

National Association of Probation Executives EXECUTIVE EXCHANGE

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PRESIDENT'S MESSAGE

'Tis the season when many of us are engaged with our state policy makers and local officials concerning current funding, statutory modifications, and possibly new initiatives which may change the direction of supervision priorities within agencies. As evidenced by one of the only pieces of legislation which passed through congress in 2018 and signed by the president, "Criminal Justice Reform" is officially here from a national policy perspective (or at least we have declared it here). The definition of "Criminal Justice Reform" has various meanings, depending on who you ask. We will likely measure the future outcomes quite differently depending on who defines success. One certainty is the fact that we have clearly met the tipping point of the incarceration era, and the pressure to improve the system is now focused on the efforts to revamp statutory state sentencing requirements, improve bail reform/pretrial services, and change expectations and outcomes regarding probation/parole supervision.

Recently, NAPE representatives Kathleen Liebers (NAPE Vice-President), Marcus Hodges (Immediate Past President), Cherie Townsend (NAPE Past President), and I joined officials from Ohio – Kristopher Steele and Molly Gauntner – and had the honor to present "Leadership Challenges" at the inaugural APPA Executive Summit. While our presentation focused specifically on workforce issues related to community corrections, the summit highlighted a variety of topics including EBP, working within the political environment, leadership challenges and suc-



cesses, and international exchanges. Included in the presentations, The Pew Charitable Trusts published a report in September 2018 "[Probation and Parole Systems Marked by High Stakes, Missed Opportunities](#)." If you have not had

an opportunity to read the report, it is a good primer on highlights associated with our system and various differences on a state by state basis. I would encourage you to take a moment and digest this quick read. Congratulations to Veronica Cunningham, APPA staff, and leadership organizers of the Executive Summit on a well-attended and thoughtful discussion concerning the direction of the community corrections field.

As for Association activities, Board members have been busy the past few months on a variety of matters related to the organization:

Council of State Governments (CSG) contract. CSG will partner with NAPE for technical assistance and guidance for a new grant proposal "Innovations in Supervision Initiative: Community Corrections-Led Violence Reduction." The grant will focus on probation, police, and prosecutor partnerships. The NAPE Board of Directors has approved our Association moving forward with the CSG contract wherein NAPE will provide two consultants to assist. The CSG contract, which is expected to be finalized in May, will reimburse NAPE for our expenses related to this endeavor.

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Awards. I wish to thank those members who submitted nominations this year to recognize members for their contributions to the profession. Members of the Awards Committee are reviewing the nominations and awards will be presented at the NAPE members reception in San Francisco.

International mentoring opportunities. Over the past few months, NAPE has been approached to consider a possible future opportunity to mentor and exchange information with a European country in the early stages of developing their probation system. If formalized, the country will be requesting engagement from probation leaders in the United States to learn from our experiences and specifically discuss implementation of policy and training surrounding risk assessment, supervision, and EBP related topics. I will keep you posted if this opportunity mate-

rializes in the future which will seek to engage volunteer executives and staff to exchange information with the requesting country.

As a reminder, the NAPE reception will be held Saturday August 17th preceding the APPA summer institute with the NAPE Board meeting the following day on August 18th. I look forward to a good showing of members in San Francisco. It is a continuing honor to serve you.

Leighton Iles
President

Leighton Iles is Director of the Tarrant County Community Supervision and Corrections Department in Fort Worth, Texas.

EDITOR'S MESSAGE

by

Brian Mirasolo

Hope everyone is ready for spring as winter comes to an end. Happy our latest edition of *Executive Exchange* is ready for you. As a member of the National Association of Probation Executives, I'm proud we're able to publish a practitioner driven journal that delivers content we're able to use in our roles across the community corrections sphere. Thanks to all who have contributed to past editions and the current edition.

In this edition you'll find a message from President Leighton Iles who highlights some of the work being done across the country by NAPE and NAPE members. He also provides a reminder the annual NAPE reception will be held Saturday August 17th preceding the APPA summer institute. The NAPE Board meeting will be held the following day August 18th. Both events will take place in San Francisco.

Don Evans contributes a great article on reentry challenges faced by those in the later stages of life. We also received a very thoughtful piece from retired British Chief Probation Officer John Scott. He writes an open letter to new officers with reflections from his career.

The important work of the National Institute of Corrections is highlighted in two pieces. One focuses on efforts from the Center for Effective Public Policy and The Carey Group that sets out a framework for evidence-based decision making in jurisdictions. The other piece, from the work of Maureen Baker, Erica King, and Tara Wheeler with National Crime Victims' Rights Week in mind, provides resources and tools for working with victims of crime.

Cassie Caldwell and Dan Beto contribute two reviews in From the Bookshelf. Dan reviews the 2018 edition of the *Irish Probation Journal* and Cassie reviews *Sawbonna: I See You. A Real Life Restorative Justice Story* by Margot Van Sluytman.

Two new features make their debut in this issue of *Executive Exchange*. In the Research Spotlight, Dr. Lars H. Andersen and Dr. Christopher Wildeman are featured. Their work on identifying causal effects of probation and parole officers on the labor market outcomes and recidivism of their clients is highlighted. Florida Representative Chris Sprowls is highlighted in our very first Politics and Probation feature. Representative Sprowls led a major criminal justice data reform in Florida last year.

As always, we'll finish the edition with a robust News From the Field column which includes updates involving NAPE members from around the country.

Please feel free to contact me if you're interested in contributing material or being featured in an upcoming Member Spotlight.

Brian Mirasolo, the Field Services Administrator for the Massachusetts Probation Service, serves as the Editor for *Executive Exchange*. For those interested in contributing material to Executive Exchange, Brian can be reached by phone at 617-909-3102 or by email at bmirasolo@gmail.com.

REENTRY CHALLENGES FOR OLDER PERSONS UNDER COMMUNITY SUPERVISION

by

Donald G. Evans

An Aging Population

For some time now, Western nations have been experiencing a demographic trend that has been referred to as the “graying of the population.” This population change has affected resource allocations in a number of areas, most particularly healthcare, education, and transportation. In addition, housing for seniors and the elderly is emerging as a serious need, and workforce strategies, with fewer young people available to replace an aging workforce, are requiring adjustment.

Correctional institutions are also facing the challenge of managing an aging population. In response to the growing numbers of incarcerated aged offenders, prison administrators have implemented policies and programs to address the need for improved health care, especially with regard to chronic illnesses, and for adjustments and improved accessibility in accommodations. A significant challenge caused by sentencing and release policies is that although most prisoners 55 and older are at a lower than average risk for recidivism, there is a tendency to continue spending a considerable amount of resources warehousing older and sicker low-risk offenders while ignoring resource allocations to effective interventions in the community through reentry programs and services.

Older Offenders in Community Settings

Corresponding to the increase of aging offenders in prisons, there has been an increase in older offenders being supervised in community programs, the majority of which manage individuals released from custodial facilities. Individuals aged 55 and above are more likely than younger adults to develop chronic illnesses and to suffer accelerated declines in cognitive and functional capacity. Of the three broad categories of offenders – those serving life sentences, acute and chronic recidivists, and late-onset offenders – it is the late-onset, older offenders who most often find their way into community supervision programs. The main challenges for community-based agencies dealing with this older population are finding appropriate housing, arranging for adequate healthcare, and ensuring income security, especially for individuals who are unable to be employed.

Special Needs of Older Community Corrections Clients

In managing the needs of the older community corrections clients, it is necessary to consider, especially in community residential facilities, three components that may affect the individual’s safety and well-being. These relate to the facility and are concerned with the program structure, the social-emotional climate, and the physical comfort or ease in moving about the facility. Facilities that have had a history of managing younger adult offenders have not normally considered some of these aspects of community care, and the transition to housing older offenders

presents challenges for staff. Another area of attention relates to providing age-appropriate programs that are relevant, accessible, and applicable to adjusting to living in the community.

Four specific challenges for managing older offenders in community settings are healthcare and access to medications, work or alternative sources of activity and income, housing, and end-of-life care.

Healthcare and Access to Medications. Aging offenders are more prone to having health problems than younger offenders, and the majority of their problems are often chronic, such as arthritis, diabetes, hypertension, and cardiac or respiratory issues. This population is also subject to mental health issues such as anxiety and depression as well as problems with substance abuse. In addition, a few released individuals may suffer from terminal illnesses and require special accommodation in the community.

Finding healthcare resources can be a significant challenge, depending on the jurisdiction where the reentry service is located, and individuals released from prison with treatment requirements may have problems accessing needed medications and programs. Two serious issues in this regard relate to having the necessary identification to access government pharmaceutical programs – where they exist – and finding health care professionals who can monitor or prescribe required medications.

If Not Work, What? Given that the prime age span for workforce participation is from the mid-20s to the mid-50s, older offenders are at a disadvantage. This is especially true if they suffer from chronic illnesses. This problem has meant that reentry service providers have had to look for alternatives such as government assistance, including welfare and disability pensions, to deal with financial issues. In addition, assisting with the individual’s social and emotional needs requires looking for ways to provide useful alternatives to employment that may include volunteer work and leisure activities to occupy the person’s mind and provide for healthy activity. Working with the aging offender puts extra demands on the case worker if they are to keep the client safe and prevent homelessness, untimely death, or a return to criminal activity.

Housing. In large urban centers, housing that is affordable for those with limited incomes has become a scarce commodity. The main concern for individuals released from prison is finding appropriate housing that is safe, drug free, and reachable by public transit. The early experiences of those released from prison directly to the street are either entering the shelter system or living on the street. Staying with family or friends is, at best, a short-term solution. Suitable housing for returning offenders is a constant challenge for providers of reentry services and is becoming increasingly important in managing the growing older offender population.

End-of-Life Care. The numbers of older offenders who have been in prison 10 or more years and who also have health or substance abuse concerns are increasing. Two specific cate-

gories of offenders present particular concerns: those with life sentences who are paroled to serve the rest of their sentence in the community and the growing number of aging sex offenders who have additional community sentences. These latter are subject to the rules of registration and geographic restrictions about where they may live. If these aging offenders become ill and need palliative care, the only recourse for some may be the community workers with whom they have contact. I would like to hear if any group or agency is attempting to establish either advocacy or assistance for individuals in an end-of-life situation. Unless there is a major policy shift, this problem will become increasingly prevalent.

Considerations for Community-Based Supervision

How we address the growing need for service delivery to the aging segment of our reentry population should be part of any strategic thinking about the future of reentry programming. Three key thrusts should be to:

Improve our skills and ability in advocating for this population;

Enhance our brokerage capacity by finding partners and creating alliances with other agencies in the fields that are involved with the issues presented by this population; and

Enhance the abilities of our case management staff with knowledge and skills to assist them in working with this population.

Donald G. Evans, Executive Editor of the *Journal of Community Corrections*, is a past President of the American Probation and Parole Association and the International Community Corrections Association.

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REFLECTIONS: AN OPEN LETTER TO PROBATION OFFICERS IN KAZAKHSTAN

by

John Scott

In October 2018 John Scott, a retired British Chief Probation Officer and Senior Civil Servant, penned this open letter to probation officers in Kazakhstan, where he had been consulting for a number of months. His letter contains some valuable advice and is just as applicable to probation officers in the United States as it is to those working in the former Soviet republic.

I am on my last – and 17th – trip to Kazakhstan as part of the European Union’s Criminal Justice Project. And in one week’s time I become eligible for my old age pension in the United Kingdom – the magical age of 65. Two life events that got me thinking. On the flight over to Astana, I wondered: what could I do to communicate with the men and women who are starting out on a career in probation, in the recently formed probation service in Kazakhstan? The people who are building probation across this huge country?

I could write an open letter, get it translated and see if it could be published in the Ministry of the Interior’s Magazine. Most of the probation staff working day by day with offenders will probably not read my papers, or the report I have helped write, or see presentations done by me and the EU team. So, I will write them a letter, as one probation officer to another – or should I say as one probation officer coming to the end of his career to another, just starting out on hers or his? Perhaps they will read a letter?

A word or two of introduction – I am a qualified probation officer from England. I reckon I could have done lots of different jobs (a lawyer, or a journalist, or a priest) but I wanted to make a difference and work with the toughest people in society and try to turn them round. I needed a job after University, probation was looking for staff – well, I gave it a go for a couple of years and

then went for training. In my career, I was interested in mental health and specialised in extremes of violence and sexual offending, so you can guess that I have faced up to the darker sides of human existence. I was good at group work, so I ran projects at a day centre and then got promoted. But my work was still about changing people and trying to improve systems and methods.

I ended up being a chief probation officer and then got promoted into the Home Office (the UK’s Ministry of the Interior) where I was Head of Public Protection. Along the way, I took the lead on Human Rights and was President of the Confederation of European Probation (CEP) and I suspect that’s how I ended up acting as an expert on the probation pilots project here in Kazakhstan and visiting different regions. (By the way, can I say “Hi” to the probation managers and staff I met in Temirtau, Astana, and Karaganda? It was good to visit real live offices and meet staff who work in courts and in a variety of settings – rural, an industrial city, and the capital.)

In my letter I want to pose the questions that I had in my mind when I started out in probation, share some of my perspectives, and hopefully encourage you to give your all to creating a probation service in Kazakhstan that can modernise and humanise the justice system and be a beacon in your region.

Have I the strength of personality to stick at this job?

I arrived in an office where the turnover was about 50% each year – the pay was not so good, it was an expensive area to live and caseloads were high. As an unqualified officer, I was given a pile of files and left to get on with supervising the cases. Being thrown in at the deep end is certainly one way of learning how to swim! My colleagues were supportive, and I found the work fascinating. Slowly I realised I could relate to the offenders and my reports were well received in the courts. Confidence was the key. I rather suspect that my start as a probation officer in 1975 in Reading, UK, was rather like your start, as you have arrived from prison or police backgrounds to a completely different community supervision role. Does it feel like you are swimming in a new pool?

Resilience cannot be taught. Persistence is a characteristic that is of more value to a successful career than being clever. Because I really wanted to make a difference to offenders and to help them re-integrate into the community, I was prepared to learn patience and to organise new methods that would eventually get more success. If I look back and can say, I did achieve good things with the help of colleagues by harnessing the best methods, I am sure that you will be able to say the same...if you stick at it!

Does probation work?

When I was training in the 1970s there was a strong academic movement in the US that said that ‘nothing works’ with offenders except locking them up, based on the sociologist Robert Martinson’s thinking. This just didn’t add up to me! I knew that the education programmes, job search groups and projects for alcohol related offenders that I ran all made a real impact. So, in the UK, we got researchers in to assess our work and, what a relief, we found that some things worked with some offenders! The secret was to find out ‘what worked with whom’ and the ‘what works’ movement got lift off.

There are no “magic bullets” to stop crime, but by choosing rigorously tested methods and applying them to targeted offenders, you can significantly reduce the risk of re-offending – enough to make probation not just cheaper than prison, but more effective in turning people away from crime in the long run.

But for probation to work – as an officer, you need training, resources, support and time to build up the skills and confidence to deliver programmes, groups and interventions. Just like the best teachers need classrooms, courses and resources, so probation officers need time with offenders to change them and their thinking and then their actions.

What happens when offenders let you down?

If I met someone at a party who asked what I did for a living – I used to get two main reactions when I said I was a probation officer: “What a waste of time!” or “I admire you, but I couldn’t do your job because of all the disappointments and failures!”

Over the years, I have seen as many unexpected failures as unexpected successes and you just must keep going. Actually, offenders let themselves and their families down, not you. Your job is to hold them to account, to supervise them in the community,

to help give them chances, but if they are not ready or are unable to take the chances offered, it’s not you that failed.

I found that analysing offenders objectively, if they got into trouble again, really helped me understand what made them fail and provided a focus for future work (quite possibly on release from prison...). Keep using your risk assessment skills, and instincts, because by honing those you can avert many problems. I think my wisdom is this: probation’s a learning process and the best probation officers are the best learners.

Where do victims fit into the system?

When I began as a probation officer, I was very uncomfortable about the way that the criminal justice system seemed to ignore the victim. The focus in court was on punishing the offender not putting right the wrong done to the victim and as a young probation officer I was much attracted to the new sentence of Community Service Orders introduced in 1973 so that the offender could make reparation by working up to 240 hours in the community to pay back for the crimes.

I still remained uncomfortable because this sentence was impersonal, the voice of the victim was not heard in the court process and no one seemed interested in the damage and hurt inflicted on victims – indeed, offenders were offered help, who was helping the victim?

In my region we seconded a senior probation officer to establish an independent organisation called the Victim Support Service – our courts were among the first to accept “Victim Impact Statements” – we set up a joint unit with police, probation and VSS to liaise with victims of serious offences and offer mediation. It took 30 years, and it is not perfect, but it has improved no end. My bike was stolen in May (I loved that bike!) – I was offered a victim support visit – I was able to make an impact statement for the court hearing. Our pioneering work has made a real difference in the long run. OK, I did not need the offer of help, but thousands do. It is great that the system now is offered as a standard through the police in my area. Victim awareness does not cost much, but changing the mindset of the system and of offenders is something probation officers can do.

Can probation do it all alone?

No. Probation must have partnerships with other organisations – health, employment, housing, substance abuse, community groups. I strongly believe that probation must build bridges for its clients to access resources in the community and must avoid thinking that probation officers “can be all things to all men/women”! Let me provide a practical example: we set up a drink drive programme and it was co-led by health workers, an alcohol abuse charity, road safety officers and probation staff. It was very successful.

Partnerships require trust and hard work and all parties must gain from them to stay committed; BUT from probation’s point of view, offenders often come from the bottom of the pile for public services and we have to fight to get offenders the opportunities to turn away from the causes of their criminality. One of our prime ministers said he wanted to be “tough on crime and tough on the causes of crime” – as a mere politician he did not live up to his pledge, but it’s a great motto for probation services!

What advice would I give to anyone starting out in probation?

Here are 10 Handy Hints for your Survival Kit for the 21st Century Probation Officer:

1. Hold on to your values.
2. Be a good colleague and team player.
3. Make the most of your background and previous experience to reach out to offenders and understand them and their lives.
4. Be a good listener and a good talker.
5. Bring your creativity to work and find what your specialities are.
6. Keep physically fit.
7. Don't have fixed formulas about people, listen to each story "as if for the first time".
8. Keep crime and criminality in proportion – just because you work with offenders, does not mean there are no good people in the world!
9. Keep a balance between work/family/friends – neglect yourself at your peril – remember the airline instruction to a parent: "Put your own breathing mask on first before helping others..."
10. Find a way to switch off and make sure you sleep!

Well, was that a good way of communicating with you? Feel free to drop me a line on john.scott@velialtd.co.uk. I don't speak any Kazakh or Russian, but Google translate is pretty good and maybe we could start a Facebook page.

I want to sign off with a story about a leader, John Wesley, an 18th century preacher in England, who was forced out of the established church by the authorities and had to speak in the open air to large and small assemblies of followers: he said he wanted people around him who had "cool minds and warm hearts". Not hot, nor cold. I've always thought this was the perfect description for a probation officer. It applies just as well to Kazakh probation officers as English!

You have my very best wishes.

John Scott is a former British Chief Probation Officer and Senior Civil Servant who now works as a strategy advisor and executive coach. He runs his own consultancy, Velia Ltd, and is a Founder Member of SocialPioneers, a social development agency working to achieve the best from the public and private sectors. As an accomplished speaker and writer, he frequently speaks at international events and is used as a trainer/facilitator. He is a uniquely experienced senior manager, who was President of the Confederation of European Probation (CEP) from 2004 to 2007. During 2012 and 2013 he was interim Secretary General of CEP. He has held several senior central Government strategy and policy posts in the UK, such as Head of the Public Protection Unit in the Home Office, with extensive Ministerial engagement on contentious cases and complex policy matters. He specialises in transformational change and design. In the Ministry of Justice he was Head of Design and Regulation in the Criminal Justice Group and led the Ministry's Estates Transformation programme. He was Acting Director of Estates from February to August 2009. He has led international justice projects in Europe, Central Asia, and the Middle East and currently facilitates the Criminal Justice Platform Europe based in Barcelona. He has a commitment to multi-agency partnership work and negotiation across both professional and international boundaries. In September 2007, he was awarded the Gold Medal of Honour by the French Ministry of Justice in recognition of his work on behalf of European penitentiary organisations. He is a validated executive coach and was senior sponsor of the Ministry of Justice's coaching scheme.

His special professional interests include international developments in criminal justice, resilience and leadership, external relations, human rights and substance misuse. He has worked on transformation projects in different sectors – education, health, international development and the civil service. John Scott was instrumental in the development of the cooperation agreement between CEP and NAPE.

A FRAMEWORK FOR EVIDENCE-BASED DECISION MAKING IN STATE AND LOCAL CRIMINAL JUSTICE SYSTEMS, FOURTH EDITION

by the

National Institute of Corrections, Center for Effective Public Policy, and Carey Group

INTRODUCTION TO THE 4TH EDITION

It is with great pride that we at the National Institute of Corrections (NIC) release the 4th edition of *A Framework for Evidence-Based Decision Making in State and Local Criminal Justice Systems* ("EBDM Framework"). NIC's initial work under EBDM began in 2008. In the Foreword that follows, my colleague, friend, and predecessor, Morris L. Thigpen, Sr., said the following about the EBDM initiative:

In 2008, we launched the *Evidence-Based Decision Making in Local Criminal Justice Systems* initiative. In doing so, we sought to encourage and facilitate advancements in the criminal justice field in this new decade—to build upon the experiences of those who have worked hard to use new skills, approaches, and research to engineer systems that are vision-driven, efficient, and effective. But even more, we sought to draw upon and draw together the strongest of the research findings and the best of the practices, and construct new ways of working

together towards the goal we all share—fewer victims, safer communities.

Following the release of the 1st edition of the *Framework* in 2010, NIC launched Phase II of the initiative, identifying seven local communities to serve as our EBDM pilot sites. So successful has that partnership been that it continues even today, seven years later. As our pilot sites, those teams undertook with conviction—and, admittedly, a certain degree of faith—the “EBDM process,” as we have come to call it. They formed EBDM policy teams; engaged in a set of activities we designed to support a deeper understanding of their justice systems; and identified for themselves methods to improve outcomes for victims and for those who serve in and are served by their justice systems. They collected data and information to help them better understand their challenges and successes; implemented strategies and made midcourse corrections; and continue to grow and learn how to build a justice system that is collaborative, efficient, strategic, and informed by research. The lessons we have learned from them—and that they have learned from one another—have inspired us to continue to explore even further the boundaries of the possible.

In 2015, NIC invited three state teams, along with an additional six local teams from each of those states, to join the initiative. Through two new phases of work, we sought to test a deeper and more complex idea: that the outcomes of our justice systems will improve when the principles of EBDM are embraced by multiple individual communities—and significantly—in partnership with state-level colleagues from each branch of government. The early evidence of change in these three states has met our hopes. It has also resulted in a permanent shift in our expectations about what is possible.

The pages that follow offer our vision of the future of American justice systems. That future is best captured in the four EBDM principles that were first penned in 2008 and continue to guide us today. EBDM Framework Principles include:

EBDM Principle 1: The professional judgment of criminal justice system decision makers is enhanced when informed by evidence-based knowledge.

EBDM Principle 2: Every interaction within the criminal justice system offers an opportunity to contribute to harm reduction.

EBDM Principle 3: Systems achieve better outcomes when they operate collaboratively.

EBDM Principle 4: The criminal justice system will continually learn and improve when professionals make decisions based on the collection, analysis, and use of data and information.

Through the *Framework* itself, and a robust series of accompanying publications, we hope to share our vision and the experiences of our colleagues who have committed themselves to making EBDM the foundation upon which their justice systems operate.

Still, we consider our efforts under EBDM far from finished. As a nation, we have much to learn about how best to reduce harm in our communities, how to meaningfully engage the public in our work, and how to build true partnerships across jurisdictional boundaries. We are, however, confident in this: EBDM

has been transformative for those who have truly embraced it. We are inspired by their accomplishments and look forward to our continued partnership as we work together to build strong, healthy, and safe communities.

Jim Cosby, Former Director

FOREWORD TO THE 3RD EDITION

As we stand at the beginning of a new decade, justice system professionals are challenged by the rising costs of criminal justice, the stories of victims harmed by crime, and the failure of too many offenders who pass through our gates and doors. We at NIC, like our colleagues across the country, are keenly aware of the new opportunities recent research offers regarding clear and specific strategies that will reduce crime, ease rising costs, and, most importantly, prevent future victims.

In 2008, we launched the *Evidence-Based Decision Making in Local Criminal Justice Systems* initiative. In doing so, we sought to encourage and facilitate advancements in the criminal justice field in this new decade—to build upon the experiences of those who have worked hard to use new skills, approaches, and research to engineer systems that are vision-driven, efficient, and effective. But even more, we sought to draw upon and draw together the strongest of the research findings and the best of the practices, and construct new ways of working together towards the goal we all share—fewer victims, safer communities.

Our underlying belief is that we can improve outcomes if criminal justice decisions are informed by research. We called for the construction of a “framework” for evidence-based decision making at the system level. Because it does not attempt to answer all questions, provide all details, or call for implementation in precisely the same way in every community, it is not a model. It is instead intended to frame a purpose and a process for decision making that can be applied to the system as a whole—to all those entering the system, regardless of their justice system status; to all types of cases, regardless of their severity; and to all stakeholders, regardless of their role.

The *Framework* identifies the key structural elements of a system informed by evidence. It defines a vision of safer communities. It puts forward the belief that risk and harm reduction are fundamental goals of the justice system, and that these can be achieved without sacrificing offender accountability or other important justice system outcomes. It both explicates the premises and values that underlie our justice system and puts forward a proposed set of principles to guide evidence-based decision making at the local level—principles that are, themselves, evidence-based. The *Framework* also highlights some of the most groundbreaking of the research—evidence that clearly demonstrates that we can reduce pretrial misconduct and offender recidivism. It identifies the key stakeholders who must be actively engaged in a collaborative partnership if an evidence-based system of justice is to be achieved. It also sets out to begin to outline some of the most difficult challenges we will face as we seek to deliberately and systematically implement such an approach in local communities.

In sharing this *Framework*, we celebrate all that has come before it and all those laboring so hard on our streets, in our courtrooms, and in our jails and prisons. We build upon a foundation of research and noteworthy practice from jurisdictions around the country that share a vision of the communities of

tomorrow—stronger and more vibrant as a result of less crime, fewer victims, restored families, and offenders engaged in healthy lifestyles.

At the same time, we openly acknowledge that there is much work to be done. An earnest review of the research reveals large bodies in some areas and significant deficits in others, particularly in pretrial justice and prosecution. We must work to fill these. Early reviewers of the *Framework* have suggested it is incomplete in other ways, including insufficient guidance around important implementation issues. We agree and seek to answer these concerns in the next phase of our work. These are but a few of the challenges that lie ahead. In the second phase of this initiative, we will seek to identify jurisdictions that are interested in piloting the *Framework*. In so doing, we will work together to build information and tools to support its implementation and to struggle through the thorny issues this *Framework* will surface. It will undoubtedly challenge our processes, our policies, and even our philosophies. Experiences from earlier criminal justice reform efforts, such as community policing, demonstrate that major shifts in approach are often confronted by challenges and met with resistance. In time, however, those that are well conceived, well documented, and that produce measurable outcomes take root and grow. It is our intention, therefore, to engage in a deliberate process of documenting and evaluating the efforts of pilot sites. This is, after all, the essence of this initiative: to use research to inform our approaches and to evaluate and learn from their results. These lessons will offer valuable information to guide us to a safer future.

Morris Thigpen, Former Director

PREFACE: THE EVIDENCE-BASED DECISION MAKING IN STATE AND LOCAL CRIMINAL JUSTICE SYSTEMS INITIATIVE

In June 2008, the National Institute of Corrections (NIC) launched the *Evidence-Based Decision Making in Local Criminal Justice Systems* initiative. While first developed for local-level implementation, the initiative has since been expanded and adapted to state-level decision making, and is now known as the “Evidence-Based Decision Making in State and Local Criminal Justice Systems” initiative. The goal of the initiative is to build a systemwide framework (arrest through final disposition and discharge) that will result in more collaborative, evidence-based decision making and practices in local criminal justice systems. The initiative is grounded in the accumulated knowledge of over two decades of research on the factors that contribute to criminal reoffending and the processes and methods the justice system can employ to interrupt the cycle of reoffense. The effort seeks to equip criminal justice policymakers in local communities and at the state level with the information, processes, and tools that will result in measurable outcomes such as reductions of pretri-

al misconduct and post-conviction reoffending, increased cost efficiency, and improved public confidence in the justice system.

The EBDM Initiative is currently administered by the Center for Effective Public Policy and The Carey Group in partnership with NIC.

INITIATIVE APPROACH AND PRODUCTS

The principle product of this multi-phase initiative is this document—*A Framework for Evidence-Based Decision Making in State and Local Criminal Justice Systems* (“the Framework”)—designed to advance constructive change in local and state-level criminal justice decision making. The Framework describes key criminal justice decisions, evidence-based knowledge about effective justice practices, and practical local and state-level strategies for applying risk and harm reduction principles and techniques.

In developing the Framework, the initiative drew upon the expertise of National Institute of Corrections staff and the initiative partners; an active, multidisciplinary Advisory Committee; input from state and local policymakers and practitioners through a series of focus group discussions and individual interviews; a literature review; the experiences of an assembled group of non-criminal justice, evidence-based management experts; and a public opinion survey. In addition, since the *Framework*’s first edition, its underlying principles have been affirmed by practitioners throughout the country who have sought to apply it to their decision making. The *Framework* has been revised multiple times—this being the 4th edition—based upon the experiences of the state and local jurisdictions that have tested it. In large measure, it remains true to the 1st edition; indeed, its vision, principles, and core components have withstood the test of time and real-world application. Nonetheless, it is anticipated that the *Framework* will continue to evolve as future phases unfold and as NIC continues to observe the progress of the more than two dozen local jurisdictions and three states that have adopted it.

Editor’s Note: *A Framework for Evidence-Based Decision Making in State and Local Criminal Justice Systems, Fourth Edition* was published by the National Institute of Corrections in 2017. An excerpt from the report is printed above. The full report, with its appendices consists of over 130 pages and eight sections and can be accessed by clicking [here](#). It offers detailed guidance for local and state level community corrections leaders interested in implementing evidence based practices and evidence based decision making frameworks and should be useful resource for NAPE members.

TOOLS AND MATERIALS FOR WORKING WITH VICTIMS OF CRIME

by

Maureen Baker, Erica King, and Tara Wheeler
for the National Institute of Corrections

Editor's Note: National Crime Victims' Rights Week is recognized April 7-13 around the country. As all of our organizations work closely with victims of crime, we thought there would be no better time to share three tools from the National Institute of Corrections that can be utilized to better serve our communities. The first, a coaching tool, provides insight for line officers, training officers, and supervisors. The second provides a refresher on how officers can help ensure victims' rights are recognized and met. The third contains victim resources for agencies. Further information, in much greater depth, is available in the full report, Working with Victims of Crime: An Integrated Approach for Community Supervision, which can be accessed by clicking [here](#). Any community corrections officer or administrator will find it straightforward and useful.

A Coaching Tool for Probation and Parole Officer Supervisors and Field Training Officers

As supervisors and field training officers (FTOs), you have an essential role in reinforcing promising practices and upholding victims' rights with the staff that you supervise, whether directly or indirectly. The following list includes some ideas and tips to support you in ensuring that the needs and rights of victims stay on the forefront of professional community corrections practice.

Coaching in Groups:

- Invite community-or systems-based victim advocates to a staff meeting to present and speak with staff about common victim needs in your community.
- Invite PPOs to share one way that they have interfaced with a victim or a victim advocate in their caseload at each staff meeting.
- Make space on a staff meeting agenda to facilitate challenging conversations about how to balance the goals of rehabilitation and accountability.
- Send group emails with resources or highlighting promising practices.
- Plan for a PPO to do a case presentation at staff meeting for discussion.
- Partner with community agencies to provide and receive training (cross systems/role).
- Share information about webinars and online training opportunities that staff can attend.
- Facilitate a Victim Impact Panel for staff.

Coaching Individuals:

- Make time with staff for individual supervision that focuses on attending to the needs of victims.
- Recognize individual staff efforts through an email or letter of commendation in their personnel file when they have demonstrated promising practices with victims.
- Encourage them to prioritize restitution collection above other fines and fees.
- Ask them about how they have worked with victims and victim advocates on the case.
- Review confidentiality practices and reinforce staff precautions around protecting information.

- Encourage staff to reach out to victim advocates and community resources on complex cases with victim involvement, especially in instances of safety planning.

Ensuring Victims' Rights as a Probation and Parole Officer: What Can You Do?

The Right to Notification and Information:

- Research your state laws regarding victim notification.
- Review your agency policies and advocate that your agency policies provide ample opportunities for victims to be given information about requesting notification.
- Explain the criminal justice proceedings to the victim, if they have questions.
- If it exists in your jurisdiction, invite them to "opt in" for notification services. Don't assume they are choosing to opt out. Offer the resource.
- Coordinate with the victims' services program within your corrections agency if one exists.
- Check with the victim services agency in your area to get brochures for your office.
- Identify any websites that provide information on notification rights and services.

The Right to Reasonable Protection and Safety:

- Research the law and policies in your jurisdiction regarding safety and reasonable protection.
- Review case files for victim information.
- Read the Victim Impact Statement, if it exists.
- Give information to the victim that could enhance their safety such as the location of the person under supervision, travel restrictions, no contact orders, special conditions, and violations.
- Actively listen to the concerns of a victim who contacts you.
- Ask open ended questions regarding safety concerns (i.e. Do you have any safety concerns for yourself? What about for your children or other family members? Have you ever been threatened?).
- Be prepared to follow-up on this conversation with information about safety planning and referrals to community-or system-based advocates who can offer safety planning assistance.

Executive Exchange

- Know your resources. Most victim advocacy programs have advocates trained in safety planning.

The Right to Confidentiality and Privacy:

- Understand the rights in your jurisdiction related to victim privacy.
- Understand the policies and practices in place within your agency about communicating with victims and protecting their confidentiality.
- Review the victim impact statement and other information that may be forwarded to you.
- Discuss the confidentiality policies and procedures with your supervisor, colleagues, and advocates so that you know you are all on the same page and advocate for training on these policies. When in doubt, err on the side of victim confidentiality to mitigate risk and increase safety.
- When working with a victim, discuss their privacy concerns and the protections that your agency has put in place to protect their privacy.
- Ask victims for a release of information to talk with an advocate that they have been working with or to access some information from their file. If a victim authorizes the release of information, the release should: be written, time-limited, specify the purpose for disclosure, and identify the person to receive the information.
- Take special precautions to protect victim information from being seen. Separate any documentation containing communications with the victim in a different location than your supervision documentation. Only allow designated staff to access victim information/case files. If computerized, use password protections.
- Consider how victim-related restrictions placed on the person under supervision might impact victim confidentiality. For example, if you restrict someone from going

to a particular street or store, this may be letting them know where the victim is living or working. When possible, broaden the restricted area enough so that confidentiality is supported.

The Right to Attend and Be Present:

- Ask them if they are aware of the notification programs in your jurisdiction and if they have registered to be notified.
- Provide them with the information on how to sign up for notification if they chose.
- Connect them with a victim advocate who could offer support before, during, or after the hearing, including courtroom or hearing orientation that helps victims understand what to expect. If you work in a system that has victim advocates as part of corrections, you should make a connection to that program.
- If you do not have internal victims' advocates, there may be programs in your community that can offer support. Make connections so that you are able to refer victims to support and services.

The Right to Be Heard/Provide Input:

- Research your state laws regarding victim input and participation.
- Review your agency policies and resources on obtaining victim input.
- Read the Victim Impact Statement/s and/or interview victims to inform conditions of release/supervision and to better understand victim safety concerns.
- If contacting a victim about an impact statement, provide detailed information that clearly explains the purpose of the victim impact statement and who will have access to the information. Include contact information for systems or community-based advocates that could

INFORMATION ABOUT EXECUTIVE EXCHANGE

Executive Exchange, the journal of the National Association of Probation Executives (NAPE), publishes articles, reports, book and periodical reviews, commentaries, and news items of interest to community corrections administrators. The contents of the articles or other materials contained in *Executive Exchange* do not reflect the endorsements, official attitudes, or positions of the Association, the Correctional Management Institute of Texas, or the George J. Beto Criminal Justice Center at Sam Houston State University unless so stated.

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Submissions for publication consideration should be formatted for letter size paper, double-spaced, with at least one inch margins. Persons submitting articles, commentaries, or book reviews should enclose a brief biographical sketch or resume and a photograph for possible inclusion. Submissions may be sent electronically to Brian Mirasolo, Editor of *Executive Exchange*, at bmirasolo@gmail.com:

Specific questions concerning *Executive Exchange* may be directed to Brian Mirasolo at (617) 909-3102 or to Christie Davidson at (936) 294-3757.

The Correctional Management Institute of Texas at Sam Houston State University serves as the secretariat for the National Association of Probation Executives.

provide support and assistance in preparing the statement.

The Right to Compensation:

- Contact your state's victim compensation program and/or website to become familiar with the requirements and application process so that you can refer victims of violent crimes.
- Obtain brochures or informational materials on victim compensation to keep in your office.
- Ask victims of violent crimes if they are aware of the victim compensation program; don't assume they already know about it.

The Right to Restitution:

- Research your state laws regarding restitution.
- Consult agency policy on restitution management.
- When conducting a PSI, ensure that losses incurred by the victim are included and addressed.
- Review the case file for documentation of restitution and other legal financial obligations such as child support.
- Help with collection by setting up services such as budgeting and employment assistance. Help individuals create a realistic payment plan.
- Invoice the individual under supervision for payment, garnish wages, summons to court, and check in on the plan at each visit, if applicable.
- Prioritize restitution over court fees and fines if allowed by law and supported by the court.

Resources

There are over 10,000 local, state, and national organizations that provide services and support to victims of crime. Below is a list of resources by topic area.

National Resources for Victims of Crime:

- Office for Victims of Crime, Office of Justice Programs: <http://www.ovc.gov/>
- Office of Violence Against Women: <https://www.justice.gov/ovw>
- National Network to End Domestic Violence: <http://nnedv.org/>
- National Sexual Assault Resource Center: <http://www.nsvrc.org/>
- Stalking Resource Center: <http://victimsofcrime.org/our-programs/stalking-resource-center>
- National Association of VOVA Assistance Administrators: <http://www.navaa.org/>
- Justice Solutions: <http://www.justicesolutions.org/>
- National Children's Alliance: <http://www.nationalchildrensalliance.org/>

Local Victim Services Resources:

- Office for Victims of Crime, Directory of Crime Victim Services: <http://ovc.ncjrs.gov/findvictimservices/>
- Office of Violence Against Women Local Resources Map: <https://www.justice.gov/ovw/local-resources>
- Rape Abuse and Incest National Network local centers database: <http://centers.rainn.org/>

- Parents of Murdered Children chapters: <http://www.pomc.com/chapters.html>
- Mothers Against Drunk Driving chapters: <http://www.madd.org>

Victims' Rights Resources:

- Federal Crime Victims' Rights Act: <https://www.justice.gov/usao/resources/crime-victims-rights-ombudsman/victims-rights-act>
- Office of Justice Programs, Victim Law Database of Victims' Rights: <https://www.victimlaw.org/>
- National Crime Victim Law Institute: http://law.lclark.edu/centers/national_crime_victim_law_institute/
- National PREA Resource Center: <http://www.prearesourcecenter.org/>
- Victim Rights Law Center: <http://www.victimrights.org/>

Corrections and Reentry Resources:

- Victim-Offender Dialogue in Corrections/Just Alternatives: <http://justalternatives.org/>
- National Reentry Resource Center: <https://csgjusticecenter.org/reentry/issue-areas/victims/>
- National Institute of Corrections: <http://nicic.gov/post-convictionvictimserviceproviders>
- National Institute of Corrections, Satellite Broadcast, Offender Reentry: The Value of Victim Involvement: <http://info.nicic.gov/orvi/>
- National Association of Victim Assistance in Corrections: <http://www.navspic.org/index.html>

Safety Planning:

At the national level, two organizations provide confidential crisis intervention, safety planning, information and referrals. These services are accessible around the clock, every day of the year.

- National Domestic Violence Hotline: <http://www.thehotline.org/>
- National Sexual Assault Hotline/Rape, Abuse & Incest National Network: <https://ohl.rainn.org/online/>

For additional safety planning resources:

- For technology safety, see the National Network to End Domestic Violence, Safety Net Project: <http://nnedv.org/resources/safetynetdocs.html>
- For safety planning with children, see the National Domestic Violence Hotline: <http://www.thehotline.org/2013/04/safety-planning-with-children/>

Victim Notification:

- Victim Information Notification (VINE) link: <https://www.vinelink.com/#/home>
- Statewide Automated Victim Information and Notification (SAVIN): <http://savinonline.org/>
- Department of Justice Victim Notification System: <https://www.notify.usdoj.gov/index.jsp>

Restitution:

- National Center for Victims of Crime, Restitution Toolkit: <https://victimsofcrime.org/library/publications/restitution-and-compensation/restitution-toolkit>
- Compensation National Association of Crime Victim Compensation Boards: <http://www.nacvcb.org/>

FROM THE BOOKSHELF

Executive Exchange welcomes reviews of books and periodicals dealing with community corrections, the criminal justice system, research and evaluations of correctional programs, and management and leadership issues. The reviews found in this issue have been contributed by: **Dan Richard Beto**, a former Chief Probation Officer in two Texas jurisdictions, a past President of the National Association of Probation Executives, and the founding Executive Director of the Correctional Management Institute of Texas at Sam Houston State University in Huntsville, Texas; and **Cassie Cardwell**, Care Manager at the Crossroads Day Reporting Center, Toronto, Ontario.

NEW PROBATION SCHOLARSHIP FROM IRELAND AND NORTHERN IRELAND

Review of Irish Probation Journal—2018, edited by Gail McGreevy and Ursula Fernée. Dublin: The Probation Service of Ireland and the Probation Board for Northern Ireland, Volume 15, October 2018, 205 pages.

Since 2004 the Probation Service (PS) of Ireland and the Probation Board for Northern Ireland (PBNI) have produced an annual peer reviewed publication – *Irish Probation Journal* – for the purpose of “providing a forum for sharing theory and practice, increasing co-operation and learning between the two jurisdictions and developing debate about work with offenders.” In addition to an editorial committee comprised primarily of practitioners, this journal has an impressive advisory panel made up of scholars from Australia, Canada, England, Ireland, Northern Ireland, and Scotland.

Volume 15 – the 2018 issue of this scholarly journal – was received this past December, and it is as interesting and timely as previous issues. In summarizing the content of this latest issue, Editors Ursula Fernée (PS) and Gail McGreevy (PBNI) write: “The papers in this year’s publication reflect current policy and practice developments, discuss findings and recommendations from research, and generate discussion to inform learning and stimulate further critical analysis.”

Found in this latest scholarly effort are 11 articles – contributed by a balance of academicians, researchers, and practitioners – and three book reviews. Due to space constraints, only a few of the articles in this issue will be highlighted herein.

Following an introduction by the editors, the lead article – “A More Humane Approach to Addressing the Harm of Criminal Behaviour Starts with Victims” – is provided by Tim Chapman, a Visiting Lecturer at Ulster University and the Chair of the European Forum for Restorative Justice. In his article, a revised text of the 11th Martin Tansey Memorial Lecture delivered in Dublin in April 2018, Chapman does a commendable job of laying out the extent of harm of criminal behavior. He then advocates for a more humane approaches to harm, identifies criminal justice theories that are consistent with his position, and provides several recommended examples of initiatives that could be employed in Ireland to reduce both victimization and offending.

Katharina Swirak, a Lecturer in Criminology at University College Cork, contributes an article in which she examines the significant but frequently underappreciated role of voluntary sector organizations (VSO) in the Irish criminal justice system. To better utilize VSO services, and to afford guidance in identifying areas of strengths and those in need of improvement or redirecting, the author recommends a rigorous research agenda.

Another article dealing with volunteers in the criminal justice system – this time in Japan – is contributed by Saki Kato, a

Probation Officer in Osaka. She provides a history of probation in Japan and describes the country’s long and successful history of using volunteers to assist probation officers in performing their duties and connecting with the community. Persons interested in probation systems will find this article particularly instructive.

In “Problem-Solving Justice and Problem-Solving Courts: What Northern Ireland Can Learn from the US Experience of Mental Health Courts,” Geraldine O’Hare, Head of Psychology Services and Interventions with the Probation Board for Northern Ireland, provides a thoughtful examination of how specialty courts can be a welcomed addition to criminal justice systems.

Niamh Maguire, a Lecturer in Criminology at the Waterford Institute of Technology, writes about a pilot study on probation non-compliance and violation processes in Ireland. This initial study, acknowledges the author, begs for future research efforts in this area.

In “From the High, Hard Ground of Theory to the Swampy Lowlands of Risk Assessment in Practice: The Real-Life Challenges of Decision-Making,” Annie McAnallen, a PBNI Probation Officer, examines external influences on decision-making and the use of risk assessment instruments. We found this article particularly interesting.

Other articles contained in this issue include: “ADHD and the Irish Criminal Justice System: The Question of Inertia,” by Etain Quigley, a Lecturer in Law at Maynooth University, and Blanaid Gavin, Associate Professor in the School of Medicine at University College Dublin; “A Practitioner’s Response to ‘Understanding Radicalization: Implications for Criminal Justice Practitioners,’” by Darren Broomfield, a Senior Probation Officer in Limerick; “Service Design in Criminal Justice: A Co-production to Reduce Reoffending,” by Nicholas de Leon, Head of Service Design at the Royal College of Art in London, Birgit Mager with the Köln International School of Design, and Judah Armani with the Royal College of Art in London; “Resilience in the Face of Trauma: Implications for Service Delivery,” by Aoife Dermody, Caroline Gardner, Sharon Davis, John Dermody, and Marisa Fein, Researchers with Quality Matters, and Sharon Lambert, Lecturer in Applied Psychology at Cork University; and “Measuring Attitudinal Change: An Action Research Project,” by David Williamson, a Dublin Senior Probation Officer, and Stephen Roe, Darren Ferguson, and Niamh Dooley, all Dublin Probation Officers.

The three book reviews found in this issue of the *Irish Probation Journal* include the following: *Bad Psychology: How Forensic Psychology Left Science Behind*, by Robert A. Ford (2018), reviewed by Margaret Griffin, PS Assistant Principal Probation Officer; *Why Punishment: An Introduction to the Philosophy of Punishment*, by Rob Canton (2017), reviewed by Kate Tyrrell, PBNI Area Manager; and *Rehabilitation Works: Supporting De-*

sistance and Recovery, by Hannah Graham (2016), reviewed by Fergal McMahon, a PBNI Probation Officer.

In addition to the print version, this scholarly publication is available online by visiting the following links: <http://www.probation.ie/en/PB/Pages/WP18000040> or <https://www.pbni.org.uk/wp-content/uploads/2018/11/IPJ-Vol-15-for-web.pdf>. Past issues of the *Irish Probation Journal* may be accessed by going to the following link: <http://www.probation.ie/EN/PB/sectionpage?readform>.

As with previous issues, in this current edition of the *Irish Probation Journal* the Probation Service of Ireland and the Probation Board for Northern Ireland have made an important contribution to correctional literature. This and previous issues are well worth reading.

Dan Richard Beto

A JOURNEY TO JUSTICE

Review of Sawbonna: I See You. A Real Life Restorative Justice Story, by Margot Van Sluytman. Calgary, Alberta, Canada: Palabras Press, 2009, 171 pp., (paperback).

Margot Van Sluytman is an award winning author, poet, public speaker, and restorative justice advocate. She has written six published stories and workbooks surrounding the concepts of healing and transformation through reclaiming, respecting, and using our voices of power. Her story *Sawbonna: I See You* is currently on its third printing and continues to liberate its readers through inspiring the lives of both victims and offenders. The author continues to share her work involving social justice and conflict resolution across Canada, the United States, and internationally through courses, lectures, and workshops.

In her story *Sawbonna: I See You. A Real Life Restorative Justice Story*, Margot Van Sluytman illustrates the remarkable impact of restorative justice through the healing interactions with the man who murdered her father. Van Sluytman defines restorative justice as “a process whereby all the parties with a stake in a particular offence come together to resolve collectively how to deal with the aftermath of the offence and its implications for the future.” *A Real Life Restorative Justice Story* is thought-provoking as it starts a pivotal conversation in the need to shift policy from being retributive to a more restorative and rehabilitative framework.

Through the new lens she obtained through interactions with her father’s killer, Glen Flett, Van Sluytman began the project called “The Sawbonna Project,” which translates to “I see you, we see each other, and we can navigate the terrain of justice through the place of our shared humanity.” The author’s insightful mantra enforces the common theme throughout her novel, which includes human interconnectedness, accountability, honesty, and respect.

Human Interconnectedness

Sawbonna: I See You follows the healing journeys of a victim and her offender in an exceptional story that embodies human interconnectedness and the shared humanity among all of the vastly different types of people in society. Through her interac-

tions with her father’s killer, she was able to promote the message of common frailty among all human beings. Van Sluytman wrote in regards to herself and Glen as “two deeply savaged souls, feeling unworthy, feeling raw, and wanting to know the face and heart and story of the other.” This insight connects the victim and the offender in their shared painful experiences in finding themselves through the opposite ends of the violent tragedy. Subsequently, the victim and the offender are uniquely linked together and in some extent, held the key to each other’s healing.

Accountability

Van Sluytman uses the real stories of victims and perpetrators, including herself and her father’s perpetrator, to explore concepts of forgiveness and to encourage people to consider alternatives to resentment, retaliation, and revenge. Through shared letters and poems, Van Sluytman was able to establish reconciliation through the perpetrator’s ability to accept responsibility and make atonement for the loss inflicted on not just the victim but everyone connected to the crime, including his own children. Glen, her father’s killer, spoke of the impact of his actions and the hope he ensued following his interactions with Van Sluytman. He stated, “I no longer feel the same shame in my tears as I cry them without the self-pity I felt but rather I cry in unison with those I hurt so deeply and who have been trapped in a moment that I created for eternity. It is with the renewed hope you have inspired that I can truly believe in a better tomorrow for all our children.”

Honesty

An essential component of restorative justice is honest speech among the victim and perpetrator. Throughout Van Sluytman’s story, open and painfully honest dialogue among their interactions lead to a profound transformation within the personal and spiritual growth of both parties. During one of the first interactions Van Sluytman has with her father’s killer, she invited an open and honest conversation regarding the specific course of events that ultimately lead to her father’s death. Within the restorative justice framework, truth involves more than clarifying the facts; it requires people to speak openly and honestly about their experience of offending, and establishing their responsibility for their wrongs. Through her honest conversation with Glen, Van Sluytman was able to receive a unique form of closure, knowing the exact events leading up to the act of violence that took her father’s life and the way in which it impacted the offender as well.

Respect

A main element in restorative justice is acknowledging the equalities of each individual involved despite their role in the offense. In order to properly promote healing and justice through restoration, mutual respect is crucial. Throughout Van Sluytman’s account of her interactions with her father’s killer, it is evident there is a respectful bond between the two parties. Despite the significant loss the author experienced at the hands of Glen, she was compassionate towards him and his journey through the experience as well. In one of the emails written to Glen, Van Sluytman wrote “Victim and offender are each indi-

viduals. Each is recognized as being part of a particular role. Each human being learns differently, comes to what she/he requires, as it is required.”

Van Sluytman carried the important message throughout her memoir, that restorative justice, like anything else, should be made through a safe, enriching, kind, authentic, vital, and viable options, where choices are available. It provides a powerful dialogue in which both victims and offenders have a story worth telling and the unique bond between the two parties can promote the ultimate therapeutic intervention.

Howard Zehr, Distinguished Professor of Restorative Justice at the Center for Justice and Peacebuilding at Virginia’s Eastern Mennonite University, notes in his foreword of the book:

Margot’s story, like all such stories, is her own story and in many respects unique. Yet her journey is also universal in that it articulates reactions and needs that many victims of crime and other traumas express. These needs include answers to questions about the offense and the offender, an opportunity to tell their stories and have them acknowledged, a way to regain a sense of personal power, a desire to know that the one who has caused the harm has some degree of understanding and takes responsibility for the wrong. Margot has had to “re-story” her life; her poems, journaling, letters and this book itself are part of that journey.

This story should be examined by anyone looking to explore alternative correctional practices as it can serve as a model for a more rehabilitative framework.

Cassie Cardwell

REPORTS BRIEFLY NOTED

Annual Report from Human Rights Watch

World Report 2019, Human Rights Watch’s 29th annual review of human rights practices around the globe is now avail-

able. It summarizes key human rights issues in more than 100 countries and territories worldwide, drawing on events from late 2017 through November 2018.

In his keynote essay, “World’s Autocrats Face Rising Resistance,” Human Rights Watch Executive Director **Kenneth Roth** argues that while autocrats and rights abusers often captured headlines in 2018, rights defenders pushed back and gained strength in unexpected ways.

The 674-page book reflects extensive investigative work that Human Rights Watch staff undertook in 2018, usually in close partnership with human rights activists and groups in the country in question. It also reflects the work of our advocacy team, which monitors policy developments and strives to persuade governments and international institutions to curb abuses and promote human rights.

For more information about this report and the work of Human Rights Watch, visit the following link: <https://www.hrw.org/world-report/2019>. To download this informative document – *World Report 2019* – visit the following link: https://www.hrw.org/sites/default/files/world_report_download/hrw_world_report_2019.pdf.

The Wisconsin Community Corrections Story

A new report released on January 22, 2019, by the Columbia University Justice Lab finds that Wisconsin has unusually high rates of community corrections supervision and reincarceration, adding considerably to the state’s prison populations and costing Wisconsin taxpayers millions annually.

Authored by **Jarred Williams**, **Vincent Schiraldi**, and **Kendra Bradner**, *The Wisconsin Community Corrections Story* investigates the historical context of community corrections in Wisconsin, and looks particularly at racial disparities in the state’s community supervision and revocation rates, which are higher than national disparity rates. It concludes with recommendations to shrink the footprint of community corrections in the state, reduce unnecessary incarceration of people under supervision, and reduce inequities.

This report is accessible at this link: <https://justicelab.columbia.edu/wisconsin-community-corrections-story>.

RESEARCH SPOTLIGHT: DR. LARS H. ANDERSEN AND DR. CHRISTOPHER WILDEMAN

While the majority of research generated in the field of community corrections focuses on evidence based practices, it is not often we see outcomes of the broader value well run organizations and officers deliver to their communities. Dr. Lars H. Andersen and Dr. Christopher Wildeman explore the potential value of officers in their 2015 article, [*Measuring the Effect of Probation and Parole Officers on Labor Market Outcomes and Recidivism*](#). The article, published in the *Journal of Quantitative Criminology*, used a dataset from Denmark to identify causal effects of probation and parole officers on the labor market outcomes and recidivism of the clients on their caseloads. The labor market outcomes measured were earnings and dependency on public benefits. Both outcomes were measured for twelve months following supervision initiation. Criminal recidivism outcomes measured reconviction for 24 months upon the start of supervision.

Designing a research study to measure the labor market outcomes associated with individual officers was challenging

to say the least, but Anderson and Wildeman deserve significant praise for taking on and executing such a daunting task. Their work not only demonstrates it is possible to measure the public value beyond just compliance and desistance that community corrections officers provide, it highlights the degree of difficulty such research presents at this point in time. With more attention and involvement from the academic community and practitioners, such studies can become easier, provide outcomes over longer periods of time, and before more granular in the future.

The biggest takeaway from Anderson and Wildeman's work is that probationers, parolees, and their officers all matter. Those under community supervision are responsible for the majority of the variation of life outcomes, but the quality of their supervising officers also impact results. Anderson and Wildeman's research provides further support of the significance of the work our organizations conduct every day and the important responsibility we all have in the field of community corrections.



Dr. Lars H. Andersen is a Senior Researcher at the Rockwool Foundation in Copenhagen, Denmark. The Rockwool Foundation is an impartial, financially self-supporting institution which engages in activities for the public good. They carry out independent research into issues relevant to society, and develop innovative solutions to social problems in the form of practical interventions. He spent time in the United States as a Visiting Assistant in Research at the Department of Sociology at Yale University.



Dr. Christopher Wildeman is Provost Fellow for the Social Sciences, Director of the Bronfenbrenner Center for Translational Research, and Director of the National Data Archive on Child Abuse and Neglect at Cornell University, where he is also a Professor of Policy Analysis and Management (PAM) and Sociology (by courtesy). Since 2015, he has also been a Senior Researcher at the Rockwool Foundation Research Unit in Copenhagen, Denmark.

POLITICS AND PROBATION: FLORIDA REPRESENTATIVE CHRIS SPROWLS

Last July, one of Florida's more significant criminal justice reform laws went into effect. The new law ushered in unprecedented levels of data transparency to Florida's criminal justice system. State criminal justice data collection is estimated to increase by nearly a quarter. Reporting of the data, which will be anonymized, is set to be shared with the public via a Florida Department of Law Enforcement database. The law itself will help community corrections agencies throughout the state of Florida better understand the impact of their work and how to more effectively deploy resources and plan operations for the future. Representative Chris Sprowls introduced the bill which passed the Florida House of Representatives unanimously last March. It also easily passed in the Florida Senate and was signed into law by the former Governor and present United States Senator, Rick Scott.

The law created a model of uniform criminal justice data collection. Specifically, the law:

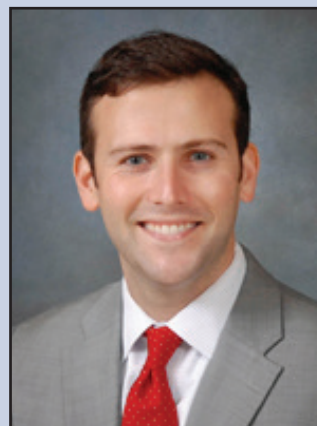
- Defines terms used in the law as they relate to data collection;
- Requires the clerks of court, state attorneys, public defenders, county detention facility administrators, and the Department of Corrections to collect specified data on a biweekly basis and report it to the Florida Department of Law Enforcement (FDLE) on a monthly basis;
- Requires the FDLE to publish the data collected on the FDLE's website and make it searchable and accessible to the public;
- Provides that any clerk of the court or county detention facility that does not comply with the required data collection is ineligible to receive funding from the General Appropriations Act, any state grant program administered by the FDLE, or any other state agency for five years after the date of noncompliance;
- Requires additional information to be reported in the annual report for pretrial release programs;
- Digitizes the Criminal Punishment Code sentencing scoresheet; and
- Authorizes a pilot project in the Sixth Judicial Circuit for the purpose of improving criminal justice data transparency.

Additionally, the law provides for the establishment of civil citation or similar prearrest diversion programs for adults

and juveniles. The law permits local communities and public or private educational institutions to adopt a model prearrest diversion program for adults and provides guidelines for the establishment of such programs. The law requires a civil citation or similar prearrest diversion program for juveniles to be established in each judicial circuit in the state and outlines criteria that each civil citation or similar prearrest diversion program must specify in developing such program.

The law requires the FDLE to adopt rules to provide for the expunction of a nonjudicial record of the arrest of a minor who has successfully completed a diversion program. The law also requires each diversion program to submit data that identifies each minor participating in the diversion program to the Department of Juvenile Justice (DJJ). The DJJ must compile and semiannually publish the data on the department's website.

Representative Sprowls' leadership in developing and then stewarding the bill to become law in Florida shows the potential for innovative, bipartisan efforts benefitting the field of community corrections around the country.



Chris Sprowls currently serves as a member of the Florida House of Representatives, representing the 65th District, which includes Clearwater, Dunedin, and Tarpon Springs in northern Pinellas County, since 2014. He is the Chair of the House Judiciary Committee.

NEWS FROM THE FIELD

ONEIDA COUNTY, NEW YORK, PROBATION DIRECTOR RETIRES, DEPUTY APPOINTED

According to a media release issued by Oneida County, **David A. Tomidy**, Director of the Oneida County Probation Department in Utica, New York, retired in December 2018 after 45 years of esteemed service.

Tomidy, age 68, served the Oneida County Probation Department at every capacity during his career, receiving many accolades for his efforts to help members of the community rebuild their lives.

“Dave Tomidy has served Oneida County with distinction, integrity, and compassion for more than four decades and his presence in this government will be sorely missed,” said Oneida County Executive **Anthony J. Picente, Jr.** “His life’s work was dedicated to community and victim safety and to helping individuals reform their conduct and rebuild their lives. Dave’s valuable leadership and ability to build positive relationships across this community is an asset that will not easily be replaced.”

Tomidy began his career with the County in 1973 as a Probation Officer and he worked his way up the ranks to Senior Probation Officer and Probation Supervisor before becoming Probation Director in 2006.

During that time, he started the department’s Intensive Supervision Unit, was a founding member of Utica City Drug Court, served as Oneida County Traffic Chairman, oversaw re-entry programs, was appointed to the Governor’s Council on Community Reentry and Integration and was instrumental in placing probation officers in ten school districts to help reduce juvenile delinquency and identify students with behavior and attendance issues.

His efforts have been recognized with several awards including the Recovery Community Award in 2009, the Oasis Mission Make a Difference Award in 2010 and the Sara Tullar Fasoldt Leadership and Humanitarian Award in 2016.

Tomidy has served on the board of directors for numerous organizations including the McPike Treatment Center, The Center for Family Life and Recovery, Alternatives to Incarceration and the Regional Youth Justice Team. He has also been instrumental in instituting Oneida County’s new Raise the Age plan.

He has been the Chairman of the Board of Trustees at the Tabernacle Baptist Church in Utica since 2010 and has taught Sunday School and instructed youth groups for the past 20 years. He’s also been a basketball referee for the past 26 years and served as the President of International Board of Approved Basketball Officials for two years.

“It has been an honor and thrill to work in this vital profession to serve public safety and help improve lives,” Tomidy said. “Probation is frequently under-appreciated for the many things and functions we perform. I am grateful for the full support the County Executive and the Board of Legislators have offered me. I will remember my partners in the Law Enforcement community and service providers.”

Replacing Tomidy is **Patrick Cady**, who served as the department’s Deputy Director for the past five years. Cady, who worked at the department since 1994, is a graduate of SUNY Buffalo, where he earned a bachelor’s degree in criminal justice.

“Pat Cady has been an integral part of our Probation Department for 24 years and has made many valuable contributions that have helped to change people’s lives and solidify the safety of this community,” Picente said. “I am confident his experience and leadership will make him an excellent director and that he will continue to serve the County admirably.”

NEW CHIEF U. S. PROBATION OFFICER FOR NORTHERN DISTRICT OF ILLINOIS

On December 3, 2018, in Chicago, Illinois, U. S. District Judge **Rebecca R. Pallmeyer** administered the oath of office to **Marcus Holmes** as the new Chief U. S. Probation Officer for the Northern District of Illinois.

“Our Court welcomes Chief Holmes to the Northern District of Illinois. We are confident that his experience and outstanding credentials will be an asset in leading the U. S. Probation Office for our district,” said Chief Judge **Rubén Castillo**.

Holmes has served the United States Probation Service for more than twenty years, most recently as the Deputy Chief Probation Officer in the Western District of Kentucky. Before his work in Kentucky, Holmes also held positions in the U. S. Probation Office in the Western District of North Carolina and has facilitated workshops around the country for the Federal Judicial Center.

Holmes earned his Bachelor of Arts in Criminal Justice and Political Science from North Carolina Central University and a Master of Science in Criminal Justice from the University of North Carolina at Charlotte.

Jeanne Walsh, who preceded Holmes as Chief U. S. Probation Officer for the Northern District of Illinois, retired in December 2018 following a distinguished career spanning three decades with the Probation Office.

“I want to commend outgoing Chief Jeanne Walsh on her 30 years of dedicated service to the Northern District of Illinois’ Probation Office. Jeanne has been a driving force behind several key initiatives. We are grateful for Jeanne’s excellent leadership in supporting the Court’s Second C.H.A.N.C.E. Re-Entry Program and in the relocation of the U. S. Probation Office to a more modern and efficient workspace in the Kluczynski Building,” added Chief Judge Castillo.

NEW CHIEF IN ERIE COUNTY, OHIO

According to a December 5, 2018, article appearing in the *Sandusky Register*, **Mike Frank** recently was promoted to Chief Probation Officer of the Erie County Adult Probation Department.

Erie County Common Pleas Court Judge **Tygh Tone** appointed Frank to his new position. Frank replaces **Karen Volz**, who served close to four decades with the agency before retiring in October 2018.

"I used to work with Mike when I was a prosecutor with the city of Sandusky, and he worked with me monitoring people on bond beginning in 2007," said Tone, who oversees the county's probation department.

During the interview process, in which multiple people applied, Tone greatly valued priorities mentioned by Frank. "He has a lot of progressive ideas," Tone said. "He is fiscally responsible. The taxpayers and the commissioners should be happy with that. He will do a fantastic job."

"I want to protect the public, make us financially stable and use every means at our disposal," Frank said.

MINARDI HEADS NEBRASKA PROBATION

Deborah A. Minardi was named State Probation Administrator on January 7, 2019, to direct the statewide delivery of probation services in Nebraska.

Since 2006, Minardi served as Deputy Probation Administrator in charge of Community-Based Programs and Field Services. Prior to her appointment as Deputy Probation Administrator, and during her 35 years of service to the Nebraska Probation System, she served as a probation officer, Chief Deputy Probation Officer, and Chief Probation Officer. She has also conducted numerous training programs both nationally and statewide covering a wide range of topics including evidence-based practices in criminal justice.

Minardi, who earned a master's degree in public administration from the University of Nebraska-Omaha, serves on the Board of Directors and Executive Committee as Vice President for the American Probation and Parole Association (APPA). She received the 2010 APPA President's Award for Probation's Specialized Substance Abuse Supervision Program, the 2014 award for the APPA Member of the Year, and the 2015 University of Nebraska School of Criminology Lifetime Achievement Award. She replaces **Ellen Brokofsky**, who retired following a long and productive career in Nebraska's probation system.

NEW CHIEF PROBATION OFFICER IN JOHNSON COUNTY, INDIANA

According to an article appearing in the *Daily Journal*, a newspaper in Franklin, Indiana, **Angela C. Morris** has been appointed Chief Probation Officer for Johnson County, effective January 26, 2019. She will supervise both adult and juvenile probation divisions.

Morris, who has worked as a juvenile probation officer in Johnson County since 2004, replaces **Suzanne Miller**, who retired following 25 years of service in that position.

Morris possesses a bachelor's degree in criminal justice from Indiana University and a master's degree from Indiana Wesleyan University. During her juvenile probation career, she has chaired the statewide Juvenile Detention Alternatives Initiative and has served as a member of the Child Service Planning Committee. She is a member of the Johnson Memorial Hospi-

tal Health Foundation, past president of the Bargersville Police Merit Commission, Johnson County Fair Board and has served as president of Youth Connections, an organization that serves at-risk youth and families in Johnson and Morgan counties.

CHIEF PROBATION OFFICER APPOINTED IN YOLO COUNTY, CALIFORNIA

On January 18, 2019, Yolo County Administrator **Patrick Blacklock** announced the appointment of **Dan J. Fruchtenicht** as Chief Probation Officer. Most recently, Fruchtenicht had been serving as assistant chief probation officer as well as interim chief probation officer with the retirement of former Chief Probation Officer **Brent Cardall** at the end of last year.

"On behalf of the entire Board of Supervisors, I am delighted to congratulate Dan on his appointment by the county administrative officer," said Yolo County Board of Supervisors Chair **Don Saylor**. "Dan is skilled in evidence-based public safety operations, collaborative approaches, and helping guide offenders to productive lives. He is a proven leader and deeply committed to Yolo County."

Fruchtenicht began his tenure in the Yolo County Probation Department in Woodland, California, in 2001 in an entry-level position as an extra help detention officer, and has since held every sworn position in the department. He has worked in the Juvenile Detention Facility as well as the Juvenile Field, Adult Field, Juvenile Court, and Adult Court Units. He has served as the department's firearms instructor, taser instructor, and force options instructor. In 2010, he implemented the Pre-Trial Diversion Unit which received national acknowledgement and is a staple of Yolo County's criminal justice system. Additionally, for four years he was assigned to the District Attorney's Yolo County Gang Violence Suppression Unit.

"I love this department and believe in its mission," said Fruchtenicht. "I look forward to making this department a leader in the industry."

MCSORLEY NAMED HEAD OF PROBATION AND PAROLE IN NEW MEXICO

On January 8, 2019, New Mexico Governor **Michelle Lujan Grisham** announced that Senator **Cisco McSorley**, after a distinguished career of more than three decades in the state legislature, will now serve as director of the Probation and Parole Division within the state Corrections Department.

In addition to supervising persons on probation and parole, this division oversees inpatient and outpatient substance abuse programs, domestic violence and mental health counseling, financial and housing assistance, and community corrections programs that assist offenders with chronic mental health needs, medical issues, and chronic homelessness.

"Senator McSorley has been a devoted public servant not only to the people in his district but to New Mexicans across the state," Governor Lujan Grisham said. "I'm excited he will now lend his talents to our administration."

"Judicial reform improves public safety and saves the taxpayers money," McSorley said. "Simply incarcerating people is the most expensive and least effective way to bring about public

safety, and in New Mexico today we need to adopt more effective measures.”

McSorley, a native New Mexican, is a practicing attorney, an active member of the community, and one of the state’s current longest-serving legislators. He previously served as chair of both the House and Senate Judiciary Committees as well as holding other leadership roles. He was first elected to the New Mexico state legislature in 1984, serving in the House of Representatives before being elected to the Senate in 1996. He holds a bachelor’s degree from the University of New Mexico and a law degree from University of New Mexico Law School.

Upon this appointment, McSorley resigned from the New Mexico Senate.

IFILL NAMED DEPUTY COMMISSIONER OF NEW MASSACHUSETTS PRE-TRIAL SERVICES DIVISION

In January 2019 **Pamerson Ifill** was named Deputy Commissioner of Pre-Trial Services, a new statewide division of the Massachusetts Probation Service. Ifill, a 25-year employee, will oversee the management of the Pre-Trial Division. As Deputy, he will be responsible for the development and implementation of policies, procedures, and training of the Pre-Trial Service Unit. In addition to the oversight of Pre-Trial Services, Ifill will be responsible for the development of programs.

“Mr. Ifill has extensive knowledge and experience in Probation specifically and in criminal justice, generally. Pretrial Services is a significant and developing piece of business for the Massachusetts Probation Service and Pamerson’s leadership will be key to that development. He brings a key understanding of both the public safety side of this work as well as a compassion for and understanding of those that we serve, their families and their communities,” said Probation Commissioner **Edward J. Dolan**.

Prior to being appointed to this new position, Ifill was the Regional Supervisor for Region One which included Barnstable, the Cape and the Islands, Bristol, and Plymouth counties. He was Chief Probation Officer at Suffolk Superior Court from 2011 to 2014 and Regional Program Manager at the Office of Community Corrections, a position he began in 1998 and held until 2011. He first joined the Service in 1993 as a Juvenile Court Probation Officer in Barnstable.

Ifill earned a Bachelor of Arts degree from Stonehill College where he majored in political science. He holds a master’s degree in management of human services from Brandeis University’s Florence Heller Graduate School.

RYAN RETIRES IN BUCKS COUNTY, PENNSYLVANIA

According to a media release from Bucks County, Pennsylvania, on January 25, 2019, **Séan R. Ryan**, who rose from humble beginnings to a seat of influence over Pennsylvania’s probation and parole policies, retired as Bucks County’s Chief Adult Probation Officer.

Ryan, 66, of Hilltown Township, has headed Bucks County’s Adult Probation and Parole Office since 2007, a role in which he

oversaw a staff of 82 officers, managers, and support workers. The office is responsible for supervising about 10,700 offenders placed on probation or parole by the Bucks County Court of Common Pleas.

Earlier in his career, Ryan had worked for 19 years as a Bucks County adult probation officer, supervisor, and deputy chief. He left for 11 years when Governor **Tom Ridge** appointed him to the State Board of Probation and Parole, where he served two terms from 1995 to 2006.

“Séan’s a special guy. He’s had a long, long career in public service, in a difficult arena,” County Commissioners’ Chairman **Robert G. Loughery** said at Wednesday’s commissioners’ meeting, where Ryan was honored with a proclamation and a commemorative Mercer tile.

“I just want to thank my staff and the Court of Common Pleas and the Commissioners for all their support,” Ryan said. “I wish you the best of luck in the future.”

Ryan grew up without a father in Bobtown, a tiny coal town in western Pennsylvania. His widowed mother, a secretary for the local school district, sent him to the Milton Hershey School in Dauphin County, where he excelled in academics and football, was elected student body president, and earned a scholarship to attend Juniata College. Ryan earned a degree in social psychology at Juniata, where he was co-captain of the football team and earned second-team All-State honors as an offensive guard. He went on to graduate school at Lehigh University, earning a master’s degree in social restoration while also teaching death row inmates at State Correctional Institution – Graterford and co-facilitating a sex-offenders’ therapy group.

He initially was hired by Bucks County in 1976, rising to Deputy Chief Adult Probation Officer by 1987. Among his achievements was creating, in concert with the Network of Victim Assistance, an innovative sexual offender intervention program.

Governor Ridge nominated Ryan to the Pennsylvania Board of Probation and Parole at a time of great controversy. The board had come under fire for its handling of the release and supervision of **Robert “Mudman” Simon**, a convicted killer who was paroled in 1995 over the objections of his sentencing judge, moved to New Jersey in violation of his parole conditions, and fatally shot a police officer there.

Ryan was among the board members appointed by Ridge to help change and stabilize a system whose practices the governor and others had sharply criticized. Ryan returned to Bucks County in 2007 to oversee the department he had left in 1995. During his time as Chief Adult Probation Officer, he led or assisted with initiatives including:

- Drug Court;
- County Intermediate Punishment;
- The Pretrial Supervision Program;
- Using video conference technology for violation and bench warrant hearings;
- Administrative Disposition Hearings;
- Establishment of an Enhanced Collection Program using a retired judge;
- Automation of inmate parole applications;
- Establishing an armed departmental Arrest and Search Team;

Executive Exchange

- Facilitating the carrying of Narcan by his staff, which resulted in an officer saving a civilian's life in 2018;
- Getting county-issued portable radios for all probation officers on Bucks County's Police Communications System;
- Overseeing the conversion to a state-of-the-art Adult Probation Information Management System; and
- Meeting with county inmates on a monthly basis to answer questions about probation and parole supervision.

Ryan, a longtime member of the National Association of Probation Executives, has served as a consultant to the Archdiocese of Philadelphia, taught or co-taught criminal justice classes at Temple University and Bucks County Community College for the past three decades, served on a number of state, regional, and national corrections-related boards, and served as chairman of the Bucks County Prison Oversight Board.

NEW GUAM CHIEF PROBATION OFFICER SWORN IN

The Judiciary of Guam officially has a new Chief Probation Officer after **Rossanna Villagomez-Aguon** was sworn in on January 23, 2019. Chief Justice **Katherine Maraman** administered the oath of office to Villagomez-Aguon as her family and the staff of the probation office looked on.

Presiding Judge **Alberto Lamorena** provided the welcoming remarks during the ceremony. "Rossanna is not only a pleasant person personally, but she brings in a plethora of work experience and education." Lamorena also commended the probation office in general, saying, "They now bear more responsibility. The probation office has really transformed, especially in the last 16 years. We not only do community supervision – our original goal – but probation has transformed because of the implementation of therapy in courts at the Judiciary of Guam."

The new chief's husband, **Joseph Aguon**, who previously held the position starting in the 1990s, pinned the new chief's badge on her uniform.

Villagomez-Aguon, who holds a master's degree in criminal justice and psychology, previously worked from 2007 to 2016 as Chief U. S. Probation and Pretrial Services Officer for the District Courts of Guam and the Northern Mariana Islands. She also served as a youth service worker, social worker and social services supervisor in the government of Guam.

"Rossanna brings a unique perspective to support our current juvenile justice, pretrial and adult reform efforts in the local criminal justice system that I believe will continue to provide effective community supervision to court-involved youth and adults," Chief Justice Maraman said in a statement.

SEEFELDT RETIRES IN MCKEAN COUNTY, PENNSYLVANIA

According to an article in the *Bradford Era*, after 30 years of service, **Gary Seefeldt**, Director of the McKean County Adult Probation Department in Smethport, Pennsylvania, retired on February 1, 2019.

McKean County President Judge **John Pavlock**, who oversees the criminal justice system in the county, said Seefeldt accomplished a great deal for the county. "He was involved in a lot of programs, and oversaw a lot of cases and we appreciate the work he has done," Pavlock said.

Court officials are discussing whether they plan to promote from within the department or advertise the probation director's position, noted Pavlock. "It's always good to have someone with specific knowledge of the operations," the judge said, but he added, "whether we'll hire from within hasn't been finalized yet."

NEW CHAIRMAN OF PENNSYLVANIA PROBATION AND PAROLE BOARD APPOINTED

On February 6, 2019, Governor **Tom Wolf** appointed **Theodore W. "Ted" Johnson** Chairman of the Pennsylvania Board of Probation and Parole. Johnson has served as a board member since 2016. He replaces **Leo Dunn**, who served as Chairman since 2016 and will now return to the board as a member until his term expires in 2024.

"I am pleased to appoint Ted, a seasoned and experienced professional working with the inmate and parolee population in Pennsylvania, who will take on the responsibility of Chairman of the Pennsylvania Board of Probation and Parole," Gov. Wolf said. "I look forward to working with him and to seeing how his leadership continues to move the board forward."

The board serves as the exclusive and independent decision-making body with regard to decisions to parole, re-parole, commit and recommit for violations of parole and to discharge persons sentenced by any court at any time to imprisonment in a correctional institution.

Johnson, an Erie native and Pittsburgh resident, most recently served as deputy director of The Program for Offenders, Inc. in Pittsburgh, and has served as an adjunct professor teaching undergraduate courses in criminal justice and intelligence studies at Point Park University. He previously worked in the U. S. Courts in the Western District of Pennsylvania as Chief of U. S. Probation and Pretrial Services and as an Erie County and Allegheny County probation officer.

Johnson has a bachelor's degree from Edinboro University in Edinboro, Pennsylvania, and a master's degree in leadership from Carlow University in Pittsburgh.

He sits on the board of trustees for Grove City College in Grove City and the U.S. Attorney's Community Police Relations Committee, and is a founding member of Men Against Destruction, Defending Against Drugs and Social Disorder (MAD DADS). He is a past President of the National Organization for Black Law Enforcement Executives (NOBLE) and a member of the Omega Psi Phi fraternity.

WESTCHESTER COUNTY, NEW YORK, EXECUTIVE APPOINTS MEMBERS TO PROBATION ADVISORY BOARD

On February 1, 2019, Westchester County Executive **George Latimer** announced the appointment of several key members to the Westchester County Probation Advisory Board. Latimer signed an Executive Order to create the Board, which will

be comprised of a diverse group of members who have a deep knowledge of our local communities and criminal justice system, who can assist with providing guidance to the Westchester County Department of Probation.

Latimer said: "The Probation Advisory Board will work in tandem with the Department of Probation to ensure public safety, reduce recidivism and prevent overcrowding in our jail system. The Board can also promote the implementation of alternatives to incarceration, so that low risk criminal offenders can serve a sentence of supervised release rather than jail time. It is my hope that our County Department of Probation will benefit greatly from this partnership. This is the continuation of our efforts for transparency and citizen participation in all facets of County government."

Commissioner of the Westchester County Department of Probation **Rocco Pozzi** said: "The Westchester County Department of Probation is fortunate to be able to work with this diverse group of professionals. The Probation Advisory Board includes experts in the criminal justice field, attorneys and community stakeholders, who will not only be able to bring a fresh perspective, but help to further progress the core beliefs of our Department."

Latimer is responsible for appointing six members of the Correction Advisory Board, and the Board of Legislators will appoint three. The Commissioner of the Westchester County Department of Probation will also serve as an ex officio member of the Board. The Board members are as follows:

Ann Barringer Spaeth of Rye has served as the Executive Director of the Council of Community Services for Port Chester, Rye Town, and Rye Brook for many years, managing several committees including Housing, Health, Seniors and the Cares Community Coalition. Spaeth's extensive experience includes serving as a Program Administrator at the Westchester County Youth Bureau, and as an Executive Committee member of the Anti-Racist Alliance.

James Burke, also of Rye, served as Director of Executive Security for Lehman Brothers, Inc., for 14 years, and Director of Security and Safety and the New York College of Podiatric Medicine for four years. Burke also served as a Detective Investigator for the NYPD for 21 years, and on the FBI's Presidential Task Force on Organized Crime.

Monique Clarke of Yonkers has extensive experience in Property and Asset Management, accounting, marketing and sales. As Business/Asset Manager of Bronx Housing Initiative LLC, Clarke is involved in all real estate activities from acquisition to disposal of residential properties, including financial management, vendor selection, negotiating contracts and managing timelines. Clark also served as Assistant Program Director for the Nepperhan Community Center in Yonkers, and as Executive Assistant to the Chairman of the Yonkers Violence and Gang Prevention Coalition.

Brooke Jones of Warwick began her work in corrections in 1997 in Goshen. Jones did field training in Dutchess County. Jones previously worked as a Sergeant for the Dutchess County Jail, in addition to working as a Corrections Officer at the Orange County Correctional Facility in Goshen.

Fernando Martinez of White Plains, who will serve as Chair, is Director of Project Management for Urban Health Plan

in the Bronx. Martinez is responsible for managing the design and construction of various capital projects and identifying and coordinating private and public funding applications. Martinez previously held positions with the U. S. Department of Housing and Urban Development, the MTA and the Port Authority of New York and New Jersey.

Carol Miller of Larchmont is an attorney in the regulatory/white collar defense group at Wachtell Lipton Rosen & Katz in Manhattan. She is a member of the New York City Bar Association's Task Force on Mass Incarceration, which focuses on the need for reform in mandatory minimum sentencing, expanding alternatives to incarceration and eliminating or reducing the financial conditions of pretrial release.

Jen Lackard of Bronx is the founder of Re-Entry Link, a multi-platform consulting firm that oversees the implementation of social impact programs that overcome barriers to re-entry for offenders. Lackard's initiatives include a campaign to encourage policy modifications around the formerly incarcerated, as an untapped talent pipeline for the workforce.

Emily Tow Jackson of Pound Ridge is the Executive Director and President of the Tow Foundation, Inc., which supports nonprofit organizations that help vulnerable populations and individuals become positive contributors to society. The Tow Foundation funds nonprofits in the areas of juvenile and criminal justice reform, innovative medical research, higher education, and cultural institutions.

LEADERSHIP TRANSITION IN VIRGINIA JUVENILE JUSTICE AGENCY

Virginia Governor **Ralph Northam** announced on March 26, 2019, that **Andrew Block**, the director of the Virginia Department of Juvenile Justice (DJJ), who has devoted his career to improving the lives and protecting the rights of court-involved youth, will step down effective April 19, 2019, after leading the agency for five years. Governor Northam also announced the appointment of **Valerie Boykin**, who has served as DJJ's Deputy Director for Community Programs since 2015, as the agency's new director.

"During Andy's tenure as director, the men and women of the Department of Juvenile Justice have fully invested themselves into transforming both the agency and our juvenile justice system, and have set the course to continue this progress," said Governor Northam. "I am grateful for his leadership, for the time he spent serving this administration and the Commonwealth, and for the passion and dedication he brought to serving children, families, and communities across Virginia."

In appointing Boykin to lead the agency, Governor Northam underscored her central role in leading the community side of the Department's transformation. Her accomplishments include building a statewide system of evidence-based services, and transforming probation practices so that low-risk youth are successfully diverted out of the juvenile justice system.

"As our Department of Juvenile Justice moves to serve more youth in their communities, there is no better person to replace Andy than Valerie Boykin," Governor Northam continued. "Valerie is the right leader to take the helm at DJJ and will provide the continuity and consistency needed to carry on the transformation that began under Andy's leadership."

“I am incredibly proud of the work that DJJ has done that began under Governor McAuliffe and continued under Governor Northam,” said Virginia Secretary of Public Safety and Homeland Security **Brian Moran**. “Under Andy’s leadership and with our partners in the legislature, his team has transformed its system quickly, effectively, and comprehensively.”

“I have been very fortunate to serve in both the McAuliffe and Northam administrations, which have made the well-being of all children a priority,” Block said. “But most of all, I want to thank the amazing men and women of DJJ. They have some of the hardest jobs in state government, and yet every day I see them bringing their hearts, talents, and passions to the work of helping children and families get their lives back on track.”

“The agency is lucky to have Valerie in this role as she has been a key leader in our transformation,” Block added. “She knows our people, knows this work, and cares passionately about the children and families we serve. She will do an amazing job as our new director.”

Boykin, who was born and raised in Suffolk, earned a bachelor’s degree at the University of Virginia and a master’s degree in public administration from Old Dominion University. She first joined DJJ in 1980 as a probation officer and has devoted 25 years of her professional career to the Department serving in various capacities. She most recently served as the Court Service Unit director for the Fourth Judicial District from 2011 until she assumed the role of Deputy Director of Community Programs in 2015.

“When I started my career as a probation officer in Rocky Mount, Virginia, in 1980, I would never have imagined that one day I could become the director,” Boykin said. “I am so grateful for this opportunity, and fully prepared to continue the great work of our transformation. We have made a lot of progress toward ensuring the right youth get the right interventions and services at the right time, but we are not done yet.”

Based on the results of a system-wide assessment by the Annie E. Casey Foundation, in 2015 DJJ embarked on a comprehensive transformation of the Virginia juvenile justice system, safely reducing the number of youth placed in state custody, dramatically reforming correctional practices to focus on more rigorous treatment and education, and closing two juvenile correctional centers, reinvesting the savings into building out a statewide continuum of community-based services and supports.

ROLAND APPOINTED DEPUTY COMMISSIONER FOR ADMINISTRATIVE SERVICES IN MASSACHUSETTS PROBATION SERVICE

In March 2019 Massachusetts Probation Commissioner **Edward Dolan** appointed **Yvonne Roland** Deputy Commissioner for Administrative Services.

As Deputy Commissioner, Roland, a 32-year employee, will assist the Commissioner of Probation by overseeing and coordinating a variety of administrative functions, including communication, fiscal affairs, human resources, labor relations, staff development and training. She is also responsible for administrative support to all Probation work units and serves as Probation’s senior administrative liaison with the Office of Court Management (OCM) as well as serves as a key member of the Commissioner’s senior management team. Prior to her appointment as Deputy Commissioner, she was manager of Administrative Services.

“Mrs. Roland has vast experience in administrative services and is skilled at working with a wide cross-section of departments and agencies and individuals who hold positions that range from administrative staff to senior management. She also brings to this role institutional knowledge and a strong work ethic that has enabled us to build a successful and skilled workforce,” Dolan said.

Roland said of her new position, “I am both honored and humbled to be appointed Deputy Commissioner of Administrative Services. I am looking forward to serving the many hard working Probation employees and representing the agency in my capacity as deputy.”

A former Operations Coordinator in the Commissioner of Probation’s Office, Roland first joined the Service 32 years ago as a File and Mail Room Clerk in the Commissioner’s Office in 1987. In the past three decades, she has held the positions of Data Entry Operator, Administrative Secretary, Administrative Assistant, Head Administrative Assistant, Office Manager, and Human Resources Representative. She was promoted to Operations Coordinator in 2006. Roland served in this position until she was appointed manager of Administrative Services.

Roland is a 2005 Curry College graduate where she earned a Bachelor of Arts in Criminal Justice and she is also a member of the Society of Human Resources Management.

NATIONAL ASSOCIATION OF PROBATION EXECUTIVES

Who We Are

Founded in 1981, the National Association of Probation Executives is a professional organization representing the chief executive officers of local, county and state probation agencies. NAPE is dedicated to enhancing the professionalism and effectiveness in the field of probation by creating a national network for probation executives, bringing about positive change in the field, and making available a pool of experts in probation management, program development, training and research.

What We Do

- Assist in and conduct training sessions, conferences and workshops on timely subjects unique to the needs of probation executives.
- Provide technical assistance to national, state and local governments, as well as private institutions, that are committed to improving probation practices.
- Analyze relevant research relating to probation programs nationwide and publish position papers on our findings.
- Assist in the development of standards, training and accreditation procedures for probation agencies.
- Educate the general public on problems in the field of probation and their potential solutions.

Why Join

The National Association of Probation Executives offers you the chance to help build a national voice and power base for the field of probation and serves as your link with other probation leaders. Join with us and make your voice heard.

Types of Membership

Regular: Regular members must be employed full-time in an executive capacity by a probation agency or association. They must have at least two levels of professional staff under their supervision or be defined as executives by the director or chief probation officer of the agency.

Organizational: Organizational memberships are for probation and community corrections agencies. Any member organization may designate up to five administrative employees to receive the benefits of membership.

Corporate: Corporate memberships are for corporations doing business with probation and community corrections agencies or for individual sponsors.

Retired: Retired members are those who have retired in good standing from a full-time professional executive capacity in probation, parole, or community corrections agency or association. The annual fee for retired membership is \$25.

Honorary: Honorary memberships are conferred by a two-thirds vote of the NAPE Board of Directors in recognition of an outstanding contribution to the field of probation or for special or long-term meritorious service to NAPE.

Membership Application

NAME _____ TITLE _____

AGENCY _____

ADDRESS _____

TELEPHONE # _____ FAX # _____ E-MAIL _____

DATE OF APPLICATION _____

CHECK	Regular	<input type="checkbox"/> \$ 50 / 1 year	Organizational	<input type="checkbox"/> \$ 250 / 1 year
	Membership	<input type="checkbox"/> \$ 95 / 2 years	Corporate	<input type="checkbox"/> \$ 500 / 1 year
		<input type="checkbox"/> \$ 140 / 3 years	Retired	<input type="checkbox"/> \$ 25 / 1 year

Please make check payable to **THE NATIONAL ASSOCIATION OF PROBATION EXECUTIVES** and mail to:
 NAPE Secretariat, ATTN: Christie Davidson, Correctional Management Institute of Texas, George J. Beto Criminal Justice Center,
 Sam Houston State University, Huntsville, Texas 77341-2296
 (936) 294-3757
 or to renew or join online, visit: <http://www.napehome.org/>

NAPE

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