, the most frequently provided services within agencies are drug and alcohol education (provided in 53 percent of community correctional facilities) and low-intensity group therapy (up to four hours per week) (47 percent). While more intensive modalities such as relapse prevention groups are available in 34 percent of community-based agencies, therapeutic communities are available in less than four percent of facilities, and group therapy of five or more hours per week is provided in 21 percent of facilities. Even when services are available, however, they tend to be accessible to a very small percentage of the average daily population. On average, only three percent of

Table 1. Use of Evidence Based Practices

Evidence-Based Practice (EBP): The Practices That Should Be In Place In Correctional Settings to Reduce Recidivism and Improve the Criminal Justice Systems' Ability to Effectively Manage the Offender Population	Percentage of Community Corrections Administrators Reporting Implementing EBP	Percentage of Substance Abuse Treatment Directors Reporting Implementing EBP
Use of a Standardized Substance Abuse Assessment Tool (i.e ASI, SASSI, MAST, etc.)	44 percent	79 percent
Use of a Standardized Risk Assessment Tool (i.e LSI-R, WRN, etc.)	34 percent	0 percent
Employ Techniques to Engage the Offender in Treatment (i.e. Motivational Interviewing, Motivational Enhancements, etc.)	22 percent	73 percent
Use of Treatment Orientations That are Evidence-Based, Such as Therapeutic Communities, Behavioral Modification, or Cognitive Behavioral Therapy	12 percent	91 percent
Use Comprehensive Treatment Methods That Address the Multiple Needs of Offenders	85 percent	42 percent
Address Co-occurring Mental Health and Substance Abuse Disorders Through Integrated Treatment Models	25 percent	70 percent
Involve Family in the Treatment Process	10 percent	88 percent
Use of Treatment Programs that are a Minimum of 90 Days or More	40 percent	55 percent
Have Policies and Procedures That Integrate With Other Agencies to Provide Services for Drug Involved Offenders (Systems Integration)	67 percent	45 percent
Continuing Care That Provides For Multiple Stages of Treatment Including Aftercare	41 percent	21 percent
Drug Testing Is Used Frequently to Monitor Progress of the Offender	59 percent	52 percent
Use a Graduated Sanctions Schedule that Ensures Predictable, Escalating Reactions to Negative Offender Behavior	37 percent	N/A
Use an Incentives Schedule that Ensures Predictable Reactions to Positive Offender Behavior	53 percent	N/A
Employ Qualified Staff That Have Appropriate Credentials to Treat the Offender	N/A	85 percent
Use Treatment Outcomes to Monitor Program Performance	N/A	79 percent
Ensure That Treatment Sessions Involve Role Playing Techniques For at Least 30 percent of the Sessions	N/A	94 percent
Ensure That the Group Therapy Sessions are an Appropriate Size (8 to 10 offenders)	N/A	82 percent
Mean Number of Evidence-Based Practices Implemented	5.0	8.7

Table 2. Characteristics of Treatment Programs and Services

Type of Program/Service	
Drug/Alcohol Education	
percent with program	53.1 percent
# in program	190,906
percent of average daily population in program	8.3 percent
percent of programs lasting 90 days or more	57.4 percent
Substance Abuse Group Therapy Lasting 1-4 hrs/week	
percent with program	47.1 percent
# in program	141,263
percent of average daily population in program	3.4 percent
percent of programs lasting 90 days or more	62.5 percent
Substance Abuse Group Therapy Lasting 5-25 hrs/wk	
percent with program	21.2 percent
# in program	37,090
percent of average daily population in program	2.7 percent
percent of programs lasting 90 days or more	91.2 percent
Therapeutic Community-Segregated	
percent with program	3.7 percent
# in program	17,579
percent of average daily population in program	2.6 percent
percent of programs lasting 90 days or more	75.8 percent
Therapeutic Community-Non-Segregated	
percent with program	3.4 percent
# in program	9,815
percent of average daily population in program	6.6 percent
percent of programs lasting 90 days or more	85.9 percent
Relapse Prevention	
percent with program	34.3 percent
# in program	43,740
percent of average daily population in program	1.3 percent
percent of programs lasting 90 days or more	58.2 percent
Case Management	
percent with program	7.1 percent
# in program	93,088
percent of average daily population in program	18 percent
percent of programs lasting 90 days or more	90.3 percent

offenders have access to intensive outpatient services (five or more hours of group therapy), while one percent have access to relapse prevention and seven percent to therapeutic communities.⁵ Even low intensity services such as four or less hours of therapy (three percent) and drug and alcohol education (eight percent) are available to few offenders.

While access rates are low, many agencies reported providing services for the recommended duration of 90 days or more. However, standardized substance abuse screening tools – which can provide a valuable means of identifying offenders' treatment needs and help those in the criminal justice system to match those needs with appropriate treatment – are used in only 44 percent of community correctional agencies. Standardized risk assessment tools, which help to measure an offender's likelihood of recidivating, are only used in 34 percent.

Belenko and Peugh (2005) applied BJS data on offenders' self reporting of drug use, health and social risk factors, and instances of past consequences resulting from their drug use to a framework of treatment need, resulting in a four-category classification system, including no treatment needed, short-term intervention, outpatient treatment and residential treatment; see Belenko and Peugh (2005) for a full discussion of their methodology). Using this distribution of service need, we are able to estimate the gap between the levels of treatment that offenders *need*, and that which they actually *receive* (Table 3). We estimate that nearly 4.2 million community-based offenders are in need of substance abuse services. However, data from the NCJTP survey shows that on a daily basis only 210,361 or five percent of offenders in the community, actually receive such services.

Referral Practices

Referring offenders to outside agencies is a common practice in community-based correctional agencies and strategies typically

fall into one of two categories. Passive referral strategies, such as providing an offender with a treatment provider's contact information and encouraging them to explore this alternative, tend to be the standard protocol. These approaches have been found to have little impact (Grimshaw et al, 2005). Active strategies, such as working with the offender to make a treatment appointment or contacting an outside agency to discuss a particular offender's needs, are more successful. Active strategies reduce the possibility that contact information is lost, can help to ensure that the offender enters treatment and reinforce the importance of treatment in the offender's community reentry. We found that roughly 60 percent of agencies make passive referrals, while

only 34 percent report making appointments for offenders.

Delivery of Mental and Physical Health Services to Offenders in the Community

Offenders have more mental health, physical health and substance abuse needs than the general population. Results from the NCJTP survey show that screening for and assessing these problems is rare in community correctional settings. Only 18 percent of offenders under community supervision are screened for HIV, while 20 percent are screened for tuberculosis and 18 percent for hepatitis (Table 4).

Similarly, only 25 percent of the agencies surveyed report

Table 3. Service Need and Service Provisions

Estimated Average Daily Population	5,864,152
Estimated Service Needs of Offenders	
Estimated Offenders in Need of Low Intensity Treatment Services	1,035,572
Estimated Offenders in Need of Moderate Intensity of Treatment Services	1,065,295
Estimated Offenders in Need of Intensive Treatment Services	2,107,622
Total Estimate of Offender in Need of Services	4,208,489
Estimated Average Daily Population of Offenders Receiving	
Low Level of Treatment Outpatient Services	143,644
Medium Level of Treatment Services	39,329
Intensive Level of Treatment Services	27,363
Drug and Alcohol Education	185,800
Total Estimated ADP Provided Services	396,136
Estimated ADP that Receive Clinical Services (excludes Alcohol and Drug Education)	210,336
Estimated Percentage of Offenders that Received Appropriate Services Based on Severity of Substance Abuse Disorder	
Low Intensity Services	13.9
Medium Intensity Services	3.7
Intensive Services	1.3
Total Percentage of Offenders Receiving Adequate Treatment Services:	5.0

Table 4: Prevalence of Mental and Physical Health Services

Estimated Average Daily Population	5,864,152
Estimated Percentage of the Average Daily Population Receiving Mental and Physical Health Services	
HIV/AIDS Testing	18.2 percent
HIV/AIDS Counseling/Treatment	21.6 percent
TB Screening	19.8 percent
Hepatitis C Screening	17.7 percent
Assessments for Mental Health Problems	25.1 percent
Assessments for Co-Occurring Disorders	25.6 percent
Counseling for Co-Occurring Disorders	24.8 percent

providing mental health assessments. The most commonly used screening instruments are the Diagnostic Interview Scale (DIS), the Structured Clinical Interview of Diagnosis (SCID) and the Becks Depression Inventory (BDI), each of which are utilized in slightly over 1 percent of facilities. Twenty-six percent of offenders are given assessments for co-occurring mental health and substance abuse problems, while 25 percent are provided with counseling for these disorders.

Conclusion

Criminal justice settings provide a unique opportunity to identify and treat the substance abuse, mental health and medical needs of offenders (Binswanger, Stern, and Deyo, 2007; Hammett, Harmon, & Rhodes, 2002; Hammett, Gaiter, & Crawford, 1998; Glaser & Greifinger, 1993) and to address both public health and public safety goals. However, we found that there are significant gaps between the treatment services that offenders need and those that they receive. The importance of this is heightened given that up to this point the number of individuals under correctional supervision in the community has been underestimated by over 1 million offenders.

A research base exists for improving substance abuse treatment practices for offenders, much of which is summarized in NIDA's *Principles of Drug Abuse Treatment for Criminal Justice Populations* (NIDA, 2006). Based on the survey findings, the following recommendations for improving the treatment structure are of particular importance:

- Screen and assess offenders to gauge their specific needs and problems and use these results to place or direct them to the proper types of treatment. Currently, 44 percent of community correctional agencies report using standardized substance abuse screening tools, while only 34 percent use actuarial risk assessment tools.
- Build working relationships between prisons, jails and community treatment providers to improve the coordination of treatment services provided to offenders in the community and to ingrain shared goals and philosophies amongst all agencies serving correctional populations in an area.
- Hire staff that have knowledge of the most effective treatment, engagement and case management practices. Allow for their continued training and education and support an organizational-level

buy-in into the idea of treatment as a means of improving outcomes.

- Improve the quality of existing services by increasing the number of session hours in outpatient programming (from four hours or less per week to more intensive services) and improve the content of the programming by integrating such evidence-based treatments as cognitive behavioral therapy or contingency management. These improvements will help make services more appropriate for offenders with more serious substance abuse disorders.
- Use referral strategies that incorporate active models, such as setting appointments for offenders, arranging for sponsors to meet offenders in prison, jail or community correctional settings, etc.

In dealing with over three-quarters of the total offender population, community correctional agencies must assume a major role in providing offenders with the levels of care that they need. If strategies such as those listed above are employed, the goals of reducing offenders' risk of recidivism and providing safer communities are attainable.

In conclusion, in order for community correctional agencies to move ahead they should develop multifaceted programs that address the substance abuse and other needs of offenders. The tradition has been to implement programs that address one problem behavior such as substance abuse. The multiple, intertwined needs of offenders should encourage agencies to meet these needs through holistic programming. While this may be a

challenge due to funding streams that often determine the types of programs offered, agencies should be encouraged to overcome this challenge. Effective programs are those that address three or more criminogenic needs, are provided over a longer period of time, and that use evidence based treatment (e.g. cognitive behavioral therapy, etc.) are more likely to improve offender outcomes. This is the direction the field should follow.

The results of the survey provide a challenge to community correctional agencies to take strategic steps to change practice and adopt evidence-based practices. EBPs are designed to strengthen the organization by identifying select practices that, if implemented, should improve offender outcomes. This will only serve to strengthen criminal justice policies overall and in the end garner more resources to allow community correctional agencies to become the front-end prevention resource for offenders. ►►▲

References

- Andrews, D. A., & Bonta, J. (1996). *The Psychology of Criminal Conduct*. Cincinnati, OH: Anderson
- Andrews, D., Zinger, I., Hoge, R. D., Bonta, J., Gendreau, P., & Cullen, F. (1990) "Does Correctional Treatment Work?" *Criminology* 28:3, 369-404.
- Belenko, S., & Peugh, J. (2005) "Estimating Drug Treatment Needs Among State Prison Inmates." *Drug and Alcohol Dependency* 77:3, 269-281.
- Binswanger, I.A., Stern, M.F., & Deyo, R.A. (2007) "Release From Prison: A High Risk of Death for Former Inmates." *New England Journal of Medicine* 35:6 2, 157-165.
- Brannigan, R., Schackman, B.R., Falco, M., & Millman, R.B. (2004) "The Quality of Highly Regarded Adolescent Substance Abuse Treatment Programs: Results of An In-Depth National Survey." *Archives of Pediatrics and Adolescent Medicine* 158:9, 904-909.
- Centers for Disease Control. (2006) "Prevention and Control of Tuberculosis in Correctional and Detention Facilities: Recommendations from CDC." *Morbidity and Mortality Weekly Report* 55 (RR-9).
- Friedmann, P. D., Saitz, R., & Samet, J. H. (2003). "Linking Addiction Treatment With Other Medical and Psychiatric Treatment Systems." *Principles of Addiction Medicine (3rd edition)*. Chevy Chase, MD: American Society of Addiction Medicine.
- Friedmann, P. D., Taxman, F.S., & Henderson, C.E. (2007) "Evidence-Based Treatment Practices for Drug-Involved Adults In the Criminal Justice System." *Journal of Substance Abuse Treatment* 32:3, 267-277.
- Glaser J.B., & Greifinger, R.B. (1993) "Correctional Health Care: A Public Health Opportunity." *Annals of Internal Medicine* 118:2, 139-145.
- Glynn, M., & Rhodes, P. (2005) Presentation at the National HIV Prevention Conference. June 12-15, 2005. (abstract no. T1-B1101) <http://www.aegis.com/conferences/NHIVPC/2005/T1-B1101.html>
- Grimshaw, J.M., Winkens, R.A.G., Shirran, L., Cunningham, C., Mayhew, A., Thomas, R., & Fraser, C. (2005) *Interventions to Improve Outpatient Referrals from Primary Care to Secondary Care*. Cochrane Database of Systematic Reviews 2005, Issue 3. Art. No.: CD005471. DOI: 10.1002/14651858.CD005471
- Henderson, C.E., Young, D.W., Jainchill, N., Hawke, J., Farjas, S., & Davis, R.M. (2007) "Program Use of Effective Drug Abuse Treatment Practices for Juvenile Offenders." *Journal of Substance Abuse Treatment* 32:3, 279-290.
- Hammett, T.M., Gaiter, J.L., & Crawford, C. (1998) "Researching Seriously At-Risk Populations: Health Interventions in Criminal Justice Settings." *Health Education and Behavior* 25:1, 99-120.
- Hammett, T.M., Harmon, M.P., & Rhodes, W. (2002) "The Burden of Infectious Disease Among Inmates of and Releases from US Correctional Facilities, 1997." *American Journal of Public Health* 92:11, 1789-1794.
- Hubbard, R. L., Marsden, M. E., Rachal, J. V., Harwood, H. J., Cavanaugh, E. R., & Ginzburg, H. M. (1989). *Drug Abuse Treatment: A National Study of Effectiveness*. Chapel Hill, NC: The University of North Carolina Press
- James, D.J., & Glaze, L.E. (2006). *Mental Health Problems of Prison and Jail Inmates*. Washington, DC: Bureau of Justice Statistics
- Kish L. (1965) *Survey Sampling*. New York: John Wiley
- Knudsen, H.K., & Roman P.M. (2004) "Modeling the Use of Innovations in Private Treatment Organizations: The Role of Absorptive Capacity." *Journal of Substance Abuse Treatment* 26:1, 353-361.
- Landenberger, N., & Lipsey, M. W. (2006) "The Positive Effects of Cognitive-Behavioral Programs for Offenders: A Meta-Analysis of Factors Associated With Effective Treatment." *Journal of Experimental Criminology* 1:4, 451-476.
- Lowenkamp, C. T., Latessa, E. J., Holsinger, A. M. (2006) "The Risk Principle In Action: What Have We Learned From 13,676 Offenders and 97 Correctional Programs?" *Crime & Delinquency* 52:1, 77-93.
- Marlowe, D. B., & Kirby, K. C. (1999) "Effective Use of Sanctions In Drug Courts: Lessons From Behavioral Research." *National Drug Court Institute Review* 2, 1-31.
- Maruschak, L.M. (2006). *HIV in Prisons, 2004*. Washington, DC: Bureau of Justice Statistics
- Mumola, C. J. (1998). *Substance Abuse and Treatment of Adults on Probation, 1995*. Washington, DC: Bureau of Justice Statistics
- National Institute on Drug Abuse (2006) "Principles of Drug Abuse Treatment for Criminal Justice Populations: A Research-Based Guide." Bethesda, MD: National Institute of Health.
- National Mental Health Association. "Co-Occurring Disorders Fact Sheet." Retrieved November 8, 2006, from <http://www.nmha.org/infoctr/factsheets/03.cfm>.
- Peters, R., & Wexler, H. K. (2005) *Substance Abuse Treatment for Adults In The Criminal Justice System. Treatment Improvement Protocol*. Rockville, MD: Substance Abuse and Mental Health Services Administration
- Sherman, L. W., Gottfredson, D., MacKenzie, D. L., Eck, J., Reuter, P., & Bushway, S. (1997) *Preventing Crime: What Works, What Doesn't, What's Promising*. Washington, DC: Office of Justice Programs.
- Simpson, D. D., Joe, G. W., & Brown, B. S. (1997) "Treatment Retention and Follow-Up Outcomes in the Drug Abuse Treatment Outcome Study (DATOS)." *Psychology of Addictive Behaviors* 11:4, 294-307.
- Substance Abuse and Mental Health Services Administration. (2006). "Results from the 2005 National Survey on Drug Use and Health: National Findings." Rockville, MD: Office of Applied Studies
- Taxman, F. S. (1998) *Reducing Recidivism Through A Seamless System Of Care: Components Of Effective Treatment, Supervision, And Transition Services In The Community*. Washington, DC: Office of National Drug Control Policy.
- Taxman, F. S., & Bouffard, J. A. (2000) "The Importance of Systems Issues In Improving Offender Outcomes: Critical Elements of Treatment Integrity." *Justice Research and Policy* 2:2, 9-30.
- Taylor, B., Fitzgerald, N., Hunt, D., Reardon, W., & Brownstein, H. (2001) *ADAM Preliminary 2000 Findings on Drug Use and Drug Market: Adult Male Arrestees*. Washington, DC: National Institute of Justice
- Taxman, F. S., & Marlowe, D. (2006) "Risk, Needs, Responsivity: In Action or Inaction?" *Crime & Delinquency* 52:1, 3-6.
- Taxman, F. S., Soule, D., & Gelb, A. (1999) "Graduated Sanctions: Stepping Into Accountable Systems and Offenders." *Prison Journal* 79:2, 182-204.
- Taxman, F. S., & Thanner, M. (2006) "Risk, Need, and Responsivity: It All Depends." *Crime & Delinquency* 52:1, 28-51.
- Taxman, F.S., Young, D.W., Wiersema, B., Rhodes, A., & Mitchell, S. (2007) "The National Criminal Justice Treatment Practices Survey: Multilevel Survey Methods and Procedures." *Journal of Substance Abuse Treatment* 32:2, 225-238.

Endnotes

- 1 A special edition of the Journal of Substance Abuse Treatment (Volume 32, Issue 3, 2007) is dedicated to findings from the National Criminal Justice Treatment Practices Survey.
- 2 See Taxman, Young, Wiersema, Rhodes, & Mitchell (2007) in the special edition of JSAT for a complete discussion of survey methods.
- 3 In this paper we are discussing probation, parole, and other community-based criminal justice agencies. See Taxman, Perdoni, and Harrison (2007) in the special edition of JSAT for a more detailed discussion of the state of substance abuse treatment services across all adult correctional settings, and Young, Dembo, and Henderson (2007) for a discussion of juvenile findings.
- 4 See Friedman, Taxman, and Henderson (2007) in the special edition of JSAT for a more detailed discussion of EBPs in adult correctional settings, and Henderson, Young, Jainchill, Hawke, Farkas, and Davis for juvenile findings.
- 5 Three percent of offenders have access to segregated therapeutic communities, seven percent have access to non-segregated therapeutic communities, and overall, seven percent have access to one of the two types.

Matthew L. Perdoni is a Research Instructor, Administrator of Justice at George Mason University in Manassas, Virginia. **Faye S. Taxman** is a professor of Administration of Justice, George Mason University in Manassas, Virginia. **Bennett W. Fletcher** is a Senior Research Psychologist with the National Institute on Drug Abuse, National Institutes of Health in Bethesda, Maryland.



EARLY TERMINATION FROM SUPERVISION

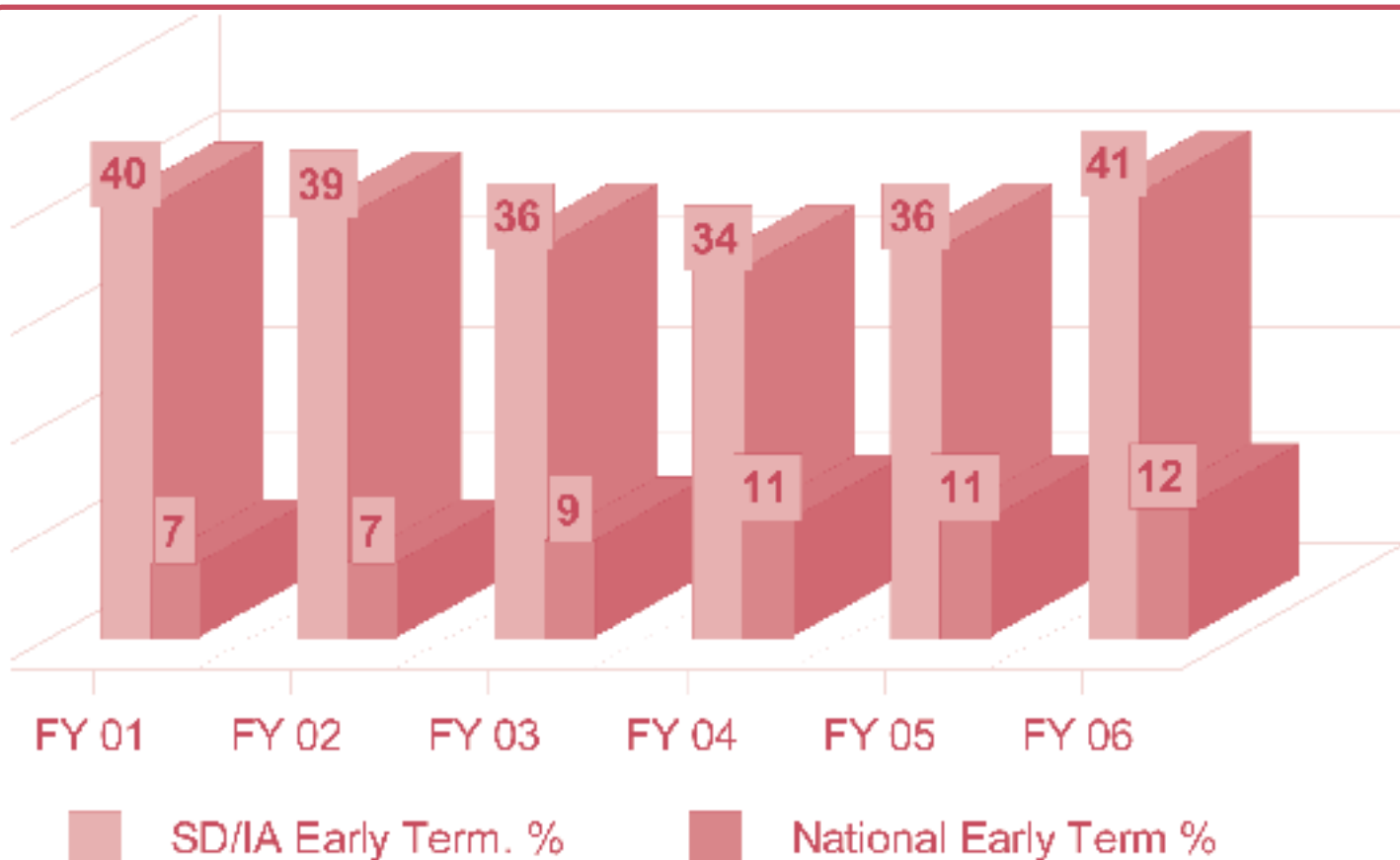
INTRODUCTION

The central recommendation of the Strategic Assessment of the Federal Probation and Pretrial Services System generated by IBM in September 2004, was that Federal Probation should become a results-driven organization.¹ This finding was heavily influenced by survey data received from judges and chief probation and pretrial services officers alike who requested more concrete statistics on the effectiveness of programs, policies and procedures. In 2006, the U.S. Probation Office for the Southern District of Iowa designed a study to measure the effectiveness of its early termination policy. Three groups of offenders were randomly selected and new arrest rates were compared to determine the level of recidivism. The study sought to gauge whether early termination was a viable and safe approach to community supervision. The findings clearly illustrate that early termination is a safe, effective and efficient response to tightening budgets and an excellent way to follow the principles of good supervision by dedicating finite supervision resources to those offenders who need them most as recommended by previous criminological research² as well as Federal Probation supervision policy as embodied in Monograph 109.³

SOUTHERN DISTRICT OF IOWA LEADS THE FEDERAL PROBATION SYSTEM IN EARLY TERMINATION

From 2001 to 2006, the judges of the Southern District of Iowa have on average, granted early terminations to 38 percent of its supervision caseload annually. This contrasts with an early termination rate of ten percent nationally over this same time period. The Southern District of Iowa Probation Office has historically recommended offenders who qualify for early termination of their supervision at two-thirds the term of the original supervision term. This process was recently changed to allow for an early termination recommendation at 50 percent of the original term of supervision. The probation office utilizes a simple formula to determine which offenders should be recommended to the Court for early termination. Employment stability and abstention from illicit drugs and alcohol are two major requirements for eligibility. Record checks, a review of the file and staffing with the Supervising U.S. Probation Officer and the United States Attorney's Office are also required prior to a recommendation for early termination.

Figure 1. Percentage of Cases Terminated Early 2001-2006



THE STUDY

Because the Southern District of Iowa Probation Office terminates supervision early for nearly three times the number of offenders each year as compared to the rest of the Federal Probation system, the research project was designed to determine if this level of early termination created risk to the public through further recidivism by this group of offenders relative to two additional groups of offenders. The first group consisted of all offenders who were terminated early between January 1, 2001, and December 26, 2002. The second group consisted of all offenders who were terminated after the service of their full term of supervision between January 1, 2001, and December 28, 2002. The final group of offenders consisted of those who were revoked between January 1, 2001 and December 31, 2002.

It should be noted that a recent analysis of caseload risk by the Office of Probation and Pretrial Services (OPPS) found that the Southern District of Iowa had the fifth highest risk post-conviction supervision caseload based on the average Risk Prediction Index scores compiled from the 94 districts.⁴ Based on this finding and the unusually high rate at which this district grants early terminations to offenders, a study was undertaken to assess the effectiveness of this policy.

MEASURE OF RECIDIVISM

The outcome measure chosen for recidivism was any new arrest during a 36 month at risk period in the community, a standard measure recommended for use nationally.⁵ National Interstate Arrest Record Inquiries (NCIC) and Iowa Courts On-Line record checks were conducted for each offender in the study with the requirement that the offender had to be at risk of arrest for a new offense in the community for at least thirty-six months after their supervision term was completed. All offenders who were not exposed to at least 36 months were rejected from further analysis. Many offenders who were rejected were still incarcerated or were serving a subsequent term of Federal and/or state supervision at the time the record checks were conducted.

NEW ARREST DATA

New arrests were compiled into the following offense categories for each group of offenders:

Offense Category	Examples of New Arrest Offenses
<i>Felony Violent</i>	Robbery, Burglary, and Assault on a Peace Officer
<i>Felony Drugs</i>	Drug Distribution
<i>Other Felony</i>	Theft and Forgery
<i>Misdemeanor Violent</i>	Domestic Violence and Assault
<i>Misdemeanor Public Order</i>	Operating a Motor Vehicle While Intoxicated, Public Intoxication, and Possession of Drug Paraphernalia
<i>Other Misdemeanor</i>	Driving While Suspended, Trespassing, False Information to a Police Officer, and Interference with Official Acts

FINDINGS

Population	Sample Size N=	Rearrest %	Total # Rearrests	Most Frequent Offense
Early Termination	109 cases	9/109 (8 percent)	10	1. Misdemeanor Public Order (6); 2. Felony Violent (2); 3. Misdemeanor Violent (2).
Full Term	99 cases	35/99 (35 percent)	55	1. Misdemeanor Public Order (15); 2. Felony Drugs (14); 3. Other Misdemeanor (11); 4. Other Felony (7); 5. Misdemeanor Violent (6); 6. Felony Violent (2).
Revoked	32 cases	23/32 (72 percent)	84	1. Other Misdemeanor (29); 2. Misdemeanor Public Order (22); 3. Felony Drugs (11); 4. Misdemeanor Violent (10); 5. Other Felony (10); 6. Felony Violent (2).

EARLY TERMINATION SAMPLE

After the first thirty-six months following early termination, only nine offenders (eight percent) had been rearrested for a total of ten offenses, most of which were for minor, public order offenses. Of the two offenders arrested for violent felonies, one of the two was found not guilty by a jury. The cumulative custodial time served for all ten new arrests was just two days.

FULL TERM SAMPLE

After the first thirty-six months following full term service of supervision, 35 of 99 offenders (35 percent) had been rearrested a total of 55 times for a range of offenses. The most frequent offense type was for *Misdemeanor Public Order*. However, a significant finding was the level of new felony drug arrests (14) for this group, which comprised 25 percent of all new arrests for the full term sample. Add to this total another seven *Other Felonies*, six *Misdemeanor Violent* offenses and two *Felony Violent* offenses, and it becomes clear that this population had a greater propensity to be arrested for more serious offenses as compared to the early termination sample.

REVOKED SAMPLE

Offenders in the revoked sample had been under supervision, were revoked, incarcerated and restored to supervision. After being returned to and completing supervision, 23 of 32 offenders (72 percent) had been arrested a total of 84 times for a range of offenses in their 36 months on the street. The most frequent offenses were for *Other Misdemeanor* (29) and *Misdemeanor Public Order* (22) which accounted for 61 percent of all arrests. Again, drug arrests were prominent. New felony drug arrests (11) for this group accounted for 13 percent of all new arrests for the revoked sample. Add to this total another ten *Other Felonies*, ten *Misdemeanor Violent* offenses, and two *Felony Violent* offenses and it becomes clear that this population had a greater propensity to be rearrested for more serious offenses as compared to the early termination sample.

POLICY IMPLICATIONS

The study findings clearly illustrate that early termination of offenders that meet certain stability criteria after a period of supervision is a viable solution to winnowing caseloads of lower level offenders in an era of shrinking budgets. More importantly, a new arrest rate for the early termination sample of just 8 percent over a period of 36 months for mostly minor, misdemeanor offenses, illustrates that this policy does not create an undue risk to the public of further criminal conduct. The

Figure 2. Percentage Arrested After 36 Months

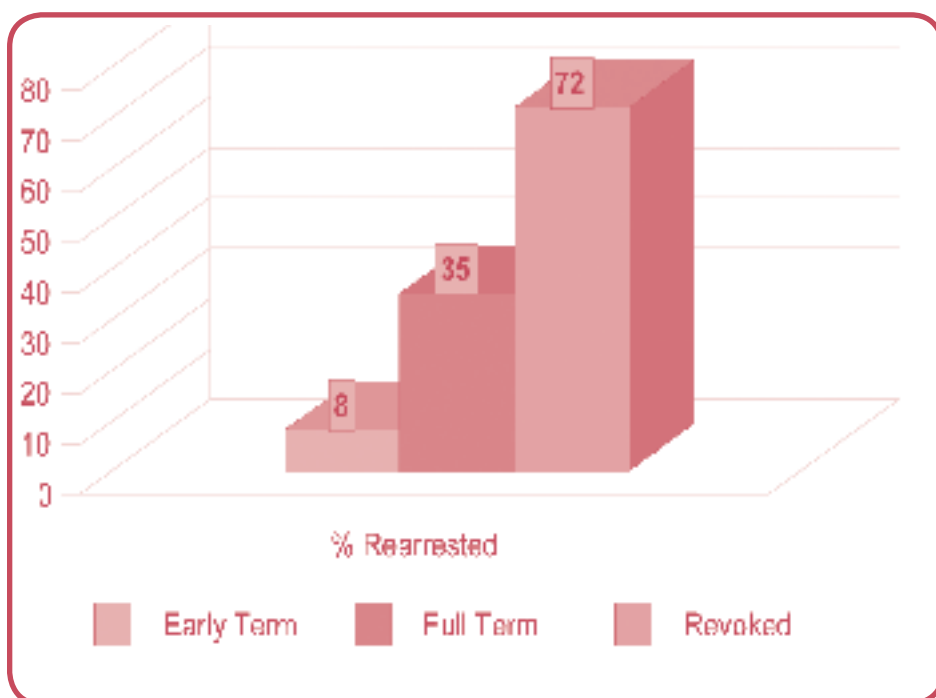


Figure 3. Number of Arrests by Category for the Early Termination Sample

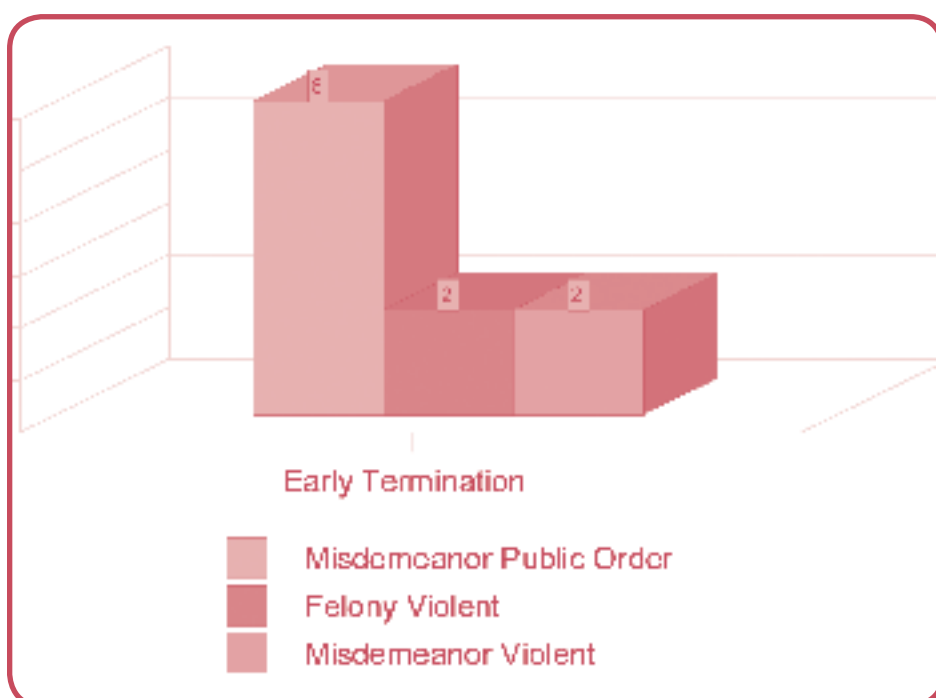
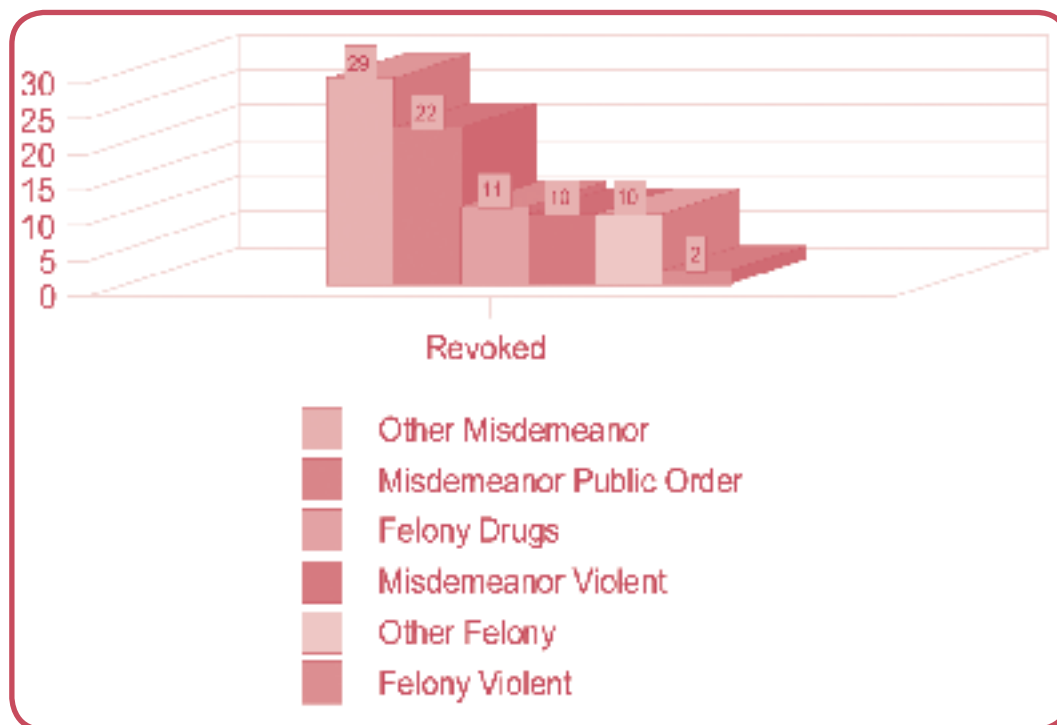


Figure 4. Number of Arrest by Category for the Revoked Sample



Southern District of Iowa recently implemented an early termination guideline form that takes into account various factors linked with recidivism in an effort to further improve post-termination release outcomes as indicated on page 59.

The higher arrest rates and more serious offenses for the full term (35 percent) and revoked samples (72 percent) clearly illustrates that officers are making sound decisions as to which cases to retain for full supervision terms and which cases to recommend for revocation to the Court. Given the serious nature of new arrests for the full term and revoked samples, it is also clear that these populations should receive more resources in an attempt to steer them away from crime. By focusing on the empirical analysis of programs that target dynamic risk factors that lead to recidivism such as drug and alcohol abuse, unemployment, and unstable relationships, the Federal Probation and Pretrial Services System can be the leader in the field of community corrections. Districts such as the Eastern District of Missouri and the Western District of North Carolina are excellent examples of probation offices that have embraced programs designed to address dynamic risk factors associated with recidivism which have resulted in dramatic successes at lowering offender unemployment and reducing violations.⁶

FUTURE RESEARCH

Future research should be conducted within the respective districts to comply with recommendation of the IBM study that the Federal Probation and Pretrial Services move to a more

outcome-based system. One recommendation would be for in-house research positions that would enable districts to measure their effectiveness and report back to the Administrative Office of the United States Courts in Washington, DC on their findings. Perhaps regional research positions could be created to help stretch funds for this purpose. A team of three to four full-time researchers per Circuit might be a good start to empirically measure performance. An approach that advances probation and pretrial services practices by coupling outcome-based research with the valuable experiences of officers in an effort to build better policies and practices will better enable Federal Probation to fulfill its mission of serving the Courts, protecting the

public and helping offenders move from a criminal lifestyle to a law abiding one. ►►▲

Author Note: The author would like to commend Pat Christensen, secretary to the Chief U.S. Probation Officer in the Southern District of Iowa, for the many hours she dedicated to conducting the substantial number of criminal record checks for this study. Personal Communication: Eastern District of Missouri Chief USPO, Douglas Burris, District Employment Program, Western District of North Carolina, Chief USPO Greg Forest, Employment Program.

REFERENCES

- 1 IBM Global Services (2004) Strategic Assessment of the Federal Probation and Pretrial Services System. Pp. A-4-5.
- 2 Andrews, Don A. and James Bonta. (2006) The Psychology of Criminal Conduct 4th ed. Cincinnati: Anderson Publishing.
- 3 Office of Probation and Pretrial Services. (2005) *Name of Monograph #109*. Washington, DC: Administrative Office of the United States Courts.
- 4 Office of Probation and Pretrial Services. (2002) *AOUSC Study on District Caseload Risk?* Washington, DC: Administrative Office of the United States Courts
- 5 National Commission on Criminal Justice Standards and Goals. (1973) Report on Corrections. Standard 15.5, p. 528.
- 6 *Monograph 109: The Supervision of Federal Offenders*

Michael J. Elbert, Ph.D is the Chief U.S. Probation Officer in the Southern District of Iowa.

Figure 6 Early Termination Guidelines

A. Offender RPI Score: 0 1 2 3 4 5 6 7 8 9

SD/IA Guideline Risk Prediction Instrument Score of 4 or less

B. Offender Criminal History Score: I II III IV V

SD/IA Guideline Criminal History Score is I or II

C. Offender Employment History

SD/IA Guideline is an overall stable history of employment during supervision.

3. Employed Yes No (circle one)

D. Offender Drug/Alcohol Use History

SD/IA Guideline is at least one year sobriety; no present non-compliance with testing or treatment issues.

4. Note any illicit drug use (or at least a year of sobriety) Yes No (circle one)

If yes, please advise the date and substance(s) used: _____

E. Restitution/Fine Ordered? Original Amount Ordered: Balance at 50% Term:

F. Prior Record/Present Offense

5. Does the prior record contain predatory or sex offenses/history of previous revocations Yes No (circle one)

***Sex offenders are not eligible for early termination.**

G. Humanitarian Considerations : Does the offender have a life-threatening illness or other humanitarian consideration?

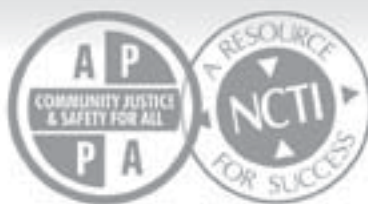
50 Percent Early Termination Timeframes

1 Year	Not Eligible for Early Termination Consideration
2 Years	Eligible for Early Termination after 12 Months
3 Years	Eligible for Early Termination after 18 Months
4 Years	Eligible for Early Termination after 24 Months
5 Years	Eligible for Early Termination after 30 Months

**Discovering a better path
is the first step toward change.**



**A partnership that provides: Cognitive Certification Training for Facilitators
and Evidence-Based Cognitive Behavior Programs**



National Curriculum & Training Institute®, Inc. • 800.622.1644 • www.ncti.org



American Probation and Parole Association 33rd Annual Training Institute

Activities at a Glance

Saturday, August 2

12:00 p.m. - 5:00 p.m.	Institute Registration
9:00 a.m. - 5:00 p.m.	Leadership Institute

Sunday, August 3

8:00 a.m. - 8:00 p.m.	Institute Registration
8:30 a.m. - 5:00 p.m.	Intensive Sessions
9:00 a.m. - 5:00 p.m.	Leadership Institute
1:00 p.m. - 4:00 p.m.	APPA Board of Directors Meeting
4:00 p.m. - 6:00 p.m.	Resource Expo Viewing
6:00 p.m. - 7:30 p.m.	Opening Session
7:30 p.m. - 9:00 p.m.	Opening Reception in the Resource Expo

Monday, August 4

7:30 a.m. - 5:00 p.m.	Institute Registration
8:30 a.m. - 10:00 a.m.	Plenary Session
10:00 a.m. - 11:00 a.m.	Resource Expo Viewing
11:00 a.m. - 12:30 p.m.	Workshops
12:30 p.m. - 1:45 p.m.	Lunch in the Resource Expo
1:45 p.m. - 3:15 p.m.	Workshops
3:30 p.m. - 5:00 p.m.	Workshops
4:00 p.m. - 6:00 p.m.	Resource Expo Viewing
5:00 p.m. - 6:00 p.m.	Reception in Resource Expo

Tuesday, August 5

8:00 a.m. - 5:00 p.m.	Institute Registration
8:30 a.m. - 10:00 a.m.	Workshops
9:00 a.m. - 11:00 a.m.	Resource Expo Viewing
11:00 a.m. - 12:30 p.m.	Workshops
12:30 p.m. - 1:45 p.m.	APPA Luncheon
2:00 p.m. - 3:30 p.m.	Workshops
3:45 p.m. - 5:15 p.m.	Workshops

Wednesday, August 6

8:30 a.m. - 9:30 a.m.	APPA Membership Meeting
9:45 a.m. - 11:15 a.m.	Closing Session

Where It All Happens

All APPA workshops, intensive sessions, general sessions, resource expo and receptions will take place in the Rio All-Suite Hotel, 3700 W Flamingo Road, Las Vegas, NV 89103.

It Pays to be an APPA Member

APPA members save \$60 in registration fees. It is not too late to take advantage of the savings. You can become a member of APPA when you register for the Institute. Just complete the membership section on the registration form, and your savings start immediately!

How You Will Benefit!

- Learn fresh, new ideas from well-known experts.
- Experience innovative programming.
- Participate in stimulating discussions with your peers.
- Enhance your current abilities and qualifications.
- Discover “what works” from professionals in the field.
- Network with your peers and learn from their diverse experience.
- View and compare the newest correctional products, technologies and services.
- Increase your current program’s effectiveness.
- Take part in exciting and fun social events.

Who Should Attend?

This Institute is “not to be missed” if you are a corrections professional involved in:

- probation
- parole
- juvenile justice
- treatment
- social work
- education or training
- victim services
- residential programs
- judicial system
- pre- and post-release centers
- restitution
- law enforcement
- public policy development
- academic studies

APPA – At Your Service!

Discover what APPA can do for you. APPA staff and board members will be on-site to answer your questions and help you get the most out of your membership. Visit the APPA booth in the Resource Expo to get immediate assistance.

Workshops at a Glance

Monday, August 4 11:00 a.m. – 12:30 p.m.

Okay, I Took the Evidence-Based Practices Course, Now What Do I Do?

Mindfully Resolving Conflicts: Facilitation for Diversity Issues

A Curriculum on Alcohol Ignition Interlocks for Practitioners

Responding To Youth with Sexual Behavior Problems and Who Sexually Offend

How Do You Spell R.E.L.I.E.F.?

Motivational Interviewing and the Probation Chief: How Probation Departments are Implementing a “Culture of Motivation”

“Officer-Involved” Domestic Violence: Strategies for Proactive Community Corrections Responses

Catch Them Doing Something Right: Goal-Based Supervision

Winning the Five-Second Fight: An Evidence-Based Approach to Survival

The Integration of New Testing Technology

Reform at the Front Lines: Building a Reform-Ready Juvenile Justice Workforce

Monday, August 4 1:45 p.m. – 3:15 p.m.

Girls Circle: Promoting Resiliency in Adolescent Girls

I Ain’t Working for Minimum Wage!

Prosecution, Rehabilitation and Restoration - A Domestic Violence Collaboration

Compstat for Community Corrections: Translating the NYPD Model

Practice What You Preach: Operating in the “MI Spirit” Not Just for PO’s!

Changing Perceptions of Working with Juveniles Who Have Committed Sex Offenses: Empowerment vs. Intervention

Stop the Revolving Door: A Collaborative Approach to Supervision of Offenders with Severe Mental Illness in Maricopa County, Arizona

EBP Checklist: Implementing Evidence-Based Practices with Quality, Fidelity and Accountability

Developing a National Offender Management Tracking System: A New Way of Doing Business

An Overview of Effective Supervision Strategies to Enhance Tribal Justice Agencies’ Community Supervision Practices

Federal Offender Reentry - The Western Michigan Experience - Accelerated Community Entry (ACE) Program

Monday, August 4 3:30 p.m. – 5:00 p.m.

How to Evaluate the Effectiveness of Electronic Monitoring/ House Arrest – Is it Working?

Mental Health and Juvenile Justice: The Texas Response

Morale – Slaying the Hydra

EBP: The Struggles and Successes of Implementation

PREA Community Corrections Standards: Updates and Implications

Playing Well in the Sandbox: An Example of How State and Municipal Government Can Support Each Other to Get the Job Done

A Reasonable Use of Force Strategy for Community Corrections Officers and Agencies

Stalking: Identifying the Crime and Supervising Stalkers

Telephone Self Reporting for Evidence Based Practice in Supervision of Lower Risk Offenders

Tellin’ it Raw and Keepin’ it Real: How to Reach Your Hip-Hop Acculturated Client (Using Cognitive Behavioral Therapy)

Delivering Deterrence through Swift and Certain Sanctions: The Results are In

Using Technology and Collaboration to Inform EBP: Getting a Complete Picture of Treatment and Sanction Information

Workshops at a Glance

Tuesday, August 5 8:30 a.m. – 10:00 a.m.

“If I Could Do It Over Again....”
Lessons Learned from the
Implementation of Evidence-Based
Practice

Positive Discipline: How to Resolve
Performance Problems

Use of Force: Selection of Self-
Defense Weapons

Tapping the Strengths of Families
to Enhance Supervision Outcomes
for Youth

It's Not What You Do, But How
You Do It: Using Influence Skills

Lessons Learned and New
Directions: Probation Officers in
Partnership with Victims in the
Criminal Process

The Perfect Caseload: An Update
on the NIJ-Sponsored Evaluation
of Caseload Size and Evidence-
Based Practice Implementation

GPS: The Evolution of Products,
Services and Users

A Solution to Recidivism: Mind –
Body Bridging

Partnering to Enhance Offender
Accountability

Enforcing Underage Drinking
Laws: A Focus on Probation
Outreach Strategies

Tuesday, August 5 11:00 a.m. – 12:30 p.m.

Managing Sex Offender Computer
Use Before it is Too Late!

The Good, The Bad, The Ugly:
Lessons of Women's Leadership
from Trailblazers

Continuous Transdermal Alcohol
Monitoring: From Research to
Practice

A Nation Concerned: Firearms
and Mental Health

The Transitional Specialist
Program: Advocating for the
Education of Youth in Detention

Victim Offender Mediation -
Healing through Communication

Thinking Matters

Making the Transition: Line Staff
to Management

Disruptive Innovations and the
Fate of Evidence-Based Practices in
Community Corrections

Project IMPACT: It Takes A
Village to Assess and Treat A Child

How Probation and Parole
Professionals Can Impact Gang-
Involved Offenders

Tuesday, August 5 2:00 p.m. – 3:30 p.m.

Caseload Size: Is Smaller Better
and, If So, Does Kiosk Reporting
Provide an Answer?

Law Enforcement N-DEX: The
Criminal Life Cycle and the
Important Role of Probation and
Parole Data

Preparing Incarcerated Women
in Transition For the World of
WorkSession Focus

When the Moment Comes Will
You Be Ready? Managing High
Risk Offender Supervision,
Community Relations and Media
Contacts in the Internet Age

Electronic Monitoring: When
Advanced Technology is Not
Enough

These Kids are Driving Me Crazy:
Understanding Adolescent
Development

Reentry Housing: Our House, It Is
A Very, Very, Very Fine House

Cognitive Behavioral Tactics: The
Next Phase for Evidence-Based
Practices

Are You Giving Your Offenders
a Pass for Alcohol Use? A Best
Practices Model for an Effective
Drug and Alcohol Testing Program

Transition from Jails and Prisons

Safety and Awareness Training for
All Staff

Tuesday, August 5 3:45 p.m. – 5:15 p.m.

Getting to Know ME and
Getting to Know YOU! “People
Differences”

Myths and Mysteries:
Implementing Evidence Based
Practices (EBP) Where You Work

So You've Decided to Implement
GPS to Track Supervisees...Now
What?

Making it Real: What
Administrators Need to Know
about Sex Offender Supervision

Project R.E.A.C.H. – Yes, We Can
Make a Difference!

A Correctional-Community
Partnership: Combining Expertise
to Improve Continuity of Care and
Community Safety

Parole Disbursements and
Probation Payments Go High-Tech

Parole and Probation Officers as
Change Agents: The Connecticut
Success Story

New Directions in DV Offender
Treatment and Assessment

Interstate Compact for Adult
Offender Supervision

Traumas of Law Enforcement

Travel and Lodging

So Much to See...So Much to Do...in Las Vegas!

Experience Las Vegas and its incredible variety of things to see and do. Dine from buffet to gourmet. Entertain yourself with top-name celebrities to spectacular stage shows. Load up your shopping bags for bargains to designer names. Swing into championship golf. Enjoy a night on the town in one of the many nightclubs or lounges. Or relax beside a refreshing pool.

Car Rental

Hertz is offering the following special car rental rates to APPA Institute attendees, available July 27 – August 13, 2008.

Car Type	Daily Rental	Weekly Rental
Economy, 2 door	\$27	\$134
Compact, 2/4 door	\$31	\$139
Midsize, 2/4 door	\$33	\$149
Fullsize, 4 door	\$37	\$170
Premium	\$56	\$239
Minivan	\$56	\$249

All Hertz rentals include unlimited free mileage. Advance reservations are recommended. Standard rental conditions and qualifications apply. Call Hertz at 1-800-654-2240 or book your reservation online at hertz.com and refer to CV#026S0009 to receive the discounted rate.

Ground Transportation

A variety of transportation services are available at the airport, including car rentals, taxi cabs and limousine service. Taxi fare from the Las Vegas McCarron International Airport to the Rio All Suite Hotel is approximately \$10 per trip. (Rates are subject to change without notice.)

Getting Around

Complimentary shuttle service is available to Rio's partner hotels - Flamingo Las Vegas, Paris Las Vegas, Bally's, Caesars Palace and Harrah's Las Vegas.

Pick up locations:

Rio All-Suite Hotel & Casino - Carnival World Buffet entrance
Bally's & Paris Las Vegas – Paris group desk
Caesars Palace - Augustus Tower VIP
Harrah's Las Vegas - Shuttle/Bus/Trolley drop off

Pick-up times are approximately every 30 minutes from each location. Shuttle operates from 10:00 a.m. to 1:00 a.m.

Visit the APPA website at www.appa-net.org for updates on lodging and Institute activities.



Rio All Suite Hotel

3700 West Flamingo Road
(888) 746-6955
Online reservations:
www.appa-net.org



All APPA Institute activities will be held in the Rio All Suite Hotel and Casino, overlooking the famous Las Vegas Strip. Standard suites are 630 square feet and include a lounge area and separate vanity and dressing area. Nationally recognized for its culinary excellence, the Rio boasts a total of 16 award-winning dining experiences, three lounges, full service spa/health club, five swimming pools, three nightclubs and numerous shopping opportunities. The Rio offers guests a wide range of entertainment on any given night, Chippendales "Ultimate Girls Night Out", "Penn & Teller" and "Tony 'n' Tina's Wedding."



Rio All-Suite Hotel.

APPA has secured a reduced rate of \$144 for single or double occupancy for

Institute attendees at the Rio All Suite Hotel and Casino. **To make lodging reservations, call the Rio at 1-888-746-6955 or visit APPA's website at www.appa-net.org.** Please state that you are attending the American Probation and Parole Association Institute to receive the group rate.

Group room rates are based on availability until July 10, 2008. A credit card is required at the time of booking and a deposit equal to one night's room and tax will be charged. A 72 hour cancellation notice is required prior to your arrival date to receive a refund of your deposit. Parking at the Rio All-Suite Hotel and Casino is complimentary.

Stay at the Rio All Suite Hotel and support your association. Staying at the Rio helps keep the cost of the Institute and membership dues down by helping us fulfill our negotiated guest room commitments to the hotel. You will also enjoy the benefits of being onsite for all Institute activities at a discounted price. Plus, you don't want to miss the opportunity to network and socialize with your colleagues in one location.



Poolside at the Rio All-Suite Hotel.

Registration Information

Student Registration – Attend Tuesday, August 5

Student registration includes all workshops and exhibit hall entrance for Tuesday, August 5. (Rate does not include lunch, however tickets may be purchased.) Student registration is available to full-time students not employed in the corrections field. Copy of student ID required with registration form. **Student registration ends July 2.**

Intensive Training Sessions

The intensive training sessions may only be attended by individuals who are full registrants of the Institute. Class size is limited for each intensive session, so pre-registration is required. If your intensive session choice is filled, you will be notified and offered an alternative session or refund.

Family Institute Registration

A special low registration fee is available to immediate family members of Institute registrants. Only immediate family members **not employed** in the corrections field qualify for this special rate. The fee is only \$75 and allows the family member to attend workshops and the resource expo. The fee does not include admission to any intensive session. The luncheon is not included; however, tickets may be purchased separately for this event.

Luncheon Ticket

A ticket for the luncheon is included in the early or regular registration fee. Registration fees for family members and students do not include a luncheon ticket. Luncheon tickets may be purchased for \$55. Extra tickets for guests may also be purchased separately.

Institute Dress

All activities of the Institute are casual dress. A sweater or light jacket is recommended for the air conditioned meeting rooms that tend to vary in temperature.

Agency Members – How to Register for Your Membership Discount

If your agency is a current APPA agency member, you can attend the Institute at the member rate. Your agency's membership must be valid through August 2008. Registration forms must be completed for each individual, mailed to APPA as a **group** with your agency's name clearly marked on the registration forms. Agency memberships will be verified. You are required to pay the regular registration fee if your agency is not a current APPA agency member.

Registration Procedures

By Mail – Registration for the APPA Institute can easily be done by mail. Just send your check, government purchase order or credit card information with your completed APPA registration form to the address shown on the form. **All registrations postmarked by July 18, 2008 will receive written confirmation.**

By Fax – For your convenience, when payment is by credit card, you may fill out the APPA registration form and fax it to (859) 244-8001, Attention — APPA Institute. All registrations faxed by July 18, 2008 will be confirmed by mail.

Internet – Register for the APPA Institute on-line at www.appa-net.org.

Payment

Payment in full for all Institute activities must accompany your registration form. Check, money order, VISA, Master Card or American Express are accepted as payment for the Institute's registration fees. Checks must be made out to the American Probation and Parole Association and payable in U.S. dollars. Payments received in Canadian dollars will be invoiced for the conversion difference plus a \$10 service fee. Registrations postmarked on July 3, 2008 or later are not eligible for the early registration fee and must include the regular registration fee. Agencies required to use a purchase order should submit the registration form with the purchase order in lieu of a check. Invoicing will be processed immediately upon receipt of the purchase order and, in all cases, payment will be due immediately.

Cancellation/Refund Policy

A full refund, less a \$50 processing fee, is available until July 2, 2008. **No refunds are available after July 2, 2008.** In order to receive a refund, written requests must be sent the APPA Institute, c/o The Council of State Governments, P.O. Box 11910, Lexington, KY 40578-1910 or faxed to (859) 244-8001. All requests for refunds must be postmarked or faxed by July 2, 2008. Registrations are not transferable.

APPA Accredited Training Contact Hours

All APPA Institute workshops have been approved by the APPA Training Accreditation Committee for 1.5 contact hours.

If you need verification of your attendance at Institute workshops, check the Contact Hour section on the Institute Registration Form. You will receive an attendance verification form and specific instructions at registration. Please note only paid Institute registrants are eligible to receive the Certificate of Verification. A \$10 processing fee will apply.

Why are contact hours valuable?

- Ensures workshop training/learning objectives
- Provides official verification of attendance at Institute workshops
- Meets professional licensing requirements

Important Dates to Remember

July 2	Last day to take advantage of early registration rates.
July 2	Deadline for early registration refund.
August 3	Institute activities begin.

Directory

Institute Registration	(859) 244-8204
Resource Expo	(859) 244-8205
Rio All-Suite Hotel	(888) 746-6955
Hertz Car Rental	(800) 654-2240
Sightseeing Information	www.visitlasvegas.com
APPA Website	www.appa-net.org



Registration Fees

Calendar of Events

2008 - 2009

April 27-30, 2008 The Power of Partnerships: Strategies for Success - 24th Annual Training Conference Louisville, KY For more information, visit: www.apaintl.org

May 4-8, 2008 AJA's 27th Annual Training Conference & Jail Expo Sacramento, CA For more information call 301-790-3930 or visit www.aja.org

May 28-31, 2008 NADCP 14th Annual Training Conference St. Louis, MO. For more information, visit www.nadcp.org/annual.html

June 2-3, 2008 Blending Addiction Science and Treatment: The Impact of Evidence-Based Practices on Individuals, Families and Communities, Cincinnati, OH. For more information, visit www.NIDABlendingConference.info

June 8-11, 2008 Middle Atlantic States Correctional Association Annual Conference and Training Institute Ocean City, MD. Visit www.masca.corrections.com or contact Henry Alexander at halexander@dpscs.state.md.us for more details.

June 9-11, 2008 9th Annual Innovative Technologies for Community Corrections Conference Denver, Colorado For more information, visit www.nlectc.org/training/commcorr.html or contact Joe Russo at jrusso@du.edu

July 14-26, 2008 8th Annual IAFMHS Conference The Interface Between Forensic and General Mental Health Services. For more information, contact Tracey Moropito at (604)924-5026 or visit www.iafmhs.org.

August 3-6, 2008 APPA 33rd Annual Training Institute Las Vegas, NV For more information, visit www.appa-net.org

August 27-30, 2008 International Association for the Treatment of Sexual Offenders (IATSO), Cape Town, South Africa. For more information, log onto www.iatso.org/08capetown/

September 28-October 1, 2008 National Conference on Addiction & Criminal Behavior St. Louis Missouri, For more information log onto www.gwcinc.com/2007_ncacb.htm

November 11-19, 2008

New England Council on Crime and Delinquency's Newport, RI. For more information and sponsorship opportunities call Lauren Dyer, 401-782-4162 or Paula J. Keating, 978-856-1255 or visit www.neccd.org

2009

February 8-11, 2009 APPA's 2009 Winter Training Institute Myrtle Beach, SC , For more information, go to www.appa-net.org

August 23-26, 2009 APPA 34th Annual Training Institute Anaheim, CA, For more information, go to www.appa-net.org

To place your activities in Calendar of Events, please submit information to:

Darlene Webb, American Probation and Parole Association, P.O. Box 11910, Lexington, KY 40578
fax (859) 244-8001, email dwebb@csg.org

Searching for a new case management solution is no easy task.



Bookmark www.justware.com today!

There are many things to consider including quality of service, vendor stability, customer references, security, customization, document automation, and ease of use. You also want to make sure you are using the latest technology so your system is not soon outdated.

How do you quickly research all this crucial information?

New Dawn Technologies provides a one-stop knowledge center for information on everything from case management solutions to the latest technologies, trends in integrated justice, and grant resources.

- Customer case studies
- Streaming videos
- Integrated justice blogs
- Latest grant news
- Technology blogs
- Updated white papers
- And MUCH more!



AMERICAN PROBATION AND PAROLE ASSOCIATION
C/O THE COUNCIL OF STATE GOVERNMENTS
P.O. Box 11910
LEXINGTON, KY 40578-1910

NONPROFIT ORGANIZATION
U.S. POSTAGE
PAID
LEXINGTON, KY 40578
PERMIT No. 355