

PERSPECTIVES

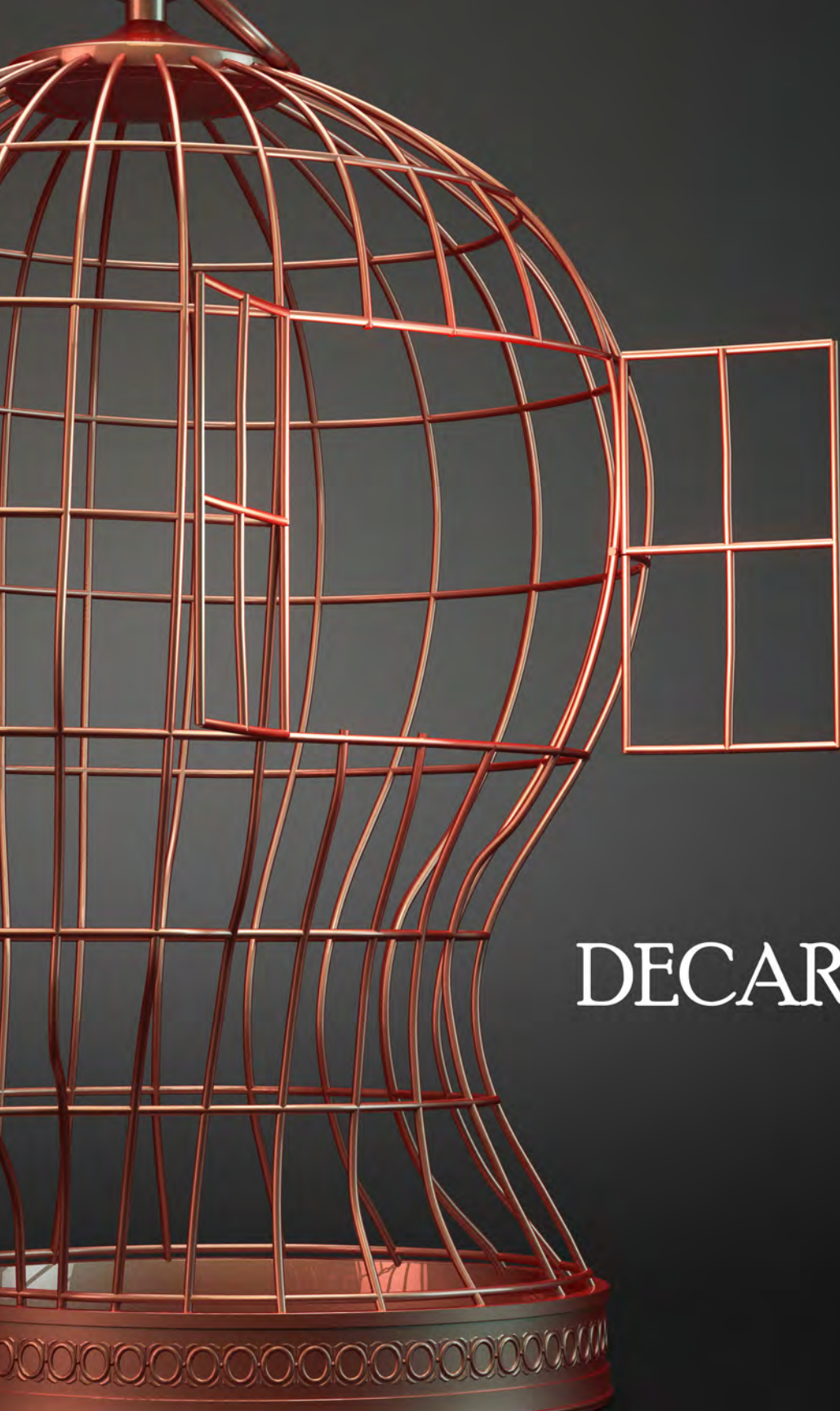
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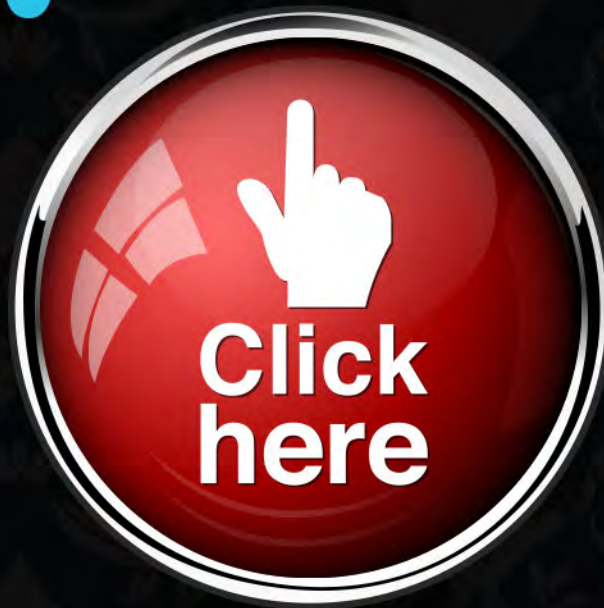
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president's message

In response to the national tragic events involving law enforcement officers and members of the public, APPA leadership sent out a message to our membership. In that message, we said that we are committed to providing solutions for strengthening how our profession interacts with, engages and supports communities as we seek understanding, peace and healing.

We also challenged our membership to have the difficult, but necessary conversations about issues related to these incidents, such as race, use of force, justice, fairness and trust.

During APPA's 41st Annual Training Institute, we took on the challenge ourselves. We held our first ever Diversity Dialogue, co-sponsored by our Diversity and Executive Committees. More than 50 attended, despite spending all day in workshops.

Several lessons emerged from this dialogue. One lesson is there are no clear sides to this issue. We are part of the community that has been harmed, and part of the community that has done the harming.

We also learned we cannot ignore the issue. Participants shared that it was not enough for their leadership to direct staff to be more vigilant about their personal safety; they wanted more from leadership. They wanted to talk about the issue, to share their feelings, and to share their fears and their hopes. They wanted better, more lasting solutions that would not further divide them from their communities. Personal safety is important, but it is not the end of the conversation.

Effectively engaging others was another clear lesson. Several approaches were shared. These included holding monthly multi-agency meetings, hosting community "meet and greets" and sharing meals in local neighborhoods so neighbors can visit casually with law enforcement officers and representatives from other governmental agencies.



SUSAN BURKE
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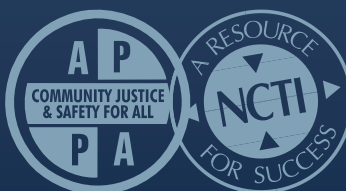
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president's message

The point is to listen to different points of view. Really listening also means making sure all voices are part of the discussion, from law enforcement voices to the voices of individuals under supervision to the voices of children who are observing what is happening.

The point is to listen to different points of view. Really listening also means making sure all voices are part of the discussion, from law enforcement voices to the voices of individuals under supervision to the voices of children who are observing what is happening.

Community corrections agencies need to be present at these meetings and forums. We need to be breaking bread with community members, and continuing to go into their homes, schools and neighborhoods. We can be a strong figure in helping to grow trust in agencies whose charge is to protect the public but to also help individuals attain restoration and independence.

As justice reform measures sweep across our country, our role becomes even more prominent in this work. More individuals will remain in their communities under supervision rather than incarcerated. While they may be lower risk, they are likely to have higher needs. We are best positioned to help them succeed, and to improve their functioning.

But we first need to build relationships and be the figure that is giving voice to what is needed for families to thrive. This work is difficult, but critical. As one person shared during our Diversity Dialogue event, we are planting a seed. We might not see the tree grow and bear fruit, but without the seed, nothing will happen.

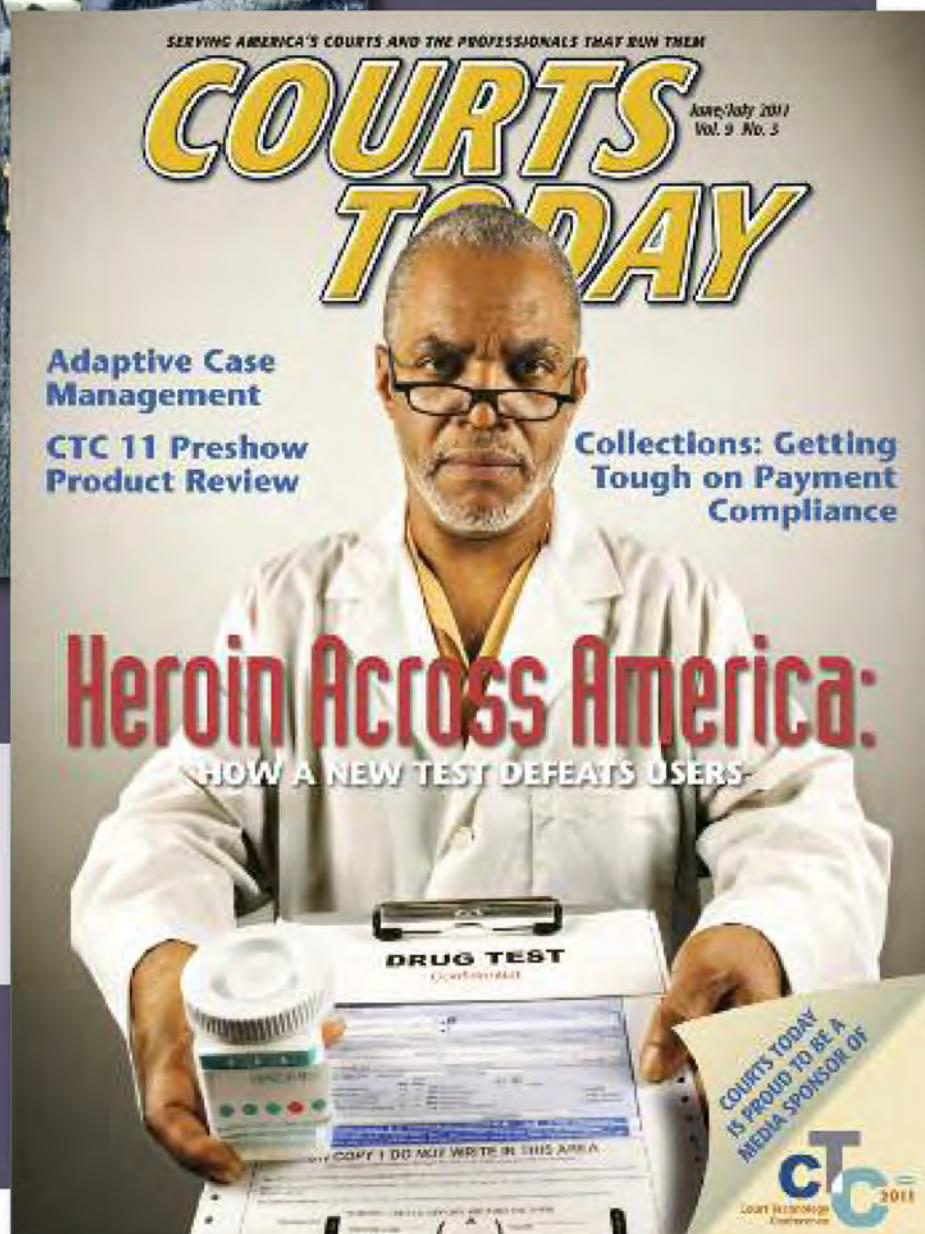




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DE CARCERATION



FAYE S. TAXMAN

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At the time of the first National Reentry Week (May 2016), the U.S. Department of Justice indicated that it would no longer refer to individuals with a history of involvement in the justice system by using labels such as "felon," "convict," or "offender." While these problematic and potentially stigmatizing terms have been typically used to refer to those who have been incarcerated, they have also been applied to those who had prior histories of community supervision. This terminology change is part of a continuing effort to restore a sense of citizenship for those in both groups and to help clear the path to their becoming productive community members.

The role of the returning citizen is changing as part of the effort to undo the effects of mass incarceration and mass supervision that many consider to reflect an overuse of the justice system. One significant development is a growing recognition that peer navigators are an important component of the process of assisting individuals reentering after prison/jail or a term of community supervision. Peer navigators can play an invaluable role as facilitators of change, and an added benefit is that the availability of such positions provides employment for those who have histories of justice involvement. The next edition of *Perspectives* will focus on this topic.

In the current edition we are featuring essays from five individuals who are involved with JustLeadershipUSA, including the founder, Glenn Martin. This new organization is devoted to empowering individuals who have been involved in the justice system to step up and lead the drive to alter crime control policies (<https://www.justleadershipusa.org/>). Like other advocacy organizations that have emerged in the last decade, JustLeadershipUSA seeks to train and support informed, dedicated community leaders. Year-long leadership training programs are sponsored by this organization in communities across the United States and are open to those who have experienced the reentry process and desire to advance their community engagement skills (see <https://www.justleadershipusa.org/leadership/#more>). Program participants are selected each year through an application process.

The five essays chosen for publication provide important insights into the role that probation and/or parole has played in the lives of some JustLeadershipUSA participants, and they also include useful ideas on how probation and/or parole can assist individuals in becoming productive citizens. In addition to Mr. Martin, the authors are Khalil Cumberbatch, Toni Burton, Juan Gomez, and Steve Gordon. We encourage you to read each of their interesting contributions and discuss them at staff meetings, as each essay illustrates different aspects of the important ways that the probation and parole process lays the groundwork for success. Probation and parole officers can certainly learn from the experiences shared by these writers. Probationers or parolees who have the opportunity to read these essays will also benefit from learning about how different people have pursued various accomplishments. Each essay is truly worthwhile.

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instructions to authors

PERSPECTIVES disseminates information to the American Probation and Parole Association's members on relevant policy and program issues and provides updates on activities of the Association. The membership represents adult and juvenile probation, parole, and community corrections agencies throughout the United States and abroad. Articles submitted for publication are screened by an editorial committee and, on occasion, selected reviewers, to determine acceptability based on relevance to the field of criminal justice, clarity of presentation, or research methodology. PERSPECTIVES does not reflect unsupported personal opinions. Submissions are encouraged following these procedures: Articles can be emailed to perspectives@csg.org in accordance with the following deadlines:

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Unless previously discussed with the editors, submissions should not exceed 12 typed pages, numbered consecutively and double-spaced. All charts, graphs, tables and photographs must be of reproduction quality. Optional titles may be submitted and selected after review with the editors.

All submissions must be in English and in American Psychological Association (APA) Style. Authors should provide a one paragraph biography, along with contact information. Notes should be used only for clarification or substantive comments, and should appear at the end of the text. References to source documents should appear in the body of the text with the author's surname and the year of publication in parentheses, e.g., to (Mattson, 2015, p. 73). Alphabetize each reference at the end of the text using the following format:

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WEARABLE TECHNOLOGY: THE FUTURE OF COMMUNITY CORRECTIONS?



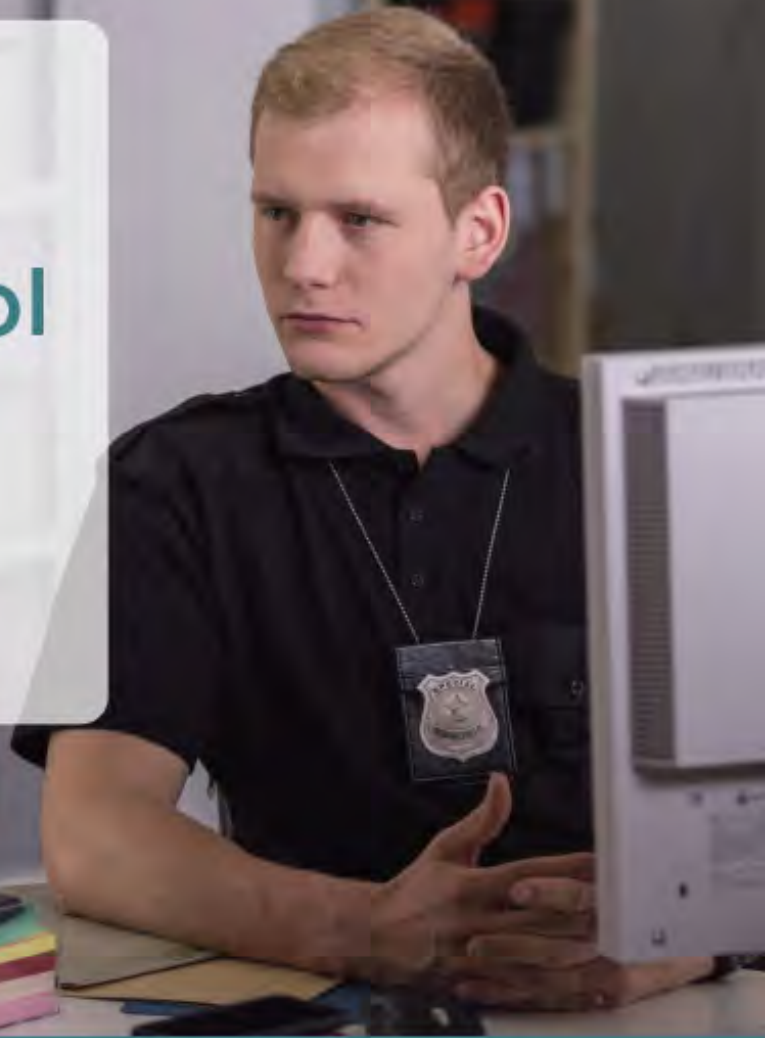
Humans are growing increasingly fascinated with measuring all aspects of their daily lives. This trend, also known as the “quantified self” movement, is all about gathering data to better understand our bodies and our behaviors so that we can improve in some way. Many self-tracking efforts tend to focus on health and wellness. Indeed, the Pew Research Center estimates that 69% of adults in the U.S. track at least one health indicator (Fox and Duggan, 2013). Individuals track such metrics as activity level, weight, caloric intake, sleep, mood, blood pressure, and heart rate. Of course self-measurement is not limited to health issues, and many people track things like their spending habits, productivity, or carbon footprint as well.

Why track? As Peter Drucker famously said, “What gets measured, gets managed.” Therefore, data are essential to benchmark a current state and to determine whether we are making progress toward a desired result. One of



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the major drivers of the quantified self-movement has been technology. Although self-tracking can certainly be accomplished with a pen and pencil, the emergence of wearable technology, associated apps, and connected devices like smartphones has made it more accessible than ever before.

Although self-tracking can certainly be accomplished with a pen and pencil, the emergence of wearable technology, associated apps, and connected devices like smartphones has made it more accessible than ever before.

The use of wearable technology to gather data is not a new concept in community corrections, though the wearer has not always been an enthusiastic participant. Electronic monitoring bracelets have been in use for more than 30 years, first to monitor house arrest orders and later to determine the location of offenders. Offenders have been wearing devices that collect and transmit transdermal alcohol readings since 2003. Similarly, wrist-worn devices that track offenders' sleep patterns in an effort to identify potential drug or alcohol use have been available for more than 10 years. Given community corrections' long and beneficial history with the use of wearable technology to collect personal data and supervise offenders, keeping track of advances and new opportunities is important.

POTENTIAL NEW APPLICATIONS

In an effort to curb gun violence, researchers from the University of Pennsylvania have studied the feasibility of detecting gunshots with wearable technology, specifically accelerometers (Loeffler, 2014). Through the use of wrist-worn sensors it is possible, the researchers note, to reliably distinguish the physical activity associated with firearm use from other human activities. Measurements related to initial blast wave, recoil, and muzzle lift were key elements in making this determination. Such a sensor could be a powerful tool in the supervision of gang members and other offenders with a history of firearms possession and/or use.

Wearable technology also has the potential to help offenders with mental illness better manage their emotions. Researchers in Canada are testing the use of biometric shirts, called Hexoskin, that continuously record data such as breathing patterns, heartbeats, and physical activity (Pearson, 2015). These metrics can then be matched with known

psychological profiles to help the subject better recognize the triggers that could lead to violent outbursts. The data would also be transmitted to officers or treatment providers so they can assist remotely and in near-real time. A team of engineers at Michigan State University is developing tiny wearable sensors that can monitor a person's mouth and head movements (Oswald and Zhang, 2016). In this way, patterns of eating, drinking, coughing and talking can be measured. One application being considered would be to monitor how often a person is speaking as a potential indicator of depression.

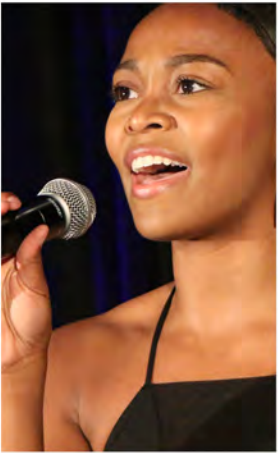
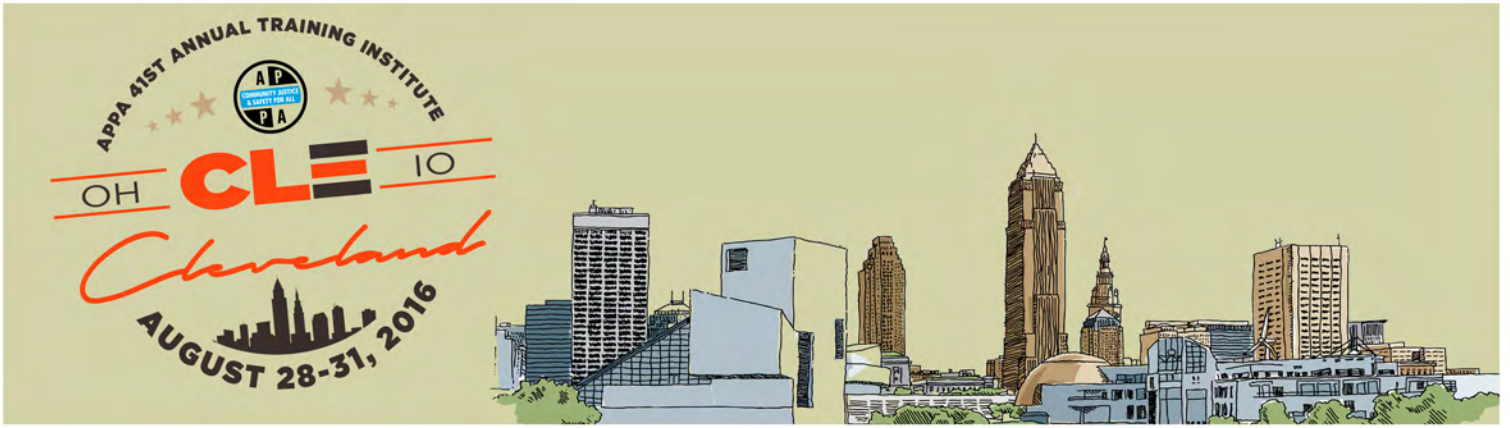
Wearable technology may also have applications in the supervision of substance abusers. Wrist-worn sensors are being used by the University of Massachusetts Medical School to track relapse among drug addicts (Muoio, 2016). Using devices that measure temperature, heartbeat, motion, and skin electrical conductance, researchers are better understanding the physiological indicators of drug use. They have found that a user's skin temperature drops while motion and electrical skin conductance increase when under the influence of cocaine. Conversely, the use of opioids causes motion to decrease and skin temperature to rise. Ultimately, researchers hope to be able to pick up on the signals that a relapse is about to happen and send notice to appropriate parties (e.g., probation officer, family members, sponsor) who may be able to intervene before the addict uses drugs again.

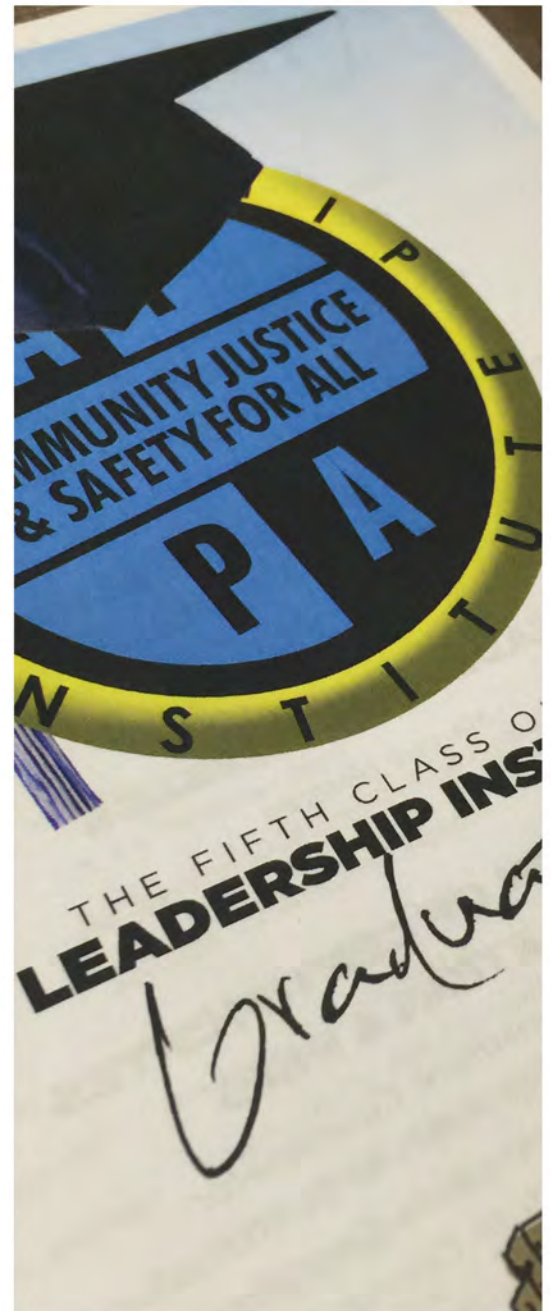
Wearable technology will undoubtedly become more ubiquitous as biosensors become smaller and less expensive. This will create a variety of opportunities for community corrections to benefit from these advances. As with any technology, however, agencies will need to balance the potential value of the information gained against privacy issues, false alerts, and their ability to respond to the information in a meaningful way.

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A L^{OO}k Back



OFFICER DEATHS IN PROBATION, PAROLE, AND COMMUNITY CORRECTIONS: A SUMMARY OF WHAT WE KNOW

For the past 25+ years a very small group of concerned colleagues has been compiling a list of probation, parole, and community corrections officers who (a) have died in the line of duty, while traveling to or from work, or while on momentary personal leave; (b) who are victims in pending homicide investigations; and (c) whose deaths have been ruled suspicious by authorities. This list currently contains the names of 49 officers, including 46 from the United States, two from Canada, and one from the Philippines. In view of the fact that the 49th name was added to the list recently, the time appears appropriate to provide us all with some statistics and a summary of what we now know regarding these deaths.

The *Officer Deaths in Probation, Parole, and Community Corrections* compilation originated in part as the result of a death in the line of duty on September 22, 1986 – the shooting of U.S. Probation Officer Thomas E. Gahl in Indianapolis, Indiana. This horrible event made national news as law enforcement authorities engaged in a multi-state manhunt that ultimately concluded with the death of the assailant in a rural area near Wright City, Missouri. Little did anyone know at the time, unless directly familiar with similar deaths before this date, was that USPO Gahl was actually the 19th officer to die in the performance of his duties. A need for safety training was identified in the post-incident report related to USPO Gahl's death, and this tragedy also prompted a

number of inquiries to determine whether other similar situations had occurred in the past.

The research conducted to this point suggests that the first officer to die in the line of duty was killed on December 15, 1923, while returning two prison inmates to the facility from which they had escaped. The most recent officer fatality occurred on January 28, 2013, was the result of a traffic accident. The National Law Enforcement Officers Memorial in Washington, DC, lists 34 of these officers by name and gives their date of death (End of Watch) and circumstances of death. The names of these officers are inscribed on the Memorial based on their meeting stringent eligibility requirements, which include having had law enforcement or peace officer status. The remaining 15 officers are not eligible to have their names inscribed either because their positions did not give them law enforcement or peace officer status or for other reasons related to the Memorial's criteria.

The causes of death (followed by the number of officers in each category) include being shot (15), automobile accident (19), motorcycle accident (2), heart attack (2), beating (2), stabbing (4), fall (1), drowning (1), strangulation (1), being hit by blunt object (1), and unknown cause (1). The felonious deaths of 20 officers include 13 perpetrated by defendants or offenders, five by third party individuals, and two by unknown

assailants. Three officers died during training exercises, and one death resulted from an accidental discharge of a firearm. Only one officer worked for a private probation company. The 48 remaining officers were employed by local, county, state, or federal agencies.

As noted, 46 of the deaths occurred in the United States, specifically in 20 states. The largest number of deaths in one state is eight (in New York), while eight states reported one death each. The research has also identified the ages of 44 of the 49 officers. The youngest officer was 24 years of age and the oldest was 68, with an average age of 42.7 years. The gender of the deceased officers is recorded as male for 38 (77.6%) and female for 11 (22.4%).

The names of the officers have not been identified in this article as a result of continuing research and inquiries being conducted by the authors and others. In particular, we are awaiting confirmation from employing agencies regarding a portion of our research before disseminating the complete list. It is the goal of the researchers to produce an incident summary for each officer in the future and either publish this information or post it on a website as a memorial to those who have given the ultimate sacrifice in the performance of their sworn duties.

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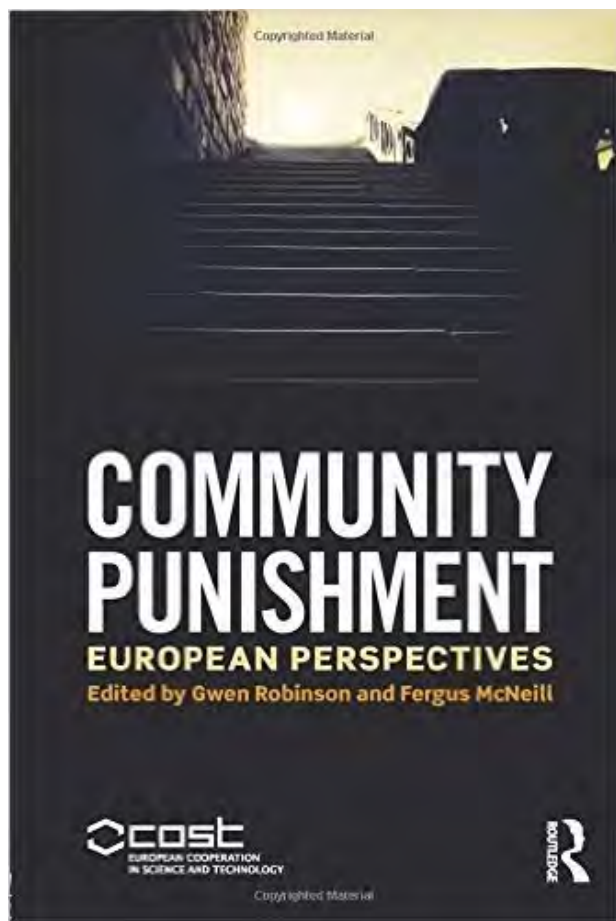


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COMMUNITY PUNISHMENT: EUROPEAN PERSPECTIVES

EDITED BY GWEN ROBINSON AND FERGUS
MCNEILL.

NEW YORK, NY: ROUTLEDGE (2016); 253 PP.; PBK

Two themes emerged from the Second World Congress on Community Corrections hosted in Los Angeles by the American Probation and Parole Association (APPA) and International Community Corrections Association (ICCA) in July 2015. The first theme concerned the supervision of offenders in the community. As we attempt to retreat from an age of mass incarceration, we may well be headed to an era of mass supervision. The second theme was increased interest in practices of other countries, an interest which is spurred on by an awareness that other countries are working on the same issues we are. Given that, it is easy to conclude that exchanging information with widespread and diverse academics and practitioners is worth the effort as we strive for excellence in our work. The book reviewed in this issue will certainly suit those who are turning their attention abroad for new ideas.

As background, our European colleagues have recently carried out an ambitious project related to offender supervision. A network of researchers composed of over 100 academics from various European universities, representing 21 countries, sought to comprehend what was—and was not—known about community supervision. This project began in March 2012 and ended in March 2015. It was conducted under the auspices of the European Cooperation in Science and Technology (COST) and chaired by Fergus McNeill, Professor

of Criminology and Social Work at the University of Glasgow, Scotland. Some of the findings of the investigators have already appeared in the form of country-by-country reports, blogs, journal articles, podcasts, conferences, and edited books. The first book, *Offender Supervision in Europe*, co-edited by McNeill and Kristel Beyens, was published in 2013 (see the review in *Perspectives*, summer 2014). *Community Punishments: European Perspectives*, edited by McNeill and COST project co-leader Gwen Robinson, Reader in Criminal Justice at the University of Sheffield, United Kingdom, is the second book to emerge from this lengthy project, and it devotes 11 of its 13 chapters to issues, trends, and changes in different European countries relative to what is generally called “community punishment.” Both editors were involved in the full four years of the COST endeavor and are clearly well versed on the findings.

The reader will find that this book is a serious effort to shift comparative studies in the punishment field from explorations of imprisonment to explorations of community punishments as manifested in the use of probation and other schemes of supervision in community settings. In the introductory chapter, “Studying the evolution of ‘community punishment’ in comparative context,” the editors discuss the conceptual and theoretical issues involved in the COST project as well as its methodology. The chapter includes a brief but useful summary of the various penal adaptations that have shaped probation since the decline of the rehabilitation and welfare narratives. These four adaptations (managerial, punitive, a reframe of rehabilitation to manage risk, and a reparative narrative) served as focal areas for the

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subsequent contributors to consider in their explorations and analysis of community punishment in their respective countries.

With adherence to the framework provided by the editors, the authors of each of the country-specific chapters explore the origins, evolution, and adaptations of community supervision in their own countries, specifically Belgium, England and Wales, France, Germany, the Netherlands, Northern Ireland, the Republic of Ireland, Romania, Scotland, Spain, and Sweden. These case studies provide a window for our understanding of how punishment continues to evolve beyond the prison wall and across various jurisdictions and social conditions. Each chapter situates the expansion of community penalties in relation to the broader political context particular to each country, to prison population pressures, and to government budgetary considerations. The discussions also cover issues of the legitimacy of penal interventions in community settings and demonstrate how some measures have been used to re-legitimize or re-invent older forms of community punishments. Many of the chapter titles give a flavor of what the reader can anticipate, creating rich imagery about what is happening in some of the countries studied. For example, consider the following:

- Three narratives and a funeral: Community punishment in England and Wales
- France: Legal architecture, political posturing, 'prisonbation' and adieu social work
- Romania: Empty shells, emulation and Europeanization
- Reductionism, rehabilitation and reparation: Community punishment in Scotland
- Philanthropy, welfare state and managerial treatment: Three phases of community punishment in Sweden.

In the concluding chapter, "Community Punishment and the Penal State," the editors sum up with a comment on the diversity of the contributions and how well they illustrate the range of possibilities for individual analyses of community punishment in local jurisdictions. They argue for continued investigation of both a state's power to punish and its capacity to punish. In addition, they discuss that the underlying motivation to undertake this comparative analysis of community punishment was not only to better understand that subject in all its complexity but was also, in part, to better understand punishment itself.

While taking in all these varied accounts, the reader comes to realize that once you leave the comfortable confines of an Anglophone view of the world, certain

concepts begin to get lost in translation. Is the idea of “community punishment” as unproblematic as it seems on the surface, being just a short-hand term used to distinguish prison sentences from other forms of sanctions, or does it begin to unravel as we ponder it more and more? The subject is complex. The internationalization of probation conferences and scholarly research certainly created the need for us to wrestle with language and the meanings attached to certain concepts, including even such basic concepts such as community and punishment. Some of the chapters provided useful and insightful information that assisted my own understanding, and my newfound appreciation of recent trends in European probation enabled me to look at North American probation through a different set of lenses.

In reflecting on these studies, I, for one, noted that our country’s early reliance on a rehabilitation narrative in the probation field and the more recent adoption of “what works” research to re-legitimate probation programming may both fail to take into account that the emphasis on re-entry or reintegration moves us away from individualized change to a more social and collective context. This is an area that might be fruitfully explored, as bolstered by the work of these European scholars. We still have trouble grappling with what we mean by community-based corrections, and engaging in a more critical and rigorous approach to our current supervision practices may prove

both practical and helpful. In the face of the impending increase in supervised offenders in community settings, we should look into what is going on in other jurisdictions and extract every bit of information that we can use. This book gave me the much appreciated opportunity to learn how our European counterparts have worked within their respective social, cultural, and political contexts in their efforts to maintain legitimacy for probation. I recommend this excellent collection of studies for anyone interested in understanding the issues, past and present, involved in the use of penalties other than imprisonment.

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As was reported in the fall 2015 edition of *Perspectives*, I was honored to have the opportunity of interviewing international guests to the World Congress about probation or supervision practices within their respective countries. Interviewees included both private and public-sector representatives from Belgium, Ireland, Japan, the Netherlands, New Zealand, Philippines, South Africa, Trinidad, and the United Kingdom.

The information shared by the Japanese representatives has had such a profound impact and elicited so many great discussions that the International Relations Committee wanted to provide the details again. As Japan is hosting the Third World Congress on Community Corrections in 2017, offering another look at this country's fascinating model for community supervision seems appropriate. Following the below interview we present some considerations for applying practices locally, perhaps answering the question, "What's in it for me?"

WHERE DOES THE PROBATION DEPARTMENT RESIDE WITHIN YOUR GOVERNMENT STRUCTURE?

Ministry of Justice, Rehabilitation Bureau. There is no Probation Department; the Rehabilitation Bureau administers probation services in Japan.

HOW DOES PROBATION SUPPORT ADVANCING BEST PRACTICES?

We bring in experts to assist with specialized programs like drug/alcohol, sex offenders, violence prevention, and management of halfway houses. These programs are encouraged to analyze outcomes.

- Sex offender treatment program has been proven effective.
- Other programs have more recently been collecting data.

HAS PROBATION BEEN IMPACTED BY THE GLOBAL BUDGET CRISIS? IF SO, HOW?

Yes; we are asked to reduce costs where possible.

- The public monitors us to ensure that our budgeted funds are spent accurately.
- Due to the importance of ensuring public safety, criminal justice (including probation) is one of the few government areas that has not received budget cuts.

WHAT ARE PROBATION'S CURRENT WORKLOAD ISSUES?

We have 966 Probation Officers (POs) and approximately 81,000 persons under supervision per year.

- Average caseloads are 84 clients per PO.
- In the community there are approximately 48,000 Volunteer POs (VPOs) who collaborate with POs in offenders' supervision.
- The average age of VPOs is 64.7.
- A probationer generally meets with a VPO in the VPO's home twice per month for supervision.
- VPOs generally have caseloads of two clients and rarely more than that.

HOW ARE PROBATION STAFF MEMBERS SUPPORTED BY MANAGEMENT?

- Newly appointed POs are required to have three months of educational training at the Ministry of Justice's Research and Training Institute as well as on-the-job training during the first two years of appointment.
- During the on-the-job training period, the newly appointed POs are also connected with one senior officer for supervising/coaching.
- Other necessary training is provided at every stage of a PO's profession.

- Awards are provided for outstanding performances by both probation officers and volunteers.

Work environment is very supportive in providing vacations, sick time, holidays, and maternity leave.

For more information, please visit:

http://www.unafei.or.jp/publications/CJSJ_2014.htm

<http://www.moj.go.jp/ENGLISH/RB/rb-01.html>

<http://www.moj.go.jp/content/001145038.pdf>

HOW CAN PRACTICES USED IN JAPAN APPLY TO LOCAL SUPERVISION?

Japan's model for using Volunteer Probation Officers (see #4) has prompted many discussions during APPA meetings and beyond. This system, in which Probation Officers monitor, support, and supervise numerous volunteers, is quite dissimilar to systems found in the United States. Additionally, the facts that most volunteers are elderly (average age 64.7 years), supervise just two clients, and hold meetings in their own homes constitute a dramatic difference in philosophy and practice from our own volunteer models.

Our criminal justice volunteer programs most often involve people just out of college and beginning their careers, and volunteering gives a chance for such new graduates to prove themselves to potential employers. Volunteers generally see their positions as a venue for learning new skills, showing their abilities, making career connections, and having more access to available desirable jobs. In other

words, volunteer positions are geared toward providing career opportunities to the volunteer/intern and, as such, are highly competitive slots to earn.

The system in Japan engages older volunteers, including senior citizens, who are described as being neighborhood support individuals identified as "Grandfather" or "Grandmother." They are valued for their life experiences and accrued wisdom and are honored for their volunteer service. These VPO positions are seen as an opportunity for the volunteers to give back to their community by providing a needed service and also offering an appropriate supportive relationship for the clients.

When asked about liability issues that might arise when clients enter a volunteer's home for meetings, it was reported that safety training and oversight are in place to deal with the rare instances of violence. However, it was emphasized that such incidents are almost nonexistent.

Most people would agree that Japan's culture is very different from our American culture (i.e., valuing age vs. youth and experience vs. energy), but we can learn much from its volunteer model, especially pertaining to establishment of relationships. From criminal justice research we continue to better understand the importance of appropriate supervisor/client relationships. Clients involved in a teamwork approach that includes "accurate empathy" and a "working

alliance” have a greater chance for successful reintegration and reduced recidivism. Elderly volunteers may have more time to build such relationships with their two clients because of the extremely small caseloads and personal hours available, but they can also offer the qualities of patience and understanding earned over many years’ experience.

In the United States we have a growing population of baby boomers aging into retirement years. Due to our health consciousness and medical advances, many retirees are still vibrant, energetic,

and looking for opportunities to contribute within their communities. This pool of educated and experienced workers could be recruited as helpers to our industry. With reduced budgets across the nation, we should not hesitate to explore this group as a possible low-cost labor force with much to offer, both in the form of helpful services for administrators and, with appropriate training, in providing supportive relationships for our clients.

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WHAT IS KNOWN ABOUT HOME VISITS AND JOINT HOME VISITS WITH POLICE? SURPRISINGLY, VERY LITTLE



Home visits are often regarded as a central component of probation and parole work (Lindner, 1991, 1992). Indeed, the supplementation of office meetings with direct one-on-one contacts at a probationer or parolee's residence might arguably be thought of as synonymous with community supervision. Given their importance, it would be beneficial to have a thorough understanding of the manner in which home visits are being—and should be—conducted, as well as the impact of such visits on the probation and parole population and on outcomes. This update briefly discusses what is known about home visits conducted by supervising officers on their own as well as home visits conducted in partnership with law enforcement.

WHAT WE KNOW ABOUT HOME VISITS

As Ahlin and colleagues explain, home visits represent a relatively informal means by which community supervision officers interact with probationers and parolees while proactively monitoring compliance and providing referral options for social services. Ideally, these encounters should foster greater rapport between the officer and the individual under supervision, thereby further promoting prosocial change in addition to compliance with court-ordered supervisory conditions (Ahlin, Antunes, & Tubman-Carbone, 2013). However, some research has shown that home visits are rarely conducted, even with high risk individuals (Ahlin et al., 2013; Jalbert, Rhodes, Flygare, & Kane, 2010). In addition, there is surprisingly little empirical research examining the manner of conducting and the impact of home visits, particularly with regard to assessing the effectiveness of such visits in encouraging prosocial change and criminal desistance--and unfortunately the research that does exist is often outdated (Ahlin, et al., 2013). In response to these issues, Ahlin et al. (2013) argue:

1. *Home visits represent a means by which probation and parole agencies can address community supervision's dual mission of public safety and rehabilitation.* Specifically, home visits allow supervision officers to gain insight into the lives of the probationers and parolees, and at the same time they encourage closer officer-client relationships to a greater extent than strictly office-based interactions.
2. *Home visits are rightfully reserved for and more prevalent in the case of high risk individuals with the greatest criminogenic needs.* For example, intensive supervision probation (ISP) programs include more frequent contacts, including unannounced visits, and have been shown to be effective when there is a balance of surveillance and treatment.
3. *Home visits allow officers to view probationer/parolee interactions with family and friends in their native environment.* Such observations can alert officers to social service needs and assist them in maintaining or reinforcing prosocial bonds.
4. *Greater scientific inquiry and examination is sorely needed on the role and impact of home visits on community supervision and its outcomes.* Specifically, the authors indicated that the issue of officer and offender goals for home visits would benefit from increased empirical data. They additionally identified a number of specific subject areas meriting research, including eight that are primarily from the perspective of agencies and officers: (a) officer support for home visits; (b) impact on the development of officer-offender social bonds; (c) impact on technical violations, revocations, and recidivism; (d) impact on officer workloads; (e) fatigue and stress placed on officers; (f) variations in outcomes as they relate to the frequency, intensity, and duration of home visits (i.e., dosage); (g) development of

a clear theoretical framework that guides and provides a rationale for home visits; and (h) extent to which enforcement or rehabilitative interactions lead to desirable outcomes. From the perspective of probationers or parolees, the authors identified four issues of research interest: (a) identification of what function home visits serve for the offender, (b) the extent to which home visits increase trust and rapport with the officer, (c) the benefits to the family and the burdens placed on the family, and (d) the extent to which stigma associated with home visits is a concern.

WHAT WE KNOW ABOUT JOINT HOME VISITS WITH LAW ENFORCEMENT

While home visits are a traditional function of probation and parole supervision, on occasion agencies may also provide or participate in opportunities for joint home visits with law enforcement. Recent research by Alarid (2015) examined joint home visits conducted in association with an Operation Night Light (ONL) partnership between the Kansas City, Kansas, Police Department and the Wyandotte County Adult and Juvenile Probation Departments, the only known study of its kind. Alarid utilized interviews, observations made during ride-alongs, and agency data to learn more about joint home visits associated with this partnership.

Alarid (2015) noted that, on average, home visits for juveniles were first

initiated after about four months of being on probation supervision. For adults, home visits did not begin until roughly five months after they were placed on probation. These lags were attributed to the time needed to conduct initial assessments and intake procedures. For those individuals approved to be in the ONL program, an average of five visits were carried out with each juvenile probationer and three with adult probationers. Interestingly, about half of all visits made to juvenile residences ended with no response (i.e., no one was home). For adults the rate was nearly 75%. Further, ONL home visits accounted for half of the juvenile technical violations and just under a quarter of the adult technical violations.

Interviews with law enforcement revealed that police officers who participated in ONL viewed their role as providing security for the probation officer (Alarid, 2015). Though officers understood they were there for safety reasons, they voiced concern that probation officers were often too lenient with probationers. Police officers did find their participation in joint home visits to be advantageous in the sense that knowledge of a residence and its surroundings could help them locate a probationer in the event that an arrest warrant gets issued in the future. The participating probation officers reiterated the importance of home visits as an effective tool for learning about the probationer, connecting with family and friends of the probationer, understanding their unique challenges, and building rapport. Home visits were also an effective means for addressing the problem of

probationers who failed to appear to scheduled office visits (indeed, surprise home visits often corrected this behavior, according to the officers). Interestingly, while parents of the probationers were supportive of home visits by the probation officers, they voiced displeasure towards the presence of law enforcement and noted they were less open as a result. For more on police-probation/parole partnerships, see also Matz & Kim (2013).

CONCLUDING REMARKS

It should be alarming that home visits, representing the very heart of probation and parole practice, remain so understudied, especially given the rise of evidence-based practices. As Ahlin et al. (2013) note, part of the difficulty in studying this subject is the lack of standardization, a clear theoretical framework, and a logic model. This gap in the empirical literature is particularly pertinent to the ambitions of the APPA Research Committee, which has recently been engaged in a conversation with APPA members and the academic community concerning probation and parole research needs (see Pearl, Matz, Garland, & Crites, 2016). Clearly, this core component of supervision deserves to be a high priority area for investigators.

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ENDNOTE

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RESEARCH

This update provides information on the Research Committee, its goals, and some of its ongoing work. In future editions of *Perspectives*, the committee will utilize this space to provide updates on its activities.

First, I am pleased to announce that APPA President Susan Burke has agreed to restore the Research Committee to its original status in recognition of the value of having a committed group working on behalf of the organization to keep it grounded in current research. That said, it continues to be a goal of the organization to create a strong partnership between the work of the Research Committee and of the Issues, Positions and Resolutions Committee. To this end, individuals are encouraged to attend and participate in both committees. The Research Committee welcomes new and returning members as it begins to progress through the exciting agenda laid out in the remainder of this update.



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The Research Committee is focused on three primary goals: (1) to support the organization and ensure that important research information is communicated to the larger body by both contributing to and vetting training institute presentations and *Perspectives* journal submissions; (2) to support original research and transform published research findings into summaries useful for practitioners in the field, and (3) to engage with other APPA committees to support the inclusion of research findings in their activities.

When APPA is soliciting proposals for training institute workshops, the Research Committee will be assisting the program chair in seeking out and reviewing proposed workshops that will provide attendees with information on original research as well as unique and effective applications of existing research. Research Committee members are requested to reach out through their networks to increase the number and quality of research-based submissions. Members will also contribute to workshops and will act as moderators for research-related panels.

We would also like to provide an update on two ongoing undertakings that fall under the committee's second goal of supporting original research and disseminating pertinent findings to practitioners in the field. The first is an investigation being led by Dr. Brett Garland—a project which was the main focus of the committee meeting at the

APPA 2016 Winter Training Institute in Atlanta. Dr. Garland is attempting to better understand what types of research and information are helpful to improve operations within APPA member agencies and, more specifically, what staff in these member agencies would use as they work to improve their functioning and effectiveness. This project was written up in greater detail in the spring edition of *Perspectives*. As noted in that article, the next steps are to publish Dr. Garland's findings in the Academy of Criminal Justice Sciences newsletter and to begin creating a searchable list of researchers who are working on projects in the areas of greatest potential benefit.

The second area deserving an update is the ongoing work on the "Get Smart About..." series, a collaborative project of the APPA Research Committee and the National Institute of Corrections. "Get Smart About..." aims to accurately summarize research in areas important to practitioners and then to disseminate this distilled information in a way that ensures the knowledge is readily available for use in agencies across the country. Each summary is printed up as a single two-sided page that is convenient for staff briefings, for supplementing training, or for focusing a discussion among stakeholders. The first document in the series highlighted the use of rewards and sanctions within probation and parole agencies (click here to download: <http://nicic.gov/library/027244>). The next topic

will be assessing risk and needs, a topic that many will find to be of particular importance in light of recent media attention in this area.

Being alert to the widespread interest in the topic of risk and needs assessments, the Research Committee will also be working closely with the Issues, Positions and Resolutions Committee to review and update the APPA position on risks and needs assessments and other closely related topics. It is imperative that members and agencies be kept current on research findings in order to educate stakeholders and enhance decision making within their jurisdictions when it comes to the fundamental topic of risks and needs assessments.

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REENTRY IS A COLLABORATIVE PROCESS

BY KHALIL CUMBERBATCH



The mutual goal of the supervising officer and the individual returning to the community after an incarceration is to ensure successful reentry, but working together effectively to achieve this goal can be hard. Nonetheless, if done correctly, reentry can be a process where both parties benefit. Based on my personal and professional experience, I have outlined four primary guidelines for probation and parole officers that should help to facilitate reentry success when they are working with individuals returning to the community in these circumstances.

You should not be the driver in the process. In other words, the officer is not the one who should be taking control of the situation. That may be hard for probation/parole officers to hear and may require a shift in an officer's mindset, but reentry has to be empowering and individualized, and that can only be achieved when the individual taking on this challenge is at the helm. When questions arise, try not to simply provide the answers--although you can certainly be invaluable as a sounding board and resource, perhaps asking your own questions to assist in the problem-solving process.

The individual is the expert. People know what they want, especially someone who has spent time preparing for reentry. This is not to say that everyone will have a successful reentry plan mapped out, but most will have some benchmarks that

they want to achieve, i.e., employment, housing, and reconnecting with family members. When possible, conversations should be geared toward encouraging the individual to think about how to identify potential barriers as well as ways to navigate those barriers.

Language is important, probably much more than you think. Labels that stigmatize and fail to acknowledge a person's humanity should never be used, particularly when the goal is to bolster that person's sense of empowerment. "Felon," "convict," "parolee," "criminal," etc. are all labels that only reinforce a person's negative mentality.

In many instances, the use of these labels also reinforces a person's feeling that he or she will always be tagged as, and will continue to be, that same individual from the past who was convicted of a crime. From a reentry standpoint, this is counterproductive. It is far better for all individuals undergoing reentry to believe that they have transitioned past their mistakes and forged a new identity, and for them to be capable of looking at themselves as community members who have the capacity to successfully adjust to society after incarceration.

Forms of address can also have an impact. Referring to individuals using courteous and formal modes of address (the appropriate prefix of Mr., Ms., or Mrs. and their last names) acknowledges



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that person's humanity and dignity and underscores respect in interactions with their probation/parole officer. By the same token, officers should encourage those they are working with to refer to them in the same manner. This further reinforces the process of collaboration.

Successes are not yours, but failures are shared. As mentioned above, the individual who is reentering has to be at the helm. Therefore, successes should be explicitly credited to that individual and his or her ability to set and achieve goals. Probation/parole officers may have had a supporting role, but it is limited to just that.

More difficult to accept, however, is someone's failure to achieve goals. This result should serve as a prompt for both parties to question what is and is not working in the collaborative process, with the understanding that there could be outside factors contributing to the results.

As indicated above, these guidelines reflect what I learned from my own experience. When I was released in 2010 after serving six and half years in the New York State prison system, I knew that I didn't want to go back. I had a reentry plan, but I didn't know exactly what the reentry process would be like. The parole officer who was assigned to my case made it clear to me that this would be my

reentry, and he worked with me to ensure that I believed it. He offered me resources that would not only satisfy my parole mandates, but would also provide me with the support network I would need after my supervision was complete. He listened to me when I was frustrated, and, although he didn't give advice, his ear was more than enough. He always referred to me as Mr. Cumberbatch, which surprised and encouraged me every time I went to check in.

The day I had my last visit with my parole officer, he congratulated me on completing supervision. but, in keeping with his supportive attitude, he didn't say "and don't come back." Comments like this are often said to someone leaving the system, and even if well intentioned they can be translated as "don't come back, because you have a penchant to come back and when you do, I'll be waiting for you." This is not an empowering message to give someone. I close with this detail since it does such a good job of illustrating the power of words and attitudes. I trust that the above four guidelines will help you reflect on these issues and build your own collaborative relationships that foster rather than undermine the forward progress of individuals under your supervision.

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WOMEN, PAROLE, AND THE EFFECTS OF LONG-TERM INCARCERATION

BY TONI BUNTON



It was a warm September morning at the Robert Scott Correctional Facility in Plymouth, Michigan. I sat in a holding room next to Diane, a woman who wore a blue sweat suit--the official "going home outfit" that prison officials handed out to parolees who didn't have civilian clothes to wear. Her hands shook nervously, she constantly bit at her bottom lip, and at times she burst into tears while sorting through worn pictures with curled edges of her children. She carried toiletry items and a few crocheted teddy bears she had made for her kids in a plastic bag--everything she had accumulated over the last ten years of her incarceration. Now, after a long and hard decade inside Michigan's most notorious prison, she was on her way to a home that no longer existed, a family torn apart by incarceration, and children who had grown into insolent teenagers. "I'm going to find my kids. I just want to see them. Then I'll start looking for a job," Diane said with fatigued eyes.

I wore a pair of black dress pants and a pink button-down shirt I'd ordered months before from a JC Penney catalog in preparation for my release. At 34, I was finally being paroled after serving 17 years. I carried a cardboard box with a few books, journals, and files--everything that I needed to begin my new life. Like the woman next to me, I was terrified, but I felt solace when I thought about my family waiting for me outside the prison. I knew I would have a safe place to stay, love, support, and companionship through my transition. I sat, legs crossed, with my foot tapping on the tiled floor as I watched a teary-eyed Diane bite at her nails.

The prison officials gave us parolee identification cards and directions to our respective parole offices. Diane was provided two bus tickets and a check for \$75.00 and was told to wait for her "escorts" to the bus stop (she would be dropped off at the bus stop by correctional guards). We said our goodbyes. Diane was handcuffed and escorted away with correctional guards holding her arms, and I was led to a lobby where my family, a dozen or so jumping and laughing men and women, waited with open arms.

After serving half my life in prison I was able, with the help of family, friends, and my southwest Detroit community, to transition back into society in a way that was, for the most part, smooth. Within weeks, I was working full time, had been accepted by and enrolled in a graduate program at the University of Michigan, and began volunteering with youth prevention programs. By all accounts, I was the poster child for women and teens who serve long sentences. I served four years on parole, completed all that was required of me, and was discharged at 38 years of age.



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As you can imagine, Diane's transition wasn't so smooth. Diane found herself struggling to rebuild severed relationships with family and, in the end, found herself homeless. With no job and no support, Diane ended up back in prison that same year.

People tell me that I'm the exception, but I'm not. The only significant difference between Diane and me is that I had family and friends who were willing to help me until I was able to help myself.

People tell me that I'm the exception, but I'm not. The only significant difference between Diane and me is that I had family and friends who were willing to help me until I was able to help myself. My parole agent was there when I needed her, but it was family and friends and the people in my community who really pulled together for me. They were the ones who guided me to the right resources, gave me rides, and showed me how to use technology. They were the ones I turned to when I had a hard time sleeping in the dark (prison always keeps the lights on) or when I'd get lost trying to find my way around the neighborhood.

Incarceration doesn't just affect incarcerated individuals and their families. It affects entire communities. Not surprising, it is when people in that community participate along with family and friends in directly providing reentry assistance that the best outcomes can be expected. My own experience taught me the critical importance of having such a support network. It is for this reason that I firmly believe we need a faith-based approach to healing. People need fellowship to feel safe, cared for, heard, and valued, all of which are needed in order to succeed. Sure, jobs are definitely important, but what good is a job if you don't have a structured support system to come home to?

My vision for a reentry plan for women is one that involves an integrative approach. In order to combat recidivism, we must first focus on mending the family unit by working with family members and parolees long before their release date in order to ensure that the women leaving prison are returning to an environment that is structured

and conducive to a successful transition. Again, jobs and transportation are very important, but so is having a loving and faithful support system that encourages healing and growth. We must recognize that, aside from job resources, much of what women need after a long-term incarceration cannot be found in a parole office. Faith-based programs have enjoyed high success rates because they provide structural needs such as community, faith, and love in addition to employment services.

The InnerChange Freedom Initiative (IFI) is one such faith-based reentry program taking an integrative approach to reentry. IFI currently operates in six states across the country, including Texas. The program begins 18 to 24 months before an individual is released from prison and provides ongoing mentoring and support for 12 months after release. An independent evaluation of the InnerChange Freedom Initiative found that 8 percent of IFI graduates were likely to reoffend within two years of release compared to 36 percent of those who did not complete the program (Johnson & Larson, 2008).

Would the outcome for Diane have been more positive if she had been involved with a group like IFI? I believe so. I won't say that her eventual reincarceration was inevitable, but it was

obvious at the time of her release that she would have an uphill struggle, and she would have been an excellent candidate for outreach efforts. I encourage parole agents to remember the social needs of releases like Diane. Please maintain community ties with faith-based organizations and keep an updated list of resources readily available to help clients, families, and communities with the arduous reentry process.

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AN OPEN LETTER TO MEMBERS OF APPA

BY GLENN E. MARTIN



Today, criminal justice reform appears unstoppable, and there is reason to be hopeful that America's inhumane and counterproductive experiment with mass incarceration is beginning to abate. The Vera Institute of Justice found that between 2014 and 2015 a total of 16 states created or expanded opportunities to divert people away from the criminal justice system, 29 states took significant steps to reduce their prison populations, and 32 states established supports for individuals reentering the community after incarceration (Silber, Subramanian, & Spotts, 2016). Recent polling has also revealed that a definite shift has taken place in Americans' attitudes towards crime, punishment, prevention, rehabilitation, and reintegration. Some scholars believe that public opinion has shifted enough to open the door for developing a public penal philosophy that moves "...away from a simplistic and one-dimensional emphasis on 'toughness' ... and toward a focus on effective, compassionate, and just goals" (Drakulich & Kirk, 2015, p. 172). If the momentum continues, JustLeadershipUSA's goal of cutting the correctional population by half by 2030 will be achievable.

In this period of change and openness to new ideas, members of the APPA have a vital role to play. With greater numbers of justice-involved people being diverted from prison at the front end and being released earlier at the back end, community corrections professionals

will find their responsibilities—and their opportunities to influence policy—greater than ever. The question is whether these reforms will be as transformative as they need to be to deliver a system that is fair, compassionate, and rehabilitative.

We can all agree that a major expansion of the resources and tools available to community corrections practitioners is absolutely essential to their success. It is unconscionable that officers have caseloads that are far beyond their capacity to provide clients with meaningful support. One survey in South Carolina found that the average caseload numbered more than 109 returning citizens, and that imbalance is far from unusual (Gabe, 2009). However, I believe our greatest challenge lies in reexamining and changing the values and goals upon which community supervision has been based for the past four decades—values and goals virtually guaranteed to produce failure instead of success.

Although the U.S. community corrections "system" is, in fact, a patchwork of systems that differ state by state and even city by city within a state, it is fair to say that the overall American approach to probation and parole is risk averse and surveillance heavy. This almost singular focus on risk is deeply pessimistic. It reflects the many years of punitive policies and practices fueled by fear that have characterized the era of mass incarceration, and it perpetuates the stigmatized status of those of us who



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have spent time in prison. Worst of all, it sets us up for failure. The terms of probation and parole are too long, and the conditions imposed on those going through the experience are often so onerous as to make progress impossible. Mandatory treatment programs, curfews, driving restrictions, and constant check-ins make it difficult to find and keep a job. Revoking parole for failure to pass a mandatory drug test or for using

alcohol ignores everything we know about relapse and the best practices for treating addiction. “User fees” for mandated services not only place additional stress on economically strapped individuals and their families, but they can also act as a perverse incentive to require services that sometimes are not actually needed. All of these conditions combine to put every person on probation or parole under threat of violation and revocation. High recidivism rates are inevitable under these conditions.

The socially optimal sanction is therefore the smallest sanction dose that motivates the desired behavior change or deters an unwanted behavior.

In recent years risk assessment tools have become popular and are now used (sometimes under legal mandate) by probation and parole professionals to quantify and measure the extent to which a person poses a threat to public safety. While these tools have their value and their place, they are not a panacea. In fact, they can produce results that are infected with race and class bias. To the extent that the factors that determine “risk” are situational (such as education, previous employment, access to jobs, housing, and community support), then African-American and Latino men whose opportunities have been limited by systemic racism and discrimination are going to be disproportionately left behind.

To turn the mass incarceration behemoth around, we are going to need more than tools that try to quantify what is not quantifiable. Risk assessment tools cannot measure the power of redemption and the human capacity that belongs to people regardless of the crime they have committed. People change. I see it every day in my work with formerly

incarcerated leaders who are doing amazing things—founding and heading not-for-profit organizations, starting successful businesses, serving on reentry councils and roundtables, and earning advanced degrees. There would be many more success stories if the assumptions driving criminal justice policies and practices were based on redemption, reinvention, and opportunity instead of risk, surveillance, and failure. There is a moral dimension to ending mass incarceration that cannot be reduced to numbers and percentages.

As we remake our justice system, APPA and the growing movement of formerly incarcerated people can work together on issues of mutual interest and concern. Justice-involved people want more resources and better working conditions for probation and parole officers, and we are among your most informed and passionate stakeholders. At the same time, we believe the community corrections system will have to be appropriately sized to reflect the appropriate number of justice-involved individuals as the country moves away from mass incarceration. We do not want to be tethered to the criminal justice system for life. We want you to be agencies that facilitate success and increased liberty rather than agencies that focus on avoiding failure. Once parole and probation professionals come to

measure their own success by the positive outcomes they help to achieve, we will have a community corrections system that works better for everyone.

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TOWARDS MEANINGFUL REENTRY AND DECARCERATION

BY STEVE GORDON AND JUAN GOMEZ

The United States now accounts for less than five percent of the world's inhabitants but about 25 percent of its incarcerated inhabitants. Recent reports indicate that approximately 2.3 million Americans are currently held within our nation's prisons and jails. There has been a drastic 500 percent imprisonment rate increase over the last 40 years—an increase stemming from laws and policies rather than from changes in crime rates (The Sentencing Project, n.d.). The consequence is that a reported 70 to 100 million—or as many as one in three—Americans have some type of criminal record (Vallas & Dietrich, 2014). These individuals are overwhelmingly males of color, but they also include a disproportionate number of women of color, low income whites, and Native Americans. Many are subject to harsh, lengthy imprisonment that is often compounded by problematic parole conditions.

Mass incarceration and other forms of implicit bias and violence serve to expose the deficiencies in the criminal justice system—a system whose mission and objectives, in theory, are to promote public safety and apply fair and equitable treatment. What we are seeing now is a vicious cycle. Poverty and structural inequity created a perfect climate for mass incarceration, and, in turn, this widespread imprisonment sustained these root problems in our most marginalized communities. Added to this is the fact that incarcerated Americans and others who navigate the criminal justice continuum encounter unrealistic expectations and stigma that can prevent their successful reentry.

Too many communities experience law enforcement agencies as well as the prison system as brutal, outdated, and unfair. Recent spikes in police-involved shootings and the accompanying video footage have shed light on this subject. While they might be new for the general public, such incidents were common long before technology provided a medium for broadcasting pertinent images. What these social media posts and videos have facilitated is an uncomfortable but necessary dialogue about the chronic physical and psychological trauma experienced and internalized by communities and those still caught within the grasp of the criminal justice system (Carter & McCarthy, 2015).

Scientific research and economic analysis support the validity of these communities' perceptions. The fact is that disproportionally applied drug war laws, a feel-good nail-them-and-jail-them parole and probation culture, and above all the high incarceration rate work together to disrupt the natural flow of families and communities. They factor strongly into the lack of positive male involvement and proliferation of single parent homes. They overtly and covertly cause harm both to individuals and communities, impacting families across multiple generations, particularly families of color (Vera Institute of Justice, 1996). Consider as well the amount of social-emotional trauma and adversity to which whole families and communities are exposed given the fact that more than one million women are currently under the supervision of the criminal



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justice system in the United States (Glaze & Bonczar, 2006). Indeed, the number of women in prison has increased at nearly double the rate of men since 1985, 404 percent versus 209 percent (Brown, Gilliard, Snell, Stephan, & Wilson, 1996; Harrison & Beck, 2006). These statistics illuminate the breath of the problem.

More agencies, elected officials, and the general public are now paying closer attention to the need for criminal justice reform (Cusac, 2015). Recent reforms such as Proposition 47 in California offer hope and promise major shifts, even though they are full of land mines at the local implementation level (Leyden, 2015). Actual improvements to rehabilitation and reform services (including access to proper services and resources) have as yet been scant. For the families whose neighborhoods, marriages, and children have been interrupted by incarceration and prison, rehabilitation services have not addressed the totality of the damage that has been inflicted on those perpetually within the system. Communities will continue to suffer until there are modern, actionable, and culturally tailored reentry resources and plans for implementation. The importance of culturally responsive programming and healing cannot be overstated. More than ever there is a need for new and improved approaches that address years and generations of trauma, stigma, and chronic stress.

The average American and those working within the criminal justice system must recognize and accept their role in breaking this cycle of poverty, inequity, and mass incarceration. The eyes of many have been opened to these problems, so there is hope, even in the face of this longstanding history of adversity and disparity. Law enforcement officials and jurisdictions at the local, state, and federal levels have the opportunity, responsibility, and leadership to look more for holistic and culturally responsive approaches. These approaches are essential to ensure adequately resourced rehabilitation and promote public safety.

Unless new approaches are adopted, many of the current reforms are likely to fall short of addressing the root causes of pain, shame, and internalized fear faced by many who are trapped in the web of criminal justice. An integrated and comprehensive approach to true criminal justice reform is urgently needed, with revamping of policies and systemic changes within the continuum of criminal justice, court procedures, prison, parole, and probation.

The call to action is to focus on addressing the explicit and implicit discriminatory practices, personnel, and policies that permeate the criminal justice field and other related law enforcement departments and institutions. Meaningful resources must be shifted to address racial

equity and assess how current policy and practice cause disproportionate harm to communities of color (Dieng, Valenzuela, & Ortiz, 2016). Police, parole, prison, and probation must change and use innovative, humanistic, and dignified approaches to work with and provide adequate resources for clients. Finally, we must address the need for truth and reconciliation along with racial healing for both criminal justice staff and clients (National Latino Fatherhood and Family Institute, 2012).

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