

Dr. Allen R. Beck, PhD, MEd
RESUME



Dr. Allen Beck has served as a criminal justice consultant for more than 40 years during which he has performed comprehensive criminal justice system studies in more than 40 counties for the planning of new jails. These jails ranged from small (daily population of 17 inmates) to very large jails (daily population of 2,000+ inmates). These studies examined operations of courts-related agencies, assessed adequacy of alternatives to incarceration and gaps therein, and examined crime trends and arrest practices that drive the demand for jail beds.

Under a grant from the U.S. Department of Justice he researched and wrote the book, *The Art and Methods of Jail and Prison Population Forecasting*. He has also published articles on forecasting and reviewed the forecasts of other consultants.

Dr. Beck has an extensive background in implementing, planning, and evaluating alternatives to incarceration. In 2016 he served as a consultant for the National Center for State Courts to develop pretrial best practices manuals (specification of best practices, statewide policy development needs, and implementation manual) for the Missouri court system. In addition, he has planned drug courts, drug treatment programs, community corrections programs, work release, and electronic monitoring.

His analytic and technical skills have been applied to other types of projects, such as financial feasibility analyses for investors considering investing in the private corrections and for counties considering the viability of renovating commercial buildings into law enforcement facilities and jails. In Wyoming he made the first comprehensive forecast of revenue that would result from the development (drilling) of new coalbed methane fields (natural gas). He also performed an environmental (social) impact assessment of the gas field development.

His knowledge of computer programming enabled him to develop software for Crime Stoppers International, for detective case management, and for court services case management. This technical knowledge, also, has enabled him to download and analyze data from many jails.

His education in operations analysis and subsequent association with criminal justice training centers (described below) has enabled him to participate in large project involving operations analysis of prison systems and individual facilities. In addition, he has conducted statewide studies of alternatives to incarceration (all Maryland counties) and electronic monitoring in all California Youth Authority probation offices.

Early in his career, he served as Statewide Coordinator of Diagnostic Programs in the Georgia Department of Corrections. In this capacity he chaired the classification committee which reviewed each incoming inmate's diagnostic work-up which included psychiatric, psychological, medical, and supervision needs assessments and made recommendations and assignments to the state's many prisons and treatment programs.

Dr. Beck served as director of a training center funded by the U.S. Department of Justice to train more than 700 criminal justice planners and analysts in methods of information and data analysis, methods of program planning, and methods of program evaluation.

He holds a Ph.D. in Criminal Justice Administration, a Master's in Rehabilitation Counseling, and a Bachelor's in Psychology. He has also received training through the Institute for Court Management in criminal case processing and has additional studies in strategic planning through the Wharton School. In addition, he was a Research Fellow in the U.S. Department of Justice in the study of jail forecasting methods.

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Justice Concepts Inc.
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ACADEMIC TRAINING

- Ph.D., Criminal Justice Administration with emphasis on operations analysis, Sam Houston State University, Huntsville, Texas
- M.Ed., Rehabilitation Counseling, University of Georgia
- B.A., Psychology, University of South Florida
- Research Fellowship, Law Enforcement Assistance Administration, U.S. Department of Justice. (Methods of forecasting jail and prison populations)
- Special Studies:
 - Special Issues in Criminal Case-flow Management, Institute for Court Management of the National Center for State Courts.
 - Strategic Planning, Wharton School, University of Pennsylvania.
 - Methods of Forecasting and Decision Making for Executives, Wharton School, University of Pennsylvania.

PROFESSIONAL EXPERIENCE / EMPLOYMENT & CONSULTING

- **President of Justice Concepts Inc., JCI**, Kansas City, Missouri, 1994-Present.
JCI provides consulting services nationwide to counties and states in the planning and evaluation of correctional programs and facilities.
- **Principal in Pacific Accord Inc., Overland Park, Kansas, 2003-2015**
Pacific Accord provided assistance to nonprofit and public organizations in assessment of organizational culture, developing strategies for organizational performance improvement, and training organizational leaders and staff in how to improve individual and organizational performance. Pacific Accord was an affiliate of The Pacific Institute® (TPI) which provides consulting services worldwide in 50 foreign countries and in 15 languages. Its clientele include staff in Fortune 500 companies, U.S. governmental agencies, the military, private colleges, and sports teams. In 2007 Leadership Excellence Magazine ranked TPI as 14th in the category of large group consultants. During his work with Pacific Accord, Dr. Beck conducted two and four-day workshops for representatives for more than 70 organizations.
- **President of Allen Beck and Associates**, Kansas City, Missouri, 1992-1994.
Provided criminal justice consulting services as an independent provider and as a team member with other consulting firms. The primary types of services provided were facility planning, justice system studies, analysis of agency operations, and program evaluations.
- **Director of Research for Correctional Services Group, Inc., CSG**, 1987-91. (Responsibilities were divided between CSG and CRI, two related organizations). Duties included supervising teams of consultants, performing criminal justice system studies for the planning of criminal justice facilities and for managing growth of offender populations, and developing alternatives to incarceration.
- **Director of Research for Corrections Research Institute, CRI**, 1987-1991. (An affiliate company of Correctional Services Group, Inc. funded through a grant from the Bureau of Justice Assistance, BJA.) CRI was established to provide program reviews and technical assistance in substance abuse treatment programming to state and local corrections agencies. Responsibilities included serving as an on-site program evaluator, interviewing program staff, and performing data analysis.
- **Founder of Management Consulting and Software, MCS**, Topeka, Kansas, part-time from 1980-82 and full-time from 1983-87. Developed software for court services and law enforcement. Provided consulting services in planning of adult and juvenile justice facilities, planning of community corrections programs, evaluating criminal justice programs.

- **Director of a Multi-State Training Center for Criminal Justice Planners and Evaluators** (Midwestern Criminal Justice Training Center, Topeka, Kansas. 1978-82.) This was a special project of the Law Enforcement Assistance Administration, U.S. Department of Justice to provide nationwide training to program monitors, program evaluators, and planners in state and local criminal justice agencies, including prison systems and police departments. Initially consulted for two regional centers covering a 27-state region and participated in the development of training in program monitoring and evaluation, program planning, project management, and information analysis. Subsequently selected as Assistant Director, and later Director, of the Mid-Western Center in Topeka with a service area of 11 states. Responsibilities included managing development of two of the seminars, teaching in all seminars presented at various locations in the country. Seminars conducted by the Centers included: Information Analysis, Program Planning, Program Evaluation, Program Monitoring, Project Management, Tactical Crime Analysis.
- **Statewide Coordinator of Prison Diagnostic Programs** (Georgia Department of Corrections, 1971-74)
Initially retained in 1971 as a consultant to revise the diagnostic program at the Georgia Diagnostic and Classification Center. Subsequently accepted the position as Supervisor of the diagnostic program.
Participated in the development and validation of a computer-assisted diagnostic program that was subsequently used by three state departments of corrections. Trained staff in diagnostic methods.
Chaired the committee which made psychological, medical, and vocational treatment recommendations on incoming inmates and old inmates who were being reevaluated. Also served as an Institutional Psychologist and trained corrections staff (counselors and correctional officers) in crisis intervention.

Current Projects

- **Needs Assessment and Evaluation of Jail and Workhouse** (Anoka County, MN) Performing a comprehensive study of jail and community correction facility, population, and operational needs. Includes population profiles relevant to best practices, needs forecasting, implementation of improvements for special population and future capacities.
- **Jail and Criminal Justice System Study** (Boyle County, KY) Assess and evaluate jail overcrowding, capacity needs, and criminal justice reforms needed to improve utilization of jail facilities and reduce unnecessary incarceration. Provide recommendations regarding best-practices for special population involving in the criminal justice systems.
- **Jail and Criminal Justice System Study** (Vigo County, IN) Assess and evaluate jail overcrowding, capacity needs, and criminal justice reforms needed to improve utilization of jail facilities and reduce unnecessary incarceration. Provide recommendations regarding best-practices for special population involving in the criminal justice systems.
- **Implementation of Pretrial Release Program and Forecast of Jail Capacity Requirements** (Douglas County, KS - Lawrence) Performing a study of criminal justice system operations and treatment resources which affect size of the jail population and forecasting jail capacity requirements. In addition, actively participate and facilitate planning and implementation of a new pretrial release program based on best practices. This involves working with members of the criminal justice system to develop the format for assessing risk of failure to appear (FTA) and of new criminal activity (NCA) if placed on monitored pretrial release and developing materials to familiarize judges and attorneys with the new program.
- **Criminal Justice System Study, Planning for Better Coordination of Mental Health and Substance Abuse Treatment Programs, and Forecast of Jail Capacity Requirements** (Carlton County, MN - Carlton) Working with representatives of the criminal justice system to improve criminal case processing and representatives of the treatment community to improve services for persons with mental health and substance abuse disorders. This includes working with representatives of the Fond du Lac Band of the Lake Superior Chippewa, whose members compose about thirty percent, 30% of the county's jail population.

Community Corrections, Courts, & Treatment Projects

- **First Five Years of Community Corrections Program Planning** (Shawnee County Department of Community Corrections, Topeka, Kansas - 1981-85). Created the first plan to develop a large community corrections agency containing many programs. Prepared the annual funding plans for the subsequent four years. Developed program goals and action plans, forecasted client caseloads, developed service delivery criteria, planned program implementation, and developed budgets for the following programs:
 - Community Corrections Central Administration
 - Adult Diagnostic Program for felony D and E offenders
 - Adult Intensive Supervision
 - Work Release Center
 - Victim Services
 - Adult Contractual Program
 - Juvenile Diagnostic Program
 - Juvenile Community Home Supervision (part of Shawnee County Youth Center)
 - Comprehensive Youth Services
 - Juvenile Contractual Program
- **Statewide Community Corrections Program Planning** (Iowa Department of Corrections). Conducted a workshop for community corrections board members from counties across Iowa in how to identify needs, plan, and implement community corrections programs.
- **Drug Court Planning** These studies examined the substance abuse and psycho-social treatment needs of various offender populations and estimated the size of current and future service caseloads. Data were collected from computer data bases, client interviews, and structured subjective estimation procedures. Also worked with members of the criminal justice system to develop client selection criteria and policies and procedures for the drug court.
 - Rutherford and Cannon Counties in Tennessee (fastest growing counties in Tennessee),
 - Winnebago County, Illinois (Rockford).
- **Design of a Statewide Drug Treatment Program** (State of Vermont): Provided consulting assistance in the design and development of a comprehensive weekend substance abuse intervention program for the Vermont Department of Corrections.
- **Transitional Planning for Opening of a Correctional Work Release Facility** (Shawnee County). Assisted county correctional agency administrators in scheduling facility construction and program implementation activities for a new work release facility.
- **Planning of Statewide After-care Services for Women Offenders** (Iowa Department of Corrections). Conducted a two-day (week-end retreat) planning session/retreat for representatives of state corrections and community service providers across Iowa for the development of coordinated programming for women offenders leaving prison.
- **Planning and Evaluation of Shawnee County Juvenile Detention Programs**, Shawnee County Department of Corrections, Topeka, Kansas. Developed local program needs assessments and plans to meet funding guidelines of the State of Kansas. Also evaluated the facility's programs.
- **Statewide Removal of Juveniles from Jail**, State Advisory Committee on Juvenile Offender Programs, ACJOP (A special committee of legislators, state agency administrators, and private service providers). Developed training materials and conducted training throughout Kansas for county commissioners, judges, district attorneys, juvenile agency staff, and sheriffs on how to develop alternatives to incarceration of youth.

Evaluations

Two types of evaluations were performed: process evaluations and outcome evaluations. Process evaluations take an in-depth look at policies, procedures, and program resources. Such evaluations may take a week or more on-site with follow-up examination of written program documents. Outcome evaluations examine the impact of programs on participants. An outcome evaluation usually includes a process evaluation as a component.

- **Process Evaluation of the Electronically Enhanced Parole Release Program for Youth** (California Youth Authority). Examined policies, practices, and procedures in various California field offices involved in a special supervision and electronic monitoring program for high risk, delinquent youth.
- **Technical Assistance in Community Corrections Program Evaluation**, (Shawnee County, Kansas --Topeka). Trained community corrections staff in program evaluation and provided individual assistance to administrators to develop self-evaluation instruments.
- **Process Evaluation of Court Services Agency** (Shawnee County, Kansas Court Services). Conducted interviews, examined policies, and reviewed organizational structure in light of workload and case management. Recommended improvements in management structure and staff training.
- **Outcome Evaluation of Prison Boot Camp and Parole After-Care Program**, (New Jersey Department of Corrections). Comprehensively examined delivery of services and outcomes of the Stabilization and Reintegration Program for youthful offenders that involved a special prison facility and parole after-care.

Performance Audits of Agencies, Facilities, and Programs

Performance audits differ from process evaluations (explained below) in that they are usually requested by a state auditor or treasurer and focus raising efficiency, cost-avoidance, and cost-savings.

- **Analysis of Technology Use in a Large Jail**, Chatham County, GA (Savannah). In 2013 the Sheriff's Office finished construction of 1,000+ additional beds to the existing jail of about 1,224 beds. Allen Beck was part of a team the investigated staffing needs. Dr. Beck was responsible for studying ways of using technology and of improving operational functioning so as to obtain staffing efficiencies. The final report was submitted in February 2014.
- **Jail Operations and Budget Analysis** (Sheriff's Office, Escambia County, Florida) The project involved on-site examination of jail operations, examination of records and contracts, and facilitating a committee of financial and operations staff in the disaggregation of jail expenses from the overall sheriff's office unified budget.
- **Performance Audit of the Denver Reception and Diagnostic Center in the Colorado Department of Corrections** (Colorado State Auditor's Office). An in-depth process evaluation that examined social, psychological, and medical diagnostic processes and assessment testing plus support systems, such as transportation and records storage. The emphasis was on improving efficiency, reducing costs, and determining appropriateness of operations.
- **Data Analyst in Performance Audit of Texas Prison System School District** (Texas Comptroller of Public Accounts) Served as data analyst to study outcomes of inmates receiving educational services through the Windham School District which serves the Texas Department of Criminal Justice, Institutions Division. Responsibilities included interviewing facility administrators and analyzing program data on more than 50,000 inmates. The data were ported from an agency mainframe computer to his microcomputer system for analysis using statistical software.
- **Analysis of Computer Operations and Needs in the Texas Department of Criminal Justice** (TDCJ). This was an add-on contract to the Texas Prison system school district audit. The analysis involved examining computer operations and processes to support probation and parole.
- **Comprehensive Performance Audit of the New Jersey Department of Corrections** (Office of the State Treasurer). Served as one of two primary correctional experts on a multi-organizational audit team. This project was the first major undertaking of Governor Christy Whitman in re-engineering state government agencies. Responsibilities included reviewing security operations in the various prisons, transportation, prison industries, and housing of state inmates in county jails.
- **Review of Police Department Command Structure and Staffing** (Leavenworth, Kansas). Performed staff interviews, examined responsibilities and assignments, reviewed command structure, and made recommendations that resulted in a restructuring of part of the department.

Program Reviews

Program reviews are a form of program evaluation in which the consultant examines policies, procedures, and available data but does not employ a traditional evaluation design.

- **Technical Assistance to Louisville Metro Department of Corrections: Review of Problems in Information Sharing between the Louisville Metro Department of Corrections and the Jefferson County Office of the Circuit Court Clerk**, 2008 (An NIC Technical Assistance Project) This project resulted from a technical assistance request by the Director of the Louisville Department of Corrections (DOC) to address the problem of communication issues between the Jefferson County Clerk of Courts Office and the DOC. Errors had been occurring that had resulted in several inmates being released too soon from jail and others being held too long. The study involved examining operations in the Clerk's Office and the Jail's records department, examining the proposed (new) case records format, and examining 300 pages that contained errors in "Documented Errors in IMS Incident Reports" and of "Order of Commitment."
- **Review of Drug Treatment Programs in Adult Corrections** (California Department of Corrections): Evaluated programs in 15 prisons. Reviewed policies and program materials and analyzed program data. Recommendations focused on organizational restructuring, staffing needs, policy development, data collection requirements, and treatment program design.
- **Review of Drug Treatment Needs of County Offenders** (Broward County, Florida: Ft. Lauderdale) Reviewed treatment programs in county facilities and of contracted service providers and analyzed program data. A program improvement workshop for county administrators, community treatment service providers, and correctional officials was also conducted.
- **Review of Drug Treatment Programs in Juvenile Corrections** (California Youth Authority). A project similar to the process evaluation for adult programs, above.
- **Review of Classification Methodology in Texas Department of Criminal Justice - Institutions**. Reviewed classification methodology and provided report to state auditor's office.
- **Review of Classification Methodology in District of Columbia Department of Corrections**. Reviewed methodologies and procedures for the purpose of improving efficiency and program productivity.

Lawsuits Involving Jails

- **Expert Assistance to Defense Attorney in Class Action Lawsuit Against a Large Jail** (Lake County, IN). Performed on-site review of operations and examination of records to assist the defense attorney develop responses to allegations in a Federal Class Action Lawsuit about jail conditions.
- **Development of Strategies to Respond to Consent Decree on Jail Overcrowding** (Shawnee County, KS - Location of Capital City of Kansas). Facilitated the analysis and planning by representatives of the plaintiff, county administration, judiciary, district attorney, jail administration, and community corrections in developing action steps for reducing jail overcrowding. The work was recognized by the National Association of Counties as a National Exemplary Project.

Feasibility Studies

- **Cost Estimation of a Criminal Justice Center**. (Johnson County, Wyoming). This study involved assessment of space needs for courts, courts-related, and law enforcement operations. Costs of two options were estimated: construction of a new justice center versus renovation of an existing large building to convert it to a justice center. Also, tax revenues that would be obtained from development of a new, large coal-bed methane field (natural gas) were projected.
- **Feasibility of Financing a Courthouse and Jail by Remodeling an Existing, Empty Building** (Teton County, Idaho). This project involved evaluating the possibility of converting a relatively new, large, vacant building and assessing state restrictions on ability of the county to raise taxes for the project.

- **Financial Feasibility Study for Private Investors in the Corrections Industry (a confidential study, 2010)** This study was performed to provide information to potential investors regarding the growth prospects of a large private corrections company. This involved analysis of facilities and operations, examination of trends and driving forces in the market-place, assessment of competitors, and review of the regulatory environment.
- **Feasibility of Reopening the Lima Correctional Institution** (Ohio Department of Corrections, 2008). Served as the lead criminal justice consultant in a legislatively mandated study to examine the feasibility of reopening an older, closed 1,500-bed prison. This involved examining the physical condition of the facility, renovation needs, operational characteristics, how reopening the facility would benefit overall prison system inmate management needs, departmental budgetary implications, and economic impact on the community.
- **Feasibility of Constructing a 1,000-bed Private Prison and 48-bed Jail** (Upton County, Texas) Project value approximately \$30 million. This project involved study of potential demand for bed space by the Federal Bureau of Prisons, U.S. Marshall's Service, Texas prison system (TDCJ - Institutions), and surrounding counties. A unique aspect of this project was the evaluation of capabilities of the proposed private prison operation, which involved on-site assessment of the operator's current jail operations in New Mexico and California.

Pre-architectural Planning of Jails that included Criminal Justice System Analyses, Forecasting, and Specification of Capacities of Housing and Processing Areas

These studies examined characteristics of current inmates and potential future types and numbers of future inmates that would help architects plan the design of a jail. The studies took into account the actions of various criminal justice agencies that would affect the composition of the jail population. Recommendations were also made about how to reduce system problems that inflated jail population and about how to develop new alternatives to incarceration and enhance existing programs.

- Kern County, California (Bakersfield)
- Okaloosa County, Florida (Crestview)
- Gillespie County, Texas (Fredericksburg)
- Ascension Parish, Louisiana (Donaldsonville)
- Sumner County, Kansas (Wellington)
- Marion County, Illinois (Salem)
- Fremont County Wyoming (Lander)
- Mercer County, Pennsylvania (Mercer)
- Peoria County, Illinois (Peoria)
- Winnebago County, Illinois (Rockford)
- Collier County, Florida (Naples)
- Davidson County, Tennessee (Nashville)
- Pinellas County, Florida (Clearwater & St. Petersburg)
- Pasco County, Florida (New Port Richey)
- Broward County, Florida (Ft. Lauderdale)
- Montgomery County, Maryland (Rockville)
- York County, South Carolina (York & Rockhill)
- Jackson County, Missouri (Kansas City)
- All 23 Counties in Maryland

Jail Planning Projects that Involved Forecasting and Specification of Capacities of Housing and Processing Areas – Without Justice System Analyses

These studies involved the analyses of community conditions contributing to the increase in crime, analyses of arrest trends, law enforcement polices, and characteristics of the jail population. The products of this type of study was a forecast of detention capacity requirements.

- Larimer County, Colorado (Fort Collins)
- Thomas County, Kansas (Colby)
- Hennepin County, Minnesota (Minneapolis)
- Johnson County, Kansas (Kansas City area)
- Marshall County, Kentucky - (Benton)

- Shawnee County, Kansas (Topeka)
- Forecasts of State Prison Population, Wyoming Department of Corrections

Projects Involving Alternatives to Incarceration - Pretrial Release Programs

- **Development of Best Practices Manuals for Pretrial Release** (Missouri Office of the State Courts Administrator, OSCA). This project was performed as a consultant for the National Center for State Courts which had a contract with OSCA. Five documents were created: (1) Site Visit Report on pretrial release operations in selected Missouri Jurisdictions and in Arizona, (2) A Review of Risk Assessment Tools and Recommendations for Missouri, (3) Best Practices Manual – a document that covers standards and legal issues; essential functions of pretrial release; how to evaluate pretrial release operations and improvements; and administration of pretrial release programs, (4) Pretrial Release Policy Recommendations – a document that identified policies and decisions that would need to be made on the state level to support implementation of best practices, and (5) Implementation Manual that would be distributed to judicial circuits which have chosen to implement pretrial release programs.
- **Hands-on Assistance in Reducing Jail Population, Okaloosa County (Crestview) Florida.** The Okaloosa County Jail had exceeded its rated capacity of 594 beds by 300 inmates. The County was in the process of obtaining bids to convert the jail's parking lot into a tent-based holding facility complete with razor-ribbon (barbed wire) and guard dogs. The study involved examining cases and interacting with Judges, State's Attorney, Public Defender, and Pretrial Release staff implement pretrial risk assessment prior to initial appearance and to institute pretrial release decision-making at initial appearance. Recommendations were also made about how to continue improvement of criminal justice system operations after conclusion of the on-site assistance. At the time of making the final presentation of the report in August 2007, the average daily population (ADP) had dropped to 633, the lowest since January 2005. The jail population continued to drop and in February 2008 it had fallen to 493, which was 101 below rated capacity.
- **Development of Pretrial Release Program in a Large County** (Montgomery County, Md. - Rockville). Designed an interview and data collection format and options for supervising pretrial defendants. Analyzed the data and recommended the program configuration. Based on the recommendations, a new pretrial release program was implemented.
- **Consultant in Expansion of Pretrial Release Program in a Large County** (Broward County, Fla. - Ft. Lauderdale). Set up a data collection process for staff that involved interviews and recording information from automated and manual files. Analyzed the data and worked with staff to plan for expansion of supervision options.

Staffing Analyses

- **Large Jail Staffing Analysis** (Escambia County, Florida - Pensacola). A comprehensive staffing analysis was performed on the county's jail, which houses 1,500 inmates.
- **Comprehensive Staffing Analysis of a Large Sheriff's Office** (Chesapeake, Virginia). Performed an in-depth analysis of all sheriff's office composed of more than 340 staff involved in operation of a 600-bed jail, courts security, process serving/warrants, support services, and administration.
- **Large Prison Staffing Analysis – Bayside State Correctional Facility** (Office of the State Treasurer, New Jersey) Performed an analysis of prison facility layout, staffing assignments, and inmate management needs in a 2,400-bed prison for the purpose of identifying the most efficient manner of allocating staff resources.

Needs Assessments

- **Download and Analysis of Data from a Large County Jail**, Lake County, IN. This project was part of a civil rights compliance response. The data analysis involved examining about 150,000 inmate records containing data and transactions by the courts and law enforcement. This was part of an initiative to develop a strategic plan for the Sheriff's Department.

- **Analysis and Forecast of Health and Mental Health Treatment Needs** (Louisiana Department of Corrections). Created a structured method to obtain estimates about the size of and types of various health and mental health populations.
- **Survey of Service Needs of Youth Under State Care** (Social Rehabilitation Services, State of Kansas) Served as special consultant to revise an ineffective survey that had been designed by a previous consultant. Designed and field tested a needs assessment instrument, planned and conducted a statewide survey, and analyzed data on abused, neglected, and delinquent youth.
- **Review of Computerization Needs in the Texas Department of Criminal Justice, TDCJ** (Texas Comptroller of Public Accounts). Examined the strategic development plan for computerization in light of needs of various agencies within TDCJ.
- **Training Needs Analysis of Staff in a Large Youth Corrections Agency - Probation and Facilities** (District of Columbia Youth Services Agency, DCYSA): Performed a comprehensive training needs analysis of all divisions that included administration, field supervision, and institutional supervision staff. This was a technical assistance project through the National Institute of Corrections.
- **Training Needs Assessment of Probation Staff** (Shawnee County, KS - Topeka) Conducted a survey and performed interviews of all staff in a medium-size probation agency that served both county and state courts in the county.
- **Juvenile Facilities Needs Assessment for State of Kansas**, (Advisory Committee on Juvenile Offenders Programs - a committee of state officials, legislators, and juvenile treatment representatives. Performed initial needs assessment for determining the number of new state-run juvenile detention facilities.
- **State-Wide Study of Public Defender Management Training Needs** (Missouri State Public Defender System). Worked with a committee of public defenders to design a telephone survey. Also conducted the survey of management training needs in all Missouri counties and regional and state offices.

Other Projects

- **Development of the Florida Board of Corrections** (Task Force for the Review of the Criminal Justice and Corrections Systems, Tallahassee, Florida) Led a task force that included the State Attorney General, legislators, judges, parole commissioner, and others, through a structured decision-making process for the creation of a new state corrections commission, i.e., board of corrections.
- **Police Department Reorganization** (Leavenworth, Kansas Police Department) Served as one of two consultants in the review of police operations and organizational structure. Made recommendations on reorganizing the administrative and operational structure.

PROFESSIONAL MEMBERSHIPS

- American Correctional Association

SELECTED PUBLICATION WORK

- "An Evolutionary Step in Direct Supervision Jails: Organizational Culture, Design, and Costs of the Falkenburg Road Jail." American Jails Magazine, March/April Issue, 2007
- "Jail Bloating: A Cause of Jail Overcrowding." Internet Article at www.justiceconcepts.com
- "Forecasting: Fiction and Utility in Jail Planning." Internet Article at www.justiceconcepts.com
- "Misleading Jail Bed Costs." Internet Article at www.justiceconcepts.com
- "Example of We Rapidly Reduced a Jail Population." Internet Article at www.justiceconcepts.com
- "Recidivism: A Fruit Salad Concept in the Criminal Justice World." Internet Article at www.justiceconcepts.com

PRESENTATIONS

- "Planning for Success: Implementing Best Practices in Pretrial Release." 44th Annual Conference of the National Association of Pretrial Services Agencies, September 13, 2016.
- "Drug Treatment and Court System in the U.S.", Presentation to criminal justice system representatives, Director of Psychiatric Center Suriname, and senior legislative lawyer from Suriname (a Dutch Colony in South America) hosted by International Visitor Leadership Program, October 16, 2010. (a U.S. Department of State's Bureau of Educational and Cultural Affairs professional exchange program)
- "Mental Makeover for the Corrections Professional," Missouri Correctional Association,
- "Organizational Culture in Corrections, American Jail Association, September 2007 and repeated by invitation in 2008.
- "Reentry into the Community: Trends, Current Thinking, and Future Possibilities," Joyfields Institute (an organization in Atlanta Georgia that conducted seminars for correctional professionals from foreign countries.) July 27, 2007.
- "Options and Innovations in Providing Mental Health Services in Jails," Oklahoma Sheriffs' Association, August 17, 2002