

National Association of Probation Executives EXECUTIVE EXCHANGE

ISSN 1075-2234

FALL 2018

PRESIDENT'S MESSAGE

"If opportunity doesn't knock, build a door."

—Milton Berle

I recently ran across the above quote which brought to mind numerous opportunities for community corrections leaders to improve current practices and impact the scope of our business for years to come. Some opportunities lay at our footsteps as "low hanging fruit" while other opportunities require "building the door" through innovative strategies, partnerships with stakeholders, and effective implementation. I'd like to highlight a few initiatives and opportunities for NAPE membership involvement over the next few months.

DOJ Grant — Thanks in part to the work of Past President Marcus Hodges and the NAPE Board, the Department of Justice has awarded the Council of State Governments Justice Center a three-year grant — Innovations in Supervision Initiative: Building Capacity to Create Safer Communities. NAPE, along with several other organizations, will participate in developing model strategies to effectively collaborate with law enforcement and prosecutor partners. DOJ recently announced the grant and more information will be available on the NAPE website in the future. NAPE will assist with grant technical assistance and aid in the selection process for individual awards to applying jurisdictions.

APPA Summit — APPA is planning a two-day conference March 7-8, 2019, entitled "Executive Summit of Community Corrections Leaders" which prefaces the Winter conference in Miami, Florida. The conference will focus on leadership and evidence-based practices in community corrections. Stay tuned to the APPA Website for additional information and the agenda in the near future.

Workforce Issues — During the recent summer Board of Directors meeting, members of the board dis-

cussed future opportunities wherein NAPE should focus efforts to improve the field of community corrections. The board overwhelmingly identified recruitment, retention, and related workforce issues as a primary focal point for the future. Given the role and responsibility of NAPE members, this focus seems to be a natural fit for our organization to

drive the discussion and assist other stakeholders in providing solutions to workforce challenges. I expect we will look for an opportunity to expand this discussion in the future.

Bail Reform — Estimates indicate approximately 40% of pretrial agencies are currently operated under the umbrella of probation departments. Revamping the bail system has moved to the forefront of criminal justice reforms nationally. Recognizing future changes to bail practices may directly impact probation and diversion programming in a positive manner, NAPE should thoughtfully participate in these discussions and assist in shaping future reform efforts.

As we move forward as an organization, I appreciate the opportunity to serve as the NAPE President over the next two years and look forward to future discussions to expand on the above noted topics and/or explore new challenges identified by the members. Thank you for the good work you do each day to keep our communities safe and provide opportunities for individual behavior changes.



Leighton Iles
President

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

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EDITOR'S MESSAGE

by

Brian Mirasolo

Hope everyone had a nice summer and is enjoying autumn. I'm 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 our newly elected President Leighton Iles' first President's Message. Immediately following my message you will find a list of the newly elected officers and directors, a recap of awards presented at the NAPE Members Reception in Philadelphia this summer, a list of corporate sponsors, and a solicitation for award nominations for next year.

Ron Corbett contributed a great piece of content in the form of an interview with Phillip M. Lyons, Jr. Dr. Lyons is the Dean of the College of Criminal Justice and the Director of the George J. Beto Criminal Justice Center at Sam Houston State University in Huntsville, Texas. Dr. Lyons served as a law enforcement officer prior to his career in academia.

Following the interview, you'll find an overview of the activities of the North American delegation of criminal justice practitioners and academics, led by Dan Beto, which presented with European counterparts at the Seventh International Probation Seminar in Uniejów, Poland, late last spring. The focus of this year's seminar was the topic of domestic violence. Following the insightful overview you'll find four of the papers presented by the North American delegation. The first, authored by Jurg Gerber, a professor of criminal justice at Sam Houston State University, is titled "The Nature of Domestic Violence: Overview of the Need for a Criminal Justice Response." Dr. Gerber's paper is followed by a very thoughtful piece from Don Evans about how the province of Ontario is approaching domestic violence titled,

"Criminal Justice Responses to Domestic Violence: Courts and Probation Approaches in Canada." Wayne Dicky, the Jail Administrator for the Brazos County Sheriff's Office in Bryan, Texas, and past President of the American Jail Association, presented his paper, "Corrections Role in Combating Domestic Violence." The last of the delegation's papers, "Employing a Public Administration Approach to Domestic Violence: The Massachusetts Probation Service and Intimate Partner Abuse Education," was presented by me.

The last article – a tribute to legal scholar Rolando del Carmen – is provided by Dan Beto. We are deeply saddened by Dr. del Carmen's passing.

We'll finish the edition with "News From the Field" column which includes updates involving NAPE members from around the country.

As 2019 is fast approaching you'll find deadlines for next year's editions of *Executive Exchange*. Please feel free to contact me if you're interested in contributing material.



2019 Edition Deadlines

Friday, January 11, 2019

Friday, April 12, 2019

Friday, July 12, 2019

Friday, October 11, 2019

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.

ASSOCIATION ACTIVITIES

NATIONAL ASSOCIATION OF PROBATION EXECUTIVES OFFICERS AND DIRECTORS 2018–2020

As a result of the election held earlier this year, the Officers and Directors of the National Association of Probation Executives for the biennium, commencing July 1, 2018, are as follows:

President

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

Vice President

Kathryn Liebers, Chief Probation Officer for the District 7 Probation Office in Norfolk, Nebraska.

Secretary

Harriet Beasley, Regional Supervisor in the Office of the Commissioner of Probation in Boston, Massachusetts.

Treasurer

Javed Syed, Director of the Dallas County Community Supervision and Corrections Department in Dallas, Texas.

Past President

Marcus Hodges, Associate Director for the Court Services and Offender Supervision Agency in Washington, D. C.

New England Region Representative

Kevin Martin, Chief Probation Officer for the Massachusetts Trial Court, Bristol Juvenile Probation, in Taunton, Massachusetts.

Mid-Atlantic Region Representative

Michael Fitzpatrick, Chief U. S. Probation Officer for the Southern District of New York in New York, New York.

Central Region Representative

Linda Brady, Chief Probation Officer for the Monroe Circuit Court Probation Department in Bloomington, Indiana.

Southern Region Representative

Tobin Lefler, Director of the Cameron/Willacy Counties Community Supervision and Corrections Department in Brownsville, Texas.

Western Region Representative

David Birch, District Manager with the Idaho Department of Corrections in Boise, Idaho.

At-Large Representatives

Susan Burke, Director of the Utah Division of Juvenile Justice Services in Salt Lake City, Utah.

Michael Nail, Commissioner of the Georgia Department of Community Supervision in Atlanta, Georgia.

PROBATION LEADERS RECOGNIZED IN PHILADELPHIA

During the annual Members Reception of the National Association of Probation Executives held in Philadelphia, Pennsylvania, on July 28, 2018, three probation administrators were recognized for their contributions to the community corrections 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 recognized the Probation Executive of the Year by presenting the recipient the Sam Houston State University Award. This year's recipient was Tracy Lavelly, Chief Probation Officer at the District 29 Fairfax Probation Office located in Fairfax, Virginia.



Pictured, from left to right, Marcus Hodges, Tracy Lavelly, and Leighton Iles

Lavelly, who received a Bachelor of Science degree from Indiana University in Bloomington in 1981, began her career with the Virginia Department of Corrections in 1989 when she was hired as a probation and parole officer at the District 35 Manassas Probation and Parole Office located in Manassas, Virginia. During her tenure there, Lavelly was promoted to Deputy Chief Probation and Parole Officer. After ten years as a supervisor there, she applied for and was offered the Chief Probation Officer position in the Fairfax District 29 Probation Office located in Fairfax, Virginia. As Chief Probation Officer, she oversees a large district office and directs and administers the operations of the office to enhance public safety. Implementation of department initiatives, strategic planning, coaching, and developing staff are just some of the many things she is responsible for.

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Within her first two year in Fairfax, she worked systematically to lower the District caseload by a third through true utilization of the COMPAS risk assessment. Utilizing the assessment allow her to focus on high risk offenders thus improving public safety.

One of her major accomplishments is the successful collaboration with George Mason University's Center for Advancing Correctional Excellence (ACE) on several evidence based projects. As a result of this collaboration, an ongoing partnership between the Virginia Department of Corrections and George Mason University has been formed. Their first initiative was SOARING, an online platform that educates staff and teaches evidence based skills, was highly successful. In fact, Fairfax was the most successful district with initial implementation, at the height 120 staff observations were completed per quarter. In August 2016, she presented at APPA about the SOARING implementation and had an article published in Perspectives.

Lavelly's greatest accomplishments involve her vision and courage to make decisions to ensure that vision became reality. She bucked conventional wisdom and began to hire folks who believed in the vision that long-term public safety is best served when we facilitate offender change. She also had the courage to weather the storm when promoting; she was willing to go outside when she needed to and making selections based on ability to move the District forward, not on seniority. She is also open to hearing her staff and empowering them to act. She does not become complacent and looks for the next innovation to best serve the needs of the clients.

Lavelly is a member of the Virginia Probation and Parole Association, is Co-Chair of the Northern Virginia Community College Curriculum Advisory Board, and a member of the George Mason University Institutional Review Board. When she is not working, she is travelling, gardening, and hiking with her husband in Virginia.

George M. Keiser Award for Exceptional Leadership

This award, first presented in 2001, is given in honor of George M. Keiser, the former Chief of the Prisons and Community Corrections Divisions of the National Institute of Corrections and a career corrections professional. The recipient this year's award was Brian Mirasolo, Field Services Administrator in the Office of the Commissioner of Probation of the Massachusetts Probation Service in Boston, Massachusetts.



Pictured, from left to right, Marcus Hodges, Brian Mirasolo, and Leighton Iles

Mirasolo is a Phi Beta Kappa graduate of the University of Massachusetts at Amherst, where he earned a bachelor's degree in legal studies. He went on to earn a Master's in Public Administration (summa cum laude) from Suffolk University.

Mirasolo joined the Massachusetts Probation service in 2004 as an Assistant Court Services Coordinator in Essex and Suffolk Counties. He was promoted to the position of Suffolk Superior Court probation officer, a job he held from 2005 to 2008. Mirasolo became Acting Probation Officer in Charge at Suffolk Community Corrections Center from 2008 to 2009. In May 2009, he accepted a position as acting Chief Probation Officer at the Office of the Commissioner of Probation, which he held until September 2014, when he was promoted to Field Services Administrator.

In his current position he is responsible for a number of programs and initiatives, including serving on the Trial Court Grant Task Force and District Court Evidence Based Sentencing; in addition, he chairs the Audit/Quality Assurance Committee and the Pretrial Conditions of Release Supervision Standards Committee.

Beginning with the Spring 2017 issue, Mirasolo began serving as Editor of Executive Exchange.

In May 2018 Mirasolo presented at the VII International Probation Seminar in Uniejow, Poland, before an audience of Polish probation personnel, judges, and university professors. He was one of a five-member North American delegation chosen to present.

Speaking of Mirasolo's recognition, Massachusetts Probation Commissioner Edward J. Dolan said he is "truly deserving of this honor."

"Brian and his work exemplify the progress and achievements of our agency in the criminal justice system. The award also speaks to his leadership and contributions to the service. This work has a significant impact on the Commonwealth, nationally, and internationally," Dolan said.

George M. Keiser, for whom the award is named, praised Mirasolo's selection and said "we would do well to not just focus on people who have made long-term achievement within the field but to identify those rising stars like Brian who are and will be the leadership for the future."

Dan Richard Beto Award

This discretionary award, presented for the first time in 2005, is presented by the President of the Association in recognition of distinguished and sustained service to the probation profession. It is named in honor of Dan Richard Beto, who served the Association as Secretary, Vice President, President, and Executive Director. In addition to his work with the Association, he was Chief Probation Officer in two Texas jurisdictions and was the founding Executive Director of the Correctional Management Institute of Texas.

The recipient of this year's award was Erika L. Preuit, Deputy Director of the Department of Community Justice in Multnomah County, Oregon, and the current President of the American Probation and Parole Association.

Preuit, who graduated from Gonzaga University with a bachelor's degree in clinical psychology, has recorded over two decades with the Multnomah County Department of Community Justice in Portland, Oregon. Her experience includes working

with intensive case management and the Adult Gang Unit as a probation and parole officer. She served the department as a Community Justice Manager for eight years in which she had a variety of duties, including supervising centralized intake, the Peninsula Field Office, Juvenile Services, a Day Reporting Center, and the North District Field Office.



Pictured, from left to right, Marcus Hodges, Erika Preuit, and Leighton Iles

She was promoted to District Manager and provided leadership and oversight in areas related to the mentally ill, the African American Program, Community Partners Reinvestment Program, Justice Involved Women, services to gang members, family services, community service, Day Reporting Center, and the Louder Learning Center. She served in this capacity for nine years before assuming the position of Adult Services Division Director, a position she held for two years before being named the agency's Deputy Director.

Upon the retirement of Truls Neal, Director of the Multnomah County Department of Community Justice, in September of this year, Preuitt was named Interim Director.

In presenting the award, NAPE's Immediate Past President Marcus Hodges described Preuitt as a "leader dedicated to improving our system of justice and the delivery of services to those in need."

RECEPTION SPONSORS

The National Association of Probation Executives is grateful to the leadership of several companies who underwrote the expense of the annual reception. This year's sponsors included the following:

Corrections Software Solutions
SCRAM Systems
Smart Start
Track Group

The support these companies provide to the National Association of Probation Executives is deeply appreciated.

NOMINATIONS FOR 2019 AWARDS SOLICITED

It is not too early to begin thinking about nominating a colleague for one of awards presented by the National Association of Probation Executives.

Each year the organization recognizes individuals who have contributed to the probation profession. The Awards Committee, chaired by Roland P. Corbett, Jr., is soliciting nominations for two awards, which will be presented in 2019 at the Annual Members Reception held in San Francisco, California.

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.

George M. Keiser Award for Exceptional Leadership

The National Association of Probation Executives 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. The nominee must have achieved an outstanding accomplishment during the year or championed a specific cause over a period of time.

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, 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) 294-1671.

All award nominations must be received by the NAPE Secretariat by April 15, 2019.

AN INTERVIEW WITH DEAN PHILLIP LYONS

by

Ronald P. Corbett, Jr., Ed.D.

During the month of September 2018 NAPE past President Ronald P. Corbett, Jr., interviewed Phillip M. Lyons, Jr., Dean of the College of Criminal Justice and Director of the George J. Beto Criminal Justice Center at Sam Houston State University in Huntsville, Texas, about developments in community corrections over the past decade. Dean Lyons was appointed to the post in the summer of 2015, during his 20th year as a member of the faculty. Dr. Lyons joined the faculty of Sam Houston State University after completing a year-long pre-doctoral internship in Forensic Clinical Psychology at the Federal Medical Center in Fort Worth.

Dr. Lyons studied in the Law and Psychology Program at the University of Nebraska-Lincoln, earning M.A., J.D., and Ph.D. degrees after earning a B.S. degree from the University of Houston-Clear Lake.

Previous posts at Sam Houston State University include serving as Interim Chair of the Department of Security Studies, Director of the Division of Professional Justice Studies, and Executive Director of the Texas Regional Center for Policing Innovation. He also designed, developed, and implemented a community policing internship program with students in residence at Sam Houston for a year from the Zhejiang Police College in Hangzhou, China.

Dr. Lyons has written or coauthored dozens of scholarly and professional works, including books, book chapters, and journal articles, many of which are published in some of the leading journals of his field. He also was selected by his peers to serve a three-year term on American Psychological Association's prestigious Committee on Legal Issues.

Before graduate and law school, Dr. Lyons spent years as a Texas law enforcement officer.



CORBETT: Regarding community corrections, what was the most important research undertaken in the last ten years?

LYONS: I believe the various research endeavors demonstrating the effectiveness of cognitive behavioral strategies for changing the way offenders perceive, approach, and interact with the world around them have been tremendously beneficial.

CORBETT: What do you view as the most important book published in the past ten years?

LYONS: This may seem like a strange choice, but I believe *The Righteous Mind: Why Good People Are Divided by Politics and Religion* by Jonathan Haidt is a very important work. Although it does not focus on community supervision per se, it nicely tackles some of the debates and underlying assumptions that inform and shape criminal justice policy and practice.

CORBETT: What is the most important reform or innovation in community corrections?

LYONS: I believe the continued refinement of risk assessment and management strategies to inform supervision intensity and approach is among the most important innovations as of late.

CORBETT: Now, looking forward to the next ten years, what area is most ripe for new research?

LYONS: I think we need to focus greater attention on community expectations of the criminal justice system in general and community corrections in particular. What are those expectations? How can we affect them? Ultimately, they are drivers of policy and practice and deserving of our attention.

CORBETT: What is the most needed reform or innovation?

LYONS: The expansion of culturally-competent approaches to community supervision is a needed development.

PROFESSIONAL AND CULTURAL ACTIVITIES IN POLAND: AN INTERNATIONAL EXCHANGE

by

Dan Richard Beto

In what has become a tradition, late last year Piotr Burczyk, Director of the Probation Officers Academy of Poland (Centrum Szkolenia Kuratorów Sądowych, commonly known as CSKS), a division of Business Communication Group, and his two sons, Adam Burczyk and Romuald Burczyk, invited me to organize and lead a delegation of criminal justice practitioners and scholars from North America to attend the VII International Probation Seminar, this year being held the latter part of May 2018 in Uniejów. The topic of this year's seminar would be "Combating Domestic Violence." This was the seventh time in as many years I have been asked by CSKS to craft and lead a delegation. Previous seminars have been held in the historic Polish cities of Bytów, Toruń, Wrocław, Gniezno, Kazimierz Dolny, and Kołobrzeg.

Similar to previous years, members of this year's delegation – all of whom have held or are holding leadership positions in their chosen profession – included: Wayne Dicky, Jail Administrator for Brazos County, Texas, and a former President of the Texas Jail Association and the American Jail Association; Jurg Gerber, Professor of Criminal Justice and Director of International Initiatives for the College of Criminal Justice at Sam Houston State University in Huntsville, Texas, and a past President of the Asian Association of Police Studies; Donald G. Evans, a Senior Fellow with the Canadian Training Institute in Toronto, Ontario, and a former President of the Ontario Probation Officers Association, the International Community Corrections Association, and the American Probation and Parole Association; and Brian Mirasolo, Field Services Administrator for the Massachusetts Probation Service in Boston, Massachusetts, and Editor of *Executive Exchange*, the journal of the National Association of Probation Executives. With the exception of Brian Mirasolo, all members of the delegation have been to Poland multiple times.

While the primary purpose of the visit was to participate in and present papers at the VII International Probation Seminar, our Polish hosts had prepared an ambitious agenda for us.

Our base of operation for the first three nights of our stay – May 20-22, 2018 – was Piła. By way of background, Piła (German: Schneidemühl) is a town in northwestern Poland and is the capital of Piła County in the Wielkopolska Voivodeship (Greater Poland Province). The town is located on the Gwda River and is famous for its green areas, parks, and nearby forests. Piła is a Polish word meaning "saw"; this was a typical name for a village of woodcutters belonging to a local noble. The German name Schneidemühl means "sawmill."

On Monday, May 21, 2018, our hosts took us to meet with Małgorzata Włodarczyk, the Mayor of Gmina Miasteczko Krajeńskie, a rural political division in Piła County. Its seat is the village of Miasteczko Krajeńskie, which is approximately 12 miles southeast of Piła. The commune covers an area of 27.3 square miles, and as of 2016 its total population is 3,240. During this visit she showed us a distillery that produces alcohol for cleaning and for agricultural purposes and a highly successful bakery. We also visited the Cultural Center in Miasteczko Krajeńskie where

we were provided lunch. Our last stop prior to returning to Piła was a Crisis Intervention Center, where we received a briefing on its programs. This was an impressive operation that offered a variety of critically needed social services.

On the morning of Tuesday, May 22, 2018, we were driven to the Cultural Center in Piła to meet with a number of youth from different area schools. We did this last year and it proved enjoyable. While waiting on the students to arrive, we viewed an art exhibit produced by some of the younger students. Once the gathering got started, the questions posed to us covered a wide variety of issues – questions about television shows and motion pictures, school violence, politics and public policy, educational requirements in the United States for specific jobs, culture, geography, and travel. We appreciated their curiosity and their friendly engagement. This event, organized by our hosts, lasted until 11:00 AM.

We were next taken to the Police School at Piła, where we met with Commandant Beata Różniak-Krzeszewska, Assistant Commandant Michał Kominowski, and several other police officials. We were given a thorough overview of the mission of this educational facility and then provided a comprehensive tour that took us throughout the campus. Within the campus are the remains of an old Jewish cemetery and an accompanying memorial. We were provided lunch at the Police School. Our hosts were most gracious and presented us with several gifts. After spending several hours at this impressive educational facility for law enforcement, we returned to our hotel.



Members of the North American delegation at the Piła Police School.

On Wednesday, May 23, 2018, we began our trip to Uniejów, with stops in Czarnków for a visit at the Police Department, and in Poznań to pick up another seminar participant.

Czarnków is a town in Czarnków-Trzcianka County. The town, which has a population of approximately 12,000, lies on the Noteć River. Because there are many hills around the town,

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the area is called Szwajcaria Czarnkowska (Czarnków's Switzerland). Upon arriving at the Police Department, we were met by Senior Police Analyst Hanna Rzyśko-Żukowska and subsequently introduced to Inspector Piotr Ryżek, the Police Commandant, along with members of his staff. We were given a briefing and a tour of the department.

While at the Police Department, we attended a multi-agency conference dealing with domestic violence, which was attended by prosecutors, social workers, social services providers, educators, probation officers, and police. Opening the conference was Police Commandant Piotr Ryżek, who spoke on the problem of domestic violence in the community and the role of the police. He was followed by Senior Analyst Hanna Rzyśko-Żukowska, who discussed the "Blue Card" procedure in addressing family violence. The Blue Card process is a referral system where parties to domestic violence are provided access to counseling and other social services in an effort to reduce these incidents. The referrals are literally made using blue cards and can be initiated by anyone on the multi-disciplinary team. An important part of the procedure is that involvement in the criminal justice system is not required. The family's ability to obtain services without filing a criminal complaint provides an opportunity to improve the situation without exposing them to the negative consequences of the act of being arrested.

Joanna Mazur, Director of the Municipal Social Welfare Center in Czarnków, discussed the work of the interdisciplinary team and the current implementation of the Communal Program for Counteracting Domestic Violence.

Wayne Dicky explained the organizational structure of American police, which included a description of the jurisdictional and operational responsibilities of law enforcement in the United States. At one point in the presentation the Texas Rangers were mentioned and several members of the Polish audience enthusiastically responded with "Chuck Norris, Texas Ranger!"

The conference ended with an interesting discussion, during which members of the North American delegation received a number of questions about the cooperation of law enforcement with representatives of education, probation, and social services in counteracting domestic violence and addressing other crime problems.



Members of the North American delegation at the Czarnków Police Department.

Our visit concluded with a short tour around Czarnków and its surroundings, which included monuments and a historic cemetery as well as a visit to the Goraj Castle, now used as a Forestry School.

The Forestry School in Goraj consists of a four-year Secondary Technical School of Forestry, and a two-year Post-Secondary School of Forestry. Since 2001 the School has also included a three-year extra-mural post-vocational Technical School of Forestry and an additional Post-Secondary School of Forestry. The Technical School of Forestry is the only school of this type in the Wielkopolska Voivodeship; there are 13 schools of this nature throughout Poland. The Post-Secondary School of Forestry is one of the two schools of this type in Poland. The school is situated among beautiful forests approximately four miles away from Czarnków. Its buildings are a historic palace complex, built at the beginning of the 20th century by Count Hochberg of Pszczyzna. Currently the castle provides room and board for 225 boys and girls. The Director of the Forest School Complex in Goraj provided us an overview of the work of the school and showed us a building of exceptionally well done exhibits related to forest life. We had lunch in the palace, dining on the same meal served to the students.

From Czarnków we drove to Poznań to pick up Kamila Słupska of Adam Mickiewicz University, one of the seminar's presenters, and then we continued on to Uniejów, the site of this year's seminar.

The town of Uniejów, with a population of approximately 2,984 inhabitants, lies in northwestern corner of Poddębice County in the Łódź Voivodeship. Uniejów is famous for its 84 acre landscape park, regarded as one of the best preserved and most beautiful parks of central Poland. The history of the town dates back to the early years of Polish statehood. Mentioned as Uneievo in a bull of Pope Innocent II in 1136, Uniejów is one of the oldest towns of Poland. Currently, Uniejów is a popular spa and tourist destination due to its extensive park and geothermal waters.

The castle in Uniejów – one of the town's main attractions – was built from 1360-1365 on the site of an old wooden fort, destroyed during the invasion of the town in 1331 by the Teutonic Knights. The initiator of the castle was the Archbishop of Gniezno – Jarosław Bogoria Skotnicki – one of the closest collaborators of King Casimir the Great. After a fire in 1525, the building was rebuilt by the Starost Stanisław of Gomolin into a Renaissance residence, which was completed in 1534, losing most of the Gothic features. Eventually, it became the residence of Bishops Jan Wężyk and Maciej Łubieński. In the middle of the 18th century, small renovations were carried out by Bishop Krzysztof Antoni Szembek. Between 1956 and 1967 the castle went through considerable restoration. It currently houses a hotel with a conference center and a restaurant, and it served as the site for our seminar, where we spent two nights.

Upon our arrival, we met a number of the seminar's participants, including some we knew from previous seminars.

On Thursday morning, May 24, 2018, the VII International Probation Seminar began. Jurg Gerber and I were pleased to be reunited with Paulina Dzwonnik, who served as the interpreter at the seminars in 2015 and 2016. She truly is a competent individual and a delightful person who made us sound smarter than we actually are.



Members of North American delegation with interpreter Paulina Dzwonnik in Uniejów.

Romuald Burczyk introduced the Polish participants and then called on me to introduce members of the North American delegation, which I did; I also made a special presentation to the Burczyks for their work in providing meaningful probation training and for fostering international relations between Centrum Szkolenia Kuratorów Sądowych and the National Association of Probation Executives. A surprised Piotr Burczyk graciously accepted the plaque.

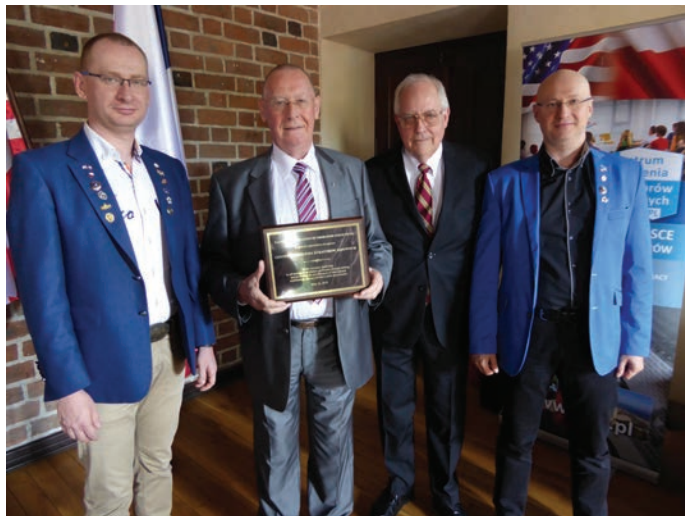
In keeping with a tradition that commenced last year, the Burczyks presented three “Star of Probation” Awards. This year’s recipients were Donald Evans of Canada, Artur Cieliński of Przemyśl, and Kamila Słupska of Adam Mickiewicz University in Poznań. The three recipients were recognized for their contributions to the field of probation in the areas of training, scholarship and research, and practice.

With recognitions being concluded, the presentations commenced, with members of the North American delegation taking the lead. Jurg Gerber began with “The Nature of Domestic Violence: Overview of the Need for a Criminal Justice Response.” He was followed by Donald G. Evans, who spoke on “Criminal Justice Responses to Domestic Violence: Courts and Probation Approaches in Canada.” Wayne Dicky spoke on “Corrections Role in Combating Domestic Violence” and Brian Mirasolo concluded with his presentation – “Employing a Public Administration Approach to Domestic Violence: The Massachusetts Probation Service and Intimate Partner Abuse Education Programs.” What was interesting about the presentations from the North American delegation was that, while prepared independently, they shared a common theme and complemented each other.

Artur Cieliński spoke on the probation officers role in dealing with domestic violence in his jurisdiction. He was followed by Kamila Słupska, who had a very interesting presentation on institutional and non-institutional aspects of child abuse; during her informative talk she provided examples of public service campaigns to heighten the awareness of child abuse.

In the afternoon a lively discussion period ensued, which was rich in providing insights into our various systems of justice.

At the conclusion of this day’s portion of the seminar, we broke to relax before reconvening for the Gala Dinner. Many seminar participants walked across the river into town for sight-seeing purposes.



Dan Beto presenting plaque to Romuald, Piotr, and Adam Burczyk.

The seminar concluded on Friday, May 25, 2018, with a debriefing on the castle’s terrace, followed by a series of goodbyes. We repacked our vehicle and drove to Łowicz, a town with 28,811 residents in 2016 and the seat of Łowicz County.

The history of Łowicz dates back to the 12th century; Łowicz, spelled as Loviche, was first mentioned in a papal bull of Pope Innocent II, on July 7, 1136. Łowicz was a residence of Polish primates in the Polish-Lithuanian Commonwealth, who served as regents when the town became a temporary “capital” of Poland during the interregnum. As a result, Łowicz has its own bishop and a basilica in spite of its considerably small size. Napoleon Bonaparte is believed to have stayed in one of the houses on the main square, now used as the Restauracja Polonia. Also, the town was at the center of the largest battle of the German invasion of Poland – the Battle of the Bzura River in the opening campaign of World War II.

Upon arriving in Łowicz we drove into the main square and entered the town hall, where we met with Bogusław Bończak, the Assistant Mayor, and an aide. Following a productive meeting, during which we discussed a variety of topics, we were joined by Mayor Krzysztof Jan Kaliński, who had been delayed due to another meeting. We were then given a tour of the city by a professional guide.

Perhaps the most significant building we saw during our walking tour was the Cathedral Basilica of the Assumption of the Blessed Virgin Mary and St. Nicholas (Bazylika Katedralna Wniebowzięcia Najświętszej Maryi Panny i św. Mikołaja w Łowiczu), also called Łowicz Cathedral, located in the old market square near the city hall. It is the resting place of 12 archbishops of Gniezno and primates of Poland. This Baroque Cathedral, built in the first half of the 17th century by Italian architect Tomasz Poncino, was severely damaged during the battle of

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Bzura in 1939; after World War II it was restored. On March 25, 1992, Pope John Paul II created the Diocese of Łowicz, bringing the church the title of cathedral. During his Apostolic Journey the Pope visited Łowicz and on June 14, 1999, granted the cathedral the title of minor basilica. We were allowed to wander around the interior of this beautiful house of worship and take some photographs.

Upon concluding our walking tour, we went to Restauracja Polonia, where we had lunch with Assistant Mayor Bończak and his aide.

We next drove to meet with Krzysztof Figat, the Mayor of Łowicki Powiat, an administrative region consisting of ten communities and 385.40 square miles. After our visit with him we drove to Arkadia, a village in the administrative district of Gmina Nieborów, within Łowicz County. It lies approximately four miles east of Łowicz. The village, which has a population of approximately 250, is famous for its English Garden Park established in the late 1770s by Princess Helena Radziwiłł (1753-1821) of Przeździecki with designers Szymon Bogumil Zug and Henryk Ittar. Princess Helena's nickname was the "Mamezina Princess" and, having become a freemason and "enlightened," she turned against the Baroque style of garden design.

A professional tour guide was waiting for us and provided a tour of the gardens; she did a very good job. A number of small buildings were placed in the park intended to "evoke the arcadian landscape of antiquity." The themes of the garden, as described by Princess Helena in a guidebook, were "Love, Beauty, Happiness, and Death." Arkadia, which suffered from neglect during the communist era, is now going through a restoration process. It has a lake, an amphitheatre, a Gothic house, the Island of Feelings, the Island of Poplars, a Roman aqueduct, and the Temple of Diana.

Upon leaving the park, we drove to ECO Nieborów, a relatively new boutique hotel facility comprised of two buildings in a rural setting, where we spent the night.

Saturday, May 26, 2018, our last full day in Poland, proved to be a long one. As instructed by our hosts, we were all ready to depart our hotel at 8:30 AM for a day of professional and cultural activities.

Our first stop was the Prison at Łowicz (Zakład Karny w Łowiczu), an institution operated by the Polish Prison Service (Służba Więzienna). This is a mixed-security facility with a capacity of 715 inmates. Of the 700 inmates in this prison, 240 have jobs on the outside. Two gentlemen holding the rank of Major, who oversee a variety of treatment programs, provided us a briefing on the prison and, with the assistance of some security personnel, gave us a thorough and, at times, entertaining tour of the facility.

This facility, like the others we have toured during past visits, placed a high priority on inmate programs. Inmates are carefully classified and housed in units identified as open, semi-open, or closed. This terminology closely corresponds to our housing descriptions of minimum, medium, and maximum. Programs vary based on housing assignment. Many inmates in "open" housing are in programs that allow them to work for private employers outside the facility and return at the end of each day. Another interesting feature of the facility is the "family room." Inmates that demonstrate good behavior and meet other criteria are allowed to spend a weekend with family members in this housing assignment within the facility.



North American delegation with hosts at the prison at Łowicz.

This prison, which was celebrating its 40th anniversary on the weekend of our visit, appeared to be well run and the personnel with whom we came into contact were professional in their demeanor and reflected favorably on the Polish Prison Service.

From the prison we drove to the city center and entered the Museum in Łowicz (Muzeum w Łowiczu), an ethnographic museum that provides an overview of the area's folk culture through a variety of historical artifacts, models, art, and costumes. The beginnings of museum collections in Łowicz date back to the turn of the 19th and 20th centuries and are associated with Władysław Tarczyński (1845-1918), a collector and social worker, who in 1905 made his holdings available to the public under the name "Collections of Antiquities." We were met by a woman who served as our docent, and she did a commendable job of communicating the history and culture of this part of Poland.

After walking around this museum, we followed our guide by vehicle to an extension of the museum – the Łowicki Ethnographic Park in Maurzyce, a village located in the Zduny commune. This open-air museum presents the buildings of the former Łowicz village, in two spatial layouts. In addition to residences, we saw farm buildings, a wooden windmill, a church, and farming equipment. While in this park, we had a traditional dinner of pea soup, fried pork chop, potatoes, and salads. This was an interesting outing which gave us a better understanding of Poland's rich history.

We left the village mid-afternoon with the understanding that we were returning to Poznań, where we would stay prior to our departure on the following morning. At some point midway to Poznań, our hosts took a detour to show us a "surprise." Knowing of our interest in church art and architecture, they had decided to take us to Licheń Stary to see a truly remarkable church. Licheń Stary is a village in the administrative district of Gmina Ślesin, within Konin County; it lies approximately 62 miles east of the regional capital Poznań. The village has a population of 1,100; its name means "old Licheń," and is often referred to simply as Licheń.

Some distance away from the town we saw on the horizon the Basilica of Our Lady of Licheń (Sanktuarium Matki Bożej Bolesnej Królowej Polski w Licheniu), a Roman Catholic church located at the Shrine of Our Lady of Sorrows, Queen of Poland. This truly impressive church was designed by Barbara Bielecka and built between 1994 and 2004, with the cost of construction being funded by pilgrims' donations.

The history of the church dates back to 1813, when Tomasz Klossowski, a Polish soldier fighting under Napoleon near Leipzig, was seriously wounded. He invoked Our Lady, begging her not to let him die in a foreign land. According to legend, she appeared to him wearing a golden crown, a dark red gown, with a golden mantle, and holding a white eagle in her right hand. She comforted the soldier and promised he would recover and return to Poland. Klossowski was instructed to have an image made of her, and to place the image in a public place so that “people will pray before this image and shall draw many graces . . . in the hardest times of trial.”



Adam and Romuald Burczyk with North American delegation at the Basilica of Our Lady of Licheń

With the nave 394 feet long and 253 feet wide, a central dome 322 feet high, and with a tower 464 feet tall, it is Poland’s largest church and one of the largest churches in the world. The church is dedicated to Our Lady of Sorrows, Queen of Poland, whose icon is displayed in the basilica’s main altar. The church is one of Poland’s principal pilgrimage sites. Between 2002 and 2007 Polish organ builder Zych built a 157-stops pipe organ. It is the biggest organ in Poland, 4th in Europe, and 13th around the world. We walked around in awe of this massive house of worship, while taking a number of photographs.

It was after 8:00 PM when we arrived at the Comm Hotel adjacent to the airport in Poznań. After checking in, we met in the hotel’s restaurant, where we had our final dinner with our hosts. Everyone made a few remarks – all complimentary of our week in Poland – plans were discussed for the future, toasts were made, and we all had an enjoyable dinner prior to parting company.

We are grateful to our Polish hosts – Piotr, Adam, and Romuald Burczyk – for creating such a wonderful program for us. In addition to visiting social service and criminal justice agencies, our hosts provided us with opportunities to experience part of the culture and history of this beautiful country.

Dan Richard Beto, President of Beto Strategic Partners in Bryan, Texas, is a past President of the Texas Probation Association and the National Association of Probation Executives, and currently serves as Chair of the NAPE International Committee. Mr. Beto, who served as Chief Probation Officer for two jurisdictions in Texas, was the founding Executive Director of the Correctional Management Institute of Texas at Sam Houston State University.

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

THE NATURE OF DOMESTIC VIOLENCE: OVERVIEW OF THE NEED FOR A CRIMINAL JUSTICE RESPONSE

by

Jurg Gerber, Ph.D.

Introduction

Acts of violence against family members are probably as old as humanity. Parents have believed for centuries, if not millennia, that child rearing requires physical discipline: *spare the rod, spoil the child*. Husbands believed that they had a divine right to beat their wives for their transgressions as long as they followed *the rule of thumb*. Whereas these acts have been with us forever, the concepts of domestic violence and child abuse are of recent vintage. This brief paper discusses these concepts and how the criminal justice system ought to respond to them. Violence is always problematic, but the concepts of domestic violence and child abuse involve difficulties that are particularly insidious.

Definitions

We define domestic violence as a pattern of abusive behavior in any relationship that is used by one partner to gain or maintain power and control over another intimate partner. Domestic violence can be physical, sexual, emotional, economic, or psychological actions or threats of actions that influence another person. This includes any behaviors that intimidate, manipulate, humiliate, isolate, frighten, terrorize, coerce, threaten, blame, hurt, injure, or wound someone.¹

Physical Abuse: Hitting, slapping, shoving, grabbing, pinching, biting, hair pulling, etc. are types of physical abuse. This type of abuse also includes denying a partner medical care or forcing alcohol and/or drug use upon him or her.

Sexual Abuse: Coercing or attempting to coerce any sexual contact or behavior without consent. Sexual abuse includes, but is certainly not limited to, marital rape, attacks on sexual parts of the body, forcing sex after physical violence has occurred, or treating one in a sexually demeaning manner.

Emotional Abuse: Undermining an individual's sense of self-worth and/or self-esteem is abusive. This may include, but is not limited to constant criticism, diminishing one's abilities, name-calling, or damaging one's relationship with his or her children.

Economic Abuse: Is defined as making or attempting to make an individual financially dependent by maintaining total control over financial resources, withholding one's access to money, or forbidding one's attendance at school or employment.

Psychological Abuse: Elements of psychological abuse include, but are not limited to: causing fear by intimidation; threatening physical harm to self, partner, children, or partner's family or friends; destruction

of pets and property; and forcing isolation from family, friends, or school and/or work.²

Domestic Violence as a Unique Form of Violence

Whereas every crime of violence is problematic and needs to be prevented if at all possible, or at least prosecuted to the extent possible, domestic violence is as a result of unique properties of its own even more problematic.³ It is to these characteristics that we will now focus our attention. More specifically, we will examine the differences between stranger violence and family/domestic violence, and the consequences these differences have for family members.

- *Single vs. Multiple Events.* Stranger violence tends to involve single events with one victimization, while family violence occurs repeatedly, with multiple victimization experiences.
- *Limited Time Period vs. Extended Time Period.* Victims of stranger violence are victimized over a fairly short period of time, whereas family violence victimization may occur over a period of months or years.
- *Single Intensity Level vs. Accelerating Levels of Intensity.* Victims in cases of stranger violence tend to be subjected to one level of violence throughout the victimization experience, but family violence victims tend to experience increasing levels of intensity of victimization over time.
- *Identifiable vs. Obscure Motives.* Although this is not always the case, stranger violence is more likely to have an identifiable motive in that there is an identifiable triggering event or motive, but the motive in domestic violence is usually fairly obscure.
- *Randomness of Violence.* Whereas stranger violence is often random in nature, family or domestic violence never is. We might expect, and even accept, random violence, but violence in a domestic setting seems that much more unacceptable precisely because it is not random.
- *Prior Relationship between Victim and Offender.* Stranger violence by definition does not involve a prior relationship between victim and offender, and even if there is one, it is not a close one. Family violence includes partners and family members as victims and offenders.
- *Common Children.* Victims and offenders involved in stranger violence do not have any children in common. Spouses and domestic partners often do. Thus even after the victimization has ended, family relationships involving visitation and custody may have to be maintained.
- *No Economic Ties vs. Economic Interdependence.* Victims and offenders in stranger violence are not econom-

² Ibid.

³ This section relies, in part, on information taken from a *Criminal Justice Reform Pilot Project Proposal, Domestic Violence Prevention Centre, Gold Coast, Inc., Australia* (<http://www.domesticviolence.com.au/>).

¹ United States of America. Department of Justice. Office of Violence against Women. <https://www.justice.gov/ovw/domestic-violence>

ically tied to each other. However, the opposite is true for domestic violence. After the assault has ended, the economic dependence may continue to exist.

- *Socially Condemned vs. Socially Minimized/Condoned.* Stranger violence is strongly condemned in society, whereas the opposite was the case for family violence, until at least very recently. The assumption was that domestic violence was a private affair.
- *Offenders Being Blamed vs. Victims Being Blamed.* In stranger violence perceptions of culpability rest almost exclusively with the offenders. However, in family violence the assumption is often that the events were at least partially victim-precipitated.
- *Next Victim.* The next victim is unknown in stranger violence. It may be anyone, whereas in the case of family violence the next victim is likely known; the same individual or another family member will be victimized again.
- *Rate of Recidivism.* The rate of recidivism can vary in stranger violence, from low to high, and is relatively uncertain. In family violence, recidivism rates tend to be high.
- *Post-Crime Contact with Victim.* There is not likely to be any post-crime contact between offender and victim unless criminal charges are filed. However, even then, contact is limited, but the opposite may be the case in domestic and family violence.
- *Level of Victim Support of Prosecution.* Victims in stranger violence are much more likely to support the prosecutor's office and their efforts than victims of domestic violence.

Need for Criminal Justice Reform in Dealing with Domestic Violence

The days of criminal justice professionals turning a blind eye to evidence of domestic violence are thankfully gone in most societies. However, while the victim, usually a child or a woman, is no longer left under the control of the abuser, problems still remain in the processing of domestic violence cases.

- *Charges Are Withdrawn or Dropped.* Because of the complexity of relationships between victims and offenders, the victims often have to choose between an imperfect relationship and the hardships associated with the

near complete annihilation of relationships due to prosecution. The imperfect relationship wins sometimes.

- *Single Incident Focused.* The law is incident based, but domestic violence is a process. Legal intervention has to be based on legal considerations, but the suffering in family violence does not line up neatly with legal criteria.
- *Lengthy Court Processes.* Legal proceedings may take months or even years. The suffering caused by violence is much more imminent and needs to be addressed quickly.
- *Risks and Safety Often Ignored.* An issue that is affected by the length of legal processes is that risks to and safety of victims are not being considered sufficiently. Threats to the safety of victims are immediate concerns to them in a much more direct way than they are to criminal justice professionals that deal with domestic violence.
- *Fragmentation in the System.* It has been noted elsewhere that the criminal justice system is, in the US at least, a loosely related construct of three subsystems: police, courts, and corrections. Not surprisingly, the components of these subsystems are often not aware of the others' activities.
- *Lack of Offender Accountability.* As a result of these difficulties in the processing of family violence offenders, they are sometimes (often?) not held fully accountable for their actions.
- *Over Reliance on Civil Legislation.* The criminal law carries the severest penalties and probably should be used in cases of domestic violence. However, the criminal law also calls for a much higher standard of proof for convictions than do civil statutes.

This brief article provided an overview of the problems associated with the criminal justice system's response to domestic violence, but it has not presented any solutions. It is my hope that other participants in this seminar do so.

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CRIMINAL JUSTICE RESPONSES TO DOMESTIC VIOLENCE: COURTS AND PROBATION APPROACHES IN CANADA

by

Donald G. Evans

Before I begin let me say how pleased I am to participate in this your seventh probation seminar. It is always enjoyable to renew friendships and to acquire new ones. We have had a busy schedule since arriving but it has been an excellent overview of your beautiful country and the hospitality has been gracious and accommodating. The seminar organizers have selected a very timely and critical social problem to interrogate and to seek solutions and methods that would hopefully make the work of probation and the courts relevant in preventing and managing incidents of domestic violence. Let me begin my presentation on efforts in one Canadian city as an example of approaches being explored and implemented in Canada to deal with domestic violence.

Introduction

Given the media coverage of violent incidents occurring around the world that come into our homes via television, print media and our phones, tablets and computers, it is not surprising that the attention given to spousal violence is lost in a cacophony of reports of state violence, mass shootings, serial killings, riots and demonstrations run amok. Often hidden from view except in sensational cases is the daily tragic activity behind the closed doors of many homes. One thing is clear domestic violence is a gendered crime in that women have been consistently identified as being subjected to this form of violence in Canada. Women are nearly four times as likely as men to be victims of intimate partner violence and these assaults are more serious than those received by men. Women represent over 80% of all reported domestic violence incidents.

However, as with criminal justice statistics there is the problem of unreported incidents so that we can never get a really good appreciation of the extent. Also, the definitions used to describe domestic violence incidents are not always universal and vary from jurisdiction to jurisdiction. In my approach I am defining domestic violence as a pattern of behavior utilized by an individual to gain a position of power and control over another with whom they are in or have been in an intimate relationship. This behavior runs the gauntlet from verbal abuse, stalking, use of technology for the purposes of intimidation, harassment and control, to serious physical injury and homicide. Just because the latter two outcomes are more sensational and more likely catch the attention of the media it doesn't minimize the other behaviors that cause harm to a partner and the family. Briefly, while on the subject of domestic homicide the following are some brief notations on the situation in Canada:

- Women are more likely to be killed by an ex-spouse than a current legally married spouse;
- The time after a separation poses the most risk for abuse victims;
- Over half of the homicide victims had a history of family violence involving the victim and the accused; and
- In recent years the rate of domestic homicide for women has declined in Canada.

The Extent and Impact of Domestic Violence

To give you a quick overview of the extent and impact of domestic violence in Canada let me review quickly some brief summary statements gleaned from various statistical sources:

- Women are more likely to report being beaten, choked, sexually assaulted or threatened with a weapon by a partner or ex-partner.
- According to self-report studies women are more likely to experience multiple victimizations.
- Most victims are female while the majority of perpetrators are male.
- Many incidents of domestic violence go unreported to the authorities.
- Reasons for non-reporting include: fear and to keep it quiet from family and friends, considered it a personal issue or felt they were dealing with it. Many victims are victimized several times before reporting to authorities.
- However, certain types of abuse are reported to the police especially those involving physical injury or the use of weapons.
- In terms of earlier responses to domestic violence, considerable faith was put in restraining or protection orders. Only about 15% of abused women chose to avail themselves of this "protection," but 32% of those using these orders reported that the terms of the order were breached.
- Education and income levels do not affect the risk of becoming a victim of domestic violence.

The incidents of domestic violence, in all its forms, is prevalent in all levels of society and as the "me too" movement makes clear on the issue of sexual assault, it is quite pervasive and has impacts on children in terms of being witnesses to violent events, and in extreme cases are also physically harmed or murdered. Abused women turn to a variety of sources in their efforts to find support and help that include telling family and friends or other forms of informal support. Some of these supports will include social services, employee assistance programs, crisis phone lines, women's centers and shelters. Finding themselves in an abusive relationship, many women will attempt leaving the relationship several times before terminating the relationship. Many of these women rely on women's shelters as a means of escape from violent home environments. The shelters seek to provide a safe and secure setting and to find the necessary supports for the women and their dependent children. Unfortunately, there are times when the demand for shelter space outstrips the supply, an all too frequent situation in the provision of social services.

Domestic Violence Courts

Governments are realizing that the economic and social costs of domestic violence against women are extremely high. In Canada, based on data gathered in 2009, it is estimated that the

total cost of domestic violence over a one year period was 4.8 billion dollars. Some of these costs are reflected in the reality that domestic violence has psychological, physical and economic costs in terms of services for treatment for both physical and mental health issues, loss of productivity at work as well as the impact on the children that can have social effects on the coming generation. Given the nature and scope of this particular social problem, what have the Government agencies sought to do? The situation is definitely in the “not okay” column in evaluating the health and safety of a society. In Canada, a number of provinces have arranged for two court directed approaches to assist probation services in the management of domestic violence cases. I will use the province of Ontario as an example where 54 Domestic Violence Courts (DVC) have been set up to adjudicate domestic violence cases and to provide both the Courts and Probation Services access to contracted Partner Assault Response Domestic Violence Service (PAR). The PAR programs are operated by community service agencies and funded by the Government as well as victim services. I will briefly describe the basic functions of the DVC and a PAR program and then conclude with other proposals being made by the government to deal with domestic violence.

Ontario's domestic violence courts operate in all court jurisdictions in the province. The DVC is a special program for managing domestic violence cases in the criminal justice system. It is an attempt to simplify the prosecution of domestic assault charges, provide additional support to victims, increase offender accountability and offer an early intervention program in an effort to reduce repeat offences. In the DVC program, the domestic assault cases are heard separately from other criminal cases by judges who have been specifically trained regarding violence between intimate partners and are familiar with the issues and challenges involved in offences of this type. The program includes special training about domestic violence for all staff that would be involved: police, prosecutors, probation officers and any other staff who are involved in the program. The objective of the DVC program is fourfold: intervene early in the cycle of domestic violence, improve support to victims, more effective prosecutions, and hold offenders accountable and responsible for their abusive behavior.

The DVC has a support system that includes an advisory committee consisting of criminal justice partners, local city representatives, children's aid society, the prosecutor, victim/witness assistance program and community organizations whose purpose is to assist in the ongoing management of the court and provide a problem solving mechanism that maintains links to the community. Training for all criminal justice personnel involved in the processing of domestic violence cases is provided on intimate partner violence, evaluating high risk cases, and how to better support victims. In order to improve court outcomes, special investigative procedures and specialized evidence collection by the police have been developed so as to lessen the burden on the victim of abuse during the trial process.

When an incident occurs and the police are involved and they find evidence of an assault, they are obligated under Ontario's mandatory charging policy to charge the abuser. The charged individual may be granted bail or placed in custody. The victim will be contacted by the victim/witness assistance program staff to assist with the court process and links to community agencies for support.

An important part of the DVC function is to select accused persons as candidates for placement in an early intervention program. This program is designed to provide motivated first-time offenders who plead guilty with immediate access to intervention counselling in a Partner Assault Response program. This program accepts participants from the DVC or the probation service who have no previous convictions for violence, caused no significant injuries or harm and did not use a weapon. The program provides for offender accountability and an outreach to the victims of abusive relationships. I turn now to a brief description of a PAR program operated by the John Howard Society of Toronto with funding provided by the Ministry of the Attorney General, Ontario.

PAR: A Domestic Violence Service

This program provides treatment services to men who have been ordered by the court due to domestic violence charges to attend the twelve week course. The program can only be accessed by either a court or probation service referral. Over the course of this facilitated program the men are exposed to a series of topics such as the following:

- Power and control issues and definitions of abuse and the contention of violence;
- Emotional abuse and the effects of abuse on men, women and children;
- Shame and excuses for abuse;
- Warning signs of abuse and prevention;
- Assertiveness and abuse;
- Male socialization;
- Dealing with women's anger; and
- Improving communication and dealing with skills for a healthy relationship.

The program also provides support to the victim of the offence by referrals and regular check-ins until the client completes the program. The program has been operating for twelve years and serves 450 clients a year. Unfortunately, there is no empirical evaluation of the program although the Ministry has planned to conduct a recidivism study relative to all the PAR programs in the province of Ontario. The feedback from participants is generally positive.

The benefits for the client to complete this program relate to the nature of arrangement with either the court or the probation service. Some of the following outcomes may be possible depending on the circumstances of the charge:

- Withdrawal of the charge;
- Staying the charges;
- An absolute discharge;
- Conditional discharge and probation; and
- A suspended sentence which results in a conviction and formal criminal record but avoids prison.

For those who have been referred by probation to the program as a condition of their probation order, successful completion of the program constitutes a fulfilment of that particular probation condition.

This program as noted is an early intervention approach attempting to reduce the likelihood of further victimizations and also assists the courts in managing the less serious assault or abuse cases coming before it. However, if the client refuses to

attend or complete the early intervention program, the prosecution will proceed to trial. For more serious or repeated cases of domestic violence, the approach to domestic violence also includes pursuing the matter in a criminal court (for homicide or serious assault or repeated charges) leading to prison sentences. Until we have a rigorous empirical outcome study of the effects of the current approaches to domestic violence, we are left with doing the best we can by application of what we presently know, acknowledging that there is so much we do not know regarding domestic violence. We must act on the basis of current knowledge and that means there are some glaring gaps we should address such as women and children getting adequate and appropriate legal support and access to shelters.

Ontario's Proposed Strategy to End Gender-Based Violence

The current administration in Ontario has launched a new strategy that will help support survivors and end the cycle of violence. The government hopes to achieve this goal by:

- Improving services and supports for survivors and communities by expanding counselling and emergency shelters including transitional housing.
- Intervening and effectively helping youth who have witnessed or experienced violence.
- Changing attitudes and norms through public education.
- Improving the justice system response by providing free legal advice to survivors of sexual assault, alternate jus-

tice options for survivors of gender-based violence that are trauma-informed and survivor-centred.

Currently in Ontario, my home province, we are in the midst of an election and the outcome is not clear as to who will be elected to govern the province for the next four years. It is hard to determine if these impressive plans to "end gender-based violence" will be achieved if the present governing party is defeated. It is a wait and see scenario.

The policy options presented do give community corrections, probation, and social service agencies ideas and frameworks to work towards and when possible to support advocacy for this troubling problem in our communities.

Concluding Remarks

Thanks for your attention and I look forward to the discussion and learning with you so that together we reduce the amount of what we do not know.

Donald G. Evans is a Senior Fellow with the Canadian Training Institute in Toronto, Ontario; he is a past President of the Ontario Probation Officers Association, American Probation and Parole Association, and the International Community Corrections Association. This paper was presented in May 2018 at the VII International Probation Seminar held in Uniejów, Poland.

CORRECTIONS ROLE IN COMBATING DOMESTIC VIOLENCE

by

Wayne Dicky

The Problem

Domestic violence in the United States impacts every facet of our lives. The human costs are immeasurable and result in divided families; traumatized children; incarcerated spouses; serious injuries and death. The financial costs of health care, mental health care, lost productivity, and the expense of the criminal justice system are measured in billions of dollars.

The Centers for Disease Control and Prevention estimated there were more than 5.3 million cases of domestic violence against women in 2003 (National Center for Injury Prevention and Control, 2003). The combined cost of medical care, mental health care, and lost productivity for female victims of domestic violence is estimated to be \$8.3 billion in 2003 dollars. More than half of this cost was to provide health care as a result of non-fatal injuries. Approximately \$900 million was the result of lost productivity including missed paid work and household chores. Another \$900 million is the loss of lifetime earnings of homicide victims. (National Center for Injury Prevention and Control, 2003). These estimates do not include the cost of law enforcement response, incarceration, prosecution, or community supervision of offenders.

Domestic violence negatively impacts children in many ways. It is estimated that 3.3 million children are exposed to domestic violence in the home annually. (Yorke, Friedman, & Hurt, 2010).

Growing up in a home where domestic violence occurs often places children in situations requiring them to be more responsible than they are prepared to be. Older siblings are often forced to care for and protect younger children during incidents of violence. This environment impacts every aspect of a child's life. Adult male criminal offenders exposed to domestic violence as children are more likely to display psychopathic traits (Dargis & Koenigs, 2017). Furthermore, studies have linked exposure to domestic violence as a child to a number of social problems as adults. Children exposed to domestic violence are more likely to abuse drugs, display aggressive behaviors, and become perpetrators of domestic violence (Yorke et al., 2010).

Criminal Justice Response

The criminal justice system's response to domestic violence has taken many forms. Crisis shelters are available for victims as an immediate response. Police officers enforce mandatory arrest policy and laws as well as protective orders for actors and other court ordered interventions to protect victims and children. Prosecutors have sought harsher sentences in many cases. Correctional administrators have implemented several programs focused on decision-making and anger management. Each of these responses has demonstrated limited effectiveness and negative consequences.

Mandatory arrest laws have been implemented in response to domestic violence. The laws have been touted as an effort to reduce domestic violence by removing the offender when probable cause exists that an offense has been committed. The most significant claim by advocates of mandatory arrest is that the practice sends the message that domestic violence will not be tolerated. However, in a 2005 Supreme Court Case, *Castle Rock v. Gonzales*, the Court found officers were not required to arrest a suspect for violation of a protective order despite a Colorado Law imposing mandatory arrest. Some advocates called for new or modified legislation to overcome the ruling. Others received it as an opportunity to find a new approach to fighting domestic violence. Mandatory arrest laws send a strong message that domestic violence will not be tolerated. However, there are unintended consequences, including reducing the likelihood a victim will call police and an increase in the number of women arrested (Zelcer, 2014). Each domestic violence situation is unique and can make required arrest an ineffective solution.

In 2014, local prosecutors in cooperation with the Texas County and District Attorneys Association began efforts to prioritize and combat domestic violence. These initiatives focus on identifying victims of domestic violence and offer commitments to seek more severe prison sentences for defendants. In Brazos County, Texas, domestic violence accounts for more than half of all violent crime. The District Attorney's Office reports that 73% of the assaultive cases they are prosecuting are related to domestic violence (Falls, 2017). It is a serious problem and increased prison time is one approach. A study of cases from 2013 and 2014 found that convictions resulting in a prison sentence increased from 55% to 61% because of this effort (Falls, 2017). Another element of this initiative is known as "Cut it Out" ("DA Takes Stand," 2014). The program provides training to hair salon professionals to identify customers demonstrating signs of injury or sharing stories of domestic violence and to refer their clients to community resource providers. This program leverages the close personal relationship women have with their hair stylists to support women in violent relationships. Many women do not report domestic violence to police, but they commonly tell people they trust. The goal of the program is help women find support.

Batterer Intervention Programs (BIP) have demonstrated some success and have their own strengths and weaknesses. The goals of BIP include the offender's acknowledgment of their behavior; acceptance of responsibility for their actions; and helping the offender identify non-violent and non-controlling strategies for managing conflict. A study of 899 men participating in 30 individual Batterer Intervention Programs in Cook County, Illinois, found the program reduces the odds of re-arrest by 39% (Bennett, Stoops, Call, & Flett, 2007). The researchers in this study suggested the modest results could have been limited by several factors including the possibility of untreated drug use or mental illness. Another concern is only 50% of the participants completed the program on average (Bennett et al., 2007). This study and the conclusions of the researchers indicate BIP could be more successful if barriers to completion are removed.

A common challenge of Batterer Intervention Programs and a barrier to completion is limited access to programs. The availability of instructors outside urban areas can be limited because of extensive certification requirements. The limited access to the program in addition to other common challenges make it diffi-

cult for offenders to participate. Program hours commonly conflict with work schedules and offenders, often in low-paying jobs, struggle to pay program fees. In addition, protective orders often create challenging living and transportation problems that make successful program completion difficult. The 52-week curriculum for BIP adds to these obstacles. Many of these challenges are aggravated by the criminal justice system and prevent the program from being as effective as possible. Probation conditions and court orders requiring a defendant to perform a variety of other activities or payment of fees hinder successful completion.

Recommendations

It is important to remember the primary goal is to stop the violence. Each of these responses were created or implemented with the intention of accomplishing this goal. Programs to support victims by providing safe shelter and opportunities to report assaults are critical to our success. It is also important to support efforts to increase social control of domestic violence. Victims of domestic violence must consider social, family, and financial implications when deciding how to respond to domestic violence. These considerations are almost impossible to make without the help of community resources outside the criminal justice system.

The question of how to deal with offenders is less clear. Offenders interact with the criminal justice system at the time violence is reported; while in jail or out on bond; in the courts, and while under the authority of community supervision. When a response to their behavior is isolated in only one stage of the criminal justice process it will likely have limited success. Arrest and incarceration effectively incapacitate the offender and satisfy the desire for punishment. The ultimate solution should correct the offender's behavior; protect the community, maintain the family, and most importantly, end the violence.

The human and financial cost of domestic violence in our society is too high. Injuries and death as a result of violence in intimate relationships tear at the fabric of our communities. The burden domestic violence places on law enforcement, courts, corrections, community supervision, emergency rooms, mental health providers, and families is overwhelming and cannot be ignored. Studies have shown some strategies effectively reduce domestic violence and the damage to society. Effective strategies must also maintain and strengthen families whenever possible. Our response to domestic violence must protect victims first and successfully treat offenders to prevent future violence and passing the behavior to future generations.

Our society's approach to ending domestic violence should include preferential arrest policies to send the message domestic violence is unacceptable and to protect victims. These policies consider the opinion of the victim and aid in the recovery process. They also avoid the negative consequences of mandatory arrest policies. Educational programs for law enforcement officers will help them understand the underlying causes of domestic violence and improve outcomes. In addition, therapeutic programs like Batterer's Intervention Programs should be available at each stage of the criminal justice process (Zelcer, 2014).

The role of probation is to implement the punishments ordered by the Courts and, more importantly, provide programs to reduce the likelihood of future offending. Many of the challenges offenders face when required to complete a Batterer Intervention Program can be eliminated or mitigated. Modifications to

the BIP delivery process could improve the completion rate. Implementation of a process that improves accessibility to the program would increase course completion and reduce the conflict with other reentry efforts. This approach would help BIP meet the program objectives and reduce domestic violence.

A Batterer Intervention Program should be accessible at any time during involvement with the criminal justice system. While completion of the program yields the best results and is ideal, studies have demonstrated some treatment is better than none. The program should be offered on a voluntary basis following an arrest and while on bond or mandatory as a bond condition. Program participation at this early stage in the process should be considered in punishment determinations. Positive changes in behavior could result in reduced incarceration and expedite unification of the family. BIP must also be available during pre-trial detention or while on post adjudication supervision. Where possible, BIP should be mandated as part of post adjudicated incarceration. Furthermore, program offerings outside of jail or prison should be structured to accommodate work and transportation schedules.

A critical element to these recommendations is the continuity of treatment. The plan should allow program participants to transfer participation from home, to jail, to prison, to probation or parole until successfully completed. A defendant should be able to maintain participation in the program regardless of changes in status in the criminal justice system. Posting bond, incarceration to serve a sentence, or release after sentence completion should not be a barrier to continuing the program.

Treatment should be at no cost or based on an ability to pay on a sliding scale. The ultimate goal is to end domestic violence. Excluding a perpetrator of domestic violence from an effective program to avoid cost is counter intuitive. The costs of health care, the criminal justice system response to violence, and the damage to our community far outweigh the cost of providing the program.

We must continue to improve our response to domestic violence. Law enforcement response has evolved from the belief that a man was responsible for controlling his spouse, to mandatory arrest, and is moving to preferential arrest policies. Courts and corrections must evolve as well. While harsh prison sentences are often justified in response to chronic or severe cases and satisfy our desire to impose punishment, they have a limited effect on future behavior and can damage families. We must change behavior. Access to treatment that requires offenders to acknowledge their actions, take responsibility for behavior, and learn non-controlling and non-violent alternatives will improve our response and reduce domestic violence.

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EMPLOYING A PUBLIC ADMINISTRATION APPROACH TO DOMESTIC VIOLENCE: THE MASSACHUSETTS PROBATION SERVICE AND INTIMATE PARTNER ABUSE EDUCATION

by

Brian Mirasolo

The environment for public executives in the United States is thorny. Long gone are the days of simple problems with simple solutions. The country has evolved at a frenetic pace from its humble beginnings in the eighteenth century. As the country has evolved, so has its people, its way of life, its problems and the way it goes about solving them. Societal problems, dynamic in nature, cannot be solved in a linear manner by single public actors. Instead, they are addressed by networks of expert actors from the public, private and non-profit sectors. Applied solutions cause societal problems to constantly morph and networks of expert actors are always left to adjust and keep pace. American citizens themselves have become less engaged in public life and increasingly view things through the lens of a client, not a citizen of a democratic republic. Despite the challenging environment, public executives have an obligation to be able to see it clearly for what it is and plot a course through it to capture public value and take on large, societal problems for the good of the country and its people.

Community corrections leaders, part of the public leadership sphere, face a host of societal problems in their work, one of the bigger ones being domestic violence. In order to best address the wicked nature of domestic violence, community corrections leaders must build flexible learning organizations that employ strategic management and apply network solutions. The Massachusetts Probation Service (MPS) and its work to establish Intimate Partner Abuse Education programming in an underserved rural community is an example of modern leadership in action in the fight against domestic violence.

The Problem: The Wicked Nature of Domestic Violence

The problems public executives are hired to take on are not simple. Like Poland, the United States is a modern, industrialized nation with a complex culture and intricate societal problems. Horst Rittel and Melvin Webber (1973) wrote about such problems and deemed them “wicked” (p. 160) in *Dilemmas in a General Theory of Planning*. Rittel and Webber review how public executives were once responsible for solving a variety of “definable, understandable and consensual” (p. 156) problems. Over time, public executives became good at solving these problems. Sewer systems carry waste away from homes and other structures, schools, hospitals and roads have been constructed in a widespread manner and clean water is piped into buildings. All of these things were once problems for first world nations, but they are problems no more. Thankfully, public executives have helped solve these problems. As these problems have been solved, the public sector has moved on to solving far more persistent and complicated societal problems. Societal problems are social in nature, posit Rittel and Webber, and are different than linear, scientific problems because they “are ill-defined; and they rely upon elusive political judgment for resolution” (p.

160). Nearly all of these types of problems involve public policy issues and at best, “are only re-solved over and over again” which is why Rittel and Webber deemed them “inherently wicked” (p. 160). The problems community corrections officials face in their work are wicked in nature, one of them being domestic violence.

Wicked problems are a typical part of the modern environment for public executives. Taking action against wicked problems, which are dynamic in nature, causes them to morph. Public executives must first be able to understand the solutions they are applying to the wicked problems. When the problems transform, for better or worse, due to the applied solutions, public executives then must be able to see the transformation and adapt solutions applied through the flexible, versatile organizations they head. Without this capacity, the public executives and their organizations will be little match for the societal problems Rittel and Webber deemed “wicked” (p. 160).

Domestic violence is one of the more prevalent problems facing criminal justice agencies across the United States. Community corrections agencies are responsible for supervising domestic violence offenders living and providing services to the survivors of domestic violence. An issue that scourges all regions and socioeconomic strata of the nation, domestic violence is undoubtedly wicked in nature. Whether in the form of physical, sexual, or emotional abuse, domestic violence survivors are often negatively impacted in the immediate aftermath of victimization and in the long term. The negative impacts to survivors go beyond the physical and emotional realms as well. Research has shown that the cost of domestic violence exceeds \$8.3 billion annually (Rothman, et al., 2007, pp. 136-143).

The federal government’s Center For Disease Control operates a Division of Violence Prevention that administers the country’s most comprehensive survey on domestic violence, the *National Intimate Partner and Sexual Violence Survey* (NISVS). A welcome source of information, the NISVS provides an illustration of the domestic violence landscape across the United States. NISVS is an ongoing, nationally-representative telephone survey that collects detailed information on sexual violence, stalking, and intimate partner violence of adult men and women in the country. Baseline data was established by the 2010 survey that will be used to track national trends in sexual violence, stalking, and intimate partner violence. The 2010 findings include the following results.

- 1.3 million women were raped during the year preceding the survey.
- Nearly 1 in 5 women have been raped in their lifetime while 1 in 71 men have been raped in their lifetime.
- 1 in 6 women have been stalked during their lifetime. 1 in 19 men have experienced stalking in their lifetime.
- 1 in 4 women have been the victim of severe physical violence by an intimate partner while 1 in 7 men experienced severe physical violence by an intimate partner.

- 81% of women who experienced rape, stalking or physical violence by an intimate partner reported significant short or long-term impacts related to the violence experienced in this relationship such as Post-Traumatic Stress Disorder (PTSD) symptoms and injury while 35% of men report such impacts of their experiences.

Massachusetts, one of the nation's 50 states, and home to nearly seven million people across its 351 cities and towns is not immune to domestic violence. Data from the state's Executive Office of Public Safety and Security shows that 10,965 cases of rape and sexual assault were reported between the calendar years 2000 and 2011 (Peters, 2012). There were 1,605 criminal counts of forcible rape in calendar year 2011 and 1,603 in calendar year 2012 (Peters, 2014). Jane Doe Inc., a Massachusetts sexual and domestic violence advocacy nonprofit organization dedicated to working across the state, recently published some data specific to Massachusetts, listed below, from the NISVS and from their own fiscal year 2010 data.

- Nearly 1 in 2 women and 1 in 4 men in Massachusetts experienced sexual violence victimization other than rape.
- Nearly 1 in 3 women and 1 in 5 men in Massachusetts experienced rape, physical violence, and/or stalking by an intimate partner.
- More than 1 in 7 women in Massachusetts have been raped.
- 12,954 sexual assault hotline calls were answered in Massachusetts.
- Trained rape crisis counselors received reports of 2,564 unduplicated incidents of sexual assault.
- 25,668 people participated in education activities related to sexual and domestic violence.
- 4,232 people received professional training related to sexual and domestic violence.

Working Toward a Solution to Combat Domestic Violence: Strategic Management, Governance Networks, and Learning Organizations

Strategic Management

Theodore Poister (2010), in *The Future of Strategic Planning in the Public Sector: Linking Strategic Management and Performance* outlined the concept of strategic management and its necessity. Of course, the most important necessity is to have a team of public sector executives who understand the concept of strategic management and how to implement it within an organization. Poister (2010) rightfully declares the days of classic strategic planning are over within organizations. The strategic planning process, while beneficial in facilitating important conversations within organizations and forcing a look back to the past, is antiquated and incomplete. The wicked social problems public sector agencies face daily are dynamic and the strategic planning process is fixed. A fixed process is not able to produce the organizational flexibility necessary to adapt to changing environments. The concept of strategic management, in contrast, provides executives with the organizational flexibility to adapt to the environment while continuing to pursue established goals and objectives. Classic management controls, including, but not limited to—"operational and business planning, budgets, workforce development and training, other management and administrative processes, internal and external communications,

analytical and problem-solving capabilities, program delivery mechanisms, legislative agendas, leadership skills, and an organization's ability to influence other actors in networks through which it operates" (Poister, p. S249) are able to be directed towards an organization's mission (Poister, pp. S246-S253).

Governance Networks

Governance networks have become more prominent as society and its problems have become more complex. In simpler times societal problems may only have required a single actor, but those days have long passed in nations like the United States and Poland. Governance networks have emerged as a way to combat the significant, dynamic societal problems of the present. Like the societal problems they face, governance networks themselves are complex and have the potential to be both beneficial and detrimental to society. Often, governance networks are made up of public and private partners with undefined roles, unmatched interests, broad boundaries and a horizontal authority structure. Eva Sorensen and Jacob Torfing (2009) highlight how the lack of accountability in governance networks may negatively affect democracy and benefit the strongest, most resource rich members. On the flip side, governance networks offer the opportunity for private, public and non-profit sector organizations to pool resources and develop powerful, innovative and effective approaches to holistically tackle societal problems. Sorensen and Torfing (2009) are neutral on governance networks and proclaim "network performance depends on the societal context, the institutional design and the political struggles that determine their form and functioning" (p. 235). There are very real risks and rewards that come when engaging in network collaboration. Public executives must understand the potential benefits and dangers that go with the territory and have the ability to operate within network settings to advance public value.

Learning Organizations

In order to have a chance to combat domestic violence in communities across the world, community corrections professionals must continuously learn and stay on top of developments in their own fields and make sure their organizations do the same. In *Accelerating the Development of Learning Organizations: Shifting Paradigms From Current Practice to Human Performance Improvement*, John Lazar and Daniela Robu (2015) highlight the benefits of a learning organization. Learning organizations have the capacity to scan and adapt to dynamic environments as well as identify current and anticipated performance gaps and diagnose causes. Once diagnosed, learning organizations have the ability to design and implement remedies that deliver professional results for challenges they face. Learning organizations and their employees never stop learning and continually build and integrate knowledge into operations. In doing so, learning organizations continually evolve and enhance performance (pp. 242-246).

Massachusetts Probation Service (MPS)

The MPS, the birthplace of probation in the United States, is on the front lines, with its public safety and social service partners, of domestic violence prevention.

Today, the MPS is tasked with supervising approximately 80,000 cases a day across Massachusetts' 14 counties. As a department of the Massachusetts Trial Court, the MPS is overseen by the Office of the Commissioner of Probation. Commission-

er Ed Dolan and the Office of the Commissioner of Probation oversee 105 separate probation departments across Massachusetts, as well as the Office of Community Corrections. The Office of Community Corrections operates 18 day reporting centers throughout the state and the Massachusetts Trial Court Community Service Program. In addition to overseeing the operation of probation departments and the Office of Community Corrections, Commissioner Dolan is responsible for managing a budget over \$175,000,000 annually and establishing collaborations with other government agencies and community partners. Despite its growth since the days of John Augustus, America's founding father of probation, the core of the MPS's mission has not changed all that much over the past 137 years. Probation continues to be a court-ordered sanction placed on a person by a judge. Probationers are allowed to remain in the community under the supervision of a probation officer as long as they abide by court ordered conditions of probation. The MPS exists to keep the Commonwealth's communities safe, ensure compliance with court ordered conditions of probation, and to coordinate, partake in and/or oversee rehabilitative services that will help probationers lead more law-abiding, fruitful lives.

Leadership in Action: The MPS and Intimate Partner Abuse Education

In his travels as a Deputy Commissioner for the MPS, Mike Coelho was approached by a number of Chief Probation Officers from the western part of the state about the lack of Intimate Partner Abuse Education programming in the area. Intimate Partner Abuse Education, 40 week programs required for domestic offenders by Massachusetts General Law, Chapter 209A, Section 7, are located across the Commonwealth. Certified by the Massachusetts Department of Public Health, a division of the Executive Office of Health and Human Services, Intimate Partner Abuse Education programs work to increase the safety of domestic violence survivors by providing education to offenders that will help them end the cycle of domestic violence. In the program, offenders are taught to use respectful, non-abusive behaviors with their intimate partners and children. The programs are primarily filled by those on probation for a domestic violence related incident.

Berkshire County, the state's westernmost county, is made up of nearly 1,000 square miles. Though it spans to the Vermont border in the north, the Connecticut border in the South, and the New York border in the west, Berkshire county is historically rural and only home to approximately 125,000 residents according to the U.S. Census Bureau. For comparison, Middlesex County, located just outside the city of Boston, is made up of more than 1.5 million residents. Access to services and transportation to services can be a challenge in Berkshire County. Once Mike Coelho was informed of the lack of Intimate Partner Abuse Education programming in Berkshire County he quickly got to work on a solution utilizing the principles of strategic management, governance networks, and learning organizations elaborated upon earlier.

Knowing the program is statutorily required for many of those on probation and the lack of an Intimate Partner Abuse Education program option existed in Berkshire County, Coelho started to utilize his internal and external governance networks and the management levers available to him and the MPS to craft a solution.

As a former Chief of Staff, and Undersecretary at the Executive Office of Public Safety and Security, Coelho came to the MPS with a lot of well established relationships throughout the state's criminal justice and treatment systems. Deputy Commissioner Coelho quickly began convening stakeholders from the MPS, the Office of Community Corrections, which he oversees for the MPS, elected officials from the Berkshire County community, officials from the Elizabeth Freeman Center, a nonprofit which provides leadership and services to domestic violence survivors in Berkshire County, and Bob Haynor, the Director of Intimate Partner Abuse Education Programs for the state's Department of Public Health. Within a very short time, MPS had identified and set aside enough money in the Office of Community Corrections budget to have Intimate Partner Abuse Education programming certified and operational in the Berkshires. Additionally, he was able to budget money for transportation.

The state's Department of Public Health had never certified a public entity to deliver Intimate Partner Abuse Education programming before certifying the Office of Community Corrections to do so in Berkshire County. Had it not been for Deputy Commissioner Coelho's knowledge and execution of the management levers available to him and his ability to establish a governance network approach, such an innovative solution to meet the needs of the Berkshire County community would not have been possible. Intimate Partner Abuse Education programming at the Berkshire County Community Corrections Center has been a successful endeavor. There is such a demand for the service that the program currently has a long waiting list. While getting the program certified and operational was a big accomplishment, the MPS know, like anything, improvements can always be made and the wicked nature of domestic violence and its applied solutions are ever changing. Both the MPS and DC Coelho are committed to continuously adapting to the needs of the Intimate Partner Abuse Education programming offered in Berkshire County. Improved, more responsive programming will lead to less victims of domestic violence, safer communities, and healthier lives for probationers.

In order to effectively address wicked problems like domestic violence, community corrections leaders must learn from the approach taken by Mike Coelho and the Massachusetts Probation Service. While solutions to the large societal problems public executives face are ever changing, the odds of progress are far more likely in organizations led by those with expertise in strategic management, the ability to form and utilize governance networks, and the capacity to build flexible, learning organizations.

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Brian Mirasolo, the Field Services Administrator for the Massachusetts Probation Service, serves as the Editor for *Executive Exchange*.

REMEMBERING ROLANDO DEL CARMEN

by

Dan Richard Beto

On Wednesday morning, October 31, 2018, the National Association of Probation Executives and the criminal justice profession lost a great friend when Rolando del Carmen passed away following a courageous battle with cancer.

Dr. del Carmen, formerly a Distinguished Regents Professor of Criminal Justice in the College of Criminal Justice at Sam Houston State University, was one of the nation's leading experts on criminal justice law, and he was recognized nationally and internationally for his longstanding contributions to the criminal justice discipline.



Rolando del Carmen

A true legal scholar, Dr. del Carmen earned a Bachelor of Arts degree (*cum laude*) in 1953 and a Bachelor of Laws degree (*magna cum laude*) in 1956, both from Silliman University in the Philippines. He went on to receive a Master of Comparative Law degree at Southern Methodist University in 1961 and a Master of Laws degree from the University of California at Berkeley in

1967. In 1970, Dr. del Carmen was awarded the Doctor of the Science of Law degree from the University of Illinois at Urbana.

Dr. del Carmen joined the faculty of the College of Criminal Justice at Sam Houston State University in 1974. Throughout his distinguished career, Dr. del Carmen held a number of administrative positions at the University and was frequently called upon by external organizations for his expertise. Too, he was a frequent recipient of awards and recognitions from a host of organizations and agencies. He has published many books, book chapters, and articles in professional journals and was among the top in his field in terms of productivity and quality of work.

I never had Dr. del Carmen for a class, which was likely just as well since he was quite demanding of his students and I was not known for being particularly interested in scholarly pursuits during my years as a student, and my initial interaction with him was through my sainted father – George Beto – who served on the criminal justice faculty from 1972 to 1991. Too, I heard him present at workshops and conferences of various criminal justice organizations; it was generally agreed he was an outstanding trainer.

In 1994 I was named the founding Executive Director of the Correctional Management Institute of Texas at Sam Houston State University, and at that point my relationship with this beloved legal scholar became much closer. During my eleven year tenure with the Correctional Management Institute of Texas, Dr. del Carmen was a constant source of support. Unlike many members of the faculty, Dr. del Carmen would never ask for a fee when presenting at the Institute's various programs – he viewed that as a service he felt obligated to provide.

After I retired on 2005, the frequency of my contact with Dr. del Carmen decreased substantially, but we continued to stay in touch, and we frequently had lunch when I visited Huntsville. I enjoyed these occasional encounters and I always felt enriched by them.

Now, moving forward, on April 26, 2018, I attended a number of activities at the George J. Beto Criminal Justice Center at

Sam Houston State University. Events like these are held annually at the end of the school year. During the annual Leadership Luncheon a number of student organizations were recognized. In addition, Lindsay Glicksberg, who received her Ph.D. degree in forensic science in 2017, was presented the *Outstanding Dissertation Award*; her dissertation resulted in a number of publications in professional journals. And Mary Lentschke, a retired Assistant Police Chief with the Houston Police Department, was recognized with the *Outstanding Alumni Award*.

It was at this Leadership Luncheon I was honored to present the *Defensor Pacem Award*, the Criminal Justice Center's highest honor, to retired Distinguished Regents Professor Rolando del Carmen. My remarks from that event follow:

When Debra McCall contacted me several weeks ago and asked me to present the *Defensor Pacem Medal* to Rolando del Carmen at today's luncheon, because of my deep respect for him I immediately accepted. Then, in a subsequent email, Debra told me to be brief. Now, that's a challenge. It is difficult to be brief when discussing the many contributions Dr. del Carmen has made to the criminal justice system, to scholarly pursuits, and to society in general.

By way of background, the *Defensor Pacem Medal*, the Criminal Justice Center's highest award, originated in 1981 by then Dean Victor Strecher as a means of honoring distinguished criminal justice scholars. When my father – George Beto – took over as interim dean, he chose to expand the scope of this award to recognize individuals and organizations that had been especially supportive of the Center's mission. The significant contributions of this year's recipient certainly exceed the criteria for this award.

Were my sainted father still alive and present here today, he would be overjoyed that his good friend – arguably his closest friend on the faculty of the College of Criminal Justice – was the recipient of this year's *Defensor Pacem Medal*. His only misgiving about this year's presentation would be that Dr. del Carmen should have been recognized with this award many, many years ago.

I think if George Beto were making this presentation, he would base his brief remarks – and make no mistake, they would be brief – on a passage found in St. Paul's first letter to the church at Corinth: "It is required of stewards that a man be found faithful."

Here the great apostle is telling us that whether we are rich or poor, influential or insignificant, brilliant or mediocre, God expects us to use whatever we have – whatever talents we may possess – to the fullest in his service and for the greater welfare of mankind everywhere.

When I read or recall this brief passage, I think of Dr. del Carmen. Because, above all, he is faithful. He is faithful in his relations with his family and friends; he is faithful in the performance of his varied vocational tasks; he is faithful in his concern for the welfare of his state and nation; and he is faithful to his God.

And the fact we are here today to honor him speaks loudly and clearly to his faithfulness to this institution of higher learning.

Professor Mike Vaughn, Co-Director of the Institute for Legal Studies in Criminal Justice, shared with me his thoughts concerning his mentor and colleague, and I quote:

"Dr. del Carmen has spent his professional life working diligently to fulfill the legislative mandate of the Criminal

Justice Center. He has educated thousands of undergraduates who have had distinguished careers in criminal justice; he has provided in-service training to personnel who work at every level and in every field of the criminal justice system; he has helped professionalize local, state, and national criminal justice organizations within constitutional and legal mandates; he has produced extensive scholarship; and he has mentored dozens of doctoral students into careers within criminal justice academia."

For more than four decades Dr. del Carmen has been a role model for faculty and students alike; he has helped shape the growing academic discipline of criminal justice; and he has been extremely generous in creating endowed scholarships to assist promising students.

Rolando del Carmen serves as an example to us on how we might appropriately direct our energies and talents for the betterment of our fellowman.

Today, in deep appreciation, we honor Dr. del Carmen by presenting him the *Defensor Pacem Medal*.



Pictured, from left to right, Christie Davidson, Rolando del Carmen, and Dan Richard Beto

Later that same day we all gathered in Room A119 of the Criminal Justice Center for a room dedication ceremony, during which the room was renamed the Rolando V. del Carmen Room in recognition of his many contributions to the College of Criminal Justice, Sam Houston State University, and to the scholarship and informed practice that have positively impacted the criminal justice profession, not only in the United States but internationally as well.

While Dr. del Carmen has ceased to be with us in a physical sense, his legacy continues through the students he mentored who went on to become faculty members at institutions of higher learning or leaders in criminal justice agencies, the countless criminal justice professionals he trained at workshops and conferences, the vast body of scholarly publications, the financial support he has provided in terms of endowed scholarships, and through the enduring example of unselfish service he leaves behind. We are truly indebted to Rolando del Carmen.

Dan Richard Beto, a past President of the National Association of Probation Executives, served as Chief Probation Officer in two Texas jurisdictions and was the founding Executive Director of the Correctional Management Institute of Texas.

NEWS FROM THE FIELD

THREE PROMOTED TO CHIEF PROBATION OFFICER IN THE COMMONWEALTH OF MASSACHUSETTS

Massachusetts Probation Commissioner **Edward J. Dolan** recently appointed one new Juvenile and two District Court Chief Probation Officers to the ranks of the Massachusetts Probation Service.

Colleen O'Leary was named Essex Juvenile Chief Probation Officer on February 22. Before her new appointment, she served as Assistant Chief Probation Officer at the court. O'Leary, who first joined the service in February 2006, earned a Bachelor of Arts degree in social and rehabilitation services with a minor in psychology from Assumption College.

Raymond Loughlin was appointed Concord District Chief Probation Officer on March 5. Prior to this new position, Loughlin served as Assistant Chief Probation Officer at Worcester Superior Court beginning in 2014. He started as a probation officer at the court in 2006. He holds a Bachelor of Science degree in criminal justice from Northeastern University.

Linda Almeida was named Wareham District Court Chief Probation Officer effective March 26. She worked as an Assistant Chief Probation Officer at the court from 2006 until her recent appointment. Almeida served as a Wareham District probation officer beginning in 1993. Prior to this appointment, she worked as a probation officer at Bristol Juvenile Court, a position she started in 1984. Almeida is a Northeastern University graduate where she earned a degree in criminal Justice.

"The appointment of Ms. O'Leary, Mr. Loughlin, and Ms. Almeida places them in a critical management and leadership role within the Service. Their selection is recognition of their talent, dedication, and passion for the dual mission of the Service which is to maintain the safety of our communities while guiding those individuals in our care and custody toward a better path in life," said Commissioner Dolan.

NEW CHIEF PROBATION OFFICER IN FRESNO COUNTY, CALIFORNIA

There is a new Chief Probation Officer in Fresno County, California. In April 2018, **Kirk Haynes**, Division Director for the Realignment Services, was promoted to replace the current Interim Chief **Philip F. Kader**.

Haynes, a 20-year veteran of the Fresno County Probation Department, started his career in 1994 as a Job Specialist in the Probation Education and Employment Program Unit. Prior to joining the department, he worked as an Eligibility Worker with Fresno County's Department of Social Services.

In November 1996, Haynes was promoted to Deputy Probation Officer I and worked multiple assignments in the Adult and Juvenile Divisions, including positions at the Adult Offender Work Program, and Fresno/Edison High School campuses. As a Deputy Probation Officer IV, he was selected as the lead officer of the Drug Suppression Unit.

As a Probation Services Manager he supervised the Adult Drug Suppression Unit and the Adult Field Special Services Unit. He led the department's efforts in the design and implementation of the Community Corrections Performance Incentive Act of 2009.

He served as the department's leader in evidence-based practices and spent countless hours training staff and representing the department's goals and strategies to the Courts and other justice and community-based agencies. Under his leadership, several evidence-based programs and practices were implemented.

Throughout his career, Haynes, a graduate of the University of Oregon, consistently promoted a positive personal, professional, and managerial image. He has been a strong advocate for developing staff's ability to provide effective supervision through identifying the individual risks and needs of those we supervise in the community.

Haynes is committed to deploying innovative interventions with good research support that encourage positive quantifiable outcomes. He encourages a continual reexamination of our department's service delivery which is fundamental to sound evidence-based practice development.

MASSACHUSETTS PROBATION COMMISSIONER RECEIVES ACCESS TO JUSTICE AWARD

Edward J. Dolan, Commissioner of the Massachusetts Probation Service, was the recipient of the Massachusetts Office for Victim Assistance (MOVA), Access to Justice Award. The award is one of several annual awards presented by MOVA in recognition of individuals and agencies who have made contributions to the rights of crime victims and survivors. Dolan received this award at the agency's Annual Victim Rights Month Awards Ceremony on April 9, 2018, at the Massachusetts State House.

Dolan was acknowledged for his "notable contributions to advancing victim rights and services as well as making a difference in the lives of victims and survivors in Massachusetts," according to Liam T. Lowney, MOVA's Executive Director.

During Dolan's tenure as Commissioner, the Massachusetts Probation Service has created the Victim Services Unit comprised of five Victim Services Coordinators. This MOVA-supported unit has delivered critical services and support to more than 4,000 victims and survivors annually, according to Dolan.

"I couldn't be more honored," said Dolan. "I am accepting the 2018 MOVA Access to Justice Award for the entire Massachusetts Probation Service. The award is an acknowledgement of the men and women of Massachusetts Probation Service who have embraced and championed this important work."

PROBATION DIRECTOR IN HIGHLAND COUNTY, OHIO, ACCEPTS NEW POSITION

In May 2018 **Jeremy Ratcliff**, Director of the Highland County Probation Department in Hillsboro, Ohio, assumed the position of Director of Court Treatment for Talbert House in Hamilton County, Ohio.

Talbert House was founded as an experiment to integrate ex-offenders back into the community. In August 1965, with a budget of \$30,000 from private donations, the first halfway house program opened. Today, Talbert House operates multiple service areas in conjunction with its affiliate Gateways, A Recovery Center throughout Greater Cincinnati. The services are offered to a broad-based population with the agency's mission in mind – to improve social behavior and enhance personal recovery and growth. Talbert House helps thousands of men, women, and children throughout Southwest Ohio overcome adversity to become healthy and productive citizens. Talbert House was named after **Ernest Talbert** (1879-1971), Professor Emeritus of Sociology at the University of Cincinnati, for his support of community alternatives rather than institutional care.

Ratcliff has worked for the Highland County Probation Department since 2001. Hillsboro Municipal Court Judge **David H. McKenna** noted that Ratcliff has received statewide recognition for his efforts and leadership at the department. "Jeremy goes above and beyond what people in that position typically would do," McKenna said. "A lot of people don't realize how involved in the community he has been."

In 2016, the Highland County Probation Department was recognized by the Ohio Department of Rehabilitation and Corrections with the Cliff Skeen Award for its outstanding work in the community, presented at the annual conference of the Ohio Justice Alliance for Community Corrections held in Columbus. Ratcliff and the Highland County Probation Department were chosen the best among the 121 programs throughout Ohio.

"This is a great achievement for some of the hardest-working and most dedicated people in the local criminal justice community," McKenna said at that time. Ratcliff said the Probation Department's staff is "the reason we won that award" and that they will continue to make strides in serving the community.

Along with his staff, Ratcliff said that a number of individuals at local agencies, public officials, and professionals have been instrumental in the probation department's success. "The courts, commissioners, judges, and mentors I've had in this community, including some that have moved to other communities or retired, have all played a part in any success I've had," Ratcliff said. "Local law enforcement officers and treatment providers have been great. The community in general has been very supportive of our programs."

CHIEF PROBATION OFFICER APPOINTED BY JUDICIARY OF GUAM

The Judiciary of Guam appointed **Melanie Brennan** Chief Probation Officer in February 2018.

"Melanie has taken a leadership role and has made significant contributions to current juvenile justice, pretrial, and adult reform efforts," said Chief Justice **Katherine Maraman**, in a release announcing Brennan's appointment.

Since 2011, Brennan has served as Deputy Chief Probation Officer for the Judiciary of Guam. She has been employed by the government of Guam for 32 years, starting as a social worker with Child Protective Services in 1986. She joined the Probation Services Division in 1991 as a probation officer and has served in supervisory capacities with the Adult, Pre-Trial, Intake and Prevention Units.

Brennan, a graduate of the University of Hawaii with a bachelor's degree in psychology, earned a master's degree in public administration from the University of Guam. She is a member and regional representative of the American Probation and Parole Association.

POLISH POLICE DELEGATION HOSTED IN TEXAS

On June 11, 2018, **Dan Richard Beto**, Chair of the NAPE International Committee, and **Wayne Dicky**, Jail Administrator for the Brazos County Sheriff's Office in Bryan, Texas, hosted a delegation of members of the Polish National Police. Members of the delegation included: General **Helena Michalak**, Deputy Commander-in-Chief, Polish National Police; Colonel **Pawel Spychala**, State Police Chief, Bydgoszcz City; Colonel **Andrzej Lapinski**, State Police Chief, Lodz City; Colonel **Tomasz Klimek**, State Police Chief, Olsztyn City; Colonel **Malgorzata Borowik**, Director, Bureau of Logistics, National Police Headquarters, Warsaw; and Colonel **Rafal Wasiak**, Advisor, Bureau of International Police Cooperation, National Police Headquarters, Warsaw.

The delegation was in Texas for a week at the invitation of the College of Criminal Justice at Sam Houston State University in Huntsville, Texas. The delegation's primary hosts were **Jurg Gerber**, Professor of Criminal Justice and Director of International Initiatives, and **Amanda Burris**, Assistant to the Dean.



Members of the Polish delegation with Texas hosts.

Members of the delegation, along with Gerber and Burris, participated in tours conducted by **Jason Moats** of the Brayton Fire Training Field, Disaster City, and the Emergency Operations Training Center, all at Texas A&M University.

Following lunch at Koppe Bridge Bar & Grill in College Station, Texas, where the Polish delegation was introduced to a Texas beer joint, they visited the George Bush Presidential Library and Museum, where **Buffie Hollis**, an archivist, provided an overview of the career of the 41st President of the United States and a tour of this facility.

After visiting the Bush Library, members of the delegation were provided a demonstration of FirstNet, an innovative communications program, at the Brazos County Sheriff's Office in Bryan, Texas. Participating in this demonstration was **Chris Kirk**, Brazos County Sheriff, and members of his staff.

The final official activity prior to leaving for Huntsville, Texas, members of the delegation were provided a thorough brief-

Executive Exchange

ing and tour of the Brazos County Detention Center by **Wayne Dicky**.

During the time they were in Texas, members of the delegation also met with **Christie Davidson**, NAPE's Executive Director, who provided them with an overview of the Texas criminal justice system and the deliverables of the Correctional Management Institute of Texas.

VARELA APPOINTED TO CALIFORNIA CORRECTIONS BOARD

On June 28, 2018, Governor **Edmund G. Brown, Jr.**, appointed three to the California Board of State and Community Corrections.

William Gore, 70, of San Diego has been sheriff of San Diego County since 2009, where he was undersheriff from 2005 to 2009 and assistant sheriff from 2004 to 2005. He was chief of investigations at the San Diego County District Attorney's Office from 2003 to 2004 and served in several positions at the Federal Bureau of Investigation from 1970 to 2003, including assistant director, unit chief, special agent in charge, and special agent. Gore served in the U. S. Navy from 1969 to 1970. He earned a Master of Public Administration degree from Seattle University.

Leticia Perez, 41, of Bakersfield, a reappointment, has been a member of the Kern County Board of Supervisors since 2013. She was a consultant for economic development and the state permitting process in the Office of California State Senator Michael Rubio from 2011 to 2012, served as an attorney at the Kern County Public Defender's Office from 2008 to 2011, and was a community banker for Wells Fargo Bank from 2001 to 2003. She earned a Juris Doctor degree from the Valparaiso University School of Law.

Mark Varela, 52, of Camarillo, has been Director and Chief Probation Officer at the Ventura County Probation Agency since 2010, where he has served in several positions since 1988, including chief deputy probation officer, division manager, supervising probation officer, senior probation officer and deputy probation officer.

Established in 2012, the California Board of State and Community Corrections is an independent statutory agency that provides leadership to the adult and juvenile criminal justice systems, expertise on Public Safety Realignment issues, a data and information clearinghouse, and technical assistance on a wide range of community corrections issues. In addition, the board promulgates regulations for adult and juvenile detention facilities, conducts regular inspections of those facilities, develops standards for the selection and training of local corrections and probation officers, and administers significant public safety-related grant funding. These positions require Senate confirmation and there is no compensation.

EVANS HONORED BY APPA IN PHILADELPHIA

On July 29, 2018, during the 43rd Annual Institute of the American Probation and Parole Association (APPA) in Philadelphia, Pennsylvania, **Donald G. Evans**, a Senior Fellow with the Canadian Training Institute in Toronto, Ontario, was recognized for his years of service to APPA and to the community corrections profession.



APPA President Erika Preuitt with Donald G. Evans.

Evans, who possesses a social work degree from York University, is a Past President of the Ontario Probation Officers Association, the American Probation and Parole Association, and the International Community Corrections Association (ICCA).

While semi-retired, he remains an active member of numerous international associations, including the International Association for Reentry and the International Corrections and Prisons Association. In addition, Mr. Evans serves as the ICCA Liaison to the Confederation of European Probation (CEP); he is also a member of the International Committee of the National Association of Probation Executives (NAPE).

Evans has served on a number of Boards of Directors of non-profit agencies including the John Howard Society of Toronto; the John Howard Society of Ontario, St. Leonard's Society of Canada, and the St. Leonard's Society of Toronto.

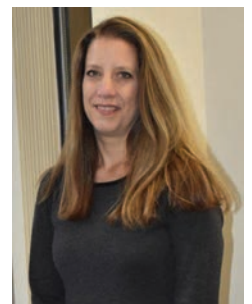
He is widely published in criminal justice publications and serves as Executive Editor of the *Journal of Community Corrections* and as a Contributing Editor for *Executive Exchange*.

Evans is both a leader and scholar in the community corrections profession, and it is only fitting that APPA recognized his many contributions over a number of decades.

FASANO NAMED FIRST DEPUTY COMMISSIONER OF THE MASSACHUSETTS PROBATION SERVICE

Massachusetts Probation Commissioner **Edward J. Dolan** has appointed **Dianne Fasano** the new First Deputy Commissioner of the Massachusetts Probation Service (MPS). Fasano started her new position on Wednesday, October 24, 2018. Prior to her appointment, Fasano, a 25-year employee, was Deputy Commissioner of Field Services.

As the first Deputy Commissioner, Fasano is responsible for the day to day operations of the Massachusetts Probation Service. A member of the executive leadership team, Fasano is tasked with setting the framework, programmatic goals, and guidelines of probation programs, including those related to all Specialty Courts and the Electronic Monitoring Program. She will also provide strategic planning and policy development for probation programs. There are over 1,700 probation employees statewide.



Dianne Fasano

"I feel incredibly fortunate to be given the opportunity by Commissioner Dolan to support all MPS staff in doing the work that aligns with our mission. I look forward to continuing to work with all probation staff in our Courts around the state and the Commissioner's Office," Fasano said.

She added, "In addition, I'm also excited to continue working with all Trial Court staff, the Chief Probation Officers' Association, and the unions. It is a wonderful time for us as we embark on many initiatives to promote positive behavior change in the lives of our probationers and litigants, increase victim/survivor safety, and improve the quality of the lives of our families and the safety of our communities."

Commissioner Dolan said, "Ms. Fasano is a proven leader with the requisite knowledge, experience, and administrative skills to help shape and support the dual mission of the service which is to maintain the safety of our communities while guiding those individuals in our care and custody toward a better path in life."

Prior to her appointment as First Deputy, Fasano served for five years as Deputy Commissioner of Field Services beginning in 2013. She first joined the service as a Research Analyst in the Office of the Commissioner of Probation in 1993. In 1994, she became an Ayer District Court Probation Officer. Fasano moved to Leominster District Court in 2000 where she worked as an Assistant Chief Probation Officer. In 2004, Fasano was promoted to Chief Probation Officer at the court.

She earned undergraduate and master's degrees in criminal justice from the University of Massachusetts-Lowell in 1990 and 1991 respectively. Fasano spearheaded the implementation of the ORAS, a risk, need, responsivity assessment for probationers, for the MPS. She has also been recognized for helping to establish the agency's first Victim Services Unit, assisting with the expansion of the Electronic Monitoring Program, and the creation of the new Administrative Services Unit.

KEENE APPOINTED TO CALIFORNIA INTERSTATE COMMISSION

California Governor **Edmund G. Brown, Jr.**, on October 25, 2018, announced the appointment of **John Keene**, 48, of San Leandro to the California Interstate Commission for Adult Offender Supervision. Keene has been Chief Probation Officer of San Mateo County since 2013. He served in several positions at the Alameda County Probation Department from 1998 to 2013, including Deputy Chief Probation Officer, Division Director, unit supervisor and deputy probation officer. Keene earned a Juris Doctor degree from Southern University Law Center.

In addition, Governor Brown reappointed **David Robinson**, 47, of Hanford to the California Interstate Commission for Adult Offender Supervision, where he has served since 2013. Robinson has been sheriff-coroner and public administrator of Kings County since 2011. He was an investigator in the Kings County District Attorney's Office from 2009 to 2011 and held multiple positions at the Kings County Sheriff's Office from 1995 to 2009, including sergeant, senior deputy and deputy. Robinson served as a Kings County correctional officer in 1995 and was an instructor at the College of the Sequoias Police Academy from 2005 to 2010. Robinson is co-chair of the Racial and Identity Profiling Advisory Board and a member of the Industrial Hemp Advisory Board.

These appointments do not require Senate confirmation and there is no compensation.

WORCESTER CHIEF JUVENILE PROBATION OFFICER HONORED BY MASSACHUSETTS CHIEF PROBATION OFFICERS' ASSOCIATION

Worcester Chief Juvenile Probation Officer **Francyne Lefemine** was recently honored with the 2018 Jim Minton Excellence Award by the Massachusetts Chief Probation Officers' Association (CPOA) at the Sturbridge Conference Center in Sturbridge, Massachusetts. This award was established in the memory of Brookline District Court Chief Probation Officer **Jim Minton**, who was a long-time member of the CPOA. The Award is presented each year by the Association to a Chief Probation Officer "whose leadership, dedication, professionalism, and contributions to the Massachusetts Probation Service are exemplary," according to CPOA President and South Berkshire District Chief Probation Officer **Alfred "Alf" Barbalunga**.

"I'm very honored to be this year's recipient of the Massachusetts Chief Probation Officers' Association's Jim Minton Award. Chief Jim Minton was such a wonderful person, a true gentleman, and the consummate professional. To be recognized by my brother and sister Chief Probation Officers, incredible professionals all, with this award is truly humbling. I am most grateful and appreciative! Thank you to my colleagues, my Friends," Lefemine said.

"Francyne was the obvious choice this year. She just concluded her service, after many years as an integral member of the CPOA Executive Committee. We could not think of a better way to acknowledge her contributions, and her absolutely laser focused dedication, for the continued advocacy and betterment of her fellow colleagues," Barbalunga said.

Lefemine began her probation career as Worcester Juvenile Probation Officer in 1986. She became Assistant Chief Probation Officer eight years later. Lefemine was promoted to acting Chief Probation Officer at the court in 2004. A year later, she was appointed Chief. As the Chief Probation Officer at Worcester County Juvenile Court, Lefemine oversees probation operations at the Dudley, Fitchburg, Milford, and Worcester offices.

She earned a Bachelor of Arts degree in sociology from Clark University in Worcester in 1979. In 1998, she received a Master of Science degree in criminal justice from Anna Marie College in Paxton. For many years, Lefemine served as an Executive Member of the CPOA.

NEBRASKA STATE PROBATION ADMINISTRATOR RETIRING

Ellen Fabian Brokofsky, Nebraska State Probation Administrator and longtime Judicial Branch employee, announced her retirement after 13 years as Probation Administrator for the Nebraska Supreme Court, effective December 31, 2018. She has served in varying levels of the probation system for the past 43 years.

She was appointed State Probation Administrator on October 1, 2005, by then Chief Justice **John Hendry** to oversee the administrative operations of the statewide probation system under

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the judicial branch of government. Brokofsky is the fifth individual to hold the position of State Probation Administrator.

In addition to being tasked with the responsibility for implementing the rules and policies of the Supreme Court, as they apply to probation administration, the State Probation Administrator oversees the budget for probation needs, develops and promotes statewide administrative practices and procedures, oversees the operation of probation programs and strategic initiatives, and serves as a liaison with other branches of government. Brokofsky and her staff perform duties related to fiscal operations, personnel management, education, statistical caseload information, and many other administrative matters. In addition, she has also served on numerous local, state and national professional organizations and board of directors dedicated to improving client services and enhancing the skills of those professional staff members providing direct client case management services.

As Probation Administrator, Brokofsky oversaw considerable change in the Nebraska probation system in recent years, including a substantial increase in automated services, and a significant expansion of drug and problem-solving courts. Most notably, Brokofsky's leadership brought about a transformation of probation into the arena of evidence-based practice and carved

the path for Juvenile and Adult Justice reform within the State of Nebraska.

Brokofsky has a master's degree in Management from Bellevue University and a Management Certificate from the University of Nebraska College of Business Administration. She is certified as a Juvenile Justice Administrator by the National Juvenile Court Services Association and the National Council of Juvenile and Family Court Judges. She received the Outstanding Supervisor in the Nebraska State Probation System in 2000 and, in 2008, was named Probation Executive of the Year by the National Association of Probation Executives. Brokofsky maintains her professional license as an alcohol and drug abuse counselor.

The Nebraska State Judicial Branch is currently accepting applications for the State Probation Administrator. This at-will position reports to the State Court Administrator, in consultation with the Chief Justice, and is responsible for planning, organizing, and directing the administrative activities of the Nebraska State Probation System. The Nebraska State Probation System's statutory functions include: juvenile intake, pre-dispositional/pre-sentence investigation, case management and supervision, delivery of services, and post release supervision of adults and juveniles as ordered by the trial courts.

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.

Membership Application

NAME _____ TITLE _____

AGENCY _____

ADDRESS _____

TELEPHONE # _____ FAX # _____ E-MAIL _____

DATE OF APPLICATION _____

<i>CHECK</i>	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
	Desired	<input type="checkbox"/>	\$ 140 / 3 years			

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/>

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