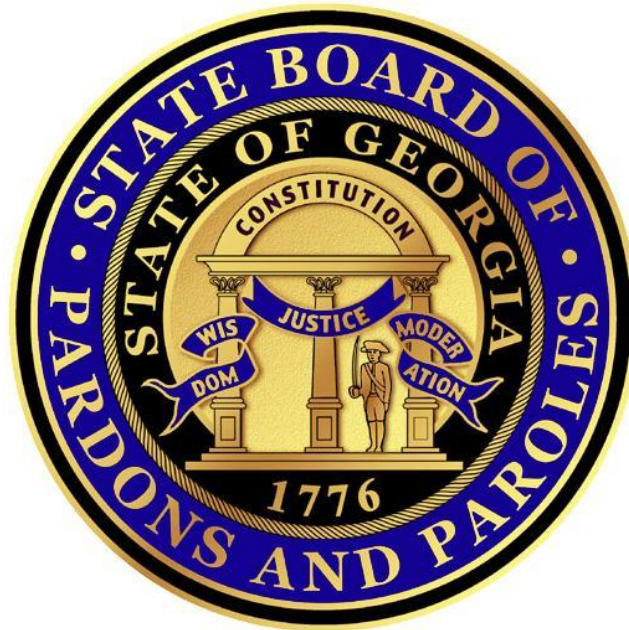


BRINGING SUPERVISION TO THE COMMUNITY: VIRTUAL OFFICES FOR PAROLE OFFICERS



APPA 2015 Winter Training Institute



Michael Nail, Executive Director
Georgia State Board of Pardons and Paroles

Board Members: Terry E. Barnard, Chairman – James W. Mills, Vice-Chairman
James E. Donald – Albert R. Murray – Braxton T. Cotton

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The New Work Environment

- **As the nation's workforce continues to move toward electronic and/or virtual work environments, Probation and Parole must keep pace**
- **Advances in affordable smart mobile technology provides opportunities for change**
- **Probation & Parole must embrace change and look for new innovative ideas and solutions to meet their objectives**

What is the Virtual Office Concept?

- **A work environment in which employees work cooperatively from different locations using a computer network**
- **Workers gather electronically to collaborate and/or carry out other work activities**
- **The actual physical locations of the employees working in a virtual office can be temporary or permanent; in their homes, satellite offices, automobiles — nearly anywhere**



Why Virtual Offices for Georgia Parole?

A Perfect Storm:

- Leadership change
- Decreasing budgets
- Increasing offender population
- Research on community supervision
- Philosophical change in supervision approach - emphasis on community supervision & high risk
- Increased oversight from public and governmental groups
- Criminal Justice Reform and Justice reinvestment
- Outdated IT application infrastructure
- Increased demand for effectiveness and efficiency with an outcome driven focus



Research, Driving Forces, Initial Proposal and Intended Benefits



**What
does the
research say?**

Research

PewResearchCenter

“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.”

Putting Public Safety First, 2008 PEW Report

Research



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

- “Police and supervision agencies can partner to facilitate supervisee success.”
- “Partnership helps police and community supervision agencies intervene to interrupt criminogenic behaviors.”
- “Building on the distinct strengths of both police and community supervision agencies, such partnerships can aid in the prevention of crime and enhance public safety.”

Driving Forces

GA Criminal Justice Reform Council



- May 2012 Governor Deal signs House Bill 1176
- Major Sentencing Reform Package
- Focused on Reentry and Alternatives to incarceration for non-violent criminals
- Projected savings of \$264 million over 5 years

Driving Forces

GA 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*

Driving Forces

Driving Forces

- Time spent in the community
- Networking & information sharing opportunities
- Reduces the costs associated with office space and utilities
- Increased officer safety
- More effective field supervision model decreasing recidivism
- Improved time management and productivity
- Increases employee morale, recruitment and retention

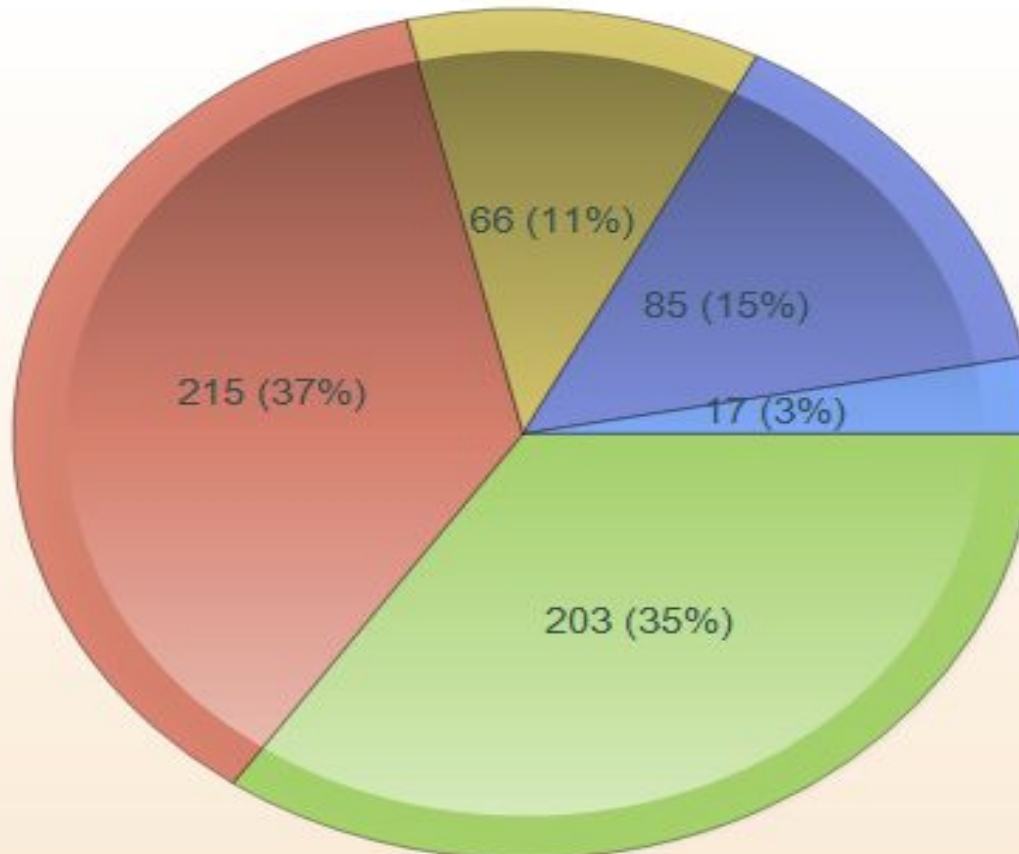
Constraining Forces

- Initial cost
- Decreased face-to-face communication w/co-workers
- Possible technical difficulties
- Requires staff to be self-starters and be able to function with decreased management supervision
- Potential for isolation and separation among staff
- Requires a new management paradigm

Officers would have a greater impact on offenders, if they were able to spend additional time in the field with real-time communication & information access.

I believe I would have a greater impact on offenders, if I were able to spend additional time in the field with real-time communication and information access.

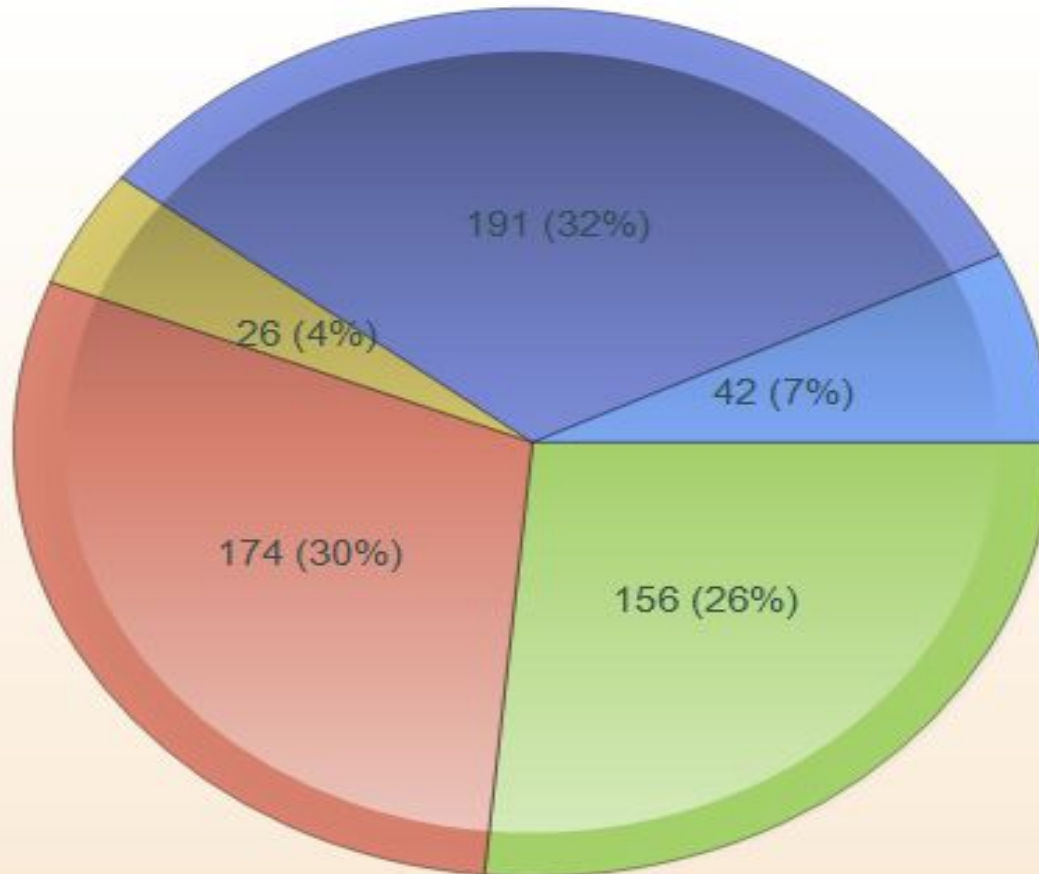
Strongly Agree Agree Undecided Disagree Strongly Disagree



Officers spending at least 70% of work time in the field supervising offenders.

I spend at least 70% of my work time in the field supervising offenders.

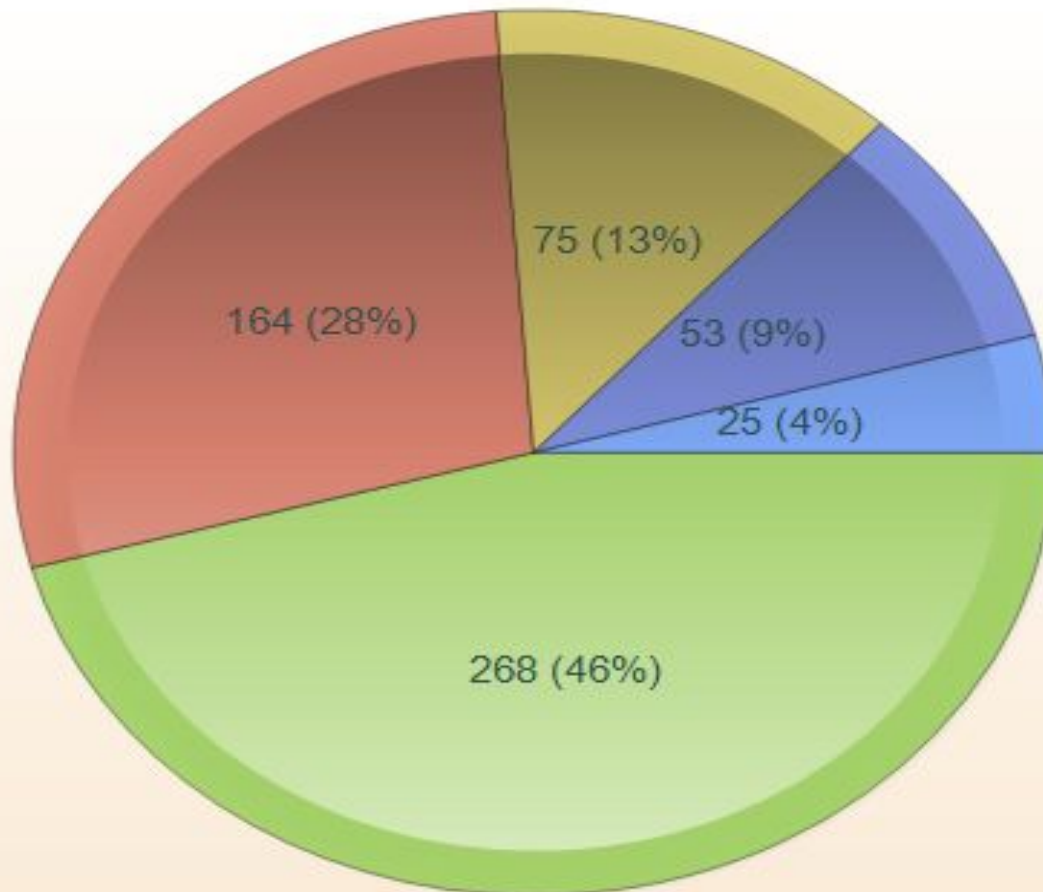
Strongly Agree Agree Undecided Disagree Strongly Disagree



Officers feel the introduction of a new communication device (i.e. handheld tablet) would benefit their field supervision efforts.

I feel the introduction of a new communication device (i.e. handheld tablet) would benefit my field supervision efforts.

Strongly Agree Agree Undecided Disagree Strongly Disagree



Change in Practices



Change in Practices

Paradigm shift in parole supervision

- Emphasis on community supervision; partnerships vs. stand alone agency
- Parole supervision teams
- Elimination of “report days”
- Officer goes to offender – not offender to officer – for initial interview, routine paperwork, drug tests, administrative hearings, etc.
- Increased use of technology; mobile devices, Google, Anytrax voice monitoring

Change in Practices

Increasing Partnerships

- State, local, community, faith based
- Community Impact Program (CIP) – 7 locations
- Day Reporting Center (DRC) – 13 locations
- Utilize Correction's 12 probation detention centers
- Parole run Transitional Center "Max-out" program in 13 State prisons
- Parole offices co-located in 11 GA Dept. of Correction's probation offices
- Federal Joint Task Forces – US Marshals, FBI, ATF, DEA

Desired Outcomes/Performance Measures

- Increased re-entry partnerships and resources
- Increased successful completion rates
- Increase in meaningful contacts and collateral contacts
- Increase in employment
- Increased participation in substance abuse and mental health treatment when needed
- Reduction in violations and revocations / recidivism
- Public safety enhanced

Technology



Technology

Mobility – the New Paradigm

- ✓ **The mobile revolution is rapidly transforming how organizations access critical business information**
- ✓ **The goal is to enable Parole Officers to flow from device to device as the tactical situation dictates**

Technology

Old Hardware Model

- **Dell Laptops**
- **Microsoft Office Suite**
- **Individually configured for each person**
- **Continuous Patching Required**
- **10 to 15 Minute Boot Cycle**
- **Expensive**
- **Support Intensive**
- **Lotus Notes Email**
- **Non-Smartphones Issued**
- **No email in the Field**



Technology

Virtual Office Requirements

- **Multimodal communications device**
- **Phone**
- **Video Conferencing**
- **Email and Instant Messaging**
- **Secure mobility client (VPN)**
- **Enterprise Application Manager**
- **Virtual desktop capability**
- **Wireless / Mobile Printing**
- **Docking capabilities**



Technology

Field Communication & Mobility Strategy *Virtual Office Reinvestment in Technology*

Officers can utilize mobile devices appropriate to the setting:



Samsung Galaxy S4 Smartphones

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



Chromebooks

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

HP 8600 Multi-function printers



Technology

Google Apps for Government

- **Google G-mail** – Works on any computer or mobile device with a data connection; offline support lets you keep working when disconnected
- **Google Drive** – Share files or whole folders with individuals, your team or customers and partners. Multiple people can work on the same document at the same time.
- **Google Sites** – Build project sites as easy as writing a document
- **Google Calendar** – Calendar sharing allows for people determine when best to meet, and “smart scheduling” offers meeting times that work for all
- **Google Voice** – allows for phone calls and text messages to be made from a desktop or mobile device & can ring multiple phones simultaneously
- **Google Hangout** – HD multi-way video chat to meet with your team from anywhere, up to 15 people



Mail



Drive



Sites



Calendar



Voice



Hangout

Technology

Agency Portal Initiative

Any Device

Provide Connectivity to all Agency Applications from any Device - Desktop, Laptop, Tablet, Smartphone

Efficient

Ability to deliver the functionality that our user's need to the device that makes the most sense

Security

Secured Infrastructure



The Virtual Parole Office in Georgia



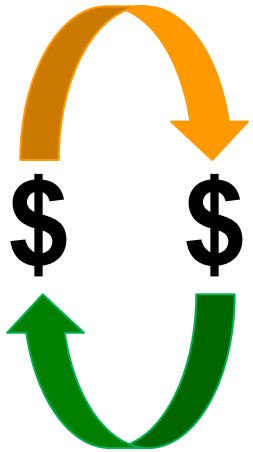
The Virtual Parole Office in Georgia

Initial Proposal



- ✓ Over a 3 year period, eliminate or combine selected parole offices
- ✓ Redirect real estate and other savings into 40 vehicles and equipment for each field parole officer team, so work can be done in the community instead of an office
- ✓ If advantageous to GA Dept. of Corrections, reinvest and convert identified parole offices into Day Reporting Centers (DRC's)

The Virtual Parole Office in Georgia



**Submitted to
Governor's Office
of Planning & Budget**

- ✓ Request that real estate, telecommunications, and other savings be reinvested for vehicles and equipment necessary for parole officers to work in a “virtual office” environment
- ✓ No increase in agency budget anticipated

The Virtual Parole Office in Georgia

Budget, Policy Issues and Considerations

- Required budget cuts
- Legislative approval on budget redistribution (Justice reinvestment)
- Office “shut downs” (support staff, furniture, supplies, EM equipment, etc.)
- Vehicle assignments
- Home offices
- Management issues:
 - Oversight
 - Teamwork/morale



The Virtual Parole Office in Georgia

Concept Implementation

Pilot District: Albany Parole Office

- Implemented February 2012
- Consolidated office space (Parole & Probation)
- Increased interoperability
- Fostered positive community relations
- Enhanced collaboration with law enforcement
- Enhanced offender supervision
- Interoperability opportunities with Parole and Probation, sharing vehicles, computers, team approach to supervision

The Virtual Parole Office in Georgia

Some Lessons Learned

Pilot of the virtual office in Albany resulted in all of the potential benefits, but also provide learning opportunities:

- Management of Staff and Workflow
- Initial Interviews (Where & When?)
- Counseling / Programming (Where & When?)
- Drug Screens (Where?)
- Arrests (Secure Locations?)



The Virtual Parole Office in Georgia

New concept or new name for old job?



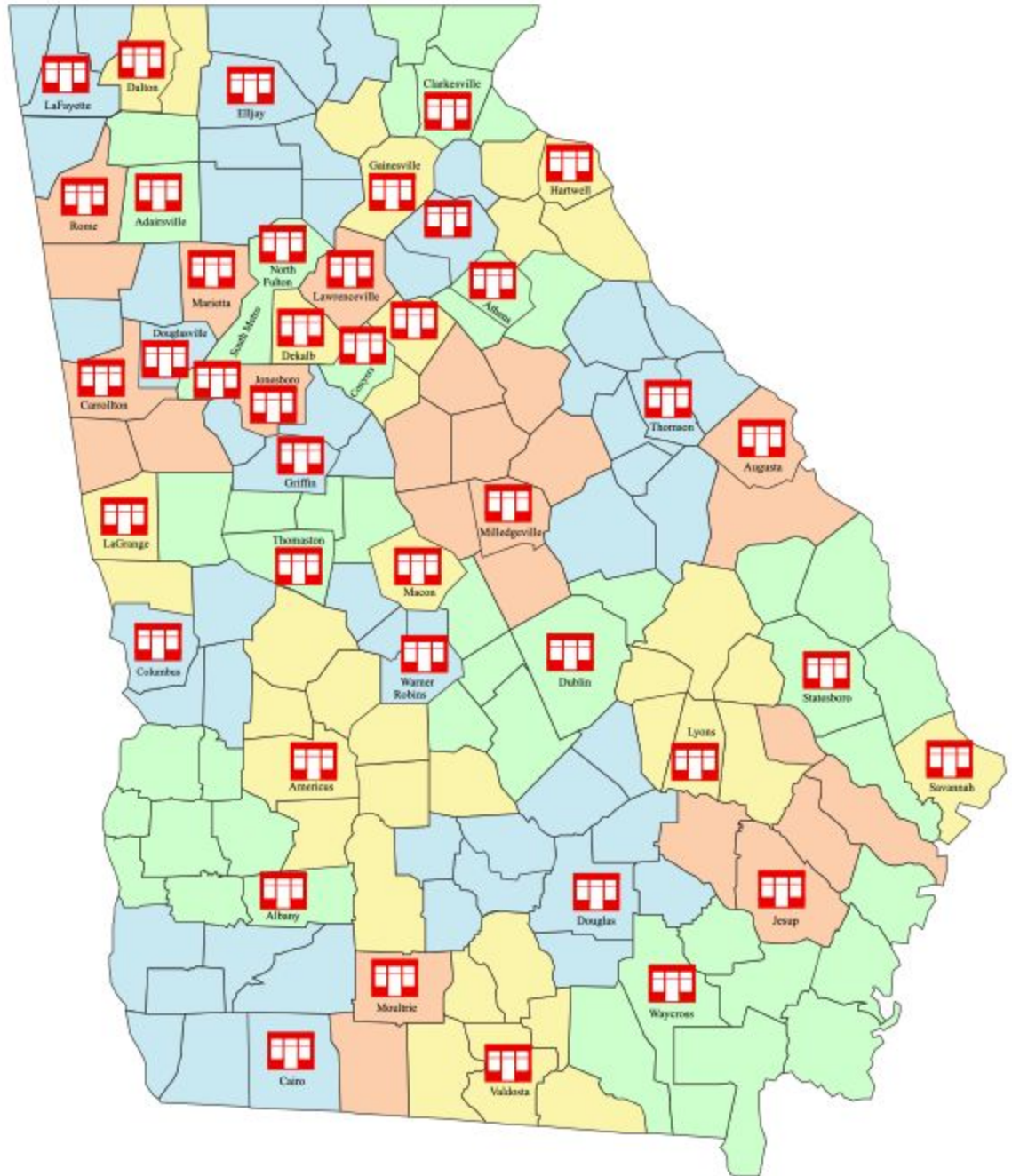
After months of experience, parole officers realized the Virtual Office is not new, but what many have been doing for years

The difference is new technology, enabling officers to carry out the Board's Mission without the need (and cost) of four walls

Georgia Parole Offices 2012



**41 brick and
mortar offices
in leased space**



Georgia Virtual Offices Current Status



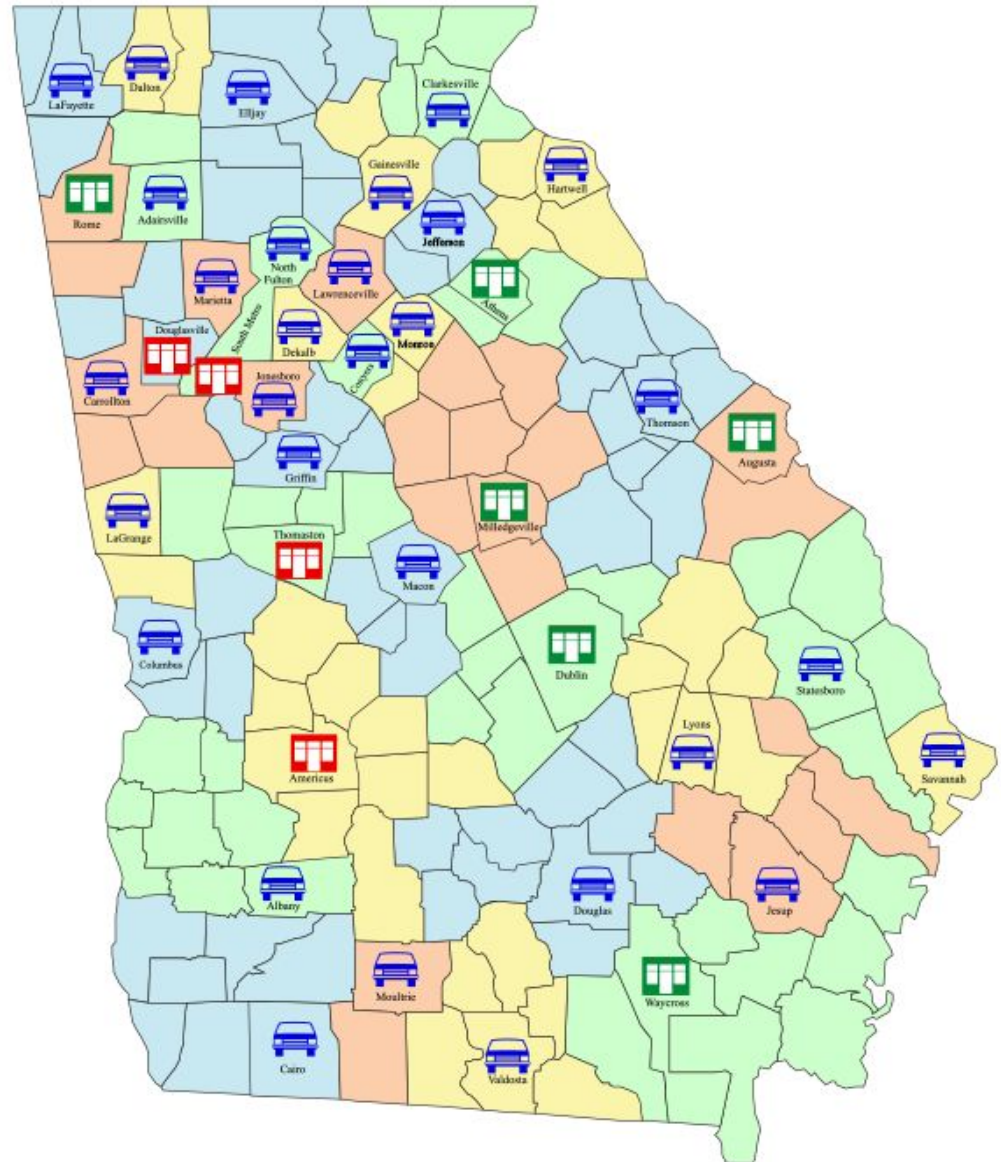
Virtual Office - 30



Free Office Space - 6




Leased Office Space - 4



Snapshot - Virtual Office Statewide Outcomes


Face to Face Contact of Higher Risk Cases

6 Months Prior to Virtual Offices Dec. 2011 to May 2012	Recent 6 Months Jan. 2014 to June 2014	Increase / Decrease
108% of population (pop. 6 mo. avg.)	121% of population (pop. 6 mo. avg.)	 +13%


Acceptable Parole Completions

Acceptable = No issues

Unacceptable = Minor violations

6 Months Prior to Virtual Offices Dec. 2011 to May 2012	Recent 6 Months Jan. 2014 to June 2014	Increase / Decrease
69% of population	71% of population	 + 2%

Parole Revocations

6 Months Prior to Virtual Offices Dec. 2011 to May 2012	Recent 6 Months Jan. 2014 to June 2014	Increase / Decrease
7% of population (pop. 6 mo. avg.)	5% of population (pop. 6 mo. avg.)	 - 2%

Snapshot – Expense Comparisons

	FY12	FY14 (thru 6/16/14)	Change	Difference
Real Estate Rents	\$ 2,574,174	\$ 967,240	↓	\$ - 1,606,934
Utilities	\$ 238,082	\$ 84,557	↓	\$ - 153,525
Telecom	\$ 1,172,063	\$ 761,279	↓	\$ - 410,784
MV Purchases	\$ 348,896	\$ 1,453,323	↑	\$ 1,104,427
MV Expense	\$ 753,793	\$ 856,741	↑	\$ 102,948
Totals	\$ 5,087,008	\$ 4,123,140	↓	\$ - 963,868

The Virtual Parole Office in Georgia

The Road Ahead

Next Steps:

- 1) Rebuild case management system, increasing capability and ease while supporting tablet use
- 2) Implement case management access and report functions (fees, etc.) in the Agency Portal
- 3) Obtain and issue tablets to Field Officers
- 4) Periodically review, update and refine the Virtual Office process

Long Term Anticipated Benefits

- **Increase in successful parole completions**
- **Reduction in criminal and parole violation arrests**
- **Reduction in parole revocations to prison beds**
- **Increase in meaningful contacts**
- **Increase in parole officer retention**

