

# National Association of Probation Executives EXECUTIVE EXCHANGE

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## PRESIDENT'S MESSAGE

Greetings,

I first want to again recognize the 2019 NAPE Award recipients: **Les Schultz**, Sam Houston State University Probation Executive of the Year Award, **Ray Wahl**, Dan Richard Beto Award, and **Mike Wolfe**, George M. Keiser Award for Exceptional Leadership. On behalf of the NAPE Board of Directors, congratulations on your accomplishments! We truly appreciate your contributions and impact to the entire field. I also want to thank our sponsors for participating in our award reception. We added several new sponsors this year and appreciate all of your support.

The NAPE Board of Directors met August 18<sup>th</sup> for the annual board meeting in San Francisco. Significant notes from the meeting included: accepting the resignation of **David Birch** as the Western Region Representative effective August 2, 2019, and accepting the resignation of **Javed Syed**, Treasurer, effective December 31, 2019. New Board Members, **Erica Pruitt**, Western Region Representative (effective immediately) and **Brian Mirasolo**, Treasurer (effective January 1, 2020) were nominated and approved. Congratulations Erica and Brian and we appreciate your willingness to serve the remainder of these terms. The Board also discussed NAPE's current participation in the Innovations in Supervision Initiative grant which is a collaborative effort coordinated by the Justice Center of the Council of State Governments. Board members, **Susan Burke** and **Dot Faust** have represented NAPE in this effort to provide technical assistance to grant recipients which is expected to continue for the next two years. Susan and Dot have done an outstanding job representing NAPE in providing CSG with expert advice concerning community corrections and our field's role in this collaborative process.

The primary discussion during the Board meeting centered on NAPE's support of [EXiT: Executives Trans-](#)

[forming Probation and Parole](#). Current NAPE Board Member **Michael Nail** provided an overview of EXiT including a historical perspective and current "Statement on the Future of Probation and Parole in the United States." The Board engaged in a robust discussion regarding the association signing onto and supporting the current statement. I would note the ensuing Board discussion clearly reflected the diversity of how our probation and parole systems operate in each state. After a thorough discussion on the matter, the Board adopted a resolution supporting the EXiT statement, and we look forward to assisting the EXiT strategy leadership team in future efforts.

Reflecting on the discussions surrounding EXiT, it is clear our field faces substantial challenges and change in the years ahead. In decades past, the source of change to community corrections could often be linked to increased jail/prison incarceration trends. Policy changes (not necessarily in priority order) are now driven by a combination of improved data collection, research/evidence-based practices, revocations, and various advocacy groups with varying agendas. As NAPE members and executives representing community corrections leadership, I encourage you to participate in these discussions and help shape future policy. Thank you for your service and valued membership in NAPE.



**Leighton Iles**  
President

Leighton Iles is Director of the Tarrant County Community Supervision and Corrections Department in Fort Worth, Texas and the President of the National Association of Probation Executives.

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## EDITOR'S MESSAGE

by

Brian Mirasolo

I hope everyone had a nice summer and fall and is finding some enjoyment during the winter months. I am 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 we start with Leighton Iles' President's Message. You'll also find a recap of the awards provided at the NAPE member reception at the annual APPA Institute in San Francisco over the summer.

Dan Beto and Don Evans contribute two reviews in From The Bookshelf. Dan reviews Doris Kearns Goodwin's 2018 book *Leadership in Turbulent Times* and Don reviews *Surviving Incarceration: Inside Canadian Prisons*, a 2014 book by Rose Ricciardelli. A July 2019 report from Europol — *How Technology Shapes the Future of Crime and Law Enforcement* — is also reviewed.

In the Research Spotlight, Brian Lovins is featured. His work in academia and as a practitioner in Harris County, Texas, are covered. An article he co-authored on the role of a probation officer as "referee" v. the role of a probation officer as a "coach" is highlighted as well.

Boston Mayor Martin J. Walsh is the focus of the Politics and Probation feature. Mayor Walsh has led a successful collaboration, Operation Exit, in Boston that includes many stakeholders

in the community, including the Massachusetts Probation Service and the Boston Police Department.

Other features include a piece on NAPE's current involvement as a technical assistance provider for the Council of State Governments Justice Center, and a piece on United States Sentencing Commission quick fact guides recently published. Additionally, there is a piece on three tools offered by the Bureau of Justice Statistics (BJS) that utilize data related to victims and survivors of crime. Victim services across the country are also covered in a summary of the November 2019 report released by BJS.

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

As we enter 2020, I'd like to wish NAPE members and all those involved with the field of community corrections a happy and healthy

year ahead!

Please feel free to contact me if you're interested in contributing future material to *Executive Exchange*.



Brian Mirasolo, the Deputy Commissioner for Field Services 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](mailto:bmirasolo@gmail.com)

### 2019 SPONSORS

The National Association of Probation Executives gratefully acknowledges the financial support of sponsors for the 2019 reception in San Francisco.

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In addition to providing services relevant to the community corrections profession, these companies are supportive of the mission of the National Association of Probation Executives.

## ANNUAL NAPE RECEPTION AND AWARDS

NAPE held its annual reception on August 17<sup>th</sup> at the San Francisco Marriot Marquis. The reception coincided with the 44<sup>th</sup> annual APPA Training Institute and was very well attended. NAPE President Leighton G. Iles provided remarks and presented three awards.

The Sam Houston State University Executive of the Year Award was presented to Les Schultz, the Director of the Brown County Probation Department in Minnesota.



The George M. Keiser Award for Exceptional Leadership was presented to Michael Wolfe, Director of the Community Supervision and Corrections Department for Taylor, Callahan, and Coleman Counties in Texas.



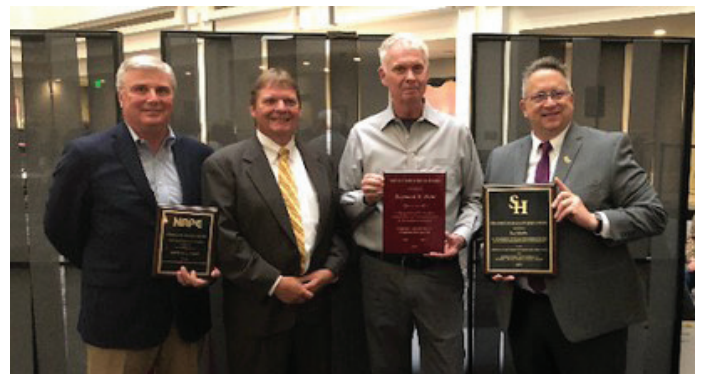
The third and final award, the Dan Richard Beto Award was presented to recently retired Deputy State Court Administrator for the Utah Courts, Ray Wahl. Ray enjoyed a successful career in the Utah Court system. Prior to serving as the Deputy State Court Administrator, he oversaw Juvenile Probation in Utah.



After the awards, Michael Williams, Senior Manager of Adult Policy for the Public Safety Performance Project at The Pew Charitable Trusts addressed the crowd with a message driving home the importance of collaboration.



When the formal portion of the annual reception was over, the award winners posed for pictures with NAPE President Leighton G. Iles.



## POLITICS AND PROBATION: A FOCUS ON MARTIN J. WALSH

Among the more difficult jobs in public service is to be the Mayor of a large city. Big city Mayors across the United States not only have their own municipality's issues to manage, they must also play a regular role in regional and statewide issues. Whether it is a pothole on a quiet street or planning and executing strategies to grow the economy, the pace of being a big city Mayor is grueling. While public safety is always a priority, it is not too often that big city Mayors engage regularly at the ground level with probation systems. Mayor Marty Walsh of Boston is the anomaly.

Mayor Walsh, in his second term at the helm has many responsibilities overseeing a city of about 700,000 people and a robust economy. The city of Boston also serves as the hub of a large metropolitan region of over four and a half million people. Despite being pulled in many different directions daily, Mayor Walsh has continued to be intimately involved with Operation Exit. Operation Exit was created in 2014 and involves a number of stakeholders including the Massachusetts Probation Service.

Working with a coalition of partners, Operation Exit connects formerly incarcerated, court-involved, and otherwise at-risk young people with the skills necessary for apprenticeships in industries like the building trades, culinary arts, coding and web development. The experience is designed to lead to a placement in a trade and a career. It puts young people on the path to a stable job with good wages and benefits, a roof over their heads, and food on the table for their families.

Many Operation Exit graduates were once impact players on the streets of Boston. Now, they are becoming positive role models for their peers, and their example has ripple effects. To date, 104 graduates who have completed Operation Exit in the building trades alone. The program was recently expanded to include financial literacy coaching and mentoring. Support doesn't stop after graduation. The program and its stakeholders are constantly checking in on progress, and letting participants know they are never alone.

Mayor Walsh, along with local Probation Officers, and many community members recently attended a graduation ceremony for 17 young adults who completed the Operation Exit program. The two-year recidivism rate for those graduating is two percent. There is a 76 percent job placement rate and an 86 percent job retention rate. Average wages for Operation Exit graduates is \$18.96 an hour.

In addition to playing a critical role in this formal program, Mayor Walsh also takes time to provide informal support to pro-

bationers in the city of Boston. He joined the Commissioner of the Massachusetts Probation Service, Edward Dolan, at an adult residential reentry program the morning before Thanksgiving. While there, he spoke to a number of probationers about his own journey with alcoholism and his recovery. His story, and his ability to connect, served as a powerful and practical message of hope and encouragement for those in attendance.



**Martin J. Walsh**, a lifelong champion of working people and a proud product of the City of Boston, is the City's 54th mayor. Mayor Walsh was sworn in to serve a second term on January 1, 2018. The Administration has been hailed by President Obama for expanding young people's opportunities and breaking new ground in **crime prevention** and **police-community relations**.

Born and raised in the neighborhood of Dorchester by immigrant parents, Mayor Walsh is driven to make sure Boston is a City where anyone can overcome their challenges and fulfill their dreams. As a child, Mayor Walsh survived a serious bout of Burkitt lymphoma, thanks to the extraordinary care he received at Boston Children's Hospital and Dana Farber Cancer Institute. His recovery from alcoholism as a young adult led to his lifelong commitment to the prevention and treatment of addiction. And while working full-time as a legislator, he returned to school to earn a degree in Political Science at Boston College.

## INNOVATIONS IN SUPERVISION INITIATIVE: COMMUNITY CORRECTIONS COLLABORATIONS TO REDUCE VIOLENT CRIME AND RECIDIVISM

Funding from the U.S. Department of Justice’s Bureau of Justice Assistance  
 Lead: Council of State Governments Justice Center

Partner Organizations: NAPE, National Police Foundation, Association of Prosecuting Attorneys

NAPE has agreed to serve as a partner organization for a Bureau of Justice Assistance grant awarded to the Council of State Governments Justice Center. The grant’s work will focus on three jurisdictions with strong probation partnerships with law enforcement and/or prosecuting agencies. NAPE members Susan Burke and Dot Faust will serve on the technical assistance team. Further details can be found below.

**Purpose:** To fund jurisdictions to serve as models for probation and/or parole (community corrections) partnerships with law enforcement and/or prosecuting agencies to reduce violent crime and recidivism. Three jurisdictions were selected for awards up to \$500,000 each.

The selected jurisdictions will receive financial and technical assistance to inform the development of the model and a related guide. They will participate in technical assistance teleconference calls facilitated by CSG Justice Center staff and key partners. Other activities will include a site visit, self-assessment of current practices, and sharing data and outcomes. They will also work to expand or improve their existing collaboration.

### FUNDED JURISDICTIONS

#### Dallas County Community Supervision and Corrections Department

To strengthen and expand their work to prevent domestic violence via their Domestic Violence Task Force and the Felony Domestic Violence Court. Funds will be used to hire two additional community supervision officers who will have a specialized domestic violence caseload, and to fund GPS monitoring and more treatment slots for a high-risk Batterers Intervention Prevention Program.

#### Michigan Department of Corrections

To strengthen their existing partnership and fund additional support services for parolees including trauma-informed mentoring, medication, and residential stability contracts. Funds will also support victim-offender mediation, increase home visitation and supervision, and case processing for violations.

#### Pennsylvania Department of Corrections

To expand their successful Philadelphia Call-In Program developed in partnership with the Department of Corrections and the US Attorney’s Office of the Eastern District of Pennsylvania. Funds will be used to hire an additional parole agent to expand the program in other neighborhoods; pay for transitional support services for parolees such as clothing, food and work tools; and to develop a data reporting system.

#### NAPE’s Role

Susan Burke and Dot Faust, NAPE Members, are serving on the technical assistance provider team and lend expertise on evidence-based practices in community corrections along with strategic planning and partnership development.

## UNITED STATES SENTENCING COMMISSION QUICK FACTS

The United States Sentencing Commission publishes a number of [Quick Facts](#) guides on federal crime. Quick Facts publications give readers basic facts about a single area of federal crime in an easy-to-read, two-page format. The Commission releases new Quick Facts periodically. NAPE members may find them useful to track trends and provide context to our respective stakeholders.

A recent Quick Fact guide on [sexual abuse](#), published in October, shows that the number of federal sexual abuse offenders decreased about three percent in fiscal year 2018 to 1,067 from 1,097 in fiscal year 2017. Offenses were made up primarily of production of child pornography (42.7%) and travel for prohibited sexual conduct (38.3%). Offender and offense characteristics were as follows:

- 92.1% of sexual abuse offenders were men.
- 51.6% were White, 21.7% were Black, 12.9% were Hispanic, 11.9% were Native American, and 1.9% were Other races.
  - ◆ 75.1% of offenders in cases involving child pornography were White.
  - ◆ 43.1% of offenders in cases involving travel for prohibited sexual contact were White and 37.3% were Black.
  - ◆ 52.8% of offenders in cases involving criminal sexual abuse (rape) were Native American.
  - ◆ 73.2% of offenders in cases involving abusive sexual contact were Native American.
  - ◆ 84.6% of offenders in cases involving statutory rape were Native American.
- Their average age was 37 years.

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- 95.9% were United States citizens.
- 65.2% had little or no prior criminal history
- 8.3% of sexual abuse offenders were convicted at trial, compared to 2.6% of all other federal offenders.
- The top five districts for sexual abuse offenders were:
  - ◆ Northern District of Texas (48);
  - ◆ Eastern District of Michigan (42);
  - ◆ District of Arizona (35);
  - ◆ District of South Dakota (32);
  - ◆ Middle District of Florida (31).

In regards to punishment for sexual abuse offenders,

- 98.8% of sexual abuse offenders were sentenced to prison; their average sentence was 191 months.
- The average sentence for offenders convicted of production of child pornography was 262 months:
  - ◆ 93.9% of these offenders were convicted of an offense carrying a mandatory minimum penalty; their average sentence was 274 months. The average sentence without a mandatory minimum was 89 months.
- The average sentence for offenders convicted of travel to engage in prohibited sexual conduct with a minor was 147 months:
  - ◆ 63.8% of these offenders were convicted of an offense carrying a mandatory minimum penalty; their average sentence was 187 months. The average sentence without a mandatory minimum was 76 months.
- The average sentence for offenders convicted of rape was 178 months:
  - ◆ 19.1% of these offenders were convicted of an offense carrying a mandatory minimum penalty; their average sentence was 318 months. The average sentence without a mandatory minimum was 145 months.
- The average sentence for offenders convicted of abusive sexual contact was 27 months.
- The average sentence for offenders convicted of statutory rape was 30 months.

A recent Quick Facts guide on [drug trafficking](#), published in July, shows that 27 percent of all cases reported to the U.S. Sentencing Commission in fiscal year 2018 involved drug trafficking. Seven drug types accounted for nearly 97 percent of all drug trafficking offenses. Methamphetamine made up nearly 40 percent of all distribution of federal drug type cases, followed by powder cocaine with nearly 20 percent, heroin with nearly 14 percent, marijuana at about 12 percent, crack cocaine at almost eight percent, oxycodone at a bit over two percent, and fentanyl at a little over two percent. Offender and offense characteristics were as follows:

- 83.5% of drug trafficking offenders were men.
- 48.0% of drug trafficking offenders were Hispanic, 25.0% were Black, 24.1% were White, and 2.9% were Other races.
- Their average age was 36 years.
- 75.5% were United States citizens.
- 46.7% had little or no prior criminal history (Criminal History Category I); 6.6% were Career Offenders.
- Sentences were increased for:
  - ◆ possessing a weapon (22.1%);

- ◆ having a leadership/supervisory role in the offense (7.0%).
- Sentences were decreased for:
  - ◆ having minor or minimal participation in the offense (20.6%);
  - ◆ meeting the safety valve criteria in the sentencing guidelines (32.1%).
- The top five districts for drug trafficking offenders were:
  - ◆ Western District of Texas (1,341);
  - ◆ Southern District of California (1,291);
  - ◆ Southern District of Texas (1,036);
  - ◆ District of Arizona (779);
  - ◆ Northern District of Texas (632).

In regards to punishment for drug trafficking offenders,

- The average sentence for drug trafficking offenders was 76 months, but varied by drug type.
- 96.3% were sentenced to prison.
- 58.4% were convicted of an offense carrying a mandatory minimum penalty; 53.5% of those offenders were relieved of that penalty.

From fiscal year 2014 to fiscal year 2018, the change in number of trafficking offenders was as follows:

- Fentanyl increased 4,711.1%;
- Methamphetamine increased 19.6%;
- Heroin increased 6.8%;
- Powder Cocaine decreased 26.3%;
- Crack Cocaine decreased 41.4%;
- Marijuana decreased 44.9%;
- Oxycodone decreased 60.2%;

With the opioid epidemic having an effect across the country, the U.S Sentencing Commission reported a massive increase in fentanyl trafficking offenders up from 9 in fiscal year 2014 to over 430 in fiscal year 2018. Offender and offense characteristics regarding fentanyl trafficking broke down as follows:

- 86.2% of fentanyl trafficking offenders were men.
- 39.1% of fentanyl trafficking offenders were Black, 38.1% were Hispanic, 22.3% were White, and 0.5% were Other races.
- Their average age was 33 years.
- 81.6% were United States citizens.
- 41.1% had little or no prior criminal history (Criminal History Category I); 11.7% were Career Offenders (§4B1.1).
- The median Base Offense Level in these cases was 26, corresponding to between 160 and 280 grams of fentanyl.
- Sentences were increased for:
  - ◆ possessing a weapon (21.0%);
  - ◆ having a leadership/supervisory role in the offense (5.7%).
- Sentences were decreased for:
  - ◆ having minor or minimal participation in the offense (15.3%);
  - ◆ meeting the safety valve criteria in the sentencing guidelines (24.6%).
- The top five districts for fentanyl trafficking offenders were:
  - ◆ District of Massachusetts (33);

- ◆ Southern District of Ohio (33);
- ◆ Southern District of California (28);
- ◆ District of New Hampshire (24);
- ◆ Northern District of Ohio (24).

A recent Quick Fact [guide](#) on offenses involving the use or carrying of a firearm during and in relation to a crime of violence or drug trafficking crime, or in the possession of a firearm in furtherance of those crimes was published in July. These offenses account for just under four percent of all cases reported to the U.S. Sentencing Commission in fiscal year 2018. This number has increased from 2,272 in fiscal year 2014. Of these offenses in fiscal year 2018, about 63 percent involved possessing or carrying a firearm, 22 percent involved brandishing a firearm, and 10 percent involved discharging a firearm. Offender and offense characteristics were as follows:

- 96.3% of section 924(c) offenders were men.
  - 56.2% were Black, 19.6% were White, 22.0% were Hispanic, and 2.3% were Other races.
  - Their average age was 32 years.
  - 94.5% were United States citizens.
  - 23.4% had little or no prior criminal history (Criminal History Category I).
    - ◆ 14.0% were CHC II;
    - ◆ 20.3% were CHC III;
    - ◆ 13.0% were CHC IV;
    - ◆ 9.4% were CHC V;
    - ◆ 19.9% were CHC VI.
- The top five districts for 924(c) firearms offenders were:
    - ◆ Southern District of New York (150);
    - ◆ District of Puerto Rico (126);
    - ◆ District of South Carolina (100);
    - ◆ Eastern District of Virginia (92);
    - ◆ Eastern District of North Carolina (89).
  - 10.2% were career offenders (§4B1.1).
  - 5.3% were convicted of multiple counts of section 924(c) in fiscal year 2018, a decrease from 8.0% in fiscal year 2014.

With respect to punishment for firearms offenders, the following is found:

- 100% of section 924(c) offenders were sentenced to prison; the average sentence was 146 months.
  - ◆ 73 months for offenders convicted only under section 924(c).
  - ◆ 132 months for offenders also convicted of an offense not carrying a mandatory minimum.
  - ◆ 207 months for offenders determined to be career offenders.
  - ◆ 330 months for offenders convicted under multiple counts of section 924(c).
- 86.0% of section 924(c) offenders were also convicted of another offense:
  - ◆ 51.2% for drug trafficking, 30.1% for robbery, and 8.0% for another firearms offense.
- 29.8% of all section 924(c) offenders were convicted of another offense carrying a mandatory minimum. In most cases, the other offense was a drug trafficking crime.

## THE NATIONAL CRIME VICTIMIZATION SURVEY AND VICTIM SERVICE PROVIDERS IN THE UNITED STATES

The Bureau of Justice Statistics (BJS) provides a number of data sets and data analysis tools for victims and survivors of crime. Three of these data sets are available via the BJS website.

The first, the Federal Bureau of Investigation's (FBI) Uniform Crime Reporting (UCR) Statistics is a data [tool](#) developed by the BJS in collaboration with the FBI. It provides access to national, state, and local uniform crime reporting statistics. The FBI's UCR Program collects statistics on violent crime (murder and nonnegligent manslaughter, forcible rape, robbery, and aggravated assault) and property crime (burglary, larceny-theft, and motor vehicle theft). The tool can help you compare crime rates from state to state and/or compare against national data from 1960 to 2014. In 1960, for instance, the violent crime rate in Massachusetts (48.8) was far below the national rate (160.9). However, in 2014, the violent crime rate in Massachusetts (391.4) was slightly higher than the national rate (375.7) despite the murder rate in Massachusetts (2.0) being more than half the national rate (4.5).

The National Crime Victimization Survey (NCVS) Analysis [Tool](#) allows people to examine NCVS data on both violent and property crime by select victim, household, and incident characteristics. The tool gives you instant access to victimization estimates from 1993 to the most recent year that NCVS data are available. The NCVS is an annual data collection conducted by

the U.S. Census Bureau for BJS. There are some ready-made tables and the ability to produce custom tables. The first year of the survey in 1993, there were nearly 17 million reports of violent victimizations compared to slightly over six million violent victimization reported in 2018. Despite the drastic drop in reported violent victimizations over the 25 year span, the number has increased from its low of a little under five million violent victimizations reported in 2010.

The third tool available from the BJS is the NCVS API. The [NCVS RESTful API](#) is a web service that provides criminal victimization data obtained annually from a nationally representative sample of about 130,000 households and 225,000 persons interviewed each year. NCVS data describe the frequency, characteristics, and consequences of criminal victimization in the United States. The NCVS provides the largest national forum for victims to describe the impact of crime and characteristics of violent offenders.

In addition to the three tools, BJS also released a report regarding victim service providers across the country. In November, [Victim Service Providers in the United States, 2017](#) was released. The report opens with an overview of the victim service provider landscape.

*A total of about 12,200 victim service providers (VSPs) operated in the United States in 2017. Those*

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included non-profit, governmental, health-care, tribal, for-profit, educational, and other organizations that served victims of crime or abuse as their primary function, or that had dedicated staff or programs to serve victims. The four largest states (California, Texas, Florida, and New York), which made up about a third of the U.S. population, had nearly a quarter (23%) of the VSPs.

Findings are based on the 2017 National Census of Victim Service Providers (NCVSP), the first nationwide data collection on VSPs. The census asked organizations whether they had served victims in the 6 months prior to the survey. From October 2016 to July 2017, the NCVSP gathered data on location and type of organization from VSPs. These data were compared to U.S. Census Bureau population estimates to develop rates of VSPs per state. The rate of VSPs ranged from about 2 VSPs per 100,000 U.S. residents in Florida and New Jersey, to almost 15 VSPs per 100,000 U.S. residents in Wyoming and the District of Columbia. Six states (Alaska, Montana, North Dakota, South Dakota, Vermont, and Wyoming) and the District of Columbia had 8 or more VSPs per 100,000 U.S. residents.

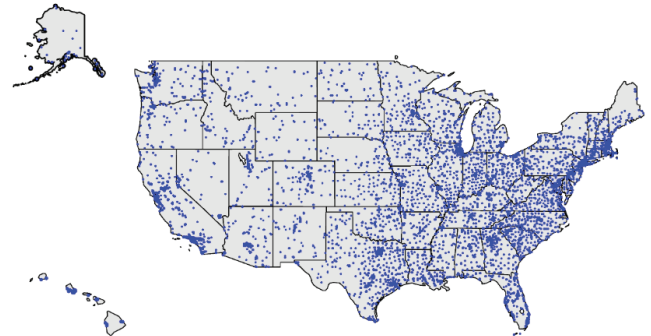
Some select findings include:

- Almost 90% of VSPs were non-profit or faith-based organizations (45%) or governmental agencies with staff or programs to serve crime victims (43%).
- Most governmental VSPs operated in prosecutors' offices (18% of all VSPs) or law enforcement agencies (15%).
- Hospital, medical, or emergency facilities with dedicated victim programs made up 3% of VSPs.
- About 2% of VSPs were located in tribal organizations.
- About 2% of VSPs were located on university or college campuses or in other educational institutions.

The report also includes two maps. The first map shows victim service providers in 2017 by location across the country.

The second map shows the rate of victim service providers per 100,000 residents, by location in 2017 across the country.

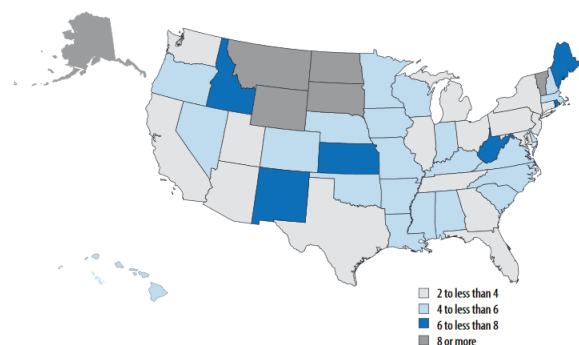
**MAP 1**  
Victim service providers, by location, 2017



Note: Includes victim service providers (VSPs) in the 50 states and the District of Columbia. Excludes VSPs within the U.S. military. See appendix table 1 for estimates.

Source: Bureau of Justice Statistics, National Census of Victim Service Providers, 2017.

**MAP 2**  
Rates of victim service providers per 100,000 residents, by location, 2017



Note: Includes victim service providers (VSPs) in the 50 states and the District of Columbia. Excludes VSPs within the U.S. military. The rate per 100,000 residents is calculated as the number of VSPs divided by the state population and multiplied by 100,000. There were 8 or more VSPs per 100,000 residents in the District of Columbia. See appendix table 1 for estimates.

Source: Bureau of Justice Statistics, National Census of Victim Service Providers, and U.S. Census Bureau, Population Division, 2017.



## RESEARCH SPOTLIGHT: A FOCUS ON BRIAN LOVINS, PH.D.

While there is often a clear divide between the theoretical world of academia and the practical world of community corrections agencies, occasionally there are uniquely skilled individuals who are able to serve as a bridge between the two worlds. Like Dr. Ron Corbett, the former Acting Commissioner of the Massachusetts Probation Service and a current faculty member in the School of Criminology and Justice Studies at the University of Massachusetts-Lowell, Dr. Brian Lovins is one of those uniquely skilled individuals.

Lovins is the former Assistant Director of the Harris County Community Supervision and Corrections Department which encompasses Houston, Texas and surrounding areas. Harris County has a population of over four million people making it the third most populous county in the United States. The Harris County Community Supervision and Corrections Department is one of the larger probation departments in the United States. The department supervises approximately 70,000 individuals throughout the year and employs more than 650 employees across 13 locations. The department offers a broad array of services including community supervision, outpatient counseling, cognitive - behavioral programming, and residential treatment in an effort to increase the capabilities of our clients so that they can be successful moving forward. Dr. Lovins helped the organization adopt and implement an evidence-based approach with a focus on the risk-need-responsivity principles and the fidelity principle.

Prior to his time in Harris County, Dr. Lovins earned his Ph.D. in Criminology/Criminal Justice at the University of Cincinnati. He also served as the Associate Director of the University of Cincinnati Corrections Institute from 2008 to 2013. In his role there, he oversaw more than 100 research projects, delivered over 500 trainings and presentations, and worked with over 100 sites to implement evidence-based interventions.

Dr. Lovins is also widely published. One of his more significant articles, co-authored with Francis Cullen, Edward Latessa, and Cheryl Lero Jonson, [Probation Officer as a Coach: Building a New Professional Identity](#), appeared in the June 2018 edition of *Federal Probation*. Its focus is on how many probation officers have followed the job role of a “referee” despite evidence supporting that of a “coach”. Because research links effective su-

pervision to probation officers able to have quality relationships with probationers, the ability to employ a human services orientation, and the capacity to use correctional skills, Dr. Lovins and his co-authors made a convincing case for the job role of a “coach” over the job role of a “referee” for probation officers.

Dr. Brian Lovins is a Principal for Justice System Partners (JSP). He earned his Ph.D. in Criminology from the University of Cincinnati, School of Criminal Justice. He is currently the Co-Editor for the American Probation and Parole Association’s (APPA) *Perspectives*. Prior to joining JSP, he was Assistant Director of the Harris County Community Supervision and Corrections Department (CSCD) and the Associate Director for the University of Cincinnati’s Corrections Institute. He has developed a state-wide juvenile risk assessment (Ohio Youth Assessment System: OYAS) and adult risk assessment (Ohio Risk Assessment System: ORAS), as well as validation of a series of pretrial risk assessments. Dr. Lovins has been invited to present to over 200 agencies and routinely trains agencies in the principles of effective intervention, risk assessment, and the delivery of cognitive-behavioral interventions.



Dr. Lovins has received the Dr. Simon Dinitz Award for his work and dedication in helping correctional agencies adopt evidence-based programs and the David Dillingham Award, as well as a being recognized as a Distinguished Alumnus from the University of Cincinnati. His publications include articles on risk assessment, sexual offenders, effective interventions, and cognitive-behavioral interventions.

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## FROM THE BOOKSHELF

*Executive Exchange* welcomes reviews of books and periodicals dealing with community corrections, the criminal justice system, research and evaluations of correctional programs, and management and leadership issues. The reviews found in this issue have been contributed by: Dan Richard Beto, a former Chief Probation Officer in two Texas jurisdictions, a past President of the National Association of Probation Executives, and the founding Executive Director of the Correctional Management Institute of Texas at Sam Houston State University in Huntsville, Texas; and Donald G. Evans, a Senior Fellow with the Canadian Training Institute, a Contributing Editor for *Executive Exchange*, and a former President of the American Probation and Parole Association and the International Community Corrections Association.

### LESSONS IN LEADERSHIP

*Review of Leadership in Turbulent Times, by Doris Kearns Goodwin. New York: Simon and Schuster, 2018. Pp. 496, \$30.00 (hardcover), and \$49.99 (audiobook).*

When it comes to biographies, one of my favorite authors is Harvard-educated scholar, historian, and political commentator Doris Kearns Goodwin. Beginning in the late 1970s and continuing to the present, she had produced a number of bestselling books, including *Lyndon Johnson and the American Dream* (1977), *The Fitzgeralds and the Kennedys: An American Saga* (1987), *No Ordinary Time: Franklin and Eleanor Roosevelt: The Home Front in World War II* (1994), *Wait Till Next Year: A Memoir* (1997), *Every Four Years: Presidential Campaign Coverage from 1996 to 2000* (2000), *Team of Rivals: The Political Genius of Abraham Lincoln* (2005), *The Bully Pulpit: Theodore Roosevelt, William Howard Taft, and the Golden Age of Journalism* (2013).

Dr. Goodwin's most recent book – published last year and the subject of this review – is *Leadership in Turbulent Times*, in which she examines the lives and leadership styles of Abraham Lincoln, Theodore Roosevelt, Franklin Delano Roosevelt, and Lyndon Baines Johnson.

In Part I of the book – “Ambition and the Recognition of Leadership” – the author provides a short biography of her four subjects as they enter public life, devoting a chapter to each. In describing them, she writes:

They differed widely in temperament, appearance, and physical ability. They were endowed with a divergent range of qualities often ascribed to leadership – intelligence, energy, empathy, verbal and written gifts, and skills in dealing with people. They were united, however, by fierce ambition, an inordinate drive to succeed.

The second set of four chapters comprise Part II – “Adversity and Growth” – in which the author recounts how her subjects dealt with serious reversals still early in their respective careers: Lincoln's public reputation was tarnished; Theodore Roosevelt lost his first wife and mother on the same day; Franklin Roosevelt was permanently paralyzed from the waist down due to polio; and Johnson suffered an election defeat. All of them, while taking different approaches, were able to succeed politically.

Chapters 9 through 12 make up Part III – “The Leader and the Times: How They Led” – and are the most interesting part of the book because of their focus on the leadership qualities of persons new to the presidency during very challenging times.

In Chapter 9 – “Transformational Leadership: Abraham Lincoln and the Emancipation Proclamation” – Dr. Goodwin enumerates Lincoln's leadership qualities in conducting a terribly destructive civil war and successfully advocating for the unshackling of Negroes from the bonds of slavery. See Appendix A for a list of leadership qualities the author identifies with the 16th President of the United States.

Following the assassination of William McKinley, Theodore Roosevelt assumed the presidency and was soon faced with the Great Coal Strike of 1902. How the 26th President of the United States dealt with this matter is the primary focus of Chapter 10 – “Crisis Management: Theodore Roosevelt and the Coal Strike.” As in the case of the previous chapter, the author provides examples of how this president's leadership skills were exhibited; they are listed in Appendix B.

“Turnaround Leadership: Franklin Roosevelt and the Hundred Days” is the title of Chapter 11, which provides a detailed description of how the 32nd President of the United States, coming into office at the depth of the Great Depression, took decisive action to turn the country around. Of the four chapters on presidential leadership, I found this one to be the most interesting, because it reminded me of times when I was called upon to take on troubled probation departments and what I had to do on those occasions. Found in Appendix C is a list of leadership behaviors employed by this president as identified by Dr. Goodwin.

In Chapter 12 – “Visionary Leadership: Lyndon Johnson and Civil Rights” – the author examines the leadership style of her former employer, the 36th President of the United States. Like Theodore Roosevelt, Lyndon Johnson came to office as the result of an assassination. In terms of service, he was one of the best prepared persons to assume the presidency, and he was successful in promoting a far reaching domestic agenda – the Great Society – and passing civil rights legislation; unfortunately, the successes he achieved were unfavorably overshadowed by America's involvement in the highly contentious Vietnam War and the ensuing conflicts it caused at home. Notwithstanding his faults, Johnson possessed a number of leadership skills, and they are listed in Appendix D.

The final pages of the book – well over 100 – are devoted to an epilogue – “On Death and Remembrance” – followed by a bibliography, an informative list of business books on the subject of leadership, abbreviations and notes, credits, and an index.

In reading this book I did something I've only done on a couple of occasions, I absorbed it in two different ways; I listened to an audiobook version while driving my vehicle and then read those portions to which I had previously listened. This gave me a greater appreciation and understanding of the book's contents. While I'm not recommending that someone take this approach, I will acknowledge that I found it useful to me. The hardcover of

*Leadership in Turbulent Times* sells for \$30.00; it is available from Amazon.com for \$20.40. And the price of the audiobook is \$49.99; it may be purchased from Amazon.com for \$30.34.

In *Leadership in Turbulent Times*, Doris Kearns Goodwin has produced an excellent book that should be in the library of every person who is interested in American history and presidential leadership. Too, persons wishing to assume leadership positions or advance in a given profession would find this book instructive.

### Appendix A Abraham Lincoln's Leadership Qualities

Acknowledge when failed policies demand a change in direction.  
Gather firsthand information, ask questions.  
Find time and space in which to think.  
Exhaust all possibility of compromise before imposing unilateral executive power.  
Anticipate contending viewpoints.  
Assume full responsibility for a pivotal decision.  
Understand the emotional needs of each member of the team.  
Refuse to let past resentments fester; transcend personal vendettas.  
Set a standard of mutual respect and dignity; control anger.  
Shield colleagues from blame.  
Maintain perspective in the face of both accolades and abuse.  
Find ways to cope with pressure, maintain balance, and replenish energy.  
Keep your word.  
Know when to hold back, when to move forward.  
Combine transactional and transformational leadership.  
Be assessable, easy to approach.  
Put ambition for the collective interest above self-interest.

### Appendix B Theodore Roosevelt's Leadership Qualities

Calculate risks of getting involved.  
Secure a reliable understanding of the facts, causes, and conditions of the situation.  
Remain uncommitted in the early stages.  
Use history to provide perspective.  
Be ready to grapple with reversals, abrupt intrusions that can unravel all plans.  
Reevaluate options; be ready to adapt as a situation escalates.  
Be visible. Cultivate public support among those most directly affected by the crisis.  
Clear the deck to focus with single-mindedness on the crisis.  
Assemble a crisis management team.  
Frame the narrative.  
Keep temper in check.  
Document proceedings each step of the way.  
Control the message in the press.  
Find ways to relieve stress.  
Be ready with multiple strategies; prepare contingent moves.  
Don't hit unless you have to, but when you hit, hit hard.  
Find ways to save face.  
Share credit for the successful resolution.  
Leave a record behind for the future.

### Appendix C Franklin Roosevelt's Leadership Qualities

Draw an immediate sharp line of demarcation between what has gone before and what is about to begin.  
Restore confidence to the spirit and morale of the people; strike the right balance of realism and optimism.  
Infuse a sense of shared purpose and direction.  
Tell people what they can expect and what is expected of them.  
Lead by example.  
Forge a team aligned with action and change.  
Create a gathering pause, a window of time.  
Bring all stakeholders aboard.  
Set a deadline and drive full-bore to meet it.  
Set forth and maintain clear-cut ground rules with the press.  
Tell the story simply, directly to the people.  
Address systemic problems; launch lasting reforms.  
Be open to experiment; design flexible agencies to deal with new problems.  
Stimulate competition and debate; encourage creativity.  
Open channels of unfiltered information to supplement and challenge official sources.  
Adapt; be ready to change course quickly when necessary.

### Appendix D Lyndon Johnson's Leadership Qualities

Make a dramatic start.  
Lead with your strengths.  
Simplify the agenda.  
Established the most effective order of battle.  
Honor commitments.  
Drive, drive, drive.  
Master the power of narrative.  
Know for what and when to risk it all.  
Rally support around a strategic target.  
Draw a clear line of battle.  
Impose discipline in the ranks.  
Identify the key to success; put ego aside.  
Take the measure of the man.  
Set forth a compelling picture of the future.  
The readiness is all.  
Give stakeholders a chance to shape measures from the start.  
Know when to hold back, when to move forward.  
Let celebrations honor the past and provide momentum for the future.

Dan Richard Beto

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## EXPERIENCES OF IMPRISONMENT

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*Review of Surviving Incarceration: Inside Canadian Prisons by Rose Ricciardelli. Waterloo, Ontario, Canada: Wilfred Laurier University Press, 2014 (paperback).*

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In the present context of mass incarceration and longer sentence lengths, those supervising returning citizens should be interested in learning from the individual – what his or her experiences in prison were like – both the positive and the nega-

tive. Doing time and where that time was served can have a significant impact on the outcomes of community supervision. At a day reporting center where I have been involved for over ten years as an interested observer, I have talked to case managers who have told me of clients whose experiences of imprisonment have aggravated efforts to change and to live positive, crime free lives. But there has been little or no systematic research into experiences of individuals surviving incarceration. This particular gap has been considerably narrowed by Dr. Rose Ricciardelli, currently Professor of Sociology at Memorial University of Newfoundland.

Following in the footsteps of earlier investigators – such as M. C. Sykes, John Irwin, and Donald Clemmer – on the effects of the prison experience and the prison culture on those serving time, the author seeks to investigate how the imprisoned protect themselves from threat, risk, and a less than safe environment and how these aspects of prison life are experienced and negotiated, given the various security classifications for the institutions where prisoners will serve their sentence. One helpful aspect of this book is the fact it may spark discussions on how assessment and risk management practices shape the daily lives of both prisoners and parolees. This book is specific in that it is about the experiences of formerly incarcerated men in Canada's Federal prisons, operated by the Canadian correctional system, responsible for the parole service for those released from prison, either by parole or by statute.

The author has organized her account of research into eight sections followed by a very helpful list of references and a useful index that allows the reader to find topics of interest quickly! Another key feature of this book is the inclusion of an individual narrative before each section of the book. This assists in giving the reader a sense of the voices of the incarcerated and is a reminder that beyond theory and numerical accounts we are involved with individuals who are seeking a second chance and an opportunity to work towards living a positive and productive life.

In the introductory section Ricciardelli sets the stage for her study that includes an introduction to Federal corrections in Canada and discusses legislation changes in corrections. The second section discusses the methods behind the study and explains the classification system and asks if prisoner classification works. She also describes how she located the men that comprised her study. The next section deals with prison culture and the fourth section looks at violence in the prison and efforts to manage it as well as its impact on prisoners. The fifth section examines issues related to the inmate code, including what it is and why it exists.

In the next section the author turns her attention to the issues facing sex offender's in the prison environment. Topics covered include stigma in prison, issues of protective custody, lack of resources, as well as public and media perceptions of this cohort of the prison population. The following section examines the personal side of incarceration, such as learning to cope and the need to change, with a main part of coping being able to deal with the negativity fostered by the prison environment. This particular section is worth reading, especially for the emphasis on the prisoner's need to trust in self, acknowledging that change will be from within, and finding ways to hold onto one's self. The last portion of this section has a brief but informative discussion on prison resources and programming that includes the perspec-

tive of the prisoners interviewed. These comments should be of interest to practitioners of community supervision.

In the closing section Professor Ricciardelli reminds the reader that those who are sent to prison "are not a homogenous group of individuals; each person is unique, with their own story their own realities, dreams, ambitions, and pains." From her research into this group of formerly incarcerated men she notes that these individuals are not exclusively good or bad but human beings with much more to their identity than their offending would denote. It is the author's hope that readers will find prisoners and ex-prisoners a group to be less fearful of and consider giving more attention to making prisons humane places, less violent and more conducive to changing behavior, and preparing them for returning to the community with a chance to succeed and maintain their desistance from crime journey.

As I noted at the beginning of this review, my interest is in enhancing and improving community supervision services and reducing recidivism, and have been occupying an office in an urban day reporting center servicing federal parolees. Some of the observations in Ricciardelli's book are what the case managers at the center and I have encountered, and when we have learned more about their prison experience, it has been of assistance in developing goals and counseling approaches that assist in their desistance from crime.

For community supervision agents, the specific ideas expressed or addressed in this book that could be helpful are: the reminder that in prisons there are limited resources and programs that adequately prepare released individuals for community living, and generally there is a lack of information and knowledge of the effect that exposure to prison culture has on individuals under community supervision, especially in "halfway houses." Another important discussion point the author contributes to is the issue of risk assessment and risk management. She discusses the issue of risk knowledge and notes that the general understanding of risk depends on the individual person, his or her life experiences, and his or her current situation. Also we must account for how the risk profile is changed by parole conditions, reception in the community, and services available. If I were to suggest a sequel to this book it would be to examine the effects of exchanging the prison environment for a carceral community supervision strategy more focused on managing risk through monitoring and enforcement.

This book provides insight into the prison experience and provokes thought about related issues that are important to community supervision.

Donald G. Evans

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## REPORTS BRIEFLY NOTED

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### *How Technology Shapes the Future of Crime and Law Enforcement*

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A new report released in July 2019 from Europol triggers discussion about innovation and strategic foresight in European Union (EU) policing. The report – *Do criminals dream of electric sheep: how technology shapes the future of crime and law enforcement* – is introduced in the following media release:

The advent of so-called disruptive technologies – those that fundamentally alter the way we live, work and relate to one another –

## Executive Exchange

other – provides criminals with new ways to pursue their illegal goals, but also equips law enforcement with powerful tools in the fight against crime. To remain relevant and effective, it is necessary for law enforcement authorities to invest in understanding and actively pursuing new, innovative solutions. Europol has published today a report, which will serve as a basis for future discussions between Europol, EU law enforcement and their stakeholders.

Some of the emerging technologies include Artificial Intelligence (AI), quantum computing, 5G, alternative decentralised networks and cryptocurrencies, 3D printing and biotech. These are set to have a profound impact on the criminal landscape and the ability of law enforcement authorities to respond to emerging threats. The disruption comes from the convergence between these new technologies, the previously unseen use cases and applications, and the challenges posed by existing legal and regulatory frameworks.

The report aims to identify the security threats associated with this and points to ways for law enforcement to use the opportunities brought by these technologies to combat crime and terrorism. It also highlights the pivotal role of the private sector and the importance of law enforcement to engage more with these actors. Furthermore, it is of paramount importance that the voice of law enforcement is heard when legislative and regulatory frameworks are being discussed and devel-

oped, in order to have an opportunity to address their concerns and needs, particularly with regard to the accessibility of data and lawful interception.

Europol can deliver additional value in an age of rapid digital technological development by increasingly engaging in expertise coordination and collective resource management, which avoids unnecessary duplication of resources and expertise at the national level. The Europol Strategy 2020+ set out for the organisation to support the Member States by becoming a central point for law enforcement innovation and research.

Europol's Executive Director, Catherine De Bolle, said: "Europol's strategy sets out our ambition to firmly establish Europol as an innovator in law enforcement at the European level. It is no longer good enough to be reactive. Our ability to predict which emerging technologies criminals will turn to next is instrumental to our mission of keeping EU citizens safe. We hope to start a discussion with law enforcement in the Member States and other stakeholders."

To download the full report, click on this link: [Do criminals dream of electric sheep: how technology shapes the future of crime and law enforcement.](#)

And to access other material on the Europol website, visit the following link: <https://www.europol.europa.eu/>.

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## NEWS FROM THE FIELD

### OHIO CHIEF PROBATION OFFICERS ASSOCIATION POSTHUMOUSLY RECOGNIZES MILLER

According to an article appearing in the *Newark Advocate*, on April 4, 2019, **Kelly Miller**, the former Chief Probation Officer of Adult Court Services in Licking County, Ohio, was posthumously presented the *Vince Polito Executive Leadership Award* by the Ohio Chief Probation Officers Association (OCPOA). Miller, who retired in 2014 after 31 years with Licking County, died suddenly in May 2018. The award was accepted by his widow, **Jeannie Miller**.

**Molly Gauntner**, OCPOA President, said Miller exemplified the elements of the award, which included encouraging innovation, inspiring others, and more. “Kelly was a leader for his department and court, OCPOA, and on the field/court. He was very welcoming to new chiefs and was always happy to mentor, educate, and assist. He was a professional, committed and well-informed active member of the association.”

**Scott Fulton**, who assumed Miller’s position when he retired, said Miller took his job seriously because he wanted to make the community better. “He always had that belief – because you have to have that belief in this job – that people can change,” Fulton said. “You always have to believe that and he definitely believed that everyone had the capacity of change. And sometimes that’s hard, especially being the type of offenses he dealt with.”

Like Fulton, Jeannie Miller echoed her late husband’s philosophy when it came to his work, a strong belief in mankind. “He believed that he could make a difference by his work, that he could help people.”

According to Fulton, Miller served as President of the OCPOA in 2011 and 2012. Miller also served as a sports official in Licking County for more than 30 years and was a commissioner of the Licking County League.

### WOLFE ELECTED PRESIDENT OF THE TEXAS PROBATION ASSOCIATION

On April 16, 2019, **Mike Wolfe**, Director of the Judicial District Community Supervision and Corrections Department for Taylor, Callahan, and Coleman Counties, was elected President of the Texas Probation Association (TPA).

A 1978 graduate of Sam Houston State University, Wolfe has been involved in corrections for approximately four decades in three different states. He has served as Deputy Director for Operations with the Parole Division of the Texas Department of Criminal Justice, Chief of Staff in the South Carolina Department of Corrections, and Deputy Secretary in the Florida Department of Corrections.

Since becoming Director of the multi-county Judicial District Community Supervision and Corrections Department headquartered in Abilene, Texas, in October 2004 he assumed an active leadership role in the Lone Star State. He was Chair of the Probation Advisory Committee to the Texas Department of Criminal Justice from 2010 to 2016, after having served on that

committee as Vice Chair for four years. He has been a member of the TPA Adult Legislative Committee since 2005 and has served as a member of the Fiscal Issues Committee of the Community Justice Assistance Division of the Texas Department of Criminal Justice.

Wolfe, a member of the National Association of Probation Executives and several other professional organizations, will serve a two year term.

### MIRASOLO PROMOTED IN MASSACHUSETTS

On April 23, 2019, Probation Commissioner **Edward J. Dolan** announced the appointment of **Brian Mirasolo** as Deputy Commissioner of Field Services for the Massachusetts Probation Service.

Mirasolo, who possesses a bachelor’s degree in legal studies from the University of Massachusetts at Amherst and a Master of Arts degree in public administration from Suffolk University, began his career in the Massachusetts Trial Court as an Assistant Court Service Coordinator with the Community Service Program in July of 2004. In December of 2005, he was appointed to a Probation Officer position in the Suffolk Superior Court. In January of 2008, he was appointed Acting Probation Officer in Charge at the Suffolk County Community Corrections Center. Mirasolo became Acting Chief Probation Officer in the Office of the Commissioner of Probation in May of 2009. He was appointed Field Services Administrator in 2014, a position he held until this most recent appointment.

In addition to his duties with the Massachusetts Probation Service, Mirasolo serves as Editor of *Executive Exchange*, the publication of the National Association of Probation Executives (NAPE). In 2018 Mirasolo was a member of a NAPE delegation to Poland, where he presented at the VII International Probation Seminar orchestrated by the Probation Officer Academy of Poland. It was also in 2018 that he was presented with the *George M. Keiser Award for Exceptional Leadership* by NAPE.

### CHANGES IN CATTARAUGUS COUNTY, NEW YORK, PROBATION LEADERSHIP

On June 28, 2019, Cattaraugus County Probation Director **Gerald Zimmerman** retired from a post he’s held since 2000. According to an article by **Rick Miller** appearing in the *Olean Times Herald*, Zimmerman plans to enter United Lutheran Seminary in Pennsylvania where he will begin studies to become a minister.

At a retirement ceremony County Legislative Chairman **James Snyder** presented Zimmerman with a plaque and thanked him for his more than three decades of service in the probation department. County lawmakers gave Zimmerman a standing ovation as his wife, **Linda Edstrom**, looked on. Edstrom is a former county legislator from Olean.

Zimmerman succeeded **William Keenan**, who he refers to as “my hero.” Upon becoming Director, Zimmerman’s first hire was **Michael Sharbaugh**, who has been named as his successor.

According to the newspaper article, Zimmerman wasn't planning on retiring for another five years, but he felt "nudged" by a call from God who had "a need for me to do something else."

"I love my job," said Zimmerman. "I love what I am doing, but God is leading me. It's not a good idea to say no when God wants you to do something. I've been blessed in this job. It's been a wonderful, fulfilling, creative time. I'm leaving with no regrets and looking forward to what comes next."

### NEW PROBATION CHIEF IN OTTER TAIL COUNTY, MINNESOTA

According to a media release of July 11, 2019, Otter County, Minnesota, announced the hiring of **Michael Schommer** as Director of Probation.

County Administrator **John Dinsmore** welcomed Schommer, "Mike brings wonderful depth and breadth to the Probation Director role. His years of experience with the Department of Corrections coupled with a master's degree in Organizational Leadership provide an excellent blend of what some might call good 'street smarts and book smarts.' His collaborative management style and philosophy will greatly benefit Otter Tail County's Probation Department and our many community partners."

Schommer will fill the position of former Director of Probation, **Desta Lutzwick**, who retired from Otter Tail County after forty-one years of public service in probation.

A Grand Rapids, Minnesota, native and a graduate of Minnesota State University – Moorhead with a bachelor's degree in criminal justice, Schommer interned with Vogel Law as an investigator and began his career in probation with the Department of Corrections (DOC) in St. Cloud, working with offenders deemed highest risk. He has extensive experience working with adults under intense supervision, juveniles in detention facilities, and recently Veterans Court and Drug Court in Clay County. He has served in the DOC Central Office in St. Paul and earned a master's degree in organizational leadership. In 2012, Schommer was named "Minnesota Corrections Agent of the Year."

"There are great agents in the County, and I look forward to being able to support what we are doing. The county has a supportive Board of Commissioners and a responsive Advisory Board – this combination makes Otter Tail County a desirable place to work," remarked Schommer.

When asked about his vision for the department Schommer said, "The way I see it, in probation we are all about public safety. What better way to serve public safety than to help clients recognize the benefits of change and to support them toward this lasting change. Long-term behavior change reduces recidivism, reduces victimization, increases self-accountability and reparation, as well as helps clients become productive members of our community."

### JERMSTAD RETIRES IN TEXAS

Following a distinguished career in public service approaching four decades, on July 24, 2019, **Todd Jermstad** retired as Director of the Bell/Lampasas Counties Community Supervision and Corrections Department headquartered in Belton, Texas.

Jermstad, who earned a bachelor's degree in history and a Juris Doctorate degree, both from Baylor University, began his career in 1980 as a Child Support Attorney for the Texas Depart-

ment of Human Services. In 1983 he was appointed Assistant District Attorney for Brazos County, Texas, later being named First Assistant District Attorney. In 1989 he became General Counsel for the Texas Adult Probation Commission. When all adult criminal justice agencies consolidated, Jermstad was named Assistant General Counsel for the Texas Department of Criminal Justice. Beginning in 1998 he served as Staff Attorney for the Bell/Lampasas Counties Community Supervision and Corrections Department, a position he held until 2009, when he was named Director of the agency, where he provided innovative leadership in creating a number of programs to assist offenders in redirecting their lives.

Through his career in probation, Jermstad has been active in a number of criminal justice organizations. Some of his many memberships include: Advisory Council for the Center for Project Spotlight; Governing Board of the Texas Regional Community Policing Institute; Adult Legislative Committee and Publications Committee of the Texas Probation Association; Board of Directors of the Texas Criminal Justice Coalition; and Board of Directors of the National Association of Probation Executives.

Jermstad is widely published in criminal justice publications, including *Texas Probation*, *Texas Journal of Corrections*, *Executive Exchange*, *Project Spotlight News in Brief*, *Perspectives*, and *Federal Probation*. He has also authored or co-authored several monographs and books, including: *Legal Issues Involving Project Spotlight*; *Reinventing Probation in an Era of Diminishing Resources*; *Civil Liabilities and Other Legal Issues for Probation/Parole Officers and Supervisors* with Rolando del Carmen, et al.; and *Civil Liabilities and Other Legal Issues for Probation/Parole Officers and Supervisors (4th Edition)* with Phillip M. Lyons.

As a result of his leadership in the field of community corrections and his published scholarship, Jermstad has been the recipient of a number of awards and recognitions, including: *Sam Houston State University Award* for scholarly contributions to the field of community corrections presented twice by the Texas Probation Association; *Sam Houston State University Award* for scholarship contributions in the field of corrections presented by the Texas Corrections Association; *President's Award* by the Texas Probation Association; *Judge Clarence N. Stevenson Memorial Award* for significant contributions to corrections presented by the Texas Corrections Association; *Dr. George J. Beto Hall of Honor Award* presented by the Texas Corrections Association; and the *Sam Houston State University Executive of the Year Award* presented by the National Association of Probation Executives.

In retirement Jermstad says he plans to continue to write, consult, and travel.

### DOLAN RECIPIENT OF MAUD BOOTH CORRECTIONAL SERVICES AWARD

Massachusetts Commissioner of Probation **Edward J. Dolan** was presented with the prestigious Maud Booth Correctional Services Award on August 5, 2019, during a luncheon hosted by the Volunteers of America (VOP) at the Hynes Convention Center in Boston. The award is an honor bestowed on a leader in the correctional field whose work demonstrates compassion and belief in the human potential of offenders and ex-offenders.



Dolan has served as Probation Commissioner for the past seven years and is in his second five-year term after being re-appointed commissioner by Massachusetts Trial Court Chief Justice **Paula Carey** in 2018. Under Dolan's leadership, the Massachusetts Probation Service (MPS) has become a leader in criminal justice reform in the Bay State and across the nation. MPS has added a number of initiatives and programs to reduce recidivism such as a new Pre-Trial Services initiative; expanded services at the 18 Community Correction Centers across the state; transportation support for access to and from these centers; a special program for emerging adults, ages 18 to 24; reentry housing and programming for ex-offenders transitioning from correctional facilities including a program for women probationers; and, an innovative pilot partnering with MassHealth, other correctional agencies and designated health centers to provide probationers with comprehensive case management for medical, behavioral health care and addiction treatment services.

"It is an honor to receive the Maude Booth Correctional Services Award. In addition to being named to a distinguished list of prior recipients, that this recognition comes from such a wonderful organization as the Volunteers of America (VOA) makes it all the more meaningful. The VOA has positively impacted the lives of millions of Americans, focusing on the neediest among us, dating back to its founding in 1896," Dolan said.

Prior to his appointment as Probation Commissioner, Dolan was the Commissioner of the Department of Youth Services. He served as Chief Operating Officer at Massachusetts Half Way Houses, Inc., and a Forensic Manager for the Massachusetts Department of Mental Health. Dolan was Executive Director of the Massachusetts Parole Board and its Director of Research, Planning and Systems Development. His past positions include serving as court planner on the staff of the Trial Court Chief Administrative Justice Arthur Mason. Dolan earned a master's degree in public administration from the Maxwell School at Syracuse University and a bachelor's degree in government from the University of Massachusetts-Amherst.

The award given in the name of **Maud Booth** honors individuals whose leadership has made an impact on improving public policies, programs, and services in the criminal justice field. Booth and her husband co-founded Volunteers of America with a promise to "go wherever we are needed and do whatever comes to hand." She is considered one of the great prison reformers of the 20th century. Booth's tireless advocacy led to the gradual elimination of "the lock step, ball and chain, prison stripes, and the indiscriminate use of solitary confinement," according to VOA. She also established the nation's first system of halfway houses to help inmates transition after their sentences were over.

### NEW CHIEF PROBATION OFFICER NAMED FOR FIRST JUDICIAL DISTRICT IN NEBRASKA

According to a media release from the Nebraska Judicial Branch, **Ashley Griess** began service as Chief Probation Officer in the First Judicial District on September 1, 2019. The First Judicial District includes Fillmore, Gage, Jefferson, Johnson, Nemaha, Otoe, Pawnee, Richardson, Saline, and Thayer Counties. As Probation Chief, Griess will manage a staff of over 40 employees, which includes 25 probation officers in six office locations throughout the district.

Griess, who earned a bachelor's degree in psychology from the University of Nebraska – Omaha, has served as the Chief Deputy in this district since 2017. She joined the judicial branch in 2011 and has experience as a specialized officer in both the adult and juvenile justice systems.

She is an experienced statewide trainer in a multitude of topics including, Motivational Interviewing, Case Management, Advanced Coaching for Excellence, and Continuous Quality Improvement practices. She is a strong supporter of problem-solving courts and has established working relationships with stakeholders across the ten counties that make up the First District.

### NEW DIRECTOR IN MULTNOMAH COUNTY, OREGON

According to a county media release, on September 12, 2019, the Multnomah County Board of Commissioners formally appointed **Erika Preuitt**, a longtime County probation and parole officer, as director of the Department of Community Justice.

Preuitt, who has served as interim director for 11 months, came up through the ranks of the department as a parole and probation officer. She will now officially oversee the 600-person organization made up of parole and probation officers, juvenile court counselors, custody service specialists, corrections technicians and administrative staff.

"I have been honored to grow up in this agency," Preuitt said. "It gives me a unique perspective of our strengths and where we need to improve. I look forward to working with our beautiful tapestry of staff as we implement the Workforce Equity Strategic Plan, recover from devastating budget reductions and affirm our commitment to evidence-based practices, reducing racial and ethnic disparities within our system.

Preuitt became a parole and probation officer in Multnomah County more than 25 years ago. The Portland native grew up in Northeast Portland and was raised in a family entrenched in public service. Her mother was the first African American woman hired as a police officer by the City of Portland and the State of Oregon in 1973. She was also one of the first five women placed on street patrol. Even with a demanding job, Preuitt's mother volunteered as a coach, was active in her church, and served as "Officer Friendly" in local schools. Preuitt's father, a local award-winning blues musician and community activist, currently is a leading advocate for health care for all. "The example they set put me on a path of wanting to build community and influence the lives of those involved or impacted by community violence," Preuitt said.

Preuitt was first assigned to Multnomah County's Department of Community Justice Intensive Case Management Program working with justice-involved women. She also spent significant time assigned to the Adult Gang Unit, helping gang members change their behavior. Her talents were quickly noticed as she was promoted to community justice manager, then district manager, and then director of the Department's Adult Services Division. She was promoted to deputy director of the Department of Community Justice in April 2018.

Preuitt, a member of the National Association of Probation Executives, is a past President of the American Probation and Parole Association.

### DELEGATION VISITS POLAND AT INVITATION OF THE POLISH NATIONAL POLICE

On September 15-22, 2019, **Dan Richard Beto**, Chair of the International Committee of the National Association of Probation Executives and a former President, visited Poland at the invitation of the Polish National Police. Accompanying Beto were **Jurg Gerber**, Professor of Criminal Justice and Director of International Initiatives for the College of Criminal Justice at Sam Houston State University, and **Wayne Dicky**, Jail Administrator for Brazos County, Texas, and a past President of the Texas Jail Association and the American Jail Association.

On Sunday, September 15, their first day in Poland, Beto and Dicky met in Warsaw with **Colonel Rafał Wasiak**, Advisor for the Bureau of International Police Cooperation for the Polish National Police, during which they discussed mutual cooperation, exchanges, and issues facing the criminal justice system. Wasiak was kind enough to spend some time with them and arranged a special tour of the Soviet-built Palace of Culture and Science.

During the morning of Monday, September 16, Beto and Dicky did some sightseeing in beautiful Warsaw before being met by **Major Jolanta Szymulewska-Ozioro** of the Social Communication Department of the Regional Police Headquarters in Olsztyn, the capital of the Warmia-Masuria Province in northeastern Poland, where the delegation would spend the week. Prior to traveling to Olsztyn, the third member of the delegation – Gerber – was collected at the Warsaw airport.

The Warmia-Masuria Province has an area of 9,341 square miles and a population exceeding 1,500,000 people. Among the most visited attractions is the Masurian Lake District, which contains more than 2,000 lakes. Other recognizable landmarks are the Warmian castles – Lidzbark Warmiński Castle, Pieniężno Castle, and Olsztyn Castle – and the Cathedral Hill in Frombork, where Polish astronomer Nicolaus Copernicus lived and worked. The Grunwald battlefield in Masuria is site of the annual reenactment of one of the largest battles of Medieval Europe. Święta Lipka in Masuria and Gietrzwałd in Warmia are popular pilgrimage sites.

Upon arriving in Olsztyn, the delegation met and had dinner with their host, **General Tomasz Klimek**, the Commander-in-Chief of Police for the Warmia-Masuria Province.

On Tuesday morning, September 16, members of the delegation were taken to police headquarters for a meeting with General Klimek and members of his command staff, during which they received an informative briefing about police activities in the Warmia-Masuria Province. During the briefing the issue of public confidence was discussed, with research showing that the police in the region enjoyed a high level, much higher than many other institutions, organizations, and governmental agencies.

After the briefing the delegation was driven to the prison at Barczewo, where they were met by **Lt. Colonel Marek Kulwicki**, Superintendent of the institution, who provided an overview of the facility and its programs. The prison, located in a 210 year old former Catholic monastery with many additional modern buildings, has a mixed population of 762 pretrial and sentenced prisoners. The correctional institution offers a number of therapeutic programs, including music and art. Found within the grounds of the prison is an old church that was part of the original monastery. During the tour of the facility, which was quite thorough, the delegation observed a demonstration on

cell extraction of a violence prisoner. As in the case of other Polish prisons Beto had visited, this one was well managed and appeared to meet the late criminologist **John Conrad's** qualities of a good prison – “lawful, safe, industrious, and hopeful.”

In the evening Major Szymulewska-Ozioro and a colleague provided members of the delegation a tour of the Old Town Olsztyn.

Wednesday, September 18, proved to be the longest day, with most of the program organized around seeing parts of this beautiful province. The first stop was Święta Lipka, a village known for its pilgrimage church, Our Dear Lady of Święta Lipka, a masterpiece of Baroque architecture. While at the church the delegation was privileged to hear an organ concert consisting of both religious and classical music. Nearby the church the delegation visited the Reszel Castle, a fortress built between 1350 and 1401 by the Teutonic Order. Currently the castle houses the branch of the Museum of the Warmian-Masurian Voivodeship in Olsztyn, a hotel, and a restaurant.

The next stop for the delegation was a new police station in Korsze. The commander of the police station – **Superintendent Adam Sternik** – provided a tour of the new facility and gave an overview of the operation. There are 15 persons assigned to this police station, with four involved in criminal investigations, seven on patrol, and two involved in community policing.

From Korsze the delegation was driven to the Wolf's Lair, Adolf Hitler's first Eastern Front military headquarters in World War II. The complex, which became one of several Führer Headquarters in various parts of Eastern Europe, was built for the start of Operation Barbarossa – the invasion of the Soviet Union – in 1941. The top secret, high security site was in the Masurian woods about 5 miles east of the small East Prussian town of Rastenburg, now in Gierłoż. Three security zones surrounded the central complex where the Führer's bunker was located. These were guarded by personnel from the Reich Security Service and the Wehrmacht's armored brigade. Despite the security, the most notable assassination attempt against Hitler was made at the Wolf's Lair on July 20, 1944.

Through the efforts of police, an English-speaking guide – **Czesław Puciato** – was secured for the delegation; he did an exceptional job of communicating the significance of this military fortress and providing details surrounding the assassination attempt on Hitler's life. The time and resources it took to build this fortress campus, and others, is unfathomable.

The next stop was Mikołajki, a town dating back to the 1400s located near the Śniardwy, the largest lake of the Masurian Lake District. In Mikołajki the delegation met with the commander of police operations – **Andrzej Jaźwiński** – as well as General Klimek. They provided an overview of this section of the Warmia-Masuria Province, which contains many lakes. Following the briefing, members of the delegation and several police officials got on two police boats and went through nine beautiful lakes of varying sizes, connected by channels, to Giżycko, where a special dinner was scheduled. Giżycko, dating back to Roman times, is a popular summer tourist destination due to its location within the Masurian Lake District and possesses numerous historical monuments, including a 14th century Teutonic castle.

On Thursday, September 19, the delegation first visited the border crossing at Grzechotki, a village close to the border with the Kaliningrad Oblast of Russia. Beto, Gerber, and Dicky met with the Deputy Commander of the Border Guard and two

members of his administrative staff. They provided a thorough briefing of their duties and challenges they face. With a primary purpose of protecting the citizens of Poland and the European Union, the Border Guard and Customs Service focus on keeping unwanted individuals out of Poland and preventing contraband from entering the country. In addition, there is a great market in Russia for automobiles produced in the European Union, and it is the Border Guard's responsibility to keep stolen vehicle from leaving Poland. The mission is accomplished by developing highly trained employees who embrace the vision of a safe Poland.

The delegation was provided a tour of every facet of the operation. In addition to highly competent and committed employees, the Border Guard and the Custom Service rely on technology – motion detectors, cameras, sophisticated x-ray equipment, and multiple databases – to successfully perform their duties. In protecting the border, dogs, helicopters, and patrols are also used. On any given day – with Fridays and Saturdays being heavier – approximately 3,000 vehicles pass through this particular checkpoint; an estimated 70% are Russians visiting Poland, most of whom are tourists who come to do some shopping or spend a brief holiday.

The next stop was Braniewo, the second largest city in Warmia after Olsztyn and one of the historical centers of the region, where the delegation met with **Major Anna Kos**, the second-in-command of the local police, who provided a tour of the local museum featuring exhibits about the history of this area of Poland.

From Braniewo, the delegation was driven to Frombork, first mentioned in the 13th century. In the early 16th century it was the residence of the polymath **Nicolaus Copernicus**, who used it as a site for several of his observations. Upon arriving in this town, the delegation met with **Warrant Officer N. Piotrowski**, who is in charge of police operations in Frombork, just outside the Archcathedral Basilica of the Assumption of the Blessed Virgin Mary and Saint Andrew, a Roman Catholic Church located at Cathedral Hill. The police had arranged for a local English-speaking guide to take the delegation through the church and part of the fortification.

Friday, September 20, proved to be a combination of business and pleasure. The delegation was driven to the Police School in Szczytno, which is equivalent to a university in that it offers undergraduate, graduate, and doctorate degrees in police-related subjects. The delegations was introduced to **Dr. Anna Świerczewska-Gąsiorowska**, a Lt. Colonel and the second-in-command of the school, and members of her staff, including **Dr. Hab. Jarosław Radosław Truchan**, a Major, who had been to Sam Houston State University as a participant of a small police delegation. We were provided a briefing about the school; in addition to college courses, training is offered in specific areas. The school also has a research division; based on conversations, it appeared that the research is relevant and that it is designed to inform practice. Following the briefing, Beto, Gerber, and Dicky were shown around the campus, with particular emphasis on the library, a police memorial, and what may be described as a simulator–critical incident command training center. During the visit, Beto and Gerber discussed the subject of police-probation partnerships with Major Truchan.

After leaving the Police School, the delegation was driven to Gietrzwałd, a village that is a popular Roman Catholic pilgrimage destination. The most important religious monument in Gi-

etrzwałd is the Shrine of the Virgin Mary and the Stations of the Cross located near the forest. There is also a rosary alley leading to the associated spring, the Chapel of the apparitions and the picture of Virgin Mary.

The next stop, just a short distance away, was Sielanka, a Polish restaurant, where the delegation had its final meeting and dinner with General Klimek, during which he asked questions about the delegation's thoughts on the program and on this area of Poland. The responses were extremely favorable.

On the morning of Saturday, September 21, the delegation's final day in Olsztyn, Major Szymulewska-Oziuro and her daughter provided a tour of Old Town. Around noon members of the delegation were driven back to Warsaw, where they had an early return flight on Sunday morning. While in Warsaw Beto had a conversation with Col. Wasiak and provided a favorable report on the week's activities in the Warmia-Masuria Province.

### URSULA LIFOIFOI-ALDAN PASSES AWAY

A media release from the Judiciary of the Commonwealth of the Northern Mariana Islands (CNMI), a territory of the United States, reports the passing of former NAPE member **Ursula I. Lifoifoi-Aldan**, CNMI Chief Probation Officer. The media release reads as follows:

The CNMI Judiciary joins the rest of the CNMI government, family, and friends in mourning the death of Chief Probation Officer Ursula I. Lifoifoi-Aldan, who passed away in San Diego, California on Saturday, September 21, 2019, PST. She was one of the CNMI's most dedicated and longest serving probation officers.

Chief Lifoifoi-Aldan leaves behind a record reflecting service of over 29 years as a law enforcement officer with the Judiciary, four years as Acting Chief of Labor with the Executive Branch's former Department of Commerce and Labor, three months as an Assistant to the Senate Standing Committee on Fiscal Affairs with the Legislative Branch, and four months as a Counselor with the Office of Vocational Rehabilitation. Her extensive government services also include committed efforts and memberships in criminal justice stakeholder groups such as the CNMI Family Violence Task Force, the CNMI Sexual Assault and Domestic Violence Coalition, the Criminal Justice Information System Committee, and the Sex Offender Registration Administrative Board. Chief Lifoifoi-Aldan also selflessly served the CNMI as a board member on the Saipan Higher Education Financial Assistance Board, a scholarship oversight authority under the Office of the Mayor of Saipan.

Initiated in the ranks of adult probation supervision as a Probation Officer I in 1981, Chief Lifoifoi-Aldan became a Probation Officer II in 1985, Probation Officer III in 1995, and Chief Probation Officer in 2002. She is recognized as the first female Chief Probation Officer for the local judiciary, serving almost 17 years in this capacity. From late 2012 to early 2017, Chief Lifoifoi-Aldan was tasked by Chief Justice Alexandro C. Castro to simultaneously serve as the Deputy Director of Law Enforcement for the CNMI Judiciary, effectively supervising both the Office of Adult Probation Services and Marshals Service Division for nearly five years.

Chief Lifofoi-Aldan's commitment to the rule of law and best practices for supervision of adult defendants on probation brought the CNMI's compliance and monitoring efforts to an elevated level of distinction. She worked tirelessly to determine the best course of rehabilitation for offenders; balanced community safety and gainful reintegration; met court-ordered supervision conditions; forged partnerships to maximize limited resources; promoted programs and incentives that reduced recidivism; recommended and implemented enhancements to the criminal justice system; promoted officers' professional development and self-care; and led a dedicated team of officers to carry out the mission and vision of the courts. She spent significant efforts strengthening safety and security protocols for all concerned. Recognizing her contributions, the American Probation and Parole Association or APPA named her the annual awardee for their organization. Also, in 2017, Chief Lifofoi-Aldan bested other managers and was the recipient of the CNMI Judiciary's coveted Chief Justice Award.

"It is indeed a very sad time for the third branch of government. Our mold remediation and air-conditioning problems, Typhoon Yutu's destruction of the Guma' Hustisia, and now this – losing one of our most valuable employees in the Office of Adult Probation and Supervision. When we are asleep, Ursula and her team made sure our community on Saipan, Tinian, and Rota were safe. Thank you, Ursula. You were an awesome leader in the Judiciary. We will surely miss you," stated Chief Justice Alexandro C. Castro.

Presiding Judge Roberto C. Naraja expressed, "As one of the longest, hardworking and precious member of our Judiciary family, for more than twenty nine years, Chief Probation Officer Ursula I. Lifofoi-Aldan,

affectionately known as "Ulang," was committed to the pursuit of justice and enhancing her treasured division, the Office of Adult Probation and Supervision. She was a personification of NMI Judiciary values and dedicated every day to protecting community safety and assisting victims through offender rehabilitation. She has chosen her officers well, trained them to be at their best; and has put the CNMI recognition nation-wide, not only as a regional representative of the APPA, but also receiving one of the most prestigious awards in 2017, to wit: the APPA 2017 Membership Award. She will be missed dearly by the Judiciary family. Boy and children – Plumeria, Skye, Oceana, and Sunny – we share the heartfelt and treasured loss of your wife and mom – as we do as family members of her second home, the Judiciary."

Chief Lifofoi-Aldan's community service included various roles in the Diocese of Chalan Kanoa's Santa Remedios Parish and other church groups, and as a "Common Sense Parenting" instructor for the program under the Division of Youth Services with the Department of Community and Cultural Affairs.

A dedicated wife, mother, and grandmother, Chief Lifofoi-Aldan leaves behind her loving husband of 35 years, Francisco "Boy" Aldan, four daughters – Plumeria Joy, Skye Lynn, Oceana Pia, and Sunny "Sunshine" Frank – sons-in-law Kolani Castro, Edwin Hofschneider Jr., and Kyle Songsong, and five grandchildren.

Funeral services were held on Friday, October 4, 2019, at 11:00 AM at the Nuestra Señora Bithen Delos Remedios (Santa Remedios) Church in Tanapag, Saipan. Interment services followed at the public cemetery in Tanapag, Saipan.

Back in the 1990s Ursula participated in the Executive Development Program for New Probation Executives, a joint training

### INFORMATION ABOUT EXECUTIVE EXCHANGE

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

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

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

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

initiative of the National Institute of Corrections, the National Association of Probation Executives, and the Correctional Management Institute of Texas at Sam Houston State University. She was active in NAPE for a number of years.

### HAKE RETIRES IN RIVERSIDE COUNTY, CALIFORNIA

After more than three decades of service, Riverside County Chief Probation Officer **Mark A. Hake** retired in September 2019 after having led the department since April 2013.

“Being selected Chief Probation Officer was one of the proudest moments in my life and over the past six years I have considered it one of my life’s greatest honors to serve the department as its chief,” Hake said. “I’m grateful for the opportunity to have led an organization of such dedicated and talented people.”

Hake began his career in 1989 as a group counselor at Riverside Juvenile Hall and ascended through the ranks, joining the Executive Management Team in 2009. Over the course of his career, he has been instrumental in shaping the Probation Department’s role in the criminal justice system. He was part of the group that guided the department through the challenges of the 2011 Public Safety Realignment which shifted adult parole responsibilities from the state to the county level and included significant impacts to local justice system agencies.

During his tenure, the department increased the use of youth diversion programs focusing on alternative treatment rather than incarceration, which has been beneficial to youth and their families. Programs such as Wraparound Services, Independent Living Skills, Youth Diversion Team, and Home Supervision reduced further entry by youth into the criminal justice system and have led to a sharp decline in juvenile incarceration in the county.

“I’m proud to have been part of the team that built Riverside County Probation into the innovative, progressive, and respected agency it is today,” Hake said. “It’s the right time for a new chief to come in and take the department to the next level.”

The Riverside County Board of Supervisors appointed **Ronald Miller, II**, as the interim chief; Miller has been with the department for 32 years, serving most recently as Assistant Chief Probation Officer since September 2018.

### JOAN PETERSILIA, ESTEEMED CRIMINOLOGIST AND SCHOLAR, PASSES AWAY

On September 23, 2019, **Joan Petersilia**, esteemed criminologist and scholar, passed away from ovarian cancer. Found on the website of the Welch-Ryce-Haider Funeral Chapels of Santa Barbara, California, is her obituary.

Joan was a loving wife, mother, sister, friend, researcher, teacher and mentor who passed away from ovarian cancer at age 68. Her loss is deeply felt by her family, many close friends, cherished colleagues, and former students. Joan’s outgoing, enthusiastic personality served her well as she enjoyed frequently hosting family and friends. Joan especially cherished the opportunity to get to know her students on a personal level.

Joan was born in Pittsburgh, PA to Ernest Lester Ramme and Ann Marie Zapponi Ramme. Joan was the

third of four daughters born to this Air Force family. She moved frequently throughout her childhood before settling in California.

Joan earned her BA degree in sociology from Loyola University of Los Angeles in 1972, her MA in sociology from The Ohio State University in 1974, and her PhD in criminology, law and society at the University of California, Irvine in 1990.

In 1974, Joan began her career as director of the Criminal Justice Program at the RAND Corporation. From 1992 to 2009, she served as Professor of Criminology, Law and Society at the University of California, Irvine.

Joan spent the last decade of her life as the Albert H. Sweet Professor of Law at Stanford University. The outstanding students she mentored there continued to inspire her teaching and research.

Joan produced award-winning criminological research that addressed problems in sentencing and corrections. Her body of work and sustained commitment to bringing social science research to bear on crime policy was heralded by scholars, government officials, and practitioners alike, and it earned her the 2014 Stockholm Prize in Criminology, arguably the most prestigious award in criminology. Joan also served as president of the American Society of Criminology in 1990.

Joan was also passionate about helping people with developmental disabilities. In addition to research on how the criminal justice system impacts people with developmental disabilities, she actively supported organizations such as the Alpha Resource Center, Special Olympics, Fragile X Foundation, Path Point, and the Housing Authority of the City of Santa Barbara.

Above all, Joan was a devoted wife and mother. In Steve Thomas, she found a loving, supportive, faith-filled spouse and devoted stepfather to Jeff and Kyle. Her three “boys” were the light of her life.

Joan is survived by her husband, Stephen Richard Thomas, her sons Jeffrey Ramme Petersilia and Kyle Gregory Petersilia, her two sisters Margaret (Peggy) Ann Johnson (Douglas), Jeanne Ramme Sydenstricker (Robert Michael), nephews Stephen Michael Sydenstricker and Brent Ramme Sydenstricker, nieces Lindsay Rosewater Sacco, Andrea Michelle Johnson and Stacy Johnson Kassoover. Her sister, Patty Ramme Rosewater Kelly, preceded her in passing. She is also survived by her step-children, Rebecca Lynn Dunniway, Matthew Erech Thomas (Yesenia) and step-grandchildren Eric William Dunniway, Todd Stephen Dunniway, Sierra Kathryn Thomas, and Aidan Christopher Thomas.

Joan was an active member of St. Athanasius Orthodox Church in Santa Barbara for many years. A private funeral will be held for immediate family.

Remembrances may be made to Santa Barbara Special Olympics, 281 Magnolia Avenue, Suite #200, Goleta, CA 93117. This organization held a special place in Joan’s heart.



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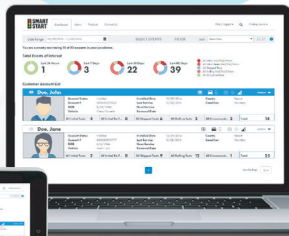


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# NATIONAL ASSOCIATION OF PROBATION EXECUTIVES

## Who We Are

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

## What We Do

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

## Why Join

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

## Types of Membership

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

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

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

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

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

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