County Chief Adult Probation and Parole Officers
Association of Pennsylvania

Evidence-Based Practices Strategic Plan 2016-2018
Goal Team #1

Risk and Need Assessment

User Guide – Volume 1

September 10, 2018

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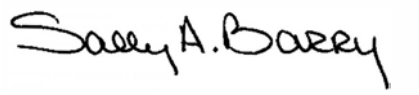
FOREWORD

On behalf of the Statewide EBP Leadership Team and the County Chief Adult Probation and Parole Officers Association of Pennsylvania (CCAPPOAP), we are pleased to present the *Risk and Need Assessment User Guide – Volume 1*. This is the first in a planned series of reports that will be developed to guide the implementation of evidence-based practices in the Commonwealth's 65 county adult probation and parole departments.

This implementation project is based on the *Evidence-Based Practices Strategic Plan* (2016) developed by CCAPPOAP and its five strategic partners.[1] The plan (available at http://www.ccappoap.com/public/strategicplan2016.html) sets forth six goals and numerous related objectives. Each goal has been assigned to a Goal Team, chaired by a CPO and composed of other CPOs and adult probation and parole probation staff.

Goal Team #1 has the responsibility for recommending actuarial risk and need assessment instruments for use by the APPDs. This *User Guide* presents the Goal Team's first set of recommendations, for risk and need assessment instruments for general use. A subsequent volume will address specialized assessment instruments.

We thank Chad Libby, Director of Dauphin County Probation Services, for his leadership as chair of the Goal Team, as well as all of the APPD staff who participated in the development and production of this User Guide. We hope you find it informative and useful.



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[1] The strategic partners are the Administrative Office of the Pennsylvania Courts, the County Commissioners Association of Pennsylvania, the Pennsylvania Board of Probation and Parole, the Pennsylvania Commission on Crime and Delinquency and the Pennsylvania Department of Corrections.

ACKNOWLEDGEMENTS

The County Chief Adult Probation and Parole Officers Association of Pennsylvania (CCAPPOAP) would like to express their deepest appreciation to the community corrections professionals who provided the leadership for the creation of this User Guide.

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INTRODUCTION

An Improved Probation and Parole System

During the past two decades, the field of probation and parole has focused on identifying programs and practices that are effective in reducing offender recidivism and improving public safety. Researchers and practitioners have worked together to determine what works best with which offenders and, as a result, have identified a robust body of knowledge and practices referred to as *evidence-based practices* or EBP. Based on the strength and breadth of this research, many have determined that the revolving door of recidivism is not inevitable and that positive outcomes for both offenders and communities are possible. Because of the effectiveness of these evidenced-based programs and practices, their use has spread to all facets of the justice system – from arrest to reentry. (Casey, et al, 2014)

The leadership of the County Chief Adult Probation and Parole Officers Association of Pennsylvania (CCAPPOAP) has partnered with key state criminal justice stakeholder organizations[2] to implement an *Evidence-Based Practices* S*trategic Plan.* This plan will guide a process through which the Adult Probation and Parole Departments (AAPDs) can acquire the necessary knowledge, tools, guidance, and support to effectively implement evidence-based practices and programs throughout the Commonwealth. (CCAPPOAP 2016)

The first goal of Strategic Plan is to: *Establish the routine and effective use of actuarial assessments for purposes of pretrial and post-conviction placement and supervision, and for programming*. Five objectives were developed to achieve this goal.

1. Create a brief user manual identifying and evaluating the best supported risk/needs assessments, including but not limited to proxy, pretrial, and risk/needs assessments and tools for specialized populations such as domestic violence, sex, driving while impaired, veteran, and female offenders; this manual would, at a minimum, include pros and cons of various assessments, costs, training requirements, and inter-rater reliability procedures.

[2] The stakeholder organizations are the Administrative Office of the Pennsylvania Courts, the County Chief Adult Probation and Parole Officers Association of Pennsylvania, the County Commissioners Association of Pennsylvania, the Pennsylvania Board of Probation and Parole, the Pennsylvania Commission on Crime and Delinquency and the Pennsylvania Department of Corrections.

2. Establish a mechanism by which Pennsylvania will endorse and support three specific third- or fourth-generation risk/needs assessments through technical assistance, training, and funding.

3. Validate and norm the selected assessments on statewide and local populations.

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 template that includes risk/needs assessment information.

5. Implement a court-supported mechanism whereby probation departments are given authority to impose risk reduction with reasonably related non-punitive programming informed by the risk/needs assessment.

To accomplish this goal and the associated objectives, a Goal Team of probation, parole and pretrial managers from across the Commonwealth was formed. The Goal Team has initially focused on the first two objectives and is pleased to share with you this User Guide on risk and needs assessment instruments. The information on these recommended instruments can be used to inform decisions on the adoption of risk and need assessment instruments at the various decision points in the criminal justice system, including pretrial release, supervision, incarceration and reentry on parole.

Risk and need assessment instruments are already in use in many APPDs but have been largely limited to decisions about supervision intensity. The range of instruments currently available increases the types of decisions where risk and need information can appropriately be used. Additionally, the latest versions of the instruments have expanded their scope and utility for decision-makers.

Recent funding (2017) made available by the Pennsylvania Commission on Crime and Delinquency (PCCD) to the county APPDs from the Justice Reinvestment funds produced a wave of adoptions of RNA by counties across the Commonwealth. Some 29 counties received funding to adopt a new RNA or enhance an existing instrument.

This User Guide is designed to assist APPDs with decisions about which RNA to adopt, whether they are upgrading existing tools or starting anew. Subsequent volumes of the User Guide will address specialized offender populations (Objective #1) and the use of risk and need assessment instruments in the sentencing process (Objective #4).

RISK AND NEED ASSESSMENT IN PROBATION AND PAROLE

Risk and need assessment is a common element of contemporary probation and parole practice in the US. There is widespread agreement that risk and need assessment is an important component of offender supervision case management systems, and risk and need assessment instruments and policies are routine components of probation and parole supervision.

The importance and centrality of risk and need assessment to corrections is captured well by Wormith and his colleagues in this opening paragraph to their recent article.

> "Offender risk assessment has become a mainstay activity of correctional agencies worldwide, both in the community and in custodial institutions. It is used for a variety of decisions made by criminal justice officials in the classification, management, and supervision of offenders. (Wormith, Hogg and Guzzo 2015, p. 461)

The importance of using decision tools to make the best, most appropriate decisions is borne out by the life-changing consequences that attach to decisions in the criminal justice system. Community corrections agencies, courts and paroling authorities should endeavor to ensure that their decision-making systems are as sound, fair and just as possible.

Risk and needs assessment has a more than 40 year history in probation and parole supervision. The roots of risk assessment for the purposes of predicting offender behavior go back almost a century. The first efforts to use actuarial methods to predict parolee success originated in Illinois in the 1920s (Harcourt 2007). Those efforts and others, using historical offender data and actuarial methods continued through the first half of the twentieth century. (Harcourt 2007).

The watershed project for risk and need assessment in probation and parole supervision was the *Case Classification and Staff Deployment* (CC/SD) project of the Wisconsin Bureau of Community Corrections. Begun in 1974 as an effort to rationalize and justify staffing requests to the state legislature, the CC/SD project produced the first fully integrated case classification and case management model in the US. The model included an actuarial risk assessment, a needs assessment, risk and need reassessments, the Client Management Classification (CMC) system (a

case management and treatment model) and weighted workload standards to determine staffing needs (Baird 2018, Baird, Heinz and Bemus 1979).

With the publication of a two-year follow-up report on the project (Baird, Heinz and Bemus 1979), word began to spread throughout the field through conference workshops and professional networks. When the Wisconsin system was adopted as the core of the National Institute of Corrections' (NIC) *Model Probation and Parole Classification and Case Management System* (Model System) in 1980, the field quickly embraced "risk/needs" (National Institute of Corrections 1980). Through the Model Systems project, agencies in 43 states received training and technical assistance to implement the model, including risk and needs assessment (Burke 1990). While some agencies chose to utilize other risk and needs instruments, the majority chose Wisconsin's tools (Burke 1990). This was true in Pennsylvania, as well, where many APPDs adopted the Wisconsin risk and need assessment and some still use it.

THE GENERATIONS OF RISK AND NEED ASSESSMENT

As risk assessment has developed over the past almost 100 years, new developments in statistical practices, assessment technologies and correctional treatment research have resulted in several major shifts in the practice of risk assessment. James Bonta first classified these developments into *generations of risk assessment* (Bonta 1996).

The first generation (1G) of risk assessment is clinical/professional judgment. The probation/ parole officer (PPO) will interview the offender, review available reports and files and based on that information, will apply expertise gain through experience and practice to make a judgment about the level of risk. This assessment is unstructured and idiosyncratic, opaque and largely unreviewable. It is subject to bias, and to the application of preconceived and incorrect notions. This model requires experience and practice, which puts the new practitioner at a distinct disadvantage and increases the possibility of error due to lack of experience.

The second generation (2G) represents a significant improvement through the introduction of statistical methods. These instruments are based on actuarial analysis of previous experience with offenders. The analysis identifies those variables which are statistically related to the outcome of

interest, in this case, reoffending. The variables with the greatest explanatory power are assembled into an instrument. In contrast to 1G assessments, these instruments are structured, consistent, transparent and reviewable. They are based on empirical analysis, are unbiased and reliable. Research has shown the 2G instruments to be more accurate than 1G approaches across a variety of fields (Hilton, Harris & Rice 2006).

The third generation (3G) represents another leap forward. Variables in the 2G instruments were *static*, characteristics of offenders and their experiences in the past that are fixed and will never change. For one time decisions such as release pretrial or on parole, assessment based on fixed factors was acceptable. As correctional research and practice evolved and began to emphasize programming and treatment, a risk and need assessment needed to be able to capture changes in the offender's risk and need profile. The 3G instruments incorporated *dynamic risk factors*, variables related to reoffending which were changeable through the application of therapeutic techniques and services. These dynamic factors, also referred to as *criminogenic factors* or *criminogenic needs*, not only enabled (PPOs) to periodically reassess risk and needs as part of managing supervision, they also identify targets for treatment, services and interventions.

The fourth generation (4G) instruments go beyond assessment of dynamic risk and need factors and links the assessment to a case management plan. This helps to ensure that risk factors which are identified in the assessment are addressed in the case plan and supervision strategy. This provides a more systematic approach. The 4G instruments also incorporate a broader range of factors important to correctional treatment, such as offender strengths and responsivity factors (Bonta and Andrews 2007).

ACTUARIAL ASSESSMENT VERSUS CLINICAL JUDGMENT

Contemporary, state-of-the-art risk and need assessment are *actuarial* instruments. They use statistical models to construct and validate the instruments. Introduction of actuarial instruments into probation and parole agencies has often met with fierce resistance from staff, who see them as an intrusion on their professional judgment.

Simply stated, *clinical judgment* is unstructured investigation and evaluation of risk of re-offense. The PPO investigates and collects data in an unstructured, often ad hoc basis, based on what is readily available. Using experience (which varies widely), intuition and educated guesses, the PPO makes a determination about the level of risk. Intuition and educated guesses are based on what the PPO believes to be true or has been told to be true, usually absent any empirical support.

In contrast, *actuarial assessment* instruments are based on empirical research which systematically examines an issue (in this case recidivism) by analyzing large data sets (composed of hundreds and often thousands of cases) with known outcomes to determine which characteristics of the subjects explain the variance in outcomes. In other words, what do offenders who recidivate look like compared with those who don't recidivate? The variables (characteristics) that explain the greatest amount of variance in outcomes are assembled into an assessment instrument. The scoring system typically represents the explanatory power of the variable (how much of the difference in outcomes the variable can explain). Variables with greater explanatory power get greater weights in the scoring system. Items such as race with obvious ethical implications are excluded.

An extensive body of research over more than a half century has shown actuarial instruments to be more accurate and reliable in forecasting outcomes than professional judgment alone. This research covers a wide variety of fields beyond criminal justice and corrections. (Hilton, Harris & Rice 2006) Use of actuarial instruments is an essential practice for contemporary probation and parole.

THE RISK/NEED/RESPONSIVITY PRINCIPLES

With the emergence of the third generation of risk and need assessment (RNA) came the *Risk/Need/Responsivity* or R/N/R model. (Bonta & Andrews 2007) These are three principles which undergird the effective assessment and treatment of offenders. The *risk principle* calls for targeting supervision and treatment resources on the moderate and high risk offenders, as they are the most likely to recidivate. Lower risk offenders should receive minimal supervision, as they are

likely to succeed under supervision with little to no assistance. Clearly, adopting the risk principle requires that an agency be able to accurately and reliably measure risk.

The *needs principle* calls for targeting **criminogenic factors** which are the drivers of criminal behavior, in supervision and treatment. These drivers are referred to as *criminogenic needs* or also as *dynamic risk factors.* No matter the label, these are the factors which must be reduced or eliminated in an offender's life if they are to succeed on supervision and not reoffend. Again, implementing the needs principle requires that an agency be able to accurately and reliably identify criminogenic needs.

The *responsivity principle* addresses how supervision and services are provided. *General responsivity* calls for using interventions which offenders respond to positively and engage in, which are cognitive behavioral interventions. *Specific responsivity* calls for tailoring interventions to the motivation level, learning style, abilities and strengths of the individual offender.

Effective assessment of risk and needs and attention to responsivity requires the use of state-of-the-art risk and need assessment instruments, at least third generation but ideally fourth generation.

DECISION POINTS AND OFFENDER TYPES

The value of risk and need assessment instruments to improve decision-making has been recognized by practitioners, researchers and policy makers. This has resulted in applications of risk and need assessment in decisions beyond parole release (the original application) and probation and parole supervision (the most extensive application). The applications are found from the front of the criminal justice system (pretrial release decisions) to the back (parole release, parole revocation). In recent years, risk and need assessment has been applied to sentencing. (Elek et al 2015)

It is important to recognize that these myriad decisions have varying goals, purposes and outcomes. No one risk and need assessment instrument will fit every criminal justice decision point well. It is important to ensure that the instrument is a good fit for the specific decision. For

example, pretrial release decisions focus on two outcomes: risk of failure to appear and risk of a new crime. These are clear risk variables and an actuarial tool can help improve the accuracy of the release decisions. Assessment of criminogenic needs is not appropriate, however, since the defendant has not be convicted and cannot be required to undergo treatment. Use of a third or fourth generation risk needs assessment for pretrial release would be inappropriate and wasteful.

Assessment of offenders entering correctional facilities also relies on risk and need assessment. But the risk concern in jail or prison is different than in probation or parole supervision in the community. Correctional classification is concerned with risk of escape, institutional misconduct, and other factors that are not an issue for probation. Needs assessment is similar, though, as correctional programming addresses criminogenic factors. The bottom line is to carefully explore each decision point, its criteria, goals and desired outcomes and select an instrument that fits the decision well.

In addition to the fact that the goals and requirements of all criminal justice decision points are not the same, not all offenders are the same when it comes to assessing their risk and needs. Assessment instruments have been developed to accommodate key differences in the offender population. One very fundamental distinction among offenders is their age. Juvenile offenders are different from adult offenders on many critical aspects, and separate risk and need assessment instruments have been developed for juvenile offenders.

Within the adult offender population, assessment tools have been developed for specific populations, including sex offenders, violent offenders, DUI offenders, female offenders and others. In each of these offender types, there are key behavioral differences which require assessment instruments with specific variables which are not relevant or necessary to the general offender population. Use of a risk and need assessment designed for the general adult offender population (predominately property and drug crimes) on one of these subpopulations will produce inaccurate assessments, often indicating a lower risk level than the actual risk level posed by the offender. Specialized instruments contain variables which increase their sensitivity to risk in these subpopulations.

This volume of the User Guide contains risk and need assessment instruments for several different decision points, but is tailored to the general populations. Subsequent volumes will address specialized sub-populations and the role of risk and need assessment at sentencing.

RECOMMENDED RISK AND NEED ASSESSMENT INSTRUMENTS

This section of the User Guide presents the recommended risk and need assessment instruments for use by the APPDs in Pennsylvania. The instruments are presented by decision point, starting with pretrial release. Selection of the instruments was based on several criteria, including a strong research base, development using construction and validation samples, subsequent validation in user jurisdictions by qualified researchers, broad use in the field of probation and parole and experience with the instruments in the Commonwealth, particularly with APPDs. The majority of the recommended instruments come from the Level of Service Inventory (LSI) family and from the suite of instruments in the Ohio Risk Assessment System (ORAS).

Overview of LSI Family

The LSI family has its roots in research conducted by the late Don Andrews in the late 1970s and 1980s on criminal offenders on probation in Ontario, Canada. In that work, Andrews went beyond the *static* (unchangeable) variables of the second generation risk assessments and began to identify *dynamic* (changeable) risk factors he later called *criminogenic*. The original assessment was called the Level of Supervision Inventory (1982), reflecting the original purpose of the tool, which was to determine the level or intensity of probation supervision. But as the utility of the dynamic, criminogenic risk factors became clear for targeting treatment and interventions, the instrument was relabeled the Level of Service Inventory-Revised (LSI-R) in 1994. The LSI-R was the prototype of the third generation of risk assessment. (Bonta & Wormith 2007)

The LSI-R assessment is a quantitative survey of offender attributes and offender situations relevant for making decisions about levels of supervision and treatment. The instrument's applications include assisting in the allocation of resources, helping to make probation and placement decisions, making appropriate security level classifications, and assessing treatment progress. The 54 items on the LSI–R are based on legal requirements and include relevant factors for making decisions about risk level and treatment. PPOs complete the semi-structured interview

with offenders. They then use the interview together with collateral information to complete a QuikScore form. The results are converted to cumulative frequencies on a ColorPlot Profile.

LSI–R scores correlate with outcomes and thus help to forecast probation and parole outcomes and recidivism. This predictive validity is partly a result of the method of its construction. The item content was developed to reflect three primary sources: recidivism literature, the professional opinions of probation officers, and the social learning perspective of social behavior. Scores can then be used in conjunction with professional judgment to arrive at sound case management decisions.

The LSI family includes the LSI-R, the LSI-R (SV) (screening version) and the LS/CMI (case management inventory).

Overview of ORAS

The Ohio Department of Rehabilitation & Correction hired the University of Cincinnati's Center for Criminal Justice Research (CCJR) in 2006 to develop a system of offender risk, needs, and responsivity assessment tools for use statewide. The goal was to create a consistent, reliable, standardized system of tools that could be used at various decision points in the criminal justice system (i.e. pretrial, community supervision, prison intake, reentry) to facilitate communication and continuity across criminal justice agencies. CCJR's work resulted in the *Ohio Risk Assessment System* (ORAS), an integrated suite of instruments including an automated fourth generation risk and need assessment. The developers designed ORAS to generate case plans that prioritize needs and treatment domains and work with existing automated case management systems. (Latessa, et al 2009)

A major goal of the ORAS project was to develop assessments that reflected the principles of effective classification. The ORAS assessments instruments: (1) separate offenders into risk groups based on their likelihood to recidivate; (2) identify dynamic risk factors that can be used to prioritize programmatic needs; and (3) identify potential barriers to treatment. The ORAS was also designed to aid in decision-making regarding the allocation of treatment and supervision resources.

The ORAS was created using a prospective design that involved conducting in-depth structured interviews of over 1,800 offenders at the following stages in Ohio's justice system: pretrial, community supervision, prison intake, and community reentry. After interviews were conducted, offenders were tracked for approximately one year to gather follow-up information on recidivism. Six assessment instruments were created using items that were related to recidivism: the Pretrial Assessment Tool, the Community Supervision Tool, the Community Supervision Screening Tool, the Prison Intake Tool, the Prison Intake Screening Tool and the Reentry Tool.

The ORAS is now administered by the University of Cincinnati Corrections Institute (UCCI).Those seeking information on the ORAS, individual instruments, training, automation and other issues should contact Jennifer Lux at UCCI (luxjl@uc.mail.uc.edu).

The next section of the User Guide presents the recommend actuarial risk and need assessment instruments in a sequence that parallels the criminal justice process from pretrial release to community reentry.

PRETRIAL ASSESSMENT INSTRUMENTS

Ohio Risk Assessment System – Pretrial Assessment Tool (ORAS-PAT)

The Pretrial Assessment Tool (PAT) is designed to inform the court of the risk of a defendant to either fail to appear at a future court date or to be arrested for a new crime. By providing probabilities for these key outcomes, it aids in decision-making regarding bail decisions. The PAT is a seven item assessment selected from three domains found to be related to recidivism: criminal history, employment and residential stability, and substance abuse.

Instrument Administration Requirements

No specialized education is necessary to administer the ORAS-PAT; however, researchers at UCCI have assembled a mandatory training package for those interested in using the ORAS. If there are trained trainers available, they can provide the training specific to the PAT. Officers must complete a standard training program before implementing the tool. According to the ORAS user manual, practitioners use a combination of structured interviews, official records, an interview

guide (highly recommended as an aid in this process) and other collateral sources to complete the assessment tool.

Instrument Content

The PAT was designed to be quick to administer, containing only seven risk variables. The tool can be administered in 10-15 minutes and involves a face-to-face interview with the defendant with some questions of the interview being verified through official records (criminal history, employment, etc.). Based on the scores of these items, cut-points have been constructed to differentiate between groups that are low, medium, and high risk to violate pretrial supervision (failure to appear in court or having a new arrest); the higher score, the greater the risk of the individual poses.

Obtaining the ORAS-PAT

The ORAS-PAT is non-proprietary; however, officers must complete a standard end-user training prior to implementing the tool. This training consists of viewing a video that provides an overview of the tool, as well as details how to properly score the tool. There are also three videos that are utilized for officers to view an interview and practice scoring the tool. To obtain the ORAS-PAT, contact the UCCI (Jennifer Lux at luxjl@uc.mail.uc.edu).

PA Counties Currently Using the ORAS-PAT

Armstrong, Berks, Bradford, Chester and York. Please feel free to contact these counties for further information and/or questions.

Allegheny Pretrial Risk Assessment Instrument Profile

Background Information

The Allegheny County risk assessment was originally created in 2007 by the Pretrial Justice Institute using local data in a retrospective study. The instrument was implemented in Allegheny County in September 2007 and was revalidated in December 2012. The new revalidated tool is currently in use.

Instrument Administration Requirements

There are no special requirements to administer this tool, but all staff administering the instrument must be trained to ensure that they have an understanding of the questions and the scoring of the instrument. Understanding of the criminal history scoring and training on interpreting criminal history reports (RAP sheets) is necessary. This tool requires a face-to-face interview so Motivational Interviewing techniques would be beneficial for those conducting the interviews.

Instrument Content

The pretrial risk assessment tool collects and scores factors that affect both failure to appear rates and new criminal activity rates.

Failure to Appear (FTA) factors are:

- Age at current arrest
- Possession of Valid Driver's License
- Education Level
- Criminal History
- Prior FTAs
- Type of charge (current)

New Criminal Activity factors are:

- Criminal History
- Current Criminal Justice Status
- Type of Charge (current)

The instrument drives a risk assessment matrix that offers a jurisdiction the opportunity to develop a bail recommendation chart. The bail recommendation chart is for use by pretrial investigators to assist them in recommending bail terms consistent with calculated risk level. It is important to note that the bail recommendations for this type of chart should be developed by each jurisdiction and then validated in an effort measure the effectiveness of the recommendations of pretrial services. For further information on the use of the instrument for bail decisions, contact Janice Dean, Allegheny Pretrial Director at Janice.Dean@alleghenycourts.us

Obtaining the Instrument

This risk instrument is available through the CCAPPOAP and Allegheny County Pretrial Program. Contact Janice Dean, Allegheny Pretrial Director at Janice.Dean@alleghenycourts.us.

Training and Implementation Costs

End-user training costs:

Allegheny staff would assist in training jurisdictions and would only require that travel expenses be paid for Allegheny staff facilitating the training.

Training for Trainers:

There is no Training for Trainers. It is recommended that personnel who will provide end user trainer have extensive experience implementing the tool and is well versed with the algorithm scoring.

Information Technology Solution through UCM:

Contact Heather Heister (hhelster@pacounties.org) at the County Commissioners Association of PA

Information Technology Solution through Vendor of Instrument:

The risk assessment was built into Allegheny County's case management system. Therefore, this cost would be on the participating counties. Interested jurisdictions can contact Allegheny County's IT Department to learn about the IT program created for this tool.

PA Counties Currently Using the Allegheny Pretrial Risk Assessment: Washington County is using the first version of the risk assessment and not the revalidated assessment. Dauphin, Berks, Chester and Lehigh began pilot testing the Allegheny Pretrial Risk Assessment in the fall of 2017.

PROBATION & PAROLE SUPERVISION RISK & NEED ASSESSMENT INSTRUMENTS

Level of Service Inventory-Revised (LSI-R)

Instrument Administration Requirements

The LSI-R is administered through a structured interview between the PPO and offender, with the recommendation that supporting documentation be collected from family members, employers, case files, drug tests, and other relevant sources needed. All PPOs who will be administering the LSI-R must become certified by completing an end-user LSI-R training by a certified LSI-R facilitator.

Instrument Content

The LSI–R instrument contains the following scales, with the number of items in each listed in parentheses.

- Criminal History (10 items)
- Education/Employment (10 items)
- Financial (2 items)
- Family/Marital (4 items)
- Accommodation (3 items)
- Leisure/Recreation (2 items)
- Companions (5 items)
- Alcohol/Drug Problems (9 items)
- Emotional/Personal (5 items)
- Attitudes/Orientation (4 items)

The item responses are summed, resulting in a total score. Additional factors can be considered in making placement decisions, and space is provided for professional overrides.

Obtaining the LSI-R

All Level of Service assessment tools are proprietary. To purchase the LSI-R or inquire about assessment training services in your area, contact the following consultant:

Caroline Gauvin - Public Safety Consultant
Multi-Health Systems, Inc. (MHS)
416-492-2627 x438
Toll-free: 800-456-3003 x438
Email: caroline.gauvin@mhs.com

PA Counties Currently Using the LSI-R: Lancaster, Lebanon, Lycoming and Venango. Please feel free to contact these counties for further information and/or questions.

Level of Service/Case Management Inventory (LS/CMI) Profile

Background Information

The LS/CMI is the fourth generation version of the LSI-R that provides a comprehensive measure of offender risk, needs, and responsivity (RNR) factors, as well as a fully functional case management tool. The LS/CMI system is designed to assist professionals in management and treatment planning with adult and late adolescent male and female offenders on probation and parole. By combining risk and need assessment with case management in a single system, the LS/CMI gives the professional all the necessary tools in a single application.

The LS/CMI refines and combines the 54 LSI-R items into 43 LS/CMI items. Section 1 items while maintaining the item content (for current LSI-R users, LSI-R scores can be converted to LS/CMI scores). Assessors can also indicate areas of offender strength, which could serve as protective factors. Ten additional comprehensive sections have been added. Several of these sections assess mitigating or aggravating factors that can affect risk/need levels, such as a section about concerns specific to incarcerated offenders. Other sections document a professional or administrative override. The final sections deal exclusively with case management considerations, including assessing responsivity concerns to help offenders rehabilitate.

Instrument Administration Requirements

The LS/CMI is administered through a structured interview between the interviewer and offender, with the recommendation that supporting documentation be collected from family members, employers, case files, drug test results, and other relevant sources as needed. All PPOs must become certified in administering the LS/CMI by completing an end-user LS/CMI training by a certified LS/CMI facilitator.

Instrument Content

The LS/CMI system's multi-component evaluation involves obtaining information from many sources about many aspects of the offender's life. It contains a mix of static and dynamic factors, developed from recidivism literature, professional opinions of probation/parole officers, and relevant social learning theory on criminal behavior.

Offenders are first interviewed to gather information so the assessor can accurately complete the assessment. The LS/CMI Interview Guide is highly recommended as an aid in this process. Its questions elicit specific information relevant for completing each LS/CMI item in Sections 1 to 5. A file review of police reports and other relevant data should be used to confirm information obtained from the offender. Interviews with the offender's friends and family members can complement the assessment process.

Once offender information has been gathered, the PPO can then begin the assessment process. The LS/CMI Offender History Form is a convenient way to summarize offender data, including previous and current convictions. The LS/CMI QuikScore (software Sections 1-8) is the core of the assessment process, containing eight sections that help determine the offender risk/need level.

Section 1 contains the following subcomponents:

- Criminal History (8 items)
- Education/Employment (9 items)
- Family/Marital (4 items)
- Leisure/Recreation (2 items)
- Companions (4 items)
- Alcohol/Drug Problem (8 items)
- Pro-criminal Attitude/Orientation (4 items)
- Antisocial Pattern (4 items)

Section 2-5 contains the following risk factors:

- Personal Problems
- Social, Health and Responsivity considerations
- Perpetration History
- Mental Health
- Pro-criminal Attitude and Orientation
- Incarceration History
- Concerns

Sections 6 & 7 provide a summary of risks and needs, allowing for clinical overrides of assessment recommendations based on atypical offender situations. Section 8 provides tools for program and placement decisions. Assessors also have the opportunity to mark subcomponents as strengths to highlight positive offender qualities.

Obtaining the LS/CMI

All Level of Service assessment tools are proprietary. To purchase the LS/CMI or inquire about assessment training services in your area, contact the following consultant:

Caroline Gauvin - Public Safety Consultant
Multi-Health Systems, Inc. (MHS)
416-492-2627 x438
Toll-free: 800-456-3003 x438
Email: caroline.gauvin@mhs.com

PA Counties Currently Using the LS/CMI: Lancaster.

ORAS Community Supervision Tool (CST) Profile

The Community Supervision Tool (CST) was designed to assist in both the designation of supervision level as well as to guide case management for offenders in the community. These goals are accomplished by establishing priorities in the management of dynamic risk factors, based on the likelihood of recidivism. The priorities disaggregate overall risk level into risk levels by domain, placing each offender at low, moderate or high risk to reoffend for each domain. To provide optimal risk levels, males and females are given different cutoff scores to categorize risk groups. There are seven domains assessed in the 35-item CST: criminal history, education, employment, and finances, family and social support, neighborhood problems, substance abuse, anti-social associations, and anti-social attitudes and behavioral problems.

Instrument Administration Requirements

No specialized education is necessary to administer the ORAS. However, researchers at UCCI have assembled a mandatory training package for those interested in using the CST. Officers must

complete a standard training program before implementing the tool. According to the ORAS user manual, practitioners use a combination of structured interviews, official records, interview guide (highly recommended as an aid in this process) and other collateral sources to complete the assessment tools. They also administer a self-report questionnaire to the offender for three the CST to supplement this information. A file review of police reports and other relevant data should be used to confirm information obtained from the offender. Interviews with the offender's friends and family members can complement the assessment process.

Instrument Content

The CST contains both static and dynamic factors. To provide optimal risk levels, male and female offenders are given different cut-off scores to categorize risk groups. The following domains are assessed in the 35-item Community Supervision Tool:

- Criminal History
- Education, Employment and Financial Situation
- Family and Social Support
- Neighborhood Problems
- Substance Abuse
- Peer Associations
- Criminal Attitudes and Behavioral Patterns

Obtaining the ORAS CST

ORAS CST assessment tool is non-proprietary. However, again, officers must complete a standard end-user training program before implementing the tool. This training program and other contracted technical assistance and research services (e.g. automating the tool, validation research services, advanced training) are offered by the instrument developers. To obtain the ORAS CST and estimate for the costs of technical assistance and research services, contact Jennifer Lux at the UCCI (luxjl@uc.mail.uc.edu).

PA Counties Currently Using the ORAS: Dauphin, Berks, Cumberland and York. Please feel free to contact these counties for further information and/or questions.

PROBATION & PAROLE SUPERVISION RISK SCREENING INSTRUMENTS

Both of the risk and need assessment instruments for supervision offer a risk screening tool. These are short (eight items) instruments which allow for a quick assessment of key risk factors. This enables the PPO to identify low risk offenders and divert them as appropriate out of the assessment process quickly. Such offenders would normally be assigned to an administrative or other reduced level of supervision caseload.

For those offenders whose risk screening produces a moderate or high score, they would continue in the assessment process. A full risk and need assessment would be conducted to determine the nature and extent of supervision. Risk screening tools can be an important element in reducing the level of resources expended on low risk offenders.

Level of Service Inventory-Revised (SV) (Screening Version)

The LSI-R (SV) is the screening version of the LSI-R. It is designed to provide a quick assessment of risk, enabling staff to determine whether a full LSI-R or LS/CMI assessment is needed. Research has shown that the LSI-R (SV) is predictive of outcomes of interest to APPDs, including violations of probation/parole and new criminal activity.

The LSI-R (SV) consists of seven items, including:

- Criminal history
- Attitudes/orientation
- Companions
- Alcohol/drug problems
- Education/employment
- Family/marital situation
- Personal/emotional problems

The LSI-R (SV) is available in manual (hand-scored) and automated versions. An interview guide is available.

ORAS Community Supervision Screening Tool (CSST)

The ORAS also includes a screening instrument, Community Supervision Screening Tool (CSST). The CSST was developed to provide jurisdictions with the ability to quickly identify low and high

risk offenders. Once identified as high risk, jurisdictions can then provide these cases with a full assessment of criminogenic needs, the CST, thus avoiding the use of valuable resources for assessing lower-risk cases not likely to need intensive services or treatment.

The following items are scored in the Community Supervision Screening Tool (CSST):

- Most Serious Arrest Under Age 18
- Number of Prior Adult Felony Convictions
- Received Official Misconduct while Incarcerated as an Adult
- Highest Education
- Currently Employed
- Current Financial Situation
- Drug Use Caused Problems
- Walks Away from a Fight

PRISON INTAKE AND PAROLE REENTRY TOOLS

These risk and need assessment instruments are designed for use in correctional facilities at the beginning of a term of incarceration and at the point of release. Correctional administrators will be directly involved in any decision to adopt and implement these assessments. These instruments are included here to illustrate how risk and need assessment can be applied across the criminal justice process.

ORAS Prison Intake Tool Profile

The Prison Intake Tool (PIT) was designed to provide case managers an assessment instrument that can be used to prioritize prison treatment based on the likelihood of recidivism. Domains assessed in the 31-item PIT include: age, criminal history, education, employment, and finances, family and social support, substance abuse, and criminal lifestyle.

Instrument Administration Requirements

No specialized education is necessary to administer the Prison Intake Tool. However, researchers at UCCI have assembled a mandatory training package for those interested in using the PIT. Officers must complete a standard training program before implementing the tool. According to the ORAS user manual, practitioners use a combination of structured interviews,

official records, interview guide (highly recommended as an aid in this process) and other collateral sources to complete the assessment tools. They also administer a self-report questionnaire to the offender for the PIT to supplement this information. A file review of police reports and other relevant data should be used to confirm information obtained from the offender. Interviews with the offender's friends and family members can complement the assessment process.

Instrument Content

The ORAS-PIT is designed to be used with offenders as they enter prison. The instrument is designed to be administered through file review and a structured interview, although some items can be obtain through a self-report questionnaire. The PIT contains both static and dynamic factors. Risk classification cutoff values differ by tool and between males and females.

The PIT also includes a screening instrument, Prison Screening Tool (PST). The PST was developed to provide jurisdictions with the ability to quickly identify moderate to high risk offenders. As a result, its cutoffs separate offenders into only two groups: low risk or moderate/ high risk. Once identified as moderate to high risk, jurisdictions can then provide these cases with a full assessment of criminogenic needs, the PIT. This approach avoids expending additional resources assessing lower-risk cases not likely to need intensive treatment services.

The following items are scored in the Prison Screening Tool (PST):

- Employment at the time of arrest
- Longest length of employment past two years
- Living situation prior to incarceration
- Stability of Residence

The following domains are assessed in the 31-item Prison Intake Tool (PIT):

- Age
- Criminal History
- Education
- Employment and Finances
- Family and Social Support
- Substance Abuse
- Criminal Lifestyle

Obtaining the ORAS-PIT

All ORAS-PIT assessment tools are non-proprietary. However, again, officers must complete a standard end-user training program before implementing the tool. This training program and other contracted technical assistance and research services (e.g. automating the tool, validation research services, advanced training) are offered by the instrument developers. To obtain the ORAS and estimate for the costs of technical assistance and research services, contact Jennifer Lux at the UCCI (luxjl@uc.mail.uc.edu).

PA Counties Currently Using the ORAS-PIT: Dauphin, Berks, Cumberland and York. Please feel free to contact these counties for further information and/or questions.

ORAS Supplemental Re-Entry Tool Profile

The Supplemental Re-Entry Tool (SRT) was designed to be used prior to release from prison with offenders who have been incarcerated for less than four years. It assesses the prisoner's offenders' likelihood of recidivism.

Instrument Administration Requirements

No specialized education is necessary to administer the Supplemental Re-Entry Tool. However, researchers at UCCI have assembled a mandatory training package for those interested in using the SRT. Officers must complete a standard training program before implementing the tool. According to the ORAS user manual, practitioners use a combination of structured interviews, official records, interview guide (highly recommended as an aid in this process) and other collateral sources to complete the assessment tools. They also administer a self-report questionnaire to the offender for the SRT to supplement this information. A file review of police reports and other relevant data should be used to confirm information obtained from the offender. Interviews with the offender's friends and family members can complement the assessment process.

Instrument Content

The SRT contains both static and dynamic factors. It takes approximately 20 to 30 minutes to administer. Risk classification cut-off values differ by tool and between males and females. The SRT consists of 31 variables in four domains:

- Criminal History
- Education, Employment and Social Support
- Substance Abuse and Mental Health
- Criminal Lifestyle

Obtaining the ORAS-SRT

All ORAS-SRT assessment tools are non-proprietary. However, again, officers must complete a standard end-user training program before implementing the tool. This training program and other contracted technical assistance and research services (e.g. automating the tool, validation research services, advanced training) are offered by the instrument developers. To obtain the ORAS-SRT and estimate for the costs of technical assistance and research services, contact Jennifer Lux at the UCCI (luxjl@uc.mail.uc.edu).

PA Counties Currently Using the ORAS-SRT: Dauphin, Berks, Cumberland and York. Please feel free to contact these counties for further information and/or questions.

TRAINING AND IMPLEMENTATION INFORMATION

Training and Implementation Costs for LSI-R and LS/CMI

The LSI instruments are proprietary, therefore, there is a cost for each administered assessment. Some of the costs (e.g. training) are the same for either instrument, where they are different, they are presented separately or the LSI-R and the LS/CMI.

The current Pennsylvania cost information is listed below:

End-user training costs: The four-day end-user training for the LSI instruments costs $7,892 for up to 30 people. This price is includes the following:

- Training Fee (1,000 x 4 on-site days + travel and preparation days = $6,000
- Airfare (roundtrip from Washington, DC) = $650

- Airport Parking (5 days @ $17.00 per day) = $85
- Rental Car ($55 per day @ 5 days) = $275
- Lodging ($110 per night x 14% tax x 4 nights) = $501.60
- Meals ($69 per diem x 4 days + 2 travel days @ $51.75 {75% per diem}) = $379.50

The recommended trainer is Dr. Stephen Haas, MHS Certified Master Trainer. Contact information is stephen.m.haas@gmail.com or (304) 382-5254.

Train the Trainer costs: The cost of the three-day trainer workshop for the LSI-R is $6,625 for up to 12 people. This price is includes the following:

- Training Fee (1,000 x 3 on-site days + travel and preparation days = $5,000
- Airfare (roundtrip from Washington, DC) = $650
- Airport Parking (4 days @ $17.00 per day) = $68
- Rental Car ($55 per day @ 4 days) = $220
- Lodging ($110 per night x 14% tax x 3 nights) = $376.20
- Meals ($69 per diem x 3 days + 2 travel days @ $51.75 {75% per diem}) = $310.50

The recommended trainer is Dr. Stephen Haas, MHS Certified Master Trainer. Contact information is stephen.m.haas@gmail.com or (304) 382-5254.

LSI-R Training Materials - each user is required to receive a User Manual at minimum. MHS offers Training Kits which include materials used during User Training.

LSI-R Training Kit (LS(P0B)) - includes Scoring Guide, three Interview Guides, three QuikScore Forms, and three ColorPlot Profile Forms. The cost is $109.00

Train the Trainer Kit (LSC206) – includes User Manual, The Psychology of Criminal Conduct (book), Curriculum, Workbooks, Facilitator's Guide, Testing Material and Trainer CD. The cost is $576.00

LS/CMI Training Materials

LS/CMI Training Kit (LSC205) - includes Scoring Guide, two Interview Guides, five QuikScore Forms, five Case Management Protocols, five Offender History Forms and five ColorPlot Profile Forms. The cost is $127.00

Train the Trainer Kit (LSC206) – includes User Manual, The Psychology of Criminal Conduct (book), Curriculum, Workbooks, Facilitator's Guide, Testing Material and Trainer CD. The cost is $576.00

LSI-R Assessment Access

Access to the LSI-R is available through MHS's Software Development Kit (SDK) installation or through CCAP's *Unified Case Management System (UCMS)*. As a county you will need to budget for the number of assessments you project to complete annually. One must also consider and include reassessments in the budget worksheet.

LSI-R System Integration via SDK – there is a one-time installation fee of $2,000 (per site). You are responsible for programming the tool into your proprietary system or requesting your 3rd party vendor to install on your behalf. You/the vendor is responsible for programming the item responses being delivered via XML file to the SDK and returning with the pre-set reports. Multi-Health Systems, Inc. (MHS) has programmers on staff that can act as a resource and for troubleshooting with the implementation.

SDK set-up fee: $2,000.00 per site
SDK renewal fee: $400.00 per site
Assessments: cost determined by total volume ordered as follows:

LSI-R SDK Uses	**Cost Per**
Less than 2,999	$3.00
3,000 – 4,999	$2.75
5,000+	$2.50

**SDK assessments are pre-purchased for use over a 12-month period. At the end of the term, an audit will determine the total number of uses and any overages will be invoiced.*
**SDK pre-purchased uses expire and do not roll over to the next period so it is wise to estimate conservatively. Per use fees may be subject to a price increase each term (5% or less).*

Web Service LSI-R Access – accessed over the internet and performs the same functions as the SDK (i.e. scoring, report generation) but hosted on MHS servers and copies of assessments are sent to MHS. The XML is the same as with the SDK but sent over the internet. Your programmer

is responsible for developing the front-end user interface to capture item responses and produce the XML. Please consult with MHS to assess the complexity and programming hours for development, testing and installation.

Web Service Fee: $1,999.00
Web Services annual renewal fee: $499.00

LSI-R Technology Solution through UCMS: Agreement must be in place with MHS, prior to agreement/implementation of LSI-R in a UCMS County. Cost is $13,100.00. This includes Online delivery/Webinar based Training. Additional hours for onsite training and custom county reports beyond the agreed upon common reports will be billed at $130 per hour, plus travel and will be approved via a work order (or purchase order) for each county making the request.

Note: Please refer to SDK assessment rate above if accessing LSI-R via UCM.

LS/CMI Assessment Access

The LS/CMI can be accessed online, through user case management (UCM) system using the LS/CMI Software Development Kit (SDK), or a combination of the MHS web portal and web services connecting to your system.

Online LS/CMI Access – an unlimited number of users may access the system under one shared account. Costs include customized reports.

Training and Implementation Costs for ORAS

The ORAS is a non-proprietary suite of instruments. There is no cost to administer (no per use fee) any of the assessment tools. Training and Information Technology for the ORAS is the only cost.

End-user training costs: The two-day end-user training for the ORAS is $6,500 for up to 30 people. This price is all inclusive of salaries, benefits, travel, training materials, administrative

costs, etc. (for UCCI trainers to come to PA). UCCI staff can train staff on all of the tools in each system or adapt the training to fit with staff needs.

Pennsylvania Trainer Option

In recognition of the enormous training challenge facing the APPDs as they implement risk assessment and other evidence-based programs, the EBP project staff approached the UCCI leadership to discuss training options. The standard practice was to restrict trainers certified by UCCI in ORAS (and other UCCI programs) to provide training only in their home agency.

The UCCI leadership has agreed to allow certified trainers to train staff in any of the APPDs across the Commonwealth. The standard trainer Memorandum of Understanding (MOU) has been modified to reflect this. (See Appendix 3) As a result of this change, there are UCCI certified trainers in the Commonwealth who can be available to provide end user training only in other APPDs. This will significantly reduce the costs of training. Please contact Helene Placey at CCAPPOAP for further information.

Train the Trainer costs: Training for Trainers (T4T) option, trainees must be certified end-users and must have actual experience conducting the assessments with real clients. There is no magic number, but UCCI recommends approximately 15-20 "true assessments" be completed by each of the trainers before they conduct a T4T. T4T training is capped at a maximum of 12 individuals. This training is conducted over a five-day period and includes the following: The first three days are spent with the UCCI trainers practicing and delivering the training material. The last two days are reserved for the new trainers (i.e., APPD staff that were trained by the UCCI staff) to deliver the ORAS training to new end-users. If necessary, UCCI will split up the group into two separate trainings (six and six) and they can train up to 30 staff in each session (i.e., a total of 60 end-users). The cost of the five day train the trainer training for up to 12 staff is $19,750 or $11,250 for up to six staff. This includes everything but materials for the end-user session(s). The APPD will be responsible for reproducing the materials. UCCI will send electronic files with instructions for doing this at least two weeks before the T4T occurs.

Information Technology Solution through UCM: Cost will be $10,700. This includes Online delivery/Webinar based Training. Additional hours for onsite training and custom county reports beyond the agreed upon common reports will be billed at $130 per hour, plus travel and will be approved via a work order (or purchase order) for each county making the request.

Information Technology Solution through University of Cincinnati: Please contact Jennifer Lux at the University of Cincinnati Corrections Institute (luxjl@uc.mail.uc.edu)

CONCLUSION

This first volume of the User Guide has presented information on the recommended RNA instruments for use in the Commonwealth's APPDs. The member of the Goal Team have provided information on all of the instruments to facilitate the decision-making processes of the CPOs in terms of the selection of RNAs, whether for initial adoption, upgrading from previous instruments and/or expanding beyond supervision, the primary application to date.

Feedback on this volume would be welcome. As noted earlier, subsequent volumes of the User Guide will address other applications of RNA to assist the APPDs as they work to improve their assessment functions and capabilities.

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Appendix 1

Overview of the EBP Strategic Plan Goals and Objectives

The goals and objectives in the strategic plan seek to enhance, over a three-year period, Pennsylvania's capacity to achieve its vision of public safety, reduced recidivism, and effective use of public funds for departments responsible for supervising offenders in the community. The following goals and objectives have been established:

Goal One

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

Objectives

1. Create a brief user manual identifying and evaluating the best supported risk/needs assessments, including but not limited to proxy, pretrial, and risk/needs assessments and tools for specialized populations such as domestic violence, sex, driving while impaired, veteran, and female offenders; this manual would, at a minimum, include pros and cons of various assessments, costs, training requirements, and inter-rater reliability procedures.
2. Establish a mechanism by which Pennsylvania will endorse and support three specific third- or fourth-generation risk/needs assessments through technical assistance, training, and funding.
3. Validate and norm the selected assessments on statewide and local populations.
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 template that includes risk/needs assessment information.
5. Implement a court-supported mechanism whereby probation departments are given authority to impose risk reduction with reasonably related non-punitive programming informed by the risk/needs assessment.

Goal Two

Develop an EBP Implementation Plan

Objectives

1. Develop an EBP blueprint/roadmap that describes the fundamental EBP activities to be encouraged in all counties (e.g., organizational readiness, motivational interviewing, risk/needs assessment, core correctional practices, skill practice, cognitive behavioral interventions, service matrices, case plans, identification of drivers, dosage targets, effective use of rewards and sanctions, continuous quality improvement plans, etc.).

2. Establish EBP symposiums or forums for stakeholders to orient them to probation and parole departments' endorsement of EBP statewide.

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.

4. Develop a set of implementation strategies specific to rural counties.

5. Determine if a case plan template can be adopted for statewide use that would follow the justice-involved individual from pretrial to sentencing to local supervision to prison to reentry/parole.

Goal Three

Establish, with AOPC, CCAP, PCCD, DOC, and PBPP, a policy and organizational infrastructure and technical assistance resources to support the successful implementation of EBP at the local and state levels.

Objectives

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

2. Establish statewide workload/caseload standards as a guideline for counties to effectively adopt EBP.

Goal Four

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

Objectives

1. Conduct a cost–benefit analysis of the EBP implementation plan using a phased-in approach, whereby counties implement the EBPs that they are in a position to support on an ongoing basis and build from each phase.

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

3. Develop a long-term information systems plan to conduct cross-system data mining.

Goal Five

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

Objectives

1. Create a process that provides information to crime victims in a timely manner.

2. Engage restorative justice programming, including partnerships with local and state victims service agencies.

3. Create a mechanism to inform and assist victims with opportunities to provide input and be notified of violations, release dates, etc.

4. Create a victim wraparound policy and procedure, and a domestic violence protocol.

Goal Six

Develop a comprehensive and diverse communication strategy.

Objectives

1. Identify the various stakeholder groups and contact persons related to the EBP implementation plan and determine if they need to be informed about, or give ongoing input to, the EBP initiative.

2. Devise a communications plan by customizing the message and format of communication for each stakeholder group; consider potential partnerships with communications experts.

Appendix 2

Goal Team #1 Regional Advisors

North Central Region (11 counties) – Cameron, Centre, Clinton, Lycoming, Mifflin, Montour, Northumberland, Potter, Snyder, Tioga and Union.

Regional Advisors – *Dan Hoover – dhoover@franklincountypa*
Doug Wilburne – dwilburne@franklincountypa.gov

Northwest Region (12 counties) – Clarion, Clearfield, Crawford, Elk, Erie, Forest, Jefferson, Lawrence, McKean, Mercer, Venango and Warren

Regional Advisors: *Paul Markiewicz – pmarkiewicz@eriecountypa.gov)*
Nick Loiacona – Nloiacona@co.crawford.pa.us

Northeast Region (11 counties) – Bradford, Carbon, Columbia, Lackawanna, Luzerne, Monroe, Pike, Sullivan, Susquehanna, Wayne and Wyoming.

Regional Advisors: *Matt Haines – HainesM@co.lancaster.pa.us*
Cameron Romer – cbromer@yorkcountypa.gov

Southwest Region (12 counties) – Allegheny, Armstrong, Beaver, Bedford, Butler, Cambria, Fayette, Greene, Indiana, Somerset, Washington and Westmoreland.

Regional Advisors: *Kim McLaughlin – mclaughlink@co.somerset.pa.us*
Nicolle Schnovel – Nschnovel@countyofberks.com

South Central Region (11 counties) – Adams, Blair, Cumberland, Dauphin, Franklin, Fulton, Huntingdon, Juniata, Lebanon, Perry and York.

Regional Advisors: *Chad Libby – clibby@dauphinc.org*
Heather Cureau – hjcureau@yorkcountypa.gov

Southeast Region (10 counties) – Berks, Bucks, Chester, Delaware, Lancaster, Lehigh, Montgomery, Northampton, Philadelphia, Schuylkill.

Regional Advisors: *Kathleen Subbio – ksubbio@montcopa.org*
Kristin Berke – kristenberke@lehighcounty.pa

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March 6, 2017

The UCCI supports the implementation of the ORAS in the state of Pennsylvania. In continuing support of our partnership, we have modified the training of trainers' memorandum of understanding (MOU) to expand trainers' ability to train outside their home counties. These MOUs allow staff who are certified ORAS lead trainers to train their staff, as well as staff who fall within their identified region. The Pennsylvania Chief's Association in collaboration with the UCCI determined specific regions.

Please note that the MOU allows ORAS lead trainers to train other staff within their region, but this is not required. Ultimately, the agreement to train staff from other counties will be made by the individual county. If a county decides to train outside of their own county, they may not charge a fee or require staff to pay to participate (other than the cost of training manuals, if applicable).

The Pennsylvania Chief's Association and the UCCI recognize the following regions:

North Central Region:	Cameron, Centre, Clinton, Lycoming, Mifflin, Montour, Northumberland, Potter, Snyder, Tioga and Union counties
Northeast Region:	Bradford, Carbon, Columbia, Lackawanna, Luzerne, Monroe, Pike, Sullivan, Susquehanna, Wayne and Wyoming counties
Northwest Region:	Clarion, Clearfield, Crawford, Elk, Erie, Forest, Jefferson, Lawrence, McKean, Mercer, Venango and Warren counties
South Central Region:	Adams, Blair, Cumberland, Dauphin, Franklin, Fulton, Huntingdon, Juniata, Lebanon, Perry and York counties
Southeast Region:	Berks, Bucks, Chester, Delaware, Lancaster, Lehigh, Montgomery, Northampton, Philadelphia, and Schuylkill counties
Southwest Region:	Allegheny, Armstrong, Beaver, Bedford, Butler, Cambria, Fayette, Greene, Indiana, Somerset, Washington and Westmoreland counties

Thank you for your consideration of this information. Should you have any questions or concerns, please contact UCCI Deputy Director Mindy Schweitzer Smith (schweiml@ucmail.uc.edu).