January 23, 2008

Jamaal Claggion
Howard University
Department of Sociology
Washington, DC 20016

Dear Mr. Claggion:

The Research Review Committee (RRC) has reviewed your request to investigate various individual and neighborhood level variables that are associated with recidivism among offenders currently under CSOSA supervision and recommends support of this request with certain conditions outlined in the RRC recommendation statement, which is enclosed (RRC 07-05-Howard-Claggion).

Your point of contact for this project will be Dr. Calvin Johnson, Director of CSOSA's Office of Research and Evaluation, who may be contacted at 202-220-5332 or _calvin.johnson@csosa.gov_. If you have any questions, please feel free to contact me at 202-220-5553 or _claire.johnson@psa.gov_.

Sincerely,

Claire Johnson Fay
RRC Co-Chair

Enclosure

RECOMMENDATION STATEMENT

DATE: November 19, 2007

I.   RESEARCH PROPOSAL SUMMARY

Principal Researcher: Jamaal Claggion, doctoral candidate, Howard University, Department of Sociology, Washington, DC.

Title: Understanding Recidivism Rates in Washington DC: Assessing Individual and Neighborhood Level Determinants of Criminality Among Ex-Offenders

Institution: Howard University, Department of Sociology

Description:

The purpose of this project is to complete the dissertation requirements for Howard University, Department of Sociology.

The dissertation seeks to investigate various individual and neighborhood level variables that are associated with recidivism among ex-offenders currently under CSOSA supervision in Washington, DC.

This study applies to CSOSA only.

Type of Data and Analysis:

This study seeks to analyze 13 independent variables and one dependent variable through a secondary analysis of data collected by CSOSA. The researcher also intends to use census data to obtain the neighborhood level measures; and employ Geographic Information Systems technology and SAS in analyzing the relationship between the independent and dependent variables. The researcher seeks to analyze quantitatively the relationship between recidivism and age, gender, race, education level, homelessness, mental health stability, substance abuse issues, supervision type, and supervision level, neighborhood poverty, residential instability and residences near crime hot spots.

Subjects:

The analysis will involve a stratified random sample of approximately 576 offenders that were on probation, parole and/or supervised release for at least 36 months at the conclusion of FY 2005.

II.   RECOMMENDATION

The RRC recommendation for this study:

☐   Support   ■ **Support with Conditions**   ☐   Do Not Support

The RRC finds that the proposed project is considered non-agency research as defined in Research and Evaluation Policy Statement 1201. Mr. Claggion is a CSOSA employee in Community Supervision Services; however, he submits this proposal as an independent doctoral student at Howard University. This proposal was reviewed without any regard for Mr. Claggion's Agency affiliation.

The RRC recommends support of this request with the following conditions.

For non-agency research, CSOSA's Office of Research and Evaluation (ORE) could provide data only for the following requested variables:

- Age (categories)
- Gender
- Ethnicity
- Educational Achievement (categories)
- Homelessness (at intake)
- Supervision type
- Supervision level (at intake)
- Neighborhood identifier
- Census block group

ORE is prohibited legally from providing data for the requested variables listed below:

- Mental health stability
- Substance abuse issues

ORE does not gather the requested information listed below. This is available from the U.S. Census Bureau:

- Neighborhood poverty rate
- Residential instability

III. SUPPORTING INFORMATION

Regulatory:

The proposed research shows no evidence of non-compliance with the Agency's Research and Evaluation Policy Statement 1201.
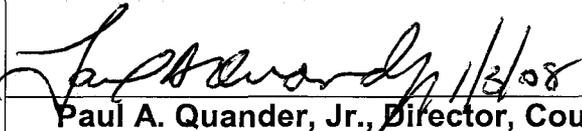
This request is for aggregate data that does not contain any personal identifiers and, therefore, presents no potential human subject concerns.

Benefit to the Agency:

The nature of this study directly supports CSOSA's mission. By providing an empirically-based analysis of several social factors that are associated with recidivism, the study, inclusive of findings, can be used by the Agency to inform the development and implementation of new programs that target criminogenic individual/ neighborhood level factors experienced by the offenders who are currently under supervision.

Other Considerations:

Providing the researcher with this data would require approximately 4 hours of ORE staff time to compile the needed data files. The RRC considers this a reasonable allocation of resources given the potential benefit to the Agency.

I **ACCEPT** the RRC recommendation	I **DO NOT ACCEPT** the RRC recommendation
signature 1/3/08	
Paul A. Quander, Jr., Director, Court Services And Offender Supervision Agency	
Comments:	

PROPOSAL FOR NON-AGENCY RESEARCH

I. Summary Statement:

(a) **Name(s) and current affiliation(s) of the researcher(s)**
Jamaal Claggion, who is the principal investigator (PI) for this research study, is

currently a doctoral candidate at Howard University.

(b) **Title of the study**
The proposed **non-agency research** study is entitled: **Understanding Recidivism Rates in Washington DC:** *Assessing Individual and Neighborhood Level Determinants of Criminality Among Ex-Offenders.*

(c) **Purpose of the project**
Overall, the purpose of this project is to complete the dissertation requirements

for Howard University, Department of Sociology. Additionally, this dissertation

seeks to investigate various individual and neighborhood level variables that are

associated with recidivism among ex-offenders currently under supervision in

Washington DC with the Court Services and Offender Supervision Agency.

(d) **Location of the project**
The project will be conducted in Washington, DC.

(e) **Duration of the study**
Overall, it is anticipated that full project will be completed within approximately

four months. If approved, the projected will begin on November 15, 2007 and end

on or before March 1, 2008.

(f) **Research methods to be employed**
This study a will analyze 13 independent variables and one dependent variable

through a secondary analysis of data collected by the Court Services and Offender

Supervision Agency. Census data sets will also be used to obtain the

neighborhood level measures used in this study. Additionally, this study will employ the use of Geographic Information Systems technology and SAS in analyzing the relationship between the independent and dependent variables. Logistic regression will be used to quantitatively analyze the relationship between recidivism, which is the dependent variable and the independent variables: age, gender, race, education level, homelessness, mental health stability, substance abuse issues, supervision type, and supervision level, neighborhood poverty, residential instability and residences near crime hot spots.

(g)   Sample type and size required and time frame for sample collection
A stratified random sample of approximately 576 ex-offenders that were on probation, parole and/or supervised release for at least thirty-six months at the conclusion of FY 2005.

(h)   Agency staff and/or resources needed to support the study and description of the support needs
This study will require the Office of Research and Evaluation to produce a SAS dataset that consists of the key independent and dependent variables being analyzed (i.e. age, gender, race, education level, homelessness, mental health stability, substance abuse issues, supervision type, supervision level, neighborhood poverty rate, residential instability (living in the same home for the last five years) ex-offender residences that are located near crime hot spots and recidivism).

(i)   Indication of risk or discomfort to subjects as a result of participation
Human subjects will not be used in this study, therefore the sample will not experience any risks or discomfort.

(j)   Anticipated results
Overall, it is anticipated that results from the study will show that individual level

measures (i.e. age, race, supervision level etc.) and neighborhood level measures

(poverty, residential instability etc) intersect to dramatically influence recidivism

rates among ex-offenders that reside in Washington DC.

(k)   List of deliverables
At the conclusion of the study a compete report of the findings will be

submitted to the Court Services and Offender Supervision Agency Office of

Research and Evaluation within 60 days.

II. Detailed Statement:

(a)   Review of the related literature

Recidivism can be defined as the rearrest and/or reconviction of ex-offenders who

previously served a prison or community supervision sentence. Parole/ probation revocation

is also a form of recidivism. The factors associated with ex-offenders returning to prison or

community supervision (i.e. probation, parole, supervised release) after previously serving a

sentence has been challenging for both practitioners and researchers to address. The Bureau of

Justice Statistics (1997) reports that 67.5% of prisoners released in 1994 were rearrested

within 3 years, an increase over the 62.5% found for those released in 1983.

Thus, the literature reviewed for this study is predominantly based on individual level

factors affecting recidivism. However, to accurately examine factors that are associated with

recidivism neighborhood factors should be considered as well.

Neighborhood-Level Measures

Gottfredson and Taylor (1986) conducted a study to investigate the impact of neighborhood and individual level variables among 500 subjects released from state prisons into any of 90 random Baltimore neighborhoods over a two-year period (October 1978 to October 1980). The authors created two factors based upon these assessments: social and physical incivilities; residential versus nonresidential land use. Their initial findings showed that environmental measures did not significantly affect recidivism. After changing their statistical procedure to examine specific neighborhood characteristics and recidivism, Gottfredson and Taylor created a variable that acted as a "dummy variable" for each neighborhood. Results showed that this general "environmental effects" variable was significantly related to recidivism.

Another study which examined neighborhood level measures on recidivism was conducted by Stanz and Tewksbury (2000). Their research analyzed several variables that are associated with successful completion or recidivism among offenders sentenced to a home incarceration program in Kentucky. The authors included the zip code of the offender in the analysis to see if residential location affected recidivism rates. Results indicated that the location of the ex-offender's residence was statistically associated with success. Ex-offenders that resided in poor communities with high crime rates were more likely to fail while on supervision.

Kubrin et al.'s (2006) study of 5,002 individuals on community supervision in Multnomah County (Portland and surrounding areas), Oregon examined both individual level factors (supervision level, supervision type, current offense, prior arrest, technical violations, gender, race and age) and neighborhood factors (such as proportion of persons on public assistance, proportion of persons below the poverty level, proportion of persons unemployed,

and median family income). They found that neighborhood disadvantage, being on nonprobation supervision, prior property, drug, "other" offending, prior arrests, and receiving a new sanction were significantly associated with recidivism. Males and blacks are also more likely to recidivate.

Burden and Ruback (2004) examined three theories of recidivism to determine whether parolees released into more socially disorganized neighborhoods (e.g., high levels of residential mobility, high poverty rates, and several criminal hotspots) are more likely to recidivate than parolees who are released into more socially organized neighborhoods. The study used 28 counties, 691 Census Tracts and a sample of 6,965 parolees. Their study found no support for the neighborhood level variables examined, a contrast with the significant effects found for the probation population in Mulmouth County, Orgegon.

Individual-Level Measures

Gendreau et al (1996) conducted a meta-analysis of 131 studies on recidivism. Their study produced 1141 correlations, but the strongest predictor domains were crimino-genic needs (i.e. unemployment, age/gender/race and family factors). Predictors such as intellectual functioning, personal distress factors and socio-economic status were less significant. Morgan's (1993) review of the literature on recidivism found that factors such as property offenses, number of priors, unemployment, younger age, male, not living with spouse or children, residential instability and heroin use were highly correlated with recidivism. These factors were associated with approximately 60 percent of those who violated the terms of their supervision in studies reviewed. Morgan(1994) studied these nine variables (1) gender, (2) age, (3), marital status, (4) education level, (5) race, (6) employment, (7) prior criminal history, (8) being a property offender, and (9) sentence length) on 266 felony probationers in

Tennessee. She found that gender, marital status, work status, prior felonies, and conviction offense were the most significant factors. Females, married probationers, and those with a higher education have greater success on probation, while individuals who had prior felonies, prior probation, and prior institutional commitments were more likely to fail probation.

Sims and Jones (1997) followed Morgan's research design by looking at 2,850 felony probationers in North Carolina who were removed from probation for either committing a new crime or for technical violations. Their results showed that: (1) as age increased the likelihood of violating probation decreased, (2) being African American increased the probability of failing on probation, (3) as sentence length increased so did the probability of failing probation, (4) unstable employment, marital status, and number of past convictions were all significant predictors of success or failure on probation.

As noted in the previous studies, it is common for researchers to find mixed results in studies that analyze similar variables. This could reflect the impact of neighborhood effects on ex-offenders who reside in different neighborhoods. For example unemployment rates may be higher in Tennessee than North Carolina, and thus may have significant effects on offenders in Tennessee but not in North Carolina.

Data from the National Institute of Justice suggests that race is an important variable in predicting recidivism among ex-offenders. Of the individuals on probation 35% are black and 63% are white; of those on parole, 44% are black and 55% are white. Although, Blacks represent a smaller percentage of those under community supervision across the country, research shows that Blacks have higher rates of recidivism than other races. (NIJ 2000) Reisig (2001) argued that Black ex-prisoners who reenter communities with high levels of racial inequality are more likely to commit new crimes. He defined racial inequality based on the

Macrostructural Opportunity Theory, as the unequal distribution of economic resources across racial groups, and argued that it promotes animosities among disadvantaged minorities, disrupts community integration, and fosters criminal activity. His study examined 34,868 males who were released from state prisons in 62 counties in Florida over a 2-year period. He found that racial inequality amplifies the adverse effects of individual-level risk factors on recidivism for Black ex-inmates. In comparison, the effect of inequality on White male recidivism was weaker.

The education level of the offender is also significant in explaining recidivism rates. Beck et al.'s (1989) study of 16,000 prisoners from 11 states found that offenders with an education of 8th grade or less were rearrested at a rate of 61.9%, while those who were high school graduates had a re-arrest rate of 57.4%. Individuals with some college, while making up a small percentage of the total population (6.8%), had an even lower rearrest rate of 51.9%.

Current research also shows support for employment as a critical factor in reducing recidivism (Mackenzie, Shaw, & Souryal, 1992; Morgan, 1994; Sims & Jones, 1997; Waller, 1979). Jones (1995) analyzed a sample of 307 offenders and found unemployment to be one of the strongest predictors of probation failure. Waller (1979) found that one-third of the 423 ex-prisoners studied reported some aspect of employment or money as the primary reason why they committed their offense. Unemployed probationers would have a difficult time meeting probation obligations such as probation fees and court costs and this could lead to violation of probation.

Duggan's (2000) secondary analysis of data from the National Supported Work Demonstration Project studied 3000 persons from nine US cities across the country randomly assigned to the program between 1975 and 1977. Those in the treatment group were

predominantly poor and were offered minimum wage constructions jobs. The program was effective in reducing recidivism among participants over the age of 26.

Prior research also suggests that recidivism rates may vary based on a particular crime type. Petersilia, Turner, Kahan, and Peterson (1985) found that type of offense was one of four variables that best explained recidivism among probationers. They found offenders convicted of property offenses more likely to recidivate than those convicted of robbery or drug offenses. This group was also rearrested at a faster rate than other offenders, and was more likely to commit offenses that were similar to their original conviction.

Hanson (2004) examined the recidivism rates of 320 male batterers attending community treatment in Canada. Recidivism was measured by new violent charges or for any offence during a 5-year follow-up period. The variables associated with recidivism among male batterers were similar to those found for other criminal populations, including age, substance abuse and criminal history. Offenders who established a continuum of care with treatment providers were less likely to experience recidivism.

Recent research has begun exploring correlates of recidivism among female offenders. These studies suggest that the factors associated with recidivism do vary with gender. Stuart et al (2004) studied data from a state correctional facility on 60 imprisoned women who recidivated. Of the 26 independent variables investigated offense type, age of first imprisonment and not looking forward to release were significantly correlated with recidivism.

There is also a body of research which argues that community supervision, such as parole, probation and/or supervised released is also key in reducing recidivism. Waller (1979) conducted a study on 423 men who were released from prison in Ontario, Canada in 1968. Of

these ex-prisoners, 65% of those discharged without supervision and 44% of those placed on parole were arrested within 24-months from their release.

The current study will address two major weaknesses in current empirical literature. First, based on existing research, this study is unique in that it addresses supervision level, supervision type, mental health status and residences nears crime hot spots, and residential instability as independent variables collectively in analyzing recidivism. Second, very few works have studied the neighborhood level effects on recidivism. This study will analyze the effects of both neighborhood and individual level variables. By addressing these gaps in the literature, the goal of this study is to provide empirical support for the factors that influence recidivism rates among ex-offenders in Washington DC.

(b)   Detailed description of the research method

Data Source

This study will use data from the Court Services and Offender Supervision Agency (CSOSA). CSOSA is a federal agency responsible for pretrial services and adult parole, probation, and supervised release in the District of Columbia. The agency manages data on over 15,000 men and women in the District of Columbia who are on supervision. The population under supervision has a higher proportion of men than women, a greater percentage of African Americans, and an overrepresentation of low income groups.

Approximately 15% of CSOSA ex-offenders reside in First District, 1% in Second District, 15% in the Third district, 11% in the Fourth District, 17% in Fifth District, 20% in the Sixth District and 22% in the Seventh District. Demographically, 88% of the population is male, and 12% are female. About half the offenders reported having less than a high school diploma. African Americans represent 88% of the population, while 12% were whites,

Hispanics, Asian Pacific Islander and other races. Over 60% reported having a substance abuse problem and 42% reported they were unemployed.

Data Collection

This study will conduct a secondary analysis using data from the Court Service and Offender Supervision Agency. A stratified random sample of approximately 576 ex-offenders that were on probation, parole and/or supervised release for at least thirty-six months at the conclusion of FY 2005. The dataset will only include the variables of interest (i.e. age, gender, race, education level, homelessness, mental health stability, substance abuse issues, supervision type, supervision level, neighborhood poverty rate, residential instability (living in the same home for the last five years) ex-offender residences that are located near crime hot spots and recidivism). Census data will be used to obtain data for two neighborhood level measures in the study: residential instability and neighborhood poverty at the block group level. In addition, a logistic regression analyses combining individual-level and block-group level data will allow for a comparison of the relative importance of individual versus neighborhood variables. The ex-offender's name and other personal information will be omitted from the dataset. The agency uses an offender tracking database called SMART (Supervision Management Automated Record Tracking System) to collect data, usually in face to face interviews, on the offenders under supervision.

Measurement

This study will examine the 12 factors associated with recidivism among the ex-offenders under supervision. The dependent variable in this study is recidivism, which is measured based on a revocation occurring within 36 months after the offender began community supervision. The independent variables are:

Individual Level:

Age- number of years since the offender's birth date

Gender- male/female

Race- racial background of the offender. For this study on Blacks, Whites and Hispanics will be used.

Education level- the highest level of educational attainment (bachelors, high school diploma etc).

Homelessness- whether or not the offender currently resides in a shelter

Mental health- measures whether the offender has a mental health condition.

Substance abuse- defined as current substance abuse issues

Supervision type- defined as the type of community supervision the offender has been sentenced to: probation, parole or supervised release

Supervision level- defined as the offender's risk level, minimum, medium or high.

Neighborhood Level:

Neighborhood poverty rate- percent of residents below the poverty rate at the block group level.

Residential instability is measured by the percent of individuals living in the same home for the last five years)

Ex-offender residences that are near crime hot spots- residences within a 500 yard radius of crime hotspots

Data Analysis

As indicated above, this study will employ the use of Geographic Information Systems technology. ARC Geographical Information System will be used to plot the offender residences across the city. For confidentiality reasons, only symbols will be used on the map to signify the general location of the offender residences. Next, the distribution of the neighborhood measures: neighborhood poverty and crime hot spots, at the block-group level will also mapped across the city.

In this study logistic regression will be used to analyze the relationship between recidivism, which is the dependent variable and the independent variables: age, gender, race,

education level, homelessness, mental health stability, substance abuse issues, supervision type, and supervision level, median income and residences near crime hot spots. Logistic regression can be used to predict a continuous dependent variable and/or categorical independent variables, to determine the percent of variance in the dependent variable explained by the independents. (Garson 2006)

(c) Significance of anticipated results and their contribution to the advancement of knowledge

Current research on recidivism is limited in that very few studies have examined both individual and neighborhood level measures of recidivism (Stanz, R.L., & Tewksbury, R.A. 2000; Gottfredson et al.1986). Many offenders who return to economically disadvantaged communities are faced with many barriers to success such as high rates of crime, unemployment and homelessness. Kubrin and Stewart (2006) examined whether ex-offenders who live in economically disadvantage communities are at a greater risk of recidivating than those who live in affluent or resource rich communities. They concluded that those who return to disadvantaged neighborhoods recidivate at a greater rate while those who return to resource rich or affluent communities recidivate at a lesser rate, controlling for individual-level factors.

This study will have important implications for criminological literature. From a theoretical standpoint, this study will provide support to social disorganization theory by examining other neighborhood level factors that are associated with criminality among ex-offenders in an urban environment, such as offender residences near crime hot spots. Further, another goal of this study is to encourage more discussions among community correctional agencies that are charged with reducing recidivism rates. Similar to most criminological theories, treatment programs aimed at reducing recidivism seem to focus solely on individual

level factors (i.e. drug treatment, educational training etc). If in fact neighborhood level factors are associated with recidivism, this study will provide empirical support for establishing new community based programs that focus on assisting offenders who reside in high risk neighborhoods. Also, this research will encourage more judges and legislators to mandate such programs in addition to programming that target individual level factors.

(d) Benefits of research and/or participation to CSOSA/PSA

The nature of this study directly supports the mission of the Court Services and Offender Supervision Agency. By providing an empirically based analysis of several social factors that are associated with recidivism, the Agency can use the findings from this study in developing and implementing new programs that target criminogenic individual/ neighborhood level factors experienced by the offenders who are currently under supervision.

(e) Specific resources required from the Agency

Overall, the study will require the Office of Research and Evaluation to create a dataset that includes the key independent and dependent variables being analyzed in the study. Thus, the amount of Agency resources is fairly minimal for this study.

(f) Description of all possible risks, discomforts, and benefits to individual subjects or a class of subjects, and a discussion of the likelihood that the risks and discomforts will actually occur

A secondary analysis of data provided by the Court Services and Offender Supervision Agency will be conducted. Therefore, the sample used will not experience any risks or discomfort.

(g) Description of steps taken to minimize any potential risks or discomforts

In order to minimize any potential risks, the dataset provided by the Court Service and Offender Supervision will not contain any personal identifiers such as social security numbers, names etc. Specific instructions will be given to omit this information as it is irrelevant to the proposed study.

(h) **Description of physical and/or administrative procedures to be followed to: 1) ensure the security of any individually identifiable data that are being collected for the project; and 2) destroy research records or remove individual identifiers from those records when the research has been completed**

Several steps will be taken as measures to ensure security of the dataset provided by CSOSA. Specifically, the laptop computer used in the study will be password protected at all times. The password will also be updated every thirty days throughout the project. In addition, a concerted effort will be made to purchase additional adware/ spyware software to increase the protection of the computer system used for this study. Lastly, security patches will be downloaded daily to ensure that the computer system is protected from any new system threats. At the conclusion, of the study all records will be returned to the Office of Research and Evaluation.

(i) **Description of any anticipated effects of the research project on Agency programs and operations**

In this study it is anticipated that the data will show that individual and neighborhood level factors are equally important in examining recidivism. The significance of the results are critical for CSOSA and other community correctional agencies in developing programs or new treatment paradigms aimed at reducing recidivism. In order to reduce the likelihood of future criminality, practitioners must be fully aware of the most significant factors associated with criminality.

(j)   **Relevant research materials such as vitae, endorsements, descriptions of similar work undertaken, sample informed consent statements, questionnaires, and interview schedules**

Education:
Ph.D., Sociology: Criminology and Urban Sociology
Howard University, May 2008
M.P.A., Criminal Justice Policy and Management
John Jay College of Criminal Justice, August 2000
Additional M.P.A Studies: Nonprofit Management
Rutgers University, August 2000
B.A., Sociology: Administration of Justice
Virginia State University, May 1998

Employment:
Court Services and Offender Supervision Agency: Office of the Associate Director-Community Supervision Services
Program Analyst: September 2005- Present
- responsible for analyzing organizational components of the Community Supervision Services division and making recommendations to improve operational efficiency and effectiveness
- design programmatic models and operational plans to ensure that Branch Chiefs are initiating and implementing supervision strategies in accordance with executive directives
- analyze variety of data and makes recommendations to support programmatic initiatives.
- review and validate workload analyses submitted by lower level personnel
- establish and maintain liaison with a variety of officials, agencies, and organizations on matters relating to offender supervision and community reintegration

Court Services and Offender Supervision Agency: Illegal Substance Collection Unit
Operations Manager: December 2002-Present
- responsible for planning, organizing, staffing, directing, and monitoring daily operations
- formulate division policies, plans, goals, and schedules to facilitate attainment of short/long-term objectives
- exercise full responsibility in supervising, coordinating and reviewing the work of subordinate personnel
- create and institute strategies for staff augmentation so as to improve workflow, job satisfaction, increase productivity, cost-benefit ratios and services rendered to our customers
- design and implement strategies, which maximize employee potential and foster high ethical standards
- establish and maintain liaison with a variety of officials, agencies, and organizations on matters related to offender supervision and community reintegration

United States Congressman Michael Ferguson's (NJ) Ethnic and Diversity Advisory Board:
Appointed by Congressman Michael Ferguson
Board Member: December 2001- December 2002

- identified and established statewide communication networks within the minority and ethnic communities to enhance the Congressman's outreach efforts
- advised and provided recommendations to the Congressman on key ethnic and diversity issues that affect his constituency
- utilized a host of research methods(i.e.. content analyses, focus groups etc.) in analyzing and assessing various social issues facing the minority and ethnic communities of New Jersey
- identified and monitored federal legislation affecting ethnic and minority groups, coalitions and communities

New Jersey Parole Advisory Board: Appointed by the Governor of New Jersey with the advice and consent of the New Jersey Senate.
Board Member: December 2000 - December 2002

- advised the Governor, Commissioner of Corrections and the State Legislature on statewide issues pertaining to offender supervision
- assessed/evaluated current correctional program contracts and made recommendations concerning administration
- coordinated local and statewide conferences related to community corrections
- drafted empirical literature reviews on historical, current and future practices of offender community reintegration

Office of the Governor (NJ): Minority and Ethnic Affairs
Deputy Director: March 2000 - January 2002

- served as the primary Advisor to the Governor on major policy issues affecting the citizens of New Jersey
- designed and implemented community assessments to effectively identify and address the needs of the minority and ethnic communities
- directed and coordinated numerous statewide projects targeting a host of public policy issues (i.e. crime, labor)
- supervised administrative and support staff
- presented special letters and speeches on the Governor's behalf at statewide events and ceremonies

The Kintock Group: Day Reporting Center
Case Manager/ Residential Supervisor: August 1998- March 2000

- supervised and coordinated daily responsibilities of parolees
- facilitated individual and group sessions analyzing persons with criminal backgrounds

- responsible for updating and maintaining parolee case files (avg. 50 person caseload)

New Jersey Department of Corrections: Division of Parole and Community Programs

Graduate Intern: January 1999- November 1999

- conducted extensive research, via the internet, on current practices and strategies in Corrections and present findings to upper management
- conducted statewide program assessments to evaluate and measure the effectiveness of New Jersey's Day Reporting program for parolees
- developed strategies to manage office files and databases in an organized manner

Professional Initiatives:

Created and published an informative website entitled Community Corrections: "Striving to reduce the recidivism rate". The purpose of my website is to provide free technical assistance to practitioners, students, researchers and educators across the country, regarding alternatives to incarceration.

Panelist: **Restorative versus Retributive Justice Forum**-*The Simple Society Alliance for Human Empowerment, 9/10/2004*

(k)   Statement indicating that copies of all deliverables will be provided to CSOSA/PSA

At the conclusion of this study, a final draft of the findings will be submitted to the

Court Services and Offender Supervision Agency, Office of Research and Evaluation

within 60 days.

(l)   Statement that copies of any datasets will be provided to CSOSA/PSA at the conclusion of the project.

All datasets or other material provided by the Court Services and Offender

Supervision Agency to assist with this study will be returned to the Office of Research

and Evaluation within 30 days of the official conclusion of this study.

Upon review, should you have any questions or concerns please feel free to contact me at

202-744-2851. Thank you in advance for your time and consideration.