

Planning & Implementation Guide

Second Chance Act

Innovations in Reentry Initiative: Focus on Evidence-Based Strategies for Successful Reentry from Incarceration to Community

DESCRIPTION

This Planning & Implementation Guide is intended for recipients of the Innovations in Reentry Initiative grants administered by the U.S. Department of Justice's Bureau of Justice Assistance. Grantees will complete this guide in partnership with a technical assistance provider from The Council of State Governments Justice Center over the course of their grant.

Please note that this guide is aimed at FY2017 grantees and addresses the grant requirements of that year; changes may be made to grant requirements in subsequent years.



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About the Planning & Implementation Guide

The National Reentry Resource Center (NRRC) has prepared this Planning & Implementation Guide (P&I Guide) in partnership with the U.S. Department of Justice's Bureau of Justice Assistance (BJA). The guide is intended for the state, local, or tribal government agencies that have received Second Chance Act (SCA) grants to plan initiatives and programs serving adult populations. Recipients of SCA Innovations in Reentry Initiative (IRI) awards must complete the guide as a condition of the grant award.

This P&I Guide enables grantees to identify the degree to which practices are in place to advance recovery and reduce recidivism in their jurisdiction. The guide is not intended to serve as a step-by-step blueprint, but rather to foster discussion on best practices, identify considerations for your collaborative effort, and help you work through key decisions and implementation considerations.

This guide is a tool for grantees and also serves as an important tool for your technical assistance provider ("TA provider") from The Council of State Governments (CSG) Justice Center to understand the status and progress of your project, the types of challenges you are encountering, and the ways your TA provider might be helpful to you in making your project successful.

You and your TA Provider will use your responses to the self-assessment to collaboratively develop priorities for technical assistance.

Any questions about this guide should be directed to your TA provider at the CSG Justice Center.

Contents of the Guide

The guide is divided into six sections. Each section includes background discussion and assessment questions and exercises drawn from evidence-based principles. You will be prompted to write short responses, attach existing documents, and complete exercises. Your answers will provide insight into your initiative's strengths and identify areas for improvement. As you work through the sections, please pay close attention to the supporting resources in the appendix, which contain suggestions for further reading and provide access to important resources and tools. Your TA provider may also send you additional information on specific relevant topics to complement certain sections. If you need additional information or resources on a topic, please reach out to your TA provider.

TA Provider Contact Information	
Name:	
Phone:	
Email:	

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SECTION 1: IDENTIFYING GOALS AND ASSESSING INITIAL TECHNICAL ASSISTANCE NEEDS

These questions provide an opportunity to reach out to key stakeholders and project team members, reconvene, and organize your ideas now that you have received your award. This conversation with stakeholders and team members allows you to identify whether there have been any changes in program scope or partnership.

EXERCISE 1, PART 1: BASIC INFORMATION

A. Grantee Information			
Grantee Name and Award Number			
Geographic Location	<i>Please specify the city, county, or state where your program operations are primarily occurring.</i>		
Jurisdiction Type <i>(Check all that apply)</i>	<input type="checkbox"/> Rural <input type="checkbox"/> Suburban <input type="checkbox"/> Urban <input type="checkbox"/> Tribal <input type="checkbox"/> Other _____		
Project Name			
Point(s) of Contact <i>(Please include criminal justice agency and evaluation partners in this section)</i>	<i>Name:</i>	<i>Email:</i>	<i>Agency and Title:</i>
	<i>Name:</i>	<i>Email:</i>	<i>Agency and Title:</i>
	<i>Name:</i>	<i>Email:</i>	<i>Agency and Title:</i>
Initiative Description	<i>Please briefly describe your initiative (in 300 words or fewer).</i>		

<p>Is this a new program, or an expansion or enhancement of an existing program?</p>	
<p>What are the goals you hope to accomplish during the planning period of this grant? <i>(E.g., develop a task force, establish data collection indicators)</i></p>	
<p>What are the goals you hope to accomplish during the implementation period of this grant? <i>(Please refer to your proposal narrative.)</i></p>	

In order for your TA provider to get a full understanding of your partnerships, programs, and ideas for this grant, please provide the following documents to your TA provider:

- Copy of signed BJA award document, with any grantee-specific conditions – **due January 26, 2018**
- MOUs, interagency agreements, and information-sharing agreements – **due January 26, 2018**
- Program flow chart – **due January 26, 2018**
- Gap/needs/capacity analysis – **due January 26, 2018**
- Logic model¹ (see Exercise 1, Part 2) – **due February 23, 2018**
- Program evaluation plan – **due May 18, 2018**
- Program policy and procedure manual (if available)
- Graduated response decision matrix (if available)
- Current strategic plan (if available)

¹ If you have already completed a logic model, please attach it to this document. If you have not completed a logic model, or the logic model you have completed does not include all the elements in the logic model template in Exercise 1, Part 2, your TA provider will work with you to create a logic model or update the one you currently have.

B. Grant Initiative Updates

It is helpful for your TA provider to know about any significant developments that have occurred between the time you wrote your grant application/narrative and now. In your responses below, be sure to reference any key goal changes, stakeholder changes, etc., that may have occurred.

Questions	Responses
<p>1. Do you envision any changes to the initiative and/or its goals as they were outlined in your grant proposal? <i>(Such changes may include changes in evidence-based practices, screening and assessment tools selected, program partner changes, staffing changes, new budget constraints, etc. If any programmatic, administrative, or financial changes have been made since you submitted your grant proposal, you are required to submit a Grant Adjustment Notice [GAN] through the GAN module in the Grants Management System [GMS]. Please note that GANs are subject to approval by BJA.)</i></p>	
<p>2. What is the relationship between this grant and any pre-existing initiatives or programs focusing on people who have mental illnesses or co-occurring mental and substance use disorders and are in the criminal justice system, either locally or at the state level? <i>(Please indicate if any of these initiatives or programs are funded through BJA's SCA grant program.)</i></p>	

EXERCISE 1, PART 2: LOGIC MODEL

A logic model demonstrates the causal relationships between goals, activities, and results. It is a useful tool to visualize the purpose and scope of proposed activities, including the resources needed and expected outcomes. If you have already completed a logic model for your program, please attach it to this guide. If not, please use the sample logic model below, which can be filled out with information from the previous sections of the guide. When noting outcomes, consider how you plan to measure those outcomes. Please note that goals and inputs/resources may correspond to multiple activities, outputs, and outcomes. For additional examples, templates, and information on developing a logic model please visit <http://www.wkkf.org/resource-directory/resource/2006/02/wk-kellogg-foundation-logic-model-development-guide>.

Sample Logic Model					
Project Goals	Inputs/Resources (Existing and Grant-Funded)	Activities and Timeline	Outputs/ Process Measures	Short-Term Outcomes	Long-Term Outcomes
<i>Implement risk and/or needs assessment tool</i>	<i>Grant funds; correctional staff training funds</i>	<i>Integrate tool into intake process and reentry case planning (Begin in March 2018)</i>	<i>Number of assessments completed</i>	<i>Administer risk and needs assessment tool for all participants upon intake</i>	<i>Develop all case plans based on needs identified through assessment</i>
<i>Train reentry staff in evidence-based cognitive behavioral intervention (CBI)</i>	<i>Grant funds to pay for .5 FTE supervision officer; grant funds to pay for .5 FTE reentry staff</i>	<i>Train staff in T4C (Training in April 2018)</i>	<i>Number of staff trained; number of training courses completed by staff; number of new case plans that incorporate CBI based on needs assessment</i>	<i>Train all reentry staff in T4C</i>	<i>Provide T4C no later than 90 days before release to all participants who are identified as having the criminogenic need of criminal thinking/behavior</i>

SECTION 2: DEVELOPING COLLABORATIVE STRATEGIES AND ESTABLISHING YOUR TASK FORCE

Establishing an effective reentry strategy requires coordination across multiple agencies and partners. The task force is an important group that can ensure that agency leaders work together to advance and support jurisdiction-wide reentry policy and practice changes.

While some grantees already have task forces in place, others will only be starting to form them. No matter where you are in this process, it is important to develop protocols on how this group will prioritize and support this SCA grant program as well as provide guidance throughout its duration.

Whether you are updating the membership of an existing task force or are forming a new one, consider members who represent victim advocacy groups, substance use treatment providers, law enforcement, courts, community corrections/supervision, workforce development, housing, education, faith-based organizations, peer groups, formerly incarcerated people, and family members of incarcerated people.

EXERCISE 2: DEVELOPING YOUR TASK FORCE

A. Task Force Questions

Questions	Responses
1. Is a task force (i.e., an advisory or decision-making entity) in place to oversee and guide the direction of the project?	<input type="checkbox"/> Yes (<i>Proceed to questions 1a–4.</i>) <input type="checkbox"/> No (<i>Proceed to question 5.</i>)
1a. If you responded “yes” to question 1, please describe how this group will dedicate meeting time and resources to planning and implementing this grant. (E.g., is there a consistent amount of meeting time dedicated to this work? Does this group receive reports and updates from the planning team?)	
2. What is the task force’s mission statement?	
3. How often will this group meet?	
4. Please list any task force subcommittees or working groups and their meeting schedules. Please also describe any subcommittees or working groups that you plan to establish in the future.	
5. If you responded “no” to question 1, please describe your current process and timeline for developing a task force. Once established, how often will the task force meet?	

B. Identifying Task Force Members

Please list the name of your task force and its members in the chart below. If the membership of your task force has not yet been determined or finalized, please list those whom you intend to invite, including agencies, service providers, and community members. Indicate with an asterisk (*) those who are still to be invited and/or formalized as members.

Task Force Name:			
Name	Title	Organization	Formal Role on Task Force <i>(E.g., chair, vice chair, committee chair, etc.)</i>
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			

(Insert additional rows as needed.)

SECTION 3: TARGET POPULATION

The target population for your initiative should be based on documented groups of people who significantly contribute to recidivism rates. The target population must be narrow enough to allow for focused planning, but also significant enough that reducing recidivism among that population can have an impact on the overall recidivism rate in your jurisdiction or community. BJA requires grantees to follow the risk principle when selecting a target population. The risk principle states that the greatest reductions in recidivism will be achieved by focusing programming and resources on people who are assessed as having a higher risk of recidivism.

EXERCISE 3, PART 1: DEFINING YOUR TARGET POPULATION

Questions	Responses
1. Please provide a full description of your target population (including age, sex/gender, risk level, and other identifiers).	
2. What is the racial/ethnic composition of the population from which your program's target population is drawn (e.g., probation, jail, or prison population)? Please describe.	
3. Is the probation/jail/prison population's racial/ethnic composition similar to the racial/ethnic composition of your target population? If you do not think that it will be similar, explain why not.	
4. How many people do you plan to serve per year and in total throughout the course of this grant?	
5. Will the program serve participants who have co-occurring mental and substance use disorders?	
6. What, if any, criminal charges/offenses will be excluded from the grant initiative's eligibility criteria?	
7. Will participation be voluntary?	
8. What percentage of participants do you estimate will be on community-based supervision?	
9. How do you plan to identify and recruit participants? (E.g., jail-based staff have placed posters in the common area and hold	

<i>an informational session once every two weeks about the program.)</i>	
10. Will any incentives be offered through this program? <i>(Please describe both pre- and post-release incentives. Examples include, but are not limited to, access to more phone time before release or providing bus passes to participants after release.)</i>	
11. What correctional facility/facilities and/or halfway houses will be involved in this initiative?	

EXERCISE 3, PART 2: IDENTIFYING YOUR SCREENING AND ASSESSMENT PROCESSES

Validated screening and assessment tools should be used to identify the target population. This exercise asks you to identify what tools are currently being used by your team and allows you to identify where there are screening and assessment gaps in your system, as well as plan for the implementation of screenings and assessments. For those currently in the process of selecting and implementing a tool(s), please provide an anticipated training and start date for these activities.

A. Screening and Assessment Process

Please attach a flow chart or decision matrix that outlines the screening and assessment process from initial intake that occurs before release through discharge to post-release services. The flow chart should detail what screenings and assessments are utilized, when and where the screenings and assessments occur, and who conducts the screening/assessment.

B. Criminogenic Risk and Needs Assessment

Questions	Responses
<p>1. What is the name of the <i>validated</i> criminogenic risk and needs assessment tool that will be used for this initiative?</p> <p>Is this assessment currently in use or will it be implemented in the future to meet grant requirements?</p>	
<p>2. Has the risk and needs assessment been validated on your population? If so, when did this validation take place?</p>	

<p>3. What agency or agencies will administer the risk and needs assessment for this grant initiative?</p>	
<p>4. What staff will receive training on the <i>administration and scoring</i> of the risk and needs assessment?</p> <p>What staff will receive training on <i>implementing the results</i> of the risk and needs assessment?</p>	
<p>5. Will staff receive booster training sessions and, if so, how often?</p>	
<p>6. Will quality assurance oversight be incorporated into the administration and scoring of the risk and needs assessment? If so, describe how.</p>	
<p>7. How will you incorporate the risk and needs assessment results into a participant's case plan?</p>	
<p>8. Will participants be periodically reassessed? If so, when and by whom?</p>	
<p>9. How will the assessment results be recorded and stored? (E.g., electronically, paper files, electronic health record, etc.)</p>	
<p>10. Which partners will have access to the results? Will they receive this information automatically or is it available upon request?</p>	

C. Mental Health and Substance Use Screening and Assessment

Mental health and substance use screening and assessment tools listed below should not include the criminogenic risk and needs assessment tool(s) identified in the section above.

	Mental Health Screening Tool	Mental Health Assessment Tool	Substance Use Screening Tool	Substance Use Assessment Tool
1. What is the name of the <i>validated</i> screening or assessment tool that will be used? Please specify the year/generation.				
2. Who will administer the screening or assessment?				
3. How will the screening or assessment results be recorded and stored? (E.g., <i>electronic database, electronic spreadsheet, paper files, etc.</i>)				
4. What partners will have access to the results?				
5. Will partners receive this information automatically, or will it be available upon request?				
6. How will the screening or assessment results be utilized?				
7. When will the tool be re-administered and by whom?				
8. How will staff be trained on the tool? (E.g., <i>the agency that created the tool provides training.</i>)				
9. How often will staff receive booster training on how to administer the tool?				

SECTION 4: IDENTIFYING EVIDENCE-BASED PROGRAMS AND SUPPORTIVE SERVICES

This section covers the evidence-based programs that will be provided to participants before and after release, along with the other supportive services that will assist participants in reentry.

EXERCISE 4, PART 1: EVIDENCE-BASED PROGRAMS

Provide an inventory of the evidence-based programs offered through your grant initiative. Please indicate if the program is currently in operation or if you are planning to implement it in the future. You will be asked to list other supportive services, such as identification assistance, in Exercise 6.

Program Provided to Participants	Is this program currently provided? <i>(If not, please list anticipated training and implementation dates.)</i>	Before release, after release, or both?	Service-Delivery Method <i>(e.g. one-on-one, group setting, etc.)</i>	Name of Service Provider	Program Capacity <i>(e.g., the number of people who can be served at one time)</i>	Length of Program <i>(length of curriculum and sessions per week)</i>	Grant-funded? <i>(yes or no)</i>
<i>Example: Thinking for a Change (T4C)</i>	<i>Not currently provided Training: April 2018 Implementation: June 2018</i>	<i>Both in Jones County Jail (before release) and at Main Street Reentry Service Center (after release)</i>	<i>Group</i>	<i>Jones County Sheriff's Office Main Street Reentry Service Center</i>	<i>Jones County Jail: 100 people Main Street: 20 people per 1 staffer</i>	<i>25 lessons 1–2 hour sessions 1–3 times per week</i>	<i>Yes</i>

(Insert additional rows as needed.)

EXERCISE 4, PART 2: SUPPORTIVE SERVICES

A. Supportive Services Inventory

Use this chart to list the supportive services you will provide through this grant initiative. This includes vocational, educational, personal identification, transportation, and family support services. Please do not include housing services in this section—they will be covered in Exercise 7.

Service Provided to Program Participants	Is this service currently provided? <i>If not, please list anticipated training and implementation dates.</i>	Before release, after release, or both?	Service-Delivery Method <i>(e.g., one-on-one, group setting, etc.)</i>	Name of Service Provider	Service Capacity	Length of Service <i>(length of curriculum, number of sessions per week, etc.)</i>	Grant-funded? <i>(yes/no)</i>
<i>Example:</i> Employment programming, including job readiness assessment and development, resume prep, mock interviews, clothing assistance	Yes	Both in jail and at Main Street Reentry Service Center	One-on-one and group	Main Street Reentry Service Center	Jail: 15 people per 1 staffer Main Street: 30 people per 2 staffers	15 hours	Yes

(Insert additional rows as needed.)

B. Connections to Health Care Coverage and Other Benefits

Questions	Responses
<p>1. Do you plan to enroll eligible participants in health care coverage, including Medicaid? <i>If yes, please describe the enrollment process and which agency or agencies will be involved in this enrollment process.</i></p>	
<p>2. Do you plan to enroll eligible participants in Supplemental Security Income (SSI) or Social Security Disability Insurance (SSDI)? <i>If yes, please describe the enrollment process and which agency or agencies will be involved in this enrollment process.</i></p>	
<p>3. How will you identify program participants who are veterans and connect them to Veterans Affairs (VA) health care and other benefits and resources (e.g., Veterans Justice Outreach, Health Care for Reentry Veterans, and Veterans Reentry Search Service)? <i>Please describe how and list which agency or agencies will be involved in this process.</i></p>	

EXERCISE 4, PART 3: HOUSING ASSESSMENT

Please provide the following information about your housing partnerships and programs.

Questions	Responses
<p>1. How will you be defining homelessness for the purposes of this initiative?</p>	
<p>2. How will participants be assessed for homelessness—through informal conversation or through formal assessment? (E.g., through a housing needs and risk screening questionnaire² administered 30 days prior to release)</p>	
<p>3. Who will be assessing participants for homelessness?</p>	
<p>4. What housing providers are you in discussions with about partnerships?</p> <p>What types of housing do they provide? (E.g., emergency shelter, family shelter, sober living environment, halfway houses)</p>	

² For an example of a housing needs and risks screening questionnaire, see <https://csgjusticecenter.org/wp-content/uploads/2017/08/housing-questionnaire.pdf>.

SECTION 5: DATA COLLECTION, PERFORMANCE MEASUREMENT, AND PROGRAM EVALUATION

EXERCISE 5: DESCRIBING THE EVALUATION PLAN

According to BJA, the “Innovations Suite” of grant programs “represents a strategic approach that brings more ‘science’ into criminal justice operations by leveraging innovative applications of analysis, technology, and evidence-based practices with the goal of improving performance and effectiveness while containing costs.” A key part of this strategic approach is data collection, performance measurement, and program evaluation. Working with your research partner and TA provider, please complete the following questions to develop your Evaluation Plan.

Questions	Responses
1. What questions do you plan to answer with your evaluation?	
2. What type of evaluation will it be (e.g. process and/or outcome)? When will it be completed?	
3. How will recidivism be measured?	
4. How will information/data be shared with the research partner? Who on the team will be responsible for sharing information/data with the research partner, and how often?	
5. When will your evaluation report(s) be completed (for process and/or outcome evaluations)?	

The following table may be helpful to plan your data collection process. If you have your own data code book or evaluation plan prepared, you may attach that in lieu of completing this chart. When completing this or your own data collection plan, please refer to the outputs and outcomes you have identified in your logic model.

Data Collection Plan				
Outputs/Outcomes	Data Sources/Tools	Collection Process		
		Who?	When?	How?
<i>Example: Change in attitudes</i>	<i>COMPAS</i>	<i>Researcher/evaluator</i>	<i>Upon program entry and after program completion</i>	<i>COMPAS pre- and post- test</i>

(Insert additional rows as needed.)

SECTION 6: SUSTAINABILITY

Sustainability is difficult to achieve and even more challenging if neglected until grant funding is coming to an end. Developing a sustainability plan at the onset is essential to building a strong initiative that can continue after the grant funding concludes.

EXERCISE 6: PLANNING FOR PROGRAM SUSTAINABILITY

Questions	Responses
1. What goals does your initiative seek to achieve after the life of the grant?	
2. List the activities that will lead to meeting those goals after the life of the grant.	
3. List the components of the grant initiative that will continue after the life of the grant. <i>(E.g., policy changes, task force meetings, use of screening or assessment tools, etc.)</i>	
4. List components of the grant initiative that will not be sustained after the life of the grant. <i>(E.g., initiative incentives, etc.)</i>	
5. List any funding sources that may be available to sustain the initiative after the life of the grant. <i>(E.g., foundation, federal/state [such as Medicaid], or local funding, private donation, etc.)</i>	
6. List the stakeholders and partners who will be involved in sustaining your initiative after the life of the grant.	
7. How will you be tracking and sharing performance measures and initiative data with stakeholders?	

APPENDIX: SUPPORTING RESOURCES

Supporting Resources: Data Collection, Performance Measurement, and Evaluation

- Carter, Madeline M. *The Importance of Data and Information in Achieving Successful Criminal Justice Outcomes*. Silver Spring, MD: Center for Effective Public Policy, 2006. <http://collaborativejustice.org/docs/Collaboration%20Data%20Monograph.pdf>.
- Kim, KiDeuk, Miriam Becker-Cohen, Maria Serakos. *The Processing and Treatment of Mentally Ill Persons in the Criminal Justice System*. Washington, DC: Urban Institute, 2015. <http://webarchive.urban.org/UploadedPDF/2000173-The-Processing-and-Treatment-of-Mentally-Ill-Persons-in-the-Criminal-Justice-System.pdf>.
- Morley, Elain, and Linda M. Lampkin. *Using Outcome Information: Making Data Pay Off*. Washington, DC: The Urban Institute, 2004. <http://www.urban.org/sites/default/files/alfresco/publication-pdfs/311040-Using-Outcome-Information.PDF>.
- Parsons, Jim, and Talia Sandwick. *Closing the Gap: Using Criminal Justice and Public Health Data to Improve the Identification of Mental Illness*. New York: Vera Institute of Justice, 2012. <https://www.vera.org/publications/closing-the-gap-using-criminal-justice-and-public-health-data-to-improve-the-identification-of-mental-illness>.
- Rudes, Danielle S., Jill Viglione, Jennifer Lerch, Courtney Porter, and Faye S. Taxman. "Build to Sustain: Collaborative Partnerships Between University Researchers and Criminal Justice Practitioners." *Criminal Justice Studies* 27, no. 3 (2014): 249–63.

Supporting Resources: Evidence-Based Behavioral Health and Community Supervision Practices

Evidence-Based Behavioral Health Practices

- Bogue, Bradford, and Anjali Nandi. *Motivational Interviewing in Corrections: A Comprehensive Guide to Implementing MI in Corrections*. Washington, DC: National Institute of Corrections, 2012. <https://nicic.gov/motivational-interviewing-corrections-comprehensive-guide-implementing-mi-corrections>.
- Center for Substance Abuse Treatment. *Overarching Principles to Address the Needs of Persons with Co-Occurring Disorders*. Rockville, MD: Substance Abuse and Mental Health Services Administration, 2006. <https://store.samhsa.gov/shin/content/PHD1132/PHD1132.pdf>.
- Center for Substance Abuse Treatment. *Substance Abuse Treatment for Adults in the Criminal Justice System: Treatment Improvement Protocol (TIP) Series 44*. Rockville, MD: Substance Abuse and Mental Health Services Administration, 2005. <http://store.samhsa.gov/shin/content//SMA13-4056/SMA13-4056.pdf>.
- Covington, Stephanie S., and Barbara Bloom. "Gender-Responsive Treatment and Services in Correctional Settings." *Women and Therapy* 29, no. 3/4 (2006): 9–33. <http://stephaniecovington.com/assets/files/FINALC.pdf>.

- The National Judicial College. *Principles of an Effective Criminal Justice Response to the Challenges and Needs of Drug-Involved Individuals*. Reno, NV: The National Judicial College, 2012. <http://www.judges.org/wp-content/uploads/DIO-monograph0113.pdf>.
- Peters, Roger. "Addressing Co-occurring Disorders in Adult Court-Based Programs." Webinar held by The Council of State Governments Justice Center, New York, NY, August 24, 2012. <http://csgjusticecenter.org/courts/webinars/webinar-archive-addressing-co-occurring-disorders-in-adult-court-based-programs/>.

Evidence-Based Community Supervision Practices

- Carter, Madeline M., and Richard J. Sankowvitz. *Dosage Probation: Rethinking the Structure of Probation Sentences*. Silver Spring, MD: Center for Effective Public Policy, 2014. <https://s3.amazonaws.com/static.nicic.gov/Library/027940.pdf>.
- Prendergast, Michael L. "Interventions to Promote Successful Re-Entry Among Drug-Abusing Parolees." *Addiction Science and Clinical Practice* 5, no. 1 (2009): 4–13. <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC2797118/>.

Supporting Resources: Health Care and Other Benefits

- Joplin, Lore. *Mapping the Criminal Justice System to Connect Justice-Involved Individuals with Treatment and Health Care under the Affordable Care Act*. Washington, DC: National Institute of Corrections, 2014. <https://s3.amazonaws.com/static.nicic.gov/Library/028222.pdf>.
- Plotkin, Martha R., and Alex Blandford. *Critical Connections: Getting People Leaving Prison and Jail the Mental Health Care and Substance Use Treatment They Need; What Policymakers Need to Know about Health Care Coverage*. New York: The Council of State Governments Justice Center, 2017. <https://files.csgjusticecenter.org/critical-connections/Critical-Connections-Full-Report.pdf>.

Supporting Resources: Risk, Needs, Responsivity

- Bonta, James, and Don A. Andrews. *Risk-Need-Responsivity Model for Offender Assessment and Rehabilitation*. Ottawa, Canada: Public Safety Canada, 2007. <http://www.publicsafety.gc.ca/cnt/rsrscs/pblctns/rsk-nd-rspnsvty/rsk-nd-rspnsvty-eng.pdf>.
- The Council of State Governments Justice Center. *Risk Assessment: What You Need to Know*. New York: The Council of State Governments Justice Center, 2015. <http://csgjusticecenter.org/reentry/posts/risk-assessment-what-you-need-to-know/>.
- D'Amora, David. "Risk Need Responsivity 101: A Primer for SCA and SCA Grant Recipients." Webinar held by the Council of State Governments Justice Center, New York, NY, March 31, 2015. <https://csgjusticecenter.org/reentry/webinars/risk-need-responsivity-101-a-primer-for-sca-and-jmhcp-grant-recipients/>.

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