

Ronald F. Taylor

Taylor, Ronald
Commissioner -
Department of
Corrections

Profile

- Over 19 years of executive and senior management experience – Deputy Commissioner of the Alaska Department of Corrections; Director of the Alaska Division of Probation & Parole; Executive Director of the Alaska Board of Parole and Program Director of the Alaska ASAP Misdemeanor Services.
- Ability to direct complex projects from concept to fully operational status.
- Outcome-oriented individual with strong leadership capabilities.
- Organized, highly motivated, and detail-directed problem solver.
- Proven ability to work with the legislature, criminal justice agencies, federal and state governmental agencies, faith based organizations, reentry coalitions, Alaskan Native organizations, and other community stakeholders
- Technical resource provider and trainer for correctional agencies throughout the nation.

Education

University of Alaska Anchorage (2000)

- Pursuing Interdisciplinary M.A. Degree - Sociology & Justice
- Completed the coursework, and only the Thesis remains

University of Florida (1986)

- B.A. Degree – Criminal Justice

Experience

Alaska Department of Corrections
550 West 7th Avenue, Suite #1800
Anchorage, Alaska 99501

Deputy Commissioner

12/1/2012 – present

- Develops policies, practices, and procedures that result in an organizational structure that promotes the coordination, cooperation, and integration between divisions and units needed to achieve desired outcomes.
- Confers with the Commissioner and division directors to formulate and put into effect procedures and policies related to these areas; carries out difficult and controversial assignments in administrative services functions.
- Develops short and long-range plans that meet the correctional organization's goals.
- Establishes goals and objectives to ensure the alignment and/or development of the organizational and administrative systems to support the department's mission.
- Communicates the vision, mission, and goals of the correctional agency to a broad range of audiences.
- Influences and develops public policy that supports the department's mission, utilizing the most current and accurate research to support policy direction.
- Identifies future trends in the field and/or in the external environment that might affect the correctional organization.
- Develops systems for monitoring and evaluating outcomes provide feedback regarding progress toward goal attainment and ways to improve systems.



- Builds a culture that ensures that the correctional organization's mission and values drive the organization.
- Creates a culture that facilitates the adoption of strategies and practices that continuously respond to changes in policy and legislative mandates, available resources, and environment.
- Creates a culture that identifies and responds to the needs of those whom the correctional organization serves (e.g., prisoners, victims, and their families; local community members; elected officials and legislators; and the general public).
- Ensures that staff, prisoners, probationers, parolees, and community members are treated with fairness, dignity and respect in all interactions.
- Develops recommendations for improving and/or refining administrative aspects of departmental programs, particularly those affecting budgeting, accounting, auditing, supply, staffing, and training.
- Directs the formulation of budget estimates and the preparation of the annual budget; assists the Commissioner in presenting and interpreting the departmental budget.
- Secures the resources needed for successful implementation of the department's mission and ensure that those resources are managed effectively and efficiently.
- Understands the resources needed for operating and capital expenses and communicate possible options for securing funding for these needs.
- Develops the relationships needed to engender trust and confidence in both the estimate of need and the use of resources.
- Demonstrates accountability with funding sources.
- Manages the external environment, including relations with other departments, agencies, and organizations; the community; and other stakeholders.
- Maintains internal and external communication systems that foster clarity and develop supportive relationships.
- Establishes organization policy regarding public and media relations.
- Develops and maintains effective legislative/political relationships.
- Plans, directs, organizes and coordinates staff services of the department; confers with personnel in charge of the various divisions, advising them on problems relating to departmental activities.
- Assists the Commissioner in preparing and presenting recommendations for changes in legislation, regulations and policy deemed necessary to enable the department to function effectively.
- Resolves special problems on an individual basis when assigned by the Commissioner.
- Acts for the Commissioner and exercises full authority in his/her absence.

Alaska Division of Probation & Parole
550 West 7th Avenue, Suite #601
Anchorage, Alaska 99501

Division Director
9/1/2011 – 11/30/2012

- Served as the final division authority, and was responsible for all of the activities and decisions of the division.



- Oversaw the management of delegated areas through chief probation officers. Provided guidance and instruction on policy, goals, use of division resources, process coordination, and quality control.
- Developed short and long-range plans that met the goals of the division.
- Established goals and objectives to align and/or develop the organizational and administrative systems to support the division's mission.
- Communicated the vision, mission, and goals of the division to a broad range of audiences.
- Influenced and developed public policy that supported the division's mission, utilizing the most current and accurate research to support policy direction.
- Identified future trends in the field and/or in the external environment that might affect the organization.
- Developed systems for monitoring and evaluating outcomes that led to the improvement of the probation & parole systems.
- Created a culture that allowed the division to continuously respond to changes in policy and legislative mandates, available resources, and environment.
- Created a culture that identified and responded to the needs of those whom the division served (e.g., prisoners, victims, and their families; local community members; elected officials and legislators; and the general public).
- Ensured that staff, prisoners, probationers, parolees, and community members were treated with fairness, dignity and respect in all interactions.
- Adjudicated subordinates' grievances and approved the appropriate disciplinary action; appointed, promoted and transferred subordinates as needed to achieve program goals; assigned and reviewed work, approved leave and prepared performance evaluations.
- Directed the preparation, development and implementation of revisions to legislation, rules, regulations, policies and procedures.
- Coordinated the division's activities with other divisions within the department, outside agencies and federal, state and local governments as necessary.
- Represented the division at legislative hearings and meetings, explained and justified the division's programs and budget; represented the division at various meetings and conferences with State and federal officials, members of the public and the media;
- Responded to inquiries concerning policy matters, program operations, legislative proposals, administrative reviews and quality control.
- Provided periodic reports required by the Commissioner, Governor, other jurisdictions and the public.

Alaska Board of Parole
550 West 7th Avenue, Suite #601
Anchorage, Alaska 99501

Executive Director
10/16/2008 – 8/31/2011

- Served as Alaska's expert on parole, and was responsible for the implementation of Board policies, advised Board members on parole related matters and represented the Board to the Legislature, organizations and agencies.



- Provided daily management of the Board to include development of goals and objectives, policies and procedures, regulations and statutes; maintained computerized statistical data concerning Board activities; and administered the Board's budget.
- Supervised, trained and evaluated staff. Interviewed candidates for Board staff positions, appointed, promoted, transferred and initiated disciplinary actions in accordance with personnel rules and collective bargaining agreements.
- Reviewed file information to determine eligibility for parole of all adult inmates confined in both State and contractual institutions.
- Scheduled parole hearings and handled the mechanics of the hearings (location, recording and transcription of proceedings, etc.). Conducted all parole release, parole rescission and final parole revocation hearings.
- Advised Board members, parole applicants, attorneys, witnesses and victims on applicable parole guidelines, policies, regulations and laws; and determined admissibility of evidence.
- Trained new Board members, institutional and field parole officers, and other Department of Corrections employees in all aspects of parole.
- Informed Board members of current community resources available to parolees. Provided interpretation of mental health and other technical reports to Board members in lay terms.
- Represented the Board on criminal justice matters to other agencies, the public, the media and by serving on special task forces; testified before the Legislature and provided interpretation of complex policy, legal and casework matters referred by the courts, attorneys, Governor's office, Commissioner's office, and law enforcement and corrections personnel.
- Reviewed lawsuits against the Board and Department of Corrections, and provided information to the Attorney General's office for possible resolution of lawsuits.
- Presented all executive clemency cases to the Executive Clemency Advisory Committee or directly to the Governor and/or his staff.
- Prepared and submitted a variety of reports concerning Board activities required by the Department of Corrections, Legislature and Alaska statutes.

Alaska ASAP Misdemeanor Services
303 K Street, Basement
Anchorage, Alaska 99501

Alaska ASAP Program Manager
8/1/1995 – 10/15/2008

- Supervised, planned, directed and implemented the program direction, policies and procedures for the statewide ASAP network.
- Functions as the Chief Probation Officer and Program Administrator.
- Oversaw the statewide misdemeanor probation, tobacco enforcement, substance abuse program approval, and the various drug court probation monitoring units (Wellness court, Mental Health Court, Felony DUI Court, Felony Drug Court, etc.).
- Assessed policy and procedure changes to achieve the most effective, positive impact on the program administration, and recommended any revised legislation, policies and procedures to the Division Director.



- Collaborated with Division staff in the development of the operating and capital budgets, and monitored the financial performance of the program to ensure that work was completed within the budget framework.
- Monitored staff performance, allocated manpower, established job priorities and prepared staff evaluations for supervisors and program staff.
- Provided statewide quality control and accountability of all ASAP program services by conducting and overseeing site reviews, as well as preparing and reviewing written evaluations and/or technical assistance plans.
- Developed requests for proposal for the section, as needed. Reviewed grantee applications, and provided guidance to members of the PEC (Performance Evaluation Committee) on their award recommendations.
- Oversaw the development and implementation of the client and program tracking systems designed to evaluate statewide statistical output and program outcome data.
- Represented ASAP and/or the Division in the coordination of services, meetings, presentations and legislative testimonies regarding the role and function of Alaska ASAP.
- Planned and delivered statewide workshops and training conferences regarding alcohol, drugs and the criminal justice system.
- Responded to complaints and inquiries made regarding the Division's programs.
- Served as the DUI Program Administrator for the State of Alaska. Past President of the National Organization of State Impaired-Driving Programs.

Alaska ASAP Misdemeanor Services
303 K Street, Basement
Anchorage, Alaska 99501

Adult Probation Officer II - ASAP
9/17/1990 – 7/31/1995

- Reviewed defendant files to assess and identify the status of a court-ordered misdemeanor case.
- Exercised independent judgments and decisions regarding the type and manner of ASAP requirements that will be imposed.
- Administered the screening and drinker classification procedure for early identification of problem drinkers.
- Referred to education or treatment programs for mental health counseling, domestic violence intervention and/or substance abuse treatment.
- Prepared progress reports based on defendant's criminal and treatment history, prognosis, and recommendations for treatment.
- Conducted case reviews with education and treatment providers to assist clients in their involvement with behavioral health programs.
- Provided court testimony, correspondence, special assistance and reports on the status or progress of defendants while on misdemeanor probation.
- Developed alternative resources and sentencing treatment options for defendants who live in remote areas, as well as conducted case conferences with parents of minors to assess treatment options.



- Traveled to statewide communities to evaluate the effectiveness and efficiency of local grantee programs, and provided technical assistance with detailed recommendations on the probation and case management processes.
- Supervised the ASAP office in the absence of the Program Manager, as well as conducted statewide training and/or on the job training for new personnel.
- Recommended the hiring of new personnel, rated the work performance and assigned job duties for ASAP grantee personnel, as well as the Anchorage probation staff.
- Monitored and provided reports to federal grant reviewers regarding the status and ongoing development of the ASAP client tracking software.

Professional Membership/Community Involvement

- Disabled American Veterans Association (DAV), *Life Member*
- University of Florida Alumni Association, *Charter Life Member*
- Alaska Association of Chiefs of Police, *Member*
- Alaska Peace Officer Association, *Member*
- Alaska Police Standards Council, *Member*
- National Institute of Corrections, *Technical Resource Provider*
- Criminal Justice Work Group, *Member*
- Alaska Prisoner Re-Entry Taskforce, *Co-Chair*
- Multi-Agency Justice Integration Consortium (MAJIC), *Member*
- Alpha Kappa Delta Honor Society, *Past Member*
- National Organization of State Impaired Driving Program (NOSIP), *Past President*
- Community Based Action for a Safer Society (CBASS), *Founding Member*
- Criminal Justice Assessment Committee (CJAC), *Past Member*
- Supreme Court Domestic Violence Committee, *Past Member*
- Underage Drinking Coalition, *Past Member*
- Alaska Traffic Records Committee, *Past Member*
- Alaska Co-Occurring State Incentive Grant Project, *Past Member*
- Alaska Native Justice Center, *Past Re-Entry Mentor*
- National Association of Probation/Parole Executives, *Past Member*
- American Probation & Parole Association, *Past Member* Association of Paroling Authorities International, *Past Member*
- Interstate Compact Administrator, *Past Member*

Professional Development

- Justice Reinvestment National Summit, 11/14, PEW Center for States and Council of State Government
- The Evidence Behind Swift and Certain Sanctions in Community Supervision, 11/14, National Criminal Justice Association



- Executive and Supervisory Academy, 10/14, Alaska Department of Corrections
- Incident Command Training for Corrections, 10/14, National Institute of Corrections
- Executive Forum for Deputy Directors, 4/14, National Institute of Corrections
- Desistance – Next Generation of Supervision (Training for Trainers), 1/14, National Institute of Corrections
- Managing the Paroling Authority – Executive Director Orientation (Training for Trainers), 1/12, National Institute of Corrections
- State Leaders' Forum on Reentry and Recidivism, 12/11, Council of State Government
- Introduction to Continuity of Operations, 11/11, Alaska Division of Homeland Security & Emergency Management
- Basic Public Information Officer, 7/11 Alaska Division of Homeland Security & Emergency Management
- Association of Paroling Authorities International – Annual Training Conference, 5/11
- Executive Excellence, 1/11, National Institute of Corrections
- American Probation & Parole Association – Annual Training Institute, 8/09 & 8/10
- Correctional Leadership Development, 5/10, National Institute of Corrections
- Basic Time Accounting Training, 3/09, Alaska Department of Corrections
- Orientation for New Probation & Parole Chief Executive Officers, 2/09, National Institute of Corrections
- Annual Drug Court Training, 6/05-6/08, National Association of Drug Court Professionals
- Annual School on Addictions, 5/05, Substance Abuse Directors Association
- National GAINS Conference on Co-Occurring Disorders, 5/05 -3/08, GAINS Center
- Community Supervision, 12/04, National Drug Court Institute
- Confidentiality, Privacy & Ethics, 8/04, Center for Substance Abuse Treatment (CSAT)
- Confidentiality & Privacy: Creating Awareness in Drug Court Operations, 8/04, Center for Substance Abuse Treatment (CSAT)
- A Guide to Problem Analysis and Problem Solving, 4/04, University of Alaska Anchorage
- Effective Writing, 3/04, University of Alaska Anchorage
- Choosing to Lead, 2/04, University of Alaska Anchorage
- Persuasive Presentations, 11/03, University of Alaska Anchorage
- Managing for Employee Performance, 10/03, University of Alaska Anchorage
- Key Issues in Employee Relations Law, 10/03, University of Alaska Anchorage
- Performance Appraisal Process, 10/03, University of Alaska Anchorage
- Developing a Strategic Plan for Your Organization, 5/03, University of Alaska Anchorage
- A Manager's Tool for Setting Program Goals & Evaluating Programs, 5/03, University of Alaska Anchorage
- Personnel Management, 5/03, University of Alaska Anchorage
- Co-Occurring Disorders Institute, 4/03, Co-Occurring Disorders Institute, Inc.
- Domestic Violence Training, 4/03, Department of Defense
- HIPAA & Federal Confidentiality, 3/03, Alaska Department of Health and Social Services
- Proposal Evaluation Training, 3/03, Alaska Department of Health and Social Services
- Personnel & Administrative Law for Managers Training, 3/03, University of Alaska Anchorage



- The New Public Manager, 3/03, University of Alaska Anchorage
- Discipline: Progressive and Constructive, 1/03, University of Alaska Anchorage
- Roles Supervisors Play, 1/03, University of Alaska Anchorage
- A Manager's Tool for Researching Public Issues, 2/03, University of Alaska Anchorage
- Community Readiness, 1/03, Akeela, Inc.
- Media Literacy, 9/02, Akeela, Inc.
- Addressing the Substance Abuse Barriers to Employment for TANF Families, 9/02, Alaska Division of Alcoholism & Drug Abuse
- Microsoft ACCESS, 4/02
- Non-Violence Crisis Intervention, 9/01, Alaska Department of Health and Social Services
- Family Medical Leave Act, 7/01, Alaska Department of Health and Social Services
- Workforce Development, 5/01, Alaska Department of Health and Social Services
- Community Justice, 10/00, Alaska Department of Corrections
- Ethics, Leadership & Organizational Change, 7/00, Western Community Policing Center
- Developing Problem Solving Teams, 5/00, Western Community Policing Center
- Community Mobilization, 4/00, Western Community Policing Center
- Contracts and Grants Management, 2/00, Alaska Department of Health and Social Services
- Dealing With Employee Discipline & Performance Problems, 6/98, Fred Pryor
- 4-Dimensional Leadership, 6/98, Career Track
- Making Managers into Leaders, 6/98, Enlightened Leadership International
- National GAINS Center Regional Forum on Co-Occurring Disorders, 5/98, National Institute of Corrections
- How to Deal With Difficult People, 5/98, Skillpath
- How to Delegate Work, 5/98, Career Track
- Federal Confidentiality Regulations, 5/98, Legal Action Center
- Time Management, 10/97, Franklin Quest
- Criticism and Discipline Skills for Managers, 10/97, Career Track
- Basic Ergonomics, 1/97, Alaska Department of Health and Social Services
- Supervisory Training- Labor Relations Series, 12/96, Alaska Department of Health and Social Services
- Southeastern DUI Offender Systems Training, 10/96
- ASAP Administration Training, 3/91, Alaska Department of Health and Social Services
- Combat Lifesavers Course, 1/88, Department of the Army
- Field Sanitation Team Training, 7/87, Department of the Army
- Certificate of Achievement for Exceptional Meritorious Achievement on 7/87, Department of the Army

References

1. L. Diane Casto, Former Supervisor
Alaska Division of Behavioral Health, Prevention & Early Intervention Manager
[REDACTED]



2. Emily McKenzie, Former Supervisor
Formerly of Alaska Division of Alcoholism & Drug Abuse
[REDACTED]
3. Robert Brown
National Institute of Corrections, Deputy Director and Acting Director
[REDACTED]
4. Robbye Braxton
National Institute of Corrections, Correctional Program Specialist
[REDACTED]