

Ohio Department of Rehabilitation and Correction



Ohio Institute on Correctional Best Practices

Best Practices Tool-Kit: Community Corrections and Evidence-Based Practices



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BEST PRACTICES TOOL KIT

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Community Corrections and Evidence-Based Practices



This Best Practices Tool-Kit aims to identify the principles of effective intervention drawn from evidence-based research and how that translates into effective practice in community corrections. The objective of this tool kit is to provide information that will better inform policymakers, practitioners and researchers on the utilization of evidence-based practices in community corrections. For definitional purposes, best practices fall on a continuum ranging from those practices that are well established and have clearly demonstrated their effectiveness to those that show promise or may be exemplary, but have yet to be fully evaluated and their results documented (Wilkinson 2003).¹

Evidence Based Practices

"Evidence-based policy is an approach that helps people make well-informed decisions about policies and programs by putting the best available evidence from research at the heart of policy development and implementation" (Petersilia, 2005:2).² For the purpose of this document, evidence-based practices consist of three principles; (1) there is a definable outcome; (2) it is measurable; and, (3) it is defined according to practical realities, such as recidivism, victim satisfaction, etc. (Bogue et al. 2004).³

Background: Community Corrections

The phrase, "Community Corrections" is an umbrella term that encompasses everything from pre-trial diversion to intermediate punishments. By definition, it includes any non-incarcerative, yet supervised way of dealing with offenders who are facing conviction or who have already been convicted. Probation and parole are the most well-known forms of community corrections, but the term also includes home confinement, electronic monitoring, day fine programs, work release, halfway houses, restitution, community services, check-in programs, curfews, community-based correctional facilities, etc.

Community Corrections in Ohio refers to a system of specific facilities that provide residential and non-residential services to a convicted offender. These facilities receive state funds but are based in and operated by local communities. These programs provide an intermediate residential sanction at the front end of the system between probation and prison, called diversion, and re-integration services at the tail end of the system between prison and parole, called transition (Burrell and English 2006).⁴ In Ohio, community corrections can be sorted into 3 types of agencies or services, including Community Correction Act (CCA) programs, Community-Based Correctional Facilities (CBCFs) and Community Residential Services.

Community Correction Act (CCA) programs were developed in 1979. The purpose of the Act was to divert specific offenders from state prisons by creating correctional sanctions and services at the local level. In

¹ Wilkinson, R. 2003. "Best Practices: What Does It Mean In Times of Perpetual Transition?" International Corrections and Prison Association 2003 Meetings. Viewed July 25, 2006 at <http://www.drc.state.oh.us/web/articles/articles/article91.htm>.

² Petersilia, J. 2005. *Center for Evidence-Based Corrections: Proposal to California's Youth and Adult Correctional Agency (YACA)*. Department of Criminology, Law and Society: University of California, Irvine.

³ Bogue, B., Campbell, N., Carey, M., Clawson, E., Faust, D., Florio, K., Joplin, L., Keiser, G., Wasson, B., Woodward, W. 2004. *Implementing Evidence-Based Practices in Community Corrections: The Principles of Effective Intervention*. Department of Justice, National Institute of Corrections, Crime and Justice Institute. Viewed December 19, 2007 at <http://www.nicic.org/Library/019342>.

⁴ Burrell, N. and K. English. 2006. "Successful completion rates from Community Corrections in Colorado decreased for the first time in many years." *Elements of Change: Highlighting Trends & Issues in the Criminal Justice System*. Colorado Division of Criminal Justice, Office of Research and Statistics. Vol. 10, No.1. Viewed December 26, 2007 at http://dcj.state.co.us/ors/pdf/docs/EOC_No1_071906.pdf.

1994, the Act was expanded to include the diversions of offenders from local jails. The program is a partnership between the state of Ohio and local governments creating a growing network of community sanctions in Ohio. The number of programs continues to increase with the support of the Legislative and Executive branches of state government working through the Department of Rehabilitation and Correction (DRC) (Community Corrections Act Fiscal Year 2007).⁵ CCA programs are sorted into prison diversion programs and jail diversion programs. Currently, there are 47 prison diversion and 110 jail diversion programs in Ohio (Handwerk 2008).⁶ Between July 1, 2006 and June 30, 2007, 9,411 offenders participated in CCA prison diversion programs and 18,924 offenders participated in CCA jail diversion programs (Annual Report Fiscal Year 2007).⁷

Community-Based Correctional Facilities are residential sanctions that provide local Courts of Common Pleas a sanctioning alternative to prison for low-level felony offenders and are typically utilized as the last step in the continuum of increasing punishment. The first CBCF in Ohio, called MonDay, was established in the late 1970s as a response to prison overcrowding. The success of this program resulted in the passing of House Bill 1000 in 1981, which authorized the establishment and operation of CBCFs and programs by the Courts of Common Pleas and provided state financial assistance for the renovation, maintenance and operation of the facilities. Each program is highly structured with assessment, treatment, and follow-up services for offenders; emphasis is placed on substance abuse education/treatment, employment, education, community service and transitional services in the community (Community-Based Correctional Facilities Fiscal Year 2007).⁸ Currently, there are 18 CBCFs in Ohio (Handwerk 2008). Between July 1, 2006 and June 30, 2007, 5,368 offenders were placed in a community-based correctional facility (Annual Report Fiscal Year 2007).

Community Residential Services include halfway houses, which provide supervision and treatment services for offenders released from state prison, referred by Courts of Common Pleas, or sanctioned because of a violation of supervision. Halfway houses services are also available to inmates participating in the Transitional Control program, which includes placement in a halfway house for up to the last 180 days of the prison sentence. Community Residential Services also include Electronic Monitoring via global positioning satellite technology (GPS), residential placement, independent housing, and permanent supportive housing, a pilot project aimed at preventing homelessness and reducing recidivism among the severely mentally ill, developmentally disabled persons, and others (Annual Report Fiscal Year 2007). Currently, there are 23 halfway house programs and 4 Independent Housing programs (Handwerk 2008). Between July 1, 2006 and June 30, 2007, 7,593 offenders were admitted to state contracted halfway house programs, of which 2,515 were Transitional Control participants; 827 offenders were monitored via GPS (Community Residential Services Fiscal Year 2007).⁹ During the same timeframe, the Ohio Department of Rehabilitation and Correction's Bureau of Community Sanctions contracted for 50 Independent Housing beds in Cleveland, Columbus, Dayton, Lorain, and Lima to serve lower risk and lower needs offenders who are under the supervision of the Adult Parole Authority and who are at risk to become homeless.

Principles of Effective Intervention

Brogue et al. (2004) asserts that "[t]he organization or system that is most successful in initiating and maintaining offender interventions and supervision practices consistent with these eight principles will

⁵ *Community Corrections Act Fiscal Year 2007*. 2007. Bureau of Community Sanctions, Ohio Department of Rehabilitation and Correction. Viewed December 19, 2007 at <http://www.drc.state.oh.us/web/Reports/reports22.asp>.

⁶ Handwerk, Alicia. 2007. E-mail exchange dated January 22, 2008.

⁷ *Annual Report Fiscal Year 2007*. 2007. Bureau of Community Sanctions, Ohio Department of Rehabilitation and Correction. Viewed January 7, 2007 at <http://www.drc.state.oh.us/web/reports/BCS/Fiscal%20Year%202007%20Annual%20Report.pdf>.

⁸ *Community-Based Correctional Facilities Fiscal Year 2007*. Bureau of Community Sanctions, Ohio Department of Rehabilitation and Correction. Viewed January 7, 2008 at <http://www.drc.state.oh.us/web/Reports/BCS/Fiscal%20Year%202007%20Annual%20Report.pdf>

⁹ *Community Residential Services Fiscal Year 2007*. 2007. Bureau of Community Sanctions, Ohio Department of Rehabilitation and Correction. Viewed January 7, 2008 at <http://www.drc.state.oh.us/web/Reports/HWH/Annual%20Report%202007.pdf>.

likely realize the greatest recidivism reductions" (p. 2).¹⁰ Various sources and researchers may organize the principles differently, some may expand them into more categories and others may collapse them into fewer categories, but they are still driving at the same goals (Andrews et al. 1990; Gendreau et al. 1996; Serin 2005; Mackenzie 2006).¹¹ The following list appears in the *Report to the California State Legislature: A Roadmap for Effective Offender Programming in California* (2007:19):¹²

Evidence-Based Principles and Practices

- 1. Target Highest Risk Offenders.** Correctional agencies should provide rehabilitation treatment programming to their highest risk to reoffend prisoners and parolees first. Provide other types of programs to low risk to reoffend prisoners or parolees.
- 2. Assess Offenders Needs.** Correctional agencies should assess the criminogenic needs (dynamic risk factors) of their offenders using research-based instruments. The goal of programming should be to diminish needs.
- 3. Design Responsivity into Programming.** Programming should account for individual offender characteristics that interfere with or facilitate an offender's ability and motivation to learn.
- 4. Develop Behavior Management Plans.** Individual programming should occur in the context of a larger behavior management plan developed for each offender, which will include the priority and sequence of treatment programs, the means for measuring treatment gains, and the goals for a crime free lifestyle.
- 5. Deliver Treatment Programs using Cognitive-Based Strategies.** Research has consistently determined that cognitive-behavioral treatments are more effective than any other form of correctional intervention because these treatment types address criminal thinking and behaviors in offenders. The therapeutic community treatment model, which uses cognitive-based treatment strategies, is a highly effective method for treating alcohol and other drug dependencies.
- 6. Motivate and Shape Offender Behaviors.** Programming should include structure or capacity for rewarding positive behavior in addition to punishing negative behavior.
- 7. Engender the Community as a Protective Factor Against Recidivism and Use the Community to Support Offender Reentry and Reintegration.** Programming should involve the offender's immediate family members and the social service agencies in the community to which the offender will be returning. The state should empower the community—families, neighborhoods, religious and cultural institutions, businesses—to reduce crime through deliberate efforts that assist offenders under correctional control and provide support to reduce criminal behavior.
- 8. Identify Outcomes and Measure Progress.** All programs should have identified outcomes and integrated methods for measuring progress toward objectives. The system should use performance measures to evaluate progress and inform improvements.

¹⁰ Bogue, B., Campbell, N., Carey, M., Clawson, E., Faust, D., Florio, K., Joplin, L., Keiser, G., Wasson, B., Woodward, W. 2004. *Implementing Evidence-Based Practices in Community Corrections: The Principles of Effective Intervention*. Viewed December 3, 2007 at <http://www.superiorcourt.maricopa.gov/AdultProbation/docs/EBPPrinciples.pdf>.

¹¹ Andrews, D., Zinger, I., Hoge, R., Bonta, J., Gendreau, P., Cullen, F. 1990. "Does Correctional Treatment Work? A Clinically Relevant and Psychologically Informed Meta-Analysis." *Criminology*. 28(3):369-404.; Gendreau, P., Little, T., Goggin, C. 1996. "A Meta-Analysis of the Predictors of Adult Offender Recidivism: What Works!" *Criminology* 34:575-607.; Serin, R. 2005. *Evidence Based Practice: Principles for Enhancing Correctional Results in Prisons*. National Institute of Corrections. Viewed December 3, 2007 at <http://nicic.org/Downloads/PDF/Library/021139.pdf>; Mackenzie, D. 2006. *What Works in Corrections: Reducing the Criminal Activities of Offenders and Delinquents*. New York: Cambridge University Press.

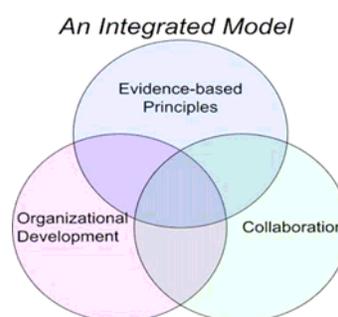
¹² *Report to the California State Legislature; A Roadmap for Effective Offender Programming in California*. 2007. California Department of Corrections and Rehabilitation. Expert Panel on Adult Offender Reentry and Recidivism Reduction Programs (Sacramento, CA). Viewed December 3, 2007 at <http://www.cdcr.ca.gov/News/ExpertPanel.html>.

Implementing Evidence-Based Practices

Barriers to implementing evidence-based practices are not new. In their efforts to implement behavior modification change elements to adjudicated male delinquents at the Connecticut School for Boys, Reppucci and Saunders (1974) identified several barriers affecting the implementation of the change element, but caution that the list is not definitive or mutually exhaustive:¹³

1. Institutional constraints such as the involvement of legislature or change in laws governing a certain type of institutional function or activity;
2. External pressure such as economic challenges and negative media attention;
3. Lack of a clear vocabulary or language to describe the issue and solution;
4. Staff behavior or treatment of subjects may prevent optimization of the effect of the treatment program;
5. Limited resources in terms of economics, staffing, time and programming space; and,
6. Maintaining the basic integrity of the treatment program without becoming unrealistically rigid.

Addressing the above barriers and successfully implementing evidence-based practices requires change at many levels; necessitates a greater than normal degree of collaboration among organizations and community stakeholder groups; requires the development of new skill sets and knowledge bases; adjusting organizational structures, policies, procedures, and work practices; and establishing new cultural values which are supportive of innovation, learning and empowerment (Sachwald and Tesluk 2005).¹⁴ Bogue et al. (2004:1) present this strategy as an *integrated model* with three overlapping areas on which leadership should focus: evidence-based principles, organizational development and collaboration.¹⁵



According to Latessa (2004), implementing and adhering to the principles of effective intervention and changing operations and practices as dictated by evidence-based research require corrections and correctional programs to:¹⁶

- Accept change is difficult;
- Give reasons to change, address and remove barriers to change, as well as encourage the motivation to change;
- Have strong leadership from top to bottom for the change process to occur and to be sustained over time;

¹³ Reppucci, N. and Saunders, J. 1974. "Social Psychology of Behavior Modification: Problems of Implementation in Natural Settings." *American Psychologist* 29(9):649-660.

¹⁴ Sachwald, J. and Tesluk. 2005. "Leading Change in Community Corrections: Embracing Transformational Leadership" in *Topics in Community Corrections*. National Institute of Corrections. Pps 38-44. Viewed January 7, 2008 at <http://www.nicic.org/Library/period284>.

¹⁵ Bogue, B., Campbell, N., Carey, M., Clawson, E., Faust, D., Florio, K., Joplin, L., Keiser, G., Wasson, B., Woodward, W. 2004. *Implementing Evidence-Based Practices in Community Corrections: Leading Organizational Change and Development*. Viewed December 3, 2007 at <http://www.nicic.org/Library/019344>.

¹⁶ Latessa, E. 2004. "The Challenge of Change: Correctional Programs and Evidence-Based Practices." *Criminology and Public Policy*. 3(4):547-560.

- Assess the organization's readiness to change, develop a strategy for change and prepare the organization for change;
- Rely on empirical evidence; and,
- Research findings should be understandable and the measures used to evaluate corrections should include program characteristics.

Promising Programs

Recent research examining the effectiveness of parole supervision found that parole supervision had not "contributed substantially to reduced recidivism and increased public safety" and, moreover, "the public safety contributions of parole need to be carefully examined, and more importantly, improved" (Solomon 2006:34).¹⁷ Solomon goes on to list several important limitations of her study, such as no measurement of parole practices or strategies to assess what worked and what did not. However, in an effort to synthesize the research and practice, several states restructured practices to align with evidence-based research (Latessa 2004).

Maryland Division of Parole and Probation

The Maryland Division of Parole and Probation redefined and refined its daily practices to become more compatible with research findings specifying what works in reducing offender criminal activity and thereby, increasing public safety. The new system, identified as the Proactive Community Supervision (PCS) strategy, is intended to reduce both the frequency of violations and the number of violators for offender under community supervision (Sachwald et al. 2006; Glendening et al. 2000).¹⁸ The five tenets of the refinement process included (Sachwald 2004):¹⁹

1. Identifying criminogenic risk and need factors;
2. Targeting interventions to high-risk offenders (responsivity);
3. Minimizing contacts and services for low risk offenders;
4. Using cognitive behavioral intervention strategies;
5. Engaging social supports and geographic-center supports in intervention.

Utilizing these five processes, the Division incorporated a 3-level change process involving policy, operations and professional development.

Policy changes included the following:

- ❑ Monitoring face-to-face contacts to assess the quality of the contact to ensure the communication and rapport between the officers and offenders is one conducive to facilitating offender change;
- ❑ Developing a step-by-step framework to guide officers in the initial meeting, assessment, supervision planning, and case plan monitoring phases of supervision. The framework is flexible enough to tailor to the differences in jurisdictions.
- ❑ Providing standards and guidelines for expected officer behavior.

¹⁷ Solomon, A. 2006. "Does Parole Supervision Work? Research Findings and Policy Opportunities." in *Perspectives: The Journal of the American Probation and Parole Association*. 30(2):26-37. Viewed January 7, 2008 at <http://www.urban.org/publications/1000908.html>.

¹⁸ Sachwald, J., Eley, E., Taxman, F. 2006. "An Ounce of Prevention: Proactive Community Supervision Reduces Violent Behavior." In *Topics in Community Corrections: Effectively Managing Violations and Revocation*. National Institute of Corrections. Pps 31-38. Viewed January 7, 2008 at <http://nicic.org/Library/period301>. Glendening, P., Townsend, K., Simms, S., Sachwald, J. 2000. *Proactive Community Supervision: A Plan for Making Maryland Communities Safer*. A Report to the Budget Committees of the Maryland General Assembly, Maryland Department of Public Safety and Correctional Services. Viewed February 4, 2008 at <http://www.dpscs.state.md.us/publicinfo/publications/pdfs/pppcs.pdf>.

¹⁹ Sachwald, J. 2004. "Science: The Catalyst for Change." In *Tools of the Trade: A Guide to Incorporating Science into Practice*. Taxman, F., Shepardson, E., Delano, J., Mitchell, S., Byrne, J., Gelb, A., Gornik, M. (eds). Viewed January 7, 2008 at <http://www.nicic.org/Library/020095>.

Operational changes included the following:

- ❑ Increasing understanding of the work process for staff;
- ❑ Developing, fostering and maintaining prescriptive agreements with organizations that provide employment services for offenders;
- ❑ Automating the assessment, supervision planning and monitoring process.

Professional development changes included the following:

- ❑ Focusing on ensuring staff understand and embrace core concepts, learn and practice how to use the concepts and commit to implementation of the concepts by:
 - Identifying a team of in-house experts;
 - Developing the in-house team of experts to lead training and on-site coaching;
 - Conducting an intensive training session;
 - Conducting booster sessions on core concepts;
 - Using evaluation findings to refine the program and to identify areas where staff need further assistance in understanding and applying the concepts.

In their evaluation of the impact of the Proactive Community Supervision model, Taxman et al. (2006)²⁰ compared the outcomes of 274 randomly selected offenders supervised under the PCS model to 274 matched offenders under the traditional supervision model. Overall, the researchers report lower rates of arrest and warrants filed for technical violations for those offenders supervised under the PCS model.

Bureau of Community Sanctions, Ohio Department of Rehabilitation and Correction

Latessa (2004:556-557) outlines the policy changes enacted in Ohio regarding the operation and monitoring of halfway houses and community-based correctional facilities:

- ❑ All programs must administer an assessment tool within five days of intake to measure risk level, determine case planning strategies, and identify special needs.
- ❑ All programs need to develop a service delivery model based on individualized risk and needs assessment results. The high-risk offender should receive more intensive and additional services; conversely, the low-risk offender should receive minimal services.
- ❑ A cognitive behavioral modality should be adopted, or minimally cognitive programming skills should be implemented within other modalities.
- ❑ Criminogenic targets should be addressed in programming.
- ❑ Audit standards should assess both processes and program outcomes.
- ❑ Program evaluations should be conducted every three years.
- ❑ Programs should conduct a Correctional Program Assessment Inventory, or similar instrument, every three years to ensure program fidelity.

In addition to the above noted changes, Andrews and Janes (2006) report other changes, including establishing a funding system to Ohio halfway houses based on the effectiveness or improving the effectiveness of programs by implementing successful program characteristics and strategies identified by research. Other changes included modifying the sanctioning grid, a tool designed to assist field officers in determining the appropriate level of response to offender violation of supervision, to include halfway house placement as a sanctioning option.²¹

At this time of this writing, no evaluation or outcome studies were located regarding the effect of the above policy and operational changes in Ohio. However, several studies have been conducted evaluating

²⁰ Taxman, F.; Yancey, C.; Bilanin, J. 2006. *Proactive Community Supervision in Maryland: Changing Offender Outcomes*. Prepared by a joint research team from University of Maryland and Virginia Commonwealth University. Viewed January 7, 2008 at <http://www.nicic.org/Library/021333>.

²¹ Andrews, S. and Janes, L. 2006. "Ohio's Evidence-Based Approach to Community Sanctions and Supervision" in *Topics in Community Corrections: Effectively Managing Violations and Revocation*. National Institute of Corrections. Pps 17-20. Viewed January 7, 2008 at <http://nicic.org/Library/period301>.

the effectiveness or impact of the Ohio community corrections programs, including Community Correction Act Jail and Prison Diversion Programs, Community-Based Correctional Facilities, and Halfway House facilities receiving funding or economic support from the Bureau of Community Sanctions.²²

Suggested Readings

The articles identified below are not an exhaustive list of the literature regarding community corrections and evidence-based practices. They provide a starting point for the identification of research regarding the principles of effective intervention, intervention strategies, and the implementation of evidence-based practices.

Andrews, D. and C. Dowden. 1999. "A Meta-Analytic Investigation into Effective Correctional Intervention for Female Offenders." *Forum on Corrections Research*. 11(3): 18-21. Viewed January 7, 2008 at <http://www.csc-scc.gc.ca/text/pblct/forum/e113/e113e-eng.shtml>.

Description: The authors assess where adherence to the principles of human service, risk, need, general responsiveness, program integrity and core correctional practice are important program considerations for female offenders. Results indicate adherence to the principles significantly enhanced program effectiveness through higher mean reductions in recidivism. The authors include a summary of effective correctional practices for female offenders.

Annisson, J. 2006. "Style Over Substance: A Review of the Evidence Base for the Use of Learning Style in Probation." *Criminology and Criminal Justice*. 6(2): 239-257.

Description: The author reviews various strands of research concerning program accreditation criteria and offender learning style relative to probation supervision in the United Kingdom.

Aos, S.; Miller, M.; Drake, E. 2006. *Evidence-Based Adult Corrections Programs: What Works and What Does Not*. Olympia: Washington State Institute for Public Policy.

Description: Systematic review of the results of 291 rigorous evaluations conducted throughout the United States and other English-speaking countries during the previous 35 years to assess what types of programs lower the recidivism rates of adult offenders. The authors include prison and community-based programs. In the area of community-based programs, effective programs included adult drug courts, community programs focusing on drug treatment, cognitive-behavioral sex offender treatment, employment training and job assistance in the community.

Bogue, B., Campbell, N., Carey, M., Clawson, E., Faust, D., Florio, K., Joplin, L., Keiser, G., Wasson, B., Woodward, W. 2004. *Implementing Evidence-Based Practices in Community Corrections: The Principles of Effective Intervention*.

Description: Discusses the 8-principles of effective offender interventions for use within federal, state, local or private community corrections systems.

Bonta, J.; Wallace-Capretta, S.; Rooney, J. 2000. "A Quasi-Experimental Evaluation of an Intensive Rehabilitation Supervision Program." *Criminal Justice and Behavior*. 27(3):312-329.

²² See the following: Austin, J.; Quigley, P.; Cuvelier, S. 1989. "Evaluating the Impact of Ohio's Community Corrections Programs Public Safety and Costs." The National Council on Crime and Delinquency. Viewed January 7, 2008 at <http://www.nicc.org/Library/009277>; Latessa, E.; Travis, L.; Holsinger, A. 1997. "Evaluation of Ohio's Community Corrections Act Programs and Community Based Correctional Facilities." Division of Criminal Justice, University of Cincinnati. Viewed January 7, 2008 at http://www.uc.edu/criminaljustice/ProjectReports/Community_Corrections_Act.pdf; Latessa, E.; Travis, L.; Holsinger, A.; Hartman, J. 1998. "Evaluation of Ohio's Pilot Day Reporting Programs: Final Report." Division of Criminal Justice, University of Cincinnati. Viewed January 7, 2008 at http://www.uc.edu/criminaljustice/ProjectReports/Day_Reporting.pdf; Lowenkamp, C. and Latessa, E. 2002. "Evaluation of Ohio's Community Based Correctional Facilities and Halfway House Programs Final Report." Center for Criminal Justice Research, University of Cincinnati. Viewed January 7, 2008 at http://www.uc.edu/criminaljustice/ProjectReports/HH_CBCF_Report1.pdf; Pealer, J.; Latessa, E.; Winesburg, M. 2002. "Final Report: Monday Community Correctional Institution RSAT Outcome Evaluation." Division of Criminal Justice, University of Cincinnati. Viewed January 7, 2008 at http://www.uc.edu/criminaljustice/ProjectReports/MONDAY_RSAT_Report.pdf; Lowenkamp, C. and Latessa, E. 2005. "Evaluation of Ohio's CCA Funded Programs." Center for Criminal Justice Research, University of Cincinnati. Viewed January 7, 2008 at http://www.uc.edu/criminaljustice/ProjectReports/Final_CCA_Report.pdf.

Description: The authors evaluate a cognitive-behavioral treatment program delivered within the context of intensive community supervision via electronic monitoring (EM). Offenders receiving treatment while in an EM program were statistically matched to offenders who did not receive treatment. The results show the treatment is effective in reducing recidivism for higher-risk offenders and it reaffirms the importance of matching treatment intensity to offender risk.

Burrell, W. 2008. "Cognitive Behavioral Tactics: The Next Phase for Evidence-Based Practices." *Community Corrections Report*. 7(1): 19-22.

Description: The author provides a brief background of the events surrounding the evolution of the "what works" literature and discusses why it is necessary to speed up the implementation of evidence-based practices in the field of parole and probation supervision. Also addressed are challenges to delivering cognitive behavioral treatment and transforming supervision.

Dowden, C. and Andrews, D. 2004. "The Importance of Staff Practice in Delivering Effective Correctional Treatment; A Meta-Analytic Review of Core Correctional Practice." *International Journal of Offender Therapy and Comparative Criminology*.

Description: Beginning with a review of the five dimensions of effective practices for program providers, including effective use of authority, anti-criminal modeling and reinforcement, problem solving, use of community resources and the quality of the interpersonal relationship between staff and clients, the authors conduct a meta-analytic review of the correctional treatment literature to examine whether adherence to the five dimensions is associated with enhanced program effectiveness as evidenced by a reduction in recidivism.

Iowa Practice Improvement Collaborative. 2003. "Evidence-Based Practices: An Implementation Guide for Community-Based Substance Abuse Treatment Agencies." Iowa Consortium for Substance Abuse Research and Evaluation. Viewed January 15, 2008 at <http://nicic.org/Library/021133>.

Description: A handbook providing a framework for selecting practices or approaches having some degree of research evidence to meet agency needs. Provides a definition and review of the literature on evidence-based practices and suggests a set of criteria for evaluating treatment approaches.

Lowenkamp, C. and Latessa, E. 2005. "Increasing the Effectiveness of Correctional Programming Through the Risk Principle: Identifying Offenders for Residential Placement." *Criminology and Public Policy*. 4(2):263-290.

Description: Using data on 7,306 offenders placed in 1 of 53 community-based residential programs, the author examines the effectiveness of the program by controlling for the offenders' risk to reoffend. The findings indicate that the programs are effective in reducing recidivism for moderate- high-risk offenders; however, the programs have the opposite effect on low-risk offenders.

Lowenkamp, C.; Latessa, E.; Holsinger, A. 2006. "The Risk Principle in Action: What Have We Learned From 13,676 Offenders and 97 Correctional Programs?" *Crime and Delinquency*. 52:77-93.

Description: Using data from two independent studies of 97 correctional programs, the authors investigate how adherence to the risk principle affects recidivism. Overall, the research concludes that for residential and non-residential programs, adhering to the risk principle has a strong relationship with the program's ability to reduce recidivism.

Mackenzie, D. 2005. "The Importance of Using Scientific Evidence to Make Decisions about Correctional Programs." *Criminology and Public Policy*. 4(2):249-258.

Description: The author highlights two areas important to implementing evidence-based practices, including, examining the research to develop and implement programs with components of proven effectiveness and using an experimental design approach to evaluate the program.

Mackenzie, D. 2006. *What Works in Corrections: Reducing the Criminal Activities of Offenders and Delinquents*. Cambridge University Press: Massachusetts

Description: Assesses the relative effectiveness of rehabilitation programs (e.g., education, life skills, employment, cognitive behavioral), treatment for different types of offenders (e.g. sex offenders,

batterers, juveniles), management and treatment of drug-involved offenders (e.g., drug courts, therapeutic communities, outpatient drug treatment) and punishment, control and surveillance interventions (boot camps, intensive supervision, electronic monitoring).

Marion, N. 2002. *Community Corrections in Ohio: Cost Savings and Program Effectiveness*. Akron, OH. University of Akron. 17 pages. Viewed December 21, 2007 at http://www.policymattersohio.org/pdf/comm_corr_rep.pdf.

Description: *Community Corrections in Ohio*, a joint release with the national Justice Policy Institute, found that community corrections programs and community-based treatment in Ohio are significantly less costly than imprisonment. According to the Ohio Department of Rehabilitation and Corrections, total cost for prison is \$54.39 per day with an average stay of 7 months and an average total cost of \$11,422. By contrast, day reporting, intensive supervision and electronic monitoring can cost no more than \$1,600 per person over the course of treatment.

Sachwald, J. and Tesluk, P. 2005. "Leading Change in Community Corrections: Embracing Transformational Leadership" in *Topics in Community Corrections*. National Institute of Corrections. Pps 38-44. Viewed January 7, 2008 at <http://www.nicic.org/Library/period284>.

Description: The authors discuss the principles of effective transformation leadership identified in the organizational leadership literature and how to translate those principles into action in order to facilitate effectively changing practices and policies to reflect evidence-based practices.

Sung, H. and Belenko, S. 2006. "From Diversion Experiment to Policy Movement: A Case Study of Prosecutorial Innovation." *Journal of Contemporary Criminal Justice*. 22(3): 220-240.

Description: The authors present a case study of the New York based Drug Treatment Alternative-to-Prison (DTAP) program, a prosecutor led program that diverts repeat felony drug offenders from prison to residential treatment. The authors present a brief review of pre-1990 New York City prosecutorial innovations; and a detailed description of the DTAP program, including conceptualization and implementation strategies. Although an evaluation is not presented, the authors included a detailed listing of studies conducted on the program.

Taxman, F., Shepardson, E., Delano, J., Mitchell, S., Byrne, J., Gelb, A., Gornik, M. (eds). 2004. *Tools of the Trade: A Guide to Incorporating Science into Practice*. Viewed January 7, 2008 at <http://www.nicic.org/Library/O20095>.

Description: The authors provide a detailed, yet simple, guide defining and explaining how to apply the 7 key concept areas identified from evidence-based research findings to the practice of offender supervision. The 7 key concept areas include behavior and behavior change; assessment and case planning; communication; information; incentives; service and offender types.

White, T. 2005. *Re-Engineering Probation Towards Greater Public Safety: A Framework for Recidivism Reduction through Evidence-Based Practice*. Court Support Services Division, State of Connecticut, Judicial Branch. Viewed January 7, 2008 at <http://www.nicic.org/Library/O21046>.

Description: The author provides a framework for effectively implementing evidence-based practice in probation and community corrections. Topics discussed include: research on recidivism, identifying appropriate and effective treatment services, treatment models and approaches, principles of recidivism reduction, developing case management plans, and supervisor and management responsibilities.

Wilson, J., Davis, R. 2006. "Good Intentions Meet Hard Realities: An Evaluation of the Project Greenlight Reentry Program." *Criminology and Public Policy*. 5(2):303-338.

Description: Evaluation study of the Project Greenlight, a short-term, prison-based program, whose design is based upon the "what works" literature. Program components include job preparation training and counseling, substance abuse relapse prevention, practical and cognitive skills, family reunification and homelessness prevention. Overall, when recidivism rates of program completers are compared to non-participants and those participating in a similar but less ambitious program, Greenlight participants' recidivated at a significantly higher rate than the comparison group. Recidivism was measured as rearrest, reconviction or return to prison.

See the below articles for speculation regarding the unexpected findings from the study by Wilson and Davis:

Brown, B., Campbell, R., Wilson, J., Cheryachukin, Y., Davis, R., Dauphinee, J., Hope, R., Gehi, K. 2005. *Smoothing the Path from Prison to Home: A Roundtable Discussion on the Lessons of Project Greenlight*. Vera Institute of Justice. Viewed December 19, 2007 at <http://www.ncjrs.gov/pdffiles1/nij/grants/213714.pdf>.

Marlowe, D. 2006. "When 'What Works' Never Did: Dodging the 'Scarlet M' in Correctional Rehabilitation." *Criminology and Public Policy*. 5(2): 339-346.

Rhine, E., Parks, E., Mawhorr, T. 2006. "Implementation: The Bane of Effective Correctional Programs." *Criminology and Public Policy*. 5(2):347-358.

Wolf, Angela. 2006. *Reducing the Incarceration of Women: Community-Based Alternatives*. Special Report from the National Council on Crime and Delinquency. Viewed December 19, 2007 at <http://www.nicic.org/Library/021787>.

Description: Explores explanation for the increase in the number of women incarcerated in the California Department of Corrections and Rehabilitation and the benefits of sanctioning these women to a community-based alternative versus prison.

Zhang, S., Roberts, R., Callanan, V. 2006. "The Cost Benefits of Providing Community-Based Correctional Services: An Evaluation of a Statewide Parole Program in California." *Journal of Criminal Justice*. 34:341-350.

Description: In this study, the authors conduct a cost-benefit analysis on a California state-wide parole program in which data from service providers were consolidated with the state's prison and parole databases to assess whether the program is fiscally warranted. Overall, the findings show that the statewide services under the study group not only reduced the rate of re-incarcerations among participants, but also produced savings greater than investments made.