

November 8, 2017

Proposal for University of Cincinnati Corrections Institute (UCCI) to provide services for the Nevada Department of Child and Family Services (Sponsor) in the form of program assessment of and training on Evidence-Based Practices.

EVIDENCE - BASED CORRECTIONAL PROGRAM CHECKLIST (CPC):

The Evidence-Based Correctional Program Checklist (CPC) is a tool developed by the University of Cincinnati Corrections Institute (UCCI)ⁱ for assessing correctional intervention programs.ⁱⁱ The CPC is designed to evaluate the extent to which correctional intervention programs adhere to evidence-based practices (EBP) including the principles of effective interventions. Several studies conducted by UCCI on both adult and juvenile programs were used to develop and validate the indicators on the CPC. These studies produced strong correlations between outcome (i.e., recidivism) and individual items, domains, areas, and overall score.ⁱⁱⁱ Throughout our work, we have conducted approximately 1,000 program assessments and have developed a large database on correctional intervention programs.^{iv} In 2015, the CPC underwent minor revisions to better align with updates in the field of offender rehabilitation. The revised version is referred to as the CPC 2.0. For simplicity, we refer to the CPC 2.0 as the CPC.

UCCI offers an end user training for the CPC. This training allows for the development of internal capacity to sustain long-term program evaluation and improvement processes. A description of the CPC, the available CPC variations, and the end user training process is outlined below.

The CPC is divided into two basic areas: content and capacity. The capacity area is designed to measure whether a correctional program has the capability to deliver evidence-based interventions and services for offenders. There are three domains in the capacity area including: Program Leadership and Development, Staff Characteristics, and Quality Assurance. The content area includes the Offender Assessment and Treatment Characteristics domains, and focuses on the extent to which the program meets certain principles of effective interventions. There are a total of 73 indicators, worth up to 79 total points that are scored during the assessment. Each domain, each area, and the overall score are tallied and rated as either Very High Adherence to EBP (65% to 100%); High Adherence to EBP (55% to 64%); Moderate Adherence to EBP (46% to 54%); or Low Adherence to EBP (45% or less). It should be noted that not all of the five domains are given equal weight, and some items may be considered "not applicable" in the evaluation process.

The CPC assessment process requires a site visit to collect various program traces. These include, but are not limited to: interviews with executive staff (e.g., program director, clinical supervisor),



direct service delivery staff, and key program staff; interviews with offenders; observation of direct services; and review of relevant program materials (e.g., offender files, program policies and procedures, treatment curricula, client handbook, etc.). Once the information is gathered and reviewed, the program is scored. When the program has met a CPC indicator, it is considered a program strength. When the program has not met an indicator, it is considered an area in need of improvement. For each area in need of improvement, the assessors craft a recommendation to assist the program in better aligning with what the research deems effective. A report is generated which contains all of this information. In the report, program scores are also compared to the average scores across all programs that have been assessed with the CPC. The report is first issued in draft form and feedback from the program is sought. Once feedback from the program is received, a final report is submitted.

There are several limitations to the CPC that should be noted. First, the instrument is based upon an “ideal” program; that is, the criteria have been developed from a large body of research and knowledge that combines the best practices from the empirical literature on “what works” in reducing recidivism. As such, no program will ever score 100% on the CPC. Second, as with any explorative process, objectivity and reliability are an issue. Although steps are taken to ensure that the information gathered is reliable and accurate, given the nature of the process, decisions about the information and data gathered are invariably made by the assessors. Third, the process is time-specific. Changes or modifications may be planned for the future or may be under consideration; however, only those activities and processes that are present at the time of the review are considered for scoring. Fourth, the process does not take into account all of the “system” issues that can affect the integrity of the program. Finally, the process does not address the reasons that a problem exists within a program or why certain practices do or do not take place. Rather, the process is designed to determine the overall integrity of the program.

Despite these limitations, there are a number of advantages to this process. First, it is applicable to a wide range of programs.^v Second, all of the indicators included in the CPC have been found to be correlated with reductions in recidivism. Third, the process provides a measure of program integrity and quality; it provides insight into the “black box” of a program, something an outcome study alone does not provide. Fourth, the results can be obtained relatively quickly; usually the site visit process takes a day or two and a report is generated within two to three months. Fifth, it identifies the strengths and areas for improvement for a program as well as specific recommendations that will bring the program closer in adherence to evidence-based practices. Finally, it allows for benchmarking. Comparisons with other programs that have been assessed using the same criteria are provided. Since program integrity and quality can change over time, it also allows a program to reassess its adherence to evidence-based practices.

UCCI can provide program assessments at the following rates. Prices are inclusive of all salaries, benefits, travel, material for the assessors, and administrative costs.

- 1 assessment across 1 day with 2 staff for a cost of \$8,500
- 1 assessment across 2 days with 2 staff for a cost of \$10,500
- 1 assessment across 3 days with 2 staff for a cost of \$12,750
- 2 assessments across 2 days with 2 staff for a cost of \$13,250
- 2 assessments across 3 days with 2 staff for a cost of \$15,500
- 3 assessments across 3 days with 2 staff for a cost of \$18,000
- 3 assessments across 4 days with 2 staff for a cost of \$20,000
- 4 assessments across 4 days with 2 staff for a cost of \$22,750



ACTION PLANNING SESSION:

Evaluations of how closely programs align with evidence-based practices are most valuable when steps are taken to utilize the results of these evaluations. Action Planning sessions provide foundational knowledge to agency staff on the principles of effective intervention for the purpose of responding to evaluation results. UCCI provides Action Planning to be used in conjunction with results from UC's program assessment too: the Evidence Based Correctional Program Checklist (CPC). However, this session can be customized to other program evaluation processes.

In the session, participants are introduced to "what works" in changing offender behavior, as organized by the CPC tool domains: program leadership and development, staff characteristics, offender assessments, treatment characteristics, and quality assurance. Participants then learn how to apply their agency's CPC assessment results as guided by with the principles of effective intervention. Prioritizing two to four recommendations from each of the CPC domains, participants then learn to develop concrete action steps to improve programmatic functions. For a recommendation to be achievable, steps will include specific staff responsibilities, time lines for completion, and identification of possible barriers that may stand in the way as well as resources needed for the adjustment. By the end of the onsite session, participants will leave with a full action plan help their agency more closely align with evidence-based practices.

The Action Planning Session is a 2-day onsite training appropriate any staff who will be strategic in the planning process, and there is no pre-requisite to participate in this training session. The two days include an introduction to Action Planning, a review of the CPC domains and specific action planning steps as they pertain to those domains. These domains include; Program Leadership and Development/Program Support, Staffing, Offender Assessment, Cognitive Behavioral Interventions and Treatment Characteristics, and Quality Assurance.

UCCI can provide one (1) onsite end user CCP end user training for up to 8 Sponsor staff with 1 UC trainer at a flat rate cost of \$6,500 (up to 16 Sponsor staff with 2 UC trainers at a flat rate cost of \$10,250. Costs are inclusive of all salaries/benefits, travel accommodations/expenses, training material production/shipment, and administrative costs.

Please note that alternative training plans can developed on a case-by-case basis according to program needs, and costs will vary based on UCCI staff salary/benefits, travel accommodations/expenses, training material production/shipment, and administrative overhead.

CORE CORRECTIONAL PRACTICES (CCP):

In the 1980's, Andrews and Keissling introduced Core Correctional Practices, commonly referred to as CCPs, as a way to increase the therapeutic potential of rehabilitation. Core Correctional Practices are approaches staff should utilize with participants. Research shows, if implemented properly, Core Correctional Practices can reduce recidivism by teaching participants how to engage in long-term prosocial behavior. To provide instruction on these practices, UC has developed a training that instructs criminal and juvenile justice workers on the core skills needed to support cognitive behavioral programming. The training is relevant to direct care, security staff, and treatment staff. Specific topics to be discussed include: (a) a brief description of the principles of effective intervention, (b) an overview of the core correctional practices (relationships skills, effective use of reinforcement, effective use of disapproval, effective use of authority, prosocial



modeling, cognitive restructuring, social skills training and problem solving skills), (c) practice of each of the core correctional practices occurs and implementation strategies are discussed, (d) principles of an effective behavior management system are emphasized.

End User Training

The end user CCP session is a 2-day onsite training appropriate any staff who work with justice involved individuals, and there is no pre-requisite to participate in this training session. The two days include didactic presentation and practice of concepts and skills. The first day of training includes an overview of supportive research in the field, specifically the Principles of Effective Intervention. Staff will then be introduced to the core correctional practices of effective staff relationships, effective reinforcement, effective disapproval and effective use of authority. Day two of training will begin with an introduction to the cost benefit analysis and behavior chain, tools useful in cognitive restructuring. The afternoon of day two will introduce modeling, social skills, problem solving, and skill/tool matching. Finally, the training will conclude with a “next steps” conversation with staff to address how to begin using what they have learned.

UCCI can provide one (1) onsite end user CCP end user training for up to 15 Sponsor staff with 1 UC trainer at a flat rate cost of \$5,750 (up to 30 Sponsor staff with 2 UC trainers at a flat rate cost of \$10,250. Costs are inclusive of all salaries/benefits, travel accommodations/expenses, training material production/shipment, and administrative costs.

Coaches Training

The CCP Coaches training is a 3-day onsite training support the effective use of core correctional practices. Eligibility requirements seek trainees who have successfully completed the 2-day end user training and shown proficiency in using core correctional practices in their daily work with individuals. Days 1 – 2 of the training will introduce an effective coaching model; components include coaching, providing feedback, modeling, and documenting staff proficiencies. Trainees will be given ample opportunity to practice this model with each other and feedback will be provided by both the UCCI trainer as well as other trainees. Day three of the training will integrate live coaching. Together with the UCCI coach, trainees will practice the coaching model with actual agency staff. Upon completion of the 3-day training, newly trained agency coaches can implement the coaching process to ensure greater inter-rater reliability with the agency fidelity monitors/coaches. As a result of the process, end user CCP staff will receive input on their strengths and areas for improvement. Goals for improvement with potential strategies will be collaboratively set by the coach and staff.

UCCI can provide one (1) onsite end user CCP end user training for up to 12 Sponsor staff with 1 UC trainer at a flat rate cost of \$7,750. Costs are inclusive of all salaries/benefits, travel accommodations/expenses, training material production/shipment, and administrative costs.

Training-of-Trainers’ Training

The training-of-trainers’ CCP session is a 5-day onsite training. Eligibility requirements seek trainees who have successfully completed the 2-day end user training and shown proficiency in using core correctional practices in their daily work with individuals. Days 1- 3 of the training are conducted in a classroom session, where trainees will review the 2-day end user training materials and begin practicing delivery of the materials with each other. Each day, trainees will be paired to practice delivery of specific sections of the materials and upon section completion will be provided



feedback from the UCCI trainer(s) as well as other trainees. By the end of morning session on the third day, trainees will have practiced delivering the entire 2-day end user training with the group. The afternoon of day three, the UCCI trainer(s) will lead the group in the creation of a training plan for the final two days of the week where newly trained trainers will deliver a live end user training, under the observation of the UCCI trainer(s), to new end user agency staff. The third day of training will conclude with a knowledge exam covering core correctional practices.

Upon completion of days 4 – 5 of the week, after the observation of newly trained trainers conducting the live end user session, UCCI trainer(s) will combine the results of the knowledge exam, the feedback from the classroom practice and the live observation to make a recommendation for certification of each staff. There are three tiers of certification: lead, co, not certified. A “lead” trainer is an agency staff who has participated in the training-of-trainers’ session, demonstrated the knowledge and skills necessary to lead end user trainings, and is UCCI certified to provide end user trainings within the agency. A “co” trainer is an agency staff certified who has participated in the training-of-trainers’ session, demonstrated the knowledge and skills necessary to support end user trainings, and is UCCI certified to co-train alongside a lead agency trainer to provide end user trainings within the agency. “Not certified” is an agency staff who has participated in the training-of-trainers’ session, but did not demonstrate the knowledge and skills needed to train or effectively support end user trainings.

Please note that it will be the responsibility of the Sponsor to provide the training materials for the live end user trainings. At least two weeks prior to the live end user training, UCCI’s Training Coordinator will email electronic files (PDF) to the Sponsor along with directions to print/assemble the training materials for the end users.

Additionally, all trainers-in-training will be required to sign a Memorandum of Understanding (MOU) with the University of Cincinnati acknowledging any and all copyright and training protocols reserved. This MOU will be distributed to staff at the training, and signed copies collected by the UCCI trainer. A fully signed MOU will be delivered to each trainer at the time they are notified of their trainer status.

UCCI can provide one (1) onsite training-of-trainers session for up to 6 staff with up to 1 UCCI trainer at a cost of \$11,250 (up to 12 staff with 2 UCCI trainers at a cost of \$19,500). Costs are inclusive of all salaries/benefits, travel accommodations/expenses, training material production/shipment, and administrative costs. Please note that participation in a training-of-trainers’ session does not guarantee certification.

To be eligible to participate in the trainer session, Sponsor staff must have 1) successfully completed the 2-day facilitator training, and 2) demonstrate an understanding of CCP concepts and applications. Additionally, trainers in training will be required to individually sign a training protocol Memorandum of Understanding with UCCI (Attachment A).

EFFECTIVE PRACTICES IN COMMUNITY SUPERVISION (EPICS):

Research on the principles of effective intervention, coupled with the most recent research on community supervision, provided the impetus for the development of a new model by the University of Cincinnati: Effective Practices in Community Supervision (EPICS). The purpose of the EPICS model is to teach probation and parole officers how to apply the principles of effective intervention and core correctional practices specifically to community supervision practices.



Probation officers are taught to increase dosage to higher risk offenders, stay focused on criminogenic needs, especially the thought-behavior link, and to use a social learning, cognitive behavioral approach to their interactions.

End User Training

EPICS is a three-day training for probation/parole officers and supervisors. The three days include didactic presentation and practice of concepts and skills. Day one of the training provides a summary of rationale for the project, an overview of the theory underlying cognitive-behavioral and social learning interventions, and a review of the risk, need, and responsivity principles. The EPICS model is also introduced on day one; components include check-in, review, intervention, and homework. Finally, trainees are provided the rationale behind the importance of building a relationship with the individuals on their caseload. Day two introduces effective reinforcement and disapproval, providing a thorough overview and allowing trainees the opportunity to practice using these methods. Structured skill building is reviewed on the afternoon of day two and again, trainees are provided practice opportunities. Day three begins by introducing cognitive restructuring and useful tools that can be used to support it. Trainees will also learn how to teach the six steps to problem solving. The remainder of the training covers the effectiveness of working with family and support models, and finally the day ends with a “next steps” conversation.

A pre-training session is required for supervisors. The session is specifically for supervisors and begins the process on how to provide supervision and support to the officers implementing these skills. This session can be conducted via phone or video conference.

Approximately one to two months after the onsite training, participants will begin audio taping sessions. Because reporting standards may vary across site, at least one session per month will be audio taped. Each tape will then be reviewed by UCCI and information will be coded concerning use of the EPICS model and use of specific core correctional practices. Staff will receive written individual feedback for each audiotape submitted.

In order to ensure adherence to the model and to train the supervisors as coaches, five videoconference sessions with all training participants and 5 separate conference calls with supervisors only are included as part of the training. During the first two group coaching sessions, UCCI staff will fully conduct the session by checking in on use of the model, reviewing previously discussed skills, reviewing overall site feedback on use of the model, review and model a skill from the training, and ask participants to practice the skill on their next audio. During the third and fourth sessions, supervisors will partner with UCCI staff to conduct the aspects of the coaching session. The final session will be conducted by the supervisors, with UCCI staff providing support and coaching.

For the supervisor only conference calls, UCCI staff will discuss EPICS implementation with supervisors, train supervisors how to listen to and code audios for use of EPICS skills, and will train supervisors how to conduct EPICS coaching sessions.

UCCI can provide one (1) onsite EPICS training for up to 15 staff, along with five follow-up coaching sessions at a total cost of \$14,500 (up to 30 staff, along with five follow-up coaching sessions at a total cost of \$25,000). Costs are inclusive of all salaries/benefits, travel accommodations/expenses, training material production/shipment, and administrative costs.

Training-of-Trainers'



In order to participate in an EPICS Training for Trainers, staff must have been previously trained on the EPICS model and demonstrate interest in becoming a trainer. During the initial EPICS process, staff should have actively participated in the coaching sessions (i.e., submitted all assigned audios and participated in video conferences). Final audio submissions should be rated as “satisfactory” in 85% or more of the items.

Phase 1: Onsite Training

The first phase of the EPICS T4T lasts five days with participants completing two days in a classroom setting and three days in a mock training. During the first two days, trainees will review all relevant training materials for the 3-day end user training and follow up coaching support. During the mock training, participants will conduct a 3-day EPICS among their trainee group. The end of the last day of training will conclude with trainees completing a written exam.

Additionally, all trainers-in-training will be required to sign a Memorandum of Understanding (MOU) with the University of Cincinnati acknowledging any and all copyright and training protocols reserved. This MOU will be distributed to staff at the training, and signed copies collected by the UCCI trainer. A fully signed MOU will be delivered to each trainer at the time they are notified of their trainer status.

Phase 2: Observation of Training

The second phase of the EPICS T4T lasts three days. Participants will conduct an end-user 3-day EPICS training under the supervision of UCCI staff. Please note that it will be the responsibility of the Sponsor to provide the training materials for the live end user trainings. At least two weeks prior to the live end user training, UCCI’s Training Coordinator will email electronic files (PDF) to the Sponsor along with directions to print/assemble the training materials for the end users.

Phase 3: Coaching/Coding

The third phase of the EPICS T4T lasts approximately 4-6 months and is comprised of two components. For the first component, participants are expected to serve as a coach for a full coaching sequence. UCCI staff will randomly observe trainees during this phase. For the second component, participants will submit anonymous audios and corresponding completed rating forms from the site they are coaching to UCCI for review. Participants are expected to code consistent with UCCI standards.

Upon completion of the three phase training, UCCI will combine the results of the written exam, the feedback from the mock training practice, the live observation, and the follow up coaching to make a recommendation for certification of each staff. There are three tiers of certification: lead, co, not certified. A “lead” trainer is an agency staff who has participated in the training-of-trainers’ session, demonstrated the knowledge and skills necessary to lead end user trainings, and is UCCI certified to provide end user trainings within the agency. A “co” trainer is an agency staff certified who has participated in the training-of-trainers’ session, demonstrated the knowledge and skills necessary to support end user trainings, and is UCCI certified to co-train alongside a lead agency trainer to provide end user trainings within the agency. “Not certified” is an agency staff who has participated in the training-of-trainers’ session, but did not demonstrate the knowledge and skills needed to train or effectively support end user trainings.

UCCI can provide one (1) 5-day EPICS training of trainers for up to 5 staff, along with one 3-day observation sessions of the newly trained trainers delivering the end user training at a total cost of \$17,000 (up to 10 staff, along with two 3-day observation sessions of the newly trained trainers



delivering the end user training at a total cost of \$23,000). Costs are inclusive of all salaries/benefits, travel accommodations/expenses, training material production/shipment, and administrative costs.

Trainers will be required to facilitate a live end user session under the observation of a UCCI Trainer. It will be the responsibility of the Sponsor to provide training materials for the end user trainees. PDF files of the material along with instructions for manual assembly will be provided at least two weeks in advance of the session. Additionally, trainers in training will be required to individually sign a training protocol Memorandum of Understanding with UCCI (Attachment B).

OHIO YOUTH ASSESSMENT SYSTEM (OYAS):

The Ohio Youth Assessment System (OYAS) is a dynamic risk/needs assessment system to be used with juvenile offenders. It offers criminal justice actors the ability to assess youths at various decision points across the juvenile justice system. More specifically, the OYAS is comprised of 5 tools: 1) diversion; 2) detention; 3) disposition; 4) residential; and 5) reentry. In order to use the OYAS, agencies must be trained. There is no cost to use the OYAS after training takes place. A 2-day training provides an overview of the assessment tools and techniques for administering and scoring the individual assessments. In addition, the training will briefly review how to use the scores obtained from youth OYAS assessments to develop case plans for reducing offender risk.

End User Training

The end user OYAS session is a 2-day onsite training appropriate any staff who work with justice-involved individuals, and there is no pre-requisite to participate in this training session. The two days include didactic presentation and practice of concepts and skills. The training includes an overview of supportive research in the field, specifically the Principles of Effective Classification. Staff will then be introduced the various tools across the system, reviewing supporting material for each tool that will be used to effectively conduct an assessment interview and then score individual risk. Staff will also learn key concepts important to using the OYAS in case planning. Finally, the training will conclude with a “next steps” conversation with staff to address how to begin using what they have learned.

UCCI can provide one (1) OYAS end user training for up to 30 staff with one UCCI trainer at a cost of \$6,500. This price is inclusive of all salaries, benefits, travel, training material for the trainers, and administrative costs.

Training-of-Trainers' Training

The OYAS training-of-trainers' session is a 5-day onsite training. Eligibility requirements seek trainees who have successfully completed the 2-day end user training and prior to the training, trainees must have completed at least 15 OYAS assessments. Days 1- 3 of the training are conducted in a classroom session, where trainees will review the 2-day end user training materials and begin practicing delivery of the materials with each other. Each day, trainees will be paired to practice delivery of specific sections of the materials and upon completion will be provided feedback from the UCCI trainer(s) as well as other trainees. By the end of morning session on the third day, trainees will have practiced delivering the entire 2-day end user training with the group. The afternoon of day three, the UCCI trainer(s) will lead the group in the creation of a training



plan for the final two days of the week where newly trained trainers will deliver a live end user training, under the observation of the UCCI trainer(s), to new end user agency staff. The third day of training will conclude with a knowledge exam covering core correctional practices.

Upon completion of days 4 – 5 of the week, after the observation of newly trained trainers conducting the live end user session, UCCI trainer(s) will combine the results of the knowledge exam, the feedback from the classroom practice and the live observation to make a recommendation for certification of each staff. There are three tiers of certification: lead, co, not certified. A “lead” trainer is an agency staff who has participated in the training-of-trainers’ session, demonstrated the knowledge and skills necessary to lead end user trainings, and is UCCI certified to provide end user trainings within the agency. A “co” trainer is an agency staff certified who has participated in the training-of-trainers’ session, demonstrated the knowledge and skills necessary to support end user trainings, and is UCCI certified to co-train alongside a lead agency trainer to provide end user trainings within the agency. “Not certified” is an agency staff who has participated in the training-of-trainers’ session, but did not demonstrate the knowledge and skills needed to train or effectively support end user trainings.

Please note that it will be the responsibility of the Sponsor to provide the training materials for the live end user trainings. At least two weeks prior to the live end user training, UCCI’s Training Coordinator will email electronic files (PDF) to the Sponsor along with directions to print/assemble the training materials for the end users.

Additionally, all trainers-in-training will be required to sign a Memorandum of Understanding (MOU) with the University of Cincinnati acknowledging any and all copyright and training protocols reserved. This MOU will be distributed to staff at the training, and signed copies collected by the UCCI trainer. A fully signed MOU will be delivered to each trainer at the time they are notified of their trainer status.

UCCI can provide one (1) 5-day onsite OYAS training-of-trainers session for up to 6 staff with up to 1 UCCI trainer at a cost of \$11,500 (up to 12 staff with 2 UCCI trainers at a cost of \$20,000). This price is inclusive of all salaries, benefits, travel, training material for the trainers, and administrative costs. Please note that participation in a train-the-trainer session does not guarantee certification.

To be eligible to participate in the trainer session, Sponsor staff must have 1) successfully completed the 2-day OYAS end user training, and 2) prior to the training, participants must have completed at least 15 ORAS assessments. Additionally, individual trainers in training will be required to sign a training protocol Memorandum of Understanding with UCCI (Attachment C).

SPONSOR REQUIREMENTS:

For training services, the sponsor will need to provide a Training Room large enough to accommodate individual training capacity. This training room will need:

- Projector and Screen to show a Power Point presentation
- Audio/Visual capabilities to show training videos
- Tables with chairs for trainees, preferable in a U-shape for trainings up to 30 trainees
- Flip Chart (self-sticking to the wall, or a roll of painter’s tape to hang sheets up)



- Flip Chart markers

Additionally, some trainings may require a breakout room for half of the trainees to split into a smaller group and practice taught skills. This breakout room will need the same items as the main training room.

For technical assistance services, the sponsor will need phone and/or video conference calling capabilities.

CONTRACTUAL AGREEMENT:

The University of Cincinnati Corrections Institute (UCCI) agrees to provide these services as outlined through a business contracting partnership with the UC Research Institute (UCRI). All contract terms and conditions are subject to approval of both entities. UCCI performs all or part of the services as a subcontractor to UCRI; will comply with all UCRI's obligations to set forth in the agreement established; and has authorized, through the University of Cincinnati, UCRI to represent and warrant its agreement to such performance and compliance.

The fees included in this proposal are only valid for 120 days from the date of this document. Please note that if a signed agreement is not executed within that time period, UCCI reserves the right to rescind the proposal and offer a new proposal with updated pricing.



ATTACHMENT A
UNIVERSITY OF CINCINNATI (UC)
CORE CORRECTIONAL PRACTICES (CCP)
TRAIN-OF-TRAINERS (TOT) MEMORANDUM OF UNDERSTANDING

Under this Agreement, _____ (PRINT AGENCY TRAINER NAME), from _____ (PRINT AGENCY NAME), I consent to the following:

- (a) I acknowledge and understand UC's *Core Correctional Practices* (CCP) Training-of-trainers protocol as outlined in the attached description.
- (b) I forfeit all rights to train UC's *Core Correctional Practices* (CCP) material upon termination of employment with the contracting agency, full-time, part-time or contractual, unless specific permission is granted by the University of Cincinnati Corrections Institute (UCCI).
- (c) I will not train UC's *Core Correctional Practices* (CCP) outside of my employment or current relationship with the contracting agency, as an independent contractor or consultant, either for profit, or in any way that competes with the training offered by the University of Cincinnati Corrections Institute (UCCI).
- (d) Upon completion of each training session, I will submit the names/titles/email addresses of all trainees who completed the full end user training (if applicable, identifying pass/fail status of certification exam) to the University of Cincinnati Corrections Institute (UCCI) via email at corrections.institute@uc.edu.
- (e) I recognize that the University of Cincinnati holds ownership and copyright of UC's *Core Correctional Practices* (CCP) curriculum, and as such I will abide by all copyright laws and restrictions as outlined by the curriculum.

Trainee

Date

University of Cincinnati Representative

Date



Core Correctional Practices (CCP) Training-of-Trainers (ToT) Protocol

The University of Cincinnati Corrections Institute (UCCI) offers a Train of Trainer (ToT) process for UC's *Core Correctional Practices* training (CCP). As such, agencies and organizations can develop internal capacity and sustain long-term use of CCP's within the provision of services. A description of the ToT process, the staff selection and certification criteria, and costs are outlined below.

General Description of Training-of-Trainers

The CCP ToT is a 5-day training that prepares staff previously trained in CCP to train other staff. UCCI-approved Master Trainers provide the ToT training. The maximum number of ToT training participants is 6 individuals for each master trainer.

The training covers CCP training logistics, content and strategies. It also provides the opportunity for each participant to practice delivering training via teach backs and a live end-user session. The full training is designed to allow the participant to demonstrate the essential CCP trainer lessons, during which Master Trainers measure participant ability to deliver the training. At the end of the ToT training, participants will be administered a written examination. The exam tests on specific training content learned throughout the training, as well as the trainer's knowledge of CCP and their application.

ToT Selection Criteria

To be selected for this training, staff must meet the following requirements:

- 1) Attended and participated in a 2-day CCP end-user training as conducted by a UCCI certified CCP trainer; and
- 2) Demonstrate an understanding of CCP concepts, tools, and applications.

ToT Participant Selection Guidelines

In addition to attending the initial end user 2-day CCP training individuals selected to attend ToT training should:

- 1) Possess skill and comfort with public speaking, preferably with experience conducting trainings;¹
- 2) Demonstrate a thorough understanding of cognitive-behavioral interventions, core correctional practices, and evidence-based strategies for correctional treatment;
- 3) Value and skillfully these correctional practices in their daily interactions with offenders;
- 4) Have a flexible schedule that allows for training time, supported by your organization;
- 5) Be a reliable and long-term employee within your agency; and
- 6) Express interest and enthusiasm in becoming a trainer.

ToT Participant Certification

¹ The CCP ToT will focus on the content of the training rather than teaching general skills in effective training or adult learning.

Based upon training participation and training ratings and written examination scores, ToT participants will be classified into one of three categories: 1) Certified Trainer; 2) Co-Trainer; or 3) Uncertified.

Upon receiving certification status from UCCI the training and receiving acceptable scores on teach-backs and the exam, Certified Trainers may begin training CCP within their agency immediately. If a participant does not meet the expectations needed to be certified, the individual may be considered a Co-Trainer. These individuals require additional practice delivering the material or learning the key concepts and must co-train with a Certified Trainer until deemed appropriate for certification by the Master Trainer and approved by UCCI (process and pricing to be determined on an individual basis).

Uncertified participants are individuals who were unable to successfully complete the training requirements. Cases are rare when an individual is appropriately selected for the training and then does not demonstrate the necessary skills for certification. However, if the UCCI Master Trainer, via objective evidence, determines a participant is unable to demonstrate the necessary trainer skills needed, the person will not be certified.

To be certified as either a Certified Trainer or a Co-Trainer, ToT participants must:

- 1) Attend the entire 5-day ToT Training (3-days in class with a UCCI Master Trainer and 2-days delivering the live end-user training under the observation of UCCI Master Trainer²);
- 2) Fully participate in the 5-day training process;
- 3) Pass the written examination; and
- 4) Receive an acceptable rating score from the UCCI Master Trainer on their ability to effectively deliver the training material.

ToT Training Agreement and MOU

Individuals certified as Trainers on this program are only permitted to train within the scope of their employment with the contracting agency. **Individuals are not permitted to train outside of their employment or current relationship with the contracting agency, as an independent contractor or consultant, either for profit, or in any way that competes with the training offered by UCCI.** Any exceptions to this must be granted by UCCI. If a certified trainer is no longer with the contracting agency, they forfeit all rights to train the material unless specific permission is granted by UCCI. All trainers are required to sign the following MOU (last page of this document) at the time of the training which outlines these restrictions. If participants do not sign the agreement, they will not be certified. Request for special permission may be submitted to correction.institute@uc.edu

² The agency is responsible for organizing the 2-day live end-user training and responsible for providing the training materials needed for the 2-day live end-user portion. UCCI will supply electronic versions of the material along with assembly instructions for the manuals.



ATTACHMENT B
**EFFECTIVE PRACTICES IN COMMUNITY SUPERVISION (EPICS)
TRAIN OF TRAINER (TOT) MEMORANDUM OF UNDERSTANDING**

Under this Agreement, _____ (TRAINER NAME),
from _____ (CONTRACTING
AGENCY NAME), I consent to the following:

- (a) I acknowledge and understand this *Effective Practices in Community Supervision* (EPICS) Train-of-trainer protocol as outlined in the attached description.
- (b) I forfeit all rights to train the *Effective Practices in Community Supervision* (EPICS) material upon termination of employment with the contracting agency, full-time, part-time or contractual, unless specific permission is granted by the University of Cincinnati Corrections Institute (UCCI).
- (c) I will not train the *Effective Practices in Community Supervision* (EPICS) outside of my employment or current relationship with the contracting agency, as an independent contractor or consultant, either for profit, or in any way that competes with the training offered by the University of Cincinnati Corrections Institute (UCCI).
- (d) Upon completion of each training session, I will submit the names/titles/email addresses of all trainees who completed the full end user training (if applicable, identifying pass/fail status of certification exam) to the University of Cincinnati Corrections Institute (UCCI) via email at corrections.institute@uc.edu.
- (e) I recognize that the University of Cincinnati holds ownership and copyright of the *Effective Practices in Community Supervision* (EPICS) model as well as this training, and as such I will abide by all copyright laws and restrictions as outlined by the curriculum.

Trainee

Date

University of Cincinnati Representative

Date



Effective Practices in Community Supervision (EPICS) Train of Trainer Protocol

The University of Cincinnati Corrections Institute (UCCI) offers a Train of Trainer (TOT) process for *Effective Practices in Community Supervision (EPICS)*. As such, agencies and organizations can develop internal capacity and sustain long-term use of the model within the provision of services. A description of the TOT process, the staff selection and certification criteria, and costs are outlined below.

General Description of Train-of-Trainer

The EPICS TOT is a 5-day training followed by a 3-day observation of the training and random observation of the coaching process that prepares previously trained staff in EPICS to train other end users in the model. UCCI-approved Master Trainers provide the TOT training. The maximum number of TOT training participants is 10 individuals.

The training covers EPICS training and coaching logistics, content, and strategies. It also provides the opportunity for each participant to practice delivering training via teach backs and a live end-user session. Each participant is also responsible for coding audios and serving as an EPICS coach for a complete coaching sequence. The full training is designed to allow the participants to demonstrate the essential EPICS trainer lessons, during which Master Trainers measure participant ability to deliver the training. At the end of the TOT classroom training, participants will be administered a written examination. The exam tests on specific training content learned throughout the training, as well as the trainer's knowledge of EPICS, its application and follow up coaching.

TOT Selection Criteria

To be selected for this training, staff must have:

- 1) Trained in the model (attended the 3-day training delivered by UCCI-approved trainers)
- 2) Consistent use the model (submitted 5 audio sessions)
- 3) Active participation in coaching sessions (attended and participated in coaching sessions)
- 4) Final tape must be graded as "satisfactory" or higher in 85% of items
- 5) Interest in being a trainer

TOT Participant Selection Guidelines

In addition to attending the facilitator training and receiving EPICS certification from UCCI, individuals selected to attend TOT training should:

- 1) Possess skill and comfort with public speaking, preferably with experience conducting trainings;³
- 2) Demonstrate a thorough understanding of core correctional practices and evidence-based strategies for correctional treatment;
- 3) Value the use of cognitive behavioral strategies in treating individuals;
- 4) Have a flexible schedule that allows for training time, supported by your organization;
- 5) Be a reliable and long-term employee within your agency; and
- 6) Express interest and enthusiasm in becoming a trainer.

TOT Participant Certification

³ The EPICS TOT focuses on the content of the training, not general training skills or adult learning.

Based upon training participation, training ratings, and written examination scores, TOT participants will be classified into one of three categories: 1) Certified Trainer; 2) Co-Trainer; or 3) Uncertified.

After completing the training and receiving acceptable scores on teach-backs, trainer delivery of the end user session, and the exam, as well as the coding of audios and coaching process, Certified Trainers may begin training EPICS. If a participant does not meet the expectations needed to be certified, the individual may be classified as a Co-Trainer. These individuals require additional practice delivering the material or learning the key concepts and must co-train with a Certified Trainer until deemed appropriate for certification by the Master Trainer and approved by UCCI (process and pricing to be determined on an individual basis).

Uncertified participants are individuals who are unable to successfully complete the training requirements. Cases are rare when an individual is appropriately selected for the training and then does not demonstrate the necessary skills for certification. However, if the Master Trainer, via objective evidence, determines a participant is unable to demonstrate the necessary trainer skills needed, the person will not be certified.

To be certified as either a Certified Trainer or a Co-Trainer, TOT participants must:

- 1) Attend and fully participate in the entire 5-day TOT Training process;
- 2) Receive an acceptable rating score from the UCCI Master Trainer on their ability to effectively deliver the training material during the mock training;
- 3) Pass the written TOT examination
- 4) Fully participate in conducting a 3-day end user EPICS training as observer by a UCCI Master Trainer;
- 5) Receive an acceptable rating score from the UCCI Master Trainer on their ability to effectively deliver the training material during the 3-day end user training;
- 6) Act as the lead coach on at least one coaching session; and
- 7) Code two audios with strong inter-rater agreement with UCCI.

TOT Training Agreement and MOU

Individuals certified as Trainers on this program are only permitted to train within the scope of their employment with the contracting agency. **Individuals are not permitted to train outside of their employment or current relationship with the contracting agency, as an independent contractor or consultant, either for profit, or in any way that competes with the training offered by UCCI.** Any exceptions to this must be granted by UCCI. If a certified trainer is no longer with the contracting agency, they forfeit all rights to train the material unless specific permission is granted by UCCI. All trainers are required to sign the following MOU (last page of this document) at the time of the training which outlines these restrictions. If participants do not sign the agreement, they will not be certified.



ATTACHMENT C
UNIVERSITY OF CINCINNATI (UC)
OHIO YOUTH ASSESSMENT SYSTEM (OYAS)
TRAINING-OF-TRAINERS (TOT) MEMORANDUM OF UNDERSTANDING

Under this Agreement, _____ (PRINT AGENCY TRAINER NAME), from _____ (PRINT AGENCY NAME), I consent to the following:

- (a) I acknowledge and understand UC's *Ohio Youth Assessment System (OYAS)* Train-of-trainer protocol as outlined in the attached description.
- (b) I forfeit all rights to train UC's *Ohio Youth Assessment System (OYAS)* material upon termination of employment with the contracting agency, full-time, part-time or contractual, unless specific permission is granted by the University of Cincinnati Corrections Institute (UCCI).
- (c) I will not train UC's *Ohio Youth Assessment System (OYAS)* outside of my employment or current relationship with the contracting agency, as an independent contractor or consultant, either for profit, or in any way that competes with the training offered by the University of Cincinnati Corrections Institute (UCCI).
- (d) Upon completion of each training session, I will submit the names/titles/email addresses of all trainees who completed the full end user training (if applicable, identifying pass/fail status of certification exam) to the University of Cincinnati Corrections Institute (UCCI) via email at corrections.institute@uc.edu.
- (e) I recognize that the University of Cincinnati holds ownership and copyright of UC's *Ohio Youth Assessment System (OYAS)* material, and as such I will abide by all copyright laws and restrictions as outlined in the training manual.

Trainee

Date

University of Cincinnati Representative

Date



Ohio Youth Assessment System (OYAS) Training-of-Trainers Protocol

The University of Cincinnati Corrections Institute (UCCI) offers a Training of Trainers (TOT) process for the *Ohio Youth Assessment System (OYAS)*. As such, agencies and organizations can develop internal capacity and sustain long-term use of OYAS within the provision of services. A description of the TOT process, the staff selection and certification criteria, and costs are outlined below.

General Description of Training-of-Trainers

The OYAS TOT is a 5-day training that prepares staff previously trained on OYAS to train other staff. UCCI-approved Master Trainers provide the TOT training. The maximum number of TOT training participants is 12 individuals.

The training covers OYAS training logistics, content and strategies. It also provides the opportunity for each participant to practice delivering training via a live end-user session. The full training is designed to allow the participant to demonstrate the essential OYAS trainer lessons, during which Master Trainers measure participant ability to deliver the training. At the end of the TOT training, participants will be administered a written examination. The exam tests on specific training content learned throughout the training, as well as the trainer's knowledge of OYAS and its application.

TOT Selection Criteria

To be selected for this training, staff must meet the following requirements:

- 1) Attended and participated in an OYAS end-user training as conducted by a UCCI certified OYAS trainer; and
- 2) Prior to the training, participants must have completed at least 15 OYAS assessments.

TOT Participant Selection Guidelines

In addition to attending the initial end user OYAS training and completing at least 15 assessments, individuals selected to attend TOT training should:

- 1) Possess skill and comfort with public speaking, preferably with experience conducting trainings;⁴
- 2) Demonstrate a thorough understanding of the assessment;
- 3) Value the use of the assessment;
- 4) Have a flexible schedule that allows for training time, supported by your organization;
- 5) Be a reliable and long-term employee within your agency; and
- 6) Express interest and enthusiasm in becoming a trainer.

TOT Participant Certification

Based upon training participation and training ratings and written examination scores, TOT participants will be classified into one of three categories: 1) Certified Trainer; 2) Co-Trainer; or 3) Uncertified.

⁴ The OYAS TOT will focus on the content of the training rather than teaching general skills in effective training or adult learning.

After completing the training and receiving acceptable scores on end-user delivery and the exam, Certified Trainers may begin training OYAS within their agency immediately. If a participant does not meet the expectations needed to be certified, the individual may be considered a Co-Trainer. These individuals require additional practice delivering the material or learning the key concepts and must co-train with a Certified Trainer until deemed appropriate for certification by the Master Trainer and approved by UCCI (process and pricing to be determined on an individual basis).

Uncertified participants are individuals who are unable to successfully complete the training requirements. Cases are rare when an individual is appropriately selected for the training and then does not demonstrate the necessary skills for certification. However, if the UCCI Master Trainer, via objective evidence, determines a participant is unable to demonstrate the necessary trainer skills needed, the person will not be certified.

To be certified as either a Certified Trainer or a Co-Trainer, TOT participants must:

- 1) Attend the entire 5-day TOT Training (3-days in class with a UCCI Master Trainer and 2-days delivering the live end-user training under the observation of UCCI Master Trainer⁵);
- 2) Fully participate in the 5-day training process;
- 3) Pass the written examination; and
- 4) Receive an acceptable rating score from the UCCI Master Trainer on their ability to effectively deliver the training material in the end-user session.

TOT Training Agreement and MOU

Individuals certified as Trainers on this program are only permitted to train within the scope of their employment with the contracting agency. **Individuals are not permitted to train outside of their employment or current relationship with the contracting agency, as an independent contractor or consultant, either for profit, or in any way that competes with the training offered by UCCI.** Any exceptions to this must be granted by UCCI. If a certified trainer is no longer with the contracting agency, they forfeit all rights to train the material unless specific permission is granted by UCCI. All trainers are required to sign the following MOU (last page of this document) at the time of the training which outlines these restrictions. If participants do not sign the agreement, they will not be certified.

⁵ The agency is responsible for organizing the 2-day live end-user training and responsible for providing the training materials needed for the 2-day live end-user portion. UCCI will supply electronic versions of the material along with assembly instructions for the manuals.



ⁱ In the past, UCCI has been referred to as the University of Cincinnati (UC), the UC School of Criminal Justice, or the UC Center for Criminal Justice Research (CCJR). We now use the UCCI designation.

ⁱⁱ The CPC is modeled after the Correctional Program Assessment Inventory (CPAI) developed by Drs. Paul Gendreau and Don Andrews. The CPC, however, includes a number of items not included in the CPAI. Further, items that were not positively correlated with recidivism in the UCCI studies were deleted.

ⁱⁱⁱ A large component of this research involved the identification of program characteristics that were correlated with recidivism outcomes. References include:

Holsinger, A. M. (1999). *Opening the 'black box': Assessing the relationship between program integrity and recidivism*. Doctoral Dissertation. University of Cincinnati.

Lowenkamp, C. T. (2004). *A program level analysis of the relationship between correctional program integrity and treatment effectiveness*. Doctoral Dissertation. University of Cincinnati.

Lowenkamp, C. T. & Latessa, E. J. (2003). *Evaluation of Ohio's Halfway Houses and Community Based Correctional Facilities*. Center for Criminal Justice Research, University of Cincinnati, Cincinnati, OH.

Lowenkamp, C. T. & Latessa, E. J. (2005a). *Evaluation of Ohio's CCA Programs*. Center for Criminal Justice Research, University of Cincinnati, Cincinnati, OH.

Lowenkamp, C. T. & Latessa, E. J. (2005b). *Evaluation of Ohio's Reclaim Funded Programs, Community Correctional Facilities, and DYS Facilities*. Center for Criminal Justice Research, University of Cincinnati, Cincinnati, OH.

^{iv} Several versions of the CPAI were used prior to the development of the CPC and the subsequent CPC 2.0. Scores and averages have been adjusted as needed.

^v Programs we have assessed include: male and female programs; adult and juvenile programs; prison-based, jail-based, community-based, and school-based programs; residential and outpatient programs; programs that serve prisoners, parolees, probationers, and diversion cases; programs that are based in specialized settings such as boot camps, work release programs, case management programs, day reporting centers, group homes, half-way houses, and community-based correctional facilities; and specialized offender/delinquent populations such as therapeutic communities, intensive supervision units, sex offenders, substance abusers, drunk drivers, and domestic violence offenders.

