



Justice Center

THE COUNCIL OF STATE GOVERNMENTS

From Zero to EBP: A Case Study on Implementation and Sustainability

APAI Annual Conference

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Presenters

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Justice Center

THE COUNCIL OF STATE GOVERNMENTS

We are a national nonprofit, nonpartisan organization that combines the power of a membership association, serving state officials in all three branches of government, with policy and research expertise to develop strategies that increase public safety and strengthen communities.

How We Work

- We bring people together.
- We drive the criminal justice field forward with original research.
- We build momentum for policy change.
- We provide expert assistance.

Our Goals

- Break the cycle of incarceration.
- Advance health, opportunity, and equity.
- Use data to improve safety and justice.



What is Justice Reinvestment?

A data-driven approach to improve public safety, reduce corrections and related criminal justice spending, and reinvest savings in strategies that can decrease crime and reduce recidivism.

The Justice Reinvestment Initiative is funded principally by the U.S. Department of Justice's **Bureau of Justice Assistance (BJA)** with additional funding from **The Pew Charitable Trusts**.

Technical assistance for states participating in the Justice Reinvestment Initiative is provided by the **CSG Justice Center** and **Community Resources for Justice's Crime and Justice Institute**.

Over the past 15 years, the CSG Justice Center has helped 31 states control corrections spending and reinvest in strategies to increase public safety.

\$3.2 billion estimated saved or averted

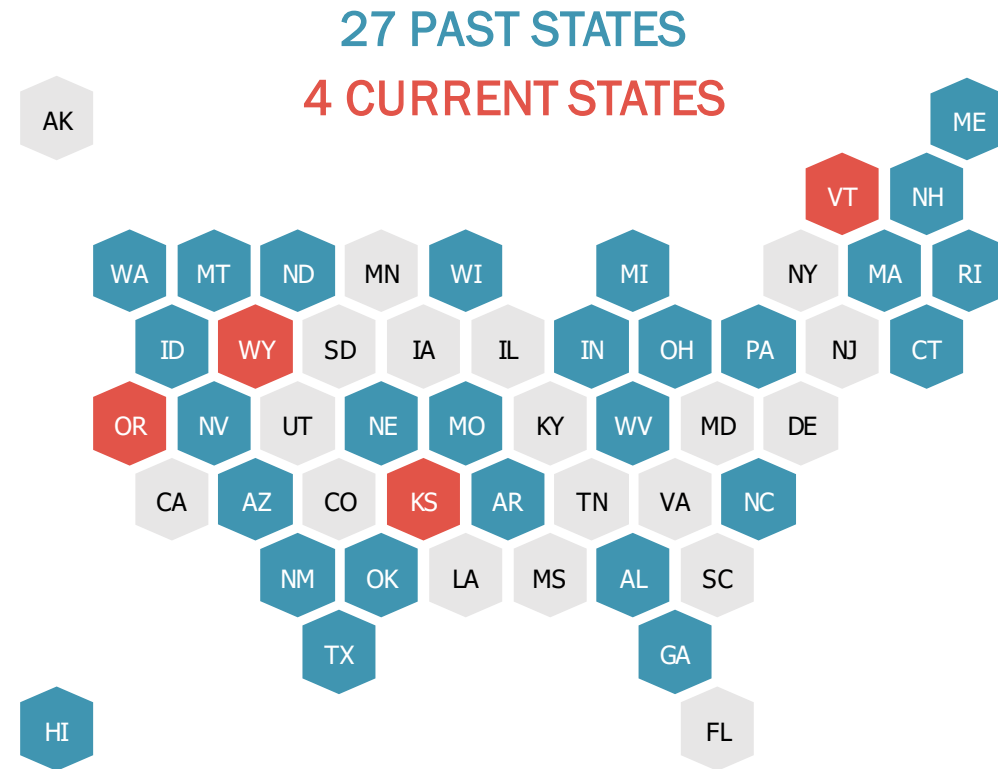
Reinvested more than **\$650 million**

Averted prison population growth by almost **70,000 people**

Reduced prison populations by more than **18,000 people**

21 correctional facilities closed

States That Have Used a Justice Reinvestment Approach with Assistance from The Council of State Governments Justice Center*



*40 states have pursued a Justice Reinvestment (JR) approach with technical assistance from the CSG Justice Center, The Pew Charitable Trusts, the Crime and Justice Institute, or the Vera Institute of Justice. Impacts relate to states that the CSG Justice Center has worked with on JR.

Justice Reinvestment Initiative – Nebraska Parole

Technical Assistance Time Frame

2014–2017 with implementation beginning in 2015

JRI Issues Identified

- Parole population growth
- Increase in parole revocations
- Max out of prison after revocation

JRI Policies

- Parole board decision-making guidelines
- Adopt risk and need assessment
- Improve reentry coordination
- Implement effective supervision strategies
- Develop behavior management system
- Address criminal thinking and behavior

The Nebraska Board of Parole and Division of Parole Services have created a more effective parole system.

Parole Supervision Outcomes

28.2% Reduction in Revocation Hearings

- From 511 in FY2017 to 367 in FY2020

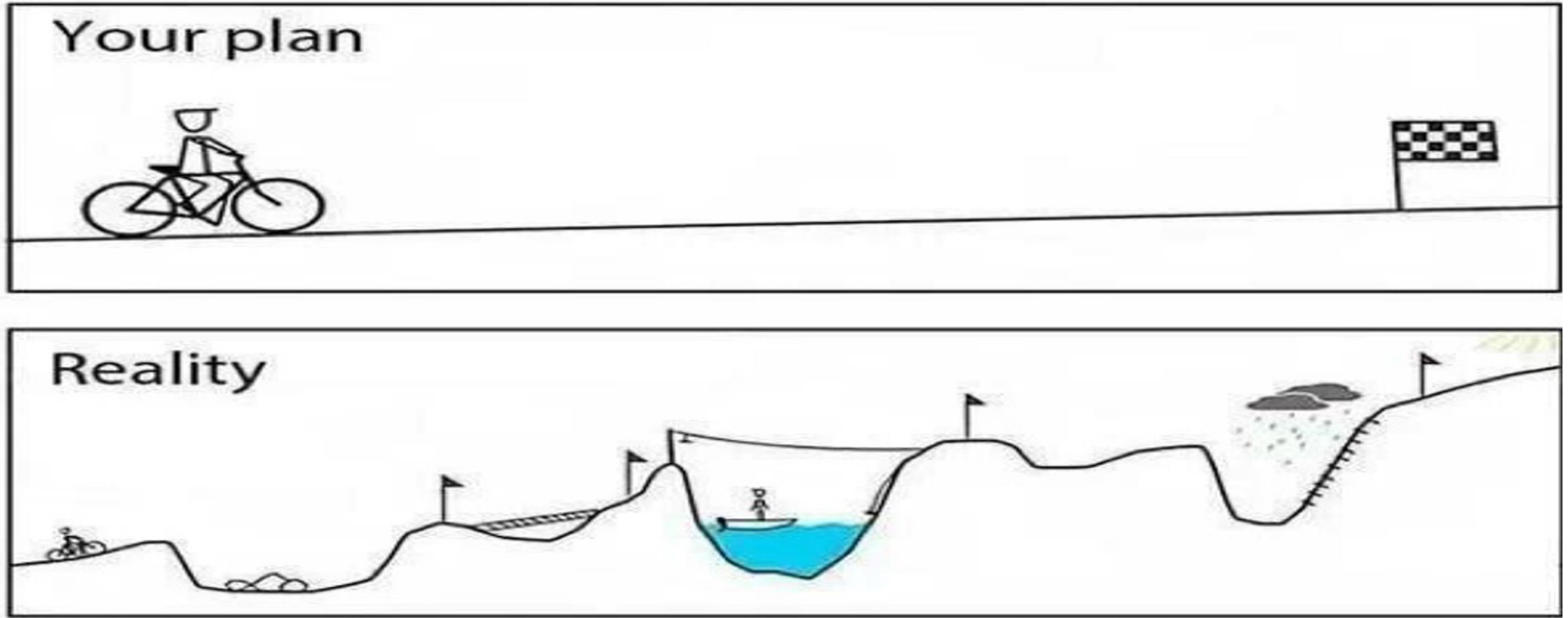
30% Reduction in Recidivism

- Since FY2018

20% Reduction in Laws Violations

- In FY2020

Implementation rarely goes as planned.



Implementation challenges exist for all agencies; Nebraska was no exception.



Six dimensions of implementation have emerged that Nebraska Parole tackled to improve success.



Agency Culture



QA & CQI



Policy & Procedure



Data Systems



Training & Coaching



Sustainability



Agency Culture

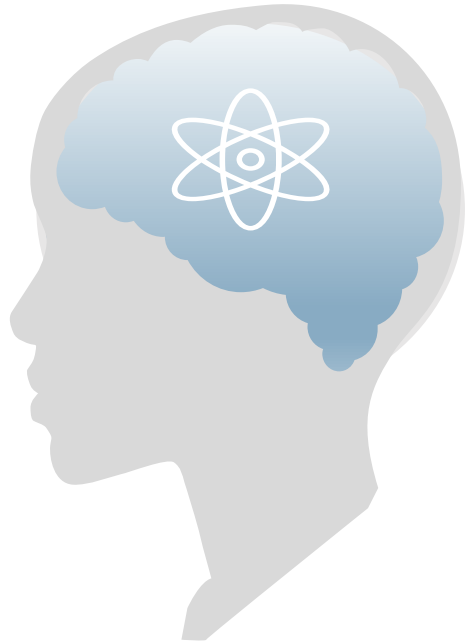
“Culture eats strategy for breakfast.” —Peter Drucker

Research shows that agency culture affects how officers approach their work, their loyalty to the agency’s mission, and their adherence to best practices.

Agency culture is multifaceted

- Experiences working within the agency
- Individuals’ values and ideologies

Achieving culture change in Nebraska has taken time and strategy.



Challenges

- Staff trained as corrections officers
- Lack of staff buy-in to EBP
- Education requirements did not meet best practice standards
- Low pay compared to probation agency

Strategy

- Develop and restructure leadership team
- Support staff learning and maintain accountability
- Listen and adjust strategies
- Advocate for staff (pay, cases go bad, tech upgrades)



Policy & Procedure

Good policy and procedure provide clarity and protection for staff.

Policy and procedures for supervision practices should:

- ✓ Align with agency mission and vision
- ✓ Have foundations rooted in research
- ✓ Provide clarity
- ✓ Be obtainable
- ✓ Be reviewed and updated on a regular basis

Shifting parole supervision from the authority of the Nebraska Department of Correctional Services (NDCS) to the Board of Parole required building policies from the ground up.

PROCESS

- Workgroup
- Representation across all levels of the agency
- Geographic representation
- Strategy of:
 - Draft, Test/Pilot, Finalize

OUTCOMES

- ✓ Alignment with new mission
- ✓ Opportunity to reimagine processes
- ✓ Staff buy-in
- ✓ Clarity of expectations



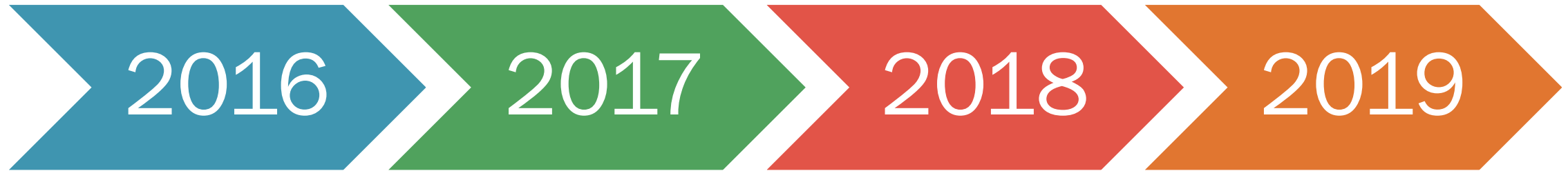
Training & Coaching

Most supervision practices involve soft skills, which take time to learn and develop.

Types of trainings:

- Initial implementation trainings followed by coaching sessions
- Booster sessions
- Annual trainings
- Academy
- On-the-job training

The strategic sequencing and timing of trainings created a smoother implementation process.



- Cross training with Parole Board
- Motivational Interviewing
- STRONG-R
- Development of Protocols

- Case Management
- EPICS
- Programming and Services

- Incentives and Sanctions Matrix
- ORAS
- Quality Assurance Measures

- Full CQI development

Cross training with the Board of Parole was essential to creating success.



QA & CQI

Supervisors alone cannot be responsible for all QA and CQI processes.

Quality Assurance

An audit process that retrospectively examines practices to identify and correct divergence from policy or protocol

- ✓ Case Audits
- ✓ Data Monitoring

Continuous Quality Improvement

A set of professional development opportunities that generate current, specific feedback to ensure that services and practices are delivered in an intended manner

- ✓ Direct Observation
- ✓ Audiotape
- ✓ Videotape
- ✓ Inter-rater Reliability

CQI processes help staff develop and maintain proficiency in the use of skills.

Supervisor monthly random case audits

- Overdue assessments
- Collateral contacts
- Programming compliance
- Urine drug screens
- Electronic monitoring
- EPICS sessions

EPICS skills

- One audio tape submission per month
- Different skill each month

Quarterly field observations

- Conducted by supervisor

The quality assurance report makes it easy to scan for staff compliance.

Missing Personal Contacts

Projected No. Missing

This section correlates with the “Review Personal” column and is based on the number of expected contacts. If highlighted, it indicates that client has a missing contact note.

Highlighted Cells:

3 – Indicates client has been released and has not had their ORAS completed within 3 weeks of release (see: Emergency Guidelines).

2 – Indicates “high” risk client with two missing contact notes.

1 – Indicates “high” or “low” risk client with one missing contact note.

Blank Cell:

PO has achieved the expected amount of contact notes.

Non-colored Numbered Cell:

Indicates the PO has made “X” more than expected contact notes.

Missing Collateral Contacts

Projected No. Missing

This section correlates with the “Review Collateral” column and is based on the number of expected collateral contacts.

Highlighted cell:

Indicates missing collateral contact for any risk level.

Blank Cell:

PO has achieved the expected amount of collateral contact notes.

Non-colored Numbered Cell:

Indicates the PO has made “X” more than expected collateral contact notes.

Review Assessments

Based on Reassessment Due Date

"Assessment Date" is highlighted in yellow for any date greater than 6 months prior to today's date. These dates do not factor in extension requests or ORAS's due within the month. Please review all highlighted dates to confirm if the ORAS is past due.

QA reports help monitor staff compliance with activities and deadlines.

Month: April 2021										
Supervisor	Caseload	Missing Personal Contacts				Missing Collateral Contacts			Overdue Assessments	
		Projected No. Missing	2	1	Projected No. Missing	1	Based on Due Date	Count		
Supervisor 1	31	Officer 1	0	0	Officer 1	6	Officer 1	0		
	33	Officer 2	0	2	Officer 2	2	Officer 2	3		
	28	Officer 3	0	0	Officer 3	12	Officer 3	0		
	46	Officer 4	0	0	Officer 4	6	Officer 4	2		
	36	Officer 5	0	0	Officer 5	3	Officer 5	0		
Supervisor 2	29	Officer 6	0	0	Officer 6	1	Officer 6	1		
	17	Officer 7	0	0	Officer 7	1	Officer 7	2		
	40	Officer 8	1	0	Officer 8	4	Officer 8	0		
	23	Officer 9	0	1	Officer 9	4	Officer 9	3		
	28	Officer 10	0	1	Officer 10	1	Officer 10	1		
	35	Officer 11	0	1	Officer 11	5	Officer 11	1		
	21	Officer 12	0	0	Officer 12	2	Officer 12	0		
Supervisor 3	34	Officer 13	1	1	Officer 13	4	Officer 13	2		
	34	Officer 14	0	0	Officer 14	6	Officer 14	0		
	41	Officer 15	0	1	Officer 15	2	Officer 15	4		
	31	Officer 16	0	3	Officer 16	5	Officer 16	3		
	42	Officer 17	0	1	Officer 17	3	Officer 17	1		
	35	Officer 18	0	4	Officer 18	19	Officer 18	0		

QA and CQI processes guide trainings and booster sessions to help grow staff skills.



LEARNING FROM ASSESSING



TRAINING NEVER ENDS



BUILDING STAFF BUILDS SUCCESS



Data Systems

Data System Modifications

- Easy data entry
- Streamline work and documentation for staff
- Collect information in a usable way (drop-down vs. text field)
- Match new policy and procedure

Data Monitoring

- Purposeful (for staff, supervisors, and agency)
- User friendly (visualized, consumable)
- Actionable (policy, trainings, promotions, public affairs, strategic plans)



Data Systems - Example

Implementation of new behavior management system

Data System Modifications

- ✓ Drop-down lists for incentives and sanctions
- ✓ Drop-down lists for use of aggravating/mitigating circumstances
- ✓ Automated supervisor approval processes
- ✓ Electronic signature pads

Data Monitoring

- ✓ Incentive to sanction ratio
- ✓ Type and frequency of incentives and sanctions used
- ✓ Reason and frequency for aggravating/mitigating circumstances
- ✓ Reduction in violations/revocations based on incentives/sanctions used

Creating a functional data system that created efficiencies for staff and allowed for data reporting was a priority.



Multiple data platforms needed a way to communicate

1. Client Management (PIMS)
2. Risk and Need Assessment (ORAS)
3. Sanctions and Incentives (4:1 Behavior Management System)

Solutions

- ✓ Work with platform providers to import/export data
- ✓ Utilize Oracle to pull data from various platforms into functional dashboards and reports

4:1 Behavior Management System

By Carey Group Publishing
Utilizing sample testing data

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My Dashboard

Enter Behaviors/Responses

Customize Prosocial Responses

Run Reports

Manage Password

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My Dashboard ?

My Pending Actions

Behaviors Pending Responses by Me ?



Behaviors Pending Responses by My Staff ?



Departures Pending Approval by Me ?



■ Responses pending within expected time period.
■ Responses pending outside the expected time period.

■ Supervisors' pending departure response within expected time period.
■ Supervisors' pending departure response outside expected time period.

My Caseload Overview

Clients I Supervise ▼

Prosocial customization needed: [1 Individuals](#)

Number of Active Clients:	2	Number of Inactive Clients:	0
Low	2	Low	0
Low-moderate	0	Low-moderate	0
Moderate	0	Moderate	0
High	0	High	0

My Ratios

Ratio of Prosocial Events to Noncompliance Events	1 : 1
Submit Ratio of Prosocial Behaviors to Noncompliance Behaviors	8 : 1
Submit Ratio of Prosocial Responses to Noncompliance Responses	5 : 1

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Enter Behaviors/Responses

Select Staff

NICaMS Id



Jennifer Miller

[Or Search By Name](#)

Search Client

First Name

Last Name

Inmate ID

Search All

Search My Caseload

Search

Administration

Management Reports

Main

[My Dashboard](#)[Enter Behaviors/Responses](#)[Customize Prosocial Responses](#)[Run Reports](#)[Manage Password](#)[Main User's Guide](#)[EBP Resources](#)[Back to PIMS](#)

Enter Behaviors/Responses

Select Staff

NICaMS Id 

Jennifer Miller

[Or Search By Name](#)

RICHARD WALKER

[Edit Client](#)[Proceed to Record Behaviors/Responses](#)**Risk Level** Moderate**Date Placed** 10/25/1966**Assigned to** Denison Campbell**Criminogenic Needs** Criminal Attitudes and Behavioral Patterns

Family and Social Support

Substance Abuse

Neighborhood Problems

Current Active Period

Event Date	Response Date	Type	Level	Behavior	Response	Level	edit
04/25/18	04/25/18	Noncompliant	H	Narcotics: Refusal to Test	Substance Abuse Evaluation - Obtain and follow recommendations	M	edit
10/13/17	10/13/17	Noncompliant	M	Employment/Education: Failure to secure employment within 30 days Narcotics	Cognitive behavioral program referral Written Directive - Other	M	edit
10/13/17	10/13/17	Noncompliant	L	Finances/other: Failure to meet other financial obligation Residence: Changing residence without prior notice/approval	Increased Reporting up to 30 days Written Directive	L	edit
10/13/17	10/13/17	Prosocial	N/A	Positive receptivity to case planning process	Removal of sanction	M	edit
10/13/17	10/13/17	Noncompliant	M	Associates: While engaged in criminal behavior Associates: With person convicted of a crime Intoxicants Laws: Infraction (Requires Board Approval) Narcotics	Electronic Monitoring Increase reporting for up to 30 days Worksheet assignment (e.g., thinking report, Carey Guide Tool, BITS worksheet) Written Directive - Other	M	edit

Select Behaviors/Responses

RICHARD WALKER

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Risk Level	Moderate	Criminogenic Needs	Criminal Attitudes and Behavioral Patterns
Date Placed	10/25/1966		Family and Social Support
Assigned to	Denison Campbell		Substance Abuse Neighborhood Problems

New Event

Event Date

Entered by Jennifer Miller

Select Prosocial Behavior Select Noncompliance Behavior

Select Behavior(s)

Search Behaviors

Clear Search

- Special Condition: SAP
- Associates: While engaged in criminal behavior
- Associates: With person convicted of a crime
- Communication Devices
- Community service: Failure to comply with community service requirements
- Directives: Failure to obey directives
- Employment/Education: Failure to secure employment within 30 days
- Employment/Education: Failure to maintain
- Finances/other: Failure to meet other financial obligation
- Financial: Failure to pay child support, restitution, fines
- Financial: Incurring Debt
- Financial: Programming Fees
- Intoxicants
- Intoxicants: Refusal to Test
- Laws: Failure to Report

- Special Condition: Sex Offender Special Condition 7
- Special Condition: Sex Offender Special Condition 8
- Special Condition: Take Medication as Prescribed
- Tampering or removal of electronic monitoring equipment or CAM
- Travel: Out of county without permission
- Travel: Out of State Without Permission
- Weapon:

Event Description:

Mr. X failed to report per the conditions of his parole.

Save

Noncompliance Response

RICHARD WALKER

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Risk Level	Moderate	Criminogenic Needs	Criminal Attitudes and Behavioral Patterns
Date Placed	10/25/1966		Family and Social Support
Assigned to	Denison Campbell		Substance Abuse
			Neighborhood Problems

Event Date: 08/20/2019
Entered by: Jennifer Miller
Behavior(s): Laws: Failure to Report
Determined Presumptive Response Level: Low

Response Date

Responses	Type	Criminal Attitudes and Behavioral Patterns	Peer Associations	Aggression-STRONG-R	Mental Health-STRONG-R	Family and Social Support	Substance Abuse	Education/Employment/Financial	Employment-STRONG-R	Neighborhood Problems	Criminal History
<input type="checkbox"/> Conference with Supervisor	A	✓	✓	✓		✓	✓				
<input type="checkbox"/> Curfew	A										
<input type="checkbox"/> Increased Reporting up to 30 days	A										
<input type="checkbox"/> Job log requirement	A								✓		
<input type="checkbox"/> Job readiness class	B-C	✓									
<input type="checkbox"/> Relapse prevention plan	B-C	✓	✓	✓		✓	✓				
<input type="checkbox"/> Restrict contact with specific	A		✓								

Enter Behaviors/Responses

Select Staff

NICaMS Id



Jennifer Miller

[Or Search By Name](#)

RICHARD WALKER

[Edit Client](#)

[Proceed to Record Behaviors/Responses](#)

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Risk Level Moderate
Date Placed 10/25/1966
Assigned to Denison Campbell

Criminogenic Needs Criminal Attitudes and Behavioral Patterns
Family and Social Support
Substance Abuse
Neighborhood Problems

Current Active Period

Event Date	Response Date	Type	Level	Behavior	Response	Level	edit
08/20/19	08/20/19	Noncompliant	L	Laws: Failure to Report	Conference with Supervisor Increased Reporting up to 30 days	L	edit
04/25/18	04/25/18	Noncompliant	H	Narcotics: Refusal to Test	Substance Abuse Evaluation - Obtain and follow recommendations	M	edit
10/13/17	10/13/17	Noncompliant	M	Employment/Education: Failure to secure employment within 30 days Narcotics	Cognitive behavioral program referral Written Directive - Other	M	edit
10/13/17	10/13/17	Noncompliant	L	Finances/other: Failure to meet other financial obligation Residence: Changing residence without prior notice/approval	Increased Reporting up to 30 days Written Directive	L	edit
10/13/17	10/13/17	Prosocial	N/A	Positive receptivity to case planning process	Removal of sanction	M	edit
10/13/17	10/13/17	Noncompliant	M	Associates: While engaged in criminal behavior Associates: With person convicted of a crime Intoxicants	Electronic Monitoring Increase reporting for up to 30 days Worksheet assignment (e.g., thinking report, Carey Guide Tool, BITS worksheet)	M	edit

Stabilizing Departure/Destabilizing Departure ?

RICHARD WALKER

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Risk Level	Moderate	Criminogenic Needs	Criminal Attitudes and Behavioral Patterns
Date Placed	10/25/1966		Family and Social Support
Assigned to	Denison Campbell		Substance Abuse
			Neighborhood Problems

Determined Response Level: Low

A lower-level response is not available in this case. Please return to the [response options screen](#) and select an appropriate response, or select "Upward Departure" from this screen.

Request for: Downward Departure Upward Departure

	Stabilizing	Factor	Destabilizing	
	<input type="radio"/>	Acute Alcohol Intoxication	<input type="radio"/>	?
?	<input type="radio"/>	Attitude	<input type="radio"/>	?
?	<input type="radio"/>	Employment	<input type="radio"/>	
?	<input type="radio"/>	Nexus with Offense	<input type="radio"/>	?
?	<input type="radio"/>	Prosocial Support System	<input type="radio"/>	
	<input type="radio"/>	Special Offender Category	<input type="radio"/>	?
?	<input type="radio"/>	Substance Use	<input type="radio"/>	?
?	<input type="radio"/>	Supervision Compliance	<input type="radio"/>	?
?	<input type="radio"/>	Time On Supervision	<input type="radio"/>	?
	<input type="radio"/>	Violence or Threats	<input type="radio"/>	?

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Noncompliance Response

RICHARD WALKER

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Risk Level

Moderate

Criminogenic Needs

Criminal Attitudes and Behavioral Patterns

Date Placed

10/25/1966

Assigned to

Denison

Campbell

Family and Social Support

Substance Abuse

Neighborhood Problems

*** Pending Supervisor Approval ***

Event Date: 08/20/2019

Entered by: Jennifer Miller

Behavior(s): Laws: Failure to Report

Determined Presumptive Response Level: Low

Response Level Change Requested: Upward

Requested Response Level: Medium

[Update your departure request or resubmit.](#)

You may return [Back to the Client's Event Page](#)
Or return [Back to the main Search Page](#)

Grid 4

		Risk Level			
		Low	Moderate	High	Very High
Severity of Violation	Low	Low Response	Low Response	Medium Response	High Response
	Medium	Low Response	Medium Response	Medium Response	Very High Response
	High	Medium Response	Medium Response	High Response	Very High Response
	Very High	Medium Response	High Response	Very High Response	Very High Response

OK

Administration

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Dashboard

Noncompliance

- Noncompliance Behaviors
- Noncompliance Responses
- Ratios

Prosocial

- Prosocial Behaviors
- Prosocial Responses
- Prosocial Response Preferences

Departures

- Departures Requested
- Departures Approved
- Departures Denied
- Stabilizing/Destabilizing Factors

Other

- Caseload Report
- Time Lapse
- Staff and Client Reports

Dashboard

Data Filters

Date Range

From

To

Agency

- Unit
- Unassigned
 - Lincoln 1: Lincoln 1
 - Lincoln 2: Lincoln 2
 - Norfolk / SOU: Norfolk / SOU
- Check All

Staff

Staff Status Active Inactive Both

Client

Status Active Inactive Both

Client

Risk Level

Gender

Race

Update Data

Clear All

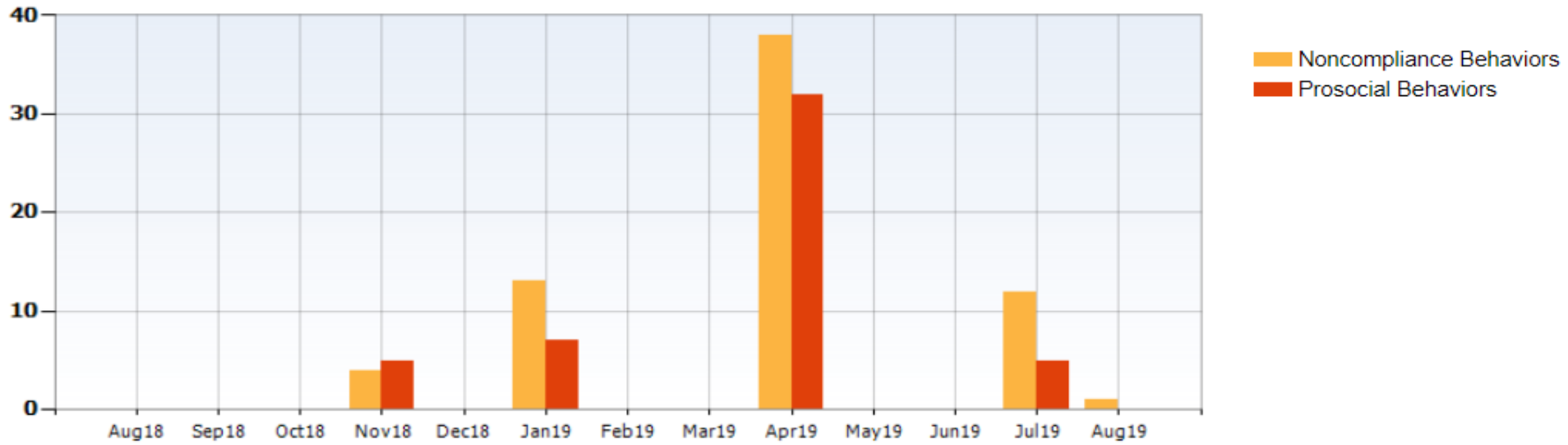
Print

Export to Excel

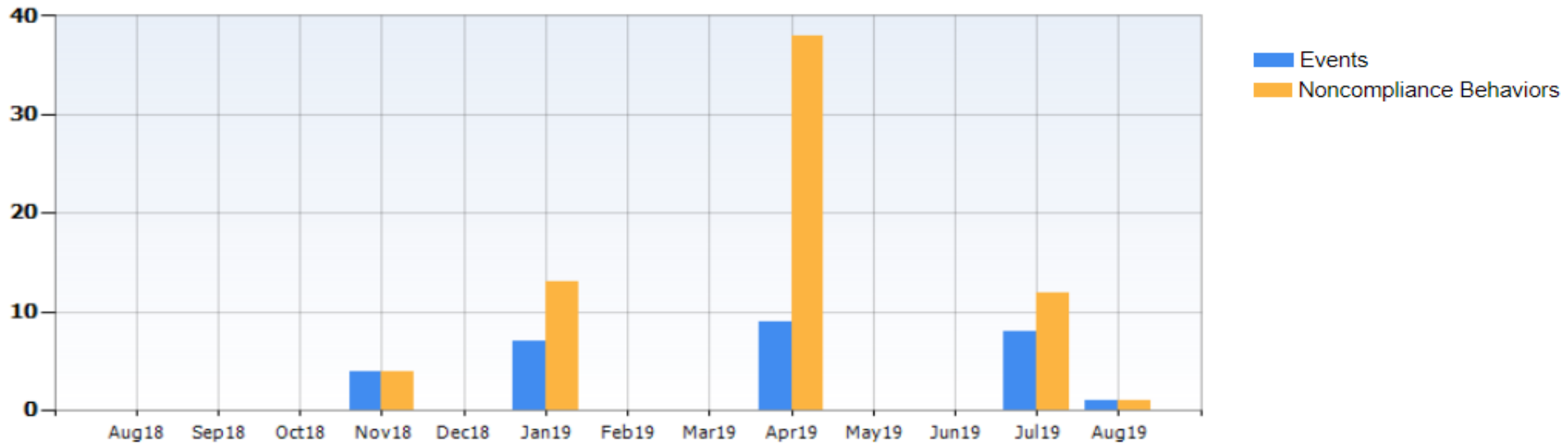


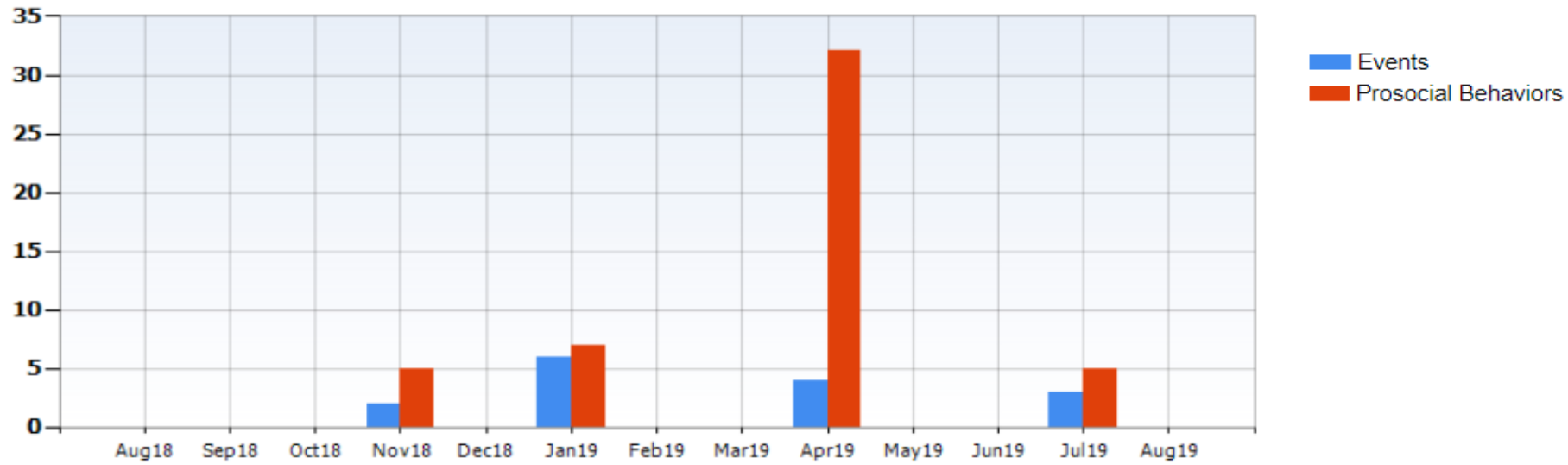
Email

Noncompliance Behaviors Compared to Prosocial Behaviors, by Month



Noncompliance Behaviors Compared to Events, by Month

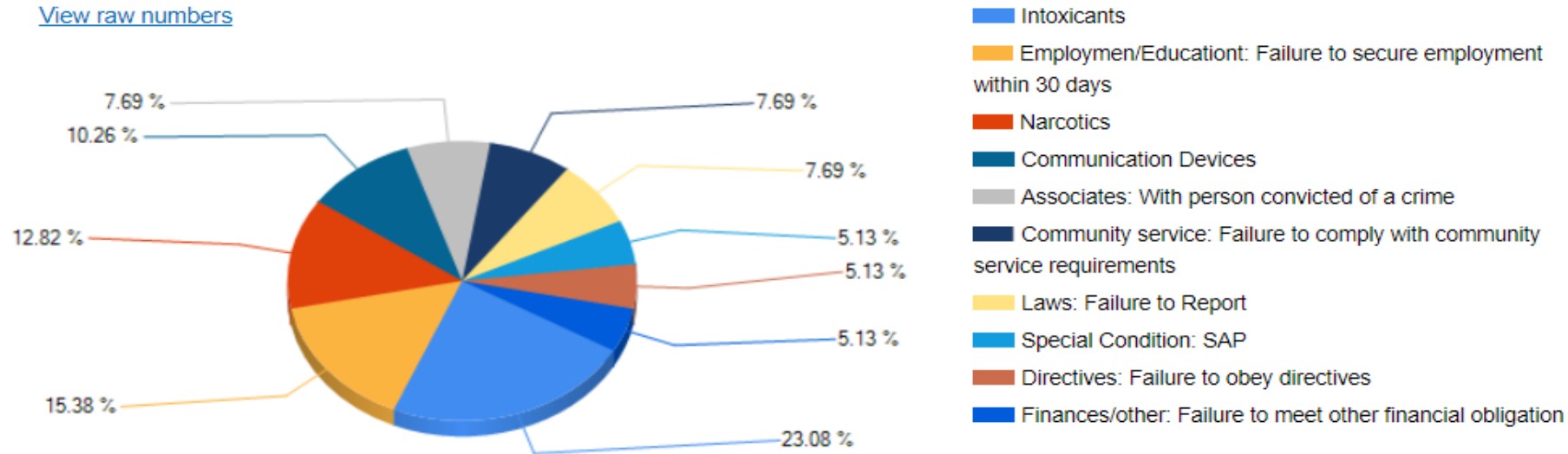




Top 10 Noncompliance Behaviors



[View raw numbers](#)



Dashboard Examples

Utilizing sample testing data

Dashboard Explanation and Guidance

Welcome to the Updated Caseload Dashboard/Work Queue page. Please select your name on the 2 prompts below to generate a listing of your caseload (parole clients and LSOs). At the top of this page, you will see subpages listed for "My APIWs", "Client Profile", "ORAS Research", "EM Installs", and "Risk Assessments". These pages will assist you with listing out your active APIWs (those to be completed and waiting on available beds), learning more about your new clients as far as issues like behavioral health or clinical programming, providing some of the collateral information to complete an accurate ORAS assessment, and a listing of individuals who are to have EM installed on today's date. The Risk Assessments page is still in development as of 5/3/2021. If you have any issues, questions, or concerns regarding this dashboard page or the associated subpages, please let Jennifer Miller know by emailing her at jennifer.miller@nebraska.gov. Thanks!

Parole Clients by Location

* Parole Officer:
 Apply Reset
 Edit

Physical Location: Community/DEC

ID Number	Client Name	Loct Prfx CD	Loct Sufx Dsc	Projected EDD	Supervision Level	Next ORAS Due	Current Due	Last Payment Date
79485		PROL		11/10/2021	Moderate	5/6/2021	50.00	2/26/2021
105247		PROL		6/18/2022	Moderate	5/6/2021	50.00	4/16/2021
86174		PROL		7/24/2022	Moderate	5/9/2021	150.00	0/0/0
99671		PROL		7/6/2022	Moderate	5/12/2021	5.00	4/27/2021
48388		PROL		11/1/2027	Moderate	5/20/2021	25.00	5/3/2021
88895		PROL		11/7/2021	Low	6/7/2021	50.00	4/12/2021
82101		PROL		5/30/2023	Low	6/10/2021	0.00	4/27/2021
71167		PROL		10/20/2021	Moderate	6/15/2021	0.00	5/3/2021
63312		PROL		4/8/2034	High	6/18/2021	25.00	4/28/2021
68034		HU8	08	6/9/2023	Moderate	6/19/2021	125.00	1/12/2021
392101		PROL		8/23/2021	Low/Moderate	7/4/2021	-30.00	3/31/2021
392397		PROL		8/25/2021	Low/Moderate	7/22/2021	-25.00	3/25/2021
85249		PROL		10/30/2021	Moderate	8/4/2021	75.00	5/5/2021
78215		PROL		6/18/2026	High	8/11/2021	50.00	3/8/2021
82281		PROL		7/17/2024	SO: High Initial 6 Months	8/12/2021	-350.00	4/27/2021

LSOs Assigned to Me

* LSO Officer:
 Apply Reset
 Edit

Physical Location: Community

ID Number	Client Name	Loct Prfx CD	Loct Sufx Dsc	Activated	Supervision Level	ORAS Done	Next ORAS Due	Next Review Due
400432		PROL	LTSO	2/5/2021	Low	2/27/2021	8/27/2021	7/26/2021
Grand Total	1							

Physical Location: Unlisted (No Entry on LSO Profile)

ID Number	Client Name	Loct Prfx CD	Loct Sufx Dsc	Activated	Supervision Level	ORAS Done	Next ORAS Due	Next Review Due
400410		PROL	LTS	10/27/2019	Low	1/6/2021	7/6/2021	1/6/2022
Grand Total	1							

Refresh - Print - Export

▲ BMS Entry with No Response Recorded

No Response Date in BMS System

Supervisor:

Parole Officer	ID Number	Inmate Name	Event Date	Behavior(s)
			3/26/2021	Employment/Education: Failure to maintain Financial: Programming Fees Intoxicants Special Condition: Curfew Special Condition: Electronic Monitoring
			3/18/2021	Directives: Failure to obey directives

Supervisor:

Parole Officer	ID Number	Inmate Name	Event Date	Behavior(s)
			3/4/2021	Special Condition: Follow rules of Facility
			4/27/2021	Narcotics

Supervisor:

Parole Officer	ID Number	Inmate Name	Event Date	Behavior(s)
			4/6/2021	Special Condition: Curfew
			5/11/2021	Special Condition: CAM
			4/12/2021	Directives: Failure to obey directives Special Condition: Curfew Special Condition: Electronic Monitoring

Supervisor:

Parole Officer	ID Number	Inmate Name	Event Date	Behavior(s)
			1/29/2020	Special Condition: CAM
			1/15/2021	Directives: Failure to obey directives
			3/22/2021	Laws: Misdemeanor (Must receive Board Approval before Issuing) Special Condition: No Gang Association

▲ Clients with Third+ Sanction Issued in Last Week

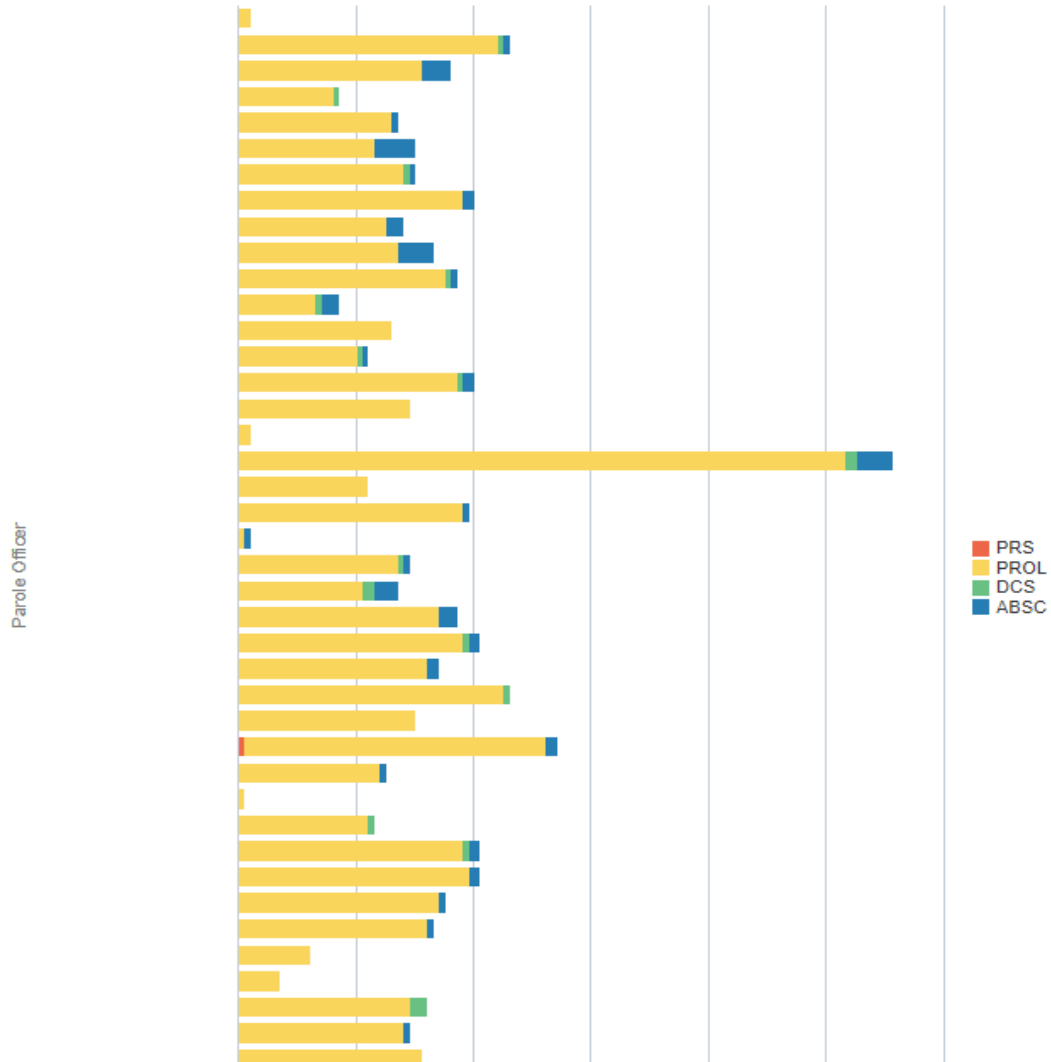
Sorted by PO and then Most Recer

Parole Officer	Event Date	ID Number
	5/6/2021	88798
	5/12/2021	84303
	5/10/2021	89116
		99344
	5/11/2021	88813
		89533
	5/7/2021	89533
	5/7/2021	78861
	5/11/2021	88892
		99207
	5/5/2021	82647
		87463
	5/9/2021	73571
	5/7/2021	85839
	5/10/2021	63102
	5/11/2021	82059
	5/6/2021	89024
	5/11/2021	53616
	5/6/2021	45665
	5/10/2021	87418
	5/6/2021	81259
		99731
	5/10/2021	69497
	5/10/2021	84194
	5/7/2021	99780
	5/5/2021	66353

▲ Caseload Total Counts

Total Caseload Count

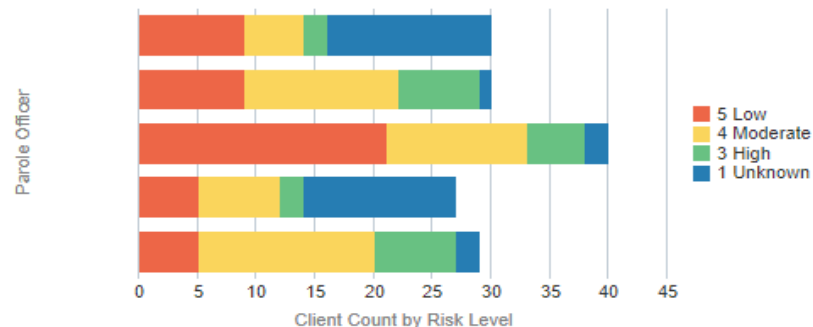
Parole Clients and LSOs



▲ Caseload by Risk Breakdown

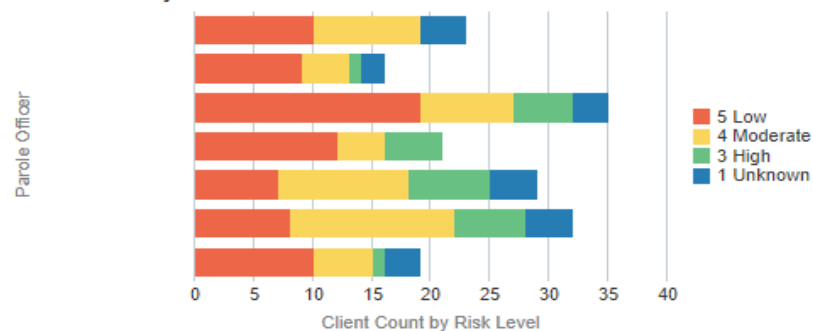
Supervisor

Client Count by Risk Level



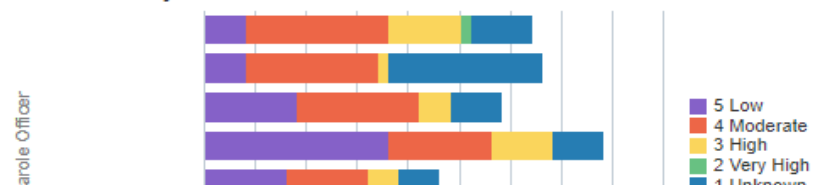
Supervisor

Client Count by Risk Level



Supervisor

Client Count by Risk Level





Sustainability

Ensure that the work is linked to the mission and embedded into agency culture and expectations.

- ✓ Recruiting and hiring
- ✓ Job descriptions
- ✓ Performance evaluations
- ✓ Promotions

Working toward sustainability takes strategy, continuous focus, and flexibility, but it never really ends when you are a learning organization.

Challenges

- Change in education requirements
- Resistance to a change in expectations
- Staff turnover
- Budget (delayed raises)
- Not all leadership had skill sets necessary to be effective



Questions

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Thank You!

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