



# Stakeholder Training

## *Probation 101*

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Administrative Office of the Courts  
and Probation

# Nebraska State Probation Vision Statement

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**Be a nationally recognized leader in the field of justice committed to excellence and safe communities.**

# Nebraska State Probation Mission Statement

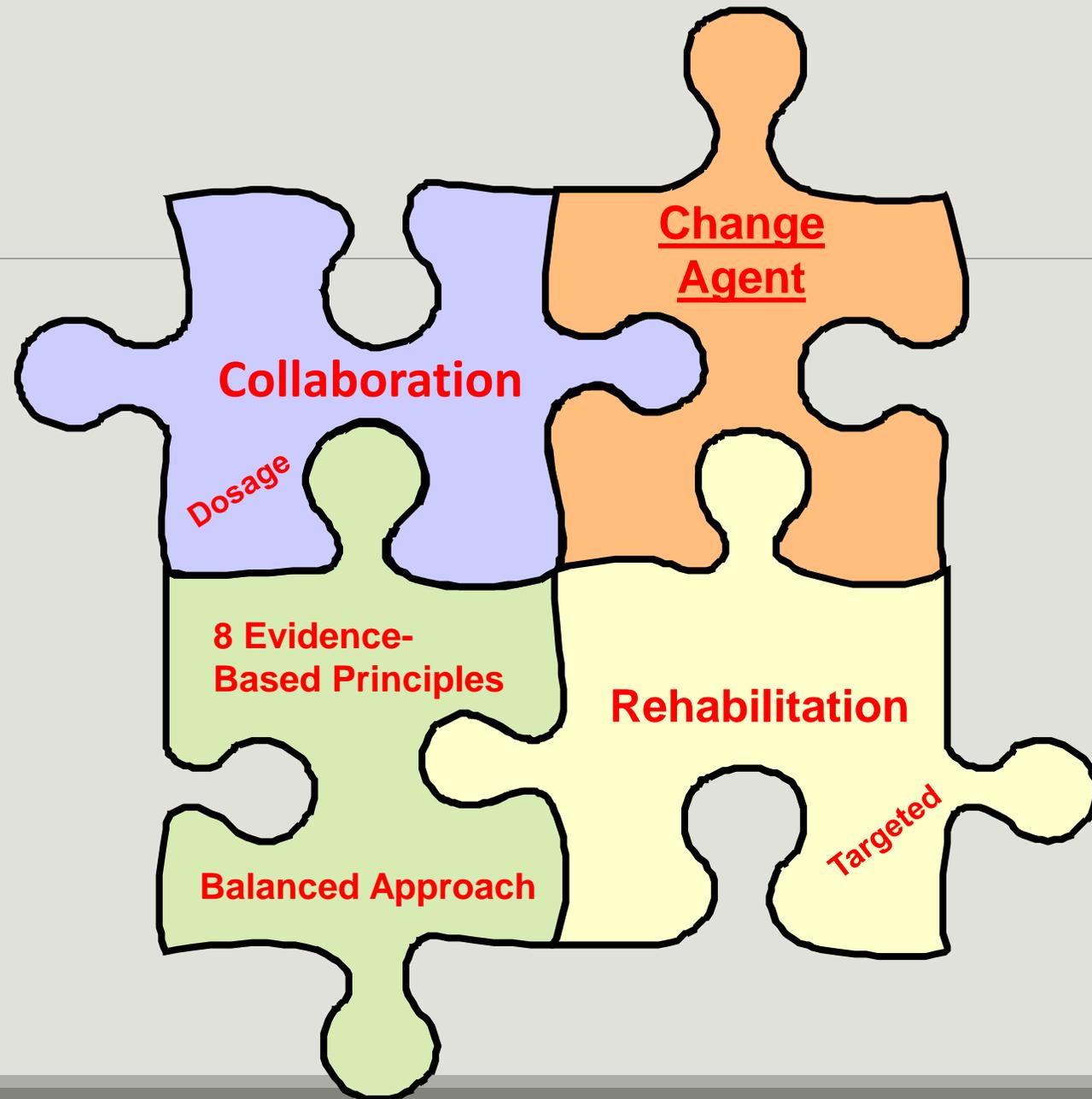
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We, the leaders in Community Corrections, Juvenile and Restorative Justice, are unified in our dedication to delivering a system of seamless services which are founded on evidence-based practices and valued by Nebraska's communities, victims, offenders and courts. We create constructive change through rehabilitation, collaboration, and partnership in order to enhance safe communities.

# Implementing the Mission

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Community Programs,  
Services, Restorative  
and Juvenile Justice



# Juvenile Probation System Goal for Reducing Recidivism:

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Preventing juveniles from returning to the juvenile justice system or entering the criminal justice system by:

- Engaging juveniles and their families in the juvenile court process
- Eliminating barriers to families accessing effective treatment and services
- Partnering with educational and community stakeholders to assure coordinated case management, focused accountability, and improved outcomes

# Client Outcomes

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- **Risk Reduction**: Youth involved in the juvenile justice system will receive targeted services that reduce assessed risk to reoffend upon release from supervision.
- **Placement**: An increase in utilization of community-based services will reduce the use of out-of-home placements.
- **Detention**: Reduce the number of youth placed in detention who are not high risk to reoffend.
- **Non-Delinquent Status Youth**: An increase in status youth who are deferred from the juvenile justice system or receive a decreased term of probation supervision.
- **Education and Employment**: A higher percentage of youth will be involved in pro-social activities including school and employment.

# Juvenile Justice System

Reduced Recidivism · Behavior Change · Safe Communities – Evidenced-Based Decision Making



Education and Appropriate Placement  
Culture and Gender Specific Service Delivery  
Youth Informed and Enhanced Family Engagement

# Probation is an Integral Part of the Judicial System and is Focused on Supporting the Judiciary.

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- Probation is focused on “People”
- Probation is focused on “Community Safety”
- Probation is focused on “Behavior Change”

# Recidivism as Defined by the Nebraska Supreme Court

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§ 1-1001. Uniform definitions of recidivism for Nebraska State Probation and Nebraska Problem-Solving Court

For the purpose of accurately assessing post-program recidivism across justice programs, Nebraska State Probation and Nebraska Problem-Solving Courts shall utilize the following uniform definitions of recidivism for all adults and juveniles within their respective programs.

(A) Adults:

As applied to adults, recidivism shall mean a final conviction of a Class I or II misdemeanor, a Class IV felony or above, or a Class W misdemeanor based on a violation of state law or an ordinance of any city or village enacted in conformance with state law, within 3 years of being successfully released.

(B) Juveniles:

(1) As applied to juveniles, recidivism shall mean that within 1 year of being successfully released from a probation or problem-solving court program the juvenile has:

(a) an adjudication pursuant to [Neb. Rev. Stat. § 43-247\(1\) or \(2\)](#).

(b) for a juvenile 14 years or older, a final conviction for a Class W misdemeanor based on a violation of state traffic laws or ordinances of any city or village enacted in conformance with state law; or

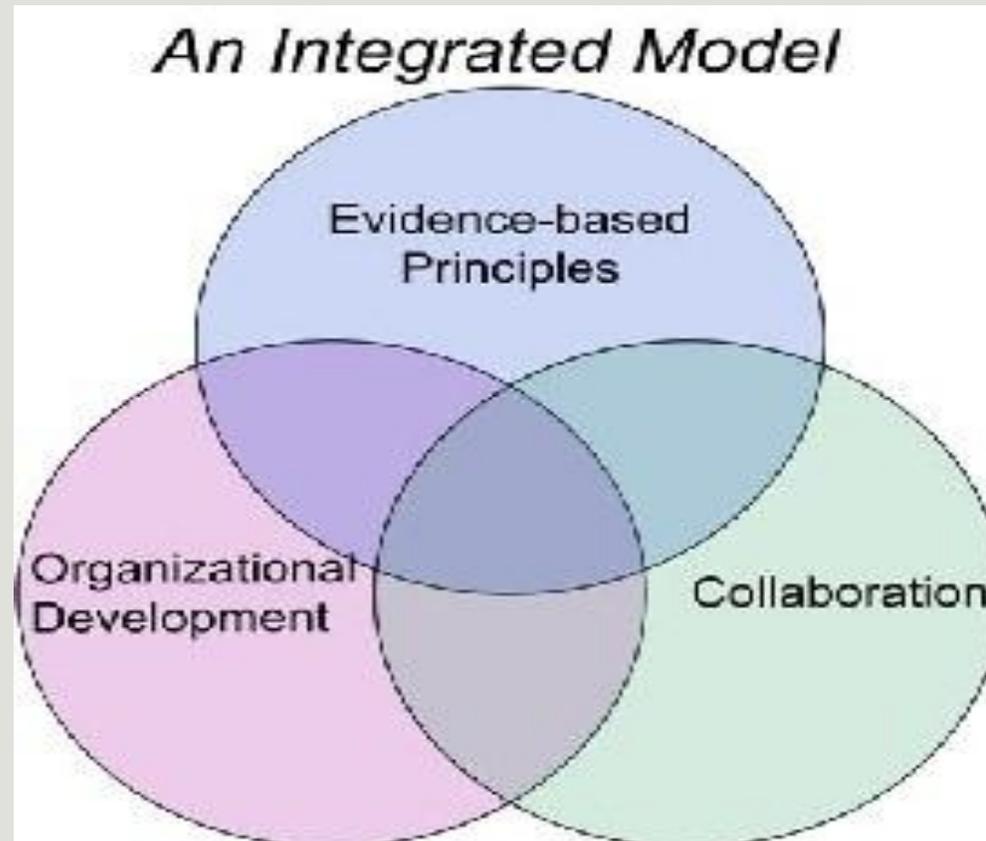
(c) a prosecution and final conviction as an adult for any crimes set forth in subsection [\(A\)](#) above.

(2) For juveniles that age out of the juvenile system within 1 year of program exit and who did not recidivate post-program as juveniles, the adult definition of post-program recidivism, including any drug-related or alcohol-related conviction, shall apply.

*§ 1-1001 adopted September 25, 2013.*

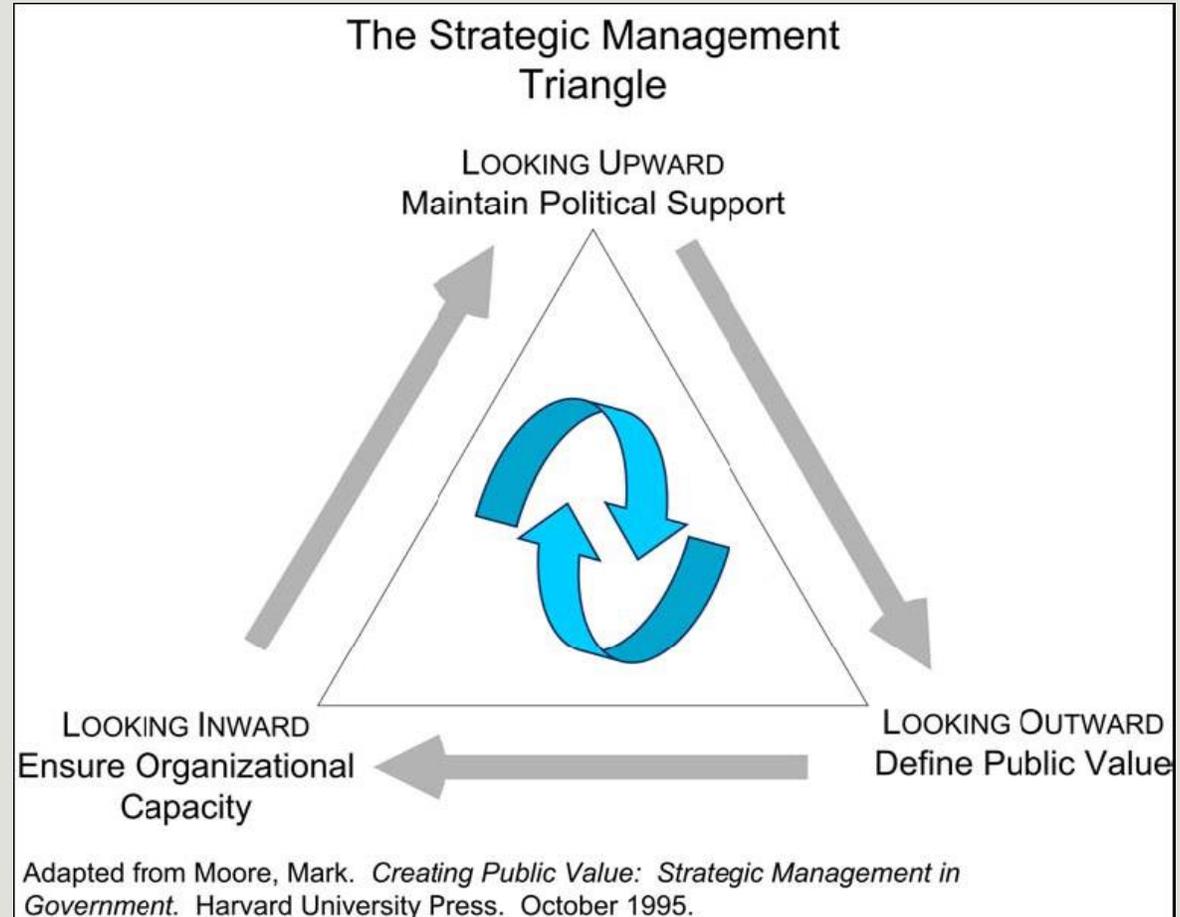
# Creating Successful Organizations and Systemic Change

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# Organizational Development

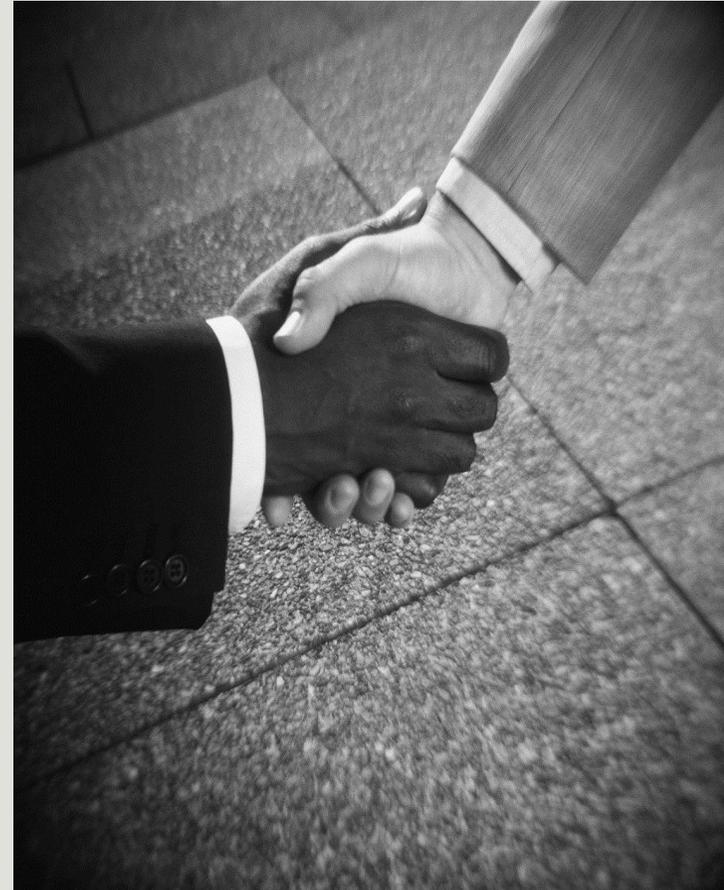
- Internal
- Political
- Public



# Collaboration

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- Stakeholders
- Interdependency
- Enhanced Supervision
- Step to Collaboration



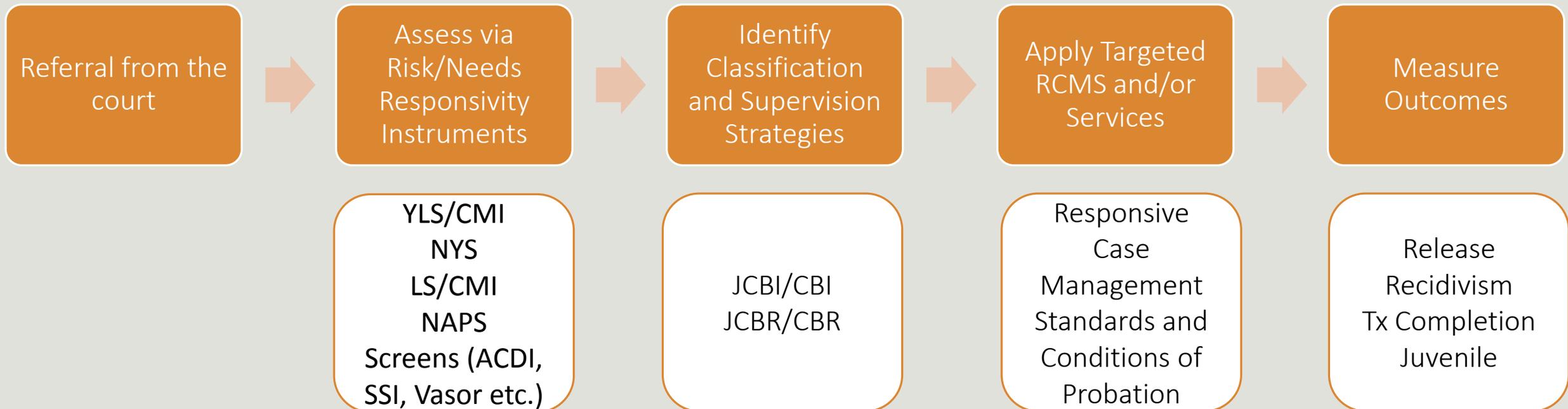
# Eight Evidence-Based Principles for Effective Interventions

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1. Assess Actuarial Risk/Needs
2. Enhance Intrinsic Motivation
3. Target Interventions
4. Skill Train with Directed Practice (Use Cognitive Behavioral Treatment Methods)
5. Increase Positive Reinforcement
6. Engage Ongoing Support in Natural Communities
7. Measure Relevant Processes/Practices
8. Provide Measurement Feedback

# Understanding the Foundation of “The Business”

## Apply the 8 EBP Principles



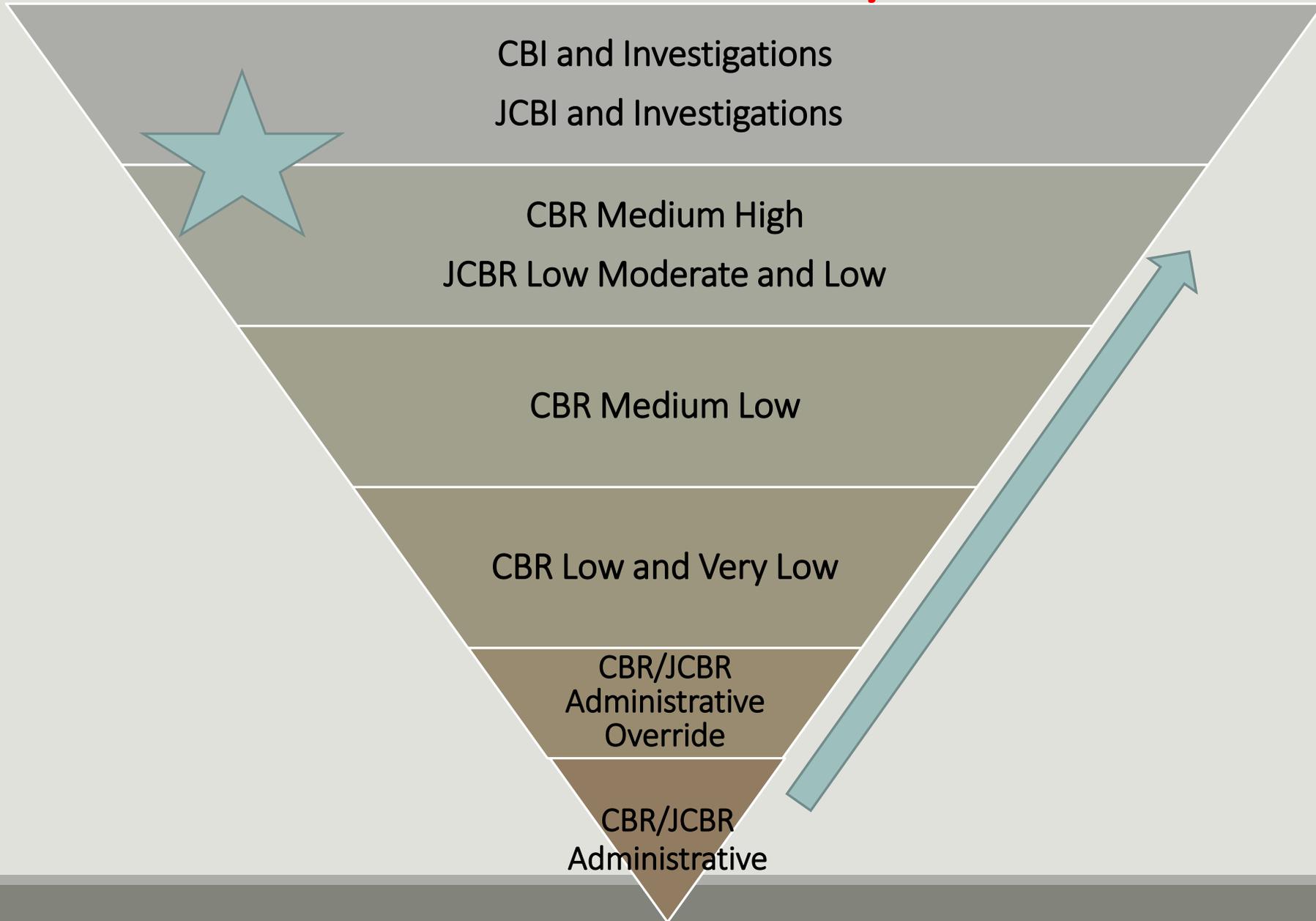
# Prioritize Primary Supervision and Treatment Resources for Those Who Are at Higher Risk

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- Revised the presentence/predisposition and supervision policies and procedures to focus on the higher risk adults/juveniles
- Created Community Based Intervention
  - (CBI / JCBI)
- Developing treatment resources to address probationers/juveniles at risk
- Developing programs based on recidivism reduction

\*(Gendreau, 1997; Andrews & Bonta, 1998; Harland, 1996; Sherman, et al. 1998; McGuire 2001, 2002; Council of State Governments Justice Center 2014)

# Order of Priority



# Shifting Resources to Higher Risk Clients Promotes Harm-reduction and Public Safety

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- Created the Community Safety Impact Models to shift staff resources toward higher risk adults/juveniles
- Trained staff in effective assessments and supervision
- Implemented supervision strategies focused on harm reduction and public safety

\*(Gendreau, 1997; Andrews & Bonta, 1998; Harland, 1996; Sherman, et al. 1998; McGuire 2001, 2002; Council of State Governments Justice Center 2014)

# Juvenile Probationer Supervision Community Based Intervention/Resources

JCBI

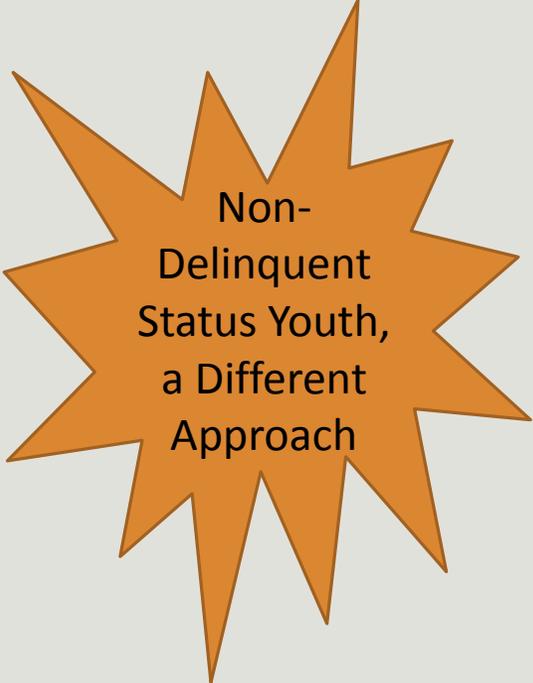
- **Very High (Caseload 1-15)**
- **High (Caseload 1-20)**
- **High Moderate (Caseload 1-30)**

JCBR

- **Low Moderate (Caseload 1-40)**
- **Low (Caseload 1-50)**

Admin

- **Administrative Override (1-100)**
- **Administrative (1-100)**



Non-  
Delinquent  
Status Youth,  
a Different  
Approach

# Core Elements of Case Management

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Parental Engagement

Team Meetings

Provider Engagement

Drug Testing

School Engagement

Victim Contact

Record Checks

Case Planning

Building Positive Support  
Systems

Relapse Planning

Electronic Monitoring

Transition Planning

Treatment Services

Ancillary Services

# Lessons Learned from the Research

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- Who you put in a program is important – pay attention to risk
- What you target is important – pay attention to factors leading to recidivism (i.e., substance abuse)
- How you target change is important – use behavioral approaches

Edward J. Latessa, Ph.D.  
Center for Criminal Justice Research

- “Tailor system policies, programs, and supervision to reflect the distinct developmental needs of adolescents.”

Council for State Government  
(CSG) Justice Center

# #1 Assessment Instruments Combined with Professional Judgment

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- ✓ Use the information provided by assessment instruments to examine an adult or juvenile's risk to reoffend
- ✓ Use the information provided by assessment instruments to examine what characteristics are driving the delinquent behavior

## #2 Motivate Adults and Juveniles to Change and Trust

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### “What Works” Research:

- Create Intrinsic Motivation
- Carrots vs. Sticks
- 1/3 of the Probationers Change
- Evaluate Programs

### We have Responded By:

- Officers are Trained in Motivational Interviewing
- Positive Reinforcement
- Higher Level of Skills
- Evaluation of Projects Completed or Underway

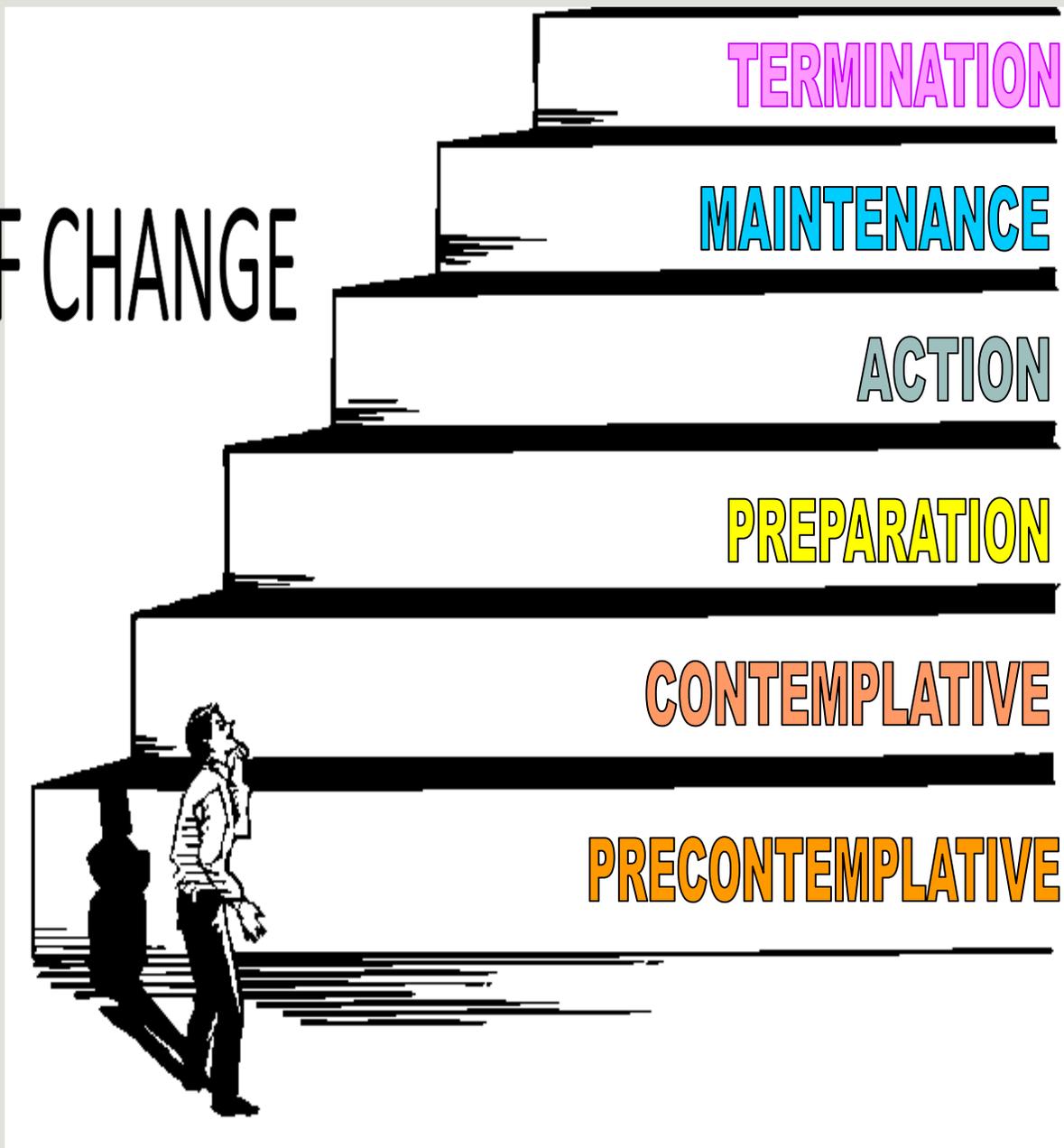
## #3 Target Interventions

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- Standardized Model for the Delivery of Substance Abuse Services/Fee for Service Voucher Program
- Reporting Centers
- Cognitive Programs
- MRT/Why Try
- Specialized Supervision
- SSAS, DV, Sexual Harm, Truancy, Trauma



# STAGES OF CHANGE



"I used to have a problem."

"It doesn't bother me much anymore."

"I'm working on it."

"What can I do about my problem?"

"Maybe I should make some changes."

"I don't have a problem. You do."

## #3 Target Interventions

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- a. *Risk Principle*: Prioritize supervision and treatment resources for higher risk.
- b. *Need Principle*: Target interventions to criminogenic needs (predictors of recidivism).
- c. *Responsivity Principle*: Be responsive to temperament, learning style, motivation, culture, and gender when assigning programs.
- d. *Dosage*: Structure 40-70% of high-risk probationer time for 3-9 months.
- e. *Treatment*: Integrate treatment into the full term of supervision/sanction requirements

# Big Four Criminogenic Risks

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Treatment should target factors associated with criminal behaviors.

Anti-Social Behavior/  
Low Self Control

- Build non-criminal behavior in risky situations
- Using prior and current dispositions to build new responses

Anti-Social Personality  
Pattern or Temperament

- Build problem solving and self management skills
- Develop anger management and coping skills

Anti-Social Cognition/  
Attitudes

- Reduce anti-social cognition
- Recognize high risk thinking patterns and feelings
- Adopt alternative identity

Anti-Social  
Companions/Peer Relations

- Reduce association with anti-social peers
- Enhance contact with pro-social individuals

# Other Criminogenic Risks

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Family  
Circumstances/Parenting

- Reduce conflict
- Build positive relationships and communications

Lack of  
Education/Employment

- Enhance academic performance
- Provide job readiness, pre-employment and job retention skills

Lack of Pro-Social  
Leisure or Recreation

- Enhance involvement and level of satisfaction with pro-social activities

Substance Use

- Reduce use and the supports for substance using behavior
- Enhance alternatives to substance use

## #3 Target Interventions

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- Matching the right Level of Care and Treatment
- Matching the right Service
- Matching the right Provider
- Matching the right Officer
- Matching the right Funding Stream

# Support Services

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## Standardized Model

- Serves as Provider standards for substance abuse evaluation and treatment

## Fee for Service Voucher

- Financial assistance program for the payment of substance abuse treatment
  - Felony and misdemeanor drug offenses
  - DUI III and Felony DUI
  - Felony revocation resulting from substance use
  - Juvenile Voucher System
  - Service dollars available for treatment and non-treatment

## #4 Skill Train

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- Facilitated Supervision Groups
- Role Play
- MRT – T4C – Why Try
- Cognitive Behavioral Treatment Methods

# #5 Positive Reinforcement

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- Relationship with the officer
- Focus on “Sparks”
- Intrinsic vs. Extrinsic
- Incentives

# Extrinsic Compliance

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- Probationer complies because of external forces
- Someone or something is making them comply



# Intrinsic Compliance

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- Getting the individual to change on the inside
- Internal change
- Self change



# #6 Engage Ongoing Support

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The role of sponsors

The role of family

- Officers trained in Enhanced Family Engagement (EFE)
  - Respect the family and their understanding of themselves
  - Encourage the family's participatory role as a valued partner
  - Empower families to engage in change

Colors and positive support

# #7 Measure Relevant Process/Practices –Evaluate

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- University of Nebraska Lincoln  
College of Law and Public Policy
- Dr. Kathleen Grant
- University of Nebraska Med. Center
- University of Nebraska at Omaha  
and Lincoln
- Council of State Government (CSG)
- Performance Reviews
- Quality Assurance Tools
- District Evaluations
- District Profiles...and More

# #8 Feedback

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- Satisfaction Surveys
- Research
- Performance Reviews
- Administrative

# 8 Evidence-Based Principles for Effective Application with Probationers

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1. **Assess Risk/Need** - Level of Service Inventories/NAPS/BDS/New Juvenile Intake Assessment Instrument
2. **Enhance Intrinsic Motivation** - Motivational Interviewing
3. **Target Interventions** -
  - a) Specialized Substance Abuse Supervision (SSAS)
  - b) Standardized Model for the Delivery of Substance Use Services
  - c) Fee for Service Voucher Program
  - d) Reporting Centers
4. **Skill Train with Directed Practice** – Cognitive Behavioral Groups
5. **Increase Positive Reinforcement** – Incentive Program
6. **Engage Ongoing Support** – Collaboration/Tools/RISE
7. **Measure Process/Practices** - Development of Performance and Outcome Measures
8. **Provide Measurement Feedback** – Employ “only” What Works

# Stages of the Juvenile Justice System

“WE LIVE IN A WORLD IN WHICH WE NEED TO SHARE RESPONSIBILITY. IT'S EASY TO SAY "IT'S NOT MY CHILD, NOT MY COMMUNITY, NOT MY WORLD, NOT MY PROBLEM." THEN THERE ARE THOSE WHO SEE THE NEED AND RESPOND. I CONSIDER THOSE PEOPLE MY HEROES.”

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- FRED ROGERS

# Law Enforcement Contact

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Cite and Release to  
Parents/Guardians

Request to  
Detain  
  
Intake  
Screening

Detain

Release  
(Alternatives)

# Nebraska Juvenile Probation Intake Purpose Statement

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The purpose of intake is to detain only those juveniles who pose a severe risk to the community or who are at risk to flee the jurisdiction. The most appropriate options which are the least restrictive and intrusive to the juvenile and their family will be chosen. The primary objective is to balance the best interest of the juvenile, family with the safety of the community.

# Juvenile Intake/Detention Alternatives

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Risk Assessment Instrument (RAI) targets appropriate use of detention

Detention Risk Assessments Measure

- Reoffend pending court
- FTA pending court

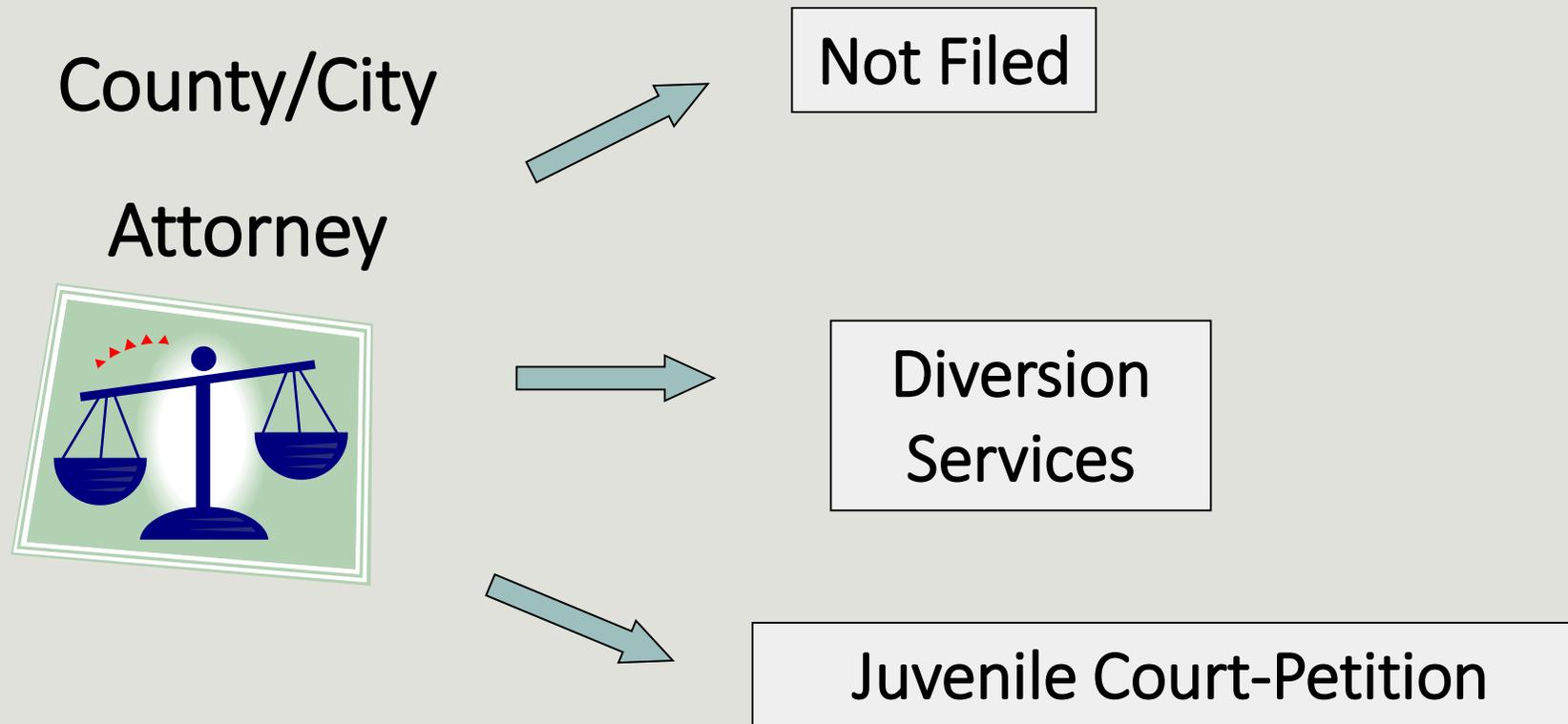
Juvenile Detention Alternative Initiative (JDAI)

## Purpose:

Exhaust all community-based options prior to detention

# Decision to File Petition

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# Pre-Adjudication

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Juvenile  
Court

Admit or Deny the Petition

Court can order:

**Purpose:**

Frontloading  
services: Family  
creates opportunity  
to reduce court  
involvement

Voluntary  
Services

Evaluation  
MAYSI-2

Probation  
Supervision  
NYS



# Post-Adjudication/Predisposition

Juvenile  
Court



Court can order:

## Purpose:

Family and Officer  
create a  
comprehensive  
plan to establish a  
foundation for the  
family's future

Predisposition  
investigation

Services

Assess:  
YLS / SSI /  
ACDI

Evaluation  
MAYSI-2

Probation  
Supervision  
NYS

# Disposition

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## Juvenile Court



### Purpose:

Establish a “plan” with the juvenile and their family, positioning them for a successful future

Probation

Problem Solving Courts

YRTC/Reentry

Incentives /  
Graduated  
Sanctions



# Supporting the Juvenile Probation System

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Specialized staffing resources are in place

- Juvenile Justice Resource Supervisors
  - Skilled in the identification, development, and application of resources
- Juvenile Specialized Officers
  - Experts in Juvenile Justice
  - Treatment Officer
- Other District Support Staff
- Juvenile Services Division within the Administrative Office of Probation

# Building Toward Successful Futures

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- The opportunity to serve juveniles in the least restrictive/least intrusive manner
- Integration of family engagement throughout the juvenile system
- Greater chance for positive prolonged change
- Improved community safety

# Specialized Programs and Services

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# Non-Delinquent Status Youth

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## Pilot in Lancaster County

- Immediate services
- Assessment tools (JIFF and MAYSI-2)
- New supervision techniques
  - Increased school and family engagement
  - Skill-building and Sparks
  - Family team meetings
- Rural Improvement for Schooling and Employment (RISE) Program Enhancement
- Possible Outcomes
  - Reduction in time on probation
  - Reduction in use of out-of-home placements
  - Case management supported by national standards to reduce technical violations

# Reentry

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## Effective Community and Family Reentry Program:

- Staff
  - Reentry Specialized Officers and Supervisors
- Low caseloads/intensively supervised
- Enhanced Family Engagement
- Court approved transition

# Out-of-Home Placement Transition Planning

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## Implementation of the Individualized Transition Plan (ITP)

- Enhanced transition planning for youth placed out-of-home
- Planning begins within 30 days of placement
- The family team will develop the plan, including:
  - Youth
  - Parent/guardian
  - Facility or foster parent
  - Probation officer
  - Other professionals involved with youth
- Plan is dynamic and will be updated as youth makes progress in placement
- Assist in preparing family for discharge
- Home visits an essential piece of transition
- Necessary appointments scheduled prior to release (Example: treatment and school)
- Plan presented to court

# Specialized Substance Abuse Supervision Program (SSAS)

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*We believe treatment is a means of crime control*

- Implemented in January 2006
- Created to address Community Corrections Act
- Pilot Program consisting of 5 sites covering:
  - Douglas, Lancaster, Sarpy/Cass/ Otoe, Dakota County, Kearney/Lexington
- Designed for Felony Drug Offense Offenders
  - Probation and Parole
- Programming consists of 4 core components
  - Substance Abuse Treatment/ and drug testing
  - Cognitive Groups run by officers
  - Individualized Case Management to meet specific offender needs
  - Reporting Center created to provide services and supervision

# Reporting Centers

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*We believe positive change is achievable.*

Implemented beginning August, 2006

On-site, Community based facility that blends high levels of control with intensive delivery of services; where selected clients under community supervision must report and receive increased services that are targeted at specific criminogenic needs.

# Problem Solving Courts (With Inter-local Probation Agreements)

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*We believe vital to rehabilitation and accountability is community-based cooperation and collaboration.*

Problem solving courts, such as drug courts, differ from traditional courts in that they are specially designed court calendars or dockets dedicated to addressing one type of offense or justice involved individual. These court-based interventions may focus on substance use, mental health, and other criminogenic issues. Typically, the judge plays a key supervisory role, and other criminal justice components (such as probation) and social services agencies (such as substance use treatment) collaborate on case management.

# The Standardized Model for the Delivery of Substance Abuse Services

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*We believe vital to rehabilitation and accountability is community-based cooperation and collaboration.*

- Implemented January, 2006 via a Supreme Court Rule
- Created to provide a meaningful opportunity for rehabilitation in an effort to reduce recidivism, promote good citizenship and enhance public safety
- Required of judges when making referrals for substance abusing felony adults
- Recommended of judges when making referrals for juveniles

# Fee for Service Voucher Initiative

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*We believe in creating self sufficient families, adults and juveniles.*

- Implemented March, 2006
- Created to provide the ability to obtain treatment by means of financial assistance through an evaluation and/or treatment voucher process
- Funded by a combination of Fees and General Funds

# Rural Improvement for Schooling and Employment (RISE) Program

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## Program Goal

The RISE program will reduce recidivism through improving education and employment opportunities for probationers in rural areas of Nebraska.

# Interstate Compact Adult and Juvenile

## Out-of –State Runaways, Absconders, Escapees and Accused Delinquents

### RETURN TO NEBRASKA

Neb. Rev. Statute § 43-1005  
Probation Office and County work together to arrange return.

### RETURN TO ANOTHER STATE

Detention costs for holding is paid by County.  
Transportation to local airport is paid by County.

## Juveniles placed in an out of state facility

- Not eligible for Interstate Compact for Juveniles (ICJ) transfer.
- Will be transferred using the Interstate Compact for Placement of Children (ICPC).
- ICPC no supervision requirements, Nebraska officers remain engaged.

# Connecting the Factors

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- To reduce the potential of recidivism, apply services or programs that relate directly to the factor/s
- The more factors identified, the higher the probability of recidivism
- Factors left unaddressed will likely increase the potential for recidivism
- Availability of services should be a consideration