

ROUTING AND TRANSMITTAL SLIP

07 July 87

1. (Name, org. symbol, room number, Agency/Post)

Initials

Date

Director of Medical Services

Action	File	Note and Return
Approved	For Clearance	For Conversation
As Requested	For Correction	Prepare Reply
Exempt	<input checked="" type="checkbox"/> For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

REMARKS

FYI.

cc: Procurement Management Staff/OL

done
19 July '87
JAL

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2. (Name, org. symbol, Agency/Post)

Room No.—Bldg.

EKA/DDA

Phone No.

5010-102

OPTIONAL FORM 41 (Rev. 7-76)
Prescribed by GSA
FPMR (41 CFR) 101-11.206

*U.S.G.P.O. 1980 - 421-529/320

EXECUTIVE SECRETARIAT
ROUTING SLIP

TO:

		ACTION	INFO	DATE	INITIAL
1	DCI				
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SUSPENSE

Date

Remarks

1 Jul 87

Date

3637 (10-81)

IMMEDIATE**ROUTING AND TRANSMITTAL SLIP** Date **7 JULY 1987**

To: (Name, office symbol, room number, building, Agency/Post)		Initials	Date
1.	PROCUREMENT MANAGEMENT STAFF/OL		
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Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

REMARKS

The DCI's office received a call from Debbie Corsini (412) 363-5500 regarding the attached. Could you give Ms. Corsini a call and tell her who would be the best person in the Agency to talk with Mr. Steger about this matter.

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FROM: (Name, org. symbol, Agency/Post)	Room No.—Bldg.
	Phone No.

5041-102

★ U.S. GPO: 1986-491-247/40012

OPTIONAL FORM 41 (Rev. 7-76)
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 FPMR (41 CFR) 101-11.206

CONSAD

DDA SUBJECT FILE COPY

CONSAD RESEARCH CORPORATION
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Pittsburgh, Pennsylvania 15206
Telephone (412) 363-5500
Cable Address—CONSAD

Executive Registry

87-2546X

DDA/REG
LOGGED

25 June 1987

Mr. William H. Webster
Director
Central Intelligence Agency
Washington, D.C. 20505

Dear Mr. Webster,

To meet the challenge posed to the Central Intelligence Agency by the President's Executive Order (E.O. 12564) for a drug-free federal work environment, energetic agency leadership, dedicated management, and first-rate technical expertise will be required. The program envisaged by the Executive Order can provide significant and far reaching benefits for the federal workforce and the American public.

Given the need to expedite this program, you may be looking for experts and specialists to assist in its immediate implementation. Even if resources are at your disposal, you may nevertheless wish to engage a highly experienced team of experts specialized in drug abuse in the workplace. In either case, allow me to tell you about CONSAD, which has been a leading consulting firm in the drug abuse prevention, deterrence, and treatment field since the early 1970s. Current assignments with government and the private sector provide CONSAD with unique capabilities to be of immediate service to your agency.

CONSAD, its staff, and expert consultants, have been in the thick of the drug-free workplace initiative, working as policy, program, and procedural advisors to government agencies and several Fortune 500 companies. My colleagues and I have been helping agencies and organizations balance the "hammer" and the "helping hand" approaches to what a well-conceived workplace strategy can achieve: a significant reduction in on-the-job drug use, a marked increase in productivity and other performance and cost-reducing measures, a heightened confidence in security measures, and better employee morale. We have focused our attention on agency and corporate leadership at all levels, and on achieving employer-employee cooperation on substance abuse detection, prevention, and treatment issues. I believe that this experience (military and non-military public sector, and all sizes and segments of the private sector) is highly relevant -- albeit with suitable modification -- to your agency's needs.

DDI
EX-100
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CONSAD

Mr. William H. Webster
25 June 1987
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To achieve the degree of excellence covering all facets of the drug-free initiative -- from applicant and in-service ("sensitive positions" and others) drug testing to Employee Assistance Programs (EAP), management information, education and training components, and security -- at least three basic tasks are involved. CONSAD's current assignments for federal agencies involve the providing of specific technical assistance covering each of these task areas:

1. Assist in defining the drug-free workplace program and in the delineation of specific procedures and protocols required for an effective testing program, building on and adapting the HHS guidelines as needed;
2. Assist in the development of an information and record-keeping system to support program components and to serve as a vehicle for program evaluation; and
3. Begin the design of promotional and educational materials to increase employee awareness of issues related to substance abuse, the development of curricula for substance abuse training, and the provision of training to selected groups.

A CONSAD representative can describe our services in more detail at your convenience. I have attached a copy describing some of CONSAD's experience in this substantive field.

I hope you will call upon us to further explore how we might be of help to the Central Intelligence Agency in this matter.

Sincerely,



Wilbur A. Steger
President

WAS:jf
Attachment

ATTACHMENT CONSAD: Relevant Drug Abuse Experience

CONSAD Research Corporation has a great deal of experience and capability providing substance abuse-related information, analysis, education, and evaluation services. For more than a decade and a half, CONSAD has performed nationally prominent assignments concerning substance abuse in the workplace, beginning with its pathbreaking census of Drug Abuse in Industry (for the National Institute of Mental Health in the early- to mid-1970s) and continuing with drug abuse prevention and treatment studies/activities for the public and private sectors at the present time. CONSAD has performed national attitudinal and behavioral surveys related to substance abuse, coordinated and conducted workshops on related research, has evaluated prevention and treatment programs, and more. CONSAD's contributions range from the identification and definition of key policy and programmatic issues, to the development and implementation of methodologies to assess specific concerns and evaluate programs and policies, to the transfer of creative and workable ideas into effective plans and actions.

CONSAD's lengthy experience in substance abuse in the workplace assignments is encompassed within CONSAD's more than two decades of history in occupational safety and health programs and projects. Today, for example, CONSAD is a major regulatory analysis contractor for OSHA. For federal and private sector agencies and organizations, CONSAD performs the following types of services:

- Needs assessment;
- Field surveys and data collection (DHHS, DoD, DoED, SAODAP, others);
- Policy development and analysis: impact and evaluation analysis;
- Training, education, and orientation;
- Testing and quality control;
- Management information systems;
- Outcomes/process monitoring; and
- Rating systems.

More than 25 such projects are briefly listed in the following exhibit.

EXHIBIT I: CONSAD Substance Abuse Contracts

Project and Agency	Technical Assistance and Training					Preparation of Technical Products	Organizational and System Analyses			Research and Technical Studies				Substance Abuse Program Components	
	On-Site Technical Assistance	Indirect Technical Assistance	Training	Assistance to SSA's	Workshops or Conferences		Organizational Analyses	Intergovernmental Analyses	Interorganizational Analyses	Quantitative Analyses	Qualitative Analyses	Instructional Manuals	Research Protocols and Studies	Treatment	Prevention
1. Collection and Analysis of Data on Migrant Health Care Centers (NIDA).						X	X		X	X	X		X		
2. Workshop on Alcoholism and Alcohol Abuse among Women (NIAAA).					X	X							X	X	X
3. Design and Implement a Survey of Youth at Risk for Alcohol Problems (NIAAA).*						X				X	X		X		X
4. Evaluation of the NIAAA Training Grant Program (NIAAA).*						X	X		X	X	X	X	X	X	
5. Develop a Report Analysis of Materials Available for the Office of Communication and Public Affairs (NIDA).						X	X		X			X		X	X
6. Development of a LAAM Policy Monograph (NIDA).*						X	X		X		X	X		X	
7. Evaluation of NIAAA/NIDA Career Teacher Program (NIAAA).						X	X		X	X	X		X	X	X
8. Evaluation of Treatment Approaches for Drug Abusing Youth (NIDA).	X	X		X	X	X	X		X	X	X	X	X	X	X
9. Evaluation of the Area Alcohol Education and Training Program (NIAAA).						X	X	X	X	X	X		X	X	X
10. Evaluation of State and Community Alcoholism Prevention Programs (NIAAA).	X	X		X	X	X	X	X	X	X	X	X	X		X
11. Evaluation of Bureau of Prisons Addict Commitment Client Outcomes (BOP).						X		X	X	X	X		X	X	
12. Demonstration of Third Party Strategies for SSA's (NIDA).	X	X	X	X	X	X	X	X	X		X	X		X	
13. Analysis of Third Party Reimbursement of Drug Treatment Services (NIDA).	X	X		X	X	X	X	X	X	X	X	X	X	X	
14. Design and Presentation of an In-Service Training Program Model (U.S. Army, Brooke Army Medical Center).			X		X	X						X		X	X
15. Catalog of Drug Abuse Prevention Program Evaluations (NIDA).						X					X			X	X
16. A Survey of Drug Abuse in Industry (NIHM).					X	X	X		X	X			X	X	X
17. Technical Assistance to Drug Abuse Treatment Programs (NIDA)	X	X		X	X	X	X		X	X	X	X	X	X	X
18. Professional Program for Personnel of the Dept. of the Army Alcohol and Drug Abuse Prevention and Control Program (U.S. Army, Brooke Army Medical Center).	X	X	X		X	X						X		X	X
19. Analysis and Evaluation of Army Alcohol and Drug Treatment Programs (Office of the Surgeon General, U.S. Army).					X	X	X			X	X		X	X	X
20. Technical Assistance to Single State Agencies for Drug Abuse Prevention (SAODAP)	X	X		X		X	X	X	X		X			X	X
21. Evaluation of Drug Abuse Training Programs Administered by NIHM (NIHM).						X		X		X	X		X	X	X
22. Evaluation of Bureau of Prisons Drug Abuse Programs (NARA II) (SAODAP).					X	X		X	X	X	X		X	X	
23. Design of Reporting Requirements and Cost-Finding Methodology for Drug Problems (OD)		X				X	X			X		X	X	X	
24. Selected Aspects of Drug Abuse Related Civil Commitment Programs (SAODAP).						X					X		X	X	
25. Survey and Analysis of Drug Abuse (Allegheny County, Pennsylvania)		X				X				X	X		X	X	X
26. Design/Implementation of Training Program for Drug Users Enrolled at a Manpower Skills Center (U.S. Office of Education)			X			X	X				X			X	

CONSAD's substance abuse education and training programs are custom-tailored to the needs of a particular organization. Training sessions can be targeted to supervisors, hourly and salaried employees, management, labor organizations, or other groups. The content of these awareness and orientation programs usually includes, as a core curriculum, the following topics: organization policy, pharmacology, symptoms/effects of use, quality control and testing, roles and responsibilities, EAP/referral and recognition/probable cause.

Current Assignments -- For military, federal, civilian agency, and corporate clients (e.g., General Dynamics, General Electric, Alcoa, and others), current assignments are initiated with the development of a proposed strategy for developing a comprehensive alcohol and drug program and establishing a plan for its implementation. A key element is the development of detailed objectives, understood and agreed upon by all involved. The following types of issues are included:

- Review of current programs and projects on alcohol/drug abuse
- Formal identification of the need for the program
- Evaluation of the work environment
- Policy dissemination and discussion
- Performance analysis and self-evaluation
- Community relations
- Ability to obtain management worker interest and support
- Development of short- and long-range strategies
- Program controls
- Knowledge about level of drug use
- Corporate participation in education and training programs

Included is a review of corporate (agency) policies and procedures relative to labor relations, personnel, training, employee assistance and rehabilitation programs in order to gain insights into the company. If there are records on sick leave, absenteeism, workmen's compensation claims, tardiness, arbitrations on discipline, or other personnel matters that might reflect on alcohol or drug abuse, that information is utilized in formulating a comprehensive policy on alcohol and drug abuse. Included in this assessment is an examination of these issues:

- Safety in the workplace
- The employees' health
- The prohibition against sale or distribution of illegal drugs or controlled substances
- The off-duty relationship
- The role of legal substances prescribed by a physician
- The need for and extent of drug testing
- The company's EAP
- Company policy on disciplinary action
- The relationship between drug and alcohol abuse
- Linkage with law enforcement officials.

Following and pursuant to the communication of the agreed-upon policy, these other program elements are evaluated, designed and implemented:

- Employee testing
 - Pre-employment and post-employment
 - Development of collection procedures
 - Selection of laboratory facilities
 - Quality control procedures
 - Monitoring results
- Design of a training/communication program
- Selection of counselling and treatment facilities
- Assessment of incidence, prevalence, and security issues (e.g., sources, levels, targets)
- Drug abuse data analysis system
- Training of hourly and salaried personnel
- Community/public relations

The following project summaries briefly describe some of CONSAD's experiences in the substance abuse field in the last several years.

- DEMONSTRATION VOCATIONAL TRAINING AND REHABILITATION PROGRAM FOR DRUG ABUSE TREATMENT CLIENTS: Under a subcontract to the Central Labor Rehabilitation Council, AFL/CIO, CONSAD was responsible for evaluating a demonstration program for training drug abuse treatment clients. Specifically, CONSAD's work included:
 - Designing a research/evaluation methodology;
 - Developing client and program forms and records;
 - Developing and implementing a project monitoring system;
 - Training project and treatment program staffs in the use of all instrumentation;
 - Participating in data acquisition activities;
 - Analyzing data; and
 - Preparing evaluation reports.

The purpose of the demonstration was to test alternative vocational training and rehabilitation models for use with employed and unemployed drug abuse treatment clients within the context of labor unions, and determining the feasibility of implementing models and/or model components in various environments.

- A SURVEY OF DRUG ABUSE IN INDUSTRY: CONSAD conducted a nationwide study of drug abuse in industry for NIMH. The primary objectives of the project were to determine: (1) the extent and nature of employee drug use in the industrial setting; (2) its effects on job performance; (3) the extent and nature of drug treatment programs in industry; and (4) policies and practices of industrial employers with respect to the hiring and retention of drug users.

In fulfilling this objective, CONSAD surveyed almost 200 business and industrial establishments engaged in various types of both manufacturing and non-manufacturing production in all parts of the U.S. A first field phase provided company information and drug use estimates from corporate officials and staff such as personnel and medical directors. The second field phase provided 50 percent samples of employees at the selected business and industrial facilities. Based upon this extensive research base, CONSAD assisted NIMH and other federal agencies in developing public policies dealing with employee drug use, and provided research support to industry in addressing related issues. These

issues included recommendations for resource allocation models, analysis of appropriate public/private solution strategies, development of standards, procedures, and policies for alleviating industrial problems related to employee drug use, as well as assessment and possible modification of personnel policies relating to the hiring or retention of former and/or current drug users. Nearly 5000 survey instruments were collected, processed and analyzed for this project.

- DESIGN AND PRESENTATION OF AN IN-SERVICE TRAINING PROGRAM MODEL: CONSAD designed and presented an in-service training program model for clinical directors of the Army's Alcohol and Drug Abuse Prevention and Control Program (ADAPCP). The objective of the project was to train clinical directors in methods of assessing staff in-service training needs and applying the program to their own staff in the following areas:

- Current policy;
- Individual counseling skills;
- Group counseling skills;
- Linking individual and group counseling;
- Drug/alcohol counseling;
- Consultation skills;
- Utilization of professional staff;
- Use of adjunct services; and
- Case recording.

CONSAD developed the methodology for assessing the in-service training needs of ADAPCP staff, prepared a trainer's manual with lesson-by-lesson guidelines for implementing the in-service training program, a student's manual for trainees at the installation level, and an instrument for measuring the effectiveness of the implementation of the in-service training program. Finally, CONSAD conducted a conference in using the model at San Antonio, Texas, for 25 clinical directors of ADAPCP programs.

- PLAN AND CONDUCT A WORKSHOP ON ALCOHOLISM AND ALCOHOL ABUSE AMONG WOMEN: To develop current knowledge of alcohol abuse and alcoholism among women, to disseminate new findings among currently active researchers, and to develop a plan and strategy for future research to identify specific research opportunities, CONSAD planned and conducted a conference on alcohol abuse and alcoholism among women involving the following tasks:

- Developed a comprehensive program for the conference including etiological factors, case findings, biological and psychological effects, and patterns and incidence of use among female populations;

- Surveyed the scientific and research communities to assist in selection of appropriate conference participants;
 - Completed all logistical arrangements for the conference;
 - Assisted in the preparation of, and edited all conference papers; and
 - Prepared a conference report document.
- EVALUATION OF DRUG ABUSE TRAINING PROGRAMS ADMINISTERED BY NIMH: CONSAD evaluated NIMH-funded training programs at Queens College, N.Y., and Yale University, New Haven, Conn. This assessment involved a review of program participants, the selection of an appropriate sample, the tracking and interviewing of the sample, and the analysis of data in terms of evaluation of training program components.

Many trainees (serving as employees of drug abuse treatment programs) are ex-abusers, and perhaps even current users. Therefore, extensive time was spent in interviewing trainees to obtain first hand data on training program impact. This involved site visits over a broad geographic area, and required a highly experienced field staff sensitive to the predispositions of the respondent populations, and skilled in the acquisition and transmittal of data.

An extensive final report was prepared by CONSAD dealing with: the characteristics of the trainees; overall evaluations of the programs by the trainees; program impact on knowledge; trainee attitudes and values and impact of the program on these attitudes; analysis of program effects on actions and performances; and other related effects. CONSAD also delineated major conclusions of the analysis, as well as recommendations for program improvement.

- PROFESSIONAL PROGRAM FOR PERSONNEL OF THE DEPARTMENT OF THE ARMY ALCOHOL AND DRUG ABUSE PREVENTION AND CONTROL PROGRAM: CONSAD developed and conducted a professional staff development training program for personnel of Army Alcohol and Drug Abuse Prevention and Control Program (ADAPCP). The goal of the project was to provide staff with those capabilities and skills which would permit them to better perform present and anticipated tasks. To this end, CONSAD developed a three-phased training program, as follows:
 - Human Relations Training, including group processes, communications theories, feedback systems, interpersonal process recall, and group facilitation.

- Learning Theory and Training Design, including program design and development, laboratory design, experimental learning, curriculum development, and multi-media applications.
- Consultation Skills, including personal inventory, theoretical basis of consultation, grouping by needs, simulation and role-playing.

Training sessions were conducted in San Diego, California, Atlanta, Georgia, and Ansbach, Germany. Following the third phase, CONSAD delivered on-site technical assistance to trainees at their home bases in the United States, Europe, and the Far East. During the technical assistance process, CONSAD assisted ADAPCP staff in developing and implementing drug abuse prevention strategies for Army personnel.

- TECHNICAL ASSISTANCE TO DRUG ABUSE TREATMENT PROGRAMS: CONSAD participated in a national contract for the delivery of technical assistance to selected drug abuse treatment programs. Based on technical assistance requests from the programs and specifications for technical assistance provided by NIDA, CONSAD developed detailed technical assistance plans for NIDA approval and provided concentrated on-site assistance to a wide range of treatment programs, including several funded jointly by NIDA and the Law Enforcement Assistance Administration of the Department of Justice, under a program called TASC (Treatment Alternatives to Street Crime). After each on-site visit, a detailed report was prepared for NIDA and the client program. Strong emphasis was placed on the development of useful "products," such as revised job descriptions and organizational structures, sample treatment plans, and other record forms, which would be of continuing value to the treatment program.

CONSAD had primary responsibility for all technical assistance involving third-party reimbursements or relationships with the criminal justice system, and for assignments in the Midwest. However, CONSAD teams and technical assistance specialists were sent to all parts of the nation, from New York to Los Angeles, and Minnesota to Puerto Rico. Technical assistance focused on program management, clinical services and staff development, program and client record-keeping, and interface with other agencies.

- EVALUATION OF TREATMENT APPROACHES FOR DRUG ABUSING YOUTH:
CONSAD performed a study of youth drug programs and evaluation methodologies used in assessing the impact of such programs for NIDA. The project had three primary objectives:
 - The design and validation of a model evaluation protocol for use by both NIDA and individual programs in assessing the performance and effectiveness in youth abuse treatment programs;
 - The preparation of an instructional manual for the application of this evaluation protocol, including specific steps to be followed in carrying out each phase of the evaluation process; and
 - Review of the appropriateness of NIDA's model program guidelines for use in evaluation of future grant applications for youth drug abuse treatment programs.

CONSAD designed and tested the evaluation model in more than twenty youth drug treatment programs, and prepared procedural documentation for its continuing application.

- DEVELOP A REPORT ANALYSIS OF MATERIALS AVAILABLE FROM THE OFFICE OF COMMUNICATIONS AND PUBLIC AFFAIRS: Under an Indefinite Quantity Contract work order with NIDA, CONSAD developed an information dissemination and communications plan and a report analysis of the materials available from the Office of Communications and Public Affairs (OCPA) in terms of their appropriateness for NIDA and the currency and effectiveness of the presentation of these materials for their projected target audiences.

For this project, CONSAD reviewed dissemination activities and procedures at NIDA as well as at several other agencies (NIAAA, PHS, DOEd, and others) to identify effective research dissemination plans. A panel of expert consultants in education and drug abuse research were convened to discuss issues and potential communications plans.

As part of this effort, CONSAD also reviewed all OCPA materials, wrote a brief description of each, and categorized each in terms of major subject focus and projected target audiences. CONSAD also gathered background data from users of OCPA materials by reviewing drug abuse inquiries from the public, interviewing NIDA, SSA staffs, Advisory Council members, and others with specific interest in drug abuse materials, and by reviewing representative materials produced by other similar private and public components.

- PERFORM AN EVALUATION OF THE NIAAA TRAINING GRANT PROGRAMS:
The purpose of this study was to provide statistical information for a five year period regarding types and amounts of training provided through the Clinical Training Grant Program and to design and field test a methodology to evaluate the effectiveness of The Clinical Training Grant Program. The description aspect provided a summary statistic on numbers of stipends given each year, disciplines and characteristics of recipients and non-stipend persons trained. The evaluation aspect included the development and field test of a methodology to determine the impact of individual grants, the success of each project in meeting its own objectives, and NIAAA goals and objectives for the Clinical Training Grant Program. CONSAD developed a typology of trainees including such dimensions as educational background, type of training received, type of employment held, and type of institution providing training including professional paraprofessional, and volunteer personnel. Trainee completion rates were determined. The evaluation methodology developed included specification of such measures as program effects on students, faculty, training institution, the alcohol delivery system to which it relates, and residual effects on the institution after expiration of funding.
- A TRI-COMMUNITY SURVEY OF ADOLESCENT DRINKING PATTERNS AND ATTITUDES: The National Institute on Alcohol Abuse and Alcoholism awarded CONSAD a contract to design and conduct a survey of drinking patterns among adolescents. The CONSAD design called for a household probability sample of 500 twelve to eighteen year olds in each of three counties. The counties were chosen from different regions of the country to provide wide variation in a key independent variable, the availability of alcohol. A behavioral model of problem drinking was tested using the data from each county; estimates of the prevalence of problem drinking in each county were made; multi-variate analyses were performed using data pooled across the three sites (n = 1500); new definitions of "problem drinker" and "high risk" were developed; and the degree of overlap between the population of adolescent problem drinkers and the population of adolescents encountered by various social service agencies that serve troubled youth was estimated.

- TECHNICAL ASSISTANCE TO SINGLE STATE AGENCIES FOR DRUG ABUSE PREVENTION: CONSAD provided technical assistance to Single State Agencies (SSA's) in SAODAP Regions II, III, and IV. Emphasis was on the development of drug prevention programs which responded to regional needs, priorities, and constraints; thus, CONSAD assisted the SSA's during their early planning and implementation of local projects designed to achieve objectives related to the prevention of drug abuse. Although technical assistance was provided in a variety of areas, primary focus was on:

- Project design
- Management systems;
- Implementation programming;
- Program evaluation;
- Resource allocation; and
- Performance monitoring.

CONSAD field teams worked closely with regional SSA personnel to delineate short and long term goals for drug prevention. Then, based on an analysis of needs for drug prevention efforts in the region, CONSAD assisted the SSA's in allocating resources to prevention strategies and local areas, and in developing preliminary implementation plans for drug abuse prevention. Management systems were then designed, along with monitoring procedures to measure changes in performance indicators during early implementation. Finally, CONSAD assisted the SSA's in developing program evaluation approaches to assess objective achievement.

- DEVELOPMENT OF A LAAM POLICY MONOGRAPH: Under an Indefinite Quantity Contract work order with NIDA, CONSAD developed a LAAM policy monograph for the Services Research Branch, Division of Resource Development.

LAAM -- Levo-Alpha-Acetyl Methadol -- is undergoing clinical trials, and is awaiting "new drug" status from the Food and Drug Administration within the next year. This action would make LAAM widely available as a drug treatment modality. LAAM is viewed as an alternative for methadone maintenance for some clients, because it need be taken only three or four times a week instead of daily.

An issue-oriented monograph was needed to facilitate an understanding of LAAM among drug treatment program administrators, counselors, medical staff, and clients, and among the broader community, to facilitate the successful introduction of LAAM as a treatment modality through providing practical recommendations for its adoption and use. A practical monograph was developed to bring together the experience of individuals who have been involved in LAAM clinical trials and research, and experts in related drug treatment issues, to present some of the treatment issues surrounding the drug and suggest practical approaches for introducing LAAM within a treatment setting. The medical aspects and safety of the drug and its treatment implications were considered.

The monograph involved contributions by carefully selected consultants, synthesized by CONSAD to provide a kind of "handbook" and resource document for use by NIDA, the Single State Agencies, and local treatment programs in preparing for and undertaking the initiation of LAAM treatment.

- A SURVEY OF DRUG ABUSE PROGRAMS SUCCESSFULLY LINKED WITH CETA: Under an Indefinite Quantity Contract Work Order with NIDA, CONSAD defined and identified "successful linkages" between drug abuse and CETA programs, defined process and outcome variables related to these successes, and provided action-oriented recommendations for use by drug treatment programs to increase the availability and utilization of CETA programs and resources to improve the treatment, rehabilitation, and employability of drug abuse treatment clients.

CONSAD reviewed all relevant legislation, identified and surveyed selected drug abuse programs successfully linked with CETA, selected and visited drug abuse programs not linked with CETA, and prepared a detailed procedural manual to assist NIDA, drug abuse programs, and the Department of Labor in a broader implementation of CETA provisions. The manual was widely distributed by both NIDA and DOL and resulted in the development of program linkages throughout the nation.

- CATALOG OF DRUG ABUSE PREVENTION PROGRAM EVALUATIONS: NIDA commissioned CONSAD to prepare a Catalog of Drug Abuse Prevention Program Evaluations conducted in the United States in recent years. As a result, numerous current and recently-completed evaluation studies of drug prevention programs, many of which were not widely known, were compiled, cataloged, and abstracted. Specifically, this project involved the following sequence of activities:

- An extensive literature review and survey to identify potential program evaluation candidates;
- Review and selection of appropriate evaluations to be included in the catalog;
- Abstracting of the evaluation purpose, methodology and results for each program evaluation;
- Indexing of the abstracts by program, author, purpose, method, location, program type, drug type, and a variety of other variables; and
- Compilation of the catalog.

The final catalog and index included more than 270 program evaluations of drug abuse prevention efforts to be used by NIDA officials in facilitating drug abuse research and avoiding unnecessary duplications in the areas of drug abuse education, training, treatment, and rehabilitation.

- EVALUATION OF BUREAU OF PRISONS DRUG ABUSE PROGRAMS (NARA II): CONSAD conducted an extensive client outcome analysis and program evaluation for drug abuse treatment programs of the U.S. Department of Justice (Bureau of Prisons). The major focus of the project was on clients from the NARA II (Narcotics Addition Rehabilitation Act) program and related community care projects.

More than 100 data elements for each NARA II Community Care client, and a post-release performance measure relating to subsequent criminality and recidivism, were analyzed through statistical analysis which differentiated the successful and unsuccessful populations. The methods included multivariate analysis probing interaction between and within succeeding and failed groups in various phases on the correctional program, i.e., institutional and aftercare. A number of relationships involving behavioral, attitudinal and background characteristics of each of the groups, and changes in these variables at admission, release and in aftercare, were developed.

The program analysis/evaluation effort focussed on two primary issues: (1) does BOP treatment make a difference as regards subsequent criminality and recidivism; and (2) what is the relative effectiveness of NARA I/III versus the NARA II programs. The data collection effort involved substantial tracking and interviewing activities of post-release NARA II/BOP clients throughout the United States.

- EVALUATION OF BUREAU OF PRISON ADDICT COMMITMENT CLIENT OUTCOMES: CONSAD conducted an extensive analysis of client outcomes for drug abuse programs operated by the Bureau of Prisons under the NARA (Narcotics Addiction Rehabilitation Act) II programs involving female offenders.

The objectives of the project were to gain an increased understanding of the treatment of female addicts, and to evaluate the NARA II programs as implemented for female offenders. CONSAD selected a sample of respondents from Terminal Island, Fort Worth and Alderson prisons, consisting of 275 female participants in the NARA program.

The data collection effort was unique in that CONSAD had to "track" these 275 former NARA clients throughout the United States, many of whom had gone "underground." After locating the client, CONSAD utilized an in-depth instrument to determine current status, and similar kinds of information. Extensive quality control procedures were required to facilitate the tracking/interviewing process.

CONSAD subjected the collected data to a sophisticated analysis routine, consisting primarily of multiple regression and discriminant analysis. CONSAD then prepared a final report presenting the results of the analysis and client outcome data.

- ANALYSIS AND EVALUATION OF ARMY ALCOHOL AND DRUG TREATMENT PROGRAMS: CONSAD performed an analysis and evaluation of alcoholism and drug abuse programs implemented at U.S. Army bases in the continental United States and abroad. The study involved a large-scale survey of the general military population to determine the magnitude of alcoholism and drug use in terms of level and substance of use. Complementing this survey was an in-depth survey of client participants in the treatment programs, and an assessment and evaluation of each program at selected Army bases.

Based upon the results of these data gathering activities, "more successful" programs and program components were identified (in terms of program goals and Army policy), and policy issues relating to optimizing resource allocations were addressed. CONSAD, as a subcontractor to the American Technical Assistance Corporation, developed a series of reports to the Surgeon General dealing with the magnitude of the alcohol and drug abuse problem in the Army, the relative effectiveness of current treatment programs at selected bases, and policy recommendations regarding these issues.

- **EVALUATION OF NIAAA/NIDA CAREER TEACHER PROGRAM:** CONSAD conducted an evaluation of the NIAAA/NIDA Career Teacher Program. The Career Teacher Program was developed as a means of encouraging medical schools to teach their students about the problems of alcoholism and drug abuse, increase institutional activity related to the problems of alcoholism and drug abuse, increase institutional activity related to the problems of addiction, and thus over time enable health care systems to deal more effectively with alcohol and drug abuse.

The purposes of the CONSAD project were to: (1) assemble and index the projects of the Career Teacher Program including curriculum materials and publications; (2) develop descriptive materials including a discussion of program origins and growth, standardized descriptions of the 39 Career Teacher projects and two Training Centers, and a summary of recipients of Career Teacher and Training Center training; (3) evaluate progress of the Career Teacher Program and Training Center efforts; and (4) evaluate the appropriateness and practicality of the Career Teacher Program concept.

Results of the study were summarized in a series of site reports and technical papers including an index and annotated bibliography of Career Teacher Program products, along with policy recommendations regarding possible changes in level of funding, institutional and/or Career Teacher criteria or priorities for selection guidelines, or other aspects of the program which might facilitate program goal achievement.

- **EVALUATION OF THE AREA ALCOHOL EDUCATION AND TRAINING PROGRAMS:** CONSAD conducted an evaluation of the Area Alcohol Education and Training Programs (AAETPs) for the National Institute on Alcohol Abuse and Alcoholism (NIAAA). The four AAETPs -- Northwestern, Southern, Midwestern, and Western -- were established to identify the required alcoholism education and training needs of a large geographic region and to provide necessary materials and services to meet those needs. The AAETPs each conducted an area-wide needs assessment, awarded grants to agencies and stipends to individuals, and provided direct assistance and services.

The purpose of CONSAD's project was to evaluate the AAETP program in order to determine the functions actually performed, the training needs met, and to delineate the future course of the program. Therefore, the evaluation methodology addressed the four individual AAETPs, as well as the AAETP program and concept as a whole. CONSAD examined the goals, relationships, activities, needs assessment procedures, and evaluation efforts of each AAETP, and defined the actual role of the AAETP program and analyzed its

filling of that role. CONSAD also examined alternative funding sources for the projects, and conducted a brief cost-effectiveness analysis of the AAETP program.

Results of the evaluation were summarized in a series of site reports and technical papers submitted to NIAAA, along with guidelines for implementing the evaluation system on a continuing basis.

- EVALUATION OF STATE AND COMMUNITY ALCOHOLISM PREVENTION PROGRAMS: CONSAD developed a methodology for evaluating state and community alcoholism prevention programs, and demonstrated the application of the methodology in ten states. The purpose of the evaluation system was to: (1) describe and compare the approaches and impacts of various prevention projects; (2) identify exemplary prevention models for possible replication; (3) identify specific program development and technical assistance needs; (4) generate recommendations for improvement in the NIAAA prevention programs; and (5) conduct a conference to examine and assess two models of prevention.

The project was conducted in three major phases: during Phase I, CONSAD prepared a typology of the Community Prevention and Youth Education Programs and State Prevention Plans submitted to NIAAA, and designed an evaluation process to generate information on performance and impact.

In Phase II, CONSAD prepared all supporting evaluation materials and implemented the evaluation methodology on a pilot basis in ten states. Based on the results of this demonstration effort, CONSAD modified the evaluation design as required and presented an oral briefing to NIAAA officials on the use of the procedure.

In the final phase, background papers were solicited from recognized prevention experts as part of a conference conducted by CONSAD to examine the conceptual foundation and data base for two approaches to prevention.