

**NATIONAL INSTITUTE OF CORRECTIONS  
TRANSITION FROM PRISON TO THE COMMUNITY (TPC) INITIATIVE  
RELEASED JULY 6, 2009—APPLICATIONS DUE AUGUST 17, 2009**

**APPLICATION KIT\***

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***Background***

In recent years, correctional agencies across the nation have been focused upon the challenge of safely transitioning a growing number of offenders from prison to the community. Beginning in 2001, the National Institute of Corrections (NIC), part of the US Department of Justice, launched its Transition from Prison to the Community (TPC) Initiative, to bring the best of practical thinking and research knowledge to this issue. NIC's goal was to articulate a comprehensive and strategic approach to transition that would incorporate the lessons of evidence-based practice, emphasize the importance of collaboration, and provide a practical framework to guide corrections agencies and their non-correctional partners in their efforts to advance their offender reentry practices.

The result has been the creation of the Transition from Prison to the Community (TPC) Model, and the significant accomplishments of eight states who have worked with NIC to implement and adapt the model to the realities of day-to-day operations. These eight states (GA, IN, MI, MO, ND, NY, OR, RI), working with the support of NIC-funded technical assistance, and guided by the TPC Model, have made significant progress in enhancing their reentry practices to bring about increased community safety through successful offender reentry. An overview of their accomplishments and a full description of the TPC Model can be found in *The TPC Reentry Handbook: Implementing the NIC Transition from Prison to the Community Handbook* (<http://www.nicic.gov/Library/022669>).

***Announcing a New Technical Assistance Resource—Purpose and Content***

*NIC is now pleased to announce the beginning of a new phase of its TPC Initiative that will support technical assistance in up to six additional states. Applications to participate in this phase of the TPC Initiative are due August 17, 2009.* This assistance is intended as a resource for state jurisdictions willing and able to work with NIC technical assistance providers to put into place the principles, approaches, and strategies that make up the TPC Model. Jurisdictions potentially interested in applying for this assistance should carefully review *The TPC Reentry Handbook: Implementing the NIC Transition from Prison to the Community Handbook* (<http://www.nicic.gov/Library/022669>).

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\* For more information or an electronic copy of the application kit, please visit <http://www.nicic.gov/TPCModel> or <http://www.cepp.com/whatsnew.htm>.

The assistance will include the support of “site coordinators.” One site coordinator will be assigned to each selected site and will provide expert consultation and guidance (regarding establishing and maintaining intra- and inter-agency collaborative teams, goal setting and strategic planning, and substantive expertise regarding issues related to offender success and transition to the community). Site coordinators will also provide access to other project resources such as cross-site exchanges, and access to a network of practitioners from the original eight TPC sites who have agreed to serve as resources for states to be selected during 2009. The assistance will also include the support of an evaluation specialist from the technical assistance team to guide each participating jurisdiction’s efforts to design and implement a measurement and evaluation strategy.

### ***Who Should Apply***

Collaborative partnerships involving a state’s key correctional agencies are invited to apply. These partnerships should include the agency responsible for administering the state’s prisons, the agency responsible for making discretionary release decisions (where such authority exists), the agency responsible for establishing conditions of post-release supervision, the agency responsible for post-release supervision, and the agency responsible for making decisions regarding revocation of post-release supervision. NIC is interested in working with such partnerships where a commitment to improving successful offender reentry through implementation of the TPC model is strong. Applicants should have a good understanding of, and commitment to, the goals and strategies that are the core of the TPC model, including:

- A primary goal of community safety, which is achieved through successful offender transition and reentry;
- The assumption that transition and reentry should, optimally, be a seamless process—beginning at admission to prison, or before, and continuing until eventual discharge from supervision in the community;
- The understanding that a dynamic case plan should guide the transition/reentry process and be based on validated, empirically-based, periodic assessments of the likelihood of reoffense and criminogenic needs;
- The involvement of both correctional and non-correctional stakeholders;
- The expectation that these stakeholders will commit to a true and ongoing collaborative work process;
- A recognition that implementing the model will require organizational and system-wide change;
- The understanding that TPC implementation is a significant change management challenge that will require the efforts of collaborative teams at a number of levels;
- A reliance upon evidence-based practice to bring about offender change and successful transition; and
- A commitment to defining measurable outcomes and putting in place data collection and analyses efforts in order to measure progress and inform implementation efforts over time.

Again, it is strongly recommended that jurisdictions considering applying for this assistance familiarize themselves with the TPC Model and its implementation requirements as detailed in the *TPC Reentry Handbook*.

### ***NIC's Cooperative Agreement Partners and Technical Assistance Providers***

NIC has entered into a cooperative agreement with the Center for Effective Public Policy (CEPP) and its partner, the Urban Institute (UI), to provide technical assistance under this initiative. CEPP has been providing technical assistance in partnership with NIC since the inception of the TPC Initiative in 2001. UI will provide assistance on performance measurement and evaluation matters, as a member of the TPC technical assistance team. UI is also leading NIC's Transition from Jail to the Community (TJC) initiative. In addition, practitioners from jurisdictions participating in the first round of the TPC Initiative have agreed to serve as a resource network for sites selected for this round of the initiative.

Participating sites can expect that project team members will be on-site in their jurisdictions on a frequent basis, providing oversight and guidance as jurisdictions establish their collaborative teams, identify specific goals and objectives for the multi-year initiative; providing expert advice; and partnering with the jurisdiction to manage the implementation process. Sites can also expect frequent exchanges with other sites through web conferences, as well as some limited opportunities for in-person exchanges.

The TPC Initiative is sponsored by NIC to provide technical assistance to participating sites, and—as such—provides no direct funding to sites.

### ***Duration of the Initiative***

NIC envisions this as a three-year initiative. Funding for this initial phase of the TPC Initiative is available through May of 2010, and assuming the continuing availability of appropriations—and satisfactory performance—funding is anticipated to continue for a total of three calendar years.

### ***Expectations of Participating Sites***

With the support of the technical assistance team, participating sites will be expected to:

- exercise active and visible leadership on this effort;
- demonstrate collaboration—from the beginning of the effort—among prison administration, parole release/condition-setting/responding to violations, and administration of post-release supervision—and with other non-correctional stakeholders;
- form and charter a state-level policy team, an implementation team, and other local and task teams as necessary;
- allocate staff resources to support the effort;

- engage in a process of documenting current policy, practice, and transition populations;
- consider, design, and implement significant system change; and
- develop an evaluation and performance measurement strategy.

### ***Application Procedure***

Completed applications are due on **Monday, August 17, 2009**. An original and six copies of the application package should be received by 5 p.m. Eastern Daylight time at:

Center for Effective Public Policy  
8403 Colesville Road, Suite 720  
Silver Spring, MD 20910  
Phone: 301-589-9383

Fax and email applications will not be accepted.

Questions regarding completion of the application can be addressed to Peggy Burke, Principal, at the Center for Effective Public Policy at 301-589-9383, or at [pburke@cepp.com](mailto:pburke@cepp.com).

A webinar was held on Thursday, July 16, 2009, at 1 p.m. Eastern Daylight Time, to provide an opportunity for potential applicants to have their questions answered about the initiative and the application process. Those who were not able to participate in the webinar may hear and see a recording of the event by logging on to:

<https://nic.webex.com/nic/lsr.php?AT=pb&SP=TC&rID=34168762&rKey=776c9f5e18a14fc8&act=pb>

### ***Selection Process and Time Line***

NIC anticipates reviewing submitted applications beginning on August 18, 2009, and making selections of participating states by September 15, 2009. During that time

period, NIC may contact applicants to arrange telephone or in-person communications to further clarify applications.

Applications will be reviewed by NIC and the technical assistance team based upon:

- the degree to which they contain the required information—as outlined in the following pages (if required information is incomplete, the application will be considered non-responsive);
- the degree to which the information provided demonstrates the jurisdiction’s understanding of and willingness to undertake the work of implementing the TPC Model. Potential applicants should consult the *TPC Reentry Handbook: Implementing the NIC Transition from Prison to the Community Model*, which can be found on line at <http://nicic.org/Downloads/PDF/Library/022669.pdf> for an outline of the elements of the TPC Model, its underlying principles, and the implementation steps typically involved; and
- the degree to which the application provides evidence of the commitment of key leadership—within the corrections arena, and among other key stakeholders, including the governor’s office and the heads of other state-wide agencies that have authority and influence over services and supports that can enhance reentry efforts.

Required elements of the application include:

- a completed “Application Cover Sheet,” which follows;
- a letter of application signed by the officials designated on the “Application Cover Sheet,” transmitting the complete application package expressing the commitment of those signing the letter to participate in the TPC implementation effort;
- a completed *TPC Implementation Checklist* that provides:
  - information on the degree to which the applicant is already engaged in activities consistent with the TPC Model and advancing successful offender reentry; and
  - an indication of the willingness of the applicant to pursue the specific outcomes and implementation activities implicit in the model; and includes
  - attached examples of documents requested in the Checklist; if available.
- a narrative that summarizes the highlights of the state’s reentry efforts to date; and
- a description of the applicant’s information measurement and evaluation capabilities that respond to the questions outlined below along with a completed copy of the “Correctional Population Data” table provided below.

Applicants are encouraged, but not required, to submit letters of support from their governor’s office and from heads of agencies that would be involved in the state-level policy team. While not required, provision of these letters—and the support that they indicate—will be weighed heavily in the NIC review process.

Following is the required cover sheet and a description of the desired information in each part of the application.

**NATIONAL INSTITUTE OF CORRECTIONS  
TRANSITION FROM PRISON TO THE COMMUNITY (TPC) INITIATIVE  
APPLICATION COVER SHEET**

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**Chief Executive: Agency Responsible for Correctional Institutions**

Agency Name: \_\_\_\_\_

Administrator's Name and Title: \_\_\_\_\_

Address 1: \_\_\_\_\_

Address 2: \_\_\_\_\_

City, State, Zip: \_\_\_\_\_

Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_

Other Phone: \_\_\_\_\_ Email: \_\_\_\_\_

Agency Web site: \_\_\_\_\_

**Chair: Agency/Board/Commission Responsible for Discretionary Release (if applicable), for Setting Release Conditions, and for Responding to Violations of Post-Release Supervision**

Agency Name: \_\_\_\_\_

Chair Person's Name and Title: \_\_\_\_\_

Address 1: \_\_\_\_\_

Address 2: \_\_\_\_\_

City, State, Zip: \_\_\_\_\_

Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_

Other Phone: \_\_\_\_\_ Email: \_\_\_\_\_

Agency Web site: \_\_\_\_\_

**Chief Executive: Agency or Division Responsible for Post-Release Supervision**

Agency Name: \_\_\_\_\_

Administrator's Name and Title: \_\_\_\_\_

Address 1: \_\_\_\_\_

Address 2: \_\_\_\_\_

City, State, Zip: \_\_\_\_\_

Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_

Other Phone: \_\_\_\_\_ Email: \_\_\_\_\_

Agency Web site: \_\_\_\_\_

**Designated Staff Support for the TPC Initiative: If the person who will provide the major staff support for the TPC Initiative can be identified at this time, please provide the following information.**

Staff Person's Name and Title: \_\_\_\_\_

Agency: \_\_\_\_\_

Title: \_\_\_\_\_

Address 1: \_\_\_\_\_

Address 2: \_\_\_\_\_

City, State, Zip: \_\_\_\_\_

Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_

Other Phone: \_\_\_\_\_ Email: \_\_\_\_\_

Percent of staff person's time available for support of the TPC Initiative \_\_\_\_\_%

**Designated Application Contact: Please identify only one person who will be responsible for application coordination.**

Contact Name: \_\_\_\_\_

Agency: \_\_\_\_\_

Title: \_\_\_\_\_

Address 1: \_\_\_\_\_

Address 2: \_\_\_\_\_

City, State, Zip: \_\_\_\_\_

Telephone: \_\_\_\_\_

Fax: \_\_\_\_\_

Other Phone: \_\_\_\_\_

Email: \_\_\_\_\_

### ***Letter of Application (maximum length 3 pages)***

Because the TPC Model defines reentry as a process that extends, at least, from prison admission, to preparation for transition back to the community, to the setting of conditions and release, and through discharge from post-release supervision, it is essential that leaders from across this continuum partner on this initiative. Therefore, a letter of application is required that documents the commitment and support of the leadership of these entities within the state. Each application must be transmitted by a letter signed by at least three individuals:

- The Chief Executive (Director, Commissioner, or parallel position) of the agency responsible for state correctional institutions;
- The Chief Executive (Director, Commissioner, or parallel position) of the agency responsible for post-release supervision, if it is an agency independent from the one which administers correctional institutions. If post-release supervision is the responsibility of the Department of Corrections, then the letter should be signed by the most senior executive, aside from the Director, who is responsible for this function; and
- The chair of the authority responsible for making discretionary release decisions (if applicable), and/or setting release conditions, and responding to violations of post-release supervision.

The letter should state the commitment of this leadership group, if selected, to be fully involved and supportive of the TPC Initiative. The letter should also affirm the commitment of these leaders to:

- Charter, convene, and lead a policy team which will guide the TPC initiative within the state;
- Charter, name, and provide leadership for an implementation team that will be responsible for bringing specific recommendations to the policy team for decisions;
- Charter, name and provide leadership for task teams involved in various aspects of the TPC work including information gathering and analysis, and carrying out the implementation of changes/improvements identified by the policy team;
- Support a performance measurement strategy; and
- Provide staff support to the effort. If possible, please provide the name/title/position of the individual who would provide the primary staff support to the initiative, and the percentage of his/her time that would potentially be available to support the initiative.

### ***Letters of Support***

*Governor:* A letter of support from the governor's office, indicating support for the TPC Initiative, and a willingness to have other cabinet-level officials involved in the effort will

be a persuasive component of any jurisdiction's application. While not required to be considered, such a letter is strongly recommended.

*Other Partners:* One distinctive aspect of the TPC Model is its assumption that transition and reentry are not solely the responsibility of criminal justice or corrections agencies. Other public and social service agencies at the state government and local levels, service providers, and community and faith-based organizations have a role to play as well. If an applying jurisdiction has forged partnerships with such agencies—or is engaged in building those partnerships—it would be appropriate to include letters of support from those agencies, outlining the nature and duration of collaborative work that has been conducted with the applying agencies. If such partnerships have not yet been established—but agencies are willing to be involved—letters of support from such agencies, indicating their willingness to participate in a state-wide policy team, are encouraged.

## **SUPPORTING INFORMATION**

### ***Completed TPC Implementation Checklist***

A completed copy of the TPC Implementation Checklist (attached) is a required part of the application package. The Checklist provides a list of statements describing some of the most important aspects of the TPC Model—as well as the steps in the TPC Model implementation process. The Checklist asks applicants to indicate whether each of the statements a) describes current practice/efforts in their jurisdiction (yes or no); or b) describes something toward which efforts are currently being made (yes or no). It also asks the applicant to (c) indicate whether the statement is something toward which they are willing to work as part of being involved in the TPC Initiative (yes or no). The Checklist also asks the applicant to attach copies of certain documents, if they exist—such as memoranda of agreement, executive orders, team charters, etc.

### ***Narrative Overview of the Agency's Current Reentry Efforts (maximum length 3 pages)***

Although the Checklist will provide reviewers with key information, this next part of the application provides an opportunity for jurisdictions to describe in their own words the highlights of their current efforts toward supporting successful offender reentry. Applicants should submit a brief narrative explaining why the timing is right for their state to focus on reentry, describing reentry efforts to date, and highlighting the evidence of their readiness and ability to participate fully in the TPC Initiative.

If your jurisdiction has conducted a thorough analysis of your current practice with respect to offender reentry, please describe those areas of practice that you feel are the most pressing opportunities for change and improvement. The narrative should describe evidence of leadership commitment, examples of progress to date, and indications of readiness for change in the agencies involved. Any particular pressures or momentum supporting change toward the TPC Model should also be included.

The narrative should also describe any particular circumstances the jurisdiction is facing—including anticipated changes in leadership, resource constraints, etc.—that will pose particular challenges for its efforts. The application review team is well aware of the fact that every jurisdiction faces challenges, and so this section will demonstrate the degree to which applicants have identified and assessed these challenges, and the degree to which the proposed TPC technical assistance might be a resource to address those challenges.

***Narrative Overview of Performance Measurement Capabilities*** (maximum length 3 pages)

Self-evaluation and assessment of key outcomes are central to the TPC Initiative. Successful TPC applicants will demonstrate an awareness of the importance of these goals and a willingness to engage in activities that support these goals, regardless of current capacity. The following questions focus on current capacity and availability of data. Your application must include a “Performance Measurement Narrative” addressing each of the following items. When relevant, please be sure to discuss the capacity of key partners.

- Briefly describe the type of prisoner information routinely entered in the Management Information System (MIS) or database maintained by your state’s Department of Correction (DOC), including demographic data; offense or conviction information (reason for current episode); screening and assessment information, program and services data, “in-out dates,” and type of release.
- Are inmate records automated/do you have a computerized system? When was the system instituted?
- Please describe the unique identifier assigned to inmates on entry to the DOC. If the DOC does not assign a unique identifier, please briefly describe how individual offenders are tracked in your state.
- Please discuss any anticipated changes to the DOC database or MIS in the course of the next year.
- Are inmate records historical and comprehensive? How far back does the DOC database go (e.g., 5 years, 10 years, 20 years?).
- Briefly describe any limitations of the state DOC database or MIS, or the data collected.
- Briefly describe regular reports generated from the DOC MIS and how these reports are used to guide planning or operations.

Please complete as much of the table on the following page as possible. If you do not collect data on a measure, please write in “data not available.”

<b>Correctional Population Data (Numbers for a single year<sup>1</sup>)</b>	
<b>Admissions and Releases</b>	
• Number of correctional facilities reporting inmate data:	
• Annual admissions:	
• Annual “Unique” Admissions: <sup>2</sup>	
• Annual Releases to the Community:	
• Annual “Unique” Releases to the Community:	
• Average Length of Custody Stay:	
• Composition of Prison Population:	
Average age (mean):	
Age range:	
Gender: % male:	
Gender: % female:	
Percentage of your prison population incarcerated for Violent offenses:	
Property offenses:	
Drug offenses:	
<b>Frequent Users</b>	
• #/% of inmates with two or more prison admissions in 36 months (include parole/probation violators):	
• Median number of admissions to prison for those inmates during the 36 months:	

<sup>1</sup> Applying jurisdictions can select which year to use.

<sup>2</sup> Meaning that individuals who are admitted to the prison more than once over the course of the year are only counted once.

<b>Supervision</b>	
• %/# of admissions resulting from parole/probation revocation:	
• #/% of individuals <u>released</u> to supervision:	
• Average length of supervision imposed for individuals released with terms of supervision:	
<b>Risk/Need Information for Offenders in Prison</b>	
• % of population assessed as high risk to reoffend:	
• % of population assessed as low risk to reoffend:	
• Instrument(s) used to determine offender needs and risk of reoffending (e.g., LSI-R, COMPAS):	
• % of prison population identified with mental health need:	
• % of prison population identified with substance abuse need:	
• % of population employed (legally) in the year before incarceration:	
<b>Risk/Needs Information for Offenders under Supervision in the Community</b>	
• % supervised population assessed as high-risk to reoffend:	
• % of supervised population assessed as low-risk to reoffend:	
• Instrument(s) used to determine offender needs and risk of reoffending:	
• % of supervised population identified with mental health need	
• % of population identified with substance abuse need:	
• % of supervised population employed (using your standard measure for reporting employment):	
• % of supervised population homeless at <u>release</u> :	

## **The TPC Implementation Checklist Instructions**

Following is a Checklist, providing a series of statements that describe key elements of practice that the TPC Model seeks to implement—and that describe some of the steps in the process that states participating in the process would be expected to undertake. In order to give NIC and its review team information on the current state of reentry practice in your state—and those areas in which you would be willing to undertake change as a participant in the TPC Initiative—please complete the following Checklist. This completed Checklist is a required part of your application to participate in the NIC Transition from Prison to the Community (TPC) Initiative due on August 17, 2009.

For each statement on the Checklist, you are asked three questions, found in the headings of Columns A, B and C.

The first question (in Column A) asks, “Does this statement describe current practice in your state?” Note your answer, YES or NO, in column A. (It is, of course, likely that even for practices that are currently in place, you will be pursuing improvements, updates, etc. It would still be appropriate to note a YES answer here.)

The second question (in Column B) asks, “Does this statement describe practice toward which your state is currently working as a goal?” Note your answer, YES or NO, in Column B.

The third question (in Column C) asks, “Does this statement describe practice toward which you would agree to work, if you are selected as a TPC participating site?” Note your answer, YES or NO, in Column C.

If you do not have information that allows you to answer any of the questions for a specific item on the list, simply leave it blank.

## TPC Implementation Checklist

TPC Model Elements and Implementation Steps	A. Does this statement describe current practice in your state?	B. Does this statement describe practice toward which your state is currently working as a goal?	C. Does this statement describe practice toward which you would agree to work if you are selected as a TPC participating site?
	Current Practice	Planned Practice	Willing to Work Toward
<b>I. Change Teams</b>			
1. Our state has established a statewide leadership team with cabinet-level leadership and support? Membership includes:			
• Representative of the Governor's office.			
• Institutional, community corrections, and releasing authority.			
• State agencies charged with providing services for health, mental health, substance abuse, vocational education, and youth and family.			
• Any other key stakeholders.			
2. Our state has an executive, senior-level steering team sponsored by the cabinet-level leadership team with a clear charter.			
3. Our state has local reentry task forces established at the city, county, or regional levels addressing the challenges of reentry in those communities.			
4. Those local reentry task forces have membership both from state agencies and local communities.			
5. Each of these teams has a clear understanding of ground rules for membership; a designated chair, facilitator, and recorder; and adequate staff support.			
<i>Please attach any existing formal documents: memoranda of agreement, executive orders, legislation, team charters, etc. that are associated with these collaborative efforts.</i>			
<b>II. Clear vision and mission with respect to Reentry</b>			
6. Our leadership team has articulated a clear and elevating vision of the future. All participants understand how communities will benefit if we are successful in our transition and reentry efforts.			
7. Our vision is supported by a clear statement of mission, i.e., an overall outcome that is measurable and achievable? (provide copy of both)			
<i>If available, please provide copies of vision and mission statements with respect to offender reentry.</i>			
<b>III. Practices Among Your Teams Working on Reentry</b>			
8. Each of the teams working on transition and reentry has:			

TPC Model Elements and Implementation Steps	A. Does this statement describe current practice in your state?	B. Does this statement describe practice toward which your state is currently working as a goal?	C. Does this statement describe practice toward which you would agree to work if you are selected as a TPC participating site?
	Current Practice	Planned Practice	Willing to Work Toward
<ul style="list-style-type: none"> <li>• A specific set of tasks for which they are accountable.</li> </ul>			
<ul style="list-style-type: none"> <li>• A timeline for completion of tasks and subtasks.</li> </ul>			
<ul style="list-style-type: none"> <li>• Clear assignment of responsibility for these tasks to individuals or subcommittees.</li> </ul>			
<ul style="list-style-type: none"> <li>• A regular meeting schedule and way of reporting work to the leadership of the transition and reentry effort?</li> </ul>			
<b>IV. Understanding of current policy, practice, populations, and resources.</b>			
9. Our efforts regarding reentry to day have undertaken the following:			
<ul style="list-style-type: none"> <li>• Creation of a system map that outlines how cases currently move through the system from sentencing (or before) through discharge from supervision (and after).</li> </ul>			
<ul style="list-style-type: none"> <li>• Analysis of the current incarcerated, reentering, and supervision populations that includes information on numbers, profiles of offenses, risk levels, criminogenic needs, and deficits.</li> </ul>			
<ul style="list-style-type: none"> <li>• Collection of data on current outcomes or performance of the transition process, including recidivism (e.g., rearrest, reconviction, return to prison), at different time intervals.</li> </ul>			
<ul style="list-style-type: none"> <li>• An investigation into current barriers for offenders returning to the community.</li> </ul>			
<ul style="list-style-type: none"> <li>• A review of current policies and practices of criminal justice agencies and their partner agencies that affect transition and reentry such as:</li> </ul>			
<ul style="list-style-type: none"> <li>o Assessment.</li> </ul>			
<ul style="list-style-type: none"> <li>o Programming and interventions.</li> </ul>			
<ul style="list-style-type: none"> <li>o Release preparation.</li> </ul>			
<ul style="list-style-type: none"> <li>o Staff/offender interactions</li> </ul>			
<ul style="list-style-type: none"> <li>o Case management and collaboration at the case level.</li> </ul>			
<ul style="list-style-type: none"> <li>o Release decisionmaking.</li> </ul>			
<ul style="list-style-type: none"> <li>o How we encourage informal networks of pro-social support.</li> </ul>			
<ul style="list-style-type: none"> <li>o Supervision and services.</li> </ul>			

TPC Model Elements and Implementation Steps	A. Does this statement describe current practice in your state?	B. Does this statement describe practice toward which your state is currently working as a goal?	C. Does this statement describe practice toward which you would agree to work if you are selected as a TPC participating site?
	Current Practice	Planned Practice	Willing to Work Toward
<ul style="list-style-type: none"> <li>o Responses to violations.</li> </ul>			
<ul style="list-style-type: none"> <li>• An inventory of existing resources and services available to offenders within both institutions and communities.</li> </ul>			
<b>V. Alignment with evidence-based practice.</b>			
10. Our system assesses offenders' risks and needs (using empirically-based, validated, actuarial assessment tools)			
<ul style="list-style-type: none"> <li>• at admission to prison</li> </ul>			
<ul style="list-style-type: none"> <li>• at intervals during incarceration to track progress</li> </ul>			
<ul style="list-style-type: none"> <li>• prior to release from incarceration</li> </ul>			
<ul style="list-style-type: none"> <li>• at intervals during post-release supervision to track progress</li> </ul>			
11. Our system uses positive incentives to enhance the intrinsic motivation of offenders to transition successfully without reoffending.			
12. Our system trains staff to equip them for interactions with offenders that will encourage change, demonstrate pro-social role modeling, and enhances motivation.			
13.. Our system:			
<ul style="list-style-type: none"> <li>• Prioritizes supervision and treatment resources for higher risk offenders according to their criminogenic need <ul style="list-style-type: none"> <li>o Within correctional institutions;</li> <li>o While offenders are on community supervision</li> </ul> </li> </ul>			
<ul style="list-style-type: none"> <li>• Takes into account temperament, learning style, motivation, culture, and gender when assigning programs?</li> </ul>			
<ul style="list-style-type: none"> <li>• Structures 40%–70% of high-risk offenders' time for 3–9 months?</li> </ul>			
<ul style="list-style-type: none"> <li>• Integrates treatment into incarceration, transition, and community phases of the sentence?</li> </ul>			
14. Our system employs cognitive-behavioral treatment methods:			
<ul style="list-style-type: none"> <li>• Within institutions;</li> </ul>			
<ul style="list-style-type: none"> <li>• During community supervision.</li> </ul>			
15. Uses and emphasizes positive reinforcement for desired behaviors			
<ul style="list-style-type: none"> <li>• Within institutions;</li> </ul>			

TPC Model Elements and Implementation Steps	A. Does this statement describe current practice in your state?	B. Does this statement describe practice toward which your state is currently working as a goal?	C. Does this statement describe practice toward which you would agree to work if you are selected as a TPC participating site?
	Current Practice	Planned Practice	Willing to Work Toward
<ul style="list-style-type: none"> <li>• During community supervision.</li> </ul>			
16. We routinely engage ongoing support for successful transition from offenders' natural networks of support by: <ul style="list-style-type: none"> <li>• Encouraging visitation while offenders are incarcerated</li> </ul>			
<ul style="list-style-type: none"> <li>• Refraining from using cessation of visiting privileges as a routine disciplinary method;</li> </ul>			
<ul style="list-style-type: none"> <li>• Sponsoring programs for family and partners</li> </ul>			
<ul style="list-style-type: none"> <li>• Providing opportunities for supportive individuals to work with case managers both prior to and after release to the community</li> </ul>			
17. We routinely measure outcomes of our practices.			
18. We routinely provide feedback to staff and offenders about behavior and outcomes.			
<b>VI. Conduct a gaps analysis.</b>			
19. Our team has carefully considered our current practices and resources in contrast to our vision of the future in order to identify gaps and targets of change.			
<b>VII. Implementing Change</b>			
20. Our state has a detailed implementation plan in place identifying shortcomings in our reentry practices and we are carefully working on that plan through a set of change teams that have been chartered			
21. Our state is engaged in training and skill development that have been designed to equip staff at all levels to be part of an effective, evidence-based approach to supporting successful offender reentry.			
22. Our state has put in place appropriate quality assurance efforts to track routinely the fidelity of practice to the principles of evidence-based practice—including assessment, case planning, staff/offender interactions, and program implementation.			
<b>VIII. Execute, monitor, adjust, correct.</b>			
23. Our state currently has procedures in place to define and track outcomes including recidivism data.			

TPC Model Elements and Implementation Steps	A. Does this statement describe current practice in your state?	B. Does this statement describe practice toward which your state is currently working as a goal?	C. Does this statement describe practice toward which you would agree to work if you are selected as a TPC participating site?
	Current Practice	Planned Practice	Willing to Work Toward
24. We have procedures in place to document indicators associated with successful offender outcomes such as employment, sobriety, involvement in and completion of required treatment, and stable housing?			
25. We have procedures in place to track changes in our own system and ways of operating over time including collecting data that documents improvements in such things as assessment, case planning, and targeted interventions as offenders move through the transition and reentry process.			
26. We have quality assurance procedures in place to support effective and appropriate assessment, case planning, and case management.			
<b>IX. Evaluate.</b>			
27. We have conducted reviews (using e.g., CPAI, CPC) of all programs to identify those that are consistent with the principles of effective correctional interventions			
28. We have a commitment to discontinue interventions proven ineffective.			
29. In the past, we have taken steps to discontinue interventions in that have proven to be ineffective.			