







National Institute of Corrections and Crime and Justice Institute  
 Achieving Recidivism Reduction through the Implementation of Evidence-based Practices in Community Corrections Agencies  
 DRAFT

	Month																		TA	Tools	Responsibility Charting L=Lead, P=Participate, C=Consult												
	Pre	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17			18	∞	CJI/NIC /NPT*	Site Proj Mgr	Chief & Exec	Work Team	Policy Team						
1. Resources / Budget																																	
Budget analysis and review of services and sanctions																											Consultation, training	Budgeting and EBP training	C	L	L	L	P
Educate budget stakeholders on EBP																																	
Align budget structure with EBP priorities																																	
Focus funding on medium- and high-risk offenders																																	
Focus funding on programs that are based on evidence-based principles and innovations that are coupled with evaluation.																																	
Based on assessment for alignment with EBP, redesign, eliminate, or adjust practices that are in conflict with EBP																																	
2. Communication																																	
a. Communication planning																																	
Develop a multi-dimensional plan / strategy for communicating information regarding planning and implementation throughout the organization and to external stakeholders																											Facilitation, consultation	Sample communication plan TBD	C	L	L	L	P
Establish a communication subcommittee of the work team responsible for ensuring and monitoring communication flow (formal and informal)																											Facilitation, consultation		C	L	P	L	P
b. Media																																	
Develop a media policy and identify a spokesperson (public information officer)																												NIC Academy Media Training, Sample media kit TBD		P	L		
Educate the media about what EBP means in and to the field of corrections																											Consultation		C	L	L	P	P
Cultivate relationships with local media and invite them to visit facilities & offices, participate on ride-alongs, and hear about the work of the agency																														P	L		
Train management in media kit and relations																												Sample media kit TBD		L	L		
3. Operational Implementation																																	
a. Implementation Planning / Internal Teams																																	
Establish teams of internal policy- and decision-makers to guide implementation																												Sample implementation					
Establish cross-representative implementation and work teams that both staff the policy teams and focus on the logistics of implementation. Include union representation.																												Sample implementation					
Using a chartering process, establish working agreements for teams to clarify roles, reporting and communication structures, membership and attendance expectations, decision-making processes, and information sharing and input gathering structure																												Sample charters, NIC's Guideline for Developing a Criminal Justice Coordinating Council					
Conduct a Large Group Staff Work session: Include a cross-section, vertical slice group to address operations, organizational development issues, and collaboration. Develop subject area subcommittees to conduct the specific tasks.																											Facilitation	Future Search, appreciative inquiry, other large group process models	C	L	L	P	P
Internal Management & Work Team Session: Develop an Action Plan for implementing EBP, including measurable and time limited goals and objectives, assignment of responsibility for each objective, and monitoring and accountability process.																											Facilitation	Sample plans (Illinois, Maine, others)					
Complete regular updates of the strategic action plan indicating implementation status and timeline for each objective																											Consultation	Access to ongoing research and training					
Routinely assess what work can be eliminated with an eye toward maintaining a balanced workload																											Consultation						

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<b>b. Assessment and Classification</b>																											
Implement an offender triage system based on screening and specialized tools																											
Implement an assessment tool and process using at least a third generation assessment tool																											
Remove low-risk offenders from active caseloads																											
Implement a system of regular reassessments and reflect changes in case plans																											
Implement a quality assurance system to ensure that officers are correctly administering assessment instruments and using techniques to enhance intrinsic motivation. Norm and validate tools on a regular basis.																											
Involve line staff in identifying what is and what isn't working well																											
Implement specialized instruments / trailers for special populations																											
<b>c. Case Planning</b>																											
Develop personalized case plans for appropriate offenders and implement policy for regular updates (every 6-12 months)																											
Use the case plan to appropriately target interventions based on EBP:																											
• Prioritize supervision and treatment resources for offenders assessed as higher risk																											
• Address the top criminogenic needs as identified by the assessment																											
• Be responsive to individual differences, such as temperament, learning style, motivation, gender, and culture when referring to programs																											
• Incorporate recommended doses of services.																											
• Provide pro-social structure and supervision based on risk level, ie, structure 40-70% of high-risk offenders' time during the initial three to nine months.																											
• Incorporate treatment into the full sentence / sanction requirements, ensuring that treatment interventions are delivered in a targeted and timely manner																											
• Incorporate engagement of natural and community supports in offenders' lives																											
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<b>Forum:</b> Work through an existing policy forum, with current or expanded membership, or create a new policy team. Applicants must be willing to involve critical policy-makers in a long-term process of: consensus building; solution focused dialogue; system-wide perspective development; and exploration of the separate and shared responsibilities among different levels of state and local government. While convening a policy team is expected of applicants, other methods of collaborations may be considered.																													
<b>Membership:</b> This team should include key decision-makers and leaders from public safety and community-based partners. Applicants should strongly consider including key policy-makers that may present barriers to the implementation process, as early involvement and education may alleviate future challenges. Applicants must also balance the desire for inclusion with the need to keep the team small enough to facilitate open and productive dialogue. One method of identifying team members is to engage in stakeholder mapping prior to selecting team members. The External Policy Team may consist of key representatives (decision-makers) from stakeholder agencies / associations, such as:																													
<b>Key correctional administrators:</b> (depending on the structure, these may include the state director of corrections, parole board chair, probation chief, community corrections director, etc.); Judicial leadership; Prosecution; Defense bar (chief public defender or similar official); Legislators; Elected officials; Sheriffs; Law enforcement; Human services department executives; Labor unions; Statistical analysis center / research representation; Other officials whose decisions affect the community corrections system; and Community leaders and directors of public and private human services agencies, of which potential members may include: Community-based treatment providers, Faith-based providers, and Victim advocates.																													
Develop internal research capacity and / or establish a relationship with a researcher(s) at a local university or statistical analysis center. Partnerships with local researchers can be mutually beneficial by providing the agency with research capacity and the researcher with data and publishable material.																					Consulting and guidance	Sample job descriptions and descriptions of the mutual benefits derived from partnerships <b>(TBD)</b>	C	L	L	P			
Provide brief educational presentations / training sessions to these officials regarding EBP																					Guiding principals	Stakeholder papers							
Conduct system assessment/gap analysis and develop a work plan for system improvements and alignment with EBP																						System assessment tool <b>TBD</b>							
Meet regularly with and involve system stakeholders in the planning and implementation process. Provide regular implementation updates and share successes and challenges in accordance with the communication plan																					Facilitation						P		
<b>b. Contracted Services / Community-Based Providers</b>																													
Involve existing and potential community-based service providers in the planning and implementation of EBP. Include traditional, non-traditional, formal, and informal providers.																					Consultation, facilitation, training	Sample contract measurements, contract review criteria, description of how to gain provider buy-in when you don't have direct contracts with them <b>TBD</b>						P	
Develop and or review data collection process for community-based contracted treatment providers																						CPAI, NIDA, Texas Christian University Tools, Other available tools	C	L	L			P	
Provide EBP-related training slots or sessions to community-based providers																													
Develop a system for monitoring and providing feedback regarding contract measurements and hold providers accountable for contract requirements																					Consultation							L	

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Topic Area	Category	Task Reference Number	Task	Pre	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	∞				
				1. Org Capacity & HR	Recruitment and hiring	1h	Assess and align staff strengths and skills with organizational mission when recruiting and promoting. Build on staff strengths by matching skills with job tasks.																				
1. Org Capacity & HR	Recruitment and hiring	1h	Develop a succession planning strategy																								
1. Org Capacity & HR	Training	1f	Begin training all staff in EBP-related concepts and techniques. Train managers and supervisors in leadership and change management.																								
2. Communication	Media	2b	Educate and cultivate relationships with the media. Train management in media relations.																								
3. Operational Imp.	Case planning	3c	Develop personalized case plans, target interventions based on EBP																								
1. Org Capacity & HR	Quality Assurance and Performance Management	1g	As part of QA plan, observe and / or provide clinical supervision for cognitive behavioral treatment groups, and develop methods of rewarding staff for aligning behavior with EBP																								
1. Org Capacity & HR	Resources and Budget	1i	Align budget structure with EBP priorities																								
3. Operational Imp.	Treatment programs	3d	Develop a continuum of positive and negative sanctions to reinforce case plan priorities																								
3. Operational Imp.	Treatment programs	3d	Conduct an inventory of available treatment providers and options. Conduct an analysis to assess any gap between available resources and needs of the offender population.																								
3. Operational Imp.	Treatment programs	3d	Develop or review & modify data collection process for treatment programs to ensure alignment with EBP																								
3. Operational Imp.	Treatment programs	3d	Develop a plan for strengthening, eliminating, or adding programs in alignment with EBP																								
5. Information Mgmt	Intermediate measures	5a	Collect and analyze offender assessment, change, and dosage data. Convene regular meetings to review data and process toward goals																								
5. Information Mgmt	Intermediate measures	5a	Develop mechanisms that allow for regular feedback of data to supervisors and staff																								
1. Org Capacity & HR	Recruitment and hiring	1h	Provide leadership skill building opportunities to staff whose behavior and attitude are in alignment with EBP																								
1. Org Capacity & HR	Quality Assurance and Performance Management	1g	Conduct random reviews and audits of techniques and case plans																								
3. Operational Imp.	Treatment programs	3d	Assess strengths and weaknesses of individual programs using a program assessment tool.																								
4. Collab & Involvement	Contracted services	4b	Involve community-based service providers in the planning and implementation of EBP																								
4. Collab & Involvement	Contracted services	4b	Develop quality assurance procedures for community-based service providers																								
4. Collab & Involvement	Contracted services	4b	Provide EBP-related training slots or sessions to community-based providers.																								
3. Operational Imp.	Assessment and classification	3b	Implement specialized instruments / trailers for special populations																								
3. Operational Imp.	Implementation Planning / Internal Teams	3a	Routinely assess what work can be eliminated with an eye toward maintaining a balanced workload																								