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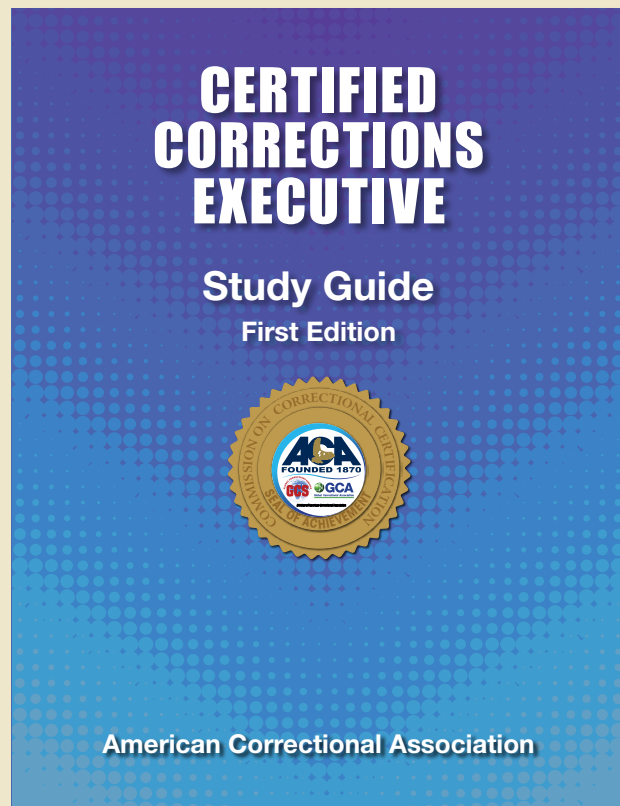


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— Mark Inch, MA, Secretary Florida Department of Corrections



NEWS & VIEWS



From Jim's Desk

Ohio continues to “lead on”!

The 152nd Congress of Correction is in ACA's impressive book of history now. After a great General Session with Ashley Judd, packed training sessions on a wide variety of professional subjects and a glittering E.R. Cass dinner and awards session, everyone left New Orleans rejuvenated to meet again soon. Congratulations to Andie Moss and Damon Hininger, the 2022 Cass Awardees.

In January 2023, ACA meets in Orlando, Florida. We look forward to our Winter Conference in warmer weather and to new leadership in ACA.

I welcome Todd Ishee joining ACA as its Executive Director Designee in October. Todd has spent his career in Ohio and North Carolina in corrections. Working in government is much different than working in the private sector, I know first-hand how different (and difficult) it can be. I served in county government for over 20 years and it's a challenge to go from a tax base budget to a

budget where you have to generate the money.

Todd is certainly up to the task, and I look forward to working with him in the next several months as he moves into the position of Executive Director and drops the “designee” title.

I also look forward to welcoming Denise Robinson as the incoming President of ACA at the Winter Conference. Denise is the first President from community corrections in many years (if not the first ever).

She brings a distinguished career to the ACA Presidency and is the third Ohio President during my career at ACA.

Ohio has two past presidents on the Past Presidents Council, the chair of the standards committee (Annette Chambers-Smith), the chair of the Commission on Accreditation for Corrections (Tom Stickrath), several members of the Board of Governors, the Executive Director Designee, and now the ACA presidency again. It's safe to say, Ohio has been a



“mover and a shaker” in ACA since our founding in 1870! And it's just beginning ... welcome Todd and welcome Denise, you join a long line of correctional leaders dating back to Rutherford Hayes. Betty and I have many friends in Ohio, it must be something in the water! Congratulations to the Ohio Department of Corrections and Rehabilitation on its 50th anniversary as a stand-alone agency. Ohio continues to “lead on”!

James A. Gondles Jr., CAE
ACA Executive Director

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Transforming a Texas prison

A brief history

By Vance L. Drum, DMin

It wasn't easy. But it happened. This is the short story.

Texas' Eastham Prison was bad — an unhealthy place to live and rough place to work.¹ I had gone there to serve as a chaplain in 1985, and stayed until 2012.

Called in a 1986 *Newsweek* cover story "America's Toughest Prison," Eastham had been the former

residence of Clyde Barrow (Bonnie and Clyde) 90 years ago.² The old prison, housing 2,500 maximum security inmates at the end of a road, was reserved for Texas' worst. The nickname "Bloody Eastham" was deserved: my first year there five inmates died violent deaths. Thankfully, there were no violent deaths at Eastham after that first year.

The early days

In 1985 in the Texas Department of Corrections, there was no pre-service training for non-uniformed employees.³ I was directed to the unit on my first day, shown my office, and told, "Here you are, chaplain, go to work!" My only guidance was from former Eastham chaplain Emmett Solomon, who had gone to Huntsville to become the Director of Chaplains for the agency.

Emmett kindly took me in his vehicle into Lovelady, the nearest rural town 18 miles away, ostensibly to show me where I might locate a house. His real reason for taking me for a two-hour ride was to give me some pointers — do's and don'ts — about how to do my job. The main words I remember from him: "Do not become a telephone call chaplain. If you do, you'll have a line of inmates a mile long outside your office!" That stuck with me.

Later, Solomon taught us all: "Find the meanest, baddest field boss on your unit and befriend him, because one day he will be your boss."

In those days Texas prison wardens were warrior wardens; manager wardens would come later.



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Controlling a prison was all about “us versus them,” and the way to do it was often harsh. The Texas Department of Corrections had been declared unconstitutional by federal Judge William Wayne Justice in a class action lawsuit from Eastham inmate David Ruiz, in *Ruiz v. Estelle*, in 1979.⁴ The judge had imposed federal oversight to monitor the sweeping reforms he had ordered.

My experience with a warrior warden was not with a field boss. He was a psychologist who was sent to “the Ham” to “straighten it out.” Senior Warden George Waldron came, a soft-spoken man (usually), who did not seem to care much for chaplains. One day in 1987 I went into his office to ask him for a multi-day big program event, similar to the one we’d had in 1986 that had been brought to Eastham by headquarters (not by wardens). The warden was reading a document, and making notes. I paused for his attention. He never looked up but said, “Go on” I took about a minute to begin to explain the program request. Suddenly, he took off his glasses, dropped them on his desk, looked up and stated: “Chaplain. Do you know where you are? YOU ARE AT THE EASTHAM PRISON! ... [He paused.] You’ve got balls. Now get out of my office!” I did. I never made another request to him in his remaining two years at Eastham. If I needed something, I went to an assistant warden.⁵

Administrative leadership

In an agency-transforming move in 1993, Governor Ann Richards appointed former Harris County (Houston) District Attorney Carol

Vance to be the Chair of the Texas Board of Criminal Justice. Chair Vance was a devout man of faith who knew we needed help. He came to our chaplains’ training soon after his appointment and said: “In Texas, we are in trouble. We’re bringing in tens of thousands of new inmates, and we’re not doing anything for them, except warehousing them. We’re not giving them programs; we’re not doing much to redirect their lives. Correctional officers are not trained or equipped to help on this. We need massive assistance from the community, and we need you chaplains to help.”

The American Correctional Association (ACA) had much to do with bringing the Eastham Unit into the 21st century.

Chair Vance soon ordered community volunteer recruitment to begin. He directed volunteer training to be written, along with supervision of the new volunteers. In a few years there were nearly 25,000 religious, education and substance use volunteers, trained and on the computer. Approximately 95% were religious volunteers, of all races and all faiths. They began teaching a myriad of rehabilitative, reentry and

faith-based classes, as well as conducting worship services for many faith groups. Eastham’s — indeed the agency’s — transformation had begun in earnest.

The American Correctional Association (ACA) had much to do with bringing the Eastham Unit into the 21st century. In collaboration with our new, visionary executive directors Brad Livingston and Bryan Collier, Eastham was the first large Texas prison to be ACA accredited, in 1999. By 2012, all 102 state prisons in Texas had been accredited, earning ACA’s Golden Eagle accreditation award. Mr. Livingston emphasized professional excellence, volunteers and programs. Mr. Collier continued and expanded on the good leadership of his predecessor, emphasizing the value of faith-based programs in an effective treatment plan. ACA accreditation had the effect of elevating chaplaincy, and giving prestige to rehabilitative and reentry programs. Warrior wardens were no longer being promoted; manager wardens were being elevated to the top spots.

Peer ministry

Chaplain Emmett Solomon had come to Eastham in 1967. He soon instituted a group of faithful inmate influencers who were active in the chapel program. He set up the program as a reentry training vehicle to assist with chapel programs. He wanted released inmates to feel comfortable in a faith community, and to know how a congregation was to be conducted.

Solomon met with the group weekly, mentoring them in leading in prayer, chapel choir, pastoral care

of their fellow inmates, teaching Sunday School classes, administering worship and preaching Scripture messages. Thursday night was inmate-facilitated worship. The chaplain was present, guiding and overseeing.

When Solomon left to become the agency's Director of Chaplains, he and his Director successor Jerry Groom (who had also been an Eastham chaplain) put peer ministry into written agency policy in the 1990s. When I came to Eastham, I valued what I saw in peer ministry, continued, and expanded it.

Many factors helped transform the Wainwright Unit, and the Texas Department of Criminal Justice. The recidivism rate has declined sharply over the past 30 years, down currently to 21% after three years out.

The Prison Seminary Model, begun by Burl Cain at the violent Angola prison in Louisiana in 1995, had transformed Angola into a smoothly functioning model prison.⁶ Cain had invited the New Orleans

Baptist Theological Seminary to come and train selected inmates to be ministers to their fellow prisoners. The outcome was that these trained graduates, from an accredited, four-year seminary, began ministering. Prison culture transformation soon followed.^{7, 8}

In Texas, two state legislators, Senators Dan Patrick and John Whitmire (Republican and Democrat respectively), visited Angola in 2010, and came back to Texas with a common purpose of instituting a prison seminary in Texas. Beginning instruction in 2011, there are now 202 accredited seminary graduates in 42 Texas prisons, covering 65% of the state's prison population. There are 149 students currently enrolled in the men's seminary, and, beginning in 2021, there are 30 enrolled in the women's seminary.⁹

Conclusion

After retiring as Director of Chaplaincy Operations in 2017, I became a volunteer at the Wainwright (old Eastham) Unit. Today (July 5, 2022) I was there, sitting in a reentry class of 30, led by a seminary trained inmate graduate. The class was on Personal Financial Management, and today's lesson, "Budgeting." Excellent class.

Many factors helped transform the Wainwright Unit, and the Texas Department of Criminal Justice. The recidivism rate has declined sharply over the past 30 years, down currently to 21% after three years out.¹⁰ New agency leadership, the American Correctional Association, chaplaincy collaboration and peer ministry have all contributed to a new era at an old prison.

ENDNOTES

¹ The Eastham Unit name was changed to the H. Dale Wainwright Unit in 2021. Mr. Wainwright is a former Chair of the Texas Board of Criminal Justice.

² Press, Aric. 1986. Inside America's Toughest Prison, *Newsweek*, 108(14):46-61.

³ The name was changed to Texas Department of Criminal Justice in 1989.

⁴ *Ruiz v. Estelle*, 503 F. Supp. 1265

⁵ Amazingly, 20 years later, Warden Waldron called me at the prison. He had retired, had experienced some health problems and had nearly died. After pleasantries we had never had at work, he asked me if I would be willing to receive a call from his wife, should she ever need to call me. He expressed relief when I said that I would. The next day I called him and asked to come and visit him and his wife. I did. We had a wonderful visit, which happened annually until he died. But I didn't have to conduct his funeral. He had joined his wife's church, and his pastor preached his funeral.

⁶ See www.prisonseminaries.org

⁷ See the research of Hallett, Michael, Joshua Hays, Byron Johnson, Sung Joon Jang and Grant Duwe. 2017. *The Angola Prison Seminary: Effects of Faith-Based Ministry on Identity Transformation, Desistance, and Rehabilitation*. New York: Routledge.

⁸ Beeler, A. (2022). Inmate Seminaries – How they have positively impacted corrections. *Corrections Today* May/June Vol. 84 No. 3, pp34-42. Alexandria, VA: American Correctional Association

⁹ Office of the Field Ministry Coordinator, Texas Department of Criminal Justice, interview on June 29, 2022.

¹⁰ Office of Executive Services, Texas Department of Criminal Justice, July 6, 2022.



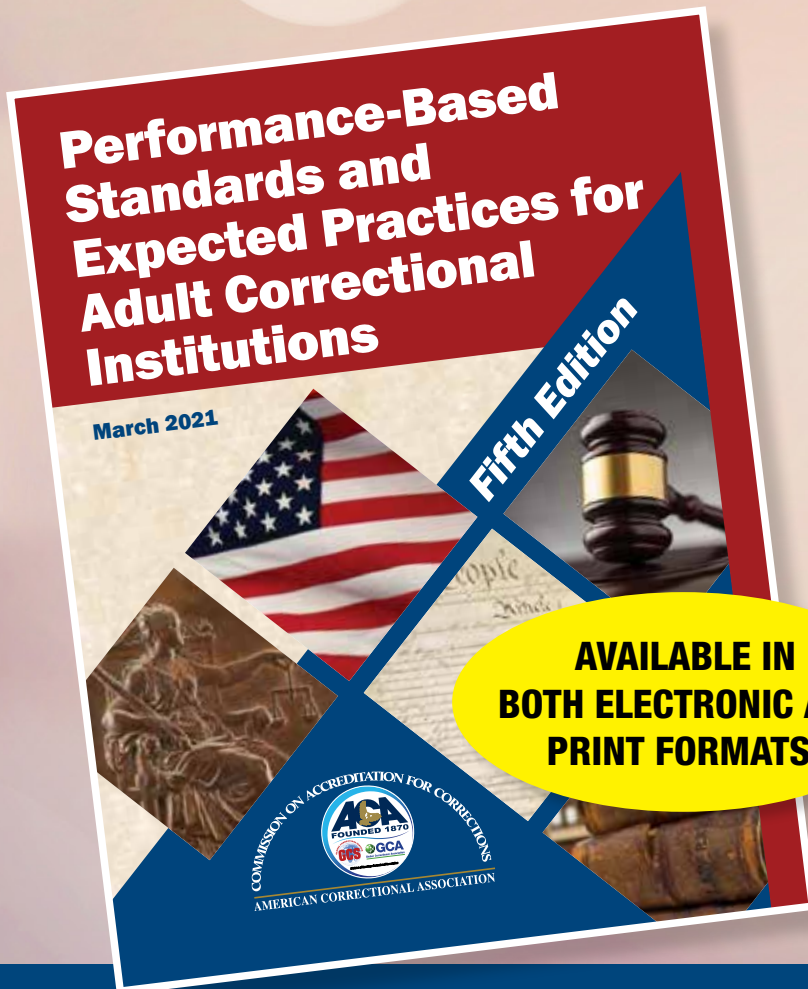
Vance L. Drum, DMin, served 32 years as a chaplain in the Texas Department of Criminal Justice, retiring as Director of Chaplaincy Operations. He currently serves as a Chaplaincy Consultant with Prison

Seminaries Foundation. He is a Past President of the American Correctional Chaplains Association.

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Expungement

Criminal records as reentry barriers

By NIJ Communications Staff



istock/designer491

The opinions, findings, conclusions, and recommendations expressed in this publication do not necessarily reflect the official position or policies of the U.S. Department of Justice.

Research has long established that, for individuals completing their criminal sentences, immediate challenges such as unstable housing options and discouraging job prospects can

pose significant barriers to successful reentry into society. And poor prospects for a secure living situation and steady work bring a heightened risk of recidivism, starting the cycle of engagement with the justice system all over again.

Often overlooked, however, is the significant reentry barrier posed by an individual's criminal record. A permanent record can thwart efforts to address those other, seemingly

more immediate needs. "Successful reentry is measured over time and the ability of a person to expunge their criminal record, where appropriate, can be critical to their ability to move forward," said Nancy La Vigne, Ph.D., Director of the National Institute of Justice (NIJ).

Expunging a criminal record can help open the door to a second chance at life. But even where the law allows and the justice system machinery enables some degree of criminal record clearing, barriers persist in the form of:

- Unequal access to justice among those eligible to have their records cleared.
- The posting of individual criminal record information on public, and often monetized, websites.
- The fact that significant amounts of publicly accessible criminal record data are inaccurate, incomplete, and inconsistently maintained.
- Debates about the ultimate value to government and society of erasing accurate crime information from the public record and memory.

NIJ is the research, evaluation, and development agency of the U.S. Department of Justice and has worked to forge an improved, evidence-based understanding of the role that having a criminal record plays as a distinct barrier to reentry; a criminal record's impact on an individual's ability to lead a law-abiding life; and the pros and cons of strategies designed to remove or minimize the negative impact of a criminal record. As NIJ's then-Acting Director, Jennifer Scherer, Ph.D., noted at an April 2022 NIJ webinar on the hidden costs of reentry, "We understand the impact a criminal record has on employment and housing options.¹ We also know that not having a job and stable housing increases the likelihood of recidivism."

To better understand the impacts of those barriers, NIJ has funded several recent studies on reentry and recidivism. This article primarily touches on two of those studies:

1. An ongoing evaluation of expungement and its effects on recidivism, housing, and employment. Initial findings offer preliminary insights on the availability, viability, and impact of criminal-record-clearing processes.
2. A completed study on the permanency and accuracy of criminal records in the digital age.

This article also offers a broader discussion, derived from an NIJ-hosted webinar, of the difficulty of clearing criminal records in the digital age. It considers the need to balance the competing interests of people who desire an expungement

of their criminal records, which may contain dated or misleading information, and the law enforcement community, who argue that retaining accurate information regarding a person's past criminal activity serves an essential public safety purpose.

Researchers from Harvard Law School are using a powerful social science evaluation tool, the randomized controlled trial, or RCT, to study the impact of expungement on long-term reentry outcomes.

Expungement and the value of legal representation

Researchers from Harvard Law School are using a powerful social science evaluation tool, the randomized controlled trial, or RCT, to study the impact of expungement on long-term reentry outcomes.² They are comparing the ability of two statistically identical study subpopulations in Kansas to have eligible portions of their criminal records expunged by

petitioning the court. One group was offered professional legal assistance to seek an expungement. The other group, after being offered self-help guidance, was on their own.

Kansas Legal Services provides legal help for those seeking to petition for expungement of criminal records. However, the supply of such services does not meet petitioner demand. If those services are critical to record expungement, then that shortfall could be a significant barrier to successful reentry. This study looks to provide the scientific data needed to establish the benefit, if any, of legal services in support of petitions for expungement.

The Harvard expungement research project will produce findings for years to come. Researchers will survey subjects every three weeks for 10 years, said D. James Greiner, Ph.D., principal investigator and Professor of Public Law and Faculty Director at the Access to Justice Lab, Harvard Law School. The surveys will cover housing security, employment status, and overall happiness, he said. They will also address identity concerns, such as whether subjects are seeking record clearing because they believe they are no longer the person reflected in their criminal records. The RCT study in Kansas was close to completion as of spring 2022, Greiner reported. Other study elements, including the long-term surveys and review of administrative records, were continuing.

Preliminary results, reported at the April 2022 webinar, suggest a significant advantage for people who receive formal legal help in pursuing expungement. Of those in the Kansas study group assigned full-scope

legal representation, 70% or more were able to achieve some measure of record clearing within a six- to seven-month period. Of those individuals, researchers found that 9 out of 10 were eventually able to clear their criminal records completely. In contrast, only about 13% of subjects in the self-help group were able to clear their equivalent criminal records. Greiner stated that the disparity in expungement results between legally represented and unrepresented study subjects revealed “a serious access-to-justice problem.”

Greiner placed the expungement evaluation research in context by addressing several constraining factors:

1. The inherent difficulty of completely removing any information in the public record in the digital age. Even suppressing access to a record can be very challenging.
2. The fact that different jurisdictions have distinctive approaches to record clearing or expungement, notably including:
 - a. The emergence of “Clean Slate” laws that require a state government to develop technology to automatically expunge minor criminal records for qualifying individuals.
 - b. The more common method of expungement by petition, for which the individual must take the initiative to petition the court to clear part or all of a criminal record.
3. The proliferation of for-profit enterprises collecting and

maintaining online personal information, including criminal record data, that may or may not be accurate, complete, or up to date.

4. Concerns about whether removal of true and accurate information from a criminal record maintained by a governmental agency, or removal or restriction of public access to that record, is ultimately in the interest of the government or the public.

Private actors are often behind the reported proliferation of inaccurate public record information made available on the internet. A common question is what would be the legal basis for remedying that activity, said Greiner. To date, the legal justification employed in some lawsuits to address inaccurate information derived from public records comes from the Fair Credit Reporting Act, which requires certain holders of information to follow “reasonable procedures” to ensure accuracy.

As the Harvard expungement study continues, it is expected to generate more information that can aid efforts to address issues that are central to reentry and recidivism.

Permanency and accuracy of criminal records

Past NIJ-supported research has examined inconsistencies in criminal record content and private sector use of those records, as well as difficulties clearing criminal records.³ An investigator on two of those projects, Sarah Lageson, Ph.D., Associate Professor at the School of Criminal Justice, Rutgers



IS “CRIMINAL RECORD” A MISLEADING TERM?

Both Greiner and Lageson believe the common use of the term “criminal record” is misleading. “My view is that there is no such thing as a person’s criminal record,” said Greiner. “That just doesn’t exist. Instead, what exists are packets and pieces of information held by different government agencies, accumulated at different times, some of which are factually non-overlapping.

“The agencies each have their own policies and legal procedures to respond to requests or orders to suppress or destroy information. They often act inconsistently. Their computer systems aren’t designed to talk with each other,” said Greiner, who continued by stating, “Since our criminal justice system is disaggregated, it is often five or six or seven or eight criminal justice agencies that hold such records.”

Concurring, Lageson noted that “[m]illions and millions of records are being produced. And, of course, they’re being produced for different reasons with different rationales. But it leads to this unevenness in data quality in just the way that data are prepared and shared.”

University-Newark, told the NIJ webinar audience that a significant part of her current work is focusing on the harms that come to people when records created for a law enforcement function or other public function are transformed into an internet data commodity and attached to a person's name.

The two main sources of such record data, Lageson said, were arrest and charge data that are scraped from or sold by third-party websites.

Lageson noted that the variation in type and sophistication of criminal record data collection systems used by local jurisdictions makes it difficult to coordinate and synthesize data across agencies. Yet that kind of coordination is crucial to effective record clearance.

Lageson lamented the fact that public records often show cases that are old, outdated, or misleading. "There's a mismatch with people's names or birthdates and somebody's record is tied to somebody else's alias," she noted. "And so it gets very messy very quick."

Lageson also observed that data brokers who commoditize information from the public record are largely unregulated.

Greiner identified a larger question overhanging the discussion of whether, and to what degree, allowing government destruction or suppression of truthful, factually accurate information about a key government function — criminal justice — is a good idea. He acknowledged an argument that "the entire effort to oversee or study policing in the criminal justice system would be made substantially more difficult by the suppression

or destruction of factually-accurate information about police behavior or prosecutor behavior and court behavior."

That core question suggests a need going forward for policymakers and researchers to examine pathways that protect individuals from outdated, inaccurate criminal records. That type of record clearing can create a true second chance without compromising public, agency, and court access to meaningful crime data needed to enforce criminal laws and to manage and evaluate the criminal justice system. ♦

ENDNOTES

¹ NIJ hosted the webinar "The Hidden Costs of Reentry: Understanding the Barriers to Removing a Criminal Record" on April 20, 2022. Watch a recording and read the transcript. <https://nij.ojp.gov/events/hidden-costs-reentry-understanding-barriers-removing-criminal-record>

² The project is known as "The Final Stage Reentry Project: An RCT of Expungement and its Effect on Recidivism, Housing and Employment," NIJ Award No. 2019-RY-BX-0001, awarded to the President and Fellows of Harvard College.

³ The research included the following reports: "Criminal Record Questions in the Era of the Black Box," M. Vuolo, S. Lageson, C. Uggen, *Criminology & Public Policy*, vol 16 issue 1 (2017), ps. 139-165, NIJ Award No. 2007-IJ-CX-0042; and "Legal Ambiguity in Managerial Assessments of Criminal Records," S. Lageson, M. Vuolo, C. Uggen, *Law & Social Inquiry* (Winter 2015), ps. 175-204, NIJ Award No. 2007-IJ-CX-0042



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Self-regulating mechanisms as predictors of retention among correctional officers

BY RALPH A MORGAN, PH.D.



Introduction

Corrections Departments around the country are experiencing unprecedented shortages of correctional officers. The State of Michigan is down 800 officers. Florida is down 5,000 officers.. Similar conditions exist throughout the country, with Georgia experiencing 40% attrition, North Carolina at 37%, South Dakota is 27%. Nearly every state boasts similar numbers. What are the factors that contribute to this dysfunction? Are there systemic issues that produce these results? Certainly, much of the problem lies in the institutionalized practices that have produced the current climate. An area that has been left unexplored, however, lies in the structure of personality as it relates to retention.

A healthy personality has a nucleus of self-regulating mechanisms that usher us through life circumstances in balance.

I recently conducted a study that surveyed officers across the country to determine whether the self-regulating mechanisms of resilience, self-efficacy and emotional intelligence were significant predictors of intention to stay employed as correctional officers. The results, although not earth-shattering, opened a channel to some of the self-regulating mechanisms that have an effect on intent to stay, and, more importantly, relationships among these self-regulating mechanisms.

There are many factors that contribute to an officer's decision to remain an officer. Income and benefits, job security, family support, retirement concerns, retirement planning, comfort on the job and more. Although all of these considerations most certainly have an impact on the decision to stay employed, they are not the entire picture. In my examination of just a few elements of personality, it is clear the personality in the uniform is an integral part of that decision. My study looked at just three self-regulating

mechanisms and found that, combined, they represent 12% of the ability to predict intent to stay. A look at the results of this study will show these mechanisms are important, while some artful examination of additional self-regulating mechanisms may offer a look at a greater percentage of the decision. Equally, or more important, might be the balance, or lack of balance, in personality that contributes to disease and somatic illnesses.

Self-regulating mechanisms

“Self-regulatory systems lie at the very heart of causal processes. They not only mediate the effects of most external influences, but provide the very basis for purposeful action.” (Bandura, 1991). Without going too far into Bandura's Social Learning Theory, it is enough to say we learn how to regulate ourselves through the mechanisms we develop in our personality. A healthy personality has a nucleus of self-regulating mechanisms that usher us through life circumstances in balance. An absence of self-regulating behavior that fits the environment we are in makes it difficult to navigate the environment safely.

Bandura identifies self-efficacy as the most critical self-regulating mechanism because it refers to people's belief in their ability to exercise control over their own functioning and over events that affect their lives. The creation of self-efficacy grows out of the development of a skill set that enables one to understand how they fit in the circumstances they place themselves in and, subsequently, negotiate their way safely through those circumstances. When we superimpose this idea over the correctional officer's attempt to function and manage the events in their prison environment, we can see how important self-efficacy is.

In my dissertation, I identified two additional self-regulating mechanisms I believed to be important to correctional officers; resilience and emotional intelligence. Resilience is the ability to bounce back from adversity. Emotional intelligence is the ability to allocate the appropriate amount of emotion to the circumstances that present. Combining the three self-regulating mechanisms, and comparing them to Intent to Stay employed, provided a snapshot of how just a couple of self-regulating mechanisms affect Intent to Stay, or retention. Keeping in mind all of personality is self-regulating, just looking at these mechanisms can only plant a seed

in the discussion of the part that personality plays in the decision to stay employed and, as we will see, in the subsequent health conditions that evolve from life in the prison environment. The results of this study clearly indicate, however, that self-regulating mechanisms are a significant part of the decision to stay employed in the correctional officer position and they certainly contribute to the health of the officer going forward.

Results

Resilience significantly predicted Intent to Stay when Self-Efficacy and Emotional Intelligence were held constant, $B = -0.37$, $t(95) = -3.54$, $p < .001$. This indicates, on average, a one-unit increase in Resilience decreases the value of Intent to Stay by 0.37 units. Self-Efficacy significantly predicted Intent to Stay when Resilience and Emotional Intelligence were held constant, $B = 0.59$, $t(95) = 2.24$, $p = .028$. This indicates, on average, a one-unit increase in Self-Efficacy increases the value of Intent to Stay by 0.59 units. Emotional Intelligence did not significantly predict Intent to Stay when Resilience and Self-Efficacy were held constant, $B = 0.08$, $t(95) = 0.82$, $p = .414$. Based on this sample, a one-unit increase in Emotional Intelligence does not have a significant effect on Intent to Stay.

A Pearson's R was applied to the data, as a post hoc power analysis, and the results produced some remarkably interesting relationships. The result of the correlations was examined using Holm corrections to adjust for multiple comparisons based on an alpha value of 0.05. A significant positive correlation was observed between resilience and self-efficacy ($r = 0.74$, $p < .001$, 95% CI [0.64, 0.82]). The correlation coefficient between resilience and self-efficacy was 0.74, indicating a large effect size. This correlation indicates as resilience increases, self-efficacy tends to increase. A significant positive correlation was observed between resilience and emotional intelligence ($r = 0.41$, $p < .001$, 95% CI [0.23, 0.56]). The correlation coefficient between resilience and emotional intelligence was 0.41, indicating a moderate effect size. This correlation indicates as resilience increases, emotional intelligence tends to increase. A significant negative correlation was observed between resilience and turnover intent ($r = -0.24$, $p = .018$, 95% CI [-0.42, -0.04]). The correlation coefficient between resilience and turnover intent was -0.24, indicating a small effect size.



This correlation indicates as resilience increases, turnover intent tends to decrease. A significant positive correlation was observed between self-efficacy and emotional intelligence ($r = 0.42$, $p < .001$, 95% CI [0.24, 0.57]). The correlation coefficient between self-efficacy and emotional intelligence was 0.42, indicating a moderate effect size. This correlation indicates as self-efficacy increases, emotional intelligence tends to increase.

Discussion

The purpose of this study was to survey correctional officers in each of the self-regulating mechanisms of resilience, self-efficacy and emotional intelligence, and compare the results of those surveys to the results of a survey on intent to stay, to determine whether those mechanisms could predict intent to stay. The outcome of the study was resilience and self-efficacy do predict intent to stay among correctional officers. Interestingly, resilience had a negative impact on intent to stay. This, I believe tells us something about the environment and culture in corrections. More testing is needed to expand understanding of this phenomenon, but it is clearly not what I would expect.

Just as important as this outcome, however, is the results of the Pearson's R. The relationships between the self-regulating mechanisms showed they predict one-another more significantly than they predict intent to stay. The implications of this discovery impact far more than retention. If personality is our self-regulating mechanism,

and health is a product of that regulation, then the balance of our self-regulating mechanisms, i.e., personality, is the key to our health.

As resilience increases, self-efficacy increases. As resilience increases, emotional intelligence increases. As self-efficacy increases, emotional intelligence increases. These relationships show the reciprocal interdependence of these self-regulating mechanisms. If we accept these are all important self-regulating mechanisms, and we recognize there are more self-regulating mechanisms, such as critical thinking and objectivity, then the idea of balance begins to look like a key to correctional officer health.

The outcome of the study was resilience and self-efficacy do predict intent to stay among correctional officers.

A recent study conducted by Spinaris & Bocato (2019) for the State of Michigan, for instance, looked at officer wellness and found that; “Using weighted survey statistics, approximately 1 in 6 of all MDOC employees are estimated to meet criteria for Major Depressive Disorder on a valid screening instrument. Examining depression rates by Working Group, about 1 in 4 of custody employees working at male facilities, and about 1 in 8 support staff in headquarters (i.e., not managers), meet criteria for Major Depressive Disorder. Using weighted survey statistics, approximately 1 in 2 of all MDOC employees are estimated to score in the range of medium to high Generalized Anxiety on a valid screening instrument. This rate is 16 times the national average, and nearly 10 times the rates for military (all personnel, not just active combat). Using weighted survey statistics, nearly 1 in 4 of all MDOC employees are estimated to meet criteria for PTSD on a valid screening instrument, with almost 1 in 2 (41%) of custody staff working at male facilities meeting criteria for PTSD. Every Working Group in MDOC was estimated to have PTSD rates higher than those of first responders (which are estimated to be 10%). The rates of

PTSD at MDOC are nearly seven times higher than the national average in the general population. Using weighted survey statistics, nearly 1 in 5 of all MDOC employees are estimated to meet criteria for alcohol abuse on a valid screening instrument, with 1 in 4 of custody staff working at male facilities and about 1 in 6 managers/supervisors in headquarters met criteria for alcohol abuse. The national rate of alcohol abuse in the general population is estimated to be 7%, making MDOC’s overall rate 2.7 times higher than the national average. It is also two times higher than the estimated rate among first responders (9%). Weighted survey estimates indicate approximately 9% (about 1 in 11) of all MDOC employees reported scores indicative of suicidal ideation on a valid screening instrument, and a need for immediate mental health supports. And of greater concern is a total of 34 (1%) survey respondents reported they are currently and actively planning to commit suicide. Using weighted survey statistics, we estimate approximately 1.1% (n = 139) of all MDOC employees are currently actively planning to commit suicide.” (Spinaris & Bocato, 2019, p. 5)

This study, as painful as it is to read, is far too much the reality across the country. The issue for officers is one of quality of life and longevity. A Desert Waters report from 2018 indicated, on a national average, many correctional officers live only 18 months after they retire. The life expectancy of a correctional officer is 59, compared to the national average of 75. And while these statistics have been around for some time, and programs have been developed to combat them, are we doing enough? Have we done enough to give correctional officers the tools and the character to be successful? Is making it to retirement successful if 18 months is all you have left? Although it may seem dramatic, to a correctional officer it is a horrific sentence to consider.

There has to be a better way, a comprehensive approach to the development of the correctional environment that integrates the correctional officer in a seamless flow with the system. Providing officers with mechanisms that maintain the balance in their bodies, and integrate them in a system that is designed to move people, requires attention to the self-regulating mechanisms that are trained into officers as they are matriculated into the system. Learning the skills of an officer must go beyond self-defense, restraints and cell rushes to build in psychological mechanisms that maintain balance in a very

dynamic and volatile system. The methods employed to move people through the system must be as dynamic as the population being moved and the volatility must be managed with delicate nuances that control that balance.

It is time to develop programs that teach self-care in every sense of that term. Learning to detox from the toxicity of the correctional environment every day, learning to focus on flow, learning to manage situations as they develop and learning to get back into balance when the system disrupts your balance are just a few of the self-regulating behaviors that are necessary to stay healthy and feel good about corrections work.

There has been a good amount of research into the nature of the correctional environment. We know the nature of the beast. What we don't know is how to tame the beast. Our efforts must focus on the health of the people who do the work in corrections as much as we focus on the prisoner population. Continued research and an expansion of the training in the area of self-regulation are essential for the correctional officer going forward. The construction of a system that helps the officer feel more

comfortable at work requires a willingness to use a more holistic systemic approach to the design of the system. Futuristic corrections will have to look different. The architect of the future must build the system around the officers, as well as the prisoners.

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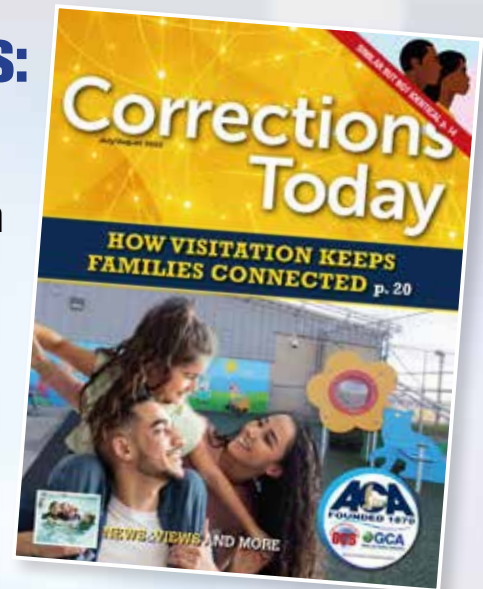
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LIKELY TO STAY OR BOUND TO LEAVE?

Exploring prior
work histories of
correctional
officer recruits

BY ALEXANDER L. BURTON,
CHERYL LERO JONSON,
WILLIAM T. MILLER AND
ROLLIN COOK



Despite the longstanding issues recruiting and retaining correctional officers, there is limited research examining the characteristics of those hired to work in our nation’s prisons. Specifically, little is known about the occupational histories of those who are hired to work behind prison walls. Given the alarming turnover rate in this occupation and costs incurred by state departments when officer’s leave the job, which by all accounts are disconcertingly high, this omission warrants consideration.¹

Previous studies find it is common for individuals to drift into — and out of — careers.² Although this may be true in many industries (e.g., customer service, general labor), it is very costly for the corrections sector. Research estimates state departments lose between \$20,000 and \$31,000 from training fees, recruitment and onboarding costs for each correctional officer that resigns.^{3,4} To combat this expensive reality, some jurisdictions attempt to hold correctional officers contractually liable for their training by requiring a time-based commitment on the job. For example, Ohio has developed an initiative whereby officers must serve for four years or pay back \$5,000 to offset training costs.⁵ While this initiative may lead to lower turnover rates, other efforts may prove more fruitful.

The corrections sector should prioritize recruiting and hiring individuals that provide evidence they will stay at the job. Given that prior behavior is a relatively reliable indicator of future behavior, fully examining the occupational histories and tenure of prospective correctional officers could give states more confidence in who they hire. Working as a correctional officer is different than virtually every other occupation (e.g., higher rates of stress, risks of physical injury). However, assessing the prior employment of correctional officer applicants might assist hiring managers in gaining a “sense” of how these individuals may fare as correctional officers. Put differently, departments could better answer a crucial question: Are new recruits likely to leave in a short period of time on the job because that is what they have done in their previous jobs?

The importance of work histories

In our sample of newly hired correctional officers from three states, we find that 96.6% of them had a job

immediately prior to their new position as an officer. Thus, it is evident nearly everyone has a work history prior to entering the correctional officer occupation. A relatively understudied question of those entering work as correctional officers in the United States is: Why? Scholars have alluded to the term “career drift” to describe entry into the field of corrections.⁶ Drifters can be distinguished as those who “float” and those who “flow” from career to career. According to Kato and Suzuki, “floating implies no conscious concern with a career path.”² Flowing is more purposive and allows for a career quest.” “Flow-ers” may be those with occupational backgrounds in human services, law enforcement or military. “Floaters” likely have backgrounds in any manner of occupations, with evidence of haphazard resignation and job seeking. Our data allow us to examine whether a large sample of newly hired correctional officer either flowed or floated into the career and the average amount of time these individuals worked in their previous jobs. These findings have direct implications for state departments, whose goal is to hire individuals likely to stay, rather than those bound to leave.

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Study design

The current study comprehensively explores the prior work experiences of 673 individuals that were hired to work as correctional officers in one Southern and two Midwestern states in 2017–2018. All correctional officer trainees were surveyed during their time in basic training. The sample is 68.8% male, 67.2% White, and 26.8%

Black, with an average age of 30.31 years. Furthermore, 30.8% of the sample has a High School Diploma/GED, with 27.3% of the sample having an Associates/Bachelor's Degree. Our sample demographics are similar to the population of correctional officers in the United States, which indicate 70% of the workforce is male and 57% are White.⁷ Thus, it is less likely our sample is simply unique; we would expect to find these results from other officers across different states.

To document occupational histories, respondents were asked "Prior to applying for this position, what were your previous three occupations and how long were you employed in those positions?" They were additionally asked "What interests you most about the position you are currently in training for?" Respondents were provided with a separate line for each occupation to guide their responses. To ensure best practices were followed, each of the responses was reviewed by two members of the research team to define categories for the prior occupations listed by the respondents.

We defined "floaters" as those whose work histories indicated they chose jobs haphazardly, with little evidence of career path/trajectory. Specifically, these were the individuals in our sample who did not have prior

experience in occupations conducive to corrections work (e.g., human service, military, criminal justice, or security-related positions) and those who did not express motivations for choosing to be a correctional officer related to corrections work (e.g., wanting a criminal justice career, keeping the community safe), and instead stated they came to the career for "the pay/benefits." An example of a "floater" in our sample worked at Sam's Club for four months, worked at a moving company for 24 months and worked at Walmart for 27 months. They were interested in being a correctional officer because of "retirement benefits."

Conversely, "flow-ers" were defined as those whose work histories reflected mindful application to positions with a career trajectory in mind. An example of a "flower" in our sample worked at a GED reentry program for 48 months, worked at a juvenile correctional facility for 24 months, and worked security for 12 months. They indicated they wanted to work as a correctional officer in order to "help rehabilitate offenders." Thus, we defined "flow-ers" in our sample as those who came directly from corrections-related position or those who expressed motivations related to corrections work (e.g., wanting to help rehabilitate offenders).



istock/Olivier Le Moal

Results

Prior Occupations

Our sample of correctional officer trainees came from, in order of the most individuals to the least, the following industries: service industry (25.4%), manual labor (23.4%), human services (13.8%), administrative (11.1%), criminal justice (7.8%), security (6.3%), skilled labor (5.7%), those that reported no prior occupation (3.4%) and military (3.1%).

Floater versus Flow-ers

In our sample, 48.6% of the newly hired officers had never held a military, human service, criminal justice or security-related position. For this reason, their job histories indicated they “floated” into this occupation, as their work histories did contain corrections-related experiences. After excluding those who reported criminal justice/corrections-related motivations for becoming correctional officers, 199 fewer trainees fit the definition, making 21.9% of the sample “floaters.” Moreover, 30.7% (n = 207) of the sample had come directly from corrections-relevant positions, making their work histories resemble those flowing into the position. After including those who reported motivations relevant to corrections work, an additional 142 trainees fit the definition of “flow-ers,” for a total of 51.7% “flow-ers.”

Length of prior employment

The average length of employment in prior jobs for the officers in our sample was just over two years (25.4 months). The median length of employment over their last three jobs was 14 months (just over one year). Our findings also reveal those whose histories indicate floating tended to stay for an average of 25.8 months at past jobs, while non-“floaters” stayed 30.6 months. Regardless of how it is measured, this trend is disconcerting. Turnover in officers is a major problem in the corrections sector, with turnover rates as high as 25% over three years.⁴ One state saw a turnover rate of 56% in a single year.¹ If past behavior predicts future behavior, a short tenure as a correctional officer should not be surprising.

Concluding remarks

State departments of correction should be cognizant of the occupational histories of those they decide to hire. Our findings reveal nearly 50% of individuals come into corrections without any prior experience conducive to correctional officer work. Given the challenges of prison work (e.g., stress, danger), departments might want to consider attending to the “shock” experienced by new officers who “float” into the position.

Occupational histories are also important to understand as they are likely to predict future occupational outcomes. State departments of correction could use this information in an effort to know if newly hired correctional officers, those that they paid thousands of dollars to train, are likely to stay or bound to leave their jobs. As training of officers is a costly investment, sorting out “floaters” from the “flow-ers” can make this investment more likely to pay off in the future. Three factors have the potential to result in less risk-averse hires.

As training of officers is a costly investment, sorting out “floaters” from the “flow-ers” can make this investment more likely to pay off in the future.

First, state departments may want to not only pay close attention to the prior work histories of those applying but also their motivations for doing so. This could allow departments to evaluate whether these individuals drifted into this position for better pay/benefits compared to their old job, or if they are motivated to do correctional work for other reasons (e.g., to help people). Second, departments may want to focus on instilling in those they hire the value and purpose of the occupation. In so doing, the newly hired officers may begin to think of their new job as a career, rather than a job. This could be done during the training academy experience.

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Third, state departments might focus on effectively recruiting individuals from industries conducive with correctional officer work. A 2018 national survey revealed seven in ten states recruit military networks; however, only about 10% of our sample had prior military experience.⁸ Stronger emphasis recruiting military, human service and criminal justice-specific networks may prove useful. Given the expansion of the correctional officer's role in contemporary prisons, individuals should be sought that are problem solvers, leaders, communicators, effective at resolving conflicts, high in emotional intelligence and able to assist people in improving themselves. Thus, those whose occupational backgrounds speak to these skills could be targeted by state departments.

In summary, correctional officers are critical for the security, safety and rehabilitative potential of our nation's prisons. However, the United States is facing a crisis in the hiring of corrections officers. After more than two years of the COVID-19 pandemic, rising inflation and stiff competition for workers, America is facing an unprecedented correctional officer shortage. Although it may be tempting to hire any person who applies to the job, we caution this may be an expensive endeavor. Instead, our work suggests hiring decisions should strive to seek out "flow-ers," rather than "floaters." By avoiding those whose work histories indicate they are bound to leave and hiring those who are likely to stay, state departments of correction could avoid needless training expenses due to high rates of turnover, resulting in a more stable and motivated workforce.

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Rollin Cook is a project director for The Moss Group, Inc in Washington, D.C. He currently provides consulting and leadership support to correctional executives across the nation. Prior to his current position, he worked in the Utah Department Corrections for 23 years where he served in a variety of positions, starting as a correctional officer and ending as the executive director of the department. He also served as the Connecticut Commissioner of Correction.

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A close-up photograph of a graduation cap with a yellow tassel hanging from the top. In the background, a rolled-up diploma with a red ribbon is visible, slightly out of focus. The background is a soft, light green and yellow gradient.

Does prison education impact offender conduct and recidivism?

BY REBECCA BROOKE WHEELER

Introduction

Twenty-five percent of the world's prison population is housed in the United States, but the U.S. hosts only 5% of the total world population (Obama, 2015). This corresponds to two million individuals who are incarcerated in America, as of 2012 (James, 2015). America spends a staggering amount of money to house and care for the imprisoned population. In 2015, \$43 billion was spent on prison programs (Vera Institute of Justice, 2021) even though 76.6% of those who were released returned to prison within five years (National Institute of Justice, 2014). With 95% of all offenders who are imprisoned being released back into their communities (James, 2015), it is critical prison and government leaders utilize the most effective methods of rehabilitating those in prison.

Prisons are full of people who dropped out of school, struggle with literacy or math, and are angry as a result of academic frustration, bullying and other negative educational experiences (Reese, 2017). Reese (2017) suggested a lack of education is the common denominator among the incarcerated population. Many individuals who are sentenced to prison have low levels of literacy, which limit productive employment options and, therefore, may lead to their participation in illegal activities (Reese, 2017). It stands to reason education provides opportunities and options that are not available to those with lower education levels. Over 2,400 years ago, Aristotle and other philosophers maintained that education was the pathway to creating responsible, literate society members who could reason and govern appropriately (Smith, 2020). Their forward thinking was not employed on a widespread basis until formal education began to take a more prominent role in society in the mid-20th century (Justice, 2000). Studies have determined education is able to improve critical thinking skills, improve pro-social behaviors, provide skills for employment and help offenders stay out of prison once released (Brazzell, 2009). Understanding the value of education to the general public, education could be the answer to rehabilitating incarcerated individuals. If offenders are taught to think critically and to understand the history and science of the world, they can make better, more informed choices and they will have more choices available to them to be successful.

Types of prison education programs

There are many different types of educational programs that are offered in American prisons today. Categories of prison education programs include High School Equivalency diploma, Human Resource Development courses, personal improvement classes, vocational programs which may or may not end with state or national certification and post-secondary education programs. All are provided with the intention to assist offenders with finding employment upon release or to assist with managing their incarceration.

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There are multiple currently accepted pathways to the high school equivalency diploma in the United States today (Rosen, 2017). Until 2014, the General Education Diploma (GED) was the only pathway to earn a high school equivalency diploma. In 2014, the GED was recalibrated, and two other companies (HiSET and TASC) joined the GED as alternative pathways to earn an HSE. Some states also offer competency-based pathways to a high school diploma (Rosen, 2017). Opportunities vary by state, but most states offer some pathway to earn a high school diploma or high school equivalency diploma to incarcerated individuals. As a part of HSE, most prison systems are also compelled to provide special education services for individuals who qualify (Rosen, 2017). There is a high prevalence of offenders who require special education services, including many with learning disabilities, emotional/behavioral disabilities and mental illness (Brazzell et al., 2009).

As of 2013, almost all states in the U.S. provided at least some prison education program offerings. These most often included high school equivalency and vocational programs. 24 states mandate offenders with less than a high school diploma to participate in HSE (Rosen, 2017). Vocational programming is currently becoming more popular in state prisons with a focus on participants earning a credential that is likely to lead to employment. Vocational programs in most states are often offered in partnership with local community colleges, who provide the credentials for completion of the programs.

Another expanding opportunity for incarcerated individuals is postsecondary education (Castro et al., 2018). There is some research that demonstrates the benefits of postsecondary educational accomplishments for inmates. 32 of the 50 states provide postsecondary programs, paid for by the inmate or their families or state, college or private funding (Castro et al., 2018). Incarcerated people were allowed to apply for Pell grants to help pay for their college education from 1965 until 1994. In 1994, this opportunity was taken away but, in 2007, colleges could apply for the experimental Second Chance Act Pilot initiative (Castro et al., 2018). As of 2016, 69 colleges and universities in 47 U.S. states were chosen to participate in the Second Chance Pell Grant

initiative (US Department of Education, 2017, July 7). The participating postsecondary institutions offered programs ranging from basic certificates to Bachelors degrees. The individual Pell grant opportunity will again be available for incarcerated individuals in January 2023, which will open opportunities to more postsecondary institutions, as well as to more offenders.

Support for carceral education

There is evidence carceral education can “greatly increase the life outcomes of people incarcerated, their families, and the communities to which they will return” (Cantora et al., 2020, p. 4). Direct results of prison education participation are lower rates of recidivism, increased wages, higher rates of employment and other positive outcomes (Cantora et al., 2020). Bozick et al. (2013) wrote participating in prison education programs increased chances of finding employment by 13%. Steurer et al. (2001) conducted a study using a sample of 3,000 prisoners who had been released that resulted in a reduction in recidivism and higher wages from employment in the participants of prison education programs than those who had not participated in educational opportunities.



Studies have determined education is able to improve critical thinking skills, improve pro-social behaviors and provide skills for employment.

Harte et al. (2015) wrote about the suppressive nature of prisons; in particular, the inactive environment and the fact that the brain has little to think about and few choices to make. They posited those characteristics inhibit brain function and minimize the use and development of executive functions, defined as critical thinking, working memory, self-regulation, impulse control, attention, etc. Further, they reviewed studies which demonstrated many prison inmates have diminished executive functions. Conclusions indicated the environment in prisons may further diminish executive functions, thereby decreasing inmates' ability to think critically and make better choices. As a result, prison environments may contribute to an increased likelihood of recidivism upon release. Education and other enriching activities, such as physical activity, may improve executive functions by stimulating the parts of the brain responsible for them, thereby improving the skills needed to be successful upon release from prison (Banich et al, 2013). Additionally, participation in education programs within prisons can help reduce the misbehavior of inmates because their minds are engaged in fruitful activities (Reese, 2017). Courtney's (2019) study found a statistically significant improvement in inmate conduct among those who participated in high school equivalency programs.

The typical response to the atmosphere of education in prisons is a positive experience for most inmates who participate. Unlike in public schools, educators meet incarcerated learners at their present, individual academic level (Reese, 2017). This enables them to take advantage of educational opportunities in ways they were unable to in grade school. Kallman (2020) did a study to determine how the setting of a prison affects classroom dynamics and academic achievement. She found the oppressive nature of the prison environment offered unexpected and unique opportunities for those involved in carceral education. She lauded the supportive educators who work in prisons and suggested the positive support helped students connect to their learning. Further, students were able to learn more about the world as they realized the magnitude of available knowledge from their confinement in prison. Students also experienced increases in tolerance and communication skills as a result of collaborative learning, which are highly beneficial skills when living in proximity with others during incarceration. These skills improved offenders' abilities to better manage their

incarceration in positive ways. Inmates who participate in education programs often have fewer prison infractions and lower recidivism rates (Austin, 2017). Austin (2017) wrote that participation in prison education programs counteract the depressing and oppressive experience of incarceration.

The typical response to the atmosphere of education in prisons is a positive experience for most inmates who participate.

Latessa & Reitler (2014, as cited in Renbarger et al., 2019) posited prison education programs are the most effective intervention to reduce recidivism. They suggest this is because prison education programs include behavioral interventions that emphasize action-oriented results. A study of 6,561 inmates five years after release from the Indiana Department of Corrections analyzed recidivism and employment rates (Lockwood et al., 2012). The most important factors correlated with recidivism in this study were education and employment. Predictably, the lower the education level and the younger the offenders, the more likely they were to reoffend. Conversely, those offenders with a college education had a significantly lower recidivism rate (31% compared to 55.9% for those with less than a high school education). Recidivism for 4-year college graduates is minimal, according to Vacca (2004). Ellison et al. (2017) found in their meta-analysis that released offenders are most likely to maintain success and remain in the community in relationship to their participation in higher levels of educational programs in prison. Similarly, Gerber and Fritsch (1995) conducted a study that highlighted the positive benefits of vocational and academic education in prisons (Reese, 2019). Their study found employment choices increased and recidivism rates decreased when offenders participated in their educational programs. Further, inmate misbehavior was reduced for those participating students (Reese, 2019). In further support of these claims, Bozick et al. (2014) documented

a study by the Rand Corporation that analyzed a large amount of U.S. prison education data. Findings indicated that recidivism rates for participants of carceral academic or vocational education were 43% lower than those who did not participate in similar activities (Reese, 2019).

Barriers to carceral education

For as much evidence as there is for effective prison programming, there are also documented limitations and barriers to carceral education. Some of those barriers include the attitudes of leadership, overcrowded conditions, inadequate funding for programming and/or materials and students' motivation levels. Support from prison leadership is critical to the success or failure of prison education programs (Vacca, 2004). Supportive prison wardens and others in leadership will create environments in which educational programs are treated as a priority. Where education is not considered a priority, other factors will take precedence and interfere with the schedule and/or effectiveness of prison education programs. Austin (2017) addressed some of the interruptions in programming, including the transfer of students in the middle of programs, logistical interferences with class schedules/meetings and/or having students work instead of attending classes. Many states inadequately fund their prison education programs, which may affect the availability and effectiveness of those programs (Vacca, 2004).

Offender motivation is another factor that has a direct impact on the achievement of students in prison education programs (Vacca, 2004; Austin, 2017). Many inmates dropped out of school because of deficiency in academic skills and/or difficulty in school-related tasks, which frustrated the individuals and contributed to poor self-concepts in those offenders. These factors together often end with offenders having a pervasive negative attitude regarding school (Vacca, 2004). However, there are a variety of reasons why incarcerated individuals may want to participate in prison education programs (Dunleavy, et al., 2008). They may want to improve their skills to improve their likelihood of employment upon release. There may be other incentives that can increase the motivation of offenders to participate in such programs. For example, many states offer time off the offender's sentence for participation in education programming. Offenders may be transferred less if they are participating in particular



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programs. Additionally, they may find the atmosphere in the school positive and encouraging, compared to the rest of the prison facility, and want to spend more time in the school (Reese, 2017).

Gaes (2008) discussed the idea prison education is cost-effective and provides reductions in recidivism, which improves the safety of the public. Ellison et al. (2017) completed a meta-analysis of 18 studies that demonstrated the effectiveness of prison educational programs in reducing recidivism by approximately 33%. Their meta-analysis of five studies indicated carceral education increases the likelihood of gainful employment. Although the indication is education in prison has positive effects on recidivism and employment, the studies did not specify which programs were most effective. The meta-analysis included information on high school equivalency programs and other post-secondary opportunities. Most prison education studies do not provide enough information about the details of the educational programs, including type, delivery methods or population investigated. There is a need to continue research on carceral education in detail, considering “how and why education ‘works’” (Ellison et al., 2017).

Implications

A staggering amount of American taxpayers' money is spent on prison education each year. Vera Institute of Justice (2021) reported \$43 billion was spent to provide education in prisons in 2015. Despite this statistic, Austin (2017) wrote prison education is more cost-effective than housing prisoners who are released and return to prison. Vacca (2004) acknowledged carceral education programs save the country hundreds of millions of dollars per year because it is more expensive to house prisoners than to have employed citizens in the community.

Vacca (2004) acknowledged carceral education programs save the country hundreds of millions of dollars per year because it is more expensive to house prisoners than to have employed citizens in the community.

A wide variety of prison programs are offered within institutions throughout the nation with a limited number of students who can participate. Though lower academic achievement contributes to a higher likelihood of recidivism, Cochran et al. (2020) found prison education programs were more effective with those who entered prison with low educational scores. An important implication is prison leaders should provide targeted educational opportunities for those with the lowest achievement levels. Matching offenders with programs that target their specific needs is most effective (Cochran et al., 2020). Duke (2018) conducted a meta-analysis of studies and found that Black/African American men who have prior education levels of high school diploma or lower would benefit most from prison academic and vocational programs. This is actionable information, as Black/African American men with those levels of prior education are

disproportionately high in prison populations (Vacca, 2004). Offenders who are close to their release dates may also need to be prioritized for participation in vocational programs to learn skills leading to employment upon release (Dunleavy et al., 2008).

The benefits of prison education programs are clear. There seem to be certain types of prison education programs that are most effective in reducing recidivism and improving the behavior of those imprisoned. While many types of prison education programs are offered, studies have shown long-lasting impacts on recidivism as a result of high school equivalency, vocational programs resulting in credentials and postsecondary education programs (Castro et al., 2018; Vacca, 2004; Ellison et al., 2017). The implication for prisons is to focus on educational programs that encourage action-oriented and brain-stimulating programming (Reese, 2017; Banich et al., 2015). Further, education programs that provide credentials that lead to improved employment potential are most effective, as employment is closely related to recidivism (Lockwood et al., 2012).

Conclusion

Reese (2017) wrote “one cannot discuss the rehabilitation of inmates and the reintegration of parolees and probationers without talking about education. Education is liberation inside and outside the prison walls” (p. 94). This statement supports the critical nature of offering various types of educational programs within the prison environment. He went on to write, “Education is the centerpiece of all human transformation — there is no hope and there are no dreams without it” (p. 94). The current goal of incarceration is to rehabilitate the offender (Hughes et al., 2021).

The studies presented demonstrate evidence carceral education opportunities such as high school equivalency, vocational and postsecondary programs, are effective in reducing recidivism and helping offenders manage their incarceration (Castro et al., 2018; Vacca, 2004; Ellison et al., 2017). These opportunities are often offered through partnerships with community colleges and other institutions of higher learning. Evidence presented indicates state and federal spending on prison education initiatives are worth the investment to assist inmates in their likelihood of employment, one of the most important

predictors of success upon release (Bozick et al., 2014; Austin, 2017; Gaes, 2008). Additional studies presented evidence educational programming in prisons can help offenders manage their incarceration through improved critical thinking and choice-making through positive and encouraging prison education environments (Reese, 2017; Kallman, 2020; Austin, 2017).

Implications of the literature reviewed include the following suggestions. State and federal funding should be provided for the purpose of offering and increasing educational opportunities for incarcerated adults. Increasing the amount of funding provided would allow for a larger portion of the population in prison to participate and benefit from educational programming. If limited programming exists, it should be directed toward the offenders who can benefit most from participation. A risk-needs assessment may be beneficial in determining who should be included in the target population. A focus on critical thinking skills and earning credentials from educational programs is also helpful. These skills help offenders learn to make better choices and make a living wage to support themselves and their families, thus meeting the current goal of prisons to rehabilitate the offender to become productive, viable, long-term members of society.

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IT'S TIME TO VOTE!



2022 ACA Election:



Candidates and Voting Instructions

This year's slate of candidates was selected by ACA's Nominating Committee. Candidates were chosen for president-elect, vice president and treasurer positions, along with nominees to the Board of Governors, the Commission on Accreditation for Corrections and the Delegate Assembly. Candidates for all the positions are listed on the following pages, along with brief summaries of their backgrounds.

You are eligible to vote in this year's election if your ACA membership was paid through Sept. 30, 2022. The following membership categories have one vote:

- ★ Professional I
- ★ Professional II
- ★ Executive Gold
- ★ Life
- ★ Supporting Patron
- ★ Organizational
- ★ Affiliate with Representation

Your ballot will be mailed to you, including the postage-paid return envelope. You will need your ACA membership ID number to vote. If you need your membership number, please call 800-222-5646, ext. 0121, or email memberships@aca.org. You must have your member number for the paper ballot.

Paper ballots should be mailed in the postage-paid return envelope to:

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The closing date for the election is Oct. 14, 2022. Paper ballots must be postmarked by Oct. 14, 2022. **Only paper ballots mailed in the postage-paid envelope included with the ballot will be counted.**

James A. Gondles Jr., CAE
ACA Executive Director

1. President-Elect (1 Position)



Ricky D. Dixon (FL)

Secretary of Corrections

Florida Department of Corrections

Ricky Dixon began his career as a Correctional Officer at Lancaster Correctional Institution in 1996. He was promoted through the ranks and was appointed Correctional Officer Colonel of Florida State Prison. Following this appointment, he was an Assistant Warden at Martin and Okeechobee Correctional Institutions and was later promoted to Warden, a position he held at three state correctional institutions. Dixon was then promoted to Regional Director of Institutions overseeing approximately one third of Florida's prisons and served as the Deputy Assistant Secretary of Institutions for four years. Dixon was appointed the Secretary of Corrections in November 2021. Dixon is a Certified Corrections Executive with American Correctional Association and has a bachelor's degree in Criminal Justice from Florida Gulf Coast University.



Joe Gutierrez (SD)

Commander

Western South Dakota Juvenile Services Center

Joe Gutierrez held the position of regional supervisor for the South Dakota Department of Corrections and has served as the Commander of the Western South Dakota Juvenile Services Center for the Pennington County Sheriff's Office in Rapid City, South Dakota since 2011. Gutierrez holds a master's degree in Strategic Leadership from Black Hills State University and a bachelor's degree in Sociology and Psychology. Gutierrez is a current member of the ACA Board of Governors, chaired the Juvenile Committee, served on the Juvenile Standards in the Use of Separation/Restrictive Housing, and the Definition of Criminal Justice Terms. Gutierrez also served on the Governor's Juvenile Justice Reinvestment Initiative Native American Focus Group, has co-authored the "Rights and Responsibilities Book for Young Adults in South Dakota," and was recognized as a "Champion for Children" by the South Dakota Coalition for Children.

2. Vice President (1 Position)



Tyrone Oliver (GA)

Commissioner

Georgia Department of Juvenile Justice

Tyrone Oliver began his career as a detention officer with the Newton County Sheriff's Office in 1999. In 2013, Oliver was one of the first employees of the new Brookhaven Police Department. In January 2016, Oliver was named Chief of Police for the City of Social Circle and in November 2018, he was designated as Deputy City Manager. In July 2019, Oliver was named Commissioner of the Georgia Department of Juvenile Justice. Oliver is a graduate of Columbus State University's Law Enforcement Professional Management Program, completed the FBI's Law Enforcement Executive Development Program and Leadership Trilogy and attended the Georgia International Law Enforcement Exchange to Israel. Oliver currently serves on the Board for the Council of Juvenile Justice Administrators, the Criminal Justice Coordinating Council, the Board of Peace Officers Annuity and Benefit Fund, and the State Workforce Development Board.



Craig Webre (LA)
Sheriff

Lafourche Parish Sheriff's Office (LPSO)

Craig Webre has been a law enforcement professional since 1980. He was elected Sheriff in 1991, and is currently in his eighth, four-year term. Webre is a Past President of the National Sheriffs' Association, the Louisiana Sheriff's Association, and served as a Commissioner/Chairman for CALEA. Additionally, Webre has served as an Adjunct Professor at Nicholls State University and Loyola University. During his tenure, he oversaw the construction of a new Lafourche Parish Correctional Complex (LPCC) which was opened in 2019. The LPCC is a Direct Supervision, ACA Accredited facility that houses local, state and federal inmates. In partnership with the Louisiana DOC, the LPCC provides regional reentry services, MAT, online college courses and industry-based certification training. LPSO also operates an ACA Accredited Work Release Center, a Day Reporting Center, a Misdemeanor Probation Section and oversees individuals on electronic monitoring.

3. Treasurer (1 Position)



Harbans S. Deol (NE)
Medical Director

Health Services Nebraska Department of Corrections

Dr. Harbans Deol, D.O., Ph.D. was in private practice for over 15 years prior to joining the Iowa DOC in August of 2004. Dr. Deol joined the Nebraska Department of Corrections in January 2017 as Medical Director of Health Services. In this post, Deol oversees all aspects of health care including medical, mental and behavioral health, nursing, dental, pharmacy and lab among other ancillary departments. Dr. Deol also assists in educating state agency staff and other agencies in the correctional environment. Dr. Deol earned his Ph.D. in Immunology and Microbiology from New York University, and his D.O. from Des Moines University, followed by a residency in Internal Medicine at the Norwalk Hospital, an affiliate of Yale University. Dr. Deol is a member of CCHA, CME and the Health Care Committee. Currently he is serving as ACA's treasurer.



William M. Powers (NY)
Superintendent (Retired)

New York Department of Corrections and Community Supervision

Mr. Powers has worked in the New York State Department of Corrections and Community Supervision since 1977. He began his career as a Correction Officer and rose through the ranks to Correction Counselor, Senior Correction Counselor, Assistant Deputy Superintendent, Deputy Superintendent and Superintendent. Powers worked in maximum, medium, minimum, shock/boot camp, work release, residential alcohol and drug treatment facilities and male and female populations. Powers has a master's degree in Criminal Justice Administration. Powers has been a member of ACA since 1983 and a certified ACA auditor since 2013 conducting domestic and international audits as well as policy, procedure and practice reviews for correctional agencies.

1. Correctional Administration (2 Positions)



Charmaine Bracy (OH)

Warden

Trumbull Correctional Institution

Charmaine Bracy began her career in 1998 as a Corrections Officer at the Ohio State Penitentiary, Ohio's Super Maximum Prison. Bracy was promoted to various positions in Unit Management to include Case Manager, Unit Manager and Unit Management Chief. Bracy was subsequently appointed as the Northeast Region Operations Manager, Deputy Warden of Operations, and finally, Warden.

Bracy received a bachelor's degree in Applied Science from Youngstown State University. Currently, Bracy is a member of ACA, OWSA, AWEC and NABCJ.



Christopher Carter (TX)

Division Director

Texas Department of Criminal Justice

Christopher Carter has worked for the Texas Department of Criminal Justice in various security positions since 1995 including Correctional Officer through Senior Warden, Deputy Director for Administrative Review and Risk Management and Rehabilitation Programs Division (RPD) and is currently Division Director for RPD. Carter has a Bachelor of Arts degree in Criminal Justice from Ashworth College. Carter currently works for ACA as an International Auditor and Trainer

and serves on the Adult Corrections Committee as a Co-Chair, the Professional Development Committee and the ACA Awards Committee. Carter is currently on the Board of Governors for the Texas Corrections Committee. Carter has also served as the Vice-President and interim President for the Texas Criminal Justice Association.



Brandeshawn "Brande" Harris (NC)

Assistant Commissioner of Prisons

Department of Safety

Brandeshawn Harris has worked in the field of corrections since 1993, with much of her career served with the Ohio Department of Rehabilitation and Correction. Harris has held many positions including Correction Officer, Investigator, Warden's Assistant, Deputy Warden and Warden. Harris was appointed as the Assistant Commissioner of North Carolina Prisons in November of 2019 and serves as second in command to the North Carolina Commissioner of Prisons. Harris earned a

master's degree in Management from Indiana Wesleyan University. Harris has been a member of the ACA Women in Corrections Committee and the Legislative Affairs Committee.


David Shinn (AZ)
Director

Arizona Department of Corrections, Rehabilitation and Reentry

David Shinn has been in public safety for more than three decades. Shinn served in the United States Marine Corps with the Federal Bureau of Prisons, and with the State of Arizona. Shinn worked as an agency Accreditation Manager, as a Warden in five assignments and as Assistant Director. In 2019, he was appointed to serve as the State's 9th Director of Corrections. While serving as a non-commissioned officer, he attended Palomar College and pursued a Criminal Justice degree. As a decade's long ACA member, he has served on the Performance Based Standards Committee since 2018. In addition, Shinn is an active member of both the Arizona Peace Officer Standards and Training Board and the Arizona Criminal Justice Commission and served for several years as Chairman of the Greater Los Angeles Federal Executive Board.

2. Detention (1 Position)


Jeff Brewer (KS)
Director of Behavioral Health

VitalCore Health Strategies

Jeff Brewer is an experienced hostage negotiator and served as a trustee for the Kansas Association of Hostage Negotiators (KAHN) from 2012-2016. Brewer was a member of the committee that created the first Mental Health Court in Shawnee County, KS. Brewer has worked for VitalCore Health Strategies as the Director of Behavioral Health since 2021 and has been instrumental in the clinical oversight of multiple state jail and prison behavioral health contracts. Brewer is a strong advocate for the implementation of ACA Performance Based Expected Practices within his facilities. Jeff received a Bachelor of Arts in Psychology from the University of Kansas and a Master of Arts in Clinical Psychology from Washburn University.


Garry L. McFadden (NC)
Sheriff

Mecklenburg County

Garry McFadden has worked in law enforcement serving the citizens of Mecklenburg County since 1982. McFadden began his career as a police officer serving 30 years as a detective and 22 years in the homicide unit. McFadden is currently entering his second term as Sheriff of Mecklenburg County. McFadden received a Bachelor of Science degree in physical education from Johnson C. Smith University. McFadden is a member of the ACA Process and Procedures and Behavioral Health Committee and has also served on the NSA Legal and Use of Force Committees. McFadden represents 13 states for the Major County Sheriff's of America, while also serving on MCSA's Behavioral Health Committee. He recently received the Triple Crown Award for achieving simultaneous accreditation from CALEA, ACA and NCCHC.

3. Education (1 Position)



Marilyn Lynn McAuley (WY)

*Director Correctional Industries and Workforce Development Bureau Chief, Retired
Wyoming Department of Corrections*

Marilyn Lynn McAuley began her career in February 1980 working for Washington DOC, Hawaii Department of Public Service, Idaho DOC, Arizona DOC and most recently Wyoming DOC retiring in 2015. McAuley served five years as Deputy Director of Correctional Industries, 30 years as Director Correctional Industries and Workforce Development Bureau Chief responsible for CI and Education. McAuley received a master's degree in Criminal Justice from Boise State University and a Bachelor of Science in Business Administration from Fairleigh Dickinson University. McAuley is a Certified ACA Accreditation and previous PREA auditor, previous chair and current member of ACA membership and CI committees, elected a number of times Delegate Assembly representing education, responsible for establishing ACA Hawaii Criminal Justice Association and 1st CI program to become ACA Accredited. Marilyn is past president and board member of NCIA, past treasurer and current board member of AWEC, and co-chair of CI/Education combined training conference.



Jennifer Sanders (OH)

*School Superintendent
Department of Rehabilitation and Correction*

Jennifer Sanders has worked as a corrections education professional for 29 years. Sanders started as a teacher and advanced to education leadership roles as a Teacher Supervisor, Principal and Academic Director. Sanders moved to the role of internal auditor and served as a deputy warden at two prisons for four years. Sanders then served as the school superintendent at Ohio Department of Youth Services before returning to the Department of Rehabilitation and Correction in 2019 as the school superintendent. Sanders earned a Bachelor of Science in education from Bowling Green State University and her master's degree in education leadership plus post graduate work at the University of Dayton.

4. Health Care (2 Positions)



Marina Cadreche (FL)

*Regional Mental Health Director
Centurion*

Dr. Marina Cadreche Psy. D. began her corrections career in 2005 providing direct psychological services in the Tennessee Department of Correction. Cadreche was promoted to Director of Mental Health, Director of Clinical Services, and she served as the Assistant Commissioner for Rehabilitative Services. Cadreche is currently a Regional Mental Health Director for Centurion. Cadreche received her Doctorate in Psychology from Albizu University in South Florida and is licensed as a Psychologist with Health Services Provider Designation in the State of Florida and Tennessee. Cadreche is a member of the American Correctional Association and has presented at ACA conferences and been published in Corrections Today. Cadreche is an Associate member of the ACA Coalition for Health Authorities and chaired the ACA Behavioral Health Committee and served as ACA Commissioner of Accreditation for the past eight years.



Terri Catlett (NC)

Director of Healthcare Administration
North Carolina Department of Public Safety

Terri Catlett worked over 20 years for the Federal Bureau of Prisons serving in various positions of increasing responsibility to include Physician Assistant, Health Services Administrator, Executive Assistant to the Warden, and Chief, Office of Quality Management, Health Services Division, Central Office, Washington, D.C. Since March 2011, Catlett has been the Director of Healthcare Administration, Health and Wellness Services, for the North Carolina Department of Public Safety where she provides administrative support of medical, dental, and mental healthcare for approximately 30,000 inmates in 55 facilities. Catlett served as a Coalition Health Authority (CCHA) from 2013 through 2021 and was appointed National Co-Chair in 2017–2019. She currently serves on the ACA Board of Governors, is an ACA instructor, and international auditor.



Nanette M. Larson (MN)

Assistant Commissioner for Health, Recovery and Programming
Minnesota Department of Corrections

Nanette Larson has worked for the Minnesota Department of Corrections for more than 20 years. Larson has held a number of senior management positions in other state agencies including the Minnesota Department of Health and the Office of Technology and was the Executive Director for the Minnesota Health Care Commission. Larson is currently the Assistant Commissioner for Health, Recovery and Programming for the Minnesota Department of Corrections and is responsible for overseeing the delivery of medical, dental, nursing and mental health care and sex offender and substance use disorder treatment. Larson is also responsible for ensuring the incarcerated population has access to programming. Larson has a Bachelor of Arts degree from the University of Iowa and has completed the Black Belt Leadership program through the Joseph M. Juran Center for Leadership and Quality.



Amy Whitmore (OH)

Director of Nursing
Department of Youth Services

Amy Whitmore has worked in Ohio corrections since 1994. She spent 26 years in the Ohio Department of Rehabilitation & Correction, including positions of Education Quality Assurance Director, Health Care Chief Special Assistant, Medical Policy & Audit Manager and the last year and a half as the Ohio Department of Youth Services Nursing Director. Whitmore received a bachelor's degree in Communication from Ohio University and a practical nursing diploma and A.D.N. from Hocking College. Whitmore presently serves as the International Association of Correctional Training Personnel Health-care/Mental Health Director and serves on the Ashland University Women in Leadership Advisory Board. Whitmore is also a certified ACA auditor and has served on the ACA Correctional Nurses Committee for four years, currently as the committee's Vice-Chair.

5. Institutions (2 Positions)



Janet Dowling (OK)

Warden II

Oklahoma Department of Corrections

Janet Dowling began her career with the Oklahoma Department of Corrections in 1995 at a facility dedicated to substance abuse treatment and was later promoted to Deputy Warden at a medium security facility. Dowling has served in her current position, Warden II, at Dick Conner Correctional Center since 2015. Dowling received her Bachelor of Arts degree from Northwestern Oklahoma University. Dowling is a member of the Oklahoma Correctional Association where she served as President. In addition to her membership in the American Correctional Association, Janet is a member of the Association of Women Executives in Corrections and serves as Chair of the Membership Committee. Dowling also provided Thinking for a Change Training as a contractor for NIC.



Marc McClure (MS)

Superintendent

Mississippi State Penitentiary

Marc McClure began his career in law enforcement in 1995 as an officer and moved through the ranks to become a detective and an assistant commander of the Special Response Team at the West Point Police Department. In 1998, McClure joined the Mississippi Department of Corrections. McClure started out as a probation and parole agent, supervising individuals released from prison and eventually became an agent supervisor and then a director for one of the state's three Community Corrections regions. In 2021, McClure became superintendent at the Central Mississippi Correctional Facility, the state's largest prison. McClure is currently superintendent at the Mississippi State Penitentiary, the state's oldest prison.



Joe Page III (AR)

Superintendent

Division of Correction

Joe Page III has worked for the Arkansas Division of Correction since 2004. In 2009, he was named Deputy Warden at the Newport Complex in Newport Arkansas. In February of 2016, Page was appointed Warden of the Delta Regional Unit. Page received a Bachelor of Arts degree in Criminal Justice from the University of Arkansas at Little Rock and a Master of Science degree in Criminal Justice from Bethel University. Page is adjunct faculty member for Shorter College instructing incarcerated students for Second Chance Pell Grant.

6. Juvenile (1 Position)



Latera M. Davis (GA)

Director of Professional Development and Standards
Georgia Department of Juvenile Justice

Latera M. Davis has been an employee of the Georgia Department of Juvenile Justice (GADJJ) for more than 20 years. Davis currently serves as the Office of Professional Development and Standards Director. Davis has held various roles with the agency, including probation officer, program manager, external affairs, and victim/volunteer services director. Davis possesses a Bachelor of Science degree in Criminal Justice, a master's degree in Social Work, and a master's degree in Public Administration. In addition, Davis is a Licensed Clinical Social Worker and an active Certified Department of Justice (DOJ) PREA Auditor. Davis has been an American Correctional Association (ACA) member for over eight years, representing GADJJ on ACA juvenile justice and victim services committees.



Jack M. Scott (VA)

Executive Director
Crater Youth Care Commission

Jack Scott retired from the United States Army in 1995 after serving 25 years with a rank of Sergeant Major. Since his retirement, Scott has served as an Executive Director for Youth Services International, Assistant Superintendent for the Department of Juvenile Justice. Since August 2001, Scott has served as the Superintendent and Executive Director for the Crater Youth Care Commission. Scott has an Associate of Arts degree in General Studies from Hagerstown Junior College and is a graduate of Class 41 of the United States Army Sergeants Major Academy. Scott serves on the Executive Committee for the Virginia Juvenile Detention Association. Scott is also a member of ACA and the Virginia Correctional Association and served on the Virginia Associations Board of Directors.

7. Parole, Aftercare or Post-Release Supervision (1 Position)



Traci Fredrikson (SD)

Operations Supervisor
South Dakota Department of Corrections (SDDOC)/Parole Administration

Traci Fredrikson has been employed with the SDDOC for nearly 17 years, beginning as an intern. Fredrikson also held positions including corrections analyst and corrections specialist. Fredrikson works very closely with her state's parole board and parole agents and is also a corrections consultant, primarily in use of the Structured Decision-Making Framework. Fredrikson earned bachelor's degrees in criminal justice/sociology from the University of Sioux Falls in 2006 (graduating Magna Cum Laude). She recently earned a certificate in state government leadership excellence and is currently earning her Master of Science in Administration, Criminal Justice Studies from the University of South Dakota (expected graduation May 2024).



Joe Winkler (FL)
Assistant Secretary of Community Corrections
 Florida Department of Corrections

Joe Winkler started with the Florida Department of Corrections in 2001 as a probation officer. Winkler has served in multiple roles holding every certified position and is currently the Assistant Secretary of Community Corrections with the Florida Department of Corrections. Winkler has served on the American Correctional Association Parole and Probation Committee, Community Corrections Committee and Professional Development Committee. Winkler also serves on the Board of Directors with the Florida Association of Community Corrections, is the Florida Commissioner of Interstate Compact and is the Florida Representative with the American Probation and Parole Association.

8. Probation (1 Position)



Stephanie MacDonald (VA)
Chief Probation and Parole Officer
 Virginia Department of Corrections

Stephanie MacDonald began her career with the Virginia Department of Corrections as a Surveillance Officer in July 2000. MacDonald was named as a Probation Officer in July 2001. In August 2009, MacDonald became an Intensive Probation Officer and in October 2012, she was moved to Deputy Chief Probation Officer. MacDonald ascended to her current role as Chief Probation Officer in Culpeper, VA in August 2016. MacDonald received a Bachelor of Science Degree, major in Psychology; minor in Criminal Justice from Radford University in 1999. MacDonald completed the ACA Leadership Development for the Corrections Professional (LEAD) in November 2014 and is a Certified Corrections Manager. She has served on the Board of the Virginia Probation and Parole Association since 2003, as a representative, APPA Affiliate, Vice President, and President. Currently, she serves as the President-Elect.



Susan Siedentop (TN)
Correctional Administrator
 Tennessee Department of Correction

Susan Siedentop began her career as a case carrying officer and later as a Probation and Parole Manager. Since 2016, Siedentop has provided statewide oversight of Specialized Programs for the Tennessee Department of Correction Community Supervision and is the Presiding Officer of the Tennessee Sex Offender Treatment Board. Siedentop has a master's degree in Social Work and is an LCSW in TN and IL. She has worked in TN as a sex offender subject matter expert for the state. Siedentop is currently the secretary for the ACA Probation & Parole committee and the subcommittee's remote work and technology lead. Additionally, Siedentop is the area representative for APPA.

1. Architecture (1 Position)

**Jeff Chute (ME)***Jail Administrator*

Androscoggin County Sheriff's Office

Jeff Chute has worked at the Androscoggin County Sheriff's Office in several positions including Shift Supervisor, Classifications Director and Assistant Jail Administrator since 1995. Chute currently serves as a Jail Administrator for the Androscoggin County Sheriff's office. Chute received an Associate of Arts in Criminal Justice degree at Central Maine Community College and has completed the Executive Excellence program at the National Institute of Corrections. Chute currently serves as a member of the ACA Facility Planning and Design Committee, the ACA Adult Local Detention Committee and is currently a Certified American Correctional Association Auditor.

**Alex Deshotels (LA)***Principal Architect*

Grace Hebert Curtis Architects

Alex Deshotels joined Grace Hebert Curtis Architects in 2009 and was named principal in 2018. Deshotels studied architecture at the University of Louisiana at Lafayette. Deshotels managed projects of varying scope and scale including several significant ACA accredited justice projects. Deshotels has distinguished himself as a designer of modern, progressive civic spaces as well as innovative, rehabilitation-driven justice and correctional projects. Deshotels is also a member of the American Correctional Association and presented *Trends in Juvenile Justice Design — How Programming Drives Design* at the 2019 ACA Winter Conference in New Orleans.

2. Community Programs (2 Positions)

**April Buckner (TN)***Correctional Administrator of Rehabilitative Services for the West Region*

Tennessee Department of Correction

April Buckner began her career with the Tennessee Department of Correction as a Probation/Parole Officer in 2004. During her tenure, Buckner has worked as an Offender Workforce Development/Reentry Specialist and was moved to Probation/Parole Manager. A year later, Buckner became the Statewide Director for Community Resources. In 2016, Buckner was then named to her current position, Correctional Administrator of Rehabilitative Services for the West Region. Buckner is an active member of ACA and was elected in 2020 as a Delegate Assembly Member and serves on the Community-Based Organization Committee. Buckner also serves as the Chairperson for the Shelby County Crime Commission Reentry Model and as a Board Member of the Shelby County Crime Commission. Buckner was elected as President of her class for the 2021 Tennessee Government Executive Institute (TGEI) and is a member of the Association for Women Executives in Corrections.



Linda S. Janes (OH)
Chief Operating Officer (COO)
 Alvis, Inc.

Linda S. Janes has been in corrections, human services, and behavioral health for more than 35 years. Janes has held positions as the Assistant Director, Deputy Director, Chief of Staff, and Chief of the Bureau of Community Sanctions, Ohio Department of Rehabilitation and Correction (ODRC) and the Assistant Director, Ohio Department of Youth Services. Currently, Janes is the COO of Alvis, Inc. Janes holds a bachelor's degree from The Ohio State University; Leadership Certification from the Voinovich School of Leadership and Public Service at Ohio University; and is a LICDC-CS. Janes has been a member of ACA for more than two decades and currently serves on the Healthy Culture and Wellness Committee and the Community Corrections Committee. Janes also serves as/on the President, Ohio Community Corrections Association (OCCA), First Vice President, Ohio Justice Alliance for Community Corrections (OJACC), Executive Committee, International Community Justice Alliance and the Board of Trustees, Community Housing Network.



Phil Nunes (OH)
Executive Director
 Eastern Ohio Corrections Center

Phil Nunes has 33 years in management in community corrections. Nunes was the Executive Vice President of Operations for Volunteers of America of Greater Ohio which included community corrections programs, veteran programs, affordable housing programs and emergency shelter housing operations. Nunes then became Chief Operating Officer for Alvis, Inc., where he oversaw programs statewide. In 2020, Nunes was appointed Executive Director for Eastern Ohio Corrections Center (EOCC) overseeing programs operated by EOCC which include two community based correctional facilities in Northeast Ohio. Nunes is currently a Commissioner for ACA, the President-Elect of the International Community Justice Association and Past President of both the Ohio Community Corrections Association and the Ohio Justice Alliance for Community Corrections.



Rose Santillan (TX)
Quality Assurance Administrator & PREA Coordinator
 Crosspoint, Inc.

Rose Santillan has been employed at Crosspoint for 34 years, 26 of which have been in a managerial capacity. Santillan was trained as a quality assurance specialist and provided quality assurance services to Crosspoint for 17 years and also serves as Crosspoint's PREA Coordinator. Santillan currently serves as the Quality Assurance Administrator and is a certified Microsoft Network administrator. Santillan holds an AAS in office management and received a bachelor's degree in Business Management. Santillan is a member of ACA, International Community Justice Association, National Organization of Hispanics in Criminal Justice, Association of Women Working in Corrections (AWEC) and served as a board member of the Texas Criminal Justice Association. Santillan serves on ACA's Delegate Assembly, chairs the WIC/AWEC Committee for ACA and is a member of the Community Corrections Committee, International Corrections Committee and the Equal Rights Committee. Santillan is also a certified auditor through the American Correctional Association.

3. Detention (3 Positions)

**Brian D. Bivens (TN)**

Assistant Chief of Corrections
Knox County Sheriff's Office (Ret.)

Brian Bivens worked for the Knox County Sheriff's Office for twenty-eight years, serving as Assistant Chief of Corrections for the last seventeen years. Brian received his Bachelor of Arts in Sociology from the University of Tennessee in 1993 and his Master of Science from Sam Houston State University in 2022. Bivens was appointed the Chair of the ALDF Standards Committee in 2020 and was also appointed to the Professional Development Committee in 2021. Bivens has been an ACA Auditor since 2012 and a DOJ Certified PREA Auditor since 2015. Bivens is an ACA Certified Corrections Executive, an AJA Certified Jail Manager, and a graduate of the National Jail Leadership Command Academy Class #24. In 2022, Bivens was recognized by the Tennessee Corrections Institute with a Lifetime Achievement Award in the field of corrections. Bivens also serves on the Programs Committee for Big Brother Big Sisters of East Tennessee.

**Pamela Hill (GA)**

Deputy Commissioner of the Division of Secure Facilities
Department of Juvenile Justice

Pamela Hill started as a Juvenile Correctional Officer and now currently holds the position as the Deputy Commissioner of the Division of Secure Facilities where she manages the daily operations of the 25 detention centers throughout the State of Georgia, which houses up to 1,200 juvenile offenders. Hill earned her Bachelor of Science Degree from Georgia State University, and her Master of Public Administration from Troy University. Hill has served on the Juvenile Justice and Secure Operations Committee for the American Correctional Association (ACA) as well as an appointed delegate for three terms. Hill has served as both President and Vice President of the Georgia Juvenile Services Association (GJSA).

**Chris Sweney (NE)**

Accreditation Manager
Douglas County Department of Corrections

Chris Sweney, CJM began his career with the Douglas County Department of Corrections as a Correctional Officer in 1998. Sweney achieved the rank of sergeant in 2004 where he supervised the admission and release of inmates. In 2008, Sweney was appointed lieutenant and in January of 2009 was assigned as Watch Commander. In 2010, Sweney accepted his current position as an Accreditation Manager. Sweney serves on ACA's ALDF Committee, is an ACA and PREA auditor and has audited jails and prisons in more than a dozen states. Sweney holds a degree from the University of Nebraska at Omaha and is a graduate of the National Jail Leadership Command Academy and the Jail Executive Development Program at the Correctional Management Institute of Texas at Sam Houston State University.



Michael L. "Mike" Wade (VA)
Sheriff (Retired)
 County of Henrico, VA

Michael Wade served as a Police Officer in the County of Henrico, VA as a Patrol, Investigations Crimes Against Property, Investigations Intelligence, Investigations Commonwealth' Attorney's Office and finally Supervisor of School Operations. In 1999, Wade was elected Sheriff of the County of Henrico, Virginia, retiring in 2020. Wade received a Master of Science in Alcohol and Drug Rehabilitation and Counseling and a Bachelor of Science in Administration of Justice Police Planning and Management from Virginia Commonwealth University. Wade was appointed as the Sheriff's Association's Representative to Accreditation Committee and was nominated and elected vice president of ACA twice. In his second term the President resigned, and Wade became President. Wade currently serves as a Chair of an Accreditation panel.

4. Education (1 Position)



Rodney L. Berry (VA)
Superintendent of Education
 Virginia Department of Corrections

Dr. Rodney Berry is a 28-year veteran of public education. Berry began his career in 1995 as a Chemistry and Biology teacher in Richmond Public Schools. Berry then moved into administration serving as an assistant principal at Caroline County High School and then as an assistant principal of Deep Run H.S. Berry became principal of J.P. King Middle School in Franklin, Va., principal at Franklin High School and was principal of Hopewell High School from 2012-2014. Berry was the Director of Instruction for Sussex County from 2014-2016 and served as the Superintendent for Nottoway County Public Schools from 2016-2019. Berry has been the Superintendent of Education for the Virginia Department of Corrections since 2019. Berry received his bachelor's degree from VCU with a major in biology, his master's degree in teaching from the college of William and Mary, his Administration Endorsement K-12 from the University of Virginia, and his Ph.D. in Education from VCU.



Sybil Pruitt (TN)
Director of Educational Services
 Nashville Sheriff's Office

Sybil Pruitt has worked for the Nashville Sheriff's Office in several positions since 2004 including one year as an ESL instructor, eleven years as a GED/HiSET and vocational instructor, three years as an Education Supervisor and two years as the Director of Educational Services. Pruitt is responsible for adult schools and the HiSET testing center. Pruitt received her bachelor's degree from Southern Methodist University and her Curriculum of Instructors master's degree from University of Phoenix. Currently, Pruitt is a member of the American Correctional Association (ACA), American Jail Association (AJA), Coalition on Adult Basic Education (COABE) and a lifetime member of the Correctional Education Association (CEA). Pruitt is the Chairperson for Region 8 Membership Committee and Co-Chair for Teacher of the Year Committee in 2022.

5. Juvenile (1 Position)

**Christine Blessinger (IN)**

Deputy Commissioner of Re-entry and Youth Services
Indiana Department of Correction

Christine Blessinger held positions of Youth Care Manager and Case Manager at the Henry County Youth Center before beginning her career working for the Department of Correction in 2000 as a Psychiatric Social Service Specialist III at the Pendleton Juvenile Correctional Facility. Blessinger served as a Program Director 2 and was appointed to Program Director 1 at Pendleton Juvenile Correctional Facility. Blessinger was then moved to Assistant Director of the Division of Youth Services in 2008 before taking on the role of the Executive Director for the Division of Youth Services in 2015. Blessinger now serves as the Deputy Commissioner of Reentry and Youth Services and oversees the Division of Youth Services. Blessinger holds a Bachelor of Science degree in Criminology from Indiana State University.

**Marvin Talley (GA)**

Assistant Director of Security and Acting Director
Rockdale Regional Youth Detention Center

Marvin Talley served as a contractor in Iraq and is also a retired military law enforcer of 22 years. Talley has been with the Georgia Department of Juvenile Justice for nine years serving in the following roles: Juvenile Correctional Sergeant, Juvenile Correctional Lieutenant, Training Lieutenant, Administrative Lieutenant, PREA Coordinator Manager, Intake Supervisor, Keys/Tools & Chemicals, Sub Control Supervisor, Captain, American Correctional Association (ACA) Accreditation Manager, Emergency Preparedness Manager, and currently serves as the Assistant Director of Security and Acting Director. Talley also continues to hold a valid post certification as a Peace Officer. Talley has assisted the State of Georgia through the initial American Correctional Association accreditation in six facilities within the Department of Juvenile Justice and led Rockdale RYDC in receiving their initial and recertification with ACA.

6. Health Care (1 Position)

**Gerald Jorgenson (KS)**

Director of HealthCare Compliance
Kansas Department of Corrections

Gerald Jorgenson spent 23 years providing healthcare management services in three state correctional systems, Missouri, Arkansas, and Kansas. Since 2019, Jorgenson has served as the Director of HealthCare Compliance for the Kansas Department of Corrections. Jorgenson has earned a Bachelor of Science degree in Nursing and Master of Business Administration degree from University of Missouri and William Woods University. Jorgenson is a member of the Coalition of Correctional Health Authorities serving on ACA Health Care and Behavioral Health Care Committees.



Ron Koon (GA)
Chief of Psychology
 Georgia Department of Juvenile Justice

Dr. Ron Koon Ph.D. has been an administrator for the Georgia Department of Juvenile Justice for twenty-four years, first as Director of Mental Health Services and then as Chief of Psychology. In this role Koon oversees the development and operation of psychological services for youthful offenders in 26 secure facilities. Koon earned his Ph.D. in Counseling Psychology from Georgia State University in 1988. In addition to his work with Georgia DJJ, he is currently President of NAMI-Georgia.

Dr. Koon currently serves on the Accreditation Commission, Performance Based Standards Committee, Behavioral Health Committee and Juvenile Justice Committee for ACA.

7. Institutions (Adult) (3 Positions)



Emmanuel W. Fontenot (VA)
Director of Compliance & Accreditation
 Virginia Department Corrections

Emmanuel Fontenot began his career in corrections in 1989 and was promoted to various positions of increasing responsibilities. Fontenot was instrumental in the activation of several federal prisons including the Federal Correctional Center, Three Rivers, Texas, and the Metropolitan Detention Center in Brooklyn, New York. Fontenot also set up initial ACA accreditation for many federal facilities as well as many of the facilities in the Virginia Department of Corrections. Additionally,

Fontenot has trained and coached staff at all levels to achieve exemplary outcomes of ACA initial and re-accreditation status. Fontenot also served on the Advisory Group established by the Governor Northam and the Virginia General Assembly on the development and implementation of Jail Healthcare Standards.



Peter J. Grande (KS)
Historian
 United States Disciplinary Barracks, Fort Leavenworth

Peter J. Grande is a certified correctional executive with over 30 years' experience as a correctional officer, chief of security, correctional programs developer, academy instructor and warden. Grande holds a Bachelor of Arts degree in criminology from Indiana University of Pennsylvania and a Master of Arts in corrections from Sam Houston State University. Grande is a member of the Academy of Criminal Justice Sciences, Kansas Correctional Association and North American Association of Wardens and Superintendents.

Grande has served on the Resolutions and Policy Development Advisory Committee (Chair), Military Corrections Committee (Chair), Commission on Correctional Certification, Facility Design Committee, and Delegate Assembly (Adult Institutions) and has been an ACA Auditor/Chair for over 20 years (includes international audits) and is currently serving on the Commission for Accreditation and the Standards Committee.



Jason W. Hall (IL)
Chief Compliance Officer
 Illinois Department of Corrections

Jason W. Hall began his career with the Illinois Department of Corrections in 1997 as a Correctional Officer and has held several positions since, including Correctional Sergeant, Correctional Captain, Administrative Assistant II, Unit Superintendent, Regional Compliance Coordinator, State-wide Manager of the Administrative Directive Standards Unit, and currently serves as the Agency's Chief Compliance Officer. Hall attended the University of Illinois and Southeast Missouri State University studying History/Political Science. Hall currently serves as a member of the Illinois Correctional Association, Illinois Juvenile Justice Commission State Advisory Group, Adult Corrections Committee for ACA, and as a certified ACA Auditor.



Racheal Hoffmann-Ots (FL)
Correctional Services Consultant
 Florida Department of Corrections

Rachael Hoffmann-Ots has served as a corrections professional for more than 14 years, both as a certified officer and in various administrative capacities. Hoffman-Ots began her career in 2008 at Hamilton Correctional Institution, as a Correctional Officer, also working as a Detention Officer, then as a Classification Officer, Senior Classification Officer, and most recently serving as the Statewide ACA Coordinator. Hoffman-Ots has worked with female offenders, youthful offenders, those receiving in-patient mental health care, and as a release officer, assisting with housing and other post release programs and services.



Gerald Patterson, Sr. (VA)
Board Manager/Corrections & Law Enforcement Advisor
 Army Review Boards Agency (ARBA), Army Clemency and Parole Board (ACPB)

Gerald Patterson, Sr. began his military career in July 1983 and included many leadership positions and duty stations with the last duty being as the Senior Corrections NCO at the HQDA Pentagon. Patterson retired in December 2004 as a Master Sergeant. Patterson then served as the Program Manager for the Army Corrections System at the Army Corrections Command from December 2004 to 2010. Patterson currently serves as a Board Manager/Corrections & Law Enforcement Advisor at the Army Review Boards Agency (ARBA), Army Clemency and Parole Board (ACPB), Arlington, VA. Patterson received a Master of Arts, Management, a Bachelor of Science in Criminal Justice; and an Associate of Science in Law Enforcement. His professional education includes Equal Opportunity Representatives Course, and a U.S. Customs & Department of Agriculture Inspector. Patterson is an ACA auditor and commissioner on Commission on Accreditation for Corrections 2018 to present.



Cynthia O. Thornton (NC)
Director of Performance and Standards
 Division of Prisons

Cynthia Thornton has worked for the North Carolina Division of Prisons since 1991 in several positions including over 19 years in programs as a Program Supervisor, Case Analyst, Program Director I and Associate Warden for Programs; eight years as a Warden, and over four years as a Region Director and Director of Performance and Standards. Thornton received a Bachelor of Science in Criminal Justice from Appalachian State University. Thornton currently serves on the ACA Membership Committee and the ACA Policy and Resolutions Committee.

8. Legal (1 Position)



Debbie Inglis (TN)
Deputy Commissioner of Administration and General Counsel
 Tennessee Department of Corrections

Debbie Inglis began her career with the Tennessee state government in 1986 as an Assistant State Attorney General in the Civil Division of the Office of the Attorney General. In 1992, Inglis was promoted to the Criminal Division, where she served as lead supervisor of the Capital Litigation Team. Inglis joined TDOC in 1994, when she was selected to manage and lead the department's Legal Division. In 2016, Inglis was appointed as TDOC Deputy Commissioner of Administration in addition to her role as General Counsel. Inglis earned her Bachelor of Arts from the University of Tennessee at Knoxville in 1980 and graduated from Vanderbilt University School of Law in 1984. Inglis has also served as a Commissioner with the American Correctional Association for the past three and a half years.



Jennifer Williams (TN)
Associate General Counsel
 CoreCivic

Jennifer Williams started her career in corrections in 2007, providing legal support and services in correctional healthcare. Williams has worked for CoreCivic since 2018, providing operational legal guidance and litigation support to CoreCivic's Safety operations, and overseeing investigations managed by the General Counsel's Office. Williams received a Bachelor of Science in English from Radford University, and a Juris Doctor from the University of Tennessee College of Law.

9. Non-Correctional Administration (1 Position)



Michael J. Dooley (PA)

Organization and Professional Development Services
Criminal Justice and Corrections

Michael Dooley, M.Ed. has more than 42 years of correctional experience having worked in prisons, jails, probation, parole and training. Dooley started his corrections career as a corrections officer with the Vermont Department of Corrections where he spent 18 years working in a variety of capacities including jail and prison operations, probation and parole, management and training. Dooley worked with the National Institute of Corrections for 12 years managing training, technical assistance and curriculum development. Dooley most recently directed the training program for the Pennsylvania Department of Corrections. Dooley earned a Master of Education from the University of Vermont in 1992, and a Bachelor of Science in criminal justice from the University of Delaware in 1977. Mr. Dooley is a member of ACA and recently completed two terms as a commissioner on ACA's Accreditation Commission.



Thomas Stickrath (OH)

Director
Ohio Department of Public Safety

Tom Stickrath, J.D. has more than 30 years of experience in the criminal justice field. Stickrath began his career in 1978 with the Ohio Department of Rehabilitation and Correction (DRC) where he served as Chief Inspector, Warden, Regional Director of Prisons, and Assistant Director. In 2005, Stickrath was appointed Director of the Ohio Department of Youth Services (DYS). Stickrath also served as Superintendent of the Ohio Bureau of Criminal Investigation (BCI), overseeing the state crime lab and a team of law enforcement professionals. In May of 2010, Stickrath became Director of the Ohio Department of Public Safety, where he served until his appointment to Superintendent of BCI. Stickrath was appointed Director of the Ohio Department of Public Safety in January of 2019. Stickrath has held leadership positions in various organizations including the Ohio Homeland Security Advisory Council, the Commission on Accreditation of Corrections, the Council of State Governments Justice Center, and Franklin University.

10. Probation (1 Position)

**Tina Patrick (OH)**

Regional Administrator for the Dayton Region Adult Parole Authority
Ohio Department of Rehabilitation and Corrections

Tina Patrick began her career in 1994 as a Parole Officer working in multiple regions and counties throughout the Northeast and Northwest of Ohio. Patrick was named Assistant Regional Administrator in 2005 for the Lima Region Adult Parole Authority. In 2009, Patrick was appointed to the Regional Administrator position for the Cincinnati Region until the Adult Parole Authority was reorganized. Patrick was assigned to develop a new region which is now the Dayton Region. Patrick is currently the Regional Administrator for the Dayton Region Adult Parole Authority for the Ohio Department of Rehabilitation and Corrections. Patrick earned a bachelor's degree from Kent State University. Patrick is currently an Advisory Board member and past President of the Ohio Warden's and Superintendent's Association and is a member of American Correctional Association (ACA), ACA Auditor, North American Warden's and Superintendent's Association and American Parole and Probation Association.

**Ben Stevenson (MD)**

Division Chief
Department of Correction and Rehabilitation (DOCR), Community Corrections Division Montgomery County Maryland

Ben Stevenson began his career as a Correctional Officer in 1996 and served in the posts of custody and security, case management and senior management. Stevenson is currently the Division Chief for Montgomery County Maryland's, Department of Correction and Rehabilitation (DOCR), Community Corrections Division, overseeing an accredited Pre-Release Center, and a Pre-Trial Services program. Stevenson has a bachelor's degree in Administration of Justice from Penn State University, two master's degrees in Education and Distance Education from the University of Maryland Global Campus and served in the United States Marine Corps. Stevenson has taught as an adjunct professor with University of Maryland's Global Campus (UMGC), is an ACA auditor, Past President of the Maryland Criminal Justice Association (MCJA), and past Chair of the Dual Chapters Committee.

1. Correctional Administration (Adult) (3 Positions)



Edward Banks (OH)

Regional Director

Department of Rehabilitation and Correction

Edward Banks has over 25 years of correctional experience with the Ohio Department of Rehabilitation and Correction beginning his career as a correction officer in 1994. Banks held several corrections' leadership positions to include Security Supervisor, Correctional Major, Deputy Warden, Warden of 2 separate adult facilities and Deputy Director of Human Resources. Currently, Banks serves as Ohio's North Region Director. Banks received a Bachelor of Science (Correctional Administration and Management) from Bellevue University. Banks currently serves on ACA's Policy and Resolution committee as well as the professional registry committee and previously served as President of the Ohio Wardens and Superintendents Association and held office with the North American Association of Wardens and Superintendents.



Thomas Faust (DC)

Director

D.C. Department of Corrections

Tom Faust has over forty years of service in the Corrections and Public Safety fields. Faust first served 24 years with the Arlington County VA Sheriff's Office. In 1990, he served as the Sheriff in Arlington and was elected to three consecutive 4-year terms. Faust also served as Executive Director/CEO of the National Sheriffs' Association (NSA) for six years. In 2011, Faust was appointed Director of the D.C. Department of Corrections where he served as agency Director from 2011 to 2016, when he retired. Faust returned to Washington D.C. in February, 2022, to serve again as the Director of D.C. Corrections. Faust has a Bachelor of Science degree from Virginia Tech and a Masters in Public Administration (MPA) from George Mason University. Faust has served on the ACA Delegate Assembly and has been an ACA member since 1985. Faust is also a Past President of the American Jail Association (AJA).



Oscar Mendoza (TX)

Deputy Executive Director

Texas Department of Criminal Justice

Oscar Mendoza has worked over 43 years for the Texas Department of Criminal Justice (TDCJ). Mendoza began his career in 1979 as a correctional officer and then advanced through the security ranks of sergeant, lieutenant, captain, and major. Mendoza also has over 27 years management/leadership experience including 16 years as a warden, one year as a regional director, three years as deputy director and over three years as a division director. In August of 2016, Mendoza was selected to serve as the agency's Deputy Executive Director. Mendoza earned his Bachelor of Science and Master of Science in Criminal Justice from Kaplan University and is an active member of the Texas Corrections Association and American Correctional Association in which he currently serves on the Delegate Assembly in the area of "Correctional Administration (Adult)."


William M. Powers (NY)
Superintendent (retired)

New York State Department of Corrections and Community Supervision

William M. Powers is a third generation New York State Department of Corrections and Community Supervision employee (retiree). Powers began his career in 1977 as a Correction Officer and rose through the ranks to Correction Counselor, Senior Correction Counselor, Assistant Deputy Superintendent, Deputy Superintendent and Superintendent. Powers has been assigned to maximum, medium, minimum, shock/boot camp, work release, residential alcohol and drug treatment facilities and male and female populations. Powers has been a member of ACA and CAYSA since 1983, NAAWS since 2002 and a certified ACA auditor since 2013 conducting domestic and international audits as well as policy, procedure and practice reviews for correctional agencies. Powers has a master's degree in Criminal Justice Administration.


Catherine Price (GA)
Statewide Compliance and Accreditation Manager

Georgia Department of Corrections, Office of Professional Services

Catherine Price began her correctional career with the State of Georgia at the Department of Juvenile Justice as the Compliance Officer at a Youth Development Center in 2004. Price transitioned to the Department of Corrections where she served in roles from an Administrative Assistant at Baldwin State Prison to a Paralegal with the Office of Legal Services. Price then accepted a position with The GEO Group, Inc. as Compliance Administrator at the Riverbend Correctional Facility in 2011 and became Compliance Director of ACA Accreditation in 2016. Currently, Price works for the State of Georgia with the Georgia Department of Corrections, Office of Professional Services as the Statewide Compliance and Accreditation Manager where she currently oversees the Agency accreditation program. Price is a graduate from Georgia Military College and is a certified auditor through the American Correctional Association.

2. Correctional Administration (Juvenile) (2 Positions)


Joyce Holmon (VA)
Deputy Director of Residential Services

Department of Juvenile Justice

Joyce Holmon served the North Carolina Mental Health (MH) system in various capacities, including Therapeutic Home Supervisor and Child MH Screening Coordinator. Holmon also helped establish a non-profit agency that provided HIV/AIDS case management and other supportive services for residents of five rural North Carolina counties. Holmon has been an invested leader in her agency since 2004 and she has been competitively promoted four times. She has played a significant leadership role in VADJJ's evolving transformation and has actively participated in the Council of Juvenile Justice Administrators. Holmon earned a Bachelor of Science in sociology with a minor in criminal justice from Longwood College where she also became a member of Alpha Kappa Alpha Sorority, Inc.



Shannon Meyer (KS)
President of Operations
 VitalCore Health Strategies

Shannon Meyer worked for the Kansas Department of Corrections (KDOC) for 20 years, working in several positions. Meyer was a Release Planning Manager, Assistant Director of Reentry Services, Community Corrections Director, Deputy Warden and then Warden for the last five years of her career with KDOC. During most of her career with KDOC, Meyer was involved in oversight of the medical and behavioral health services and was actively involved in multiple ACA accreditations for those programs. Since joining Vital Core Health Strategies, Meyer is managing the medical and behavioral contract for the Florida Department of Juvenile Justice. This includes managing staffing and services provided in 21 juvenile detention centers for 500–700 youth.



Jennifer Torchia (AZ)
Chief Juvenile Probation Officer
 Pima County Juvenile Court

Jennifer Torchia has served Pima County Juvenile Court in various capacities: initially as a Juvenile Detention Officer in 1998 to her current position as Chief Juvenile Probation Officer/Deputy Court Administrator. Under her direction, she has developed policies and procedures for conducting Quality Assurance audits and facilitated quality improvement activities regarding programs, processes, and juvenile rights. Torchia oversaw program development in Detention ensuring promotion of skill development in detained youth, partnered with Davis Monthan Air Force Base to provide role models to youth, investigations regarding alleged staff misconduct, and juvenile rights violations. Torchia has a master’s degree in Public Administration from Northern Arizona University and is completing her fellowship with National Center for State Courts. Torchia conducted PREA Audits and assisted other counties with their audits.

3. Probation or Post-Release Supervision (Adult) (1 Position)



Kathryn Clark Hall (VA)
Chief Probation & Parole Officer
 Virginia Department of Corrections

Kathryn Hall has worked in the Criminal Justice field for over 40 years, with specialization in community supervision of those released to probation, parole or post-release supervision. Hall has served as a police officer, jail counselor, probation & parole officer, Day Reporting Program director, regional manager and is presently the Chief Probation Officer with the Virginia Department of Corrections in the City of Norfolk. Hall is a graduate of Old Dominion University and has completed post-graduate studies through Virginia Commonwealth University and the University of Richmond. Hall has also completed additional certification as Workforce Development Specialist and is a graduate of the Virginia Executive Institute. Professional affiliations include the Virginia Correctional Association and the American Correctional Association.



Jonathan Ogletree (KS)
Chair, Prisoner Review Board
 Kansas Department of Corrections

Jonathan Ogletree has been with Kansas Department of Corrections (KDOC) since November 1989. He has held multiple positions with the department throughout the years, to include Correctional Officer, Unit Team Manager and Director of the Shawnee County Reentry Program. Ogletree was appointed to the Prisoner Review Board (PRB) in July of 2011 and named PRB Chair in January of 2017. Ogletree is a member of the Kansas Sentencing Commission, and the newly elected President for Association of Paroling Authorities International (APAI). Ogletree started work as a consultant in 2014 and has worked on numerous projects with National Institute of Corrections, Center for Effective Public Policy and the Criminal and Justice Institute. Ogletree has a Bachelor of Science degree from Friends University in Organizational Management and Leadership, and a Master of Arts degree from Webster University in Management.

4. Probation or Post-Release Supervision (Juvenile) (1 Position)



Evangeline Ford (GA)
Juvenile Probation/Parole Specialist III
 Georgia Department of Juvenile Justice

Evangeline Ford started her career with the Georgia Department of Juvenile Justice in 2004 as a juvenile correctional officer I. Since then, Ford has worked in several positions, four years as a juvenile probation/parole specialist I, five years as a juvenile probation/parole specialist II, and is currently serving in a supervisor role as a juvenile probation/parole specialist III intake officer. Ford was selected by district directors as one of the probation officers to work in a brand-new juvenile detention center, facilitating a Victim Impact Program with a partnering agency, became a certified sex offender treatment counselor, became a balance and restorative justice facilitator, and becoming certified in the Seven Challenges Substance Abuse program. Ford received her bachelor's degree in criminal justice in 2009. Ford has served on various committees including Child Fatality Committee, Focus Group, Collaborative Committee, C.H.I.N.S. Committee, Student Attendance Council, L.I.P.T. Committee and Juvenile Screenings.



David Tobin (OH)
Parole Officer Supervisor
 Ohio Department of Youth Services

David Tobin has over 16 years of experience in probation and aftercare. Tobin began his career in 2002 as an intensive juvenile probation officer for Crawford County Juvenile Court. In 2006, he was hired as a juvenile parole officer for the Ohio Department of Youth Services, before being promoted to senior parole officer in 2012 and later to his current position as a parole officer supervisor, which he's worked as since 2015. Tobin has a Bachelor of Science in criminal justice from Bowling Green State University. Tobin is the current president of the Correctional Accreditation Association of Ohio. Tobin is an active member of ACA and has previously served as a delegate and probation/parole committee member from 2015–2017.

5. Crime Victim Organizations (3 Positions)



Lorelei Ammons (KS)
Chief Operating Officer Clinical Affairs
 VitalCore Health Strategies

Dr. Lorelei Ammons, PsyD, began her career in correctional psychology in 1997 as a Clinical Supervisor and Forensic Psychologist. In 2008, she was appointed as the behavioral health director of the Kansas Department of Corrections and continued in that role until launching VitalCore Health Strategies. Ammons fulfilled her clinical psychology internship in 1993 at Walter Reed Army Medical Center, while active duty in the US Army. Ammons has served on the Commission on Accreditation, the Standards Committee, Behavioral Health Committee, and the Substance Use Disorder Committee. Ammons has conducted behavioral health certification (CBHC) training for numerous state and local correctional programs across the United States. Ammons was a member of the Human Trafficking Statistical Committee in Kansas, and with Operation Underground Railroad (O.U.R.), a group addressing human trafficking, exploitation, and recovery.



Lydia Newlin (MN)
Program Manager, Victim Services and Restorative Justice
 Minnesota Department of Corrections

Lydia Newlin is the Minnesota Department of Corrections (DOC) Victim Services and Restorative Justice program manager. In her work with the DOC, she oversees all processes associated with victim notification and post-conviction victim advocacy working with homicide survivors as they prepare to testify at life sentence parole hearings, victims who are victimized while on duty as correctional staff and offenders who are victimized while incarcerated. Newlin also oversees the DOC restorative justice programming and processes. Additionally, Newlin is responsible for the managing the Minnesota Circles of Support and Accountability programs. Newlin also developed a Domestic Violence Initiative unit. Newlin works as a liaison to the Minnesota DOC and legislature on matters relating to post-conviction victim issues. Newlin received her bachelor's degree from the University of St. Thomas in 1994 with a major in criminal justice and her Master of Arts from Metropolitan University in public administration.



Jennifer Storm (PA)
Victim Advocate
 Commonwealth of Pennsylvania

Jennifer Storm served for 10 years as executive director of the Dauphin County Victim/Witness Assistance Program, a non-profit organization which provides direct services to victims of crime, community outreach and training in victim's rights, and crisis response services. Storm has been the victim advocate for the Commonwealth of Pennsylvania since 2013. As victim advocate, she is responsible for representing the rights and interests of crime victims before the Pennsylvania Parole Board and the Department of Corrections and to provide notification to crime victims of the potential for inmate release, opportunity to provide testimony, and notification of the inmate's movement within the correctional system. Storm currently serves as president of the National Crime Victims' Law Institute Board of Directors and chairs the PA Task Force on Restitution.


Pat Tuthill (FL)
Founder

Peyton Tuthill Foundation

Pat Tuthill left her career as director of human resources with a medical center to become a legislative activist, public speaker and advocate for victims' issues and public safety after the murder of her daughter Peyton in 1999. Tuthill currently serves on the NIC Advisory Board and as the Emeritus ex-officio victims' representative to the National Commission for the Interstate Compact for Adult Offender Supervision (ICAOS). Tuthill was appointed the victim representative to the Florida State ICAOS Council, as well as the victim representative to the Juvenile Interstate Compact. Tuthill has served, and continues to serve, on numerous national work groups and forums. In 2005, she founded the Peyton Tuthill Foundation's "Hearts of Hope Scholarships," which awards academic scholarships to children who have been left behind by homicide. Tuthill is also affiliated with the American Parole and Probation Association, the National Re-Entry Policy Council and the National Organization for Victim Assistance.

6. Correctional Education Services (2 Positions)


Angela Geisinger (FL)
Senior Director of Education and Programs

The GEO Group

Angela Geisinger, M.Ed. has had more than 20 years of service with incarcerated juvenile and adult offenders at non-profit, public and private sector employers. Geisinger currently serves as the Sr. Director of Education and Programs for The GEO Group. As the Senior Director of Programs, Geisinger provides oversight of Academics, Career & Technical education programming, Case Management, Substance Abuse Treatment services, Faith & Character Services, Family Services, Peer mentoring & Alumni Services, impacting the development and implementation of rehabilitation services provided to over 30,000 men and women worldwide. Geisinger is a graduate of Valdosta State University, Langdale College of Business, where she received her M.Ed. in Foundations of Education from Troy University.


Amy K. Lopez (DC)
Deputy Director

D.C. Department of Corrections

Dr. Amy Lopez began her career as a public-school teacher and then administrator in Texas. Lopez began her career in correctional education as the Superintendent of Education for the Texas Juvenile Justice Department and was later recruited to initiate education reforms for the inmates in the custody of the Texas Department of Criminal Justice by the Windham School District. In 2016, Lopez was tapped to build a school district within the Federal Bureau of Prisons. Lopez currently serves as the Deputy Director of College and Career Readiness and Professional Development for the D.C. Department of Corrections. Lopez is a graduate of Texas Tech University, earned her M.Ed. from Lubbock Christian University, and her doctoral degree from Sam Houston State University.



Allen Peaton (AL)
Assistant to the Director
 Alabama Department of Youth Services

Allen Peaton is currently serving as a special assistant to the executive director of the Alabama Department of Youth Services (DYS), where he previously served as deputy director for administration. In addition to the work he does at DHS, he is a certified PREA auditor and an accreditation auditor for the American Correctional Association. Peaton has been a member of ACA for over 30 years. He received his Bachelor of Arts from the University of Alabama and a master's degree in public administration from Auburn University, and in 2005, he became a Certified Corrections Executive. Peaton served as chair of the ACA Resolutions and Policy Development Committee and is a member of the Juvenile Corrections Committee and Resolutions and Policy Committee. Peaton also served as chair and member of the Certification Commission and served on the Board of Governors from 2010-2015.

7. Detention (Adult) (2 Positions)



Joe Ann Anderson (TX)
Administrative Assistant in the TDCJ-Health Services Division
 Office of Health Services Administration

Joe Ann Anderson has worked for the Texas Department of Criminal Justice Health Services Division in an administrative position since 2011. Anderson received her Bachelor of Science degree in Home Economics and Sociology from Sam Houston State University, in Huntsville, Texas. Anderson is currently serving on the ACA Dual Membership Chapter Committee and is also a member of the Texas Corrections Association (TCA), Women in Corrections, and has served as a member of the Professional Registry Committee



Willis Beatty (SC)
Chief Deputy of Detention
 Charleston County Sheriff's Office

Willis Beatty began his law enforcement career in 1990 as a detention officer with the Charleston County Sheriff's Office. Beatty was promoted through the ranks and in 2013, Beatty was named to the rank of chief deputy at the Sheriff Al Cannon Detention Center. During his career at the Detention Center, Beatty has completed numerous courses and certifications, including Basic Jail Management, Certified Exposure Control Officer, Interpersonal Communications Instructor, ACA Leadership Development for Correctional Managers, Inmate Behavior Management, and more. In 2015, Beatty achieved certification as a Certified Corrections Executive through ACA. In 2019, Beatty was named Jail Administrator of the Year for the South Carolina Jail Administrator's Association by his peers. Beatty is active in the South Carolina Jail Administrator's Association (SCJAA), where he is currently the 1st Vice President for the SCJAA. Beatty is a delegate for ACA and sat on the Board of Directors for the Charleston Coalition for the Homeless.



Carla F. Joseph (TN)

Chief of Security

Davidson County Sheriff's Office

Carla Joseph has worked for the Davidson County Sheriff's Office since 1998 moving through the ranks holding several positions. In 2017, Joseph was selected to join the Transition Team that would be responsible for facilitating and coordinating moving into the 756-bed Downtown Detention Center when it opened in 2020. Joseph enhanced her professional development by attending Sam Houston University Correctional Management Institute Warden's Peer Interaction Program, National Institute of Corrections Correctional Executive Excellence Program, became a Certified Jail Manager, and earned certification in Correctional Behavioral Health.



Ruby Joyner (TN)

Facility Administrator, Maximum Correctional Center — Males (MCC); Correctional Development Center — Females (CDF)

Davidson County Sheriff's Office

Ruby Joyner has worked for the Davidson County Sheriff's Office (DCSO) since 1999. For two years she served as a treatment team supervisor for the Day Reporting Center (DRC) later assuming the role of facility administrator. Joyner served six years as training director, and thirteen years in various jail/facility administrator roles. Joyner received dual Bachelor of Science degrees in Psychology and Social Work from Trevecca University and earned a Master of Science in Social Work from the University of Tennessee at Knoxville. Joyner has been an ACA member since 2004 and has earned numerous designations/certifications including the Certified Corrections Executive (CCE), Correctional Behavior Health Certification (CBHC) and the Certified Corrections Manager (CCM). Delegate Assembly (2020). Joyner is also a Licensed Master Social Worker.

8. Detention (Juvenile) (2 Positions)



Richard L. Bean (TN)

Superintendent

Richard L. Bean Juvenile Service Center

Richard L. Bean has been with the Knox County Government in Knoxville, Tennessee since 1962, working first with the sheriff's department in the Domestic Relations Court and then with the Knox County Juvenile Court. In 1972, Bean was appointed superintendent of the East Tennessee Regional Juvenile Service Center. In 2001, Knox County Commission changed the name of the facility to the Richard L. Bean Juvenile Service Center in his honor. Bean has also served in the U.S. Navy and the Naval Reserves. Bean is a member of the National Partnership for Juvenile Services (NPJS), National Criminal Justice Association, Tennessee Juvenile Court Services Association, Tennessee Juvenile Justice Board and more. Bean was awarded NPJS's Member of the Year in 1999 and the Grimm-Hill Member of the Year in 2011. In 2012, Bean was elected to the American Correctional Association's Delegate Assembly as representative of institutional line operating personnel (juvenile).



Leonard B. Dixon (IL)
Superintendent
 Cook County Juvenile Temporary Detention Center

Leonard Dixon has held every position in Juvenile Justice, including Direct Care Staff, Facility Administrator, Consultant, Monitor, State Director and also testified before the House and Senate on Juvenile Justice Detention issues. Dixon is currently the Superintendent of the Cook County Temporary Detention Center (JTDC) in Chicago, Illinois. Dixon holds a Master of Science, Child and Youth Care Administration from Nova University, Ft. Lauderdale, a Bachelor of Science in Sociology and Psychology from Southwest Baptist University and an Associate of Arts in Education from State Fair Community College. Dixon was also President of the National Juvenile Detention Association (NJDA).



Christine Doyle (GA)
Director, Office of Behavioral Health Services
 Department of Juvenile Justice

Dr. Christine Doyle has worked in correctional mental health care for 25 years and has been with the Georgia Department of Juvenile Justice since 2001. Doyle served as the Director of the agency assessment and orientation program before transitioning to the role of Regional Behavioral Health Administrator in 2003, and Behavioral Health Operations Administrator in 2006. Doyle became the Director of Behavioral Health Services in 2012. Doyle received her Bachelor of Arts and Bachelor of Science from the University of Tennessee at Chattanooga, her Master of Social Work from the University of Alabama, and her Doctorate in Law and Policy from Northeastern University. Doyle serves on the ACA Juvenile Detention Committee as well as the ACA Behavioral Health Committee. In addition, Doyle served as the subject matter expert for ACA in the development of the suicide prevention training module for juvenile correctional staff and has assisted with CEU applications for social workers for ACA presentations.

9. Institutions (Adult) (3 Positions)



Trinity Divine Minter (TN)
Correctional Administrator
 Tennessee Department of Correction

Trinity Divine Minter began career with Corrections Corporation of America as a Correctional Officer in July 1998. In August 2014, Minter became a Warden with the Tennessee Department of Correction with oversight of a female correctional facility. In December 2019, Minter was appointed as Correctional Administrator for the West Tennessee region managing CoreCivic facilities in West and Middle TN. Minter is a graduate of Lane College with a bachelor's degree in Sociology, a graduate of Union University with a master's degree in Social Work and is currently enrolled in Capella University obtaining a doctoral degree in Human Services with a focus on Organizational Leadership. Minter holds a certification in Correctional Behavioral Health and facilitates the course alongside representatives from the American Correctional Association.

**Jay Sanders (GA)***Assistant Commissioner*

Georgia Department of Corrections (GDC)

Jay Sanders began his career in 1992 as a Probation Officer. Sanders worked as a Regional Training Coordinator, Hearing Officer, Public Safety Training Instructor, Special Assistant to the Director of Probation Operations and Deputy Director for the Governor's Office of Transition, Support and Reentry. In his current role, Sanders oversees all academic, vocational, cognitive programming, chaplaincy, and reentry services. Sanders received a bachelor's degree in Criminal Justice from Pensacola Christian College and a master's degree in Social Administration from Georgia Southwestern State University. In 2013, Sanders was appointed to the Criminal Justice Coordinating Council (CJCC) and served on the CJCC until 2019. Sanders has served on the Juvenile Justice Statewide Advisory Committee since 2015.

**Bobby Straughter (TN)***Assistant Commissioner*

Tennessee Department of Correction

Bobby Straughter joined TDOC in 2013 as the Assistant Commissioner of Community Supervision, after transitioning from the Board of Parole as Administrator where he oversaw Fiscal, Information Systems, Human Resource, and Research divisions. Currently, Straughter serves as the Assistant Commissioner of Operational Support for the Department of Correction overseeing all the operational support functions for 11 facilities, which includes the SCCF facility. In addition to the operational support functions, he also oversees the functions of the Office of Investigations and Conduct (OIC) division, which consists of three units, Apprehension Enforcement, Investigations, and Security Threat Group, responsible for all TDOC investigations statewide. Straughter holds both Bachelors' and Masters' degrees in Business Administration from Mississippi State University. Straughter recently completed the Professional Studies Master's Program at Tennessee State University and obtained a Command College certification in Executive Leadership.

**Robert Welch, Jr. (OH)***Deputy Warden*

Ohio Department of Rehabilitation and Corrections

Robert Welch has been employed by the State of Ohio Department of Rehabilitation and Correction since August 2000. Welch has served as Warden at Toledo Correctional Institution and Deputy Warden at the following institutions; Warren Correctional Institution, Southeastern Correctional Institution, Franklin Medical Center and Lebanon Correctional Institution. Welch is currently a Deputy Warden at Warren Correctional Institution. Welch has a Bachelor of Science in Criminal Justice and a Master of Science degree from University of Dayton. Welch is a licensed Social Worker and a licensed Independent Chemical Dependency Counselor — Clinical Supervisor. Welch is a member of ACA and ACA's Delegate Assembly, a Past President of the North American Association of Warden and Superintendents, a Past President of the Ohio Correctional and Court Services Association, a Past President of the Ohio Warden and Superintendent Association and the National Association of Blacks in Criminal Justice.

10. Institutions (Juvenile) (2 Positions)



Pamela Hill (GA)

Deputy Commissioner of the Division of Secure Facilities
Department of Juvenile Justice

Pamela Hill started as a Juvenile Correctional Officer and now currently holds the position as the Deputy Commissioner of the Division of Secure Facilities where she manages the daily operations of the 25 detention centers throughout the State of Georgia, which houses up to 1,200 juvenile offenders. Hill earned her Bachelor of Science degree from Georgia State University, and her Master of Public Administration from Troy University. Hill has served on the Juvenile Justice and Secure Operations Committee for the American Correctional Association (ACA) as well as an appointed delegate for three terms. Hill has served as both President and Vice President of the Georgia Juvenile Services Association (GJSA).



Ida M. Lewis (OH)

Juvenile Parole Board Member
Ohio Department of Youth Services' Release Authority

Ida Lewis started her career in Illinois and moved to Ohio in 1994, where she began her DYS career. Lewis has worked for 28 years for the Ohio Department of Youth Services in various capacities, including deputy superintendent of reception, statewide accreditation administrator, policy administrator, and program evaluator. Lewis received her Bachelor of Science in Criminal Justice from Mississippi Valley State University and her Master of Science in Justice Administration from Southern Illinois University. Lewis is currently a doctoral candidate in Higher Education Administration at Liberty University. Lewis has served 23 years as an auditor and ten years as an audit chair for the American Correctional Association and is in her third term as a elected Delegate Assembly representative to ACA for CCA. She serves on ACA's juvenile-oriented committees, helped develop the fourth edition JCF standards, and is a chartered VP of the Ohio Correctional Accreditation Association.



LaWanda Long (VA)

PREA Coordinator
Virginia Department of Juvenile Justice

LaWanda Long has over 20 years of correctional experience serving in various administrative and supervisory positions. Long has been employed with the Virginia Department of Juvenile Justice since 2018 as the PREA Coordinator. Long has also been a Department of Justice certified PREA Auditor since 2014. Long received a Master of Science in Administration from Central Michigan University. Long currently serves on various work groups to enhance the well-being of the juveniles in our custody and care.



Fra Johnson-Maddox (GA)

*Director Training Academy Office of Professional Development
Georgia Department of Juvenile Justice*

Johnson-Maddox has served over 26 years in numerous positions for the Georgia Department of Juvenile Justice. Johnson-Maddox's experience includes education in Regional Program Security Services, PREA and ACA Compliance Manager and Team Lead, Counseling, and P.O.S.T Certified Specialized Senior Instructor Trainer in Emergency Management, Crisis Intervention Team support services. Johnson-Maddox includes Building Positive Relationships, Restoring Youth, Teamwork and having a Servant Mindset as goals. Johnson-Maddox received Bachelor of Science in Criminal Justice with a minor in Sociology and Master of Science in Justice Security Administration.

11. Institutions of Higher Learning (2 Positions)



Art Beeler (NC)

*Adjunct Professor North Carolina Central University
Sr. Lecturing Fellow, Duke Law School*

Beeler retired as Complex Warden, Federal Correctional Complex, Butner, NC. Beeler has been involved in teaching at various colleges and universities since 1994, working to develop methods for students to enter corrections. Currently, Beeler serves as a consultant for the North Carolina Prisons. Beeler has been an ACA member since 1976 where he serves on the Board of Governors and the Policy and Resolutions Committee. Beeler is a CCE serving on the Certification Commission and serves as an ACA Auditor. Beeler has been a member of several ACA committees in the past and is a member of the North Carolina Sentencing and Indigent Defense Commissions.



Diane Good-Collins (NE)

*Director 180 Reentry Assistance Program (180 RAP)
Metropolitan Community College*

Diane Good-Collins began her formal education while incarcerated at Nebraska Correctional Center for Women. When released in 2003, Good-Collins continued her studies and began her 19-year career at Metropolitan Community College (MCC). Good-Collins has worked in various areas of student and academic affairs and managed one of MCC's neighborhood sites. Since 2015, Good-Collins has been the Director of Metropolitan Community College 180 Reentry Assistance Program (180 RAP) and her twelve-member team have provided education, training, transition and employment support to more than 7,760 re-entry students in Nebraska and created the largest on campus Reentry Center in the nation. Good-Collins is a member of the American Correctional Association (ACA) Delegate Assembly and the Nebraska Coordinated Reentry Initiatives Workgroup.



Cheryl Taylor (OH)

*Chief Officer of Prison Education and Returning Citizen Initiative
Sinclair Community College*

Cheryl Taylor has spent over twenty-five years in the fields of law enforcement and higher education. Taylor began working the field of postsecondary correctional in 2012 and now holds the position of Chief Officer of Prison Education and Returning Citizen Initiative at Sinclair Community College. Taylor currently serves on the Montgomery County of Reentry executive board and is the elected Chair of the Ohio Education Penal Education Consortium. Taylor holds a Bachelor of Arts degree in Criminology from Capital University and a Master of Arts degree in Applied Behavioral Science from Wright State University.

12. Community-Based Correctional Organizations (1 Position)



April Buckner (TN)

*Correctional Administrator of Rehabilitative Services for the West Region
Tennessee Department of Correction*

April Buckner began her career with the Tennessee Department of Correction as a Probation/Parole Officer in 2004. During her tenure, Buckner has worked as an Offender Workforce Development/Reentry Specialist and was moved to Probation/Parole Manager. A year later, Buckner became the Statewide Director for Community Resources. In 2016, Buckner was then named to her current position, Correctional Administrator of Rehabilitative Services for the West Region. Buckner is an active member of ACA and was elected in 2020 as a Delegate Assembly Member and serves on the Community-Based Organization Committee. Buckner also serves as the Chairperson for the Shelby County Crime Commission Reentry Model and as a Board Member of the Shelby County Crime Commission. Buckner was elected as President of her class for the 2021 Tennessee Government Executive Institute (TGEI) and is a member of the Association for Women Executives in Corrections.



Christopher M. Martuscello (NY)

*Assistant Chief / Assistant Commissioner
Department of Corrections and Community Supervision*

Christopher Martuscello started his career in 1998 for the New York State Department of Corrections and Community as a Correction Officer, then transitioning into an investigative position with the Department's then Inspector General's Office, now, Office of Special Investigations (OSI). Martuscello moved to superintend the Employee Investigations Unit, which conducts the background investigation for all newly hired staff. Martuscello returned to the Department's OSI as the Deputy Chief of its Narcotics Investigations Division, responsible for the supervision of the Department's drug interdiction process. Martuscello moved to Director of Operations for OSI then to his present position of Assistant Chief/Assistant Commissioner.

13. Correctional Health (3 Positions)



Jewel Archie (TX)

*Texas, Director of Nursing Administration, Health Services Division
Texas Department of Criminal Justice (TDCJ)*

Jewel Archie has worked for the Texas Department of Criminal Justice and University of Texas Medical Branch since 1988, in positions, including Staff Nurse, Mental Health Nurse, Clinical Care Coordinator, Assistant Nurse Manager, and Cluster Nurse Manager. Archie currently serves as the Director of Nursing Administration for the Health Services Division with the responsibility of clinical oversight of all nursing functions for the division and supervises nursing staff within the office of Professional Standards, Office of Health Services Liaison, Office of Mental Health Services Liaison, and the Office of Special Monitoring and also oversees the System Leadership Committee. Archie received her Bachelor of Science in Nursing from the University of St. Thomas, Houston, Texas in 1986.



Brenda J. Boyd (TN)

*Director of Clinical Services
Tennessee Department of Corrections*

Brenda J. Boyd RN-CCHP has more than 33 years' experience in the health care industry with 20 plus years practicing as a registered nurse and medical manager. Boyd served the Tennessee Department of Correction (TDOC) in the positions of Director of Nursing, Health Services Administrator, Statewide Director of Nursing and Regional Administrator. Boyd has earned the metal of excellence from the TDOC Commissioner and is licensed to practice as a Registered Nurse in both the states of Tennessee and California. Boyd has presented at both ACA and NCCHC national conferences and has been Chair of the ACA Nursing Committee, a member of ACA Delegate Assembly for Health Care and an ACA contractual auditor.



Michelle Staples-Horne (GA)

*Medical Director
Georgia Department of Juvenile Justice*

Dr. Michelle Staples-Horne has been Medical Director for the Georgia Department of Juvenile Justice (DJJ) for over 28 years. Staples-Horne is currently responsible in association with Augusta University for the provision of medical services for approximately one thousand youth daily in 25 secure facilities across the state. Staples-Horne holds both a Bachelor of Science Degree and a Master of Science Degree in Biology from Clark Atlanta University. Doctor of Medicine from Morehouse School of Medicine and Master of Public Health in Health Policy and Management from Emory University in Atlanta. Her clinical experience includes Pediatrics at Columbia University's Babies Hospital in New York and Preventive Medicine at Morehouse School of Medicine. Staples-Horne currently serves on the Board of Commissioners for the American Correctional Association (ACA). Staples-Horne has also served on the ACA Juvenile and Health Committees, Delegate Assembly and Awards Committee.



Shelly Viets (OH)
Senior Vice President of Operations
 VitalCore Health Strategies

Shelly Viets is a registered nurse with more than twenty-five years of correctional healthcare experience. Viets held positions from line staff nurse to Director of Nursing for the Ohio Department of Rehabilitation and Correction. Viets transitioned to the Bureau of Adult Detention as the Clinical Health Care Specialist to provide oversight and technical assistance to jails in Ohio. Viets transferred to the Department of Youth Services as the Chief of Health Care Services with medical, behavioral health and dietary services under her purview. Viets is currently the Senior VP of Operations for VitalCore Health Strategies. Viets now serves on the Delegate Assembly, is the former Chair of the Health Care Committee, and a member of the Nursing Committee.



Myra Lander Walker (TX)
Chief, Office of Professional Standards, Health Services Division
 Texas Department of Criminal Justice (TDCJ)

LTC Myra Lander Walker Myra has worked for the TDCJ since 2005 serving the agency as a nurse and Manager IV in the Office of Health Services Monitoring and overseeing the operational review compliance monitoring program. In 2007, Walker was appointed to her current position as the Chief for the Office of Professional Standards, overseeing 29 employees. Walker is a graduate of the University Of Texas School Of Nursing in El Paso, Texas, where she earned her Bachelor of Science in Nursing in 1975. Walker served on Active Duty from 1981 to 1986 and in the Army Reserves/Inactive Reserves from 1986 to 2009. Walker is currently a member of ACA and has served as a Commissioner on Accreditation.

14. Mental Health (2 Positions)



Joel T. Andrade (MA)
Senior Director of Behavioral Health Services
 Centurion

Joel T. Andrade, Ph.D., LICSW, has over 23 years of correctional and forensic health experience. Andrade has worked as a direct care clinician, expert witness, clinical director of a large state behavioral health program, and private consultant. Andrade is currently the senior director of Behavioral Health Services for Centurion, where he provides clinical consultation to numerous correctional healthcare programs throughout the country. Andrade holds a Ph.D. and MSW in clinical and forensic social work from Boston College. Andrade has published peer-reviewed journal articles and book chapters and presented at national conferences on numerous correctional and forensic topics. Andrade is the author and editor of the *Handbook of Violence Risk Assessment: New Approaches for Mental Health Professionals*. Andrade has been a member of the ACA Behavioral Health Committee since 2016.



Xyzeidria Ensley (TN)
Director of Behavioral Health Services
 Davidson County Sheriff's Office

Dr. Xyzeidria Ensley, Ph.D. has worked in the field of corrections for over 18 years. Since 2005, Ensley has worked for the Davidson County Sheriff's Office in two positions, as a mental health case manager and five years as the Director of Behavioral Health Services. Ensley earned her Ph.D. in Clinical Counseling and is licensed in the state of Tennessee. Ensley currently serves on the Substance Use Disorder and the Behavioral Health Subcommittees for American Correctional Association. Ensley is a recognized Mental Health trainer for ACA, SAMHSA's GAINS Center, and International Association of Correctional Training Personnel (IATCP). Ensley holds membership in the American Counseling Association, American Correctional Association, American Jail Association, Tennessee Licensure for Professional Counselors, National Association for Alcoholism and Drug Abuse Counselors and Tennessee Association for Alcoholism and Drug Abuse Counselors.



Randy Shively (OH)
Director of Research and Clinical Development
 Alvis

Randy Shively, Ph.D., has been a psychologist and director of clinical services at Alvis for 32 years. Shively also has been involved in private practice in psychology for the same amount of time. As part of his private practice, for 11 years he worked for a mental health organization performing assessments for Probate Court cases. Shively received his bachelor's degree in Psychology from Ohio Wesleyan University and his master's degree and Doctorate in Psychology from The Ohio State University. Shively won the Peter Lejins Research Award from ACA in 2016 and belongs to the Ohio Psychological Association. Shively has been a licensed Psychologist since 1990. Shively has chaired and co-chaired the Substance Disorders Committee and is currently chairing the Behavioral Health Committee; he has served actively on all treatment committees at ACA. Shively has been on the Awards Committee and the Delegate Assembly in the past.

15. Community Corrections (1 Position)



Patrick R. Mahoney (FL)
Director for Office of Programs and Reentry
 Florida Department of Corrections

Patrick Mahoney has worked for the Florida Department of Corrections (FDC) since 1994. Mahoney began his career as a probation officer supervising caseloads, including drug offender probation and community control. Mahoney served as the circuit training coordinator, training officers, and teaching in the basic recruit academy. Mahoney also served as a Regional Program Manager, Assistant Bureau Chief, Bureau Chief of Transition and Substance Abuse Treatment Services and currently serves as FDC's statewide Director for Office of Programs and Reentry. Mahoney received a Bachelor of Science in Criminal Justice from the State University of New York at Brockport. Mahoney has served as a board member of many professional and civic organizations, including his current role as delegate assembly representative.



Jeannie Wark (KS)
Prisoner Review Board Member
 Kansas Department of Corrections

Jeannie Wark has served in the criminal justice system for over 30 years. Wark began her career with KDOC in 1991 at Ellsworth Correctional Facility as a Corrections Counselor I. In 1993, Wark transferred to the Community and Field Services Division and began her work as a Parole Officer in the Kansas City and Lawrence Parole Offices. Wark moved to Parole Supervisor in the Topeka Parole Office in 2005. In 2012, Wark was named Parole Services Specialist in Central Office and was appointed to the Prisoner Review Board in 2015. Wark has a Bachelor of Science in Sociology and Gerontology from Kansas State University. Wark is a member of the Association of Paroling Authorities International (APAI), as well as the Kansas Council for Interstate Adult Offender Supervision Committee (IAOC). Wark previously served on the Douglas County Community Corrections and Youth Services Advisory Board.

16. Correctional Administration (1 Position)



James T. Conway (NY)
Superintendent (ret) Attica Correctional Facility
 New York State Department of Correction and Community Supervision

James Conway retired from the Attica Correctional Facility in October 2010 after a 38-year career, primarily in the maximum environment. During his tenure, many innovative initiatives were established in dealing with the mentally ill population. Conway has been an ACA member for over 25 years and began training and auditing internationally in 2016. Since that time, he has participated in Accreditation trainings in Mexico and Colombia multiple times and one virtual training for Colombian administrators from ACA headquarters. Conway has chaired audits in Mexico, Colombia and the first audit in Dubai, UAE. Conway is currently a member of the Delegate Assembly.



Ennice L. Hobbs Jr. (WA)
Deputy Director, Northwestern Joint Regional Correctional Facility
 Army Corrections Command, Joint Base Lewis-McChord, Washington

Ennice L. Hobbs Jr. has served over 45 years in law enforcement, first in the United States Army where he completed 24 years of service as a Military Police Officer and Corrections Officer before retiring in 2000. Hobbs continued serving in various correctional positions with Washington State Department of Corrections working with juvenile offenders, female offenders, and later male offenders before assuming his current assignment as the Deputy Director, Northwestern Joint Regional Correction Facility (NWJRCF), Joint Base Lewis-McChord, Washington where he has served for over 21 years. Hobbs has received the Military Police Regimental Association's Gold Order of the Marechaussee, Certified Corrections Executive, Corrections Officer of the Year, and Austin MacCormick Awardee.

Join ACA Today!

Join online at www.aca.org and pay with your credit card. Or, fill out and return the completed application and payment to ACA, *Attention: Membership*. For more information, call 703-224-0000.



Member Information *In order to process your application accurately, all of the following fields must be provided.*

Please check one: Home Work Telephone: _____ Email: _____

First Name: _____ Last Name: _____

Facility or Organization: _____

Address: _____

City: _____ State: _____ ZIP Code: _____

Please select your local chapter:

- | | |
|--|---|
| <input type="checkbox"/> Arizona Probation, Parole and Corrections Association (APPCA) | <input type="checkbox"/> Nebraska Corrections Association (NCA) |
| <input type="checkbox"/> Colorado Criminal Justice Association (CCA) | <input type="checkbox"/> Nevada Association of Criminal Justice Professionals (NACJP) |
| <input type="checkbox"/> Connecticut Criminal Justice Association (CCJA) | <input type="checkbox"/> New Jersey Chapter (NJ-ACA) |
| <input type="checkbox"/> Correctional Association of Massachusetts (CAM) | <input type="checkbox"/> New Mexico Correctional Justice Association (NMCA) |
| <input type="checkbox"/> District of Columbia Criminal Justice Association (DCCJA) | <input type="checkbox"/> New York Corrections and Youth Services Association (NYCAYSA) |
| <input type="checkbox"/> Hawaii Criminal Justice Association (HICJA) | <input type="checkbox"/> North Carolina Correctional Association (NCCA) |
| <input type="checkbox"/> Illinois Correctional Association (ILCA) | <input type="checkbox"/> Ohio Correctional and Court Services Association (OCCSA) |
| <input type="checkbox"/> Indiana Correctional Association (INCA) | <input type="checkbox"/> Oklahoma Correctional Association (OCA) |
| <input type="checkbox"/> Jamaica Federation of Corrections (JFCO) | <input type="checkbox"/> Oregon Criminal Justice Association (OCJA) |
| <input type="checkbox"/> Kansas Correctional Association (KCA) | <input type="checkbox"/> Puerto Rico Chapter of American Correctional Association (PRCRA) |
| <input type="checkbox"/> Louisiana Correctional Association (LCA) | <input type="checkbox"/> South Carolina Correctional Association (SCCA) |
| <input type="checkbox"/> Maryland Criminal Justice Association (MCJA) | <input type="checkbox"/> Texas Criminal Justice Association (TCJA) |
| <input type="checkbox"/> Mexico Chapter of American Correctional Association (MX-ACA) | <input type="checkbox"/> Virginia Correctional Association (VCA) |
| <input type="checkbox"/> Michigan Corrections Association (MICA) | <input type="checkbox"/> Wisconsin Correctional Association (WICA) |
| <input type="checkbox"/> Missouri Corrections Association (MOCA) | <input type="checkbox"/> Wyoming Criminal Justice Association (WCJA) |

Membership Categories (Check One)

U.S. & U.S. Territories Dues

- | | | |
|--------------------------|--------------------------------------|---------------------------------------|
| Professional I | <input type="checkbox"/> 1 yr. \$35 | <input type="checkbox"/> 3 yrs. \$99 |
| Professional II | <input type="checkbox"/> 1 yr. \$75 | <input type="checkbox"/> 3 yrs. \$215 |
| Executive Gold | <input type="checkbox"/> 1 yr. \$100 | <input type="checkbox"/> 3 yrs. \$290 |
| Organizational | <input type="checkbox"/> 1 yr. \$300 | |
| Supporting Patron | <input type="checkbox"/> 1 yr. \$350 | |
| Associate | <input type="checkbox"/> 1 yr. \$25 | |

International Dues

- | | | |
|--------------------------|--------------------------------------|---------------------------------------|
| Professional I | <input type="checkbox"/> 1 yr. \$75 | <input type="checkbox"/> 3 yrs. \$215 |
| Professional II | <input type="checkbox"/> 1 yr. \$110 | <input type="checkbox"/> 3 yrs. \$320 |
| Executive Gold | <input type="checkbox"/> 1 yr. \$150 | <input type="checkbox"/> 3 yrs. \$440 |
| Organizational | <input type="checkbox"/> 1 yr. \$390 | |
| Supporting Patron | <input type="checkbox"/> 1 yr. \$440 | |

Payment Method *A \$25 fee will be charged for returned checks/electronic transactions.*

Payment must be sent to: **ACA – Attention: Membership • 206 N. Washington St., Suite #200 • Alexandria, VA 22314**

Check/Money Order Enclosed, payable to ACA. Credit Card: American Express Diners Club Discover Mastercard Visa

Card Number: _____ Exp. Date: ____ / ____ / ____ Security Code: _____

Signature: _____ Date: ____ / ____ / ____



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Highlights from the departments of ACA

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COMMUNICATIONS & PUBLICATIONS

CONVENTIONS, ADVERTISING & CORPORATE RELATIONS

EXECUTIVE OFFICE

GOVERNMENT & PUBLIC AFFAIRS

MEMBERSHIP & CUSTOMER SERVICE

OFFICE OF CORRECTIONAL HEALTH

PROFESSIONAL DEVELOPMENT

STANDARDS & ACCREDITATION



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E.R. CASS AWARD — ACA'S HIGHEST HONOR 2023

The E.R. Cass Correctional Achievement Award was created in 1962 in honor of Edward R. Cass, who devoted more than 50 years of his life to corrections. Serving as the American Correctional Association's general secretary for 40 consecutive years, Cass was dedicated to the goals and growth of the association and to the field as a whole. In 1962, ACA designated this extraordinary man as president emeritus for his "utmost devotion and distinction to the work and interests of the American Correctional Association" and for "service above and beyond the call of duty." It is in this spirit and in recognition of these high ideals that ACA continues honoring corrections' most dedicated professionals through its E.R. Cass Award.

The recipients of the prestigious E.R. Cass Correctional Achievement Award for 2023 will be announced before the 153rd Congress of Correction, to be held in Philadelphia, Pennsylvania. Early selection of the winners allows families and friends to attend the actual award presentation at the awards banquet during the annual Congress. Members of the ACA Correctional Awards Committee need your suggested nominations prior to the 2023 Winter Conference, at which time recipients are selected. Nominations must be submitted using the form below in order to be considered by the Awards Committee. ACA must receive nominations and supporting documentation by Dec. 2, 2022.

Guidelines

- He or she must have been an active ACA member for more than five years.
- He or she must have made an outstanding contribution over the course of his or her career to the association, its chapters and affiliates and to the corrections field.
- He or she must have shown deep concern for and must have actively participated in the field while exemplifying ACA's principles.
- He or she must have been concerned with and aware of the effect of his or her contributions to the public and to the field and should demonstrate community service in both their correctional and non-correctional lives.

Nominations Should Include

- Resume or biographical sketch of the nominee.
- Highlights of specific contributions to ACA, its chapters and affiliates, the field of corrections, and service to the community, both correctional and non-correctional.
- At least five letters of support as deemed appropriate.
- Tell us about your candidate (Following).

Entry Rules

Entries should include the following information:

- The nomination form.
- A summary addressing each award criterion, not to exceed three single-spaced pages. (Please remember to submit only three pages — this rule will be strictly enforced. Because the Awards Committee will be looking for superior performance in the criteria noted on the entry forms, it will help your case to organize the presentation around those criteria).
- One set of relevant supporting documentation.
- Tell us about your candidate (Following).

I, _____ (name/member number/telephone number/email address) would like to nominate the following person(s) to receive the E.R. Cass Award

Name(s)/Member Number: _____

Biographical Information: _____

Return this form to ACA, Attention: ACA Correctional Awards Committee, 206 N. Washington St., Suite 200, Alexandria, VA 22314.



WELCOME NEW MEMBERS

The American Correctional Association extends a warm welcome to the following members who joined the association between May 1st and June 30th, 2022. We are only as strong as our members, and your continued support encourages us to work harder on your behalf.

ALABAMA — Russ Brashear, Fred Ellis, Dale Smith

ARIZONA — Desiree Alaffa, Cammie Burke, Michelle Cirocco, Nicholas Dhaenens, Ian Dunnington, Jennifer Flanagan, Jeffrey Foster, Ryan Lilly, Rachel Madril, Jared Warn

CALIFORNIA — Jamie Algatt, Michelle Crowell, Andrew Cupples, Nancy Escobedo, Brad Golden, Jeffrey Olsen, Joshua Rosel, Felicia Stromile

COLORADO — Josh Childs, David Johnson, Diane Lindsey

DISTRICT OF COLUMBIA — Belinda Wheeler

DELAWARE — Vanessa Bennifield

FLORIDA — William Andersen, Molly Best, Ken Brinkley, Maurice Britt, Melanie Danielson,

Jacqueline Diaz, Watson Florvilus, Charlene Forde, Angela Geisinger, Joe Giannacco, Christine Goracke, Robert Gould, Michelle Griffith, John Kolodziej, Nathaniel Kyles, Kerensa Lockwood, Robert Melgaard, Elyssa Ratliff, Roosevelt Reese, Amy Reynolds, Yvette Salinas, Shawn Swain, Sara Zamora-Baldrige

GEORGIA — Bridgett Cunningham, Tamiko Frasier, Leonda Prentice, Jylecca Rowland, Michael Wagner, Tameka Walker, Kochele Watson

ILLINOIS — Priscilla Auguston, Victor Dickson, Cherrylle Hinthorne, Tina Huntress, Melissa Jennings, Garret Rapp, Dewon Rodgers

INDIANA — David Battle, Tiffany Howard, Sheila Lagenour, Rick Lewis, Lynn Vlasschaert, Natalie Walker, Charles Williams

KANSAS — Theresa Anderegg, Shammie Felps, Nikki Gilliland, Shannon Meyer, Katie Schmidt

KENTUCKY — Cyndi Heddleston, Robert Schneider, Patrick Sutton

LOUISIANA — Aimee Barr, Teresa Blocker, Bianca Brooks, Valencia Coco, Amber Delone, Happye Dyer, Shawn Edwards, Beth Florentine, Stormy Gay, Kirstyn Granger, Melanie Gueho, Kylie Hendrix, Colby Johnson, Rob Jones, Chelsea Jones, Camille Morgan, Blake Mougeot, Tara Poe, Asia Stafford, Markisha Stewart, Paula Stringer, Janet Tassin, Pascha Turner, Mona Wagner, Deirdra Wagner, Katy Wellman

MASSACHUSETTS — Victor Correia, Gene Lee, Meghan Veo

MARYLAND — Sam Abed, Christopher Engel, Melinda Robinson

MAINE — Amanda Woolford

MICHIGAN — Jimmy Waters

MINNESOTA — Mike Harpin, Lee Kemp

MISSOURI — Gregory Lindsteadt

MISSISSIPPI — Donald Jackson

MONTANA — Gary Steiner

NORTH CAROLINA — Anthony Adams, Gwen Armstrong, Rebekah Bell, Wanda Carlisle, Kenneth Diggs, Anita Eason, Marvin Franklin, Michelle Hartley, Herachio Haywood, Brian Howe, Kathleen Howell, Mike Hynes, Jamel James, David Major, Camilla Martin, Joyce McDowell, Walter Munford, Mario Paparozzi, Dexter Privette, Harold Reep, Glenn Smith, Michael Williams

NEBRASKA — Shawn Sherman

NETHERLANDS — Klaas Brandsma

NEW MEXICO — Hilario Salinas

NEVADA — Ismael Arellano, Bill Calhoun, Eric Edwards, Jesse Tillotson, Cynthia Brackett

NEW YORK — Tracy Canaday, Jessica Cerjan, Julie Deily, Victoria Dickson, Elizabeth Friend-Ennis, Tanie Harrigan, Shemeka Lawson, Thomas Mauro, Patty Milite, Judith Mompremier, Sylvia Myers, Colleen Reed, Emily Rogerson, David Schultz, Robert Silverman, Kimberly Walker, Tonia Wheeler, Steven Young

OHIO — Alexander Burton, Pamela Byrd, Richard Clark, Austin Frederici, Tuniesha Gibson, Scott Hagy, Melody Haskins, Tina Heindel, Juan Hernandez, Curtis Howard, Cheryl Jonson, Aaron Kinzel, William Miller, Mike Robertson, Jennifer Sanders, Chad Thompson

OKLAHOMA — Jeffrey Dunkin, Sharon Harrison, Toby Kiryakakis, Crystal

Lilly, John Masquelier, Josh Metz, Curtis Sprague, Carmen Wallace, Scott Wallis

PENNSYLVANIA — James Goddard

RHODE ISLAND — Wayne Salisbury

SOUTH CAROLINA — LaKeshia Adams, Chuck Davis

SOUTH DAKOTA — Renee Keel

TENNESSEE — Nikki DeLano, Brandon DeMoss, Shawn Evans, Demetria Fields, Stephanie Herndon

TEXAS — Monica DeVelasco, Cheryl Foreman, Rolando Huertas, Budea Johns, Carrie Johnson, Larry Lynch, Percy Pitzer, Kelly Resech, Will Rodriguez, William Sullivan, Robert Tabbara, Linda Thomas, Brad Wareham

VIRGINIA — Johnny Billiter, Riva Bonner, Jennifer Bray, Willaim Cartwright, Larry Edmonds, Mouhcine Elaloci, Romel Espinosa, Trey (Frank) Fuller, Ashley Goodmundson, Crystal Hairston, Jeremiah Harrell, John Hughes, Steven

Jones, Stephen Kuehn, Henry Potter, Michael Roach, Daniel Shifflett, Jamie Smith, Dehavilland Whitaker, Kim Wilkerson

WISCONSIN — Garry Badgley, David Damkot, Joanne Finn, Tina Gensler, Deana Grayce, Sandra Huff, Dori Korfmacher, Wendy Lincoln, Shannon Odalen, Melanie Phillips, Christine Rennebohm, Adele Richie, Steven Wierenga



Photos are the first thing readers see when they look at a page of *Corrections Today*. ACA is looking for dynamic photo submissions to use in both print and online. Send us photos of your facility, program or co-workers, and you could be featured in the next issue!

To view our photography submission guidelines

- 1) Visit www.aca.org
- 2) Scroll over the "Publications" tab
- 3) Select "*Corrections Today Magazine*," and
- 4) Select "Submission Guidelines."

For more information, or to submit a photo, email inquiries to submissions@aca.org.



CERTIFICATION LIST

Arizona

Lamont Cooper, CCS

Florida

Cordney Battle, CCM
Christian Chambers, CCN
Garrett Dittmann, CBHCO
Stacy Gaines, CCM
Octavia Murray, CCM
William Valdivia, CCM
Willie Walker, CCM

Indiana

Norman Loudermilk II, CCE

Missouri

Muntahzar Al Dokhl, CCO
Darryl Balico, CCO
Bryce Bell, CCO
Thearika Beversdorf, CCO
Jasper Dasher, CCO

Kalil Emrich, CCO
Jacob Garrison, CCO
Dylan Gibson, CCO
Victor Herrera, CCO
Brittany Johnson, CCO
Surmeet Kaur, CCO
Troy Keenan, CCO
Abigail Leon, CCO
Cesar Lerin, CCO
Thomas Lindsay, CCO
Natalia Martinez, CCO
Jornai Menjivar, CCO
Tirrell Murray, CCO
Robert NavaArrizon, CCO
Naomi Pfeifer, CCO
Kyra PoorBear-Young, CCO
Julia Quinn, CCO
Matthew Raikes, CCO
Kyle Richardson, CCO
Angelica Ross, CCO
Taylor Sabel, CCO
Seth St. John, CCO

Ohio

Joshua Bolar, CCE

Tennessee

Brandon DeMoss, CCO
Christian Johnson, CCO
Jason Parker, CCO

Utah

Dustan Oberhauser, CCE

Virginia

Brian Miller, CCO
Kasey Ringnalda, CCO

This list includes those certified between May 1st and June 30th, 2022. For more information, contact Sam Sprinthall at (703) 224-0067 or ssprinthall@aca.org.



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2023

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- Highlights of specific contributions to ACA, its chapters and affiliates, the field of corrections, and service to the community, both correctional and non-correctional.
- At least five letters of support as deemed appropriate.
- Tell us about your candidate (Following).

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- One set of relevant supporting documentation.
- Tell us about your candidate (Following).

E.R. Cass Correctional Award Nomination Form

I, _____

(name/member number/telephone number/email address)

would like to nominate the following person(s) to receive the E.R. Cass Award

Name(s)/Member Number: _____

Biographical Information: _____

Return this form to ACA, Attention: ACA Correctional Awards Committee, 206 N. Washington St., Suite 200, Alexandria, VA 22314.

E.R. CASS CORRECTIONAL AWARD NOMINATION

TELL US ABOUT YOUR E.R. CASS NOMINEE

Nominee Name: _____

1. Please list (in bulleted format) your nominee’s contributions to ACA.

2. Please list (in bulleted format) your nominee’s contributions to the field.

3. Please list (in bulleted format) your nominee’s community service activities in a correctional setting.

4. Please list (in bulleted format) your nominee’s community service activities in a non-correctional setting.

OFFICE OF CORRECTIONAL HEALTH

Serving the Field of Correctional Health



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Correctional Behavioral Health Training and Certification Program



Certified Health Services Administration (CHSA)



Certified Corrections Nurse (CCN)



Certified Corrections Nurse Manager (CCN/M)

Our team can assist you in making a difference!

For more information please contact us at healthcare@aca.org

Corrections Calendar

Events / Conferences / Training

| Date | Location | Event | Calendar Year 2022–2023 |
|------------------|-------------------|---|-------------------------|
| Sept. 20–23 | Cleveland, OH | Correctional Leaders Association , 2022 Midwest Region Meeting, https://www.correctionalleaders.com/midwest-region-meeting-2022 | |
| Sept. 21–23 | Lake Ozark, MO | Missouri Corrections Association , Annual Fall Conference, https://mocorrectionsassociation.org/conferences/ | |
| Oct. 2–4 | Elkhart, WI | Wisconsin Correctional Association , 40 th WCA Annual Training Conference, https://wcatoday.com/conference2022 | |
| Oct. 5–7 | Muncie, IN | Indiana Criminal Justice Association , 88 th Annual State Conference, http://www.indianacorrectionalassociation.org/events/85th-annual-state-fall-conference-2018 | |
| Oct. 9–12 | Lake Charles, LA | Louisiana Correctional Association , LCA Annual Conference, https://lacorrectional.org/conference-information | |
| Oct. 11–14 | Ellicottville, NY | New York Corrections and Youth Service Association (NYCAYSA) , 30 th Annual Training Symposium, http://www.nycaysa.com | |
| Oct. 23–28 | Orlando, FL | ICPA (International Corrections & Prisons Association) , ICPA Annual Conference, https://icpa.org/events/icpa-annual-conference-2022.html | |
| Nov. 16–18 | Greensboro, NC | North Carolina Correctional Association , 43 rd Annual Training Conference, https://www.nccaonline.com | |
| Nov. 28–29 | San Antonio, TX | Correctional Leaders Association , New Director Training https://www.correctionalleaders.com/2022-new-directors-training | |
| Nov. 29–Dec. 2 | San Antonio, TX | Correctional Leaders Association , All Directors Symposium https://www.correctionalleaders.com/2022-all-directors-symposium | |
| Jan. 26–31, 2023 | Orlando, FL | American Correctional Association , 2023 Winter Conference, http://www.aca.org | |

Have your event listed here!

Submit calendar items for publication in *Corrections Today*. Email event information to submissions@aca.org. Please include the event title/theme, location, dates and contact information.



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Who knows standards?
Who knows accreditation?
Who knows certification?
Who knows training?
Who knows health care?

ACA DOES!

If you need assistance with standards, accreditation, policies and procedures, security issues, health and treatment issues, employee certification, curriculum development, professional development, and training on a variety of topics, CALL ACA.

Dee Whitaker

Director

Professional Development

703-224-0167

dwhitaker@aca.org

Mike Miskell, MPH, CHES®

Director

Office of Correctional Health

703-224-0048

michaelm@aca.org

David K. Haasenritter

Director

Standards and Accreditation

703-224-0070

davidh@aca.org



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JOB BANK NOW HIRING



Manager II, Corrections Health Services (Health Services Administrator)

Florida Correctional Facility, Orange County, Orlando, Florida

The Manager II, Corrections Health Services (Health Services Administrator) at the Orange County, Florida (Orlando) Correctional Facility directs and supervises comprehensive medical, substance use, and mental health care to inmates.

Requires a Master’s degree from an accredited institution in Hospital Administration, Public Health or Business Administration and three years of progressively responsible experience in health care management; or a Bachelor’s degree from an accredited institution in Nursing, Health Care Administration or Business Administration and five years of progressively responsible experience in Healthcare Management; or graduation from an accredited Nurse program (Bachelor’s level) and five years of supervisory experience in Nursing. Experience providing or overseeing the delivery of healthcare in a short stay accredited correctional setting is preferred. Salary: \$104,416–\$161,844/ annually, based on qualifications and Orange County Policy. Open until filled. For more details and to apply, visit: Job Openings (ocfl.net)

Manager I, Assistant Director of Nursing — Corrections Health Services

Orange County Jail, Orlando, Florida

Orange County Corrections Health Services located in Orlando, Florida is pleased to announce an exciting opportunity. We are seeking a motivated, high energy, self-starter to serve in the role of Nurse Manager. Responsible for overseeing the nursing staff of Corrections Health Services at the Orange County Jail and assuring consistent quality care is provided to the inmate population of the Orange County Jail.

Bachelor’s degree from an accredited institution in Nursing or related field and five years nursing experience to include two years in a supervisory capacity. Must possess current Registered Nurse license in the State of Florida. Experience in personnel issues including hiring, performance management, scheduling and prior Corrections environment experience. Salary: \$75,650–\$116,293 annually, based on qualifications and Orange County Policy. Open until filled. For more details and to apply, visit: Job Openings (ocfl.net)



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American Correctional Association

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- Improve conditions of confinement
- Enhance operations
- Improve public credibility
- Increase morale



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"The ACA accreditation process is a mechanism of checks and balances, and causes correctional systems to assess all facets of their organization. When we take a critical examination of our organizational processes, it offers an opportunity for internal oversight. Correctional systems can identify challenges, discover solutions and implement operational best practices which will significantly improve organizational efficiencies."

–Tony Wilkes, Chief of Corrections, Davidson County Sheriff's Office (TN)



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