

Grant Announcements—Due May 1, 2018

- Innovations in Supervision Initiative: Building Capacity to Create Safer Communities. <https://www.bja.gov/funding/InnovSupervision18.pdf>
 - Upcoming Webinar – April 10, 2018
- Second Chance Act Comprehensive Community-based Adult Reentry Program <https://www.bja.gov/Funding/CommunityReentry18.pdf>
 - Past Webinar – April 4, 2018; this will be posted on the National Reentry Resource Center website.

Winning Grants!

(W-GRANTS)

Writing Your Way to Success

Faye S. Taxman, Ph.D.

Amy Murphy, M.P.P.

Center for Advancing Correctional Excellence!

THIS PRESENTATION IS FUNDED THROUGH THE INNOVATIONS SUITE TTA GRANT TO MICHIGAN STATE UNIVERSITY (PI, MCGARRELL, 2016-MU-BX-K001) THROUGH A SUBCONTRACT TO GEORGE MASON UNIVERSITY (PI, TAXMAN).

Look for Any Priority Considerations

- **Innovative Supervision: Strategies to reduce violent recidivism**
 - Describe how this group will be identified
 - Demonstrate access to, and use of, data and law enforcement input
- **Reentry:**
 - **Target high-risk individuals with violent offense convictions**
 - **Randomization and plan for independent evaluation**
 - **Involve crime victims and their families, law enforcement, individuals who have been incarcerated, and their families**
 - **Work with local reentry council or task force**
 - **Serve rural population (Category 2)**

Features of W-Grants!

- Clear Problem—Why are You Concerned about the Problem at Hand and What Have You Tried
- Clear Aims—What are You Trying to Accomplish?
- Clear Design—How is Your Approach Going to Achieve the Desired Outcome(s)?
- Clear Steps—How are You Going to Put Your Plan Into Action?
- Clear Feasibility—Can the Agency Do This Initiative?
- Clear Measures—How Do You Know When You Are Making Progress?
- Partners—“It Takes A Village” including a Research Partner

Key Sections

- **Background of the Problem**
- **Project Design**
- **Implementation**
- Capabilities and Competencies
- Plan for Collecting Data Required for this Solicitation
- Budget

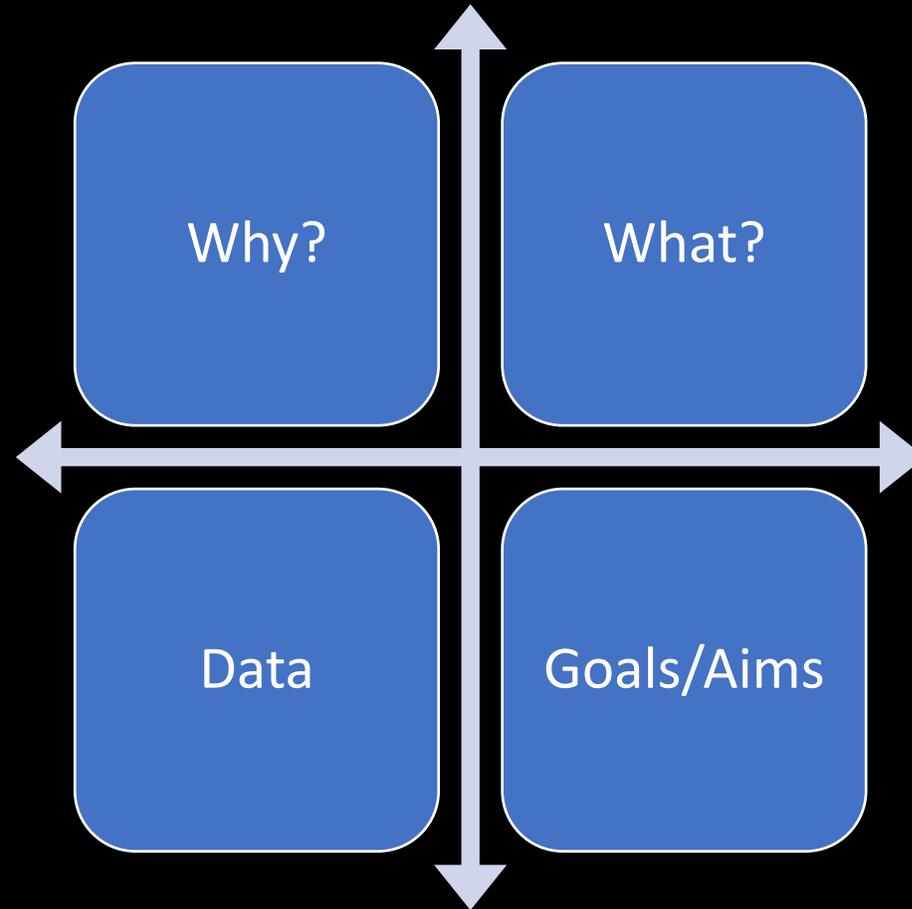
Background of the Problem

15% Of Value

Background of the Problem

- **Clear Problem—Why are You Concerned about the Problem at Hand and What Have You Tried?**
- **Clear Aims—What are You Trying to Accomplish?**
- **Significance—How will this Initiative Improve Outcomes such as Recidivism?**
- **15% of the Proposal Value**
- **Limit to No More than 4 Pages**

Framework of the Background of the Problem



A substantial proportion of the community supervision population in Hidalgo County, Texas is aged 18-25 years. This age group, termed emerging adult (EA), presents an array of developmental issues that community supervision agencies need to be aware of (Carson & Golinelli, 2013; Schiaraldi, Western & Bradner, 2015) including impulsivity, the inability to regulate emotions, and being less likely to consider future consequences of their behavior (Sheidow, et al., 2015). In 2012, 15% of those released from prison were aged 18-24, of which 78% are likely to be rearrested in three years (Durose, Cooper, & Snyder, 2014). Cognitive and social development theories for the 18-25-year-old individual now recognize that the brain is not fully developed until near 30 years old, which means adulthood cognitive skills are lacking (Steinburg, 2007). This period of emerging adulthood is neurobiological and social, where the changing context of young adults' lives means they tend to be less involved in normative social institutions (Berlin, Furstenberg, & Waters, 2010) and may lack preparation for independence. Emerging adulthood is considered a distinct stage that occurs between adolescence and adulthood characterized by a high degree of instability (Arnett, 2000:471). This life stage is filled with anxieties and frustrations as emerging adults explore the world. For justice-involved persons, the emerging adult period may exacerbate the causes and consequences of offending behavior (Mulvey et al. 2004; Steinburg, 2007; Schiaraldi et al. 2015; Sheidow, et al., 2016). The emerging adult age group may include 18-24 or 18-25-year-old individuals.; we use under 25 year old.

A substantial proportion of the community supervision population in Hidalgo County, Texas is aged 18-25 years. **This age group, termed emerging adult (EA), presents an array of developmental issues that community supervision agencies need to be aware of (Carson & Golinelli, 2013; Schiaraldi, Western & Bradner, 2015) including impulsivity, the inability to regulate emotions, and being less likely to consider future consequences of their behavior (Sheidow, et al., 2015). In 2012, 15% of those released from prison were aged 18-24, of which 78% are likely to be rearrested in three years (Durose, Cooper, & Snyder, 2014). Cognitive and social development theories for the 18-25-year-old individual now recognize that the brain is not fully developed until near 30 years old, which means adulthood cognitive skills are lacking (Steinburg, 2007). This period of emerging adulthood is neurobiological and social, where the changing context of young adults' lives means they tend to be less involved in normative social institutions (Berlin, Furstenberg, & Waters, 2010) and may lack preparation for independence. Emerging adulthood is considered a distinct stage that occurs between adolescence and adulthood characterized by a high degree of instability (Arnett, 2000:471). This life stage is filled with anxieties and frustrations as emerging adults explore the world. For justice-involved persons, the emerging adult period may exacerbate the causes and consequences of offending behavior (Mulvey et al. 2004; Steinburg, 2007; Schiaraldi et al. 2015; Sheidow, et al., 2016). The emerging adult age group may include 18-24 or 18-25-year-old individuals.; we use under 25 year old.**

- ✓ Statement of Problem
- ✓ Significance to wider Issues of CJ populations
- ✓ Challenges for Supervision Agencies

As shown in Table 1, the baseline recidivism rate in Hidalgo County, as measured by total returns to incarceration, is 21% in one year. Approximately one-third (35%) of the HCAP probationers are 18-25 years old, yet they comprise 46% or nearly half of the revocations (Lopez, 2016). Nearly two-thirds of the revocations are for new crimes.

- ✓ **Make Your Point**
- ✓ **Prove You have Data**
- ✓ **Demonstrate Calculation of Recidivism**

Age Group	Supervision Population	% Population	Revocations	% Revocations
18-25	3362	35%	550	46%
26-30	1698	17%	210	17%
31-39	2220	23%	233	19%
Over 39	3440	35%	212	18%

This Smart Supervision Project will give HCAP the capability to address the unmet needs of the EA supervision population. The **Hidalgo County Emerging Adult Strategy (HCEAS)** project is to target criminogenic needs of the EA population to reduce recidivism. BJA's assistance will allow HCAP to: **1) develop specialized curriculum and case management strategies for the EA probationer; 2) adequately train officers on how to better manage EA probationers through specialized caseloads and a specialty court; and 3) implement this new model of supervision for EA; and 4) build on an existing researcher-practitioner partnership, using a random assignment procedure, to assess impact on probationer outcomes.**

- ✓ **Clear Aims**
- ✓ **Specify What Will Be Done**
- ✓ **Specify How It Will Be Done**
- ✓ **Keep it Simple—you will go into greater depths in the next section**

Design of Your Project

40% Of Value

Project Design

- Clear Aims—What are You Trying to Accomplish?
- Clear Design—How is Your Approach Going to Achieve the Desired Outcome(s)?
- Clear Steps—How are You Going to Put Your Plan Into Action?
- 40% of Value of the Proposal
- ~10 Pages

Outline for Your Design Section

Aims

Identify Goals
Identify Specific Accomplishments to be Achieved

Foundation

Identify Rationale for the Approach (Research Basis)
Identify How This Aligns with Public Safety Mission

Steps

Identify The Key Components
Identify Who Will Do What

Aims: Goals, Accomplishments

- Goals
 - Specific
 - Action Oriented
 - Linked to the Problem Example
 - Reduce Recidivism
 - Provide Officer Training to Develop Case Plans that Address Recidivism Reduction Efforts
 - Address Violence Prone Behaviors Through Use of Violence Interrupters to Reduce Recidivism and Violence
 - Develop A Violence Curriculum that Focuses on Prosocial Behaviors to Reduce Recidivism

Foundation—Research Basis

- Justify the Proposed Demonstration Project based on the Current Knowledge Base
 - www.crimesolutions.gov
 - Cochrane Collaboration
 - Campbell Collaboration on Crime & Justice
 - Systematic Reviews (synthesis of research findings)
- Identify Other Efforts that Exist and How You are Integrating Them into Your Plans
- Be Specific about How Your Design Affects Recidivism, Violence, Opioid Use
- Be Specific about How Your Project Will Contribute to Building Models of Effectiveness (measures)

Foundation—Research-Practitioner Partnership

- Not Required in All Grants, But a Good Resource
- Presence of an Evaluator/Research Strengthens the Proposal
- Presence of an Evaluator Improves Implementation and Outcomes (see Landenberger & Lipsey, 2006)
- The Partnership Can Serve As a Foundation for Your Grant

Role of Research Partnership

Action Research

Evidence-Based
Practice

Implementation &
Evaluation

Basic Research

Research Partner = Added value

Problem analysis

**Identification of
evidence-informed
strategies, innovations**

**Ongoing monitoring
and feedback**

**Process & outcome
evaluations**

Action Research Model

- Active, ongoing partnership between researchers and practitioner agencies
- Use research process to help solve local problems
 - Data collection to identify and understand problems
 - Strategic analysis to develop targeted interventions
 - Program monitoring and feedback for refinement
 - Assessment of impact

The Research Partner

- Assists the team in gathering data, synthesizing information and evaluating strategies
- Is an extra set of eyes
- Is a neutral partner with unbiased perspectives
- Offers expertise in areas that are not necessarily available
- Should be engaged as early in the process as possible

Researcher Skills

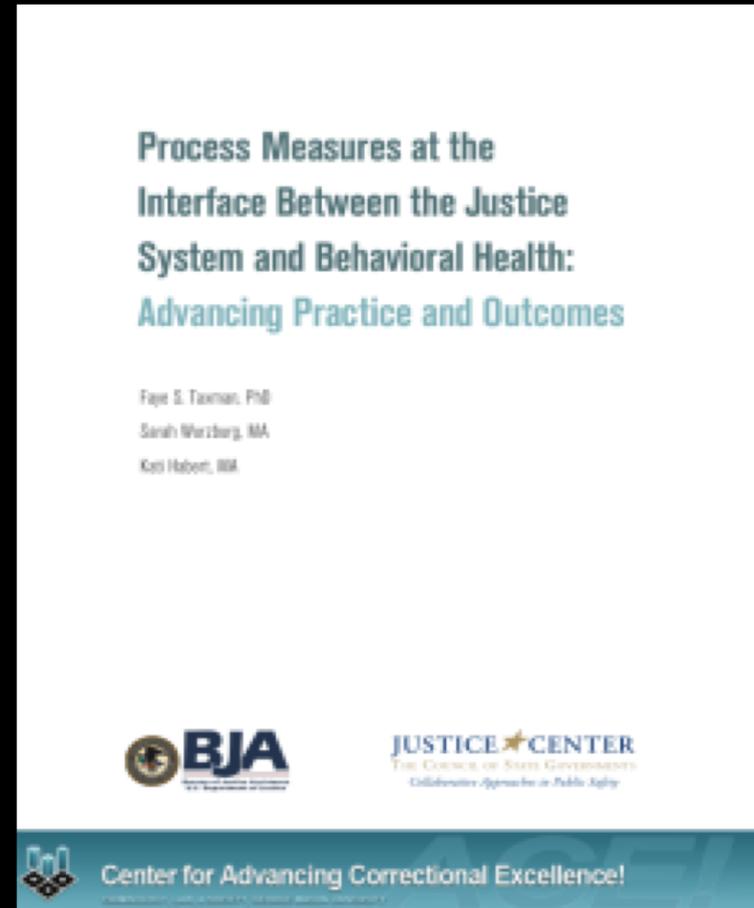
- Commitment to project and problem solving
- Knowledge of criminal justice system and specific topic
- Ability to communicate and advise
- Ability to look at a problem creatively
- Familiarity with and valuing a broad array of research methodologies- qualitative and quantitative
- Willingness to work with unique characteristics of criminal justice data and non-traditional, creative research methodologies
- Ability to meet short timelines

Good Partnerships

- Be active participants
- Make decisions informed by data
- Work together in true collaboration
- Educate and be an advocate for improvements
- Include the collaboration in meetings
- Bring department concerns and perspectives to the team
- Share data and information
- Listen, respond, be flexible and creative

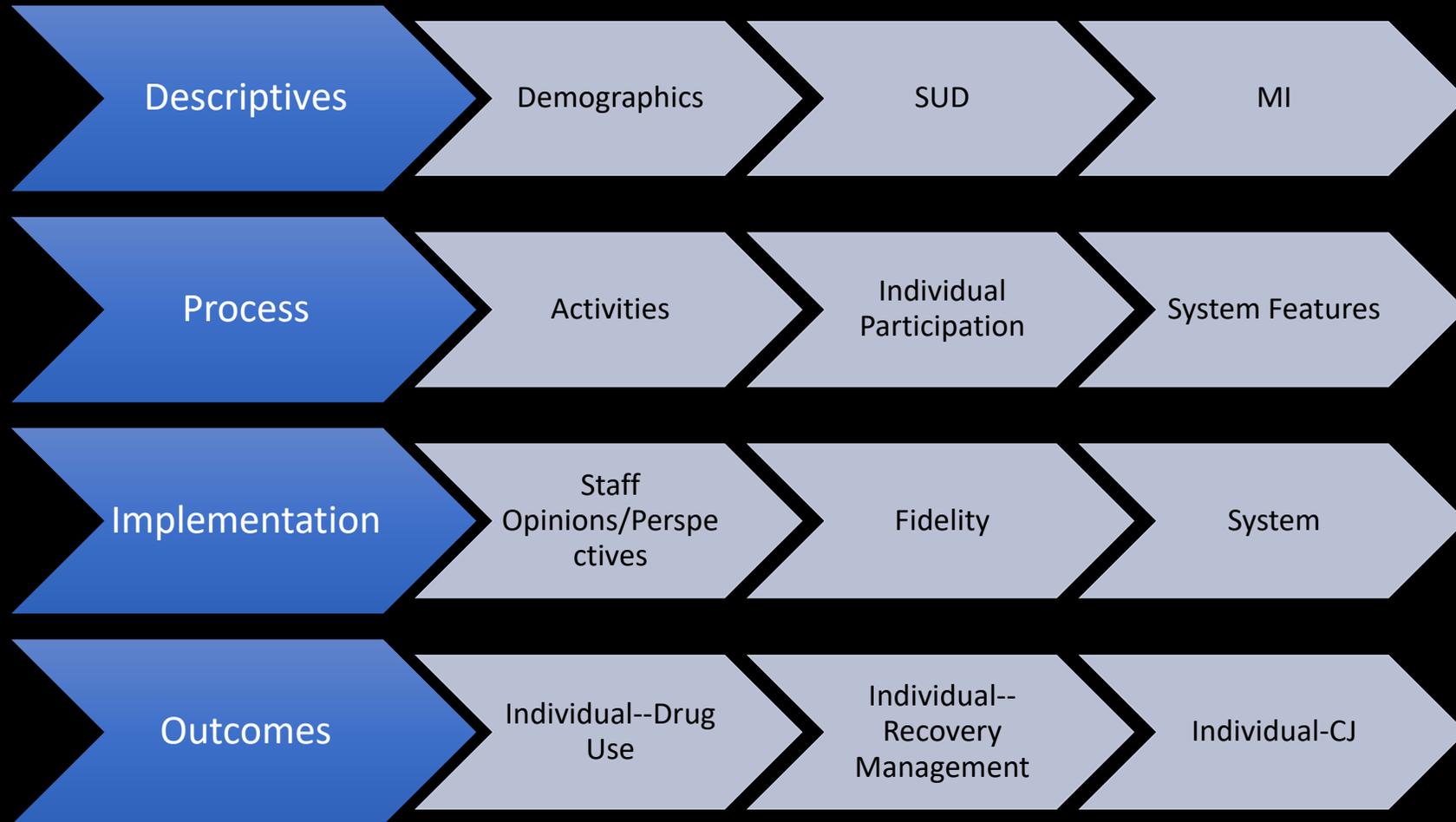
MEASURES

- Descriptives
- Process
- Implementation
- Outcomes



<https://csgjusticecenter.org/substance-abuse/publications/process-measures/>

Types of Measures



4 Types of Measures

Set 1: Identification and Referral (Systems Level)

- *Screening Rate
- *Clinical Assessment Rate
- Referral Rate
- *Initiation

Set 2: Engagement and Completion (Individual Level)

- Engagement
- Retention
- *Successful Completion Rate
- Medication-Assisted Treatment (MAT) Rate
- Compliance with Treatment Plans

Set 3: Recovery Management (Individual Level)

- ***Continuum of Care**
- **Continuity of Care**
- **Transitioning of Care**

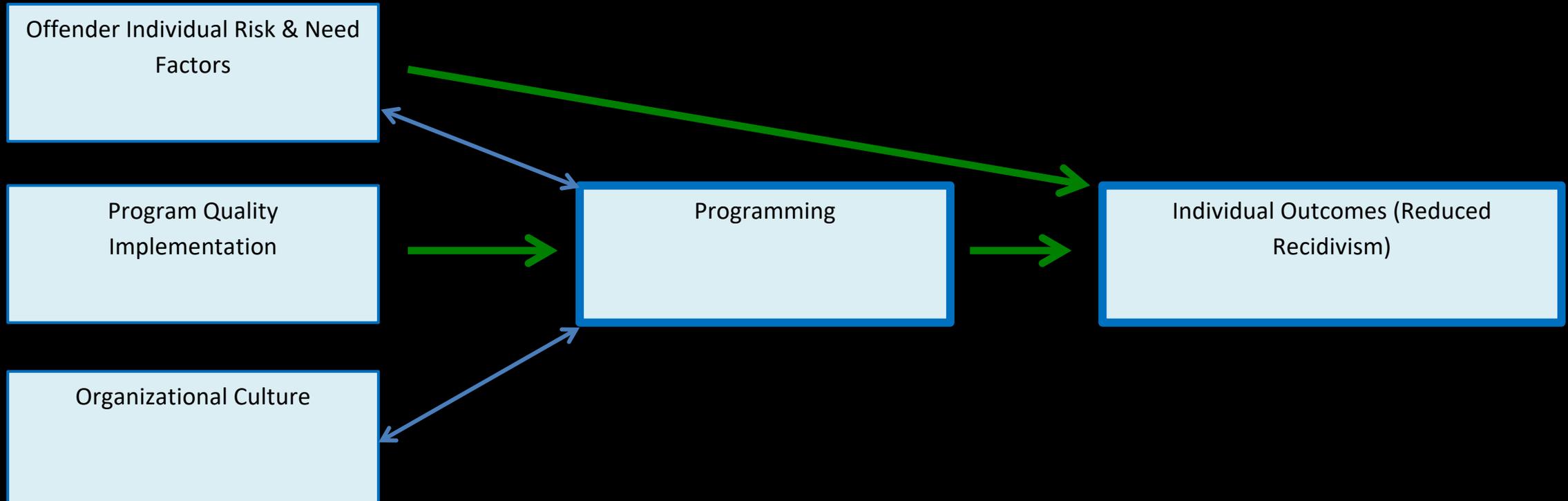
Set 4: Access Measures and Systematic Responsivity (Systems Level)

- ***Uniformed Screening Protocol**
- **Insurance Enrollment**
- **Responsivity Rate**
- **Availability of Programming**
- **Access Rate**
- **Participation Rate**

Steps: How Will You Do This?

- Implementation is the *Name of the Game*
- Be Clear About the Steps
- Establish a Timeline
- Discuss Phases
 - 1: Initial Steps in Putting the Process in Place (SOPs, Contracts, Hiring)
 - 2: Design
 - 3: Feedback Measures
 - 4: Refine, Modify
 - 5: Sustainability

Unraveling the Black Box of Treatment



Pillars of Design

Target Population

Core Features

Staffing

Assessment

Evidence
Informed/Based
Practices used

Length (Dosage)

Noncompliance
Management

Continuum of
Care

Leadership

Training/Skill
Building

Relationship to
Other CJ/TX
Agencies

Target Population

- Inclusion Criteria (eligible)
 - Specific Characteristics
 - Link to Aims (type of problem trying to resolve)
 - Link to Desired Outcomes
- Exclusion Criteria (why are these folks not eligible)?
- Process to Identify the Population
 - Screening and Assessment (What Tools?)
 - Who Will Do the Screening?

Target Population

- Eligible criteria vs. willingness to participate vs. participation rates
- Criminal justice risk affects outcomes (Lowenkamp, Latessa & Hostlinger, 2006)
- Criminal justice risk and type of criminogenic needs affects outcomes, (Taxman, F.S., & Caudy, M. 2015).
- Age and developmental factors
- Comorbid conditions
- Access

Core Features

- Intake and Assessment
- Big Question: **What is the Mechanism(s) of Action?**
- Design
 - Evidence-based/informed practices
 - Which ones? Why is this the BEST option for your agency?
 - How does this build on your current efforts (sustainability)?
 - Components of the Demonstration Project
 - What is inside the black box?
 - What curriculum? Process?
 - Dosage—length of time, number of sessions/contacts, frequency
 - Added Features
 - Address Noncompliance?
 - Aftercare or Next Steps?

Dosage

Determine Dosage and Intensity of Services:

As part of the intake process, individuals will be identified as high, medium, or low-risk and will determine the appropriate frequency and level of intervention and treatment each participant needs. Those determined to be high-risk and medium-risk individuals will receive priority for participation. It is expected that high-risk and/or high-needs individuals will receive a minimum of 300 hours of treatment and intervention, moderate-risk individuals a minimum of 200 hours, and low-risk individuals a minimum of 100 hours throughout the program. During the initial months post-release, high-risk individuals will receive a more intense service plan.

Implementation Steps

Father Matters currently provides some services in ADC facilities and will build on these relationships and experience to expand services to individuals participating in the proposed Father Matters Adult Reentry Program (FMARP). The program will take place at the ASPC - Lewis facility where Father Matters already provides some services and is familiar with staff and administration. FMARP will assist participants with follow up on what was started pre-release, including working with the parole/probation officer to support the official reentry plan. Qualified inmates at three units of ADC's Lewis prison (Stiner, Bachey and Bachmann) will be invited to an FMARP Information Session. FMARP will work with prison staff to screen for program eligibility prior to attending an Information Session, which will be held weekly at each unit, facilitated by the FMARP Mentor Coordinator and Case Manager I.

FMARP staff will collect intake information ..a release of information and complete the ORAS Risk/Criminogenic Needs Assessment. Candidates will then be randomly selected to the intervention or control group using a blinded randomization strategy developed by outside evaluator XXX. Those selected to the control group members will be advised of future research activities they will be invited to participate in. The FMARP Case Manager will enroll those selected into the intervention into the *program*. Within two weeks after enrollment, the Case Manager I and Mentor Coordinator will meet with each enrolled participant to help them develop a 30-day Reentry Plan based on their identified risks/needs that incorporates their ADC reentry plan and includes FMARP post-release services.

Staffing Issues

The Camden County Correctional Facility (CCCF) is the agency responsible for this application for the Co-Occurring Reentry Project (CORP). CCCF's Jail Population Manager, Sharon Bean, will act as Project Administrator providing oversight and management and the Project Manager will be Marsha Smith, Program Director/Therapist at Genesis Counseling, LLC (Genesis). They will work collaboratively during the 36-month project period to ensure all grant requirements are met and services are comprehensive. The staff of CCCF will also be an integral part of the CORP providing oversight and assisting with implementation of daily activities.

One Lead Case Manager and three additional Case Managers will be employed through Genesis to lead the provision of services working one-on-one with participants. Two Case Managers will work within CCCF with participants pre-release and two will work with those transitioning post-release. Case Managers will work with the Project Manager and CCCF staff to create the Project Team. As Genesis already has programming in CCCF, this will allow for a continuum of services. Case Managers will be trained for data tracking procedures for the CORP.

In addition, key personnel from partner organizations, as well as local community organizations that provide services, will be invited to participate in the Reentry Task Force. The Task Force will be expanded to provide participants with all relevant reentry services for the greatest chance for successful reentry into the Camden community.

Mechanism of Action

The assessment schedule for both groups will be identical at pre-release to parole supervision and consist of conducting the SPIn-W and PTSD-scoring. Baseline data for each parolee will then be established and used for later analysis. For the control group, a standard community re-entry and reintegration plan will be designed based upon on the LSI-R assessment, the individual parolee's history, and home-plan. The elements of standard parole supervision are mandated by law and PBPP policy. The final LSI-R conducted pre-release determines the level of supervision the parolee will receive ranging from minimum to maximum. Standard reentry programming entails: 1) a home-plan evaluation; 2) the conditions of parole; 3) a drug screen; 4) a payment schedule for victim fees; and 5) a victim impact education class. Other interventions include Megan's Law registration, which is conducted on an as-needed basis. For the treatment group, the LSI-R assessment, the individual parolee's history, home-plan, as well as the SPIn-W and the PTSD-scoring will be incorporated into the design of a highly customized, gender-specific community re-entry and reintegration plan. Based on empirical and anecdotal data, the project partners have developed a number of enhanced and gender-specific interventions, including:

- video-conferencing [V/C] with a healthcare provider
- creation of a personalized reentry plan
- review of the SPIn-W inventory
- a one month's supply of gender-specific resources
- transportation assistance

Use of Incentives. Research shows that success for EA offenders is linked with perceived consequences of behavior (Piquero et al. 2002). **HCEAS will rely on an incentive/sanction matrix (embedded in the RNR Simulation Tool) and will use a swift and certain behavior responses.** The RNR Simulation Tool includes an incentive and sanction tool kit that allows the officer and EA to identify the appropriate reinforcements for target goals. (The areas in red (crime) and orange (drug use) are to be avoided; the areas in yellow (appointments) and green (supports via employment, education, housing, etc.) are to be prompted and incentivized). **Officers supervising the EA probationer will give points for compliant behavior (yellow and green areas) at each weekly meeting, allowing the EA to accumulate points quickly.** It means that failure to make progress on supervision will be visible through the point calculator, and sanctions will be used for red and orange areas. The incentives and sanctions will be: 1) swift—once a week monitoring and points will be given, and 2) certain—where the officer and EA will identify a set of incentives and sanctions during the case plan. HCAP will work with local businesses to develop incentives that can be used such as earning points to buy work clothes/boots/gloves, books for children, flowers for loved ones, or other common incentives that probationers desire (JSTEPS, 2010); other incentives include supervision reporting reductions and fee waivers which HCAP routinely uses. Both arms of HCEAS will use the point structure to guide incentives and sanctions as an alternative to using revocation for technical violations. In Figure 3, the points accumulated are shown in green and yellow bars. When the EA probationer reaches a certain number of points indicating goals are being accomplished, then points will be given and incentives offered. The difference between the lines and the bars is where progress occurs but is not perfect. Goals that

✓ **Specific Description**

✓ **Describes research base**

✓ **Outlines how Swift, Certain will be implemented**

Program Theory of Change/Features

- Manualized Treatments (and Workbooks)
 - Few Experimentally Tested (limited RCTs)—*Thinking for A Change* (favored) has 1 quasi-experimental study
 - Adherence to the treatment needs to be addressed
- Variability in adherence to program design based on programs, sites, and research contexts (i.e., efficacy, effectiveness, program evaluations) Hallgren, K.A., Dembe, A, Pace, B.T., Imel, Z.E., Lee, C.M., Atkins, D.C.; 2018)
- Program phases vary with some adhering to the stages of change, others providing direct services, etc.
- Program quality matters in reducing recidivism (Ostermann & Hyatt, 2017; Lowenkamp, Latessa & Hostlinger, 2006)

New Theories and Mechanisms

- Desistance approaches that assist individuals develop and use redemption scripts (Maruno, 2001)
- Ethnic-racial socialization factors to advance reducing offending (Gaston & Doherty, 2017)
- Avoiding genderized versions of “criminal selves” in treatment programs (Wyse, 2013)
- Integration of developmental science (Mulvey, 2014)
- Treatment of justice involvement/coerced mobility as Post-Traumatic Stress Syndrome

Implementation Challenges

1. Many programs do not use all of the sections of the curriculum
2. Quality Assurance procedures varied considerably with few programs relying upon QA
3. Staffing issues including turnover, low clinical staff, poor security staff ratios
4. Programs appear to cover a range of issues which may dilute the focus on key target behaviors
5. Lack of clarity regarding program completion requirement.
6. Lack of clarity regarding handling of noncompliance and dropouts
7. Sharing of information among partners, even at the line level such as clinical and security staff

Staffing and Leadership

- What Unit is Responsible for the Project?
 - Daily oversight, Role in the Agency
 - Link to Design
- Staff Development, Training, Efforts
 - How will Staff Be Trained? Review for Quality?
 - How Will Fidelity be managed?
 - Partnerships with Vendors, Other Agencies to Address Quality Issues

Sustainability

- Align with Current Efforts and Direction of the Agency
- Establish Partnerships that will Guide the Agency Forward
- Improve Organizational Goals and Capacity
- Federal Funds will Serve to...

Requirements

- What are the Areas Covered in a Grant Proposal?
- Length: 15 Pages
- Number pages--# of 15
- 12 Font Size, Double Spaced, 1 inch margins
- Appendices (tuck in the goodies)

Appendices

- a. Timeline/Project Plan outlining key tasks, benchmarks, and persons or entities responsible.
- b. Letter From Community Supervision Agency Executive demonstrating agency commitment to the project and to the recommended research partnership. Include that aggregate recidivism indicator data will be submitted as required.
- c. Letter From Lead Agency (applicable only if the supervision agency is not the lead agency) demonstrating commitment to the project and to the recommended research partnership.
- d. Letter From Research Partner, if applicable, demonstrating commitment to the project.
- e. Letters of Support From All Other Key Partners (if applicable) detailing the commitment to work with the applicant to promote the mission of the project.
- f. Assurance To Collect and Submit Recidivism Indicator Data.
- g. Position Descriptions for key roles.
- h. Résumés or Curricula Vitae (CVs) for key personnel.
- i. Examples of Work Products, including policy briefs, reports, websites, etc.
- j. Applicant Disclosure of Pending Applications