

Allen R. Beck, Ph.D.
Criminal Justice Consultant

Education

Ph.D., Criminal Justice Administration
Sam Houston State University

M.Ed., Rehabilitation Counseling
University of Georgia

B.A., Psychology
University of South Florida

Research Fellowship, Law Enforcement
Assistance Administration, US Department
of Justice. (Methods of forecasting special
needs populations)

Special Studies

Training in Organizational Culture Assessment
Human Synergetics International

Strategic Planning
Wharton School, University of Pennsylvania.

**Methods of Forecasting and Decision Making for
Executives**
Wharton School, University of Pennsylvania

Summary

Dr. Beck has worked evaluation and planning for more than 30 years. Highlights of his background include:

- Conducting performance audits of agencies and facilities.
- Performing prearchitectural studies for construction of new detention facilities.
- Performing needs assessments for expanding governmental services and agency staff training.
- Evaluating treatment programs for high risk adults and youth.
- Evaluating organizational culture and training leaders in strategies for performance improvement.
- Training more than 1,000 planners and evaluators in state and local agencies in methods of information analysis, program planning, and program evaluation.

Professional Experience

President of Justice Concepts Inc., JCI, Kansas City, Missouri, 1994-Present.

JCI provides consulting services nationwide to counties and private service providers on criminal justice issues and in the planning of correctional programs and facilities. Dr. Beck consults in a wide range of areas, including developing alternatives to incarceration, evaluating offender treatment programs, analyzing correctional facility operations, performing studies of criminal justice systems, performing financial feasibility studies for building of criminal justice facilities, forecasting correctional facility capacity requirements which includes specifying capacities of jail housing and processing areas, conducting agency performance audits, and analyzing staffing needs.

Principal in Pacific Accord Inc., Overland Park, Kansas, 2003-Present

Pacific Accord provides assistance to public, non-profit, and for-profit agencies in assessment of organizational culture, developing strategies for organizational performance improvement, and training organizational leaders and staff in how to improve organizational performance. Pacific Accord is an affiliate of The Pacific Institute® which provides consulting services worldwide in 50 foreign countries and in 15 languages. Its clientele include staff in sixty percent of the Fortune 500 companies, U.S. governmental agencies, and the military.

Owner 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 CSI 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 to 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. Provided consulting services in planning of adult and juvenile justice facilities, planning of community corrections programs, evaluating criminal justice programs, and conducting seminars for jail staff and law enforcement and correctional staff. Also developed case management software for court services (probation) and law enforcement.

Director of Center for Strategic Planning, Washburn University, Topeka, Kansas. This was a one-year (trial) project developed by the university president. Provided seminars for non-profit and for-profit agencies in methods of strategic planning.

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: Program Planning, Program Evaluation, Program Monitoring, Crime and Information Analysis, 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 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 each incoming inmate and old inmates who were being reevaluated. Also served as an Institutional Psychologist and trained corrections staff (counselors and correctional officers) in crisis intervention.

Consulting Projects

Current Project: Developing Pretrial Services and Probation Best Practices Manual, Consultant for the National Center for State Courts in a project for the Missouri Office of the State Courts Administrator.

Serve as a primary team member to evaluate status of pretrial services and misdemeanor probation in Missouri's counties and to develop a best practices manual that will guide implementation and improvement of programs. This also involves review of court cases and nationwide best practices.

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.

- **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.
- **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 review of policy development and planning, security operations in prisons, training academy, State Use Industries, classification system, chaplaincy, inmate transportation system, vehicle maintenance and purchasing, and inmate pay systems.

Feasibility Studies

- **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.
- **Environmental Impact Analysis, Tax Revenues Projection, and Estimation of Cost of a New Criminal Justice Center.** (Johnson County, Wyoming). This study was unusual in that it involved development of a social environmental impact study (EIS) for the Bureau of Land Management and the forecast of tax revenues that would be obtained from development of a large coal-bed methane field (gas fields). Also, complete operational start-up costs were estimated for the proposed facility.

- **Feasibility of Financing a Courthouse and Jail by Remodeling an Existing, Empty Building** (Teton County, Idaho). This project involved evaluating the proposed conversion of a relatively new, large, vacant building and assessing state restrictions on ability of the county to raise taxes for the project .

Needs Assessments

- **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.
- **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.

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.

- **Process and Impact Evaluation of Program for High Risk Youth in the Kansas City, MO School District.**

Performed a five-year evaluation of a program funded by the U.S. Department of Health and Human Services (DHHS) which had the objective of reducing substance abuse in a remedial school for students who could not transition from middle school to high school because of poor grades, absences, or behavior problems. Dr. Beck also served on the national panel for programs serving high risk students that were funded by DHHS.

- **Process Evaluation of Middle School Drug Prevention and School Safety Coordinators Project, Hickman Mills School District (Metropolitan Kansas City area),** A three-year project funded by the U.S. Department of Education. Evaluated the planning, implementation, and operations of a project serving high risk, middle school students.

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.

- **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.

Staffing Analyses

- **Analysis of Staffing Needs for Jail Expansion, 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 teamed with Ken Murray and Ken Ray in estimating staffing needs and in studying ways of using technology and of improving operational functioning so as to obtain staffing efficiencies. The final report was submitted in February 2014.
- **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.
- **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.

- **Review of County Department Head Salaries** (Shawnee County, Kansas – Topeka). Chaired a task force composed of state legislators and executive directors of associations for municipal and county governments. Created a unique methodology to objectively rate and rank county department head positions.
- **Review of Police Department Staffing and Command Structure** (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.

Planning Projects

- **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 to identify inmates who could be released immediately to alternatives to incarceration and to improve the speed of case processing. 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.
- **Community Corrections Program Planning** (Shawnee County Department of Community Corrections, Topeka, Kansas). Created the first plan to develop a large community corrections agency containing many programs. Prepared the annual funding plans for the subsequent three years. Forecasted client caseloads, developed service delivery criteria, planned program implementation, and developed budgets.
- **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.
- **Study of How to Expand 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.
- **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.
- **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.
- **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.
- **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.
- **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.
- **Development of Emergency Response and Crisis Management Capability in the Kansas City, Missouri School District**. A project funded by the U.S. Department of Education, 2000-2005. Dr. Beck wrote the grant proposal that was funded for \$500,000 and which was also chosen as a model proposal for all applicants seeking similar grant funds. The proposal included development of service agreements with the County's office of emergency management, fire departments, law enforcement agencies, and ambulance service provider. Beck also served as the project evaluator.

Prearchitectural Planning of Jails that included 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.

- 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