

Project List

Allen Beck, Ph.D.
President of Justice Concepts Inc.

ABOUT THIS LIST

This list shows consulting activities in which Dr. Beck was either the primary consultant or team leader. Some consulting services were provided as part of large projects in which different consultants had specific areas of responsibility. Most of the activities in this list were performed while Dr. Beck was president of Justice Concepts Incorporated (JCI).

Prearchitectural Planning of Jails that included Justice System Analyses, Forecasting, and Specification of Capacities of Housing and Processing Areas

These studies have a three-fold purpose: (1) Identify ways of reducing the need for jail beds by reducing delays in criminal case processing and by developing and/or improving alternatives to incarceration, (2) Analyze the characteristics of jail inmates, (3) Forecast new or expanded jail capacity requirements.

- All 23 Counties in Maryland
- Ascension Parish, LA (Donaldsonville)
- Broward County, FL (Ft. Lauderdale)
- Carlton County, MN (Carlton)
- Collier County, FL (Naples)
- Davidson County, TN (Nashville)
- Elbert County, CO (Kiowa)
- Fremont County WY (Lander)
- Gillespie County, TX (Fredericksburg)
- Jackson County, MO (Kansas City)
- Kern County, CA (Bakersfield)
- Marion County, IL (Salem)
- Mercer County, PA (Mercer)
- Montgomery County, MD (Rockville)
- Okaloosa County, FL (Crestview)
- Pasco County, FL (New Port Richey)
- Peoria County, IL (Peoria)
- Pinellas County, FL (Clearwater & St. Petersburg)
- Sumner County, KS (Wellington)
- Winnebago County, IL (Rockford)
- York County, SC (York & Rockhill)

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

These studies involved only the forecasting of capacity requirements of various areas of a jail, such as medical area and inmate housing areas. Forecasting involved analysis of jail population growth, crime, and community.

Project List

- Douglas County, KS (Lawrence)
- Hennepin County, MN (Minneapolis)
- Johnson County, KS (Kansas City area)
- Marshall County, KY - (Benton)
- Shawnee County, KS (Topeka)
- Thomas County, KS (Colby)
- Forecasts of State Prison Population, Wyoming Department of Corrections

In-depth Analyses of Courts and Related Agencies

JCI performed these analyses as part of large projects that had multiple components. The purpose of JCI's analyses was to find ways of reducing the need for jail beds.

- Boyle and Mercer Counties, KY (Shared the same court system)
- Monroe County, IN --Bloomington
- Vigo County, IN - Terra Haute

Staffing Analyses

- **Analysis of Staffing Needs for Jail Expansion** (Chatham County, GA - Savannah)
 - The Sheriff's Office finished construction of 1,000+ additional beds to the existing jail of about 1,224 beds in 2013. JCI teamed with RJS Justice Services (Dr. Kenneth Ray) and Ken Murray (Project Manager). JCI examined ways of using technology to reduce staffing needs.
- **Large Jail Staffing Analysis** (Escambia County, FL - Pensacola).
 - A comprehensive staffing analysis of a jail that housed 1,500 inmates.
- **Comprehensive Staffing Analysis of a Large Sheriff's Office Including Jail** (Chesapeake, VA).
 - An in-depth analysis of all sheriff's office personnel (more than 340 staff), which included 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. Prison operations involved single cells, multiple cells, and tents.

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 county administration for the purpose of reducing costs (streamlining operations, cost-avoidance, and cost-savings).

- **In-Depth Analysis of Operational and Capacity Adequacy of a County Jail and Workhouse** (Anoka County, MN - Anoka)
 - Analyzed the design and features of the two facilities with regard to impact on operations, provision of programs and services, staff and inmate safety, and staffing.

Project List

- **Jail Operations and Budget Analysis** (Sheriff's Office, Escambia County, Florida)
 - Examined jail operations and contracts, and facilitated a committee of financial and operations staff in the disaggregation of jail expenses from the 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 evaluation of social, psychological, and medical diagnostic services and assessment of support systems, such as medical, transportation and records storage. The emphasis was on improving efficiency and reducing costs.
- **Data Analyst in Performance Audit of Texas Prison System School District** (Texas Comptroller of Public Accounts)
 - Dr. Beck served as data analyst to study outcomes of more than 50,000 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 data on inmate needs, inmate program participation, release information, and recidivism.
- **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).
 - JCI served on a large consulting team that covered all of the Department's operations. This project was the first major undertaking of Governor Christy Whitman in re-engineering state governmental agencies. JCI had the responsibility of reviewing security operations in the Department's numerous prisons plus 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.

Needs Assessments

- **Analysis and Forecast of Health and Mental Health Treatment Needs of Prison Inmates** (Louisiana Department of Corrections).
 - Created a structured method to obtain estimates of the size of and types of various health and mental health populations that was used in planning a mental health treatment facility for inmates.
- **Juvenile Facilities Needs Assessment for State of Kansas**, (Advisory Committee on Juvenile Offenders Programs - a committee of Kansas state officials, legislators, and juvenile treatment representatives).
 - Performed initial needs assessment for determining the number of new state-run juvenile detention facilities.
- **Survey of Service Needs of Youth Under State Care** (Social Rehabilitation Services, State of Kansas)
 - Dr. Beck served as a 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

Project List

- 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).
 - Evaluated a strategic development plan for computerization of inmate records and how it affected 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.
- **Statewide Study of Public Defender Management Training Needs** (Missouri State Public Defender System).
 - Worked with a committee of public defenders to design a telephone survey of management training needs. Subsequently, conducted the survey of public defender offices in counties and in regional and state offices.

Planning and Implementing Pretrial Release Programs

- **Study of How to Expand Pretrial Release Program in a Large Southern County** (Broward County, FL - 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 Northeastern County** (Montgomery County, MD - Rockville).
 - Performed the foundational work for planning a new pretrial release program. 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. Subsequent refinement over the years has brought about recognition as a model program.
- **Hands-on Assistance in Reducing Jail Population**, (Okaloosa County, FL - Crestview)
 - The Okaloosa County Jail had exceeded its rated capacity of 594 beds by 300 inmates. A large part of the study involved improving the existing pretrial release program. Cases of pretrial inmates in jail were examined and the results were used to work with judges, state's attorney, public defender, and pretrial release staff to immediately revise pretrial release procedures. Longer range criminal justice system improvements were also recommended. 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 Best Practices Manual for the Missouri Court System**
 - Dr. Beck served a consultant for the National Center for State Courts in this project for the Missouri Office of the State Courts Administrator.
 - He was the primary team member who performed on-site reviews of evaluated pretrial services in Missouri's counties and developed a best practices manual for guiding implementation and improvement of pretrial release programs. The products of this work were (1) a manual that addressed best practices, constitutional issues, and local support needs, (2) a "how-to-do-it" implementation manual, and (3) a document addressing policy changes needed to support implementation.

Project List

- **Hands-on Facilitation of Development and Implementation of a Best Practices Pretrial Release Program in a Medium Size County** (Douglas County, KS - Lawrence)
 - Led a team of probation staff, new hires of pretrial release program staff, assistant prosecutors, defense attorneys, and judge through the planning steps, which included operational procedures, forms development, development of policies and procedures, selection of case management software, establishment of a system of feedback and evaluation that tracked implementation progress and fidelity, and development of briefing materials for judges and other criminal justice system officials.

Planning of Other Alternatives to Incarceration

- **Transitional Planning for Opening of a Correctional Work Release Facility** (Shawnee County, KS - Topeka).
 - Assisted county correctional agency administrators in scheduling facility construction and program implementation activities for a new work release facility.
- **Planning of Statewide Aftercare 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.
- **Development of the Florida Board of Corrections** (Task Force for the Review of the Criminal Justice and Corrections Systems, Tallahassee, FL)
 - 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.
- **Community Corrections Program Planning** (Shawnee County Department of Community Corrections, Topeka, KS).
 - Created the first plan to develop a large community corrections agency containing programs for adults and juveniles. Subsequently prepared the annual funding plans for three following years, which included forecasting client caseloads, developing service delivery criteria, planning implementation of new programs, and developing 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.
- **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.
- **Drug Court Planning**
 - - Rutherford and Cannon Counties in Tennessee (fastest growing counties in Tennessee),
 - Winnebago County, IL (Rockford).
 - These planning studies examined substance abuse and psycho-social treatment needs of local offender populations and estimated the size of current and future service caseloads. Data was collected data from computer data bases and client interviews. Also worked with members of the criminal justice system to develop client selection criteria and policies and procedures for the drug court.
- **Statewide Removal of Juveniles from Jail**, State Advisory Committee on Juvenile Offender Programs, ACJOP (A special committee of Kansas legislators, state agency administrators, and private service providers).

Project List

- 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, such as reduced recidivism. 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, KS -- Topeka).
 - Trained community corrections staff in program evaluation and provided individual assistance to administrators in developing program evaluation instruments.
- **Planning and Evaluation of Shawnee County Juvenile Detention Programs** (Shawnee County Department of Corrections, Topeka, KS)
 - Developed local program needs assessments and plans to meet funding guidelines of the State of Kansas. Also evaluated the facility's programs.
- **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 requirements. 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 unique prison facility and parole aftercare.

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 communication problems between the Jefferson County Clerk of Courts Office and the DOC. Errors had been occurring that resulted in several inmates being released to early 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 errors in IMS incident reports" and orders

Project List

- of commitment.
- **Review of Drug Treatment Programs in California Prison System** (California Department of Corrections)
 - Performed on-site evaluations of drug treatment programs in 15 California prisons. Reviewed policies and program materials and analyzed program data. Recommendations focused on organizational restructuring of drug treatment services, staffing needs, policy development, data collection requirements, and treatment program design.
- **Review of Drug Treatment Programs in California Juvenile Corrections** (California Youth Authority).
 - A project similar to the process evaluation of adult programs, above.
- **Review of Drug Treatment Needs of Broward County Offenders** (Broward County - Ft. Lauderdale, FL)
 - Reviewed and analyzed data on treatment programs in both county facilities and by contracted service providers. Also conducted a program improvement workshop for county administrators, community treatment service providers, and correctional officials.
- **Review of Classification Methodology in Texas Department of Criminal Justice - Institutions.** Examined the inmate classification methodology and provided a 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 effectiveness.

Feasibility Studies

- **Environmental Impact Analysis, Tax Revenues Projection, and Estimation of Cost of a New Criminal Justice Center.** (Johnson County, WY - Buffalo).
 - This study was unusual in that it involved a social environmental impact study (EIS) for the Bureau of Land Management and a forecast of tax revenues that would result from development of large coal-bed methane field (gas fields) in the county. The study collected information from state agencies, neighboring counties, and private energy companies.
 - Complete operational start-up costs were estimated for a new criminal justice facility.
- **Feasibility of Financing a Courthouse and Jail by Remodeling an Existing, Empty Building** (Teton County, ID).
 - Evaluated the proposed conversion of a relatively new, large, vacant building and assessed state restrictions on a county's options to raise taxes to fund the remodeling.
- **Feasibility of Constructing a 1,000-bed Private Prison and 48-Bed Jail** (Upton County, TX)
 - Studied 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 operator. This required the on-site assessment of the operator's current detention operations in other states (New Mexico and California.)
- **Financial Feasibility Study for Private Investors in the Corrections Industry** (a confidential study, 2010)
 - This study was performed to provide information to potential investors about potential future profitability of a large private corrections company. The study 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).
 - Served as the lead criminal justice consultant in a legislatively mandated study to examine the

Project List

feasibility of reopening an old 1,500-bed prison. The study examined 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 local community.

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 of a response 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.