Disclosure

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• Points of views or opinions in this document are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Justice.
The challenge for community supervision officers is to develop a quality relationship with the offender while balancing the goals of protecting the safety of the community (i.e., control) and rehabilitating the offender (i.e., care). (Skeem & Manchak, 2008)
Why Is Community Supervision Important?

- Protects public safety
- Provides accountability
- Protects internal and external program integrity
- Supports the progress of the participant
- Provides early intervention
- Acts as an adjunct to treatment
- Extends the team into the community
Who Does the Community Supervision?

- Probation
- Law enforcement
- Pre-trial services
- Community supervision officers
Research
10 Key Components

Key Component #5
Abstinence is monitored by frequent alcohol and other drug testing.

Key Component #6
A coordinated strategy governs drug court responses to participants’ compliance.
Principles of Evidence-Based Practices

Principle 1  Assess actuarial risk/needs – Offenders are not alike; determine the risk and need that must be addressed to reduce the likelihood of reoffending.

Principle 2  Enhance intrinsic motivation – Increase the offender’s motivation to change behavior.

Principle 3  Target interventions – Provide effective interventions matched to the offender’s criminogenic needs according to the principles of risk, needs, and responsivity.

Principle 4  Skill train with directed practice – Use cognitive behavioral methods when appropriate.

Principle 5  Increase positive reinforcement – Behavioral change is increased through positive reinforcement.

Principle 6  Engage ongoing support in natural communities – Prosocial family networks increase the resources available and reinforce positive behavior.

Principle 7  Measure relevant process/practice – Collect data to determine program impact on offender behavioral change as well as staff performance.

Principle 8  Provide measurement feedback – Encourage behavior change by providing feedback.
Guidelines for Community Supervision

“When assessment and planning do not occur or are conducted poorly, supervision is haphazard, conducive to negative outcomes, and ultimately indefensible.”

Patricia M. Harris, Associate Dean, University of Texas at San Antonio (1994)

Take away...

Individualized case or supervision plans for all offenders that outline specific supervision strategies.

Assess and reassess. Case and supervision planning is a dynamic process and should occur more than once during the supervision process.

Create goals, objectives, and task-oriented strategies based on information from the risk and needs assessment and alcohol/drug history. Goals, objectives, and strategies should be framed in a positive and strength-based context.

Establish a collaborative relationship with treatment providers and communicate regularly.
## Caseload Sizes

### Table 2

<table>
<thead>
<tr>
<th>Probationer Risk and Need Level</th>
<th>1990 Guidelines</th>
<th>2006 Guidelines</th>
</tr>
</thead>
<tbody>
<tr>
<td>ISP: high risk and high need</td>
<td>–</td>
<td>20:1</td>
</tr>
<tr>
<td>High risk</td>
<td>30:1</td>
<td>50:1</td>
</tr>
<tr>
<td>Moderate risk</td>
<td>60:1</td>
<td>50:1</td>
</tr>
<tr>
<td>Low risk</td>
<td>120:1</td>
<td>200:1</td>
</tr>
</tbody>
</table>

Probationers with 50:1 caseloads had significantly better probation outcomes, including fewer positive drug tests and other technical violations.

Probation officers with caseloads substantially above 50:1 had considerable difficulty accomplishing their core missions of monitoring probationers closely and reducing technical violations.

*Sources: APPA (1991); Byrne (2012); DeMichele (2007)*
Caseload Sizes

Benefits of 30:1 Caseloads

More frequent and longer contacts

More specialized services designed to reduce risk to public safety

Significantly lower recidivism rates lasting for at least $2\frac{1}{2}$ years, including fewer new arrests for drug, property, and violent crimes

Source: Jalbert et al., 2010
Treatment court probation officers should be supervising only treatment court cases

**Recommended caseload 30:1**

Why?

- Monitor meetings and status hearings
- Contribute critical observations and information during pre-court staffing
- Perform drug and alcohol tests
- Deliver cognitive behavioral criminal-thinking interventions
- Conduct field visits
Law Enforcement Involvement

Law enforcement is a member of the treatment court team
Recidivism reduction* ↑ 88%

Law enforcement attends court sessions
Recidivism reduction* ↑ 83%

*Recidivism reduction relative to treatment courts that do not follow these practices.

NPC Research meta-analysis, 2008
Case Planning
Examples of Case Managers

Probation
Treatment
TASC (Treatment Accountability for Safer Communities)
Pre-trial services
Private agencies
Community-based organizations
Coordinator

What is the difference between treatment case managers and probation officers?
Risk, Needs, and Responsivity Assessment

A validated risk, needs, and responsivity tool is used prior to acceptance into treatment court.

Static and dynamic factors must be gathered to generate an accurate assessment of the offender.

Share the assessment with the team. Information the probation officer or case manager gathers is a baseline for further action, supervision, and progress.

Individualized case planning is derived from the assessment outcome.

APPA recommends that probationers be reassessed every 6 months at a minimum.
MUST DO SOMETHING WITH INFO!

You can assess 'til the cows come home

Assessment    Action
ASSESSMENT LEADS TO CASE PLANNING

- Recovery
- Peer and Family Relationships, Education, Employment
- Trauma
- Meds, Money, Housing, Substance Use Disorder Issues, Mental Health Issues, Trauma, Physical Assessment leads to case planning.
The case plan is the backbone of the supervision process.

The case plan serves as a map of how staff and the offender will identify and solve the offender’s problems.

The case plan must include client input to enhance engagement. Role clarification?

The case plan is a comprehensive strategy that outlines the goals and obstacles that may arise during the supervision process.

External controls: Outside forces that influence the offender’s behavior.

Internal controls: The offender’s intrinsic (inner) motivations that drive behavior.
Fieldwork
You cannot visit and test too much, but you **CAN** do too little.

This group is high risk and high need.

Caseload sizes **MUST** be kept in check to allow field visits and testing on a frequent basis. These caseloads are defined within an overall workload.
Home Visits

Announced and unannounced

Different times and days of the week

Nongovernmental hours

Event visits, etc.

Condition of the home: Safe?
Clean?

Food in the refrigerator?
Home Visits

Engagement of family?

Test (PBT or oral swab)

Curfew checks

Catch them doing something right
Home Visits Can Be Critical!

Participant found dead in bedroom

Had been drinking over the weekend

Court didn’t test at night or over the weekend
Search

Pre- or post-plea court?

Fourth Amendment waivers

Extent of search activities has to be framed by the nature of the court order or by waivers and consents to search.
Search

Signs of polysubstance use? (Oxy? Xanax?...)

Alcohol-based substances?

The more you look, the more the client has to think twice before violating the terms and conditions
Be Aware of Everything
Be Aware of Everything
What We Should See
Surveillance

Watch treatment, office visit, court, job: **Do they drive away?**

Observe associates who may present danger to recovery.

Prepare to take action if necessary.
Benefits of Supervision

Immediate responses to behavior

Problem-solving assistance

Identify service gaps and barriers

Encouragement and support

Program integrity

Real-time communication
Strategic Planning Notebook

Connect how the topic relates to recovery

Write down these connections to recovery

Share ideas on how to incorporate the topic into your program