# INDIGENT LEGAL SERVICES BOARD

## AGENDA

**March 14, 2014**
**Association of the Bar of the City of New York**
**Davis Room**

I. **Opening Remarks by the Chief Judge**

II. **Approval of Minutes from November 22, 2013 Board Meeting** (Attachment A)

III. **Update on Board Appointments/Reappointments**

IV. **FY 2014-2015 Budget Status**

V. **Discussion of Increased Approval Authority for Conflict Defender and Assigned Counsel Plans** (Attachments B and C)

VI. **New Procedures within Executive Branch Administration: Out of State Travel Approval and Empire Fellows**

VII. **Status Reports**

- **Quality Enhancement (non-competitive) Distributions; Release of Distribution #4**
- **Competitive Grants: Counsel at First Appearance, Upstate Quality Improvement and Caseload Reduction, Regional Immigration Assistance Centers**
- **National Developments; letter to Attorney General Holder; Re-application for DOJ Funding to Study Counsel at First Appearance; Robina Institute Advisory Board; European Association of American Studies** (Attachments D, E and F)

VIII. **Schedule of Remaining 2014 Board Meetings**

- Friday, June13
- Friday, September 26
- Friday, November 7

IX. **Concluding Remarks**

Attachment A

# Minutes for ILS Board Meeting

**November 22, 2013**
**11:00 A.M.**
**Association of the Bar of the City of New York**

**Board Members Present**: Chief Judge Lippman, Sheila DiTullio, John Dunne, Joe Mareane, Sue Sovie and Carmen Ciparick (although present, Judge Ciparick was ineligible to vote because her oath of office had not been received and signed as of this date); Board nominee Vince Doyle was also present

**ILS Office Attendee(s)**: Bill Leahy, Joseph Wierschem and Andy Davies

## I. Opening Remarks by the Chief Judge

The Chief Judge welcomed and thanked all for attending. He reported that Judge Ciparick was officially confirmed by the Governor as a board member on November 21. The Chief Judge also noted that the ILS Board and Office were becoming fixtures in state government as well as in the counties. He stated that people are really understanding the mission of ILS and he expressed his hope that the upcoming budget process would go well.

Bill Leahy remarked that it is enormously important to have Judge Ciparick confirmed and he anxiously awaits confirmation of Senate appointee Vince Doyle. He noted that "the strength of the board strengthens the work of the office."

## II. Approval of Minutes from September 27, 2013 Board Meeting

The Chief Judge inquired whether the board members present had received copies of the minutes from the prior meeting. The board members acknowledged that they had in fact received the minutes. The Chief then asked the Board to vote to approve both sets of minutes.

**John Dunne moved to approve the minutes; his motion was seconded by Sue Sovie and unanimously approved by the board.**

## III. Update on Board Appointments/Reappointments

Bill reiterated the fact that Judge Ciparick who had been nominated by the Assembly to replace Susan John was confirmed by the Governor less than 24 hours earlier. Vince Doyle, the Senate's nominee to replace Gail Gray, is still awaiting confirmation by the Governor.

## IV. Second Annual Report of the ILSB (April 1, 2012 - March 31, 2013)

A draft copy of the second annual report was previously circulated among the board members. Bill explained that it sets out the accomplishments while also highlighting the unmet needs. Joe Wierschem pointed out the sections that highlight the goals, including regional support centers. In addition, it was noted that the ILS office should have enforcement authority concerning assigned counsel and conflict defender plans.

Joe Mareane supported the sentiments but noted that it was important to explain that this is not a "bar and stick" enforcement goal. Bill agreed that the goal was about working with the counties not cutting off their funding. Finally, Joe Wierschem noted that the current plan of OCA is to create templates for office of conflict defender and assigned counsel plans for the counties to use, maybe even multiple templates for large and small counties.

After a thorough discussion, the report was signed by the board members present and Bill arranged to have the members who were absent sign the original copy as well.

## V. An Estimate of the Cost of Compliance with Maximum National Caseload Limits in Upstate New York

Bill reported that the report was delivered to the Executive. He noted that a lot of effort was spent collecting and reporting the data accurately. Bill credited Andy Davies with the quality of the final product.

Bill said the report highlights that there is a problem. There are assigned counsel plans in 57 counties and sole providers in about 8 or 9.

Andy Davies addressed the board and pointed out that it was an arduous process and noted that there is a cost to meet the minimum caseload standards (400 misdemeanors and 150 felonies). He also said that it is no surprise that MOST are not in compliance.

John Dunne asked Andy what was "arduous" about the process. Andy explained that limited data was sought and the data was already required to be submitted to OCA. However, about a third of the counties don't comply and the records are not computerized. The infrastructure needs to be enhanced. He also said that initially 41 programs did not reply, but eventually 36/41 complied. The remaining 5 reported that the information sought did not exist.

Andy further noted that approximately $190 million was spent in NYC and $165 million upstate in 2012.

Joe Mareane complimented Andy and the office by commenting that the report was extremely well done but noted a couple of concerns. He was concerned about the use of the phrase "inherently crippled" and also asked how can it be determined that quality is being improved.

Bill stated that they are working with the Chief Defender Advisory Group and they too are skeptical about getting to a quality metric. He noted that money is just one prong of what's needed to improve the problems.

Sheila DiTullio asked Andy how the providers reacted to his calls. Andy said they were not defensive at all. He assured them they wouldn't be "called out" in the report. They were willing to cooperate.

Sue Sovie added that she was happy to see that Family Court was included and noted that we are moving in the right direction.

## VI. Status Reports

- **Quality Enhancement (non-competitive) Distributions; Release of Distribution #4**

Bill reported that he expected approval from the State Comptroller in very short order after the board's authorization. He said the counties will have until the end of January to submit their requests.

- **Competitive Grants: Counsel at First Appearance, and Upstate Quality Improvement and Caseload Reduction**

Bill reported that for counsel at first appearance all but 2 recipients have contracts out already and they expect to be underway with all 25 very shortly.

Regarding upstate caseload relief, 45 proposals were received and, as they stand, the requests are only $18,000 over the total available. So, the process will not be so painstaking. Twelve counties did not apply. ILS has reached out to these counties because the goal was to have all 57 counties apply for funding.

- **National Developments; letter to Attorney General Holder**

Bill noted that time was spent over the summer with NLADA, NACDL and ABA. The only response to the initial letter was a polite letter from the attorney general. So, another letter was prepared and sent to the Justice Department requesting action.

## VII. Proposed Schedule for 2014 Board Meetings

The proposed dates for the 2014 meetings were discussed and the following schedule was agreed upon:

Friday, March 14
Friday, June 13
Friday, September 26
Friday, November 7

## VIII. Concluding Remarks

The Summit on Indigent Defense is scheduled for June 6 and the Chief Judge is the keynote speaker.

The Chief Judge noted that we should not just talk about the promise of *Gideon* every 50 years. We need constant creativity to make other people think about the issues. He also said that New York is very often a model state and we should make it a model in this instance for sure.

He then thanked everyone for attending and the meeting was adjourned.

Attachment B

Andrew M. Cuomo
Governor

STATE OF NEW YORK
OFFICE OF INDIGENT LEGAL SERVICES
STATE CAPITOL, ROOM 128
ALBANY, NEW YORK 12224
Tel: (518) 486-2028 Fax: (518) 474-0529
E-Mail: info@ils.ny.gov
http://www.ils.ny.gov

William J. Leahy
Director

Joseph F. Wierschem
Counsel

Improving the Quality of Mandated Representation Throughout the State of New York

Matthew Alpern
Director of Quality Enhancement Criminal Trials

Peter W. Avery
Manager of Information Services

Angela Burton
Director of Quality Enhancement Parent Representation

Andrew Davies
Director of Research

Tammeka Freeman
Executive Assistant

Risa Gerson
Director of Quality Enhancement Appellate and Post-Conviction Litigation

Karen Jackuback
Grants Manager

Joanne Macri
Director of Regional Initiatives

To: Indigent Legal Services Board

From: Bill Leahy

Re: Discussion of Increased Enforcement Authority

Date: March 11, 2014

In both the First and Second Annual Reports published by the Board, the point has been made that "[t]he Office and Board must be given the enforcement authority that is needed to assure uniformly high quality representation throughout the state. Specifically, the Office should have the authority to approve assigned counsel plans and conflict defender office plans, and the authority to enforce the standards and criteria and performance measures established by the Office and the Board." We had a brief discussion concerning these public statements at our November, 2013 meeting.

In just over three years of operation, the Office and Board have presented four annual state quality improvement funding distributions to the counties, we have issued two competitive grant RFPs, and our third RFP awaits OSC approval. Within the limits of our annual appropriations, we have done a good job of dedicating available state funding to an extensive array of improvements in the quality of representation provided to people who are entitled to counsel but are financially unable to retain an attorney. We have also enacted conflict defender standards (effective July 1, 2012) and expanded those standards to encompass all trial level representation (effective January 1, 2013); and we expect to present Appellate and Child Welfare standards for your consideration this year.

We believe it is appropriate now to have a further discussion with you as to the timing, extent and impact of providing the Office with the authority to approve assigned counsel and conflict defender office plans under County Law section 722 (3), subject to the approval of the Board; and to discuss the possibility of approving all plans for providing counsel under section 722. In advance of our meeting, please review the attached outline prepared by Joe Wierschem, which sets out the current statutory provisions and some possible changes that are intended to encourage discussion.

Attachment C

**For discussion: ILS enforcement mechanisms**

- **County-based system.** In 1965, in response to the Supreme Court's decision in *Gideon v Wainwright*, 372 U.S. 335 (1963), New York State enacted County Law Article 18-B (County Law § 722) and created a county-based system of delivering mandated legal services to indigent defendants.

- **Plan for providing counsel.** County Law § 722 mandates that the governing body of each county (and NYC) "place in operation throughout the county a plan for providing counsel" to persons who are entitled to counsel and financially unable to obtain such counsel. The "plan" must conform to one of the following four options:

    1. **Public Defender:** "[r]epresentation by a public defender appointed pursuant to county law article eighteen-A . . .;"
    2. **Legal Aid Society or Bureau:** ". . . representation by counsel furnished by a private legal aid bureau or society . . .;"
    3. **Plan of a Bar Association:** "(a) [r]epresentation by counsel furnished pursuant to either or both of the following: a plan of a bar association in each county or . . . [NYC] . . . whereby: (i) the services of private counsel are rotated and coordinated by an administrator, and such administrator may be compensated for such service; or (ii) such representation is provided by an office of conflict defender . . . ;" and through a panel of rotating lawyers or by an office of conflict defender[1]; or
    4. **Combination plan:** "[r]epresentation according to a plan containing a combination of any of the foregoing."

- **OCA approval of bar plans:** County Law § 722 (3)(b) requires that any plan of a bar association ("bar plan") for an assigned counsel program or office of conflict defender ("conflict defender office") receive approval of the "state administrator" (now Chief Administrative Judge/"OCA") before the bar plan is placed in operation[2].

- **Non-conforming plan.** County Law § 722 (4) provides that when a county does not have a plan that conforms with option three or four and "the judge . . . is satisfied that a conflict of interest prevents the assignment of counsel pursuant to a plan in operation . . . the judge . . . may assign any attorney in such county . . . "

[1] In 2010, the Legislature amended County Law § 722 to provide counties with another option for the handling of conflict cases – representation by an office of conflict defender pursuant to a bar plan.

[2] The 2010 legislation contained a grandfather clause (§ 722 [3] [c]) for counties operating an office of conflict defender as of March 31, 2010; for these offices, counties are required to submit a "plan" to OCA within 180 days after the promulgation of the standards and criteria for conflict cases by ILS. The "plan" did not have to be a "bar plan;" the deadline for filing these plans was December 28, 2012 and 13 counties submitted plans under this clause.

**Non-legislative recommendation:**

- **Establish Standards and Criteria for Administration of Assigned Counsel Programs.** In fulfillment of its statutory responsibility under Executive Law § 832 (3)(d), the ILS Board approved *Standards and Criteria for the Provision of Mandated Representation in Cases Involving a Conflict of Interest* at its June 8, 2012 meeting (effective July 1, 2012), and extended those standards and criteria to all trial level mandated representation at its September 28, 2012 meeting (effective January 1, 2013). The Office is currently engaged in developing standards and criteria for Board approval for appellate and certain Family Court mandated representation.
    - **For discussion:** As part of its oversight function, the Office and Board would establish standards and criteria for the *administration* of assigned counsel programs.
        - Standards and criteria would address such topics as policies, structure, and responsibilities for assigned counsel programs, including attorney qualifications, training, workload, mentoring, monitoring, and support services.

**Legislative Approaches for Discussion:**

- **Model #1: Transfer authority to ILS approve bar plans.** Under County Law § 722 (3), a plan of a bar association for an assigned counsel program or conflict defender office must receive approval of OCA before the plan is placed in operation.
    - **For discussion.** ILS has been tasked with overseeing the delivery of indigent legal services in New York. To fulfill its statutory mission "to improve the quality" of indigent legal services, ILS would be given the authority to approve bar plans for assigned counsel programs and conflict defender offices[3].
        - **Conflict defender offices.** Under County Law § 722 (3), OCA is required to "employ . . . when considering approval of an office of conflict defender . . . [the] . . . standards and criteria for the provision of . . . services involving a conflict of interest" that were established by the Office and Board. Having promulgated these standards and criteria, with this transfer of authority, ILS would be the entity employing its standards and criteria when considering approval of an office of conflict defender.
        - **Assigned counsel programs.** Likewise, having extended its standards and criteria for conflict cases to all trial level mandated representation, and with ILS currently in the process of developing Family Court and appellate standards and criteria, ILS would be the entity employing its standards and criteria when considering approval of an assigned counsel plan.
        - **Continued oversight.** ILS approval authority would extend to any amendments or revisions of plans, and would include oversight authority to monitor plans in operation, to ensure compliance with plans as approved.
        - **In consultation with OCA.** OCA input would be invaluable to ILS, were ILS to assume approval authority. ILS's statutory approval authority would be exercised "in consultation with OCA."

[3] The authority to approve bar plans would include approval and oversight authority for the 13 conflict defender office plans submitted by counties to OCA on or before December 28, 2012 under the grandfather clause.

- **Enforcement mechanism.** A mechanism would be developed whereby ILS would notify counties of any non-compliance with approved plans and provide the county with the opportunity to correct any non-compliance, with ILS assistance. Failure to correct such non-compliance would be reported to the Administrative Judge of the Judicial District where the county is located; in addition or in the alternative, ILS could consider conditioning future ILS funding opportunities on the county achieving compliance.

- **Model #2: Require ILS approval of the plan the governing body of the county places in operation.**
  - **For discussion:** Under County Law § 722 (3), a plan of a bar association for an assigned counsel program or conflict defender office must receive approval of OCA before the plan is placed in operation. Under Model #2, ILS, in consultation with OCA, would employ the standards and criteria developed by ILS, and approve all of the components of a county plan before the plan is placed in operation.
    - **Require ILS approval of a county's entire plan.** Under County Law § 722, no state approval or oversight is required for a county's § 722 plan to provide mandated representation to the extent that the plan includes a legal aid society or bureau (§ 722 [2]), Public Defender (§ 722 [1])[4], or is a combination plan (§ 722 [4]) that includes one or both of these delivery options.
    - **In consultation with OCA.** OCA input would be invaluable to ILS, were ILS to assume overall approval authority of a county's plan. ILS's statutory approval authority would be exercised "in consultation with OCA."
    - **Continued oversight.** ILS approval authority would extend to any amendments or revisions of county plans, and would include oversight authority to monitor plans in operation, to ensure compliance with plans as approved
    - **Flexibility in the delivery of representation.** Since Model #2 would require ILS approval, in consultation with OCA, of a county's entire plan in operation, the four authorized options currently available in § 722 could be expanded by adding a catchall option, to provide greater flexibility to counties. The inflexibility of the current four options runs counter to ILS's mission of improving the quality of representation – quality representation cannot always be slotted into one of the four existing options (e.g., contracting with a private law firm or individual that provides quality representation).
    - **Eliminate requirement for bar plan for Conflict Defender office.** Since Model #2 requires ILS approval of a county's entire plan in operation, elimination of the requirement for a bar plan for a Conflict Defender Office should be considered. Like Public Defender offices - which do not require bar plans - conflict defender offices are usually county operated offices staffed with county employees. The requirement for a bar plan is better suited for the provision of services by the private bar.

[4] An office of public defender is created subject to article 18-A of the County Law.

- **Enforcement mechanism.**
  - **Option #1:** Like Model #1, a mechanism would be developed whereby ILS would notify counties of any non-compliance with approved plans and provide counties an opportunity to correct any non-compliance, with ILS assistance. Failure to correct such non-compliance would be reported to the Administrative Judge of the Judicial District where the county is located; in addition or in the alternative, ILS could condition future ILS funding opportunities on the county achieving compliance.
  - **Option #2:** Under this option, the Office would report to the Board when the Office determined (with an opportunity for county input) that a county is out of compliance with its plan (or doesn't have an approved plan); in turn, the Board would report to the Administrative Judge of the Judicial District where the county is located if it made such a determination. The Administrative Judge [if he or she agreed with the Board] would notify the county that it has 90 days to obtain compliance; if the county did not achieve compliance, the Administrative Judge would have a range of enforcement options to consider, including a court-ordered monitor (an ILS employee) to bring the county into compliance.

Attachment D

Andrew M. Cuomo
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STATE OF NEW YORK
OFFICE OF INDIGENT LEGAL SERVICES
STATE CAPITOL, ROOM 128
ALBANY, NEW YORK 12224
Tel. (518) 486-2026 Fax (518) 474-0509
E-Mail: info@ils.ny.gov
http://www.ils.ny.gov

William J. Leahy
Director

Joseph F. Wierschem
Counsel

Improving the Quality of Mandated Representation Throughout the State of New York

March 5, 2014



Attorney General Eric Holder, Jr.
United States Department of Justice
950 Pennsylvania Avenue, NW
Washington, DC 20530-0001

**Re: White House Commission on the Fair Administration of Justice for the Indigent Accused**

Dear Attorney General Holder,

Almost one full year has now elapsed since former Vice President Mondale, former Alabama Chief Justice Sue Bell Cobb, Bryan Stevenson and I proposed the creation of the White House Commission to address and act upon the nation's neglect of the fundamental right to counsel, which had been so proudly and so eloquently empowered by the Supreme Court of the United States in the historic *Gideon* case in 1963.

Those who provide legally required representation for poor people at the state and local level have urged you to support the establishment of this Commission: public defense leaders in 48 of the 50 states and also the District of Columbia have written to you in its behalf. Moreover, all of the national organizations that provide active assistance to state and local indigent defense providers have expressed their thoughtful support: the American Bar Association, the American Council of Chief Defenders, the National Association of Criminal Defense Lawyers, the National Legal Aid and Defender Association, the National Association for Public Defense and the Sixth Amendment Center have all urged upon you its approval.

The view which has been expressed by a small number of advocates that the Commission is unnecessary because it would be "just another study" badly misconstrues the historical significance of the proposal, and unwisely minimizes its enormous potential impact. First, the purpose of the White House Commission is not to study, but to act: in the words of ABA President James R. Silkenat, the Commission "should focus on solutions and set goals for achieving them." (Letter dated October 15, 2013). Furthermore, the establishment of this Commission, far from being just another study or producing just another report, would in fact be an unprecedented positive action by the Executive Branch of our federal government to support the grand constitutional principles so

powerfully and so proudly articulated by the Court. Frankly, it is an action that ought to have followed immediately in the wake of the *Gideon* decision.

In my view, the principal reason for the inadequate enforcement of the right to counsel in our state and local courts over the past half-century has been the absence of significant support by the Executive and Legislative branches of our federal government. In his important article, **In Search of *Gideon's* Promise: Lessons from England and the Need for Federal Help, 55 Hastings Law Journal** 835 (2004), Dean Norman Lefstein identified two crucial differences between the generally effective system created in England to provide high quality representation for the poor, and the failure of the United States to accomplish that goal. The first difference is that providing counsel to the poor has in England "long been regarded as the duty of the central government," and the second difference is that "while the right to counsel in the United States has developed through court decisions, legislation has been the vehicle in England." (at 861, footnotes omitted). While the first difference may be to some degree a consequence of our federal system, there is nothing in our federal system that demands inaction by the political branches in support of judicially declared rights.

A right that is guaranteed to all by our Constitution becomes, over time, a hollow rather than a hallowed right, if judicial proclamations of its fundamental nature are not reinforced by legislative and executive action. Previous studies that have examined and critiqued our provision of counsel have been non-governmental in nature, and therefore severely limited in their impact. This bipartisan White House Commission will for the first time involve the federal government – including, I trust, members of Congress – in addressing this grievous national failure. Fifty-one years after Gideon, it will be the first positive action by the electoral branches of our federal government. Most importantly, it contains the promise of awakening a dormant right to counsel, and at last realigning our policies with our professed national ideals.

I will never forget the enthusiasm with which you embraced this proposal at the Department's inspiring commemoration of the *Gideon* anniversary on March 15, 2013, and directed your staff to facilitate its development. I hope that you will publicly endorse this proposal and take the necessary steps to bring it into existence.

Sincerely,

William J. Leahy

William J. Leahy

cc: Tony West, Associate Attorney General
Jenny Mosier, Deputy Chief of Staff and Counsel
Deborah Leff, Acting Senior Counselor for Access to Justice
Walter Mondale, Sue Bell Cobb, Bryan Stevenson

Attachment E

# ROBINA INSTITUTE
OF CRIMINAL LAW AND CRIMINAL JUSTICE

UNIVERSITY OF MINNESOTA LAW SCHOOL

RON CORBETT, Ed.D.
PROJECT DIRECTOR
Community Sanctions and Revocation Project

January 2, 2014

William J. Leahy, Director
New York State Office of Indigent Legal Services
State Capitol, Rm 128
Albany NY 12224

Dear Director Leahy:

I am writing to you on behalf of the Robina Institute of Criminal Law and Criminal Justice, an affiliate of the University of Minnesota Law School, to invite your participation as an Advisory Board Member for a new project.

The Robina Institute, funded by a major grant from the Robina Foundation (created by a UMN Law School alumnus), supports research, policy analysis, publications, and conferences—all aimed at bringing the academic, policy-making, and practice worlds together for the development of new approaches to the challenges facing today's criminal justice systems.

Earlier this year, the Institute received funding to examine existing probation and parole revocation practices and to undertake a technical assistance project in 4-6 jurisdictions. Our goal is to make a substantial contribution to the body of knowledge concerning best practices in this area by taking account of the reform efforts made to date while also building on those efforts through experimentation and evaluation. (The Revocation Project Mission Statement is attached.)

We believe it will be critical to the success of the Project to form an Advisory Board comprised of a cross-section of those with interest and experience in this area—scholars, practitioners, judges, legislators, defense counsel and prosecutors—in order to assist the Project at all stages of the effort. We anticipate meeting twice each year at the Law School in Minneapolis over the life of the Project (3-5 years) with supporting travel and accommodations allowing for the equivalent of a full day's meeting on each occasion. We hope to hold our initial meeting in March, 2014.

At a time where there is a growing interest in reshaping sentencing practices and a new openness to experimentation with new approaches, we are excited about the contribution our efforts can make to national efforts toward a criminal justice system that is more just, economical, and effective. We know your participation will enhance our chances of success.

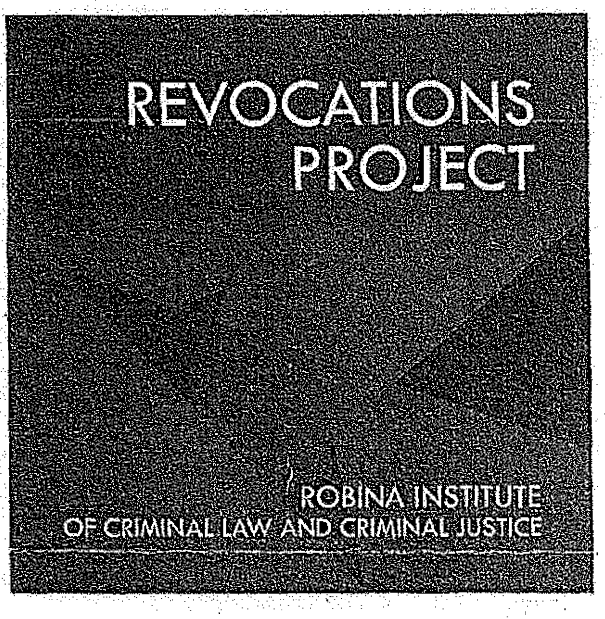
We would be delighted if you would accept our invitation to join the Board. With your permission, I will be in touch to discuss this invitation further.

Sincerely,

Ronald P. Corbett, Jr. Ed.D.
Project Director

Office of Indigent Legal Services
JAN 10 2014
RECEIVED

University of Minnesota Law School
229 19th Avenue South
Minneapolis, MN 55455
rpcjr@comcast.net
Cell: 617.921.6200




# MISSION STATEMENT

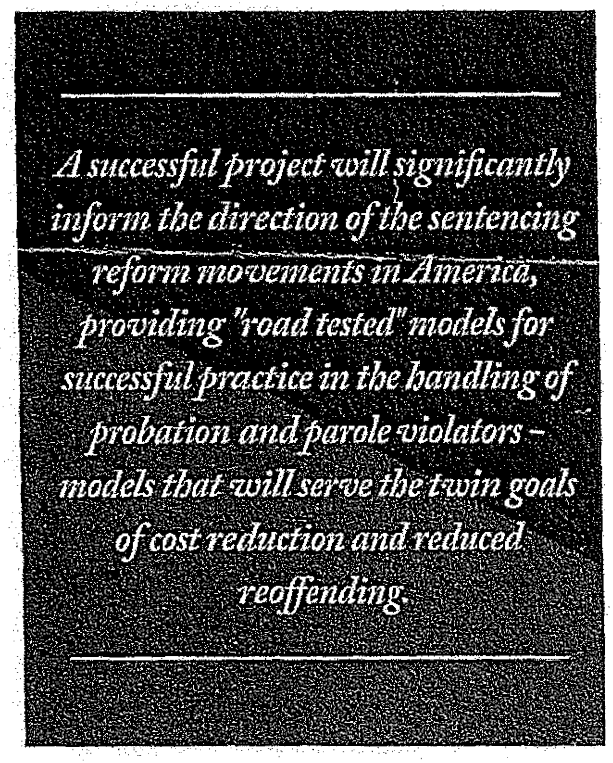
RONALD P. CORBETT
Project Director

Revocation practice is a critical segment of the current and growing national discourse on incarceration policy, including the most appropriate role prisons and jails should play in a rational and just correctional policy that is both effective in reducing reoffending and affordable without generating significant opportunity costs (i.e., preventing investment in early childhood education, infrastructure repair, etc.). The goal of the project is to provide information and assistance to state governments that see the need to rethink their sentence revocation practices.

The project will provide a view of the national landscape regarding policy, practice, and the legal framework for revocation in the domains of both probation and parole. A focal point will be the revocation decision itself, but attention will also be given to earlier stages of the process that determine the volume of cases that reach the juncture of potential revocation. On the probation side, topics to be considered will include the standards governing eligibility for probation, alternatives to probation such as diversion programs, the range of probation conditions available to the sentencing judge and supervising authorities, the typical load imposed upon probationers, policies within probation offices for responding to violations, the processes available to adjudicate violations, the range of sanctions available, and any rules or guidelines that govern the sanctioning of violations. With respect to parole supervision, parallel questions will be asked. The project will help states consider the different models commonly found in other jurisdictions, while explicating the perceived advantages and disadvantages of various approaches. Of particular interest will be those states that have undertaken, in a way consistent with a reasonable concern for public safety, alternatives to incarceration for probation and parole violators, thereby hoping to avoid the significant costs of imprisonment and its associated toxic effects, while maintaining critical offender ties with the community and increasing the chances for rehabilitation and the associated reductions in the likelihood of reoffending. Information on proven reforms is especially valuable to policymakers considering change in their home jurisdictions.

*The goal of the project is to provide information and assistance to state governments that see the need to rethink their sentence revocation practices.*

By developing in-depth descriptions of successful innovation, we hope to build models or guidelines for states that are struggling with burdensome prison costs and looking for a new investment model, one that will introduce cost effective strategies that implement best practices for reducing crime and serving the ends of justice. In choosing states for our research, we plan to include states with a range of different structural features such as sentencing commissions and mandatory penalty laws.

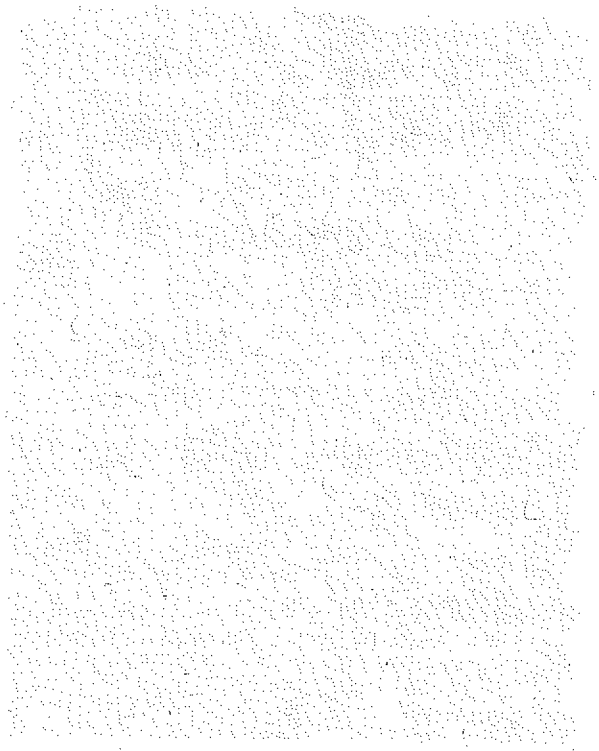



We expect that several states will be involved in the project over the course of two phases. In the first Alpha phase, we will choose up to six study states for examination of extant practices, successes, and challenges. This group will reflect the variety of practice nationally. In the second Beta phase, we expect to identify four to six states that are receptive to technical assistance on the models developed for revocation reform. We will work closely with each state to generate specific and workable options to improve their systems, and will offer assistance in adoption and implementation. The project can then follow these states over a period of time to record, measure, and learn from their experiences as they introduce new ways of handling violators. The goal in each jurisdiction will be to work toward permanent or long-lasting reforms that will continue to operate beyond the time period of perceived crisis or acute budgetary stress.

At the end of our work with the Beta states, there will be one or more project reports that make the benefits of the Beta phase known and available to all states.

We will be aided in our work by a Project Advisory Board (PAB), comprised of scholars, researchers with expertise in community corrections, probation and parole executives (including individuals from the study states), judges, legislators, prosecutors, and defense counsel members. The role of the PAB will be both to advise the Project Team (PT) regarding practice and policy issues as well as provide guidance and feedback to the PT during the various phases of the project.

A successful project will significantly inform the direction of the sentencing reform movements in America, providing "road tested" models for successful practice in the handling of probation and parole violators - models that will serve the twin goals of cost reduction and reduced reoffending.



**Welcome to the European Association for American Studies (EAAS) Conference 2014**

**EAAS 60th Anniversary Conference, The Hague, The Netherlands, April 3-6, 2014**

**"American Justice, Conflict, War"**

As President of the Netherlands American Studies Association (NASA), it is a great pleasure for me to welcome you to the 2014 EAAS conference in The Hague (The Netherlands). As the "City of Peace and Justice," The Hague is home to the International Criminal Court(ICC), the Institute for Global Justice, as well as the International Court of Justice (ICJ). Of the six principal organs of the United Nations, the ICJ is the only one that does not hold its meetings in New York but in The Hague's famous Peace Palace. We hope that these surroundings will inspire lively discussions on this year's conference topic: "America: Justice, Conflict, War." The theme will focus in particular on the paradox inherent in the United States's committment to the values of justice, liberty, and democracy, and the often unforeseen and problematic results of attempting to implement these values both at home and abroad – a paradox that has shaped the nation's history domestically as well as internationally since its inception.

The 2014 EAAS conference will also mark the 60th anniversary of the EAAS, and we will celebrate this event with a total of 30 workshops as well as – for the first time in EAAS history – student panels and student poster presentations. The frame for the conference will be set by three eminent keynote speakers: Richard Carwardine (Rhodes Professor of American History, Oxford, and President of Corpus Christi College Oxford, GB); William Leahy (Director of the Office of Indigent Legal Services, New York, USA); and Willem van Genugten (Professor of International Law, Tilburg University, The Netherlands, and former Dean of The Hague's Institute for Global Justice). In addition, the program will feature the first-hand report of a war correspondent in the former Yugoslavia and a prosecutor at the United Nations International Criminal Tribunal for the former Yugoslavia. Apart from a richly filled academic program, participants will also have the opportunity to take part in a guided "Peace and Justice" tour of the city; moreover, there will be organized tours to the Peace Palace, the Humanity House, and the Yugoslavia Tribunal, as well as to a wide range of art museums and historical places in the vicinity of The Hague.

On behalf of the EAAS and NASA, I very much look forward to welcoming you in The Hague in April 2014.

Dr. Marietta Messmer,
NASA President
Senior Lecturer in the Department of American Studies
University of Groningen
The Netherlands

**Local Conference Host:** Universiteit Leiden, University College The Hague