

PERSPECTIVES

the journal of the American Probation and Parole Association



w w w . a p p a . n e t . o r g
Volume 32 Number 4 Fall 2008

POLICY AGENCY OFFENDER

EVIDENCE-BASED PRACTICES

A Force for Positive
CHANGE.

President's Message

Gary Hinzman

President's Note: I have diverted from my normal message to provide insights into the need to be prepared to respond to natural or man made disasters. I hope my insights and leadership inspire members of APPA to contemplate these critical issues.

What a Disaster! The two largest counties in the Sixth Judicial District of Iowa were the hardest hit by the historic Midwest flooding in June. Almost all city, county and federal offices were located on the banks of the Cedar River or on the island in the center of the river – hence the apropos name of Municipal Island. The Cedar which reached its highest previous flood level in 1993 at 20.5 feet went to new records with a river surge at 32 feet that lasted a couple of days. This created a lake of water 3 to 15 feet deep over 10 square miles of the concentric center of the city of Cedar Rapids. The bridges spanning the river disappeared under the water. Gas and electric power was lost for weeks. The water system was threatened for a week. The downtown business districts were devastated and 8,000 homes were lost. Government offices were also lost. Only the community college and the Department of Correctional Services were outside the flood zone.

Immediately following the historic flooding in Cedar Rapids a meeting of criminal justice officials met to discuss continued operations of basic operations and the maintenance of public safety and public order. The courts and related court officials were not able to return to their regular offices in the courthouse. It was further determined that the continued operations of the Linn County Jail were not feasible.

Law enforcement officers were still arresting offenders but had few options on where to hold prisoners. Linn County needed to identify an alternative county jail. The Linn County Board of Supervisors passed a resolution after consulting with the Linn County Sheriff and me, the Director of the Sixth Judicial District Department of Correctional Services (DCS) that designated the residential facilities of DCS as an alternative county jail. It was subsequently determined that the Chief Judge would have to promulgate new rules to detain, arraign and hold Linn County defendants and offenders. Subsequently the chief judge issued a Court Order stating that lower risk prisoners would be detained in the DCS facilities. They would be booked there and processed, they would be arraigned there before an Associate District Court Judge and they would be held under guard in the areas set aside by DCS. Linn County Drug Court was also ordered to be held in the Faches Center on the DCS complex until further notice. Subsequently all parties were notified that the operations would continue for a year as the flood damage to the court and jail buildings was significant.

Additionally DCS was asked to recruit, train and administer the program for 230 VISTA volunteers to come to Cedar Rapids and assist with flood recovery efforts. This included collaborations with not only Americorps/VISTA but also Federal Emergency Management Administration (FEMA). Locally, it required collaborations with United Way and other flood recovery efforts.

So how prepared are you to step up in time of a disaster? Actually this was my second trip in this scenario as in 1986 when I was Police Chief in Cedar Rapids we had an event labeled "Toxic Tuesday" when we needed to evacuate about 15,000 residents from the reach of the toxic plumes of a burning sewage treatment plant.

I have often written and presented about the importance of building collaborations and partnerships in your community and I can attest that in a time of emergency it is critically important to have trusting relationships already established to build further upon. Making a commitment to partnerships is an ongoing process that must be managed with faithfulness.

Probation, parole and community corrections leaders must be part of the process. They must be willing to take the first steps to build partnerships on their own, with or without new support, and they must demonstrate positive results now, under present conditions and in the environments in which they labor daily. They also must be willing



to fully assume responsibility for creating credible strategies to create partnerships that the public and other critical stakeholders value. In essence, they must chart a course for the present and the future that establishes the worth of their work and then challenge others to furnish greater support to sustain and expand upon the partnerships beyond the contributions and accomplishments of their agency. You just never know when this dedication to the process and willing to build capacity will pay off with huge dividends.

Most community partners will accept the challenge to partner and add their support to sustain and expand the partnership as it often will also meet their critical needs. If the partnership is multi-focused and continues to address and support the needs of its members, it will become institutionalized. The partners will soon learn that shared power is more effective than working in a vacuum. In a time of crisis the partners will react with poise and confidence as the taxpayers believe we should.

I know that most communities have a disaster preparedness plan. However, it is impossible to write everything into that plan to address all the potential scenarios. During Toxic Tuesday, after evacuating 15,000 during the night, the next day brought a prevailing wind shift that threatened to send the plume over the city of 120,000. The scenario changed quickly.

During the recent floods the river crest changed daily and the

river rose higher and higher beyond what anyone could predict. No one ever thought it possible to lose 90 percent of our government offices for four to twelve months.

Nature has its own way and sometimes we find ourselves feeling its wrath. Human instigated tragedy and other catastrophic events do occur. We cannot always avoid them, but we can be prepared. I would encourage you to think about how well prepared your department is to respond, react, recover and serve your community in a time of crisis. Being well prepared is a true test of leadership.

As always I have been enjoying 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. Thank you to all who expressed their concerns for my staff and the citizens of Cedar Rapids. We are well and we will be stronger. >>>▲

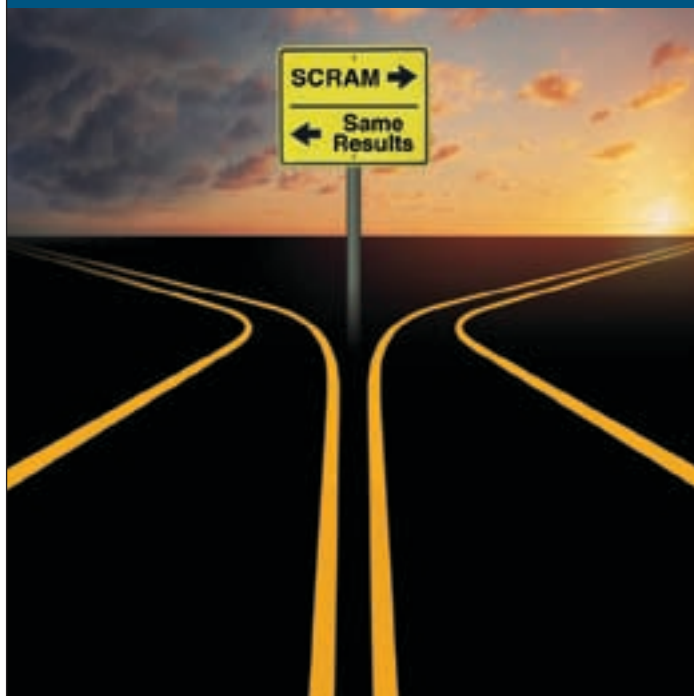
Best regards to the field,



Gary Hinzman, President

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Welcome to the fall issue of *Perspectives*. We open this issue with an unusual President's Message from Gary Hinzman. He and his staff were at the "ground zero" of the devastating flooding in Iowa this spring. Our hearts go out to all the people affected by this massive disaster. Gary turns this tragedy into a "teachable moment" for all of us, particularly those in leadership positions, about preparedness and disaster response. I had the opportunity to visit New Orleans around the same time as the Iowa floods. The Louisiana probation and parole staff gave us a tour of the regions of the city devastated by hurricane Katrina. They also talked about how the department had automated all of the files several years earlier. This enabled them to protect these valuable records from the flooding and get back in business quickly once the waters had receded. Consider the vulnerability of paper files stored, as they are in so many courthouses and government buildings, in the basement! Even though we cannot predict whether, where and when a disaster will strike, there are steps that can be taken to prepare for disaster, mitigate the impact and return to business as soon as possible. Gary's account also describes how community correctional staff and facilities played a lead role in restoring the justice system in the days and weeks after the flooding. This makes me very proud of our colleagues in Iowa.

Unless you've been asleep for the last decade, it would be hard to be unaware of the term "evidence-based practices" or EBP. This term has crept into the language of our field, into training programs and conference presentations and into the practices of probation and parole agencies across the country. The articles in this issue demonstrate this phenomenon in a number of interesting ways.

In their article, Lurigio and his colleagues address the challenges of substance abuse treatment and criminal justice. They start by looking at the problem of substance abuse from an evidence-based perspective. The evidence shows that substance abuse is a health problem, because addiction is a chronic, relapsing disease of the brain. Dealing effectively with the criminal addict requires us to respond to the addiction not by incarcerating the offender, but by treating the addiction. It should not come as news to anyone in the U.S. that incarceration is a highly ineffective means to deal with addiction. The article presents a number of programs in Illinois that integrate substance abuse treatment and criminal justice agencies throughout the criminal justice process. The recovery-oriented system of care concept is an excellent example of an evidence-based practice, and the results from the featured programs bear this out.

In their article on the redesign of the Travis County (TX) Community Supervision and Corrections Department, Fabelo and Nagy illustrate how EBP can be fully integrated into community corrections. This is critical, as EBP is a complex model with many inter-related components. To realize the full potential of the model, all aspects of the organization must be integrated. By redesigning the presentence process, the department has ensured that the information provided to the court is based on the needs of an evidence-based system, and not just what has traditionally been reported. This increases the likelihood that the sentence and the conditions of supervision imposed by the court will be consistent with EBP. In both probation and parole agencies, the decision-makers who control the flow of cases (judges and paroling authorities) play a critical role in determining both the size and nature of our workload. The impact of EBP in community corrections will be that much greater if the work of these key gate-keepers is also evidence-based.

In their article, Tatman and Schouten take EBP down to the offender level. They describe the application of a specialized assessment tool in offender supervision. One of the



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core principles of EBP is that sound assessments completed at the outset of supervision will improve the overall outcomes. The Fifth Judicial District's Department of Correctional Services has been a strong proponent of this assessment principle for many years and has developed a sophisticated assessment process. The social desirability scale helps to assess the offender's honesty in presentation of self, looking for accuracy or distortions in relation to others. Given the importance of building an effective interpersonal relationship to the supervision process, knowing an offenders potential for manipulation and accuracy in how they interact with others can be a critical piece of information.

In the Safety Update, Bob Thornton describes progress being made to develop a national process for collecting information on incidents involving community corrections staff. While an operational system is still a ways off, tangible progress has been made. This is a tribute to the determination of the APPA Health and Safety Committee. In the Technology Update, Joe Russo describes some of the emerging technologies that have applica-

tion in community corrections. Take particular note of two free tools now available from the National Law Enforcement and Corrections Technology Center.

We hope you enjoy this issue, and encourage you to let us know what you think of your professional journal. >>>▲

A handwritten signature in dark ink, reading "Bill Burrell". The signature is written in a cursive, flowing style. The background is a light, textured grey.



A Force for Positive
CHANGE.

FEATURES

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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@csg.org in accordance with the following deadlines:

Spring 2009 Issue – November 11, 2008 • Summer 2009 Issue – February 17, 2009 • Fall 2009 Issue – May 20, 2009 • Winter 2010 Issue – August 21, 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.

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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:

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specifically affect community
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Probation, Parole and Community Corrections...

A Force for Positive **CHANGE.**

The American Probation and Parole Association (APPA) is proud to support a new identity program that we believe will set the stage for greater awareness of the role of probation, parole and community corrections in community safety. The program is a new national initiative — being rolled out in states, cities and towns across the country — aimed at better communicating the important work probation and parole and supporting professionals play in keeping our communities safe.

What is a brand, and why should our profession concern itself with a discipline that sounds like something to do with cereal boxes on a supermarket shelf? It all comes down to what experts call share-of-mind or awareness. We need to make sure our profession is competing effectively for this valuable “territory.” Awareness contributes to better public understanding, support and potentially increased funding from state, county and local leaders.

Since the beginnings of the nation’s probation and parole systems, juvenile and adult corrections professionals have been a critical but often overlooked and under-appreciated link in the justice system. The community corrections field significantly affects people, communities and the nation. Some 70 percent of the adult correctional population is under the jurisdiction of probation and parole officers. Six in 10 adjudicated juvenile cases fall to community corrections for supervision.

You provide supervision and treatment resources to help people, families and communities address the issues that drive problem behavior. And importantly, you’re doing it with a suite of new technologies and processes that make you increasingly more effective in responding to the steady rise in numbers of adults and juveniles under your jurisdiction.

To assist you in implementing this brand identity in your agency and community, APPA has worked with marketing firm, Fleishman-Hillard International Communications, to produce a kit of materials and ideas. The kit contains sample news releases, tips to engage staff, sound bites for interviews, points to consider when dealing with the media and statistics that you can customize to your own needs to emphasize the importance of your community corrections agency and system. The kit can be downloaded on the APPA website at [http://](http://www.appa-net.org/a_docs/PPCC_Branding_082108.pdf)

www.appa-net.org/a_docs/PPCC_Branding_082108.pdf.

This project also introduces a logo and tag line that we are asking you to use in a number of ways. A Force for Positive Change contains connotations to the importance of keeping those under supervision accountable as well as many of the skills used by today’s probation and parole officer such as motivational interviewing and cognitive behavioral change. The tagline typography shows forward motion, but also some of the stops and starts experienced by many individuals under supervision.

Today’s probation, parole and community corrections system has an exciting story to tell and one that we hope you will consider now as this campaign is launched. As officers, supervisors, administrators and staff working to supervise and intervene with offenders in our communities, you are indeed, A Force for Positive Change.

For more information about this campaign, please contact Diane Kincaid, Information Specialist for APPA at (859) 244-8196 or dkincaid@csg.org.

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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.

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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.

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National Association of Probation Executives	

Hazardous Duty Statistics: An Update

As previously discussed in this column, the APPA Health and Safety Committee has been working with various agencies to explore the feasibility of establishing a national process and central repository for hazardous duty information regarding incidents that occur to parole, probation and community corrections personnel. Two avenues are currently being explored: use of the FBI's NDEX system which is currently under development, and the collection of data by the Bureau of Justice Statistics (BJS).

The NDEX system would require the development of a standardized questionnaire that would be submitted to each probation, parole and community corrections agency and would also require

development of a system for follow-up with each submitting agency. With BJS, they would collect and compile the information, much like other information they currently collect and publish

To explore the feasibility of the collection process, BJS has begun by submitting materials that were published in the Federal Register (Vol. 73, No. 122; Tuesday, June 24, 2008) for a 60-day public comment period (ending August 25, 2008) on their annual probation and parole surveys, which are being reviewed for extension. Included in the materials is mention of questions that aim to determine whether parole and probation authorities collect data on the number of serious assaults or deaths of parole and probation officers while in the


line of duty and the number of such assaults or deaths.

The pertinent information begins at the bottom (right hand column) on page 35712 of the Federal Register Volume listed above and continues through the middle of page 35714. BJS encourages you to comment on this and the contact person is listed in the second paragraph of page 35713. After the 60-day comment period, there will be another 30-day comment period. The materials for the 30-day comment period will include copies of the questionnaires.

Additionally, BJS is convening a working group meeting to discuss the planned census of probation agencies. While still in the early design stages, BJS has decided they will attempt to gather information on hazardous duty statistics in this census. The main purpose of the working group meeting is to discuss issues related to identifying probation agencies, capturing information about the organization of these agencies, staffing, costs and functions. As BJS works on the census of probation agencies, they will be able to field test additional items related to hazardous duty statistics that cannot be included immediately in the annual surveys referenced above.

The Health and Safety Committee has encountered many "dead ends" in their efforts to establish a process for the collection of hazardous duty statistics nationally. While it is too early to claim success, the cooperation of both the FBI and BJS gives hope that such a data-base will be established in the not-to-distant future. >>>▲

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



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substance abuse measures

Field Tools for Managing Sex Offender Computer Use

The National Law Enforcement and Corrections Technology Center recently hosted the 9th Annual Innovative Technologies for Community Corrections Conference. This event provides information about how technology is being used

by probation and parole officers to enhance mission performance and also provides a glimpse at some new and developing technology. In this Technology Update, I'd like to provide a recap of some of the more interesting workshops that were offered.

Technology to Assist Training

Representatives from the Multnomah County (OR) Department of Community Justice presented a workshop on Video Simulation Training. This technology has been used extensively by law enforcement primarily as a firearms training tool but Multnomah County has taken great initiative by developing customized scenarios particular to the community corrections environment. To help provide firearms instruction as well as overall officer safety training, the agency created a series of scenarios that an officer might face both in the office and in the field. The officer is then run through these scenarios via the interactive system in order to test their proficiency and judgment with the weapon being used (firearm, chemical agent, etc.). The ability to create realistic scenarios with endless branches depending on officer response has prompted the agency to look into using the technology for other training applications such as motivational interviewing, radio training and court room testimony.

Alcohol Testing Technology

One workshop presented information about an innovative approach to alcohol testing that utilizes near-infrared spectroscopy to non-intrusively measure alcohol content in the body tissue. The device, offered by TruTouch Technologies, uses a light source, an optical detector and a spectrometer to analyze the chemical makeup of the subject's tissue and measure his/her alcohol levels. As currently configured the device examines a small area of the subject's inner forearm, but other parts of the body may be examined as well. The device can be set up for unsupervised



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testing in a probation office, the offender's home or could potentially be integrated with existing technology such as reporting kiosks. A particularly interesting aspect to this particular technology, according to the developers, is that the data collected via the chemical analysis of tissue content can serve as a biometric, that is, once enrolled the device will recognize the person when he or she comes back for testing. During the workshop practitioners from the Alternative Sentencing Program in San Juan County (NM) and Keystone Correctional Services (PA) described their experiences with the technology.

Technology to Assist in the Remote Monitoring Offenders

One very interesting presentation was given by representatives of United States Probation Department's Hawaii and Montana Districts. Faced with limited resources and very large geographic areas

to cover these districts are part of a pilot to evaluate the use of technology to remotely monitor offenders. The project is called the Satellite Drug Detection Supervision Reporting and it combines a number of different technologies to allow an officer to conduct an interview from hundreds of miles away. The system is basically a reporting kiosk with the following components: audio/visual communications to allow the officer to see and hear the offender; fingerprint scanner for identification; scanner and scan paper return for processing documents and an EyeCheck Pupillometer to detect offender impairment due to drugs or alcohol. All interactions are conducted through high speed Internet lines.

Offender Location and Tracking Technology

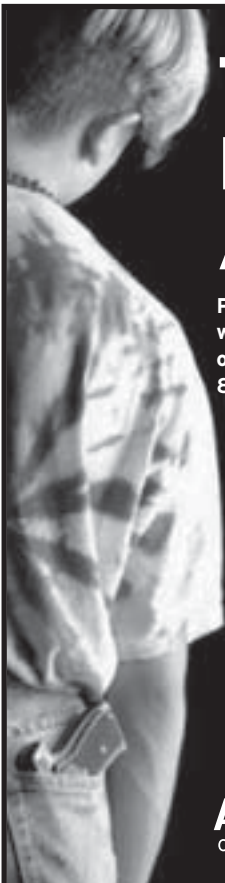
As most of us know by now the great limitation of GPS technology as a location and tracking tool is its limited utility once

offenders go indoors. A presentation from the Rosum Corporation discussed the use of television signals as a way of tracking offenders when they enter structures and are out of satellite view. TV signals are very powerful and easily penetrate through buildings. This capability offers an important complement to GPS-based tracking which of course works well outdoors. The Rosum Corporation is working on a product that will combine the two technologies to deliver uninterrupted coverage.

Free NIJ Funded Tools

During the conference two new NIJ funded technology related tools were introduced. The first is the Electronic Supervision Toolkit which was developed through Noblis a nonprofit science, technology and strategy organization. The toolkit was designed to assist practitioners with program planning, evaluation/testing and RFP development activities related to

Continued, next page




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implementing offender tracking technologies. The toolkit consists of an executable program that contains multiple wizards. Users respond to questions posed by the wizards and background logic automatically creates related documents such as a Program Planning Guide; an Evaluation/Testing Guide and an RFP Development Guide. The toolkit is available free of charge at the Electronic Monitoring Resource Center - <https://emresourcecenter.nlectc.du.edu>

The second tool is software called Field Search- MAC. This software was developed by the National Law Enforcement and Corrections Technology Center and was designed specifically for use in the field by non-technical probation and parole officers to quickly and easily search a sexoffender's computer and create a detailed report of their findings. Previous versions of Field Search only worked on Windows-based operating systems. More and more offenders are moving toward MACs in part because they knew it was difficult for authorities to monitor activity on those systems. Field Search-MAC was created to close that gap. For your free copy of Field Search-MAC please visit <https://www.justnet.org/fieldsearch>. This is just a small taste of the technologies presented at this past conference. For more information about the conference in general or to view the presentations from the conference, please visit www.nlectc.org/training/commcorr.html >>▲

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.

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The American Probation and Parole Association expresses its deepest gratitude to the following companies for their generous support of the APPA 33rd Annual Training Institute. Their contributions have truly 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!

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Recent Research on Illegal Drug Markets

"The Relevance of Peace to Studies of Drug Market Violence." Scott Jacques and Richard Wright *Criminology* 2008. 46: 221-253.

Selling drugs is certainly a dangerous business. Rival drug dealers will fight over territory. Dealers will be victimized by robbers and commit violence in retaliation. They will attack informers and debtors. The authors of this study argue, however, that we should be cautious about overgeneralizing drug market violence. "Many markets," they write, "experience little or no serious violence and even the most violent drug markets are peaceful most of the time" (p.223). Their study explored the nature of violence in drug markets and how they provide a carefully constructed typology of how drug markets include both violent and peaceful social interactions.

To find out about how drug markets work, Jacques and Wright went right to the source. They interviewed 50 active or recently active unincarcerated drug dealers in two states. In Georgia, they recruited 25 dealers from middle-class backgrounds. All were White and between 18 and 23 years old. All had graduated from high school, most were in college. Few had ever

been arrested or convicted of a crime. This group primarily sold marijuana, ecstasy, cocaine and hallucinogens such as LSD and mushrooms. None sold crack cocaine or heroin. The second group of dealers was from St. Louis, Missouri. These 25 interviewees were Black, from low-income neighborhoods and tended to be older than the other group, with an average age of 30. Only eight had graduated from high school, none from college. With this group, arrests and convictions were common. While some only sold marijuana, most sold crack and heroin.

From these interviews, we learn quite a bit about the nature and range of activity within illegal drug markets. The researchers first distinguish broadly between behavior associated with "resource exchange" and behavior associated with "social control." Resource exchange refers to any kind of transfer of goods, whether they were given as a gift, bought or traded or taken or stolen. Social control refers to the various social systems that regulate resource exchanges.

For example, it may be tempting to rob a drug dealer because he or she is likely to have cash or a valuable commodity, but the threat or reality of retaliation is a form of social control that can serve as a deterrent. Jacques and Wright identify five forms of resource exchange in the drug market and five forms of social control.

The drug market is a form of commerce; so of course, the most common form of resource exchange in the drug market is the sale. If buyers and sellers cannot conduct this exchange in relative safety, the market would disappear. Predation is the form of resource exchange that involves taking without giving in return. It can certainly be violent. But predation also includes stealth. A stealth predation has no direct contact between buyer and seller. This generally includes theft of a dealer's stash. Another form of predation is fraud. For example, the authors describe how the interviewees were sometimes paid with counterfeit money or sell drugs that are

Continued, next page

Varieties of Social Interaction in Illegal Drug Markets

Resource Exchange	Social Control
Sale	Toleration
Gift	Retaliatory Violence
Violent Predation	Retaliatory Theft or Fraud
Stealth Predation	Negotiation
Fraudulent Predation	Avoidance

fake or at a less-than-promised weight. Sometimes, buyers will offer food cards instead of cash. Here is an example from their research:

Hustler: They got food stamps. You know you get the food stamps and they cancel the card on your m-f...ing a...

Interviewer: So how often does that kind of stuff happen to you?...

Hustler: Oh man, probably ten, fifteen or twenty times man. Lot of times.

Predation is common in the drug market since it falls outside the normal regulatory controls of legitimate business systems. But resource exchanges are not all predatory. Giving away illegal drugs may be surprisingly common. The authors point out that in the 2001 National Household Survey on Drug Abuse, 58 percent of respondents reported

acquiring marijuana for free (p.232). In their study, gifts of drugs to family members were frequent.

Social control is defined as the system of influence that creates order in society. In the drug world, social control is particularly intriguing because it cannot rely on society's most common mechanism of social control—the legal system. A cocaine buyer who is short-changed is not likely to seek redress through the courts. Often times, such behavior is tolerated because the options are limited. The researchers asked one informer what he did when he learned who had stolen his drug money and he answered, "F...ing nothing, I mean what am I gonna go do—shoot him?" (p.243).

Some dealers would answer, "yes," to this man's question. Violence is, in

fact, a form of social control. It is used to punish sellers or buyers who fail to live up to their end of the bargain. As one of the researcher's informants stated, "Hey, shoot outs, killings, whatever, that's what it's about, that's what the game is about, it's about killing, making money and whatever. "You know, you f...up, you get killed" (p.239). But the researchers were particularly interested in defining nonviolent, nonlegal forms of social control, partly because scholars have paid little attention to these in the past.

Retaliation sometimes takes the form of theft or fraud instead of violence. A dealer, for example, described how he broke into a buyer's house and stole his TV in response to a delinquent payment. "I needed something that was worth money," he said (p.241). Negotiation is another form of social control. Through bargaining, disputes about drug transactions are commonly resolved and how drug dealers develop the communication resources for negotiation could be a rich area for future research. Social order is also maintained by avoidance. When dealers don't trust one another or their customers, typically because they are worried about fraud or snitching, it is common for them to exit the partnership, cutting off their social ties and their communication.

The researchers argue that the drug market is largely organized by nonviolent forms of exchange and control. But because of the drama of violence, these other forms are often overlooked and it is important to understand the full range of social activity that organizes the illegal drug trade. ►►▲

David R. Karp is Associate Professor of Sociology and Interim Associate Dean of Student Affairs at Skidmore College in Saratoga Springs, New York.

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Call for Presenters

American Probation and Parole Association
34th Annual Training Institute
Anaheim, California • August 23-26, 2009

The American Probation and Parole Association is pleased to issue a call for presenters for the 34th Annual Training Institute scheduled to be held in Anaheim. 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
- Staff Health & Safety
- International Issues
- Staff Development/Training
- Juvenile Justice
- Victims
- Direct Supervision/Line Staff Issues
- Evidenced - Based Practices
- Diversity
- Judicial
- Collaborative Effort
- Technology
- Intensive Workshops
- Federal Initiatives and Corporate Sponsors
- Leadership
- Offender Programs
- Restorative Justice
- 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: Indicate session length.

- Workshop, 90 minutes (workshops held on Monday, August 24 and Tuesday, August 25)
- Intensive sessions, 4 to 8 hours (intensive sessions held on Sunday, August 23)

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 **November 14, 2008** to juliehowe@orianahouse.org. Questions regarding submissions should be directed to the National Program Chair:

Julie Howe
Oriana House
P.O. Box 1501, Akron, OH 44309
Phone (330) 535-8116, Email: juliehowe@orianahouse.org

Workshop proposals should be received no later than November 14, 2008 and must be received in electronic format in order to be considered. Annual 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.

Notice of Amendment to the APPA Constitution – APPA Lifetime Membership

As required by the APPA Constitution, this is official notification of a new membership category, Lifetime Membership. This new membership category was voted on and approved at the general membership meeting held during APPA's recent 33rd Annual Training Institute in Las Vegas, Nevada. The amendment will be included in the APPA constitution under Article IV – Membership and will be listed as item i. Category 9 (Lifetime Membership).

Lifetime Membership

Lifetime membership is open to individuals with 25 years of experience working

in the adult and/or juvenile community corrections field. Lifetime membership is open to individuals who have been an individual member of APPA for at least 10 years. During their membership in APPA, an individual submitting an application for a lifetime membership must have held at least one of the following positions: region representative; affiliate representative; committee chair; APPA award recipient; executive committee member; program chair or host committee chair. Although they will be required to pay the APPA lifetime membership fee, all APPA past presidents are automatically eligible

to apply for a lifetime membership. The lifetime membership fee must be a onetime payment to APPA. Upon meeting the qualification criteria and paying the lifetime membership fee, the lifetime member will receive all of the benefits of an APPA individual member.

Lifetime membership fee is \$300. For more information regarding the Lifetime Membership, please contact Susan Frank at sfrank@csg.org or 859-244-8207. Further details on how to join this new membership category will be available on APPA's website at www.appa-net.org. >>>



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A Look Back.....







American Probation and Parole Association Awards

Recognize, Acknowledge and Celebrate...



APPA presents several prestigious awards that recognize your most distinguished professional achievements and allow you to share best practice ideas with your peers. Award nominations are accepted twice each year and are presented at the APPA Annual and Winter Training Institutes.

Nominations are being accepted for the following awards to be presented at the APPA Winter Training Institute in Myrtle Beach, South Carolina - February 8-11, 2009:



APPA President's Award

The APPA President's Award recognizes exemplary community corrections programs or projects which serve to advance the knowledge, effectiveness and the integrity of the criminal justice system. APPA seeks to recognize visionary organizations that have exemplified the management and innovations necessary to lead community corrections into the next decade. The APPA President's Award will be given to the community corrections program which meets a combination of the following criteria:

- The program either changes or contributes to the broad field of community corrections and helps to move the field forward.
- There is a clear correlation between the goals of the program and their effect (impact).
- The program makes a difference that is supported by impact data.
- The elements of the program which make a difference can be replicated by others.
- There is clear evidence of the supportive nature of its environment.
- The program will be qualitatively evaluated on the following characteristics: program implementation process; client assessment practices; program characteristics which match the client's needs; therapeutic integrity; relapse prevention techniques; and staff characteristics and evaluation.



APPA Award for Excellence in Community Crime Prevention

The APPA Award for Excellence in Community Crime Prevention seeks to recognize community corrections agencies, or community crime prevention programs coordinating with a community corrections agency, that have integrated community crime prevention initiatives into the traditional roles of supervision, intervention and sanctioning of offenders.



APPA Community Awareness Through Media Award

This award recognizes a media broadcast, publication or film capable of reaching a national audience that broadens the public's awareness and understanding of issues in the American criminal justice system in an accurate, fair and balanced manner, through sharing the vision of APPA. Such media coverage has the potential to improve community awareness and understanding of the community corrections profession.



Joe Kegans Award for Victim Services in Probation and Parole

This award honors an individual working in community corrections who has provided exemplary services to victims of crime. This distinguished award was established as a tribute to the late Judge Joe Kegans, a founding member of APPA's Victim Issues Committee, who devoted her career as a jurist to bettering the lives of all with whom she came into contact. Nominees for this award may be living or deceased, and preference will be given to community corrections professions or volunteers who have personally experienced criminal victimization and have used that experience to help others.



American Probation and Parole Association Awards

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- **Professional and Community Activities** – Identify memberships, offices held and awards received.

**Note – A curriculum vitae or resume containing the information above may be substituted.*

Testimonials – Two testimonials from a variety of different supporters from the profession, treatment services, law enforcement, victims, clients or the community, as appropriate for each award.





American Probation and Parole Association Awards

Winter 2009 Awards Nomination Form



Information on Award Nominee:

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Eligibility

1. Recipients of the APPA awards presented at the Winter Institute are not required to be a member of APPA.
2. Members and non-members of APPA may submit multiple entries in each award category.
3. Nomination entry form and all supporting materials must be submitted by November 14, 2008.

Award Recognition

In an effort to give each recipient the recognition deserved for such outstanding work, APPA has divided the presentation schedule between the Annual and Winter Institutes. Nominations for awards presented at the APPA Winter Institute are due by November 14, 2008.

Submit this form along with all supporting documentation by November 14, 2008, to:

APPA Award Nominations, American Probation and Parole Association, 2760 Research Park Drive, Lexington, KY 40511-8410, Fax: (859) 244-8001. Questions concerning APPA Awards may be directed to Susan Frank at (859) 244-8207 or sfrank@csg.org.

APPA provides one of the few national awards programs where your peers acclaim your achievements in the community corrections profession. Recognize your peers and effective programming by submitting a nomination for these awards. For more information on APPA awards, call (859) 244-8207.

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Darrin Dill
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San Francisco, CA

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APPA Members of the Year



Gary Bushkin
President
NCTI, Inc.
Phoenix, AZ



Denny McFarland
Hearing Officer (Ret)
Georgia Dept. of Corrections
Atlanta, GA

For 2008, the APPA Awards Committee selected two recipients of the Member of the Year Award. Both Mr. Bushkin and Mr. McFarland have contributed many years to the success of APPA. Gary Bushkin is the current chairperson for the APPA Membership Committee and has put in place several plans for both increase membership as well as maintain current members. He has also been instrumental in coordinating fund raising events for APPA that have resulted in significant savings for the association. Mr. Bushkin's contributions were especially important to the success of APPA's 25th Annual Training Institute and the recent 2008 Winter Training Institute both held in Phoenix. The time, effort and determination Gary Bushkin takes to make APPA as successful as possible is sincerely appreciated by all members.

Denny McFarland has played many roles within APPA over the past 19 years of membership. Mr. McFarland took part in APPA's mission and vision development in the 1990s; he has held numerous committee positions including serving on the Executive Committee from 2001 to 2007; he is the current affiliate representative for the Georgia Probation Association; he has participated in several Institute workshops as both presenter and moderator. This year, Denny McFarland served as Program Chairperson for the 33rd Annual Training Institute here in Las Vegas. Denny McFarland's contributions to APPA have been a wonderful example of support for the field of community corrections and are truly worthy of this recognition.

Walter Dunbar Memorial Award



Raymond H. Wahl
Juvenile Court Administrator
Administrative Office of the Courts
Salt Lake City, UT

Ray Wahl's expertise in the field of juvenile justice is nationally recognized and he has served in numerous capacities to advance the field. Mr. Wahl is a consultant to the Interstate Compact for Juveniles and he has provided technical assistance to several states on electronic monitoring programs. He is also a consultant to the National Institute of Corrections on several topics. In addition to APPA, Mr. Wahl is a member of many other associations; Western Correctional Association, American Correctional Association, National Council of Juvenile and Family Court Judges and is a member of the steering committee for the Center for the Promotion of Mental Health in Juvenile Justice at Columbia University. Ray Wahl's service to APPA includes his tenure as President of the association from 2001-2003 as well as acting as local host for the 1997 and 2003 Winter Training Institutes in Salt Lake City.

University of Cincinnati Award



Marlene Beckman
Sr. Program Analyst
National Institute of Justice

Marlene Beckman has for many years been a supporter of a national research agenda and significant research funding that aids in understanding how the specific tasks performed by community corrections professionals can produce better results that enhance public safety and cost efficiency. Ms. Beckman draws together experts in the field of community corrections for NIJ's Community Corrections Research Network (CCRN). The CCRN is comprised of agency researchers at the state and local level who are utilizing data and research to improve community corrections policy and practice. Ms. Beckman has also been instrumental in bringing worthwhile presentations to APPA Institutes for many years. Through her many efforts, the field of community corrections has been strengthened and will continue to reap benefits into the future.

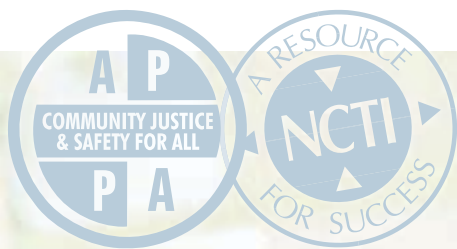
Sam Houston State University Award



Anil K. Goswami
Sr. Probation and Parole Officer
Virginia Dept. of Corrections
Radford, VA

Anil Goswami is co-author of "Prescription Drug Abuse Among Prisoners in Rural Southwestern Virginia" published in the Journal of Addictive Diseases in 2007. The work sought to better understand the role of OxyContin as a drug of abuse in Western Virginia. A probation/parole officer since 1992, he is also a certified substance abuse counselor and has a particular interest in substance abuse issues and their impact on community corrections. Mr. Goswami is known to friends and colleagues as a man of impeccable integrity with the ability and talents to positively affect the offenders he supervises.

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Registration

INFORMATION

Student Registration – \$49 Attend Tuesday, February 10

Student registration includes all workshops and exhibit hall entrance for Tuesday, February 10. 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 January 9.

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 museum expo. The fee does not include admission to any intensive session.

Institute Dress

All activities of the Institute are casual dress. A sweater or light jacket is recommended for the 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 February 2009. 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 January 9, 2009 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) 244-8201, Attention — APPA Institute. All registrations faxed by January 9, 2009 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, MasterCard 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 US dollars. Payments received in Canadian dollars will be invoiced for the conversion difference plus a \$30 service fee. Registrations postmarked on January 9, 2009 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 January 9, 2009. No refunds are available after January 9, 2009. In order to receive a refund, written requests must be sent the APPA Institute, c/o The Council of State Governments, ECX Box 11910, Lexington, KY 40578-1910 or faxed to (859) 244-8201. All requests for refunds must be postmarked or faxed by January 9, 2009. 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.

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Important Dates to Remember

January 9	Last day to take advantage of early registration rates.
January 9	Deadline for early registration refund.
February 8	Institute activities begin.

Directory

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POLICY

This article presents the argument that the criminal justice system can become an effective apparatus for the delivery of large-scale behavioral healthcare services. Based on public health and recovery models of addiction and grounded in evidence-based practices, criminal justice agencies at the pre- and post-adjudication levels can forge productive and lasting relationships with drug treatment agencies to provide a continuum of recovery services to stop the costly cycle of relapse and recidivism. Such partnerships can be fostered by an independent infrastructure that bridges the cultural, organizational, structural, and philosophical chasms that have divided the two systems (criminal justice and substance abuse treatment), resulting in more effective and coordinated care for criminally involved people with substance use and psychiatric disorders. This paper also describes examples of successful collaboration between the criminal justice and drug treatment systems in Illinois.

EVIDENCE-BASED PRACTICES

EVIDENCE-BASED PRACTICES IN THE INTEGRATION OF CRIMINAL JUSTICE AND RECOVERY- ORIENTED SYSTEMS OF CARE

Evidence-Based Practices

The field of substance abuse treatment has acknowledged the importance of adopting practices that are supported by valid research. Such treatments have proven their ability to reduce substance use and its deleterious consequences. Known as evidence-based practices (EBPs), these interventions include specialized screening and assessment tools (e.g., motivational interviewing), diverse treatment structures (e.g., small groups) and techniques (e.g., cognitive behavioral therapy) and varying levels of care and approaches for people at different stages of recovery. Treatment programs that adopt EBPs have certain common characteristics in terms of their size and services. In addition, such practices are more likely to be implemented and sustained in organizations whose cultures and leadership styles are receptive to innovation (Friedmann, Taxman, & Henderson, 2007).

Addiction is a chronic, relapsing brain disease that requires long-term management; hence, EBPs are most effective in a recovery-oriented system of care. Such a system integrates and coordinates the delivery of services throughout the recovery process—from active drug use and institutional treatment, to ongoing support and a productive, drug-free life in the community. In the absence of an integrated system of care, a client who does well in an EBP but does not make the transition successfully to a network of recovery support is likely to relapse (Taxman, Byrne, & Thanner, 2003).

EBPs have not been integrated into a recovery-oriented system of care for people involved in the criminal justice system, which has led to poor outcomes for offenders, families, and communities. Between 45 and 53 percent of prisoners require substance abuse treatment but only a fraction of them (15 to 17 percent) actually receive it (Mumola & Karberg, 2006). The ten-fold increase between 1980 and 1999 in the number of persons sent to prison for drug crimes has stretched criminal justice and correctional resources to their limits and has undermined the justice system by draining resources that could be used more wisely and effectively. A revolving door of continuing drug use, crime, and incarceration has been created by the failure to meet the service needs of the massive number of substance abusers in the criminal justice system (Bureau of Justice Statistics, 2002).

The criminal justice and correctional systems should explore large-scale mechanisms for improving the health of individuals and communities instead of serving simply as instruments of social control. Prisons and jails currently provide a wide array of mental health and substance abuse services and are the largest behavioral healthcare settings for the nation's poorest populations (Human Rights Watch, 2003). Corrections can become an even more effective behavioral and social change agent by continuing to provide access to substance abuse treatment, confronting problems related to criminal thinking and behavior, and holding offenders accountable for their crimes. With an independent infrastructure to bridge the criminal justice and drug treatment systems, they can coordinate their efforts to

deliver a recovery-oriented model that consists of EBPs and a public health approach in response to the problem of addiction within the criminal justice population.

Impediments to a Recovery-Oriented System of Care

Acute care. Substance abuse treatment programs in the United States, including those implemented in correctional settings, have been designed as acute care models of service delivery, implementing an encapsulated set of specialized services of increasingly short duration. Upon “graduation” from such abbreviated interventions, clients and their families are given the false impression that recovery is complete and self-sustainable and that there is no need for ongoing professional assistance (White, Kurtz, & Sanders, 2006). Despite the widespread recognition that short-term treatment is inadequate and that long-term recovery management is crucial for successful outcomes, funding streams and institutional imperatives have encouraged the implementation of acute care models (White, Kurtz, & Sanders, 2006).

Individual success in substance abuse treatment programs is typically evaluated on a program-by-program basis by measuring client abstinence, completion of program requirements and adherence to program rules. The acute care perspective has its greatest pernicious effects on offenders making the transition from prison-based substance abuse treatment programs to community aftercare services. Prison-based substance abuse treatment is most effective when linked to community aftercare services (Martin, Butzin, Saum, & Inciardi, 1999; Wexler, Melnick, Lowe, & Peters, 1999). However, thousands of ex-offenders leave prison-based programs annually without access to community-based follow-up services. In addition, many community treatment programs lack the flexibility to engage and retain clients who have been recently released from the criminal justice system. Furthermore, these programs rarely integrate EBPs that treat criminogenic tendencies (e.g., criminal thinking) with those that treat substance abuse and dependence disorders.

Recovery management. Although strong empirical evidence supports the effectiveness of the recovery management model, the criminal justice system is unlikely to embrace such approaches. Disparate cultures and paradigms characterize the drug treatment and criminal justice systems. Professionals in these fields often communicate poorly with one another and aspire to achieve different goals with the same clients. (Martin,

Butzin, Saum, & Inciardi, 1999; Wexler, Melnick, Lowe, & Peters, 1999). Consequently, offenders who actually receive treatment are likely to become lost between providers or systems, leading to high rates of relapse and recidivism.

A Public Health Approach to Addiction

Addiction as a public health problem. The most widely used definition of *health* is found in the World Health Organization’s (WHO) charter: “Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity” (World Health Organization, 1946). The WHO expanded this definition in its 1986 *Ottawa Charter for Health Promotion*, reiterating that health is “a resource for everyday life, not the objective of living. Health is a positive concept emphasizing social and personal resources as well as physical capacities.” Therefore, by this definition, drug addiction is a serious public health problem that adversely affects all of these domains. Drug abuse and dependence are formidable threats to public health and safety, costing hundreds of billions of dollars in yearly healthcare expenditures, crime, lack of productivity, and job loss (Hoffman & Fromeke, 2007).

Illegal drug use in the United States cost nearly 200 billion dollars in 2002; approximately two-thirds of that amount (129 billion) consisted of economic losses attributable to people’s inability to work due to drug-precipitated illness, premature death or incarceration. The treatment of healthcare problems affecting drug addicts cost 16 billion dollars, while drug-related criminal justice and welfare expenses totaled 36 billion dollars in 2002 (Office of National Drug Control Policy, 2004). Addiction can also result in intangible costs, such as homelessness, academic failure and troubled relationships. It is one of the most pervasive and intransigent mental health disorders in the world, affecting the thoughts, feelings and behaviors of millions of people annually (World Health Organization, 2004).

Costly drug-control policies. The enforcement of drug laws has been punitive and exorbitantly expensive in criminal justice and social costs (MacCoun & Reuter, 2001). In 2000, for example, federal and state governments spent more than 38 billion dollars on drug enforcement. During the first half of 2006 alone, the War on Drugs cost federal and state governments more than 30 billion dollars (Drug Sense, 2006). In addition, drug-law enforcement initiatives have contributed substantially to the costs of building and maintaining prisons, the number of which has increased fourfold in the past 20 years.

Despite these massive efforts and expenditures, no evidence

supports the conclusion that the passage and enforcement of more stringent drug laws have reduced illegal drug use and sales or any other type of crime (MacCoun & Reuter, 2001; Tonry, 1995; Zimring, 2001). Unlike other public health problems of this gravity and scope, addiction has been regarded as a crime, not as a disease. For the past two decades, hundreds of thousands of people have been imprisoned for drug and drug-related crimes—a policy that has done little to reduce rates of addiction or crime but that has produced numerous unbidden consequences, including the disproportionate incarceration of minorities for drug law violations (Lurigio, 2006).

Treatment effectiveness. Numerous studies have demonstrated the cost-effectiveness and benefits of drug treatment (Center for Health and Justice, 2006). The economic benefits of drug treatment accrue mostly from reductions in incarceration, criminal victimization, medical treatment and lost wages (Hoffman & Fromeke, 2007). A recent study in California found that the state saved 7,500 dollars in aggregate reductions in crime and incarceration for every person treated for addiction (Ettner, Huang, Evans, Ash, Hardy, Jourabchi, & Hser, 2006). A similar study found that every dollar spent on drug treatment resulted in an average of seven dollars in savings stemming from decreased crime and its corollaries (e.g., increased employment and major reductions in healthcare expenditures) (McCarthy, 2007).

An extensive review of hundreds of studies of drug treatment programs found drug treatment to be effective in reducing drug use and crime while improving the health and social functioning of persons in recovery, especially for those who participated in programs with EBPs (Belenko, Patapis, & French, 2005). Furthermore, the review showed that drug treatment yielded robust economic benefits arising from savings in the costs of crime, incarceration and victimization as well as reductions in health care expenses and other medical costs. The review's authors concluded that "it is clear from research on the economic impacts of substance abuse and addiction on health, crime, social stability and community well-being that the costs to society of *not* treating persons with substance abuse problems would be quite substantial" (Belenko, et al., 2005, p. 58, authors' italics).

Treating addiction as a crime rather than a brain disease compounds its negative impact on individuals and communities in terms of health and public safety. Most addicted individuals emerge from behind bars with untreated substance use disorders. Moreover, while in prison they are likely to have been exposed


to a variety of contagious diseases, which are prevalent in prison facilities; to have learned criminogenic behaviors and antisocial sentiments, which undermine contributive citizenship; and to have lost the connections with family and friends, which are critical to their healthy reintegration to society.

Reentry crisis. The number of inmates returning annually from prisons has reached monumental proportions (Beck, 2000). Across the country, 700,000 offenders leave prison each year to resume their lives, often in poor and crime-infested neighborhoods (Sabol, Minton, & Harrison, 2007). More than 95 percent of prison inmates nationally are eventually released from prison, 80 percent of whom are placed on parole supervision (Hughes & Wilson, 2004). On average, 1,600 former inmates from state and federal prisons are daily to confront the challenge of reintegrating into their communities (Travis, 2005).

The difficulties that face released inmates include finding a home and job; reorienting to family life; resuming or continuing their education; and accessing treatment for their psychiatric, substance use and other behavioral problems. Among state prisoners released nationwide in 1999, 25 percent were dependent on alcohol, 14 percent suffered from mental illness and 12 percent were homeless at the time of their arrest (Hughes & Wilson, 2004). The failure to respond to these difficulties keeps the revolving door of subsequent arrests and incarcerations turning (Austin, 2000). Nationally, two-thirds of former inmates are rearrested within three years of release, suggesting that more intensive efforts should be made to assist them in their transition from prison to the community (Langan & Levin, 2002; Petersilia, 2003).

Today's released inmates encounter more serious obstacles to reentry. For example, current cohorts of returning inmates are less likely to take advantage of employment and vocational programs that would promote the reentry process. They are more likely to be women, older, unemployed and unemployable, estranged from their social networks or in need of mental health and drug treatment services (Travis, Solomon, & Waul, 2001). Former prisoners also are more likely to return to poor urban neighborhoods where they often resume their illicit drug use and criminal activities. Their presence in these neighborhoods diminishes public health and safety and leads to higher rates of unemployment and homelessness (Lynch & Sabol, 2001).

Although formerly incarcerated people rely heavily on public health care services, they tend to return to communities that have few health care resources and a threadbare social net (Rand Corporation, 2003). In addition, a felony conviction frequently



prohibits returning inmates from obtaining a professional license, renting a unit in a public housing facility, or receiving Supplemental Security Income or other federal entitlements. All of these restrictions limit their chances for successful reentry (Solomon, Waul, Van Ness, & Travis, 2004).

The revolving prison door has sweeping negative impacts not only on the health of individuals cycling in and out of prison facilities but also on the health of their communities. Children of offenders grow up without their parents and often engage in antisocial behavior, perpetuating an intergenerational cycle of crime, violence, poverty and imprisonment (Eddy & Reid, 2001). Community resources, inadequate to begin with, are far from sufficient. Urban communities are hardest hit by these challenges. One study in Chicago found that 76 percent of prisoners returned home to only seven neighborhoods, which were among the most impoverished in the city (Visser & Farrell, 2005). Disproportionate minority contact with the criminal justice system, despite relatively proportional rates of addiction among racial groups, is another devastating consequence of criminalizing addiction.

The Criminal Justice System as a Treatment Resource

The criminal justice system is in a unique position to provide appropriate, evidence-based healthcare interventions to people with substance use disorders, given the substantial number of persons with addiction who are under the system's control. The implementation of a recovery management model can begin in detention and correctional facilities. Drug treatment programs in correctional settings are generally located in a facility's safest and least-crowded areas. As a result, even offenders with little motivation for drug treatment are likely to remain in these programs long enough to derive some benefit from the experience.

People who are incarcerated are already being housed; hence, residential treatment, which is expensive when provided on the outside, costs much less per capita in jails or prisons. Inmates in drug treatment are less likely to break rules or become involved in violent altercations than those in the general prison or jail populations. Therefore, jail and prison drug treatment programs assist administrators in managing and controlling their inmate populations (Early, 1998). Nonetheless, far too few inmates have their drug treatment needs met during incarceration.

A public health approach to addiction should encompass the criminal justice system as a major instrument for treatment and other addiction services. The goals of the criminal justice

and drug treatment systems are compatible with regard to complete abstinence from substance use. However, their respective paths toward achieving that goal are predicated on different assumptions about the causes of, and the most effective responses to, drug addiction. A public health approach recognizes that ameliorating the negative consequences of drug use is an attainable goal that can also result in reductions in crime, violence and imprisonment, thus serving the interests of crime control and public safety.

A Recovery-Oriented System of Care

In order for evidence-based healthcare interventions to be implemented among criminal justice populations, the criminal justice and treatment systems must be integrated. Such integration requires an independent infrastructure within which recovery management services can be coordinated as clients move through different levels of care. Through the establishment of an independent recovery management infrastructure, EBPs can be administered along a continuum of care and the sequential stages of the criminal justice process. The following are examples of recovery-oriented services that can be successfully delivered at different points in the criminal justice process.

- Pre-trial diversion programs that offer drug education to low-level offenders with limited criminal records. Upon program completion, charges are dropped. Such diversion can prevent these offenders from ever entering the criminal justice system.
- Specialty drug and mental health courts that provide sentencing alternatives coupled with intensive supervision and treatment. These interventions are often geared toward individuals who have multiple needs and require high levels of supervision and service coordination.
- Court-based sentencing alternatives that enable the judiciary to take substance use disorders into account for repeat low-level, drug-involved offenders and mandate treatment and case management as a condition of probation.
- Treatment prisons that provide substance abuse treatment to individuals imprisoned for crimes that are related to their substance use disorders. Community treatment providers are often brought into such facilities to facilitate a seamless transition after release and increase successful treatment and justice outcomes.

An independent recovery management infrastructure, which consists of specialized staff, programs, services and operational guidelines, must be part of any effective model of

system integration. The history of collaboration between the correctional and drug treatment systems has been checkered; therefore, the construction of an independent bridge between the two is the first step toward a successful working relationship. Ideally, this infrastructure can close the gap between the systems. Because it is independent of either system, it can ensure client accountability in both systems, in the interest of achieving sustainable recovery.

The infrastructure can be most helpful to higher-need clients who are more difficult to place in treatment and recovery support services. Without the continual support and engagement of the infrastructure, these clients are likely to slip through the cracks and remain enmeshed in the criminal justice system. Several states and jurisdictions have taken steps to provide substance abuse treatment interventions at various points of contact in the criminal justice process. Illinois has adopted such an approach, which aims to provide an integrated, recovery-oriented system of care. The following four programs utilize an independent infrastructure created by Treatment Alternatives for Safe Communities (TASC), a statewide agency that uses EBPs for screening, assessment and case management and a tracking system for moving criminally involved clients through the stages of drug treatment and recovery as seamlessly as possible. These four programs have been implemented at various stages in the criminal justice process, from preadjudication to post-incarcerative release: The Cook County State's Attorney Drug Abuse Program, Illinois Drug Courts and the Cook County Mental Health Court, the Illinois Access to Treatment Program, and the Sheridan Correctional Center and Drug Treatment Program.

State's Attorney Drug Abuse Program


The Cook County State's Attorney Drug Abuse Program (SADAP) offers drug arrestees with limited criminal records a drug education curriculum that includes information on the science of drug addiction and the criminal justice consequences of drug use. Graduates have their charges dismissed and are diverted from further contact with the system. Among defendants who register for the program, 80 to 90 percent graduate; three years after program completion, 83 percent of the graduates have had no arrests for drug crimes. TASC coordinates the program, orienting participants and monitoring their attendance.

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must be part of any effective model
of system integration.

Illinois Drug Courts and the Cook County Mental Health Court

Across the country, models of therapeutic jurisprudence, such as drug courts, engage and retain clients in substance abuse treatment. They have been extensively evaluated (Marlowe, DeMatteo, & Festinger, 2003). Illinois has more than 30 drug courts. As specified by Illinois statute, TASC employs standardized screening and assessment procedures to evaluate drug court clients throughout the state. Specialty courts are especially suited for offenders with significant treatment needs, such as those with co-occurring mental health problems (Marlowe, Patapis, & DeMatteo, 2003). Given the high levels of comorbidity between substance use and psychiatric disorders among persons in the criminal justice system, integrated mental health and substance abuse services are necessary for many clients who otherwise are likely to fail in substance abuse treatment alone.

The Cook County Mental Health Court (MHC) is a system-wide intervention that identifies people with mental illness and diverts them into a specialized probation program with mandated mental health services that are closely supervised by a judge. Unlike many specialty courts, the Cook County MHC accepts clients with lengthy felony arrest and conviction histories. The program is predicated on the belief that mental



health treatment can help clients escape the cycle of arrest and conviction. TASC case managers work closely with all actors in the courtroom (judges, state's attorneys, public defenders, probation officers, mental health professionals) in order to coordinate care for MHC clients. Case managers also obtain substance abuse treatment and mental health services for clients (including Mental Illness Substance Abuse [MISA] Programs) and report to the court on their progress in treatment and other recovery-oriented services.

The court has been highly successful in reducing crime. As of August 30, 2006, among the 28 participants who had been active in the program for at least one year, the average number of arrests had decreased by 89 percent, from a pre-participation average of four arrests in the year preceding enrollment, to an average of .43 arrests in the year following enrollment. The average number of days incarcerated decreased by 79 percent, from a pre-participation average of 124 days in the year preceding admission, to an average of 26 days in the year following admission (Treatment Alternatives for Safe Communities, 2006).

Illinois Access to Treatment Program

The millions of Americans who are sentenced annually to probation for low-level crimes related to drug addiction are viable targets for effective change in a recovery-oriented system of care. Most of these probationers receive no substance abuse treatment or are court-mandated to treatment but receive no follow-up care and are consequently rearrested. In Illinois, the legislature passed a statute that provides access to treatment as an alternative to prison for non-violent offenders with substance abuse or dependence disorders. TASC provides clinical assessments and comprehensive case management services to these offenders across the state.

Nearly 6,000 pre-trial, prison-bound individuals with substance use disorders are assessed every year under the provisions of the access-to-treatment statute; almost half of them participate in a community supervision program and receive community-based treatment—most would have otherwise been sentenced to prison. Through this initiative, 4,000 additional individuals annually are placed on probation and receive case management and treatment services through TASC. Investment in treatment for these individuals generates cost savings for the state in terms of incarceration, new crime and healthcare expenditures; treatment offers these offenders a chance to rebuild their lives and break the cycle of crime and incarceration.

The Sheridan Model for Integrated Recovery Management

The Sheridan Correctional Center and Drug Treatment Program, a dedicated prison drug treatment program currently serving more than 1,000 individuals, significantly expanded the Illinois Department of Corrections' (IDOC) capacity to treat substance-involved offenders both in prison and on parole. The goal of the program is to protect public safety by reducing or eliminating recidivism among participants. Evidence suggests that participants who actively engage in prison- and community-based treatment programs, find gainful employment after incarceration and use community resources, are more likely to refrain from criminal activity after reentering the community than are other drug-involved offenders (Olson, Juergens, & Karr, 2004).

The Sheridan Program is a network of care that engages participants upon their entry into the prison system and continues to work with them until they complete parole. The network provides in-prison substance abuse treatment; employment and vocational opportunities; links to treatment; employment preparation; and other community-based recovery support services. Pre-release planning and independent case management provided by TASC engages clients in treatment, arranges services for clients in the community and coordinates with parole authorities to monitor treatment compliance and on-going recovery. Network members, including IDOC staff, case managers, employment experts, treatment providers and parole agents share responsibility for delivering the reentry services and monitoring participant success while in prison and on parole.

Early outcomes from the program are promising. After one year in the community, Sheridan participants, especially those who have completed community-based substance abuse treatment, were less likely to recidivate than parolees in a matched comparison group. Participants released from Sheridan were 21 percent less likely to be rearrested, 44 percent less likely to return to prison and 21 percent more likely to be employed than were those released from regular prisons in Illinois (Olson, Juergens, & Karr, 2004).

Conclusion

Until quite recently, the criminal justice system has been oriented exclusively toward the punishment of substance users, exacerbating the public health problem of addiction in the United States. Because so many people with substance use disorders are under the control of the criminal justice system, the system could become a site for effective large-scale public

health interventions. Several models of integration between the criminal justice and drug treatment systems already exist. They must be used to address substance abuse as a public health problem. The most effective models integrate EBPs within a recovery-oriented system of care. These models draw on an independent infrastructure that can coordinate treatment along all points in the criminal justice process and into the community. Only with such coordination, will EBPs be effective in bringing individuals from a criminal lifestyle and into recovery. ▶▶▲

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Introduction

The Travis County Community Supervision and Corrections Department (CSCD) in Austin, Texas has been reengineering its operations along an Evidence-Based Practices (EBP) model. This three year effort, called the Travis Community Impact Supervision (TCIS), started in early 2006 and is a "top to bottom" realignment of organizational practices to support a more effective operational model. Dr. Geraldine Nagy, the director of the department, has spearheaded the initiative with funding support from the Texas Department of Criminal Justice, Community Justice Assistance Division (TDCJ-CJAD) and Travis County officials. Research, planning and facilitation efforts have been provided by a team of national experts under the direction of Dr. Tony Fabelo, now the Director of Research of the Justice Center at the Council of State Governments, Mark Carey, Past-President of APPA, has also been involved in the project helping with strategic planning and training.

EVIDENCE-BASED PRACTICES

STREAMLINING AND STRENGTHENING ASSESSMENTS WITH EVIDENCE-BASED PRACTICES: THE TRAVIS COUNTY EXPERIENCE

The Travis County project began with a comprehensive evaluation of the department in the summer of 2005. This evaluation identified the strengths and weaknesses of the department with regards to the principles of EBP. Working with department leaders, a re-engineering plan was developed and the TCIS project implementation started. The major components of TCIS have now been implemented. This includes the creation of a new diagnostic process based on evidence-based tools, the reorganization of the intake process, the redesign of supervision and sanctioning strategies, the development and implementation of a performance evaluation system consistent with EBP and the creation of process and outcome tracking reports. Key aspects of the project have been documented in a series of reports that are available at the department's web site. (www.co.travis.tx.us/community_supervision/TCIS_Initiative.asp)

The third phase of the project, starting in March 2008, will document the outcomes of the initiative and test the integrity of the implementation. The lessons learned over the course of the project will be compiled in a manual that provides a guide to other practitioners who want to engage in a department-wide reform effort to support EBP.

This article reviews one aspect of the TCIS project that was critical to the reform effort, namely, the streamlining and strengthening of assessment procedures along EBP and the replacement of the former Pre-Sentence Investigation Report with an assessment-driven Diagnostic Report. It discusses the design strategy for the new assessment process and presents the format for the new centralized Diagnostic Report.

Pre-reform Assessment Procedures

As has been documented in this journal and in countless of other publications, the foundation of EBP is to use appropriate evidence-based tools to determine the risk and criminogenic characteristics of probationers or parolees to appropriately match the population to supervision and sanctioning strategies. The organizational assessment of the Travis County CSCD, conducted in preparation for implementing TCIS, showed that evidence-based assessment tools were used by the department but they were used inconsistently with considerable duplication of effort. Assessments were not well coordinated with the setting of the conditions of supervision and the development of case supervision strategies. By policy the risk assessment was routinely overridden, particularly for low-risk offenders who were raised to medium risk supervision for the first six months of supervision. Furthermore, there was no internal mechanism to monitor the use of the risk assessment and test its validity on a regular basis.

Tony **Fabelo**, Ph.D. and Geraldine F. **Nagy**, Ph.D.

The Department did have a fairly comprehensive case supervision instrument available that had been promoted by the state probation agency. This instrument, the Strategies for Case Supervision or SCS (known elsewhere as Client Management Classification or CMC), was administered by the field supervision officer and required by the state for all high-risk offenders. The organizational review showed that this assessment was not done on all high risk offenders due to the lack of officers certified to conduct the assessment. There was also no evidence that it was used in any meaningful way to supervise offenders. The supervision plans developed by the department, in general, were oriented at compliance with conditions of supervision and not at the development of an individualized case plan targeting risk and criminogenic needs (with the exception of probationers in specialized caseloads who had a more individualized supervision plan).

While the courts in Travis County relied heavily on Pre-Sentence Investigations (PSIs), these reports lacked any assessment information that could be used by the Courts to

make probation decisions. Officers generated the PSI report using a long-established interview and information collection process. The report included basic information on offense and criminal history. Other relevant information was presented as a narrative “story” of the person. The content of the narrative, although presented as answers to a set of standardized questions, was influenced by the different writing styles and perceptions of the officers. Moreover, the narratives lent themselves to various interpretations by judges who could “see” different “stories” based on their own experiences. Consequently, offenders were required to complete conditions that were not consistent with their risk or criminogenic factors. This also led to inconsistent policies regarding supervision and sanctioning of offenders in the field.

The TCIS model changed all the above processes by:

- Creating one cohesive diagnostic form integrating evidence-based assessment tools;
- Creating a centralized diagnostic center and reforming the intake process to reduce duplication of data collection efforts;
- Presenting the assessment information to judges in a structured form that emphasizes the results of the evidence-based assessments and minimizes narrative interpretations;
- Revamping the setting of the conditions of supervision by distinguishing between control and treatment conditions and making recommendations to the Court on the basis of the individualized assessments; and
- Reforming field supervision procedures to require the development of a meaningful supervision plan that specifically addressed individualized risk and criminogenic factors.

The section below discusses the format for the new centralized Diagnostic Report, which replaces the former PSI report. Greater detail on how the new assessment processes were integrated with reforms of the intake process and reforms of the supervision and sanctioning strategies is available on the department’s website. The complete Central Diagnostic Assessment Form can be found in the TCIS report of November 2006 at the department’s web site. (www.co.travis.tx.us/community_supervision/TCIS_Initiative.asp)

FIGURE 1: Central Diagnostic Assessment Form



Centralized Diagnostic Report

The new Diagnostic Report was approved by the Travis County judiciary in August 2006. Figure 1 shows the different parts of the Central Diagnostic Assessment Form. To avoid “reinventing the wheel” and to minimize the need for new training, the new package utilized existing forms, some with modifications, whenever possible. The new package consolidates all the critical documents and integrates three assessment tools into the assessment process. The two main assessments are the Wisconsin Risk Assessment and the Strategies for Case Supervision (SCS). Both of these instruments have been validated in Texas and are required by TDCJ-CJAD. The risk assessment was also validated locally as part of the research supporting the project. The third assessment is a modified version of the Addiction Severity Index (ASI) chemical dependency evaluation.

Figure 2 depicts the components in the Diagnostic Report to the Courts and other judges. This report is “detached” from the Diagnostic package and is submitted to the Court instead of the traditional PSI. The prior PSIs were based on interviews that were not guided by evidenced-based assessment protocols and presented the information in a free form narrative. The new report provides:

- All the key identifiers and case processing information in a streamlined table that facilitates the reporting of this information;
- A chart summarizing critical information relating to factors that are correlated with recidivism or positive adjustment to probation supervision;
- A short narrative highlighting the key results of the diagnosis (the narrative emanates from standardized language that is included as part of the SCS instrument as opposed to following the idiosyncrasies of each writer); and,
- A color coded Diagnostic Matrix classifying offenders along Risk and SCS categories.

The new report has been computerized, allowing access by all relevant parties in the department. The prior PSI process took an average of twelve hours to complete per person. The new one takes an average of eight hours to complete. Therefore, for every 100 cases assessed, the department is saving about 50 days of work due to the new process. Additionally, there has been a shift in how time is spent by diagnostic officers. Previously, most of the officer’s time was spent in writing and proofing the narrative content. Now, officers spend more time working with the offender and collecting relevant information and significantly less time putting it in a report. Also, the time savings noted above does not include time saved with the streamlined intake and field referral process not reviewed in this article.

FIGURE 2: Areas Covered By Central Diagnostic Report to the Courts

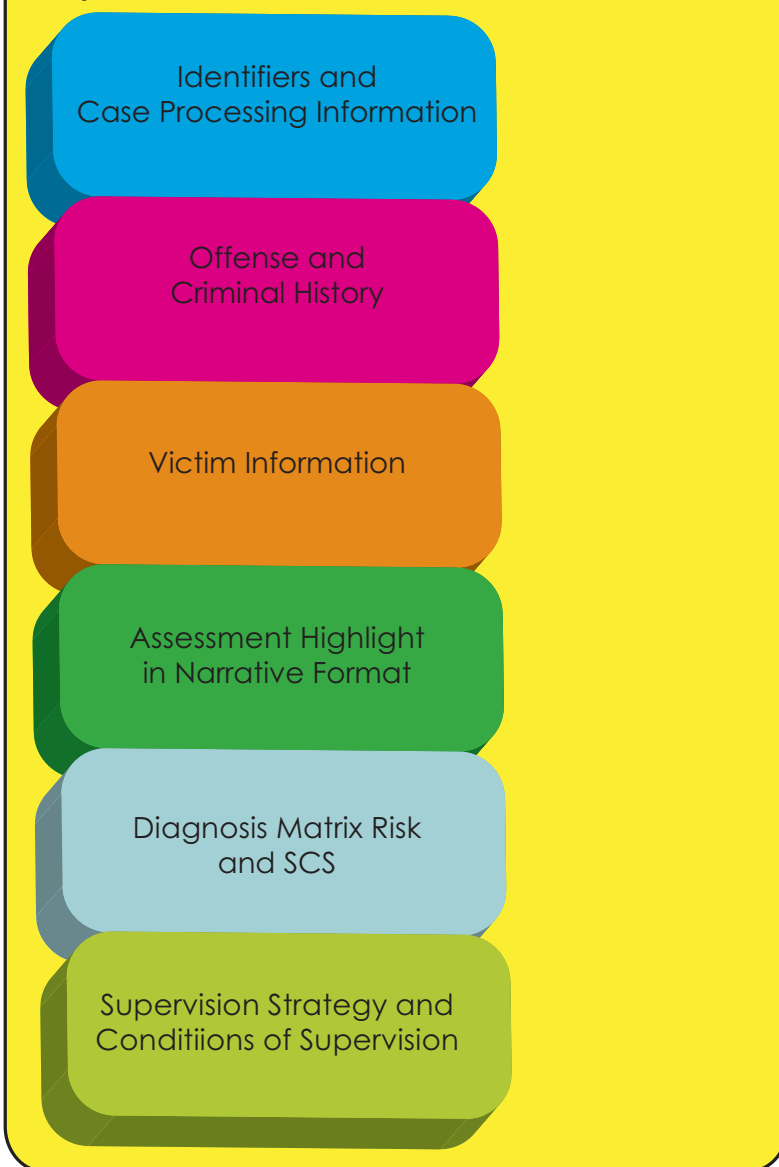


FIGURE 3: Diagnostic Matrix Based on Risk and SCS Strategies

Initial Risk	SCS SCORE - CLASSIFICATION				
	SIS	SIT	ES	CC	LS
LOW					
MEDIUM		X			
HIGH					

Diagnosis process classifies probation along Diagnosis Matrix

Vertical axis reflects the result of the Risk Assessment

Horizontal axis reflects the results of the SCS Assessment

Figure 3 depicts the Diagnostic Matrix. The Matrix is a composite of risk on the vertical axis and SCS classification on the horizontal one. The diagnostic process leads to the identification of the offender in one of the 15 possible cells on the grid. In general, low risk, pro-social offenders with a stable lifestyle (SI-S) or with some skill deficit or isolated treatment need (SI-T) will be placed in the “Yellow” category. For these offenders, the supervision strategy is to intervene selectively, delegate planning to them, use rational problem-solving techniques and have more tolerance for minor violations. Offenders who are classified mainly as medium risk, that are impulsive, lack skill, are easily led (ES) and some that have destructive thinking, low esteem and emotional problems (CC) will be placed in a “Blue” category. For these offenders, the supervision strategy is to have more reporting requirements, more intensive treatment interventions and some field visits. Offenders who are classified mainly as high risk that are in any of the SCS categories, but in particular in the categories of having destructive thinking (CC) or criminal thinking (LS), will be subjected to the most restrictive supervision strategy and will be classified in the “Red” category. Reporting requirements are the toughest for these offenders and tolerance for administrative violations are the least permissive. Probation officers engage in field visits and, depending on plans under development, the probation officer’s caseload may be

geographically based so that the officers become familiar with the neighborhoods in which the offenders live.

In February 2006 a study was conducted to provide a profile of the Travis County probation population using the matrix system. For a 6-week period in January and February 2006, all direct placements were assessed using the Wisconsin Risk Assessment and SCS instruments. The results showed 24 percent of felons classified in the “Yellow” category,

27% in the “Blue” and 49 percent in the “Red”, with most of the “Red” in the CC category of having destructive thinking and a minority in the LS category of criminal thinking. In other words, a large portion of the population requires some form of treatment intervention while on probation. More detailed analysis will be conducted in 2008 to better understand how the new diagnostic information can be used to better design programs, inform judges and impact state policy making.

Unlike the prior PSI, the new Diagnostic Report does not recommend whether the offender should or should not be placed on probation. The department only states the diagnosis for the offender and the type of supervision strategy (Yellow, Blue or Red) that would apply should the Court place the offender on probation. Finally, the conditions of supervision have been tailored to each supervision classification, particularly the “special” conditions dealing with program participation. The idea is to have the usual conditions required by law but allow the department more flexibility in the handling of interventions by having a broader set of special conditions.

Next Steps

The implementation of a new diagnostic process is one of the most critical steps in the TCIS model. The new centralized

diagnostic process started in April 2007 and since then, judges have seen more cases that have been diagnosed using the new format and report. Judges report liking the new report and find it more comprehensive and useful than the former PSI. Probation officers and managers report the same. There were initial minor glitches with the automation of the Diagnostic Report and a “learning curve” as diagnostic officers utilized the new processes. The automation issues are being addressed. In addition, a “feedback form” has been created to get information from the probation officers to assure that officers are fully aware of the reasoning for certain diagnostic judgments and/or can make suggestions for improvement. Probation officers are getting more detailed and systematically organized information compared to the prior Pre-Sentence Investigation report and this makes the diagnostic officer’s judgments or data collection more visible than in the past.

A key next step this year is to conduct quarterly inter-reliability evaluations of diagnostic decisions with booster training sessions for central Diagnostic staff. As schedules permit, groups of three or four Diagnostic staff will be asked to meet every quarter to “score” the risk and SCS assessment of a similar set of cases. The scores among the staff will be compared, particularly in the more subjective areas of the assessment tools. Ideally all the cases are assessed or scored the same; but when disparities are present, the scoring and the assessment of specific items will be reviewed and discussed. Further work is also expected to monitor the results of the diagnostic process and create a report for judges to examine outcomes in relation to the assessment results. ►►▲

Reference

Fabelo, Tony and Nagy, Geraldine, “Resource Report: Central Diagnosis Assessment Forms.” November 2006. Available at: hwww.co.travis.tx.us/community_supervision/TCIS_Initiative.asp

Endnote

1 The SCS classifications are Selective Intervention (SI) which has a supervision subgroup (SI-S) and a treatment subgroup (SI-T), Casework Control (CC), Environment Structure (ES) and Limit Setting (LS).

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Introduction

Social desirability is the tendency to present oneself in an overly virtuous light by denying common, yet undesirable, traits (e.g., admitting jealousy or initiating an argument), and/or exaggerating uncommon, yet desirable, traits (e.g., never being late or never lying to others). Information about a client's tendency to present oneself in a socially desirable way is an important component to the probation/parole officer (PPO) – client relationship.

OFFENDER

EVIDENCE-BASED PRACTICES

MEASURING SOCIAL DESIRABILITY IN ADULT MALE PROBATION AND PAROLE CLIENTS

There would be little debate that many clients on probation or parole will in some way distort the truth in order to gain favor with the PPO, receive privileges, or minimize their chance of receiving sanctions. Without behavioral observations, “proof” that a client is lying, or a formal assessment of the client’s level of honesty in their self-reporting, the PPO is forced to use professional judgment and instincts in making decisions. Although a PPO’s professional judgment is many times accurate, this subjective approach frequently does not favor well with the Court or supervisors who tend to require empirical support or objective explanations for decisions made. A tool designed to help the PPO confirm their professional judgment could provide this needed empirical support.

A designated measure of social desirability has two clear benefits for PPOs. First, such a tool would provide an objective, empirical measure of social desirability that can be used during the initial and subsequent interviews with the client. Identifying a trend of social desirable self-reporting at the start of the PPO-client relationship could enable the PPO to confront this problematic pattern and address it in a therapeutic way before acting out behavior, manipulation, or self denial has a chance to crystallize and set the stage for future PPO-client interactions.

A second benefit to using a designated assessment of social desirability is that it can provide a measure of validity for other assessments administered during a more comprehensive evaluation. Individuals who self-report in a socially desirable way on one instrument will more then likely self-report in a similar way on other assessments administered in the evaluation (Paulhus, 2002). A limitation of many of the self-report measures used by PPOs (e.g., Level of Service Inventory-Revised, Jesness Inventory – Revised, or Criminal Sentiments Scale) is a lack of, or limited empirical evidence supporting, lie scales built into the instruments, making them highly susceptible to distortion through response management. A designated measure of social desirability could provide PPOs with an external evaluation of validity and reliability for client self-reports on these commonly used measures of risk and criminogenic needs.

There are a number of instruments available that assess social desirability. The Marlowe-Crowne Social Desirability Scale (MCSDS; Crowne & Marlowe, 1960) has been found to be the most frequently used and researched of all the instruments measuring social desirability, being listed in over 1,000 articles

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and dissertations (Beretvas, Meyers, & Leite, 2002). The MCSDS is also a public domain instrument, making it cost effective for users. Despite its years of use and extensive research history, norms for the MCSDS with individuals on probation/parole have yet to be developed. Identifying specific norms for a particular instrument is crucial for accurate interpretation of the test results, and will allow for reliable comparisons to be made between an individual's score and the normative sample. Therefore, the purpose of this study was to develop normative data for the MCSDS when used with individuals on probation and parole.

Method

Participants

Participants in this study consisted of 889 individuals on probation or parole. A limitation initially observed with this sample was that of the 889 participants only 12 were female. Given the statistical inability to make reliable and valid interpretations from 12 female participants, it was decided to exclude this group from the study and further analyses. The remaining sample consisted of 877 males on probation or parole with the Iowa Department of Correctional Services' Fifth Judicial District. Five hundred and seventy participants were on parole, while 307 were on probation. Results generated from these two groups of participants were not significantly different from each other, allowing us to combine both groups for remaining analyses. Six hundred and fifty-two participants were Caucasian, 179 were African American, 18 were Hispanic, 13 were Asian, and 3 were Hawaiian. Twelve participants did not specify race. Participants ranged in age from 18 to 69, with an average age of 34. All participants were involved in community-based, group treatment programs, and completed the MCSDS as part of their initial evaluation or as a component of their group treatment. No participants declined to complete the MCSDS.

Measure

The MCSDS (see Appendix) contains 33 forced choice, True-False items concerning everyday behavior. Total scores range from zero (low social desirability) to 33 (high social desirability). Two subscales make up the total MCSDS score: Attribution and Denial. Eighteen items make up the Attribution subscale, which address an individual's tendency to endorse items depicting socially approved, but uncommon behaviors. An Attribution item is "I never hesitate to go out of my way to help someone in trouble." Fifteen items make up the

Denial subscale, which address the tendency to deny socially disapproved, but common behaviors. A Denial item is "There have been times when I was quite jealous of the good fortune of others." The MCSDS has demonstrated acceptable reliability and validity (Crowne & Marlowe, 1960; Davis & Cowles, 1989; Loo & Thorpe, 2000; Tatman, Swogger, Love, & Cook, Under Review).

Procedure

Individuals were administered the MCSDS while either completing a comprehensive evaluation or during group treatment located at the Department of Correctional Services. The MCSDS was introduced by the evaluator conducting the evaluation, or by the group facilitators, respectively. Regardless of the setting in which the test was administered (i.e., evaluation or treatment), participants were asked to complete the MCSDS to provide Department staff more information about the their personal attitudes and traits (see MCSDS instructions, Appendix).

Results

Cronbach alpha (reliability) scores of .84 were generated for the full scale MCSDS, .74 for the Attribution factor, and .79 for the Denial factor. The average MCSDS total score was 18.76). The MCSDS Denial factor had an average score of 8.06, while the Attribution factor had an average score of 10.89. A post hoc t-test was conducted with data from prior research (Andrews & Meyer, 2003) to determine if the present findings were significantly different from other, relevant data. The results revealed that the present results were not significantly different from males administered the MCSDS during pre-conviction, forensic evaluations (N = 793; Andrews & Meyer).

Discussion

The purpose of this study was to develop normative data for the MCSDS when used with a sample of probation and parole clients in order to provide probation/parole officers (PPOs) with empirically validated data from which to base interpretations for this specific sample. Results from this study indicated that the full scale MCSDS, as well as its two factors, has acceptable internal consistency (reliability) when used with a sample of probation and parole clients. These findings are consistent with existing research (Cortoni & Marshall, 2001; Crowne & Marlowe, 1960; Loo & Thorpe, 2000; Ramanaiah, Schill, & Leung, 1977; Tatman et al., Under Review). Therefore, given

the MCSDS has been demonstrated to be a reliable measure of social desirability for individuals on probation or parole, the following is provided to give readers an easy process by which to score the MCSDS and interpret its results.

The MCSDS scoring guide is included in Appendix. Scoring the MCSDS is a quick and easy process, made even more time efficient when a template is used. For example, using an actual testing sheet, we developed a template that has either True or False punched out that would add a point to the overall score. When this template is placed over a completed test it allows users to quickly see items the client endorsed and score them. By developing a template, we found scoring the MCSDS takes less than 1 minute to complete.

In order to provide readers with a means by which to easily interpret MCSDS scores for their probation and parole clients, results from the present study were converted into percentile scores (Table 1). A percentile score indicates the percentage of scores that fall at or below a given score. Simply put, a percentile score can tell us the percent of individuals who scored below a particular client's score. For example, if a client generated an MCSDS score of 27, the Full Scale Percentile column will indicate that their client scored in the 91 percentile, showing that this particular client scored higher than 91 percent of other probation or parole clients.

Table 1 also offers readers a score ranking system, developed from the average and standard deviation scores, which may help PPOs to further interpret MCSDS scores. Readers will see that these score ranks correspond with the percentile scores listed above, allowing readers to see both a percentile score and rank for any MCSDS score. For example, readers will see from the Full Scale Score Ranking column that the client described above who generated a score of 27 on the MCSDS would be displaying high social desirability. This High score should therefore warn the PPO of probable minimization or denial of personal flaws and/or exaggeration of personal virtues.

Another example may further help readers use Table 1. A PPO has a client who generates a MCSDS score of 20. Table 1 would tell that PPO that their client scored higher than 56 percent of other individuals on probation or parole, and is within the Average range of responding. This would inform the PPO that although the client scored is slightly elevated (i.e., greater than 56 percent of their peers) they are still well within the Average range and not seen as self-reporting in a significantly socially desirable way.

Consistent with existing research (Loo & Loewen, 2004),

we encourage readers to also interpret the Attribution and Denial factors along with the full MCSDS scale score. Interpretation of these two factors could provide readers with additional information not otherwise obtained from the full scale score. For example, a client generates a total MCSDS score of 19, which is within the Average range of responding (Full Scale Score Ranking column), and therefore not seen as being socially desirable. However, a more detailed investigation of this client's factor scores could reveal that 15 of his points stemmed from Attribution items, which falls in the 87 percent (Attribution Percentile column) and seen as demonstrating High Attribution (Attribution Score Ranking column). Following Paulhus's (2002) conceptualization of the two social desirability factors, an individual who endorses primarily Attribution items has a self-deceptive tendency to deceive themselves by exaggerating their social and intellectual status, emotional stability and creativity. Individuals exhibiting this form of self-deception will have unrealistically positive perceptions of themselves and will typically have a narcissistic presentation. This type of responding would typically be seen by an individual attempting to impress a partner on a first date, a person in a job interview, or during an evaluation.

On the other hand, if 13 of the client's 19 points came from the Denial factor, this score would place the client in the 92 percent in regard to Denial (Denial Percentile column) and represents high denial (Denial Score Ranking column). Individuals who primarily endorse Denial items have a tendency to deceive themselves or others by denying socially disapproved or deviant impulses, and attempt to present themselves as highly virtuous. These individuals will present as "saint-like," and have overly positive self-perceptions regarding their restraint, dutifulness, as well as moral and ethical fortitude. Denial is typically seen in an individual making excuses for their behavior, a client attempting to do 'damage control' or by someone trying to avoid prosecution or punishment. As one can see, high scores in the Attribution factor mean something quite different than high scores on the Denial factor. On first impression the Denial factor may appear to be more relevant for PPOs, given the apparent attempt to deceive themselves or others by denying socially disapproved or deviant impulses. However, high Attribution scores may also warrant PPO attention and concern. High Attribution scores provide insight into the client's level of insincerity, which would prove useful when the client is new to the PPO or when the client is requesting special privileges. We should note here that it has been our clinical experience

Table 1

Probation and Parole Client MCSDS Percentile Scores and Score Rankings

MCSDS Score	Full Scale Percentile	Full Scale Score Ranking	Attribution Score	Attribution Percentile	Attribution Score Ranking	Denial Score	Denial Percentile	Denial Score Ranking
0	< 1%	Extremely Low	0	<1%	Extremely Low	0	1%	Low
1	< 1%	Extremely Low	1	<1%	Extremely Low	1	2%	Low
2	< 1%	Extremely Low	2	<1%	Extremely Low	2	5%	Low
3	< 1%	Extremely Low	3	1%	Extremely Low	3	8%	Low
4	1%	Extremely Low	4	2%	Extremely Low	4	13%	Average
5	1%	Extremely Low	5	4%	Low	5	19%	Average
6	1%	Extremely Low	6	7%	Low	6	30%	Average
7	2%	Low	7	12%	Low	7	39%	Average
8	3%	Low	8	19%	Average	8	50%	Average
9	5%	Low	9	28%	Average	9	61%	Average
10	7%	Low	10	39%	Average	10	70%	Average
11	9%	Low	11	50%	Average	11	81%	Average
12	12%	Low	12	61%	Average	12	87%	Average
13	16%	Average	13	72%	Average	13	92%	High
14	20%	Average	14	81%	Average	14	96%	High
15	25%	Average	15	87%	High	15	98%	High
16	32%	Average	16	93%	High			
17	38%	Average	17	96%	High			
18	44%	Average	18	98%	Extremely High			
19	50%	Average						
20	56%	Average						
21	62%	Average						
22	70%	Average						
23	76%	Average						
24	80%	Average						
25	84%	Average						
26	88%	High						
27	91%	High						
28	94%	High						
29	96%	High						
30	97%	High						
31	98%	High						
32	99%	Extremely High						
33	99%	Extremely High						

that when one particular factor is elevated the other is typically similarly elevated. The example provided above describes a divergence in factor scores that has typically been the exception, rather than the rule. Nevertheless, specific attention to these two factors warrants separate interpretation given the value in the information potentially found.

MCSDS results generated from this sample of probation/parole clients were not significantly different from results obtained from individuals administered the MCSDS during a pre-sentence, forensic evaluation (Andrews & Meyer, 2003). This would suggest that individuals in a pre-sentence evaluation responded in a similar way as those being evaluated post-sentencing. Therefore, this finding would indicate that information provided in Table 1 could be appropriate for pre-sentence evaluators, such as presentence investigation writers, using the MCSDS to assess social desirability. Similar to clients currently on probation or parole, there would be a high probability that individuals being evaluated in the context of a pre-sentence evaluation would deny deviant thoughts or actions, and/or exaggerate personal strengths in order to gain favor with the PSI writer or forensic evaluator, making the MCSDS a useful component to a pre-sentence investigation protocol.

Limitations

A potential limitation of this study is that the entire sample population was male. Although this will allow for comparisons with future male probationers/parolees, it may not be representative of female probationers/parolees. Future research is recommended that investigates social desirability for females on probation or parole. A second limitation of this study may be the ratio of Caucasian to non-Caucasian participants. Although this ratio is consistent with the natural ratio of clientele in the Iowa Department of Correctional Services' Fifth Judicial District, it may not be entirely representative of populations from other jurisdictions containing a greater minority concentration. Additional research is therefore warranted on social desirability in non-Caucasian probationers/parolees in order to validate results generated within this study.

Conclusion

Consistent with the principle that a sound assessment is the foundations for effective supervision, this article presents an instrument that could add valuable information to the assessment process without significant additional work. The Marlowe-Crowne Social Desirability Scale provides helpful information

about the offenders' own self-perception and presentation. Given the necessity of first understanding the drives of human behavior in order to change it, this research offers another tool for the probation/parole practitioner to facilitate this change. >>>▲

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Marlowe-Crowne Social Desirability Scale

Listed below are a number of statements concerning personal attitudes and traits. Read each item and put an X through the “T” if the statement is True for you, or put an X through the “F” if the statement is False for you.

1. Before voting I thoroughly investigated the qualifications of all the candidates.	T	F
2. I never hesitate to go out of my way to help someone in trouble.	T	F
3. It is sometimes hard for me to go on with my work if I am not encouraged.	T	F
4. I have never intensely disliked anyone.	T	F
5. On occasion I have had doubts about my ability to succeed in life.	T	F
6. I sometimes feel resentful when I don't get my way.	T	F
7. I am always careful about my manner of dress.	T	F
8. My table manners at home are as good as when I eat out in a restaurant.	T	F
9. If I could get into a movie without paying and be sure I was not seen, I probably would do it.	T	F
10. On a few occasions, I have given up doing something because I thought too little of my ability.	T	F
11. I like to gossip at times.	T	F
12. There have been times when I felt like rebelling against people in authority even though I knew they were right.	T	F
13. No matter who I'm talk to, I'm always a good listener.	T	F
14. I can remember “playing sick” to get out of something.	T	F
15. There have been occasions when I took advantage of someone.	T	F
16. I'm always willing to admit it when I make a mistake.	T	F
17. I always try to practice what I preach.	T	F
18. I don't find it particularly difficult to get along with loud-mouthed, obnoxious people.	T	F
19. I sometimes try to get even rather than forgive and forget.	T	F
20. When I don't know something I don't at all mind admitting it.	T	F
21. I am always courteous, even to people who are disagreeable.	T	F
22. At times I have really insisted on having things my own way.	T	F
23. There have been occasions when I felt like smashing things.	T	F
24. I would never think of letting someone else be punished for my wrongdoings.	T	F
25. I never resent being asked to return a favor.	T	F
26. I have never been irked when people expressed ideas very different from my own.	T	F
27. I never make a long trip without checking the safety of my car.	T	F
28. There have been times when I was quite jealous of the good fortunes of others.	T	F
29. I have almost never felt the urge to tell someone off.	T	F
30. I am sometimes irritated by people who ask favors of me.	T	F
31. I have never felt that I was punished without cause.	T	F
32. I sometimes think when people have a misfortune they only got what they deserved.	T	F
33. I have never deliberately said something that hurt someone's feelings.	T	F

Scoring Guide

Attribution: Add 1 point if TRUE is marked for the following items: 1, 2, 4, 7, 8, 13, 16, 17, 18, 20, 21, 24, 25, 26, 27, 29, 31, 33

Denial: Add 1 point if FALSE is marked for the following items: 3, 5, 6, 9, 10, 11, 12, 14, 15, 19, 22, 23, 28, 30, 32

Calendar of Events

2008 - 2009

September 24-25, 2008

Women and Work: Gender Responsivity and Workforce Development. For more information, visit www.nicic.gov.

October 2-4, 2008

NCPC Take A Bite Out of Crime! Contact Robbi Woodson at rwoodson@sheriffs.org or Terri Kelly at kelly@ncpc.org for more information.

October 2-4, 2008

Celebrate Safe Communities. For more information and to register your event visit www.celebratesafecommunities.org.

October 5-8, 2008

14th National Symposium on Juvenile Services. Pittsburgh, Pennsylvania. For additional information and registration materials go to: www.npjs.org/symposium.html.

October 7-8, 2008

MW3C's 12th Annual Economic & High-Tech Crime Summit '08. National White Collar Crime Center. To register for the summit and to find out more please visit: <http://summit.nw3c.org>.

October 19-21, 2008

2008 OCJA Training Conference. For more information, visit www.code4.org for more information.

October 19-22, 2008

The 16th Annual ICCA Research Conference. For more information, go to www.iccaweb.org or call 202-828-5605.

October 10-22, 2008

Crime Prevention Specialist Training. Denver, CO. For more information, visit www.iscpp.org for more information.

October 23, 2008

CASA CONFERENCE. New York, NY. For more information, visit www.casacolumbia.org.

October 22-25, 2008

Association for the Treatment of Sexual Abusers 27th Annual Research and Treatment Conference. Atlanta, Georgia To register online, visit www.atsa.com.

November 2-5, 2008

Probation Officers Association of Ontario. For more information, please visit www.starwoodmeeting.com/StarGroupsWeb/res?id=0803182524&key=F138F.

November 10-11, 2008

Sexually Violent Crime: The Body as Evidence presented by Dr. Henry Lee and Dr. Michael Baden Fairfax, VA. For more information, visit <http://ocpe.gmu.edu/svc3.html>.

November 16-19, 2008

New England Council on Crime and Delinquency's New port, RI For more information and sponsorship opportunities call: Lauren Dyer, President 401-782-4162 or Paula J. Keating, Executive Director 978-856-1255. Visit our web site www.neccd.org

November 23-25, 2008

Probation Association of New Jersey 66th Annual Training Institute, Atlantic City, NJ For more information, contact Susan Ormsby Cuozzo at 978-656-3542 or email at susan.ormsby-cuozzo@judiciary.state.nj.us

December 10-12, 2008

Behind Closed Doors: Preventing, Responding, Investigating, and Prosecuting Sexual Abuse in Juvenile Corpus Christi, TX. For more information visit www.tjpc.state.tx.us/default.htm.

February 8-11, 2009

APPA's Winter Training Institute Myrtle Beach, SC. For more information, please visit www.appa-net.org.

February 11-14, 2009

Beyond School Hours XII Conference. Burlingame, CA. To register online, visit www.foundationinc.org.

February 23-25, 2009

Child Welfare League of America - 2009 National Conference Washington, DC. For more information, visit www.cwla.org/awards

April 25-29, 2009

American Association for the Treatment of Opioid Dependence, Inc. - AATOD New York, NY. For more information, visit www.aatod.org.

August 23-26, 2009

APPA 34th Annual Training Institute. Anaheim, CA. For more information, visit www.appa-net.org.

August 15-18, 2010

APPA 35th Annual Training Institute. Washington, D.C. For more information, please visit 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 17910, Lexington, KY 40578 fax (859) 244-8001, email dwebb@csg.org

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