

A photograph of a parole agent walking away from the camera on a paved path. The agent is wearing a dark uniform with "PAROLE AGENT" written in yellow on the back. The background shows a grassy area, a large tree, and a multi-story building under a cloudy sky.

# Neighborhood-Based Supervision: A Review of Promising Practices

This training event is sponsored by the American Probation and Parole Association, in partnership with the National Reentry Resource Center, and is made possible through funding by the Bureau of Justice Assistance, U.S. Department of Justice.



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# the NATIONAL REENTRY RESOURCE CENTER

— A project of the CSG Justice Center —

<http://csgjusticecenter.org/nrrc>

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Collaborative Approaches to Public Safety

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## National Reentry Resource Center

### Federal Interagency Reentry Council

"Reentry provides a major opportunity to reduce recidivism, save taxpayer dollars, and make our communities safer." — Attorney General Eric Holder of the The Federal Interagency Reentry Council.

[Learn More](#)

QUICK LINKS

- NRRC Funding
- The Second Chance Act
- National Criminal Justice Initiatives Map
- What Works

- The resource center is continually updating its website with materials relevant to the reentry field.
- Sign up for the monthly NRRC newsletter to receive news about upcoming distance learning and funding opportunities at <http://csgjusticecenter.org/subscribe/>



# the NATIONAL REENTRY RESOURCE CENTER

— A project of the CSG Justice Center —

## Reentry and Employment Project

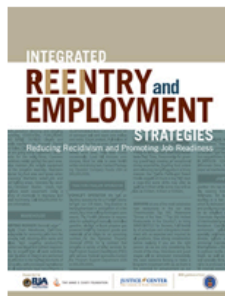
<http://csgjusticecenter.org/reentry/the-reentry-and-employment-project/>



### The Reentry and Employment Project

The Reentry and Employment Project was developed to provide policymakers and practitioners with the resources and tools to improve reentry and employment outcomes for individuals with criminal histories. Policymakers across the political spectrum agree that for people released from prison or jail, employment can be the gateway to successful reentry. However, the barriers that millions of adults with criminal records face as they seek to enter the U.S. workforce are extensive and well documented. The Reentry and Employment Project was designed to help the corrections, reentry, and workforce development fields work together to address those barriers.

#### The *Integrated Reentry and Employment Strategies* White Paper



The foundation for Reentry and Employment Project is the *Integrated Reentry and Employment Strategies* white paper, which provides guidance to policymakers, agency and program administrators, and practitioners working in the reentry and workforce development fields on how to develop collaborative projects and maximize their investments aimed at shared public safety and workforce development goals. [Click here](#) to download the *Integrated Reentry and Employment Strategies* White Paper. [Click here](#) to download the *Integrated Reentry and Employment Strategies* project overview.

#### Reentry and Employment Toolkit

[Developing an Integrated Reentry and Employment Strategy](#)  
Available beginning September 26th.

[Addressing Barriers to Employment for Individuals with Criminal Records](#)  
Available beginning September 26th.

[Project Background and Acknowledgements](#)  
Available beginning September 26th.

- Provides policymakers and practitioners with resources and tools to improve reentry and employment outcomes

- On September 26<sup>th</sup> from 9:00 a.m. to 12:30 p.m. ET, the CSG Justice Center will livestream the *Bridging Reentry and Workforce Development* event from Washington, D.C.

# What Works in Reentry Clearinghouse

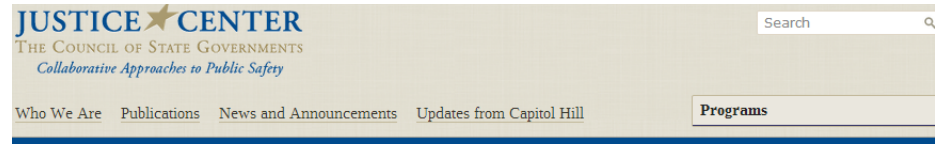
**Practitioners – Policymakers  
– Funders – Researchers**

*How do I find and  
**decipher** research?*

*What are the **key  
takeaways** that I  
need to know?*

*How do I know if the  
research is **reliable**?*

*How do I determine  
the **relevance** of the  
research?*



## What Works in Reentry Clearinghouse

The *What Works in Reentry Clearinghouse* offers easy access to important research on the effectiveness of a wide variety of reentry programs and practices. It provides a user-friendly, one-stop shop for practitioners and service providers seeking guidance on evidence-based reentry interventions, as well as a useful resource for researchers and others interested in reentry. To get started, click the button below for additional information about this project or how to use this site; or, click on a focus area topic on the left to begin exploring. You can also conduct a customized search by clicking the advanced search link on the right.

Click here for more information about the *What Works in Reentry Clearinghouse* and information on how to use this site

**Browse Focus Areas**

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**Coming Soon**

- Case Management and Comprehensive Programs
- Juvenile-Specific Interventions
- Supervision and Sanctions

**Search What Works**

  
[Advanced Search](#)

Ratings Key	
High Rigor	Basic Rigor
	Strong evidence of a beneficial effect
	Modest evidence of a beneficial effect
	No statistically significant findings
	Modest evidence of a harmful effect
	Strong evidence of a harmful effect

<http://whatworks.csgjusticecenter.org/>



# American Probation and Parole Association

[www.appa-net.org](http://www.appa-net.org)

Information about our specialized training, current projects, and next institute can be found on the website.

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Nathan Love  
nlove@csg.org  
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FEATURES

Winter Training Institute  
January 12-15, 2014  
**HOUSTON**

RESOURCE SPOTLIGHT

DISCOVER CORRECTIONS

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We're promoting careers in corrections.

DiscoverCorrections.com

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ANNOUNCEMENTS

APPA Accepting Applications for NHTSA Probation Fellow  
ICE releases **Factsheet** and **Certification Form** for criminal justice personnel  
IJIS Institute Rolls Out Statewide Automated Victim Information and Notification (SAVIN) Technology Help Desk  
APPA Releases *Risk-Needs Responsibility: Turning Principles into Practice for Tribal Probation Personnel*  
Request technical assistance related to Tribal Indigent Defense and Tribal Law and Order Act's Enhanced Sentencing Authority

ACTIONS

1. Call for 2014 Award Nominations
2. Call for Exhibitors: Houston
3. Be a consultant for APPA
4. Update your Account/Profile!

Community Corrections Buyers' Guide

APPA WEBSITES

- CC Marketing Strategies
- Discover Corrections
- Domestic Violence
- PPPS Week Kit (2013)
- Project Safe Neighborhoods

AVAILABLE APPA TRAINING

APPA/NCTI Certification Training Schedule  
January 12-15: APPA's 2014 Winter Training Institute | Houston, TX

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# Speakers

**Faith Lutze, PhD**

**Associate Professor of Criminology and Criminal Justice**

Washington State University

**Scott Maurer**

**Director of Operations Support**

Georgia State Board of Pardons and Parole

*Dr. Lutze would like to thank Dr. Laurie Drapela, Associate Professor of Criminal Justice at Washington State University, for her contribution to the intellectual content of this training webinar.*



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# Learning Objectives

1. Define “neighborhood-based” supervision (NBS).
2. Describe how NBS is used in current practice.
3. Discuss the research.
4. Explain implications for policy and practice.





**Offices within close proximity  
of where parolees reside**





**Partnerships between CJ  
agencies and community  
organizations**



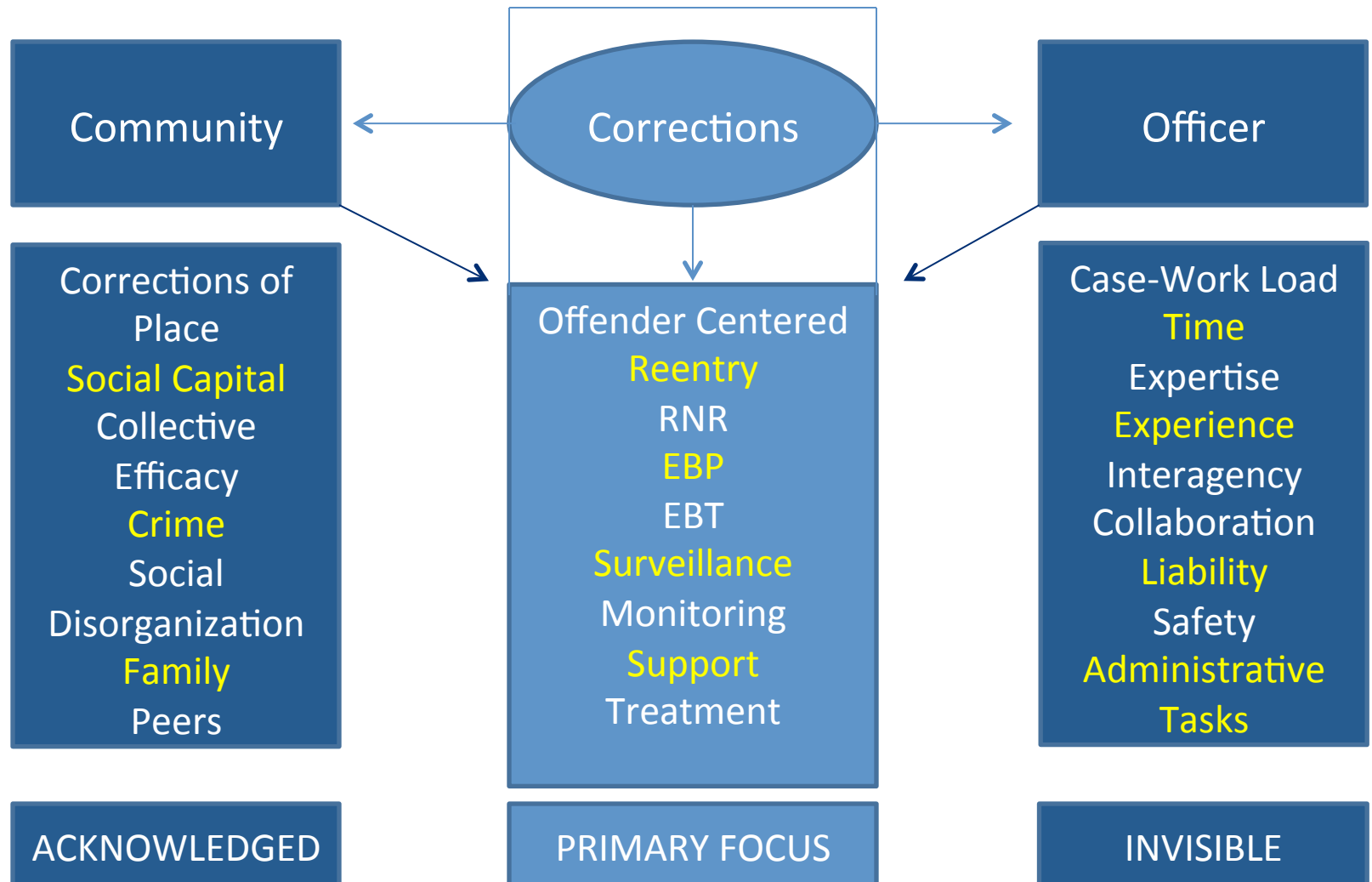
**Establishes a sense of responsibility  
among the community**



**DR. FAITH LUTZE**

**Washington State University**

# Community Corrections Officers



# Corrections of Place

*Shifts from offender-centered approaches. . .*

*. . . to community-centered approaches . . .*

*. . . with an emphasis on community safety.*



“Becoming relationally focused, as opposed to offender centered, means that new ways of supervising and working with offenders and the communities must be invented.”

Lehman, 2001, p. 45



# What is Community?

\* Geographic location



\* Complex social and kinship networks

\* Functional

# Elements of Community

Social  
Capital

Collective  
Efficacy

Both affect the ability of citizens to mobilize to  
**advance their own and community interests**



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# Spokane, WA Officer

How do I define community?

I don't have a definition for community [laughs]. I

don't give my job a lot of thought other than to

come in and deal with whatever

**fires need to be put out for that particular day. . . .**

I don't usually sit down and work out philosophy or

definitions of community or anything else.

# Necessity of a Place-Based Approach

- Common for 30-50% inmates to return to a single city
- Within each city, one third returned to only 5 or 6 neighborhoods
- Return to same environment that compromises likelihood of success



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# Why Corrections of Place?

1. Enhance informal social control.
2. Improved short- and long-term outcomes.
3. Shared responsibility for achieving social control and reintegration of offenders.



# Enhancing Informal Social Control

## Collective Efficacy (CE)

- refers to the **processes** of informal social control and social cohesion among residents
- CE involves **shared expectations** about order and control, activated ties, and acts of informal control
- Research shows that **informal social control** is more effective than formal social control.

(Sampson, 2012)



# Improved short and long-term outcomes

- Strong collective efficacy in a geographic area is associated with **lower crime rates**.
- Diminishes inter-generational disadvantage

(Sampson, 2012)

BETTER HEALTH

LESS CRIME

INCREASED GRADUATION RATES

# Shared Responsibility: Achieving Social Control and Reintegrating Offenders

Agencies can increase collective efficacy (CE) when they enter relationships among local community organizations.

**NGOs are a critical** part of creating and enhancing CE

**Shared expectations** of order, community trust, and response time to community crises are all enhanced by strong community NGOs.

# Chicago Research: Density v. Diversity

- The density of social ties among community members and between organizations is NOT as strong a force in establishing CE as the diversity of social ties among NGOs and citizens.
- There is not a single type of organization in a neighborhood (or city) that establishes or promotes community trust and shared expectations of order.



# Integrating CE into Supervision: Which Organizations?

- The **number of non-profits** in a city or neighborhood and their **diversity of services** is a good place to look for established CE.
- The more **interdependent NGOs** the greater the ability to serve the community through goods and services or controlling crime.
- Be **selective** in developing partnerships!



# Selecting Partners

## Collaborative Capacity

- Organizational capacity
- Programmatic capacity
- Resource capacity
- Network capacity
- Political capacity

## Effective Strategies

- Align goals and projects with local priorities
- Craft effective messaging
- Garner wide-based community support
- Cultivate relationships with government decision makers

# How to Connect with Community Organizations

- From a “corrections of place” approach:
  - **Activation** from an organizational perspective
  - **Share information** with organization managers about how probation works
  - Get involved with the organization(s) toward establishing a **long-term relationship**
  - Employ a **restorative focus** to the work you will do with community organizations and how probation works to enhance community cohesion.
  - Be **inclusive** of members of community organizations in meetings with line staff

# Real World Examples

- **Chicago Area Project**
  - Network of grass-roots organizations; focus is on youth development
- **East Brooklyn Congregations**
  - Consortium of non-profits including schools, religious organizations, homeowner associations
- **New Orleans Neighborhood Partnership Network**
  - Network of neighborhoods; facilitates neighborhood communication and citizen-citizen government relations; created in response to Hurricane Katrina



# Neighborhood-Based Supervision Spokane, WA

- Assign officers to specific neighborhoods
- Officers work cooperatively with community members and key stakeholders
- Officers tailor interventions to the unique needs of the community served



# NEIGHBORHOOD BASED SUPERVISION PARTNERSHIPS

Community  
Driven

Community Organization  
Driven

Agency Driven

Neighborhood

Non-Government  
Organizations

Government  
Institutions

Family  
Neighbors  
Peers  
Churches  
Businesses  
Schools  
Community  
Groups  
Social Clubs  
Parks and  
Recreation

AARP  
Lutheran Community Services  
St. Ann's Catholic Church  
Career Path Services  
Greater Spokane Substance  
Abuse Council  
Landlord Association of NW  
The HOG Group, Lonewolf  
Chapter

County  
Prosecutor's  
Office  
Spokane PD  
WA DOC  
District &  
Superior Court  
DSHS  
Spokane CC  
Spokane Public  
Schools  
Code Enforce.

# Pros and Cons for NBS Officers

- Community knowledge
- Relationship with Offenders
- Relationships with Agencies
- Visibility in the Community
- Slightly less stress
- Belief likely to be backed in law suit

- Caseload and workload
- Too many offenders
- Community events after hours
- Community contact not built into evaluation— still offender centered
- Community resistance
- Partners overstressed
- Mission distortion

# Pros and Cons for Agency

- Strategic deployment
- Efficiency
  - Travel time, costs, access
- Shared responsibility
- Greater access to resources
  - Police, DSHS, Support
- Less crime

- Preparing for innovation
- Institutionalizing practice
- Liability
- Sustaining professional autonomy



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**SCOTT MAURER**

Georgia State Board of Pardons and Parole



# Georgia Parole Board - Overview



- Independent State Agency
- 5 appointed Board Members serve staggered 7yr. terms
- 5 regional areas divided into 47 districts & sub-offices
- 665 total employees (including 39 Chief Parole Officers, 34 Assistant Chiefs, 257 Parole Officers)
- 24,700+ adult parolees under supervision

# Community Supervision



“By supervising offenders where they live, fostering relationships with those who know them best, and becoming familiar with local resources and high-risk areas, parole and probation officers are much better positioned to manage their caseloads.”

Pew, 2008



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# Public Safety



More time in the community increases relationships with law enforcement and community stakeholders

Jannetta & Lachman, 2011



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# Why Virtual Offices?

## A Perfect Storm:

- Leadership change
- Philosophical change in supervision approach
- Emphasis on community supervision / high risk
- Research on community supervision
- Justice reinvestment
- Empty leased offices
- Criminal Justice Reform



# Criminal Justice Reform Council



“The Council strongly recommends that where potential savings are achieved, a portion be **reinvested** into those options that have been proven to reduce recidivism and improve public safety. These include ... strengthening community supervision.”

*Report of the Special Council on Criminal Justice Reform for Georgians  
November 2011*

# “Virtual Office” Concept

Parole officers can perform traditional office jobs in the field:

- Access offender management system
- Print and scan documents
- Conduct hearings and meetings by video conference



# Initial Proposal



- ✓ Over a 3 year period, eliminate/combine selected offices
- ✓ Redirect real estate and other savings into 70 vehicles and equipment
- ✓ Reinvest and convert identified parole offices into Day Reporting Centers (DRC's)



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# Policy Issues and Considerations

- Required budget cuts (3% in FY13)
- Legislative approval on budget redistribution
- Closing existing offices
- Vehicle assignments
- Home offices
- Management issues



# *Paradigm Shift in Parole Supervision*

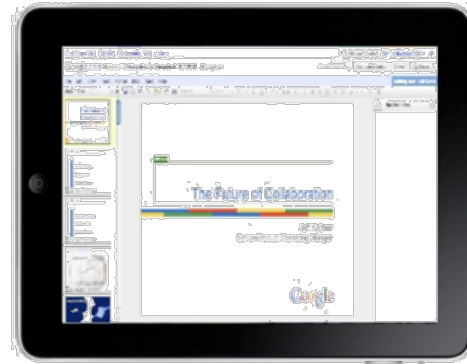
- Emphasis on community supervision
- Parole supervision teams
- Elimination of “report days”
- Officer goes to offender
- Increased use of technology

# Field Communication - Mobility Strategy

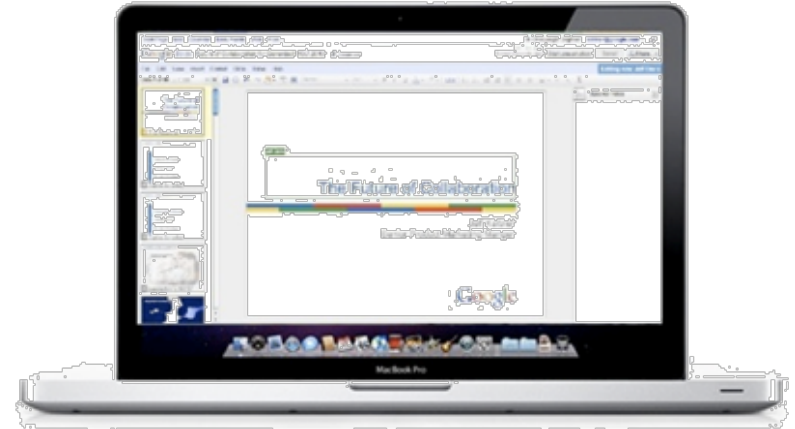


## Android Razr Maxx Smartphone

- 550 units deployed
- Full integration with Google Apps.
- Video camera / talk
- Device functions as a hot spot for internet access



## Tablet In testing



## Chromebook

- Laptop replacement?
- 10 second boot time
- Minimal setup required
- Inexpensive to buy and support
- Easily managed with the Admin Console

# Desired Outcomes/Performance Measures

- Increased re-entry partnerships and resources
- Increased successful completion rates
- Increased meaningful and collateral contacts
- Increased employment
- Increased participation in treatment
- Reduced violations and revocations / recidivism
- Enhanced public safety



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# Increasing Partnerships

- State, local, community, faith based
- Community Impact Program (CIP) – 7 locations
- Day Reporting Center (DRC) – 13 locations
- Utilize Correction's probation detention centers – 12 locations
- Parole run Transitional Center “Max-out” program in State prisons – 13 locations
- Parole offices co-located in GA Dept. of Correction's probation offices – 15 locations
- Federal Joint Task Forces – US Marshals, FBI, ATF, DEA



# Virtual Office Early Outcomes

	<b>6 Months BEFORE (N)</b>	<b>6 Months AFTER (N)</b>	<b>% Change</b>
Face-to-Face Contacts	15,256	18,807	<b>+23%</b>
Parole Completions	1,085	1,092	<b>+1%</b>
Parole Revocations	256	237	<b>-7%</b>

# Future Steps

More efficient and effective supervision utilizing a community approach to offender re-entry:

- ✓ Increase in meaningful contacts
- ✓ Increase community resources
- ✓ Reduce recidivism
- ✓ Impose swifter sanctions
- ✓ Increase networking
- ✓ Increase technology
- ✓ Increase focus on reentry



# Questions?

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Scott Maurer – [scott.maurer@pap.ga.gov](mailto:scott.maurer@pap.ga.gov)







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