

Circles of Support and Accountability



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September 30, 2014

An Evaluation of the Circles of Support and Accountability Demonstration Project: Final Report

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“CoSA is an act of community-building. To miss that is to have missed what the ‘buzz’ is all about in CoSA” (Wilson, McWhinnie & Wilson, 2008, p. 30).

Acknowledgements

We would like to thank Jill Bench of the Church Council on Justice and Corrections, Steve Palmer of the Saskatchewan Justice Institute, Cameron McIntosh of the National Crime Prevention Centre, Andrew McWhinnie of Andrew McWhinnie Consulting, Maureen Donegan of the Vancouver/Fraser Valley CoSA, Eileen Henderson of the Mennonite Central Committee Ontario (MCCO) CoSAs, Jean-Jacques Goulet of Cercles de soutien et de responsabilité du Québec, and Dr. Robin Wilson of Wilson Psychological Services, Sarasota, Florida for giving their time over the last few years to this evaluation. These individuals provided invaluable assistance over the course of this evaluation in helping us understand their communities, and the broader context within which CoSA operates. We would also like to thank the core members, circle volunteers and all of the CoSA coordinators from across the country who shared their stories with us. Our hope is that they can see their experiences reflected in these pages.

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Executive Summary

Introduction

Circles of Support and Accountability (CoSA) is a national program based on restorative justice principles designed to assist high-risk sexual offenders enter the community at the end of their sentence. The majority of sex offenders are released to the community at the end of their sentences, often without a formal process of community supervision. CoSA has been created to address this shortfall by providing support and accountability to high-risk sex offenders who have been designated as high -risk to reoffend, as well as to those who seem most likely to fail due to a lack of prosocial skills necessary for successful transition into a community at the end of their sentences. The CoSA model, which originated in Canada, has since been replicated in numerous countries in Western and Eastern Europe, the United States and Australia and New Zealand.

Since its original inception in 1994 in Ontario, CoSA has grown into a viable community partner in 18 communities across Canada, 13 of which have actively participated in the National Demonstration Project under the umbrella organization of the Church Council on Justice and Corrections, as funded through a contribution agreement with the National Crime Prevention Centre for a five year period. The Demonstration Project funding has enabled CoSA to grow substantially over the past five years, increasing the number of sex offenders (called core members), volunteers and community partners across all regions in Canada.

Methodology

The national evaluation of the CoSA Demonstration Project was designed as a participatory approach involving key stakeholder groups, many of whom were actively involved throughout the project as members of an Evaluation Advisory Committee (EAC). All other site staff and relevant stakeholders were also involved in providing input and feedback throughout the process. The evaluation design was based on a mixed method model intended to measure both process- and outcome-level data, to determine the effectiveness of CoSA, and to identify factors that have hindered and/or supported its successful implementation across different settings. Process-level questions were designed to test the construct validity of the program theory, unravel what is happening in CoSA, by focusing on the details of the program, participant experiences, and major patterns and implementation issues across program sites. Process questions focus on how outcomes are produced. Outcome-level questions, on the other hand, focus on whether CoSA made a difference and assess expected and unexpected results across sites. The evaluation model has been further strengthened with case studies of three sites in British Columbia, Saskatchewan and Ontario, all of which have helped to enhance our understanding of local context and of individual experiences within the program.

The final evaluation is based on multiple lines of evidence collected from January 2013-July 2014, which include a) program documentation (site records, monthly and quarterly indicator reports, program files, training materials, and extant literature); b) site profiles; c) STABLE

2007; d) circle volunteer and community service provider surveys; e) interviews with site coordinators, circle volunteers, core members, regional chaplains; f) circle volunteer journals; f) recidivism data (i.e. site records on condition breaches, sexual offending and non-sexual offending), and case studies.

Evaluation Questions

Process Questions

- P-1** What is the program theory underlying CoSA? How do activities, outputs and outcomes inter-relate? Is the program theory consistent across program sites (program fidelity)? What are some notable differences across sites (e.g. balance between support and accountability)?
- P-2** To what extent did the project reach its target population (CMs)? Why or why not? What changes must be made to reach the intended clientele more effectively?
- P-3** How were project activities implemented across sites? What worked well? What challenges and barriers have emerged as the program has been implemented? How is program fidelity measured across sites?
- P-4** How effective are CoSA's local governance structures (i.e. Advisory Panel, Steering Committee, Board of Directors) in supporting program planning, implementation and reporting?
- P-5** What resources (human, financial and material) are available to CoSA initiatives? Are resources adequate to sustain current project commitments? To further expand participation in CoSA (volunteers and core members)?
- P-6** How have connections with community services been initiated? How have these connections supported the work of CoSA sites?
- P-7** What strategies are used to recruit and retain circle volunteers? What worked well? What challenges/barriers were identified?
- P-8** To what extent was volunteer training adequate for the intervention?
- P-9** What do core members and circle volunteers do in circles? What is working well (successes) and not working well?

Outcome Questions

- O-10** To what extent are program outcomes being attained? Were there any unintended outcomes experienced?
- O-11** To what extent were micro-level outcomes being attained? What are the effects of the program on participants? Were there any unintended micro-level outcomes experienced?
- O-12** What were the macro-level changes in recidivism and risk?
- O-13** What is the cost effectiveness and cost benefit of the CoSA?

Process Findings

Process-related questions are designed to test the validity of the program theory, unravel what is happening in CoSA, focus on the details of the program, participant experiences, and look at major patterns and implementation issues across program sites.

Site-Specific Findings

Extensive development of site governance structures. Despite differences in governance models, we note overall that the governance structure of CoSA distinguishes it as a unique community and volunteer-based organization designed to address the various integration challenges associated with bringing sex offenders back into the community. Overall, the Demonstration Project has enabled the extensive development and expansion of governance structures for managing all CoSA sites.

Implementation challenges. Evaluation findings indicate that sites experienced a number of challenges related to project implementation: a) sites in large geographic areas experienced challenges coordinating community services for core members across large geographic boundaries, administering the site and maintaining clear communication among all stakeholders; b) volunteer retention was also identified as a challenge by some sites, particularly given the magnitude of the time and emotional commitment involved for circle volunteers. Some sites also noted retention issues with the lack of circles available for trained volunteers; c) other sites noted challenges with adapting core member recruitment standards to fit with what sites have identified as ‘NCPC criteria’ and identifying motivated core members; d) others noted challenges with designing and adapting training materials specific to the diversity of volunteer information needs; e) some sites noted challenges involved in working with LTSO core members and potential negative effects on circle morale if they breach; f) all sites noted the different re-entry needs and associated challenges with LTSO and WED core members.

Ongoing contact with community services. CoSA sites use a two-pronged approach to initiate and maintain contacts with community services. On the one hand, sites ensure that steering committees are representative of the community as a way to ensure sustained contact with relevant services providers. Site coordinators also actively engage and network with the community and with community service providers on an ongoing basis.

Recruitment practices (core member). To identify and recruit core members, CoSA sites have worked actively at building relationships with federal, provincial and local institutions, and with building relationships with core members while they are still incarcerated. Findings indicate that half of core members are contacted before their release, with sites working with core members for approximately 10.7 months prior to their release dates. The majority of core members are recruited through relationships built with prison personnel and Chaplains, through halfway house contacts, and with parole and probation officers.

Recruitment strategies (circle volunteers). Recruitment strategies are considered a key part of all outreach activities. Sites use a combination of formal recruitment strategies (job fairs, universities) and informal strategies (community and faith-based connections, word of mouth). In terms of recruitment, we note that circle volunteers are motivated to get involved in CoSA in large part by their social principles and belief in restorative justice. In terms of retention, circle volunteers describe fulfilling relationships that over time develop characteristics of reciprocity and a level of emotional investment and depth of caring (Weaver, 2013).

The proportion of circle volunteers to core members is consistent over time. The average number of volunteers/core members (3-5 volunteers/circle) is reflective of the literature on the number of circle volunteers required for an effective circle (Bates et al. (2012); Wilson et al. (2007). Despite this finding, volunteer recruitment is nonetheless highlighted as an ongoing challenge across a number of project sites. Sites experiencing volunteer recruitment challenges occasionally have a waiting list of core members; however, this is not in any way a constant situation as the ratio of available volunteers to core members changes on a regular basis.

Volunteer training. Although all sites provide training to volunteers, the specific approach taken varies across sites. Some sites provide an initial eight hours of training, whereas others provide over 16 to 20 hours. There are essentially two types of training offered: formal training that consists of basic and ongoing training, and informal training, which consists of on-the-job training.

Although site staff and circle volunteers note the importance of providing formal training to volunteers, the majority believe that the most important training is of an informal nature, occurring on-the-job, and facilitated by the participation of site staff in a circle and among circle volunteers (with a mix of new and more experienced volunteers). As one of the site coordinators observed, “The composition of the circle where more experienced are paired with less experienced volunteers, really provides new recruits with the confidence and learning that they need to be active circle volunteers.”

Circle Findings

Evolution of a circle. While the essential circle structure and definition is consistent across sites, we note that the evolution of circles differs from circle to circle, as well as across sites. Overall, circles are composed of three to five circle volunteers, with initial meetings occurring once/week, generally becoming less frequent over time. Meetings can occur as part of a formal circle or informally, or through involvement in outside recreational activities.

The average time core members spend in CoSA is approximately 36 months (min=0 months, max=186 months, st. deviation=37.0 months). Although circles change over time as the core member becomes more accustomed to being out in society, for many the circle never comes to an end, as the friendship and support provided remains one of the key resources available for core members.

In the initial stages, the circle is very focused on helping the core member adjust to the more practical issues related to life outside of prison (e.g. managing the conditions of 810 orders and LTSOs, finding housing, accessing food banks, obtaining employment, drivers’ licenses, etc.). As the circle members become more familiar with one another, they can begin to address more complex issues (e.g. triggers for re-offending, danger of breaching, self-harm, family issues, self-pity, frustration and anger).

CoSA plays an essential role in providing primary support for integration to core members outside of more formalized support structures, a fact that seems to motivate core member commitment and continued involvement in CoSA. Both service providers and circle volunteers

note that CoSA fills a gap between prison life and life after incarceration, what amounts to a valuable support service that is seen as standing outside the ‘system’, what one circle volunteer described as an intermediary role between legal/correctional services and integrating into society.

Friendship as key to success. The relationship between the core member and circle volunteers is essential to the success of CoSA (Wilson, et al, 2009). For many of the core members we interviewed, the circle not only provides the support that they require to adjust to life outside prison, it also represents friendship in what is otherwise a very lonely and solitary existence. What starts off as an “intentional friendship” (Wilson & McWhinnie, 2013, 2014) over time deepens to what for many circle volunteers and core members describe as a real friendship, a fact that may help explain the endurance of the relationship long after the circle has officially closed.

The balance of support and accountability. Interviews with circle volunteers further indicate that the balance between support and accountability depends on the needs of the core members, their experiences, and what they encounter in terms of their release conditions. We also note that at some CoSA sites, the balance between support and accountability evolves and shifts over time. Whereas initial circle conversations are more formal and related to accountability, as the circle progresses the conversation becomes more casual, depending upon the core member, the length of time in the circle, comfort levels and level of trust.

Outcome Findings

Outcome-related questions focus on whether CoSA has made a difference in terms of outcomes and what the expected and unexpected results are across sites. The delineation of outcomes at the micro and macro levels is intended to help us capture a progression from immediate outcomes to those at a more macro level (e.g. in terms of recidivism and risk reductions; no more victims).

Program-Level Outcomes

The use of demonstration project funding. NCPC funding, as noted through interviews with site coordinators and case studies, has enabled CoSA sites to expand their projects significantly, increasing the number of core members and circle volunteers, and develop extensive program infrastructures, establishing office and staff protocols, training materials, active boards of directors, active steering committees, and relationships with a broad range of community service providers and police/probation officers. However, while NCPC funding has enabled sites to achieve specific program outcomes in terms of the retention rates of circle volunteers, a sustainable ratio of circle volunteers to core members, and established institutional connections and support, it has not led to the identification of sustainable funding sources across project sites.

Community networks. Our findings indicate that NCPC funding has enabled sites to establish strong community and institutional connections and support over the period of the demonstration project. The establishment of partnerships supports the work of CoSA in terms of core member recruitment, circle volunteer recruitment, training, steering committee decision making and site governance, and with building linkages and awareness within the broader community.

Micro-Level (Core Member) Outcomes

For many core members, the transition from life in prison to life out in the community is challenging. CoSA provides many core members with the support (friendship, encouragement, motivation) and basic needs (food, shelter and health) that they require for life outside prison. Interviews with core members suggest that their experience in the circle is very reflective of how long they have spent in the prison system. The longer they have been incarcerated, the more institutionalized they will likely be, and hence the more reliant on their circle volunteers for helping them transition to life outside of prison.

Many core members also share similar challenges. Amongst the most common are loneliness and isolation, lack of employment, ongoing issues with drugs and alcohol, chronic health issues, lack of community acceptance, lack of confidence, and living within the confines of their release conditions. Circles help address these issues by providing support, friendship, encouragement, the opportunity to reflect and vent, different points of view, and connections to community and health services.

Our findings further illustrate that changes in a core member's behaviour takes time and sustained effort, as well as significant community resources. At the same time, our findings confirm that despite all of the support and accountability provided in circles, there nonetheless remain limitations to integration. For example, housing, employment, and mental health concerns often pose on-going challenges for many core members. The fact that circle volunteers continue to provide friendship and support long after a formal circle has closed, may be an indication that the core member still has ongoing needs that are not being met outside CoSA.

Macro-Level (Recidivism, Risk and Integration) Outcomes

Recidivism. This analysis is based on data collected from CoSA sites regarding whether or not core members had been charged or convicted of a reoffence (sexual or non-sexual), and/or breached conditions during their time in CoSA. Further background information on release date, release status, victim target population, whether or not the core member was a repeat offender, circle start and end date, and number of months incarcerated after breach/reoffense were collected. More precisely, the rates computed here can be described as "time-in-CoSA" recidivism rates.

The primary limitation of this line of evidence is that the data is site-reported and therefore only includes recidivistic events occurring during the core members' time in CoSA. It is therefore an underestimation of true recidivism rates, which was beyond the scope of this evaluation since official records such as CPIC and OMS take over a year to update, and the five-year period of the Demonstration Project is not long enough to perform an actual recidivism analysis.

The site-reported data on sexual reoffending incidents were used to conduct a survival analysis to determine the rates of recidivism while core members were involved in a CoSA: 2.0% over three years; 5.6% over five years; and 9.5% over ten years. To determine the percent reduction in sexual offending (i.e., CoSA vs. Non-CoSA), these CoSA recidivism rates were then compared

to the following normative baseline rates, which were obtained from longitudinal follow-up studies on sex offenders released into the community (Hanson, Harris, Helmus & Thornton, 2014; Wilson, Cortoni & McWhinnie, 2009): 27.78% over three years; 22% over five years; and 28.8% over 10 years. Therefore, during the period in which core members are involved in a CoSA, the relative reduction in sexual offending is 92.8% over three years, 74.5% over five years, and 67.0% over ten years. It is also important to note that core members who entered a CoSA prior to the Demonstration Project were included in this analysis in order to calculate the five and ten year rates.

Stable 2007. This evaluation also used the STABLE 2007 assessment to a) enable sites to address the key risk domains in a standardized and systematic way and, b) to assess whether risk decreased over time. Although this evaluation did not identify any significant reduction in STABLE scores during this time, there was a near-significant (1.30 ($p=0.0538$)) reduction in scores in LTSO core members between the initial and final assessment. Nonetheless, sites noted the impact of the process of completing the STABLE 2007 assessment:

- It created an appreciation for the consistency the tool provided in examining where core members are at six-month intervals.
- It generated a useful picture of how core members are doing.
- It provided some questions that will be routinely used to help the circle gain a better understanding of the core member.

Thus, while we are unable to use the findings from the STABLE to draw many conclusion in this evaluation, we nonetheless note one of the consequences of participating in the evaluation (e.g., completing the STABLE assessments) illustrates an example of “process use” (Patton, 2008), whereby participants, through engagement in the evaluation, learn from the evaluation process itself. In this case, Sites have instituted an empirically-based risk assessment focusing on criminogenic needs known to be associated with sexual reoffending, allowing them to take steps if and when they observe changes indicating an elevation in risk to ameliorate that risk.

Success. A secondary macro-level change is the extent to which core members successfully integrate or become part of a community as a result of their participation in CoSA. An important finding in this evaluation is that overall success cannot be determined or judged based on the number of core members who “graduate” out of a circle. For many core members, CoSA has provided them with the support and friendship required to enable them to live independently (to varying degrees) and within what is essentially an intentional community, a CoSA community.

Economic Analysis

A cost-effective and cost-benefit analysis was conducted as part of the evaluation in order to give a sense of the economic efficiency of CoSA. In a time of fiscal constraint, it is important to understand how much money needs to be spent on a program in order to achieve the desired outcome (cost-effectiveness), and whether or not the program yields savings to society through the crimes prevented (cost-benefit).

Since accurate program expenditure records could only be obtained for the period between May 2008 and September 2014, it was necessary to calculate another five-year recidivism rate to match this period. Essentially, only core members who started a CoSA between May 2008 and May 2014 were included in this analysis. The five-year CoSA recidivism rate for this analysis is 10.1%. This rate was then compared with the most recent (and predominantly Canadian) recidivism study: *High-Risk Sex Offenders May not be High Risk Forever*, by Hanson, Harris, Helmus & Thornton (2014) to determine the number of recidivistic events that could potentially be prevented had the high-risk offenders in the Hanson et al. (2014) study been in a CoSA. Hanson et al. (2014) found the recidivism rate for high-risk offenders (n=1,992) after five years to be 22.0%. Knowing these two rates, the number of potential recidivistic events prevented was calculated to be 240.43. Furthermore, the program expenditures between May 2008 and September 2014 were \$12,696,517.45.

With this data, the cost-effectiveness ratio of CoSA was calculated to be \$52,806.60. That is, for CoSA to prevent one recidivistic event within five years the cost is \$52,806.60. This analysis was further extended by calculating the cost-benefit ratio of CoSA. This was determined using the most recent estimate of the cost of a rape/sexual assault crime from McHollister, French & Fang (2010) of \$240,776.00. Therefore, every dollar invested in CoSA to prevent one recidivistic event within five years is worth \$4.60 in savings to society (in terms of the tangible and intangible costs of a rape/sexual assault crime).

Conclusions

The following conclusions are derived through the integration, synthesis and triangulation across evidence derived from the findings as they relate to each of the evaluation's specific questions.

- In this evaluation we found that CoSA likely adds to the reduction in the number of recidivistic events among core members while they remain involved in CoSA.
- Although we found that CoSA has a positive effect on recidivism insofar as it would appear to reduce the rate of recidivism among its core members, the extent to which core members are integrated with society remains unclear. This is an area that requires further definition and research. For instance, what do we mean by the phrase, "integrated with society"? Is it a valid criterion? We found integration to be related to length of incarceration, past familial and childhood history, level of mental functioning, level of risk, and ultimately an individual's social capital.
- What CoSA does really well, is to help core members transition from incarceration to living within a community, helping to meet their basic physical, emotional, and social needs, providing role modeling of healthy, prosocial behaviors, and ultimately building social capital. Based on principles of a general personality and social psychology of criminal conduct, and social network theory, we can make clear connections between initial influencing variables (where the core member comes from, etc.), the structure and characteristics that define the circle, the circle dynamics themselves, leading to specified outcomes, which also include varying levels of integration for core members. Thus, it seems the concept of 'integration' itself must be considered along a continuum, from full integration

to partial or little integration, and what reasonable expectations for high-risk sexual offenders might look like. It is precisely this point that needs further study.

- The cost-effectiveness ratio of CoSA is \$52,806.00. This is the amount of money that needs to be spent on a single circle over five years for CoSA to achieve the project results; more precisely, the average expenditure per unit outcome. The cost-benefit ratio of CoSA is \$4.60. This is an extension of the cost-effectiveness ratio and goes further to indicate that every dollar invested in CoSA to prevent a recidivistic event is worth \$4.60 in savings to society in terms of justice system costs, medical costs, loss of productivity, and pain and suffering.
- The Demonstration Project provides evidence that additional resources will ensure project growth in terms of project infrastructure, increased number of core members and circle volunteers, and stronger and broader connections with community service providers. It must be noted that the Demonstration Project funding has apparently not yet succeeded in establishing the long term sustainability of CoSAs across the country, and as such, many sites have had to scale back much of the progress they have made over the last five years.

The challenge of ensuring funding for a highly stigmatized population (i.e., sexual offenders) will continue to be a challenging prospect in terms of finding a balance between providing additional resources to allow CoSA to grow, and of addressing the real challenges of restorative justice through broadening community understanding and awareness.

- CoSA works because of the relationships established in the circles. Core members come out of prison with no family, friends, or support in society; many of them are institutionalized after having spent many years in prison; many have a history of sexual abuse and deprived upbringings. CoSA works in large part because, for many core members, this is the first time in their lives that they are engaging in healthy relationships with people who genuinely care about their well-being (and who aren't being paid to spend time with them). And so, it is the relationship itself, as well as its volunteer nature that is fundamental to CoSA's success.
- CoSA's circle volunteers are highly committed, compassionate advocates for the work that they do in circle with core members, and highly committed to restorative justice principles. As such, circle volunteers are ultimately CoSA's greatest asset.

Recommendations

The following recommendations were provided by EAC members, the majority of whom participated in a final telephone conference call in September 2014.

- Most of the quantitative data included in this evaluation came directly from individual CoSA sites, a fact that impacted its overall use and reliability. To ensure that future evaluations have the data required to evaluate recidivism rates and conduct a long-term recidivism study with official records (CPIC, OMS data), an arrangement between interested/governing agencies needs to be negotiated as soon as possible to ensure that this data is collected and maintained centrally.

- Future evaluations should ensure equal focus on French and Atlantic regions. This was lacking in this evaluation as the CSRQ case study was not completed. Furthermore, at the start of the evaluation it was deemed necessary to choose only large sites for case studies; however, in hindsight, it would have been equally enlightening to study a small or new site. Future evaluations should include a greater cross-section of sites, including those that are less developed or just getting underway.
- STABLE: This evaluation only used the STABLE 2007 assessment to better understand changes over time on clinically relevant factors associated with sexual offending behavior. We note that the STABLE 2007 can also be used to guide the circle and respond to an individual's criminogenic needs. Although we did note that this was beginning to happen in some sites, this finding was not captured formally within the context of this evaluation. We recommend that future evaluations further study the potential impact the STABLE 2007 has on circle functioning. At the same time, we would recommend that everyone involved in collecting STABLE data on core members receive the same level of training and ensure training is provided on an ongoing (as needed) basis.
- This evaluation just touched on the concept of 'integration'. We recommend that future evaluations further define and measure the extent to which core members integrate in a) the CoSA community and b) the community in general, perhaps using social network theory as a point of departure.
- Given the challenges we experienced in collecting accurate and comprehensive data from individual sites, we would recommend that in future, sites devote more time to record keeping to ensure that future evaluations will have the data required for the evaluation.

List of Key Acronyms and Definitions

810	The 810	This allows the court to restrict a person's movements and behaviour when there are reasonable grounds to fear that a person will commit a sex offence against someone under the age of 14. The 810.2 order focuses on violent offenders, including sex offenders. These orders can be made for a maximum of two years. Conditions can be attached to these orders and a breach of an 810 order constitutes an offence.
CCJC	Church Council on Justice and Corrections	A national faith-based coalition of churches, which promotes community responsibility for justice with an emphasis on addressing the needs of victims and offenders, mutual respect, healing, individual accountability, and crime prevention.
CM	Core Member	The primary person for whom the circle has been formed. The core member is the ex-offender.
CV	Circle Volunteer	These volunteers are people from the community who have given their time to provide friendship, emotional support, and accountability to the core member.
LTSO	Long Term Supervision Order	This designation is given to individuals convicted of a "serious personal injury offence" who, on the evidence, are likely to re-offend. Offenders who can be managed through a regular sentence, along with a specific period of federal supervision in the community, can be designated a long term offender, which can result in a term of supervision of up to 10 years after an offender's release.
NCPC	National Crime Prevention Centre	Public Safety Canada's National Crime Prevention Centre provides national leadership on effective and cost-effective ways to prevent and reduce crime by intervening on the risk factors before crime happens.
WED	Warrant Expiry Date	This is the date on which a sentence imposed by the sentencing judge ends. This is the last day that the Correctional Service of Canada has jurisdiction over an offender.

Introduction

Background

In August of 2012, the lead evaluator was contacted by the Saskatchewan Justice Institute, University of Regina, to provide input on the evaluation plan that their institute was contracted to complete for the Circles of Support and Accountability (CoSA) national demonstration project. The lead evaluator ultimately took over the work on the evaluation plan (Chouinard, 2012), which was completed in November 2012 for the Church Council on Justice and Corrections (CCJC). The following evaluation of CoSA, with some modifications, is based on the original evaluation plan submitted in November 2012 and covers the period from December 2012 to July 2014.

Circles of Support and Accountability (CoSA) is a national demonstration project based on restorative justice principles designed to assist high-risk sexual offenders enter the community at the end of their sentence. The majority of sexual offenders, after completion of their sentences, are released to the community, some without a formal process of community supervision. CoSA was created to provide support and accountability to high-risk sex offenders who have been designated as a high risk to reoffend, as well as those who seem most likely to fail due to a lack of prosocial support and skills needed to facilitate their integration into the community at the end of their sentence. Many of these sexual offenders have a long history of offending, have failed in treatment, have displayed intractable antisocial values and attitudes, and are likely to be held until their warrant expiry date (WED) because of high levels of risk and criminogenic need. Ironically, it is precisely these sexual offenders who are most in need of community supervision and professional attention who are released without support (Wilson, McWhinnie, Picheca, Prinzo & Cortoni, 2007). Therefore, upon release, these offenders face significant challenges. The goal of CoSA is thus to “promote successful integration of released men with communities by providing support, advocacy, and a way to be meaningfully accountable in exchange for living *safely*.” (CSC, 2002). As Hannem (2011) explains, “the role of CoSA in the lives of core members and in communities is complex and multifaceted. In a society that demands accountability and harsh consequences for crime, CoSA’s restorative response to the ‘worst of the worst’ is exceptional (p. 278).”

CoSA was originally conceived in 1994 as an *ad hoc* response by a Mennonite pastor in Ontario after a low functioning, high-risk, repeat child sexual abuser was released to the community after completing his sentence in a federal penitentiary. According to Wilson, Picheca & Prinzo (2005), the community response to his release was immediate: picketing, calls for political intervention, media attention, and 24-hour police surveillance. In response to the offender’s need for assistance, the pastor gathered a group of congregants to offer the offender both humane support and a realistic accountability framework. After a similar intervention with another offender in a neighbouring community a few months later, with assistance from the Mennonite Central Committee of Ontario (MCCO), the Correctional Service of Canada (CSC) sponsored a pilot project called the Community Reintegration Project to explore whether this approach to community reintegration could be operationalized and more broadly implemented, ultimately leading to the birth of Circles of Support and Accountability (see Silverman & Wilson, 2002; Wilson, Huculak & McWhinnie, 2002).

While CoSA was born in response to unique circumstances, it has also acted as a template for similar initiatives in the United Kingdom (Nellis, 2009; Wilson, Bates & Vollm, 2010), Europe (Dreidger, 2011; Hoing, 2011), and in several jurisdictions in the United States (e.g. Duwe, 2012). Other countries, such as Ireland, New Zealand, The Netherlands, France, Italy, and Spain are evaluating whether CoSA is able to reduce the risk of recidivism among sexual offenders returning to their respective communities (see Clark, 2011; Richards, 2011). As Wilson et al., (2007) explain, “what started out as an *ad hoc* response to a difficult situation has become something of an international *cause célèbre* in the toolbox of innovative community options for managing sexual offender risk (p. 7).”

While CoSA is based on restorative justice principles¹, the strength of the model is based on its volunteers (Wilson, McWhinnie & Wilson, 2008), as each circle involves the participation of three to five volunteers who in turn provide support for the ex-offender (referred to as a Core member)² in his/her transition to the community. All volunteers are trained to ensure that they understand the roles and responsibilities associated with assisting and holding accountable high-risk sexual offenders in the community (Wilson et al., 2005). In addition to this inner circle (consisting of volunteers and a Core member), there is also an outer circle of supportive community-based professionals that include psychologists, law enforcement officers, correctional officials, Aboriginal organizations, Business Associations, religious and non-faith-based agencies, and social service workers, who support the work of the inner circle. These two circles, understood as an inner circle and an outer circle, are co-ordinated in their activities by a local CoSA Coordinator.

Since the first CoSA project was established in 1994, there have been two formal evaluations of CoSA in Canada, in 2005 and 2007 respectively, both of which focused upon the impact of CoSA on recidivism rates among sexual offenders, as well as impacts on volunteers and community members at large.. Results of both evaluations (Wilson et al., 2005; Wilson et al., 2009) showed a significant reduction (70% and 83%) in rates of sexual reoffending among Core members, as compared to that of matched comparison counterparts who were not involved in CoSA. Results of these two evaluations were further corroborated in the interim results of CoSA UK showing marked reductions in reoffending through participation in CoSA projects (Bates, Williams, Wilson & Wilson, 2013)). In addition, a recent evaluation of a CoSA randomized trial in Minnesota confirmed a causal impact of the program on recidivism showing no re-arrests for sexual offending in the treatment group (Duwe, 2012).

Program Description

¹ Restorative Principles in this context are understood as collaboration, dialogue, reparation, rehabilitation, participation, respect, reciprocity, responsibility, empathy, consensus-building, healing, empowerment, transformation, and hope (Wilson, Huculak & McWhinnie, 2002).

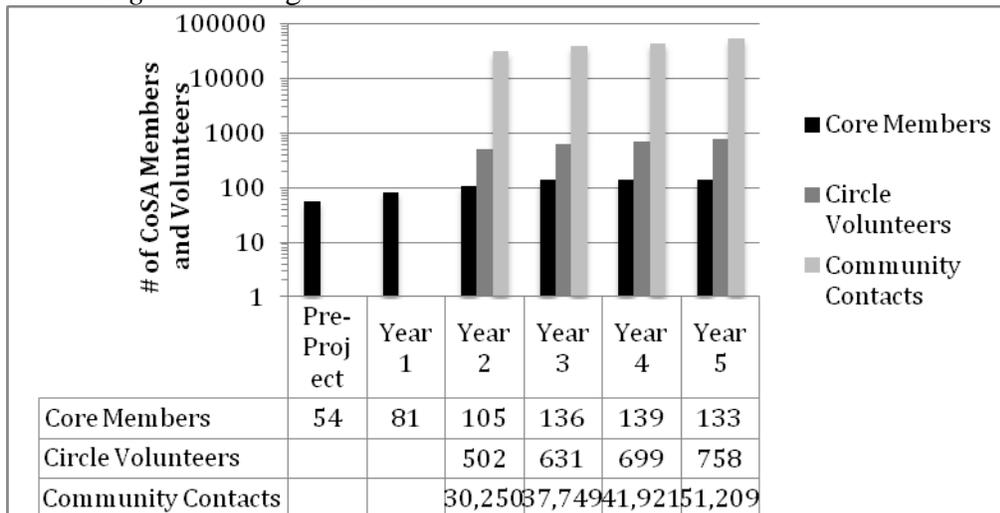
² Core Members are federally-sentenced sex offenders who have been detained (i.e., CCRA, II, 129[1ff]0, and who have been released to the community at the end of their sentences (i.e., Warrant Expiry Date, or WED; CCRA, II, 130[3]) and those sex offenders who have reached the end of their sentences at WED, yet have by way of court order under s. 753.1 of the Criminal Code of Canada, been required to be supervised in the community as a result of a Long Term Supervision Order (LTSO). Core members are usually adult males; no young offenders are part of the national demonstration project.

Since its original inception in 1994, CoSA has grown into a viable community partner in 18 communities across Canada. Of these 18 sites, 13 are participating in a National Demonstration Project under the umbrella organization of the Church Council on Justice and Corrections³ (CCJC), funded through a contribution agreement with the National Crime Prevention Centre (NCPC). The budget, totaling approximately 7.4 million dollars, covers the period from October 1, 2009 to December 31, 2014. These funds complement existing funding from different community partners, whose combined contribution was \$4,192,742.45 during the five-year period of the project.

The CoSA projects participating in the national demonstrations are located in eight provinces across Canada: British Columbia, Alberta, Saskatchewan, Manitoba, Ontario, Québec, New Brunswick and Nova Scotia. Whereas all CoSA sites have somewhat distinct policies or procedures, and articulate slightly different philosophies about the nature of their services (Rugge & Gutierrez, 2010), all share a set of basic principles and values, with the common goal of protecting the community while assisting sexual offenders in entering society. All participating sites further agreed to follow the parameters of the demonstration project and evaluation in exchange for secured funding over the five-year period.

As Figure 1 shows, the Demonstration Project funding has enabled CoSA to reach optimum operational capacity over the past five years. Through data collected in the evaluation and quarterly indicator reports completed throughout the project, Figure 1 shows how the numbers of core members, circle volunteers, and community partners has grown from pre-project (before October 2009), through to May 2014 (halfway through the fifth year of the Demonstration Project).

Figure 1. Site growth



Evaluation Purpose

³ See <https://www.canadahelps.org/en/charities/the-church-council-on-justice-and-corrections/>

The national evaluation of the CoSA Demonstration Project was designed as a participatory evaluation using a mixed method approach to measure both outcome- and process-level questions. While there have been two previous evaluations of CoSA (at the national level) within Canada, both were based on quasi-experimental designs intended to capture, among other things, recidivism rates among sex offenders. What sets this evaluation apart is the adoption of a participatory approach, where evaluators work in partnership with program stakeholders to produce evaluative knowledge, build evaluation capacity, enhance organizational learning and understanding of context, and enhance understanding and use of evaluation findings (Cousins and Chouinard, 2012). Additionally, this evaluation has been designed as a mixed method approach to determine the effectiveness of CoSA and identify factors that have hindered and/or supported its successful implementation across different settings. A case study approach (at both the site and core member levels) further enhances understanding of context and of individual experiences within the program.

Uses and Users of the Evaluation

The primary intended uses of the evaluation include instrumental uses, where evaluation results could directly influence the implementation of CoSA; conceptual uses, where results might indirectly influence CoSA through learning; and process uses, where participation in the evaluation might lead to organizational and individual learning outcomes (Cousins, 2003; Cousins & Chouinard, 2012).

In an effort to facilitate and increase the likelihood of evaluation use and impact, as well as increase the potential for learning, a participatory process was used to engage relevant stakeholders throughout the evaluation process (Cousins, 2003; Cousins & Chouinard, 2012; Cousins & Earl, 1992). As noted in the *Final Evaluation Plan: Circles of Support and Accountability* (Chouinard, 2012), a participatory evaluation, where evaluators work in partnership with stakeholders to produce evaluation knowledge, can help build evaluation capacity, enhance organizational learning and understanding of context, address professional development requirements and enhance understanding and use of evaluation findings (Cousins & Chouinard, 2012).

The primary intended users of the evaluation make diverse groups, each with its own specific information needs. Examples would be NCPC, CSC, CPS, and the Treasury Board Secretariat of Canada at the federal level, local CoSA sites, and the research community at both national and international levels.

Evaluation Questions

The evaluation questions are balanced between process-focused questions and outcome-focused questions. Process questions are designed to test the construct validity of the program theory, unravel what is happening in CoSA, and focus on the details of the program, participant experiences, and major patterns and implementation issues across program sites. Process questions essentially focus on *how* outcomes are produced. Outcome questions, on the other hand, focus on whether CoSA made a difference and assess expected and unexpected results across sites.

Process Questions

P-1 What is the program theory underlying CoSA? How do activities, outputs and outcomes interrelate? Is the program theory consistent across program sites (program fidelity)? What are some notable differences across sites (e.g. balance between support and accountability)?

P-2 To what extent did the project reach its target population (CMs)? Why or why not? What changes must be made to reach the intended clientele more effectively?

P-3 How were project activities implemented across sites? What worked well? What challenges and barriers have emerged as the program has been implemented? How is program fidelity measured across sites?

P-4 How effective are CoSA's local governance structures (i.e. Advisory Panel, Steering Committee, and Board of Directors) in supporting program planning, implementation and reporting?

P-5 What resources (human, financial and material) are available to CoSA initiatives? Are resources adequate to sustain current project commitments? To further expand participation in CoSA (volunteers and core members)?

P-6 How have connections with community services been initiated? How have these connections supported the work of CoSA sites?

P-7 What strategies are used to recruit and retain circle volunteers? What worked well? What challenges/barriers were identified?

P-8 To what extent was volunteer training adequate for the intervention?

P-9 What do core members and circle volunteers do in circles? What is working well (successes) and not working well?

Outcome Questions

O-10 To what extent are program outcomes being attained? Were there any unintended outcomes experienced?

O-11 To what extent were micro-level outcomes being attained? What are the effects of the program on participants? Were there any unintended micro-level outcomes experienced?

O-12 What were the macro-level changes in recidivism and risk?

O-13 What is the cost effectiveness and cost benefit of the CoSA?

Methods

Evaluation Approach

As a national program with 13 participating sites across the country and a multiple and diverse group of stakeholders, the approach selected for this evaluation was based on participatory principles as a way to involve relevant stakeholders proactively in the evaluation process. To facilitate this approach, the existing Evaluation Advisory Committee (EAC) was expanded to include four CoSA site coordinators, as well as stakeholders from other areas. While the EAC was not responsible for actually implementing the evaluation project, it played an important role at the start of the evaluation in determining the focus of the evaluation, in negotiating participation, as well as in providing ongoing input and feedback on data collection, analysis, and dissemination of evaluation findings.

The four site coordinators on the EAC were actively involved in assisting evaluators in many aspects and phases of the evaluation, such as identifying interview participants (core members, circle volunteers), collecting relevant, detailed program material and information on core members, and contextualizing and understanding findings.

The participatory approach was further modified to include all site staff and other relevant stakeholders who attended CoSA Gatherings in 2013 and 2014, where they were all actively involved in providing input and feedback, essentially validating preliminary evaluation findings.

Evaluation Design

This evaluation used a mixed method design with embedded case studies in order to capture both process and outcome data involving core members, circle volunteers, and site functioning from 13 Demonstration Project sites: Vancouver/Fraser Valley, Calgary, South Saskatchewan, Winnipeg, South Western Ontario, Peterborough, Kingston, Ottawa, MSCM Montreal, CSRQ Montreal, CJPM Montreal, Moncton, and Halifax.

Multiple lines of evidence were collected through a) program documentation (site records, monthly and quarterly indicator reports, program files, training materials, and extant literature), b) site profiles, c) STABLE 2007, d) circle volunteer and community service provider surveys, e) interviews with site coordinators, circle volunteers, core members, and regional chaplains, f) circle volunteer journals, f) estimates of recidivism data (i.e. site records on condition breaches, sexual offending and non-sexual offending), g) embedded case studies (both site and core member). All surveys and interview guides are provided in Appendix D.

Sample Selection

All of the people who participated in this evaluation were selected because of their involvement in CoSA.

Interviewee selection. All site staff were interviewed and two out of five Regional Chaplains were interviewed based on a convenience sample. The sample of core members and circle volunteers was selected randomly; however, if participation was declined, usually for reasons of convenience, then another participant was selected until the sampling quota was filled.

Site case study selection. Originally, four case studies were selected. It was determined by the EAC that case studies should:

- 1) represent a good cross-section of the Canadian experience with CoSA.
- 2) provide a mix of French, English, and Aboriginal.
- 3) provide a blend of urban and rural experiences.
- 4) represent the five regions of Canada (Ontario, Quebec, Prairies, Western Canada, Atlantic Canada⁴).

Based on these four criteria, the following four sites were originally selected: CSRQ (Quebec); SWON (English); Regina (Prairie/Aboriginal); Vancouver (Western/urban) and Fraser Valley (rural). However, due to scheduling issues, we were unable to complete the CSRQ case study in the required time. The interviews with core member and circle volunteers from this site were nonetheless incorporated into the overall analysis.

Core member case study selection. Three to five core members from each case study site were purposely selected to be part of a core member case study. The selection was based on availability, willingness to participate in the evaluation, and type of index offence and release status to ensure variety. The purpose of the core member case studies is to provide context to the evaluation through insight into the past experiences of the core members, to what extent CoSA has had an impact on their lives, and the ongoing challenges each of them faces.

Table 1. Summary of data collection methods and sample selection

Data Collection Method	Sample	Number (n=xx)	Collection Period
All CoSA Sites			
Interviews	Site Staff	n=14	Feb 2013
	Regional Chaplains	n=2	June-Aug 2013
On-line survey	All circle volunteers All community service providers	n=301 n=178	Mar-Apr 2013
Program documentation and Site Profiles	All available documentation (e.g., monthly reports, etc.)		Jan-May 2013
STABLE 2007 assessment	VFV Calgary South Saskatchewan Winnipeg MCC SWON Peterborough Kingston Ottawa	n= 8 n= 6 n= 0 n= 4 n= 31 n= 4 n= 5 n= 5	First round: Apr-May 2013 Second round: Oct-Nov 2013 Third round: May-June 2014

⁴ The sites in Atlantic Canada (Halifax, Moncton) have too few core members (three in total), and so have not been selected as case study sites.

	MSCM CSRQ CJPM Moncton Halifax	n= 8 n= 12 n= 0 n= 4 n= 4 Total= 91 * 'n' only includes all three rounds completed for CMs with valid background data	
Recidivism data	All core members	n=251	May-June 2014
Site Case Studies			
Interviews	Circle volunteers	n=26	June-Aug 2013
	Site staff	n=3	First round: Feb 2013 Second round: Dec 2013
Circle volunteer journals	VFV South Saskatchewan MCC SWON	n=4 n=3 n=2	First round: Sept 2013 Second round: May 2014
Program documentation	All available documentation (e.g., monthly reports, etc.)		Jan 2013-Jan 2014
Core Member Case Studies			
Interviews	VFV South Saskatchewan MCC SWON	n=3 n=3 n=3	First round: June-July 2013 Second round: Dec 2013 – Mar 2014 Third round: June-July 2014

Data Collection and Analysis

Surveys. Two anonymous online surveys were developed in both English and French using FluidSurveys software⁵ for circle volunteers and community service providers. Both were composed of open- and closed-ended questions. The link to the online survey was sent via email to all site coordinators who disseminated it to all the circle volunteers and community service providers at their site. A hard copy version was also available, and where it was used instead of the online method, it was mailed to the evaluators who then entered the responses into the software manually. The survey was open between March and April of 2013. Response rates were 42% for circle volunteers and 27% for community service providers.

The circle volunteer data was analyzed as an aggregate and the FluidSurveys software was used to determine descriptive statistics relating to recruitment, motivation, satisfaction, and training; correlations were also made between retention and training and support, volunteer satisfaction and training, and training and circle dynamics.

The community service providers' survey was also analyzed as an aggregate, using the FluidSurveys software to calculate descriptive statistics regarding the nature of involvement, services offered, and levels of satisfaction. Open-ended questions in both surveys were coded and themes identified by the evaluators.

⁵ <http://fluidsurveys.com>

Program documentation and site profiles. Program documentation was collected from each site and organized into ‘Site Profiles’ for a comparative analysis of how each site functions in terms of differing protocols and values, and for an overall illustration of the site. The following are the types of documents collected and analyzed: site records, monthly and quarterly indicator reports, training material, promotional material, job descriptions, historical literature, steering committee minutes, recruiting and screening protocols, and extant literature.

Key informant interviews. Interviews were conducted with 14 site staff, 26 circle volunteers, 37 core members, and two regional chaplains. Interview guides were semi-structured and the interviews ranged from 20 to 75 minutes. Interviews were transcribed selectively or verbatim, and were either conducted by telephone or in person. Data from each question were aggregated into a table format and analyzed for common responses. Consent forms for all interviews are provided in Appendix E.

Observed recidivism data. Data on each core member since the start of the project were collected to determine the following: time-at-risk for reoffence (defined as the amount of time a core member has been simultaneously involved in a CoSA and at risk for reoffence in the community); 3, 5, and 10-year recidivism rates (determined using data on core members who started both before and during the Demonstration Project); core member victim types (i.e., males under 13, females under 13, males 14-18, females 14-18, males 19+, females 19+); circle start and exit dates, and reason for circle exits. Chi-square and Fisher’s Exact analyses were conducted to compare rates of core member breaches and reoffenses, and whether or not reoffences were committed most often by repeat offenders. The differences in victim target populations (i.e., male under 13, female under 13, male 14-18, female 14-18, male over 19, female over 19) when breaches occurred were also compared.

Time to reoffence was estimated using the Kaplan-Meier survival plots (allowing for censored⁶ observations) to determine 3, 5, and 10-year recidivism rates by comparing the distribution of the cumulative proportions of core members “surviving” without sexual reoffence; all core members were included in this analysis. Survival refers to the length of time a core member has remained in the community offence-free, with our observation period for the current study confined to the

⁶ Ideally, all individual cases within a given survival analysis are accessible throughout the entire time horizon of the study, and exit the sample only as a result of experiencing the event of interest (e.g., recidivism). Unfortunately, however, real applications of survival analysis are rarely straightforward. Individuals are usually lost throughout the study period for reasons other than a recidivistic event. In the case of the CoSA program, which has a rolling intake design, follow-up times vary widely across CMs, ranging from ten years to one year or less. In addition, CMs may drop out of the program at any point and are therefore inaccessible through all but official police and corrections records (which were not available for the current study). Therefore, not all CMs are able to be observed throughout the entire time horizon of the analysis (e.g., whether 3 years, 5 years, or 10 years), in order to determine if a sexual or other type of offence has taken place. Nonetheless, one does not want to simply remove such cases from the analysis, as critical information would be lost. Rather, the idea is to observe all cases as long as possible, treating individuals who become unavailable within a given time period as “censored” beyond that period; in other words, their trajectories (i.e., either offended or offence-free) are considered blocked from further follow-up (Klein & Moeschberger, 2003; Prinja, Gupta, & Verma, 2010; Sedgwick, 2013).

time the core member was involved in CoSA. The mean observation period (time in CoSA while at risk for reoffence) is 33.7 months \pm 35.5 months.

These data were collected either through phone conversations with site staff or through email communication with site staff between April and May of 2014. Data were assembled in an Excel spreadsheet and then imported into SPSS version 19.0.0.0 (SPSS Inc., Chicago, IL) for analysis.

Stable 2007. The stable assessment is designed to evaluate changes in dynamic risk factors over time, and the extent to which they contributed to potential changes in risk to reoffend sexually. It includes the following fifteen items: significant social influences, capacity for relationships, emotional identification with children, hostility towards women, general social rejection/loneliness, lack of concern for others, impulsiveness, poor problem solving skills, negative emotionality/hostility, sex drive/sex preoccupation, sex as coping, deviant sexual preference, cooperation with supervision, victim access, and substance abuse. Items are then rated as: no problem (0), may be a problem (1), or definitely a problem (2).

Site staff were trained on administration and scoring the Stable 2007 at the 2012 fall annual gathering of CoSA personnel by Dr. R.J. Wilson, a qualified Stable 2007 “train-the-trainer” instructor. The Stable 2007 was administered by site staff to all core members (who were present at first round) at three intervals: April-May 2013, Oct-Nov 2013, and May-Jun 2014. Completed assessments were sent to the evaluators by mail or email, and scores were entered into an excel spreadsheet then imported into SPSS (version 19.0.0.0) for analysis. Stable scores for each core member were mapped to the background recidivism data (release status, repeat offender status, victim target population, and time at risk) collected for each core member to give a more complete analysis.

Given the very short time span between the test intervals (13 months), it was not expected that any significant changes in Stable scores would be observed. However, it was noted by the Evaluation Advisory Committee and the Evaluation Team that the evaluation did not have any empirically validated, objective measure of change in criminogenic needs associated with sexual reoffending. It was for this reason that training was provided and CoSA practice enhanced through the uses of the Stable 2007.

A repeated measures ANOVA was used to determine if there were differences in STABLE scores across the three assessments, and across the three assessments with respect to time at risk up until May 2014. The mean STABLE score change between the initial assessment and the final assessment was calculated. We used a one tailed *t*-test to determine if there was a difference in the mean STABLE score change between LTSO and WED/810 core members. We used ANOVA to determine if there were any differences between STABLE score changes with respect to victim type or the number of years core members were at risk. Finally, we used ANOVA to determine if there was a correlation between core members’ time at risk (i.e., time in CoSA) and the final STABLE score.

Case studies. Two types of case studies were employed: Site case studies and core member case studies.

Site case studies were developed using at least three lines of evidence: interviews with site staff, circle volunteers, and core members, circle volunteer journals, and site documentation. See individual case studies in the attached document for a complete list of the lines of evidence, which differ slightly for each case study. The purpose of the site case studies was to illustrate the differing contexts, and functioning of sites. Case studies were developed with the same guidelines provided to each site. While each site developed its own style for completing the site case studies, the information needed for the purposes of this evaluation was submitted, although in somewhat different format. Site case studies were analyzed in accordance with the themes developed for evaluation; contextual illustrations from the case studies have been included throughout the report to provide depth.

Circle volunteer journals. Journals were voluntarily completed by circle volunteers at case study sites. Journals were submitted by mail or email at two intervals: September 2013 and May 2014. Journals were then analyzed for themes indicative of site functioning, circle functioning, circle challenges, and core member outcomes that could contribute to each case study.

Methodological Limitations

This evaluation has several methodological limitations that should be kept in mind when reviewing the findings.

Observed Recidivism Data. Record keeping by CoSA sites does not capture what happens to a core member when, for whatever reason, he leaves CoSA. Therefore *time-at-risk* could only be defined as the time in which core members were simultaneously involved in a CoSA and living in the community (i.e. it excludes the time core members were either not involved in a CoSA, or not living in the community). CoSA record keeping does not track what happens with a core member outside his time in CoSA. Official records, such as CPIC or OMS data, were not consulted within the scope of this evaluation due to lag time constraints. This analysis therefore sheds light on only a portion of each core member’s reoffense history post-release. A secondary limitation is that these data are self-reported. First the core member, or at some sites a parole officer, must report a breach or reoffense to the site, and then the site would have to report it during the data collection process of this evaluation.

Furthermore, the quality of these data is entirely dependent on the quality of record keeping at each site, which varied considerably. For this analysis, it was essential to know each core member’s release date, the start and end date of each circle, and the time that a core member was absent from their circle (i.e., date of arrest, and length of time incarcerated). However, due to insufficient record keeping (either pre-project or during), this information was not always available. In cases where an accurate time-at-risk could not be calculated, the case was deleted (n=22). See Table 2.

Table 2: Number of deleted cases by site.

Site	Number of cases deleted
CSRQ	7

Peterborough	7
Vancouver/Fraser Valley	1
South Western Ontario	5
South Saskatchewan	2
Total	22

Cost-effectiveness and cost-benefit analysis. This analysis derives from the rates of recidivism found using the above observed recidivism data. The same limitation applies here: only recidivistic events occurring while the core member was in CoSA have been counted.

Variance in definitions across project sites. Given that the demonstration project has been implemented in 13 sites across the country, one would expect differences in implementation and in operationalization. However, in terms of “accounting”, when definitions of circles vary, it becomes a challenge to capture with any degree of accuracy the number of circles that are open and/or closed. All such calculations must therefore be understood as approximate.

Findings

The findings reported in this section reflect those derived from a synthesis, analysis and triangulation of each of the lines of evidence as they pertain to each evaluation question. Where warranted, extant literature such as peer reviewed articles and previous evaluation studies has been used to provide additional depth and nuance to our analysis.

Process Questions

Process questions are designed to test the validity of the program theory, unravel what is happening in CoSA, focus on the details of the program, and participant experiences, and gain insight into any major patterns and implementation issues within and between program sites.

P-1: What is the program theory underlying CoSA? How do activities, outputs and outcomes interrelate? Is the program theory consistent across program sites (program fidelity)? What are notable differences across sites (e.g., balance between accountability and support?)

Lines of Evidence	
Program documentation	√
Interviews with site staff	√
Interviews with circle volunteers	√
Interviews with core members	√
Interviews with regional chaplains	√
Case studies	√

Indicators	
Common themes across program sites	
Common themes among program stakeholders	
Linkages identified between activities, outputs and outcomes	
Duration, frequency of each phase/activities	

Developing a program's theory -- making the underlying assumptions about what causes the intended or observed program outcomes explicit beyond the linear descriptors contained in a logic model -- is considered essential to understanding implementation issues and what intermediate outcomes need to be achieved for the program to work as intended (Funnell & Rogers, 2011). A further advantage in articulating CoSA's program theory is that it provides a more coherent framework for interpreting findings and reporting results. What follows is a re-conceptualization of CoSA's program theory based on analysis from the evaluation, current literature on CoSA, and theoretical frameworks derived from sociological and psychological literature.

CoSA is premised on the theory that the assistance, support, and accountability offered in the context of friendship to core members by CoSA volunteers will lead to their successful integration within the community (McWhinnie, Wilson & Brown, 2013; Wilson & McWhinnie, 2013). During the planning stages of this evaluation, the understanding of CoSA's program theory was premised on a fairly structured three-phase model based on three key underlying principles: support, monitoring and maintenance (Saunders & Wilson, 2002; Wilson, McWhinnie & Wilson, 2008). The end of the maintenance phase was understood to mark the official end of the circle, with integration of the core member into a community as the final goal. As such, the original logic model (see Appendix C) depicted a fairly structured program theory that was based on a linear understanding of core member progression through the CoSA program. While the progression was conceptualized as quite fluid, depending upon the individual needs of the core member and the circle dynamics, there was nonetheless a clearly demarcated beginning, middle and end to the circle.

Although our findings indicate that the average time for a core member to spend in CoSA is three years (36 months), the multiple lines of evidence and analysis attenuated a program theory that varies according to the dynamics of the individual circle, based on the history of the core member and background of the circle volunteers. Bates et al., (2011) also found that circles can last anywhere between 2-24 months, with 18% lasting longer than two years. As such, it becomes difficult to articulate a three-phased progression through the program. According to Wilson et al., (2008):

Although it was originally expected that a CoSA would run for about two years, whereupon the core member would be functional enough to get on with his own life, we have learned that most core members are such incredibly damaged and socially ostracized people that the circle becomes a virtual replacement for the family and friendly supports that they effectively lost as a consequence of their offending behaviour (p. 29).

We also note that circles close for a number of different reasons, such as reincarceration, moving away, lack of cooperation, drop out, death, including successful integration ("graduation") with a community (employment, pro-social and intimate relationships, safe accommodation and apparent self-sufficiency) (see Table 2). Overall, however, our findings would suggest that in some sites, circles never officially close, *per se*, though they do seem to become less formal in terms of meetings and covenanting processes, and move into less frequent and formal meetings.

Table 3. Reasons for circle closure

Reason for closure	Pre-Project	Year 1	Year 2	Year 3	Year 4	Year 5
Incarceration	1	1	1	7	11	8
Moved away	0	3	1	2	3	5
Lack of cooperation	0	0	4	3	1	2
Drop out	1	1	3	3	12	1
Died	0	0	0	1	1	1
Graduated	5	1	3	3	4	5
Other	0	0	0	1	3	4
Total	7	6	12	20	35	26

Our findings suggest that what remains fairly consistent across all project sites is that circle activities generally involve weekly meetings to discuss challenges, risk factors, and triggers, all of which helps to create a foundation for a relationship between core members and circle volunteers that is based on trust, support, accountability, care and respect. This relationship, fundamental to the success of CoSA, helps address criminogenic factors by providing practical assistance, reducing social isolation and feelings of loneliness, and by fostering the development of prosocial behaviours, all of which are key outcome measures.

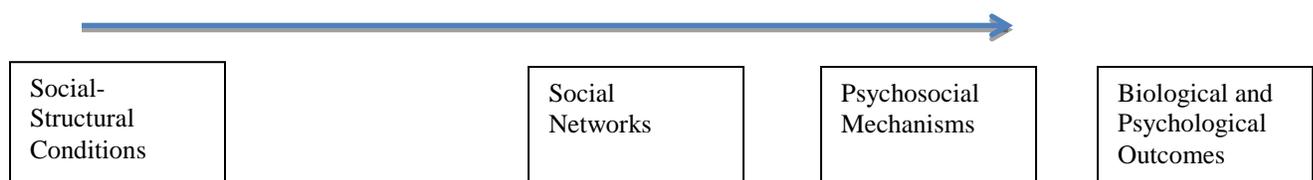
The relationship between the core member and circle volunteers is essential to the success of CoSA (McWhinnie, Wilson & Brown, 2013; Wilson & McWhinnie, 2013), as the support provided to core members stands outside of, or apart from, the formal, professionally-based support system. Given the many responses provided by core members throughout this evaluation, CoSA is successful precisely because it is seen as outside the criminal justice /mental health system. Trust, a key component of any healthy relationship, grows and develops between a core member and the circle volunteers in large part because of the volunteer and community-based nature of the CoSA model. One of the goals of CoSA is that the relationships will eventually develop as friendships. As Wilson et al., (2008) explain, “it is how that relationship is constructed that spells the difference between a community-based, informal network of control supported by local professionals, and a professionally-based, formal network of control supported by citizen volunteers” (p. 29).

This brings us to a defining aspect of the CoSA model—the fundamentally social understanding of the nature of reoffending (Bazemore & Stinchcomb, 2004; Andrews & Bonta, 2007), and its concomitant link to the reduction of one of the most significant risk factors for sex offenders, the lack of supportive networks (Willis & Grace, 2009). Our findings indicate that it is the relationship that is formed between circle volunteers and core members, including the role-modeling of prosocial behaviour and the reduction in social isolation and alienation, that leads to what we have identified as micro-level criminogenic outcomes: basic needs—food, clothing, shelter and safety—of core members are met; substance abuse issues are addressed, and core members learn to live within their release conditions; core members learn to communicate with greater openness and honesty; core members develop deepening levels of trust with circle volunteers; core members report feeling less socially isolated; core members become gainfully employed, and whether or not they are able to become employed, they also participate in volunteers’ activities, and in other positive leisure pursuits (Andrews & Bonta, 2007). CoSA circles provide core members with essential supportive relationships and supportive communities, as well as a sense of connection and a level of social integration that we understand as essential to core members’ (and CoSA’s) success (Andrews & Bonta, 2007; Willis & Grace, 2009; Ward & Brown, 2004; Ward & Stewart, 2004).

To help us understand the circle dynamics and outcomes, we first turn to Emile Durkhiem, an early sociologist who studied the link between society and health, focusing more specifically on how social integration influences mortality in his renowned book *Suicide* (1897). For Durkheim, the act of interacting and connecting with one another, including the benefits that accrue as a result of these relationships and interactions, creates a sense of social connection and social bond that is essential for an individual’s mental and physical health. Berkman & Glass (2000) further posit that social support in the form of human relationships and the level of interconnectedness and embeddedness in a community is essential to an individual’s health and wellbeing.

Social network theory focuses specifically on these relationships and their connections between the type and level of support within these networks and positive mental and physical health outcomes. The focus here is at the social level rather than at the psychological level, with specific attention given to the creation of social ties and social integration (Berkman & Glass, 2000). These social networks, defined by Glass, Brissette and Seeman (2000) as “the web of social relationships that surround an individual” (p. 847), are importantly influenced by macro social-structural conditions that directly impact the structure and characteristics of the social network. Figure 2, adapted from Berkman et al. (2000) represents the domains of social networks that we conceptualize as representing CoSA circle dynamics/CoSA community dynamics and core member outcomes.

Figure 2. Social network pathways



Social-structural conditions would include all of those macro-level cultural, historical, social and political factors that influence core members and their level of participation in CoSA. We would identify such factors as past familial/social history and relationships, level of education and schooling, length of incarceration, nature of offence and offending history, past employment, cultural and community influences.

For instance, Andrews & Bonta, (2007, p.166) define the immediate social-structural and cultural factors that influence individual behavior patterns. They include family of origin and membership composition (e.g. personality, ability, values, mental health, and criminal conduct history), crime, substance abuse conditions, educational and occupational influences, as well as parenting patterns, skills and resources. To these social structural influences, they add neighborhood membership composition, such as the proportion of individuals active in criminal behavior against those active in prosocial pursuits, and individual roles and status. These, though psychologically oriented, are addressed within a social-psychological context, where the personal, interpersonal and community influences on multiple classes of relevant variables are addressed, For a succinct description, see Andrews & Bonta's Table 4.3, "The Broad Context: Political, Economic, Cultural, Social-Structural" variables influencing human behaviour (Andrews & Bonta, 2007, p. 166, Table).

Social network characteristics, where we would locate the circle and other CoSA community-building activities, likewise would include structural aspects, such as the number of members, connections among members, similarity among members and nature of connectivity. Characteristics might include the frequency of contacts, the number and types of interactions and level of support, the depth of connection and history, and reciprocity of exchanges and transactions (Andrews & Bonta, 2007, p.166). Offending behavior and risk is individually expressed and recognized as being linked to personal factors within the individual (intrapersonally), between individuals (interpersonally), and within immediate situational connections in multiple settings such as family, school, work and leisure activities (Wilson & McWhinnie, 2014, p.16-16).

The psychosocial domain, which we understand as circle dynamics, includes levels of social support, social influence, social engagement, person-to-person contact and access to material resources. It is here that we would locate the notion of 'social capital', as it captures well the complexity of relational dynamics that are at play between a core member and circle volunteers. For our purposes, social capital in the context of CoSA refers to the development of a network of connections or relationships whose reproduction leads to continuing sociability and continuous exchange (Bourdieu, 1986). The improvement of social capital for the core member, in large part through role modeling of prosocial relationships within the circle (Wilson & McWhinnie, 2014), leads to new opportunities for ongoing positive relationships, which serve to enhance prospects for safe housing, employment, and other goods necessary for a "good life" (Ward & Stewart, 2003). Ultimately these same relationships lead to levels of societal and community integration to varying degrees, obviously depending on the individual (i.e. respecting the "Principle of Responsivity," Andrews & Bonta, 2007, p. 262). In fact, strengthening social capital for the core member is the most prominent theoretical effect of participation in CoSA (Saunders & Wilson,

2002; Wilson, Huculak & McWhinnie, 2002). Research also indicates that the level of “connectedness” is inversely linked to risk-related behaviours, where an increase in social disconnection decreases the likelihood of positive outcomes (Berkman et al., 2000; see also Andrews & Bonta, 2007, p. 163; Ross & Fabiano, 1985).

Biological and psychological outcomes would include changes in mental, physical and psychological health and observed behaviours, or what we understand as core member outcomes.

In an important sense, CoSA is itself a working example of social network theory as presented above. We can make clear connections between the initial influencing variables (where the core member comes from, who s/he is), the structure and characteristics that define the circle, and the circle dynamics or psychosocial mechanisms that are fundamentally connected to the successful attainment of outcomes. Although it is beyond the scope of this evaluation to delve too deeply in social exchange theory, its potential applicability to the CoSA model is undeniable and warrants further exploration. We now turn to a discussion of two other models that play a major role in our understanding of CoSA.

In discussing CoSA’s underlying program theory, it has been noted that CoSA’s model (its essential circle structure and circle dynamics) while perhaps largely unintentional in the early days, mirrors the psychology of criminal conduct (PCC) developed by Andrews and Bonta (2007), and the “Good Lives Model” (GLM) (Ward & Brown, 2004; Ward & Stewart, 2003).

Within a psychology of criminal conduct, three principles are articulated: the principle of risk, the principle of need, and the principle of responsivity, or, “RNR.”. The principle of risk holds that interventions target individuals who are the most (i.e. “highest”) risk to offend or reoffend according to empirically validated measures (e.g. Stable 2007). The principle of need holds that these interventions should further target within these high-risk individuals those empirically identified needs most closely related to criminal behavior (e.g. dynamic “criminogenic” needs, such as antisocial attitudes, antisocial associates [relationships], criminal history [which is static], personality patterns, problematic social-structural issues in family, home and intimate relationships [relationships], or problems at work [relationships], use of leisure [relationships], and substance abuse). The principle of responsivity “requires treatment providers to consider participant characteristics and idiosyncrasies in designing treatment plans and implementing interventions. Issues of cognitive ability, motivation, maturity, and the individual's personal and inter-personal circumstances are among the domains in need of consideration (Wilson & Yates, 2009, p.158).”

These factors are individually expressed and recognized as being linked to states within the individual (intra-personal), between individuals (interpersonal), and within immediate situations in multiple settings such as family, school, work, and leisure activities. The aim is to reduce the probability of criminal behavior and enhance the probability of prosocial behavior such as the development of trust and friendship—social capital, in other words—by meeting the individual core member’s individually expressed, criminogenic needs (Andrews & Bonta, 2007; Wilson & McWhinnie, 2014; Wilson, McWhinnie & Cortoni, 2009).

Wilson and Yates (20019) define the Good Lives Model (GLM) this way:

The GLM is known as a strength-based approach that focuses on developing the resources required to live a life that is socially acceptable and personally meaningful (Ward, Yates & Willis, 2012) and that promotes the development of lifestyle balance and self-determinism (Curtiss & Warren, 1973), all in the quest for a “good life” (Ward, 2002; Ward & Stewart, 2003; Wilson & Yates, 2009). CoSA’s focus on the positive involvement in circle activities, fostering positive relationships among core members and circle volunteers, and building prosocial support throughout the CoSA process shifts the emphasis to building social capital among core members.

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There is much debate in the field about whether PCC and GLM can be integrated into one theoretical model (Andrews, Bonta & Wormith, 2011; Ward et al., 2012), and as to whether CoSA’s success and potential is linked to the focus on risk management or social support (Fox, 2013; Hanvey, Philpot & Wilson, 2011). This dichotomization of the “debate,” misses the complementary nature of PCC and GLM, and dismisses at once the strengths each theoretical approach brings to the table. Far from “either/or,” Wilson & Yates (2009), observe that,

In short, [the GLM] approach utilizes the RNR model, but enhances intervention to focus on the individual as a whole person and aims to assist the offender to attain that degree of psychological well-being expected to assist in risk reduction. This approach also allows treatment to more effectively address responsivity and to better incorporate effective clinical strategies in intervention. (p.160).

The classic error is to occupy a reductionist perspective and mistake an entire general personality and social psychology of criminal behavior (e.g., PCC) as something that simply arrives at three elements: risk, need and responsivity, and to then further reduce an entire body of work in the science of psychology by suggesting it is concerned with just one of those three elements—risk—and in so doing, dismiss it as too narrow a focus. This constitutes, in another classical sense, an act of “knowledge destruction” (Andrews & Wormith, 2006).

Again, as Wilson and Yates (2009) conclude:

The literature regarding the RNR model clearly demonstrates its utility and effectiveness in reducing risk. . . . We are always compelled to look for ways to maximize reductions in re-offending. It would seem that an integration of RNR and the GLM might assist us in achieving those additional reductions in recidivism by focusing on problem areas and offering interventions commensurate with risk and need, while ensuring consumer buy-in and attending to the overall well-being and pro-social functioning of offenders (p.160).

This evaluation would suggest that CoSA has embodied such an integration, both with respect to honoring the principles of risk (it works with high-risk sexual offenders), need (it has begun to regularly assess criminogenic needs with the Stable 2007), and responsivity, in that it deals differentially with core members who are often very damaged and disturbed individuals who may never achieve “integration” as most of society might perceive it, and by considering the whole person, their individualistic “strengths and goals so that they can ultimately achieve well-being and the sort of balanced, self-determined lifestyle” (Wilson & Yates, 2009).

It is important to note that both a PCC and a GLM point to complementary key aspects that can be understood along a continuum (see Figure 3), from rehabilitation to integration.

Figure 3. Model depicting two theoretical components along a continuum



One of the key long term outcomes of CoSA (as originally articulated) was its ability to help core members achieve integration with a community. Our findings, however, would indicate that the concept of “integration” must be understood along a continuum (see above) that is based on the needs and capabilities of the individual core member (responsivity), which are dependent upon a combination of factors such as the core member’s history interacting with the dynamics and effects of participation in a circle. As Woolford (2009) points out, it is important to note that many core members were never integrated in the first place. This leads to some key questions about CoSA: How is success for a core member defined? Moreover, and as an important corollary, what do we understand by the term “integration”?

P-2-To what extent did the project reach its target population (CM)? Why or why not? What changes must be made to reach intended audience more effectively?

Lines of Evidence	
Program documentation	√
Site profile	√
Interviews with site staff	√
Interviews with core members	√
Interviews with regional chaplains	√
CM recidivism data	√
Case studies	√

Indicators	
Total # of dropouts	
Total # of CM referred/screened/year	
# CM actively participating in each site/year	
Type of CM recruited	
Approaches to recruitment and screening across sites	

Recruitment practices. To identify and recruit core members, CoSA sites have worked actively at building relationships with federal, provincial and local institutions, and with core members while they are still incarcerated. Findings indicate that half of core members are contacted before their release, with sites working with core members for approximately 10.7 months prior to their release dates. The majority of core members are recruited through relationships built with prison personnel and Chaplains, through halfway house contacts, and with parole and probation officers.

Further, beginning in 2012, a “protocol” was established with CSC whereby every CoSA site coordinator or designated staff member, after relevant security procedures were satisfied, received training from CSC on their digitally-based Offender Management System (OMS). The site coordinator (or staff member designate) was then issued a CSC e-mail account which they use to securely access offender file data at a local parole office or institution. A Senior Project Officer with CSC Chaplaincy was also trained so that she could take steps to “assign” cases to CoSA through OMS. The cases that are “assigned,” are all sexual offenders (100%) who are within one year of their warrant expiry date (WED), regardless of their risk designation, or whether or not they will go on to serve a long term supervision order (LTSO) imposed by the court. A list is sent every month of new cases reaching their one year mark before WED. This allows CoSA sites to make contact with offenders up to 12 months prior to their release to begin the eligibility screening and preparatory work required to include or exclude the offender in CoSA as a core member.

Recruitment criteria. The majority of sites accept core members with a combination of WED, 810, LTSO, and statutory releases, high risk to reoffend, little to no support in the community, and a willingness to participate.

For the purposes of the CoSA Demonstration Project, the following target groups have been identified:

- Federally-sentenced sexual offenders who have been detained past their Statutory Release Date (SRD), and were
- released at the end of their sentences (i.e., Warrant Expiry Date, or WED), including
- those offenders who continue to be supervised following the expiration of their sentence (WED) under the terms of a court-ordered Long Term Supervision Order (LTSO) (CoSA Project Description, 2009).

Eligibility criteria. While there is some variation across program sites, the following eligibility criteria are used to screen referrals to CoSA (CoSA Project Description, 2009):

- considered to be a sexual offender;
- present a high risk to reoffend;
- have little or no prosocial support in the community
- accept some level of responsibility for their crimes;
- prepared to covenant with their circle;
- acknowledge the need for support upon release;

- willing to abide by any court-imposed restrictions (i.e., through S. 810 CCC), or if they feel they want to dispute the imposition of all or some conditions the court may impose, promising to do so through appropriate legal channels;
- prepared to address any addictions issues;
- intent on there being no more victims;

Although these “criteria” are fairly common across all program sites, they differ slightly for sites that receive funding from multiple sources and/or are part of an umbrella organization (such as the Mennonite Central Committee or the Salvation Army). These latter sites have a broader set of criteria to accommodate requirements from other funding sources. For example, they may accept offenders incarcerated in provincial institutions or with no sexual offense history, but who are heavily institutionalized. However, these types of offenders were not included in the National Demonstration Project, nor were any interviewed as part of the case studies.

Shift in target population. Findings indicate a shift in the target population over the duration of the Demonstration Project, with an overall decrease in WED core members to a fairly steady increase in LTSO core members (see Table 3). The evaluation findings suggest that the increase in the LTSO population presents a particular set of challenges in terms of the support required to help core members navigate and function within the conditions of their release. One circle volunteer likened the ups and downs of having a LTSO core member violate supervision conditions for minor infractions as a “roller coaster” and like “watching a train wreck”, never knowing when the core member would violate his release conditions and be sent back to prison.

Table 4. New core members per year by release type

	LTSO	WED	Total # CMs
Pre	13 (21.3%)	48 (78.7%)	61
Year 1	13 (39.4%)	20 (60.6%)	33
Year 2	21 (56.8%)	16 (43.2%)	37
Year 3	28 (59.6%)	19 (40.4%)	47
Year 4	14 (37.8%)	23 (62.2%)	37
Year 5	10 (52.6%)	9 (47.4%)	19

Motivations for involvement. The majority of core members have learned about CoSA through their Chaplains or parole officers, with one-quarter finding out about CoSA through word-of-mouth. For many core members, the transition from life in prison to life out in the community is challenging, with housing and social support identified as the two most critical re-entry needs (Fox, 2013). As such, core members express their motivation to get involved in CoSA as a way to ensure that they have some level of support provided to them when they get out of prison. According to one of the core members:

They were there to support me when I got out. You might be able to figure out better words than I can. You know what I mean? Because they got me housing, they helped me get clothes, they helped me adjust to society.

P-3: How were project activities implemented across sites? What worked well? What challenges and barriers have emerged as the program has been implemented? How is program fidelity measured across sites (implemented as intended)?

Lines of Evidence	
Site profile	√
Interviews with site staff	√
Case studies	√

Indicators	
Type of ongoing activities outside of circles	
Type of implementation challenges and barriers identified	
Range of project successes and challenges	
Increase in total CM, CV and community partners	

Funding has enabled sites to expand operations. Although there is somewhat more flexibility for sites that have additional funding sources, the demonstration project has enabled all sites to expand operations (increase in number of circles, CMs, CVs), build project infrastructure, build community connections and partnerships, and increase their media presence. Table 3 (above) shows the increase in the number of new core members recruited prior to and during the demonstration project.

NCPC funding has also enabled site coordinators to build strong relationships with diverse community services, thereby increasing the diversity of representation on steering committees and boards, while building positive relationships with community partners. As one of the site coordinators observed, “Initially the police wanted to run me out on a rail, whereas now the police have a better sense of CoSA and they have learned how to work together with CoSA and have learned that it is not just about support but also about accountability.”

Case Study Illustration: Case studies provide a further illustration that increased funding has enabled sites to expand their operations significantly, focus on developing their own training materials for circle volunteers, and develop program documentation, protocols, mission statements and data collection procedures. Given the recent decision not to renew CoSA funding following the end of the Demonstration Project, or to continue CoSA funding of any sort after March 31, 2015, all case study sites are looking to the future and wondering how they will manage.

To address this issue, one of the case study sites within the last year has moved to a more volunteer-centered and -empowered model of CoSA. In this model, the Circle Coordinators no longer supervise every circle meeting. Instead, volunteers have been prepared so they may take the lead and run the circle meetings. The Circle Coordinator visits each circle on a monthly basis to ensure it is operating according to site policies, that there are no safety concerns or that if there are concerns, they have been appropriately addressed, and that the circle remains effective in terms of its support and accountability functions. This site feels that volunteer empowerment is important for the survival of CoSA. At the end of 2014, when the National Demonstration Project funding terminates, there will only be funding for slightly less than one full time position which will end March 2015. Site coordinators will not resources enabling them to directly supervise each circle meeting, and will have to focus more on implementing the program. As the Project Manager points out, “CoSAs are not going to survive unless we have more volunteer empowerment. I really trust volunteer empowerment....”

Implementation challenges. Evaluation findings indicate that sites experienced a number of challenges related to project implementation. Sites in large geographic areas experienced difficulties coordinating community services for core members, administering the site, and maintaining clear communication among all stakeholders. Volunteer retention was identified as a challenge by some sites, particularly given the magnitude of the time and emotional commitment involved for circle volunteers. Retention was also an issue for a because of the lack of circles available for trained volunteers. Other sites noted challenges with meeting the agreed-upon Demonstration Project core member eligibility requirements which they themselves drafted initially, and identifying motivated core members. Others had problems with designing and adapting training materials specific to the diversity of volunteer information needs. Some sites noted challenges in working with LTSO core members and potential negative effects on circle morale if they breached. All sites noted the different re-entry needs and associated challenges with LTSO and WED core members.

Program fidelity. We note a similarity across CoSA sites in terms of their broad operational activities (day-to-day running of CoSA) and strategic activities (building community connections, identifying resources, etc.). However, we also note that although all sites essentially follow the same CoSA model, there are local differences identified in terms of community needs and funding sources, with slight variations in program philosophy and program history.

Case Study Illustration: Through case studies we note that sites differ in terms of their emphasis on CoSA values and philosophies, with some sites valuing full disclosure while other sites do not. We also note that the definition of a circle varies across project sites, a fact that needs to be taken into account when counting the overall number of circles per site. Some sites also have a broader range of core members, as other funding sources mean that they are not constrained to select core members within the initial parameters.

One site holds bi-monthly meetings, providing core members and circle volunteers with the opportunity to get together, cook a meal and share in an evening of songs, stories and socializing. Core members who are waiting for a circle are also welcome to attend this event. Another site values the balance between support and accountability. This is accomplished by showing volunteers how to ask tough questions and how to challenge the core member in order to ensure the circle is equally balanced between accountability and support. Furthermore, volunteers are trained to maintain boundaries to ensure they are not helping the core member beyond what is expected of them as a volunteer, thereby possibly putting themselves at risk. Another site places greater emphasis on providing support and accountability on a friendship basis within a circle. The primary dynamic within the circle is one of friendship and acceptance.

P-4: How effective are CoSA’s local governance structures (e.g., Advisory Panel, Steering Committee, Board of Directors) in supporting program planning and reporting?

Lines of Evidence	
Site profile	√
Interviews with site staff	√
Case studies	√

Indicators
Level of satisfaction
Range of challenges identified
Level and quality of support provided
Connections made between CoSA and community
Perception of community support
Clarity of policy frameworks

Extensive development of site governance structures. The governance structure of CoSA distinguishes it as a unique community and volunteer-based strategy designed to address the various integration challenges a sex offender may face. Overall, the Demonstration Project has enabled the extensive development and expansion of governance structures for managing all CoSA sites. For example, a large number of sites have created local steering committees that are comprised of community members responsible for overseeing the day-to-day operations and administration of CoSA. They screen and approve core members, identify training needs, connect to service providers, and essentially act as a liaison between community organizations and CoSA. A number of sites have also established boards of directors who are responsible for more strategic governance issues, such as overall direction, oversight, and public consultation. Other sites maintain advisory committees composed of community members who provide advice, but who have no responsibility for the oversight of CoSA.

We note that despite often extensive governance structures, site coordinators nonetheless remain central to overall site management and day-to-day activities, with many playing an intermediary role between the day-to-day functioning of the site and overall site governance. For example, site coordinators continue to play a key role in providing ongoing advice and support to circle volunteers, circles (e.g. helping to navigate required services and support), training, and outreach to communities.

Differences in governance models. Case studies illustrate that there are significant differences between these umbrella sites (such as the Mennonite Central Committee) and smaller more autonomous sites in terms of their operations, logistics and philosophies. We also note that such sites have access to more resources, greater involvement in joint initiatives, and access to a wider range of community support.

Case Study Illustration: At one site, the Board of Directors’ role is to act as the public “face” of CoSA, while the Steering Committee is comprised of members from community organizations that support the work of CoSA. The Steering Committee was established by the Board of Directors to address operational issues related to circles. Steering Committee representatives bring their own expertise and professional knowledge to advise the Board and support the site.

With another site, it was decided the site would continue to be operated jointly by both M2/W2 and Catholic Charities Justice Services (CCJS) at the start of the Demonstration Project. A formal advisory committee was created to provide operational oversight and consultation for the demonstration project. Although this committee does not have decision-making power, it impacts decisions made on policy issues, volunteer issues, and core member issues.

Our overall finding in terms of site governance models would suggest that a diversity of community partners on the steering committee/advisory panel works well to gain support and access to community services. For many, membership on these committees is strategic. Furthermore, while these governance structures provide overall direction, many site coordinators still maintain day-to-day control of site operations, a strategy they consider effective.

P-5: What resources are available for CoSA initiatives? Are resources adequate to sustain current project commitments? To further expand participation in CoSA (volunteers and core members)? What is the cost effectiveness and cost benefit of the program?

Lines of Evidence	
Program documentation	√
Interviews with site staff	√
Literature	√
Case studies	√

Indicators
Level of satisfaction
current volunteer hours and materials used (see P-7)
training hours and materials (see P-8)
CoSA staff
of recidivistic events prevented compared to cost of CoSA
of recidivistic events prevented in terms of savings to society

Demonstration project funding. The NCPC contribution agreement provided a budget for CoSA of approximately \$7.4 million to be used from October 1, 2009 to September 30, 2014 by the 13 sites participating in the national demonstration project. This money is further supplemented by \$4,192,742.45, which represents existing funding from CSC and non-government funding sources.⁷

Case Study Illustration: Case Studies show that sites started out small, with typically one person running a site with little program infrastructure, data collection, or program documentation. With the advent of NCPC funding, all participating sites were able to expand by hiring more staff, better documenting their program, building program infrastructure, and developing networks. Unfortunately, it was never the plan to re-fund CoSA through NCPC, so sites are now looking for other funding sources to sustain their project, or to scale their program back to its original size, or to close it altogether.

⁷ Mennonite Central Committee (MCC, MCCA, MCCM, MCCS), United Church (UC), Mennonite Church Saskatchewan (MCS), Provincial Special Needs Program (PSNP), Aumônerie Communautaire de Montréal (ACM), Communautés Organisms (CO), Ontario Trillium Fund (OT Catholic Charities Justice Services/Man-to-Man Visitation Program (CCJS/M2F), Rhodes College, Anglican Diocese, Community Constituents, The Church of St. John the Evangelist (St. John's), Community Chaplaincy

The current funding arrangements include contributions from the CSC of approximately \$700,000 annually, of which fully half goes to one site, and the other half is shared by 15 other sites nationally, and contributions from private sources outside government. This funding arrangement, apart from the National Demonstration Funding which is not meant to fulfill core funding needs, is inadequate to support current operational requirements of CoSA, let alone to expand operations either to other communities or to other types of core members.

As one of the coordinators notes:

It is a very different program when it is just one person running the program. My experience was trying to build a program and learning about it myself. Just being on my own was very different, I did not have stats, I did some things [reporting] for the Regional Chaplains, but, I mean, I kept no records of core members or their files...I was running by the seat of my pants really, it was a really good program, and I think we did really well, but it wasn't well documented.

Another site has evolved from volunteer-driven informal circles, to a fully-fledged CoSA site. In the early stages of its work this site was composed of church members in informal support groups, whereas currently the site is comprised of a Board of Directors, a Steering Committee and a number of CoSAs.

For cost-effectiveness analysis and cost-benefit analysis, see page 45.

P-6: How have connections with community services been initiated? How have these connections supported the work of CoSA sites?

Lines of Evidence	
Site profile	√
Interviews with site staff	√
Interviews with circle volunteers	√
Survey-circle volunteers	√
Survey-service providers	√
Case studies	√

Indicators	
# and type of community services identified and contacted	
# and type of community service connections made	
Satisfaction with connections made	
# outreach/network activities	

Ongoing contact with community services. CoSA sites use a two-pronged approach to initiate and maintain contacts with community services. On the one hand, sites ensure that steering committees are representative of the community as a way to ensure on-going contact with relevant service providers. Site coordinators also actively engage and network with the community and with community service providers on an ongoing basis. The majority of site staff describe their relationship with community service providers as a partnership, and as one of the site coordinators observed, “CoSA can’t work well in isolation.”

Partnerships with community service providers (e.g., Fraser Health Winnipeg Mental Health Services, local police services and the RCMP, public charities, Salvation Army, etc.) are considered essential to the work of CoSA, and as a result, sites spend a considerable amount of time building and maintaining these relationships. For example, figures from the indicator report (June 2014) show that in year five CoSA sites have had 51,209 contacts with community service providers, up 20,959 from year two. Contacts with these community service providers typically have more impact on site functioning (e.g. providing training, identifying meeting locations, volunteer recruitment and awareness-raising) rather than the provision of direct support to core members. Support to core members is more likely to come from the volunteer's personal support network (e.g., housing, job and volunteer opportunities).

Case Study Illustration: One CoSA site has impacted the parole and probation offices in the municipalities of their core members. Initially, the geographic spread of the site made creating and maintaining these relationships across the nine municipalities difficult, especially since staff positions are constantly rotating. Over time however, the site has developed and worked at many of the connections. According to the Project Manager:

I feel like this just gets better and better...I think we have a very good name within corrections and within probation... We are known everywhere... The director for Correctional Services is saying 'we need to be of even more help to you'.

Relationship between circle volunteers and community service providers. As noted, contact with community service providers for the most part is initiated and maintained by site coordinators. Circle volunteers, for their part, have very little direct interaction with community service providers. While the majority of circle volunteers surveyed are fine with this, roughly half (48%) are "satisfied" to "very satisfied" with their current interactions with service providers; they indicated to us they would like more contact if it would help them better assist their core members, particularly in the areas of housing, health and employment. Some (14%) also indicated that they would like to see more collaboration with police and parole officers to ensure that all are working towards the same goal. It is important to recognize that circle volunteers nonetheless play an intermediary role in the relationship between core members and community service providers. For example, circle volunteers often help core members try to understand the perspective of the community service provider (e.g. parole officer, psychologist) and help them identify housing, employment or volunteer activities.

Role of community service providers. While community service providers play an essential role in the success of CoSA, much of the work of CoSA occurs in a circle, and as a result the effect of the community service provider is found to be more indirect. In terms of support, community service providers help sites with recruitment of circle volunteers, core members, Steering Committee membership, and community partners, and with the provision of training and education, funding and governance. Despite all of their support and an overwhelmingly positive impression of their relationship with CoSA, one-quarter of community service providers surveyed would nonetheless like to initiate better communication and more connections with CoSA, particularly concerning new core members.

P-7: What strategies are used to recruit and retain circle volunteers? What worked well? What challenges/barriers were identified?

Lines of Evidence	
Site profile	√
Program documentation	√
Interviews with site staff	√
Interviews with circle volunteers	√
Survey-circle volunteers	√
Case studies	√

Indicators	
# and type of strategies used	
# of new CVs identified and recruited relative to the # of new CMs	
Volunteer satisfaction	
# and type of challenges identified	
# and type of retention strategies	

Mix of formal and informal recruitment strategies. Recruitment strategies are considered a key part of all outreach activities. Sites use a combination of formal recruitment strategies at job fairs, and universities, for example, and informal strategies such as community- and faith-based connections, or word of mouth. As the survey of circle volunteers indicates, the most successful recruitment strategies are through a CoSA staff member (32%), through word of mouth (27%), attending presentations (9%), university courses (8%), the internet (5%), church (5%), and advertisements (4%).

Case Study Illustration: Case studies illustrate that whereas some sites rely on faith-based organizations for the recruitment of volunteers, others are less tied to the church. For example, in one of the Montreal sites, only 20% of volunteers have a Christian background. For some, recruitment of circle volunteers occurs primarily through word of mouth, though partnering with community agencies and through holding community events. According to the site coordinator, this process helps them focus on slowly building a relationship with potential partners, ultimately helping them identify a committed group of volunteers over time. Another site relies primarily through partnerships with faith-based organizations and through contacts made by the site coordinator.

Motivation for involvement. CoSA’s high retention rate for volunteers reflects the circle volunteers’ commitment to their core member and to the principles of CoSA. Forty-seven percent of survey respondents volunteer with CoSA as a way to make a contribution to the community. Secondary reasons given include fulfilling religious obligations/beliefs (17%), gaining experience in the field of restorative justice (16%), and knowing someone who has been affected by an offender (11%).

The majority of circle volunteers came to CoSA through indirect recruitment efforts such as word of mouth and the Internet. This supports a key finding from interviews with circle volunteers: many indicate that they are looking for a more challenging and meaningful volunteer opportunity, describing a very selective and intentional decision about volunteering with CoSA.

The reasons cited for involvement reflect those found among volunteers in other studies (Hannem, 2011; Wilson & McWhinnie 2013), primarily, their belief that CoSA creates safer communities, that restorative justice and the principles behind CoSA are an extension of their religious faith, a fulfillment of their search for more challenging volunteer experiences, and fulfillment of a formal educational program goal. As one of the circle volunteers observed:

I have two kids that I love a lot, obviously—and I would never want anything bad to happen to them so I thought this is a way of kind of being—it’s like a civic duty, you know? It’s like, I want to help protect other kids, obviously. So that’s kind of where I was coming from.

Another circle volunteer was motivated by her faith.

I am a Catholic and this work called to me. This is something that I wanted to do. It is important to find the good in people because then they can change.

For another volunteer, the motivation for involvement was based on her sense of social justice. According to this circle volunteer:

It’s a way for me to feel that in some way I am helping. That I’m really helping to make the community a safer place to live. As Gandhi said, “be the change that you want to see,” and I think about that, and I think about the fact that I can sit in my living room and think about how things should be but you really have to take action on it.

Development of mutually beneficial relationships. In keeping with the program theory outlined above that places emphasis on the development of pro-social relationships, we have observed in terms of recruitment that circle volunteers are motivated to get involved in CoSA in large part by their social principles and belief in restorative justice. In terms of retention, circle volunteers describe fulfilling relationships that over time, develop characteristics of reciprocity and a level of emotional investment and depth of caring (Weaver, 2013). According to one of the circle volunteers:

On a more personal level, I think our lives—my life, and the people who are part of the circles of support as volunteers—have been enriched immensely by a relationship with people who, most all of us are middle class, highly educated types, we wouldn’t have that kind of experience. So it enriches our lives as much as it enriches others.

As another circle volunteer described:

Sometimes we think we’re only doing it for somebody else and yet it’s really also for me too...to see how they struggle when they come out—a lot of our guys are doing really well and yet to see what they struggle with—it’s like watching them and how they look at the possibilities really, and that’s really just inspiring for me.

This particular gentleman is 48 years old. He is illiterate, has a speech defect, and has probably [been] treated very, very badly not only at home but in schools and wherever.

So he—but he’s great at fixing things. So he fixes bikes and he helps me—he just cut my lawn yesterday. He’s helped me with helping move people, and when I volunteered in a thrift store he was very helpful...he always wants to help where he can. So I give him jobs to do that I know he can do. He’s been out for nine years. Considered to be a monster in his home community. It’s so funny, this monster turned out to be just an ordinary, gentle person who has learning disabilities and can’t speak properly, basically a marginalized person.

Recruitment challenges. The proportion of circle volunteers to core members is consistent over time. The average number of volunteers (3-5) per core member is reflective of the literature on the number of circle volunteers required for an effective circle (Bates et al. (2012); Wilson et al. (2007)). Despite this finding, volunteer recruitment is nonetheless highlighted as an ongoing challenge across a number of project sites. Sites experiencing volunteer recruitment challenges occasionally have a waiting list of core members; however, this is not in any way a constant situation as the ratio of available volunteers to core members changes on a regular basis. Overall, the most successful strategy for recruitment includes a mix of both formal and informal approaches, and is very much based on site context.

P-8: To what extent was volunteer training adequate for the intervention?

Lines of Evidence	
Site profile	√
Interviews with site staff	√
Interviews with circle volunteers	√
Interviews with regional chaplains	√
Survey-circle volunteers	√

Indicators	
Level of satisfaction with training	
# of training hours delivered to CV prior to joining a circle and after entering a circle	
Training topics covered across all sites	

Formal and informal approaches to training. Although all sites provide training to volunteers, the specific approach taken varies across sites, a fact that reflects each site’s history, geography and circle volunteer demographics. Some sites provide an initial eight hours of training, whereas others provide over 16 to 20 hours. For some, this training is offered in a formal group setting, but for others it is offered informally, for example, one-on-one over coffee. There are essentially two types of training offered: formal training that consists of basic and ongoing training, and informal training, which consists of on-the-job training.

Depending upon the site, basic training can run anywhere from eight to 16 hours, with modules that can include introduction to circles, offending/unhealthy behavior cycles, integration training, victim/survivor empathy and awareness training, boundary training, CoSA fundamentals, restorative justice and faith orientation, overview of the criminal justice system, understanding sexuality and sexual deviation, offender and community perspectives, legal controls for sex offenders, and re-integration.

Ongoing training is provided to volunteers as a way to address individual training needs, keep volunteers up-to-date, and provide outside expertise on relevant issues. Some sites also hold monthly discussion series where invited speakers share their expertise on a variety of topics.

Although site staff and circle volunteers note the importance of providing formal training to volunteers, the majority believe that the most important training is of an informal nature, occurring on-the-job, and facilitated by the participation of site staff in a circle and among circle volunteers, with a mix of new and more experienced volunteers. As one of the site coordinators observed, “The composition of the circle where more experienced are paired with less experienced volunteers, really provides new recruits with the confidence and learning that they need to be active circle volunteers.” Thus, while there is little consistency in terms of training across sites, this is likely reflective of site specific operations and circle volunteer demographics more than insufficient or inadequate training.

Case Study Illustration: One of the challenges in training is teaching the circle volunteers how to ask tough and challenging questions. Circle volunteers report that this can really only be learned on-the-job, and that when the Project Manager and/or Circle Coordinators visit the circle, they lead by example and show the circle volunteers what types of questions they should be asking, and how. One circle volunteer notes, “[The site coordinator] comes into the circle to make sure we are in the right role and the circle is running as it should”, and “We learned to listen to [site coordinators]... learned how they ask the questions. Months later we can come up with our own questions. The training was more hands-on, which is fine because the best way to learn is to have someone show you the ropes. At first I was not comfortable using this language, but now it is better.”

High satisfaction with training. Overall, training was considered excellent by the vast majority of circle volunteers. While 95% of circle volunteers surveyed were very satisfied to satisfied with the training they received prior to entering a circle, 26% nonetheless indicated that they do not have *adequate experience* to deal with core member issues. This points to the need to pair inexperienced volunteers with experienced volunteers in a circle for on-the-job training and to the need for ongoing training. Twenty four percent also indicated that the training they received was inadequate to help them deal with core member issues. In fact, volunteers indicated that they would like more training on how to deal with manipulative core members, what they can realistically expect from core members, more background on the lives of inmates as a better way of understanding the challenges core members face when they are released, and inquiry techniques on how to hold core members accountable while still creating a positive environment. This points to the fact that ongoing training should reflect the specific needs of the volunteers to help them better address the needs of their core members.

P-9: What do core members and circle volunteers do in circles? What is working well (successes) and not working well?

Lines of Evidence	
Site profile	√
Interviews with site staff	√
Interviews with circle volunteers	√
Interviews with core members	√

Survey-circle volunteers	√
Case studies	√
Journals-circle volunteers	√

Indicators
Types of experiences described by CMs and CVs
Range of issues/problems identified
Satisfaction with experience (CM and CV)

Generally—but essentially, and in keeping with the program theory outlined above -- circle volunteers and core members in a circle work together toward building trust through increasing openness and truth-telling so they can develop sound, pro-social relationships. The process of developing a sound, healthy relationship is enhanced by “situations characterized by open, warm, enthusiastic, and non-blaming communication, and by mutual respect, liking and interest” (Andrews & Bonta, 2007, 296). This is what core members and circle volunteers “do” in circles. As one can imagine, though, many core members are not familiar with building pro-social relationships, or with the processes involved. Many are institutionalized, have spent years in heavily anti-social, often violent environments where mutuality and reciprocity are foreign concepts given over to power and control tactics. Volunteers are likewise not always experienced in helping someone like their core member learn to trust and to yield to essentially prosocial processes that they might take for granted in free society. Accordingly, the work of developing healthy, prosocial relationships is not just a two-way street, it is really hard work. What follows are some glimpses into that work, or what some volunteers refer to as “a journey.”

Evolution of a circle. While the essential circle structure and definition is consistent across sites, we note that the evolution of circles differs from circle to circle, as well as across sites. Overall, circles are composed of three to five circle volunteers (an average of 3, as we have pointed out earlier), with initial meetings occurring once each week, and then generally becoming less frequent over time as the core member adjusts and stressful situations become less frequent. Meetings can occur as part of a formal circle or informally over coffee, or through involvement in outside recreational activities. Most meetings start with a “check-in”, where both circle volunteers and core members share what happened during the week, followed by a more focused discussion on the core member’s issues or challenges encountered that week.

Based on recidivism data, the average time core members spend in CoSA is approximately three years (mean = 36 mos., SD = 37 mos., range = 0 – 186 mos.)⁸. Although circles change over time as the core member becomes more accustomed to being out in society, for many the circle never comes to an end, as the friendship and support provided remain a central feature—sometimes the only feature—in a core member’s social life. As one of the circle volunteers explained, “A lot of guys, they need that ongoing support even after all the [legal] conditions are done with. Because they just don’t have a support system in their lives. So we are their family, literally.” For others, the circle remains intact but becomes less formal over time, evolving into a relationship based more on friendship than supervision.

⁸ LTSO average time is 24.78 mos. (SD = 23.83 mos., range = 0 – 142 mos.).
WED and 810 average time is 42.95 mos. (SD = 41.25 mos., range = 0 – 186 mos.).

Case Study Illustration: Although all case study sites demonstrate a progression or an evolution within the circle, in terms of frequency of meetings, types of issues discussed, level of support required to meet the needs of the core member, etc., one of the sites manages a fairly consistent circle evolution, with the goal being the successful closing of the circle. At this site, when a circle closes, support from CoSA comes to an end. If the circle closes as a result of a breach, volunteers are reassigned to other circles.

At another case study site, on the other hand, a formal circle is only one form of support for core members, as CoSA is conceptualized as a broad community-based support. At this site, circles rarely come to an end, as support for the core member continues beyond the formal weekly or bi-weekly circle meeting. Over time, the meetings become less frequent and the focus becomes one of friendship and support.

The provision of primary support. In the initial stages, the circle is very focused on helping the core member adjust to the more practical issues related to life outside of prison (e.g., managing the conditions of 810 orders, long term supervision orders, and probation orders, finding housing, accessing food banks, obtaining employment, drivers licenses, etc.). As the circle members become more familiar with one another, they can begin to address more complex issues (e.g., triggers for re-offending, danger of breaching, self-harm, family issues, self-pity, frustration and anger). For some, the circle ultimately evolves into more of a friendship, what one circle volunteer described as a “give and take relationship.” According to one core member, “I guess I used CoSA a lot in the beginning. A lot of frustrations, and the first year wasn’t easy here, so I relied on the opportunity to ventilate.” For another core member, circles provided the opportunity for him to talk about his crimes. As he stated:

I talk about my problems, like recently I’ve had difficulty accepting what I’ve done to my victims, so this allows me the outlet to listen and ask questions. I feel like I can get to the next step because I can talk to them.

According to another core member:

When you come out of prison, I find that I don’t belong anywhere. I don’t belong in the city that I used to live in, I don’t belong in this city where I moved, I don’t belong anywhere. My friends are all gone, you have no more friends, and Circles of Support is kind of that anchor that you can hold on to. They’re people that you know, they’re people that you can get on the phone and contact. I can’t stress how important that is when you feel alone...I often think that it must be a little like immigrants by themselves coming to this country. And they’ve lost all of their family, all their friends, all their associates, and they’re starting all over from scratch.

Support provided remains outside of formal system. CoSA plays an essential role in providing primary support for integration to core members beyond more formalized support structures, a fact that seems to motivate core member commitment and continued involvement in CoSA. Both service providers and circle volunteers note that CoSA fills a gap between prison life and life after incarceration, what amounts to a valuable support service that is seen as standing outside the ‘system’, what one circle volunteer described an intermediary role between legal/correctional

services and living in/integrating into society. According to one of the core members, “If I have a problem it’s easier to talk to them...because even though they’re professional it’s more like a friendly thing, it’s not like talking to the therapist or the parole, probation, so I feel more comfortable”. For another core member, it amounts to a trust issue, as he acknowledges that he has a hard time trusting anyone from inside the system. As he describes, “I feel scared to talk to someone like the therapist because you’re always afraid that if you say one thing they’ll turn it, they’re very good at handling words, and they have a way of twisting some.” According to another core member:

They’re [circle volunteers] there 24 hours a day if I need to talk about anything, which is beneficial for me. To know that outside of—because I don’t have a lot of friends or family—knowing that there’s someone there all the time that I don’t have to rely on parole officers, somebody outside the system.

Case Study Illustration: The Area Director for the Correctional Service Canada reported that, “Unlike Parole/Probation systems that are legal monitoring systems and thus are always in an unequal relationship, CoSA can bridge the gap between the justice system and the general community.”

Diversity of volunteer backgrounds. While circle dynamics depend to a large extent on the core member himself, on where he is at in terms of transitioning into the community, how long he has been incarcerated, length of time in circle, etc., our findings also indicate that the diversity of volunteer backgrounds and experience plays a key role in creating a positive circle dynamic (Saunders & Wilson, 2003). Diverse backgrounds means that each volunteer brings a different skill set to the circle, providing the core member with a variety of points of view, advice, and experiences. One circle volunteer did caution, however, that although “it is good to have a range [within a circle], the range should be based on the core member’s demographic”. Overall, our findings suggest that the circle volunteers are key to what makes CoSA work—they volunteer their time and are not perceived by core members as part of the system.

Friendship as key to success. The relationship between the core member and circle volunteers is essential to the success of CoSA (Wilson & McWhinnie, 2013). For many of the core members we interviewed, the circle not only provides the support they require to adjust to life outside of prison, but also represents friendship in what is otherwise a very lonely and solitary existence. As one of the core members explains, “It’s like having a friend when you really, really feel so alone.” This friendship also extends beyond the boundaries of the circle, as core members and circle volunteers get together for recreational activities, coffee and volunteer jobs. Core members describe trips to the YMCA, gardening activities, movies, dinner, and birthday celebrations. According to one of the core members, circle volunteers “are fully involved in my life and they are going to stay that way.” Another core member says, “For me, they’re an extension of family.” Another core member added, “When a special time comes, you don’t feel so...you don’t feel so down.” What starts off as an “intentional friendship” (Wilson, et al, 2009) over time deepens to what for many circle volunteers and core members describe as a real friendship, a fact that may help explain the endurance of the relationship long after the circle has officially closed.

The balance of support and accountability. Interviews with circle volunteers further indicate that the balance between support and accountability depends on the needs of the core member, their experiences, and what they are experiencing in terms of their release conditions. As one of the circle volunteers explained:

There are times when things are going well and when things are not going well. It is a bit of a rollercoaster—so the balance of support and accountability changes. When things are going well the accountability aspect is much less.

We also note that at some CoSA sites, the balance between support and accountability evolves and shifts over time. Whereas initial circle conversations are more formal and related to accountability, as the circle progresses the conversation becomes more casual, depending upon the core member, the length of time in the circle, comfort levels and level of trust.

Case Study Illustration: Case studies further indicate that the notions of support and accountability vary across program sites, with some sites maintaining a fairly structured approach to accountability where it is always a predominant aspect of the circle, whereas with other sites, the balance between support and accountability shifts and changes along with the evolution and need of the circle and with the dynamics of the friendship.

At one site, volunteers note that the challenge with maintaining the balance is determining when they should be supportive and when they insist the core members should take responsibility for themselves and their actions. One circle volunteer wrote about how he wonders whether his support for the core member’s every need actually encourages co-dependence, and the extent to which the circle volunteers should advocate for their core member versus letting them suffer the consequences of their actions.

Outcome Questions

Outcome questions focus on whether CoSA has made a difference in terms of outcomes and what the expected and unexpected results are across sites. Based on a revised program theory, these questions (O-10, O-11, O12 and O-13) have been re-conceptualized in this final report to enable us to explore outcomes for core members at a micro and macro level, as well as general outcomes for the program as a whole. The delineation of outcomes at the micro and macro levels is intended to help us capture a progression from immediate outcomes that lead to outcomes at a more macro level (e.g., in terms of recidivism and risk reductions; no more victims).

O-10: To what extent are program outcomes being attained? Were there any unintended outcomes experienced?

Lines of Evidence	
Interviews with CV	√
Interviews with Site Staff	√
Survey circle volunteer	√
Case Studies	√

Indicators	
# of circles coordinated	
# of core members involved in CoSA	
# of circle volunteers involved in CoSA	
# of trained volunteers	
Decisions made with the support of committees and boards	
Connections and networks developed with community service providers	

The use of demonstration project funding. NCPC funding, as noted through interviews with site coordinators and case studies, has enabled CoSA sites to expand their projects significantly (increasing the number of core members and circle volunteers) and develop extensive program infrastructures (establishing office and staff protocols, training materials, active boards of directors, active steering committees, and established relationships with a broad range of community service providers and police/probation). However, while NCPC funding has enabled sites to achieve specific program outcomes in terms of the retention rates of circle volunteers, a sustainable ratio of circle volunteers to core members, and established institutional connections and support, it has not led to the identification of sustainable funding sources across project sites. See Figure 1 (page 9) for growth.

Community networks. Our findings indicate that NCPC funding has enabled sites to establish strong community and institutional connections and support over the period of the demonstration project. The establishment of partnerships supports the work of CoSA in terms of core member recruitment, circle volunteer recruitment, training, steering committee decision making and site governance; it has also helped with building linkages and awareness within the broader community.

Retention rates. Our findings indicate that circle volunteers are very satisfied with their involvement in CoSA activities. We note a high retention rate among circle volunteers across all project sites, a finding that speaks to the dedication of this volunteer group. Regarding the reasons given for becoming a CoSA volunteer, forty-seven percent of survey respondents volunteer with CoSA as a way to make a contribution to the community, fulfill religious obligations/beliefs (17%), gain experience in the field of restorative justice (16%), or because they know someone who has been affected by an offender (11%).

We also note that high retention rates among circle volunteers have led to a sustainable ratio of core member to circle volunteers, thus ensuring that core members can become part of a circle fairly quickly, with a circle composition that fits the individual core member's needs. Case studies illustrate that in sites where there are not sufficient numbers of circle volunteers available for a circle, core members are nonetheless introduced to CoSA through other community and faith-based activities.

O-11: To what extent were micro-level outcomes being attained? What are the effects of the program on participants? Were there any unintended micro-level outcomes experienced?

Lines of Evidence	
Interviews with circle volunteers	√
Interviews with core members	√

Survey-circle volunteers	√
Case studies	√
Journals-circle volunteers	√

Indicators
Relationships developed between CMs and CVs
Behaviour modeled
Connections made with community service providers

This question is designed to address the fact that it is difficult to generalize across all core members, as much of their experience in the circle depends upon how long they have been incarcerated, the conditions of their release, their past experiences, and their index offense. As such, for this question we are reporting on what we have found to be micro-level outcomes, with the understanding that there is no linear process of change that all core members adhere to during their experience with CoSA. Our response to this question is framed by our findings related to the relationship between core members and circle volunteers, behaviour modeling, and connections made to relevant service providers.

Specific outcomes. For many core members, the transition from life in prison to life out in the community is challenging. CoSA provides many core members with the support (friendship, encouragement, motivation) and basic needs (food, shelter and health) that they require for life outside of prison. Interviews with core members suggest that their experience in the circle is reflective of how long they have spent in the prison system. The longer they have been incarcerated, the more institutionalized they will likely be, and hence the more reliant on their circle volunteers for helping them transition to life outside of prison. As one of the core members described:

They [circle volunteers] were there to support me when I got out. You might be able to figure out better words than I can. You know what I mean? Because they got me housing, they helped me get clothes, they helped me adjust to society.

Circle volunteers also provide essential role modeling in prosocial skills. According to a circle volunteer:

One nice thing about the exchange of how is your day, how your week has gone is that the guys see from us what real life is like. Because they are coming out of a really strange life, and we can illustrate how our weeks are going and it gives them an idea of, “ah, that’s what it should be like.”

Even though we have said it is difficult to generalize, many core members do share similar challenges. Among the most common are loneliness and isolation, lack of employment, ongoing issues with drugs and alcohol, chronic health issues, lack of community acceptance, transitioning from prison to the outside world, lack of confidence, and living within the confines of their release conditions. Circles help address these core member issues by providing support, friendship, encouragement, the opportunity to reflect and vent, different points of view, and connections to community and health services. As one of the core members reflected:

When you come out of prison, I find that I don't belong anywhere. I don't belong in the city that I used to live in. I don't belong in this city where I moved. I don't belong anywhere. My friends are all gone, you have no more friends, and Circles of Support is kind of that anchor that you can hold on to. They're people that you know, they're people that you can get on the phone and contact, and I can't stress how important that is when you feel alone. And you really have to be in that position to understand what I mean when I say you feel alone.

Circle limitations. Our findings further illustrate that changes in a core member's behaviour take time and sustained effort, as well as significant community resources. According to one of the circle volunteers:

The core member now recognizes that it is going to be a journey in terms of moving forward—not everything will happen at once. The core member has changed in his ability to share and be forthcoming with all the things that are happening in his life. He has blossomed.

At the same time, our findings confirm that despite all of the support and accountability provided in circles, there nonetheless remain limitations to integration. For example, housing, employment, and mental health concerns often pose ongoing challenges for many core members. Reflecting challenges to do with community acceptance mentioned above, some core members find they must move frequently, because once neighbours learn who they are and what their history is, they are no longer welcome in the neighborhood. The fact that circle volunteers continue to provide friendship and support long after a formal circle has closed, may well be an indication that the core member still has ongoing needs that are not being met outside CoSA.

O-12: What were the macro-levels changes in recidivism, risk and integration?

Lines of Evidence	
CM observed recidivism data	√
STABLE 2007 assessments	√

Indicators	
Reduction in recidivism rates	
Reduction in Stable 2007 scores	
Level of CM success in terms of integration in a community	

Recidivism. This analysis is based on data collected from CoSA sites regarding whether or not a core member had been charged or convicted of a reoffence (sexual or non-sexual), or if they breached conditions during their time in CoSA. Further background information on release date, release status, target population, whether or not the core member was a repeat offender, circle start and end date, and number of months incarcerated after breach or reoffence were collected. The main limitation of this analysis is that it is based on site records only rather than official records. Sites typically learn of breaches or reoffences from the core members themselves while in the program. Therefore, this data is certainly an underestimation of core member recidivism rates, as it does not take into account any recidivistic events that occurred while the core member

was not involved in CoSA (e.g., following dropout or graduation), which would increase the rate. More precisely, the rates computed here can be described as “time-in-CoSA” recidivism rates.

Survival Analysis. The CoSA recidivism rates were computed using censored Kaplan-Meier (K-M) survival analysis (Goel, Khanna, Kishore, 2010). Survival refers to the length of time a core member has remained in the community offence-free, with our observation period for the current study confined to the time the core member was involved in CoSA. The mean observation period (time in CoSA while at risk for reoffence) is 33.7 months \pm 35.5 months. The cumulative probability of sexual reoffending was analyzed at three-, five-, and ten-year intervals⁹. The overall rate of sexual recidivism observed for core members involved in CoSA is 2.0%, 5.6%, and 9.5% for three, five and ten years respectively. See Table 5 for the CoSA recidivism rates stratified by both type of offence (i.e., sexual vs. non-sexual) and release status.

Table 5: Observed CoSA Recidivism Rates (%)

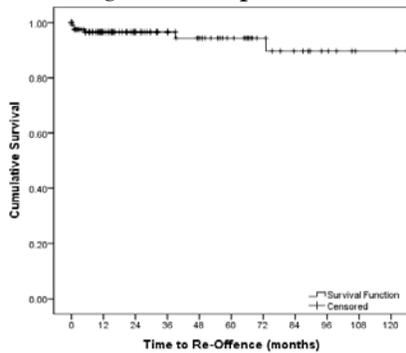
		3 year rate	5 year rate	10 year rate
WED	Sexual	3.23	5.28	9.80
	Non-Sexual	3.20	3.20	6.42
LTSO	Sexual	0.00	11.10	11.10
	Non-Sexual	2.27	2.27	2.27
Overall	Sexual	2.0	5.6	9.5
	Non-Sexual	2.9	2.9	5.5

Figure 4 (below) displays CoSA’s K-M survival graphs, broken down by release status. In these graphs, each time an offence is committed, the number of core members living offence-free in the community drops. Over time, the number of core members who have experienced a recidivistic event accumulates, thereby contributing to a greater rate of recidivism over time. Furthermore, as time goes on, the population of core members included in the survival analysis decreases due to censoring¹⁰. See Appendix H for the full Kaplan-Meier tables used to determine the rates of recidivism.

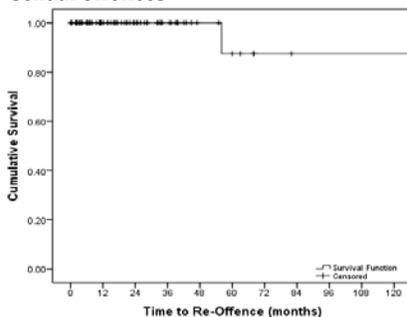
⁹ Some core members included in the Demonstration Project have been with CoSA for ten or more years.

¹⁰ Ideally, all individual cases within a given survival analysis are accessible throughout the entire time horizon of the study, and exit the sample only as a result of experiencing the event of interest (e.g., recidivism). Unfortunately, however, real applications of survival analysis are rarely straightforward. Individuals are usually lost throughout the study period for reasons other than a recidivistic event. In the case of the CoSA program, which has a rolling intake design, follow-up times vary widely across CMs, ranging from ten years to one year or less. In addition, CMs may drop out of the program at any point and are therefore inaccessible through all but official police and corrections records (which were not available for the current study). Therefore, not all CMs are able to be observed throughout the entire time horizon of the analysis (e.g., whether 3 years, 5 years, or 10 years), in order to determine if a sexual or

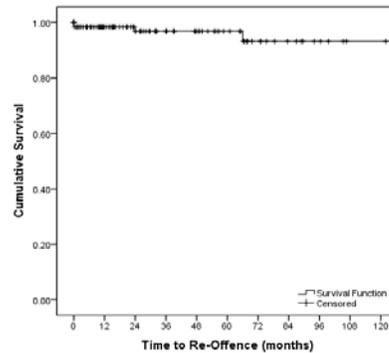
Figure 4: Kaplan-Meier Survival Analysis



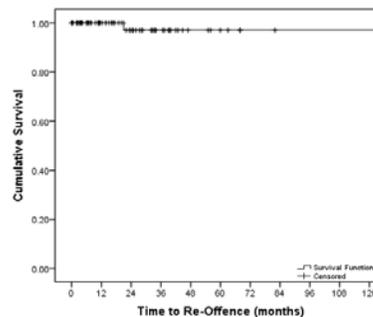
Survival analysis of WED offenders for sexual offences



Survival analysis of LTSO offenders for sexual offences



Survival analysis of WED offenders for non-sexual offences



Survival analysis of LTSO offenders for non-sexual offences

Associations between background variables and offending. In terms of breaches, 35.8% of core members breached their conditions. Core members were significantly more likely to breach conditions if they had an LTSO compared to those with WED/810 orders (χ^2 [df = 1, $N = 241$] = 14.475, $p < 0.001$).

There was no significant difference in non-sexual re-offence rates between core members with LTSO and WED (One-tailed Fisher's Exact test; $df=1$, $N=241$, $p=0.202$) or in sexual re-offence rates between core members that were LTSO or WED (One-tailed Fisher's Exact test, $df=1$, $N=241$, $p=0.443$).

The majority of core members who breached or who were charged and convicted of a reoffence held a diagnosis for pedophilia (33.3%). Repeat sexual offenders were more likely to breach or be charged with a reoffence; however, when it comes to an actual conviction, we observed no difference in terms of whether or not the core member was a repeat offender. See Tables 6 and 7 for a further breakdown.

other type of offence has taken place. Nonetheless, one does not want to simply remove such cases from the analysis, as critical information would be lost. Rather, the idea is to observe all cases as long as possible, treating individuals who become unavailable within a given time period as "censored" beyond that period; in other words, their trajectories (i.e., either offended or offence-free) are considered blocked from further follow-up (Klein & Moeschberger, 2003; Prinja, Gupta, & Verma, 2010; Sedgwick, 2013).

Table 6. Breaches and Re-Offenses according to original victim type

Victim Target Population	Breaches	Re-Offence (charge)	Re-Offence (charged and convicted)
Male <13	27.4%	12.5%	33.3%
Female <13	22.1%	25.0%	33.3%
Male 14-18	9.5%	0.0%	0.0%
Female 14-18	15.8	50.0%	16.6%
Male 19+	2.1%	0.0%	0.0%
Female 19+	23.1%	12.5%	16.6%

Table 7: Breaches and Re-Offence according to repeat status

	Breaches	Re-Offence (charge)	Re-Offence (charged and convicted)
Repeat Offender	61.3%	77.8%	50.0%
First time Offender	38.7%	22.2%	50.0%

Comparing CoSA recidivism rates to normative baselines. No contemporaneous comparison group—that is, a comparison group of high-risk sexual offenders released to the community with no support and accountability structure—was available for assessing CoSA vs. non-CoSA recidivism rates. Therefore, potential reductions in recidivism rates under CoSA were estimated by comparing normative baselines from longitudinal follow-up studies of sex offenders released into the community—in particular, the three-year rate for the matched comparison group presented in the Wilson et al. (2009) evaluation of CoSA, and the five-and ten-year rates for high-risk sex offenders from the meta-analysis by Hanson, Harris, Helmus, & Thornton (2014)—with the CoSA recidivism rates obtained from site records. Overall, while core members are involved in a CoSA, sexual recidivism was reduced by 92.8%, 74.5%, and 67.0% over three, five and ten years respectively. See Table 8 for the literature baseline rates; see Table 9 for the breakdown in percent reductions according to release status (i.e., LTSO vs. WED).

Table 8: Baseline Rates of Recidivism from Literature

Researchers	Recidivism Type	Follow Up Period	Recidivism Rate
Wilson, Cortoni, & McWhinnie (2009)	Sexual Recidivism	3 Years	27.78%
Hanson, Harris, Helmus & Thornton (2014)	Sexual Recidivism	5 years	22.0%
	Sexual Recidivism	10 years	28.8%

Table 9: Percentage Reduction in Sexual Recidivism (%)

		3 year rate	5 year rate	10 year rate
WED	Sexual	88.4	76.0	66.0
LTSO	Sexual	100.0	49.5	61.5
Overall	Sexual	92.8	74.5	67.0

The formula used to determine the reduction = $(\text{Baseline rate} - \text{CoSA rate}) / \text{Baseline rate} \times 100$.

STABLE Assessment. This tool was intended to be used as a way to assess the dynamic risk factors of each core member three times over six month intervals. See Appendix F for the assessment scoring aid. The purpose was to enable sites to address the key risk domains in a standardized and systematic way, as well as to assess whether risk decreased over time. Although we did not identify any significant reduction in STABLE scores during this time, sites did note the impact of completing the STABLE on their understanding of core member needs, a significant finding in itself and one that requires further exploration through interviews with site staff and volunteers.

We found that there were no significant differences between mean STABLE scores between the three assessments (repeated measures MANOVA, $F_{(2,93)} = 0.568$, $p = 0.569$).

There was a near-significant difference between the change in STABLE scores from the initial to final assessment between LTSO and WED CMs (t-test, $F_{(1,91)} = 3.819$, $R^2_{\text{adj}} = 0.030$, $p = 0.0538$), such that LTSO CMs had a mean decrease in STABLE scores of 1.30 and WED CMs had a mean increase in STABLE scores of 0.28 (Figure 5).

Figure 5: STABLE scores for each of the three assessments

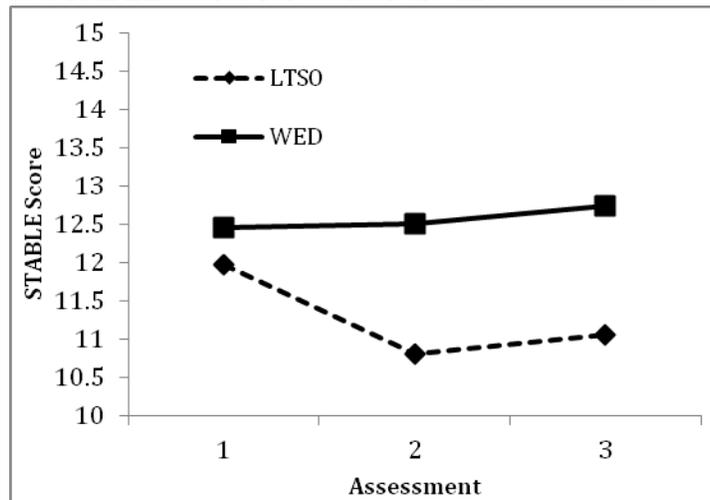


Table 10: Stable scores according to release status (mean ± SD [min-max])

Stable Assessment Time	WED/810	LTSO
Assessment 1	12.46±4.85 (2-24)	12.19±4.50 (6-26)
Assessment 2	12.50±5.62 (2-27)	10.81±4.11 (4-24)
Assessment 3	12.74±5.49 (1-26)	10.89±4.63 (3-24)

There are no significant differences between each assessment for either WED or LTSO offenders. However, the change between assessment one and two for LTSOs was near significant (p -value = 0.08).

Change in Scores by Victim Type: There was no significant difference in the mean STABLE score for each of the three assessments between CMs who offended against males < 13 years, females <13 years, males 14-18 years, females 14-18 years, males 19+ years, and females 19+ years (ANOVA, all p-values >0.36).

There were no significant differences between the mean STABLE score change from the initial to the final assessment for each of the 6 victim types (ANOVA, $F_{(5,109)} = 0.467$, $p=0.800$). Further, post-hoc comparisons using a Tukey-Kramer test showed no significant difference between mean STABLE score changes between each victim type.

Change in Scores by Time-At-Risk: There were no significant differences between the mean STABLE scores of each of the three assessments for LTSO CMs or WED CMs with times at risk of 1, 2, 3, 4, and 5+ years (repeated measures MANOVA, all ten p-values > 0.15).

Feedback comments from STABLE 2007 assessment: Despite the lack of significant findings, sites nonetheless noted the impact of the *process of completing* the STABLE 2007 assessment.

- An appreciation for the consistency the tool provided in examining where core members are at six-month intervals.
- It was useful in generating a picture of how core members are doing.
- Some questions will now be routinely used to aid the circle in gaining a better understanding of the core member.

Thus, while we did not find any significant differences in Stable scores between the assessment dates, we nonetheless can conclude among the outcomes of participating in the STABLE assessments:

- a) an example of, “process use” (Patton, 2008), whereby participants, through engagement in the evaluation learn from the evaluation process itself and,
- b) that CoSA is now utilizing an empirically-validated instrument relevant to sexual offending to assess change in their core members in areas that are important to the prevention of sexual abuse.

Success. A secondary macro-level change is the extent to which core members successfully integrate or become part of a community as a result of their participation in CoSA. An important finding in this evaluation is that overall success cannot be determined or judged based on the number of core members who “graduate” from a circle. For many core members, CoSA has provided them with the support and friendship required to enable them to live independently (to varying degrees) and within what is essentially an intentional community, a CoSA community. In many respects, for some core members, “integration” means full acceptance within the CoSA community, a role to play there, and a way to contribute positively, even though the wider community outside CoSA may still present them with challenges and restrictions. Some core members have reported to us that within CoSA they have experienced for the first time what it means to have friends who genuinely care. That, by any measure, is a successful outcome.

O-13: *What is the cost effectiveness and cost benefit of the program?*

Lines of Evidence

Recidivism data	√
Program funding	√
Cost of crime literature	

Indicators	
-# of recidivistic events prevented as compared to cost of program	
-# of recidivistic events prevented in terms of savings to society	

Economic Analysis. The following cost-effective and cost-benefit analyses were included as part of the evaluation in order to give a sense of the economic efficiency of CoSA. In a time of fiscal constraint, it is important to understand how much money needs to be spent on a program in order to achieve the desired outcome (cost-effectiveness), and whether or not the program yields savings to society through the crimes prevented (cost-benefit).

Since accurate program expenditure records could only be obtained for the period between May 2008 and September 2014, it was necessary to calculate another five-year recidivism rate to match this period. Essentially, only core members who started a CoSA between May 2008 and May 2014 were included in this analysis. The five-year CoSA recidivism rate for this analysis is 10.1%.

Cost-effectiveness analysis. The Cost-effectiveness ratio (CER) is defined in this report as the amount of money spent on a program to achieve the project results; more precisely, the average expenditure per unit outcome (McIntosh & Li, 2012). The following formula was used:

$\text{Cost-Effectiveness Ratio} = \text{Total Program Cost} / \text{Net Effect of CoSA}$

The total program cost is the sum of all administration costs (e.g., staff salaries and training materials), capital costs (e.g., rental of office and/or meeting spaces), and indirect costs (e.g., the cost of travel incurred by volunteers) (McIntosh & Li, 2012). CoSA received \$7,400,000 from NCPD and \$4,192,742.45 from other funders between October 2009 and September 2014; plus \$1,103,775 from CSC and other non-governmental sources between May 2008 and October 2009. Therefore, the *Total Program Cost* used in this analysis for the period of May 2008 and September 2014 is \$12,696,517.45.

The net effect of the program will be calculated according to the number of crimes potentially prevented between May 2008 and May 2014 in order to determine value-for-money throughout the duration of the Demonstration Project. To determine the number of crimes prevented, the CoSA five year recidivism rate was compared to baseline recidivism rates in the most current recidivism study: High-Risk Sex Offenders May Not be High Risk Forever (Hanson, Harris, Helmus & Thornton, 2014). This study pooled data from 21 recidivism studies conducted between 1971 and 2007 in Canada (10 studies), the United States (5 studies), the United Kingdom (1 study), Sweden (1 study), Denmark (1 study), Germany (1 study), Austria (1 study), and New Zealand (1 study). The large sample size of this study, along with the highly prevalent

Canadian data makes it the most adequate comparison study. Furthermore, this study stratifies the sample population by three levels of risk: high, medium, and low, making this study an ideal comparison for CoSA’s high-risk population. One caveat with the baseline literature rates provided in this study is that some studies used only convictions to determine rates of recidivism, while the CoSA rates of recidivism are based on both charges and convictions. See Table 4 in Appendix E for baseline literature rates.

The next step is to calculate the number of theoretical recidivistic events prevented. To illustrate this concept, imagine there were two groups of people who had sexually offended. One group was involved in CoSA, and the other was not (i.e., the high-risk offenders sampled in the Hanson et al. (2014) study). We follow these groups for five years and find out that the offenders involved in CoSA actually had fewer offenses than the offenders not involved in CoSA. The difference in the number of offenses can be called the ‘theoretical events prevented’, because participation in CoSA potentially prevented these events from occurring. Unfortunately, we did not have a comparison group for the purpose of this evaluation, and so we had to determine the number of theoretical events prevented by projecting the CoSA recidivism rate onto the high-risk sample in the Hanson et al. (2014) study (n = 1,992). Therefore, the current impact analysis is essentially a projection based on a retrospective counterfactual, centered on the question: If all of the high-risk offenders included in the Hanson et al. (2014) meta-analysis had been involved in CoSA, what would have been the rate of recidivism? To answer this question, the following formula was used:

$$(Rate_{Literature} - Rate_{CoSA}/100) \times \text{literature sample size (n=1,992)}$$

Furthermore, to calculate an accurate cost-effectiveness ratio, the rates of recidivism must match the period in which the *Total Program Cost* was determined. That is, the period between May 2008 and May 2014. For this six-year interval, the CoSA five-year recidivism rate is 10.1% (for sexual offences of both WED and LTSO offenders).

Therefore, the five-year cost-effectiveness ratio (CER) of CoSA is: $\$12,696,517.45/240.43$ (event potentially prevented) = $\$52,806.60$. This ratio indicates the amount of money that must be spent to achieve the desired outcomes. For instance, for CoSA to prevent one case of sexual recidivism from happening within five years of release, the cost is $\$52,806.60$. Ideally, this ratio could be used in comparison with other sexual recidivism reduction programs to determine which is most cost-effective; however, the limitations of the data precludes this type of comparison, and so this ratio can only be used as a rough estimate of the cost-effectiveness of CoSA. See Table 10 for all the values used and a further breakdown between the release statuses of WED vs. LTSO offenders.

Table 11: Values used to determine CoSA’s cost-effectiveness and cost-benefit between May 2008 and May 2014

	5 Year Fixed Period (5/2008 – 5/2014)			
	Sexual Recidivism Rate	Theoretical Events Prevented	Cost-Effectiveness Ratio	Cost Benefit Ratio
WED/810	7.5%	292.8	43,358.9	5.6

LTSO	25%	n/a*	n/a*	n/a*
Overall	10.13%	240.43	52,806.6	4.6

*Calculations could not be complete as the LTSO recidivism rate of 25% is higher than the baseline Hanson et al. (2014) rate of 22% for the high-risk group. However, our LTSO rate is only based on 4 individuals who survived for five years.

Cost-benefit analysis. This type of analysis is used to determine whether the savings to society, in terms of crimes prevented, outweigh the cost of implementing a program (Levin and McEwan, 2001). Essentially, a cost-benefit analysis extends a cost-effectiveness analysis by assigning a dollar value to the program outcomes; in other words, the outcomes are “monetized.” More specifically, the following formula was used:

$$\text{Cost-Benefit Ratio} = \text{Potential Societal Savings} \times \text{Net Effects of Program (crimes prevented)} / \text{Total Program Costs}$$

The costs of specific crimes, which can also be directly interpreted as the potential societal savings that can be realized if those crimes are prevented, have been estimated in the literature. Of particular relevance to the current CBA of CoSA, the most recent crime costing study estimates the cost of a rape and/or sexual assault crime at \$240,776.00 (McHollister, French & Fang, 2010). This estimate includes both the tangible costs of crime such as criminal justice system costs, loss of productivity, short-term medical costs, lost earnings, and property damage; as well as the intangible costs of crime such as pain and suffering (McHollister et al., 2010).

Therefore, the CBR of CoSA over a five-year period (between May 2008 and May 2014) is 4.6.

$$\text{CBR} = (\$240,776.00) \times (240.43 \text{ theoretical events prevented}) / \$12,696,517.45$$

This ratio indicates the savings to society by CoSA. It means that every dollar invested in CoSA to prevent a recidivistic event within five years is worth \$4.60 in savings to society. See Table 5 in Appendix D for the breakdown between release statuses.

See Appendix G for the full Kaplan Meier tables used to determine the rates of recidivism calculated for the fixed five-year period between May 2008 and May 2014 used for both the cost-effectiveness and cost-benefit analysis.

One issue with this calculation is that the CER and CBR for LTSO offenders could not be calculated because their five-year recidivism rate of 25% is higher than the comparison literature of 22.0% in the Hanson et al. (2014) study. However, it should be noted that this rate is only based on four LTSO core members.

Conclusions

The following conclusions are derived through the integration, synthesis and triangulation across evidence derived from the findings as they relate to each of the evaluation's specific questions.

- In this evaluation we found that CoSA likely adds to the reduction in the number of recidivistic events among core members while they remain involved in CoSA.
- Although we found that CoSA has a positive effect on recidivism insofar as it would appear to reduce the rate of recidivism among its core members, the extent to which core members are integrated with society remains unclear. This is an area that requires further definition and research. For instance, what do we mean by the phrase, "integrated with society"? Is it a valid criterion? We found integration to be related to length of incarceration, past familial and childhood history, level of mental functioning, level of risk, and ultimately an individual's social capital.
- What CoSA does really well, is to help core members transition from incarceration to living within a community, helping to meet their basic physical, emotional, and social needs, providing role modeling of healthy, prosocial behaviors, and ultimately building social capital. Based on principles of a general personality and social psychology of criminal conduct, and social network theory, we can make clear connections between initial influencing variables (where the core member comes from, etc.), the structure and characteristics that define the circle, the circle dynamics themselves, leading to specified outcomes, which also include varying levels of integration for core members. Thus, it seems the concept of 'integration' itself must be considered along a continuum, from full integration to partial or little integration, and what reasonable expectations for high-risk sexual offenders might look like. It is precisely this point that needs further study.
- The cost-effectiveness ratio of CoSA is \$52,806.00. This is the amount of money that needs to be spent on a single circle over five years for CoSA to achieve the project results; more precisely, the average expenditure per unit outcome. The cost-benefit ratio of CoSA is \$4.60. This is an extension of the cost-effectiveness ratio and goes further to indicate that every dollar invested in CoSA to prevent a recidivistic event is worth \$4.60 in savings to society in terms of justice system costs, medical costs, loss of productivity, and pain and suffering.
- The Demonstration Project provides evidence that additional resources will ensure project growth in terms of project infrastructure, increased number of core members and circle volunteers, and stronger and broader connections with community service providers. It must be noted that the Demonstration Project funding has apparently not yet succeeded in establishing the long term sustainability of CoSAs across the country, and as such, many sites have had to scale back much of the progress they have made over the last five years.

The problem of ensuring funding for a highly stigmatized population (i.e., sexual offenders) will continue to be a daunting prospect in terms of finding a balance between providing additional resources to allow CoSA to grow, and addressing the real challenges of restorative justice through broadening community understanding and awareness.

- CoSA works because of the relationships established in the circles. Core members come out of prison with no family, friends, or support in society; many of them are institutionalized after having spent many years in prison; many have a history of sexual abuse and deprived upbringings. CoSA works in large part because, for many core members, this is the first time in their lives that they are engaging in healthy relationships with people who genuinely care about their well-being and who aren't being paid to spend time with them. And so, it is the relationship itself, as well as its volunteer nature that is fundamental to CoSA's success.
- CoSA's circle volunteers are highly committed, compassionate advocates for the work that they do in circle with core members, and highly committed to restorative justice principles. As such, circle volunteers are ultimately CoSA's greatest asset.

Recommendations

The following recommendations were provided by EAC members, the majority of whom participated in a final telephone conference call in September 2014.

- Most of the quantitative data included in this evaluation came directly from individual CoSA sites, a fact that impacted its overall use and reliability. To ensure that future evaluations have the data required to evaluate recidivism rates and conduct a long-term recidivism study with official records (CPIC, OMS data), an arrangement between interested/governing agencies needs to be negotiated as soon as possible to ensure that this data is collected and maintained centrally.
- Future evaluations should ensure equal focus on French and Atlantic regions, as this was lacking in this evaluation since the CSRQ case study was not completed. Furthermore, at the start of the evaluation it was deemed necessary to choose only large sites for case studies; however, in hindsight, it would have been equally enlightening to study a small or new site. Future evaluations should include a greater cross-section of sites, including those that are less developed or just getting underway.
- STABLE: This evaluation used the STABLE 2007 assessment only to improve understanding of the changes over time on clinically relevant factors associated with sexual offending behavior. We note that the STABLE 2007 can also be used to guide the circle and respond to an individual's criminogenic needs. Although we did note that this was beginning to happen in some sites, this finding was not captured formally within the context of this evaluation. We recommend that future evaluations further study the potential impact the STABLE 2007 has on circle functioning. At the same time, we would recommend that everyone involved in collecting STABLE data on core members receive the same level of training and ensure training is provided on an ongoing (as needed) basis.
- This evaluation just touched on the concept of 'integration'. We recommend that future evaluations further define and measure the extent to which core members integrate in a)

the CoSA community and b) the community in general, perhaps using social network theory as a point of departure.

- Given the challenges we experienced in collecting accurate and comprehensive data from individual sites, we would recommend that in future, sites devote more time to record keeping to ensure that future evaluations will have the data required for the evaluation.

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Appendices

Appendix A: Evaluation Framework for the CoSA Demonstration Project

Evaluation Questions and Issues	Indicators	Data Sources	Data Collection Methods	Bases for Comparison
PROCESS QUESTIONS				
P-1 What is the program theory underlying CoSA? <ul style="list-style-type: none"> • How do activities, outputs and outcomes inter-relate? • Is the program theory consistent across program sites (program fidelity)? • What are notable differences across sites (e.g., balance between accountability and support)? 	-common themes across program sites -common themes among program stake holders -linkages identified between activities, outputs and outcomes -duration, frequency of each phase/activities	<ul style="list-style-type: none"> • Program documentation • Site staff • Circle volunteers • Core members • Regional Chaplains 	<ul style="list-style-type: none"> • Document analysis • Interviews • Surveys • Journals 	Between project sites
P-2 To what extent did the project reach its target population (CM)? Why or why not? What changes must be made to reach intended audience more effectively?	-total # of dropouts -total # of CM referred/screened per year -# CM recruited meeting selection criteria/year -# of CM actively participating in each site/year -type of CMs recruited -approaches to recruitment and screening across sites	<ul style="list-style-type: none"> • Program documentation • Site staff • Core members • Regional Chaplains • CM recidivism data 	<ul style="list-style-type: none"> • Document analysis • Interviews • Database • Case studies • Site profiles 	Between project sites
P-3 How were project activities implemented across sites? What worked well? <ul style="list-style-type: none"> • What challenges and 	-type of ongoing activities outside of circles -type of implementation challenges and barriers identified	<ul style="list-style-type: none"> • Program documentation • Site staff 	<ul style="list-style-type: none"> • Document analysis • Interviews • Site profiles 	Between project sites

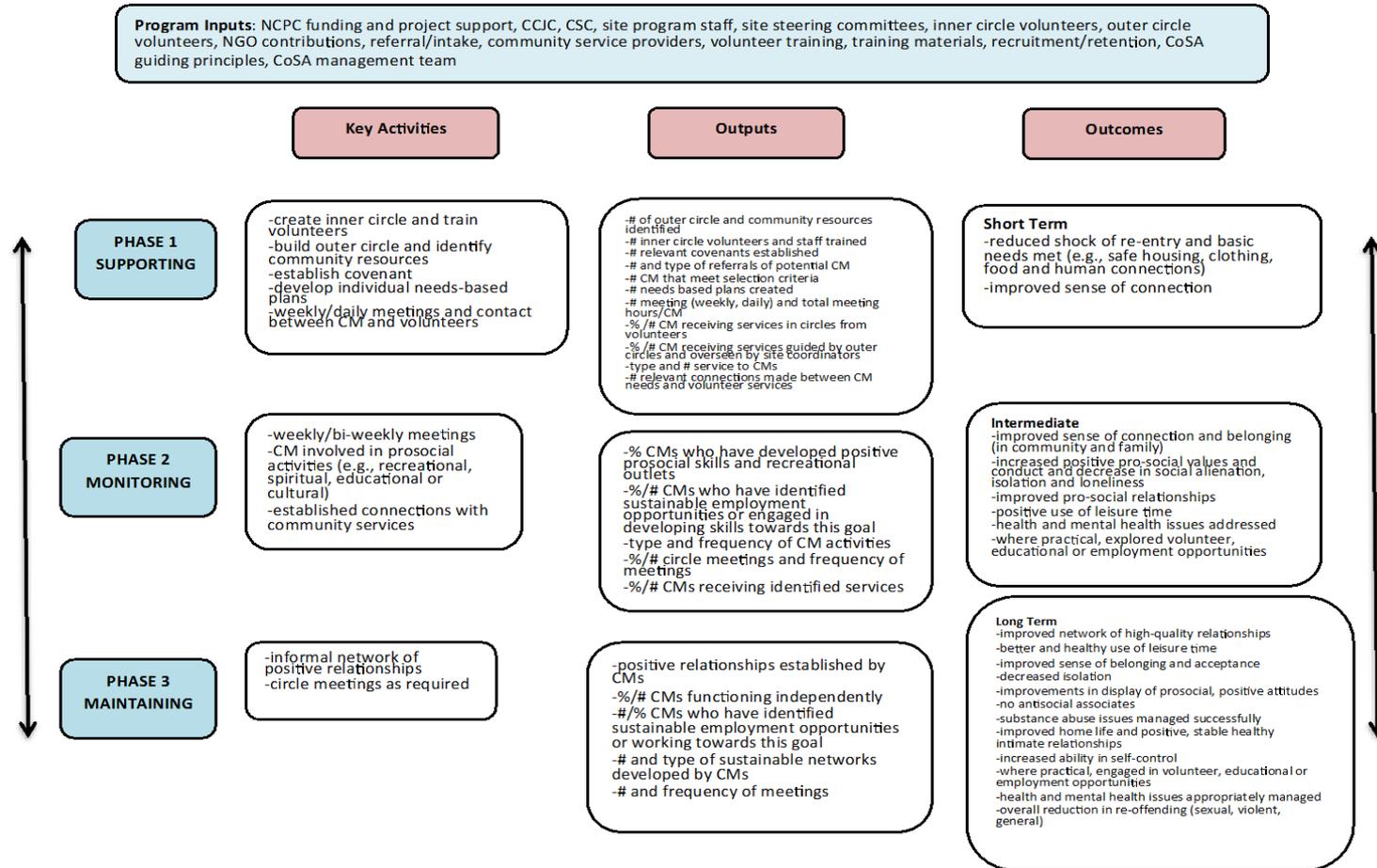
<p>barriers have emerged as the program has been implemented?</p> <ul style="list-style-type: none"> • How is program fidelity measured across sites? 	<p>-range of project successes and challenges -Increase in total CM, CV and community partners</p>		<ul style="list-style-type: none"> • Case studies 	
<p>P-4 How effective are CoSA's local governance structures (e.g., Advisory Panel, Steering Committee, and Board of Directors) in supporting program planning and reporting?</p>	<p>-level of satisfaction -range of challenges identified -level and quality of support provided -connections between CoSA and community -perception of community support -clarity of policy frameworks</p>	<ul style="list-style-type: none"> • Program documentation • Site staff 	<ul style="list-style-type: none"> • Document analysis • Interviews • Site profiles • Case studies 	Between project sites
<p>P-5 What resources (human, financial and material) are available for CoSA initiatives?</p> <ul style="list-style-type: none"> • Are resources adequate to sustain current project commitments? • To further expand participation in CoSA (volunteers and core members)? 	<p>-level of satisfaction -# volunteers identified and recruited -# of current volunteer hours and materials used -# of training hours and materials -# CoSA staff</p>	<ul style="list-style-type: none"> • Program documentation • Relevant literature • Site staff 	<ul style="list-style-type: none"> • Document analysis • Literature review • Interviews • Case studies 	Between project sites
<p>P-6 How have connections with community services been initiated? How have these connections supported the work of CoSA sites?</p>	<p>-# and type of community services identified and contacted -# and type of community service connections made -satisfaction with connections made -# outreach/network activities</p>	<ul style="list-style-type: none"> • Program documentation • Site staff • Circle volunteers • community service providers 	<ul style="list-style-type: none"> • Document analysis • Interviews • Surveys • Journals • Site profiles • Case studies 	Between project sites
<p>P-7 What strategies are used to recruit and retain circle volunteers? What worked</p>	<p>-# and type of strategies used -# of new volunteers identified and recruited relative to the # of new CMs</p>	<ul style="list-style-type: none"> • Program documentation • Site staff 	<ul style="list-style-type: none"> • Document analysis • Interviews 	Between project sites

well? • What challenges/barriers were identified?	-volunteer satisfaction -# and type of challenges identified #/type of retention strategies	• Circle volunteers	• Survey • Site profiles • Case studies	
P-8 To what extent was volunteer training adequate for the intervention?	-level of satisfaction with training -# of training hours delivered to volunteers prior to joining a circle and after entering a circle -training topics covered across all sites	• Program documentation • Site staff • Circle volunteers • Regional Chaplains	• Document analysis • Interviews • Survey • Site profiles	Between project sites
P-9 What do core members and circle volunteers do in circles? What is working well (successes) and not working well?	-types of experiences described by CMs and volunteers -range of issues/problems identified -satisfaction with experience (CM and volunteers)	• Program documentation • Site staff • Circle volunteers • Core members	• Document analysis • Interviews • Surveys • Journals • Site profiles • Case studies	Between project sites
OUTCOME QUESTIONS				
O-10 To what extent are program outcomes being attained? Were there any unintended outcomes experienced?	-# of circles coordinated -# of core members involved in CoSA -# of circle volunteers involved in CoSA -# of trained volunteers -decisions made with the support of committees and boards -connections and networks developed with community service providers	• Site staff • Circle volunteers • Core members	• Interviews • survey • Journals • Case studies	
O-11 To what extent were micro-level outcomes being attained? What are the effects of the program on participants? Were there any unintended micro-level outcomes experienced?	-relationships developed between core members and circle volunteers -connections made with community service providers -behaviour modelled	• Circle volunteers • Core members	• Interviews • Journals • Survey • Case studies	
O-12 What were the macro-level changes in recidivism and risk?	-# new breaches by release status -# new offences by release status -reduction in STABLE 2007 scores	• STABLE • CM recidivism data	• Data analysis	

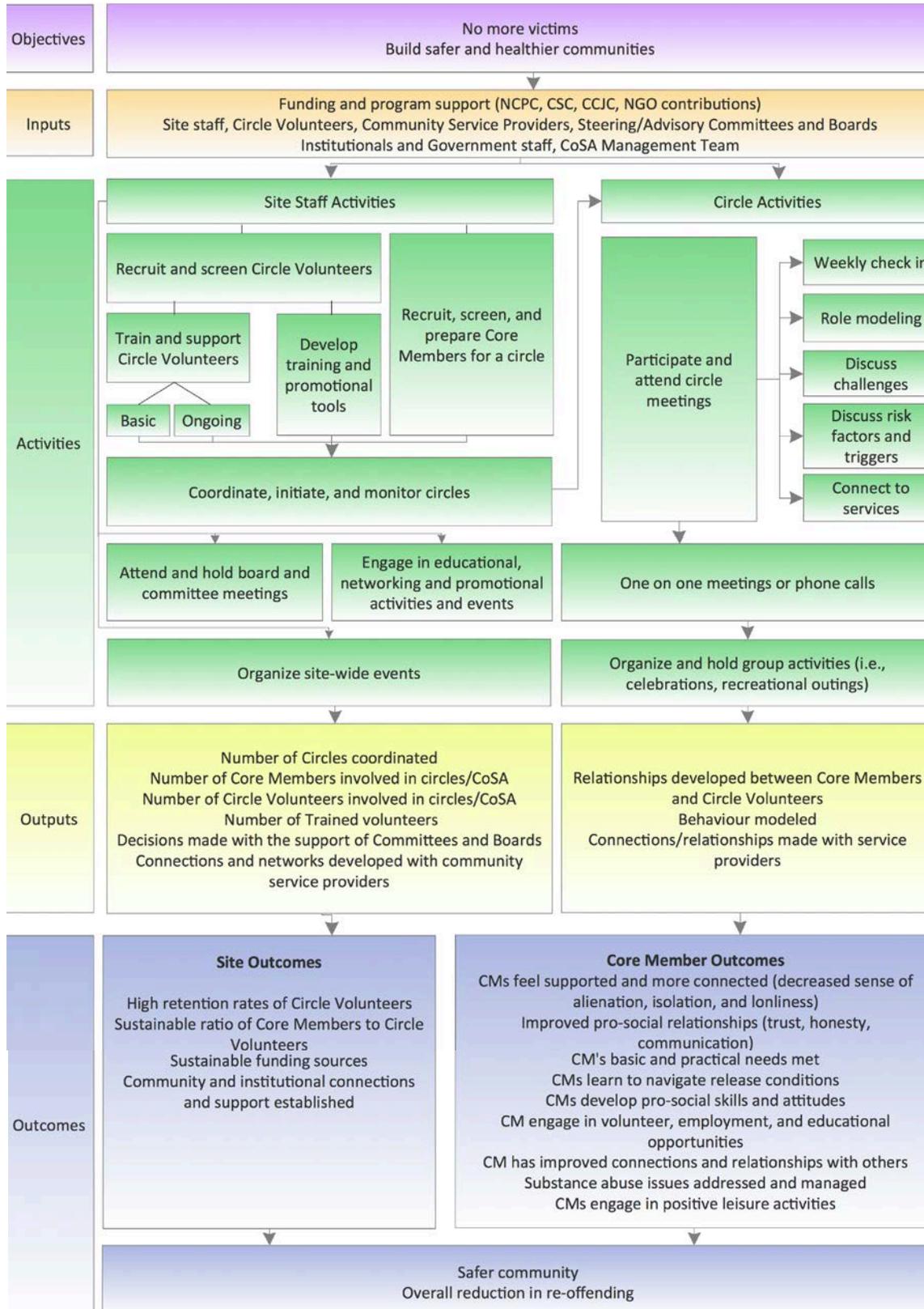
	-# core members graduated			
<ul style="list-style-type: none"> • O-13 What is the cost effectiveness and cost benefit of the program? 	<ul style="list-style-type: none"> -# of recidivistic events prevented as compared to cost of program -# of recidivistic events prevented in terms of savings to society 	<ul style="list-style-type: none"> • Program documentation 	<ul style="list-style-type: none"> • Document analysis 	

Appendix B: Original CoSA Logic Model

APPENDIX C: CoSA Logic Model



Appendix C: Revised CoSA Logic Model:



Appendix D: Survey and Interview Guides

CoSA Circle Volunteer Survey

1. How did you find out about CoSA?

- Word of mouth
- Through the internet
- Through a CoSA staff member
- Saw an advertisement (poster or newspaper)
- Attended a presentation
- Other _____

2. What made you decide to become a CoSA volunteer? Please check all that apply.

- To make a contribution to the community
- To fulfill religious obligations or beliefs
- You or someone you know has been personally affected by a sexual offender
- Gain experience working with offenders for future employment
- Other _____

3. Approximately how many hours of training did you receive prior to entering a circle?

- 1-8 hours
- 9-12 hours
- 13-15 hours
- 16+ hours
- No training received

4. Please indicate your level of satisfaction with training received prior to starting a circle:

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	N/A
General orientation session						
Training workshop						
Attendance or observation of a circle meeting						
One-on-one training						
Background reading materials						
Other learning opportunities _____						

5. Please indicate your level of satisfaction with training received after starting a circle:

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	N/A
Ongoing training sessions						
Discussion groups						
Conference attendance						
Other additional training: _____						

6. Please indicate your level of agreement with the following statements:

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know or N/A
I feel confident in my ability to provide support and accountability to core members						
I understand my role as a circle volunteer						
I have the support and guidance I need to accomplish my volunteer activities						
My personal safety is not threatened in my role as a circle volunteer						
I receive adequate resources to do my volunteer work with CoSA						
I plan to continue as a CoSA volunteer						

7. Please indicate your level of agreement with the following statements concerning the dynamics of your circle:

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know or N/A
Circle volunteers participate fully						
Volunteers' strengths are complementary						
Communication among volunteers is open and						

transparent						
	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know or N/A
The diversity of opinions among circle volunteers is respected						
One-on-one discussions with a Core Member are shared regularly among all circle volunteers						
There is a positive climate of teamwork among volunteers						
The work of my circle is not transparent						
Decision making among circle volunteers is not equally shared						
Circle volunteers do not have adequate experience to deal with core member issues						
Circle volunteers do not have adequate training to deal with core member issues						

8. Please indicate the importance of the following:

	Very important	Somewhat important	Neither	Not very important	Not at all important
Composition of circle members (age, gender, experience in a circle, etc.)					
The covenant					
The quality of the relationship between core members and circle volunteers					
Connections made with service providers					

9. Approximately how many connections do you think your circle has with service providers?
(Service providers are individuals or organizations who provide services to CoSA and/or Core Members)

- 0-2
- 3-4
- 5-6
- 7+
- Don't know

10. What types of services are these? Please check all that apply.

- Mental health services
- Substance abuse services

- Health services
 - Housing services
 - Employment services (training and job placement)
 - Financial services
 - Other _____
-

11. How would you characterize your interactions with service providers?

- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very dissatisfied
- N/A

12. Thinking about your Core Member, please indicate at what interval you observed the following:

	0-6 months	7-12 months	13 + months	Never	N/A
Established relationships between Core Members and circle volunteers					
Core Members have <i>established</i> positive, pro-social relationships outside of the CoSA circle					
Core Members have <i>maintained</i> positive, pro-social relationships outside of the CoSA circle					
Core Members have basic needs met (such as housing, clothing, food, shelter)					
Core Members have accessed community services					
Core Members have <i>addressed</i> their health and/or mental health issues					
Core Members have successfully <i>managed</i> their health and/or mental health issues					

	0-6 months	7-12 months	13 + months	Never	N/A
Core Members have <i>explored</i> positive leisure activities					
Core Members have <i>engaged</i> in positive leisure activities					
Core Members have an improved sense of connection					
Core Members have demonstrated positive pro-social values					
Core Members have experienced a decrease loneliness or alienation					
Core Members have <i>explored</i> educational, employment or volunteer opportunities					
Core Members have <i>attended</i> an educational class, volunteered or worked					
Core Members have an improved sense of belonging					
Core Members have <i>addressed</i> their substance and alcohol abuse issues					
Core Members have successfully <i>managed</i> their substance and alcohol abuse issues					
Core Members have displayed positive pro-social attitudes					
Core Members have no anti-social associates					
Core Members have experienced an improvement in their home life					
Core Members have demonstrated increased self control					

13. Please list any additional Core Member outcomes (if any) you have observed at the following intervals:

- 0-6 months: _____
- 7-12 months: _____
- 13+ months: _____
- N/A

14. What aspects of CoSA work well?

15. What aspects of CoSA could be improved?

Demographics

16. Please identify your current Core Member's offense-type:

- Sexual offense against boy/s (under 12 years of age)
- Sexual offense against girl/s (under 12 years of age)
- Sexual offense against youth/s (12-18 years of age)
- Sexual offense against adult (over 18 years of age)
- Don't know

17. Please identify whether your Core Member is:

- LTSO
- WED
- Don't know

18. Please indicate at which CoSA site you are located:

- Vancouver / Fraser Valley, British Columbia
- Calgary, Alberta
- Prince Albert, Saskatchewan
- South Saskatchewan, Saskatchewan
- Winnipeg, Manitoba
- Kingston, Ontario
- Peterborough, Ontario

SWON, Ontario

CJPM Montreal, Quebec

Ottawa, Ontario

Moncton, New Brunswick

Montreal & Greater Quebec Region, Quebec

Halifax, Nova Scotia

MSCM Montreal, Quebec

Would prefer not to say

19. Please indicate your age category:

21 to 30

31 to 40

41 to 50

51 to 60

61 to 70

71 +

Would prefer not to answer

20. Are you: Male Female Would prefer not to answer

21. Please indicate the length of time you have been involved in a circle:

1 year or less

2-3 years

4-5 years

6 years or more

CoSA Service Provider Survey

22. What is the nature of your involvement with CoSA?

- Work related responsibility
 - Contacted by a CoSA representative
 - Heard about CoSA and wanted to get involved
 - Other
-

23. How long have you been involved with CoSA?

- 1 year or less
- 2-3 years
- 4-5 years
- 6 years or more

24. What types of services do you provide to Core Members? Please check all that apply.

- Counselling
 - Health
 - Addictions
 - Shelter
 - Legal
 - NA
 - Other
-

25. What types of services do you provide to CoSA? Please check all that apply.

- Advice
 - Coordination
 - Referrals
 - NA
 - Other
-

26. Please indicate your agreement with the following statements:

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Don't know or N/A
CoSA supports the work that I do						
I have a positive working relationship with CoSA						
I have a positive working relationship with CoSA volunteers						
I have open communication with CoSA						
The work of CoSA compliments the work I do						

27. How would you describe your relationship with CoSA?

- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very dissatisfied

28. What would support your continued interest and commitment to CoSA? Please check all that apply.

- Additional support (CoSA, community members, etc.)
- More communication (CoSA office, core member, circle volunteers)
- Less time required
- Receiving appropriate referrals
- Other _____

29. Given your interactions with CoSA, what are its strengths?

30. What could be improved?

31. Please indicate your site:

- Vancouver / Fraser Valley, British Columbia
- Calgary, Alberta
- Prince Albert, Saskatchewan
- South Saskatchewan, Saskatchewan
- Winnipeg, Manitoba
- Kingston, Ontario
- Peterborough, Ontario
- SWON, Ontario
- Ottawa, Ontario
- Montreal & Greater Quebec Region, Quebec
- MSCM Montreal, Quebec
- CJPM Montreal, Quebec
- Moncton, New Brunswick
- Halifax, Nova Scotia
- Would prefer not to say

Interview Protocol: CoSA Site Personnel-Coordinator/Data Collector

1. Tell me about your day-to-day CoSA responsibilities? (interactions with circle volunteers/logistics of site) **(P1/P3)**
2. Tell me about your greatest project implementation successes and challenges? **(P3)**
3. Can you describe your sites governance structures (how it functions)? How satisfied are you with the way it works (decision making, recruitment, etc.)? **(P4)**
4. Do you have the resources (human, financial, material) that you need to effectively manage all of your responsibilities at your site (to further expand CoSA)? Please elaborate. **(P5)**
5. Can you please describe any challenges in terms of either the recruitment or retention of volunteers? What recruitment/retention methods have worked particularly well? **(P7)**
6. How would you describe the effectiveness of your volunteer training? How satisfied are you with the level of training your volunteers received a) before entering circle and b) after entering a circle?**(P8/O14)**
7. How would you describe the recruitment of core members? What challenges are you facing in terms of core member recruitment? What are possible solutions? **(P2)**
8. A. What criteria are you using for CM recruitment? **(P2)**
B. How has your criteria changed over time?
9. A. How would you define a circle (official/unofficial end of circle, structured/unstructured, covenant)? **(P9)**
B. In your opinion, what makes a circle work well (circle progression)? **(P9)**
C. Describe how a circle closes (both successfully and unsuccessfully). **(P9) (P1)**
10. A. Can you describe your relationship with service providers? **(P6/O14)**
(level of satisfaction with contacts, areas for improvement)
B. Do CV connect or interact with service providers?
11. Can you describe the extent to which you work with service provider (professionals and other community resources)? **(P6) (P12)**
12. In thinking about this evaluation, is there anything else that you would like to add, that your think is relevant?

INTERVIEW PROTOCOL: CIRCLE VOLUNTEER – CASE STUDY

1. A. How did you get involved with CoSA? (P7)
B. What made you decide to get involved? (P7)
2. A. Describe your CoSA training (pre and post circle). Do you feel that it adequately prepared you for your work as a volunteer? (P8)
B. Can you think of any other training that would be beneficial?
3. What kinds of support are provided to you as a circle volunteer? (P7)
4. Describe what happens during a typical circle meeting? (P1/P9)
 - Activities
 - Time spent
 - Experiences
 - Role
5. Can you describe your role in the circle? (P1)
 - balance between support and accountability
 - dynamics that make the circle work
6. Tell me about the dynamics that make the circle challenging: (P1/P9)
 - Relationships
 - Volunteer demographics
 - Experience
7. Tell me about the dynamics that make the circle work: (P1/P9)
 - Relationships
 - Volunteer demographics
 - Experience
8. A. How would you describe your relationship/communication with community service providers who provide support to Core Members?
B. Are you satisfied with the relationship/communication you have with service providers.
C. If not, what would you like to change? (P6)
9. How does the circle affect the Core Member? (Changes that you have observed throughout the duration of the circle – short, intermediate and longer term changes) Think about the Core Member with which you have had the most contact. (O10/O11/O12/O14)
10. Can you think of anything else to add that you think is relevant, and that I have not asked you about?

Interview Protocol: Regional Chaplains

1. Can you tell me about the kind of work you do with regard to CoSA in your region? (P1)
2. In your experience, how and why do you think CoSA works? (P1)
Theory behind CoSA
3. A. Can you tell me about the role you play in identifying, screening, and transitioning a core member into the community? (P2)
B. Can you describe your involvement in the formation of a circle? (P9)
4. A. In your experience, what are the greatest challenges in implementing a CoSA? (P3)
B. What kinds of differences do you see across CoSA sites?
5. A. Would you describe the various local governance structures of CoSA in your region, and how it might differ from site to site? (P4)
B. What are the strengths and weaknesses of these approaches?
6. What are the kinds of resources required for CoSA to function effectively? (P5)
7. How involved are you in identifying community services required by CMs? Please elaborate? (P6)
8. A. How involved are you in volunteer recruitment? (P7)
B. Can you describe some recruitment strategies?
C. In your experience what are some of the challenges in recruiting volunteers?
9. Are you involved in providing or arranging the training of volunteers? If so, what types of training do you provide and, generally speaking, how satisfied are you with the level of training provided to the volunteers? (P8)
10. What kinds of changes have you seen in CMs over the long term? (O14)
11. If something goes wrong, for instance, if there is a re-offence or something happens with a volunteer or staff member, do you become involved? If so, what is your usual involvement? (P6)
12. How important is the role of faith in CoSA? (P1)
13. In thinking about this evaluation, is there anything else that you would like to add, that you think is relevant?

Interview Protocol: Core Member - Time Series (T1)

1. How did you become involved in CoSA? (P2)
2. What made you want to get involved? (P2)
3. What do you do in a circle? (Weekly meetings and one-on-one meetings) (P1/P9)
 - Activities
 - Time spent
 - Experience with these activities
4. What is the best part of being in a circle? What is most challenging? (P9)
 - balance between accountability and support (P1)
5. How has CoSA helped you? (O10/O11)
 - housing
 - community support
 - friendship
 - work
 - can you think of anything else?
6. What are some of the challenges you have experienced since your release? (O10/O11)
7. How is being involved in CoSA helping you to address those challenges? (O10/O11)
8. What types of services/resources has CoSA connected you with? (O10/O11)
 - psychological, addictions, health, shelter
 - What are your experiences?
9. Is there anything else you would like to say about CoSA?

Interview Protocol: Core Member - Time Series (T2)

1. How is everything going?
2. Why don't you start by telling me about anything that has changed in the circle or with you since we last spoke?
 - changes in volunteers
 - changes in the dynamic of the circle
 - changes in what is challenging about being in a circle
 - changes in what is good about being in a circle
 - changes in what you are discussing in the circle
 - life changes (employment, training, significant other, housing, change in orders)
3. Can you describe some recent challenges or issues that you have dealt with?
(ask for specific examples)
4. How has your circle helped you deal with these challenges/issues?
(again look for specifics on what they have done)
5. Any other follow up questions from the first interview---(e.g., employment, family, housing, specific issues....)
6. On a day to day basis, what would you say helps to keep you motivated? (what inspires you and how?)
 - circle
 - family
 - fear of returning to prison
 - other influences
7. Besides attending circle meetings and working (perhaps), how would you describe your typical day (what kinds of things do you do)?
8. Outside of your circle, do you do social activities with friends or family? What kinds of things do you do?
9. As you know, we are trying to get to know you a little better—how would you describe your childhood?
 - significant events
 - things most proud of
 - most important people in your life

Appendix E: Consent Forms

Core Member Consent Form

Project Title: Evaluation of the CoSA Demonstration Project

Evaluator(s):

Jill Anne Chouinard, PhD, Lead Evaluator, jill.jcr_eval@yahoo.ca

Ann Morneau

Christine Riddick, BSc, Evaluator, christine.jcr_eval@yahoo.ca

Purpose of the Evaluation

The purpose of this evaluation is to determine the effectiveness of CoSA and identify factors that have hindered or supported its successful implementation across different settings.

Procedures:

You are being asked to participate in one 30 minute in-person interview and two 30 minute phone interviews. With your permission, this interview will be audio recorded. You do not have to answer any questions you feel uncomfortable answering, and you can stop the interview at any time. Your involvement is completely voluntary. Please feel free to ask any questions regarding the procedures and goals of the study or your role.

Funded by:

This evaluation is being funded by the National Crime Prevention Centre.

Potential Risks:

We do not think there is anything in this evaluation that could harm you in any way. If you feel uncomfortable answering the questions please keep in mind you do not need to respond to any questions you do not want to. Information shared during this interview will not have any impact on your involvement in CoSA. Please let one of the evaluators know if you have any concerns.

Potential Benefits:

Your participation will help show what works, what does not work, and ultimately make CoSA better for current and future participants. Information shared during this interview will in no way impact your involvement in CoSA or directly benefit your site.

Confidentiality:

Confidentiality will be respected at all times. However, if at any point during the interview or after the interview, you reveal that there has been an incident that involves abuse and/or neglect of someone (or that there is a risk of such occurring) please be advised that the evaluator must, by law, report this information to the appropriate authorities.

The data from this evaluation will be written in a final report and given to the National Crime Prevention Centre. However, your identity will be kept confidential. Although we will report direct quotations from the interview all identifying information will be removed from the report. We would like to audio record all interviews. Please let us know if you would *not* like to be recorded.

Consent Forms will be stored separately from the interview transcripts so that it will not be possible to associate a name with any given set of responses. All hard-copy data will be stored in a locked cabinet in the lead evaluator's home office. Electronic data and recordings will be accessed on a password protected computer and be stored on a password protected external hard drive that will be locked in the lead

evaluator's home office. Access will only be granted to the evaluators. Data will be stored for a minimum of five years, after which all documents will be shredded or deleted.

Right to Withdraw:

Your participation is voluntary and you can answer only those questions that you are comfortable with. You may withdraw from the evaluation for any reason, at any time without explanation or penalty of any sort. Whether you choose to participate or not will have no effect on your involvement in CoSA or how you will be treated.

Should you wish to withdraw, please contact the lead evaluator (contact information is at the top of this form) so any data collected so far can be deleted or shredded. Please note that after December 2014 the final report will have been completed and it will not be possible to withdraw your data.

Follow up:

To obtain results from the evaluation, please contact Jill Bench, the director of the CoSA demonstration project: 613.563.1688 [Ext. 102](tel:6135631688) ; jbench@ccjc.ca .

Questions or Concerns:

Contact the evaluators using the information at the top of page 1. This project has been approved on ethical grounds by the University of Regina Research Ethics Board on January 3, 2013. Any questions regarding your rights as a participant may be addressed to the committee at (585-4775 or research.ethics@uregina.ca). Out of town participants may call collect.

Continued Consent:

For the next two phone interviews we will give a brief overview of the consent form. You will then be asked to give your verbal consent to participating in the interview.

Signed Consent:

Your signature below indicates that you have read and understand the description provided;

I have had an opportunity to ask questions and my questions have been answered. I consent to participate in the evaluation. A copy of this Consent Form has been given to me for my records.

_____	_____	_____
<i>Name of Participant</i>	<i>Signature</i>	<i>Date</i>
_____	_____	_____
<i>Name of Researcher</i>	<i>Signature</i>	<i>Date</i>

A copy of this consent will be left with you, and a copy will be taken by the researcher.

Interview Consent Form-Site personnel

Project Title: Evaluation of the CoSA Demonstration Project

Evaluator(s):

Jill Anne Chouinard, PhD, Lead Evaluator, jill.jcr_eval@yahoo.ca

Christine Riddick, BSc, Evaluator, christine.jcr_eval@yahoo.ca

Purpose of the Evaluation

The purpose of this evaluation is to determine the effectiveness of CoSA and identify factors that have hindered or supported its successful implementation across different settings.

Procedures:

You are being asked to participate in either a 45-60 minute interview. With your permission, this interview will be audio recorded. You do not have to answer any questions you feel uncomfortable answering, and you can stop the interview at any time. Your involvement is completely voluntary. Please feel free to ask any questions regarding the procedures and goals of the study or your role.

Funded by:

This evaluation is being funded by the National Crime Prevention Centre.

Potential Risks:

We do not think there is anything in this survey that could harm you in any way. If you feel uncomfortable answering the questions please keep in mind you do not need to respond to any questions you do not want to. Information shared during this interview will not have any impact on your involvement in CoSA. Please let one of the evaluators know if you have any concerns.

Potential Benefits:

Your participation will help show what works, what does not work, and ultimately make CoSA better for current and future participants. Information shared during this interview will in no way impact your involvement in CoSA or directly benefit your site.

Confidentiality:

Confidentiality will be respected at all times. However, if at any point during the interview or after the interview, you reveal that there has been an incident that involves abuse and/or neglect of someone (or that there is a risk of such occurring) please be advised that the evaluator must, by law, report this information to the appropriate authorities.

The data from this evaluation will be written in a final report and given to the National Crime Prevention Centre. However, your identity will be kept confidential. Although we will report direct quotations from the interview all identifying information will be removed from the report. We would like to audio record all interviews. Please let us know if you would *not* like to be recorded.

Consent Forms will be stored separately from the interview transcripts so that it will not be possible to associate a name with any given set of responses. All hard-copy data will be stored in a locked cabinet in the lead evaluator's home office. Electronic data and recordings will be accessed on a password protected computer and be stored on a password protected external hard drive that will be locked in the lead evaluator's home office. Access will only be granted to the evaluators. Data will be stored for a minimum of five years, after which all documents will be shredded or deleted.

Right to Withdraw:

Your participation is voluntary and you can answer only those questions that you are comfortable with. You may withdraw from the evaluation for any reason, at any time without explanation or penalty of any sort. Whether you choose to participate or not will have no effect on your involvement in CoSA or how you will be treated.

Should you wish to withdraw, please contact the lead evaluator (contact information is at the top of this form) so any data collected so far can be deleted or shredded. Please note that after December 2014 the final report will have been completed and it will not be possible to withdraw your data.

Follow up:

To obtain results from the evaluation, please contact Jill Bench, the project coordinator of the CoSA demonstration project: 613.563.1688 [Ext. 102](tel:6135631688) ; jbench@ccjc.ca .

Questions or Concerns:

Contact the evaluators using the information at the top of page 1.

This project has been approved on ethical grounds by the University of Regina Research Ethics Board on January 3, 2013. Any questions regarding your rights as a participant may be addressed to the committee at (585-4775 or research.ethics@uregina.ca). Out of town participants may call collect.

Signed Consent:

Your signature below indicates that you have read and understand the description provided;

I have had an opportunity to ask questions and my questions have been answered. I consent to participate in the evaluation. A copy of this Consent Form has been given to me for my records.

<i>Name of Participant</i>	<i>Signature</i>	<i>Date</i>
<i>Researcher's Signature</i>	<i>Date</i>	

A copy of this consent will be left with you, and a copy will be taken by the researchers

Appendix F: Stable Assessment

Stable Dynamic Needs Factors

1. Significant social influences. (Total all people in core member's life not paid to be with him: Positive = would give pro-social advice; Neutral = would give positive and negative advice or Negative = would give anti-social advice. Ignore the neutrals, subtract all negatives from the positives, and then score the balance.)

0 = balance is 2+

1 = balance is 0 or 1

2 = balance is negative

2. Lovers/intimate partners. (1. Has core member ever had a 2-year sexual and live-in relationship with an appropriate adult partner? 2. Is core member currently living in an appropriate adult relationship without obvious problems?) *Note: prison marriages, legal marriages of less than 2 years do not count.*

0 = current live-in lover/partner, no obvious problems

1 = living with a lover/partner but relationship has problems (fighting, affairs, core member doesn't believe it will last) or stable dating relationship where couple is not living together.

2 = no current lover/intimate partner

3. Emotional identification with children. (when victim is age 13 or less, sees children as little adults, core member has child-like qualities himself, relates to children as peers, prefers the company of children, child-oriented lifestyle) *note: only score this for pedophiles with at least one victim age 13 or less, victims who were age 14 at time of assault regardless of mental age are not counted.*

0 = no obvious identification with children

1 = immature relationships with adults, some interest in child-oriented activities, sees children as having special qualities to understand or communicate with them

2 = obviously feels more comfortable with children than adults, no adult friends, strong child-oriented interests or pastimes

4. Hostility toward women. (prejudice against women, puts women into a different class unworthy of trust or respect, unable to form warm/constructive relationships with women, endorses sexist attitudes, relationships with women are adversarial or conflicted)

0 = comfortable with women, has female friends he is not sexually interested in, no female friends but no conflicts

1 = some conflicts with more than one woman in more than one environment (treatment, work, family, neighborhood)

2 = frequent conflicts with women (doesn't believe males and females can be just friends, believes women are only good for sex, believes women can't be trusted, consistently dismissive of women's opinions)

5. General social rejection/loneliness. (is core member able to make friends and feel close to others, is he lonely and prone to feelings of social rejection, is his emotionally close to family and friends, what is his impression of the world)

0 = generally well integrated socially considering the social upheaval of being convicted of a sexual offense

1 = some weak connections to others, some short-term causal relationships to others but no long-term friends, no close relationships with others but doesn't not feel lonely or rejected, the 'loner'.

2 = frequently feels lonely or rejected, no social supports, poor skills in attracting and maintaining close relationships

6. Lack of concern for others. (little consideration for the feelings of others, acts according to own self-interest, fakes or shallow displays of regret, has little or no remorse, demonstrates ruthlessness or indifference towards their victims AND their friends and family, may have friend/acquaintances but no stable or caring relationships, significant pathology must be present, this is fairly unusual) *note: not merely a lack of concern towards victims*

0 = generally emotionally responsive and caring but may be callous/indifferent to some people he dislikes

1 = significantly callous/indifferent in at least one context – victims, business, neighbors but shows warmth and caring in some close relationships

2 = typically shows little remorse or concern for others, most interactions are utilitarian with little warmth or attachment to others.

7. Sex drive/preoccupation. (Recurrent sexual thoughts and behaviour not directed towards romantic partner, will have casual sex, sex interferes with other pro-social goals, sexual thoughts and behaviours are perceived as excessive by the core member. Masturbates more than 15 times a month, regular use of sex workers, large amount of time spent in sex-oriented use of internet, large pornography collection, history of 30 + sexual partners, disturbing sexual thoughts)

0 = no evidence of impersonal sex or sexual preoccupations

1 = some evidence of impersonal sex, regular use of pornography for sexual gratification, some sexual preoccupation

2 = clear evidence of any sexual preoccupations or some evidence of multiple preoccupations

8. Sex as coping. (Life stress and negative emotions trigger sexual thoughts or behaviours, sexual content may be normal or deviant, sexual coping seen in multiple life domains related to stressors in work, family, interpersonal, uses sexual expression to dissipate anger, humiliation or frustration)

0 = no history of using sex to cope with stress or in past year has had major stressor without using sex to cope

1 = occasional lapses into sexual fantasies or behaviours when stressed but not the typical reaction, has other coping skills

2 = negative emotions or life events typically invoke sexual thoughts or behaviours

9. Deviant sexual interests. (sexual interest in people, objects or activities that are illegal, inappropriate or highly unusual, such as children, non-consenting adults, voyeurism, exhibitionism, cross-dressing, coprophilia, fetishism, etc. Consider both the frequency and the unusualness of the behaviour. The highest score of any of the four sections is the score for the entire section. This area is the single most important factor to determine re-offending behaviours)

1. **Number of Sexual Offense victims** (0 = one victim, 1 = 2 to 7 victims, 2 = 8+ victims)
2. **Number of Deviant Preferences victims/activities** (0 = None, 1 = one deviant victim/activity, 2 = two plus)
3. **Self report of Deviant Fantasies or Preferences** (0 = endorse only normal, 1 = you suspect deviant fantasies or preferences, 2 = core member describes or admits to deviant fantasies or preferences)
4. **Results of specialized testing** (No score if no testing info, 0 = testing results show deviant preference, 1 = mixed results of possible deviance, 2 = deviant preference shown in testing and nothing done about it)
5. **“In Remission”** can be added if core member is in an age appropriate, consensual, satisfying sexual relationship of at least one year while in the community for the past two years but relationship must be independently confirmed.

10. Cooperation with supervision. (is core member working with supervisor or against supervisor [if one exists—Circle direction, if one does not], does core member believe himself to be at no risk for reoffending but places himself in high risk situations, does he take the conditions of supervision/convenant seriously. Is he disengaged and just going through the motions of treatment/CoSA. Is he manipulative trying to play the system by being ‘buddy-buddy’ with supervisor while lying and splitting treatment staff/Circle members. Is he asking for special favours. Is he showing up to appointments late or at the wrong times or not at all?)

0 = core member appears to be working with supervisor/Circle, regular attendance, follows through on instructions

1 = some problems but generally cooperative, some missed appointments

2 = supervisor perceives the core member as being uncooperative, deceptive, manipulative or disengaged, late to appointments or not having the sense of knowing what is going on with him in the community

11. Impulse control. (easily swayed by opportunistic circumstances, behaviour has a high likelihood of negative consequences, easily bored so he seeks thrills and has little regard for safety, impulsive across several settings not just in sexual offending history) *Examples: substance abuse, reckless driving, accepting bets and dares, quitting a job without a plan for another, changing residences, unsafe work and recreation practices, starting fights with bigger men*

0 = no problems or only limited to sexual misbehaviour

- 1 = occasional impulsive behaviour, repeated high risk behaviours in only one area (only substance use or only fighting)
- 2 = frequent impulsive behaviour in more than one setting beyond their sexual offending

12. Cognitive problem solving skills. (difficulty in identifying problems and solving problems, proposes unrealistic solutions, always takes the quickest and easiest way out rather than considering other options, lacks long-range plans, fails to recognize the consequences of behaviours)

- 0 = able to appropriately identify and address typical life problems
- 1 = some poorly considered decisions, but open to correction when difficulties are pointed out
- 2 = frequently makes poor decisions, fails to identify obvious life problems, difficulty generating workable alternatives, difficulties recognizing negative consequences even when pointed out

13. Negative emotionality/hostility. (grievance thinking in general and response to real grievances are excessive, holds grudges, tends to feel victimized and resentful, ruminates on past wrongs, explosive emotional reactions, dismisses possible solutions by others)

- 0 = occasional expressions of grievances, but not excessive based on core member's life situation
- 1 = some hostility or resentment beyond what would be reasonably expected, core member appears to cope constructively, can move beyond problem
- 2 = clings to resentments and ruminates on small setbacks, tends to give up easily and indulges in self-pity, chronic suspiciousness and irrational feelings of persecution

14. Victim access. (Attempts to call, send letters or messages through others to past victims, attempts to meet with inappropriate visitors)

- 0 = no problem
- 1 = incidental contact, not repeated/unavoidable but regular incidental contact, no indication of victim approach
- 2 = repeated opportunity, hints of planning, of several choices he mostly/always chooses the most risky one

15. Substance abuse. (Any use of contraband – cigarettes, drugs, alcohol, inhalants, using pills prescribed to another, willing to go into 'debt' to obtain substances from others)

- 0 = no use
- 1 = some use but not problematic and not prohibited (e.g., occasion drink at bar with friends)
- 2 = problem use, any prohibited use (use considered a probation/810 violation)

Appendix G: Recidivism and Economic Analysis Tables

Table 5: Observed CoSA Recidivism Rates (%)

		3 year rate	5 year rate	10 year rate
WED	Sexual	3.23	5.28	9.80
	Non-Sexual	3.20	3.20	6.42
LTSO	Sexual	0.00	11.10	11.10
	Non-Sexual	2.27	2.27	2.27
Overall	Sexual	2.0	5.6	9.5
	Non-Sexual	2.9	2.9	5.5

Table 6. Breaches and Re-Offenses according to original victim type

Victim Type	Breaches	Re-Offence (charge)	Re-Offence (charged and convicted)
Male <13	27.4%	12.5%	33.3%
Female <13	22.1%	25.0%	33.3%
Male 14-18	9.5%	0.0%	0.0%
Female 14-18	15.8	50.0%	16.6%
Male 19+	2.1%	0.0%	0.0%
Female 19+	23.1%	12.5%	16.6%

Table 7: Breaches and Re-Offence according to repeat status

	Breaches	Re-Offence (charge)	Re-Offence (charged and convicted)
Repeat Offender	61.3%	77.8%	50.0%
First time Offender	38.7%	22.2%	50.0%

Table 8: Baseline Rates of Recidivism from Literature

Researchers	Recidivism Type	Follow Up Period	Recidivism Rate
Wilson, Cortoni, & McWhinnie (2009)	Sexual Recidivism	3 Years	27.78%
Hanson, Harris, Helmus & Thornton (2014)	Sexual Recidivism	5 years	22.0%
	Sexual Recidivism	10 years	28.8%

Table 9: Percentage Reduction in Sexual Recidivism (%)

		3 year rate	5 year rate	10 year rate
WED	Sexual	88.4	76.0	66.0
LTSO	Sexual	100.0	49.5	61.5
Overall	Sexual	92.8	74.5	67.0

The formula used to determine the reduction = $(\text{Baseline rate} - \text{CoSA rate} / \text{Baseline rate}) \times 100$.

Table 11: Values used to determine CoSA's cost-effectiveness and cost-benefit between May 2008 and May 2014

5 Year Fixed Period (5/2008 – 5/2014)				
	Sexual Recidivism Rate	Theoretical Events Prevented	Cost-Effectiveness Ratio	Cost Benefit Ratio
WED/810	7.5%	292.8	43,358.9	5.6
LTSO	25%	n/a*	n/a*	n/a*
Overall	10.13%	240.43	52,806.6	4.6

*Calculations could not be complete as the LTSO recidivism rate of 25% is higher than the baseline Hanson et al. (2014) rate of 22%. However, this rate is only based on 4 individuals who survived for five years.

Appendix H: Kaplan Meier Tables

The following three tables were used to calculate the five-year fixed recidivism rates (between May 2008 and May 2014) used in the cost-effectiveness and cost-benefit analysis.

Table 12: WED 5-year sexual recidivism rates.

WED Sexual Recidivism Rates									
Month	Time Period	# at risk	# Censored	# Offended	#Offence-Free	Proportion Offence-free	Proportion Offended	Survival Probability	Cumulative Incidence
0-12	Year 1	84	30	2	82	0.976190476	0.023809524	0.976190476	0.023809524
12-24	Year 2	52	19	0	52	1	0	0.976190476	0.023809524
24-36	Year 3	33	14	0	33	1	0	0.976190476	0.023809524
36-48	Year 4	19	5	1	18	0.947368421	0.052631579	0.92481203	0.07518797
48-60	Year 5	13	6	0	13	1	0	0.92481203	0.07518797
60-72	Year 6	7	7	0	7	1	0	0.92481203	0.07518797
72-84	Year 7	0			0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
84-96	Year 8	0			0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
96-108	Year 9	0			0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
108-120	Year 10	0			0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

Table 13: LTSO 5-year sexual recidivism rates.

LTSO Sexual Recidivism Rates									
Month	Time Period	# at risk	# Censored	# Offended	#Offence-Free	Proportion Offence-free	Proportion Offended	Survival Probability	Cumulative Incidence
0-12	Year 1	66	28	0	66	1	0	1	0
12-24	Year 2	38	15	0	38	1	0	1	0
24-36	Year 3	23	11	0	23	1	0	1	0
36-48	Year 4	12	8	0	12	1	0	1	0
48-60	Year 5	4	2	1	3	0.75	0.25	0.75	0.25
60-72	Year 6	1	1	0	1	1	0	0.75	0.25
72-84	Year 7	0			0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
84-96	Year 8	0			0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
96-108	Year 9	0			0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
108-120	Year 10	0			0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

Table 14: Overall 5-year sexual recidivism rates.

Overall Sexual Recidivism Rates									
Month	Time Period	# at risk	# Censored	# Offended	#Offence-Free	Proportion Offence-free	Proportion Offended	Survival Probability	Cumulative Incidence
0-12	Year 1	150	58	2	148	0.986666667	0.013333333	0.986666667	0.013333333
12-24	Year 2	90	34	0	90	1	0	0.986666667	0.013333333
24-36	Year 3	56	25	0	56	1	0	0.986666667	0.013333333
36-48	Year 4	31	13	1	30	0.967741935	0.032258065	0.95483871	0.04516129
48-60	Year 5	17	8	1	16	0.941176471	0.058823529	0.898671727	0.101328273
60-72	Year 6	8	8	0	8	1	0	0.898671727	0.101328273
72-84	Year 7	0			0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
84-96	Year 8	0			0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
96-108	Year 9	0			0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
108-120	Year 10	0			0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

The following six tables were used to determine the recidivism rates used in the survival analysis. The evaluation only reported the sexual recidivism rate, however, here we have included both sexual and non-sexual rates of recidivism.

Table 15: WED 10-year sexual and non-sexual recidivism rates.

WED Sexual Recidivism Rates									
Month	Time Period	# at risk	# Censored	# Offended	#Offence-Free	Proportion Offence-free	Proportion Offended	Survival Probability	Cumulative Incidence
0-12	Year 1	124	38	4	120	0.967741935	0.032258065	0.967741935	0.032258065
12-24	Year 2	82	20	0	82	1	0	0.967741935	0.032258065
24-36	Year 3	62	15	0	62	1	0	0.967741935	0.032258065
36-48	Year 4	47	6	1	46	0.978723404	0.021276596	0.947151682	0.052848318
48-60	Year 5	40	10	0	40	1	0	0.947151682	0.052848318
60-72	Year 6	30	9	0	30	1	0	0.947151682	0.052848318
72-84	Year 7	21	4	1	20	0.952380952	0.047619048	0.902049221	0.097950779
84-96	Year 8	16	4	0	16	1	0	0.902049221	0.097950779
96-108	Year 9	12	4	0	12	1	0	0.902049221	0.097950779
108-120	Year 10	8	0	0	8	1	0	0.902049221	0.097950779
WED Non-Sexual Recidivism Rates									
Month	Time Period	# at risk	# Censored	# Offended	#Offence-Free	Proportion Offence-free	Proportion Offended	Survival Probability	Cumulative Incidence
0-12	Year 1	124	40	2	122	0.983870968	0.016129032	0.983870968	0.016129032
12-24	Year 2	82	20	0	82	1	0	0.983870968	0.016129032
24-36	Year 3	62	14	1	61	0.983870968	0.016129032	0.968002081	0.031997919
36-48	Year 4	47	7	0	47	1	0	0.968002081	0.031997919
48-60	Year 5	40	10	0	40	1	0	0.968002081	0.031997919
60-72	Year 6	30	8	1	29	0.966666667	0.033333333	0.935735345	0.064264655
72-84	Year 7	21	5	0	21	1	0	0.935735345	0.064264655
84-96	Year 8	16	4	0	16	1	0	0.935735345	0.064264655
96-108	Year 9	12	4	0	12	1	0	0.935735345	0.064264655
108-120	Year 10	8	0	0	8	1	0	0.935735345	0.064264655

Table 16: LTSO 10-year sexual and non-sexual recidivism rates.

LTSO Sexual Recidivism Rates									
Month	Time Period	# at risk	# Censored	# Offended	#Offence-Free	Proportion Offence-free	Proportion Offended	Survival Probability	Cumulative Incidence
0-12	Year 1	72	28	0	72	1	0	1	0
12-24	Year 2	44	15	0	44	1	0	1	0
24-36	Year 3	29	13	0	29	1	0	1	0
36-48	Year 4	16	7	0	16	1	0	1	0
48-60	Year 5	9	1	1	8	0.888888889	0.111111111	0.888888889	0.111111111
60-72	Year 6	7	4	0	7	1	0	0.888888889	0.111111111
72-84	Year 7	3	1	0	3	1	0	0.888888889	0.111111111
84-96	Year 8	2	0	0	2	1	0	0.888888889	0.111111111
96-108	Year 9	2	0	0	2	1	0	0.888888889	0.111111111
108-120	Year 10	2	0	0	2	1	0	0.888888889	0.111111111
LTSO Non-Sexual Recidivism Rates									
Month	Time Period	# at risk	# Censored	# Offended	#Offence-Free	Proportion Offence-free	Proportion Offended	Survival Probability	Cumulative Incidence
0-12	Year 1	72	28	0	72	1	0	1	0
12-24	Year 2	44	14	1	43	0.977272727	0.022727273	0.977272727	0.022727273
24-36	Year 3	29	13	0	29	1	0	0.977272727	0.022727273
36-48	Year 4	16	7	0	16	1	0	0.977272727	0.022727273
48-60	Year 5	9	2	0	9	1	0	0.977272727	0.022727273
60-72	Year 6	7	4	0	7	1	0	0.977272727	0.022727273
72-84	Year 7	3	1	0	3	1	0	0.977272727	0.022727273
84-96	Year 8	2	0	0	2	1	0	0.977272727	0.022727273
96-108	Year 9	2	0	0	2	1	0	0.977272727	0.022727273
108-120	Year 10	2	0	0	2	1	0	0.977272727	0.022727273

Table 17: Overall 10-year sexual and non-sexual recidivism rates.

Overall Sexual Recidivism Rates									
Month	Time Period	# at risk	# Censored	# Offended	#Offence-Free	Proportion Offence-free	Proportion Offended	Survival Probability	Cumulative Incidence
0-12	Year 1	196	66	4	192	0.979591837	0.020408163	0.979591837	0.020408163
12-24	Year 2	126	35	0	126	1	0	0.979591837	0.020408163
24-36	Year 3	91	28	0	91	1	0	0.979591837	0.020408163
36-48	Year 4	63	13	1	62	0.984126984	0.015873016	0.96404276	0.03595724
48-60	Year 5	49	11	1	48	0.979591837	0.020408163	0.944368418	0.055631582
60-72	Year 6	37	13	0	37	1	0	0.944368418	0.055631582
72-84	Year 7	24	5	1	23	0.958333333	0.041666667	0.905019734	0.094980266
84-96	Year 8	18	4	0	18	1	0	0.905019734	0.094980266
96-108	Year 9	14	4	0	14	1	0	0.905019734	0.094980266
108-120	Year 10	10	0	0	10	1	0	0.905019734	0.094980266
Overall Non-Sexual Recidivism Rates									
Month	Time Period	# at risk	# Censored	# Offended	#Offence-Free	Proportion Offence-free	Proportion Offended	Survival Probability	Cumulative Incidence
0-12	Year 1	196	68	2	194	0.989795918	0.010204082	0.989795918	0.010204082
12-24	Year 2	126	34	1	125	0.992063492	0.007936508	0.981940395	0.018059605
24-36	Year 3	91	27	1	90	0.989010989	0.010989011	0.971149841	0.028850159
36-48	Year 4	63	14	0	63	1	0	0.971149841	0.028850159
48-60	Year 5	49	12	0	49	1	0	0.971149841	0.028850159
60-72	Year 6	37	12	1	36	0.972972973	0.027027027	0.944902548	0.055097452
72-84	Year 7	24	6	0	24	1	0	0.944902548	0.055097452
84-96	Year 8	18	4	0	18	1	0	0.944902548	0.055097452
96-108	Year 9	14	4	0	14	1	0	0.944902548	0.055097452
108-120	Year 10	10	0	0	10	1	0	0.944902548	0.055097452

