



Technical Resource Provider *Handbook*

U.S. Department of Justice
National Institute of Corrections
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Technical Resource Provider Handbook

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Purpose of This Handbook

The *Technical Resource Provider Handbook* was prepared for the correctional service provider who delivers technical assistance or training at the request of the National Institute of Corrections (NIC). This handbook explains NIC policies and guidelines that affect the work of technical resource providers (TRPs) in the field.

The handbook cannot address all of the issues related to NIC's technical assistance and training program. Therefore, TRPs should contact the NIC staff member responsible for their assignment if they require more details about the technical assistance/training process and their role in it.

Background

Created as a federal agency in 1974, NIC provides leadership, training, and technical assistance to the field of corrections. Unlike other federal agencies, NIC provides direct services rather than financial assistance as the primary means of carrying out its mission. NIC responds directly to the needs identified by practitioners working in state and local adult corrections.

A 16-person nonpartisan advisory board provides policy direction and helps set program priorities for NIC. The board, which was established by Public Law 93–145, includes members appointed by the U.S. Attorney General. NIC's program priorities are created yearly and published in the *Annual Service Plan*.

Each primary constituent group in adult corrections (jails, prisons, and community corrections) is represented and served by an NIC division (see "NIC Divisions"). All adult corrections are served by the Academy Division, the Transition and Offender Workforce Development Division, the Research and Evaluation Division, and the NIC Information Center. Each

NIC Divisions and Offices

Washington, D.C.

- Administrative Offices
- Community Corrections Division
- Jails Division
- Transition and Offender Workforce Development Division
- Prisons Division
- Research and Evaluation Division

320 First Street, NW
Washington, DC 20534
Phone: 800-995-6423
Fax: 202-307-3361
Website: www.nicic.gov

Aurora, Colorado

- Academy Division
791 Chambers Road
Aurora, CO 80011-7112
Phone: 800-995-6429
Fax: 303-365-4455
Website: www.nicic.gov
- Information Center
791 Chambers Road
Aurora, CO 80011-7112
Phone: 800-877-1461
Fax: 303-365-4456
Website: www.nicic.gov

program division independently evaluates requests for assistance and arranges for delivery.

Scope of Direct Technical Assistance

Direct technical assistance is one of NIC's most requested services and is its primary means of assisting correctional agencies.

This assistance is provided to correctional agencies and corrections-related organizations to improve management, operations, and services. "Direct technical assistance" is defined as onsite guidance, support, advice, or training provided by a TRP or, at times, an NIC staff member to officials of state or local correctional agencies and other agencies with correctional responsibilities. Under NIC auspices, an individual or team of individuals also may visit another agency to gain expertise and experience in a specific area of concern.

The TRP serves in an advisory capacity and/or works with the staff of the state, local, or other agency to assess programs and operations, implement advanced practices, and improve overall agency operations and programming. Direct technical assistance

usually is limited to no more than 14 days of the TRP's time, including travel, preparation, onsite activities, and report writing. Most direct technical assistance requires the TRP to be on-site at the agency for an average of 3–5 days. The cost of each direct technical assistance event may not exceed \$10,000, including the TRP's fees and expenses.

Private agencies that provide correctional services for government agencies are eligible for assistance only if their application is endorsed by a support letter from the government agency to which services are provided. (The process followed by agencies in applying for technical assistance and by NIC in determining which form of assistance, if any, to provide are included in appendix A.)

Standards of Professional Conduct

NIC expects TRPs to conduct themselves professionally and responsibly when they provide services for NIC. TRPs are not employees or representatives of NIC, yet they are expected to abide by the NIC standards of conduct:

1. They must respect confidentiality of information.
2. They must maintain a professional appearance and demeanor.
3. They must be discreet in words and actions.
4. They may not make commitments on behalf of NIC.
5. They may not intentionally create an unfair advantage for themselves or their associates with regard to future work as a result of the technical assistance activity.
6. They must recognize their professional limitations and not accept assignments for which they lack the expertise and experience.

7. They may not portray themselves as representatives or employees of NIC.
8. They may not solicit other technical assistance assignments.

It is the unequivocal policy of NIC to provide a workplace environment free from sexual harassment. Workplace environments include any NIC office, facility, or location where NIC sends a TRP to provide training or technical assistance. Sexual harassment by requesting sexual favors or by encouraging or participating in a sexually harassing work environment will not be tolerated. All NIC TRPs are bound by this policy.

NIC places two restrictions on its TRPs:

- ◆ TRPs may serve as expert witnesses regarding conditions in a correctional agency to which they provided technical assistance only when subpoenaed. NIC does not pay for these expenses.
- ◆ TRPs are prohibited from entering into contractual or TRP arrangements with administrative personnel or staff of the NIC Information Center contractor.

If, while providing technical assistance/training, a TRP believes there may be a conflict of interest, he/she should consult immediately with the assigned correctional program specialist or the technical assistance manager. If the TRP believes that the requesting agency or its staff might be engaged in questionable legal or ethical practices, he/she must discuss matters as soon as possible with the division chief, the division technical assistance manager, or the correctional program specialist assigned to the technical assistance/training event.

TRPs must emphasize to the client agency that their recommendations are advisory. The client agency must acknowledge that its own administrators are solely responsible for any action taken as a result of TRP recommendations.

Eligibility To Serve as a TRP

TRPs are contracted as individuals, even if they represent or work for another organization. NIC does not contract with agencies, corporations, or other taxable entities for technical assistance services. This policy ensures that the Institute's limited financial resources provide the correctional community with quality services that are effective and efficient.

Former NIC employees, Intergovernmental Personnel Act employees, NIC advisory board members, and Federal Bureau of Prisons employees who have worked for NIC cannot be used as TRPs until 1 year after separation from the Institute. Federal employees can be used as TRPs and are reimbursed for travel expenses and per diem through an interagency agreement. TRPs cannot receive a fee from the client agency for the time spent providing technical assistance/training, per federal regulations regarding dual compensation.

TRP Selection

New TRPs must complete forms that specify their professional experience and areas of expertise and provide a detailed résumé and a brief biography. This information is added to NIC's Technical Resource Provider Directory.

NIC uses TRPs whose experience and credentials most closely match the requirements of the assignment. Whenever possible and practical, NIC uses practitioners with experience in administrative and operational aspects of corrections. These experiences also are considered when recruiting new TRPs. NIC is fully committed to equal employment opportunity and to ensuring full representation of minorities, women, and people with disabilities.

For each technical assistance request, NIC provides the requesting agency with the names of at least three experienced TRPs for consideration. When an agency asks for a particular TRP to provide the technical assistance, that person will be included on the list of three TRPs offered only after NIC determines that he/she is qualified. When selecting TRPs to suggest to a requesting agency, the Institute considers several factors:

- ◆ Specific nature of the request.
- ◆ Size and scope of the task.
- ◆ Possible need for multiple TRPs.
- ◆ Credibility of a TRP on a specific issue.
- ◆ Time considerations (i.e., emergency or nonemergency).
- ◆ Quality and timeliness of previous reports.
- ◆ Geographic proximity of the TRP to the requesting agency.
- ◆ Number of times the TRP has been used during the fiscal year.

When the technical assistance request is for a training event, the TRP is selected based on his/her knowledge of an acceptable curriculum and topic as well as training ability.

Negotiation and Authorization

After the requesting agency has selected a TRP and informed NIC of the selection, the Institute enters into negotiations with that TRP. The use of more than one TRP may be authorized depending on the scope of the technical assistance/training event. Orienting a new TRP to the process of delivering general technical assistance or a specific NIC/training program format may also warrant the use of an additional TRP.

The correctional program specialist calls the proposed TRP to negotiate the number of days to complete the assignment and the amount and type of expenses eligible for reimbursement. When negotiating days to complete the assignment, which includes preparation, travel, onsite time, and report-writing time, the TRP will be advised that he/she will not be compensated for more than 8 hours during any 24-hour day and should plan accordingly. **All TRPs are paid the same standard daily fee.**

The correctional program specialist also provides background information to and discusses all aspects of the technical assistance/training event with the TRP, including—

- ◆ A review of the assistance to be provided.
- ◆ The timeframes for preparation, travel, onsite activities, and report writing.
- ◆ A review of all logistical arrangements, including per diem rates, travel requirements, and reimbursement procedures.
- ◆ Instructions for preparing the final report (if required).

Once the event has been negotiated completely, an NIC staff member prepares an authorization letter for the TRP to deliver the verbally agreed-on services and a confirmation letter for the requesting agency's chief executive officer. Only the NIC director or deputy director, program division chiefs, and technical assistance managers may authorize the provision of technical assistance. The authorization letter identifies the requesting agency and the dates to be spent onsite and includes a detailed statement of work. The statement of work defines preparation activities, onsite activities, the report format, and the due date of the report (if required). Should more than one TRP be used, responsibilities for each are delineated.

The authorization letter also itemizes financial compensation; the number of days for preparation, travel, and onsite time; per diem expenses; limitations on travel and transportation methods; number of days for writing the report; and limits on permissible reimbursable miscellaneous expenses, such as typing and reproduction services, postage, telephone charges, and limited training materials. Copies of the TRP's authorization letter are sent to the requesting agency and to the Institute's contract accounting firm. Payment of TRP fees and miscellaneous expenses is contingent upon the receipt, review, and approval of the report by NIC (if required).

Travel Arrangements

Air and train

NIC contracts with a travel agency to make TRP travel arrangements for technical assistance and training events. **TRPs should not purchase their own airline and train tickets.** Tickets must be obtained through the travel agency designated by NIC. One round-trip ticket, at the government-contracted rate or lowest unrestricted fare, is authorized per TRP for each event. Nonrefundable tickets are not issued. The cost of the ticket is charged directly to NIC.

Once contract negotiations are complete, NIC sends a written authorization (request-for-ticket form) to the travel agency to allow the TRP to make travel arrangements. The form includes the TRP's name, address, and phone number and specifies the onsite dates and location. On notification that NIC sent the authorization to the travel agency, TRPs generally should wait 1 work day to call the travel agency. TRPs should make travel arrangements as soon as possible after the 1-day lapse and preferably at least 10 days before the onsite arrival date. When calling the travel agency, TRPs must identify themselves as

NIC TRPs and give the authorization number for the technical assistance event or training program.

The travel agency will make flight or train arrangements for the TRP within the framework specified on the request-for-ticket form. An electronic ticket (e-ticket) will be issued.

If a TRP wants to change travel arrangements (e.g., dates, locations, or people traveling) to other than those originally authorized, he/she must call NIC for approval before making the changes. Any savings realized by such changes will be credited to NIC's account. Arrangements for travel in conjunction with, but not related to, an NIC event must be made at the TRP's expense and at nongovernment rates.

If a trip must be delayed or postponed, TRPs are responsible for canceling their travel reservations and notifying the correctional program specialist or technical assistance manager of the change.

Use of a personally owned vehicle to travel to onsite locations

When TRPs choose to drive a personally owned vehicle (POV) to the event site, NIC will reimburse mileage expenses for travel to and from the event site, at federal government rates, up to the cost of a government round-trip air or train ticket, or at the actual mileage cost, whichever is less. TRP fees and per diem for driving time will be reimbursed up to the amount of time it would have taken to travel by air.

Hotel and local ground transportation

TRPs are responsible for making their own hotel and local ground transportation arrangements and may use the travel agency designated by NIC to set up such arrangements. TRPs may be asked to present a copy of their authorization letter to

the hotel registrar to receive federal government rates. However, hotels are not obligated to honor these requests because TRPs are not federal employees.

Rental cars

NIC will authorize a rental car for the TRP's use at the onsite location only if necessary and in the best interest of the government. Only economy-class rental cars will be authorized, unless otherwise approved by NIC during contract negotiations. NIC will *not* reimburse TRPs for rental car liability insurance, because they should be covered by their personal automobile insurance. Every attempt should be made to negotiate with the requesting agency to provide transportation while onsite.

TRP Reimbursement Procedures

TRPs file for reimbursement of travel and per diem expenses at the conclusion of each trip and for TRP fees and all miscellaneous expenses when the final report is sent to NIC (if required). Payment will be made after the report has been reviewed and approved by NIC. All reimbursement forms and instructions are provided in the TRP's authorization letter packet (see samples in appendixes B and C).

Travel and per diem expenses

An accounting contractor manages the financial paperwork of NIC's technical assistance efforts. Reimbursement will not exceed the amount of expenses authorized. All travel expenses must be claimed on the NIC travel and per diem claim form (see appendix B). The following guidelines govern reimbursement of travel expenses:

- ◆ An original receipt is needed for lodging and all other expenses exceeding \$75.

- ◆ Pre- and post-trip odometer readings, or paper or electronic standard highway mileage guides, are needed for any mileage claimed on POVs.
- ◆ Expenses for economy-class rental cars are reimbursed only when authorized in writing by NIC.
- ◆ Miscellaneous expenses under \$75 (for which no receipts are required), with the exception of meals and use of POV, must be certified on NIC voucher parts I and II (see appendix C).

TRPs are required to obtain a receipt for the original airline or train ticket.

TRP fees and miscellaneous expenses

Parts I and II of the NIC voucher should be submitted to NIC along with the TRP's report (if required). The NIC voucher will not be approved for payment until the correctional program specialist reviews the technical assistance report. NIC staff will forward the approved voucher to the accounting contractor for payment. The contractor normally will release payment to the TRP within 10 working days. The TRP should call the accounting contractor if the fees or expenses have not been received within 3 weeks after submitting the report and necessary forms.

NIC pays only for costs that relate directly to the technical assistance project or training program. NIC requires TRPs to provide their Social Security numbers for tax and accounting purposes. NIC makes no exception to this policy.

Technical Assistance Report

A technical assistance report is required within 2 weeks of the conclusion of all technical assistance events, unless the report

has been waived in writing or the TRP is directed otherwise by NIC. The due date for this report and the report format are provided in the TRP's authorization letter packet.

The technical assistance report must be submitted and approved before any TRP fees and miscellaneous expenses will be released. The report must be submitted on plain bond paper and contain the standard NIC disclaimer statement (see appendix D), which is provided with the NIC authorization letter.

When writing the report, the TRP should consider the purpose of the report and the audience it is intended to address. The report should serve as a long-term resource to the recipient agency. The usefulness of the technical assistance effort is measured by the quality of the report. The TRP is expected to prepare a professional report, which, at minimum, is typewritten and free of typographical errors. The importance of preparing a concise, clearly written document cannot be overstated.

Because all technical assistance reports are subject to release under the Freedom of Information Act (FOIA), TRPs should word their reports carefully. Opinions should be expressed as such, and findings should be substantiated. Observations outside the scope of the assignment should not be included.

In general, the report should outline the TRP's onsite visit and include the following elements (as applicable, given the nature of the assistance):

1. General introduction.
2. Circumstances that led to the request.
3. NIC staff member who contacted the TRP, and what the TRP was asked to do.

4. TRP's perception of the problem after onsite review and whether the problem differed from what was expected.
5. Description of the assistance provided, including locations, dates, people contacted, and so forth. If the technical assistance involved a training event of more than 8 hours, the report should include the agenda, lesson plans developed or NIC curriculum used, a description of the participant group, and the total number of individuals trained.
6. Specific recommendations, action plans, or options, as appropriate, accompanied by a discussion and a list of supporting documents or references.
7. General comments and observations.

Within 2 weeks after the onsite assignment, the TRP is expected to send the technical assistance report to NIC and the recipient agency for simultaneous review. The original report containing the disclaimer statement must be sent to the chief executive officer of the agency that received assistance, and a copy (with the disclaimer) must be sent to the appropriate NIC division. Transmittal letters should accompany each report.

If the report will be late, the TRP must notify NIC of the delay, request an extension from the appropriate correctional program specialist, and negotiate a new due date. The TRP must then advise the recipient agency of the extension.

Technical assistance reports must be sent *only* to NIC and the recipient agency, with the following exceptions:

- ◆ The recipient agency provides written approval for further release of the report.
- ◆ NIC specifies, in writing, other appropriate dissemination.

Under no circumstances shall the TRP release a technical assistance report to anyone not specifically authorized in writing by the recipient agency.

Per the FOIA, requests for the report by those other than NIC and the requesting agency must be directed to the NIC executive assistant in Washington, D.C., whose name and telephone number can be obtained by contacting NIC. The executive assistant will resolve the issue through discussions with officials of the agency that received the assistance.

Agency Evaluation of Technical Assistance

After each technical assistance event, NIC asks the chief executive officer of the recipient agency to complete and return an evaluation form to NIC within 30 days of receiving the technical assistance report. The correctional program specialist reviews the evaluation form and, when necessary, calls the agency and the TRP to discuss any issues raised by the evaluation.

Surveys

Surveys may be a component of a technical assistance project. Because NIC technical assistance activities are federally funded, all surveys of nine respondents or more must follow regulations established by the U.S. Office of Management and Budget and the U.S. Department of Justice. TRPs should contact the appropriate technical assistance manager as soon as possible for specific survey instructions and request forms; it takes approximately 60 days or more to obtain the needed approval before a survey can begin.

Media Relations

Although media relations are the recipient agency's responsibility, TRPs may be asked to speak to the media. TRPs should anticipate media inquiries and discuss their potential role in responding to questions with officials of the recipient agency before the scheduled onsite visit. TRPs and the recipient agency should clarify what subjects may and may not be discussed. If the issues appear particularly sensitive, TRPs should confer with their technical assistance manager or correctional program specialist before responding to the media.

TRP Responsibility and Liability

Although questions of liability involving NIC, the TRP, and the recipient agency are decided on a case-by-case basis, the TRP should stress to the recipient agency that he/she is serving only in an advisory role and clarify that he/she is neither an employee nor an official representative of NIC. Advice and suggestions from a TRP may be considered, implemented, or ignored by the recipient agency. Any action taken as a result of TRP recommendations is the responsibility of the recipient agency and those who administer the agency, not that of NIC or the TRP.

TRP Adherence to NIC Policies and Procedures

TRPs are expected to follow the policy and procedures outlined in this *Technical Resource Provider Handbook*. If a TRP violates policies and procedures or creates unreasonable demands on the technical assistance process, the following steps will be taken:

1. The correctional program specialist will discuss his/her concerns with the TRP, citing specific examples, and attempt to resolve the problem.
2. If a resolution cannot be achieved within a reasonable amount of time, intervention by a technical assistance manager or division chief will be sought. The correctional program specialist and technical assistance manager will assess the severity of the problem. The latter will notify the TRP of the action that will be taken if a resolution is not reached, including the possibility that the TRP's services will no longer be used.
3. If the correctional program specialist or technical assistance manager is unable to resolve the problem, the matter will be referred to the division chief, who will attempt to obtain compliance.
4. If NIC decides to use the TRP again and the problem persists, the TRP will be notified verbally that his/her services will no longer be used. This determination will be documented, and all NIC divisions will be notified.
5. If a correctional agency requests the services of a TRP who is not being used because of compliance problems, NIC will inform the agency that the particular TRP is not being used currently. The agency will not be given a further explanation.

Appendix A: How Agencies Request Direct Technical Assistance and How NIC Responds

Because no deadlines exist for submitting requests and funds are limited, agencies should apply for technical assistance as soon as a need is identified. Before submitting a formal letter of request, correctional agency officials are encouraged to call the technical assistance manager of the appropriate NIC division to discuss the availability of assistance for two reasons:

- ◆ The problem may be outside the scope of NIC services, in which case the requesting agency will be referred to an appropriate agency when possible.
- ◆ The discussion will help clarify the problem and identify the most helpful type of assistance.

Telephone requests must be followed by a written request on agency letterhead signed by the agency's chief executive officer. A formal request letter must be on file before NIC can contract with a TRP. Letters requesting technical assistance should be sent directly to the appropriate division's technical assistance manager or the division chief. Written requests for technical assistance should—

- ◆ Identify the problem(s) for which assistance is sought.
- ◆ Describe the scope and nature of the technical assistance required.
- ◆ Explain why assistance must be obtained at the federal level.
- ◆ Identify any individuals or agencies deemed to be best qualified to provide the assistance (if known).
- ◆ Specify a timeframe for service delivery, including an estimate of the number of days assistance is required (if known).

- ◆ Identify an agency contact person, including phone number and e-mail, if other than the agency's chief executive officer.
- ◆ Reference any supporting documentation or background materials (e.g., court orders, grand jury reports, and previous studies) that affect the problem(s).

Each request is reviewed for appropriateness and scope. Requests that address a function of another NIC division are referred to that division. Consideration is given to whether the request can be adequately handled directly by Institute staff or by seeking written information from the NIC Information Center. The technical assistance manager decides whether the request can be satisfied by direct technical assistance or whether other appropriate resources are available to provide the service requested. All requests for technical assistance are acknowledged with a letter to the requesting agency's chief executive officer.

Although all requests are considered, those that relate to the program priorities published in NIC's *Annual Service Plan* will be given precedence.

Appendix B: National Institute of Corrections Travel and Per Diem Claim Form

NATIONAL INSTITUTE OF CORRECTIONS TRAVEL AND PER DIEM CLAIM FORM Send to: ASI, 7101 Wisconsin Avenue, Suite 1400, Bethesda, MD 20814 NIC ACTIVITY NO.				
Name (Last, First, Middle Initial):			SSN:	
Mailing Address (include zip code):			Telephone No.	
Location of Cooperative Agreement (City, County, State):				
<p>INSTRUCTIONS: Please provide the following information in chronological order: The date of departure, place of departure, and mode of authorized travel to airport/train station, etc.; all authorized ground transportation while on-site; lodging; mode of travel used to return to home/office; and indicate cost of each expense. Times should be those in effect at localities involved.</p> <p>NOTE: Original receipts are required for lodging expenses and all other single expenses exceeding \$75.00 except for the following:</p> <ol style="list-style-type: none"> Meals - No receipts are required. Reimbursement will be calculated for you using established Federal daily locality rates (that cannot be exceeded and beginning and ending times of authorized travel); and Personally Owned Vehicles (POV): No receipts are required, however, beginning and ending odometer readings or paper or electronic standard highway mileage guides must be provided for reimbursement of this expense to be considered. POV costs, based on established Federal travel mileage rates will be calculated for you. Lodging and Lodging Taxes: Please claim as separate items in Section I below <p style="text-align: center;">Please see Sample of a completed Claim Form on the reverse side.</p>				
Dates	SECTION I - LODGING COSTS - BASE & TAXES			TOTAL LODGING COSTS
	Lodging City	Base Lodging	Lodging Taxes	
	SECTION II - DESCRIPTION OF ALL OTHER TRAVEL EXPENSES (DEPARTURE/ARRIVAL CITY, MODE OF TRAVEL AND OTHER EXPLANATIONS OF EXPENSES)			TRAVEL EXPENSES
(Additional Space is Available on the Back. Please feel free to copy this form if necessary)				
I certify that the information provided in this Claim Form is true and correct to the best of my knowledge and belief, and that payment or credit has not been received by me.				
_____			_____	
(Signature)			(Date)	
Please check one: <input type="checkbox"/> This claim is complete <input type="checkbox"/> This claim is incomplete				

October 10, 2006

NATIONAL INSTITUTE OF CORRECTIONS VOUCHER

PART II - MISCELLANEOUS EXPENSES

CLERICAL EXPENSES: Clerical includes those expenses incurred by you in obtaining/purchasing the following services: typing, wordprocessing, steno, duplicating, fax, etc. **If authorized**, original receipts are required. **Certifications will not be accepted.** Receipts must contain the purpose (e.g., preparation of TA report, word processing services, etc.), the amount for services, the provider's name, address, and phone number. If the service was provided by an individual, the receipts must also contain the original signature of the person who provided the services. Please list below each expense incurred for which a claim is being made and complete the cost column. **Original receipts** for all items claimed must be attached to the Voucher.

AUTHORIZED EXPENSES CLAIMED	AMOUNT CLAIMED

POSTAGE/DELIVERY SERVICES: For all other postage/delivery service expenses, either receipts or certification of expenses will be accepted for items exceeding \$75.00

AUTHORIZED EXPENSES CLAIMED	AMOUNT CLAIMED

Certification: I certify that I have incurred postage/delivery service expenses in connection with this NIC assignment and estimate same to be in the amount of \$_____. This certification is True and Correct.

Signature

Date

TELEPHONE EXPENSES: **Either** receipts or certification of expenses will be accepted in recognition of the practice of monthly billing for telephone services. If you choose to provide certification, please complete the section below and sign your name.

PERSON OR ORGANIZATION CALLED	AMOUNT CLAIMED

Certification: I certify that I have incurred telephone expenses in connection with this NIC assignment and estimate same to be in the amount of \$_____. This certification is True and Correct.

Signature

Date

Please check one This claim is complete This claim is incomplete

Appendix D: Disclaimer

RE: NIC TA No. _____

This technical assistance activity was funded by the _____ Division of the National Institute of Corrections. The Institute is a federal agency established to provide assistance to strengthen state and local correctional agencies by creating more effective, humane, safe, and just correctional services.

The resource person who provided the onsite technical assistance did so through a cooperative agreement, at the request of _____ (name of agency), and through the coordination of the National Institute of Corrections. The direct onsite assistance and the subsequent report are intended to assist the agency in addressing issues outlined in the original request and in efforts to enhance the effectiveness of the agency.

The contents of this document reflect the views of _____ (name of TRP).

The contents do not necessarily reflect the official views or policies of the National Institute of Corrections.

U.S. Department of Justice

National Institute of Corrections

Washington, DC 20534

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