



# Addendum to the CCAPPOAP Evidence-Based Practices Strategic Plan 2021-2023

## Background

In 2016 the County Chief Adult Probation and Parole Officers Association of Pennsylvania (CCAPPOAP) released its 2-year EBP Strategic Plan. The goal of the strategic plan is to “enhance public safety, reduce recidivism, and provide for a more effective use of public funds through the implementation of evidence-based practices in the county adult probation and parole system.”

In 2018, the CCAPPOAP passed a resolution endorsing the association’s strategic plan efforts and activities for an additional three years through 2021. The resolution acknowledged the significant progress made by CCAPPOAP with the support of its partners.<sup>1</sup>

The Statewide EBP Leadership Team met in July 2021 to acknowledge accomplishments<sup>2</sup> to date, reaffirm a commitment to the EBP strategic plan, and work on a plan addendum. The team also revised the organizational structure of the EBP Committee, converting its six goal teams into four workgroups.<sup>3</sup> This addendum serves as a roadmap for each of the workgroups to ensure that the implementation of EBP throughout the state is purposeful, effective, and reflects each county’s readiness, capabilities, and available resources.

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<sup>1</sup> Administrative Office of the Pennsylvania Courts (AOPC), the County Commissioners Association of Pennsylvania (CCAP), the Pennsylvania Board of Probation and Parole (PBPP), the Pennsylvania Commission on Crime and Delinquency (PCCD), and the Pennsylvania Department of Corrections (DOC).

<sup>2</sup> See page 10 for Strategic Plan Accomplishments, 2016-2021.

<sup>3</sup> See page 11 for EBP Committee Organizational Structure.

Workgroup One: Assessments (Tools, Validation, and PSIs)

**Establish the routine and effective use of actuarial assessments for purposes of pretrial and post-conviction placement and supervision, and programming**

**Statement of Priority**

Actuarial assessments are the foundation for evidence-based decision-making. They support the system’s ability to provide a targeted and individualized response to a person’s behaviors and needs and ensure the best use of limited resources.

1. Expand upon the completed assessment manual by including information on appropriate assessments for specialized populations such as domestic violence, sexual misconduct, driving while impaired, veteran, and females.

Activities	Timeframe
a. Draft additions to the manual.	2021
b. Obtain Leadership Team and membership approval on the manual additions.	2021
c. Publish the manual on the website.	2022

2. Validate and norm the two PA-endorsed assessment instruments, ORAS and LSI/CMI, on statewide and local populations.

Activities	Timeframe
a. Validate the ORAS in three counties with funding support from PCCD.	2021-2022
b. Develop and implement a plan to validate the LSI/CMI statewide.	2022
c. Develop and implement a plan to validate the ORAS statewide.	2023

3. Address concerns about racial bias in risk assessments.

Activities	Timeframe
a. Produce, distribute, and publish on the website a brief about racial bias in assessments and how to most effectively use these tools to support a fair and just system.	2021
b. Provide educational videos and other materials on ameliorating the negative impact of racial bias in assessments.	2021-2023
c. Develop a plan to assess assessments for racial and gender bias continually.	2023

4. Work with the Administrative Office of Pennsylvania Courts, Pennsylvania Commission on Sentencing, and Supreme Court Rules Committee to create a model pre-sentence investigation (PSI) template that includes risk/needs assessment information.

Activities	Timeframe
a. Gather from counties and other states examples of existing PSI forms.	2021
b. Review and report on other state’s use of PSI’s and their outcomes.	2022
c. Develop a PSI template that includes risk/needs assessment information.	2022
d. Obtain Leadership Team and membership approval on the PSI template.	2022
e. Pursue, if needed, legislative action to adopt and use the PSI template statewide.	2023

5. Implement a court-supported mechanism whereby probation departments have authority to impose risk reduction programming under the condition that the programming is informed by the risk/needs assessment and does not result in the deprivation of liberty.

Activities	Timeframe
a. Obtain authority for probation to impose risk reduction programming under clearly defined circumstances.	2021-2022
b. Promote the development of webinars, training, bench cards, and written briefs on effective risk reduction strategies for the judiciary, probation, and other stakeholders.	2021-2022
c. Gather and publish a manual containing research-informed risk reduction resources, programs, and strategies. This list should identify which items are free/open-source and which have a cost.	2022

## Develop an EBP Implementation Plan.

### Statement of Priority

Successful EBP implementation follows a series of progressive stages that involve agency leadership in setting a clear direction, supporting and relying on supervisors to coach staff, and obtaining staff buy-in through clear policies, training, and skill development. Agencies must develop a clear road map for each stage of their EBP implementation, taking into account the agency's existing capabilities and resources. Quality assurance and continuous quality improvement must be featured within each stage and ongoing.

1. Produce user-friendly publications and monographs to support the steps for implementing evidence-based practices in probation and parole agencies, including strategies for rural and non-rural areas.

Activities	Timeframe
a. Create and publish individual blueprints based on the four stages of EBP implementation described in the 2019 Blueprint for EBP Implementation.	2022
b. Produce and distribute a best practices rewards and sanctions monograph that summarizes the research and provides model policy examples.	2022
c. Offer training and technical assistance to counties on developing policies around effective rewards and sanctions and behavioral matrices.	2022-2023
d. Offer training and technical assistance to counties on the four stages of EBP implementation using the mini blueprints as reference material.	2022-2023

2. Host EBP stakeholder forums and regional planning workshops to facilitate local EBP implementation.

Activities	Timeframe
a. Host three stakeholder forums (two statewide and one for Philadelphia) with national speakers to educate and encourage dialogue on EBP implementation for rural, suburban, and urban counties.	2021
b. Conduct regional planning workshops after the stakeholder forums to support local multi-disciplinary teams in their EBP implementation planning efforts.	2022
c. Offer planning grants for counties attending the EBP regional planning workshop to assist in post-workshop planning efforts.	2022-2023

3. Establish a phased-in training plan rollout that supports models of EBP that can be endorsed consistently throughout the state; consider collaborating with state parole and other correctional organizations, including utilizing shared certified instructors; and offer training in various formats, including in-person, online, and recorded sessions.

Activities	Timeframe
a. Develop and implement a comprehensive motivational interviewing (MI) training strategy for line staff, supervisors, and trainers.	2020-2022
b. Offer time-limited, grant-funded online training for counties to advance their staff's knowledge and skills in evidence-based practices and the use of cognitive tools.	2021-2022
c. Develop and offer an EBP Overview Train the Trainer course to sustain efforts to educate staff and stakeholders on EBP.	2022
d. Create and support a statewide training consortium of trainers authorized to train statewide on a list of approved courses.	2022
e. Develop a quality assurance checklist for trainers to ensure fidelity to curricula.	2022
f. Establish and train a network of in-state MI coders to support counties in continuous quality improvement.	2022-2023
g. Implement a continuous quality improvement plan to develop and grow trainer skills in EBP curricula.	2022-2023

4. Assemble technical assistance resources to sustain the EBP implementation plan.

Activities	Timeframe
a. Hold quarterly regional Chiefs meetings on EBP and best practices.	2021-2023
b. Continue to add EBP resources to the association's website, including research articles, briefs, and monographs; recorded training and course offerings; templates; and example policies.	2021-2023
c. Establish a volunteer network of EBP Specialists willing to provide technical assistance for counties on EBP implementation.	2022-2023
d. Identify EBP learning sites and facilitate the sharing of lessons learned from these sites.	2022-2023
e. Develop a plan to align medium and high-risk workloads with EBP guidelines, including strategies and alternatives on managing high workloads to allow for more concentrated EBP attention for the moderate and high-risk populations.	2022-2023
f. Create and distribute a program fidelity assessment and process to support local efforts to ensure community-based organizations provide effective services.	2022-2023
g. Produce and distribute a step-by-step guide to help probation departments conduct a community programming gap analysis.	2022-2023
h. Offer technical assistance to help local CJAB's and probation chiefs develop specific EBP plans and integrate them into their local strategic plans.	2022-2023

5. Develop and adopt a statewide standardized case plan template that can be used from initial entry into the justice system to closure.

Activities	Timeframe
a. Gather from counties and other states examples of case plans.	2022
b. Develop a statewide case plan template.	2022
c. Obtain Leadership Team and membership approval on the case plan template.	2022
d. Pursue, if needed, legislative action to adopt and use the case plan template statewide.	2023

## Develop a funding plan to support and encourage the development, implementation, and ongoing confidence in the efficacy of evidence-based practices.

### Statement of Priority

If probation and parole agencies are to acquire stable and adequate funding, they must build an infrastructure of policy, practice, and data showing their value to the public. Demonstrating the efficacy of EBP requires identifying and standardizing key performance and outcome measures, facilitating the collection of these data, and analyzing and reporting on the impact of EBP. A statewide coordinated effort will assure confidence in the process and enable agency leaders to use the data to make budgetary and policy decisions.

1. Conduct a cost–benefit analysis (CBA) of the EBP implementation plan to identify where up-front investments are needed and where cost-avoidance and savings can be realized.

Activities	Timeframe
a. Draft a statement articulating the purpose, benefits, and desired outcomes of a CBA. Seek advice from individuals familiar with CBAs to help inform this statement.	2021
b. Inquire with PCCD about possible support and funding for a CBA.	2021
c. Pursue a CBA if the Leadership Team deems this work is crucial to PA’s EBP success.	2022

2. Define dashboard and performance measures to track EBP outcomes.

Activities	Timeframe
a. Develop a plan for educating staff, stakeholders, and others on the importance of collecting and reporting data and performance measures.	2021
b. Create a list of defined data elements that every county should be collecting to measure the efficacy of EBP implementation.	2021
c. Talk to the counties that are using non-vendor systems and identify how to capture their data.	2021
d. Work with rural counties on how to obtain a system/track data.	2021
e. Work with JNET and PCCD to explore what other data items should be collected (Act 114/115, PCCD, Department of Justice, Etc.) and what mechanisms are available for data retrieval.	2021-2022
f. Expand and update the work plan with JNET on the Recidivism Dashboard. This includes correcting issues with data mapping and integrity. In addition, work with JNET to expand to other types of recidivism (e.g., technical violations, violent offenses, etc.) and to explore other data that should be collected.	2021-2022

g. Write and distribute an EBP monograph on data collection, performance measures, and quality assurance. Highlight examples from counties actively doing work in this area.	2022
h. Work with the three primary vendors and those counties that use another vendor or do not have an offender management system to develop a plan of obtaining data. This may include assisting smaller counties in obtaining an offender management system.	2022
i. Explore funding options to support the development and maintenance of dashboards.	2022
j. Develop a data quality assurance plan to include a list of performance measures.	2022--2023
k. Develop and publish a dashboard of live data.	2023

3. Develop a plan that allows the county, the association, and PCCD to perform analytics on data from various systems to identify trends, measure impacts, and identify needs and other opportunities.

Activities	Timeframe
a. List the key EBP data elements that every county should be collecting and definitions for each item.	2021
b. Create a mechanism for collecting the data.	2022
c. Produce and distribute data reports that identify trends, measure impacts, and inform needs.	2023

4. Establish statewide workload/caseload guidelines for counties to effectively adopt EBP.

Activities	Timeframe
a. Collect examples of EBP workload/caseload guidelines from other jurisdictions to serve as the basis for developing a PA-specific guideline.	2021
b. Develop PA-specific workload/caseload guidelines customized for rural, urban, and suburban counties.	2022
c. Work with the statewide probation EBP standards committee to adopt the guidelines.	2022-2023

5. Support the development of statewide probation EBP standards.

Activities	Timeframe
a. Regularly communicate with the standards committee on EBP related efforts that should become a standard.	2021-2023

Workgroup Four: Victims (Input and Restorative Justice)

## Develop a plan to ensure victims of crime are empowered, informed, notified, and made whole to the degree possible.

### Statement of Priority

People who are victims of crime have an essential role in the justice system process. Their rights must be acknowledged, and the extent of their involvement in their case self-determined. Seeking victim input, offering services, and providing restorative justice programs are practical approaches for improving victim satisfaction and well-being.

1. Create a process that provides information to crime victims in a timely manner, including notification of court dates, violations, release dates, and other activities that should involve them.

Activities	Timeframe
a. Work with JNET and the Pennsylvania State Police to correct the system's failure to send out alerts about Protection from Abuse violations.	2021
b. Develop and distribute a one-page document that outlines the legal requirements for working with victims.	2021
c. Create and post an informational victim brochure template on the website that probation agencies can adapt for local use.	2022

2. Endorse restorative justice programming and suggest ways localities may partner with local and state victims service agencies to develop and implement programming around the state.

Activities	Timeframe
a. Research and write a brief on effective restorative justice programs and implementation strategies.	2021
b. Develop a plan for disseminating the brief and educating counties about restorative justice.	2022

3. Create a victim wraparound policy and procedure and a domestic violence protocol.

Activities	Timeframe
a. Collect examples of policies and practices related to victims.	2021
b. Reach out to the experts, including DA victim coordinators/specialists to identify probation practices supporting victims.	2021
c. Develop model victim policies and protocols, including best practices for working with victims of domestic violence, handling victim restitution, and responding to no victim contact violations.	2021-2022

## Strategic Plan Accomplishments, 2016 to 2021

<p><b>Assessments</b></p> <p><b>2</b> validated, actuarial risk/need tools supported across the state</p> <p>ORAS LS/CMI</p>	<p><b>Training</b></p> <p>Nearly <b>1,300</b> free EBP training slots offered</p> <p><b>Statewide</b> rollout of Motivational Interviewing Training</p>
<p><b>Data</b></p> <p><b>Recidivism</b> Definition adopted</p> <p><b>Standards</b> Committee established</p>	<p><b>Publications</b></p> <p><b>2</b> publications</p> <p>Blueprint for EBP Implementation</p> <p>Risk and Needs Assessment User Guide – Volume 1</p>

# EBP Committee Organizational Structure

