

TURKS AND CAICOS ISLANDS



Department of Rehabilitation and Community Supervision

# Strategic Plan

Prepared by The Corrections Lab  
at John Jay College

2025

2030

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## Our Mission

Our mission is to prevent and reduce crime in the Turks and Caicos Islands through effective offender management, community partnerships, and dynamic rehabilitation initiatives.

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## Our Vision

Our vision is to rebuild lives and create a safer community by prioritizing public safety and reducing re-offending.

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## Core Values

Integrity  
Respect  
Accountability  
Collaboration  
Empathy



## MESSAGE FROM THE MINISTER

It is with great honour and a deep sense of responsibility that I present the Department of Rehabilitation and Community Supervision's Strategic Plan for 2025 to 2030. This plan represents a bold and necessary step in the Department's continued evolution and I am pleased with

the progress made in developing a framework that is both practical and visionary. While this strategy is focused on the Department's specific mandate, it is also aligned with the Government's broader commitment to establish long-term strategic roadmaps across all Ministries and Departments. As part of this national effort, we seek to ensure that every arm of government is equipped with a clear plan to improve outcomes, drive efficiency and deliver measurable impact.

The Department of Rehabilitation and Community Supervision has demonstrated commendable leadership in this regard. This plan outlines a comprehensive vision for the future of Rehabilitation and community supervision in the Turks and Caicos Islands. It articulates clear priorities around human resource development, programme delivery, infrastructure enhancement, data and performance management, and meaningful community engagement. These pillars reflect a sophisticated and integrated approach to public safety, one that acknowledges the complex social realities that drive offending and the need for interventions that are both firm and compassionate.

Rehabilitation must be more than a process of correction. It must be a journey of restoration grounded in evidence, sustained by public trust, and driven by the belief that individuals when properly supported, can rebuild their lives. This strategy reinforces that belief by charting a path toward a more responsive, accountable, and forward thinking service. Importantly, the plan underscores the Department's expanding role in youth intervention and community reintegration.

It sends a powerful message: that no one is defined solely by their past, and that redemption is not only possible but essential to the long term safety and cohesion of our society. It reminds us that the work of rehabilitation is inseparable from our commitment to justice, dignity and compassion. As a Government rooted in faith and guided by enduring principles, we are reminded of the words in Ephesians 4:32: "Be kind and compassionate to one another, forgiving each other, just as in Christ God forgave you." This verse captures the spirit of rehabilitation, one that acknowledges wrongdoing while offering the grace and structure required for change. I extend my sincere appreciation to the entire team at the Department of Rehabilitation and Community Supervision, as well as the leadership and staff of the Ministry of Public Safety and Utilities, for the thoughtful, collaborative work that has gone into this plan. Your dedication reflects the very best of public service.

The Ministry fully endorses this strategy and stands ready to support its full implementation. Together we will continue working to build a more just, secure, and compassionate Turks and Caicos Islands, one life, one community at a time.

**Hon. Otis Morris, M.P.**  
Minister of Public Safety and Utilities  
Turks and Caicos Islands Government



## MESSAGE FROM THE DIRECTOR

I am pleased to present the Department of Rehabilitation and Community Supervision's Strategic Plan for 2025 to 2030. This strategic plan is the result of a collaborative effort between our dedicated staff and esteemed stake holders, including representatives from our country's ministries and justice agencies. As our Department continues to grow, this plan will serve as both a reminder of how much we have accomplished over the last two years and a roadmap for navigating the challenges and opportunities that lie ahead. Anchored by our core values of Integrity, Respect, Accountability, Collaboration, and Empathy, the Strategic Plan supports DRCS mission across four focus areas: staffing, programming, partnerships, infrastructure and data and community outreach. At the heart of DRCS are our dedicated staff. Staffing outlines our commitment to hiring, training, developing and retaining highly qualified professionals.

Rehabilitative programming recognizes the need to provide treatment and intervention to prepare individuals for successful reentry and to foster safer communities. A renewed commitment to partnerships emphasizes the importance of engaging and collaborating with our ministries, the public service and private sectors, and the members of our community to improve and strengthen our impact.

The infrastructure and data area focuses on the importance of public safety and accountability, detailing steps for improving our facilities and the use of data to inform dynamic rehabilitation initiatives. Finally, community outreach is the foundation which the other focus areas rest. This area prioritizes efforts to raise awareness and build public support for community supervision as an alternative to incarceration.

Join me and all who have contributed to this plan on this exciting journey. Together, we can create a brighter future in the Turks and Caicos Islands where individuals under our supervision are held accountable, are empowered to make positive choices, and equipped to lead productive lives. Let us move forward with confidence, knowing that our shared vision will pave the way for lasting change.

### **Jaron Harvey** **Director**

Department of Rehabilitation and Community Supervision  
Ministry of Public Safety and Utilities  
Turks and Caicos Islands Government

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# Acknowledgements

This strategic plan reflects the collaborative efforts of our staff, key stakeholders, and community partners. We extend a special thanks to the members of our Strategic Planning Committee for their dedication and enthusiasm throughout this process. Their input and expertise were essential in helping us chart a clear roadmap.

**Mr. Jaron Harvey**, Director, Department of Rehabilitation and Community Supervision

**Ms. Letitia Wiltshire**, Probation Manager, Department of Rehabilitation and Community Supervision

**Ms. Marcella Williams**, Probation Officer, Department of Rehabilitation and Community Supervision

**Mr. Stanley Taylor**, Rehabilitation Manager, Department of Correctional Services

**Magistrate Patricia Arana**, Resident Magistrate, Judiciary

**Mr. Ronego Missick**, Community Member

**Dr. Jadedra Ingraham**, Clinical Psychologist, Department of Behavioral Health Services

**Mrs. Ashley Adams-Forbes**, Director, Department of Social Development

**Ms. Brianna Walcott**, Youth Program Officer, Department of Youth Affairs

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We are deeply grateful for the contributions of the 38+ stakeholders who participated in interviews throughout this process, as well as ongoing support from the ministries. Their feedback and collaboration are vital for achieving our vision of rebuilding lives and creating safer communities.

Attorney General's Chambers  
 Budget Office  
 Court involved individuals  
 Department of Behavioral Health Services  
 Department of Correctional Services  
 Department of Rehabilitation and Community Supervision  
 Department of Social Development  
 Faith-Based Organizations  
 Judiciary: Supreme Court and Magistrate Court  
 Ministry of Education  
 Ministry of Health and Human Services

Ministry of Finance, Investment and Trade  
 Ministry of Public Safety and Utilities  
 National Security Secretariat  
 Office of the Deputy Governor  
 Office of the Deputy Premier  
 Office of the Director of Public Prosecutions  
 Office of the Governor  
 Office of the Premier and Public Policy  
 Parole Board  
 Royal Turks and Caicos Islands Police Force  
 Turks & Caicos Islands Bar Association

Finally, we acknowledge the support of The Corrections Lab at John Jay College, which provided technical assistance in developing this strategic plan. We extend our thanks to Drs. Deborah Koetzle, Jeff Mellow, and Stephanie Spiegel for their expertise and guidance throughout this process.

# About Us

Established in 2023, the Department of Rehabilitation and Community Supervision (DRCS) plays a key role in keeping our communities safe and rebuilding the lives of justice-involved youth and adults under probation and parole supervision.

The Department serves as an important partner to the courts by providing important reports that help to guide judicial decision-making. For example, we complete Pre-sentence Reports (PSR), which include a complete social and criminal history of the individual, a risk and needs assessment, and summary of needs. The PSR aids judges and magistrates during sentencing and helps to determine the appropriate level of supervision. Other reports include incident or breach reports for violations of court conditions, parole reports, progress reports to document compliance, and closing summary reports to provide an overview of closed cases.

Our approach involves regular contact with probationers and parolees through scheduled face-to-face contacts, virtual contacts, or collateral contacts. Face-to-face contacts involve individual meeting with the officer in-person and typically take place at the DRCS office or at the individual's home. Virtual contacts involve the officer contacting the person by phone, email, or text message. Collateral contacts refer to contacts between the officer and collateral sources such as the person's treatment provider, employer, or family member.

In addition to these forms of monitoring, we administer drug tests, verify individuals' employment and education status, and notify the Court and Parole Board of any breaches of court-mandated conditions, and we will soon be implementing electronic monitoring. We are not just checking boxes; we are facilitating successful futures by building relationships, offering guidance, and holding individuals accountable.

We believe that rehabilitation requires addressing the root causes of criminal behavior and equipping individuals with the skills that they need to make positive life choices. We develop individualized and comprehensive case plans based on assessment results and are trained to provide both individual and group rehabilitative interventions.

We work closely with the Departments of Behavioral Health Services and Social Development to coordinate social and behavioral health services for individuals with high needs. We help individuals to obtain necessary documentation, obtain employment, find safe and secure housing, and educational and vocational training to support their successful reintegration in the community.

We also recognize the importance of collaboration and stakeholder partnerships to ensure successful outcomes. We work closely with the Supreme, Magistrate, and Juvenile Court; the Parole Board; Department of Correctional Services, Royal Turks and Caicos Islands Police Force; Department of Public Prosecution; Department of Youth Affairs and other governmental departments, non-government organizations and the private sector to provide support to probationers and parolees.

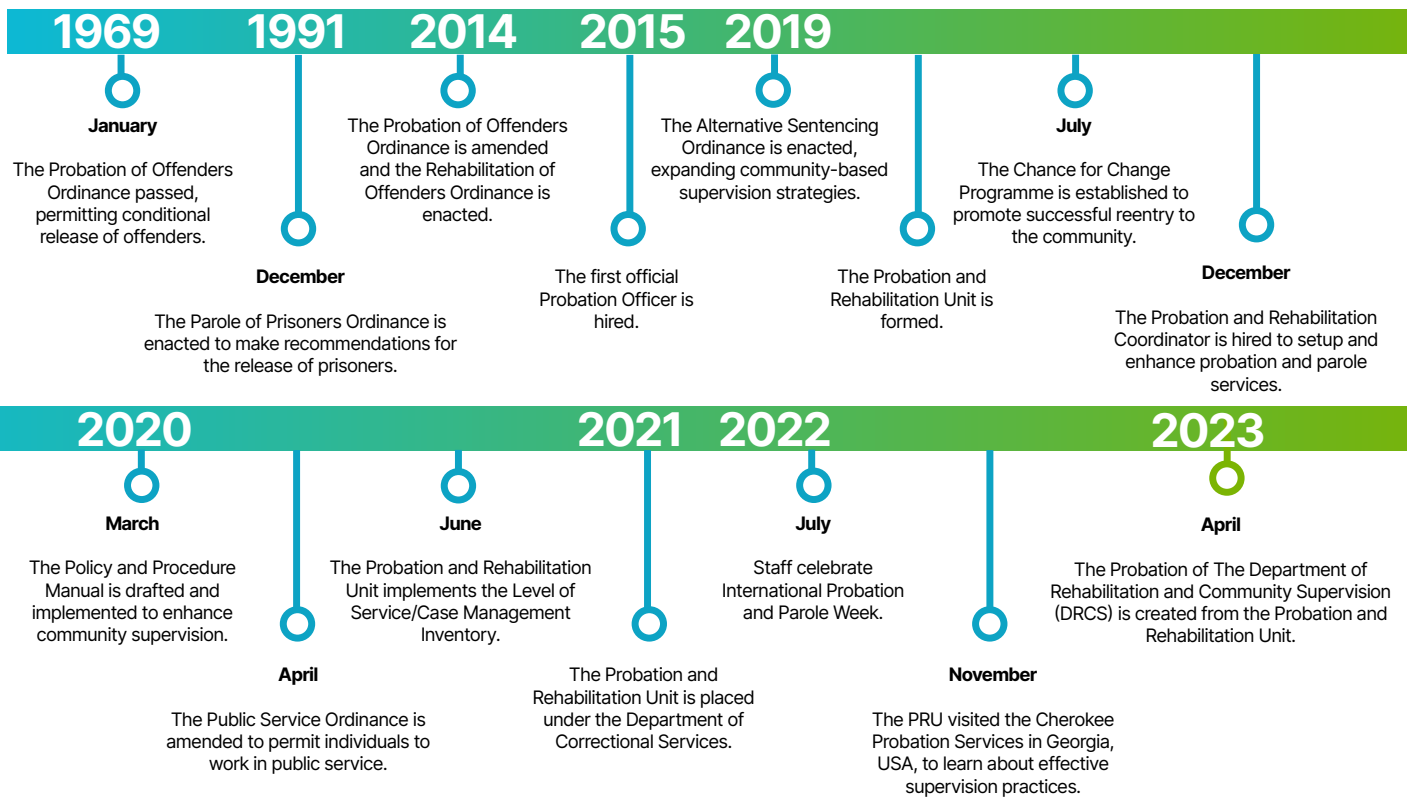
We are proud of the work that we do and are committed to staying at the forefront of our field. We invest in ongoing training and coaching for our staff to ensure they have the resources and knowledge to perform their work effectively and efficiently. This year we launched our case management system to improve operations and successfully completed multiple trainings on effective correctional practices. These efforts, combined with our dedication to individualized rehabilitation and community partnerships, demonstrate our unwavering commitment to supporting justice-involved individuals and fostering safer communities.



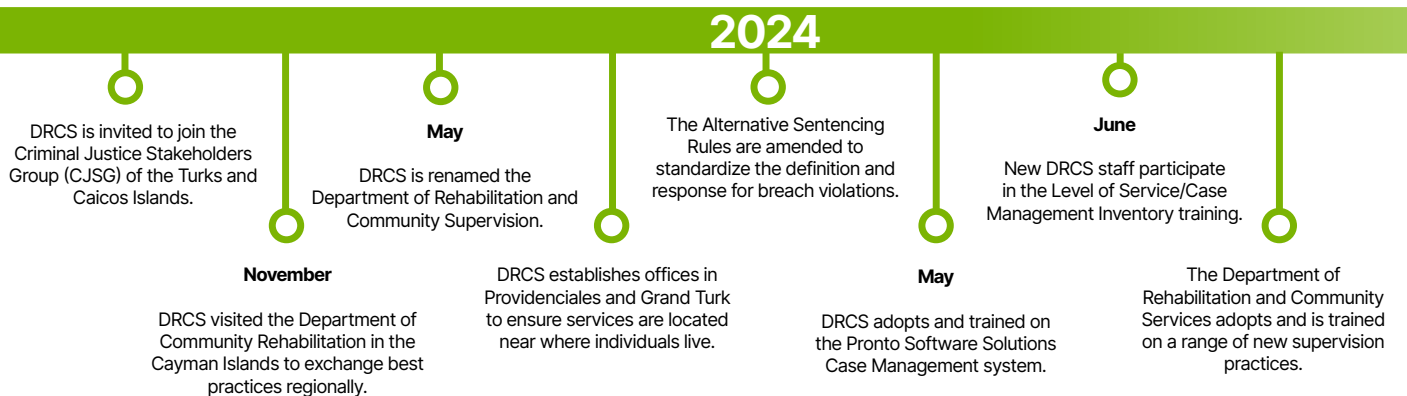
# Timeline

Over the years, the responsibility for community supervision has shifted to several Departments under various names until DRCS was officially established in 2023. Throughout this time there have been several milestones in the Department’s history. Through its growth, DRCS has consistently proved its ability to implement effective supervision strategies to ensure the safety of those under supervision, its staff, and the Turks and Caicos communities.

## Early Developments in Community Supervision



## Building a Foundation for Effective Community Supervision and Rehabilitation



# The Strategic Planning Process

## The Strategic Planning Process

The Department of Rehabilitation and Community Supervision (DRCS) collaborated with The Corrections Lab at John Jay College to visualize its five-year strategic plan, Vision 2030. This plan provides DRCS with a clear roadmap for strategically aligning resources to rebuild lives and drive meaningful, lasting change in the Turks and Caicos Islands. It is a visionary plan, rooted in evidence-based goals, relevant objectives, and actionable strategies that build on DRCS’s foundation.

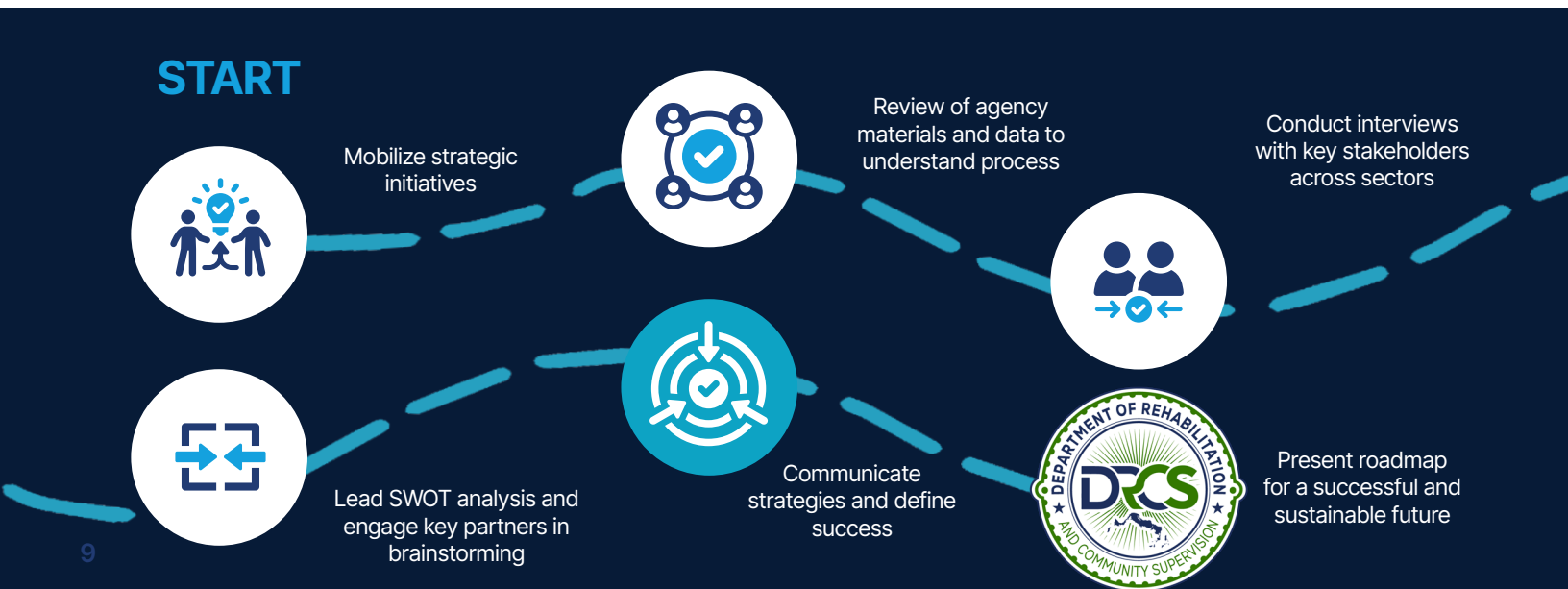
### Initial Collaboration

The strategic planning process took place between August and December 2024 and consisted of six distinct phases as described below. A hands-on, structured approach ensured that the plan was comprehensive, well-informed, and supported by both the DRCS and the broader community it serves.

### Learning about the Agency

The first phase involved a deep dive into DRCS policy and practice and the broader context in which it operates. This included a thorough review of program materials, reports, and relevant data by the project team, including client and staff characteristics.

To gain additional knowledge, the project team conducted stakeholder interviews and a site visit during the second phase. They completed 34 interviews during a five-day site visit, while four interviews were conducted virtually. Stakeholders included DRSC staff, department and ministry officials, clients, and community members. The information gathered from these phases led to the identification of five key Focus Areas for strategic growth: Staffing, Programming, Partnerships, Infrastructure and Data, and Outreach, which serve as the cornerstone of the strategic plan.



## Collaborative Workshop 1: Unlocking Strategy with SWOT

The next phase of the process began with the convening of a nine-member working group to ensure the strategic plan was informed by local perceptions, knowledge, and context. In October 2024, this group participated in a two-day, immersive onsite workshop led by The Corrections Lab. The workshop was designed to present the five identified focus areas and to explore strategic needs of the agency in both the immediate and longer-term horizon. During the workshop, the project team facilitated a SWOT analysis of four of the five focus areas and one partnership activity. Through collaborative discussions, the team was able to pinpoint critical areas to be addressed in the strategic plan, with a focus on leveraging DRCS's strengths, addressing their weaknesses and opportunities for growth, and developing strategies to mitigate potential threats.



## Formulating the Plan

Building on the insights from the SWOT analysis, the project team moved to the next phase to identify Goals, Objectives, and Strategies for Vision 2030. This involved aligning input from the initial phases and SWOT analysis feedback with evidence-based correctional practices for reducing recidivism. In the plan, Goals represent the long-term outcomes DRCS aims to achieve within each focus area. Each goal is broken down into specific Objectives, which are benchmarks for progress. For each Objective, specific Strategies are outlined. These strategies are clearly defined, realistic, achievable, and timebound, outlining how DRCS can achieve its vision.



## Collaborative Workshop 2: Building Consensus and Establishing the Plan

In December 2024, The Corrections Lab facilitated a second onsite workshop with the working group. The session's primary goals were to refine the Goals, Objectives, Strategies within each of the five identified focus areas and to establish realistic timelines for implementation. Through collaborative discussions, the team ensured that each element of the plan was both relevant to DRCS's needs and actionable. This thorough process lays the groundwork for successful implementation.

## Present and Implement the Plan

The final phase of the strategic planning process is the implementation of Vision 2030. To support this effort, each focus area includes Key Performance Indicators (KPIs) specific to the community correctional setting. These KPIs serve as metrics to track and monitor progress toward achieving strategic goals and the adoption of best practices. In addition to KPIs, the project team developed a system to assist DRCS in tracking the completion of strategic activities and monitoring the overall progress of its plan. These tools enable the agency to assess its performance, adjust the plan as necessary, and celebrate milestones.

# Staffing

As the Department of Rehabilitation and Community Supervision, we recognize that our greatest strength lies within our dedicated staff. They serve as the vital link between the justice system and the clients we supervise, working diligently to ensure community safety and foster positive behavioral change. To effectively achieve our mission, we prioritize attracting and retaining highly qualified professionals by providing ongoing professional development opportunities and cultivating a supportive work environment. We believe that investing in our staff is an investment in the safety and well-being of our community.

## GOAL ONE

# Enhance Staff Capacity and Supports



## Objective 1.1: Strengthen staff communication and supervision

### Strategy 1:

Hold monthly leadership meetings to review DRCS operational trends and progress on strategic planning initiatives beginning in 2025.

### Strategy 2:

Hold monthly staff meetings to discuss cases and programmatic issues beginning in February 2025. Meetings will be led by the Probation Manager, and focus on techniques, interventions, and needs of clients. Meetings will also provide opportunities for staff to share resources and learn from peers.

### Strategy 3:

Review and update policies and procedures to reflect expectations for ongoing staff meetings and goals in 2025.

### Strategy 4:

Explore if the appraisal process can be modified to reflect DRCS' adherence, knowledge, and use of evidence-based correctional practices central to its mission in 2025.

## Objective 1.2: Increase staff training and development on evidence-based correctional practices

### Strategy 1:

Provide a minimum of 40 hours of annual training and coaching to staff on evidence-based practices (EBPs) including use of risk and need assessments, case planning, motivational engagement techniques, and cognitive behavioral strategies for reducing recidivism beginning in 2025.

### Strategy 2:

Facilitate staff and department participation in at least one external event (conference, workshop, or seminar) related to effective correctional practice every two years to strengthen professional networks and expertise beginning in 2025.

### Strategy 3:

Build capacity for internal training-of-trainers for core EBPs to build sustainability, beginning with Level of Service/Case Management Inventory in 2027.

### Strategy 4:

Develop policies and procedures for internal training-of-trainers in 2027.

### Strategy 5:

Modify the New Probation Officer Training Checklist to include formal training(s) in LS/CMI, CHANGES and other cognitive-behavioral interventions provided at DRCS to support newly hired staff by 2027.

## Objective 1.3: Complete timely, accurate, and comprehensive reports to enhance decision-making

### Strategy 1:

Utilize supervision meetings and check-ins to enhance adherence to reporting timelines and referral procedures beginning in 2025. Use check-ins to identify potential issues early and provide support.

### Strategy 2:

Enhance staff competencies in interpreting, presenting, and discussing recidivism risk and need based on the LS/CMI assessment results by March 2026. Staff should feel confident discussing the results of risk and need assessments, how the assessment results inform decisions about supervision levels, and treatment needs.

### Strategy 3:

Achieve full utilization of the PRONTO Caseload Solutions (PCS), the electronic case management system by 2026.

### Strategy 4:

Undertake a workload analysis in order to evaluate the current and future demands on staff resources and assess staff capacity, beginning in 2027. In addition to general responsibilities, it will be important to incorporate workload metrics related to frequency and type of fidelity monitoring the agency/staff will manage (see Infrastructure, Goal 1, Objective 1.1, Strategy 1).

**GOAL TWO**

# Improve Public Safety and Accountability through Effective Community Supervision

## Objective 2.1: Increase staff adherence to contact standards and use of monitoring strategies for effective supervision

**Strategy 1:**

Increase use of face-to-face visits in and out-of-office for higher risk/need individuals as stated in the contact standards by March 2025.

**Strategy 2:**

Implement an effective electronic monitoring system designed to reduce the use of pre-trial detention for individuals held on remand, and increase supervision and accountability for those under supervision by March 2025.

**Strategy 3:**

Develop policy and procedure guiding the use of electronic monitoring by March 2025.

**Strategy 4:**

Develop policies and procedures for supervising and working with specialized caseloads, such as, youth, individuals with sex-related offenses, those who are violent or very high risk or those with specialized needs, for example, clients with behavioral health diagnoses by 2026.

**Strategy 5:**

Implement specialized caseloads or match caseloads by specialized needs by 2030. Require additional and ongoing trainings for those officers working with specialized caseloads or needs, as appropriate.

**GOAL THREE**

# Cultivate a Supportive and Healthy Work Environment

## Objective 3.1: Foster a workplace culture that prioritizes staff feedback

**Strategy 1:**

Solicit staff input during monthly meetings beginning in 2025.

**Strategy 2:**

Develop and conduct an annual staff survey focusing on workplace culture and practice beginning in 2026. Review and share results and any corresponding action steps with staff via email or by meetings.

## Objective 3.2: Build mechanisms for staff recognition

**Strategy 1:**

Develop a recognition program to celebrate staff achievements and milestones, with quarterly “shout-outs” during team meetings, aiming for at least one recognition, per staff, per year starting in 2025.

**Strategy 2:**

Develop merit-based promotional criteria such as community supervision officer’s ability to review risk and needs assessments, peer-to-peer coaching, identified as a staff to mentoring and training fellow or newer staff by 2028.

## Objective 3.3: Foster a workplace that prioritizes staff safety and wellness

**Strategy 1:**

Establish a process to track and respond to safety concerns of staff including, collecting data on the frequency and circumstances under which Royal Turks and Caicos Islands Police Force accompany staff on field visits by October 2025.

**Strategy 3:**

Establish a “Green Card Policy” which allows staff to annually use up to three of their allotted Departmental Days unscheduled beginning in 2025.

**Strategy 2:**

Assess the efficacy of existing safety protocols for field visits annually, beginning in 2028.

**Strategy 4:**

Meet with staff to identify meaningful wellness strategies in 2025.

## Example Key Performance Indicators:

- # of Leadership meetings
- % alignment to minimum contact guidelines outlined in policy
- # training hours of annual training/coaching by staff
- Mean # days to complete reports by type
- % staff performance reviews completed annually
- % staff who report they feel safe while conducting supervision activities
- # of wellness activities implemented and participation rate
- % staff retention rate



# Programming

DRCS' role in upholding public safety is grounded in an evidence-based and comprehensive approach. It begins with a comprehensive assessment of risks and needs using validated tools, developing individualized case plans, building motivation, addressing criminogenic needs using evidence-based strategies, monitoring progress, and connecting youth and adults to essential services. We aim to gain a comprehensive understanding of each client's risk and needs, allowing us to develop tailored interventions that address the root causes of criminal behavior. As part of Vision 2030, we are committed to strengthening our approach to ensure that we allocate resources effectively and align to best practices.

## GOAL ONE

# Reduce Recidivism and Enhance Public Safety through Effective Case Management

## Objective 1.1: Strengthen the use of screening and assessment tools

### Strategy 1:

Identify and implement a validated mental health screening tool to assess the behavioral health needs of all individuals under supervision and identify those who may require higher levels of care from Behavioral Health Services by June 2025.

### Strategy 2:

Expand substance use screening to ensure all clients are routinely screened at intake by June 2025.

### Strategy 3:

Identify and implement a structured substance use needs assessment for all individuals screened as moderate or high need by 2026.



**Strategy 4:**

Assess the need for implementing assessment tools for special populations on community supervision beginning in 2026. Implement validated assessment tools to assess the risks and needs of these populations, as appropriate, by 2029.

**Strategy 5:**

Validate and norm the Level of Service Case Management Inventory (LS/CMI) assessment on the local supervision population by 2030.

## Objective 1.2: Strengthen case planning to promote client success

**Strategy 1:**

Ensure all people on supervision have an individualized case plan by March 2026.

**Strategy 2:**

Create a comprehensive program spreadsheet, that includes internal and external services available to address criminogenic and non-criminogenic need areas, to assist in the development of individualized case plans, updated annually, beginning in 2025.

**Strategy 3:**

Establish a list of at least 10 positive prosocial leisure activities to introduce and explore with clients on community supervision by August 2025. Engagement in activities should be included in case plans, when appropriate, and reviewed with the individual during contact meetings.

**Strategy 4:**

Revise the Case Management Template form to include client strengths, strategies for achieving action steps, expected completion dates, and progress updates by May 2025.

## Objective 1.3: Strengthen case management

**Strategy 1:**

Ensure progress notes and reports, including (a) detailed summaries of the skills and interventions, (b) progress made toward case plan goals, (c) new goals, and (d) emerging high-risk situations or needs discussed during contact sessions, are routinely and consistently entered into the case management system by August 2025.

**Strategy 2:**

Revise policies and procedures to reflect use of Pronto Caseload Solutions system in 2025.

**Strategy 3:**

Conduct periodic reviews of case plans with all clients at a minimum every 90 days beginning October 2026. Collaborative reviews can occur during supervision check-ins at the start of a supervision meeting. Modify the case plan with updates, progress made, or any changes as appropriate.

**Strategy 4:**

Revise closing summary to include a comprehensive discharge plan to support successful reintegration in 2026. In addition to supervision dates, the discharge plan should clearly outline client progress, identify any ongoing needs, and include recommendations for aftercare or continued support as necessary.

**GOAL TWO**

# Reduce Recidivism and Enhance Well-Being through the Use of Core Correctional Practices

## Objective 2.1: Increase use of cognitive-behavioral interventions

**Strategy 1:**

Increase the use of behavioral interventions and skill-building activities during contact sessions, with majority of sessions dedicating time to learn and practice skills for behavior change by December 2026.

**Strategy 2:**

Expand programming opportunities and implement at least one evidence-based group intervention that addresses an (unmet) criminogenic need by 2026. The selected intervention(s) should meet evidence-based standards in reducing recidivism and be designed for individuals identified as moderate to high risk.



**Strategy 3:**

Implement at least two strategies for addressing client barriers to successful program completion by 2026.

## Objective 2.2: Promote behavior change through the use of reinforcers and sanctions

**Strategy 1:**

Promote and train on the use of effective reinforcement through staff training and coaching to encourage and reward progress, including program participation, in alignment with the steps described in the *Sanctions, interventions, and Incentives for Offenders Policy – Procedure Manual* (see p 41) by June 2027. This includes emphasizing the

importance of administering early and frequent verbal reinforcements or incentives for incremental progress to help build motivation for long term behavior change and for building rapport.

**Strategy 2:**

Promote and train on the use of effective disapproval through staff training and coaching to address noncompliant behavior in alignment with the steps in the Sanctions, Interventions, and Incentives for Offenders Policy – Procedure Manual (see p 41) by June 2027. This includes emphasizing the importance of specifying exactly what

was said or done that was inappropriate as close to the behavior as possible, and consequences if the behavior continues.

**Strategy 3:**

Develop and implement a graduated sanctions grid to support and guide staff's response and use of sanctions by June 2027.

## Example Key Performance Indicators:

- # of screeners completed
- # of case plans developed
- % services match identified risks and needs
- # group interventions/sessions implemented to address criminogenic needs
- # of face-to-face contacts during a given timeframe
- % of contact sessions that include role play practice
- % clients who complete case plans goals
- # interactions where rewards are administered



# Partnerships

To promote positive outcomes and successful reintegration, DRCS recognizes the need to connect clients to services and collaborate with partners. In Vision 2030, we are committed to strengthening and expanding these partnerships to help rebuild lives and create safer communities. By leveraging the strengths of our dynamic, inclusive, network we will work closely with government ministries, departments, social service providers, businesses, and local organizations to enhance our collective impact and improve client well-being.

## GOAL ONE

# Advance Partnerships to Support the Mission and Vision

## Objective 1.1: Formalize partnerships

### Strategy 1:

Identify and prioritize six additional partners, such as the Department of Youth, Department of Correctional Services— Rehabilitation Unit, Department of Behavioral Health Services, Department of Social Development, Employment Services, Royal Turks and Caicos Islands Police Force (All Islands), Registrar Office, who would benefit from having formal services agreements by 2025.

### Strategy 2:

Initiate a discussion with at least one identified partner and implement a Memorandum of Understanding (MOU), per year, beginning in 2025. After finalizing the MOU, document lessons learned and successful strategies and share these insights internally to enhance future partnership efforts.

### Strategy 3:

Identify and create a central repository or process to access MOUs and agreements, as well as ongoing commitments by 2026.

## Objective 1.2: Strengthen communication and collaboration for shared success

### Strategy 1:

Participate in at least two informational sessions with partners to help teams better understand each other's roles, responsibilities, and processes and capacities by 2026. The sessions will also help to identify opportunities to reduce resource duplication and improve efficiencies in addressing individual needs.

### Strategy 2:

Revise the Referral Form and process to include risk/need assessment information, highlighting elevated need domains or issues by 2025.

### Strategy 3:

Develop and implement a reentry-specific referral form, in collaboration with Department of Correctional Services-Rehabilitation Unit, to support successful reentry from prison to parole by 2025. The form should include a summary of individual's risk/need assessments, programming, and reentry needs.

### Strategy 4:

Formalize the process for case check-ins with service providers and partners on more complex cases to review client progress, address issues, and provide feedback by 2025. Establish clear expectations for check-ins and ensure the process is consistently followed.

### Strategy 5:

Develop a protocol for sharing real-time information with external partners, such as the Department of Behavioral Health Services for emergency and crisis situations by 2026.

### Strategy 6:

Review the existing MOU with the Royal Turks and Caicos Islands Police Force (South Caicos) to identify needs or revisions to expand services in 2025. Based on this review, develop and implement an MOU with North Caicos police by 2026 to proactively address potential behavior or compliance issues and prevent breach violations.

### Strategy 7:

Implement MOUs with the the Royal Turks and Caicos Islands Police Force (Grand Turk and Providenciales) to proactively address behavior or compliance issues, prevent breach violations, and reduce violations through early intervention by 2026.



## Objective 1.3: Build and strengthen agency partnerships to support successful reentry and reintegration

### Strategy 1:

Establish four partnerships with the National Health Insurance Board (NHIB), National Insurance Board (NIB), Registrar, Road Traffic, and the Bank offices to assist and streamline document access for clients under probation or post-release supervision by 2027. This should include support for the following documents: Certificates of Birth, Identification such as Driver's License, TCI Status Card, and/or Passport, National Health Insurance Card, Marriage License, if applicable, and Bank Account Information.

### Strategy 2:

Collaborate with partners to implement a revised Reentry Guide by 2027. The Guide should include current and up-to-date contact information, forms, fees and steps, and be accessible to clients.

### Strategy 3:

Identify and establish three additional community service opportunities, including one with weekend options, for individuals with court-ordered mandates by 2028.

### Strategy 4:

Develop a process to identify and maintain a network of three to five employment partners, including private, public, and workforce development agencies, to provide employment and vocational training for individuals under supervision by 2028. Use platforms such as the local Rotary and Rotaract Clubs, Chambers of Commerce, or job training (TVEC) to attract and expand partnerships.

### Strategy 5:

Host at least two seminars designed to educate employers on the benefits of hiring clients, strategies used to promote behavior change, and share success stories by 2027.

## Example Key Performance Indicators:

- # of screeners completed
- # of case plans developed
- % services match identified risks and needs
- # group interventions/sessions implemented to address criminogenic needs
- # of face-to-face contacts during a given timeframe
- % of contact sessions that include role play practice
- % clients who complete case plans goals
- # interactions where rewards are administered



# Infrastructure & Data

Our mission is to prevent and reduce crime in the Turks and Caicos Islands through effective offender management, meaningful partnerships, and dynamic rehabilitation initiatives. Achieving this requires using evidence-based correctional practices with fidelity and engaging in data-driven decision-making. As part of Vision 2030, we are committed to implementing a comprehensive approach that enables DRCS to deliver impactful interventions and achieve measurable, positive outcomes. We are also committed to strengthening our physical infrastructure to provide safe, secure, and effective residential care to youth and adults under our supervision.

## GOAL ONE

# Enhance DRCS Outcomes

## Objective 1.1: Strengthen and maintain strategies for continuous quality improvement (CQI) to improve data-driven decision-making

### Strategy 1:

Implement a comprehensive fidelity monitoring process of core evidence-based practices (EBPs), including screening and assessment practices, case planning, delivery of change interventions, such as CHANGES, service referrals, and updates to department policy and practice, beginning in 2025 and be completed by 2030. Monitoring should be conducted by qualified staff using formalized indirect and direct observation methods to assess fidelity.

### Strategy 2:

Strengthen and formalize the coaching process to improve staff's use of EBPs, beginning in 2025 and completed by 2030. Coaching should follow a structured approach that highlights both strengths and areas for continued improvement. Feedback should be documented in staff files and reviewed in relation to their professional goals.

### Strategy 3:

Develop formalized policies, procedures, and tools for assessing, monitoring, and coaching on EBPs beginning in 2025 and completed by 2030.

**Strategy 4:**

Plan and implement a process for collecting client feedback in 2026. This should include a process to review feedback, at least annually, and identify approaches for responding to feedback.

**Strategy 5:**

Identify a partner to assist with identifying and collecting key performance indicators, beginning in 2025. Once identified, establish and implement procedures to regularly collect and share data with staff and stakeholders to drive continuous program improvements.

**Strategy 6:**

Identify a research or university partner to assist with defining and collecting recidivism and outcome measures, such as supervision completion status and percent legally employed by 2025.

**Objective 1.2: Initiate data-sharing discussions with criminal justice stakeholders to drive progress**

**Strategy 1:**

Collaborate with criminal justice partners to identify relevant existing data that can be shared across systems beginning in 2025.

**Strategy 2:**

Draft a data dictionary that defines key data elements to ensure support consistent data-sharing in 2030.

**Strategy 7:**

In collaboration with a research or university partner, establish and implement a standardized process for tracking outcomes for individuals under DRCS supervision by 2030. Once implemented, review outcomes on a routine basis, at least annually, and share trends with staff and stakeholders to inform decision-making.

**Strategy 8:**

Track and report DRCS' progress achieving its strategic goals, objectives and strategies beginning in 2025 (See Staffing, Goal 1, Objective 1.1, Strategy 1).



**Strategy 3:**

Pursue formal data-sharing agreements with at least one key partner that outline data-sharing terms and processes, roles and responsibilities, and privacy protections in 2030.

**Strategy 4:**

Steward the development of a centralized database or data warehouse where key information from multiple agencies can be stored and accessed in 2030. This could be cloud-based or hosted locally, depending on the needs and resources of the agency.

**GOAL TWO**

# Strengthen DRCS Physical Infrastructure to Enhance Safety and Security, and Promote Rehabilitation

## Objective 2.1: Construct and operate a half-way house for adults under supervision

**Strategy 1:**

Establish and implement evidence-informed policies and practices for the hiring and training of staff, intake and assessment, programming, safety and security, fidelity monitoring and coaching of staff, and reporting in 2026.

**Strategy 2:**

Hire and train qualified staff who align with the DRCS values of rehabilitation, safety, and support for evidence based practices beginning in 2026. Integrate coaching and wellness strategies into the approach for success (see Staffing, Goal 1, Objective 1.2, Strategy 1; Goal 3)

**Strategy 3:**

Develop and implement a comprehensive program curriculum that includes evidence-based approaches for reducing recidivism in 2026.

**Strategy 4:**

Implement a continuous quality improvement (CQI) plan beginning in 2027 and completed by 2030 (see Goal 1, Objective 1.1, Strategy 1-3).

## Objective 2.2: Construct and operate a juvenile rehabilitation facility

**Strategy 1:**

Establish and implement evidence-informed policies and practices for the hiring and training of staff, intake and assessment, programming, safety and security, fidelity monitoring and coaching of staff, and reporting prior to opening in 2026.

**Strategy 2:**

Hire and train qualified staff who align with the DRCS values of rehabilitation, safety, and support for evidence based practices by 2027. Integrate coaching and wellness strategies into the approach for success (see Staffing, Goal 1, Objective 1.2, Strategy 1; Goal 3).

**Strategy 3:**

Develop and implement a comprehensive program curriculum that includes evidence-based approaches for reducing recidivism by 2027.

**Strategy 4:**

Implement a continuous quality improvement (CQI) plan beginning in 2027 and completed by 2030 (see Goal 1, Objective 1.1, Strategy 1-3).

**Example Key Performance Indicators:**

- # of contact sessions or group interventions observed
- # of coaching sessions conducted with staff
- % of clients surveyed
- Supervision completion rate
- Violation rate
- # new intakes at half-way house
- # new intakes at juvenile residential facility
- Residential service staff to client ratio
- Residential custody staff, per shift, to client ratio



# Outreach

Successful reintegration requires more than just monitoring and supervision—it requires a community that embraces individuals under correctional supervision and provides second chances. This vision calls for the community to work hand-in-hand with DRCS. Our continued commitment to outreach is designed to deepen public understanding of DRCS' mission, highlight its critical role in ensuring public safety and accountability, and reinforce the message that individuals can make lasting and, positive change. In Vision 2030, we are dedicated to expanding our reach, forging new partnerships and pathways, and providing clients with the opportunities that they need to be successful.

## GOAL ONE

# Strengthen Community Support

## Objective 1.1: Improve knowledge and public perception of DRCS

### Strategy 1:

Continue to utilize media platforms to share success stories and provide information about DRCS programs and services on a routine basis beginning in 2025.

### Strategy 2:

Launch a multi-faceted public education campaign that focuses on the effectiveness of rehabilitation programs in reducing recidivism and the effectiveness of community supervision and reentry with five events or activities annually beginning in 2025.

### Strategy 3:

Organize at least one annual event that brings together DRCS staff, clients, local leaders and community members to build community trust, transparency, and share success stories beginning in 2025.

### Strategy 4:

Develop and launch a department website for public engagement and information-sharing in 2025. Include relevant areas such as About DRCS, Programs and Services, Success Stories, and Data.

### Strategy 5:

Once the website is established, develop a public dashboard highlighting DRCS outcomes in 2027. Include relevant data such as the number of those under community supervision, engagement in treatment interventions, completion rates, and recidivism rates.

## Objective 1.2 Strengthen relationships with community partners

### Strategy 1:

Implement two strategies to establish relationships with community faith-based organizations to support successful reintegration and DRCS mission beginning in 2026.

### Strategy 2:

Implement strategies to build relationships with Turks & Caicos Islands Community College and local business in support of successful reintegration and DRCS mission beginning in 2026.

### Strategy 3:

Recruit and train credible messengers with lived experience to mentor and support those under DRCS supervision and their families in 2030.

## Example Key Performance Indicators:

- # community events hosted by type
- # of community members attending agency-led events
- # of new organizations that partner with DRCS
- % of partners indicating satisfaction partnering with DRCS and clients
- # media/website engagement
- # credible messengers and # of contacts



# Resources

The following resources provide evidence-based support for the Department of Rehabilitation and Community Supervision's strategic plan goals, goals, and strategies.

## General

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# Strategic Plan 2025-2030

PRINCIPLES:		Integrity	Respect	Accountability	Collaboration	Empathy
FOCUS AREAS	GOALS	▶▶▶▶▶▶			OBJECTIVES	
<b>Staffing</b>	<ul style="list-style-type: none"> <li>&gt; Enhance Staff Capacity and Supports</li> <li>&gt; Improve Public Safety and Accountability through Effective Community Supervision</li> <li>&gt; Cultivate a Supportive and Healthy Work Environment</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen staff communication and supervision</li> <li>• Increase staff training and development on evidence-based correctional practices</li> <li>• Complete timely, accurate, and comprehensive reports to enhance decision-making</li> <li>• Increase staff adherence to contact standards and use of monitoring strategies for effective supervision</li> <li>• Foster a workplace culture that prioritizes staff feedback</li> <li>• Build mechanisms for staff recognition</li> <li>• Foster a workplace that prioritizes staff safety and wellness</li> </ul>				
<b>Programming</b>	<ul style="list-style-type: none"> <li>&gt; Reduce Recidivism and Enhance Public Safety through Effective Case Management</li> <li>&gt; Reduce Recidivism and Enhance Well-Being through the Use of Core Correctional Practices</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen the use of screening and assessment tools</li> <li>• Strengthen case planning to promote client success</li> <li>• Strengthen case management</li> <li>• Increase use of cognitive-behavioral interventions</li> <li>• Promote behavior change through the use of reinforcers and sanctions</li> </ul>				
<b>Partnerships</b>	<ul style="list-style-type: none"> <li>&gt; Advance Partnerships to Support the Mission and Vision</li> </ul>	<ul style="list-style-type: none"> <li>• Formalize partnerships</li> <li>• Strengthen communication and collaboration for shared success</li> <li>• Build and strengthen agency partnerships to support successful reentry and reintegration</li> </ul>				
<b>Infrastructure &amp; Data</b>	<ul style="list-style-type: none"> <li>&gt; Enhance DRCS Outcomes</li> <li>&gt; Strengthen DRCS Physical Infrastructure to Enhance Safety and Security, and Promote Rehabilitation</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen and maintain strategies for continuous quality improvement (CQI) to improve</li> <li>• data-driven decision-making</li> <li>• Initiate data-sharing discussions with criminal justice stakeholders to drive progress</li> <li>• Construct and operate a half-way house for adults under supervision</li> <li>• Construct and operate a juvenile rehabilitation facility</li> </ul>				
<b>Outreach</b>	<ul style="list-style-type: none"> <li>&gt; Strengthen Community Support</li> </ul>	<ul style="list-style-type: none"> <li>• Improve knowledge and public perception of DRCS</li> <li>• Strengthen relationships with community partners</li> </ul>				

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