

# National Association of Probation Executives

## EXECUTIVE EXCHANGE

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### PRESIDENT'S MESSAGE

In my inaugural message to NAPE membership, I write you in a somewhat unique position. During my comments at the NAPE Awards Breakfast in Indianapolis last month, I suggested that there was great likelihood that I would retire from my duties as Chief Probation Officer with the Marion Superior Court in Indianapolis at sometime during my presidency. That event has occurred as I retired from probation service on September 7th of this year. I suppose I should inquire of resident NAPE historians Dan Beto or Ron Corbett, but I may be the first active NAPE president who is no longer actively serving as a chief probation officer.

As you old timers may recall, I did serve as NAPE president from 1998-2000, but in assuming the responsibility in 2012, I will have more time to devote to the duty. I will have no allegiance to an employer, and I plan on treating the position as part-time employment with no paycheck. I know the vast majority of NAPE officers and directors, and as soon as the retirement dust settles, I will be in touch with them by phone. My leadership style is inclusionary, and I guarantee that NAPE officers and directors will be routinely engaged.

People naturally ask what I'll be doing in retirement. NAPE is my first response, but I will stay active with part-time adjunct criminal justice instruction at Indiana University. I also plan on doing some professional writing for Executive Exchange and other publications. Training and consulting are also on the radar screen.

What is the platform? I naturally want NAPE to be at the forefront of probation advancements in the country. NAPE's relationship with NIC is critical, and strengthening that relationship is my top priority. In that capacity, I have reached out to Jim Cosby, NIC's Chief of Community Services, in the hope that he and I can establish a special partnership which will benefit both organizations.

My international interest in probation operations and directions continues. Since I helped encourage the emphasis more than a decade ago, NAPE members Dan Beto and Don Evans, as well as NAPE Executive Director Christie David-

son, have taken the lead by taking numerous trips, primarily to Europe, to study foreign systems and share experiences gleaned from American and Canadian systems. In addition, Ms. Davidson and Mr. Beto have been instrumental in hosting delegations from foreign countries. I very much wish this productive pattern to not only continue but expand.

Thirdly, I am somewhat partial to juvenile probation as my first fifteen years were solely devoted to that arena. The emphasis on Title-IV funding in recent years has unfortunately drawn juvenile probation officers and their administrators away from core philosophy and function. That trend troubles and alarms me, and I believe the development requires further study and response. Juvenile probation work certainly is not what it used to be due to the fiscal frenzy to collect Federal reimbursements.

Finally, NAPE membership currently rests at 222 members (this includes individual, agency, and corporate members). While that total is strong, there are too many states excluded from our current membership roster. This void does not so much bother me from a numbers standpoint as it does from issues of inclusion and diversity.

I have never operated in a silo. My most recent department contained numerous practices, policies, and programs borrowed from other systems. In that spirit, I value and want your input. Furthermore, I pledge to work closely with Christie Davidson at Sam Houston State University with whom I share a very solid relationship and productive working history.

My contact information is as follows: 7650 Brookview Lane, Indianapolis, Indiana 46250. My new email address is [RLBing48@gmail.com](mailto:RLBing48@gmail.com) and my phone numbers are: (317) 407-0407 (cell) and (317) 841-1439 (home).

I look forward to serving you in the days ahead.

**Robert L. "Bing" Bingham**  
President

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### ASSOCIATION ACTIVITIES

On August 11-12, 2012, in the beautiful J.W. Marriott Hotel in Indianapolis, Indiana, the National Association of Probation Executives held its annual events.

On Saturday, August 11, 2012, slightly more than 100 NAPE members and their guests attended the annual members reception, where friendships were renewed and relevant issues discussed. On the morning of August 12, 2012, the Association held its annual awards breakfast, during which several members of NAPE were recognized for their service to the probation profession.

#### Sam Houston State University Probation Executive of the Year Award

Since 1989, the National Association of Probation Executives and the George J. Beto Criminal Justice Center at Sam Houston State University have annually recognized an outstanding probation executive by presenting the recipient with the *Sam Houston State University Probation Executive of the Year Award*.

This award, the Association's oldest and highest honor, has been presented to the following probation executives: **Barry Nidorf**, California (1989); **Don R. Stiles**, Texas (1990); **Donald Cochran**, Massachusetts (1991); **Cecil Steppe**, California (1992); **Don Hogner**, California (1993); **T. Vincent Fallin**, Georgia (1994); **M. Tamara Holden**, Oregon (1995); **Richard A. Kipp**, Pennsylvania (1996); **Ronald P. Corbett, Jr.**, Massachusetts (1997); **Richard E. Wyatt**, Nevada (1998); **Rocco A. Pozzi**, New York (1999); **Ron R. Goethals**, Texas (2000); **Cheryl N. K. Townsend**, Arizona (2001); **E. Robert Czaplicki**, New York (2002); **Robert L. Bingham**, Indiana (2003); **Gerald R. Hinzman**, Iowa (2004); **James R. Grundel**, Illinois (2005); **Joanne Fuller**, Oregon (2006); **Tom Plumlee**, Texas (2007); **Ellen F. Brokofsky**, Nebraska (2008); **Christopher Hansen**, Nevada (2009); **Sally Kreamer**, Iowa (2010); and **Raymond Wahl**, Utah (2011).



**Ronald G. Schweer and Robert L. Bingham.**

**Ronald G. Schweer**, the Chief U. S. Probation Officer for the District of Kansas, is this year's recipient of the *Sam Houston State University Probation Executive of the Year Award*.

Ron earned a Bachelor of Arts degree in criminal justice from Washburn University and a Master of Public Administration degree from the University of Kansas.

Ron has recorded over three and a half decades of experience in criminal justice, corrections, and law enforcement. Ron began his criminal justice career in 1977, in Paola, Kansas, as a deputy sheriff for the Miami County Sheriff's Department. From 1980 to 1981 he was a supervisor at the Youth Center at Topeka. In 1981 he went to work for the Kansas Supreme Court as a Court Services Officer in the 3rd Judicial District, a position he held until 1987, when he served as a fiscal analyst for the Kansas Legislative Research Department. In 1987 he was named Chief Court Services Officer for the 7th Judicial District of Kansas, a position he held until 1989, when he was named Court Services Specialist in the Office of Judicial Administration of the Kansas Supreme Court, where he was responsible for the coordination of all juvenile and adult probation services in Kansas.

In 1990 Ron was appointed a U.S. Probation Officer for the District of Kansas and rose to the position of Supervising U. S. Probation Officer. Ron was named Deputy Chief U. S. Probation Officer for the Eastern District of Missouri in 2000, a position he held until 2008, when he was named Chief U.S. Probation Officer for the District of Kansas.

He has served in a number of positions during his federal career, including administrator of a field supervision unit, District Training Coordinator, Search and Surveillance Team member, Contract Specialist for drug aftercare and mental health treatment services, Home Confinement Coordinator, and WITSEC (Witness Protection) Officer. Ron has also served as faculty to the Federal Judicial Center in the Executive Team Leadership, New Supervisors Training Program, Circuit Supervisors Program, and two separate Officer Safety Training Programs.

In 1993, Ron was selected as a Safety Trainer for the Federal Judicial Center and has presented safety programs to numerous districts throughout the United States. He has also served as a Consultant to the Federal Judicial Center in the Applied Officer Safety Program since 1996. The National Institute of Corrections has sponsored a Safety Academy (Train-the-Trainer) Program since 1997 and Ron currently serves as a NIC consultant and faculty member in this program. As a result of this participation, Ron has been involved in the training of safety trainers from virtually every state in the nation, including the territories of Guam and the Northern Mariana Islands.

He is also a safety consultant for the American Probation and Parole Association and has provided safety training through his affiliation with the Community Corrections Institute and Sam Houston State University's Center for Project Spotlight, an innovative program involving police-probation partnerships. Ron has served as a firearms instructor, assistant firearms instructor, OC spray instructor, and chairman of the Staff Safety Committee. Currently, Ron is a member of the Anti-Terrorism Advisory Council and the Search Enforcement Team. He was also the Co-Chair of the Safety and Information Reporting System (SIRS) Working Group at the Administrative Office of the U. S. Courts from 2004 to 2009. Ron was a contributing author in the National Institute of Corrections monographs titled *Staff Safety: New Approaches to Staff Safety*, Second Edition (2003) and



*Guns, Safety and Proactive Supervision: Involving Probation and Parole in Project Safe Neighborhoods* (2008).

Ron has served as a member of the Board of Directors of the National Association of Probation Executives and currently serves as our Vice President. He is a leader and a dedicated professional who has positively impacted the probation profession.

Presenting this award to Ron was **Robert L. Bingham**, NAPE President.

### George M. Keiser Award in Exceptional Leadership

This award, presented jointly by the National Association of Probation Executives and the Community Corrections Improvement Association of Iowa, is given in honor of **George M. Keiser**, former Chief of the Prisons and Community Corrections Divisions of the National Institute of Corrections. This award, first presented in 2001, has been given to the following corrections professionals who have demonstrated leadership qualities: **George M. Keiser**, Maryland (2001); **Carey D. Cockerell**, Texas (2002); **Dan Richard Beto**, Texas (2003); **Donald G. Evans**, Ontario (2004); **Rocco A. Pozzi**, New York (2005); **John J. Larivee**, Massachusetts (2006); **W. Conway Bushey**, Pennsylvania (2007); **Douglas W. Burris**, Missouri, (2008); **Robert L. Thornton**, Washington (2009); **Mark D. Atkinson**, Texas (2010); and **Dorothy Faust**, Iowa (2011).



**Gerald R. Hinzman, George M. Keiser, Cheryl K. Townsend, and Robert L. Bingham.**

This year's recipient of the *George M. Keiser Award in Exceptional Leadership* is **Cheryl K. Townsend**, whose distinguished career exceeds three and a half decades.

Cherie earned a bachelor's degree from Rockford College, a Master of Public Administration degree from Southern Methodist University, and a Master of Business Administration degree from the University of Texas.

In 1975 Cherie began her career with the Texas Youth Commission as a community resource specialist in Dallas, Texas. Three years later she was promoted to parole supervisor in the Dallas area, a position she held until 1984, when she was named Administrator of Halfway Houses, a position she held briefly before becoming Administrator of Residential Contract

Programs and Parole. In 1986 she was named Administrator of Contract Services.

In 1987 Cherie was lured away from the Texas Youth Commission by the Travis County District Attorney's Office in Austin, where she served as Director of the Victim/Witness Assistance Division. Two years later she returned to the Texas Youth Commission and served with distinction as Director of Community Services.

In 1996 Cherie was named Director of Juvenile Court Services for Maricopa County, Arizona, one of the larger juvenile probation departments in the country. She remained in Phoenix until 2006, when she was named Director of the Clark County Department of Juvenile Justice Services, a position she held until she was named Executive Director of the Texas Youth Commission.

Cherie served as Executive Director of the Texas Youth Commission and its successor agency, the Texas Juvenile Justice Department, from October 1, 2008, to June 30, 2012, when she retired.

During her distinguished career, Cherie has been active in a number of professional organizations. She has served as a member of the Delegate Assembly of the American Correctional Association. In addition, she has held membership in a number of committees of the American Probation and Parole Association and the National Juvenile Court Services Association. And she is a past President of the National Association of Probation Executives.

Cherie is a former member of the Advisory Council of the National Resource Center for Police-Corrections Partnerships. She was a long-time member of the faculty of the Executive Development Program for new probation and parole executives, a joint initiative of the National Association of Probation Executives, National Institute of Corrections, and the Correctional Management Institute of Texas. Cherie has also served as a consultant for a number of agencies and organizations.

In 2001 Cherie was the recipient of the *Sam Houston State University Probation Executive of the Year Award*, given jointly by the George J. Beto Criminal Justice Center and the National Association of Probation Executives. In 2003 the National Juvenile Court Services Association recognized her with the *Outstanding Juvenile Court Administrator's Award*.

Throughout her distinguished career, Cherie Townsend has been a leader, an innovative administrator, and a dedicated public servant, whose retirement earlier this year is well deserved.

This award was presented to Cherie by **Gerald R. Hinzman**, representing the Community Corrections Improvement Association of Iowa.

### Dan Richard Beto Award

This discretionary award, first given in 2005, is presented by the President of the Association in recognition of distinguished and sustained service to the probation profession. It is named after **Dan Richard Beto**, who served the Association as Secretary, Vice President, and President.

Past recipients of this award include: **Dan Richard Beto**, Texas (2005); **Christie Davidson**, Texas (2006); **Ronald P. Corbett, Jr.**, Massachusetts (2007); **George M. Keiser**, Maryland (2008); **Thomas N. Costa**, Pennsylvania (2009); **Robert J. Malvestuto**, Pennsylvania, (2010); and **Barbara Broderick**, Arizona (2011).

## Executive Exchange

**William D. Burrell**, an independent corrections management consultant specializing in community corrections and evidence-based practices, is this year's recipient of the *Dan Richard Beto Award*.

Bill earned a bachelor's degree in sociology from Susquehanna University and a Master of Arts degree in criminal justice from the John Jay College of Criminal Justice at the City University of New York.



*William D. Burrell and Robert L. Bingham.*

Bill began his career in criminal justice in 1973 as a correction officer at the Essex County Correction Center in New Jersey. Commencing in October 1973, he was an investigator for the New Jersey Office of the Public Defender, a position he held until October 1976, when he became a probation officer for Essex County.

In September 1978 Bill began a distinguished career with the Probation Services Division of the New Jersey Administrative Office of the Courts, where he held positions of increasing responsibility. Positions held include: Guided Group Coordinator; Director of the Pre-Sentence Research Project; Senior Research Associate; and Assistant Chief of Probation Services.

From March 1984 to May 2003, Bill served as Chief of Supervision Services, responsible for adult probation services for the New Jersey state court system.

Following retirement from the New Jersey probation system, Bill was an associate professor in the Department of Criminal Justice at Temple University until June 2007, when he went into business for himself as a corrections management consultant.

During his distinguished career, Bill has been the recipient of several awards. In 2003 he was presented with the *Mary Mulholland Award* by the Governor's Council on Alcoholism and Drug Abuse in New Jersey; that same year the Middle Atlantic State Correctional Association recognized Bill with the *Carl Robinson Award for Correctional Leadership*. In 2012 the Middle Atlantic State Correctional Association presented him with the *Sal Russoniello Award* for his extraordinary efforts to advance the organization's educational mission.

Bill, who is widely published in professional journals, is Chairman of the Editorial Committee for *Perspectives*, the journal of the American Probation and Parole Association (APPA); in addition, he serves on APPA's Board of Directors. He is a founding member and the first President of the National Community Service Sentencing Association.

He has consulted throughout the United States and has developed and delivered training for probation and parole agencies at the federal, state and county level.

Bill's sustained service to the probation profession makes him a truly deserving recipient of this award.

Presenting this award to Bill was **Ellen F. Brokofsky**, NAPE's immediate past President.

### Special Recognition Award

In addition to the three established awards, **Ellen F. Brokofsky** was presented with a plaque by **Robert L. Bingham**, commending her for her distinguished service as President of NAPE for 2010-2012.

### Events Sponsors

Corporate sponsors of the NAPE reception and awards breakfast were: **Alcohol Monitoring Systems, Intoxalock, JPay, NCTI, and AnyTrax**. NAPE is grateful to these great supporters.

## 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 and 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 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.

Submission may be sent electronically to [probation.executives@gmail.com](mailto:probation.executives@gmail.com) or by conventional mail to:

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Specific questions concerning *Executive Exchange* may be directed to Dan Richard Beto at (979) 822-1273 or to Christie Davidson at (936) 294-3757. *Executive Exchange* does not accept advertisements.

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



## NOMINATIONS FOR AWARDS SOLICITED

by

Christie Davidson

Each year at the Annual Awards Breakfast the National Association of Probation Executives recognizes individuals who have contributed to the probation profession. In August 2012 the Association, meeting in Indianapolis, Indiana, recognized three outstanding individuals: **Ronald G. Schweer** was the recipient of the *Sam Houston State University Probation Executive of the Year Award*; **Cheryln K. Townsend** was presented with the *George M. Keiser Award for Exceptional Leadership*; and **William D. Burrell** was the recipient of the *Dan Richard Beto Award*, a discretionary award presented by the NAPE President to someone who has made significant contributions to the probation profession.

It is not too early to begin thinking about next year. Members of the Awards Committee — comprised of active past Presidents — are soliciting nominations for two awards to be presented in Baltimore, Maryland, in 2013. The awards for which nominations are solicited are:

### Sam Houston State University Executive of the Year Award

This award is given annually by the George J. Beto Criminal Justice Center at Sam Houston State University to an outstanding probation executive selected by the NAPE Awards Committee. Criteria for this prestigious award include the following:

- Manager of a public agency providing probation services;
- Member of the National Association of Probation Executives;
- Contributed to local, state, regional, or national professional organizations;
- Demonstrated sustained exemplary performance as a manager in pursuit of the goals of the profession;
- Implemented new and innovative policy, procedure, program, or technology with high potential to enhance the standards and practice of probation which is transferable; and
- Has achieved outstanding recognition during the year or has outstanding achievements over time.

This award, the Association's oldest and highest honor, has been presented to the following probation executives: **Barry Nidorf**, California (1989); **Don R. Stiles**, Texas (1990); **Donald Cochran**, Massachusetts (1991); **Cecil Steppe**, California (1992); **Don Hogner**, California (1993); **T. Vincent Fallin**, Georgia (1994); **M. Tamara Holden**, Oregon (1995); **Richard A. Kipp**, Pennsylvania (1996); **Ronald P. Corbett, Jr.**, Massachusetts (1997); **Richard E. Wyatt**, Nevada (1998); **Rocco A. Pozzi**, New York (1999); **Ron R. Goethals**, Texas (2000); **Cheryln K. Townsend**, Arizona (2001); **E. Robert Czaplicki**, New York (2002); **Robert L. Bingham**, Indiana (2003); **Gerald R. Hinzman**, Iowa (2004); **James R. Grundel**, Illinois (2005); **Joanne Fuller**, Oregon (2006); **Tom Plumlee**, Texas (2007); **Ellen F. Brokofsky**, Nebraska (2008); **Christopher Hansen**, Nevada (2009); **Sally Kreamer**, Iowa (2010); **Raymond Wahl**, Utah (2011), and **Ronald G. Schweer**, Kansas (2012).

### George M. Keiser Award for Exceptional Leadership

The National Association of Probation Executives and the Community Corrections Improvement Association of Iowa jointly present this award to an administrator, manager, or supervisor who has demonstrated exceptional leadership under challenging conditions which provide value added activity or service to the organization or community they serve. Additional criteria for this award include:

- Nomination must come from a NAPE represented department and must be approved by the director or board of directors for that agency; and
- Nominee must have achieved an outstanding accomplishment during the year or championed a specific cause over a period of time.

This award, first presented in 2001, has been given to the following corrections professionals who have demonstrated leadership qualities: **George M. Keiser**, Maryland (2001); **Carey D. Cockerell**, Texas (2002); **Dan Richard Beto**, Texas (2003); **Donald G. Evans**, Ontario (2004); **Rocco A. Pozzi**, New York (2005); **John J. Larivee**, Massachusetts (2006); **W. Conway Bushey**, Pennsylvania (2007); **Douglas W. Burris**, Missouri, (2008); **Robert L. Thornton**, Washington (2009); **Mark D. Atkinson**, Texas (2010); **Dorothy Faust**, Iowa (2011); and **Cheryln K. Townsend**, Texas (2012).

### Nominating Process

In nominating persons for these awards, in addition to the nominating letter, please provide a detailed biographical sketch of the nominee or a recent vita. Supporting documents, such as news articles or publications, are also welcomed.

Nominations should be sent to Christie Davidson at the following address:

Christie Davidson, Executive Director  
National Association of Probation Executives  
George J. Beto Criminal Justice Center  
Sam Houston State University  
Huntsville, Texas 77341-2296

Nominations may also be sent via email to davidson@shsu.edu or by facsimile to (936) 294-4081.

All award nominations must be received by the NAPE Secretariat by April 5, 2013.

Please consider nominating one of your colleagues for either of these awards.

### FROM THE BOOKSHELF

*Executive Exchange* welcomes reviews on books and periodicals dealing with community corrections, correctional policy, social issues and crime, research and evaluation of correctional programs, and management and leadership issues.

Found in this issue of *Executive Exchange* are a couple of contributions by Todd Jermstad, J.D., Director of the Bell-Lampasas Counties Community Supervision and Corrections Department in Belton, Texas. In his first contribution, he reviews three books dealing with the issue of poverty. And his second review addresses the transition between combat and civilian life, which is particularly relevant to persons working with veterans courts.

#### UNDERSTANDING POVERTY AND CRIME

Review of *Bridges Out of Poverty: Strategies for Professionals and Communities (Revised Edition)*, by Ruby K. Payne, Philip E. DeVol, and Terie Dreussi Smith. Highlands, Texas: aha! Process, Inc., 2006, 293 pp., \$25.00 (paperback).

Review of *What Every Church Member Should Know about Poverty*, by Bill Ehlig and Ruby K. Payne. Highlands, Texas: aha! Process, Inc., 1999 (revised 2012), 136 pp., \$25.00 (paperback).

Review of *A Framework for Understanding Poverty*, by Ruby K. Payne. Highlands, Texas: aha! Process, Inc., 2005, 199 pp., \$25.00 (paperback).

Ruby K. Payne, Ph.D., is a Texas author who has written or collaborated in writing several books examining the culture of poverty. Although criticized by certain segments of academia for her approach to describing and understanding poverty, she has also served as a consultant to numerous schools throughout the country regarding the education of children living in generational poverty and her books have been best sellers for many years now. Indeed, part of the ire that some academics have toward her writings is due to the influence she has had on education and the popularity of her ideas.

Dr. Payne divides American society into three distinct socio-economic groups: poverty, middle class, and wealthy. Moreover, she differentiates persons living in poverty into two separate groups: those living in situational poverty and those living in generational poverty. In addition, she states that people in generational poverty, those in the middle class and the wealthy, all have three distinct cultures with hidden rules in each class. Further she states that the hidden rules of one class are often not apparent to the other two classes.

Each of the three books reviewed have a different perspective. In *A Framework for Understanding Poverty*, Dr. Payne discusses the dynamics of intergenerational poverty and why certain behaviors, practices, and beliefs, while baffling to middle class observers are rationale when understood in the context of poverty. In *What Every Church Member Should Know about Poverty*, she outlines the same principles she had discussed in *A Framework* to churches that, as part of their ministry, deal with persons living in poverty. Finally *Bridges out of Poverty: Strategies for Professionals and Communities* is addressed to those in the service professions and assists them in better serving clients from poverty backgrounds. While this last book appears most apropos to community supervision officers and while there is repetitive information in all three books, each is valuable and subsequently published books build on the previous book.

The author defines poverty to mean “the extent to which an individual does without resources.” She defines resources very broadly and includes, in addition to financial resources, emotional, mental, spiritual, and physical resources. She also sees support systems as a resource. In addition, she defines “generational poverty” as having been in poverty for at least two generations. She defines “situational poverty” as a lack of resources due to a particular event.

Dr. Payne asserts that schools and businesses operate from middle class norms and use the hidden rules of the middle class. Thus for a person in poverty to successfully maneuver in the larger economic, political, and social community, the person has to learn the hidden rules of middle class culture and to operate by those rules. Moreover, she notes that one of the hardest parts of breaking out of poverty is giving up an inherited culture, foregoing old relationships and acquiring a new culture and new relationships. Further, she does not denigrate one culture or elevate another. Each is valid in its particular context. However, she does emphasize that if one is to make a successful transition from poverty to middle class, one has to understand and adopt a middle class culture.

Two questions immediately arise in following her premises. The first is what are the hidden rules of the different classes? The second is what are the cultural differences of the three groups? The author explains that hidden rules are the unspoken cues and habits of a group. Moreover she asserts that distinct cueing systems exist between and among groups and economic classes.

To understand the differences in culture, Dr. Payne states that one has to understand the different world views of each class. For generational poverty, she explains that the bottom line is entertainment and relationships. This is because with an absence of resources, relationships are all that matters and entertainment is the few satisfactions one can expect to obtain in the life in poverty. Moreover, the perspective of those living in poverty always concerns the present moment. All decisions are made to address present circumstances with no or little regard as to how those decisions may impact the person’s future.

For the middle class the criteria against which most decisions are made relate to work and achievement. Thus the perspective of the middle class is future oriented. Decisions are made based on future consequences, such as how will this decision affect the person’s career, education goals, and commitments to family or work. For wealthy people, the criteria against which most decisions are weighed concerns the ramifications to financial, social, and political connections. The perspective of the wealthy is toward the past, or better explained, traditions. The wealthy is oriented to maintaining wealth and status.

In addition to a difference in world views, the culture of poverty and middle class culture differ in several other aspects. One is in language. In middle class culture narrative discourse is generally linear and progresses in a logical order from beginning to end. The discourse

may be formal or casual and the vocabulary variable, depending on the context of the communication and the person to whom the communication is made. Most communications in an organizational or business setting follow middle class formal discourse.

The language in the culture of poverty is not linear or progressive. The story structure may begin with the conclusion of the narrative and digress frequently. The story structure is participatory with the listeners frequently interrupting and contributing to the story. Communication is generally casual and the vocabulary limited. The plot is less important than the characterization of the people in the story.

Obviously, if a middle class person does not understand the language structure of a person living in generational poverty then communication can be quite frustrating (and vice versa). Since service providers, counselors, and supervision officers generally come from a middle class background, their communication style is to initially identify the problem and progress to a final resolution, getting to the point in the least amount of time needed. A person in poverty may discuss problems in a circular fashion, interject other matters that may appear non-substantive to a different observer, and communicate in a colloquial manner. Thus in order to provide better treatment, counseling, and supervision services, the provider of services must understand the communication style of the person with whom the provider is interacting.

Dr. Payne further states that persons in poverty are motivated differently than people in the middle class. As noted earlier, people in generational poverty tend to live in the present. The author notes that people in poverty tend to be fatalistic; they do not believe that they have much control over their own destinies. These cultural values come into conflict with people from a middle class background. They cannot understand why people in poverty cannot project their lives into the future by considering obtaining an education, establishing a career path and setting personal goals.

In addition Dr. Payne states that the concept of punishment is viewed differently between those in poverty and people in the middle class. For the middle class punishment is inflicted to change behavior; punishment ultimately is instructional. The author contends that for people in poverty, negative consequences and discipline are about penance and forgiveness, not about change. She states that after forgiveness has been granted, behaviors and activities return to the way they were before the incident leading to the punishment. Thus a violation of the rules, laws and mainstream societal norms, most of which are created from a middle class perspective and are imposed by people from the middle class, carries a different understanding depending on a person's class perspective.

The author stresses that for people in poverty, relationships are often the most important component in their lives. Since they have very few resources, relationships are all that they possess and they learn to depend upon others for such matters as transportation, housing, and borrowing funds when they are in a bind. However, relationships can also cause a great strain in their lives. Since living in poverty can cause very stressful situations that people lack the resources to handle, relationships are often adversely affected. Familial conflicts often result in the disgruntled family member leaving the household and staying with a friend, another relative or even ex-spouse. Dr. Payne also notes that face saving is very important to people in poverty and being insulted can have repercussions that go far beyond what transpires in middle class settings. For example, if an employer reprimands an employee from a poverty culture and that employee

believes that he has been disrespected, the employee will often value quitting his job immediately than deferring any decision until another job is procured, or considering the effects of not having a next pay check.

Nevertheless Dr. Payne does offer advice to service providers for formulating motivational strategies. Trust is an essential component in working with people living in poverty. Thus the first suggestion that she gives is that social service agencies need to establish schedules and arrangements that allow clients to stay with the same case worker, case manager, or therapist for as long as possible. Obviously, since relationships carry such important weight with people in poverty, the relationship with the service provider is critical in motivating the client. The author states that a successful relationship occurs when the deposits, akin to bank transactions, are made to the client, i.e., actions taken that create a relationship of trust, withdrawals are avoided, i.e. actions that break the trust relationship are avoided, and the client is respected.

Dr. Payne explains that deposits consist of: 1) appreciation for humor and entertainment provided by the individual; 2) acceptance of what the individual cannot say about a person or situation; 3) respect for the demands and priorities of relationships; 4) using an adult voice; 5) assisting with goal-setting; 6) identifying options related to available resources; and 7) understanding the importance of personal freedom, speech, and individual personality.

She further explains that withdrawals consist of: 1) put-downs or sarcasm about the humor or the individual; 2) insistence and demands for full explanations about a person or situation; 3) insistence on the middle-class view of relationships; 4) using a parental voice; 5) telling the individual his/her goals; 6) making judgments on the value and availability of resources; and 7) assigning pejorative character traits to the individual.

As such, Dr. Payne stresses that professionals interacting with persons living in poverty need to develop specialized core competencies or skill sets to effectively address their needs or problems. The author states that service providers must always speak in an "adult" voice as opposed to the "child" or "parent" voice in communicating with people in poverty. This means that professionals cannot talk to the poor in either an authoritarian or defensive manner but must communicate in a rational, non-judgmental and factual manner. In addition since the relationship between the service provider and client is what is most important, the service provider must show sympathy for the daily challenges the person faces. Finally, service providers need to understand that people living in poverty often have a distrust of organizations or authority figures. Hence, service providers need to show patience in communicating with the poor, allow more time in interacting with people living in poverty than is usually the case, and appreciate the communication style of people raised in a culture of poverty.

I have found Dr. Payne's books to be very rewarding for understanding the situation of the poor. This is partly due to the fact that for much of my career I have had to interact with people living in intergenerational poverty and for much of that time I have found the actions of the poor to be often perplexing. Her insights and explanations resonate with my experiences with the poor. I suspect that others who have found merit in her books find that her observations and descriptions of the poor are not only consistent with their encounters with people living in poverty but also provide a satisfactory explanation as to why people from a middle class background often sense a gulf between their values and aspirations and those of the poor.



Therefore, what are the academic criticisms of Dr. Payne's work? The first is ideological. For certain academics, the causes of poverty are structural defects in the nation's economy; as such, cultural explanations for the causes of poverty are not only misguided but also deflect the reader from recognizing the real causes of poverty. The second criticism is that her three tiered model of wealth, middle class, and poverty is a too simplistic description of actual society, where the middle class should be divided into upper, mid-range, and lower middle class and where there are degrees of poverty. Finally critics contend that much of her description of the poor amount to little more than stereotypes and do not truly reflect the lives of people living in poverty.

In regard to the criticism that the cause of poverty is structural and not cultural, while this may be partially true, sole reliance on this explanation for the causes of poverty also leaves policy-makers with very few options in addressing the problems of the poor other than advocating a radical re-structuring of the economy, a strategy that may also encounter political resistance from other segments of society and an approach that does nothing to alleviate the immediate needs of the poor. Moreover, as to the criticism that her three tiered model of society is too simplistic, Dr. Payne readily admits that there are greater nuances in class structure than identifying only a class of wealth, the middle class, and persons in poverty. Indeed, people may rise from poverty or fall into poverty gradually with persons dropping to a lower rung of the middle class before falling into poverty or reaching a higher rung in poverty on a wayward climbing out of poverty. Nevertheless, the three tiered model is useful in formulating a framework to better understand her arguments regarding the nature of poverty. Finally while arguing that Dr. Payne's generalizations amount to little more than stereotypes, her critics fail to understand that in any social study, generalizations must be made with the acknowledgement that broad statements may not be true for every circumstance or person. With an acknowledgement of the criticism posed to Dr. Payne's arguments, I still highly recommend that her works be read and seriously considered.

Todd Jermstad, J.D.

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### A RESOURCE FOR UNDERSTANDING THE TRANSITION FROM MILITARY TO CIVILIAN LIFE

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A Review of *Once a Warrior – Always a Warrior: Navigating the Transition from Combat to Home – Including Combat Stress, PTSD and mTBI*, by Charles W. Hoge, M.D., Colonel, United States Army (Ret.). Guilford, Connecticut: Globe Pequot Press, 2010, 328 pp., \$18.95 (paperback).

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Dr. Charles W. Hoge is in a unique position to write a book about soldiers' transition from the field of combat to the home front. Not only is he a medical doctor with expertise in psychiatry, trauma, public health and infectious diseases but he has also had a twenty year career in the United States Army and was deployed to Iraq during the early stages of the war. He has written a book from the perspective of warriors who have been trained for combat, been deployed and have survived their combat experience. These warriors then return home to be reunited with family and friends, to either continue a career in the military or transition to civilian life. All too often, they face the prospects of returning to combat in the not too distant future. This book has been used by

Veteran Centers across the country to help veterans understand the context in which they deal with a myriad of difficulties stemming from their experiences in a war zone.

Dr. Hoge's thesis is that persons in the military are trained to be warriors, that being a warrior brings with it great personal strengths, and that warriors remain warriors, even when they leave the military and enter into civilian life. He also argues that many of the experiences of warriors, including combat stress and post traumatic stress disorders (PTSD) are natural outcomes of exposure to combat and have to be understood in psychological, physiological and neurological terms. Dr. Hoge emphasizes that not only are many of the reactions to combat natural but also that these reactions are essential for developing survival skills. In addition to PTSD Dr. Hoge discusses the problems that military personnel involved in asymmetrical warfare may have with mild traumatic brain injuries (mTBI), better known as concussions.

This book consists of eleven chapters, an introduction, references and an index. The chapters describe combat stress, PTSD, mTBI and outline navigation skills that allow the warrior to understand and handle difficult situations on the home front and access services in a daunting and often confusing health care system. The book also contains a chapter for loved ones to better understand what their warrior spouse or significant other has experienced in combat and to assist their transition from a deployment to the civilian world. It must be emphasized that this book is written for warriors and is not a how-to manual for counselors or others in the treatment profession. Nevertheless those who deal with soldiers struggling with war-related issues will have a much better understanding of what the warrior is going through by reading this book.

Dr. Hoge notes that everyone who has ever been deployed to a war zone is changed by his or her experiences; moreover, he states that it would be abnormal not to be. He points out in his introduction that "virtually every reaction that mental health professionals label a 'symptom' and that can indeed cause havoc" in a soldier's life after returning home from combat "is an essential survival skill in the war zone." Thus depending on the context in which the physiological, neurological and psychological conditions are experienced, a soldier's reactions in a combat setting may be considered perfectly normal and even beneficial and the same reactions regarded as negative or debilitating in a non-combat setting.

The author notes that PTSD is actually a fairly complicated and misunderstood diagnosis. One problem is that many of the symptoms of PTSD identified in the *Diagnostic and Statistical Manual, 4th Edition* (DSM-IV) overlap with other mental conditions or disorders. A second problem that the author stresses is that while most people think of PTSD as a psychological disorder, it is actually a physiological disorder. Finally the author observes that PTSD that occurs in the civilian population is different from that occurring in the military.

Dr. Hoge notes that while various forms of combat-related stress have been identified since ancient times, PTSD was not recognized as a disorder until the early 1980s. Moreover the author states that most clinical studies of PTSD have involved the civilian population and not the military. Civilian PTSD differs in several respects from military PTSD. Civilian PTSD usually results from a single traumatic occurrence, such as a sexual assault or car accident, is unanticipated and therefore the person is unprepared for the traumatic occurrence. Military PTSD generally arises from multiple occurrences of trauma. Moreover these traumatic events



are anticipated as part of the combat experience. Indeed, the focus of most military training is to prepare soldiers to handle violent or traumatic situations and the skills acquired to deal with these situations often are the very skill sets that later lead to PTSD.

The author observes that combat operations affect soldiers both physically, emotionally and mentally. For example, many combat operations occur at night and soldiers may have less than four hours of sleep before undertaking a new assignment. Both the switching of sleeping patterns from night to day and the disruption of routine sleep affect the endocrines of the body. This in turn has an effect on the mental conditioning of the soldier. In addition the primary emotion of soldiers in combat is anger which masks all other emotions, including fear. Furthermore soldiers have to learn to ignore certain emotions in order to continue the mission. Thus when a buddy is wounded or killed, his or her fellows soldiers do not have the luxury of grieving but must quickly collect themselves and continue war operations.

Moreover, many of the symptoms that are identified as stemming from PTSD, such as heightened alertness, difficulty in concentrating, easily being startled, physically reacting to a reminder of a combat situation, emotional detachment, are all necessary qualities if a soldier is to survive in combat. Furthermore many of these traits are instilled in military training in order to enhance the survivability of a soldier. Finally, unlike past wars, the conflicts in Iraq and Afghanistan have required multiple deployments. Thus it is very unrealistic, if not impossible, to expect a soldier to go from the battlefield to home, replace the survival skills honed in combat with a different set of skills for domestic life and at all the time knowing that he or she will shortly have to re-use those same survival skills upon re-deployment.

The author further explains the neurological basis for PTSD. PTSD symptoms do not originate in the frontal lobes of the brain, the seat of self-awareness but in the limbic system. This system is deep in the brain and controls the survival reflexes and connects directly to areas involving all the basic functions of the body necessary for survival. It is reactive and not reflective. It learns from past events involving danger or survival, stores those memories for future references, and responds to perceived threats either instinctively, emotionally or physically. The conscious part of the frontal lobes cannot control the limbic system. Thus it is very difficult to suppress "symptoms" acquired in combat and that have proven to be very valuable because in a different context, i.e. civilian life or life on the home front, these same symptoms have made functioning in life very challenging.

Despite the difficulty in overcoming many of the symptoms of PTSD, the author stresses that there are several steps that a soldier can take to address problems stemming from deployment. The first is to understand that PTSD is a normal reaction to combat experience and has a biological basis. The second is to understand that the skill sets learned in combat and proven to be valuable may be difficult to transfer at the home front. Third, the author states that the skill sets learned in combat will always be a part of the soldier's nature; hence the title for this book. Finally these skill sets, while possessing certain negative qualities in civilian life also carry many positive attributes that a soldier can utilize throughout his or her whole life.

Dr. Hoge does not suggest that PTSD should be minimized as a serious condition affecting many returning service personnel. Instead he encourages persons suffering from PTSD to seek counseling, especially if the person's symptoms are having a significant adverse impact on the individual. He also discusses

several types of treatment to help minimize the symptoms. While this author is frank in his assessment that PTSD symptoms will never entirely disappear in a person's lifetime, he does believe that these symptoms can be managed and that a returning soldier or veteran can live a fulfilling, rewarding and productive life.

In addition to devoting a large portion of his book to discussing PTSD, the author also explains mTBI in a fair amount of detail. He explains that mTBI/concussions are not the same medical condition as moderate to severe TBI. Indeed he states that most soldiers who have experienced a concussion or mTBI can expect a full recovery and most symptoms are resolved in a few hours or a couple of days. Nevertheless the author notes that concussions can result in headaches, irritability, dizziness, balance difficulties, fatigue, sleep disturbances, blurred vision and cognitive problems. Thus while rest is the usually prescribed course of treatment after the initial occurrence of a concussion, treatment for specific symptoms may be prescribed if the symptoms are long-lasting.

The author also stresses that mTBI is not the same as PTSD even though both conditions have similar characteristics. The author notes that unfortunately there are significant misdiagnoses and many combat veterans are treated for one condition when they have the other. This is a very serious problem since the author observes that the treatment protocols for PTSD and mTBI are quite different. Moreover, to complicate matters, the author states that there does appear to be a correlation between suffering from a concussion and having a higher risk for PTSD.

The third area of particular interest in this book that the author addresses concerns resiliency issues. These are steps or practices that a warrior can take both prior to deployment and after returning that will strengthen his or her mind, body and spirit to weather the stress of combat operations. In addition the author explains various measures that can be taken to improve wellness. This can range from understanding how alcohol/drugs affect the body and mind to learning to pay attention to feelings and emotions and the individual's awareness of physiological reactions and anxiety levels.

Dr. Hoge notes that soldiers after deployment need to be cognizant of their physical health, including improving physical conditioning, adopting muscle relaxation techniques and establishing regular sleeping patterns. The author also suggests that the returning veteran practice breathing exercises and improve attention span through meditation and mindfulness. Finally the author strongly recommends that the soldier develop writing exercises as a way to better understand and control such feelings as anger, detachment, negative thoughts and stressful situations.

This is a very valuable book and the author has done a tremendous service to both our military personnel and the family, friends and treatment professionals who want to assist the returning veteran but have difficulty overcoming the barrier between what the veteran has experienced and the perspective of the civilian world. The author stresses that for the treatment provider the best approach that can be taken to assist returning veterans is to help these warriors understand that "they're not crazy; that their reactions make sense in the context of their experiences; that their reactions are part of the body's normal protective responses; and that no one is in a position to judge or second-guess what happened." By just following this approach, we can all have a positive impact on the lives of returning veterans and their loved ones.

Todd Jermstad, J.D.

### NEWS FROM THE FIELD

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#### SCOTT BECOMES SECRETARY GENERAL OF CEP

On May 1, 2012, **John Scott** became the interim Secretary General of the Probation Organization for Europe, commonly known as CEP. He replaced **Leo Tigges**, who has held the position for approximately eight years. Tigges had assumed a new position with the Dutch Ministry of Justice to serve as the liaison officer for three islands of the Dutch Antilles — Bonaire, Saba, and St. Eustatius.

Scott, who served as President of CEP from 2004 to 2007, and who was instrumental in developing an affiliation agreement between CEP and the National Association of Probation Executives (NAPE), will serve as Secretary General until December 31, 2012.

Scott has a distinguished record of service in England and Wales; he was Chief Officer for the Bedfordshire Probation Service from June 1986 to April 2005. He then worked for the Home Office and the Ministry of Justice until he retired in December 2010. After leaving government service, Scott has worked as a strategic advisory and executive coach. He is Justice Director of SocialPioneers, a business development agency specializing in working with public service organizations and creating alternative delivery vehicles.

In his work as Secretary General, Scott will be aided by **John Stafford**, who will take on the role of Assistant Secretary General for the period of the interim. He has recently retired as one of the longest serving Chief Officers in the United Kingdom. He was Chief Executive Officer for the Merseyside Probation Service for 12 years following five years as Deputy Chief in Lancashire. Together they will lead the Office of CEP, which is based in Utrecht, The Netherlands.

#### FITZGERALD RETIRES IN MASSACHUSETTS

On May 18, 2012, **Bernard Fitzgerald** retired as Chief Probation Officer for the Dorchester District Court in Massachusetts. He had been with the Massachusetts Probation Department for 41 years, and served as Chief Probation Officer for the past three decades.

During his distinguished career, Fitzgerald, who has a bachelor's degree in sociology from Boston College and master's degree in education from Northeastern University, has been instrumental in the introduction of a number of innovative community corrections programs and practices. In addition, he served on the faculty of the Executive Development Program for new probation and parole executives, a joint initiative of the National Association of Probation Executives, National Institute of Corrections, and the Correctional Management Institute of Texas at Sam Houston State University. Too, he has served on the Board of Directors of the National Association of Probation Executives, representing the New England Region.

Fitzgerald's departure from the Massachusetts probation profession, while well deserved, will certainly leave a void.

In retirement he plans to stay active, and will serve as the NAPE Secretary for the next two years.

**William J. Stewart**, a 1973 graduate of the University of New Hampshire who had worked with Fitzgerald for a number of years as Deputy Chief, is serving as Interim Chief.

#### NAPE REPRESENTED AT INTERNATIONAL PROBATION SEMINAR IN POLAND IN MAY 2012

In July 2011, the Board of Directors of the National Association of Probation Executives, meeting in Chicago, Illinois, voted to proceed with an affiliation agreement with the Probation Officers Academy (CSKS) of Poland. This cooperative agreement was proposed by CSKS Director **Piotr Burczyk**, with whom NAPE has had a productive relationship for a number of years.

NAPE and CSKS share several common objectives. Both organizations desire to improve the field of probation through the delivery of meaningful training. In addition, both organizations see the value of international exchanges. And both NAPE and CSKS see the value of employing developing technology in exchanging information. Finally, both organizations realize the importance of developing the future leaders of probation. The agreement proposed that NAPE and CSKS conduct several activities: 1) create a flow of information about working methods and professional training; 2) promote, support, and share experiences of interesting initiatives related to the probation profession; and 3) jointly strive to know one another better on the basis of friendship and mutual cooperation.

To further advance this agreement, **Dan Richard Beto**, Chair of the NAPE International Committee, was invited to attend an international seminar in Bytów, Poland, on May 23-25, 2012. The topic of this seminar was "Probation in Poland and the USA – Current Status, Cooperation, and Perspectives." Also invited was **Donald G. Evans**, a member of the NAPE International Committee, to provide a Canadian perspective and to discuss global issues. Attending this seminar were representatives of probation, the judiciary, prisons, and academia in Poland.

The seminar was held in a spa in Bytów, a town in the Middle Pomerania region of northern Poland with a population of approximately 23,000 residents. Bytów is the capital of Bytów County in Pomerania. This charming town is surrounded by forests and lakes and is home to a castle built by the Teutonic Knights in 1398-1405. Speakers at this conference and their topics included:

**Romuald Burczyk**, Vice President of the Business Communication Group (BCG) of Piła, the parent organization of CSKS, provided opening remarks;

**Ryszard Sylka**, Mayor of Bytów, welcomed participants in both Polish and Kashubian, which, at one time, was the prevalent language in this area of Poland; he expressed gratitude that CSKS had selected his city to hold this seminar;

**Piotr Burczyk**, Director of the Probation Officers Academy of Poland, gave a general overview of what was to be accomplished during the seminar and discussed the relationship with NAPE;

**Dan Richard Beto** of Texas talked about probation in the United States, governance issues, challenges, and its future;

**Donald G. Evans** of Canada spoke about probation in Canada, with particular emphasis on the Province of Ontario;

**Dr. Piotr Stepniak**, Professor of Penitentiary Studies at Adam Mickiewicz University, had as his topic development prospects of probation in Poland;

**Hanna Winkel**, Chief Probation Officer of the District Court in Olsztyn, discussed the current status of community service and offered her perspectives on this correctional sanction;

**Dr. Jan Michalski**, a Specialist for the District Court in Konin, provided information on the employment of electronic monitoring in the Polish probation system;

**Iwona Hatowska**, Deputy Chief Probation Officer of the District Court in Olsztyn, discussed the supervision of juvenile offenders and the use of probation centers;

**Henryk Pawlaczyk**, Chief Probation Officer of the District Court in Bydgoszcz, spoke about domestic violence and probation's role in addressing this serious issue; and

**Danuta Zoledziewska**, a trainer with CSKS, provided training on the importance of probation officers being able to detect signs in animal behavior.

Perhaps the richest part of the seminar occurred during the question and answer period, where there was a passionate discussion about probation practices, resources, and governance.

During the seminar **Sylwia Dulkiewicz**, a teacher by profession, provided excellent interpreting services for Beto and Evans.

Following the seminar Beto spent time visiting with Professor Stepniak with Adam Mickiewicz University about international exchanges and future collaboration, and with **Col. Krzysztof Olkowicz**, the Regional Director of the Polish Prison Service at Koszalin, about crime rates, prison populations, and correctional policy.

At the conclusion of the seminar, Beto and Evans were driven to Piła, where additional meetings were held with representatives of BCG and CSKS to discuss future cooperation.

In addition to participating in the seminar and attending meetings, the gracious Polish hosts provided opportunities for Beto and Evans to visit historical sites in Bytów, Borne Sulinowo, and Piła. Too, during the brief time they were there, the schedule was crafted in such a way for them to experience the wonderful Polish hospitality and culture.

#### JERMSTAD RECOGNIZED BY TEXAS CORRECTIONS ASSOCIATION

On June 10, 2012, at its 2012 Annual Conference held in Galveston, the Texas Corrections Association recognized **Todd Jermstad** with its highest honor — the *George J. Beto Hall of Honor Award*. This award is named for the late **George J. Beto**, a Lutheran clergyman, educator, and correctional administrator.

Jermstad, a member of the National Association of Probation Executives and a frequent contributor to *Executive Exchange*, received his bachelor's degree from Baylor University in 1978 and his law degree from Baylor University School of Law in 1980. He

has been a licensed attorney in the State of Texas since November 1980. Jermstad was an attorney for the Texas Department of Human Resources from December 1980 until January 1983. In February 1983 he became an assistant district attorney for Brazos County, Texas, and in January 1985 was named First Assistant District Attorney for Brazos County. In September 1989 he became the General Counsel for the Texas Adult Probation Commission and later served as an assistant general counsel for the Texas Department of Criminal Justice.

In December 1998, Jermstad became the Staff Attorney for the Bell/Lampasas Counties Community Supervision and Corrections Department, in Belton, Texas, and served in that capacity until March 2009, when he was named Director.

Jermstad, a legal scholar, has lectured frequently on topics dealing with criminal law and community corrections. He has written articles and book reviews for the *Texas Probation, Executive Exchange*, *Texas Journal of Corrections*, and *Federal Probation*. He has also written monographs for the Center for Project Spotlight, a grant funded police-probation partnership initiative managed by the Correctional Management Institute of Texas at Sam Houston State University. In addition, he has assisted in the revision of the Legal Liabilities Manual for Probation and Parole Officers that was published in August 2001 under the auspices of the National Institute of Corrections.

In addition to NAPE, Jermstad is a member of the State Bar of Texas, Texas Probation Association, Texas Corrections Association, and the American Probation and Parole Association.

#### CARVER RETIRES IN NEVADA COUNTY, CALIFORNIA

On June 30, 2012, **Doug Carver** retired as Chief Probation Officer for Nevada County, California. According to a statement issued by the Judges of the Superior Court of Nevada County:

Doug Carver has dedicated his working life to serving our community for more than 32 years. The Court recognizes his commitment and dedication to this community and his many achievements as head of the Nevada County Probation Department since 2002. He began working in the probation field in 1984, first as a Juvenile Hall Supervisor and eventually as a Deputy Probation Officer. He was appointed the Juvenile Hall Superintendent in 1998, where he was involved in the construction of the new Juvenile Hall facility. Over the course of his long career, Chief Carver has worked in all areas of probation, supervising all levels of offenders and a variety of programs.

At the time of Doug Carver's appointment as Chief Probation Officer, the probation offices had been completely destroyed by the Friar Tuck's Restaurant fire in March of 2002. He oversaw the temporary relocation of his offices and staff and the reconstruction of the new Probation Department offices. Chief Carver successfully accomplished that task without closing the Department or losing track of any probationers.

Since then, Chief Carver has been instrumental in directing the change in philosophy of the Probation Department. He brought evidence-based practices to the Probation Department to focus on what works in supervising the probationers themselves and to focus



on reducing their recidivism. He also brought in additional grant money to foster the implementation of new programs. Additionally, Chief Carver was a significant participant and partner in creating and maintaining the success of many of our Collaborative Courts.

Over the years, Chief Carver has received several awards and commendations for his services to this community. In 1995, he was named the Probation Officer of the Year by Nevada County Probation. In 1997, Doug Carver was awarded a commendation for saving a life by successfully resuscitating that individual. In 2001, he was named the Nevada County Employee of the Year by the Nevada County Board of Supervisors. In 2008, Chief Carver was elected Chair of the Sacramento Region of the Chief Probation Officers of California.

Throughout his tenure, Chief Carver consistently focused on training his dedicated staff on new and effective methods to increase the Probation Department's ability to improve results and to keep the public safe. The people of Nevada County will miss Chief Carver's unwavering commitment and dedication to service which he has demonstrated over his long and accomplished career.

Upon Carver's retirement, **Mike Ertola** was named the Interim Chief Probation Officer, and on September 17, 2012, he was named Chief Probation Officer for Nevada County.

Ertola has brought a peaceful yet firm and direct style of leadership to the department over the last few months, said County Executive Officer **Rick Haffey**. "He brings decades of experience to the position and is a most impressive communicator," Haffey said in the county's *Friday Memo*.

Ertola is a graduate of California State University East Bay (formerly Hayward State), where he earned a Bachelor of Arts degree in liberal studies. He began working for Nevada County Probation in 2001 where he worked in both juvenile and adult services. Michael was promoted to Program Manager of Adult Services in 2006. He has been overseeing the implementation of AB 109 and the Day Reporting Center for Nevada County since its inception in 2011.

Prior to coming to Nevada County in 2001, Ertola worked for the San Mateo County Probation Department, commencing in 1988, where he was engaged in all facets of probation from Juvenile Hall to Adult Drug Court. Ertola, his wife, and two sons reside in South County, where he has managed the Bear River Little League for eight years.

"He has a strong commitment to agency collaboration to provide optimal services for the community," said Haffey. "His vision is to provide appropriate treatment services through evidenced based practices to change offender behavior which in turn protects the community."

### TOWNSEND RETIRES IN TEXAS

On June 30, 2012, **Cheryl K. Townsend**, whose distinguished career exceeds three and a half decades, retired as Executive Director of the Texas Juvenile Justice Department.

Townsend, who earned a bachelor's degree from Rockford College, a Master of Public Administration degree from Southern Methodist University, and a Master of Business Administration degree from the University of Texas, began her career in correc-

tions with the Texas Youth Commission as a community resource specialist in Dallas, Texas in 1975, where she held positions of increasing responsibility.

In 1987 Townsend left the Texas Youth Commission for the Travis County District Attorney's Office in Austin, where she served as Director of the Victim/Witness Assistance Division. Two years later she returned to the Texas Youth Commission and served with distinction as Director of Community Services.

In 1996 Townsend was named Director of Juvenile Court Services for Maricopa County, Arizona, one of the larger juvenile probation departments in the country. She remained in Phoenix until 2006, when she was named Director of the Department of Juvenile Justice Services in Clark County, Nevada, a position she held until she was named Executive Director of the Texas Youth Commission.

Townsend served as Executive Director of the Texas Youth Commission and its successor agency, the Texas Juvenile Justice Department, from October 1, 2008, to June 30, 2012, when she retired.

During her distinguished career, Townsend has been active in a number of professional organizations. She has served as a member of the Delegate Assembly of the American Correctional Association. In addition, she has held membership in a number of committees of the American Probation and Parole Association and the National Juvenile Court Services Association. And she is a past President of the National Association of Probation Executives. Townsend has also served as a consultant for a number of agencies and organizations.

In 2001 Townsend was the recipient of the *Sam Houston State University Probation Executive of the Year Award*, given jointly by the George J. Beto Criminal Justice Center and the National Association of Probation Executives. In 2003 the National Juvenile Court Services Association recognized her with the *Outstanding Juvenile Court Administrator's Award*.

Following her retirement from the Texas Juvenile Justice Department, Townsend relocated to Oklahoma, where her husband is an assistant district attorney.

Townsend plans to continue her involvement in the probation profession; she presently serves on the NAPE Board of Directors as the Southern Region Representative.

Townsend's replacement is **Mike Griffiths**, a consultant who served as Director of Dallas County Juvenile Services from 1995 to 2010.

### NEW PROBATION DIRECTOR APPOINTED IN IRELAND

Recently **Alan Shatter**, Minister of Justice, Equality, and Defense for Ireland, announced the appointment of **Vivian Geiran** as the new Director of the Probation Service, effective August 8, 2012.

Geiran was selected for appointment following an open competition run by the Irish Public Appointments Service. He replaces **Michael Donnellan**, who was appointed to the post of Director General of the Irish Prison Service in November 2011.

Prior to this appointment, Geiran was Director of Operations in the Probation Service. A professionally qualified social worker, Geiran joined the Probation Service 25 years ago as a probation officer, and has held a variety of positions in the organization since. He was Director of Operations for six years. His academic qualifications include master's degrees in social studies and social work, and a diploma in leadership and management.

In announcing the appointment, Shatter said, "I am looking forward to continuing the excellent working relationship with the Probation Service with Mr. Geiran as Director. He brings a wealth of experience to the job which has been gained from his previous roles in an organization that has wholeheartedly embraced change and adapted to the range of challenges that have faced it in modern times."

### BINGHAM RETIRES IN INDIANA

On September 7, 2012, **Robert L. Bingham**, Chief Probation Officer for the Marion Superior Court Probation Department in Indianapolis, Indiana, and President of the National Association of Probation Executives, retired after more than four decades of dedicated service to the probation profession.

Bingham, who earned a bachelor's degree in sociology from Wake Forest University and a master's degree in social services from Bryn Mawr College, began his career as a juvenile probation officer in Philadelphia, Pennsylvania, in 1970. He went on to become a juvenile probation officer for the Delaware County Juvenile Court in Media, Pennsylvania, where he later served as Director of the LEAA-funded Delaware County Youth Service Bureau.

In 1979 Bingham left Pennsylvania when he was named Administrator of the Juvenile Probation Division of the Winnebago County Department of Court Services in Rockford, Illinois, a position he held until 1985, when he was named Director of the McLean County Department of Court Services in Bloomington, Illinois. Four years later he was hired as Chief of Court Services for Lake County in Waukegan, Illinois.

Bingham was named Court Administrator for the Oakland County Probate Court in Pontiac, Michigan in 1994. He remained in Michigan until 2000, when he was appointed Chief Probation Officer for the Marion Superior Court Probation Department in Indianapolis, Indiana.

In addition to a distinguished career in the administration of community corrections programs in four different states — where he was brought in to institute change — Bingham has served as a role model and mentor to other probation administrators.

Bingham is widely published in professional journals and is a frequent contributor to *Executive Exchange*. In addition, he has served as an adjunct faculty member at several universities in the Midwest. He is frequently called upon to serve as a presenter at probation conferences. Bingham served as President of the National Association of Probation Executives from 1998 to 2000. He began his second term as the organization's President in 2012. He and his staff worked tirelessly to produce successful NAPE events and the APPA Annual Institute held in Indianapolis in August 2012.

Bingham plans to continue teaching at Indiana University in retirement.

During the NAPE Board of Directors meeting held in Indianapolis on August 12, 2012, Bingham talked about retiring and noted that would not impact his service as President of the organization; in fact, he said that when he retired he would have more time to devote to NAPE.

### UK TO HOST THE FIRST CEP WORLD CONGRESS ON PROBATION

Recently the European Organization for Probation (CEP) announced the first World Congress on Probation, scheduled for

October 8-10, 2013, in London, United Kingdom. Working in partnership with the National Offender Management Service, the Probation Chiefs Association, and London Probation Trust, the Congress aims to be a world class event. The Congress, entitled "A World of Probation: Perspectives on Community Justice," will offer a meeting place for practitioners, managers, academics, and all others with an interest in the field of probation.

The Congress will give the participants a unique opportunity to share successful practice, to forge new connections, and to learn from colleagues around the world.

The program will include renowned keynote speakers and workshops, together with creative input from film makers, poets, and artists. The venue is the Queen Elizabeth II Conference Centre, which is situated close to Westminster Abbey and the Houses of Parliament and is easily accessible by public transport.

### CORBETT ANNOUNCES RETIREMENT PLANS

On August 21, 2012, NAPE past President **Ronald P. Corbett, Jr.**, notified his staff that he planned to retire as Commissioner of Probation for the Commonwealth of Massachusetts when his current term expires in January 2013. Despite encouragement to stay on, Corbett remained committed to plans he contemplated more than a year ago. His message to his staff follows:

Yesterday, I delivered a letter to Chief Justice Mulligan and Court Administrator Spence, confirming that I will not seek reappointment at the end of my current term, which expires in January, 2013. This early notice will create the needed time for a full hiring process.

As with most decisions of this type, it is based on nothing more remarkable than the sense that "It's time." I am about to begin my 39th year with the Massachusetts court system, 28 of those years being in probation. I cannot imagine having had a more gratifying career, full of interesting, challenging work and wonderful colleagues. I count myself most fortunate.

The future, I hope, will make time for more teaching, research, and writing. On the writing front, I hope to commence work on a long-contemplated examination of the impact of probation from the perspective of probationers.

I also look forward to spending more time with my 91 year old father, my first and greatest hero.

I will have more to say to you and your staff later but, for now, please accept my gratitude for your consistent cooperation and positive spirit.

Ron

Corbett, who took control of the state probation system in the wake of a job-rigging scandal that led to criminal charges against top probation officials, was appointed to a two-year term that expires next January.

"Ron Corbett has provided the judicial system with many years of extraordinary service in Probation and as the executive director of the Supreme Judicial Court," Trial Court Chief Justice **Robert A. Mulligan** said in a statement. "We greatly appreciate his willingness to step in during the past two challenging years as he worked swiftly and effectively to restore integrity and service quality to the state's Probation Service."

Mulligan appointed Corbett to run the department in January 2011 to replace **John J. O'Brien**, who resigned on December 31, 2010, amid charges that O'Brien had built a fraudulent hiring and promotion system at the 2,200-employee government agency. O'Brien and two codefendants are accused in U.S. District Court of racketeering conspiracy and mail fraud for allegedly running a rigged hiring and promotional system in the probation department that rewarded those with political connections. They were indicted in March, and have pled not guilty.

### CHANGES IN ONONDAGA COUNTY, NEW YORK

According to an article appearing in the *Post-Standard*, **Al Giacchi** is retiring as Onondaga County Probation Commissioner and will be replaced by **Andrew Sicherman**, the county's principal probation officer. County Executive **Joanie Mahoney** announced on August 23, 2012.

Giacchi has been employed by the county for 40 years, the last three as probation commissioner.

"Al has been an outstanding commissioner and served the county well for over 40 years," Mahoney said. "He has done a great job in our Probation Department, and I wish him a happy and healthy retirement."

Giacchi's retirement became effective September 11, and Sicherman's appointment, which was subject to confirmation by the county Legislature, took effect September 12, 2012.

Sicherman joined the Probation Department in 1987 as a probation officer. He has held the positions of probation supervisor and most recently was principal probation officer. He is a graduate of State University College at Oswego, where he received a bachelor's degree in public justice and sociology.

The Probation Department has a \$9.2 million annual budget and 87 employees, including 65 probation officers.

### BECKER RETIRES IN HARRIS COUNTY, HARBERTS TAKES OVER IN INTERIM CAPACITY

**Paul Becker**, Director of the Harris County Community Supervision and Corrections Departments in Houston, Texas, retired on August 31, 2012, after more than three decades of service to the county. During his tenure with Harris County, he has served as Manager for the civil, family, and juvenile courts and Deputy Director of Pretrial Services. Upon joining the department more than 24 years ago, he led its residential substance abuse treatment program and its boot camp. He also worked as Assistant Deputy Director and Deputy Director.

In speaking of the retirement, Criminal County Court-at-Law Judge **Sherman Ross** said, "Mr. Becker had a distinguished career, and I wish him well."

The judges will now begin the process of finding a new Director. "With over 800 employees and a \$70 million budget, it will be a daunting task for the judges," Ross said.

On September 21, 2012, the judges of Harris County hired **Helen Harberts**, a former Chief Probation Officer and prosecutor from California, to serve as Director of the department in an interim capacity while they begin the process of selecting a permanent head of the agency.

### CHANGES IN JUVENILE PROBATION IN COLLIN COUNTY, TEXAS

On August 31, 2012, **Joe Scott**, retired after more than 26 years as Director of the Collin County Juvenile Probation Department in McKinney, Texas. Before assuming that position, he served as an adult probation officer for more than eight years and, prior to that, a McKinney police officer for eight years. During his years as Director, Scott saw the department grow from 13 employees to more than 130 employees. He managed a budget that grew from \$450,000 in 1986 to more than \$10 million this year.

**Pamela Huffman**, who is replacing Scott as Director, said, "Under his watch, more than 30,000 youth have been supervised and the detention center, which previously was a 12-bed facility located in the old county jail, is now a free-standing 144-bed facility." She added, "All in an effort to rehabilitate the youth of Collin County, the department has initiated post adjudication residential programs as well as outpatient counseling programs during this time, all under the initiation of Mr. Scott."

Scott said he is most proud of creating the post-adjudication residential program in Collin County, because it keeps juveniles in the county rather than sending them to a state facility. He said by keeping the kids who are in trouble in the county facility, they are able to better interact with their families and with employees in the Juvenile Probation Department.

Huffman, who has been with the Juvenile Probation Department since 1982, assumed duties as Director on September 1. Prior to her assuming her new duties, she held positions of increasing responsibility, including detention officer, probation officer, court officer, assistant detention superintendent, and Deputy Director.

### CHANGES IN TULARE COUNTY

According to articles appearing in the *Visalia Times-Delta*, after more than four decades working in the probation field, Tulare County Chief Probation Officer **Janet M. Honadle** retired in September 2012.

Honadle — who turned 67 in September — spend almost a decade as the county's Chief Probation Officer. Prior to her tenure in Tulare County, she worked 34 years for the Orange County Probation Department, where she last served as that agency's assistant director.

"Forty-four years in probation, I'm ready," Honadle said of her reasons for retiring. She said her only immediate plan after retiring is to build a house in Utah and move there.

Replacing Honadle is **Christine Myer**, who has spent more than 35 years in the department. Myer began her career in Tulare County when she was hired as a probation officer in March 1977; in October 2006 she was named Assistant Chief Probation Officer.



# 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.

**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.

**Subscriber:** Subscribers are individuals whose work is related to the practice of probation.

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|              | Organizational | <input type="checkbox"/> \$ 250 / 1 year |   |  |
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