

PERSPECTIVES

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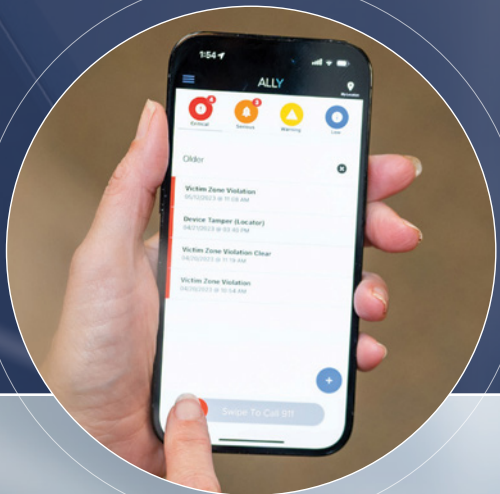
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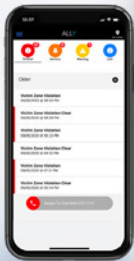
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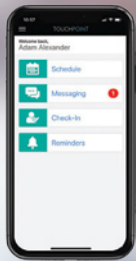
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executive director/ceo's message

Unlike most issues, this Perspectives has no unifying theme, but like most issues it has well-written articles that are informative and well worth reading.

In “Turning the Corner on Impaired Driving,” Mark Stodola does an excellent job of outlining recent increases in traffic fatalities due to impaired driving, the need to reverse course, and the resources available to us in the form of National Highway Traffic Safety Administration initiatives. Mr. Stodola, the APPA's lead Probation Fellow, is himself funded—along with three top-tier Regional Probation Fellows—by the NHTSA and tasked with helping community supervision professionals deliver successful DWI interventions. He details the various resources available from the NHTSA and urges us to join together to prevent as many unnecessary DWI deaths as possible.

Our Tribal Grants Manager, Mark Dyea, describes efforts to help improve community corrections programs and outcomes in Tribal communities in his “APPA Reaffirms Its Commitment to Work with Tribal Communities.” One highlight is the Tribal Reentry Toolkit, with training pertaining to its use continuing through 2026 due to a partnership with the National Criminal Justice Training Center. He also describes APPA's Tribal Youth Notification Systems project (for improving notification when Tribal youth enter non-Tribal juvenile justice systems) and other grant-funded efforts to assist justice-involved American Indian/Alaska Native youth. The author encourages Tribal community input to help APPA identify and address the most pressing issues pertaining to community corrections, reentry, juvenile justice, and relevant cultural programming.

“The Fall of Norway’s Prison Paradise: A Role Model in Decline” by Stian Estenstad and Nina Hanssen describes the concerning impact of recent resource shortages, understaffing, shortfalls in services and activities for inmates, and shifts in prison populations. These issues are compounded by a lack of coordination between the correctional service and healthcare and social services. The authors conclude that the recent declines are not irreversible but demand immediate action, including better wages for employees, more resources, and better interagency cooperation.

Finally, the aptly named “Justice Counts: Closing the Data Gap” does an excellent job of summing up the challenges of accurate data collection in the field of community supervision and criminal justice as a whole. The Justice Counts

initiative has resulted in the development of a dashboard to present the voluminous data gathered on probation, parole, and other aspects of the criminal justice system. This is a visual, usable, and “friendly” way of conveying needed information. The term “dashboard” has certainly come a long way from its original meaning! The authors strongly encourage participation in data collection efforts by departments and agencies nationwide. Step up!



VERONICA CUNNINGHAM
EXECUTIVE DIRECTOR/
CEO APPA

And that is the crux of the matter—the need to step up.

It's not surprising that the word “challenges” can be found so often in these Perspectives articles. Strong winds are blowing, and perhaps some unanticipated and/or unwanted changes must be faced down the road, but I am confident that the existence of meaningful—and surmountable challenges will give us the spirit to continue our important work.

We see areas where former progress has stalled, or where there has been backsliding—such as described in regard to impaired driving and Norwegian prisons. We see areas where dedicated professionals have made great efforts to foster advancements and where we need to push for program continuation, such as in Tribal outreach services, efforts to improve national data collection and, again, efforts to quash impaired driving. Your help is wanted and your work is needed and appreciated. The winds may blow, but we all must link arms and continue to push for advances. We must remember how important our work is—and get the message out.

I conclude with a quotation from the wonderful Maya Angelou: “We may encounter many defeats, but we must not be defeated.” So onward and upward!

Veronica Cunningham

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.

Articles must be emailed to perspectives@csg.org in accordance with the following deadlines:

- 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:
 - Mattson, B. (2015). Technology supports decision making in health and justice. Perspectives, 39(4), 70-79.
 - Hanser, R. D. (2014). Community corrections (2nd ed.). Thousand Oaks, CA: Sage.

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TURNING THE CORNER ON IMPAIRED DRIVING

by Mark Stodola

Community supervision professionals often have individuals on their caseloads who have committed impaired driving offenses. When officers and agencies seek allies and partners to help them with the unique challenges of working with this population, the National Highway Traffic Safety Administration (NHTSA) may not immediately come to mind. That needs to change.

Since 2010, NHTSA has provided funding to the American Probation and Parole Association (APPA) to assist in better educating those working in the field of community supervision on the best approaches for addressing issues pertaining to high-risk impaired drivers. This has included funding to create the Probation Fellow position in 2010, the development of the Impaired Driving Assessment tool in 2012 (IDA Resource Center), and, most recently, the establishment of three Regional Probation Fellow (RPF) positions to better assist NHTSA regions in addressing impaired drivers in a more granular way. Other NHTSA-funded positions and programs are also available to help community supervision officers increase their ability to collaborate and take a more systemic approach in addressing this challenging population.

The need to understand and take advantage of these NHTSA resources has never been more apparent, as will become clear by examining the “state of the state” on DWIs in the United States. The news is in, and the news is not good. From 1982 through 2019, approximately one million people a year were arrested for impaired driving, but at the same time there was a steady downward trend in the number of lives lost as a result of DWI crashes (see figure 1). However, the COVID-19 pandemic of 2020 changed all of that, creating a perfect storm for a dramatic increase of needless deaths on our roadways.

A combination of quarantines, office closures, and work-at-home options meant that

Americans drove millions of fewer miles on our roadways during COVID1. At the same time, just as members of the public were getting sick and facing negative impacts from the pandemic, so too were those working in law enforcement. The increased number of early retirements and resignations of law enforcement officers at that time (so significant that it has been called “the great resignation”) created a void in highway safety enforcement that is still being felt today. The result has been a dramatic drop in DWI arrests. According to the FBI, DWI arrests dropped from 820,214 in 2018 to 676,447 in calendar year 2022. At the same time, impaired driving fatalities rose by 14% to 11,654 people in 2020 and, incredibly, by another 14% to 13,617 people in 2021. In 2022, NHTSA’s most recent reporting year, the lives of 13,524 men, women, and children were cut short by impaired driving, a 100% preventable act. That represents 32% of all of traffic fatalities in the United States.

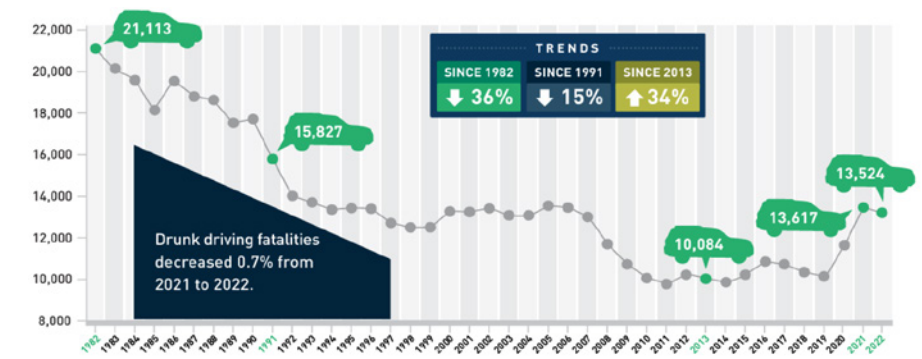


Figure 1: Impaired Driving Fatalities from 1982-2022

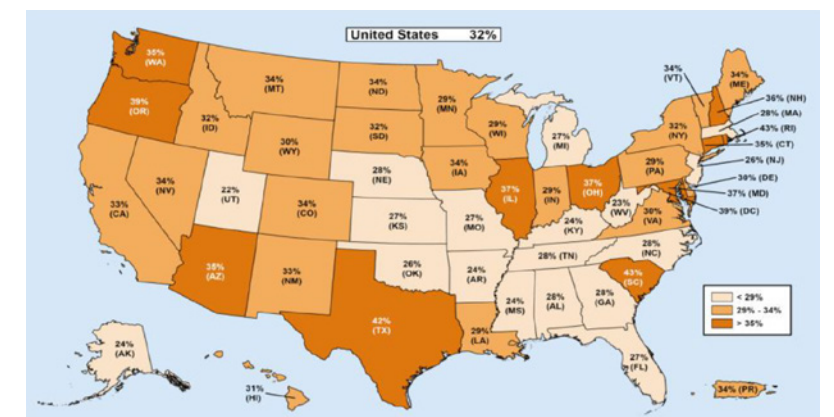


Figure 2: Impaired Driving Fatalities by State in 2022

Role	Number	Percent
Alcohol-Impaired Drivers	8,012	59%
Passengers Riding With Alcohol-Impaired Drivers	1,684	12%
Subtotal	9,696	72%
Occupants of Other Vehicles	2,193	16%
Nonoccupants (pedestrians/pedalcyclists/other)	1,635	12%
Total Alcohol-Impaired-Driving Fatalities	13,524	100%

Source: FARS 2022 ARF
Notes: Percentages may not add up to 100% due to individual rounding.
NHTSA estimates BACs when alcohol test results are unknown.

Coupled with the troubling rise in impaired driving fatalities is the emerging issue of polysubstance use among the DWI population. After alcohol, marijuana is the second most used substance found in DWI stops,⁴ and it is more common for marijuana-impaired drivers to also have alcohol in their system than not.⁵ Research suggests that as many as 40% of impaired drivers have multiple impairing substances “on board” at the time of their DWI arrest.

Research shows that about one third of individuals convicted of impaired driving are repeat offenders.⁷ These are the individuals most likely to be placed under community supervision. Finally, we know that impaired drivers are different in many ways than other individuals in the criminal justice system. They tend to have higher levels of education and employment as well as familial support. They may be more likely to pay their fines and fees and be more “outwardly” compliant with supervision⁸. The unintended consequence of these factors is that these offenders may score out as low risk/low needs using a generic (non-DWI specific) risk/needs assessment, raising the potential for a new DWI or worse.

Despite what at times seem like insurmountable challenges that contribute to our present situation with the DWI population, NHTSA has a myriad of cost-free resources available to address these problems. Presented below is an overview of the above-mentioned Probation Fellow

positions and their current occupants as well as of other NHTSA-funded initiatives, liaisons, and expert services.

PROBATION FELLOW POSITIONS AT APPA

In 2010, NHTSA provided funding to APPA to create a probation fellow position. The intent was to ensure availability of an expert who could provide training and technical assistance to probation departments, state highway safety offices, courts and treatment providers on issues surrounding high-risk impaired drivers as well as certification training on the Impaired Driving Assessment. Over the years, the demand for these services resulted in the decision by NHTSA to fund three additional Regional Probation Fellow positions to serve specific regions of the country. These individuals are currently assigned to serve NHTSA Regions 5 (MN, WI, OH, MI, IL, IN), 6 (TX, MS, NM, OK, LA), and 8 (CO, ND, SD, NV, UT, WY).

These three RPFs are able to provide a more focused approach in providing training (both in-person and virtual), technical assistance, and collaboration building to their region’s probation departments, courts, treatment providers, victim advocates, highway safety offices, and DWI task forces. They are there to help in addressing the unique challenges of the high-risk impaired driving population.

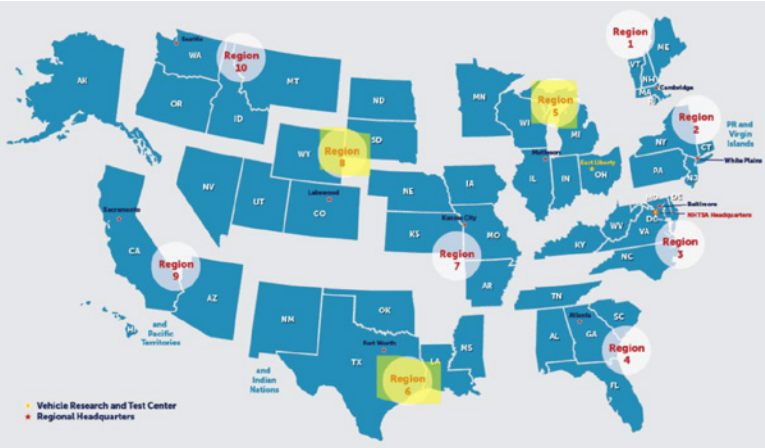
Mark Stodola currently serves as the lead Probation Fellow for APPA. He is available to provide training and technical assistance for

those states outside of Regions 5, 6 and 8. Mark can be contacted at Probationfellow@csg.org

Let’s meet the three Regional Probation Fellows.

REGION 5 PROBATION FELLOW: LES SCHULTZ

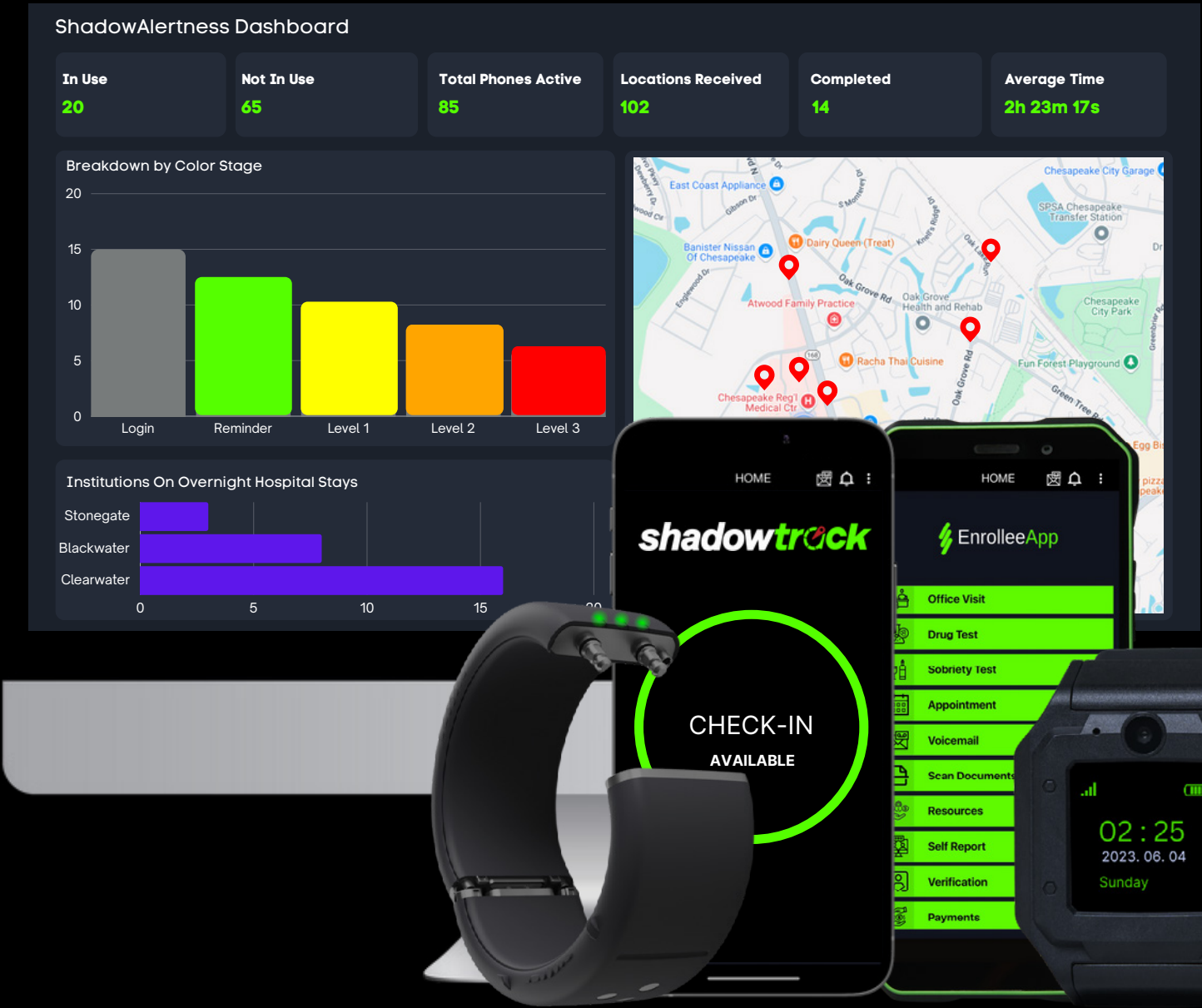
Les recently retired from his former position as a Probation Director in Southern Minnesota. He has been very active in the DWI/DUI world, developing several intensive supervision programs and a multi-county treatment court. Les has been participated in various



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correctional associations, including APPA, where he was a Regional Representative at Large, Program Chair and Treasurer. He also has taught correctional courses at a state college. Les is eager to assist various states with education and information. He can be contacted at ProbationReg5@csg.org.

REGION 6 PROBATION FELLOW: ANDREA HENDERSON

Andrea earned a Bachelor of Science in Criminal Justice in 1994 and retired as a Supervisor from the Harris County Community Supervision & Corrections Department in Houston in 2022. She possesses extensive experience working with clients in Felony Substance Abuse facilities as well as those on probation for DWI and sex-related offenses. With nearly a decade of experience working directly with Harris County Criminal Courts and clients under Pretrial Bond supervision, Andrea has been a certified DWI Education Instructor for the State of Texas since 2006. She is dedicated to educating DWI offenders about the significance of applying classroom lessons to prevent further offenses and save lives. Andrea can be reached at ProbationReg6@csg.org.

REGION 8 PROBATION FELLOW: PAUL HOFMANN

Paul worked for Colorado's Judicial Department in the Division of Probation Services as a probation analyst. In this role he oversaw the state's Alcohol and Drug Driving Safety Program, supported local probation departments in staff training, conducted offender assessments, and supervised DWI offenders. Paul also collaborated with Colorado's Highway Safety Office to secure training and funding for the establishment of the state's first six DWI courts. He brings over 30 years of experience in training probation and parole officers, community corrections case managers, and substance abuse counselors. Paul can be reached at ProbationReg8@csg.org.

WHY PROBATION FELLOW/REGIONAL PROBATION FELLOWS MATTER FOR THE FIELD OF COMMUNITY SUPERVISION

Of all the criminal justice populations placed under community supervision, DWI offenders are perhaps the most inconsistently assessed, sentenced, and supervised. Their true risk can be overlooked, and, as they are often outwardly compliant, they may not receive the level of supervision and intervention needed to promote

accountability and lower recidivism. The PF and RPFs can assist with training, technical assistance to better equip officers in working with this challenging population.

JUDICIAL OUTREACH LIAISONS

The Judicial Outreach Liaison (JOL) and Fellows program was created to provide peer-to-peer education for judges hearing impaired driving cases. The National Judicial Fellows and Regional and State Judicial Outreach Liaisons create relationships between judges with expertise in traffic cases and the judiciary handling those cases in the courtroom. Through peer-to-peer education, the JOLs and Fellows foster better understanding of the judiciary's role in reducing impaired driving and promoting traffic safety. This highly skilled network of judges shares evidence-based sentencing, screening and assessment opportunities, expertise in understanding toxicology, and the latest research.

NHTSA also supports a Tribal JOL and a Military Judicial Fellow through the American Bar Association. The Tribal Courts liaison is tasked with outreach to all 574 federally recognized Indian Tribes on issues of traffic safety and impaired driving. Additionally, the individual in this position serves as a liaison between the Tribal, state, and federal courts on methods of cooperation, collaboration, and circumnavigation of the complex jurisdictional issues and other rules affecting Tribal reservations within the United States.

The Judicial Military Fellow's role is to fill the unique opportunity to assist both the state and regional JOLs as well as the judiciary at large in navigating questions related to service members who appear in civilian courts in impaired driving cases.

Additional information on the JOL program can be found at [About the JOL Program](#)

WHY JOLS MATTER FOR THE FIELD OF COMMUNITY SUPERVISION

While the focus of JOLs is to provide peer-to-peer judicial education, the training they provide may often include community supervision professionals. They can be especially beneficial in supporting new judges as well as those who may be inexperienced in the unique issues of impaired drivers as well as the latest research and best practices in the most appropriate sentencing of this population.

TOXICOLOGY LIAISONS

In 2021, NHTSA provided grant funding to benefit state toxicology programs to decrease processing time for toxicology samples and increase support, resources, communications/data reporting, and criminal justice system coordination.

Amy Miles is the program manager and Regional Toxicology Liaison (RTL) for NHTSA's region 5, which includes North Dakota and South Dakota. In addition to her work with the RTL program, Amy works closely with Wisconsin to address data modernization and harmonization needs. She is on the Association of Traffic Safety Information Professionals' Impaired Driving Working Group, which focuses on finding data solutions for tracking the impaired driving process arrest to post-adjudication. Amy also works closely with the Association of Public Health Laboratories to bring awareness about forensic toxicology as a public health partner.

The RTL project will support the establishment of Toxicology Liaisons that support states in NHTSA regions

5, 7, and 9 to assist with training, collaboration, and the standardization of testing across state labs along with improved reporting of data to promote better understanding of the scope of drug-impaired driving problem. Additional information can be found at [Regional Toxicology Liaisons](#)

WHY TOXICOLOGY LIAISONS MATTER FOR THE FIELD OF COMMUNITY SUPERVISION

Much of what we know about polysubstance use among the impaired driving population stems from the research conducted by toxicologists. While much of their work focuses on assisting law enforcement and prosecutors in determining what substances, if any were "on board" at the time of an offense, this information can also be invaluable for supervising officers. Improved access to such data can assist in better understanding drug trends and new testing methodologies of impaired drivers.

TRAFFIC SAFETY RESOURCE PROSECUTORS

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of impaired driving and other traffic crimes. TSRPs are typically current or former prosecutors who provide training, education, and technical support to traffic crimes prosecutors and law enforcement personnel throughout their states. Traffic crimes and safety issues include alcohol and/or drug-impaired driving, distracted driving, vehicular homicide, occupant restraint, and other highway safety issues. TSRPs must assess the needs and demands unique to their states and work in conjunction with many agencies to meet these needs. The National Highway Traffic Safety Administration, law enforcement agencies, judicial organizations, crime laboratories (including forensic toxicologists), medical examiners, local media, Governor’s Highway Safety Offices and their victim advocate groups, and resources available from the National District Attorneys Association’s National Traffic Law Center should all be used to facilitate services for all prosecutors and law enforcement. Contact information for state TSRPs can be found at Traffic Safety Resource Prosecutor List - National District Attorneys Association.

WHY TSRPS MATTER FOR THE FIELD OF COMMUNITY SUPERVISION

Despite the complexity of prosecuting impaired drivers, that responsibility often goes to new, inexperienced attorneys. TSRPs assist these prosecutors in addressing the unique challenges of prosecuting DWI cases. It is often the local prosecutor who recommends pre-trial services as a condition of bond release. These services often include sobriety monitoring, Ignition Interlock Devices, house arrest, alcohol and other drug assessment, and case management services, all of which may set the foundation for good community supervision after sentencing.

LAW ENFORCEMENT LIAISONS

The National Law Enforcement Liaison Program (NLELP) was created by NHTSA and the Governors Highway Safety Association and has been funded by NHTSA in recognition of the need to increase the effectiveness of those in Law Enforcement Liaison (LEL) positions. The purpose of the program is to enhance communications between LELs, ensure greater coordination of LEL activities nationwide, create and support LEL training and guidance workshops to increase the knowledge and skills of LELs, and provide technical assistance. NLELP is designed to strengthen the work of a proven network of highway safety professionals with enhanced communications tools, updated training,

sharing of best practices, exchanging information on new research, policies, and programs, and highlighting successes. Information on Law Enforcement Liaisons can be found at National Law Enforcement Liaison Program - Traffic Safety IS Public Safety

WHY LELS MATTER FOR THE FIELD OF COMMUNITY SUPERVISION

Our country is facing the perfect storm of law enforcement shortages, increased impaired driving fatalities, and the emerging issue of polysubstance use with impaired drivers. LELs assist law enforcement in being better equipped to identify impaired drivers, (often including the particular impairing substance) and providing community supervision officers a more complete picture of the offense. Improving information sharing from the arresting officers to the supervising probation officer can have positive impact on the final outcome of supervision. The more information the probation officer has about the arrest event the better.

CONCLUSION

Every one of the 13,524 impaired driving deaths on our roadways could have been prevented. Clearly there is no one single approach that will stop all impaired driving, but successful DWI interventions can be developed by addressing the need for education, collaboration, identification of system gaps, and determining the risk and needs of those already convicted of impaired driving. Maximal efforts by those in the criminal justice system—and the society as a whole—can surely prevent many of these unnecessary deaths, and NHTSA is a valuable partner in such efforts.

For its part, APPA has engaged in a five-year assessment project to identify gaps, data limitations, training needs, and other issues that impact the ability of community supervision programs to identify the potential for offenders to drive impaired and to prevent recidivism. This project will include an evaluation of the effectiveness of each program or activity implemented and recommendations that take into account “lessons learned” so as to improve interventions and reduce recidivism. By means of such research, by building community collaborations, and by taking advantage of the resources provided by NHTSA, we can truly turn the corner and work together to make the next DWI the last DWI.

AUTHOR BIO

As Probation Fellow, Mark Stodola brings over 30 years of experience working in the field of court management and adult probation in Arizona. Mark worked at the Maricopa County Adult Probation Department for 18 years serving in a number of capacities including field supervisor and division director overseeing drug and alcohol treatment programs, problem solving courts and services for the mentally ill. Mark later became the Court Administrator of the Tempe Municipal Court where he served for eight years managing day-to-day activities including budget, case processing, program development (including the establishment of Arizona’s first municipal mental health court) and managing personnel. Most recently Mark served as Program Services Manager in the Adult Probation Services Division of the Arizona Supreme Court where he had oversight of treatment programs for Arizona’s Adult Probation Departments. Mark has presented training on topics surrounding high-risk drunk drivers at national, regional and state conferences throughout the country.

Mark received his undergraduate degree in History from the University of Wisconsin-Madison and his master’s degree in Education from Northern Arizona University. Afterwards, Mark became a Graduate Fellow through the National Council of State Courts Institute of Court Management.



APPA’S COMMITMENT TO WORK WITH TRIBAL COMMUNITIES

by Mark A. Dyea, APPA Tribal Grants Manager

The American Probation and Parole Association (APPA) has long demonstrated a commitment to support Tribal communities in improving community corrections programs and outcomes—a commitment that has continued for decades. This work has included providing training and technical assistance in a variety of areas, including supervising alcohol/drug-involved Tribal members more effectively; developing and enhancing community-based programs related to pretrial, probation, reentry, and alternatives to incarceration; utilizing screening, assessment, and case planning resources to reduce recidivism; applying culturally relevant and evidence-based practices to the supervision of American Indian/Alaska Native individuals; involving families in the supervision process and case planning; implementing training and resources to uphold the Prison Rape Elimination Act in Indian Country; providing training and resources regarding the implementation of Enhanced Sentencing Authority under the provision of the Tribal Law and Order Act of 2010; and development of the Tribal Reentry Toolkit to assist those who are reintegrating into their community following a period of incarceration.

Over the past five years APPA’s work with Tribes has experienced considerable changes due to the COVID-19 pandemic and staff turnover. APPA transitioned to increasing use of virtual training and worked without a Tribal Grants Manager for over seven months. Despite the challenges APPA faced during this time, we continued to provide training and technical assistance to Tribes working on creating, implementing, or enhancing reentry programs based on the Tribal Reentry Toolkit. APPA has reaffirmed its commitment over the past three years with the addition of a full-time Tribal Grants Manager to the staff. Moreover, the Tribal Reentry Toolkit has been used to provide Tribal Intergovernmental Reentry Workshop (TIRW) training nationally and for the states of Alaska, Washington, Oklahoma, and Minnesota.

As reflected in the Tribal Reentry Toolkit, reentry is a process, not an event. This process begins with a person’s confinement and involves courts, corrections officials, law enforcement, community members, and a

network of service agencies that provide for substance abuse and mental health treatment, job training, housing support, and other needs. In reentry programs, success depends on collaboration between Tribal agencies and local, state, and federal partners, because many incarcerated Tribal members, whether being held by Tribal, county, state, or federal authorities, are housed outside their community and must be re-integrated back into that community. Regardless of the length of time in custody, incarceration produces a disruption in the lives and routines of all involved and also impacts resource availability. This includes loss of employment and income, housing vulnerability, loss of family support and connections, increased need for substance use and/or mental health treatment, and the potential loss of access to the community in general. Tribal reentry programs should be grounded in culturally based approaches that incorporate the tribe’s history, values, and strengths and that focus on the goal of providing the clients with the services and resources needed to strengthen connections to their culture, family, and the community in general. This project was part of a Cooperative Agreement between the Bureau of Justice Assistance and APPA that ended in September 2024. Fortunately, APPA has partnered with the National Criminal Justice Training Center to continue the delivery of TIRW training through 2026.

In 2024 APPA’s continuing commitment to Tribal communities was recognized by its being awarded a FY24 development grant from the Office of Juvenile Justice and Delinquency Prevention (OJJDP). That grant (Supporting Tribal Youth: Training and Technical Assistance and Youth Leadership Development Grant—Category 3 State, Local, and Tribal Partnerships to Support Justice-Involved Youth) provided resources that boost APPA’s outreach abilities in this important area. The need is clear, as American Indian/Alaska Native (AI/AN) youth ages 10-17 account for approximately 2% of the United States population yet account for 6% of total youth arrests (OJJDP, 2020). These youth are over three times as likely to be incarcerated as their White peers and also remain in detention for longer periods. Of the approximately 25,000 youths in custody, 1,500 are AI/AN,

and only 113 of these are incarcerated in Tribal facilities, with the rest being detained in non-Tribal facilities (Puzzanchera et al., 2023).

A longstanding problem with this population is the communication gap between state and local criminal justice systems and Tribal authorities. Tribes often do not receive notice when their youth are detained in local or state facilities. This lack of awareness prevents AI/AN youth from accessing Tribal support, cultural interventions, and coordination of services between their Tribe and state and local criminal justice systems. The Indian Child Welfare Act (ICWA) contains provisions requiring state and local agencies to notify Tribes when there is an involuntary foster-care placement and when there are proceedings for termination of parental rights involving an Indian child. However, there are no provisions in the ICWA that require such notice when there are proceedings regarding a criminal act committed by a minor Tribal youth in a non-Tribal court.

The APPA, in partnership with the National Criminal Justice Training Center, is working to close the gap in communication between Tribes and state and local criminal justice systems through the cultivation of state, local, and Tribal partnerships that will improve communication and support positive outcomes. The goal of APPA's Tribal Youth Notification Systems (TYNS) Project is to develop a system for notifying Tribes when their youth enter non-Tribal juvenile justice systems using the ICWA notification process as a guide. APPA will also incorporate the 10 Core Principles of Juvenile Probation into the TYNS training curriculum that will be used during regional training sessions held in 2025 through 2027. The youth of American are the greatest hope for continued growth of the American society, and the Tribal youth of this country are the greatest hope for the continued survival of every Tribal community in the United States.

As APPA moves forward in its efforts to strengthen Tribal communities, we will continue to seek input from those communities to identify and address the most pressing issues pertaining to community corrections, reentry, juvenile justice, and relevant cultural programming. Stay tuned for upcoming announcements on future Tribal training sessions and for a way for you to join our pool of Tribal community corrections consultants. We look forward to working with all participants to optimize programs that create strong, vibrant communities.

AUTHOR BIO

Mark Dyea is an enrolled member of the Pueblo of Laguna and a Disabled Veteran. Mark is the Tribal Grants Manager for the American Probation and Parole Association where he collaborates with Tribes to secure training and technical assistance in program planning, implementation, and enhancement. Mark has 20 years of Community Supervision and Treatment Court experience. During this time, he worked for the Pueblo of Laguna's Probation & Parole Services for over ten years as a Probation Officer, Wellness Court Coordinator, Program Manager, co-founded the Pueblo's Community Wellness Court program and served as its Co-Coordinator for seven years. Mark has also worked as a Case Manager for the Bernalillo County Metropolitan Court Specialty Courts and Coordinator for the Pueblo of San Felipe Healing to Wellness Court. Mark served as a Sr. Consultant for the NADCP Tribal Healing to Wellness Court Planning Initiative and as faculty for TLPI. As a consultant Mark has worked with numerous jurisdictions across the country to develop and enhance Community Supervision programs and Treatment Courts. Over the course of his career Mark has collaborated with multiple jurisdictions, including State, Federal, and Tribal entities, to improve community supervision outcomes and intergovernmental relationships.

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THE FALL OF NORWAY'S PRISON PARADISE: A ROLE MODEL IN DECLINE

by Stian Estenstad and Nina Hanssen

For decades, Norway has been known for its humane and progressive prison system, often referred to as “the best in the world”. But if you visit a Norwegian prison today, you will get a slightly different story.

The Norwegian Correctional Care System has inspired many countries. It is built around principles such as normality, dynamic safety and rehabilitation. Conditions in Norwegian and Nordic prisons has also been characterized as more humane than the condition in other countries. Professor of Criminology at Victoria University of Wellington John Pratt has since 2008 used the term “Nordic exceptionalism” in which he includes low rate of imprisonment and human prison conditions.¹ In Norway punishment has been defined by law professor Johs. Andenæs as follows: “Punishment is a harm that the state inflicts on an offender for the purpose for making it feels like an harm”.²

The supreme court has since endorsed this view. In Norway prisoners retain the same welfare and social rights as other citizens as part of the normality principle that means that life in prison should, as far as possible, resemble the life outside. Another important principle is dynamic security which is about balancing control and care, where staff are active participants in creating a safe and rehabilitative environment. Now these principles are under severe pressure, and employees are fleeing the agency in great numbers.

DECLINE

After visiting prisons in the USA that have taken inspiration from Norwegian correctional facilities, we decided to look in the mirror ourselves and see how the current situation is in the Norwegian correctional facilities today. It was a sad story. All research reports in recent years point in the same negative direction, highlighting serious challenges within Norwegian correctional care, particularly related to resource shortages. While not an irreversible situation, steps must be taken soon to reverse this decline.

KEY FINDINGS

- Too many hours locked in a cell
- Lack of officers due to reduced budgets and staff turnover
- Increased sick leave
- Recruitment problems, where the number of departures exceeds new hires
- Challenging work environment with high employee turnover
- Reduction in activities
- Increased number of violent and threatening incidents
- Frustrated and insecure employees
- Increasing number of inmates with substance abuse problems and mental disorders who do not receive help

STAFF EXODUS

In Norway, around 3,000 people serve prison sentences at any given time spread across the country's five correctional regions. There are about 2000 prison officers. This may seem like a good staffing norm in other countries, but for Norwegian correctional services it is critical. It is a downsizing that affects both staff and convicts negatively. With less time for follow-up and activity offers which have been important building blocks in the Norwegian correctional system the aims to rehabilitate prisoners might fail. The program activities Norway's model are known for are largely taken from Canadian, British and Swedish correctional services from the 1990s onwards.

UNSUSTAINABLE

In 2022, 197 officers quit their jobs, which was about 10 percent of the workforce. From October 2023 to October 2024, 303 people left which means 15 percent of the staff.³ These are unsustainable numbers for a system that prides itself on its dedication to providing the most societally beneficial incarceration infrastructure. Many prison officers apply for other professions where they are more valued and receive higher wages.

HOURLY PAID

Tommy Fredriksen⁴, deputy chairman of the largest union for prison employees says that because there is a shortage of employees, the use of overtime is increasing. According to him, the proportion of overtime from 2022-2023 increased by 50 per cent. Fredriksen says that the burden on the employees is enormous and in Norway, there is twice as much violence and threats against officers as in Denmark and four times as much as in Finland. And fewer are applying for positions in prisons.

Many officers feel that they are not valued highly and that their salary is low. It seems like the officers are valued more highly by other businesses outside the correctional service, he says. He also says there are many new graduates who quit.

According to Fredriksen, dynamic security hardly exists anymore. The officers no longer have time to build relationships, because there are fewer officers, and those who remain have other administrative duties. This goes beyond relations with the prisoners.

PRISON POPULATION HAS CHANGED

At the same time, the prison population has changed because more people are serving their sentences in their homes with electronic ankle monitors, and other community-based penalties, so that the prisoners who were previously a stabilizing factor are now serving alternative sentences in society.

Less dynamic security, which means less interaction and dialogue between prisoners and staff, leads to increased violence in prisons. More use of static security, which is about the purely technical control mechanisms such as locking, camera surveillance, etc. creates a negative culture. We have seen several reports that tell of more violence between prisoners and against staff.⁵

POLICE, COURTS AND CORRECTIONAL FACILITIES

In Norway, it is the police who arrest and the courts who judge, while the correctional service has the task of facilitating change for a crime-free existence. The Norwegian correctional system has received less attention and resources compared to the police and the courts. Tight budgets and high prices have led to staffing being at a minimum today, both in prisons and in probation service which is to ensure the safe

and appropriate execution of punishments such as community punishment, sentencing with electronic ankle monitoring and parole.

COMPLEX DISORDERS AMONG PRISONERS

Randi Rosenqvist⁶, a specialist in psychiatry, is one of those who has worked for a long time with problems surrounding prisoners' mental disorders, and who was responsible for risk assessment of those sentenced to custody. She has seen an extreme change in treatment and care (or lack of care) for people with various mental health conditions. "My experience is that the worst functioning, those who are unable to live an autonomous life due to severe mental disability, have had a relatively worse welfare development than other Norwegians", she says. After the government closed down psychiatric hospitals there is a great lack of follow-up services for this group. Among other things, she believes it is necessary to double the number of beds in mental health care.

WORSE WITH ISOLATION

Increased use of isolation and lack of meaningful activities today lead to worsening mental health problems. Despite many inspections by the Civil Ombudsman, the development of isolation is negative in most Norwegian prisons. There is a need for an improvement in correctional services where the rights perspective must be leading for competence, staffing and high professional content. Randi Rosenqvist questions whether correctional facilities have become psychiatry's dustbin. She says that research shows that the development of the number of prison places is inversely proportional to the number of beds in psychiatry. She believes this can substantiate her claims that the correctional service is psychiatry's dustbin, as psychiatry has been subjected to dramatic cuts over the past 30 years. She believes that society will benefit from more rehabilitative correctional care where the offenders can get a better connection to society, get better health, friends, work and housing. In the group of remand prisoners, there are few who manage this in the current system.⁷

PRISON OFFICERS ESCAPE

In recent years, many prison officers have either lost their jobs due to cuts or left for other reasons. Newly trained prison officers face a completely different reality than the one they are trained for. The reports show that

they are unable to utilize their professional expertise because daily life is marked by staff shortages and crisis management. Half of the new graduates leave within the first five years.

GAP BETWEEN THEORY AND PRACTICE

Prison officer Ingeborg Kivle⁸ does not think that the has not caught on to what has happened in the prisons and the gap between theory and practice is large. The aspirants have signaled this, as they experience locking prisoners out and in instead of working more on rehabilitation. Many aspirants leave after the compulsory year.

"I don't know anyone who changes by being locked in a cell. People need people, and that also applies to the prisoners in Norwegian prisons," says Ingeborg Kivle.⁹

Confirms critical situation.

Recent reports from the Civil Ombudsman in 2024 have also revealed serious problems in Norwegian prisons. In Halden prison, once a beacon for humane prisoner treatment, prisoners now experience extensive

confinement and inadequate health follow-up. Similar problems have been reported from other prisons, including Oslo Prison, where prisoners without activities can be locked up for over 20 hours a day.

WORSE LIVING CONDITIONS AND MENTAL ILLNESS

That there is a high incidence of drug and mental disorders among those who have been in prison is stated in the Report "Living conditions, drug addiction and mental health among people who have been imprisoned or served a sentence in society" - from SERAF (Center for Drug - and addiction research)¹⁰. Among people who have been imprisoned, 64% had a mental disorder, 46% a drug disorder, 29% a serious mental disorder and 33% an ROP disorder (combination of drug and mental disorder). Women generally had a higher incidence of both drug and mental disorders compared to men. There was also a high incidence of other mental disorders and substance abuse among people with mental retardation. Researcher Anne Bukten¹¹ in SERAF says the proportion of people living with a mental conditions is five times higher for people in prison, or people serving sentences in the community,



compared to the general population.¹² Among people who are imprisoned, the proportion who have been in the specialist health service for an active drug or mental disorder in the year before imprisonment has increased by nine percent throughout the period.

PRISON AS A WINDOW OF OPPORTUNITY

Bukten believes that prison can be a “window of opportunity” to offer adequate treatment for drug and mental disorders to a group that is otherwise difficult to reach outside prison. Other measures are electronic control, drug court program, which is execution of the sentence in society and an alternative to serving time in prison. The scheme is for drug addicts who have been convicted of a crime. SERAF recommends increased availability of specialist healthcare services in prisons. As well as sufficient staffing and resources.

OLD BUILDINGS ARE NOT SUITABLE

Many prisons are old buildings and have a large maintenance backlog. This is revealed in the report “Capacity - future needs” from April 2024¹³. Among other things, it shows that many prisons are old and not suitable for modern correctional care, even with significant investments for rehabilitation. There is a need for 4,000 prison places in the long term, with a shift towards more places in prisons with lower security. It is recommended to establish a larger correctional enforcement center for women and three to four smaller units in the large cities for detention and for those who are about to leave prison after serving their sentence. It is also proposed to increase the proportion of places in lower security, with a focus on qualifying employment and rehabilitation. New buildings must also be prioritized to create better working conditions and sentencing environment.

HALDEN PRISON – NO LONGER A SHOWCASE

Halden Prison, opened in 2010, became an international icon with its architecture designed to promote rehabilitation and an environment similar to life outside the walls. Time Magazine was present at the ceremonial opening of the prison and so was the Norwegian king. Titles such as “Norway Builds the World’s Most Humane Prison” and “Sentenced to Serving the Good Life in Norway” as well as a photo report called “Inside the World’s Most Humane Prison”, made the prison known far beyond Norway’s borders. Media from all over the world, the filmmaker Michael Moore, the BBC, CNN, Netflix and others came to Halden prison to learn

about the values, principles and methods used by the Norwegian penitentiary. The visitors were particularly impressed by the low recidivism rate of 20-25 percent. The relapse has remained stable for the past 10 years, despite major economic cuts. Part of the explanation is probably the increased use of alternative punishments in society.

The prison officer role, and how we carry out the dynamic security and environmental work, also arouses interest from visitors around the world.

The focus on a high level of activity and a targeted sentencing content that provides a good return to Norwegian society is what is unique about the Norwegian correctional care model. But Halden prison is also affected by expensive times. From 2020 to 2023, the number of employees in Halden prison fell from 318 to 236 that means an reduction of staff of more than 25 percent.

LOCKED UP IN MORE THAN 19 HOURS

The result is, among other things, extensive use of isolation and strict restrictions on contact with friends and family, the Civil Ombudsman states in a recent report¹⁴. In the report, it is said that prisoners are locked in the cell for more than 19 hours a day without a decision on isolation, and in some cases more than 22 hours. Prisoners were moved to restrictive wards without court decision, and some sat for several weeks in reinforced cells isolated from others. In addition, there is a lack of activity offers and health follow-up for the prisoners, including mapping of suicide risk and documentation of physical injuries. The civil ombudsman states that low staffing is one of the reasons for extensive lock-ins, fewer activities on offer and reduced contact with others. He asks the prison to ease restrictions on contact with friends and family to improve prisoners’ mental health. It shows that Halden prison is no longer the flagship it used to be and with 84 fewer full-time employees, it is difficult to find time to deal with dynamic security and proper contact officer work. In the National Audit Office’s document 3:4 (2022-2023) – Health, training and welfare services for prisoners in prison¹⁵, there is a lot of criticism of the work in prison and the work on release. Cooperation with other agencies is also criticized.

OVERCROWING AND CAPACITY PROBLEMS

The Auditor General’s report on the Norwegian Correctional¹⁶ Service highlights overcrowding and capacity problems in many prisons negatively

impact both inmates’ rights and prison staff’s working conditions. The report also points out insufficient rehabilitation measures, including a lack of educational and work opportunities for inmates, which hampers their reintegration into society. Additionally, underfunding and staffing problems limit the Correctional Service’s ability to fulfill its duties, affecting both security and rehabilitation efforts. The extensive use of isolation and prolonged imprisonment without adequate measures to prevent psychological harm to inmates is also a significant concern. The Auditor General’s report also highlights the lack of support and follow-up after release, which contributes to high recidivism rates. There are few effective measures to reduce the risk of reoffending, and practices vary widely across prisons and probation offices, leading to inconsistent treatment of inmates.

And criticizes the lack of coordination between the Correctional Service and other agencies, such as healthcare, social services, and municipalities. This poor collaboration often results in inmates and released individuals falling through the cracks regarding rehabilitation, housing, employment, and healthcare services.

THE LEGAL CONCEPT IN NORWAY

So what do the Norwegian people think is the right level of punishment and how we punish? From the 1990s to now, people’s perception shows a positive attitude towards humane correctional services. A recent survey from the Welfare Research Institute NOVA at OsloMet¹⁷ tells a little about attitudes towards crime, punishment and the execution of punishment in the Norwegian population today. 43% of the participants think the penalties in Norway are too lenient, while 49% think they are appropriate.

When it comes to prison sentences, 38% are in favor of longer prison sentences, while 40% disagree that prisoners in Norwegian prisons are too good. More than half believe that more people should be allowed to serve their prison sentences at home with electronic ankle chains, and 80 percent support the use of community punishment. As many as 64 percent believe that rehabilitation is the most important purpose of punishment, while 19 percent believe that deterrence is most important.

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REHABILITATION PAYS OFF

A report from Oslo Economics for the Red Cross in December 2023¹⁸ shows that there are major socio-economic gains from reduced relapse into crime and drug addiction after serving time. Network after imprisonment is an initiative from Red Cross that helps to increase coping skills among convicts and help them to establish a life free of crime and substance abuse. The report shows that there are big savings to be made if the prisoner has a transition to work or social security.

The report shows that if a convicted people is removed from a life of crime and substance abuse and is able to get a job, this has a socio economic benefit of 90.0000 US dollar per year. If the same person does not get a job, but instead has to receive social benefit, there is still a saving of 35.000 US dollar.

LITTLE SCANDINAVIA

We know that the principles work as we have recently seen in The Little Scandinavia project inside SCI Chester prison¹. It represents a significant step towards humanizing the American prison system, demonstrating that innovative approaches can lead to positive outcomes for both staff and prisoners. While findings are still preliminary, the project “Little Scandinavia” ¹⁹has shown promising results in improving prison conditions and outcomes. Assessments indicate more positive relationships between staff and prisoners, as well as among prisoners themselves. Few violent incidents have been reported and correctional officers report higher levels of job satisfaction.

THE WORKING ENVIRONMENT FOR EMPLOYEES IS TOUGHER

The demanding economic situation has also affected the working environment for the employees. Asle Aase in the largest national union ²⁰the NFF points out that a recent report has pointed to disturbing figures related to PTSD among employees in Norwegian prisons. Employees say that the working environment has become tougher over the years, and that they are not allowed to work with what they were originally trained for and motivated to do, namely rehabilitative and rehabilitative work with the convicted. The days are largely spent locking in and out of the cells, static security work rather than direct work with the people. It is important that prison education continues to provide training based on the type of punishment we want, as described in the purpose clause of the correctional service and in our legislation.

Through this article, we have tried to show how the correctional system in Norway has changed in recent years. A lot of good work is being done despite a tight economy. Despite many positive aspects, Norwegian correctional services have also received criticism for the use of isolation, which can be harmful to prisoners’ mental health. However we believe Norwegian correctional services still have a solid foundation to continue to improve and contribute to a safer society. But then employees must also be guaranteed good wages and working conditions. More resources are needed, but also better cooperation between correctional services, the health service and other NGOs and public agencies to meet more complex challenges in the prison population.

AT A CROSSROAD

We believe that the Norwegian prison system is at a crossroad. And it is fundamentally about priorities. The correctional care model’s basic values of humanity and rehabilitation are strong, and a lot of good work is still being done by the staff, but greater attention and resources are required to survive. This cause of the significant decline is clearly due to a lack of political understanding, will, and prioritization ability within the national assembly, government, and individual political parties.

The question then becomes not whether Norway has the world’s best correctional services, but how the country and the agency can restore and further develop a system that was once a model for the whole world.

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JUSTICE COUNTS: CLOSING THE DATA GAP

by Gwyn Kaitis

Criminal justice data is sparse, with only small amounts of timely and useful criminal justice statistics available publicly. Moreover, even when such information is available it tends to be scattered across multiple systems, with information released by numerous disparate offices and departments. It is rarely consolidated in a way that is useful for the public or for people working to improve how the system functions. Additionally, published information is often out of date by the time it reaches decision-makers, and this is particularly true in regard to community supervision. As a result, decision-makers are too often put in the unacceptable position of working in the dark, lacking the information necessary to make effective decisions regarding policies that will impact public safety and the people who are on community supervision in the long term.

Law enforcement, prosecution, defense, courts and pretrial operations, jails, prisons, and community supervision agencies all enter information into databases that serve as federal, state, and local repositories for information. However, no system has been put in place to reconcile all of this information in a way that makes sense and is easy to extract to ensure data-informed decisions and development of effective policies.

An analysis of FBI crime figures shows dramatic declines in U.S. violent and property crime rates since the early 1990s, when crime spiked across much of the nation. However, recent statistics tell a grim story. Despite violent crime rates falling 49% between 1993 and 2022 (Gramlich, 2024), the number of people in prison or jail has risen by 700% since 1972 (Carson, 2012, 2022). According to the World Prison Brief, in 2023 the U.S. had the sixth highest incarceration rate in the world at 531 prisoners per 100,000 people, down from the first highest rate in 2021 (Fair & Walmsley, 2021, 2023). That is obviously some progress, but more is needed.

In response to these concerning statistics about incarceration rates, many communities and organizations are working on criminal justice reform to create a more fair and equitable system. The information gaps described

above enter the picture here, as decision-makers, communities, and organizations require good quality data, including local data, to responsibly address these issues, to assess and allocate budgets, and—importantly—to determine whether criminal justice reform efforts are working. As long as this badly needed information continues to be spread across 50 states, 3,000 counties, and tens of thousands of local agencies, it will continue to be difficult or impossible to gain the meaningful knowledge that is needed to make informed decisions.

Local and state community supervision data is particularly difficult to acquire. Little is available beyond federal data included in the Probation and Parole Annual Surveys that are published by the Bureau of Justice Statistics (BJS), and that information may not even be accurate. The Michigan Justice Advocacy set out to determine parole/probation population sizes, state budget expenditures on these programs, and the relationship between them for each state, but datapoints on the probation and parole population were “elusive” and definitely inadequate for their purposes. Even when numbers were available, they differed greatly from the federal count of the same population (Fulmer et al., 2021).

The BJS Annual Survey provides a picture of key demographics and numbers of people entering and exiting the system each year. However, the BJS depends on the voluntary participation of separate state, county, and court agencies for these data. Of the 501 probation agencies asked to participate in the most recent survey in 2022, 132 agencies either did not respond or provided incomplete data (Kaeble, 2023). Additional datapoints to those provided by the Annual Survey are clearly needed for determining when reforms are working (or not).

Clearly, greater efforts must be made to obtain and disseminate data that advances knowledge of the field—and that means information that is current, comprehensive, geographically relevant, and accessible. Researchers need this, staff need this, policy makers need this, and those who are trying to write bills and approve budgets related to the



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criminal justice system need this. Indeed, many community supervision administrators are familiar with calls from their local and state legislators requesting information on various aspects of the system. The problem is clear, and the need to take action has come to the forefront.

NATIONAL STANDARDS FOR COMMUNITY SUPERVISION

The American Probation and Parole Association (APPA) recently published National Standards for Community Supervision. Included within the Standards is guidance to agencies regarding the collecting and reporting of data as well as the importance of offering data for research that can help in identifying more effective supervision policies and practices:

Standard 11.6

Agencies should report recidivism data by risk level, offense type, time on community supervision, gender, race/ethnicity, geographic region, and other relevant criteria.

Commentary: Agencies should develop quality control

procedures to ensure that CSOs (community supervision officers) are correctly entering the aforementioned data points, as well as other data points deemed significant by that jurisdiction. Agencies may choose to record this demographic data upon intake. Agencies should also develop and maintain the ability to conduct data analysis of their supervision population, including but not limited to these descriptive statistics, and create regular reports that are accessible to the public as well as to lawmakers and other local justice system stakeholders. Creating and maintaining this robust data entry and analysis process will supplement the agency's other efforts to build trust with the public, educate members of the public on supervision processes and practices, and substantiate budget requests.

Standard 11.9

Agencies should support and engage in internal research relevant to their programs as well as research conducted by outside professionals.

Commentary: The data gathering, analysis, and reporting processes described in this Standard are likely to require the creation of a quality assurance department, either

within the community supervision agency or elsewhere in the agency's parent organization. In addition to compiling and reporting accurate statistics, agency leaders should empower staff and fund the quality assurance department to engage in internal research projects. Building up the agency's ability to research trends within the community supervision population will enable the agency to adjust its policies, practices, and procedures to deliver better and more effective supervision. It will also enable the agency to work with external researchers, such as university partners, which can benefit agencies through the introduction of outside perspectives, resources, and expertise. Agency engagement in this data tracking and research will help fill in research gaps and will provide more diverse data points across differently funded supervision agencies. (APPA, 2024).

These two standards are an implicit call for agency engagement in data collection, with a focus on ensuring complete and accurate recidivism data, establishment of quality assurance departments, and facilitation of internal research. The key to all is data collection.

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JUSTICE COUNTS: A NATIONAL INITIATIVE

Justice Counts is a national effort to close the data gap and fill the need for current and geographically relevant information collected from the various components of the criminal justice system, including law enforcement, prosecution, defense, courts and pretrial operations, jails, prisons, and community supervision. It is an initiative of the Bureau of Justice Assistance (BJA), a division within the U.S. Department of Justice's Office of Justice Programs, to collect data from throughout the diverse parts of the criminal justice system into a cohesive whole that can provide a better understanding of what is happening, what is working, and what is not. Led by the BJS and The Council of State Governments (CSG) Justice Center, Justice Counts is founded on the belief that sharing criminal justice data should be easy. Justice Counts is directed by a national steering committee and supported by 21 national partner organizations (including the APPA) and 14 working committees with more than 100 contributing members. Together, these collaborators work to address persistent challenges with criminal justice data.

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Drawing from the efforts of its committees as well as public comments, Justice Counts has been making progress in the task of identifying and developing a consensus of definitions of key datapoints. These partners helped to design the three core components of Justice Counts: (1) consensus-driven metrics for the entire system that help agencies focus on sharing the most critical data that policymakers need to make effective decisions; (2) a set of tools to empower agencies to easily publish the metrics; and (3) technical assistance to help agencies effectively and efficiently share data that answer decision-makers frequently asked questions.

THE DATA DASHBOARD

The outcome of this initiative is a data dashboard accessible to the public that will make it easier to access current and geographically relevant data across all sectors of the criminal justice system. A data dashboard is an information management tool that presents real-time data and pulls together key metrics into a visual format. Dashboards connect large amounts of data in the form of tables, charts, and graphs, and they provide

a central location for hosting key information about a system. Data visualization simplifies complex datasets to help users better comprehend what the data mean in practice, trends in the data, and outcomes. Snapshots of the data from participating states can be viewed at <https://justicereinvestmentinitiative.org/justice-data-snapshots>.

HOW CAN COMMUNITY SUPERVISION AGENCIES PARTICIPATE IN JUSTICE COUNTS?

Justice Counts is recruiting departments and agencies nationwide to participate in these efforts. Staff are available to assist with implementation in your department. Agencies can customize their involvement in this project through selecting the metrics that they are able and willing to collect and contribute. The Justice Counts team meets agencies where they are.

The following table from Justice Counts shows the Tier 1 metrics (Tier 2 metrics are coming soon) that were developed through work with stakeholders and that are currently being collected. Community Supervision metrics are located on the bottom line:

	Capacity & Costs	Population Movements	Operations & Dynamics	Public Safety	Equity	Fairness*
Law Enforcement	Funding Expenses Staff Staff by Race and Ethnicity	Calls for Service	Arrests	Reported Crime Use of Force Incidents	Arrests by Race and Ethnicity, Biological Sex	Civilian Complaints Sustained
Prosecution	Funding Expenses Staff Caseload	Cases Referred Cases Declined Cases Diverted/Deferred Cases Prosecuted	Cases Disposed	No Tier 1 metric	Cases Declined, Diverted/Deferred, Prosecuted by Race and Ethnicity, Biological Sex	Violations Filed Resulting in Discipline
Defense	Funding Expenses Staff Caseload	Cases Appointed Counsel	Cases Disposed	No Tier 1 metric	Cases Disposed by Race and Ethnicity, Biological Sex	Client Complaints Sustained
Courts & Pretrial	Funding Expenses Judges and Staff	Criminal Case Filings	Pretrial Releases Sentences Imposed	New Offenses While on Pretrial Release	Sentences Imposed by Race and Ethnicity, Biological Sex	No Tier 1 metric
Jails	Funding Expenses Staff	Pre-, Post-Adjudication Admissions Pre-, Post-Adjudication Daily Population	No Tier 1 metric	Use of Force Incidents Readmissions	Pre-, Post-adjudication Daily Population by Race and Ethnicity, Biological Sex	Grievances Upheld
Prisons	Funding Expenses Staff	Admissions Daily Population Releases	No Tier 1 metric	Use of Force Incidents Readmissions	Daily Population by Race and Ethnicity, Biological Sex	Grievances Upheld
Super-vision	Funding Expenses Staff Caseload	New Cases Daily Population Discharges	Violations Revocations	Reconvictions	Daily Population by Race and Ethnicity, Biological Sex	No Tier 1 metric

Table, Tier 1 Metrics. <https://justicecounts.csgjusticecenter.org/>

Agencies can enter data using these Tier 1 metrics. The data are aggregated, so no data-sharing agreement is required. In addition, most of the data points are already collected by agencies, and agencies can decide for themselves how frequently they share their data. The information can be uploaded manually or through automatic means.

To participate in Justice Counts or to learn more about it, go to <https://justicecounts.csgjusticecenter.org/participate-in-justice-counts>.

CONCLUSION

The decades-long frustration over the lack of accurate and comprehensive data pertaining to the criminal justice field—and community supervision—does not have to continue, but considerable effort will be needed. Professionals in the field need to continue assessing how data is collected, how it is reported, and—importantly—what barriers stand in the way of building a better system. The work of Justice Counts is a major step forward, and widespread participation is encouraged and appreciated.

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