

Nevada Department of Public Safety Division of Parole and Probation



2015-2018 Strategic Plan

Natalie A. Wood, Chief

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CONTENTS

Message from the Chief.....	3
Introduction.....	4
Mission Statement	
Vision Statement	
Goals & Values	5
Core Activities	6
Joint Law Enforcement	8
Our History.....	11
Parole and Probation Today.....	13
Parole and Probation Regional Map	
A Day in the Life of a Parole and Probation Officer.....	14
Goals and Measures	
Goal #1: Improve and Enhance Offender Management.....	16
Goal #2: Improve and Enhance Court Services Practices.....	17
Goal #3: Improve Victim Services.....	18
Goal #4: Improve Divisional Efficiencies.....	19
Office Locations and Staffing.....	21
Caseload Staffing Ratios.....	22
Conclusion.....	23
Parole and Probation: Glossary of Terms.....	24



DPS Honor Guard and Governor Brian Sandoval
Peace Officer's Memorial, Carson City, NV

MESSAGE FROM THE CHIEF

On the following pages you will find the Division of Parole and Probation's Strategic Plan. The Strategic Plan is a living document that will serve to guide our organization by providing specific action plans, goals and performance measurements. The Strategic Plan is designed to be referenced by all employees, citizens and our stakeholders.

The Mission of the Division of Parole and Probation is to enhance public trust and safety, and to provide assistance to the Courts and the Parole Board. Our purpose is to provide professional supervision of offenders to ensure community safety and successful reintegration into society. Together, we will work to identify new and intuitive methods to educate our communities on this purpose.

The Division envisions itself as a leader among community policing and corrections agencies within Nevada and other jurisdictions throughout the nation. The Division of Parole and Probation will continue to assist our local, state and federal agencies as needed, in an effort to promote public safety through effective supervision, reintegration and communication with our community and judicial partners.

To the Division of Parole and Probation employees: my desire is that this Strategic Plan provides you with an overview and internal understanding of our goals, objectives and the manner in which we document and recognize our success.

To the citizens of Nevada, visitors and stakeholders: my desire is that this Strategic Plan will provide you with additional insight as to what the Division of Parole and Probation employees do to enhance our service to the community, the department, and to our internal and external stakeholders.

Thank you for taking the time to read the Division's Strategic Plan.

Sincerely,

Natalie A. Wood, Chief
Department of Public Safety
Division of Parole and Probation



Natalie A. Wood, Chief

INTRODUCTION

MISSION STATEMENT

Enhance public trust and community safety, and provide assistance to the Courts and the Parole Board by providing professional supervision of offenders to promote their successful reintegration into society.

VISION STATEMENT

The Division of Parole and Probation (Division) will remain a leader among community corrections and law enforcement agencies within Nevada and other jurisdictions throughout the nation. The Division will continue to collaborate with local, state and federal agencies and community and judicial partners to promote public safety through effective supervision and offender reintegration. Our methods in support of this vision include:

- ✓ Offender Management and Community Safety - The Division is dedicated to providing professional supervision of offenders to enhance community safety.
- ✓ Court Services - The Division is dedicated to conducting thorough Pre-Sentence Investigations to assist District Courts in making informed sentencing decisions. The Division also assists various agencies within the criminal justice system, and prepares supervision and violation reports addressing the conduct of probationers and parolees.
- ✓ Victims' Rights - The Division assists victims by determining the impact of the offense committed against them, and seeking input with regard to sentencing recommendations. The Division assists victims through collection of restitution and participation in a computerized tracking program, Victim Information and Notification Everyday (VINE).
- ✓ Ethics - The Division promotes the highest level of ethical values and professionalism.
- ✓ Public Relations - The Division establishes effective community relationships and partnerships to improve offender services and increase community involvement.
- ✓ Emergency Response - The Division provides emergency response when called upon to assist allied agencies to further the Department's overall mission of community safety.
- ✓ Leadership Development - The Division facilitates leadership through training, mentoring and empowering employees.

Eight arrests made in Nevada DPS 'Operation Safer Streets' parole and probation checks
CarsonNOW.org

11/26/14

The Nevada Department of Public Safety Division of Parole and Probation officers in partnership with the U.S. Marshal's Fugitive Apprehension Task Force; Alcohol, Tobacco and Firearms agents; and officers from the Regional Gang Unit conducted "Operation Safer Streets" on Wednesday, Nov. 19, and Saturday, Nov. 22, around the Reno and Sparks area.

The mission of the operation was to conduct home contacts on high risk offenders, who require intensive supervision and/or electronic monitoring, and to locate fugitives and offenders with active warrants. The operation was made possible through additional funding provided by the U.S. Marshal's Office.

As a result of "Operation Safer Streets", two offenders were arrested for violating conditions of their supervision, and six fugitives were located and arrested; during the operation officers located an individual who committed a home invasion several hours prior, and he was taken into custody.

GOALS AND VALUES

DIVISION GOALS

- ✓ Improve and Enhance Offender Management.
- ✓ Improve and Enhance Court Services Practices.
- ✓ Improve Victim Services.
- ✓ Improve Division Efficiencies.

PHILOSOPHY

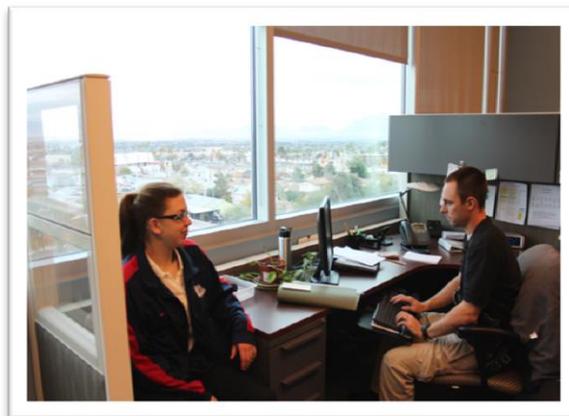
The Division will act in accordance with established state and federal laws, Court decisions and orders, and formal opinions of the Nevada Attorney General. We will act in accordance with the highest standard of ethics, accountability and efficiency, and will follow accepted principles and practices in community policing. We are accountable, responsive and committed to our Mission.

- ✓ Ethics
- ✓ Accountability
- ✓ Efficiency

ORGANIZATIONAL VALUES

The Division's Mission is based upon providing the highest quality of offender supervision, service to stakeholders and dedication to our employees. As members of the Division we dedicate ourselves to:

- ✓ The highest ethical standards of law enforcement, service to our stakeholders and accomplishment of our Mission.
- ✓ The courage and knowledge to make the right decisions in the face of physical danger and moral dilemma.
- ✓ Unprejudiced service and compassion for those in need.
- ✓ Collaboration and teamwork among fellow employees, allied agencies and our communities.
- ✓ Accountability for our actions, performance and reputation.



Probation Officer Michael Thompson counseling an offender in Las Vegas, NV

CORE ACTIVITIES

OVERVIEW – The Division of Parole and Probation is a branch of the Department of Public Safety as authorized under Nevada Revised Statutes Chapters 176, 176A and 213. The Division’s primary responsibility is community safety, employing sworn peace officers who balance their responsibilities and duties associated with case management by focusing on offender re-entry and rehabilitation within the community. Additionally, the Division completes Pre-Sentence Investigation Reports of individuals convicted of felony or gross misdemeanor offenses, makes sentencing recommendations to District Courts statewide, conducts pardons investigations for the Pardons Board, and produces Post-conviction reports for the Parole Board.

The Division has ten offices statewide, with its headquarters located in Carson City. The offices located in Las Vegas, Reno and Carson City account for the majority of the Division’s workload. Although the rural offices account for a smaller amount of the workload, they are responsible for coverage of 75% of the state’s geographical area or 87,699 square miles.

The urban offices have the ability to divide the workload into specialized operational units such as Court Services, General Supervision, Gangs, Intensive Supervision, Sex Offenders, Parole, House Arrest, etc. Officers in rural areas perform all the functions of the specialized units, with the exception that they often travel long distances to accomplish their duties and responsibilities.

Division employees work frequently with other law enforcement agencies throughout the state on matters of mutual concern that impact the local community. The Division plays an integral role in the criminal justice system and enjoys an excellent working relationship with other local, state and federal law enforcement agencies as we recognize the importance of successful reintegration of our offenders within the community.

CORE ACTIVITIES - Consistent with our legislatively approved budget, the Division has three major activity levels including (1) offender supervision, (2) Court, Pardons Board and Parole Board Services and (3) administrative and other support services. Our major activity areas support the State of Nevada’s public safety core function and objectives. These activities are as follows:

- ✓ Offender Supervision - the Division is unique in that it accomplishes its Mission through two distinct strategies:

(1) Community correctional services, such as drug testing and counseling, mental health services, employment and education placement, and encouraging and supporting an offenders’ positive efforts to become productive, law-abiding citizens, and;

(2) Traditional law enforcement, such as sanctioning offender noncompliance and misconduct, surveillance, search and arrest. The Division is responsible for supervising offenders granted probation by the Courts on felony and gross misdemeanor sentences; offenders released from prison to parole by the Nevada Board of Parole Commissioners; offenders under a special sentence of Lifetime Supervision; the investigation and monitoring of offenders through the Interstate Compact; and conditionally released inmates from prisons throughout the state.

- ✓ Court, Pardons Board and Parole Board Services - the Division serves the judiciary through preparing objective and informative Pre-sentence Investigation Reports to assist the Courts in fashioning a defendant's sentence. Additionally, the Division prepares pardon investigation reports to assist the Board of Pardon Commissioners in its review of pardon applications as well as post-conviction reports for the Parole Board Commissioners to assist in its review of parole eligible inmates.
- ✓ Administration and Other Support Services - the Division's fiscal operations, including budgeting, accounts payable, restitution payouts to victims, and work program development, are all housed within Division Headquarters. Headquarters also houses the Fugitive Apprehension Unit, which attempts to locate and return absconders, and the Pre-release Unit, which is responsible for establishing the timely release of paroled offenders to the community.



Parole and Probation Office
Reno, NV

JOINT LAW ENFORCEMENT

In addition to the core activities, the Division participates in a number of joint law enforcement initiatives and inter/intra agency collaborations. The following programs are complimentary to the Division's Mission.

- ✓ Dangerous Offender Notification System (DONS) - DONS was created by the Nevada Legislature in 1997 as a result of the murder of Sparks Police Officer Larry "Don" Johnson by a wanted parolee-at-large. DONS is intended to help protect law enforcement officers on the street by providing real time information on the risk posed by offenders under the supervision of the Division. DONS links with the Division's Offender Tracking Information System (OTIS), and provides not only offender offense and status information, but also contact information for law enforcement officers working on the streets who have contact with an offender during the course of their duty.
- ✓ Fugitive Investigative Strike Team – The Division works frequently with the U.S. Marshals Service Task Force which is composed of federal, state, and local law enforcement agencies working together to accomplish fugitive apprehension.
- ✓ Food Stamp Fraud Task Force - The Division works with other Divisions within the Department of Public Safety, and other allied agencies to prevent and prosecute crimes related to food stamp fraud.
- ✓ Drug Endangered Children Initiative - A partnership with allied agencies to prevent and prosecute crimes related to children exposed to drug use, sales, or manufacture.
- ✓ Gang Unit - The Division collaborates with local law enforcement agencies sharing intelligence on identified and validated gang members and gang related violence.
- ✓ Human Trafficking - The Division participates in the prevention of human trafficking through officer and staff training, and in working with the Nevada Attorney General and other law enforcement agencies.
- ✓ State Fusion Centers - The Division, and several other divisions under the Department of Public Safety, participates in the Nevada Threat Analysis Center (NTAC). NTAC was established in April 2008 as the State Fusion Center to provide services in support of citizen protection.
- ✓ Terrorism Liaison Officer Program (TLO) - The Division has a number of staff participating in the TLO program statewide. TLO is an information sharing and reporting program intended to develop critical intelligence for law enforcement.
- ✓ The Repeat Offender Program (ROP) - Consisting of detectives from various law enforcement agencies in the regions of Reno and Las Vegas, the program focuses on increased surveillance and monitoring of repeat criminal offenders who have been identified as posing a continued threat to the community.
- ✓ Specialty Courts - The Division supervises offenders who attend Diversion, Drug, DUI, Mental Health and Veterans Court programs. These programs are a joint collaboration between the Courts, specialists in various related fields, the Division, counseling providers, and private drug testing providers to ensure offenders with special needs are provided every opportunity for successful rehabilitation and reintegration into society.

- ✓ Opportunity Probation Enforcement in Nevada (OPEN) - In conjunction with Nevada Department of Corrections (NDOC) and the Courts, this is an in-lieu of revocation program focused on probationers to assist with offenders struggling with compliance. It provides intensive supervision and immediate sanctions.
- ✓ Western States Contracting Alliance (WSCA) - The Division provides subject matter and expert advice to help negotiate contracts for various law enforcement agencies.
- ✓ Re-entry Coordination - The Division and NDOC meet routinely to coordinate the release of inmates prior to their release from custody to facilitate their reintegration into society. The Division also has a representative on the Incarcerated Veterans Reintegration Council, which provides resources for veterans pending parole.
- ✓ Advisory Commission on the Administration of Justice - A statutory commission on which the Division has a standing Governor-appointed commissioner.
- ✓ The Nevada State Counsel for Interstate Adult Offenders - A statutory commission in which the Division has a standing Governor-appointed commissioner.
- ✓ Employee Management Committee (EMC) - A statutory commission in which the Division has a standing Governor-appointed committee member.
- ✓ College of Southern Nevada (CSN) - Law Enforcement Program Curriculum Committee - A committee at CSN in which the Division is represented by a command staff member appointed by the CSN Law Enforcement Program Chair.
- ✓ Nevada Victim Information Notification Everyday (VINE) Governance Committee - A committee serving the Nevada Council for the Prevention of Domestic Violence, on which the Division is represented by a Nevada Attorney General-appointed committee member.
- ✓ Immigration and Customs Enforcement Liaison (ICE) - The Division's point of contact which facilitates the sharing of information between the agencies regarding an offender's legal status. The liaison coordinates and facilitates the execution of ICE operations leading to the apprehension of offenders under supervision of the Division, who are residing illegally in the United States.



Parole and Probation Officers - Las Vegas, NV

JOINT ENFORCEMENT OPERATIONS/ COLLABORATIVE EFFORTS

SEX OFFENDER SPECIFIC

- ✓ Sex Offender Tracking and Observation Program (STOP) - A Division-led monthly meeting involving detectives from Washoe County Sheriff's Office, Reno Police Department, Sparks Police Department, Truckee Meadows Community College Police Department, University of Nevada, Reno, Police Department, the United States Marshals Service, Washoe County School District Police, the Inspector General, and multiple tribal police agencies to discuss sex offender tracking and compliance.
- ✓ Halloween Operations - Operation Scarecrow is an annual statewide operation focusing on sex offender compliance in order to protect the children in our communities. Additionally, the Division assists the U.S. Marshals during their week long Operation Trick or Treat, which also focuses on sex offender compliance.
- ✓ Sex Offender Sweep (Operation SOS) – This is a bi-annual operation involving the United State Marshals Service, the combined Regional Sex Offender Unit and Parole and Probation in the Northern Command wherein sex offender registration compliance is verified, monitored and enforced.



Parole and Probation Office
Las Vegas, NV

OUR HISTORY

Although the Nevada Parole Department was initially created in 1945, several functions of the current Division of Parole and Probation were first implemented by the Nevada State Constitution when the Territory of Nevada achieved statehood in 1864. Through reorganization and statutory changes, the Division now has the authority to supervise both probationers and parolees, and is responsible for the implementation of a variety of supervision-based programs.

Historical Milestones

In 1864, provisions for commuting punishments and granting pardons were written into the Nevada Constitution. The Governor, Justices of the Supreme Court, and the Attorney General were authorized to take these actions in 1867, and Nevada's first Pardons Board was created.

In 1909, the Nevada Legislature expanded the authority of the Pardons Board to parole inmates. The Governor's private secretary was designated as the Secretary of the Board and all paroled inmates were required to report to him at least once per month.

In 1945, the Nevada Legislature created the Parole Department, which was initially staffed by the Chief Parole Officer and one secretary.

In 1949, the Nevada Legislature passed legislation that allowed Nevada to become the 46th state to join the Interstate Compact, allowing paroled offenders to relocate to and from Nevada.

In 1951, the Nevada Legislature amended existing statute, authorizing the appointment of a Chief Parole and Probation Officer who was authorized to "appoint a sufficient number of assistant parole and probation officers and other employees to administer the provisions" of both parole and probation functions. Prior to 1951, the individual courts were solely responsible for the supervision of offenders under a suspended sentence.

In 1977 the Legislature separated the Department of Parole and Probation from the Board of Parole Commissioners, and gave the Governor the authority to appoint the Chief of the Department.

In 1981, the Legislature authorized the establishment of multi-purpose facilities to house felony probationers in need of services. The first facility opened in Las Vegas in 1982 (Talbert House), and a second facility was planned for Reno. Oversight of the Talbert House had been contracted out to an Ohio-based corporation, and the program did not expand to Reno as initially planned. By 1984, this program was no longer in existence, after encountering licensing problems and opposition from nearby neighbors.

During the 1980's the Department saw an increase in staff to 311 to supervise 10,143 offenders. In this decade, the "Street Readiness Program" was initiated for inmates soon to be released on parole, and the Life Skills program provided a similar experience for probationers. During this same era, community service as a special condition of probation was authorized; a case management system to provide risk and needs assessments of offenders was implemented; a computerized management information system was funded; fugitive recovery units were initiated

in Las Vegas and Reno; supervision fees were imposed on offenders to help defray the cost of their supervision; an electronic monitoring program was developed to enforce residential confinement and mandatory parole was established for inmates within nine months of expiring their prison sentence.

The 1990's saw an expansion of the electronic monitoring programs to initially include inmates convicted of driving under the influence, then various other non-violent crimes, followed by terminally ill inmates and inmates accepted for supervision by a specialty Court. Funding was allocated to create specialized sex offender supervision with reduced caseloads.

In 1993, the Department of Parole and Probation became a Division of the Department of Motor Vehicles and Public Safety.

In 1995, the Division began to place civilian employees in administrative positions that were formerly held by sworn employees. By July of 1999, civilian employees had replaced the sworn employees in the Interstate Compact unit, the Pre-Release unit, and the Fugitive Apprehension unit. In 2000, civilian employees replaced sworn employees for the pre-sentence investigation functions.

Following the 1995 legislative session, the Division made strides in automating many of its processes. The Dangerous Offender Notification System (DONS) became fully operational, allowing law enforcement officers and booking facilities to immediately identify the parole or probation status of offenders contacted throughout the State of Nevada, 24 hours a day, seven days a week. It also provided instant notification to Division officers of any contact their offenders had with law enforcement. The DONS system provided real time information that could be accessed by all staff, and became a model for community corrections agencies throughout the nation. A five year automation plan also became reality, and the Legislature approved replacement of out-of-date systems which required duplicate data entry. The Division was tasked with Sex Offender Tier Level assessments and registration in 1997, although in 2001, these functions were reassigned to the Criminal History Repository.

In 2001, the Department of Motor Vehicles and Public Safety was separated, and the Division was placed under the Department of Public Safety. The change benefitted the Division in many ways including: enhanced and consistent training through the Training Division, increased accountability through the Office of Professional Responsibility, increased opportunities for advancement and lateral movement between Divisions, and a well-structured chain of command.

In the 2000's, the new computer system was improved, eliminating multi-part forms and allowing for the storage of documents. The system began interfacing with the Nevada Criminal Justice system's base records and DONS, eliminating duplicate process. By 2002, the Division had successfully automated documents and scoring instruments, could store and access offender photographs, and view real time information on the payment of restitution and supervision fees.

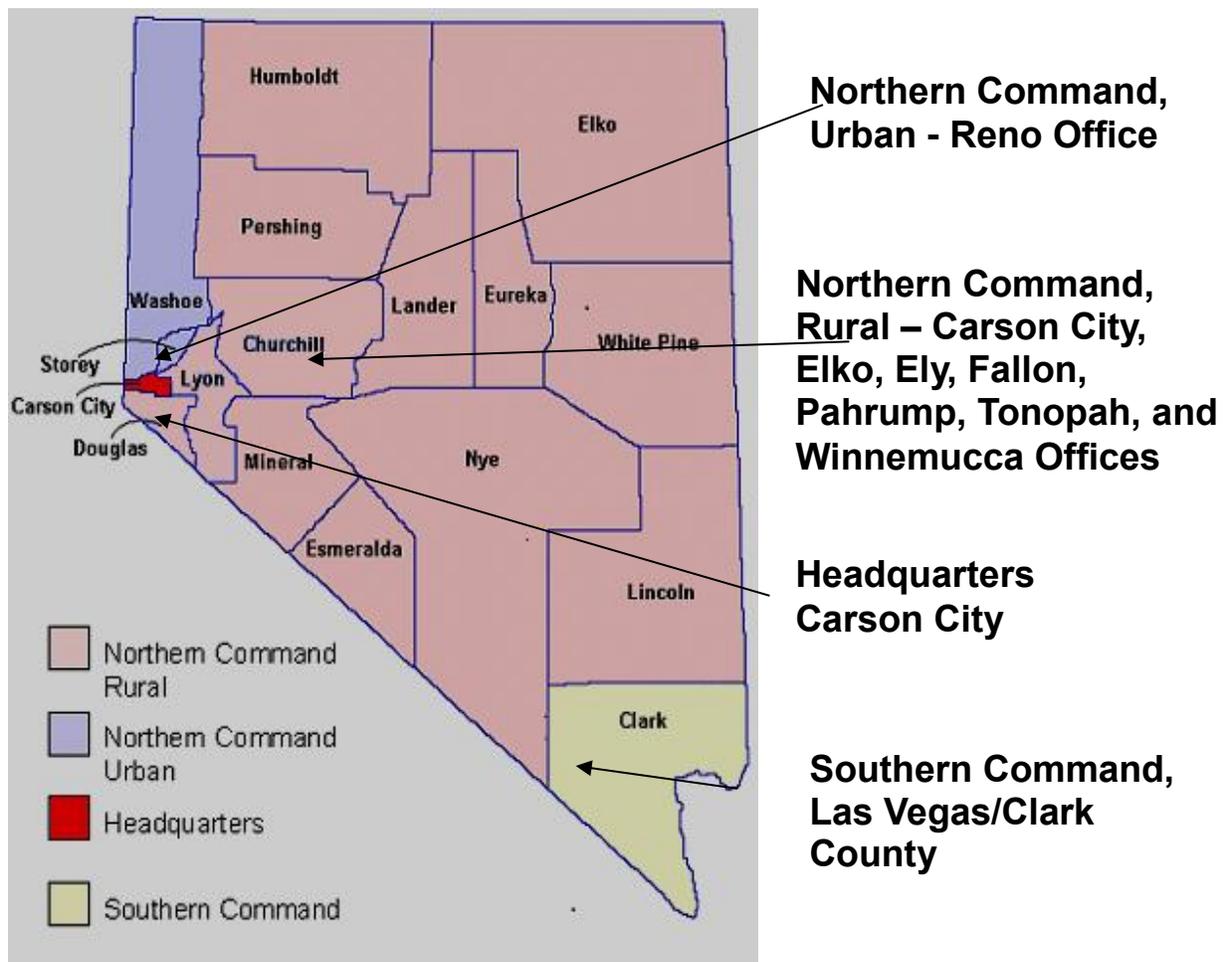
From the beginning of the 21st century, the Division has continued to improve efficiency, offender supervision, and collaboration with various stakeholders within the field, with the creation of additional specialized units in the larger offices.

The Las Vegas and Reno offices have personnel assigned to drug Courts, diversion Courts, mental health Courts, veterans' Courts, as well as sex offenders, house arrest/inmates, intensive supervision, interstate compact, and gang specific units. These specializations have enhanced relationships with offenders, Courts, community service providers and other law enforcement agencies.

NEVADA PAROLE AND PROBATION TODAY

The Director and Deputy Director of the Department of Public Safety provide oversight to the Division, which is led by the Chief, and assisted by two Deputy Chiefs. In FY 2014, the Division was legislatively approved for 469 employees, 261 sworn and 208 non-sworn. The Division is responsible for the supervision of approximately 18,922 offenders on various forms of community supervision and completed 10,254 Pre-Sentence Investigations in FY 2014.

Parole & Probation Area Commands



Total Offenders Supervised Statewide: 18,922 (as of 12/01/14)

A DAY IN THE LIFE OF A PAROLE AND PROBATION OFFICER

It's 6:45 a.m., and although tired from working a swing shift the night before, Nevada Parole and Probation Officer Andy Adams is ready for work. He has strapped on his duty gear and kissed his wife and children good-bye. Officer Adams has a busy day ahead of him. He advises dispatch that he is on-duty and internally reviews the duties he will be handling that day. Since becoming an officer with the Division, Officer Adams has become a master at prioritizing; not because it is a natural character trait, but because it is an absolute necessity in his chosen profession. As Officer Adams took an oath to uphold the constitution and the laws of the State of Nevada, he has a duty to protect the community. He must balance this duty with the overall goal of offender reintegration, including the attempt to find the root of the offender's criminality to curtail future criminal behavior. Officer Adams must also assist offenders in maintaining stability and independence through counseling programs, training and employment.

At 7:00 a.m., Officer Adams is approaching Bob Brown's residence. Mr. Brown is a parolee who was released from prison only two months earlier and is one of Officer Adams' many offenders. Mr. Brown has an extensive history of drug sales and use, weapons, theft, and his parole conditions prohibit the use of drugs, alcohol and gambling. Mr. Brown is one of many offenders who have fallen back into old habits, as he tested positive for methamphetamine at his last office visit. Officer Adams made several unsuccessful attempts to locate Mr. Brown at home the prior evening, including a final attempt at 9:45 p.m. Offender Brown's residence is a weekly motel in an urban location, where crime rates are high and standards for cleanliness are low.

Mr. Brown is home, as he wakes up to the sound of the knocking on his door. He greets his officer with a groggy "hello." When asked about his whereabouts the previous evening, Mr. Brown states that he was at his "friend's" house, but is vague on any specifics. Officer Adams enters the motel room and locates drug paraphernalia. He handcuffs Mr. Brown, who remains groggy and incoherent despite the present circumstances. Officer Adams then locates a small baggie of suspected methamphetamine, drink tokens from a local casino, and the keys to a vehicle in spite of Mr. Brown's insistence that he does not own one. It is later determined that the keys belong to a vehicle parked in the motel parking lot, which was previously reported as stolen. Mr. Brown is thereafter arrested and charged with three felony offenses including Parole Violation, Possession of a Stolen Motor Vehicle and Possession of Methamphetamine. Officer Adams transports Mr. Brown to the local jail where he is booked, and logs and transports evidence collected to the DPS Evidence Vault. An allied agency is called to assist with processing the stolen vehicle.

It is now 8:45 a.m. and due to the unanticipated morning arrest, Officer Adams is running late for District Court. He changes into his suit and tie and barely makes it in time. The first case is a Probation Violation hearing in which an offender on his caseload, Chad Collins, is facing a prison term for failing to comply with conditions of probation, including continued drug use and failure to obtain employment. While the defense attorney argues that Mr. Collins should remain on probation, the deputy district attorney defers to Officer Adams. Officer Adams reiterates the facts articulated in his two page Violation Report, explaining to the Court that the offender might benefit from an intensive drug treatment program. The judge agrees to release Mr. Collins to an inpatient program as recommended by Officer Adams, and directs the officer to locate a suitable program with a bed available.

The second case before the Court is offender Danny Davidson, who is requesting an early honorable discharge from probation. Mr. Davidson is on probation for the Destruction of Property, involving graffiti and tagging. Mr. Davidson was initially sent to the prison boot camp program prior to his grant of probation, which appeared to spur positive changes. Over the past year, Officer Adams provided Mr. Davidson with resource referrals, encouragement and guidance. While on probation, Mr. Davidson discontinued his gang affiliations, obtained employment, completed community service, obtained his GED, paid his restitution and became a dedicated father. Their relationship was one of mutual respect, with Mr. Davidson admitting that his term of probation was a “wake up call” which forced him to reconsider the poor choices he was making. The Court congratulated Mr. Davidson and granted the early discharge based on the Division’s recommendation. Officer Adams then enters the Drug Court venue where he watches offender Eric Evans receive a diploma for successfully completing the Drug Court program. Officer Adams experiences a sense of pride and accomplishment for helping these offenders positively transform their lives.

Officer Adams grabs a quick lunch before heading to the office to meet the newest offender on his caseload, Frances Ford. Ms. Ford was placed on probation for endangering her children after drugs were found in her residence which was unsanitary and in disarray. Officer Adams details the rules and expectations of probation, attempting to establish a positive working relationship with Ms. Ford. Officer Adams reviews Ms. Ford’s probation agreement, collects a DNA sample, and after assessing her risk and needs, makes referrals for counseling and employment. He then drives Ms. Ford home to complete an initial check of her residence. This ensures Ms. Ford’s family is aware of her probation conditions, and helps build rapport with all involved. Officer Adams is careful to present as a positive role model to the children present. This offender will be one of seven new cases Officer Adams is assigned during the month, each presenting with their own unique challenges.

Officer Adams is back at the office entering case notes on the events that day that have occurred thus far. At 2:00 p.m. Officer Adams has several offenders scheduled to report. Three are coming in to show proof that they are actively seeking employment, and two have been directed to provide drug tests, as they have recently tested positive for illegal substances. These offenders are identified as “at risk” and are required to report to the office weekly. Fortunately, all five offenders are present at the office and are in compliance. Four other offenders subsequently arrive for their monthly reporting requirement and provide proof of residence, employment, counseling, and submit payment for supervision fees and restitution.

At 4:00 p.m., Officer Adams finally has time to answer voice and emails he has received. Typically Officer Adams receives five to fifteen calls or voice messages a day from offenders, their family/friends, counselors, law enforcement and other stakeholders. Officer Adams also initiates a Crime and Violation Report from the early morning arrest of parolee Bob Brown. The Violation Report details Mr. Brown’s violations and overall response to parole, so that the Parole Board can address his non-compliance. At 5:00 p.m., Officer Adams heads for home. While driving, he reflects upon his accomplishments of the day and dwells on those tasks he was unable to complete. Tomorrow will be another busy day, as are all days at Parole and Probation.

**Although the events and identity of the individuals depicted above are to a certain degree fictional, they accurately depict a day in the life of a Parole and Probation officer with a general supervision caseload in an urban area.*

For further information on this topic access the web link: <https://www.youtube.com/watch?v=nmQWKBX8TJU>

GOALS AND MEASURES

GOAL #1 - IMPROVE AND ENHANCE OFFENDER MANAGEMENT

The challenges facing our industry in regards to quality and effective supervision of offenders is ongoing. Efforts to prioritize the supervision of offenders and best utilize personnel and resources where they are most needed are critical. The need to develop strategies to protect public safety while facilitating offender compliance is an ongoing balancing act.

Strategy 1.1 - Improve upon the success rates of offenders who successfully complete community supervision.

Performance measure - 1.1

- ✓ Increase successful completion of community supervision by 3% during the next FY.

Action Guidelines - 1.1

- ✓ Use of intermediate sanctions to improve compliance with special conditions.
- ✓ Electronic monitoring, increased drug testing, curfew and increased reporting.
- ✓ Assess viability of specialty unit to address first time offenders under the age of 25.

Strategy 1.2 - Develop methods to assist offenders with successful reintegration into the community.

Action Guidelines - 1.2

- ✓ Assess the feasibility of in-house counseling alternatives for drug, indigent, mental health and sex offender counseling.
- ✓ Initiate discussion with DETR to assist in job placement for offenders.
- ✓ Explore partnerships with private business for offender job opportunities.
- ✓ Assess viable housing alternatives.
- ✓ Assess the feasibility of expanding community reentry services for parolees.
- ✓ Explore services for offender transport services.



Division Commemorative "Challenge" Coins

GOAL #2 - IMPROVE AND ENHANCE COURT SERVICES PRACTICES

The Division will examine and evaluate operations and business practices in Court Services, and determine ways to improve or enhance services. The Division will strive to conduct Pre-Sentence Investigations (PSI's) and submit accurate reports in a timely manner in compliance with NRS and NAC requirements.

Strategy 2.1 - Sentencing recommendations submitted by the Division are followed by the Court.

Performance Measure - 2.1

- ✓ Maintain combined sentencing concurrence rate of 75%.

Action Guidelines - 2.1

- ✓ Monitor sentencing concurrence rate.
- ✓ Research different risk assessment tools with the goal of using the most feasible, cost efficient and accurate tool for determining sentencing recommendations.

Strategy 2.2 – Pre-Sentence Investigation reports are submitted to the Court in a timely manner.

Performance Measure - 2.2

- ✓ Measure the number of sentencing continuances requested by the Division.

Action Guidelines - 2.2

- ✓ Investigate ways to assign PSIs more expediently. Court Services support processes will be analyzed to determine a more streamlined approach.
- ✓ Continue to prioritize PSIs for offenders who are in custody. This will result in incarcerated offenders being sentenced as soon as practicable, reducing costs associated with presentence incarceration.
- ✓ When practicable, utilize cadets pending POST training academy placement to assist in the pre-sentence investigative process.
- ✓ Pursue legislative changes to statutory time submission requirements.

GOAL #3 - IMPROVE VICTIM SERVICES

Nevada Revised Statute allows automated notification to victims regarding offender status. Victims can register with Victim Information and Notification Everyday (VINE) to be automatically notified of certain offender information, including their custody status, change of expiration date, end of supervision, and change in supervising officer, warrant status or violation hearing results. It is the goal of the Division to improve victim notification services through Nevada VINE and the Interstate Compact Offender Tracking System, VINEWatch.

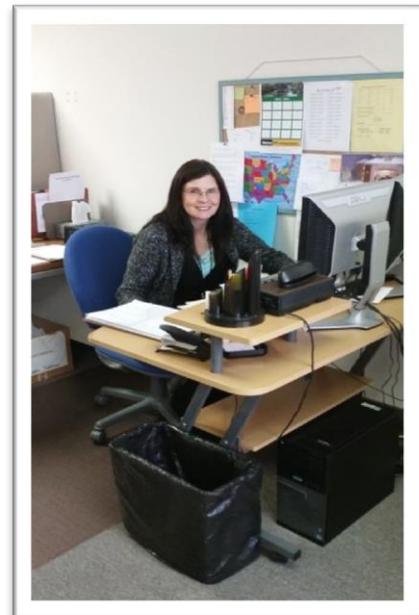
Strategy 3.1 - Utilize VINE automated technology to keep victims informed of changes in offender status.

Action Guidelines - 3.1

- ✓ Continue collaboration with Nevada Department of Correction's Victim Services, the Interstate Commission for Adult Offender Supervision and Nevada VINE Governance Committee.
- ✓ All victims will be sent a victim notification letter to their last known address during the pre-sentence investigation phase. The Division will also place a phone call to an identified victim's last known telephone number.
- ✓ Train all Parole and Probation officers and specialists regarding the function of VINE by the end of calendar year 2015.



Specialists Brian Campolieti and Carlos Perez present at the Washoe County jail to conduct a PSI interview
Reno, NV



Fugitive Apprehension Unit
Specialist Diane Swanson
Headquarters, Carson City, NV

GOAL #4 - IMPROVE DIVISIONAL EFFICIENCIES

Research operational and administrative practices in order to identify opportunities for reducing redundancy and increasing the efficiency and/or effectiveness of Parole and Probation practices.

Strategy 4.1 - Implement new secured platform for the Offender Tracking Information System (OTIS).

Action Guidelines - 4.1

- ✓ Continue partnerships with Enterprise Information Technology Services (EITS) and General Services Division to ensure continued progress with NCJIS/OTIS modernization project.
- ✓ Continue relationships with county stakeholders to ensure a smooth transition to new OTIS platform.
- ✓ Improve automation to interact with external software.

Strategy 4.2 - Improve upon officer efficiencies that will allow officers to conduct more offender contacts.

Action Guidelines - 4.2

- ✓ Assess viability of replacing desktop PCs with laptop computers.
- ✓ Assess viability of portable biometric scanners for identification of unknown subjects (electronic fingerprint scanning).
- ✓ Assess future mobile data technology for implementation.

Strategy 4.3 - Enhance resource management of Divisional operations to increase efficiency.

Action Guidelines - 4.3

- ✓ Improve paperless systems, convert paper documents, photos and other paper-based systems into digital documents.
- ✓ Pursue innovative techniques to continue recruitment and hiring of a diverse workforce.
- ✓ Improve the Divisional communication and transparency with community, and with Division stakeholders.
- ✓ Encourage employees to pursue relevant training and educational opportunities.
- ✓ Continue to research and pursue available grants.

Strategy 4.4 - Improve sex offender officer effectiveness by tracking increased contact within the urban offices.

Performance Measures - 4.4

- ✓ Increase home contacts by 5 percent biannually for each officer-issued laptop.
- ✓ Decrease offender reporting to Division offices by 20 percent biannually per officer issued a laptop.

Strategy 4.5 - Increase the Division's data collection and reporting mechanisms.

Action Guidelines - 4.5

- ✓ In keeping with industry best practices, reporting mechanisms will be developed which place weighted values on the tasks performed by employees. These mechanisms will account for mission relevance and the amount of time each task takes the employee to complete.
- ✓ Time studies will be completed and working groups developed to determine the required data to be collected for the development of the improved reporting mechanisms.
- ✓ The improved reporting mechanisms will:
 - Improve the employee evaluation process.
 - Improve operations.
 - Validate/refute current staffing levels.
 - Provide an increased breadth of statistics for legislative consideration.
- ✓ Assess viability of utilizing the improved reporting mechanisms to compliment, modify, or supplant the James F. Austin & Associates (JFA) recommendations currently utilized in determining staffing levels.



Parole and Probation Officer Allen Ashby
representing the Division in Nevada Honor Guard
Reno, NV

OFFICE LOCATIONS AND STAFFING

The Division has 469 positions (468.98 FTE); 261 Sworn and 208 Civilian, located throughout Nevada.

Office Location and Staffing FY 2014

Office Location	Sworn Staff	Civilian Staff	Total Employees
Headquarters: <i>Carson City</i>	11	50	61
Carson City Field Office	12	6	18
Elko Field Office	6	3	9
Ely Field Office	2	2	4
Fallon Field Office	5	2	7
Pahrump Field Office	4	2	6
Tonopah Field Office	1	1	2
Winnemucca Field Office	3	2	5
Reno Field Office	46	33	79
Las Vegas Field Office	171	107	278
Total	261	208	469

Nevada Parole, Probation Officers Conduct 2 Operations

RENO NEWS CHANNEL 4 01/31/13

Nevada Department of Public Safety, Division of Parole and Probation along with Detectives with the Investigation Division conducted a two day weekend operation on January 26 and 27, 2013. The mission of the two operations was to conduct surveillance and home contacts on supervised sex offenders residing in Washoe County and rural counties in Northern Nevada in an effort to increase the level of public safety. The Division Received funding for the operation through a United States Department of Justice COPS grant.

The Division of Parole and Probation is tasked with monitoring sex offenders in the community who are currently being supervised for terms of parole, probation and lifetime supervision. The majority of these cases have special conditions that impose restrictions on the offender. By conducting special operations, the Division of Parole and Probation enhances its ability to enforce rules/special conditions placed on sex offenders after hours and over the weekend.

At the conclusion of Operation Reveille and Solace-2, the Division of Parole and Probation assisted by the Division of Investigations conducted 172 sex offender contacts, 89 collateral contacts, 25 surveillances, 65 drug tests, 2 field contacts, and 2 employment verifications. Additionally, several computers and phones were confiscated and booked into evidence for further investigation. Three sex offenders were arrested for violating the terms of their supervision.

Operation Reveille and Solace-2 were deemed a success and showed that the majority of sex offenders were in compliance with their special conditions. The increased officer presence during the weekend allowed for increased home contacts as well as more in depth home searches. Furthermore, the officers' presence on the weekend may serve to deter future violations.

CASELOAD STAFFING RATIOS

Sworn Staff - Budgeted Supervision Ratios:

- ✓ 30:1 - Intensive supervision caseload supervision
(30 offenders to 1 DPS Officer)
- ✓ 45:1 - Residential confinement and sex offender caseload supervision
(45 offenders to 1 DPS Officer)
Includes sex offender lifetime supervision
- ✓ 80:1 - General supervision (80 offenders to 1 DPS Officer)
- ✓ Low Risk Caseload - Used to maintain legislatively-approved supervision ratios. This caseload is generally a result of vacant DPS Officer positions.
 - Notes:
 - Officers in rural offices have mixed supervision caseloads
 - Sergeants in rural offices may have a supervision caseload

Civilian Staff - Budgeted Monitoring Ratios:

- ✓ 250:1 - Interstate Compact Unit, Parole Pre-Release Unit and Fugitive Apprehension Unit caseload monitoring (250 offenders to 1 Parole & Probation Specialist)

Division Best Practices FY 2014 – *By the numbers*

Offenders Supervised:	18,922
Home Contacts:	36,589
Other Offender Contacts	132,526
Offenders Revoked:	14.9%
Parole Grants Processed:	4,294
Pre-Parole Investigations:	2,116
Interstate Compact Investigations:	1,286
% of Honorable Discharges:	40%
% of Dishonorable Discharges:	18%
% of Other Case Closures	42%

Restitution Collected:	\$2,913,947.19
Supervision Fees Collected:	\$2,911,810.90

PSIs Completed:	10,254
Court Concurrence with Prison Recommendations:	71%
Court Concurrence with Probation Recommendations:	89%
Post-Conviction Reports Completed:	347

CONCLUSION

The 2015-2018 Strategic Plan represents a concerted effort to reflect the Division's commitment to its core mission` `“To enhance public trust and community safety, and provide assistance to the Courts and the Parole Board by providing professional supervision of offenders to promote their successful reintegration into society.”

Using a participatory process that included different levels of management, the Division of Parole and Probation created this plan, which incorporates the Division's four primary strategic goals, while taking into account the Division's philosophy and organizational values.

The strategies delineated to achieve these goals are realistic and relevant based on resources currently available to the Division. However, the strategic plan is a living document that is open to revision as operational needs and resources demand and dictate. The plan is open for discussion and evaluation/modification at regular command meetings, and when a changing economic climate warrants review and reconsideration of the Division's focus.

It is acknowledged that specific regional offices of the Division can, and should have, additional goals, strategies and outcome indicators that are not specifically addressed in this plan. As a result, this strategic plan will serve as a guide to specific regions within the Division, allowing them to develop their own planning efforts in alignment with the Division's ultimate goals.

The goals, strategies and performance measures outlined in the strategic plan focus on making significant progress towards goal accomplishments while exploring methods to increase the positive impact on Nevada's citizens and agency stakeholders.

Spotlight on the Nevada Department of Public Safety's Specialty Court Unit Silver State Spotlight - Office of the Governor

November 19, 2014

Governor Sandoval each week recognizes exceptional achievements, successful programs and initiatives, and a standard of excellence in the work that is being done every day in state government in Nevada. This week the Governor is proud to applaud the outstanding efforts of a dedicated corps of public safety officers within the Nevada Department of Public Safety's (DPS) Parole and Probation Division. The Division's Specialty Courts Unit, which oversees ex-offender reintegration and rehabilitation programs, was recently honored by Clark County's Eighth Judicial District Court with the 2nd Annual Jack Lehman Community Hero Award for its commitment to assisting ex-offenders in Nevada successfully re-enter society as productive citizens.

The Jack Lehman Community Hero Award is named in honor of retired District Judge Jack Lehman, who led and helped establish Nevada's first Adult Criminal Drug Court Program. Judge Lehman's vision led to the creation of a judicial program whereby criminal drug offenders could receive reduced prison terms while undergoing treatment and rehabilitation for drug addiction, which not only saved millions of taxpayer dollars, but helped offenders with addictions recover and lead productive lives as law abiding members of society.

Carrying on that tradition, the Nevada DPS Specialty Courts Unit monitors criminal offenders as they take the required legal steps to ensure that they are prepared to re-enter the community. Such steps may include participating in rehabilitation programs for drug or alcohol addiction, attending mandatory Court hearings, or participating in mandatory counseling or mental health programs. The officers of the Special Courts Unity ensure that these individuals comply with the terms of their probation, which are designed to keep them out of prison and equip them with the tools and support they need.

The Specialty Courts Unit, led by Lieutenant Jeff Varner, Sergeant Kyle Stewart, and Sergeant Deon McDaniel, is comprised of nine officers who work closely with the Courts and community organizations to ensure that criminal offenders comply with the requirements of their parole and probation. By monitoring these individuals and ensuring they appear in Court and participate in rehabilitation and counseling programs, the dedicated public safety officers of the Specialty Courts Unit are not only saving taxpayer money that would otherwise be spent on housing repeat offenders, they are also making a dramatic difference in the daily lives of individuals who are in need of help.

PAROLE AND PROBATION - GLOSSARY OF TERMS

184 Program - Inmate program for non-violent offenders with substance abuse addictions, which places them in the community, under the supervision of the Division. They are additionally placed under the jurisdiction of a Drug Court program in either the Second or Eighth Judicial District Courts. Identified by the initial Senate/Assembly bill number.

298 Program - Inmate program that allows for the release of terminally ill offenders from the Department of Corrections, which places them under the supervision of the Division. Identified by the initial Senate/Assembly bill number.

305 DUI Program - Inmate program that places Nevada inmates who have been convicted of a felony DUI under the Division's supervision on house arrest program after successfully completing an aggressive substance abuse treatment program within the prison. Identified by the initial Senate/Assembly bill number.

317 Program - Inmate program that places Nevada inmates who have been convicted of not more than one felony under the Division's supervision on house arrest, after the Director of the Department of Corrections has determined their eligibility for the program and the Division has investigated and approved their proposed placement program in the community. Identified by the initial Senate/Assembly bill number.

Low Risk Supervision Caseload - Management tool utilized to offset vacant officer positions. Low risk supervision caseloads exceed the 80:1 general supervision ratio and are comprised of low risk offenders and/or offenders who have been under supervision for a longer period of time and have demonstrated compliance with their supervision conditions. Sex offenders, violent offenders and parolees are not eligible for inclusion on this caseload.

DONS (Dangerous Offender Notification System) - This system provides electronic notification to the Division when a person under supervision is contacted by a Nevada law enforcement agency, allowing for an expeditious response to the agency to arrest or not arrest the offender.

Earned Compliance Credit - Also known as "Good Time Credit." Time granted towards a probationer's or parolee's supervision for continued employment and payment of financial obligations.

Fugitive Apprehension Unit - Specialists in Headquarters who monitor parole and probation cases for which a parole retake warrant or a District Court bench warrant has been issued. The fugitive is monitored until captured or discharged.

House Arrest - Also known as residential confinement and electronic monitoring. The monitoring of an offender in their residence by way of a radio frequency transmitter, usually an ankle bracelet. Monitoring may also be accomplished via a GIS/GPS system device. Offenders on this monitoring must adhere to a strict schedule with a zero tolerance for violations.

Interstate Compact Unit - Specialists in Las Vegas who monitor parolees and probationers and facilitate transfer of offenders who have been transferred to and from Nevada and other states for supervision.

Lifetime Supervision - A special sentence enhancement added by the Nevada Legislature in 1995 for persons convicted of certain sexual crimes. This enhancement begins after any term of probation, parole or incarceration is completed. After a minimum term of 10 years following their last conviction, or release from incarceration (whichever occurs first), and having completed the conditions required by statute, an individual so sentenced may apply for release from Lifetime Supervision.

Pardon Investigation and Report - An Investigation conducted by the Division and a corresponding report submitted to the Pardons Board with detailed information for those previously convicted of criminal offenses that are seeking clemency from the board. The report includes information as to the applicant's criminal history, socio-economic status, victim input, sentencing court's input, prosecuting attorney input, and post-conviction conduct. The report provides relevant information to allow the Pardons Board to make an informed decision regarding the grant of clemency.

Parole - The conditional release of a person from prison prior to the end of the maximum sentence imposed.

Parole to Hold - An inmate who is released from prison on parole who must be delivered to or picked up by another law enforcement agency due to an unrelated criminal offense or because the inmate is an illegal alien in the process of being deported.

Post-Conviction Report - A report completed by the Division and provided to the Parole Board at their request that outlines an inmate's criminal history and circumstances of their current offense. This report may also include the inmate's socio-economic background, substance abuse and mental health concerns. This report is used by the Parole Board to assist them in the granting or denying of parole.

Pre-Release Unit - Specialists employed at Headquarters who coordinate the release of inmates granted parole. The unit coordinates release efforts with the Nevada Department of Corrections.

Pre-Sentence Investigation Report (PSI) - Report completed by the Division to provide sentencing Courts with information about the offender's criminal history, socio-economic background, and substance abuse and mental health concerns, in addition to making a sentencing recommendation.

Probation - Court decision suspending the sentence of a person convicted of a criminal offense and granting that person provisional freedom on the promise of good behavior.

Restitution – Court ordered money paid by parolees and probationers, collected by the Division, and disbursed to the victim(s) of [their] crime.

Supervision Fees - A monthly fee paid by offenders to help defray the cost of supervision. The fee is collected by the Division.