
Annual Update

FY 2018



Division of Parole Supervision
Nebraska Board of Parole

What Two Years Can Do

On July 1, 2016, we started on a journey to define evidence-based practice for an agency that was trying to define itself in a sea of criminal justice reform. By applying the principles of evidence-based practice to every decision we made, we charted a course to look at all pieces of our agency, to redefine our business, and to solidify our space as community corrections leaders in Nebraska.

In year two, we developed partnerships with community providers to strengthen our service network and looked to individualize the treatment that each client on parole received. The Division of Parole Supervision offers a variety of groups and services in several locations statewide. Our offerings are as diverse as the clients we work with and it is our goal to ensure every client, no matter which areas of the state they may live in, has an opportunity to participate in services that lead to positive change. Our newest partnership with Valley Hope offers clients a one of a kind short term residential treatment opportunity that has never been made available to clients reentering into our communities. The partnership offers personalized treatment with a collaborative reentry plan facilitated by the client's therapist and parole officer. This partnership has led to some promising outcomes for clients. Officers and clinicians partner together to best plan for the needs of the client as they continue to learn to manage their addiction and begin to lay a foundation for their future.

Along with programs and services we continue to strive to enhance our case management strategies. Assessment is the beginning of our work with our clients. The ORAS has become the tool that guides our daily work. When we evaluate risk and need we learn what our steps should be to have the greatest positive outcome with each client. Paired with the consistent application of the EPICS case management model, we ensure that clients receive the appropriate dosage of cognitive behavioral interventions at every opportunity. We know that this is the best path to lasting behavior change.

Data and quality assurance has also played a pivotal role in year two. By using the data to drive decisions and manage our workloads, we have become more efficient and effective in our business. Data gives us information that allows us to take a look at what we are doing and has become something that staff relies on consistently. This transparency creates a culture of a willingness to look and listen. By using the data we have ensured that we stay focused on the principles.

I am proud to say that we have made tremendous strides in a very short time. From these lessons we hope to share what we have learned and continue to learn everyday by examining the science of community corrections and the art of supervision.



Julie Micek

***Director of Supervision and Services
Nebraska Board of Parole and the Division of Parole Supervision***

For more information, go to our website at parole.nebraska.gov or look for the **Division of Parole Supervision** on the following platforms:



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Parole Supervision Data at a Glance: FY 2018

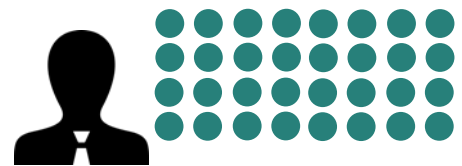
988  **270**
 Nebraska inmates placed on parole for the first time on current sentence
 Nebraska inmates reparaoled following revocation



Clients paroled to NE from other states



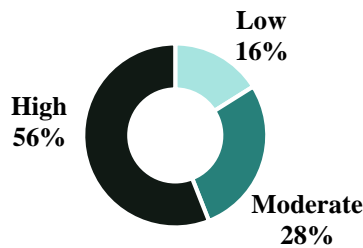
Parole clients supervised in FY 2018



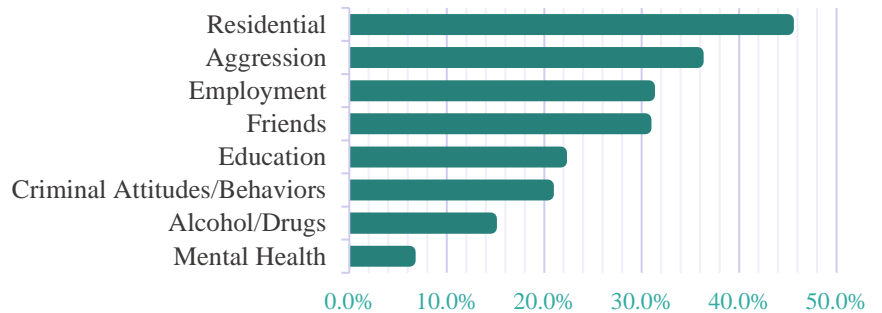
Average caseload per officer: **32**

RISK/NEEDS ASSESSMENT

Risk Breakdown:



Percent of Parole Clients with High/Moderate Needs by Domain:



INCENTIVES, SANCTIONS, AND REVOCATIONS

346
 Incentives Issued for Pro-Social Behaviors

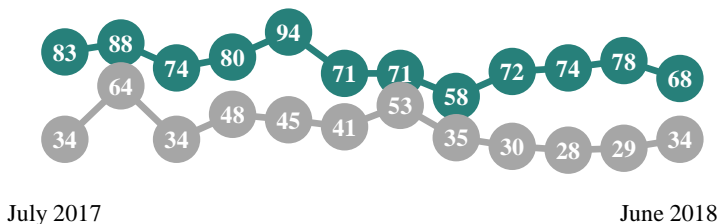
1,585
 Sanctions Issued for Antisocial Behaviors

465
 Custodial Sanction Days Issued for Parole Violations

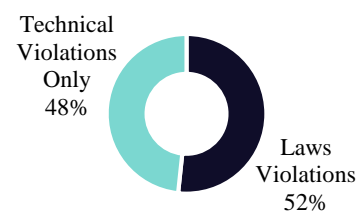
384
 Clients Revoked Due to Serious Parole Violations

CLIENT DISCHARGES/OUTCOMES

No. Successful/No. Unsuccessful



Violation Breakdown of Revoked Clients:



Our Mission

It is the mission of the Nebraska Board of Parole and the Division of Parole Supervision to continue its research, understanding and implementation of **evidence-based approaches** as it pertains to the release of clients who have appropriately been prepared for community supervision. The Board and the Division of Parole Supervision are dedicated to maintaining public safety, reducing recidivism and addressing the need of victims, while integrating clients into society through a balance of best practice supervision and treatment strategies.

Our Vision

The Nebraska Board of Parole and the Division of Parole Supervision are committed to serving and protecting the public. The Board will strive to make informed and appropriate parole decisions by giving due consideration to and utilizing the resources of the Division of Parole Supervision, including innovative case management for the successful re-entry of clients back into the community to become productive and responsible citizens.

Our Values

We believe that **change** provides opportunities for growth for our clients as well as our agency and that we can serve as effective catalysts for that growth through the use of collaborative, intentional, and evidence-based practices, which promote not only client success but also staff development and public safety.

We believe that **consistency** is critical for the accountability and success of our clients, staff, and agency and to achieve that consistency we must clearly communicate our expectations and utilize a systematic approach that provides individualized case management in decision-making, supervision practices, and agency operations.

We are **dedicated** to promoting behavior change with our clients to help them reintegrate successfully, to respecting our coworkers and supporting one another through teamwork, to the shared goals and mission of our agency, and foremost to ensuring the safety of the public and our communities.

EBPs

Evidence-based principles and practices for corrections and community supervision:



Assess actuarial risk and needs using assessments to guide case decisions



Enhance intrinsic motivation using rewards and sanctions



Target intervention based on risk, need, and responsivity factors



Skill train with directed practice



Increase positive reinforcement using cognitive-behavioral techniques



Engage ongoing support in natural communities with pro-social influences











Measure relevant processes and practices



Provide measurement feedback and use data to guide actions

Applying EBPs in Parole Supervision

The Division of Parole Supervision has realigned its work to ensure adherence to the principles of evidence-based practices throughout the agency. Below is a brief listing of the different practices that are used in day-to-day community supervision by parole officers and supervisors to build and reinforce those principles across Nebraska:

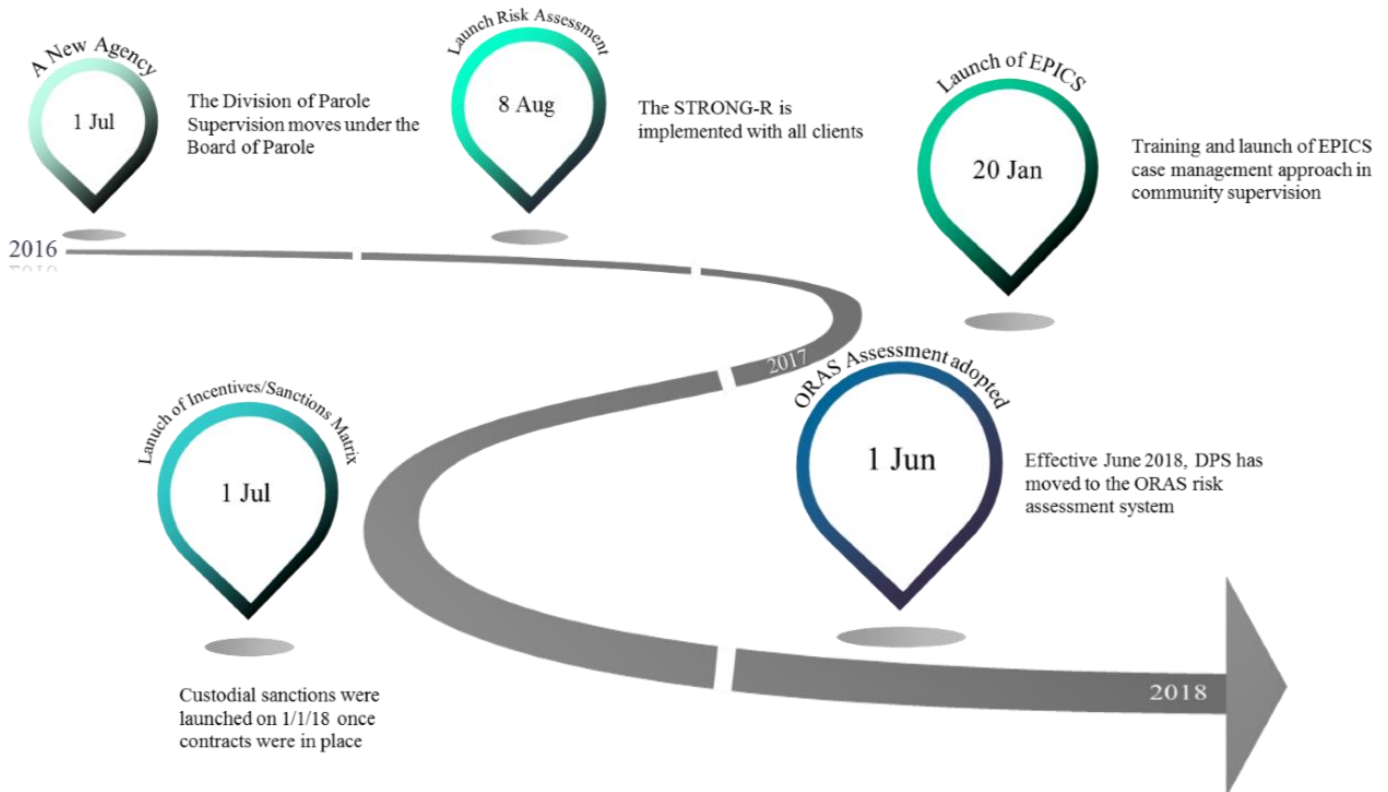
	Risk Assessment	Assessments used to evaluate risk and needs include Ohio Risk Assessment System (ORAS), Static-99, Stable 2007, Acute 2007
	Enhance Intrinsic Motivation	Since 2017, parole has utilized an incentives and sanctions matrix to provide swift recognition and response to both negative and positive behaviors and, in 2018, began employing custodial sanctions for technical or limited laws violations
	Target Intervention	Parole officers use assessment results in combination with the Effective Practices in Community Supervision (EPICS) model of case management to identify interventions that fit the client
	Skill Train with Directed Practice	Officers use EPICS cognitive-behavioral interventions, skill-building, and problem-solving techniques to deliver dosage to clients and to assist them with their reentry into the community
	Increase Positive Reinforcement	Beginning in 2017, parole incorporated the use of the Carey Group's 4:1 BMS software to easily identify meaningful positive responses for each client and to track use of those incentives as well as use of sanctions
	Engage Ongoing Support in Natural Communities	In the course of the last two years, parole has built a network with providers to provide short-term residential drug treatment, relapse and pretreatment classes, and transitional housing partnerships so clients can receive services in their home communities
	Measure Relevant Processes	Obtaining over \$250,000 in grants has allowed for the adoption of new case management software, updating and integration of the existing client management system, and data dashboards to measure client progress, outcomes, and even agency operations
	Provide Measurement Feedback	Quality assurance and continuous quality improvement processes have been implemented with assessments, case management, drug testing, use of incentives and sanctions to ensure that data is used to improve and adapt existing practices in pursuit of the best outcomes for clients and public safety

Where We've Been...

July 1, 2016-June 30, 2018

Bringing EBPs to Parole

One month after the Division of Parole Supervision moved under the Board of Parole, parole began use and implementation of risk and needs assessments for all clients; from that point forward, the agency has worked to build in EBPs as the core of what we do. From 2016 through 2018, a lot has changed for us—just see the timeline below! We're excited that in June of 2018, DPS adopted the **Ohio Risk Assessment System (ORAS)**, providing the agency with a wealth of tools that better match and meet the needs of parole officers and clients. Our work on EBP implementation and continuous quality improvement is a long-term effort to which we have mindfully committed and are dedicated to seeing through for our clients and communities.



From 2016 to 2018, how have things changed?

- **100%** of parole clients are now assessed for risk of recidivism in the first 30 days of their parole term using a validated risk assessment tool developed for community supervision
- Sanctions are now used on a consistent basis with clients, including custodial sanctions—in FY 2018, parole officers utilized **1,585** sanctions and reduced the number of review of parole hearings held during the year by **17%**
- The average length of time on parole for successful clients has increased by **7%** from 9 months to 9.7 months

...and Where We're Going

Building Our Resources to Expand Our Success

We have always had a plan for where we are going in the future. We knew tracking our early successes was critical, so that we could see all that we had accomplished and motivate ourselves to keep moving. As we move into year three, the blueprint for our agency has become defined by the use of data-driven practices and processes that focus on the three goals we feel define the way in which we want our business to grow and change: **Client Behavior Change and Accountability**, **Capital/Service Management**, and **System Change**. As we pursue these goals, the following initiatives will be enacted, reviewed, and assessed:

1

Client Behavior Change & Accountability Initiatives

- **Cognitive-behavioral group intervention** sessions conducted by specialized parole officers using CBI-CC techniques in conjunction with the EPICS model
- Complete **assessments** and **EPICS sessions** consistently and partner with the UCCI team to complete ORAS validation

2

Capital/Service Management

- Further development of our **metropolitan resource centers** within the parole offices in Lincoln (Heritage Square) and Omaha (Nebraska State Office Building)
- Creation of new processes and dedication of significant resources to provide more **transitional housing** options to clients who cannot afford independent housing
- **Reallocation of staff** resources to support Western regional parole officers and supervisors

3

System Change








- Expansion of the **existing provider network and partnerships**, particularly in the rural regions of the state
- Development and issuance of a second **Request for Proposals** to identify additional networks and/or services that reinforce EBPs across parole
- Completion of work with the National Governor's Association and National Parole Resource Center to support the work of the **Seamless System of Services**

Our Strategic Goals

July 1, 2018-June 30, 2020



Goal 1: Client Behavior Change and Accountability

In order to improve our effectiveness and enhance public safety, DPS must adopt client supervision practices that are supported by existing evidence-based practices and research. We must strive to measure our outcomes and ensure high-quality work to enhance public safety and behavior change for the clients under our supervision.

-  Ensure client assessments are completed consistently and accurately, implement and evaluate the best option for conducting assessments regarding special populations
-  Begin monitoring effects of EPICS, ensure staff is aligned with case management/supervision model and cognitive tools/programs, ensure that training continues to support staff in their work as change agents
-  Ensure all staff have been trained in all case management and supervision strategies reflecting the EPICS model, ensure referrals for service/programs are targeted, develop a case plan for high and moderate-risk clients
-  Match client's traits with the right intervention (the art of supervision)
-  Review and measure sanction utilization and effectiveness, develop recommendations on how sanctioning practices can be further improved, expand utilization of custodial sanction and loss of good time
-  Establish baselines for data-driven outcomes and meaningful data collection related to supervision, ensure supervision and direct services are delivered with fidelity, document current levels of training and knowledge regarding cognitive-behavioral interventions amongst staff, continue to provide quality assurance and train staff through boosters and targeted support
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Goal 2: Capital/Service Management

In order to ensure that our financial decisions are consistent with our agency goals understanding our resources and the management of those resources is important to our success. We are committed to directing our resources to delivering cost-effective services. This goal targets interventions that will give the best results and promote long-term sustainability.

-  Review budget to ensure spending meets needs and targets prioritized resources; review/modify job classifications and specifications for each position within the agency; develop a 3-year comprehensive training plan that identifies agency needs, job competencies for each position, and measureable outcomes for yearly evaluations; deliver both individualized (based on position) and agency-wide trainings to address job expectations and competencies; assess and address the need for new technology, safety procedures, and infrastructure; begin implementation of agency-wide continuous quality improvement plan; complete facility and property evaluations statewide; develop a cost-benefit analysis for supervision and services; make adjustments to strategic plan based on data-driven outcomes; recruit, hire, develop, and manage staff and volunteers with the right skill sets and competencies; create a workplace that allows for leadership, succession planning, and career growth; review all internal processes for efficiency, opportunities to streamline, and whether agency practices are meeting goals
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Goal 3: System Change

In order to continue to foster the work surrounding Justice Reinvestment, the Division of Parole Supervision is committed to serve as leaders in system change and unite partners to collaborate for the good of the whole. We will use our mission to guide our practice and focus on our growth of evidence-based principles throughout our agency and impact system partners and community partnerships.

-  Review policies and practices to determine if they are in line with EBP and the mission and vision of our agency;
-  Develop contracts for services within the metro/rural areas; continue to develop resource centers in Lincoln and Omaha; provide information and training to external stakeholders and the general public; continue to develop roles in the Seamless Services system; collaborate with criminal justice partners on meeting victim needs
-  Develop a set of standards for assessing the culture within our own agency and track implementation; work with criminal justice partners to assess current and collaborative practices

Spotlight: Valley Hope



In 2018, the Division of Parole Supervision partnered with Valley Hope of O’Neill to begin offering residential substance abuse treatment services in the community for those who were eligible for parole but unable to complete residential treatment inside a Department of Corrections facility prior to their parole eligibility date. The pilot program, developed over several months prior to the launch, is based on providing comprehensive community supervision. Parole officers work directly with staff at Valley Hope, conduct face-to-face meetings with clients on site in O’Neill during the 30-day treatment schedule, and set clients up for success through ongoing consultation with clinicians, EPICS case management and interventions, and arranging for transitional housing support upon residential treatment completion.

Valley Hope and the Division of Parole Supervision have joined together to bring residential treatment to parole clients who are not able to get that service prior to being paroled. This pilot program shows great promise, as all of the parole clients who received treatment there have successfully remained on parole or successfully discharged following completion of their term of community supervision.

The success of this program can be measured in both tangible and intangible ways. To date, 100% of clients that have received treatment at Valley Hope while on parole have discharged or remained successfully on parole following completion. Relationships built with the staff in O’Neill have also been resoundingly positive and as a result, the program has already made changes to allow for more leeway with current parole clients who may need additional time in treatment. This is critical to facilitating the successful discharges and outcomes that we are seeking for all clients. Although the program is still in its pilot stage, the initial results have been so positive that Valley Hope has already expanded the number of beds offered to parole clients. In short, this program has made great leaps and bounds in building out our treatment network across Nebraska.

Accomplishments: FY 2018

1 WE GREW OUR AGENCY

LB 841's passage allowed us to make some needed changes and we completed our agency-wide optimization study and reorganization to align agency needs with resources. We've hired a full-time business manager, created the Awards and Recognition Committee to recognize our staff's achievements, and developed a team approach to several processes.

2 WE CHANGED TO SUPPORT OUR CLIENTS

In order to meet our clients' needs, we've closed our Fremont office, relocated the Norfolk office and will be opening new locations in Beatrice and York. We adopted the ORAS risk assessment tool and we've modified or created new policies and procedures to align with what our population requires. And we're innovating with our reentry division and resource centers to meet clients where they're at.

3 WE'VE TRAINED... AND WE'RE TRAINERS!

Our state-of-the-art training center was completed this year! Staff have been trained in Cognitive Behavioral Intervention-Comprehensive Curriculum (CBI-CC), EPICS supervisor training, and the Ohio Risk Assessment System; 7 officers are now EPICS Trainers and supervisors are EPICS coaches! We're partnering with NIC on a curriculum for field training. And we've got Lynda with access to 6,500+ courses!

4 WE'VE IMPROVED OUR EFFICIENCY

All agency staff have been certified as Lean Six Sigma Yellow Belts, we launched several QDIP boards, and began conducting team huddles in early-mid 2018.

5 WE'RE NATIONALLY RECOGNIZED

Our Research and Training Team won the Presidential Award from the American Probation and Parole Association. And we've been selected for competitive technical assistance partnerships with the National Governor's Association and the National Parole Resource Center.

6 WE'VE REALLY EXPANDED OUR NETWORK

We've branched out in so many ways:

- Custodial sanctions with 8 county jails;
- Our first RFP built our provider network and we'll be putting out a second RFP in November;
- Collaboration with the Sherwood Foundation to explore reentry on a larger scale;
- Collaboration with the Department of Labor to bring employment classes to parole clients;
- Data-sharing partnerships with CSG, BJS, and the Nebraska Center for Justice Research
- Project Integrate grant partner with Probation
- Valley Hope residential treatment program
- Partnership with the Mental Health Association and Honu House to build housing options
- Ongoing partner in the Seamless Systems collaboration with NDSC and Probation

7 WE'RE GRANT- AND DATA-DRIVEN

We've obtained over \$300,000 in grant funding to purchase tablets for officers, modify the Parolee Information Management System, integrate EBP software, and built data dashboards. This data has guided our quality assurance processes and built our caseload assignments on risk and our IT advances have helped propel our paperless initiative.