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.
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 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 in 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 impact 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 26th 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?

Information about our specialized training, current projects, and next institute can be found on the website.
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.
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
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
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
Why Corrections of Place?

1. Enhance informal social control.

2. Improved short- and long-term outcomes.

3. Shared responsibility for achieving social control and reintegation 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.

Sampson, 2012
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

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

Community Organization Driven

- Non-Government Organizations
- 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

Agency Driven

- Government Institutions
- 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

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

**Cons**
- Preparing for innovation
- Institutionalizing practice
- Liability
- Sustaining professional autonomy
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
“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
More time in the community increases relationships with law enforcement and community stakeholders

Jannetta & Lachman, 2011
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
“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)
Policy Issues and Considerations

- Required budget cuts (3% in FY13)
- Legislative approval on budget redisposition
- 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
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
Parole District Office Status as of July 2013, all utilizing the “Virtual Office” model

- 33 Full Virtual Offices
- 14 “Brick” Offices
# Virtual Office Early Outcomes

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<th>6 Months BEFORE (N)</th>
<th>6 Months AFTER (N)</th>
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<td>Face-to-Face Contacts</td>
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<td>Parole Completions</td>
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<tr>
<td>Parole Revocations</td>
<td>256</td>
<td>237</td>
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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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