

# **Final Report**

## **Evaluation of Ohio's Community Corrections Act Prison Diversion Programs**

Edward Latessa, Ph.D.  
Principal Investigator

Jamie Newsome, Ph.D.  
Project Director

Ian Silver, Ph.D.  
Research Assistant

Carrie Sullivan, M.A.  
Senior Research Associate

Christopher D'Amato, M.S.  
Research Assistant

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University of Cincinnati Corrections Institute  
School of Criminal Justice  
PO Box 210389  
Cincinnati, Ohio 45221-0389

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## **Executive Summary**

Through a partnership with the Ohio Department of Rehabilitation and Correction (ODRC), the University of Cincinnati Corrections Institute (UCCI) conducted an evaluation of the Community Corrections Act (CCA) prison diversion programs operating during fiscal year 2012 (FY'12). ODRC and UCCI outlined three tiers to the study to evaluate the success of CCA prison programs. Tier 1 is a comprehensive evaluation of 11 Common Pleas Adult Probation Departments and/or intensive supervision programs that aims to meet four main objectives:

1. determine where offenders are placed in the correctional system and the factors that influence those placements;
2. assess whether CCA prison programs are diverting plausible offenders from prison;
3. evaluate the effectiveness of CCA prison programs in reducing recidivism; and
4. evaluate the extent to which programs adhere to the principles of effective intervention.

Tier 2 is an outcome evaluation limited to all counties (excluding Tier 1) that serve more than 100 offenders in CCA prison programs per year (FY'12), and provides additional insights to meet objectives 2 and 3 of the study. Tier 3 is a descriptive evaluation of counties serving less than 100 offenders per year in CCA prison programs, and further supplements information needed to meet objective 2 of the study. The full report outlines the details of the methodology used to examine each of the study objectives, the results and recommendations offered to ODRC, and the limitations of the research. The remainder of this executive summary will briefly summarize each of these aspects of the study.

### **Summary of Methods**

To meet Objective 1, the research team worked with each of the Tier 1 counties to obtain data on the first 1,000 offenders convicted of a felony after July 1, 2011 in each respective county.

Data were either provided by ODRC or UCCI staff accessed and collected the required data from the following databases: The Community Corrections Information System (CCIS), Ohio Risk Assessment System (ORAS), and Ohio Law Enforcement Gateway (OHLEG). Key measures included gender, race (white or non-white), seriousness of the offense for which the individual was convicted (felony 1 or 2, felony 3, felony 4, felony 5 or misdemeanor), risk level based on the ORAS assessment (low, moderate, or high), and the sanction the individual received (no sanction, probation, other community-based sanctions, intensive supervision probation, placement in a community-based correctional facility, placement in a jail, placement in a prison, or some other sanction). The final outcome measure indicated whether or not an offender was incarcerated in a jail or prison (yes or no).

To meet Objective 2, all offenders who were placed in CCA prison diversion programs during FY'12 were examined. Data were collected from the ORAS and CCIS databases and includes CCA program placement, seriousness of the committing offense, and risk level. Two measures were created to reflect whether the placements into CCA prison diversion programs are plausible. The more stringent measure classified any offender convicted of a felony 1, 2, or 3 or who were considered high- or very high-risk on the ORAS as plausible for the CCA program. A second, more relaxed measure also classified offenders who were considered moderate-risk as plausible for the CCA program.

To meet Objective 3, a subsample of offenders who were admitted to CCA prison diversion programs between July 1, 2011 and June 29, 2012 were randomly selected from the Tier 1 and Tier 2 counties. CCA participants were then matched to a comparison sample of offenders who did not receive any form of CCA-funded programming (i.e., they were not in the CCIS database) based on risk level, gender, and county of supervision. The comparison group was subsequently

divided into two separate comparison groups: one in which offenders were initially placed in the community and one in which offenders were initially incarcerated for their offenses. These groupings provide an opportunity to compare outcomes for similar offenders who were not diverted from prison, as well as those who were diverted but not placed in CCA-funded programming, to those of CCA prison diversion program participants.

The data gathered to meet Objective 3 was acquired from the CCIS, ORAS, and OHLEG databases and includes: age, gender, race, offense, level of offense, current CCA-funded program, risk level, and rearrest and reconviction information (e.g., date, offense, type of crime). Incarceration data was provided by ODRC. Three outcomes were examined in evaluation analyses (new arrest, new conviction, and new incarceration) were based on a 36-month follow-up period. Arrest and conviction did not include technical violations; however, incarcerations did include those due to technical violations.

In order to meet Objective 4, two strategies were employed to evaluate the extent to which programs adhere to evidence-based practices. First, between October 2011 and August 2012, funded probation departments in Tier 1 counties were evaluated by UCCI staff using the *Evidence-Based Correctional Program Checklist - Community Supervision Agency (CPC-CSA)*. Second, a web-based organizational climate survey was administered to probation officers in several counties. The items in the survey were used to measure probation officers' attitudes and perceptions pertaining to their level of satisfaction with the organization at which they are employed, the staff training and skills, their individual philosophies towards supervision, agency resources, and the amount of job frustration they experience.

Within each of these objectives, data were analyzed using a variety of techniques to summarize information and identify significant relationships between key variables. These largely

included descriptive statistics (e.g., averages, percentages, frequencies) and regression models such as binary logistic regression. The results of these analyses are summarized in the following section.

## **Summary of Results and Recommendations**

The results and recommendations associated with each study objective are briefly reviewed below.

### **Objective 1 Results:**

- Offenders convicted of a crime in the Tier 1 counties are most often placed on probation (37.7%) or in prison (33.4%).
- The seriousness of one's offense emerged as the strongest and most consistent predictor of whether the sanction would be incarceration or some other community-based option.
- Offenders convicted of a felony 1 or 2 had a 72% probability of being incarcerated for their crimes, while those convicted of a felony 3 had a 59% probability of being incarcerated. The probability of being incarcerated was lower among offenders convicted of a felony 4 (44%) or felony 5 or misdemeanor (30%); however, the estimates suggest that there may be some offenders being placed in confinement who could be better served in the community.
- Risk level also emerged as a consistent predictor of whether the sanction would be incarceration. The probability of low-risk offenders being sentenced to confinement was 28%. The probability was higher among moderate-risk (44%) and high-risk (61%) offenders; however, the estimates provide further evidence that some offenders are being placed in confinement who could be better served in the community.

### **Objective 1 Recommendation:**

- Probation and prison are the dominant sanctions used in Tier 1 counties. The state should increase the use of intermediate sanctions in order to more effectively match offenders with appropriate services and levels of supervision—particularly among offenders who are at a low risk to recidivate and those who are convicted of less serious crimes.

### **Objective 2 Results:**

- Only one Tier 1 county (Scioto) reached a 75% concentration of plausible offenders placed in CCA prison diversion programming using the more stringent definition of "plausible diversion."

- With the exception of Mahoning, all Tier 1 counties reached a 75% concentration of plausible offenders based on the more relaxed definition of plausible.
- Only one Tier 2 county (Lake) achieved a 75% concentration of plausible offenders in the CCA prison diversion program using the more stringent measure.
- When the more relaxed measure was used to define plausible offenders, 10 of the 14 counties in Tier 2 reached 75% plausible or higher. Lake and Lawrence counties reached particularly noteworthy concentrations of plausible offenders in their CCA prison diversion programs at 98.3% and 93.8%, respectively.
- Four of the 24 Tier 3 counties (Clark, Clinton, Darke, and Wayne) had at least 75% of offenders classified as plausible for CCA prison diversion programming based on the more stringent measure of plausible.
- Based on the more relaxed definition of plausible, all but 5 of the 24 counties exceeded the 75% threshold. Four of the Tier 3 counties (Clark, Clinton, Darke, and Fayette) had 100% plausible offenders under the more inclusive measure, and seven others were over 90% plausible.

### **Objective 2 Recommendations:**

- ODRC is encouraged to develop admission and exclusion criteria in order to clearly define which offenders are plausible placements in CCA prison diversion programming. Criteria should align with the risk principle and prioritize offenders who commit more serious crimes and who are at the highest risk of recidivating.
- Once criteria are specified, adherence to admission and exclusion criteria should be incentivized to maximize compliance and consistency throughout the state. This could be accomplished, for example, by restructuring funding to award differential amounts based on adherence to the established criteria.

### **Objective 3 Results:**

- In the full weighted sample (all participants in Tier 1 and Tier 2 counties), the largest differences in recidivism rates were found in the comparison of rearrest rates, for which the incarcerated comparison group had the highest rates at approximately 72%, followed by the CCA group at 63%. The lowest rates were observed in the community comparison group at 56%.
- In comparing reconviction and incarceration rates, the group of CCA participants had the highest rates of reconviction (48.6%) and incarceration (21.5%); however, the rates for the incarcerated comparison group were within 1% of the rates seen in the CCA group for each of the respective measures of recidivism.

- Low-risk offenders placed in CCA programming had significantly higher incarceration rates after 36-months (11%) relative to the two low-risk comparison groups, but no differences were found in rearrest and reconviction rates among low-risk offenders.
- Moderate-risk offenders had significantly higher rates of recidivism across all three indicators when placed in CCA prison diversion programs compared to the other two comparison groups.
- Although high-risk offenders who were initially incarcerated for their crimes had the highest rates of rearrest (80%), high-risk CCA participants had the highest rates of reconviction (64%) and incarceration (33%).
- Multivariate models that controlled for difference in risk level, race, gender, age, and the county in which offenders were receiving services showed offenders placed in CCA prison diversion programming did not differ in the likelihood of being rearrested, but had significantly higher odds of being reconvicted (23% higher) or reincarcerated (48% higher).
- In the Tier 1 counties, most comparisons of recidivism rates across the three groups revealed no significant differences overall or based on risk level. Among comparisons where significant differences were found for rearrests:
  - CCA participants had the *lowest* rearrest rates in Clermont County (overall and the low- and moderate-risk subgroups), Scioto County (overall and the moderate-risk subgroup), and Stark County (overall).
  - CCA participants had the *highest* rates of rearrest in Hamilton County (moderate-risk subgroup) and Lorain County (moderate-risk subgroup).
  - CCA participants had rearrest rates that were lower than the incarcerated comparison group and higher than the community comparison group in Mahoning County (overall) and Summit County (high-risk subgroup).
- Among comparisons where significant differences were found for reconvictions:
  - CCA participants had the *highest* rates of reconviction in Hamilton County (overall and the moderate- and high-risk subgroups), Lorain County (moderate-risk subgroup), Mahoning County (overall and the low-risk subgroup), Montgomery County (overall and the high-risk subgroup), and Summit County (moderate-risk subgroup).
  - CCA participants had reconviction rates that were lower than the incarcerated comparison group and higher than the community comparison group in Summit County (overall).
- Among comparisons where significant differences were found in incarcerations:
  - CCA participants had the *lowest* incarceration rates in Richland County (overall and the moderate-risk subgroup) and Scioto County (overall).
  - CCA participants had incarceration rates that were lower than the incarcerated comparison group and higher than the community comparison group in Mahoning County (overall and the high-risk subgroup) and Stark County (overall).

- Multivariate models controlling for risk level, race, gender, and age in each of the Tier 1 counties generally showed no effects of participating in CCA prison diversion programs on the likelihood of rearrest, reconviction, or incarceration. Exceptions included the following:
  - CCA participants in Stark County had a 75% *reduction* in the odds of being rearrested within 36 months, and those in Mahoning County had a 66% *increase* in the odds of being rearrested.
  - CCA participants had an *increase* in the odds of being reconvicted in Hamilton (162%), Lorain (159%), and Mahoning (122%).
  - CCA participants in Stark County had a 172% increase in the odds of being incarcerated within 36 months.
  
- In the Tier 2 counties, most comparisons across the three groups revealed no significant differences in recidivism rates overall or based on risk level. Among comparisons where significant differences were found for rearrests:
  - CCA participants had the *highest* rearrest rates in Highland County (overall and the low-risk subgroup), Licking County (high-risk subgroup), and Portage County (overall).
  - CCA participants had rearrest rates lower than the incarcerated comparison group and higher than the community comparison group in Ashtabula County (overall), Lucas County (overall), and Wood County (moderate-risk subgroup).
  
- Among comparisons where significant differences were found for reconvictions:
  - CCA participants had the *highest* reconviction rates in Ashtabula County (low-risk subgroup), Licking County (high-risk subgroup) and Marion County (moderate-risk subgroup).
  - CCA participants had reconviction rates lower than the incarcerated comparison group and higher than the community comparison group in Ashtabula County (overall).
  
- Among comparisons where significant differences were found for incarcerations:
  - CCA participants had the *highest* incarceration rates in Warren County (overall and the high-risk subgroup).
  - CCA participants had lower rates of incarceration than the incarcerated comparison group and higher rates than the community comparison group in Highland County (high-risk subgroup).
  
- Multivariate models controlling for risk level, race, gender, and age in each of the Tier 2 counties generally showed no effects of participating in CCA prison diversion programs on the likelihood of rearrest, reconviction, or incarceration. Exceptions included the following:
  - CCA participants had significantly higher odds of being rearrested in Highland County (257%), Lucas County (153%), and Portage County (166%).
  - CCA participants had significantly higher odds of being incarcerated in Highland County (218%).

- Supplemental analyses revealed that individuals who successfully complete CCA prison diversion programs have significantly lower rearrest, reconviction, and incarceration rates after 36-months.
  - Individuals who are older, have higher education levels, are in need of counseling upon entry, do not have a history of drug abuse, have fewer prior convictions and incarcerations, are convicted of more serious offenses, and are at a lower risk for recidivating were more likely to successfully complete CCA programs.

**Objective 3 Recommendations:**

- Performance benchmarks should be clearly specified by ODRC, and programs receiving support through CCA funds should be required to submit performance measures twice per year. At a minimum, performance measures should include reporting of how CCA funds are used, documentation of the number of offenders in the program that meet ODRC’s standard of plausible diversions, key evidence-based strategies used in CCA prison diversion programs, and recidivism tracking for program participants.
- ODRC should work with counties that fail to reach specified performance benchmarks to develop continuous quality improvement plans. These plans should include clear descriptions of how CCA funds will be used to improve programming, which should align with allowable expenses specified by ODRC.
- Reasons for technical violations should be clearly documented to allow for a more comprehensive examination of behavior management systems in CCA programs. Guidelines should be created to enhance behavior management systems and provide a range of sanctions that can be employed prior to issuing a technical violation.
- ODRC should prioritize reducing the rate at which CCA participants return to prison due to a technical violation. This could be accomplished by incentivizing counties to use increased discretion in issuing technical violations by awarding differential funding amounts based on whether the county rates are below the state average.

**Objective 4 Results:**

- Program evaluations in the 11 Tier 1 counties revealed that 10 of the 11 programs were rated as “ineffective” on the CPC-CSA. Franklin County was the one exception and was rated as “effective.”
- The greatest area of strength on the CPC assessments was the *Leadership, Management, and Support* domain, where scores ranged from 41.7% to 84.6%.
- Agencies also tended to score higher in the *Staff Characteristics* domain, with scores ranging from 22.1% to 66.6%.

- At the time of the evaluations, scores in the *Offender Assessment* domain were mixed across the 11 agencies and ranged from 6.7% to 81.3%. Nine agencies received scores associated with an “ineffective” classification in this domain.
- All 11 agencies were rated as “ineffective” in the *Evidence-Based Practices* domain and scores ranged from 0% to 33.3%.
- All 11 agencies were rated as “ineffective” in the *Quality Assurance* domain and scores ranged from 0% to 40%.
- The staff surveys revealed lower than average levels of organizational satisfaction and staff training and skills, and higher than average levels of frustration in the Tier 1 counties relative to the other counties in the state. They also reported slightly below average levels of agency resources.
- The staff surveys revealed a mix in probation officer philosophies toward supervision, with about half of all counties surveyed expressing higher than average levels of punitive philosophies.

#### **Objective 4 Recommendations:**

- CCA prison diversion programs should be structured to adhere to evidence-based practices. More specifically:
  - Risk assessments should serve a guide throughout the treatment process. Case plans should specify goals that are tightly linked to criminogenic needs identified through valid and reliable risk assessments.
  - Treatment options should be matched to goals specified in treatment plans (i.e., criminogenic needs).
  - Treatment strategies should be based on cognitive-behavioral approaches (e.g., modeling, role-plays, practice, feedback).
  - Case plans should be routinely updated to document progress towards reducing criminogenic needs.
- Completion criteria should be developed for CCA prison diversion programs and used to determine when an offender has successfully completed programming.
- A multi-faceted continuous quality improvement process should be in place for programs that includes routine monitoring of evidence-based practices internally and among external service providers, as well as regular reporting to ODRC.
- Targeted booster trainings should be provided to sites in areas identified for improvement.

## Limitations

Although a comprehensive approach was taken to better understand the use and effectiveness of CCA prison diversion programs in Ohio, no research study is free of limitations. When reviewing the results presented in this report, it is important to consider a number of factors that could impact the findings.

- With respect to Objective 1, there is a substantial amount of missing data for key variables. This was especially notable for risk assessment data, and may account for the mixed findings across counties.
- The results pertaining to Objective 2 were very sensitive to the measure of “plausible diversions” that was used, which impacted the conclusions that were drawn from those analyses.
- The two comparison samples (i.e., community comparison and incarcerated comparison) used in the Objective 3 evaluation were distinguished from one another after the matching procedure was completed. As a result, the subsamples varied with respect to some characteristics.
- The incarcerated comparison sample is small relative to the other two subsamples. In some counties, this made it impossible to make comparisons that included this subgroup.
- The samples drawn in the Tier 2 counties were also limited in size. When each county was examined in isolation from the others, some subgroups (e.g., high risk offenders) were quite small. The percentages reported in the comparative analyses were sensitive to these smaller case counts, and could result in a distorted portrayal of the patterns within a given county.
- The arrest and conviction outcomes examined in the evaluation do not include technical violations, which could reveal a different pattern of results.
- This study did not examine procedural aspects of CCA programming, which may provide additional insights to the findings. For example, judges and probation officers may view CCA prison diversion programs as a final opportunity to adopt a crime-free life. Subsequent violations of the law could then be processed differently if a stigma is attached to having participated in CCA prison diversion programs and expectations are altered for these offenders.
- The program evaluations completed to meet Objective 4 were only conducted in the Tier 1 counties. It is possible that the Tier 2 counties, for a variety of reasons, may

operate very differently than the larger Tier 1 counties. As a result, the findings from the CPC results should not be extended to other counties.

- Response rates to the staff surveys were small and the data collected from these surveys may not be representative of the perceptions of all staff across the participating agencies.
- A limitation that applies to the entire study as a whole is the timeframe between the observations and the reporting of the results. Although the longer duration allowed for a longer follow-up period, particularly among a group of offenders who also served a period of incarceration during the study, the results may not be generalizable to the current operations of these programs.

## **Conclusion**

CCA prison diversion programs were developed with the intention of reserving space in Ohio's prisons for those offenders who pose the greatest threat to society, and diverting others to community-based programming designed to foster rehabilitation. While these programs have diverted thousands of offenders from prison, a number of challenges remain in meeting the goal of successfully rehabilitating those offenders. The recommendations offered in this report provide suggestions for using evidence-based practices in CCA prison diversion programs to create a more strategic approach to reducing recidivism among participants.

## **Section I—Introduction**

The Ohio Community Corrections Act was passed nearly four decades ago in an effort to divert felony offenders from state prisons and provide sanctions and services for these offenders locally. Since the passage of this legislation a number of community-based correctional facilities (CBCFs), halfway houses (HWHs), and nonresidential supervision and treatment programs have been established throughout Ohio. Programming has also been expanded in order to divert offenders from jails, maximizing the space in prisons and jails that can be reserved for the most serious offenders. As part of these initiatives, multiple studies evaluating the use and effectiveness of community-based sanctions and programs have been conducted (Latessa, Travis, & Holsinger, 1997; Lowenkamp & Latessa, 2002; Lowenkamp & Latessa, 2005). Through a partnership formed in 2011 between the Ohio Department of Rehabilitation and Correction (ODRC) and the University of Cincinnati Corrections Institute (UCCI), this study represents the most recent extension of the evaluation of Ohio's Community Corrections Act (CCA) programs.

Previous evaluations have focused on the effectiveness of CBCF and HWH programs (Latessa et al., 1997; Lowenkamp & Latessa, 2002). The results of these studies suggest that reductions in recidivism can be achieved in CBCF and HWH programs when moderate- and high-risk offenders are targeted for participation. Similar results were observed in a more recent study that examined the effectiveness of CCA jail and prison diversion programs (Lowenkamp & Latessa, 2005), which revealed that programs with greater adherence to the principles of effective intervention showed reductions in recidivism between 12% and 16%. In contrast, programs with low adherence to the principles of effective intervention were associated with increases in recidivism as high as 15%. The purpose of this evaluation is to further investigate how successful CCA prison programs are in diverting offenders from state institutions and reducing recidivism.

ODRC and UCCI outlined three tiers to the study to evaluate the success of CCA prison programs.

Tier 1 is a comprehensive evaluation of 11 Common Pleas Adult Probation Departments and/or intensive supervision programs that aims to meet four main objectives:

1. determine where offenders are placed in the correctional system and the factors that influence those placements;
2. assess whether CCA prison programs are diverting plausible offenders from prison;
3. evaluate the effectiveness of CCA prison programs in reducing recidivism; and
4. evaluate the extent to which programs adhere to the principles of effective intervention.

Tier 2 is an outcome evaluation limited to all counties (excluding Tier 1) that serve more than 100 offenders in CCA prison programs per year (FY'12), and will provide additional insights to meet objectives 2 and 3 of the study. Tier 3 is a descriptive evaluation of counties serving less than 100 offenders per year in CCA prison programs, and will further supplement information needed to meet objective 2 of the study. The remaining sections of this report outline the methodology used to meet all four objectives, the results of the analyses intended to meet the objectives, and the implications of the findings.

## Section II—Methodology

Between 2011 and 2018, UCCI and ODRC worked together to evaluate Ohio’s CCA prison programs. As previously discussed, there are three tiers to the current study: Tier 1 includes counties selected by ODRC for a comprehensive evaluation (N=11); Tier 2 includes all other counties that served 100 or more offenders per year in CCA prison diversion programs (N=14); and Tier 3 includes all counties that served less than 100 offenders in CCA prison diversion programs (N=24). For reference, all counties included in the study are shown by Tier in Table 1 along with the number of offenders served. After removing duplicate cases, a total of 10,678 offenders served in CCA prison programs were identified. Data was collected through several strategies, each of which is outlined in detail below according to the research objective.

**Table 1 Offenders Served in CCA Prison Diversion Programs in Ohio Counties by Tier**

<b>Tier 1 (N = 11)</b>	<b>N</b>	<b>Tier 2 (N = 14)</b>	<b>N</b>	<b>Tier 3 (N = 24)</b>	<b>N</b>
Clermont	115	Allen	198	Adams	55
Cuyahoga	1818	Ashtabula	288	Clark	70
Franklin	834	Athens	130	Clinton	56
Hamilton	705	Butler	441	Columbiana	60
Lorain	475	Highland	173	Darke	19
Mahoning	709	Lake	181	Delaware	91
Montgomery	665	Lawrence	144	Erie	91
Richland	153	Licking	119	Fairfield	33
Scioto	150	Lucas	414	Fayette	30
Stark	281	Marion	294	Greene	71
Summit	448	Medina	111	Guernsey	33
		Portage	206	Hancock	73
		Warren	154	Huron	52
		Wood	129	Jefferson	36
				Muskingum	70
				Ottawa	17
				Pickaway	48
				Ross	64
				Sandusky	74
				Shelby	61
				Trumbull	93
				Tuscarawas	42
				Union	32
				Wayne	72
<b>Total</b>	<b>6353</b>		<b>2982</b>		<b>1343</b>

## **Sampling, Data Collection Procedures, and Measures for Objective 1**

Recall that Objective 1 is to determine where offenders are placed in the correctional system (i.e., probation, ISP, halfway house, CBCF, prison) and the factors that influence those placements. To meet this objective, UCCI worked with each of the 11 counties to obtain court records/disposition information on the first 1,000 cases that were convicted of a felony after July 1, 2011 in each of the respective counties. Seven counties sent data electronically, one county required on-site data collection, and three counties required a mix of on-site data collection and electronic data submission. Additional data were either provided to UCCI by ODRC, or UCCI staff accessed and collected required data from the following databases: The Community Corrections Information System (CCIS)<sup>1</sup>, Ohio Risk Assessment System (ORAS), and Ohio Law Enforcement Gateway (OHLEG).

Key measures include gender, race (white or non-white), seriousness of the offense for which the individual was convicted (felony 1 or 2, felony 3, felony 4, or felony 5 or misdemeanor), risk level based on ORAS assessments (low, moderate, or high)<sup>2</sup>, and the sanction the individual received (no sanction, probation, other community based sanctions, intensive supervision probation (ISP), placement in a CBCF, placement in a jail, or placement in a prison). Some categories tended to have a limited number of offenders, suggesting these options are used infrequently (or in some counties not at all). As a result, a second variable was created to reflect whether or not the individual was incarcerated (jail or prison). The incarceration variable was then treated as the primary outcome of interest in the analyses pertaining to this research objective.

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<sup>1</sup> The Community Corrections Information System (CCIS) is a database that tracks the admission and termination of offenders sentenced or referred to CCA programs. The programs themselves enter the data. The database is maintained by the ODRC.

<sup>2</sup> The low-risk category includes low and low-moderate categories. The moderate-risk category includes offenders who scored moderate-high on the Midsmeanor Screening Tool. The high-risk category includes high- and very high-risk categories, and all offenders who scored moderate-high on the ORAS Prison Screening Tool.

## **Sampling, Data Collection Procedures, and Measures for Objective 2**

The second objective of the study is to determine whether offenders placed to CCA prison diversion programs are plausible. All CCA prison diversion cases (N=10,678) across all three tiers of the study were examined to meet this objective. Data were collected from the ORAS and CCIS databases, and includes CCA program placement and risk level. Two measures were created to reflect whether the placement of the offender into the CCA prison diversion program was plausible. In the first measure, offenders who were convicted of a felony 1, 2, or 3 or who were classified as high- or very high-risk on the ORAS were considered plausible. All others were coded as not plausible for CCA prison diversion programs. This measure is more conservative than the second measure of plausible diversions, in which the criterion for risk is relaxed to include moderate-risk offenders, as well.

## **Sampling, Data Collection Procedures, and Measures for Objective 3**

The third objective is to examine the successfulness of CCA placements in reducing recidivism. To meet this objective, a subsample of offenders who were admitted to a CCA-funded prison diversion program between July 1, 2011 and June 29, 2012 in Tier 1 or Tier 2 counties were randomly selected to serve as the treatment group. To be eligible for selection, a case was required to have a valid risk score in the ORAS database within six-months of the admission date to the CCA prison diversion program. Approximately 200 cases in each of the Tier 1 counties and 100 cases in each of the Tier 2 counties were selected. In counties where fewer offenders were admitted to CCA-funded programs or had valid risk scores, all eligible cases were selected.

The treatment cases were then matched to a comparison sample of offenders who did not receive any form of CCA-funded programming (i.e., they were not listed in the CCIS database). Comparison cases were identified in the ORAS database and matched to treatment cases based on

risk level (low, medium, high), gender, and county of supervision.<sup>3</sup> An appropriate match could not be identified for all treatment cases. In these instances, the treatment cases were not included in the analyses. The final sample size for the evaluation is 5,710 (Tier 1 = 3,524 and Tier 2 = 2,186).

It is important to note that, after cases were selected for the study, a subset of the comparison cases were found to have been incarcerated for their crimes. These cases were found to be significantly different from comparison cases who received community-based sanctions on a number of key measures. In light of these considerations, a grouping variable that identified all three groups (CCA cases, community-based comparison cases, and incarcerated comparisons) was used for all of the analyses pertaining to evaluating the effectiveness of CCA prison diversion programs. These groupings provide an opportunity to compare outcomes for similar offenders who were not diverted from prison, as well as those who were diverted but not placed in CCA-funded programming, to individuals who received services in a CCA prison diversion program.

Data for the evaluation was gathered from the CCIS, ORAS, and OHLEG databases and includes: age, gender, race, offense, level of offense, current CCA-funded program, ORAS risk level, rearrest information (e.g., date, offense, type of crime), and reconviction information (e.g., data, offense, offense level, type of crime). Incarceration data was provided by ODRC. Outcomes included in the evaluation analyses are based on recidivism within 36-months of being in the community. For CCA cases, the follow-up period began on the date the individual was admitted to the CCA program. The follow-up period for the community-based comparison cases began on the individual's disposition date. For those in the incarcerated comparison group, the follow-up period began on the day the individual was released from prison.

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<sup>3</sup> Due to the number of cases with missing data, it was not possible to include racial group as a criterion for matching. Race was collected and/or confirmed for all cases at later stages of data collection.

## **Sampling, Data Collection Procedures, and Measures for Objective 4**

The final objective for the study is to evaluate the extent to which programs adhere to the principles of effective intervention. This was accomplished through two strategies. First, between October 2011 and August 2012, funded probation departments in Tier 1 counties were evaluated by UCCI staff using The Evidence-Based Correctional Program Checklist – Community Supervision Agency (CPC-CSA)<sup>4</sup> tool. Second, a web-based organizational climate survey was administered to probation officers in each department. Each strategy is described in detail below.

**Program Evaluation Procedures.** Due to variability in how counties spend CCA funds, the site visits were completed differently across the Tier 1 counties (see Table 2). Within the 11 counties, 10 whole probation departments were assessed. For one county, only the ISP unit was assessed as all CCA funding was reserved for the ISP unit versus being spread throughout the department. In the 10 remaining counties, 8 probation departments with ISP unit/caseload(s) were assessed. In one county, Mahoning, the Community Correction Association and the parole office were assessed together as the probation department relied on the parole office to supervise felony offenders. In Summit County, one community provider also provided services; therefore, this was another component examined in conjunction with the probation department with ISP unit. In Lorain County, the probation department and the state parole office were assessed together as the probation department relied on the parole office to conduct supervision for offenders sentenced to community control.

Given the variation in how CCA prison diversion programming is structured in Tier 1 counties, some jurisdictions received a CPC-CSA evaluation and an additional CPC evaluation designed for a particular use in order to fully evaluate the programs. More specifically, in Summit

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<sup>4</sup> The CPC-CSA was developed for this study to assess and rate how ODRC funded CCA programs adhere to the principles of effective intervention.

**Table 2 Program Evaluations in Tier 1 Counties**

<b>County</b>	<b>Month Visited</b>	<b>Components Included</b>	<b>Tool(s) Used</b>
Clermont	October 2011	Probation with ISP unit	CPC-CSA
Cuyahoga	July 2012	Probation with ISP unit	CPC-CSA
Franklin	May 2012	Probation with ISP unit	CPC-CSA & CPC-GA
Hamilton	February 2012	Probation with ISP unit	CPC-CSA
Lorain	April 2012	Probation and APA	CPC-CSA & CPC-GA
Mahoning	December 2011	APA and Community Corrections Association	CPC-CSA
Montgomery	August 2012	Probation with ISP unit	CPC-CSA & CPC-GA
Richland	November 2011	Probation with ISP unit	CPC-CSA
Scioto	November 2011	Probation with ISP unit	CPC-CSA
Stark	November 2011	ISP Unit only	CPC-CSA
Summit	February 2012	Probation with ISP unit and community provider	CPC-CSA & CPC-CSA: RA

County a community provider was assessed with the CPC-CSA: RA tool since some portion of the CCA funds supported their programming and supervision services. In Montgomery County, two groups were assessed with the CPC-GA because they were led by intensive supervision officers funded by CCA. Similarly, two groups in Franklin County and one in Lorain County were assessed using the CPC-GA. The use of these specialized tools provides a more comprehensive evaluation of the CCA programming offered in these counties.

During site visits, teams of three to four research assistants directed by one team lead visited departments to collect four program traces as part of the CPC: (1) conduct interviews with key staff, (2) observe officer contact sessions, (3) observe treatment groups (as necessary), and (4) review relevant department and program materials and open and closed offender files (for a detailed description of the CPC see Appendix A). For most site visits, staff spent two to three days on site. All interviews employed the use of structured interview guides. Additionally, group

observation forms and material review forms guided the collection of these data. These processes ensured consistency in data collection across the sites. All of the collected data was then compared to the indicators on the checklist and a score was developed based on the percentage of the indicators the program met. Once a final score was determined, staff conducting the visit authored a report on the strengths, areas of improvement, and recommendations for the probation department and the treatment providers. After receiving the report, the counties had the opportunity to write a response to the draft report. If a response was sent in, UCCI prepared a written response to address any comments and concerns expressed by the program. The written response letter was then issued with the final report. If no response letter was received, UCCI issued the final report. Final CPC results were presented to the ODRC, and full reports were sent to the counties individually and are not included in this report. A brief summary of the results is provided to contextualize the broader findings of this study.

**Survey Procedures.** In order to gain a deeper understanding of the operations of CCA prison diversion programs, staff in some counties were asked to complete an organizational climate survey. All probation officers were asked to report their perceptions of their respective agencies, as well as their attitudes and philosophies towards their work. Surveys items included a combination of items that were developed by UCCI and items that were taken from prior research (Cullen, Link, Wolfe, & Frank, 1985; Mowday, Steers, & Porter, 1979; Taxman et al., 2007; Toch & Klofas, 1982). The survey (see Appendix B) was self-administered by probation officers electronically through Survey Monkey between November 2011 and October 2012. The overall response rate was 32.4% (N = 669) with county response rates ranging from 13.7% to 70%.

## **Analytic Approach**

To meet the first objective of the study, the data analysis began with a description of the offender sample collected in the Tier 1 counties. This included calculating descriptive statistics (i.e., means and frequencies) for all 11 counties in aggregate form and for each county individually. Binomial logistic regression analyses were also conducted in the Tier 1 offender population sample to identify factors that predict placement in the correctional system (i.e., incarceration or other sanctions).

The second objective of the study is to assess whether offenders who are being placed into CCA prison diversion programs are plausible diversions for those programs. Using the sample of all CCA prison diversion program participants, descriptive statistics (i.e., proportions) were calculated in all three tiers (overall, by tier, and by county) to determine the percentage of participants who were plausible based on their levels of risk.

Evaluating the effectiveness of CCA prison programs with respect to reducing recidivism (Objective 3) required a sample of offenders who received CCA prison programming in Tiers 1 and 2 and the matched comparison cases. Because this is a different sample of offenders, the analyses began by calculating descriptive statistics (i.e., means and frequencies) for key variables. Next, recidivism rates were calculated and compared between treatment and comparison groups. Basic comparisons were made using chi-square models by risk level to test whether any differences observed between groups was significant. In order to take into account variation across counties and control for additional variables, the overall effectiveness of CCA prison diversion programming across all Tier 1 and Tier 2 counties was examined using multi-level modeling. After examining the full sample, the analyses were repeated for each of the counties in Tiers 1 and 2

individually using binomial logistic regression to control from gender, race, and risk level within each locale.

The final objective is to determine the extent to which programs are adhering to evidence-based practices. The key findings from the program evaluations in Tier 1 counties are summarized in order to describe the context in which the programs are operating. Data collected through staff surveys was factor analyzed to extract key variables pertaining to the organizational climate of the agency. Descriptive statistics for the extracted variables are provided and reviewed to provide additional information about the staff and operations in these agencies.

### **Section III—Results**

The results of the study are presented in four subsections that correspond to each objective of the study. Within each section, the analytic sample used to meet the objective is described followed by the relevant results. Where appropriate, results for all counties combined are presented followed by the results for individual counties one by one.

#### **Objective 1 Results**

**Description of Tier 1 Offender Sample.** Table 3 displays the descriptive statistics for the sample of the first 1,000 offenders convicted in each of the Tier 1 counties (N = 10,002). In reference to ORAS risk classification, approximately 32.6% of the sample were classified as low-risk, 26.4% were moderate-risk, and 41.0% were high-risk for recidivating. Approximately 16.0% of individuals were convicted of a felony 1 or felony 2, 19.9% received a felony 3 conviction, 20.9% received a felony 4 conviction, and the remaining 43.2% received a felony 5 or misdemeanor conviction. The largest proportion of the sample, 53.9%, was Caucasian, while 46.1% was non-white. Finally, the sample was approximately 81.9% male and 18.1% female. The outcome of interest among this sample is where they are placed in the system after receiving a conviction. The distribution of this variable in the sample reveals that approximately 58.4% of individuals were not incarcerated and 41.6% of individuals were incarcerated during the Tier 1 study period. These categories are further examined in the most serious placement received measure. The majority of individuals received probation (41.4%), while fewer individuals received either no sanction (0.8%), intensive supervision probation (ISP; 10.9%), placement in a CBCF (2.1%), or other (3.2%) sanctions. A little more than one third (36.7%) of offenders were placed in a prison facility and approximately 4.9% were placed in a jail.

Table 3 Descriptive Statistics for Offender Sample (N = 10,002)

	%	N
<i>Dependent Variables</i>		
Incarceration		
No	58.4	5,318
Yes	41.6	3,787
Most Serious Placement Received		
No Sanction	0.8	75
Other	3.2	288
Probation	41.4	3,772
ISP	10.9	988
CBCF	2.1	195
Jail	4.9	448
Prison	36.7	3,339
<i>Independent Variables</i>		
ORAS Risk Classification		
Low	32.6	2,120
Moderate	26.4	1,714
High	41.0	2,667
Seriousness of Initial Offense		
Felony 1 or Felony 2	16.0	1,420
Felony 3	19.9	1,772
Felony 4	20.9	1,855
Felony 5 or Misdemeanor	43.2	3,849
Gender		
Male	81.9	7,003
Female	18.1	1,547
Race		
White	53.9	4,559
Non-White	46.1	3,905

*Note:* N values reported for each variable may not sum to 10,002 due to missing data.

**Placement in the System Results.** Table 4 presents the results of the binary logistic regression models examining whether ORAS risk classification, seriousness of initial offense, race, and gender are significantly associated with an individual’s likelihood of being incarcerated (yes/no) after being convicted. The results of the analysis suggest that ORAS level, offense seriousness, race, and gender were all significantly associated with incarceration.

Table 4 Binary Logistic Regression for Incarceration in the Offender Sample

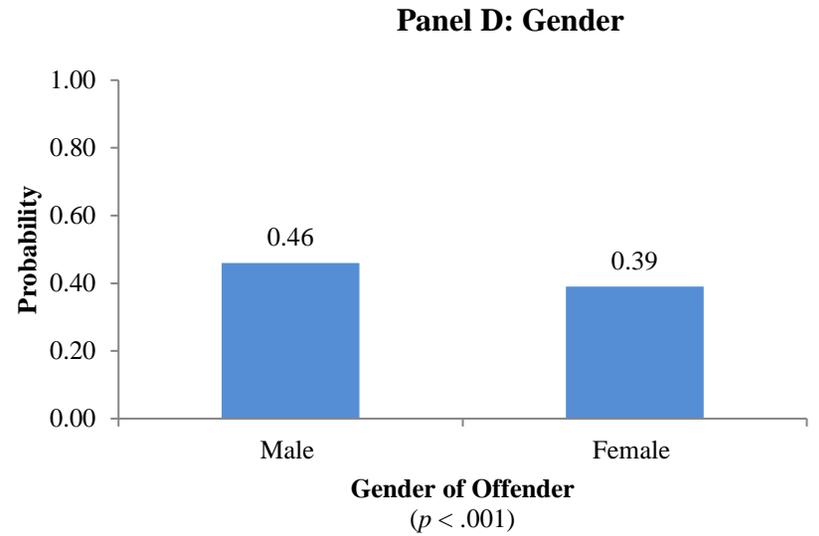
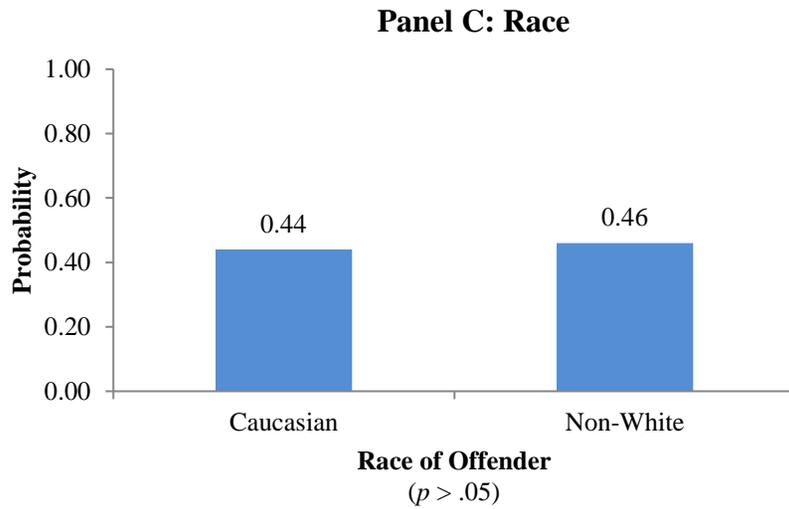
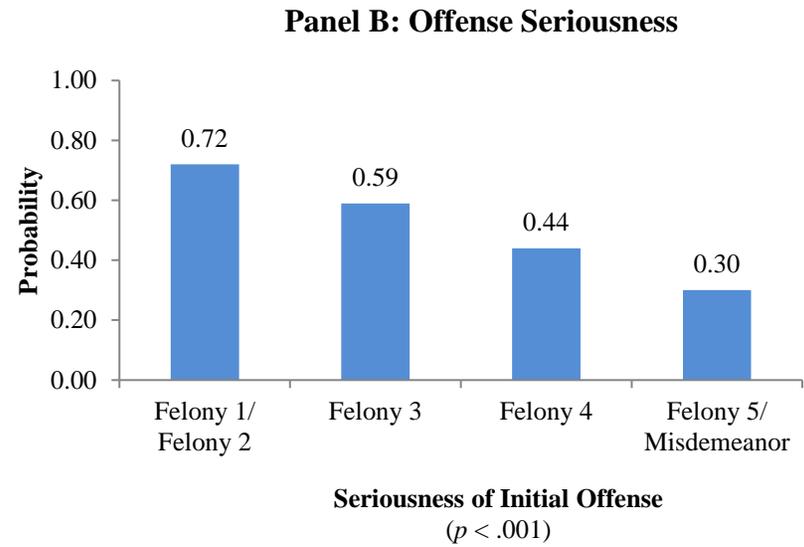
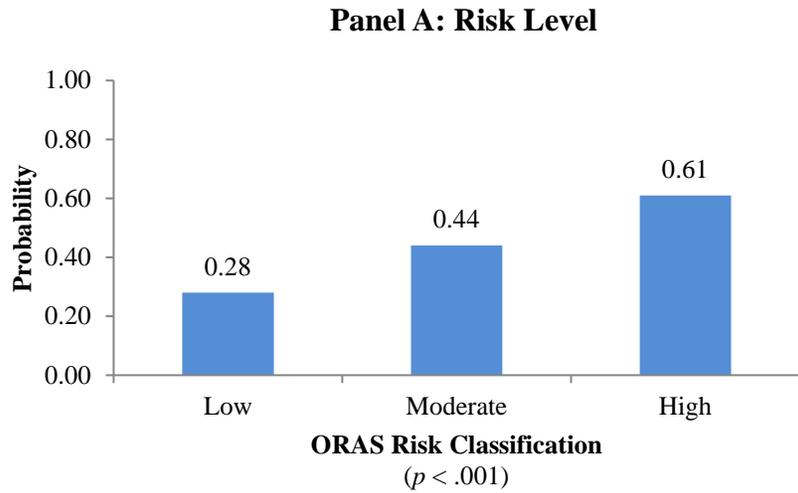
	b	SE	OR	OR 95% CI
<i>Independent Variables</i>				
ORAS Risk Classification	.68***	.04	1.97	1.83,2.16
Seriousness of Initial Offense	.61***	.03	1.83	1.74,1.94
Non-White (0, 1)	.10	.06	1.10	.97,1.25
Female (0, 1)	-.30***	.09	.73	.62,.88
Nagelkerke R-Squared			.20***	
N			5,082	

Notes: \* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ , two-tailed test

The odds ratios presented in Table 4 can be interpreted as the effect of a given variable on the probability of an event occurring relative to the probability of it not occurring (i.e., being incarcerated or not). In reference to ORAS risk classification, it can be observed that any increase in ORAS risk level (e.g., low/low moderate to moderate) resulted in a 97% increase in the odds of incarceration. Any increase in the seriousness of the initial conviction (e.g., felony 5/ misdemeanor to felony 4) resulted in an 83% increase in the odds of incarceration. The results also indicate that non-white individuals had a 10% increase in the odds of incarceration when compared to white individuals, while females had a 27% decrease in the odds of incarceration when compared to males.

Figure 1 displays the probability of incarceration for the overall sample on each category of the four independent variables. Predicted probabilities present the probability of an event occurring when all other factors are held constant for each category of an independent variable. In other words, predicted probabilities are beneficial for understanding the probability of incarceration for individuals with a particular trait or characteristic (e.g., being high-risk). In reference to the ORAS risk classification (Panel A), the predicted probabilities indicate that the likelihood of being incarcerated increases with risk. Individuals who score low on the ORAS tool have a 28% probability of becoming incarcerated, followed by a 44% probability for individuals who score moderate, a 61% probability for individuals who score high. These differences between

Figure 1 The Probability of Being Incarcerated by Offender Characteristics



categories were statistically significant ( $p < .001$ ).

A similar pattern was observed for seriousness of initial offense (Panel B), where those who committed more serious offenses were more likely to be incarcerated. Specifically, the probability of being incarcerated was 30%, 44%, 59%, and 72% for individuals who committed a misdemeanor or felony 5, felony 4, felony 3, and felony 1 or felony 2, respectively ( $p < .001$ ). As for race (Panel C), the predicted probabilities demonstrated that individuals who were of Caucasian decent had a 44% probability of becoming incarcerated, while individuals who were non-white had a 46% probability. These differences were not statistically significant. Finally, for gender (Panel D), males had a 46% probability of becoming incarcerated, while females had a 39% probability ( $p < .001$ ).

The results of the full model provide some evidence to suggest that risk, seriousness of the offense, and the gender of the offender may influence whether or not one is sentenced to a period of incarceration in the Tier 1 counties. It is possible, however, that there are differences in these pattern at the county level. Therefore, the analyses were repeated for each Tier 1 county. The sections that follow review the results for each individual county.

**Clermont County Sample.** Table 5 displays the descriptive statistics for the offender sample in Clermont County ( $N = 985$ ). Low-risk individuals made up a large proportion of the sample (33.6%), followed closely by moderate-risk individuals (31.4%). The largest subgroup of cases in the county was high-risk (35.0%). With respect to the seriousness of initial offense in this sample, approximately 7.3% of individuals received a felony 1 or felony 2, 28.7% received a felony 3 conviction, 17.9% received a felony 4 conviction, and 46.1% received a felony 5 or misdemeanor conviction. In reference to the racial distribution of the sample, approximately 94.2% of the sample was Caucasian, while 5.8% of the sample was non-white. Finally, the sample

Table 5 Descriptive Statistics for Offender Sample - Clermont County (N = 985)

	%	N
<i>Dependent Variables</i>		
Incarceration		
No	59.9	559
Yes	40.1	375
Most Serious Placement Received		
No Sanction	0	0
Other	.4	4
Probation	57.4	537
ISP	1.6	15
CBCF	.4	4
Jail	8.3	78
Prison	31.9	297
<i>Independent Variables</i>		
ORAS Risk Classification		
Low	33.6	264
Moderate	31.4	247
High	35.0	275
Seriousness of Initial Offense		
Felony 1 or Felony 2	7.3	68
Felony 3	28.7	267
Felony 4	17.9	167
Felony 5 or Misdemeanor	46.1	429
Gender		
Male	73.0	718
Female	27.0	265
Race		
White	94.2	908
Non-White	5.8	56

*Notes:* N values reported for each variable may not sum to 985 due to missing data.

was predominantly male (73.0%).

The majority of offenders convicted in Clermont County (59.9%) were not incarcerated for their offenses. More than half received probation (57.4%), and small proportions received ISP (1.6%), placement in a CBCF (0.4%), or some other (0.4%) sanction in the community. Approximately 31.9% of individuals were sentenced to a prison facility and 8.3% were placed in a jail.

Table 6 Binary Logistic Regression for Incarceration - Clermont County

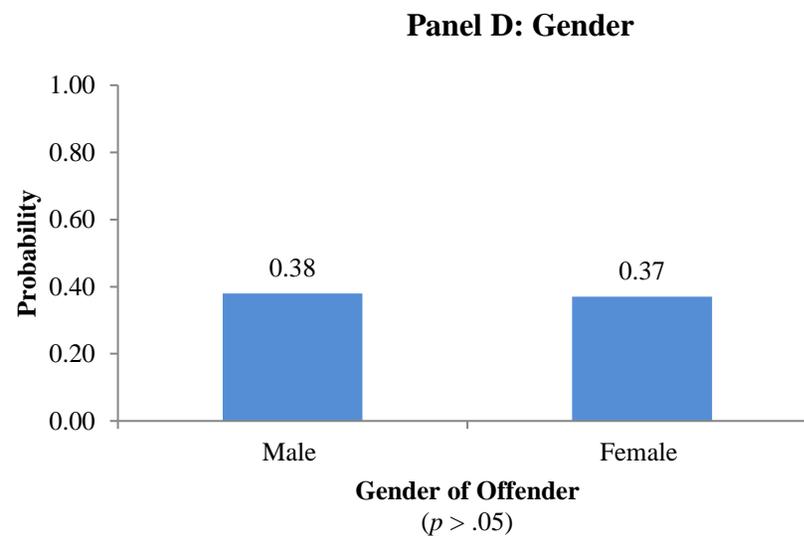
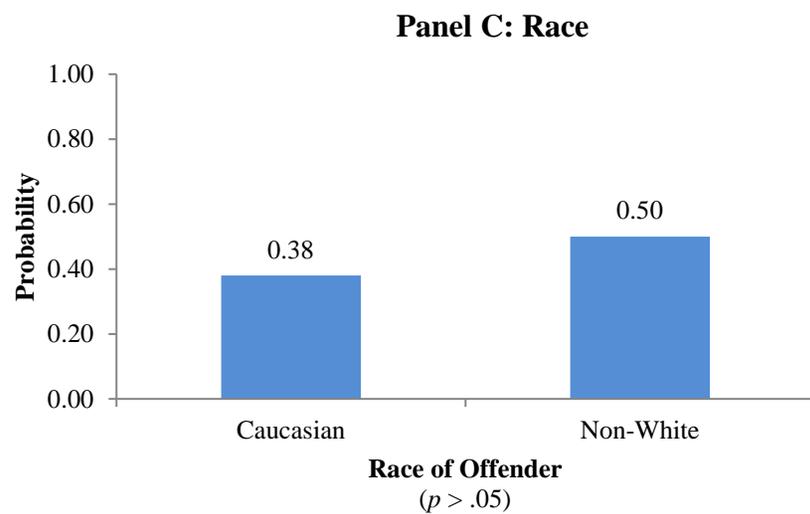
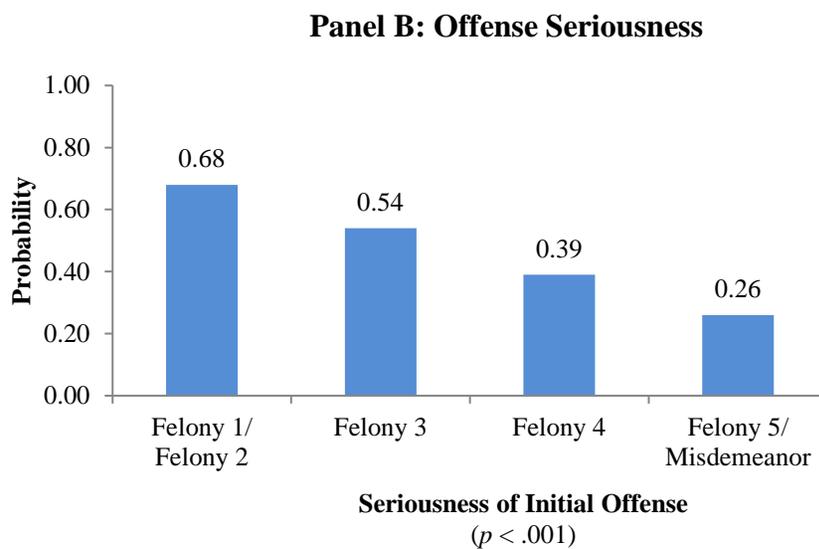
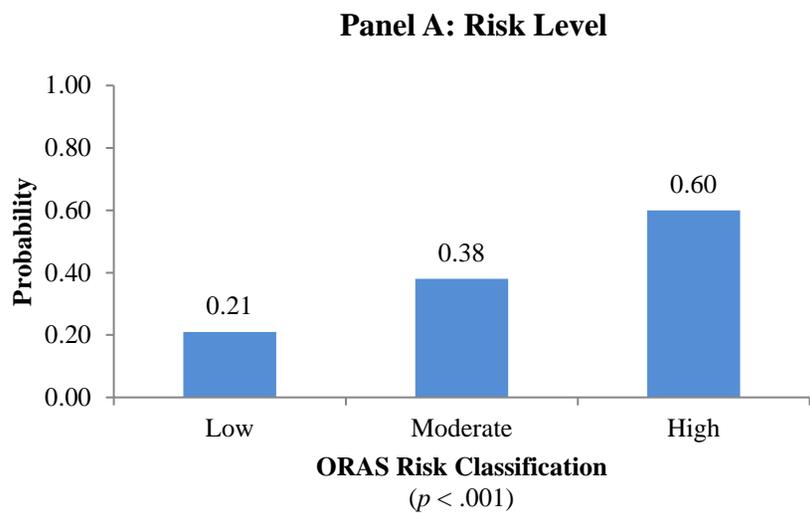
	b	SE	OR	OR 95% CI
<i>Independent Variables</i>				
ORAS Risk Classification	.87***	.11	2.39	1.92,2.99
Seriousness of Initial Offense	.60***	.08	1.83	1.56,2.6
Non-White (0, 1)	.52	.41	1.68	.76,3.83
Female (0, 1)	-.07	.21	.93	.62,1.41
Nagelkerke R-Squared			.21***	
N			729	

Notes: \* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ , two-tailed test

Table 6 presents the results of the binary logistic regression of incarceration on ORAS risk classification, seriousness of initial offense, race, and gender for the Clermont County sample. The results suggested that ORAS risk level and offense seriousness were associated with incarceration. The odds ratios presented in Table 6 suggest that any increase in ORAS classification resulted in a 139% increase in the odds of incarceration. Any increase in the seriousness of the initial conviction resulted in an 83% increase in the odds of incarceration.

Figure 2 displays the probability of incarceration for the Clermont County sample on each category of the four independent variables. In reference to the ORAS risk classification (Panel A), the predicted probabilities indicate that the likelihood of being incarcerated increases with risk. Individuals who score low on the ORAS tool have a 21% probability of becoming incarcerated, followed by a 38% probability for individuals who score moderate, and a 60% probability for individuals who score high ( $p < .001$ ). A similar pattern was observed for seriousness of initial offense (Panel B), where those who committed more serious offenses were more likely to be incarcerated. Specifically, the probability of being incarcerated was 26%, 39%, 54%, and 68% for individuals who committed a misdemeanor or felony 5, felony 4, felony 3, and felony 1 or felony 2, respectively ( $p < .001$ ). Statistically significant differences were not observed for race and gender.

Figure 2 The Probability of Being Incarcerated by Offender Characteristics- Clermont County



**Cuyahoga County Sample.** Table 7 displays the descriptive statistics for the offender sample in Cuyahoga County (N=850). First, in reference to ORAS risk classification, approximately 25.3% of the sample were classified as low-risk, 21.2% were moderate-risk, and 53.5% were high-risk for recidivating. Second, as for seriousness of initial offense, approximately 12.9% of individuals received a felony 1 or felony 2, 19.9% received a felony 3 conviction, 25.4% received a felony 4 conviction, and 41.8% received a felony 5 or misdemeanor conviction. Third, in reference to the racial distribution of the sample, approximately 25.5% of the sample was Caucasian, while 74.5% of the sample was non-white. Finally, the sample was approximately 93.9% male and 6.1% female.

Approximately 55.5% of individuals were not incarcerated and 44.5% of individuals were incarcerated during the study period. The largest proportion of individuals received probation (40.3%), while the minority of individuals received either other (3.3%), ISP (9.4%), or placement in a CBCF (2.4%). Approximately 39.5% of the sample was placed in a prison facility and 5.1% was placed in a jail facility.

Table 8 presents the results of the binary logistic regression of incarceration on ORAS risk classification, seriousness of initial offense, race, and gender for the Cuyahoga County sample. It should be noted that the analytical sample for the binary logistic regression for Cuyahoga County was rather small (N=212), stemming from a large number of cases with missing data. The results of the analysis suggested that offense seriousness and gender were associated with incarceration. Any increase in the seriousness of the initial conviction (e.g., felony 5/ misdemeanor to felony 4) resulted in an 285% increase in the odds of incarceration. The results also indicate that females had a 73% decrease in the odds of incarceration when compared to males.

Table 7 Descriptive Statistics for Offender Sample - Cuyahoga County (N = 850)

	%	N
<i>Dependent Variables</i>		
Incarceration		
No	55.5	461
Yes	44.5	370
Most Serious Placement Received		
No Sanction	0	0
Other	3.3	28
Probation	40.3	335
ISP	9.4	78
CBCF	2.4	20
Jail	5.1	42
Prison	39.5	328
<i>Independent Variables</i>		
ORAS Risk Classification		
Low	25.3	75
Moderate	21.2	63
High	53.5	159
Seriousness of Initial Offense		
Felony 1 or Felony 2	12.9	82
Felony 3	19.9	127
Felony 4	25.4	162
Felony 5 or Misdemeanor	41.8	266
Gender		
Male	93.9	678
Female	6.1	44
Race		
White	25.5	215
Non-White	74.5	627

*Notes:* N values reported for each variable may not sum to 850 due to missing data.

Figure 3 displays the probability of incarceration for the Cuyahoga County sample on each category of the four independent variables. Recall that predicted probabilities present the probability of an event occurring when all other factors are held constant for each category of an independent variable. In other words, predicted probabilities can be interpreted as the probability of incarceration for individuals with a particular trait or characteristic (e.g., being high-risk). For seriousness of initial offense (Panel B), where those who committed more serious offenses

Table 8 Binary Logistic Regression for Incarceration - Cuyahoga County

	b	SE	OR	OR 95%CI
<i>Independent Variables</i>				
ORAS Risk Classification	.18	.23	1.19	.76,1.88
Seriousness of Initial Offense	1.35***	.27	3.85	2.38,6.88
Non-White (0, 1)	.06	.42	1.06	.46,2.40
Female (0, 1)	-1.31*	.58	.27	.08,83
Nagelkerke R-Squared			.22	
N			212	

Notes:

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ , two-tailed test

were more likely to be incarcerated. Specifically, the probability of being incarcerated was 56%, 83%, 95%, and 99% for individuals who committed a misdemeanor or felony 5, felony 4, felony 3, and felony 1 or felony 2, respectively ( $p < .001$ ). Finally, for gender (Panel D), males had a 86% probability of becoming incarcerated, while females had a 63% probability ( $p < .05$ ). Statistically significant differences were not observed for ORAS risk classification or the race of the offender.

**Franklin County Sample.** The descriptive statistics for the offender sample in Franklin County (N=894) are presented in Table 9. Low-risk individuals made up 28.9% of the sample, 20.9% were moderate-risk, and 50.2% were classified as high-risk for recidivating. About one fifth (20.9%) of individuals received a felony 1 or felony 2 conviction, 14.9% received a felony 3 conviction, 21.6% received a felony 4 conviction, and 42.6% received a felony 5 or misdemeanor conviction. Less than half of the sample (47.5%) was Caucasian, while 52.5% were reported to be non-white. Finally, the sample was approximately 85% male and 15% female.

Of the cases reported, 41.1% were not incarcerated and 58.9% of individuals were incarcerated during the study period. A closer examination of the sanctions received among the offenders in this county reveals that approximately 58.7% of individuals were placed within a

Figure 3 The Probability of Being Incarcerated by Offender Characteristics- Cuyahoga County

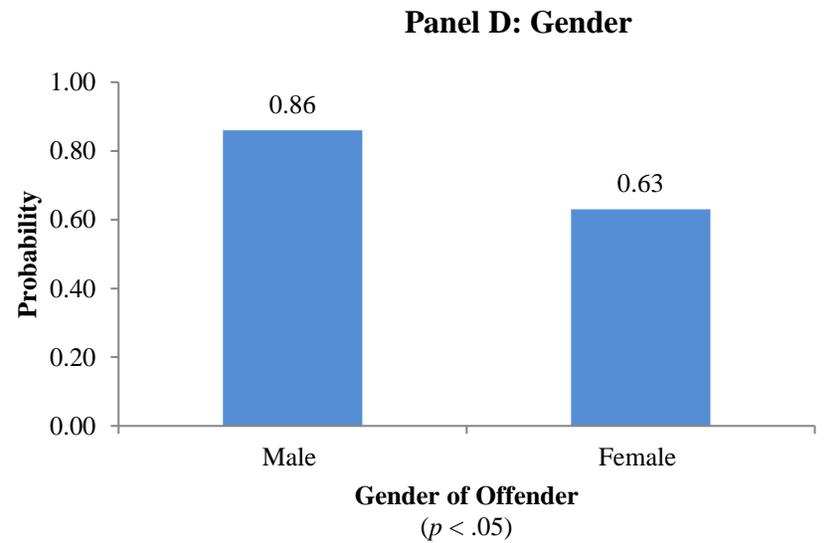
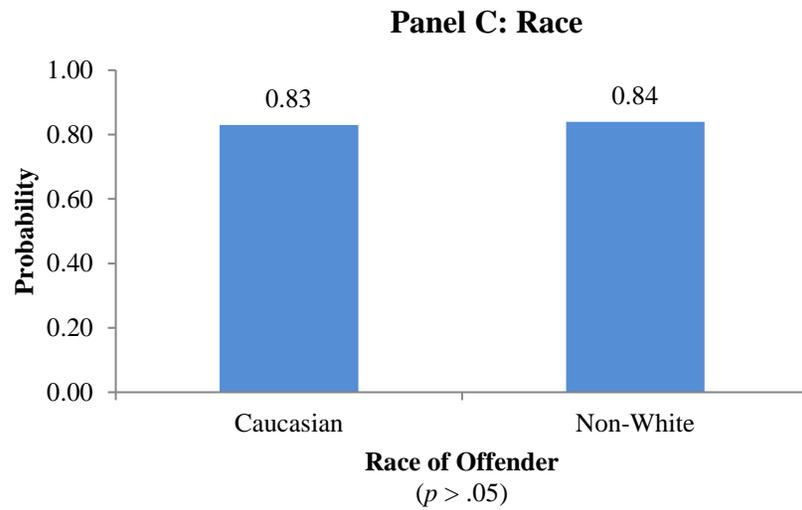
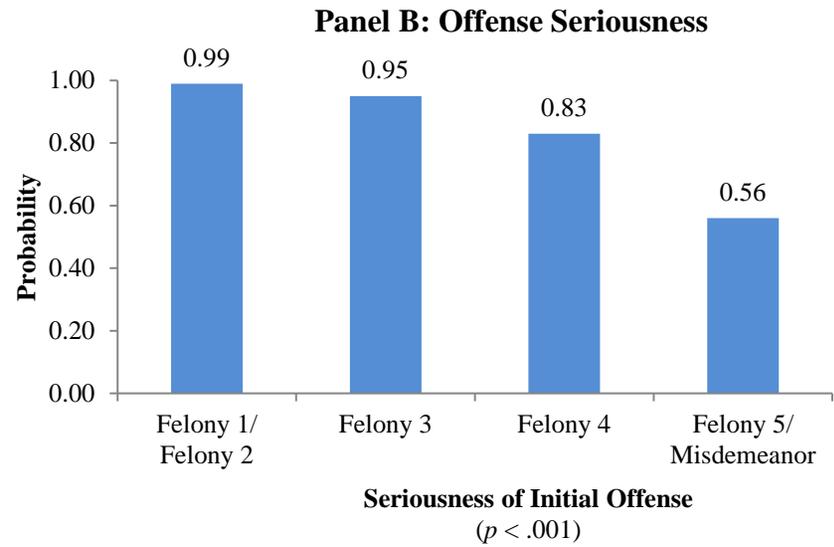
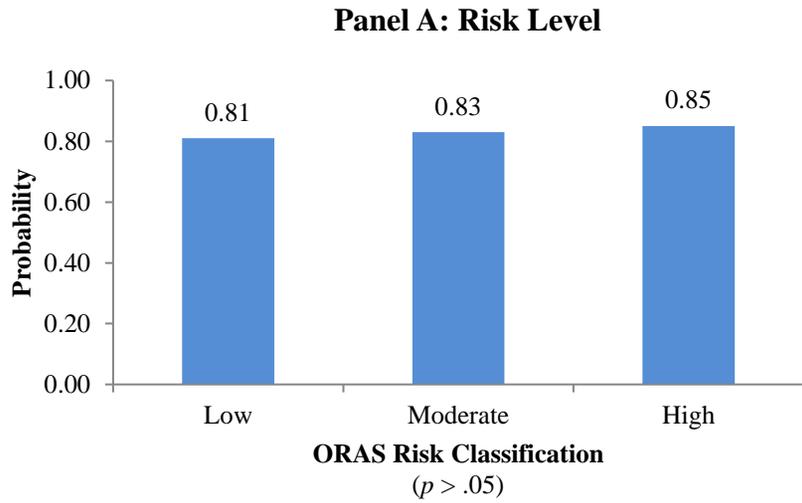


Table 9 Descriptive Statistics for Offender Sample - Franklin County (N=894)

	%	N
<i>Dependent Variables</i>		
Incarceration		
No	41.1	338
Yes	58.9	484
Most Serious Placement Received		
No Sanction	0	0
Other	.6	5
Probation	24.5	201
ISP	14.4	118
CBCF	1.7	14
Jail	0.1	1
Prison	58.7	483
<i>Independent Variables</i>		
ORAS Risk Classification		
Low	28.9	129
Moderate	20.9	93
High	50.2	224
Seriousness of Initial Offense		
Felony 1 or Felony 2	20.9	185
Felony 3	14.9	131
Felony 4	21.6	190
Felony 5 or Misdemeanor	42.6	375
Gender		
Male	85.0	760
Female	15.0	134
Race		
White	47.5	424
Non-White	52.5	468

Notes: N values reported for each variable may not sum to 894 due to missing data.

prison facility and 0.1% were placed in a jail. The remaining individuals received probation (24.5%), ISP (14.4%), CBCF placement (1.7%), or some other community-based sanction (0.6%). The results of the binary logistic regression of incarceration on ORAS risk classification, seriousness of initial offense, race, and gender for the Franklin County sample are presented in Table 10. The results suggested that ORAS level and offense seriousness were associated with incarceration. The odds ratios presented in Table 10 can be interpreted as the effect of a given

Table 10 Binary Logistic Regression for Incarceration - Franklin County

	b	SE	OR	OR 95%CI
<i>Independent Variables</i>				
ORAS Risk Classification	.72***	.14	2.06	1.57,2.73
Seriousness of Initial Offense	.47***	.10	1.61	1.32,1.98
Non-White (0, 1)	-.02	.24	.98	.60,1.57
Female (0, 1)	-.02	.37	.98	.47,2.06
Nagelkerke R-Squared			.15***	
N			402	

Notes:

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ , two-tailed test

variable on the probability of an event occurring relative to the probability of it not occurring (i.e., being incarcerated or not). In reference to ORAS risk classification, it can be observed that any increase in ORAS classification resulted in a 106% increase in the odds of incarceration. Any increase in the seriousness of the initial conviction (e.g., felony 5/ misdemeanor to felony 4) resulted in an 61% increase in the odds of incarceration.

Figure 4 displays the probability of incarceration for the Franklin County sample on each category of the four independent variables. In reference to the ORAS risk classification (Panel A), the predicted probabilities demonstrated that the likelihood of being incarcerated increases with risk. Individuals who score low or low/moderate on ORAS tool have a 50% probability of becoming incarcerated, followed by a 67% probability for individuals who score moderate, a 81% probability for individuals who scored high ( $p < .001$ ). A similar pattern was observed for seriousness of initial offense (Panel B), where those who committed more serious offenses were more likely to be incarcerated. Specifically, the probability of being incarcerated was 58%, 69%, 78%, and 85% for individuals who committed a misdemeanor or felony 5, felony 4, felony 3, and felony 1 or felony 2, respectively ( $p < .001$ ). Statistically significant differences were not observed for race and gender.

Figure 4 The Probability of Being Incarcerated by Offender Characteristics- Franklin County

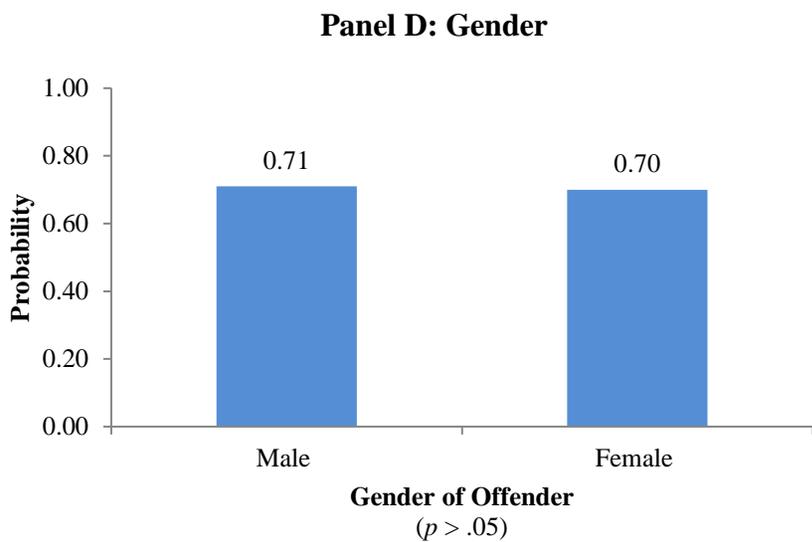
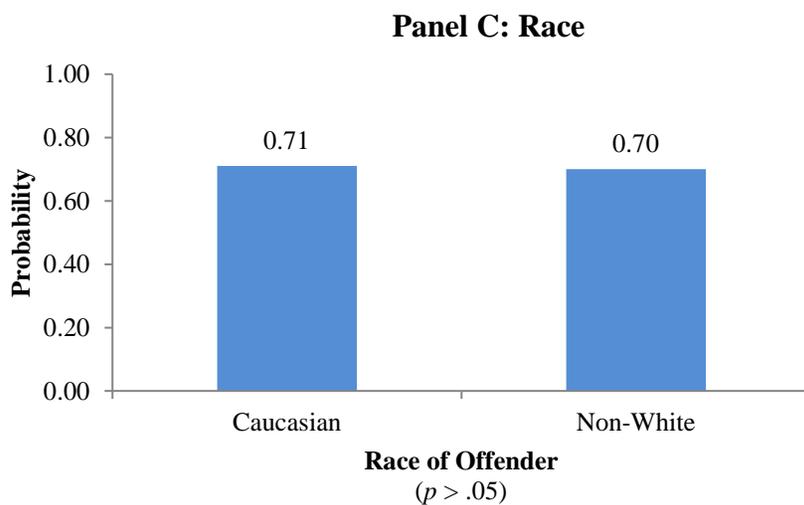
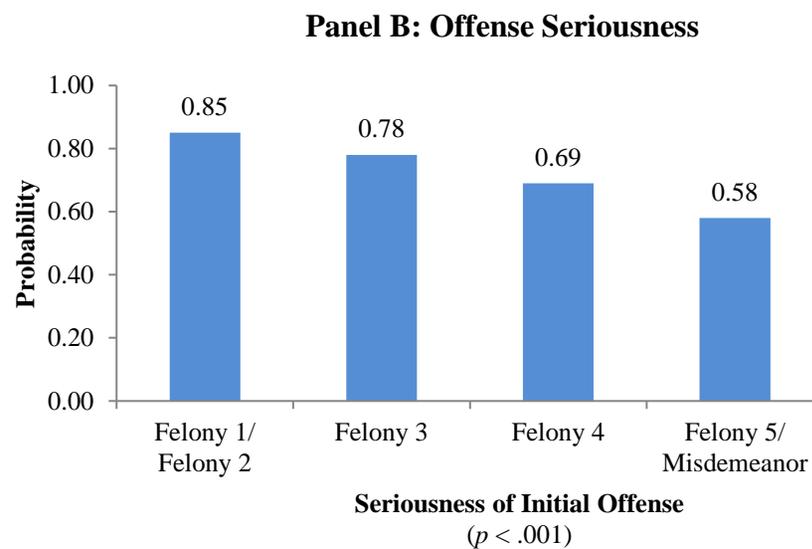
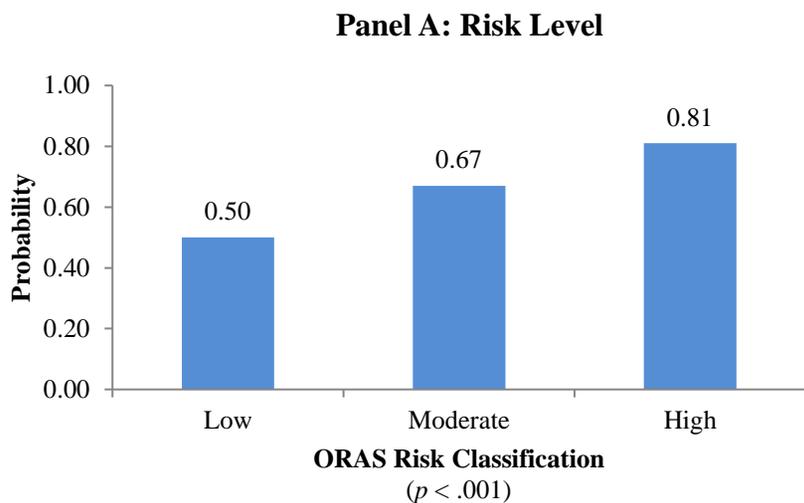


Table 11 Descriptive Statistics for Offender Sample - Hamilton County (N = 1,056)

	%	N
<i>Dependent Variables</i>		
Incarceration		
No	45.9	402
Yes	54.1	473
Most Serious Placement Received		
No Sanction	0	0
Other	.3	3
Probation	39.1	341
ISP	1.8	16
CBCF	4.8	42
Jail	8.1	71
Prison	45.9	402
<i>Independent Variables</i>		
ORAS Risk Classification		
Low	22.8	102
Moderate	23.3	104
High	53.9	241
Seriousness of Initial Offense		
Felony 1 or Felony 2	13.7	115
Felony 3	18.3	154
Felony 4	19.0	160
Felony 5 or Misdemeanor	49.0	413
Gender		
Male	85.2	899
Female	14.8	156
Race		
White	39.6	412
Non-White	60.4	628

*Notes:* N values reported for each variable may not sum to 1,056 due to missing data.

**Hamilton County Sample.** Table 11 displays the descriptive statistics for the Hamilton County sample (N = 1,056). In reference to ORAS risk classification, approximately 22.8% of the sample were classified as low-risk, 23.3% were moderate-risk, and 53.9% were classified as high-risk. With regard to seriousness of initial offense, 13.7% of individuals received a felony 1 or felony 2 conviction, 18.3% received a felony 3 conviction, 19.0% received a felony 4 conviction,

Table 12 Binary Logistic Regression for Incarceration - Hamilton County

	b	SE	OR	OR 95%CI
<i>Independent Variables</i>				
ORAS Risk Classification	.56**	.21	1.76	1.16,2.67
Seriousness of Initial Offense	.89***	.18	2.43	1.73,3.57
Non-White (0, 1)	.62	.35	1.86	.93,3.72
Female (0, 1)	.06	.55	1.06	.93,3.72
Nagelkerke R-Squared			.13***	
N			333	

Notes:

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ , two-tailed test

and 49.0% received a felony 5 or misdemeanor conviction. In terms of the racial distribution of the sample, approximately 39.6% of the sample was Caucasian and 60.4% was non-white. Finally, the sample was approximately 85.2% male and 14.8% female.

The dependent variable for the analysis is incarceration. Approximately 46% of individuals were not incarcerated during the observation period. These descriptive statistics are broken down further within the most serious placement received measure. In Hamilton County, 45.9% of individuals in the sample were sentenced to a prison facility and 8.1% were placed in a jail. The most common sanction for individuals who were not incarcerated was probation (39.1%), while the minority of individuals received either ISP (1.8%), placement in a CBCF (4.8%), or other sanctions (0.3%).

Table 12 presents the results of the binary logistic regression of incarceration on ORAS risk classification, seriousness of initial offense, race, and gender for the Hamilton County sample. The results of the analysis suggest that ORAS risk level and offense seriousness were associated with incarceration. Moreover, any increase risk level was associated with a 76% increase in the odds of an individual being incarcerated and any increase in the seriousness of the initial conviction resulted in an 143% increase in the odds of incarceration. Associations between being race and gender and being sentenced to some form of incarceration were not significant.

Figure 5 displays the probability of incarceration for the Hamilton County sample on each category of the four independent variables. In reference to the ORAS risk classification (Panel A), the predicted probabilities demonstrated that the likelihood of being incarcerated increases slightly as risk elevates. Low-risk offenders in Hamilton County have a 74% probability being incarcerated. Among moderate-risk offenders the probability increases to 83%, and the highest probability was associated with high-risk offenders at 90%. Differences in the likelihood of incarceration based on the seriousness of one's initial offense (Panel B) were also notable, where those who committed more serious offenses were more likely to be incarcerated. Specifically, the probability of being incarcerated was 71%, 86%, 94%, and 97% for individuals who committed a misdemeanor or felony 5, felony 4, felony 3, and felony 1 or felony 2, respectively ( $p < .001$ ).

**Lorain County Sample.** Table 13 displays the descriptive statistics for the offender sample in Lorain County ( $N = 829$ ). Beginning with the independent variables, 34.9% of the sample was classified as low-risk, 29.2% were moderate-risk, 35.9% were high-risk. As for seriousness of initial offense, approximately 16.2% of individuals received a felony 1 or felony 2, 17.1% received a felony 3 conviction, 20.4% received a felony 4 conviction, and 46.3% received a felony 5 or misdemeanor conviction. The racial distribution of the sample appeared to be evenly divided between white (50.9%) and non-white (49.1%) offenders. Finally, the sample was approximately 85.4% male and 14.6% female.

Approximately 68.2% of individuals were not incarcerated and 31.8% of individuals were incarcerated during the study period. A closer examination of the most serious placement received indicates that the largest portion of individuals received probation (28.7%) or ISP (34.2%), while the minority of individuals received either other sanctions (4.3%) or placement in a CBCF (1.0%). Of the remaining individuals approximately 28.2% were sentenced to prison and 3.6% to jail.

Figure 5 The Probability of Being Incarcerated by Offender Characteristics- Hamilton County

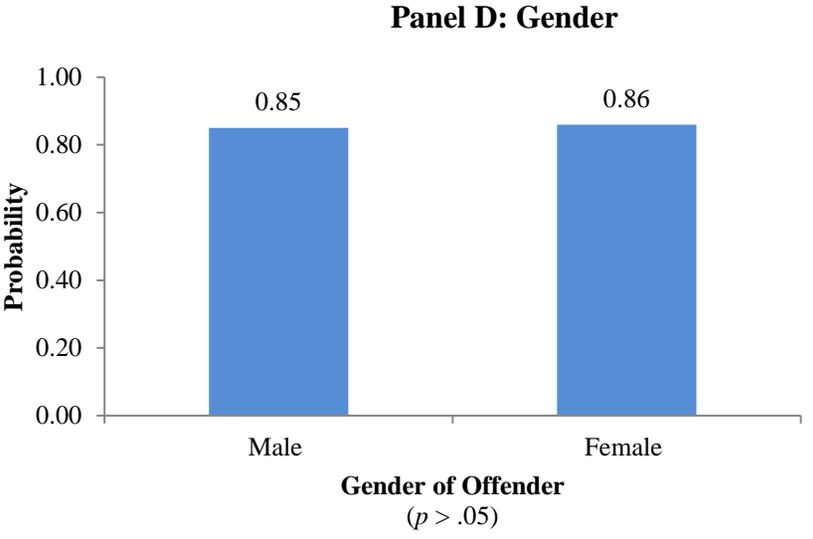
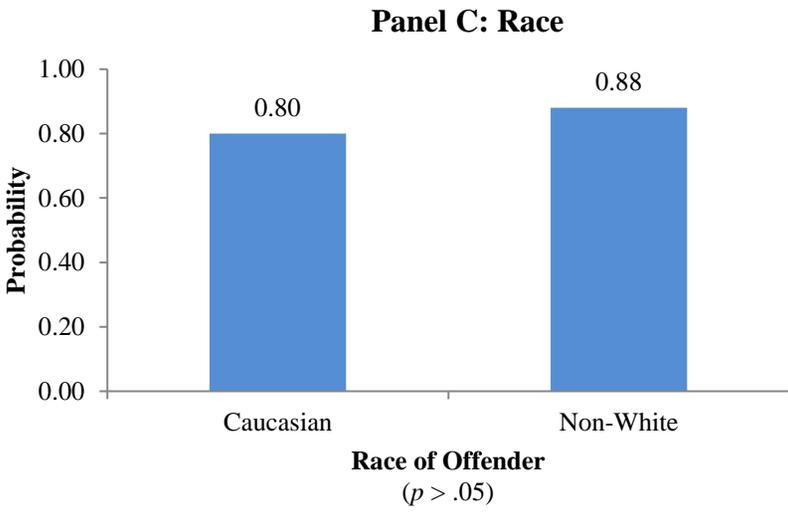
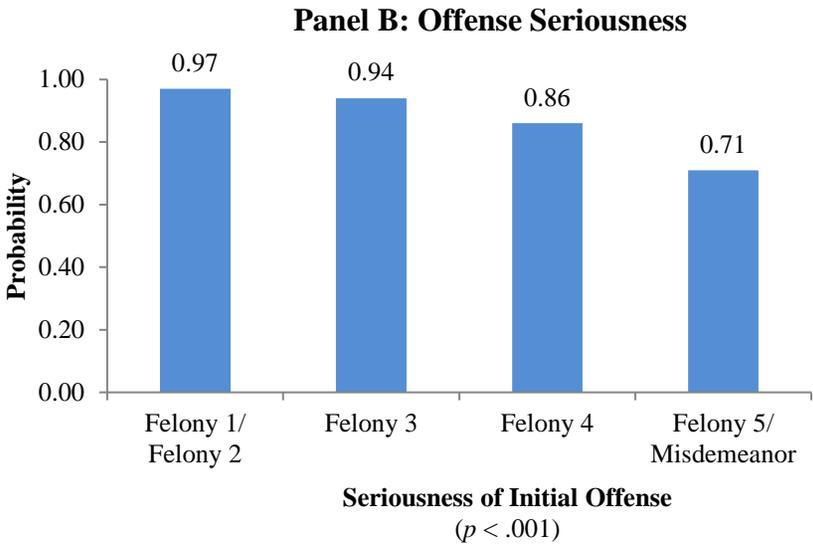
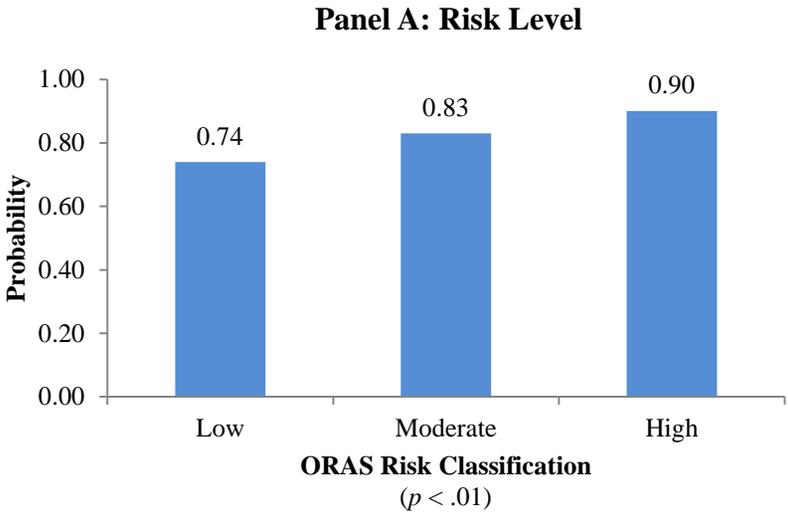


Table 13 Descriptive Statistics for Offender Sample - Lorain County (N = 829)

	%	N
<i>Dependent Variables</i>		
Incarceration		
No	68.2	534
Yes	31.8	249
Most Serious Placement Received		
No Sanction	0	0
Other	4.3	33
Probation	28.7	225
ISP	34.2	268
CBCF	1.0	8
Jail	3.6	28
Prison	28.2	221
<i>Independent Variables</i>		
ORAS Risk Classification		
Low	34.9	225
Moderate	29.2	188
High	35.9	231
Seriousness of Initial Offense		
Felony 1 or Felony 2	16.2	130
Felony 3	17.1	138
Felony 4	20.4	165
Felony 5 or Misdemeanor	46.3	373
Gender		
Male	85.4	654
Female	14.6	112
Race		
White	50.9	356
Non-White	49.1	343

Notes: N values reported for each variable may not sum to 829 due to missing data.

Table 14 presents the results of the binary logistic regression of incarceration on ORAS risk classification, seriousness of initial offense, race, and gender for the Lorain County sample. The results suggest that ORAS level and offense seriousness are associated with incarceration. The odds ratios can be interpreted as the effect of a given variable on the probability of an event occurring relative to the probability of it not occurring (i.e., being incarcerated or not). In reference

Table 14 Binary Logistic Regression for Incarceration - Lorain County

	b	SE	OR	OR 95%CI
<i>Independent Variables</i>				
ORAS Risk Classification	1.01***	.15	2.75	2.08,3.69
Seriousness of Initial Offense	.59***	.10	1.81	1.51,2.19
Non-White (0, 1)	-.32	.23	.72	.46,1.13
Female (0, 1)	-.20	.35	.82	.40,1.61
Nagelkerke R-Squared		.23***		
N		514		

Notes:

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ , two-tailed test

to ORAS risk classification, it can be observed that any change in ORAS classification (e.g., low to moderate) resulted in a 175% increase in the odds of incarceration. Any change in the seriousness of the initial conviction (e.g., felony 5/ misdemeanor to felony 4) resulted in an 81% increase in the odds of incarceration.

Figure 6 displays the probability of incarceration for the Lorain County sample on each category of the four independent variables. As shown in Panel A, individuals who score low on ORAS tool have a 12% probability of becoming incarcerated, followed by a 27% probability for individuals who score moderate, and a 50% probability for individuals who score high ( $p < .001$ ). A similar pattern was observed for seriousness of initial offense (Panel B), where those who committed more serious offenses were more likely to be incarcerated. Specifically, the probability of being incarcerated was 16%, 26%, 39%, and 54% for individuals who committed a misdemeanor or felony 5, felony 4, felony 3, and felony 1 or felony 2, respectively ( $p < .001$ ).

**Mahoning County Sample.** Table 15 displays the descriptive statistics for the offender sample in Mahoning County (N = 995). Beginning with ORAS risk classification, the largest proportion (41.5%) of the sample was classified as low –risk. Approximately one quarter of the sample was moderate-risk, and 31% were high-risk. Second, as for seriousness of initial offense, 17.9% of individuals received a felony 1 or felony 2, 18.9% received a felony 3 conviction,

Figure 6 The Probability of Being Incarcerated by Offender Characteristics- Lorain County

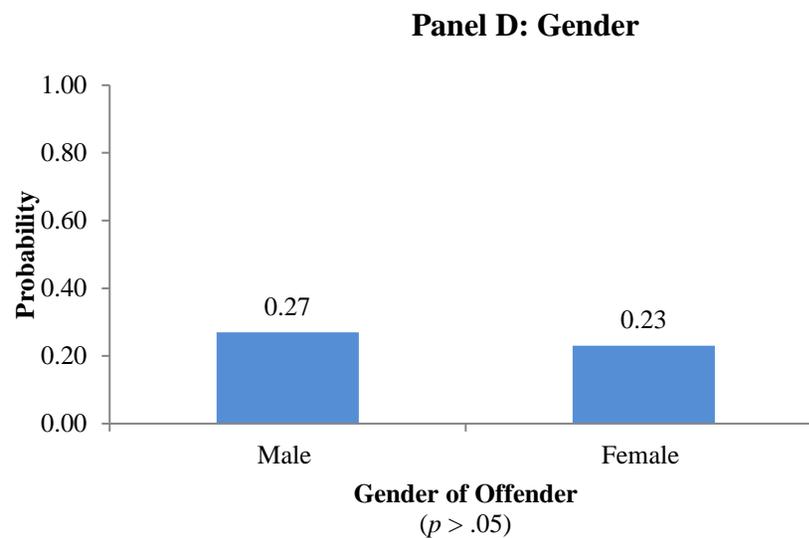
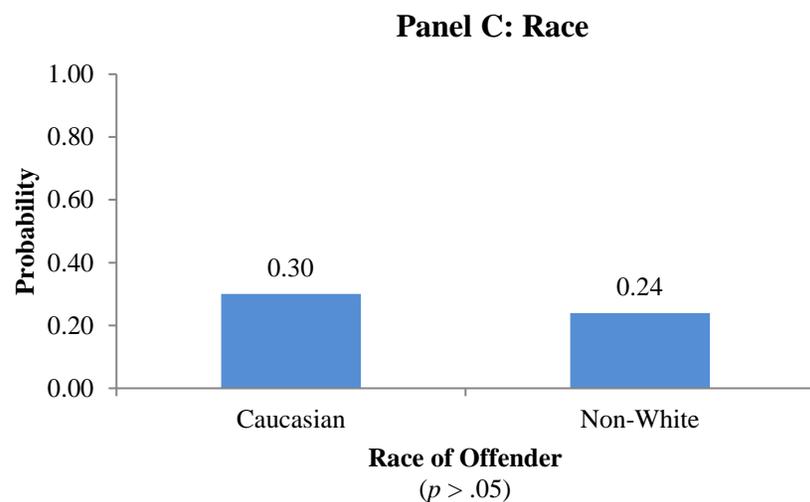
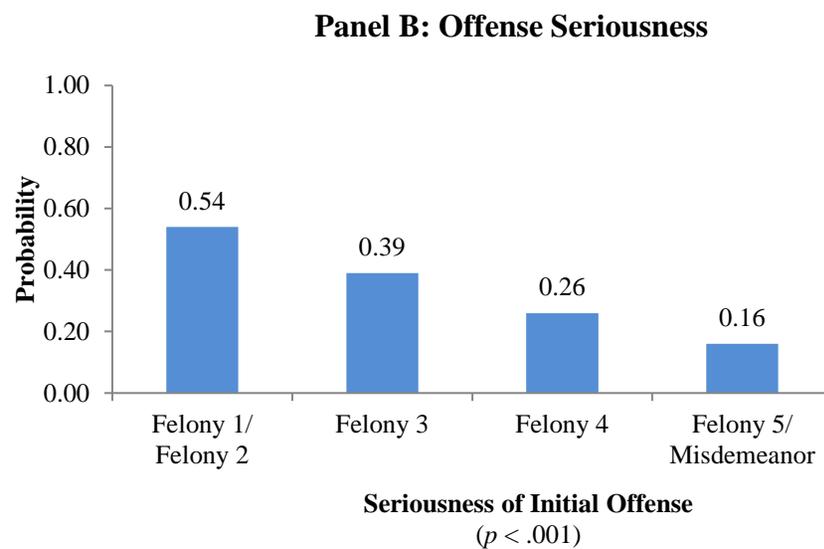
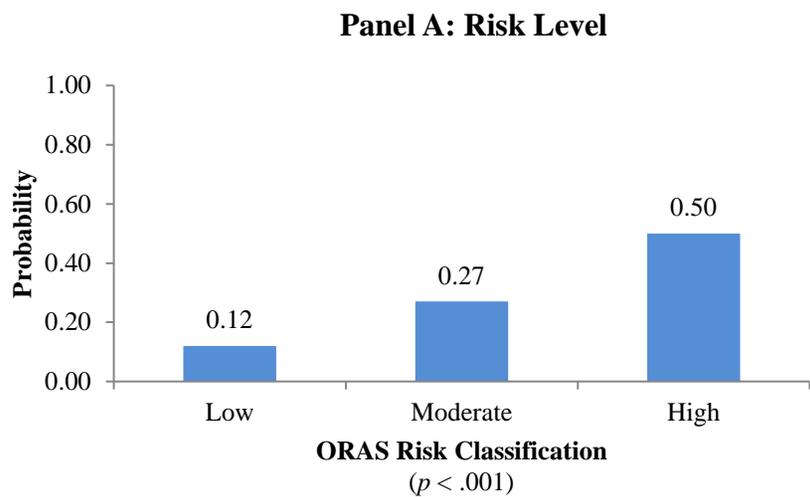


Table 15 Descriptive Statistics for Offender Sample - Mahoning County (N = 995)

	%	N
<i>Dependent Variables</i>		
Incarceration		
No	72.9	724
Yes	27.1	269
Most Serious Placement Received		
No Sanction	.3	3
Other	7.3	72
Probation	64.4	640
ISP	0	0
CBCF	.9	9
Jail	.7	7
Prison	26.4	262
<i>Independent Variables</i>		
ORAS Risk Classification		
Low	41.5	388
Moderate	27.5	257
High	31.0	289
Seriousness of Initial Offense		
Felony 1 or Felony 2	17.9	177
Felony 3	18.9	186
Felony 4	26.1	257
Felony 5 or Misdemeanor	37.1	366
Gender		
Male	80.6	800
Female	19.4	192
Race		
White	43.3	427
Non-White	56.7	560

*Notes:* N values reported for each variable may not sum to 995 due to missing data.

26.1% received a felony 4 conviction, and 37.1% received a felony 5 or misdemeanor conviction. Third, in reference to the racial gender distribution of the sample, the majority (56.7%) were non-white and male (80.6%).

Slightly less than three quarters (72.9%) of individuals were not incarcerated and a little more than a quarter (27.1%) were incarcerated during the study period. The majority of individuals

Table 16 Binary Logistic Regression for Incarceration - Mahoning County

	b	SE	OR	OR 95% CI
<i>Independent Variables</i>				
ORAS Risk Classification	.85***	.10	2.33	1.92,2.85
Seriousness of Initial Offense	.54***	.07	1.71	1.48,1.98
Non-White (0, 1)	-.09	.17	.92	.66,1.27
Female (0, 1)	-.37	.24	.69	.66,1.27
Nagelkerke R-Squared			.22***	
N			917	

Notes:

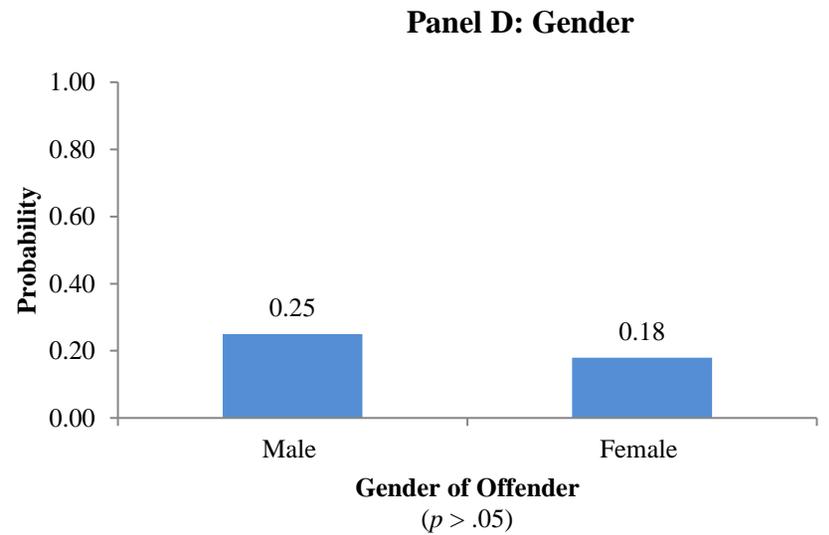
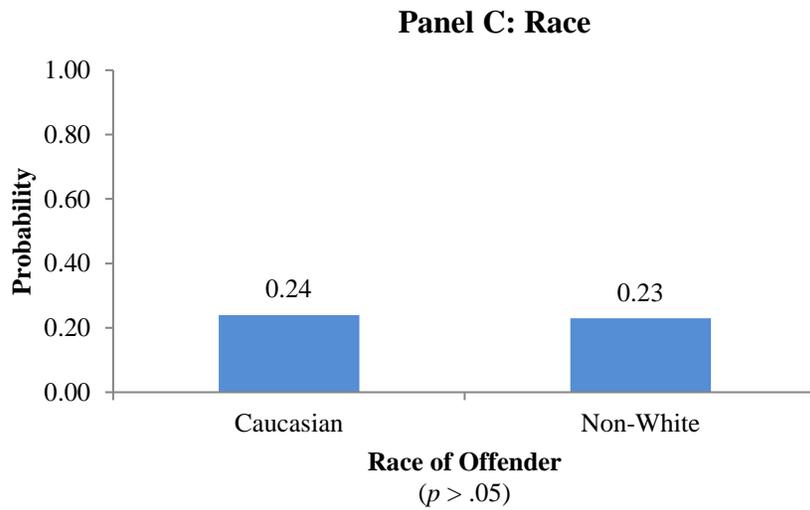
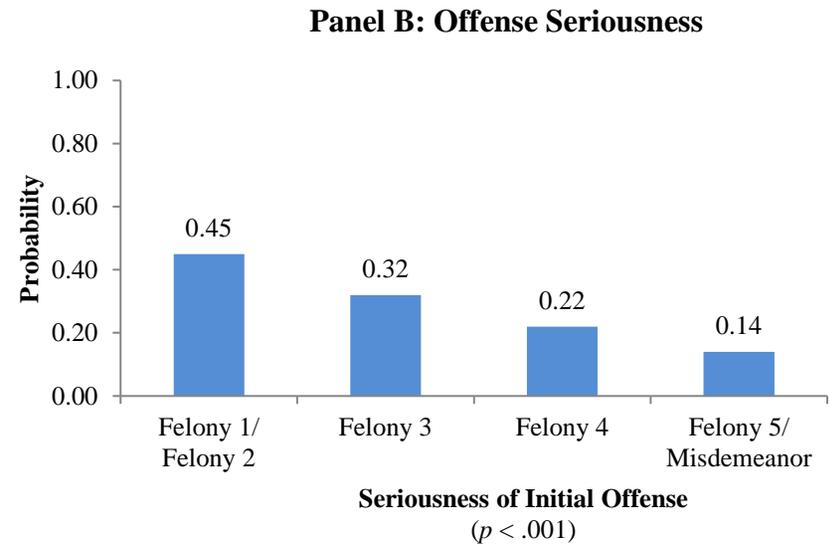
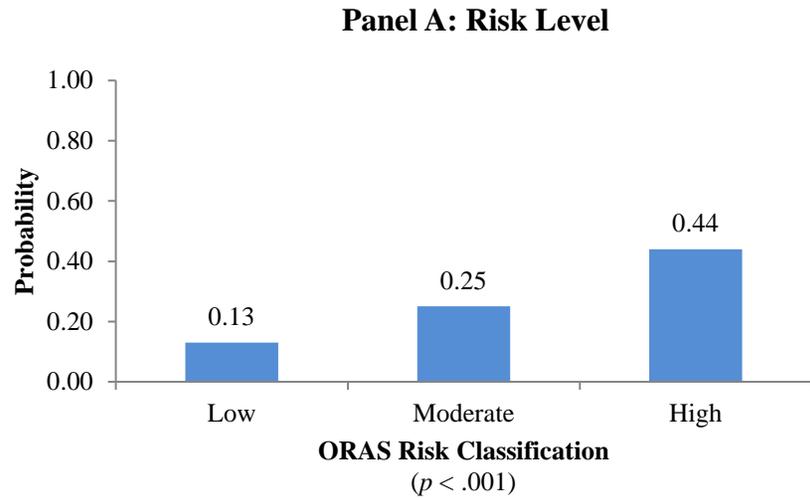
\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ , two-tailed test

received probation (64.4%) while the remaining individuals received either no sanction (0.3%), other sanctions (7.3%), or placement in a CBCF (0.9%). Approximately 26.4% of individuals were placed in a prison and less than 1% (0.7%) were sentenced to a jail facility.

Table 16 presents the results of the binary logistic regression for the Mahoning County sample. The results of the analysis suggest that ORAS level and offense seriousness were associated with incarceration. The odds ratios presented in Table 16 can be interpreted as the effect of a given variable on the probability of an event occurring relative to the probability of it not occurring (i.e., being incarcerated or not). In reference to ORAS risk classification, it can be observed that any increase in ORAS classification resulted in a 133% increase in the odds of incarceration. Any increase in the seriousness of the initial conviction resulted in a 71% increase in the odds of incarceration.

Figure 7 displays the probability of incarceration for the Mahoning County sample on each category of the four independent variables. The predicted probabilities indicate that the likelihood of being incarcerated increases with risk (Panel A). Individuals who score low on the ORAS tool have a 13% probability of being incarcerated, followed by a 25% probability for individuals who score moderate, a 44% probability for individuals who score high. A similar pattern was observed

Figure 7 The Probability of Being Incarcerated by Offender Characteristics- Mahoning County



for seriousness of initial offense (Panel B), where those who committed more serious offenses were more likely to be incarcerated. Specifically, the probability of being incarcerated was 14%, 22%, 32%, and 45% for individuals who committed a misdemeanor or felony 5, felony 4, felony 3, and felony 1 or felony 2, respectively ( $p < .001$ ).

**Montgomery County Sample.** Table 17 displays the descriptive statistics for the offender sample in Montgomery County ( $N = 942$ ). The sample was comprised of approximately 34.8% low-risk offenders, 26.8% moderate-risk offenders, and 38.4% high-risk offenders. With respect to seriousness of initial offense, approximately 12.3% of individuals received a felony 1 or felony 2, 16.4% received a felony 3 conviction, 19.6% received a felony 4 conviction, and 51.7% received a felony 5 or misdemeanor conviction. Third, in reference to the racial distribution of the sample, approximately 55.2% of the sample was white, while 44.8% of the sample was non-white. Finally, the sample was approximately 78.6% male and 21.4% female.

Examining the key outcome of interest, incarceration, it can be seen that slightly less than two thirds (64.3%) of individuals were not incarcerated for their crimes, and a little more than one third (35.7%) were incarcerated during the study period. The most serious placement received measure shows that 30.6% of individuals received probation, while the remaining individuals who received sanctions in the community were placed in ISP (20.8%) or a CBCF (6.7%), or received other (6.2%) sanctions. Approximately 30% were placed in a prison and 5.4% were placed in a jail.

Table 18 presents the results of the binary logistic regression of incarceration on ORAS risk classification, seriousness of initial offense, race, and gender for the Montgomery County sample. The results indicated that ORAS level and offense seriousness were associated with incarceration. The odds ratios presented in Table 18 suggest any increase in ORAS classification

Table 17 Descriptive Statistics for Offender Sample - Montgomery County (N = 942)

	%	N
<i>Dependent Variables</i>		
Incarceration		
No	64.3	584
Yes	35.7	324
Most Serious Placement Received		
No Sanction	0	0
Other	6.2	56
Probation	30.6	278
ISP	20.8	189
CBCF	6.7	61
Jail	5.4	49
Prison	30.3	275
<i>Independent Variables</i>		
ORAS Risk Classification		
Low	34.8	256
Moderate	26.8	197
High	38.4	282
Seriousness of Initial Offense		
Felony 1 or Felony 2	12.3	102
Felony 3	16.4	136
Felony 4	19.6	163
Felony 5 or Misdemeanor	51.7	430
Gender		
Male	78.6	736
Female	21.4	200
Race		
White	55.2	517
Non-White	44.8	419

*Notes:* N values reported for each variable may not sum to 942 due to missing data.

resulted in a 147% increase in the odds of incarceration. Any increase in the seriousness of the initial conviction resulted in an 74% increase in the odds of incarceration.

Figure 8 display the probability of incarceration for the Montgomery County sample on each category of the four independent variables. In reference to the ORAS risk classification (Panel A), the predicted probabilities demonstrated that the likelihood of being incarcerated increases with risk. Individuals who score low on the ORAS tool have a 12% probability of

Table 18 Binary Logistic Regression for Incarceration - Montgomery County

	b	SE	OR	OR 95%CI
<i>Independent Variables</i>				
ORAS Risk Classification	.90***	.12	2.47	1.97,3.11
Seriousness of Initial Offense	.55***	.08	1.74	1.48,2.05
Non-White (0, 1)	.23	.19	1.26	.88,1.81
Female (0, 1)	.29	.25	1.34	.82,2.16
Nagelkerke R-Squared			.22***	
N			639	

Notes:

\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ , two-tailed test

becoming incarcerated, followed by a 34% probability for individuals who score moderate, and a 56% probability for individuals who score high. A similar pattern was observed for seriousness of initial offense (Panel B), where those who committed more serious offenses were more likely to be incarcerated. Specifically, the probability of being incarcerated was 25%, 36%, 50%, and 63% for individuals who committed a misdemeanor or felony 5, felony 4, felony 3, and felony 1 or felony 2, respectively. Statistically significant differences were not observed for race and gender.

**Richland County Sample.** Table 19 displays the descriptive statistics for the offender sample in Richland County (N = 920). First, in reference to ORAS risk classification, approximately 33% of the sample were classified as low-risk, 29.7% were moderate-risk, and 37.3% were at a high-risk for recidivating. Second, as for seriousness of initial offense, approximately 34.7% of individuals received a felony 1 or felony 2, 19% received a felony 3 conviction, 46.3% received a felony 4, felony 5, or misdemeanor conviction. The sample was approximately 62% white and predominately male (89.2%).

With respect to the main outcome measure, approximately 62.7% of individuals were not incarcerated for their crimes, and 37.3% did receive some form of incarceration. When examined

Figure 8 The Probability of Being Incarcerated by Offender Characteristics- Montgomery County

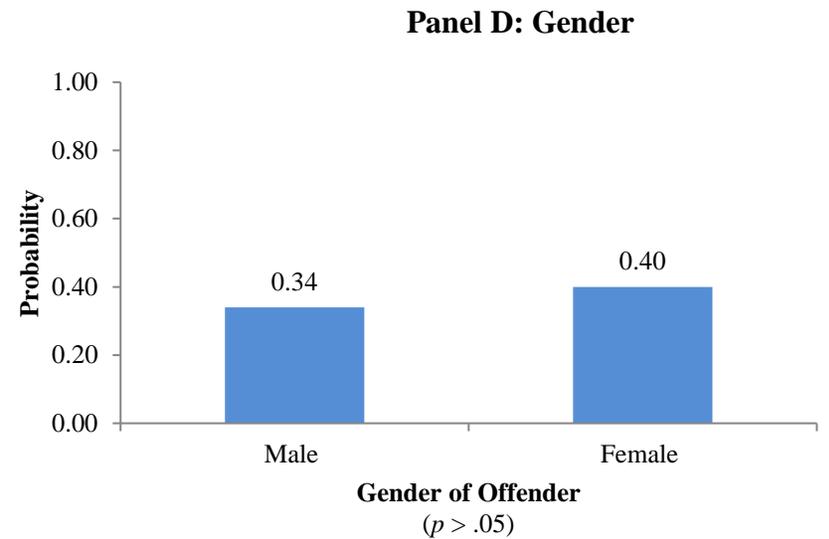
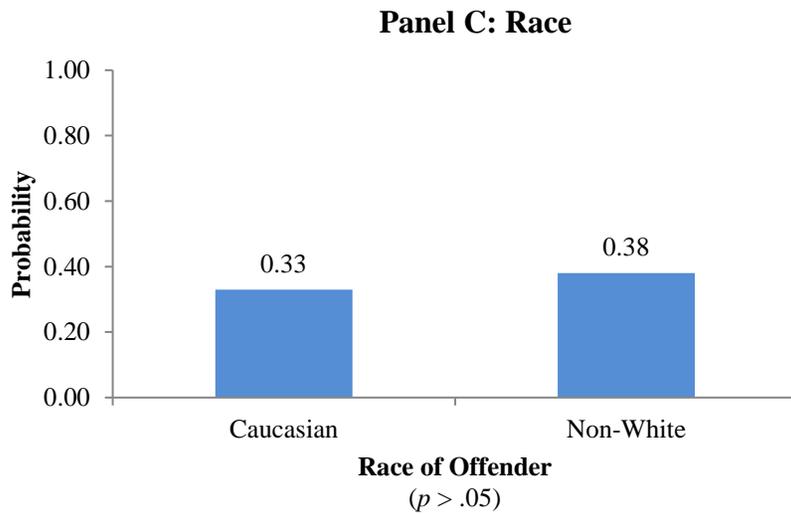
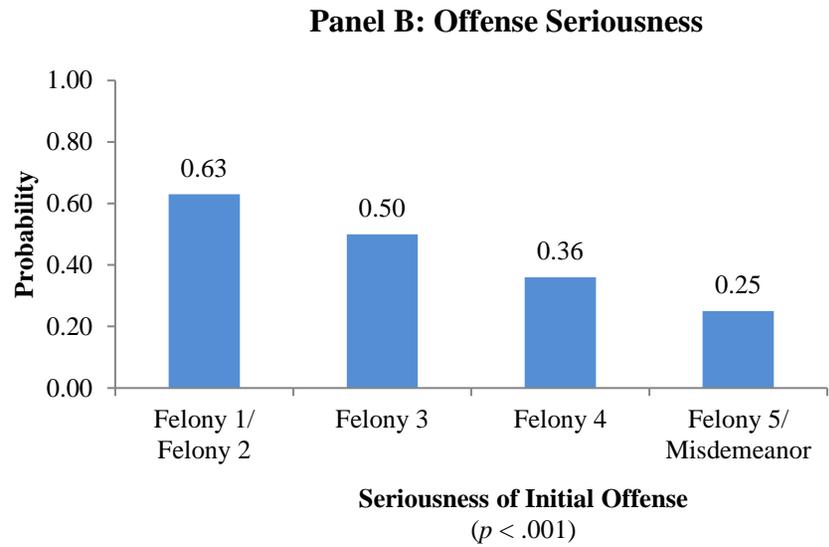
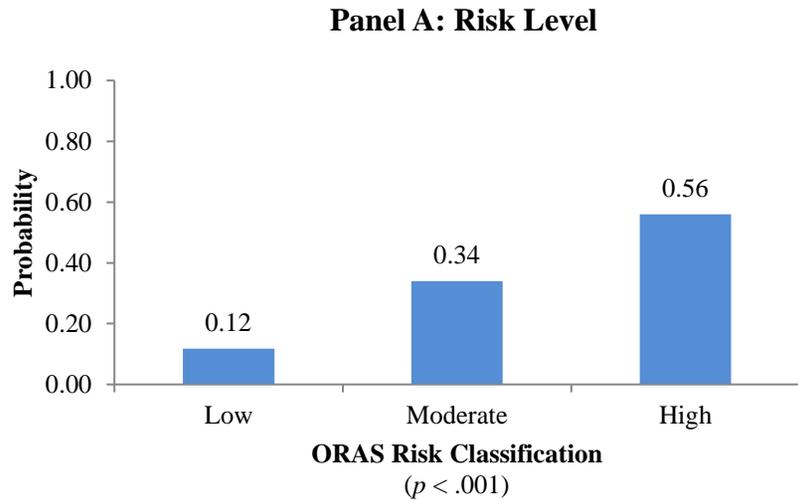


Table 19 Descriptive Statistics for Offender Sample - Richland County (N = 920)

	%	N
<i>Dependent Variables</i>		
Incarceration		
No	62.7	485
Yes	37.3	288
Most Serious Placement Received		
No Sanction	1.2	9
Other	2.6	20
Probation	58.6	453
ISP	.3	2
CBCF	.1	1
Jail	1.0	8
Prison	36.2	280
<i>Independent Variables</i>		
ORAS Risk Classification		
Low	33.0	236
Moderate	29.7	212
High	37.3	267
Seriousness of Initial Offense		
Felony 1 or Felony 2	34.7	304
Felony 3	19.0	166
Felony 4, Felony 5, or Misdemeanor	46.3	405
Gender		
Male	89.2	445
Female	10.8	54
Race		
White	61.9	309
Non-White	38.1	190

*Notes:* N values reported for each variable may not sum to 920 due to missing data.

based on the most serious placement received, it can be seen that most individuals received probation (58.6%) while relatively few received either no sanction (1.2%), some other sanction (2.6%), ISP (.3%), or placement in a CBCF (0.1%). In the Richland County sample, 1% were sentenced to jail and 36.2% were confined in a prison.

Table 20 presents the results of the binary logistic regression for the Richland County

Table 20 Binary Logistic Regression for Incarceration - Richland County

	b	SE	OR	OR 95%CI
<i>Independent Variables</i>				
ORAS Risk Classification	.48***	.14	1.62	1.23,2.15
Seriousness of Initial Offense	.86***	.12	2.37	1.87,3.05
Non-White (0, 1)	.29	.23	1.33	.85,2.09
Female (0, 1)	-.85**	.38	.42	.20,.88
Nagelkerke R-Squared			.20***	
N			402	

Notes: Offense Seriousness in the model is measured on a 3 point scale ( 3 = F1/F2; 2 = F3; 3 = F4/F5/Misdemeanor)

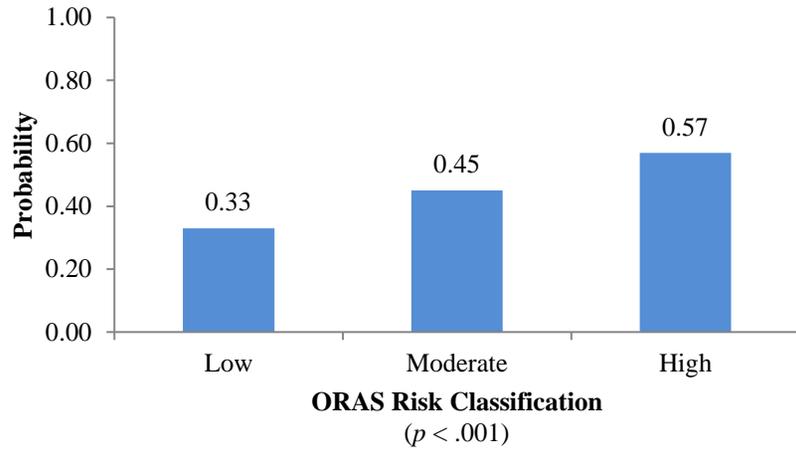
\* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ , two-tailed test

sample. The results suggested that risk level, offense seriousness, and gender were associated with incarceration. The odds ratios indicate that any increase in risk level was associated with a 62% increase in the odds of incarceration. Increases in the seriousness of the initial conviction resulted in an 137% increase in the odds of incarceration, and females had a 58% decrease in the odds of incarceration when compared to males.

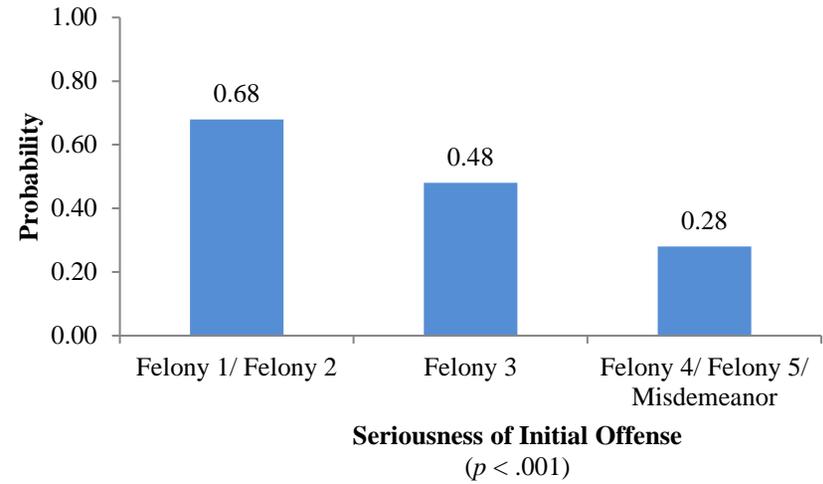
Figure 9 displays the probability of incarceration for the Richland County sample on each category of the four independent variables. In reference to the ORAS risk classification (Panel A), the predicted probabilities indicate that the likelihood of being incarcerated increases with risk. The probability of incarceration is 33%, 45%, and 57% for low-, moderate-, and high-risk offenders, respectively. For seriousness of initial offense (Panel B), where those who committed more serious offenses were more likely to be incarcerated. Specifically, the probability of being incarcerated was 28%, 48%, 68%, for individuals who committed a misdemeanor or felony 5/4, felony 3, and felony 1 or felony 2, respectively. In reference to gender (Panel D), males had a 47% probability of becoming incarcerated, while females had a 28% probability. Statistically significant differences were not observed across racial groups.

Figure 9 The Probability of Being Incarcerated by Offender Characteristics - Richland County

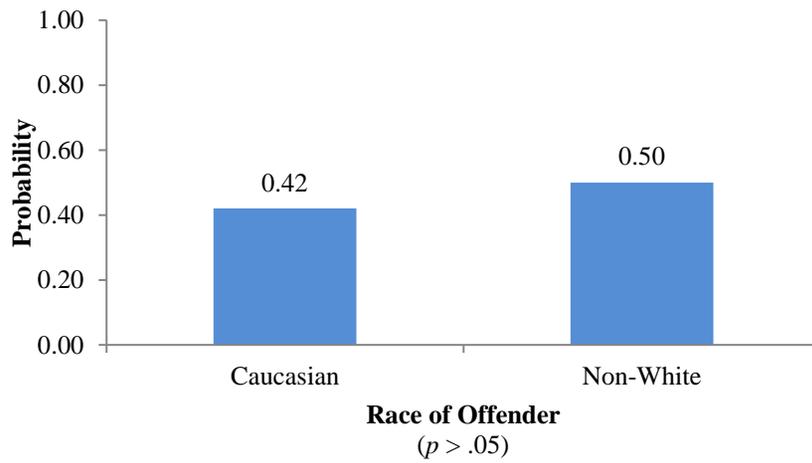
**Panel A: Risk Level**



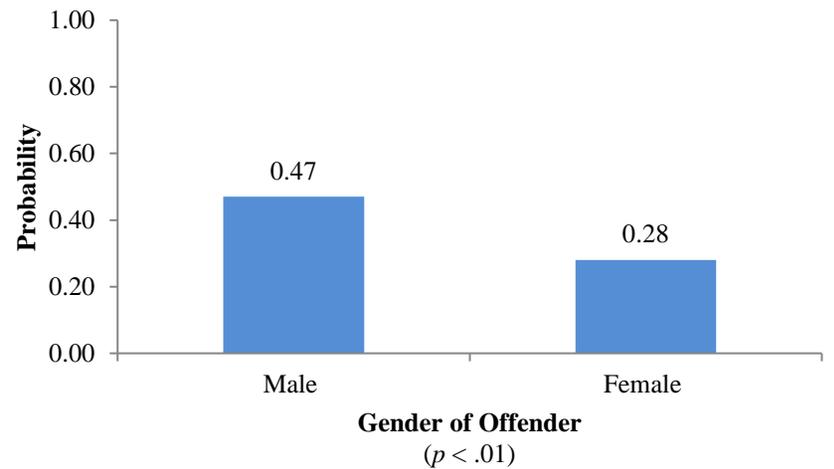
**Panel B: Offense Seriousness**



**Panel C: Race**



**Panel D: Gender**



**Scioto County Sample.** Table 21 displays the descriptive statistics for the offender sample in Scioto County (N = 730). The distribution by risk classification revealed that 27.2% of the sample were classified as low-risk, 21.6% were moderate-risk, and 51.2% were high-risk. A small portion (14.7%) of individuals received a felony 1 or felony 2, and those reported to have been convicted of a felony 3 or 4 were similar in size at 26.8%, 25.6%, respectively. Those convicted of a felony 5 or misdemeanor comprised 32.9% of the sample. The overwhelming majority of the sample (90.7%) was reported to be white, and about 63% were male.

Though data were incomplete for many of the cases in Scioto County, the available data indicated that 44.4% were not incarcerated for their offenses and 55.6% were incarcerated. More specifically, 47.5% of offenders in the county were reported to have been sentenced to prison and 8.1% were housed in a jail. Reports of those who received sanctions in the community suggested that probation is used most frequently (19.3%), followed by no sanctions (14.1%), placement in a CBCF (4.9%), ISP (3.6%), or some other sanction (2.5%).

Table 22 presents the results of the binary logistic regression for the Scioto County sample. Please note that the analytical sample for the binary logistic regression for Scioto County was rather small (N = 164), stemming from a large number of cases with missing data. The results of the analysis suggested that offense seriousness was associated with incarceration. The odds ratios presented in Table 22 indicate that any increase in the seriousness of the initial conviction resulted in an 115% increase in the odds of incarceration.

Figure 10 displays the probability of incarceration for the Scioto County sample on each category of the four independent variables. For seriousness of initial offense (Panel B), where those who committed more serious offenses were more likely to be incarcerated. Specifically, the probability of being incarcerated was 26%, 43%, 62%, and 78% for individuals who committed a

Table 21 Descriptive Statistics for Offender Sample - Scioto County (N = 730)

	%	N
<i>Dependent Variables</i>		
Incarceration		
No	44.4	198
Yes	55.6	248
Most Serious Placement Received		
No Sanction	14.1	63
Other	2.5	11
Probation	19.3	86
ISP	3.6	16
CBCF	4.9	22
Jail	8.1	36
Prison	47.5	212
<i>Independent Variables</i>		
ORAS Risk Classification		
Low	27.2	123
Moderate	21.6	98
High	51.2	232
Seriousness of Initial Offense		
Felony 1 or Felony 2	14.7	58
Felony 3	26.8	106
Felony 4	25.6	101
Felony 5 or Misdemeanor	32.9	130
Gender		
Male	62.6	164
Female	37.4	98
Race		
White	90.7	233
Non-White	9.3	24

*Notes:* N values reported for each variable may not sum to 730 due to missing data.

misdemeanor or felony 5, felony 4, felony 3, and felony 1 or felony 2, respectively. Statistically significant differences were not observed for ORAS risk level, race, or gender.

**Stark County Sample.** Table 23 displays the descriptive statistics for the offender sample in Stark County (N = 866). A little more than a third of the sample (33.7%) were classified as low-risk, 27.6% were moderate-risk, and 38.7% were classified at a high-risk for recidivating. With regard to seriousness of initial offense, proportions of those convicted of a felony 1 or 2,

Table 22 Binary Logistic Regression for Incarceration - Scioto County

	b	SE	OR	OR 95% CI
<i>Independent Variables</i>				
ORAS Risk Classification	.05	.23	1.05	.68,1.64
Seriousness of Initial Offense	.76***	.18	2.15	1.53,3.10
Non-White (0, 1)	.31	.67	1.37	.36,5.34
Female (0, 1)	-.26	.40	.77	.35,1.67
Nagelkerke R-Squared			.13***	
N			164	

Notes: \* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ , two-tailed test

felony 3, or felony 4 were similar in size at 19.0%, 18.5%, and 18.0%, respectively. The largest category was convictions for a felony 5 or misdemeanor at 44.5%. Third, in reference to the racial distribution of the sample, approximately 59.8% of the sample was white. Finally, the sample was predominantly male (91.2%) and included relatively few females (8.8%).

Groups of offenders who were not incarcerated (51.7%) and those who were incarcerated (48.3%) were similar in size. When examined based on the most serious placement received, it can be seen that 35.8% of the sample was placed in a prison facility and 12.5% were placed in jail. The remaining individuals either received ISP (33.1%), probation (14.5%), placement in a CBCF (0.1%), or other sanctions (4.0%).

Table 24 presents the results of the binary logistic regression for the Stark County sample. The results of the analysis suggested that risk level and offense seriousness were associated with incarceration. The odds ratios indicate that any increase in risk was associated with a 48% increase in the odds of an offender being incarcerated. Increases in the seriousness of the initial conviction (e.g., felony 5/ misdemeanor to felony 4) resulted in an 115% increase in the odds of incarceration. Figure 11 displays the probability of incarceration for the Stark County sample on each category of the four independent variables. Across categories of risk levels, the probability of being incarcerated was 42%, 52%, and 61% across low-, moderate-, and high-risk groups. For

Figure 10 The Probability of Being Incarcerated by Offender Characteristics- Scioto County

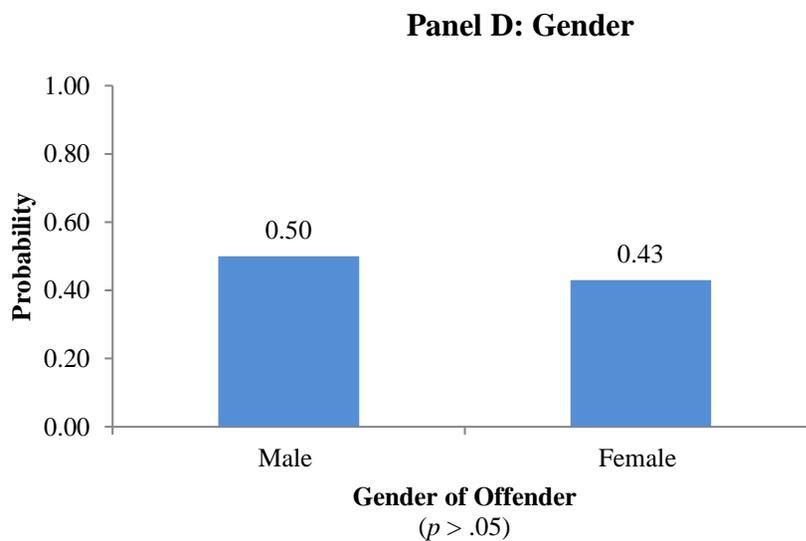
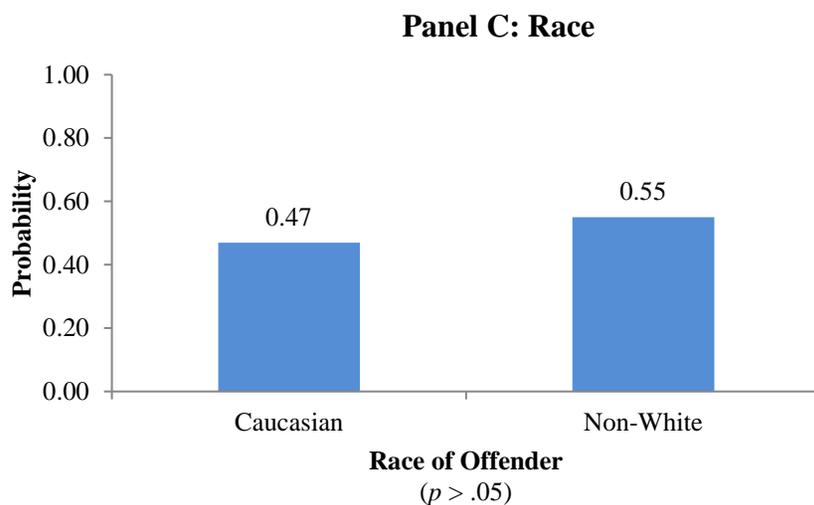
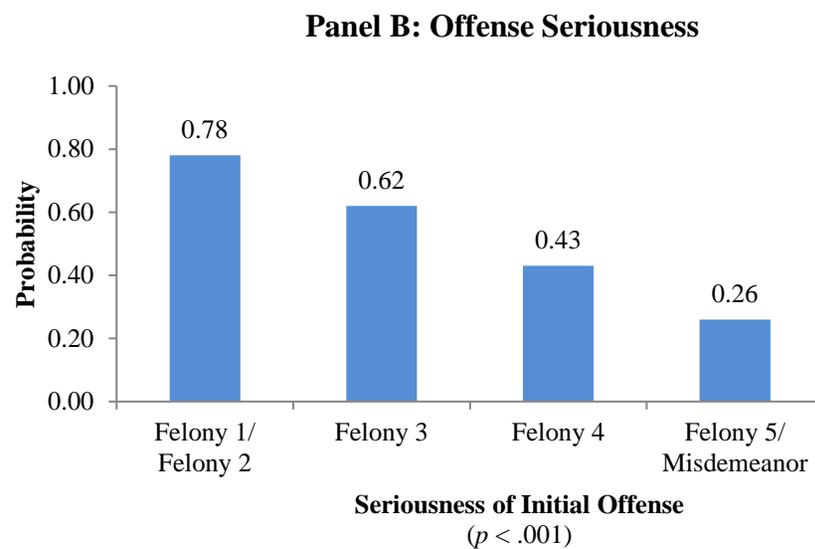
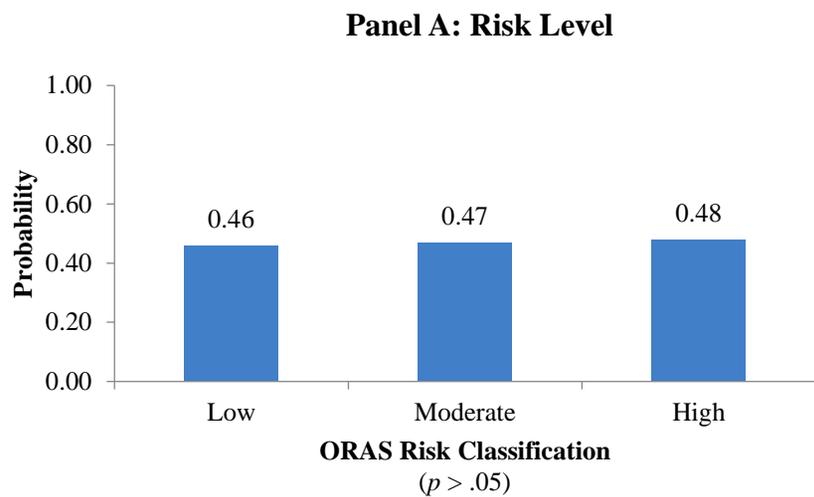


Table 23 Descriptive Statistics for Offender Sample - Stark County (N = 866)

	%	N
<i>Dependent Variables</i>		
Incarceration		
No	51.7	446
Yes	48.3	417
Most Serious Placement Received		
No Sanction	0	0
Other	4.0	34
Probation	14.5	125
ISP	33.1	286
CBCF	.1	1
Jail	12.5	108
Prison	35.8	309
<i>Independent Variables</i>		
ORAS Risk Classification		
Low	33.7	226
Moderate	27.6	185
High	38.7	259
Seriousness of Initial Offense		
Felony 1 or Felony 2	19.0	151
Felony 3	18.5	148
Felony 4	18.0	143
Felony 5 or Misdemeanor	44.5	352
Gender		
Male	91.2	458
Female	8.8	44
Race		
White	59.8	299
Non-White	40.2	201

*Notes:* N values reported for each variable may not sum to 866 due to missing data.

seriousness of initial offense (Panel B), where those who committed more serious offenses were more likely to be incarcerated. Specifically, the probability of being incarcerated was 31% among those convicted of a felony 5 or misdemeanor. The probability increased to 50% among those convicted of a felony 4, 68% among those convicted of a felony 3, and 82% among those convicted of a felony 1 or 2.

Table 24 Binary Logistic Regression for Incarceration - Stark County

	b	SE	OR	OR 95% CI
<i>Independent Variables</i>				
ORAS Risk Classification	.40**	.14	1.48	1.14,1.94
Seriousness of Initial Offense	.76***	.10	2.15	1.77,2.63
Non-White (0, 1)	-.02	.23	.98	.62,1.53
Female (0, 1)	-.51	.40	.60	.62,1.53
Nagelkerke R-Squared			.20***	
N			423	

Notes: \* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ , two-tailed test

**Summit County Sample.** Table 25 displays the descriptive statistics for the offender sample in Summit County (N = 935). About a quarter of the sample (25.7%) were classified as low-risk, 18.7% were moderate-risk, and more than half (55.6%) were high-risk based on their ORAS scores. Second, as for seriousness of initial offense, about one quarter (25.6%) of the sample received a felony 1 or felony 2 conviction, about one fifth received a felony 3 (20.9%), another fifth of the sample received a felony 4 (19.7%) conviction, and the largest proportion of offenders received a felony 5 or misdemeanor conviction (33.8%). Third, in reference to the racial distribution of the sample, a little over half of the sample was reported as white (54.1%). Finally, the sample was largely male (80.8%), with about one fifth being female (19.2%).

The majority of convicted offenders in Summit County (66.9%) were not incarcerated for their crimes, with about a third (33.1%) of individuals receiving some form of incarceration during the study period. In terms of the most serious placement received, the majority of individuals received probation (62.8%) while small subgroups received placement in a CBCF (1.6%) or some other sanction (2.5%). Approximately 30.8% of those sampled were sentenced to a prison facility and 2.3% were placed in a jail.

Figure 11 The Probability of Being Incarcerated by Offender Characteristics- Stark County

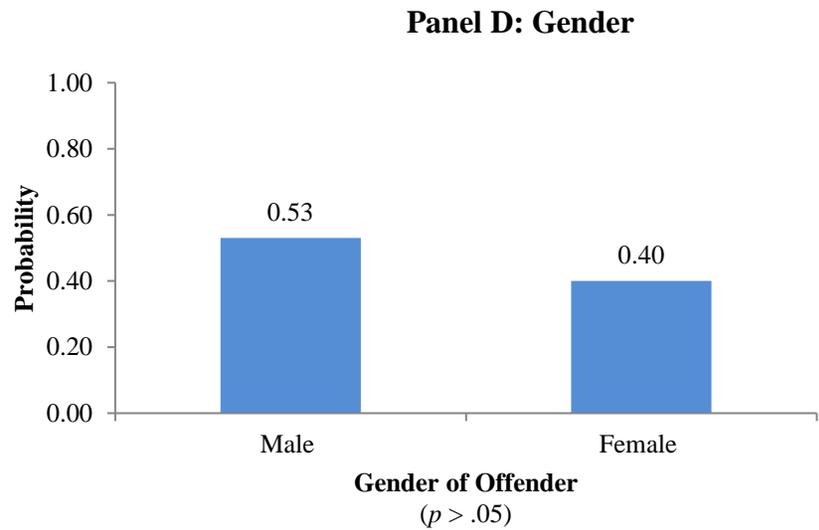
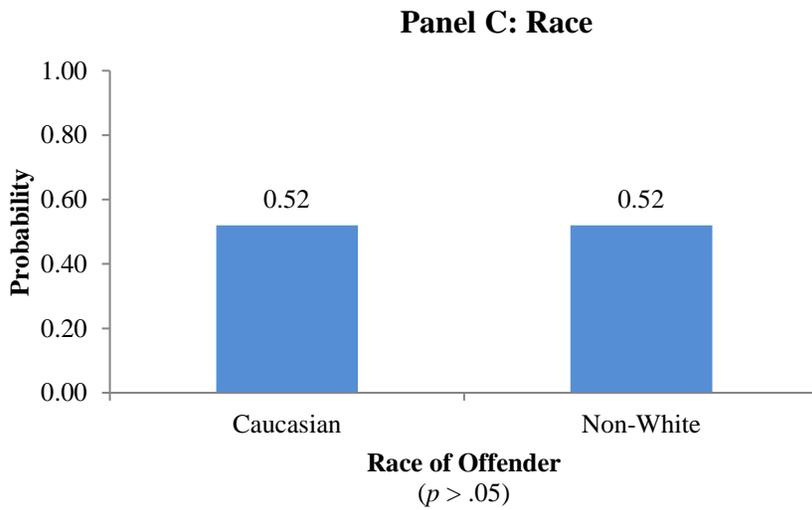
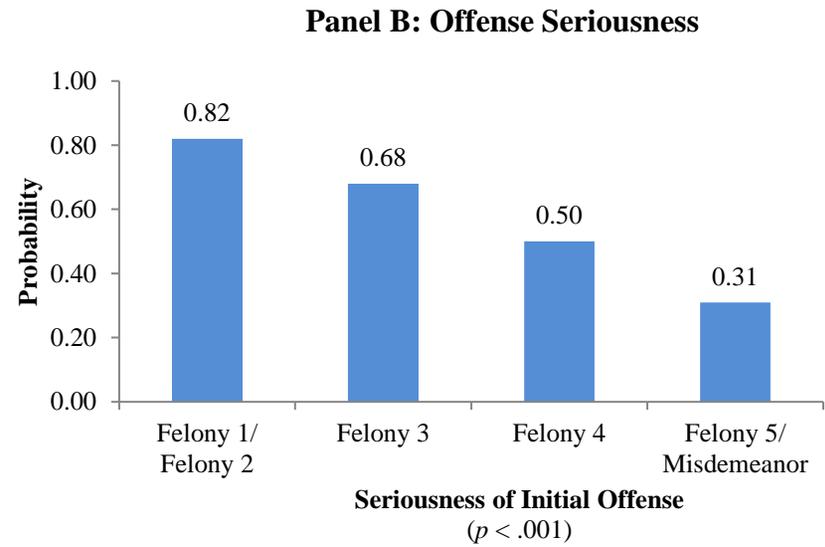
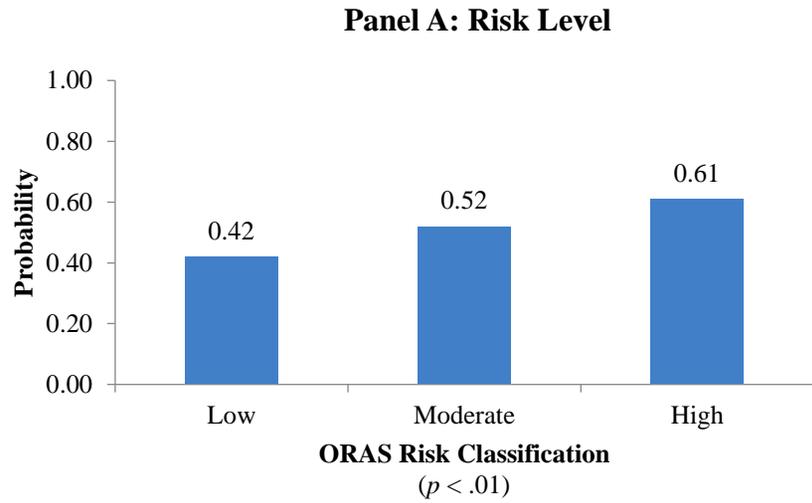


Table 25 Descriptive Statistics for Offender Sample Summit County (N = 935)

	%	N
<i>Dependent Variables</i>		
Incarceration		
No	66.9	587
Yes	33.1	290
Most Serious Placement Received		
No Sanction	0	0
Other	2.5	22
Probation	62.8	551
ISP	0	0
CBCF	1.6	14
Jail	2.3	20
Prison	30.8	270
<i>Independent Variables</i>		
ORAS Risk Classification		
Low	25.7	96
Moderate	18.7	70
High	55.6	208
Seriousness of Initial Offense		
Felony 1 or Felony 2	25.6	235
Felony 3	20.9	192
Felony 4	19.7	181
Felony 5 or Misdemeanor	33.8	310
Gender		
Male	80.8	692
Female	19.2	164
Race		
White	54.1	459
Non-White	45.9	389

*Notes:* N values reported for each variable may not sum to 935 due to missing data.

Table 26 presents the results of the binary logistic regression for the Summit County sample. The results suggested that offense seriousness and gender were associated with incarceration. Any increase in the seriousness of the initial conviction resulted in an 73% increase in the odds of incarceration. Female offenders had a 52% *decrease* in the odds relative to males.

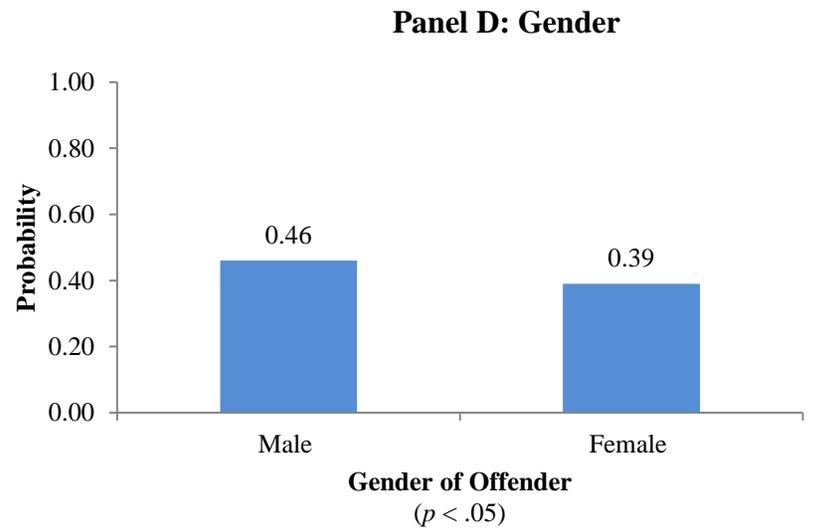
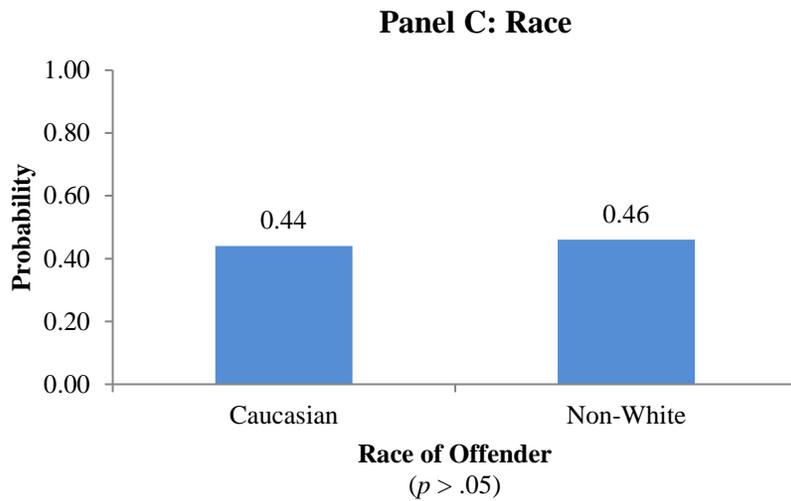
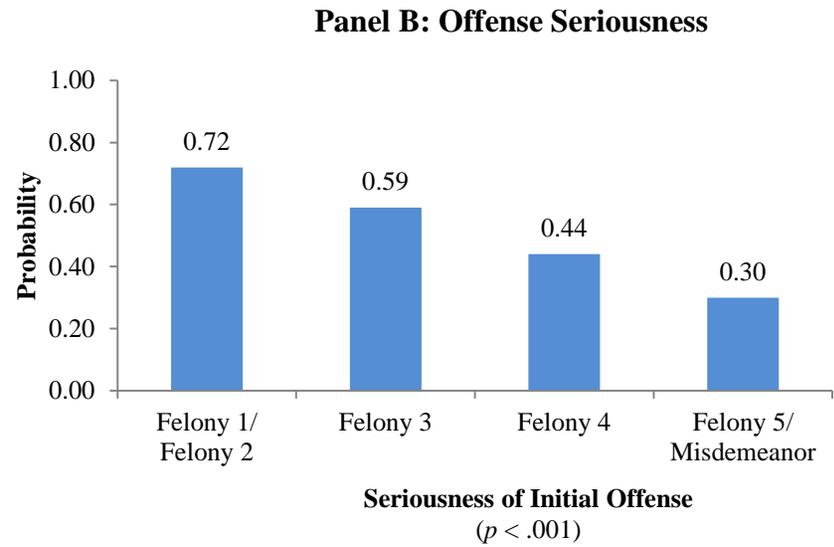
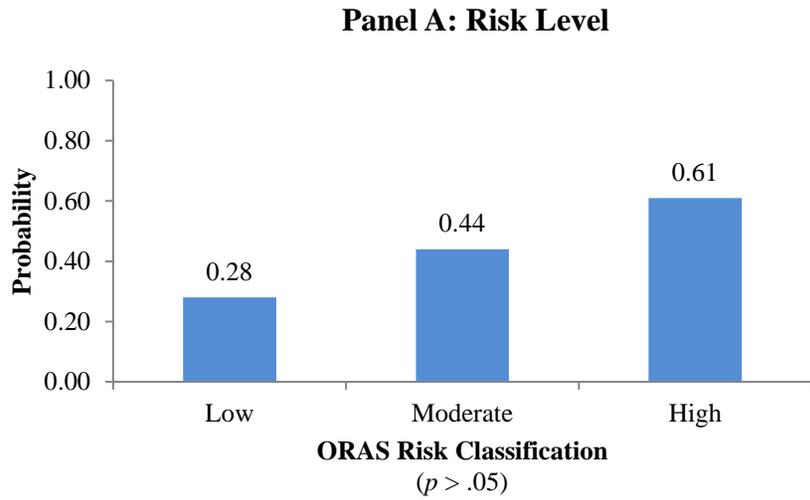
Table 26 Binary Logistic Regression for Incarceration - Summit County

	b	SE	OR	OR 95%CI
<i>Independent Variables</i>				
ORAS Risk Classification	-.15	.15	.86	.64,1.14
Seriousness of Initial Offense	.55***	.10	1.73	1.42,2.11
Non-White (0, 1)	.01	.25	1.01	.62,1.63
Female (0, 1)	-.73*	.37	.48	.23,.99
Nagelkerke R-Squared			.11***	
N			337	

Notes: \* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ , two-tailed test

Figure 12 displays the probability of incarceration for the Summit County sample on each category of the four independent variables. For categories based on the seriousness of initial offense (Panel B), those who committed more serious offenses were more likely to be incarcerated. Specifically, the probability of being incarcerated was 30%, 44%, 59%, and 72% for individuals who committed a misdemeanor or felony 5, felony 4, felony 3, and felony 1 or felony 2, respectively. Regarding gender (Panel D), it can be observed that male offenders were more likely to be incarcerated than female offenders. For instance, male offenders have a 46% probability of being incarcerated, while female offenders have a 39% probability. Statistically significant differences were not observed for groups based on risk level or race in Summit County.

Figure 12 The Probability of Being Incarcerated by Offender Characteristics- Summit County



## Objective 2 Results

Recall that the second objective of the study is to determine whether offenders who are being diverted from prison into CCA-funded programming are plausible diversions. Relying on the full sample of individuals placed in CCA prison diversion programs, the percentage of offenders who are plausible diversions is estimated using two different definitions. First, all offenders who are convicted of a felony 1, 2, or 3 are considered to be plausible placements in CCA prison diversion programs. The more conservative estimates also include offenders who are classified as high- or very high-risk on the ORAS. This criteria is relaxed in the second definition of plausible diversions to include moderate-, high-, and very high-risk offenders. The results are presented by tier and for each county.

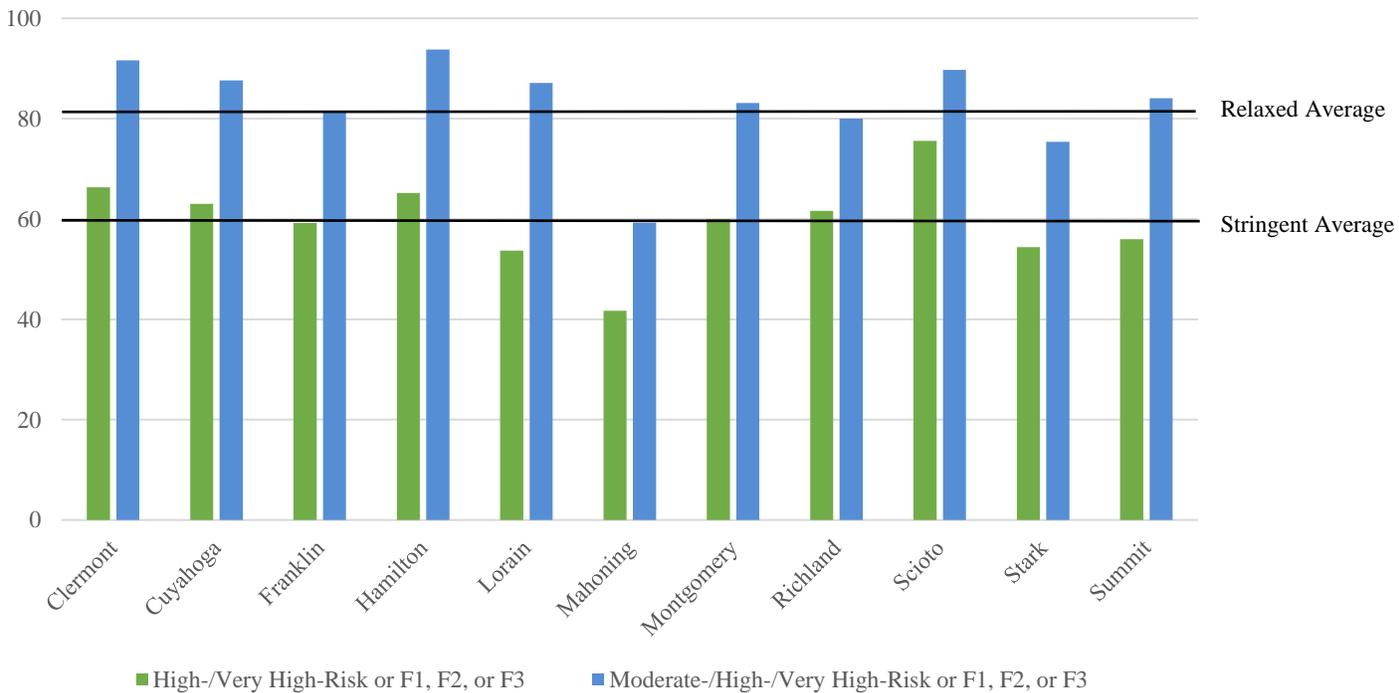
**Plausible Placements in Tier 1.** Table 27 and Figure 13 display the percentage of offenders in Tier 1 counties who were plausible placements in CCA-funded prison diversion programs. The left column in the table corresponds to the more conservative estimates (represented by the green bars in Figure 13) and the right column shows the estimates using the more relaxed definition of plausible offenders (represented by the blue bars in Figure 13).

Based on the more stringent criteria, the average percentage of plausible offenders diverted from prison is 59.7%, as shown by the lower horizontal black line in Figure 13. The county with the lowest percentage of plausible offenders diverted is Mahoning (41.7%), while the county with the highest percentage is Scioto (75.6%). When moderate-risk offenders are also considered plausible for diversion from prison, the average across all Tier 1 counties is 83%, as shown by the upper horizontal black line in Figure 13. Mahoning County remains the county with the lowest percentage of plausible diversions, with just under 60% being considered plausible diversions.

Table 27 Tier 1 Percent of Plausible Cases Diverted to CCA Programs

<i>County</i>	High-/Very High-Risk or F1, F2, F3		Moderate-/High-/Very High-Risk or F1, F2, F3	
	%	N	%	N
Clermont	66.3	55	91.6	76
Cuyahoga	63.0	274	87.6	381
Franklin	59.2	155	81.3	213
Hamilton	65.2	221	93.8	318
Lorain	53.7	154	87.1	250
Mahoning	41.7	180	59.3	256
Montgomery	60.0	259	83.1	359
Richland	61.6	58	80.0	76
Scioto	75.6	59	89.7	70
Stark	54.4	124	75.4	172
Summit	56.0	102	84.1	153
Average	59.7		83.0	

Figure 13 Tier 1 percent of plausible cases diverted to CCA programs



The county with the highest percentage of plausible diversions when moderate-risk offenders are included is Hamilton, with approximately 94% of CCA prison diversion cases meeting the criteria to be considered plausible.

**Plausible Placements in Tier 2.** Table 28 and Figure 14 display the plausible placements results for the Tier 2 counties. Consistent with the analyses in Tier 1, the same two definitions are used to determine if plausible offenders were placed in CCA-funded prison diversion programs. Based on the more stringent criteria (i.e., including high- and very high-risk offenders), the average percentage of offenders who were placed in CCA-funded prison diversion programs was 47.5% (shown by the lower horizontal black line in Figure 14). The percentages of offenders who were plausible placements range from 3.6% (Athens County) to 78.5% (Lake County). Using the more relaxed criteria for (i.e., including moderate-risk offenders), the average percentage of plausible offenders placed in CCA-funded prison diversion programs increases to 76.3% (depicted by the upper horizontal black line in Figure 14). Percentages by county ranged from 12.5% (Athens County) to 98.3% (Lake County).

**Plausible Placements in Tier 3.** Table 29 displays the plausible placement results for Tier 3. Using the same procedures as Tiers 1 and 2, the findings based on the more stringent criteria (i.e., including high- and very high-risk offenders) indicate that the average percentage of offenders who were plausible placements in CCA-funded prison diversion programs was 54.3% (shown by the lower horizontal black line in Figure 15). The percentages of offenders who were plausible range from 23.3% (Pickaway County) to 87.5% (Clark County). Using the more relaxed criteria (i.e., including moderate-risk offenders), the average percentage of plausible offenders placed in CCA-funded prison diversion programs increases to 84.2% (depicted by the upper horizontal black line in Figure 15).

Table 28 Tier 2 Percent of Plausible Cases Diverted to CCA Programs

County	High-/Very High-Risk or F1, F2, F3		Moderate-/High-/Very High-Risk or F1, F2, F3	
	%	N	%	N
Allen	42.5	70	74.7	124
Ashtabula	51.6	65	84.1	106
Athens	3.6	2	12.5	7
Butler	42.6	132	71.0	220
Highland	44.3	39	71.6	63
Lake	78.5	95	98.3	119
Lawrence	66.2	43	93.8	61
Licking	28.0	14	80.0	40
Lucas	61.9	169	88.3	241
Marion	33.3	42	64.3	81
Medina	63.4	45	88.7	63
Portage	56.4	79	86.4	121
Warren	44.4	36	67.9	55
Wood	49.3	36	86.3	63
Average	47.5		76.3	

Figure 14 Tier 2 percent of plausible cases diverted to CCA programs

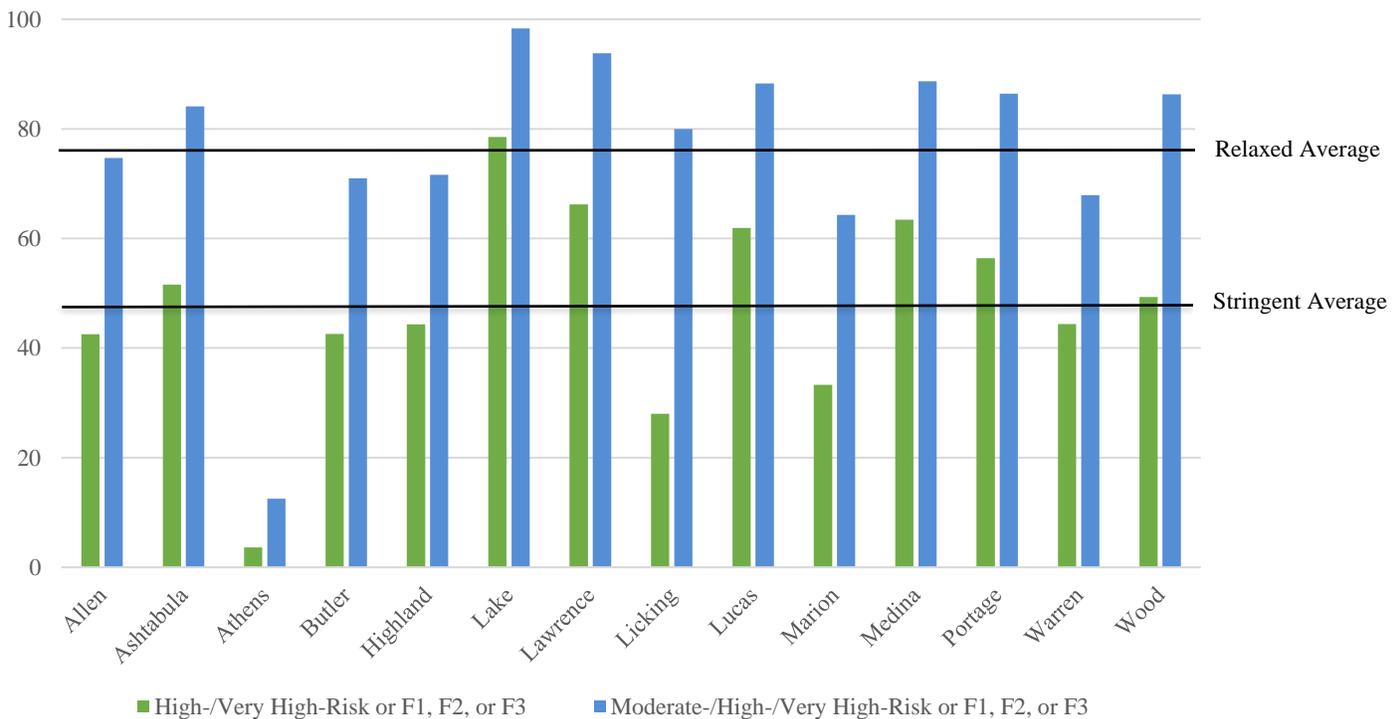


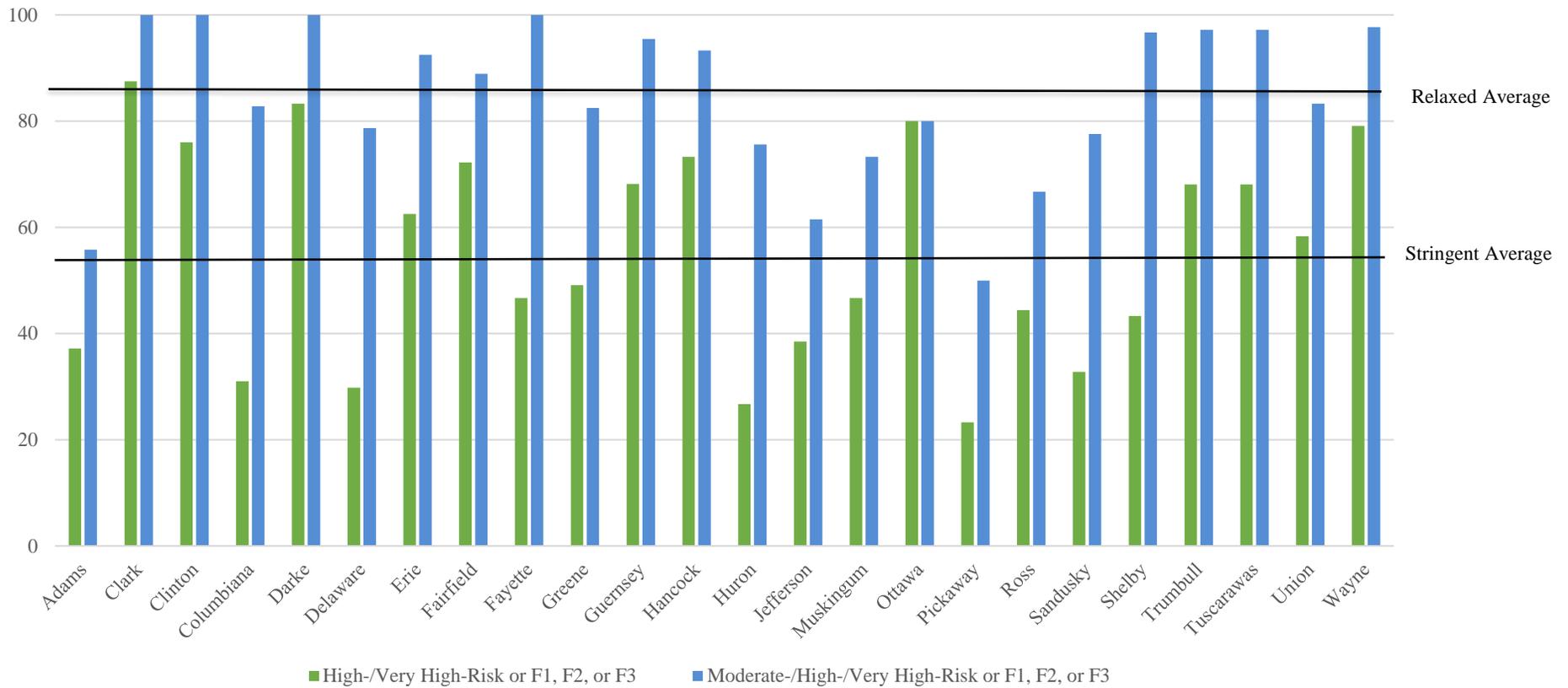
Table 29 Tier 3 Percent of Plausible Cases Diverted to CCA Programs

<i>County</i>	High-/Very High-Risk or F1, F2, F3		Moderate-/High-/Very High- Risk or F1, F2, F3	
	%	N	%	N
Adams	37.2	16	55.8	24
Clark	87.5	7	100.0	8
Clinton	76.0	19	100.0	25
Columbiana	31.0	9	82.8	24
Darke	83.3	10	100.0	12
Delaware	29.8	14	78.7	37
Erie	62.5	25	92.5	37
Fairfield	72.2	13	88.9	16
Fayette	46.7	7	100.0	15
Greene	49.1	28	82.5	47
Guernsey	68.2	15	95.5	21
Hancock	73.3	11	93.3	14
Huron	26.7	12	75.6	34
Jefferson	38.5	10	61.5	16
Muskingum	46.7	7	73.3	11
Ottawa	80.0	4	80.0	4
Pickaway	23.3	7	50.0	15
Ross	44.4	4	66.7	6
Sandusky	32.8	19	77.6	45
Shelby	43.3	13	96.7	29
Trumbull	68.1	49	97.2	70
Tuscarawas	45.8	11	91.7	22
Union	58.3	7	83.3	10
Wayne	79.1	34	97.7	42
Average	54.3		84.2	

Percentages by county ranged from 50% in one county (Pickaway) to 100% in four counties (Clark, Clinton, Darke, and Fayette).

In sum, it appears as though the Tier 1 counties are more successful in placing a higher average number of offenders in CCA programs with averages at approximately 60% and 83%, depending on the definition of plausible diversions. Tier 3 had similar averages at 54% and 84%,

Figure 15 Tier 3 percent of plausible cases diverted to CCA programs



while Tier 2 had slightly lower averages at approximately 54% and 84%. The next objective examines whether or not offenders, once placed in CCA prison diversion programs, have improved outcomes.

### **Objective 3 Results**

The third objective of this study is to evaluate the effectiveness of CCA prison diversion programs at reducing recidivism. Given the small number of participants in the Tier 3 counties, the evaluation is limited to participants in Tier 1 and Tier 2 counties. This section begins with a description of the full analytic sample, and a preliminary examination of the relationship between participation in CCA prison diversion programs and recidivism by risk level. The results of the multi-level models predicting recidivism for all offenders in Tiers 1 and 2 are then presented, followed by the results for each individual county.

**Description of Evaluation Sample.** The descriptive statistics for key variables in the evaluation sample is presented below in Table 30. Recall that the evaluation includes three groups: offenders placed in CCA prison diversion programs, offenders placed into some form of community supervision that is not supported by CCA funds, and offenders who were initially sentenced to prison for their offense. Descriptions are, therefore, presented for each subgroup and the full sample.

The most frequently observed risk category in the sample was moderate-risk (37.7%), with low- and high-risk occurring at about the same frequency (31.2% and 31.1%, respectively). This is consistent with the distribution in the CCA subsample; however, the community comparison group had more low- (36.5%) and moderate-risk (39.7%) and fewer high-risk offenders (23.8%). The opposite pattern was observed in the incarcerated comparison subgroup with only 9% being classified as low-risk, 29.1% at moderate-risk, and 61.9% at high-risk for recidivating.

Table 30 Descriptive Statistics for Evaluation Sample (N = 5,710)

	CCA		Community Comparisons		Incarcerated Comparisons		Total		Missing
	%	N	%	N	%	N	%	N	%
<i>Recidivism</i>									
Rearrested	59.7	1704	52.4	1210	69.8	351	57.6	3265	0.7
Reconvicted	45.9	1310	33.8	781	47.3	239	41.1	2330	0.7
Incarcerated	20.7	565	15.2	342	21.2	107	18.5	1014	3.9
<i>ORAS Risk Level</i>									
Low	31.2	892	36.5	843	9.0	49	31.2	1784	0.0
Moderate	37.7	1076	39.7	918	29.1	158	37.7	2152	
High	31.1	887	23.8	551	61.9	336	31.1	1774	
<i>Race</i>									
White	63.3	1806	67.6	1547	56.6	307	64.4	3660	0.4
Non-white	36.7	1049	32.4	742	43.4	235	35.6	2026	
<i>Gender</i>									
Male	79.3	2265	76.7	2773	90.4	491	79.3	4529	0.0
Female	20.7	590	23.3	539	9.6	52	20.7	1181	
<i>Average Age</i>									
	32.4	2855	31.8	2294	31.6	543	32.1	5692	0.3
<i>Tier</i>									
Tier 1	30.9	1762	24.7	1411	6.1	351	61.7	3524	0.0
Tier 2	19.1	1093	15.8	901	3.3	192	38.2	2186	
Total	50.0	2855	40.5	2312	9.5	543	100	5710	

The sample also tended to have more whites (64.4%) than non-whites (35.6%), and more males (79.3%) than females (20.7%). These patterns were also observed in all of the subsamples; however, the percentage of whites was lower (56.6%) and the percentage of males was higher (90.4%) in the incarcerated subsample. The average age of the sample was 32.1 years, which was largely comparable across all of the subsamples.

Recidivism was measured using rearrests, reconvictions, and incarcerations after a 36-month follow-up period<sup>5</sup>. The values presented in Table 30 represent the proportion of cases that did recidivate. Overall, 57.6% of all offenders were rearrested within 36-months. A similar rate was observed in the CCA subsample (59.7%). A smaller proportion of cases in the community comparison subsample (52.4%) and a greater percentage of the incarcerated comparison subsample were rearrested (69.8%). The rate of reconviction for the sample was 41.1%. A slightly higher reconviction rate was observed in the CCA and incarcerated comparison subsamples at 45.9% and 47.3%, respectively. The community comparison subgroup had notably fewer instances of reconvictions at 33.8%. Finally, the rate of incarceration for the entire sample was 18.5%. Rates were similar, though slightly higher, in the CCA (20.7%) and incarcerated comparison (21.2%) subsamples. The rate of incarceration was lowest among the community comparison subsample at 15.2%.

Table 31 provides further information about the distribution of the sample by county and group. In each county, 50% of the cases included in the evaluation were placed in CCA prison diversion programming. The remaining 50% was a mix of community and incarcerated comparison cases. Because the comparison cases were separated into these two groups after selection and matching, the proportions are not identical across counties. However, across all of the counties more than 30% of cases were in the community comparison group. The percentage in the incarcerated comparison group ranged from 0.9% to 18.3%.

It is also important to note that the total number of cases sampled from each county did not correspond to the proportion of cases served in the county. As a result, the data were weighted to

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<sup>5</sup> Arrests and convictions did not include technical violations; however, incarcerations did include those associated with a technical violation. The percentage of individuals who were reincarcerated due to a technical violation was too great (84%) to exclude cases based on this criterion.

Table 31 Sample Distribution by Group and County Weights

	CCA		Community Comparisons		Incarcerated Comparisons		Total Sample		
	%	N	%	N	%	N	%	N	Weight
<i>County Classification</i>									
Tier 1	50.0	1762	40.0	1411	10.0	351	61.7	3524	
Clermont	50.0	83	39.8	66	10.2	17	2.9	166	2.77
Cuyahoga	50.0	199	31.7	126	18.3	73	7.0	398	5.18
Franklin	50.0	199	36.7	146	13.3	53	7.0	398	5.04
Hamilton	50.0	200	37.3	149	12.8	51	7.0	400	4.48
Lorain	50.0	185	46.5	172	3.5	13	6.5	370	2.18
Mahoning	50.0	200	46.3	185	3.8	15	7.0	400	2.64
Montgomery	50.0	200	40.0	160	10.0	40	7.0	400	4.85
Richland	50.0	93	41.4	77	8.6	16	3.3	186	2.16
Scioto	50.0	70	43.6	61	6.4	9	2.5	140	1.53
Stark	50.0	186	42.5	158	7.5	28	6.5	372	2.37
Summit	50.0	147	37.8	111	12.2	36	5.1	294	3.43
Tier 2	50.0	1093	41.2	901	8.8	192	38.2	2186	
Allen	50.0	98	40.8	80	9.2	18	3.4	196	1.99
Ashtabula	50.0	83	44.6	74	5.4	9	2.9	166	2.17
Athens	50.0	56	49.1	55	0.9	1	2.0	112	1.75
Butler	50.0	100	40.5	81	9.5	19	3.5	200	5.87
Highland	50.0	77	44.2	68	5.8	9	2.7	154	1.36
Lake	50.0	95	33.7	64	16.3	31	3.3	190	1.86
Lawrence	50.0	45	41.1	37	8.9	8	1.6	90	1.69
Licking	50.0	49	39.8	39	10.0	10	1.7	98	4.36
Lucas	50.0	99	47.5	94	2.5	5	3.5	198	4.55
Marion	50.0	99	36.9	73	13.1	26	3.5	198	1.82
Medina	50.0	67	38.1	51	11.9	16	2.3	134	1.35
Portage	50.0	83	44.0	73	6.0	10	2.9	166	1.93
Warren	50.0	78	35.9	56	14.1	22	2.7	156	1.62
Wood	50.0	64	43.8	56	6.3	8	2.2	128	1.52
Total	50.0	2855	40.5	2312	9.5	543	100	5710	

ensure appropriate representation of each county in the aggregated analysis. The weights are shown in Table 31, and were calculated based on the number of eligible cases in a county divided by the number of sampled cases. Each case was then entered into the analysis by the multiple of the weighted value. For example, a value of 1.0 would indicate that each case is included in the

analysis once, a value of 2.0 would indicate each case was entered twice, and so on. This process ensures that each county is represented in the analysis to the extent that it is in the population in Ohio.

**Recidivism Rates Across Groups by Risk Level.** Examining the relationship between CCA prison diversion program participation and recidivism begins with a basic comparison of recidivism rates across groups (i.e., CCA, community comparisons, incarcerated comparisons). Chi-square models were estimated to determine whether any observed differences were statistically significant. Models were estimated separately by risk level for recidivism at 36-months based on rearrests, reconvictions, and incarcerations. The results of these analyses are shown in Table 32 and in Figures 16, 17, and 18.

Beginning with rearrests, the incarcerated comparison group had the highest rate of recidivism within three years at 72.2%. Offenders who were diverted to CCA programs in the community had lower recidivism rates (62.8%), and the community comparison cases had the lowest rearrest rates (56.1%). These differences were statistically significant ( $p < .001$ ). The sample was also examined by risk level, which showed slightly different patterns. No significant differences were observed in rearrest rates among low-risk offenders. Among moderate-risk offenders, those who were placed in CCA prison diversion programs had the highest rates of rearrest (64.7%), followed by the comparison cases who were initially incarcerated for their offenses (60.0%). The lowest rates were observed for those who were supervised in the community (55.6%). These differences were also statistically significant ( $p < .001$ ). Among high-risk offenders, 79.8% of the incarcerated comparison subsample was rearrested within 36-months. The rate was slightly lower among CCA cases at 73.9%. Consistent with the previous results,

Table 32 Percent Recidivism at 36-Months by Risk Level

	Weighted N	CCA	Community Comparison	Incarcerated Comparison	$\chi^2$
<i>Rearrest</i>	17,968	62.8 (5,687)	56.1 (4,024)	72.2 (1,260)	176.61***
Low	5,335	48.2 (1,289)	48.2 (1,209)	51.9 (80)	.84
Moderate	6,707	64.7 (2,191)	55.6 (1,593)	60.0 (274)	53.21***
High	5,926	73.9 (2,207)	67.8 (1,222)	79.8 (906)	53.03***
<i>Reconviction</i>	17,974	48.6 (4,398)	35.8 (2,571)	48.6 (852)	285.71***
Low	5,336	32.5 (870)	30.3 (758)	34.0 (52)	3.49
Moderate	6,711	48.1 (1,629)	36.3 (1,041)	43.4 (199)	88.39***
High	5,931	63.6 (1,899)	42.8 (772)	52.7 (601)	198.44***
<i>Incarceration</i>	17,411	21.5 (1,863)	16.2 (1,134)	21.0 (368)	74.80***
Low	5,241	11.3 (296)	8.8 (218)	3.3 (5)	16.60***
Moderate	6,473	20.1 (645)	17.1 (477)	15.8 (73)	11.29**
High	5,697	32.7 (922)	25.2 (439)	25.5 (290)	37.69**

Notes: Values in parentheses represent the weighted number of cases that recidivated in the category.

\*\* $p < .01$ , \*\*\* $p < .001$

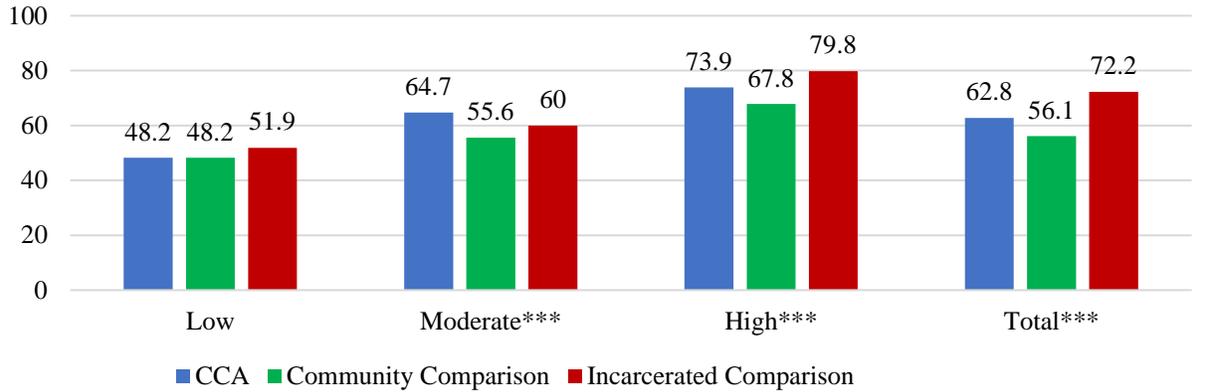
high-risk offenders placed on traditional community supervision had the lowest rates of rearrest (67.8%). These differences between groups were statistically significant ( $p < .001$ ).

The next series of results shown in Table 32 and Figure 17 examine differences in reconviction rates at 36-months. Rates of reconviction in the full sample were equivalent for CCA offenders and the incarcerated comparison group, with rates at 48.6%. The reconviction rate was about 13% lower among offenders in the community supervision comparison group (35.8%), and

the observed differences were statistically significant ( $p < .001$ ). There were no significant differences in reconvictions among low-risk offenders; however, comparing reconviction rates for moderate- and high-risk offenders suggests that CCA cases tend to be reconvicted more frequently than either comparison group. Among moderate-risk offenders, 48.1% of CCA prison diversion cases were reconvicted within 36-months. Rates dropped to 43.4% among the moderate-risk offenders in the incarcerated comparison group and to 36.3% in the community comparison group. These differences were statistically significant ( $p < .001$ ). The same pattern was observed among high-risk offenders. The CCA group had the highest rate of reconviction (63.6%), followed by the incarcerated comparison group (52.7%), and the community comparison group (42.8%). The differences in these rates were also found to be statistically significant ( $p < .001$ ).

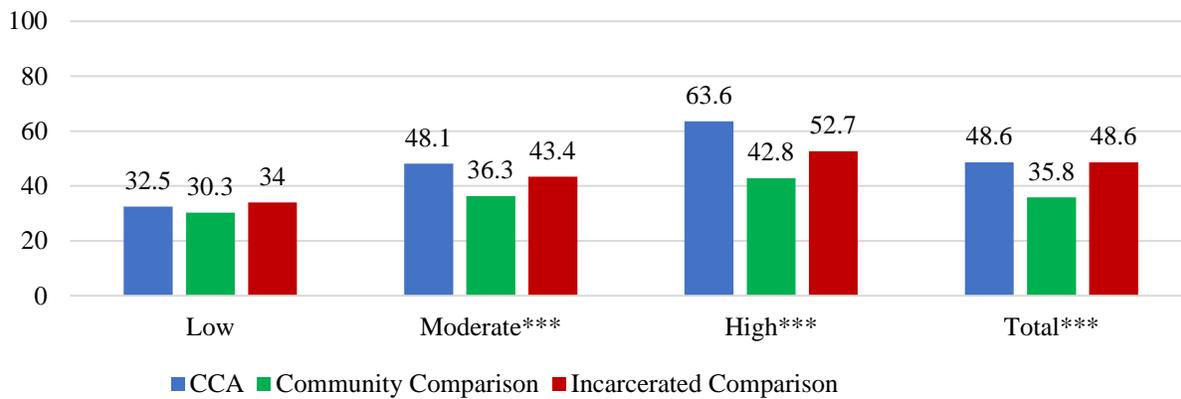
The results shown at the bottom of Table 32 display the differences in recidivism based on incarceration at 36-months. Similar to the reconviction results, rates of incarceration were very similar between the CCA group and the incarcerated comparison at approximately 21%. The community comparison had the lowest rate of incarceration (16.2%). The CCA group was slightly higher at 21.5%, and the difference was statistically significant ( $p < .001$ ). Among low-risk offenders, rates of incarceration were low in all three groups. The incarcerated comparison group had the lowest rates of incarceration at 3.3%, followed by the community comparison at 8.8%. The highest rate of incarceration among low-risk offenders was found in the CCA prison diversion group (11.3%). The differences between groups was significant ( $p < .001$ ). Rates were slightly higher among moderate-risk offenders, ranging from 15.8% in the incarcerated comparison group to 20.1% in the CCA prison diversion group. These differences were also statistically significant ( $p < .01$ ). Rates of incarceration were highest among the high-risk CCA prison diversion cases (32.7%). Rates among high-risk incarcerated comparisons and community comparisons were

Figure 16 Percent Arrested at 36 Months - Total Sample



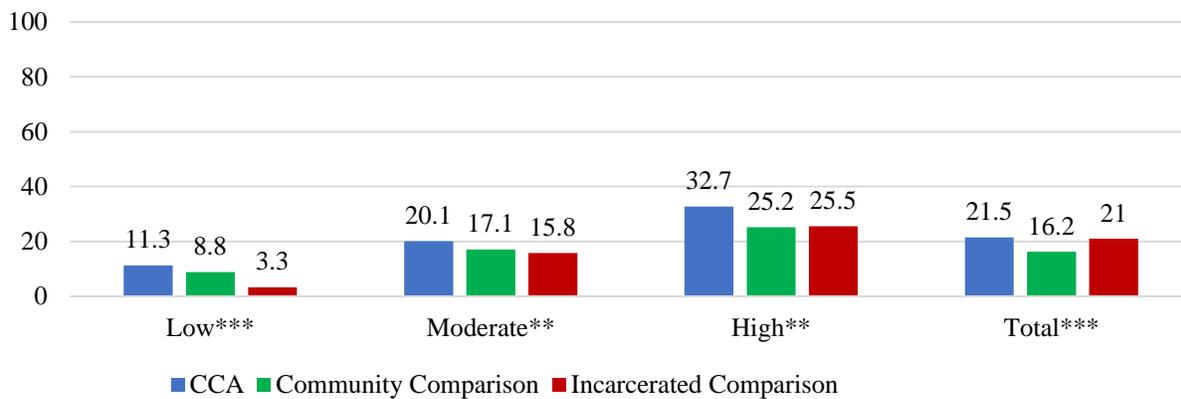
\*\*p < .01; \*\*\*p < .001

Figure 17 Percent Convicted at 36 Months - Total Sample



\*\*p < .01; \*\*\*p < .001

Figure 18 Percent Incarcerated at 36 Months - Total Sample



\*\*p < .01; \*\*\*p < .001

somewhat lower at 25.5% and 25.2%, respectively. The differences observed among high-risk offenders were statistically significant ( $p < .01$ ).

In summary, a few noteworthy patterns emerged in these analyses. First, the rates of recidivism increase as the level of risk increases within each group. This pattern indicates that higher-risk offenders recidivate more frequently than those at lower risk levels, which is consistent with expectations for agencies using a valid and reliable risk assessment tool. Second, the community comparison group tended to have the lowest recidivism rates across all measures of recidivism (i.e., arrests, convictions, incarcerations). Finally, rates of recidivism were generally more comparable between offenders placed in CCA prison diversion programs and those who were not initially diverted from prison.

**Multi-Level Model Results.** While the results of the chi-square tests provide a preliminary comparison between groups, they are limited in a few important respects. More specifically, they do not control for other factors that may influence recidivism such as offender demographics. The models also do not provide a means of accounting for potential differences that may exist at the county-level. For example, offenders in a single county might have supervision experiences that are more similar to each other but different from those in other locations, given that the mode of supervision might differ substantively between counties. To address these limitations, the evaluation among the full weighted sample was expanded to include a multi-level model that includes controls for the gender, race, age, and risk level of the offender, as well as variation across counties.

Table 33 provides the results of the multilevel model predicting rearrest at 36-months. While not statistically significant, the negative value of the estimate ( $b = -.07$ ) suggests that participation in CCA prison diversion programming may be associated with slight reductions in

rearrest when compared to ex-offenders who were not diverted from prison. Additionally, the findings illustrate that placement on community supervision provides statistically significant reductions in rearrest at 36-months relative to placement in prison. Higher ORAS classifications, being a male, and being younger were all associated with a higher risk of rearrest. These observations are independent of the county in which an offender received services; however, some variation across counties was observed ( $\sigma^2 = .27$ ), which suggests that the likelihood of rearrest may differ depending on the county.

The results of the multilevel model predicting reconviction at 36-months are shown in

Table 33 Multilevel model predicting rearrest at 36 months

	b	SE	OR	OR95%CI
<i>Level 1</i>				
CCA	-.07	.12	.93	.74,1.17
Community Supervision	-.34*	.06	.71	.63,.81
ORAS Risk Classification	.43*	.02	1.54	1.47,1.61
Non-White (0, 1)	.06	.04	1.07	.99,1.15
Male (0, 1)	.19*	.04	1.21	1.11,1.31
Age	-.03*	.00	.97	.97,.98
	$N_{\text{individuals}}$		18,063	
Variance Components				
	$\sigma^2$		STD.	
	ICC		.45	
<i>Parameters</i>				
County	.27		.52	
CCA	.22		.41	
	$N_{\text{counties}}$		25	

Notes: Reference category for CCA and Community Supervision are individuals who were released from prison. ICC: Interclass correlation.  $N_{\text{individuals}}$  represents the weighted N-size.

\* $p < .05$

Table 34. The findings suggest that CCA involvement increases the risk of reconviction compared to being sentenced prison. The likelihood of reconviction is significantly lower among offenders placed in community supervision relative to those placed in prison. Similar to the pattern observed in the model predicting rearrest, higher ORAS classifications were associated with a higher risk of

reconviction. Being Caucasian was also associated with a greater likelihood of reconviction, as was being younger. All of these observed effects are independent of clustering within each county; however, the model results do suggest there is variation across counties ( $\sigma^2 = .09$ ).

The last model predicted incarcerations across all counties while controlling for risk, race, gender, and age. As shown in Table 35, the findings suggest that CCA involvement increased the risk of incarceration at 36-months relative to being sentenced to prison. Similarly, while not statistically significant, the findings illustrate that placement on community supervision may be associated with increases in incarceration compared to prison. Risk level, race, gender, and age

Table 34 Multilevel model predicting reconviction at 36 months

	b	SE	OR	OR95%CI
<i>Level 1</i>				
CCA	.21*	.09	1.23	1.03,1.48
Community Supervision	-.19*	.06	.83	.74,.93
ORAS Risk Classification	.44*	.02	1.56	1.49,1.63
Non-White (0, 1)	-.07*	.04	.93	.87,1.00
Male (0, 1)	.03	.04	1.04	.95,1.13
Age	-.03*	.00	.97	.97,.97
$N_{\text{individuals}}$			18,068	
Variance Components				
		$\sigma^2$	STD.	
ICC		.56		
<i>Parameters</i>				
County	.09		.29	
CCA	.11		.33	
$N_{\text{counties}}$			25	

Notes: Reference category for CCA and Community Supervision are individuals who were directly released from prison. ICC: Interclass correlation.  $N_{\text{individuals}}$  represents the weighted N-size.

\* $p < .05$

were all significant predictors of incarceration. More specifically, higher ORAS classifications, and being Caucasian, male, or younger were all associated with a higher risk of incarceration at 36-months. All of these observed effects are independent of the county in which the offender received services; although, a small degree of variation was observed at the county level ( $\sigma^2 = .10$ ).

For simplicity, the probability of being rearrested, reconvicted, or incarcerated within 36-months after controlling for all covariates is shown in Figure 19 below for each group. The figure also denotes where significant differences exist between the groups. It can be observed that offenders placed in CCA prison diversion programs have the second highest probability of rearrest within 36 months ( $p = .58$ ), and the highest probability of reconviction ( $p = .43$ ) and incarceration ( $p = .18$ ). Furthermore, the probability of rearrest within 36 months for CCA participants was significantly higher than that of the community comparison ( $p = .52$ ). This pattern was also observed when comparing the probability of reconviction (CCA:  $p = .43$ ; Community Comparison:  $p = .33$ ) and the probability of and the probability of incarceration within 36-

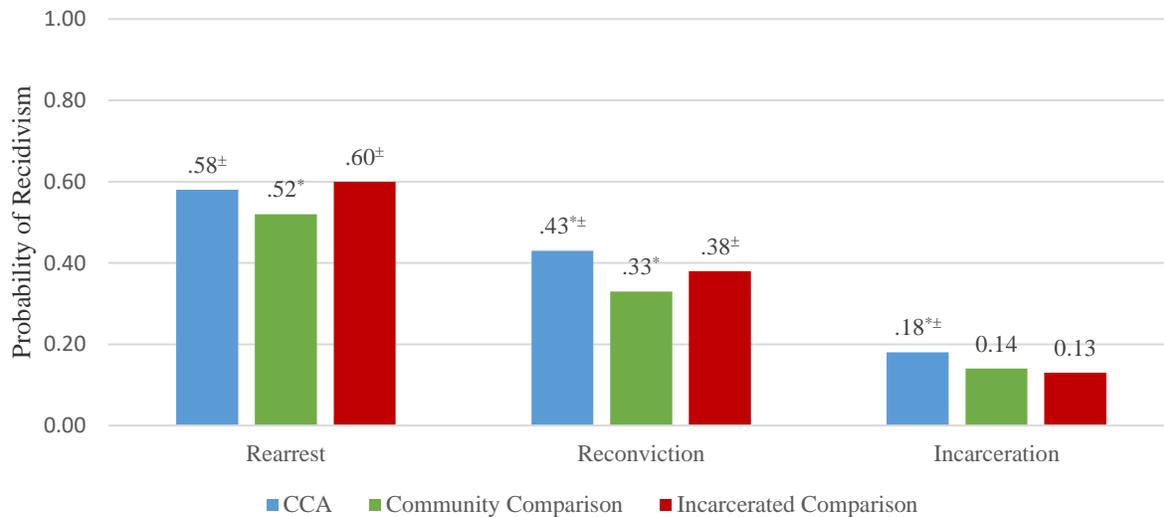
Table 35 Multilevel model predicting incarceration at 36 months

	b	SE	OR	OR95%CI
<i>Level 1</i>				
CCA	.39*	.12	1.48	1.17,1.88
Community Supervision	.11	.07	1.12	.97,1.29
ORAS Risk Classification	.61*	.03	1.85	1.74,1.96
Non-White (0, 1)	-.11*	.05	.89	.82,.98
Male (0, 1)	.21*	.06	1.24	1.10,1.39
Age	-.03*	.00	.97	.97,.97
	N <sub>individuals</sub>		17,492	
Variance Components				
	ICC		$\sigma^2$	STD.
			.67	
<i>Parameters</i>				
County			.10	.31
CCA			.20	.45
	N <sub>counties</sub>		25	

Notes: Reference category for CCA and Community Supervision are individuals who were directly released from prison. ICC: Interclass correlation. N<sub>individuals</sub> represents the weighted N-size.

\* $p < .05$

Figure 19 Probability of Recidivism within 36 Months by Group



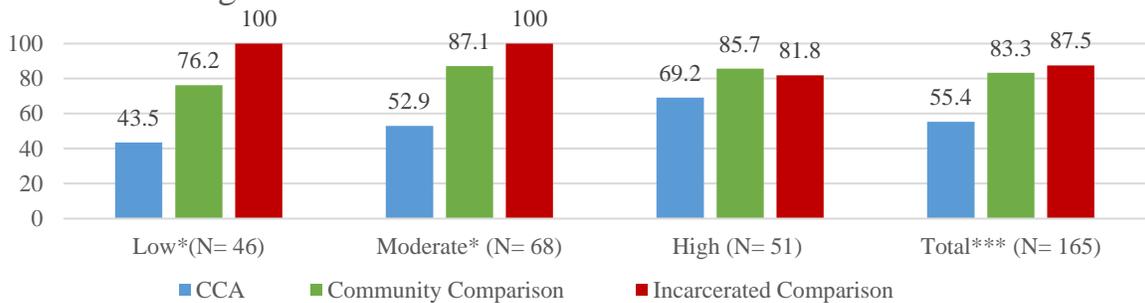
Notes: \* indicates a statistically significant ( $p < .05$ ) difference between the specified supervision classification and the participants released from prison.  $\pm$  indicates a statistically significant ( $p < .05$ ) difference between the specified supervision classification and the participants on community supervision.

months (CCA:  $p = .18$ ; Community Comparison:  $p = .14$ ) between the CCA participants and the community comparison. Notably, while the CCA participants did have the highest probability of reconviction and incarceration, the probability of recidivism declined when moving from rearrest to incarceration.

**Tier 1 Evaluation Results by County.** The results of the multilevel models with the full sample suggest that there is variation in recidivism outcomes across groups of offenders placed in CCA prison diversion programs, those placed on traditional community supervision, and those who were not diverted from prison. There is also evidence to suggest there are differences across counties that may provide further insights into the effectiveness of CCA prison diversion programs across the state. In the sections that follow, the results of bivariate and multivariate models are reviewed for each Tier 1 county. Tables of full results can be found in Appendix C. It is important to note that sample sizes were quite small in many of the comparisons, which should be considered when interpreting the results.

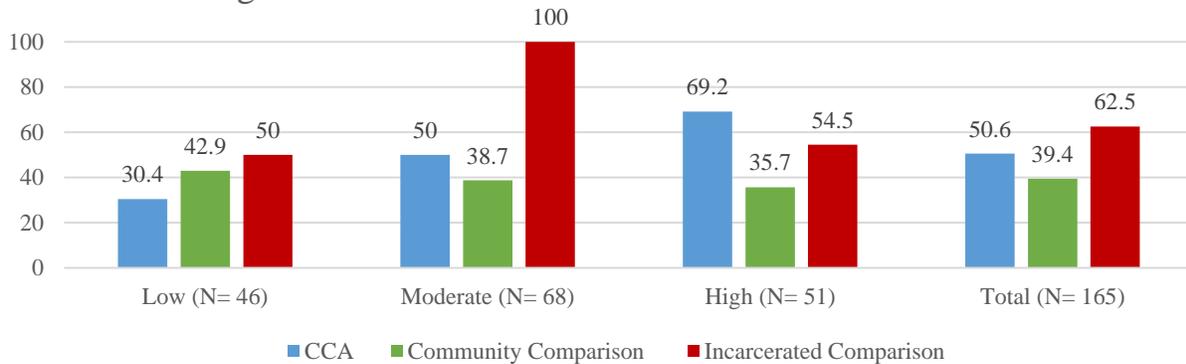
**Clermont County.** Figures 20, 21, and 22 display the chi-square ( $\chi^2$ ) test for the Clermont County sample comparing recidivism rates at 36-months for each risk level, as well as the total sample. For the outcome of rearrest at 36-months (Figure 20), there was a statistically significant relationship between group (i.e., CCA, community comparison, incarcerated comparison) and rearrest for those who were classified as low-risk offenders, moderate-risk offenders, and the total sample. Specifically, low-risk individuals placed in CCA prison diversion programs had lower rates of rearrest within 36-months (43.5%) than those placed on other forms of community supervision (76.2%) or those who were incarcerated (100%). The rates were slightly higher among moderate-risk individuals; though, the pattern observed was the same. Recidivism rates were 52.9%, 87.1%, and 100% for moderate-risk CCA, community comparison, and incarcerated

Figure 20 Percent Arrested at 36 Months - Clermont



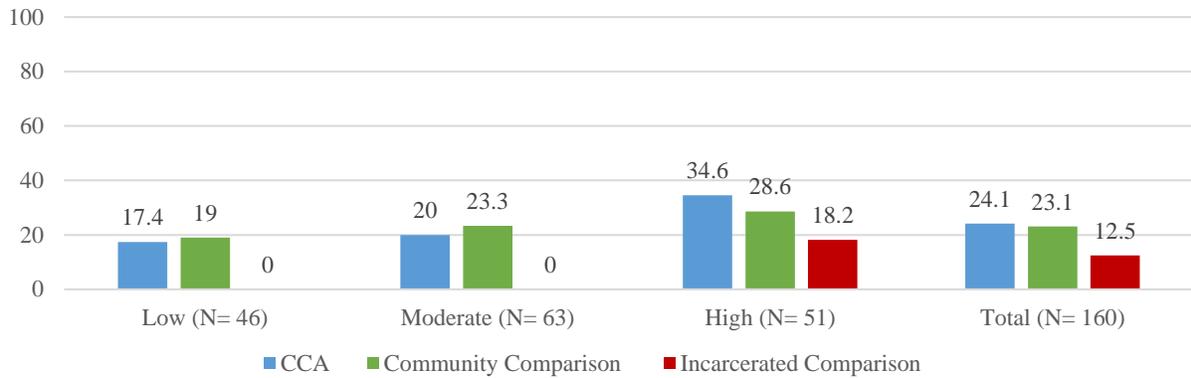
\*p < .05; \*\*p < .01; \*\*\*p < .001

Figure 21 Percent Convicted at 36 Months - Clermont



\*p < .05; \*\*p < .01; \*\*\*p < .001

Figure 22 Percent Incarcerated at 36 Months - Clermont



\*p < .05; \*\*p < .01; \*\*\*p < .001

comparison cases, respectively. Overall in Clermont County, individuals placed in CCA prison diversion programs had the lowest rearrest rates (55.4%), followed by the community supervision comparison and the incarcerated comparison groups, which had similar rearrest rates (83.3% and 87.5%, respectively). There was not a statistically significant difference for high-risk individuals rearrested at 36-months in Clermont County.

For the outcomes of reconviction (Figure 21) and incarceration (Figure 22), there were no statistically significant differences observed for any risk level, or the total sample, between the program type and recidivism. Thus, it appears as is recidivism does not depend on the type of program for reconviction or incarceration in Clermont County.

Multivariate binomial regression models were also estimated for each measure of recidivism in order to control for key covariates (see Appendix D). In each of the models, no significant relationships emerged. Placement in CCA prison diversion programs or community supervision did not increase one’s likelihood of being rearrested, reconvicted, or incarcerated relative to those who were initially sentenced to prison for their offenses. Moreover, risk level, gender, and age did were not associated with recidivism.

**Cuyahoga County.** Figures 23, 24, and 25 display the results of the  $\chi^2$  test for the Cuyahoga County sample comparing recidivism rates at 36- months for each risk level, as well as the total sample. For rearrest at 36-months (Figure 23), there were no statistically significant differences in recidivism based on the type of sanction one received. Individuals in this sample placed in CCA prison diversion programming had lower rates of rearrest within 36-months (67.3%) than those who were incarcerated (72.5%) and higher rates than those on other types of community supervision (61.1%); however, the statistical test did not reveal significant differences. Similarly, there was no statistically significant difference observed between rearrest and program

Figure 23 Percent Arrested at 36 Months - Cuyahoga

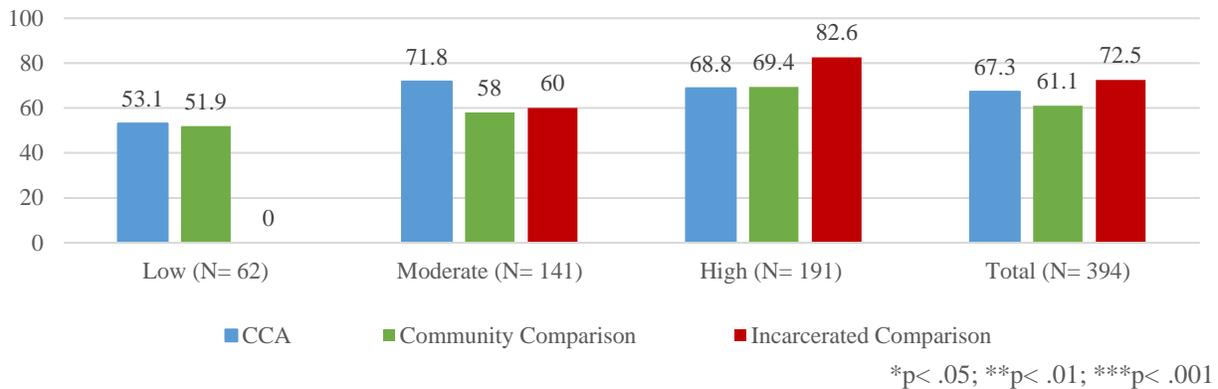


Figure 24 Percent Convicted at 36 Months - Cuyahoga

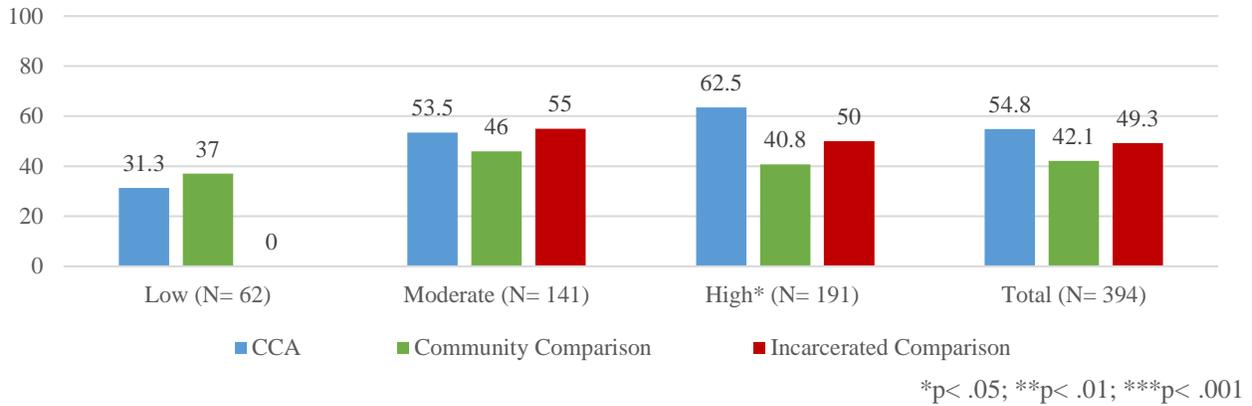
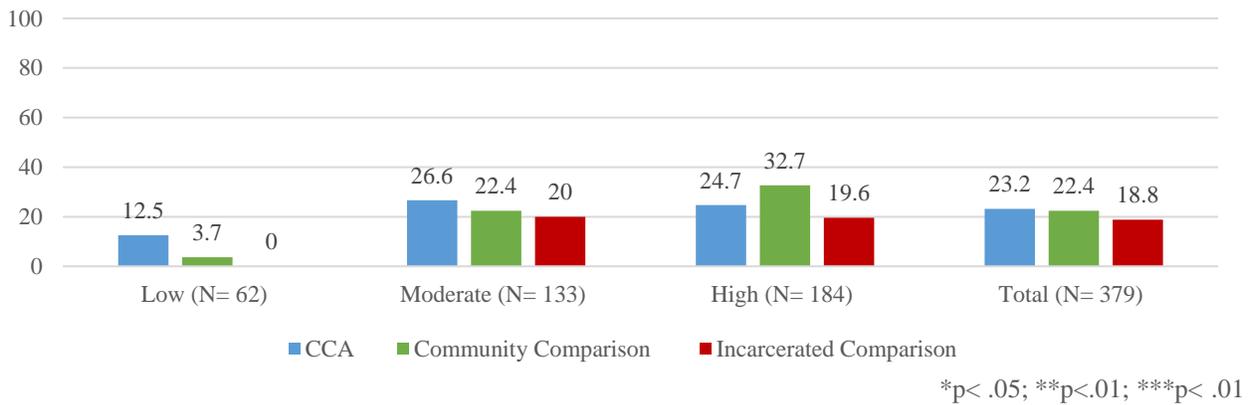


Figure 25 Percent Incarcerated at 36 Months - Cuyahoga



type for low-, moderate-, or high-risk offenders in the Cuyahoga County sample.

With regard to reconviction at 36-months (Figure 24), there was a statistically significant relationship between program type and reconviction for offenders who were classified as high-risk. Specifically, high-risk individuals placed in CCA prison diversion programs had significantly higher rates of reconviction within 36-months (62.5%) than those who were incarcerated (50%) and those on other forms of community supervision (40.8%). There was no statistically significant

difference observed between recidivism and program type for reconviction at 36-months for low- or moderate-risk offenders, or the sample overall. For the outcome of incarceration (Figure 25), there were no statistically significant differences observed for any risk level or among the total sample in rates of incarceration.

The evaluation of the effectiveness of CCA prison diversion programs was extended to include multivariate binomial logistic regression models, which allow for control variables to be included in the analysis. The results of the models predicting rearrest, reconviction, and incarceration are provided in Appendix D. The results indicate that the odds of recidivating were not significantly different for CCA prison diversion program participants or those placed on traditional community supervision relative to those who were sentenced to prison. Risk level was significantly associated with an increase in the odds of being rearrested or reconvicted, but a significant association was not observed for incarceration. Age was significantly associated with all three forms of recidivism, but the estimates were quite small (-.02, -.03, and -.03 for rearrest, reconviction, and incarceration, respectively). Race and gender were not significantly associated with any measure of recidivism.

*Franklin County.* Figures 26, 27, and 28 display the results of the  $\chi^2$  tests for the Franklin County sample. Recidivism rates at 36-months were compared by risk level, as well as for the total sample. For all measures of recidivism, no statistically significant differences were observed. These findings suggest that the rates of rearrest, reconviction, and incarceration do not vary based on the type of sanction (i.e., CCA, community supervision, or incarceration) for the Franklin County sample.

The analysis also included multivariate models that account for additional covariates. Table D3 in Appendix D shows the results for binomial regression models predicting rearrest,

reconviction, and incarceration in Franklin County. Across all three models, only two significant relationships emerged. Age was weakly related to rearrest, with younger offenders being more likely to be rearrested within 36-months. ORAS risk level was also significantly associated with incarceration such that offenders with higher risk classifications were more likely to be incarcerated during the 36-month follow-up period. There were no significant associations between placement in CCA prison diversion programming or community supervision and recidivism relative to being sentenced to confinement in prison. Similarly, race and gender were not significantly related to recidivism in the Franklin County sample.

*Hamilton County.* Figures 29, 30, and 31 display the results of the  $\chi^2$  tests of independence for the Hamilton County sample. Recidivism rates were compared for each risk level and the total sample for each group across all three measurements of recidivism at 36-months. For the outcome of rearrest at 36-months (Figure 29), there was a statistically significant difference between groups for individuals categorized as moderate-risk. Specifically, moderate-risk individuals placed in CCA prison diversion programs had higher rates of rearrest within 36-months (74.3%) than both the incarcerated and community supervision comparison groups, which had very similar rearrest rates (55.6% and 53.3% respectively). There was no statistically significant difference observed between recidivism and program type for rearrest at 36 months for low-risk,

Figure 26 Percent Arrested at 36 Months - Franklin

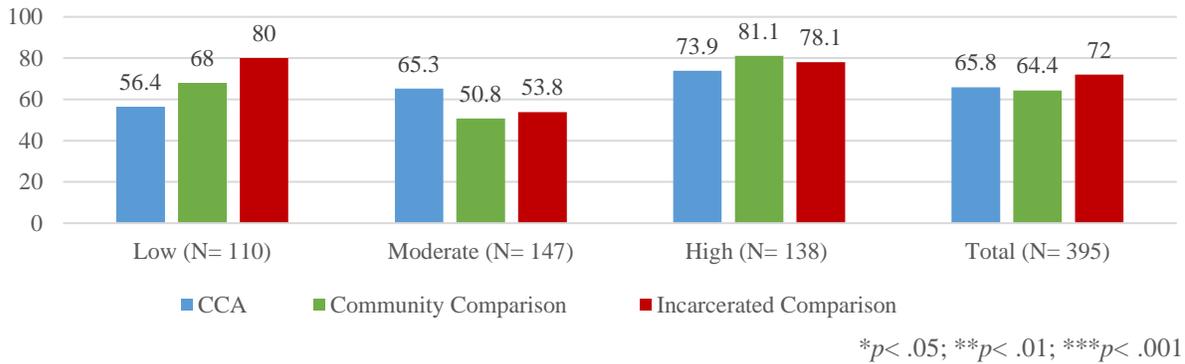


Figure 27 Percent Convicted at 36 Months - Franklin

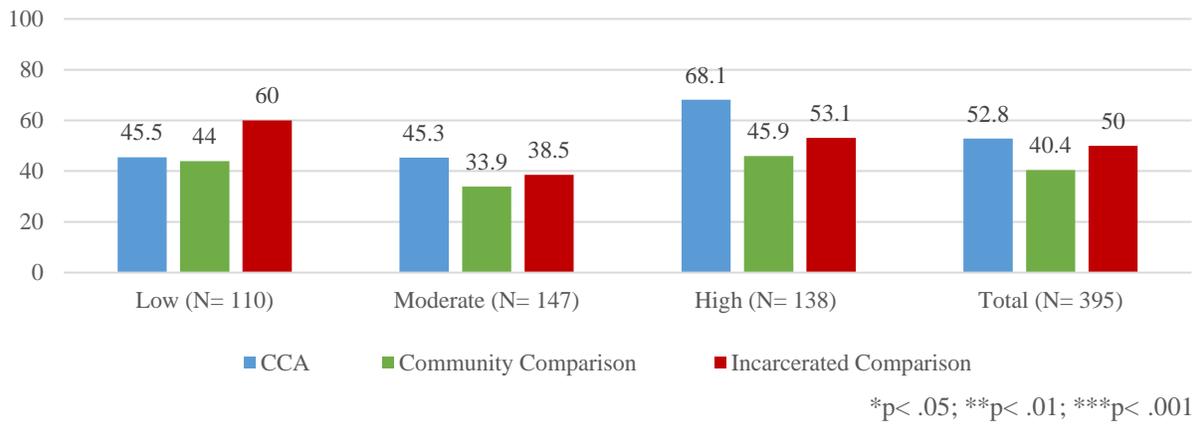
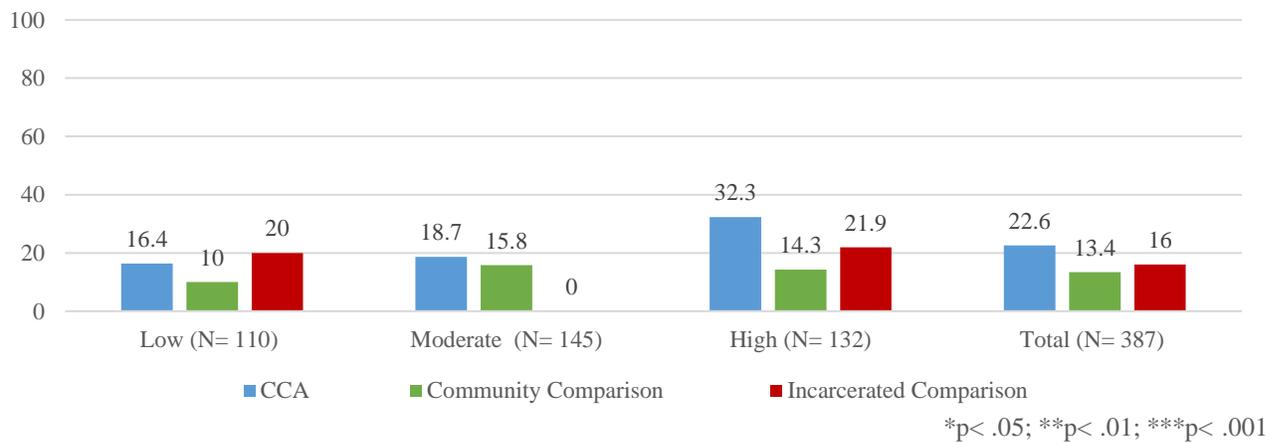


Figure 28 Percent Incarcerated at 36 Months - Franklin

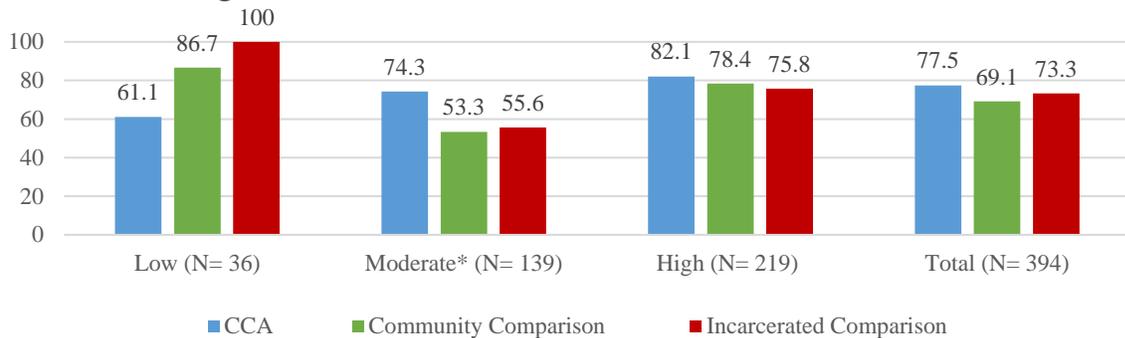


high-risk, or the total sample of offenders.

In Hamilton County, differences observed in the rate of reconviction at 36 months (Figure 30) were statistically significant among moderate-risk offenders, high-risk offenders, and the total sample. Similar to the reconviction rates, moderate-risk individuals placed in CCA prison diversion programs had the highest rates of reconviction within 36-months (60.0%), while those who received other forms of community supervision and those who were incarcerated had lower incarceration rates of 38.8% and 44.4%, respectively. The rates were slightly higher among high-risk individual and the same pattern emerged. Recidivism rates were 73.2%, 36.5%, and 51.5% for high-risk CCA, community comparison, and incarcerated comparison cases, respectively. Overall in Hamilton County, individuals placed in CCA prison diversion programs had the highest reconviction rates (66.5%), followed by the incarcerated comparison and the community supervision comparison groups, which had slightly different reconviction rates (48.9% and 36.9%, respectively). Finally, for the outcome incarceration at 36 months (Figure 31) no statistically significant differences were observed across the groups for any risk level or the total sample.

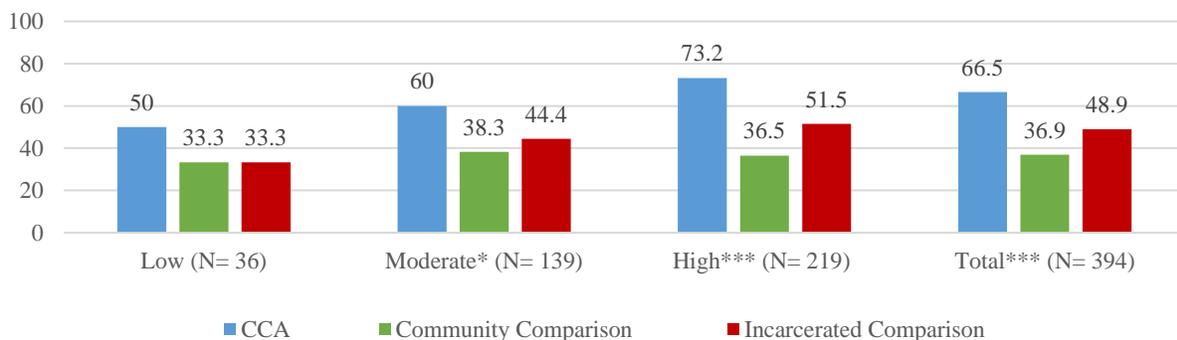
Multivariate binomial regression models were also estimated to further examine the relationship between groups and recidivism while controlling for other variables. The results of these models are included in Appendix D. With respect to rearrests during the 36-month follow-up period, age was the only significant predictor of recidivism. Offenders who were younger in age has a small, but significant, increase in the odds of being rearrested. Placement into CCA prison diversion programs or traditional community supervision did not influence the odds of being rearrested relative to offenders who are imprisoned. Offenders who were diverted from prison and placed into CCA-funded programs did, however, have significantly higher odds of being reconvicted within 36-months. Younger offenders were also significantly more likely to be

Figure 29 Percent Arrested at 36 Months - Hamilton



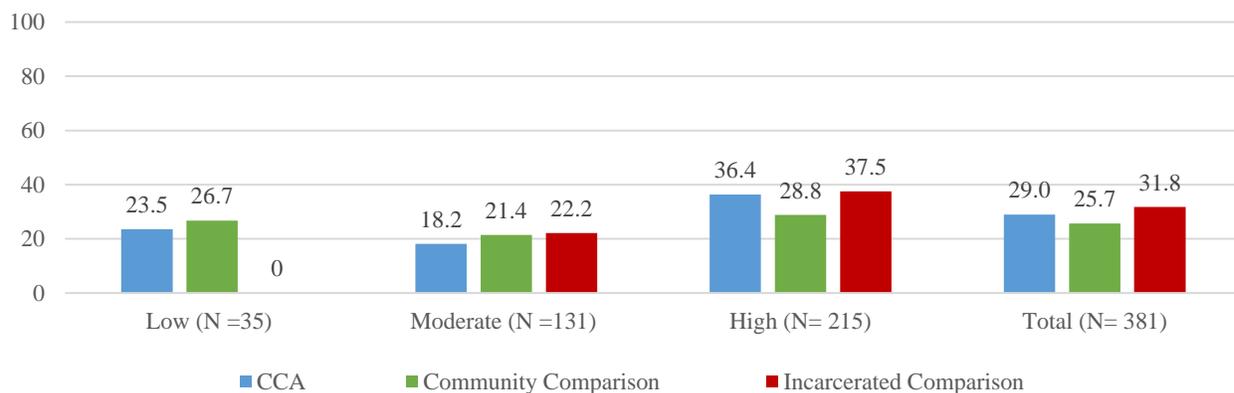
\*p< .05; \*\*p< .01; \*\*\*p< .001

Figure 30 Percent Convicted at 36 Months - Hamilton



\*p< .05; \*\*p< .01; \*\*\*p< .001

Figure 31 Percent Incarcerated at 36 Months - Hamilton



\*p< .05; \*\*p< .01; \*\*\*p< .001

reconvicted and incarcerated within 36-months. Caucasian offenders were also more likely to incarcerated when compared to non-whites.

*Lorain County.* Figures 32, 33, and 34 display the recidivism rates for CCA, community comparison, and incarcerated comparison groups by risk level, as well as for the full Lorain County sample. Beginning with rearrest (Figure 32), only one comparison revealed statistically significant differences across the three groups. Among moderate-risk offenders, CCA participants had the highest rate of rearrest at 65.3%. Rates for the community and incarcerated comparisons were much lower at 44.7% and 40.0%, respectively. Rates for the overall sample, and those in the low- and high-risk groups were not significantly different.

For reconviction at 36-months (Figure 33), there was a statistically significant difference in the rates for the sample overall, and among offenders who deemed as moderate-risk. Specifically, in the full sample CCA prison diversion program participants had the highest rates of reconviction at 47.6%, followed by the community comparison sample (27.3%), and the incarcerated comparison sample (16.7%). In the group of moderate-risk individuals, those placed in CCA prison diversion programs had higher rates of reconviction (51.5%) than those on other forms of community supervision (27.4%) or who were incarcerated for their crimes (20.0%). No statistically significant differences were observed between program type and reconviction at 36-months for low- or high-risk offenders in Lorain County. Additionally, there were no statistically significant differences observed between program type and incarceration (Figure 34).

The multivariate models predicting each recidivism outcome are shown in Appendix D. It is important to note that because the number of subjects in the incarcerated comparison group was quite small ( $N = 13$ ), the group was not included in the multivariate regression analysis. Instead, comparisons are made between CCA participants and the community supervision comparison

Figure 32 Percent Arrested at 36 Months - Lorain

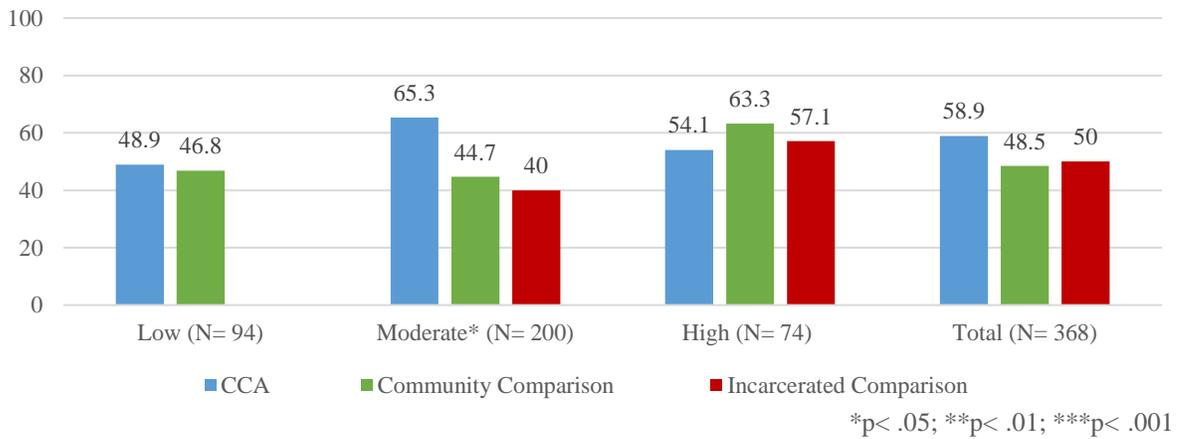


Figure 33 Percent Convicted at 36 Months - Lorain

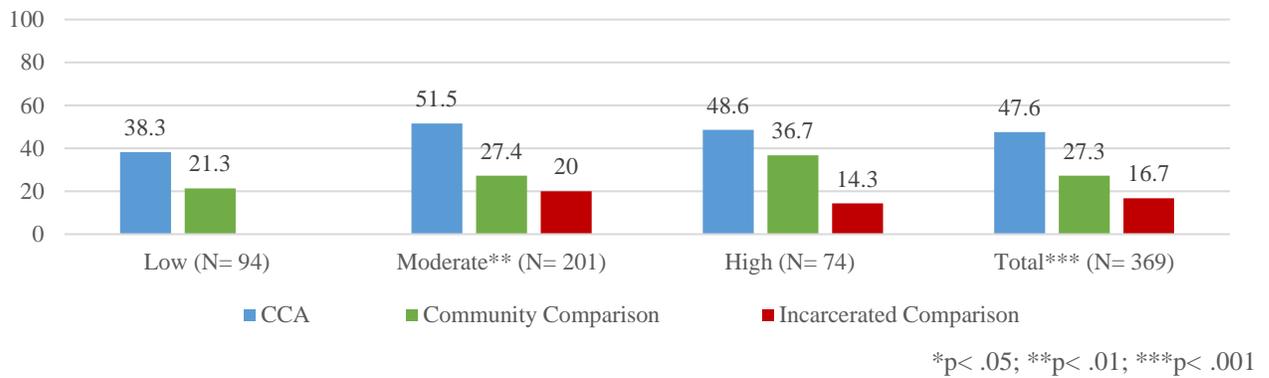
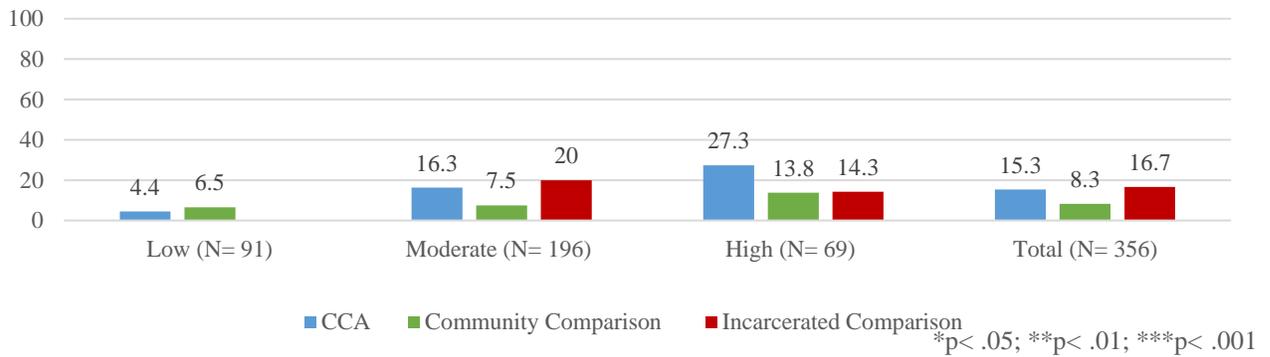


Figure 34 Percent Incarcerated at 36 Months - Lorain



group. The results of the analyses revealed that age was significantly associated with recidivism such that younger offenders had greater odds of being rearrested, reconvicted, and incarcerated within three years. Offenders who were placed in CCA prison diversion programs had higher odds (122%) of being reconvicted, but the relationships between CCA program participation and rearrest and incarceration were not significant. Offenders who were classified at higher levels of risk also had greater odds (109%) of being incarcerated within three years.

***Mahoning County.*** Figures 35, 36, and 37 display the results of the  $\chi^2$  tests for the Mahoning County sample. For the outcome of rearrest at 36-months (Figure 35), there was a statistically significant relationship between groups in the total sample. In this case, individuals placed in CCA prison diversion programs had lower rates of rearrest within 36 months (56.5%) than those who were incarcerated (60.0%), but higher rates of rearrest than those who were on other types of community supervision (43.8%). When examining these groups by specific risk levels, there were no statistically significant differences observed.

With respect to reconviction at 36-months (Figure 36), there was a statistically significant difference in recidivism rates for individuals measured at low-risk, and for the total sample of offenders in Mahoning County. For low-risk individuals, those placed in CCA prison diversion programs had higher rates of reconviction within 36-months (34.6%) than those on other forms of community supervision (21.3%) or those incarcerated (0.0%). Overall, individuals placed in CCA prison diversion programs had the highest reconviction rates (40.5%), followed by the incarcerated comparison and the community supervision comparison groups, which had similar reconviction rates (26.7% and 25.4%, respectively). There was no statistically significant difference observed between reconviction and program type for, moderate- or high-risk offenders in this sample. Additionally, no significant differences were found in incarceration rates in Mahoning County.

Figure 35 Percent Arrested at 36 Months - Mahoning

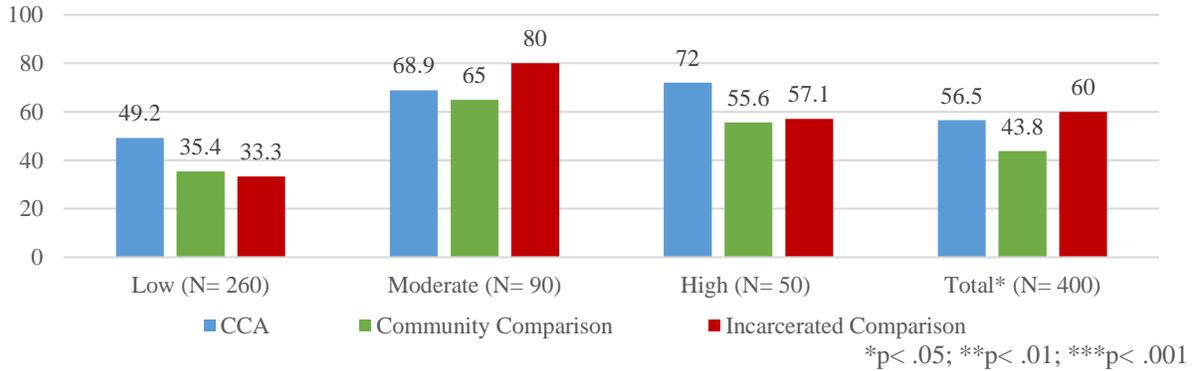


Figure 36 Percent Convicted at 36 Months - Mahoning

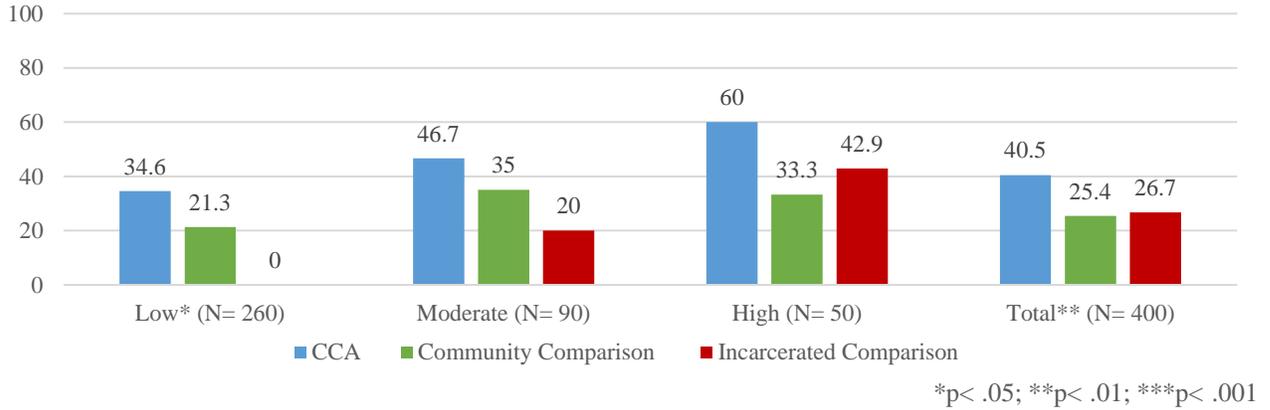
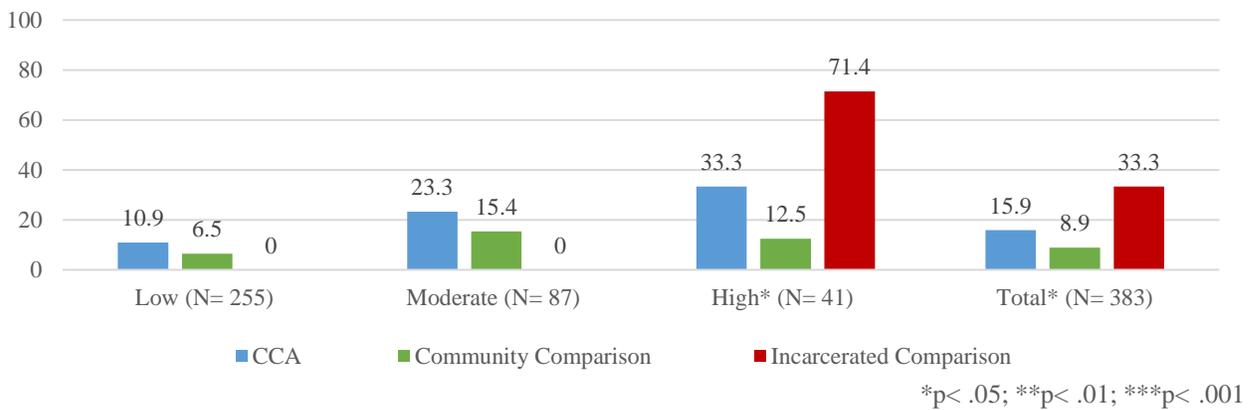


Figure 37 Percent Incarcerated at 36 Months - Mahoning



The next step in evaluating the effectiveness of CCA prison diversion programming in Mahoning County was to estimate binary logistic regression models that permit the inclusion of control variables. The subsample of offenders who were incarcerated for their initial offense was small in this county (N = 15), and they were omitted for the multivariate analyses. Comparisons are, therefore, made between offenders who were placed in CCA prison diversion programs and those who were placed on traditional community supervision. The results of these analyses are included in Appendix D.

The binary logistic regression models for Mahoning County generally revealed significant associations between placement in CCA programming, risk level, and age and recidivism. Offenders in CCA programming had higher odds of being rearrested and reconvicted compared to those who were on other forms of community supervision. The odds of rearrest, reconviction, and incarceration all appear to increase as one's risk level increases. Non-white offenders had greater odds of being incarcerated compared to whites, but no significant race effects were observed in models predicting rearrest or reconviction. Age had a small but significant effect on the odds of rearrest and reconviction, with younger offenders being more likely to experience these forms of recidivism.

**Montgomery County.** Figures 38, 39, and 40 display the results of the  $\chi^2$  test comparing recidivism rates at each risk level, as well as the total sample, and each program type at 36-months. For rearrest and incarceration at 36 months (Figures 38 and 40), there was no statistically significant differences observed across the three groups for any risk level, or the total sample. Comparing rates of reconviction at 36 months (Figure 39), among high-risk offenders, and the total sample, the rates significantly differed between groups based on the type of program an offender received in Montgomery County. Specifically, high-risk individuals placed in CCA

Figure 38 Percent Arrested at 36 Months - Montgomery

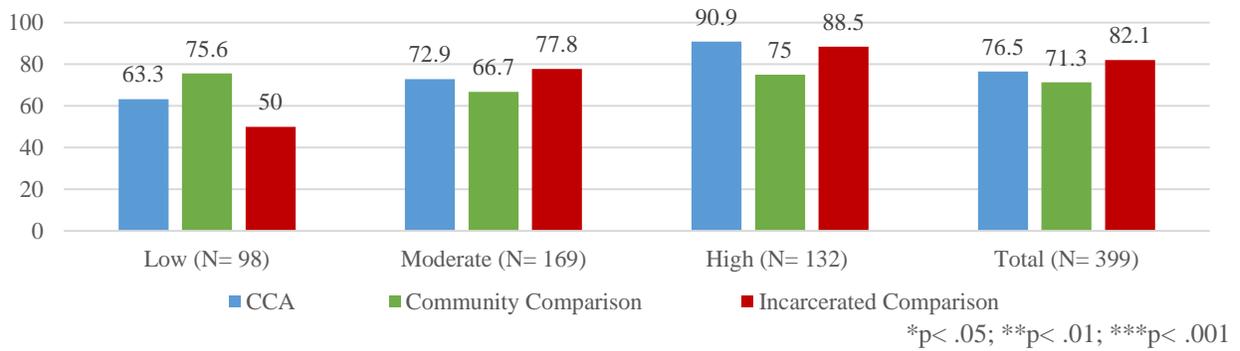


Figure 39 Percent Convicted at 36 Months - Montgomery

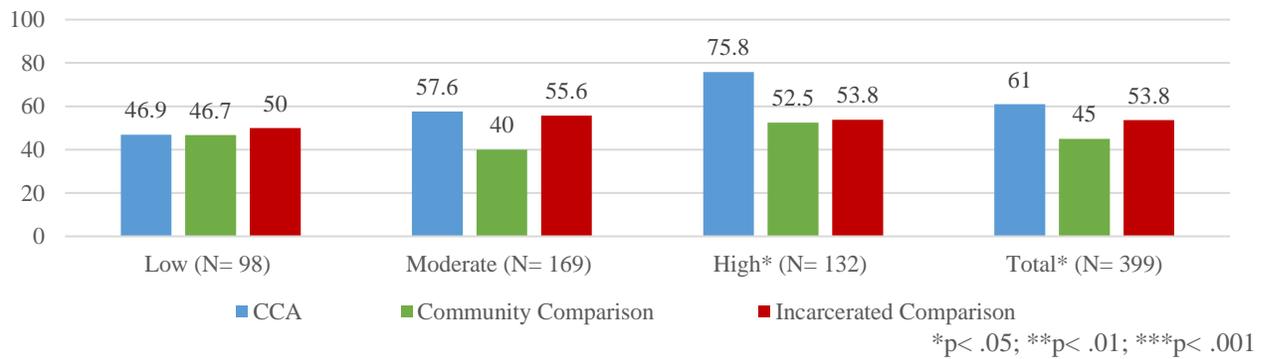
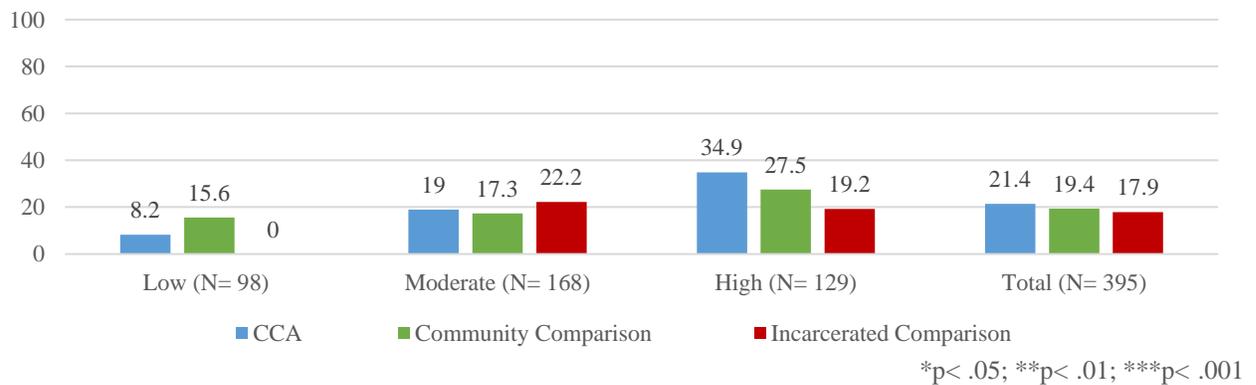


Figure 40 Percent Incarcerated at 36 Months - Montgomery



prison diversion programs had higher rates of reconviction within 36 months (75.8%) than those on other forms of community supervision and those incarcerated (52.5% and 53.8%, respectively). In the overall sample in Montgomery County, CCA prison diversion program participants had the highest reconviction rates (61.0%), followed by the incarcerated comparison and the community supervision comparison groups, which had slightly different reconviction rates (53.8% and 45.0%, respectively). There was no statistically significant difference observed between reconviction and program type for low- or moderate-risk offenders in this sample.

The results of the multivariate binary logistic regression models (see Appendix D) were largely consistent with those of the bivariate models described above. After adding risk, race, gender, and age as control variables, very few significant associations emerged. Offenders with higher levels of risk had greater odds of rearrest, reconviction, and incarceration compared to those at lower risk levels. White offenders were also more likely to be incarcerated than non-whites. The type of programming one received was not related to any form of recidivism in Montgomery County.

***Richland County.*** The results of the  $\chi^2$  tests comparing recidivism rates at 36 months for the Richland County sample are shown in Figures 41, 42, and 43. For both rearrest (Figure 41) and reconviction (Figure 42) there were no statistically significant differences observed for any risk level or for the total sample. For the outcome of incarceration (Figure 43), there was a statistically significant relationship between program type and incarceration for individuals measured at moderate-risk and for the total sample of offenders in the county. Specifically, moderate-risk individuals placed in CCA prison diversion programs had much lower rates of incarceration within 36-months (9.1%) than those on other forms of community supervision (40.0%) or those incarcerated (50.0%). In the full sample, a relatively similar picture formed,

Figure 41 Percent Arrested at 36 Months - Richland

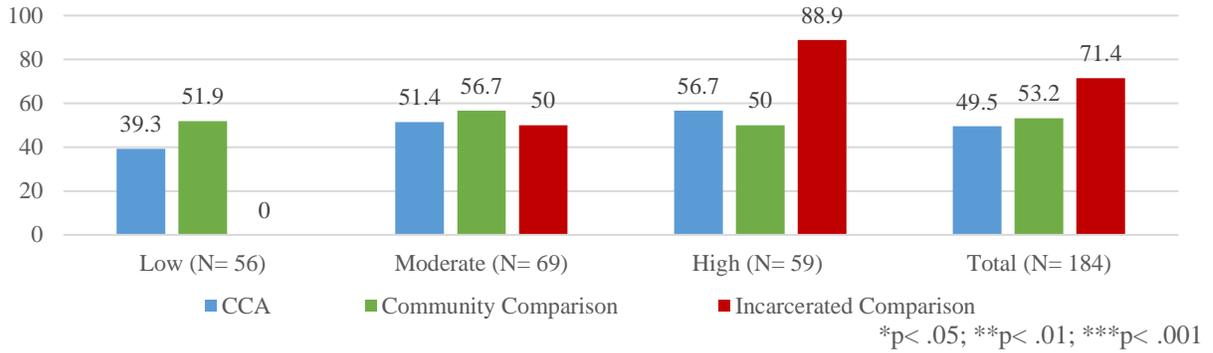


Figure 42 Percent Convicted at 36 Months - Richland

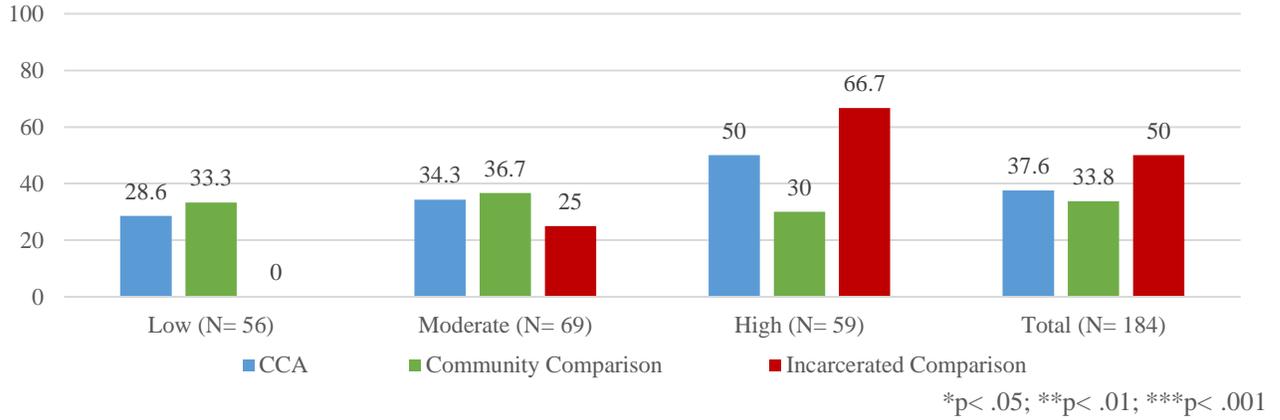
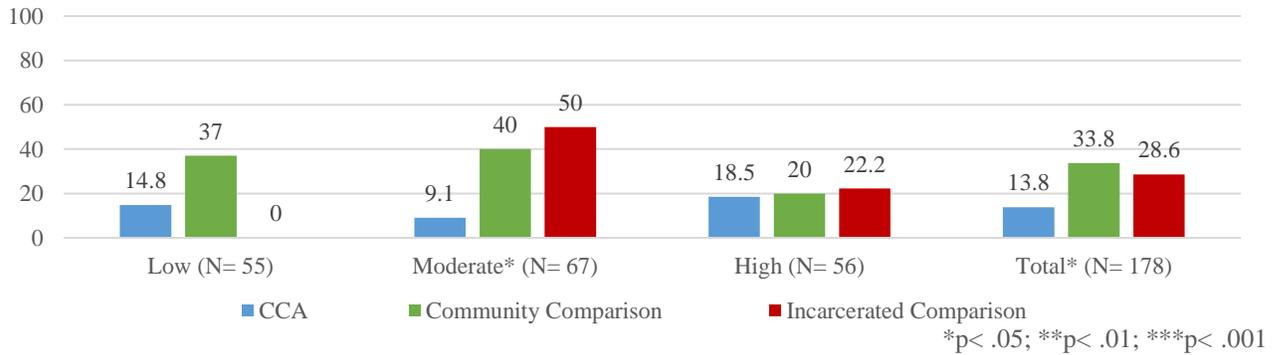


Figure 43 Percent Incarcerated at 36 Months - Richland



as individuals placed in CCA prison diversion programs had the lowest incarceration rates (13.8%), followed by the community supervision and the incarcerated comparison groups, which had similar incarceration rates (33.8% and 28.6%, respectively). There was no statistically significant difference observed between groups for low- or high-risk offenders in this sample.

The results of the multivariate binary logistic regression models predicting rearrest, reconviction, and incarceration in Richland County are provided in Appendix D. Relationships between these outcomes and program type, risk level, race, gender, and age were not significant in the models predicting rearrest and reconviction. In the model predicting incarceration, age was the only significant variable. The odds of incarceration within 36-months appears to decrease slightly as age increases.

*Scioto County.* Figures 44, 45, and 46 display the  $\chi^2$  test of independence for the Scioto County sample between recidivism rates at each risk level, as well as the total sample, and each program type for all measurements of recidivism at 36-months. Significant differences in rearrest rates were observed in the full county sample and among those classified as moderate-risk. Overall, rearrest rates were highest among the incarcerated comparison group at approximately 78%. The rearrest rate in the community comparison group was substantially lower at 39.3%, which was slightly higher than the rearrest rate of the CCA group (32.9%). Among the moderate-risk offenders in Scioto County, the incarcerated comparison group had a rearrest rate of 60%. The moderate-risk community comparison group had a rearrest rate of 25%, and just less than 10% of the CCA group was rearrest.

No statistically significant differences were observed for any risk level, or the total sample, for rate of reconviction at 36-months (Figure 45). However, for incarceration at 36 months (Figure 46), there was a statistically significant difference between groups for the total sample. In this

Figure 44 Percent Arrested at 36 Months - Scioto

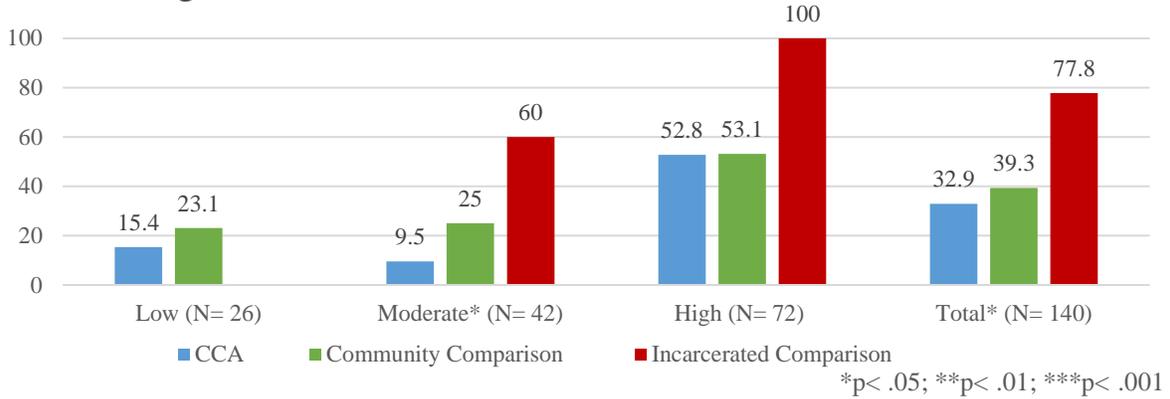


Figure 45 Percent Convicted at 36 Months - Scioto

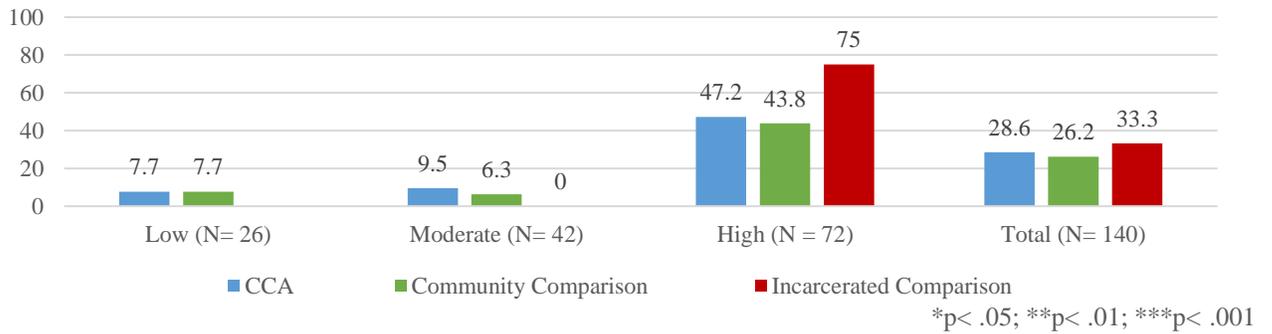
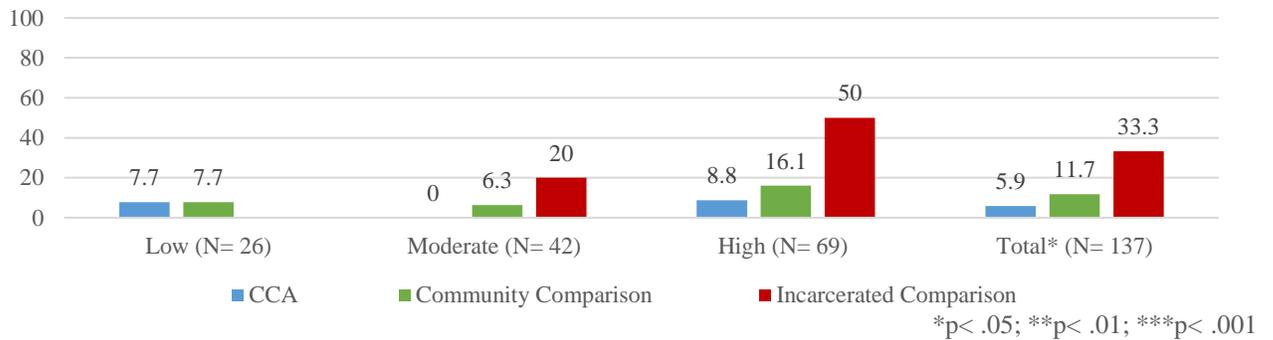


Figure 46 Percent Incarcerated at 36 Months - Scioto



instance, individuals in this sample placed in CCA prison diversion programs had the lowest rates of incarceration within 36-months (5.9%). Those who were on other types of community supervision had slightly higher rates at 11.7%, which was quite a bit lower than those who were initially incarcerated (33.3%).

Multivariate binomial logistic regression models were also estimated in order to examine the relationship between type of sanction and recidivism while controlling for risk, race, gender, and age in Scioto County (see Appendix D). It is important to note that the incarcerated comparison group was small in this county (N = 9), and those cases were not included in the multivariate models. Comparisons are, therefore, made between offenders placed in CCA prison diversion programs and those placed on other forms of community supervision. No significant differences were observed between these two groups for any measure of recidivism. The results of these analyses indicate that risk and gender were significantly related to rearrest and reconviction. As one's level of risk increases, the odds of rearrest and the odds of reconviction also increase. Similarly, males also had higher odds of being rearrested and reconvicted within 36-months compared to females.

***Stark County.*** The Stark County results of the  $\chi^2$  tests for differences between recidivism rates at each risk level, as well as the total sample, by program type are shown in figures 47, 48, and 49. Beginning with rearrest at 36-months (Figure 47), there was a statistically significant difference across the groups. In this case, individuals placed on CCA prison diversion programs had slightly lower rates of rearrest within 36-months (51.1%) than those who were on other types of community supervision (55.7%) and considerably lower rates compared to those who were incarcerated (83.3%). When examined by risk level, there were no statistically significant differences observed in the rates of rearrest.

Figure 47 Percent Arrested at 36 Months - Stark

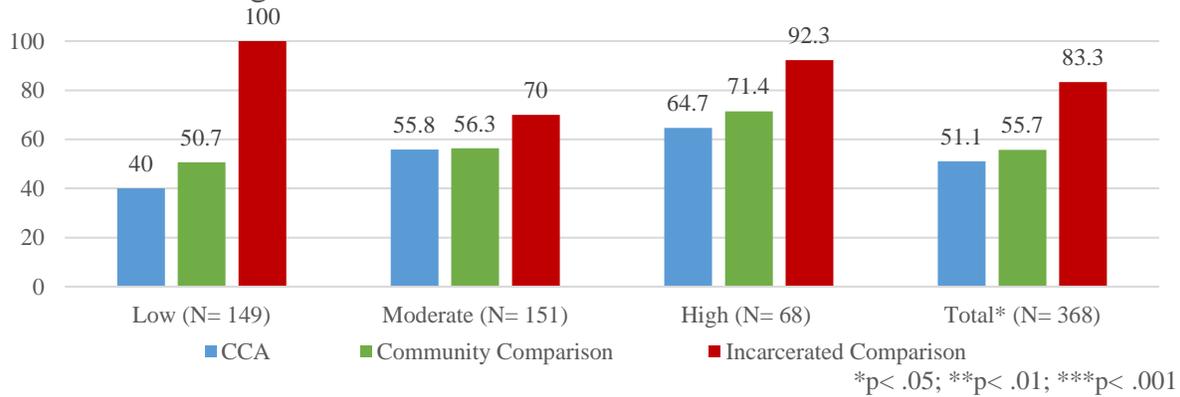


Figure 48 Percent Convicted at 36 Months - Stark

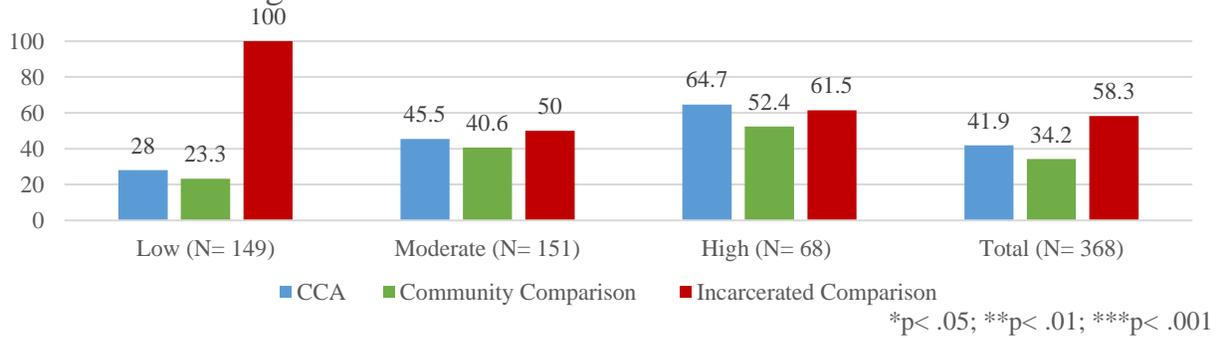
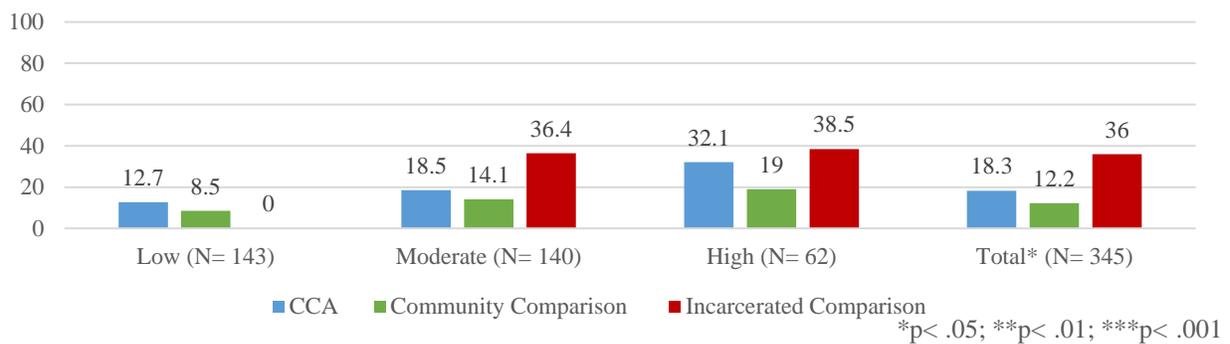


Figure 49 Percent Incarcerated at 36 Months - Stark



There were no statistically significant differences observed for any risk level, or the total sample, between program type and reconviction (Figure 48). However, for incarceration at 36-months (Figure 49), there was a statistically significant difference in rates for the total sample, but not for any specific risk level. Individuals in this sample placed in CCA prison diversion programs had lower rates of incarceration within 36-months (18.3%) compared to those who were incarcerated (36.0%), but had higher rates of incarceration than those on other types of community supervision (12.2%).

Multivariate binary logistic regression models were also estimated to further examine the relationship between placement in the system and recidivism outcomes with controls for risk, race, gender, and age (see Appendix D). Beginning with rearrest, the results suggest that offenders who were placed in CCA prison diversion programs had lower odds of recidivating compared to those who were placed in incarceration for their offense. The odds of rearrest were also higher among non-white offenders relative to white offenders. The odds also increased as risk level increased. Higher risk levels were also significantly associated with the odds of reconviction and incarceration. Finally, offenders who were placed on traditional forms of community supervision were significantly less likely to be incarcerated within 36-months compared to those who were initially incarcerated for their crimes; however, placement in CCA prison diversion programming did not effect this form of recidivism.

**Summit County.** Figures 50, 51, and 52 display the results of the  $\chi^2$  tests comparing recidivism rates at each risk level, as well as the total sample, and each program type for Summit County. With regard to rearrest, only the high-risk subgroup showed significant differences in recidivism rates across the groups. Those in the incarcerated comparison group had the highest

rates (92.6%), followed by the CCA prison diversion program group (76.4%). The community comparison group had the lowest rates of rearrest at 36-months (60.7%).

For the outcome of reconviction at 36-months (Figure 51), there was a statistically significant difference in rates of reconviction for individuals measured at moderate-risk, and for the total sample of offenders in Summit County. Specifically, moderate-risk individuals placed in CCA prison diversion programs had lower rates of reconviction within 36-months (61.4%) than those who were initially incarcerated (100.0%), but higher rates than those on other forms of community supervision (35.2%). In the full Summit County sample, a similar pattern emerged. Individuals placed in CCA prison diversion programs had lower reconviction rates (55.8%) than those in the incarcerated comparison group (58.3%), but higher rates than those in the community supervision comparison group (37.8%). There was no statistically significant difference in the rates of incarceration for any of the groups in Summit County.

The results of the multivariate binary logistic regression models predicting rearrest, reconviction, and incarceration in Summit County are shown in Appendix D. A few notable findings emerged in these models. First, males were more likely to be arrested compared to females, but did not have higher odds of reconviction or incarceration. Second, risk level was significantly associated with reconviction and incarceration such that as risk level increased so did the odds of recidivism. Finally, offenders who were placed in CCA prison diversion programs had higher odds of being incarcerated within 36-months compared to those who were initially imprisoned for their crimes; however, placement in CCA programming was not significantly associated with rearrest or reconviction.

Figure 50 Percent Arrested at 36 Months - Summit

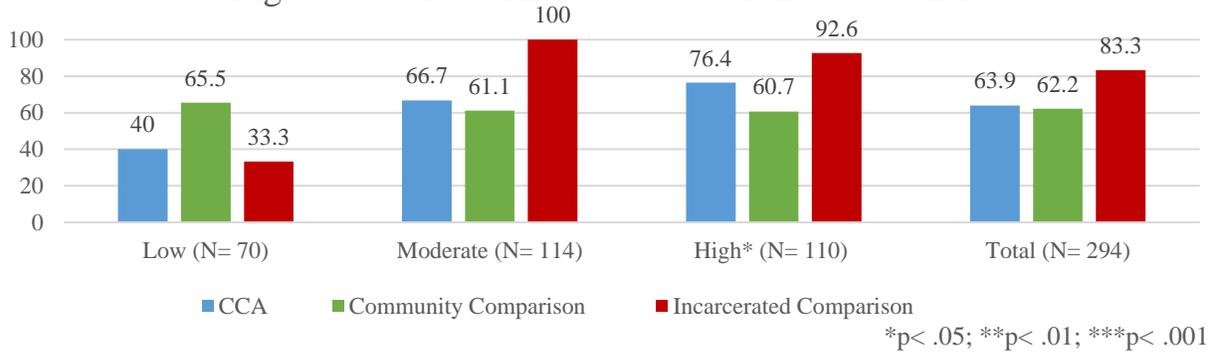


Figure 51 Percent Convicted at 36 Months - Summit

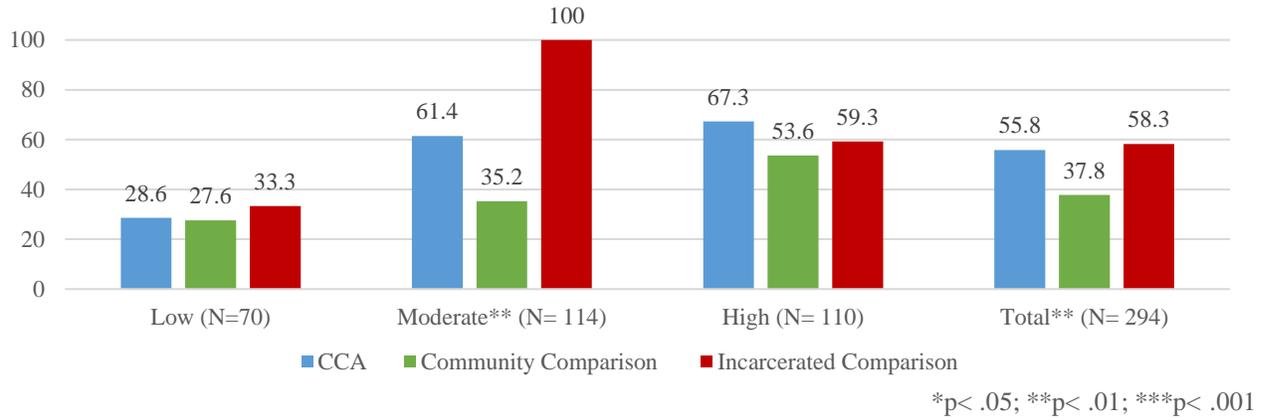
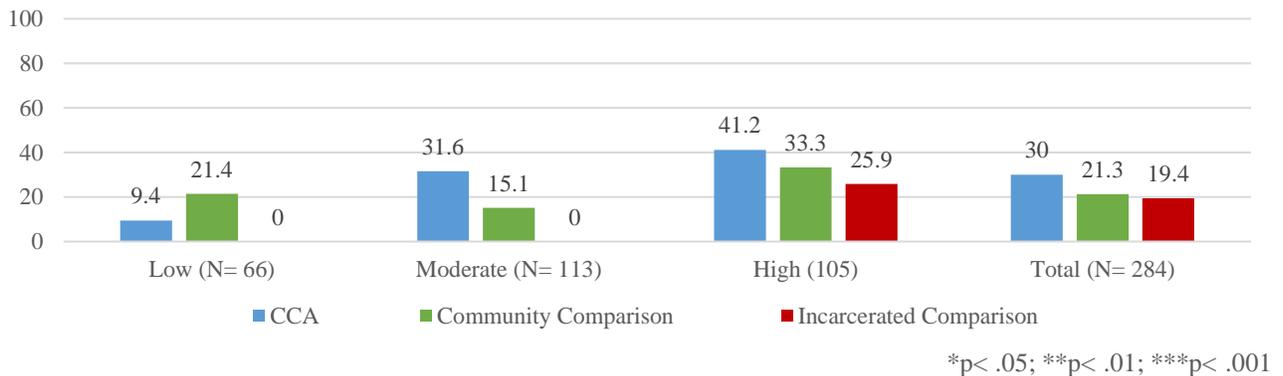


Figure 52 Percent Incarcerated at 36 Months - Summit



**Tier 2 Evaluation Results by County.** The analyses also include evaluations in each of the Tier 2 counties. The following sections provide the results of bivariate analyses that compare recidivism outcomes among offenders who participated in CCA prison diversion programming to those who were placed on traditional community supervision not funded by CCA, as well as those who were not diverted from prison. Results for each of the bivariate models can be found in Appendix E. The analyses also include multivariate analyses that control for other key variables (i.e., race, gender, risk level), which can be found in Appendix F.

**Allen County.** Figures 53, 54, and 55 display the results of the  $\chi^2$  tests comparing recidivism rates for the Allen County sample across all three measures of recidivism. While there is some differences across groups in the rates of rearrest (Figure 53), reconviction (Figure 54), and incarceration at 36 months (Figure 55), the differences were not statistically significant.

Multivariate binomial logistic regression models were also estimated to examine the relationship between placement in the corrections system (i.e., CCA prison diversion programs, other forms of community supervision, or imprisonment) and all three forms of recidivism when controls for risk, race, gender, and age were included (see Appendix F). Across all three models, risk was significantly related to recidivism such that as risk level increased, so to did the odds of rearrest, reconviction, and incarceration. Age was also weakly related to rearrest, with younger offenders having a greater likelihood of being rearrested compared to older offenders. No other significant relationships emerged in these analyses.

**Ashtabula County.** The results of the  $\chi^2$  tests comparing recidivism rates for the Ashtabula County sample are displayed in Figures 56, 57, and 58. Starting with rearrest at 36 months (Figure 56), there was a statistically significant difference the rates of rearrest for individuals for the total sample of offenders in the county, but not within particular risk groups. The incarcerated

Figure 53 Percent Arrested at 36 Months - Allen

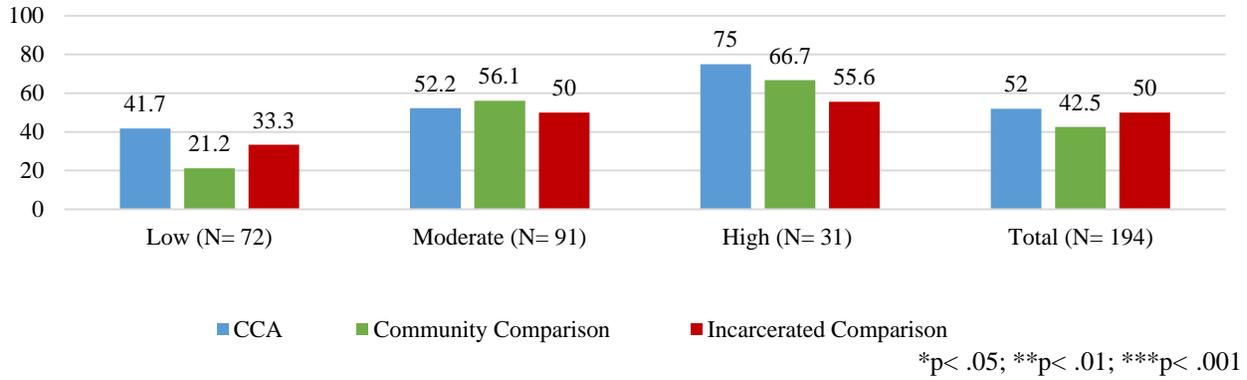


Figure 54 Percent Convicted at 36 Months - Allen

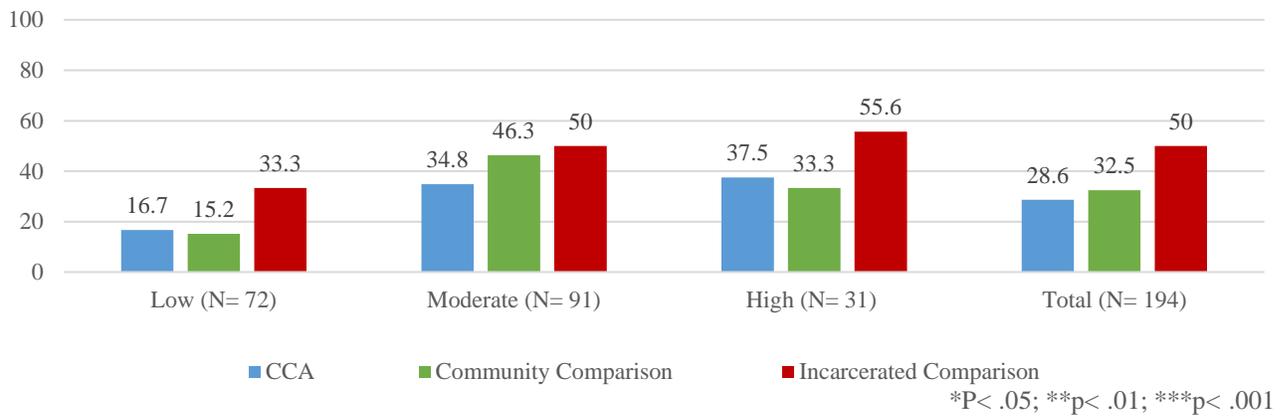


Figure 55 Percent Incarcerated at 36 Months - Allen

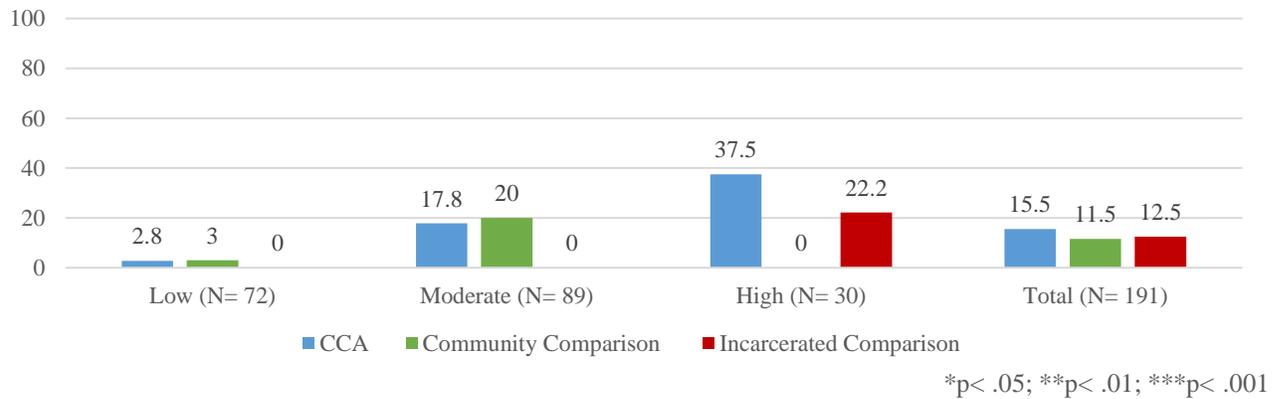
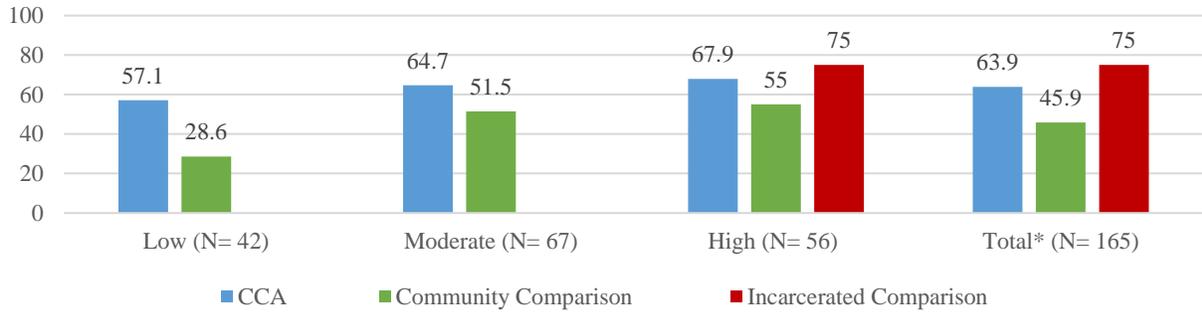
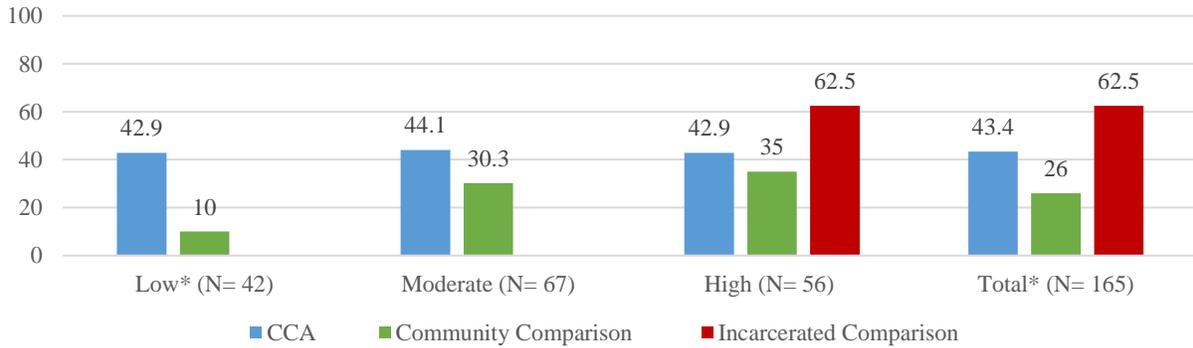


Figure 56 Percent Arrested at 36 Months - Ashtabula



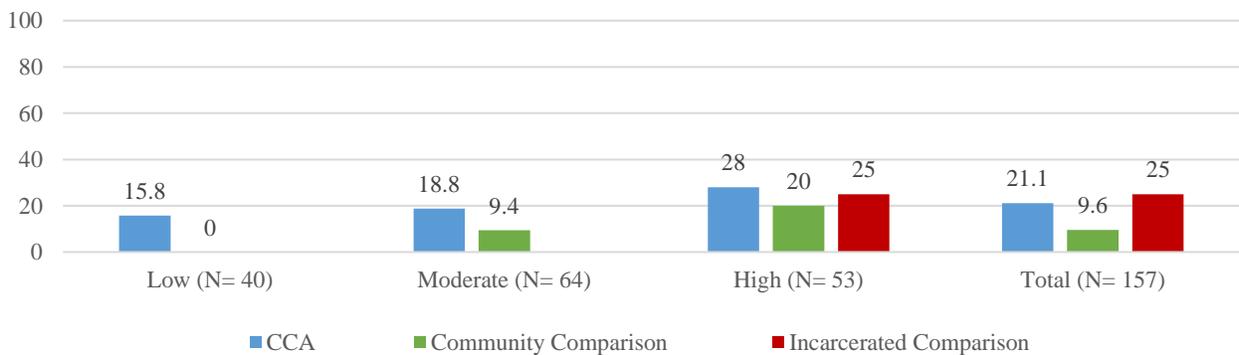
\*p< .05; \*\*p< .01; \*\*\*p< .001

Figure 57 Percent Convicted at 36 Months - Ashtabula



\*p< .05; \*\*p< .01; \*\*\*p< .001

Figure 58 Percent Incarcerated at 36 Months - Ashtabula



\*p< .05; \*\*p< .01; \*\*\*p< .001

comparison group had the highest rearrest rates at 75%, followed by the CCA group at approximately 64%, and the community comparison group at 46%.

Moving to reconviction at 36-months (Figure 57), recidivism rates differed among low-risk offenders and the full county sample. Individuals placed in CCA prison diversion programs had higher rates of reconviction within 36-months (42.9%) than those placed on other forms of community supervision (14.3%); however, there were no low-risk offenders in the incarcerated comparison group in this county. Looking at the rates across all three groups for the county overall, the incarcerated comparison group had the highest rates of reconviction (62.5%), followed by the CCA group (43.4%), and finally the community comparison (26%). There was no statistically significant differences observed for any risk level, or the total sample in the rates of incarceration (Figure 58).

Multivariate binary logistic regression models were also estimated to further examine the relationships between type of sanction and recidivism outcomes in Ashtabula County (see Appendix F). Note that due to the small number of offenders in the incarcerated comparison group in this county (N = 18), these offenders were not included in the multivariate model. Comparisons are only made between CCA prison diversion and other forms of community supervision in these analyses. The results of these analyses revealed only one significant association between placement in CCA prison diversion programming and recidivism. More specifically, offenders in CCA programming had higher odds of being reconvicted of a crime compared to those who were placed under another form of community supervision.

*Athens County.* Figures 59, 60, and 61 display the results of the  $\chi^2$  test comparing recidivism rates in the Athens County sample at 36 months. None of the outcomes in this county were significantly different across low-risk, moderate-risk, high-risk, or all offenders in CCA

Figure 59 Percent Arrested at 36 Months - Athens

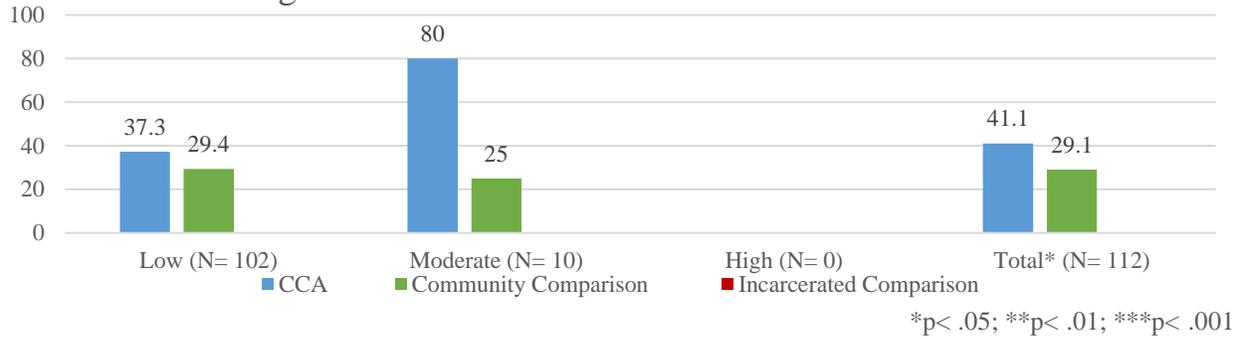


Figure 60 Percent Convicted at 36 Months - Athens

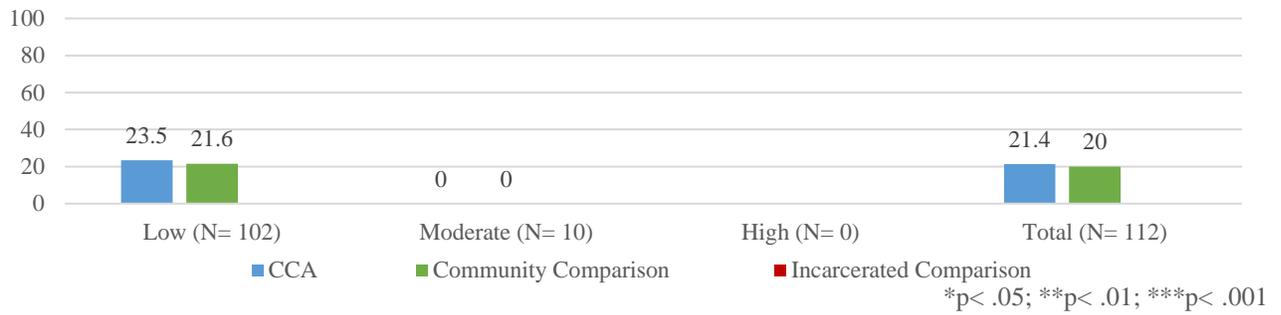
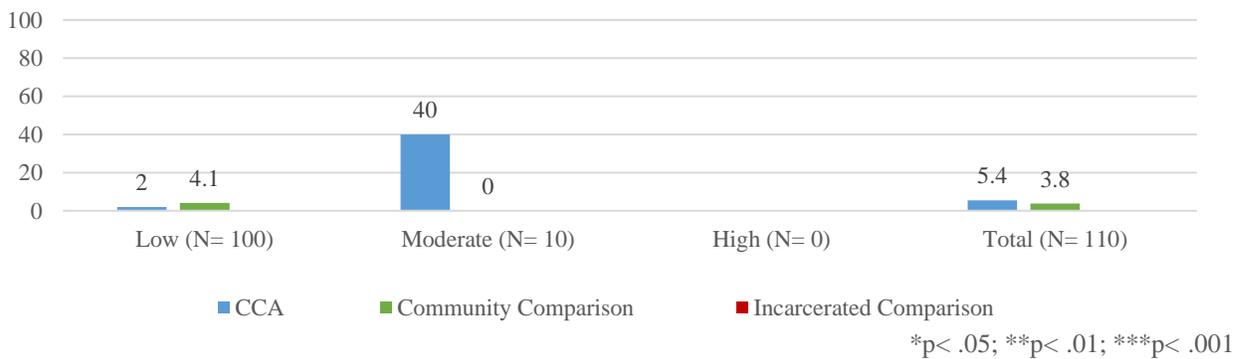


Figure 61 Percent Incarcerated at 36 Months - Athens

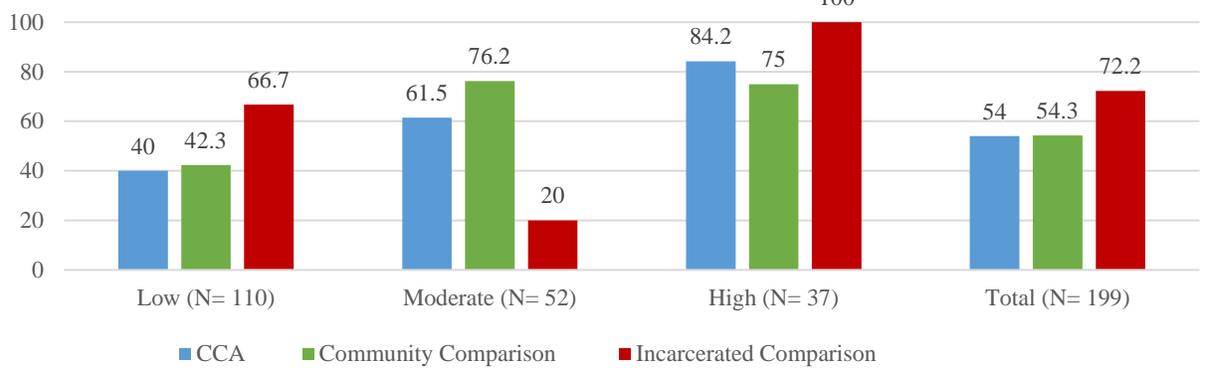


prison diversion programming, traditional community supervision, or the incarcerated comparison group. The results of the multivariate models reveal a similar pattern in Athens County; however, as shown in Appendix F, as the level of risk increases so do the odds of being incarcerated for a new crime within 36-months.

**Butler County.** Figures 62, 63, and 64 display the  $\chi^2$  tests for differences in recidivism rates across the three groups of interest in the Butler County sample at 36 months. As shown in the figures, rearrest (Figure 62), reconviction (Figure 63), and incarceration at 36-months (Figure 64), did not differ significantly across groups overall or by subgroups based on risk level. This is consistent with the results of the multivariate binary logistic regression models (see Appendix F), which suggest that the relationships between participating in CCA prison diversion programs or other forms of community supervision and all three recidivism outcomes were not significant. Risk level, however, was significantly associated with rearrest and incarceration. In both instances, the odds of recidivism increased as one's level of risk increased. Gender, race, and age were not significantly associated with any of the recidivism outcomes with the exception of age and rearrest. Younger offenders had a slight increase in the odds of rearrest ( $b = -.05, p < .05$ ).

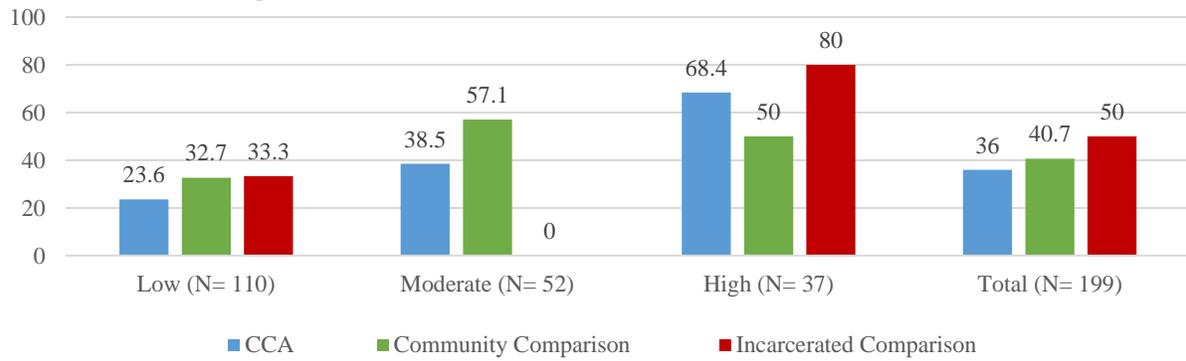
**Highland County.** Figures 65, 66, and 67 display the results of the  $\chi^2$  tests comparing recidivism rates at each risk level, as well as among the total sample, for Highland County. Starting with rearrest at 36 months (Figure 66), there was a statistically significant difference across groups who were classified as being low-risk for recidivating, and for the total sample of offenders in Highland County. Specifically, low-risk individuals placed in CCA prison diversion programs had higher rates of rearrest within 36-months (60%) than those on other forms of community supervision (23.5%) or those who were incarcerated (0.0%). Similarly, in the overall sample, individuals placed in CCA prison diversion programs had the highest rearrest rates (67.5%),

Figure 62 Percent Arrested at 36 Months - Butler



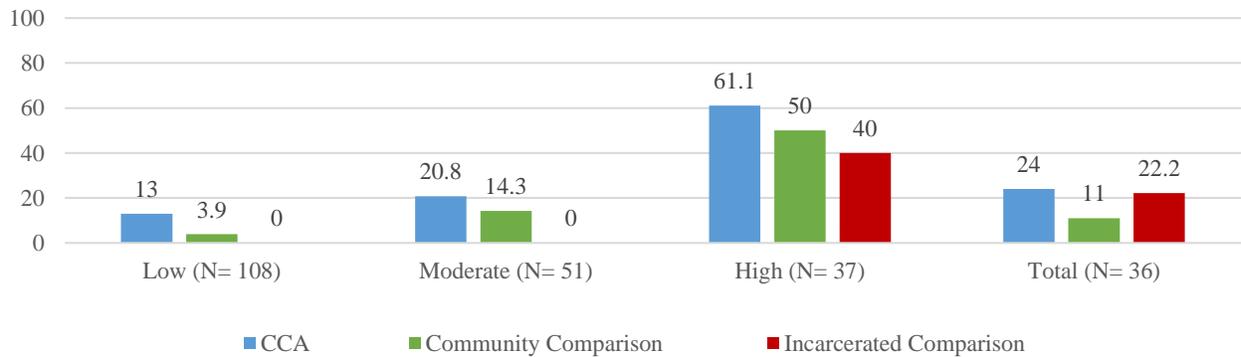
\*p< .05; \*\*p< .01; \*\*\*p< .001

Figure 63 Percent Convicted at 36 Months - Butler



\*p< .05; \*\*p< .01; \*\*\*p< .001

Figure 64 Percent Incarcerated at 36 Months - Butler



\*p< .05; \*\*p< .01; \*\*\*p< .001

Figure 65 Percent Arrested at 36 Months - Highland

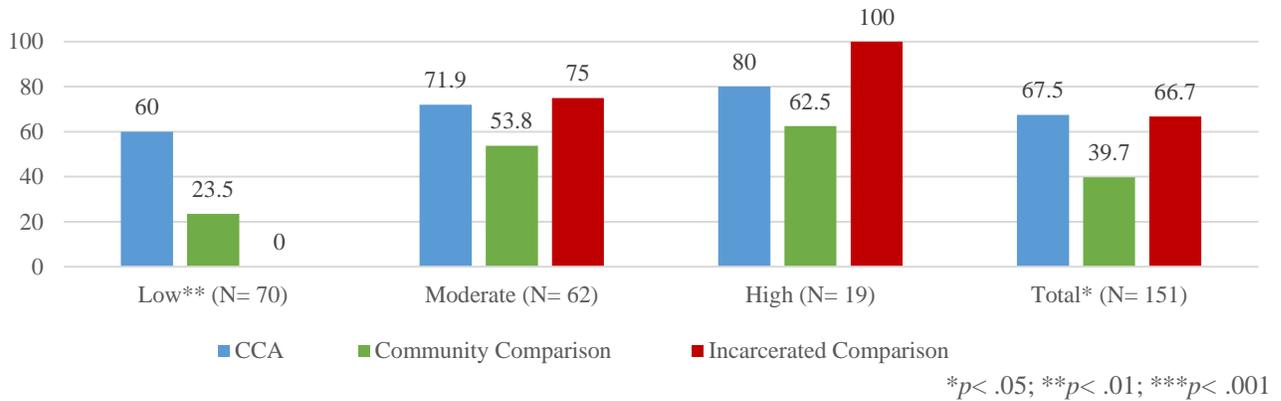


Figure 66 Percent Convicted at 36 Months - Highland

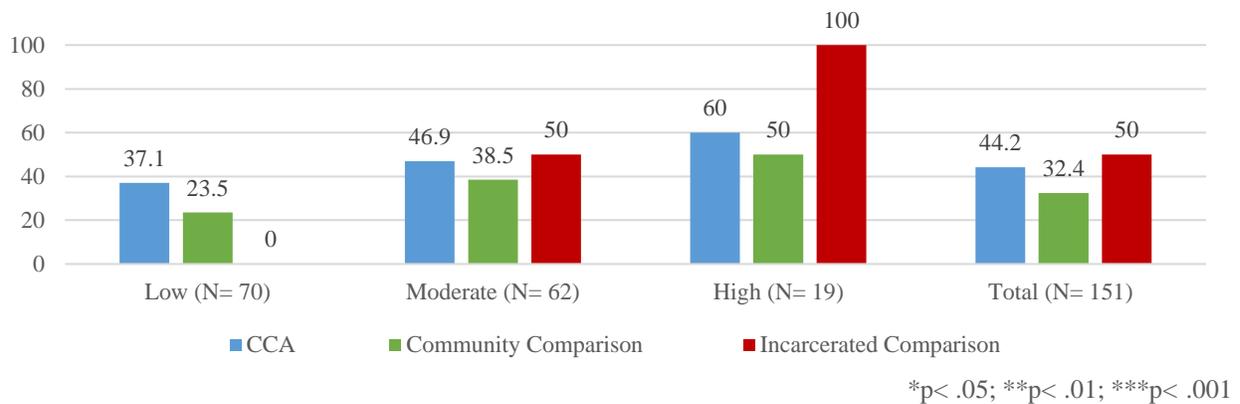
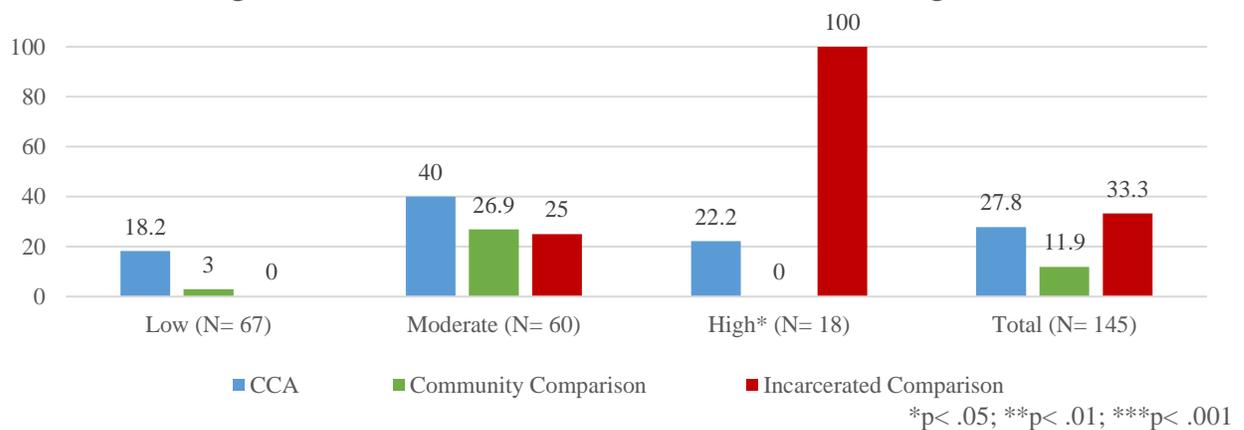


Figure 67 Percent Incarcerated at 36 Months - Highland



followed by the incarcerated comparison group (66.7%), while the community supervision comparison group had the lowest rearrest rate at 39.7%. There was no statistically significant difference observed between rearrest and program type for moderate- or high-risk offenders in the Highland County sample.

Further, for the outcome of reconviction at 36-months (Figure 67), there was no statistically significant differences in recidivism rates across any of the groups. However, for incarceration at 36-months (Figure 68), there was a statistically significant difference in rates of incarceration for high-risk offenders. In this case, high-risk individuals in this sample placed in the CCA prison diversion program had much lower rates of incarceration within 36 months (22.2%) than those who were incarcerated (100%), but higher incarceration rates than those placed on other forms of community supervision (0.0%). These patterns should be interpreted with caution, however, as the comparisons are based on a sample of 18 individuals across all three groups.

The evaluation also included multivariate binary logistic regression models predicting each type of recidivism with controls from risk, race, gender, and age. Given the small number of cases in the incarcerated subsample in Highland County ( $N = 9$ ), and the lack of variation in recidivism among those cases, they were not included in the multivariate analyses. Comparisons were made between offenders placed in CCA prison diversion programming and those who were under other community forms of community supervision. In the model predicting rearrest, individuals who were in CCA prison diversion programming had significantly higher odds of being rearrested compared to those on other forms of supervision. Additionally, as the level of risk increases, so too does the odds of rearrest. These relationships, however, were not significant in the model predicting reconvictions. Participation in CCA prison diversion programming was also associated

with significantly higher odds of being incarcerated within 36-months compared to those who were placed on other forms of community supervision.

**Lake County.** Figures 68, 69, and 70 display the  $\chi^2$  test comparing recidivism rates at each risk level, as well as the total sample, during the 36 month follow-up period. Across all three indicators of recidivism, there were no statistically significant differences in the rates across the three groups for the full sample or any of the groups defined by risk level.

Multivariate binary logistic regression models were estimated to further examine the relationships between participating in CCA prison diversion programming, being placed on other forms of community supervision, or being placed in prison and the three measures of recidivism after including controls for risk, race, gender, and age. The results of these models can be found in Appendix F. Overall, few significant associations with recidivism emerged. The relationships between age and rearrest and reconviction were significant, indicating that younger offenders had a higher likelihood of experiencing these outcomes relative to older offenders. The type of programming, risk level, race, and gender of the offender was not related to any form of recidivism in Lake County.

**Lawrence County.** Comparisons of recidivism rates at each risk level, as well as the total sample, for Lawrence County are shown in Figures 71, 72, and 73. No statistically significant differences were observed for any risk level, or the total sample, between CCA prison diversion cases, the community comparison cases, or the incarcerated comparison cases for any of the measures of recidivism. These results are consistent with those obtained in multivariate binary logistic regressions models, as well (see Appendix F). The number of individuals in the incarcerated comparison group in Lawrence County was too small ( $N = 8$ ) to include in the

Figure 68 Percent Arrested at 36 Months - Lake

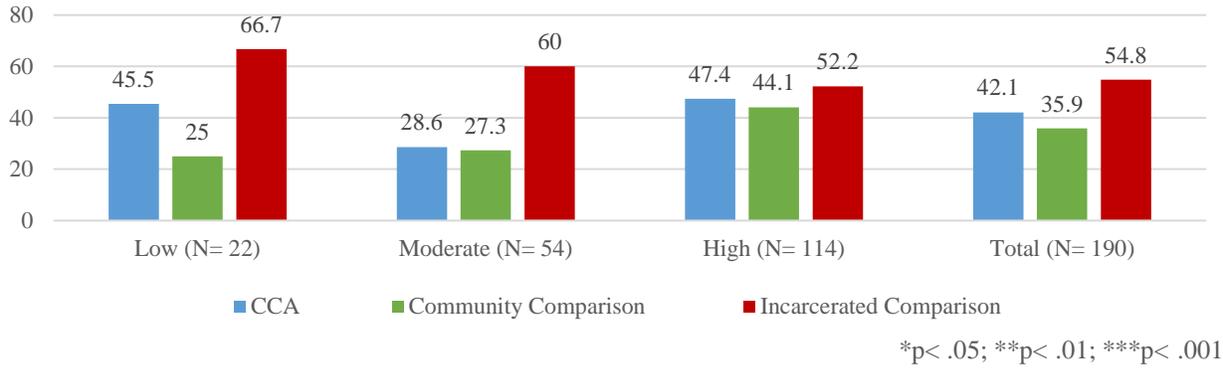


Figure 69 Percent Convicted at 36 Months - Lake

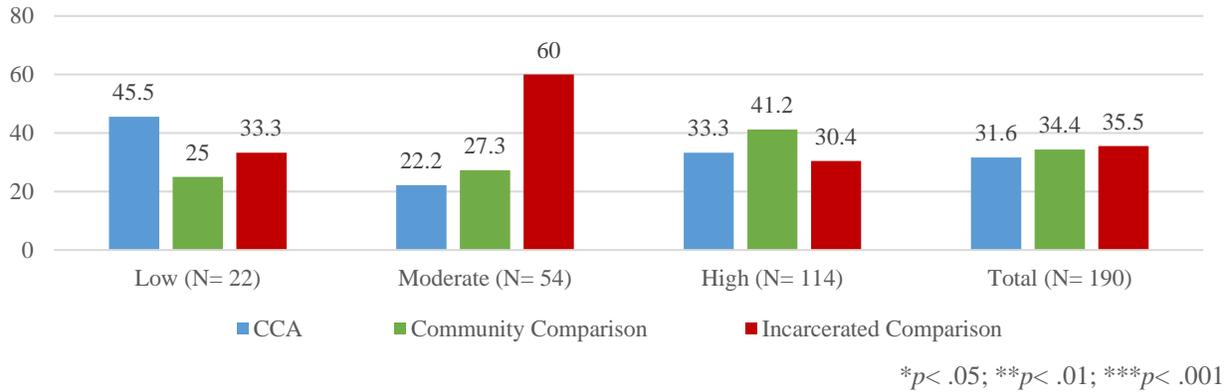


Figure 70 Percent Incarcerated at 36 Months - Lake

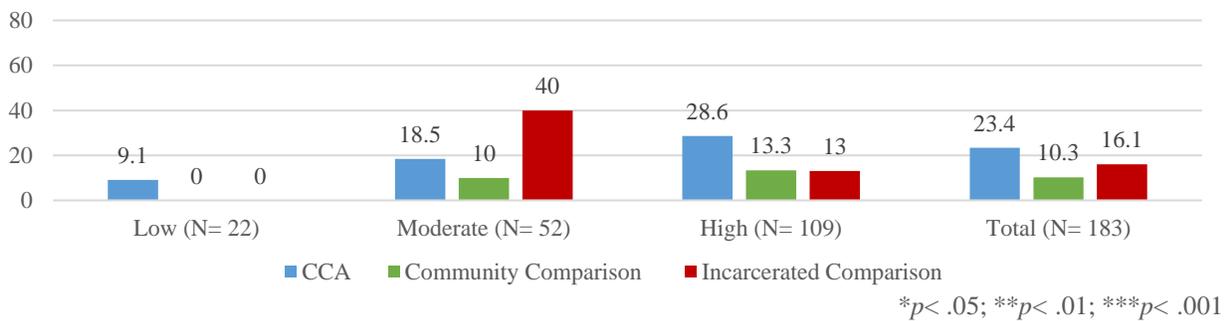
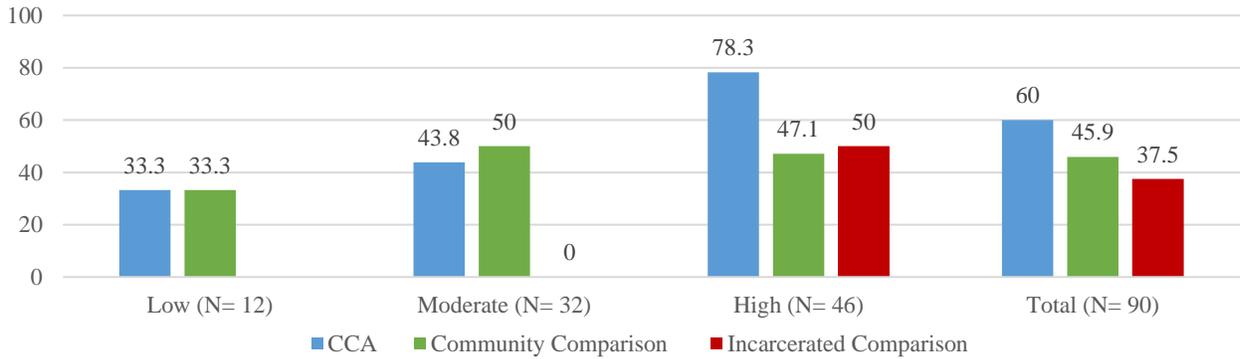
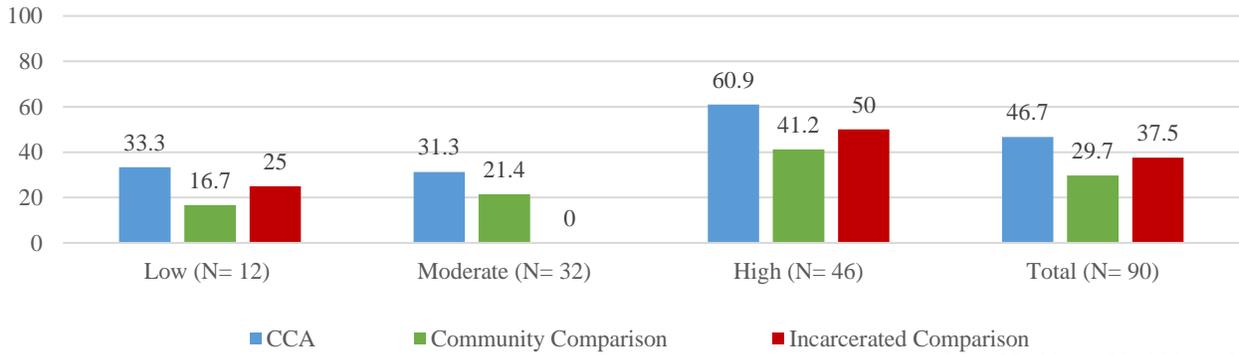


Figure 71 Percent Arrested at 36 Months - Lawrence



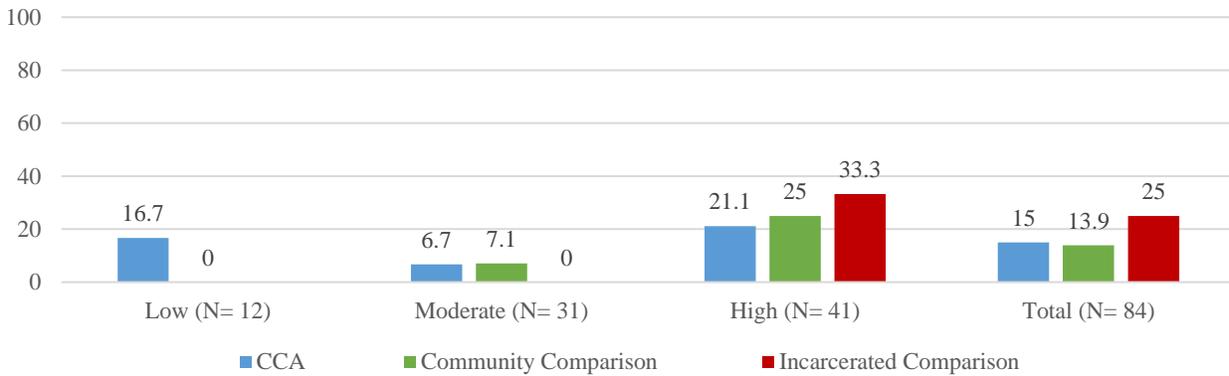
\*p< .05; \*\*p< .01; \*\*\*p< .001

Figure 72 Percent Convicted at 36 Months - Lawrence



\*p< .05; \*\*p< .01; \*\*\*p< .001

Figure 73 Percent Incarcerated 36 Months - Lawrence



\*p< .05; \*\*p< .01; \*\*\*p< .001

multivariate models, and the analyses were limited to CCA and community comparison groups. There was no significant relationship between group membership and any form of recidivism during the 36-month follow-up period. Relatedly, associations between each form of recidivism and risk level, race, gender, and age were also not significant. These findings should be interpreted with caution, however, as the sample of all cases included from Lawrence County includes only 90 individuals across all groups.

*Licking County.* Comparisons of the recidivism rates for CCA prison diversion, community comparison, and incarcerated comparison groups are shown in Figures 74, 75, and 76 for Licking County by risk level. Starting with rearrest at 36-months (Figure 74), there was a statistically significant difference in recidivism rates for high-risk offenders. Although based on a small sample size (N=16, see Appendix E), high-risk individuals in this sample placed in the CCA prison diversion program had a 100% rate of rearrest within 36 months, compared to 80.0% of those who were incarcerated, and 33.3% of those placed on other forms of community supervision. There were no statistically significant differences observed between rearrest rates among low- or moderate-risk subgroups, or the total sample of offenders in Licking County.

Similar to rearrest, the only group with a statistically significant difference in reconviction rates at 36-months in Licking County is high-risk offenders. As shown in Figure 75, high-risk individuals in this sample placed on the CCA prison diversion program had higher rates of reconviction within 36-months (100%) than those on other forms of community supervision (33.3%) or those incarcerated (20.0%). No statistically significant differences in incarceration rates were observed for any risk level or the total sample.

Figure 74 Percent Arrested at 36 Months - Licking

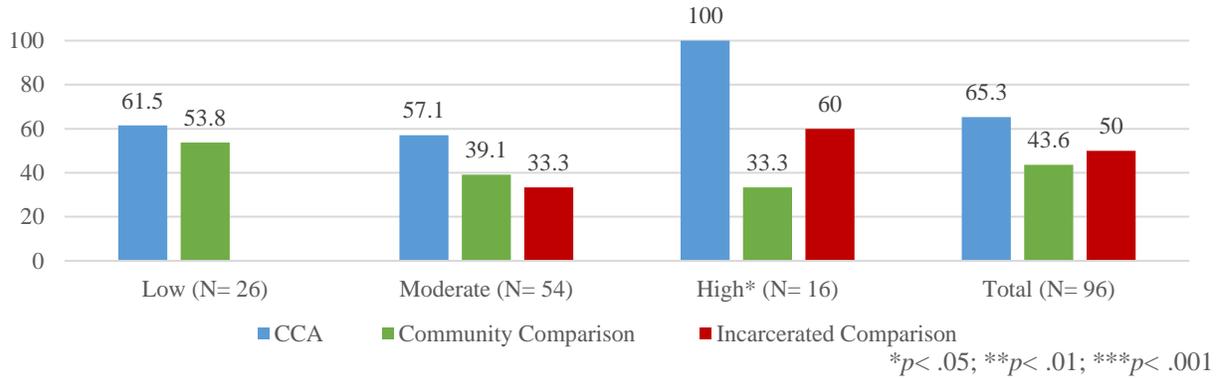


Figure 75 Percent Convicted at 36 Months - Licking

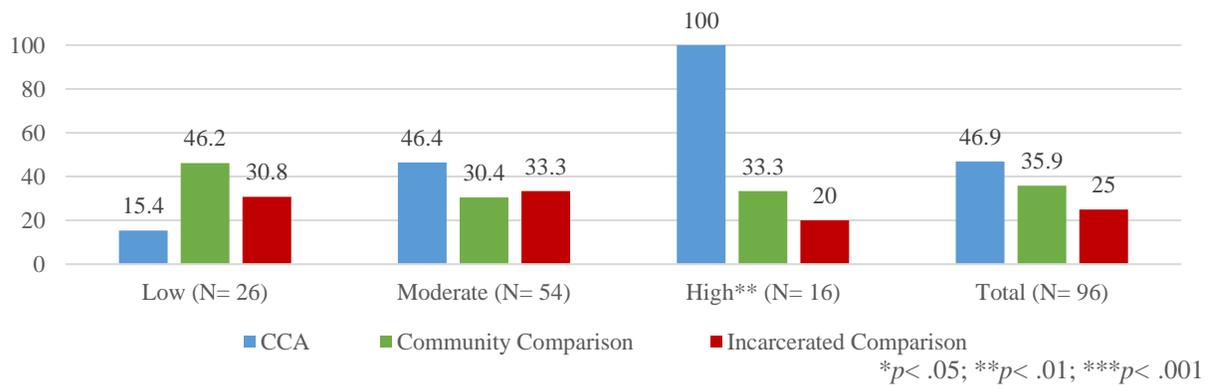
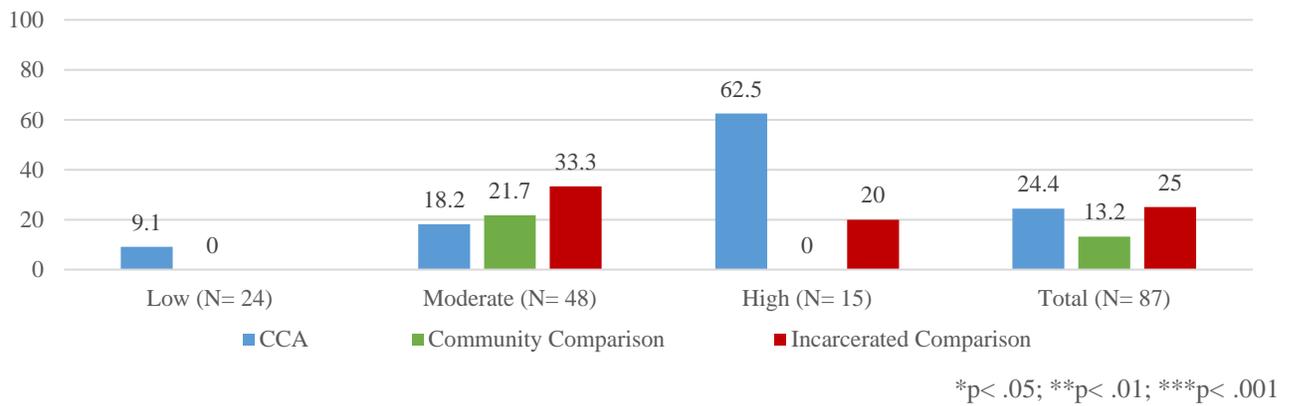


Figure 76 Percent Incarcerated at 36 Months - Licking



The results of the multivariate binary logistic regression models predicting rearrests, reconvictions, and incarcerations in Licking County are included in Appendix F. The results suggest that risk level is significantly associated with reconvictions and incarcerations. Individuals at higher levels of risk have greater odds of experiencing these forms of recidivism relative to those at lower risk levels. Additionally, age was significantly related to reconvictions, with younger offenders being more likely to have a subsequent reconviction relative to older offenders. There were no significant associations with group membership (i.e., CCA or comparisons), race, or gender and recidivism.

**Lucas County.** Figures 77, 78, and 79 display the results of the  $\chi^2$  tests comparing the recidivism rates in the Lucas County sample. Starting with rearrest at 36-months (Figure 77), there was a statistically significant difference across groups in rates of rearrest for the total sample. Individuals placed in CCA prison diversion programs had lower rates of rearrest within 36-months (64.6%) than those who were incarcerated (100%), but higher rates of rearrest than those on other types of community service (45.7%). There was no statistically significant difference observed among subgroups based on low-, moderate-, or high-risk offenders in the Lucas County sample. Further, for the outcomes of reconviction (Figure 78) and incarceration at 36-months (Figure 79), there was no statistically significant differences across groups.

Multivariate binary logistic regression models further examine the relationships between group membership and recidivism while controlling for risk, race, gender, and age. The incarcerated comparison group in Lucas County was limited to 5 offenders, making the subgroup too small to include the analyses. In light of this consideration, the models are limited to only those offenders in the CCA prison diversion and the community comparison groups. The full results of these models can be viewed in Appendix F.

Figure 77 Percent Arrested at 36 Months - Lucas

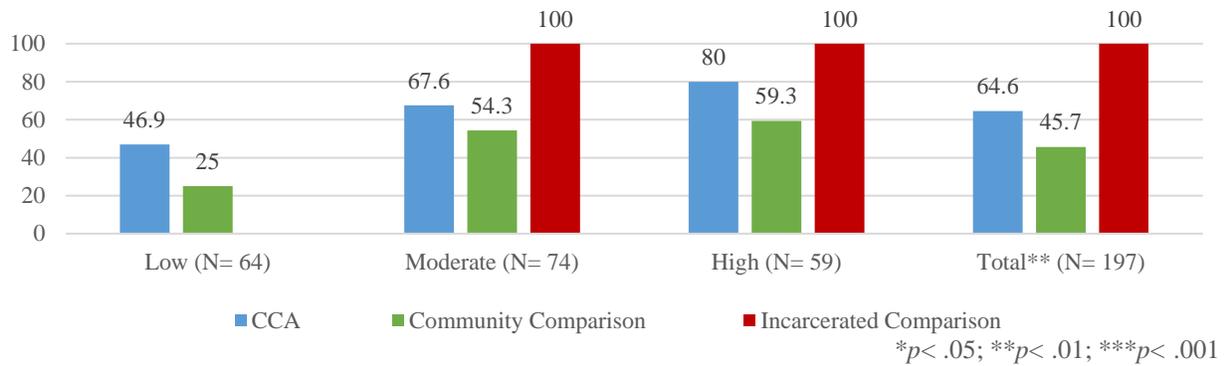


Figure 78 Percent Convicted at 36 Months - Lucas

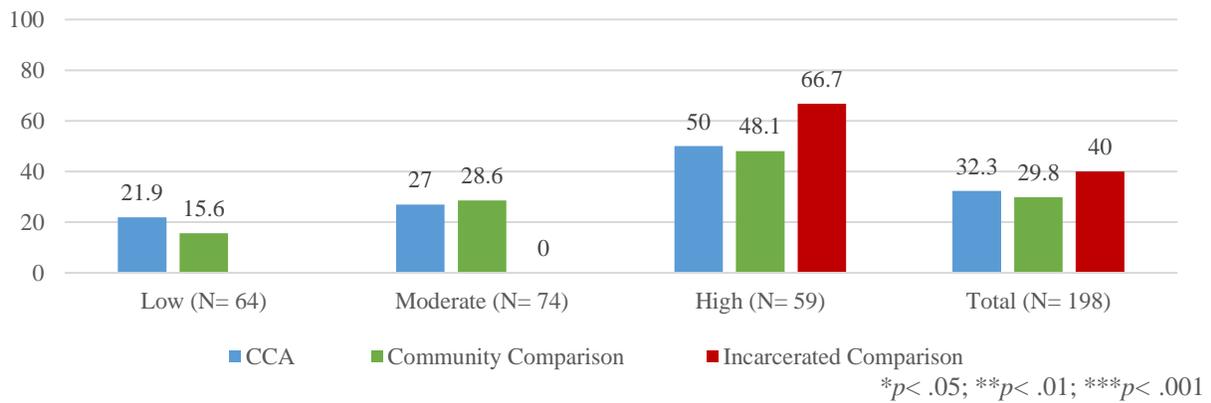
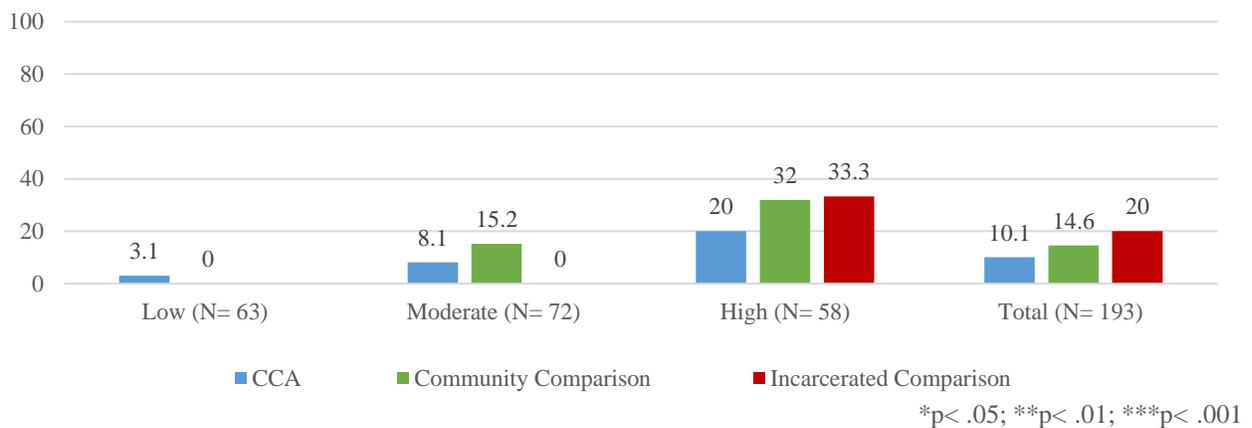


Figure 79 Percent Incarcerated at 36 Months - Lucas



In the multivariate model predicting rearrest, those who were placed in CCA prison diversion programs had significantly higher odds of being rearrested relative to those placed on other forms of community supervision. Risk level based on ORAS scores was also a significant predictor of rearrest, reconviction, and incarceration, with those at higher levels of risk having greater odds of experiencing each form of recidivism relative to those at lower risk classifications. Age also emerged as a significant predictor of rearrest and reconviction, but not incarceration. Younger offenders appear to have slightly higher odds of rearrest and reconviction relative to older offenders.

**Marion County.** The results of the  $\chi^2$  tests comparing recidivism rates in the Marion County sample are displayed in Figures 80, 81, and 82. There were no significant differences in rearrest rates for the full county sample, or any of the subgroups defined by risk level. For the outcome of reconviction at 36-months (Figure 81), there was a statistically significant difference in the rates of reconviction for moderate-risk offenders. In this case, moderate-risk individuals placed in the CCA prison diversion program had higher rates of reconviction within 36-months (62.5%) than those who were incarcerated (57.1%) or those placed on other forms of community supervision (29.6%). There was no statistically significant difference observed between reconviction and program type for low-risk, high-risk, or the total sample of offenders in Marion County. Similarly, there was no statistically significant differences observed for incarceration at 36 months (Figure 82) for any risk group or the overall sample.

Multivariate binary logistic regression models predicting rearrest, reconviction, and incarceration within 36-months were also estimated for the Marion County subsample. After controlling for risk, race, gender, and age in each model, no statistically significant associations emerged. The likelihood of recidivating—regardless of how recidivism is measured—does not

Figure 80 Percent Arrested at 36 Months - Marion

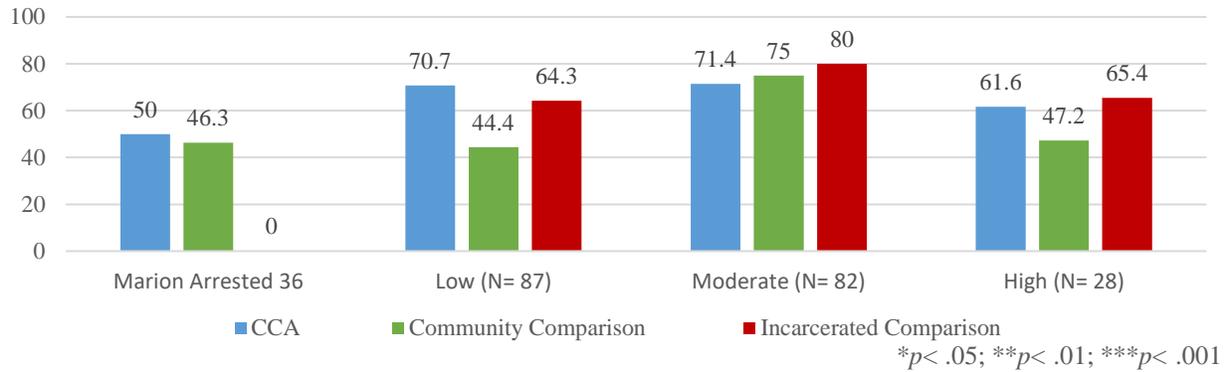


Figure 81 Percent Convicted at 36 Months - Marion

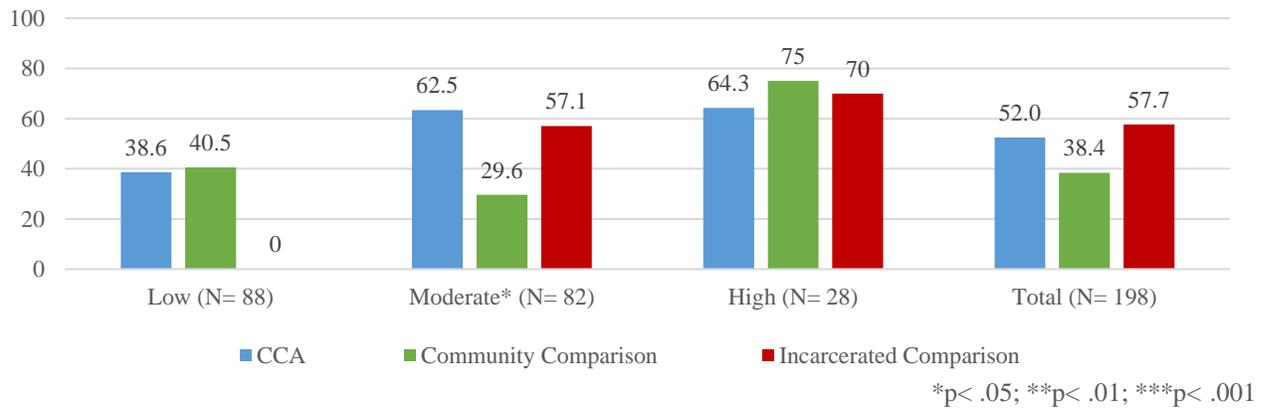
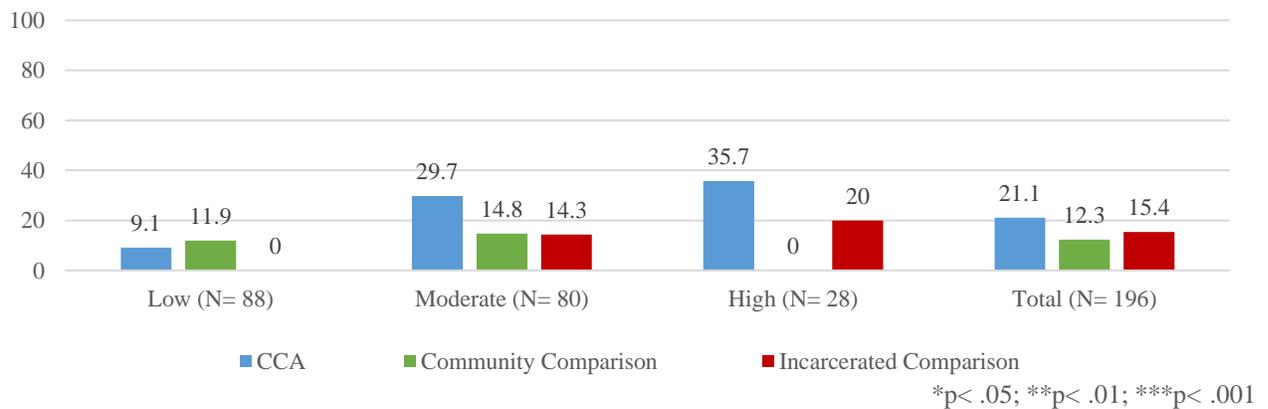


Figure 82 Percent Incarcerated at 36 Months - Marion



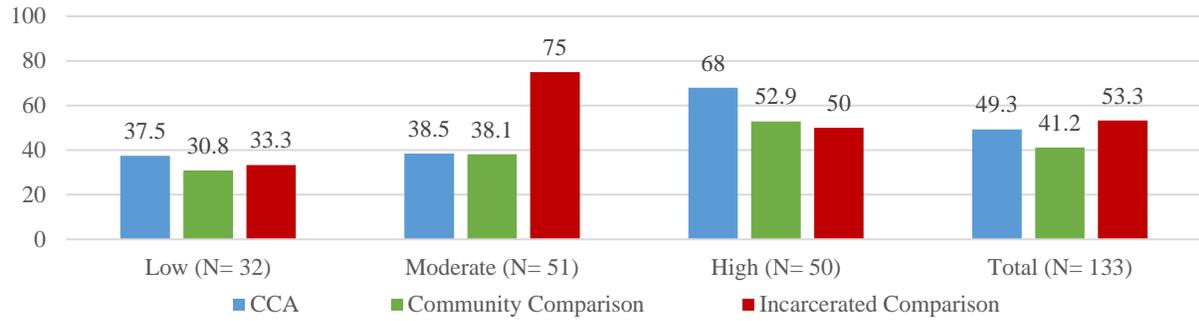
appear to be influenced by placement in CCA prison diversion programming or other forms of community supervision relative to imprisonment.

**Medina County.** Figures 83, 84, and 85 display the findings of the  $\chi^2$  tests examining differences in recidivism rates for the Medina County sample. For rearrest (Figure 83), reconviction (Figure 84), and incarceration at 36-months (Figure 85), there was no statistically significant differences observed in recidivism rates. Similar results were found in the multivariate binary logistic regression models (see Appendix F). These models examined the likelihood of recidivism after accounting for risk level, race, gender, and age; however, no significant relationships were observed between these variables and recidivism. The likelihood of experiencing a rearrest, reconviction, or incarceration was not associated with placement in CCA prison diversion programs, other forms of community supervision, or imprisonment.

**Portage County.** Results from the bivariate analyses comparing recidivism rates in Portage County are shown in Figures 86, 87, and 88. In the full sample, there was a statistically significant difference in rearrest rates across groups. As shown in Figure 86, individuals in this sample placed on CCA prison diversion programs had slightly higher rates of rearrest within 36-months (65.1%) than those who were incarcerated (62.5%) and higher rates of rearrest than those on other types of community service (42.5%). There were no statistically significant differences observed between groups classified as low-, moderate-, or high-risk offenders in the Portage County sample. Further, reconviction (Figure 87) and incarceration (Figure 88) at 36 months, there were no statistically significant differences observed in the rates of recidivism across groups.

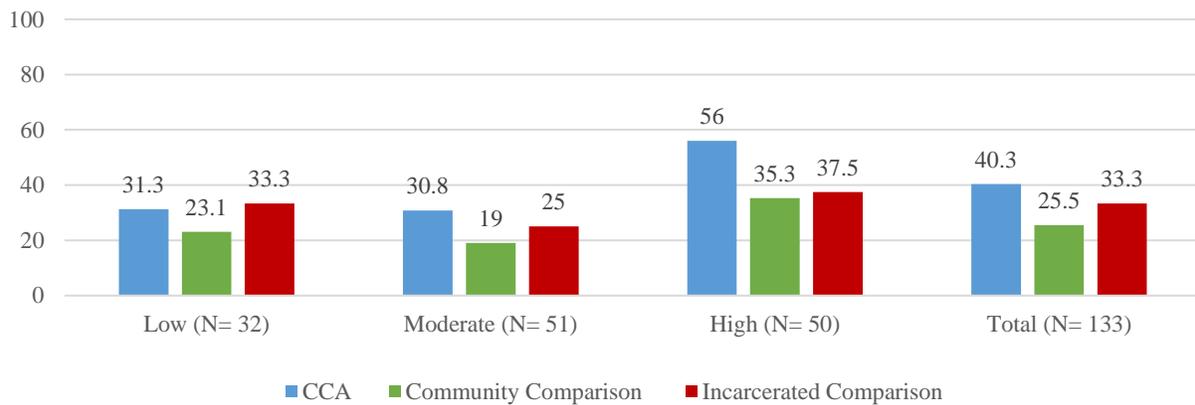
The results of the multivariate regression models predicting rearrest, reconviction, and incarceration after controlling for risk, race, gender, and age are shown in Appendix F. Offenders in the incarcerated comparison group were omitted from these analyses due to their

Figure 83 Percent Arrested at 36 Months - Medina



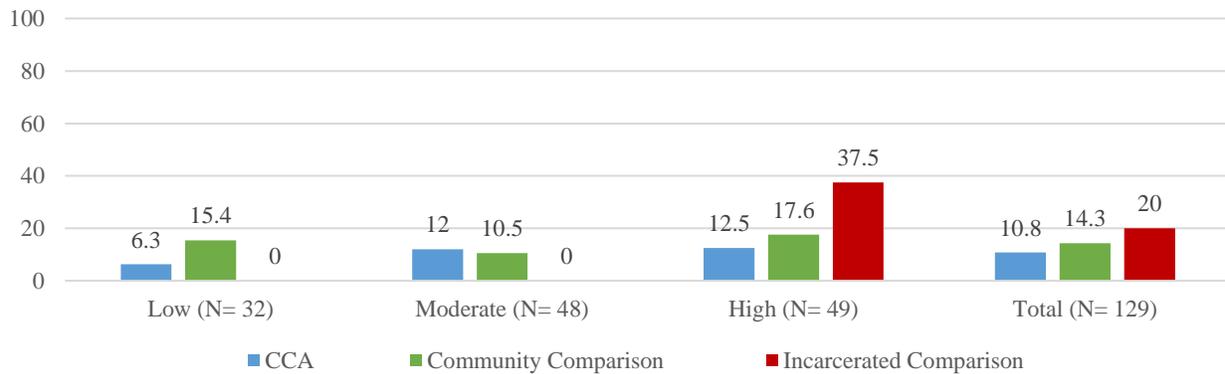
\*p< .05; \*\*p< .01; \*\*\*p< .001

Figure 84 Percent Convicted at 36 Months - Medina



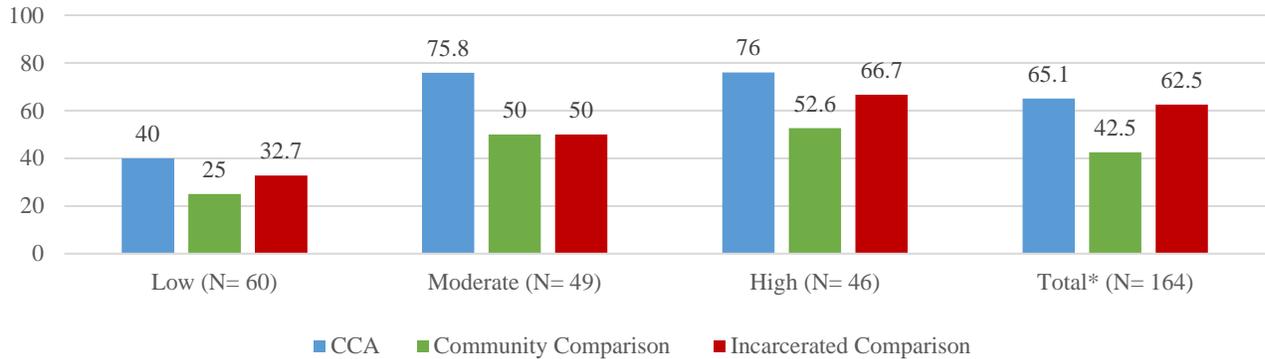
\*p< .05; \*\*\*p< .01; \*\*\*p< .001

Figure 85 Percent Incarcerated at 36 Months - Medina



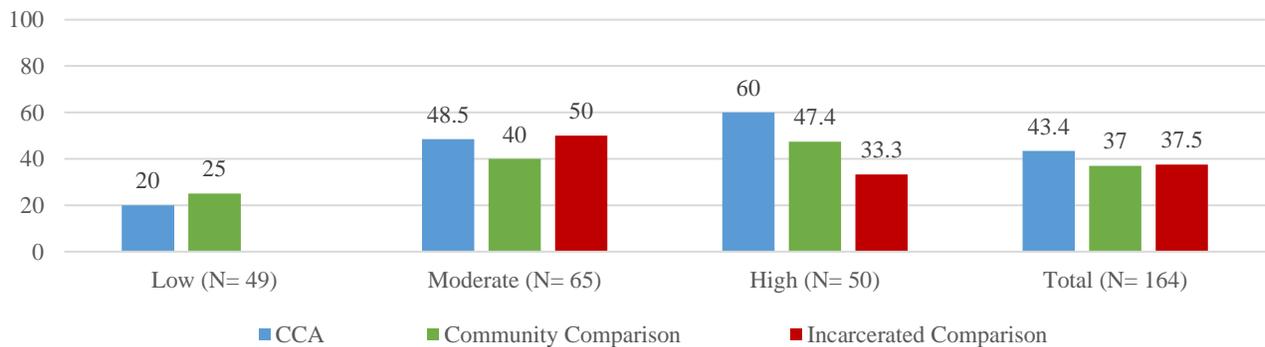
\*p< .05; \*\*p< .01; \*\*\*p< .001

Figure 86 Percent Arrested at 36 Months - Portage



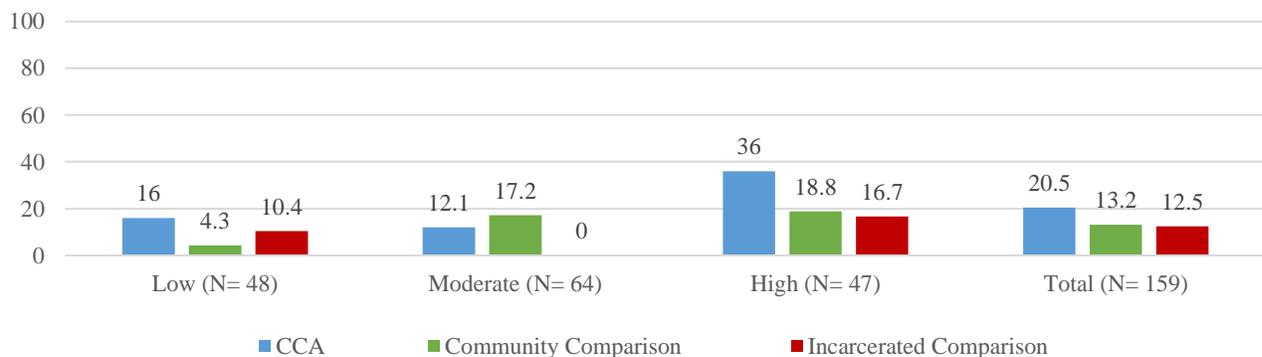
\*p< .05; \*\*p< .01; \*\*\*p< .001

Figure 87 Percent Convicted at 36 Months - Portage



\*p< .05; \*\*p< .01; \*\*\*p< .001

Figure 88 Percent Incarcerated at 36 Months - Portage



\*p< .05; \*\*p< .01; \*\*\*p< .001

limited proportion in the Portage County sample (N = 10). As a result, comparisons are made between those who were placed in CCA prison diversion programs and those who were placed on other forms of community supervision. Offenders who were placed in CCA programs had significantly higher odds of being rearrested during the 36-month follow-up period compared to those on other forms of community supervision. Programming type was not associated with reconvictions or incarcerations. Across all three models, risk level was a significant predictor of recidivism. Those who were classified at higher levels of risk for recidivating had significantly higher odds of being rearrested, reconvicted, and incarcerated relative to those at lower risk classifications. Younger offenders were also more likely to be rearrested or reconvicted relative to those who were older.

**Warren County.** Figures 89, 90, and 91 show the results of the  $\chi^2$  tests comparing recidivism rates across key subgroups in Warren County. For both rearrest and reconviction at 36-months, there were no statistically significant differences in any of the comparisons. In the comparisons of incarceration rates (Figure 91), two statistically significant differences emerged. In the overall county sample, CCA program participants had the highest rates of incarceration after three years (34.6%). The rates were lower in the incarcerated comparison group at 21.1%, and less than half of the CCA rate was observed in the community comparison group (12.5%). A similar pattern was observed in the high-risk subgroup in Warren County. Those who participated in CCA prison diversion programming had an incarceration rate of 56.5% after 36-months, compared to 20% in the incarcerated comparison group and 16.7% in the community comparison group.

The multivariate regression models predicting recidivism in Warren County revealed very few significant associations. In the models predicting rearrest and reconviction the independent

Figure 89 Percent Arrested at 36 Months - Warren

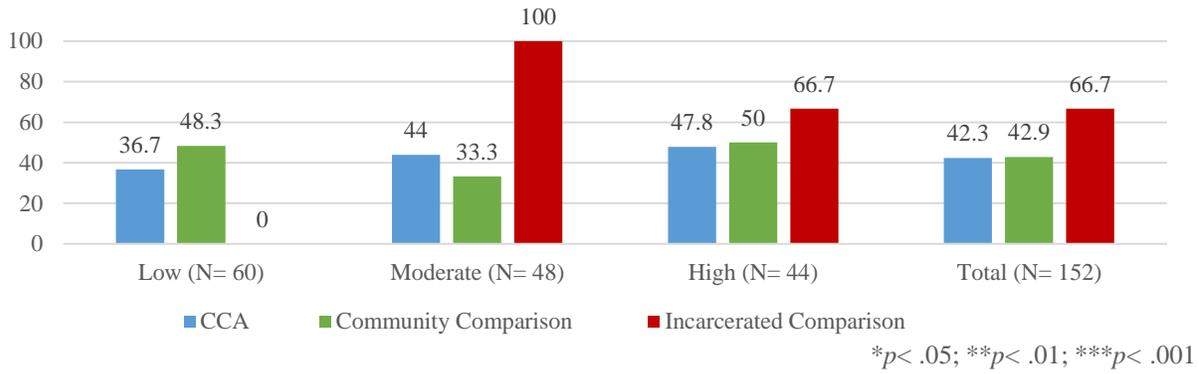


Figure 90 Percent Convicted at 36 Months - Warren

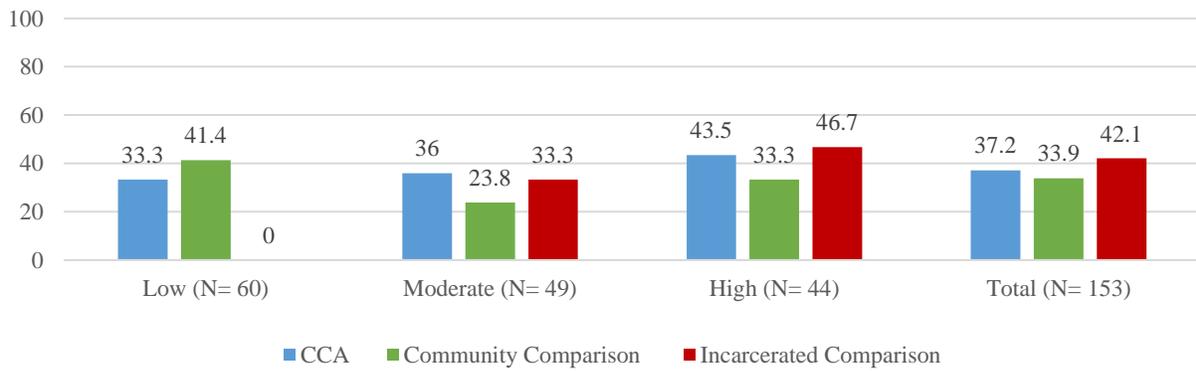
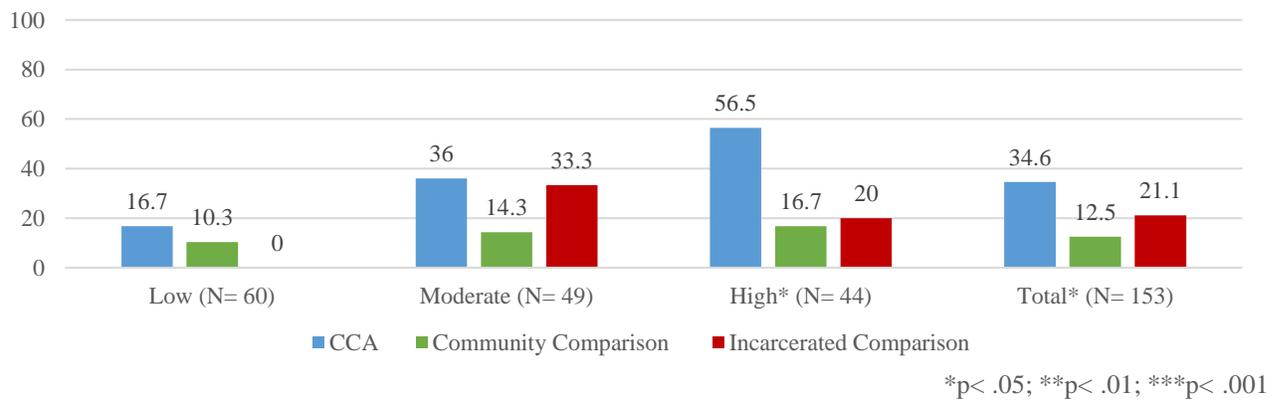


Figure 91 Percent Incarcerated at 36 Months - Warren



variables for groups (i.e., CCA or community supervision), risk level, race, male, and age were not significant, suggesting they are not related to these forms of recidivism in this subsample. A very similar pattern was found in the model predicting incarceration, with the exception of risk level being significant. The results suggest that offenders classified at higher risk levels are more likely to be incarcerated within 36-months relative to those at lower risk levels.

**Wood County.** Figures 92, 93, and 94 display the results of the  $\chi^2$  tests comparing recidivism rates across groups in Wood County. Beginning with rearrest at 36-months (Figure 92), there was a statistically significant difference in rates for the moderate-risk subsample. The incarcerated comparison group had the highest rates of rearrest after 36-months (66.7%), followed by the CCA group with a rearrest rate of 58.6%. The community comparison group had substantially lower rearrest rates at 26.9%. There was no statistically significant difference observed in rearrest rates in the low-, or high-risk offender subgroups or in the full Wood County sample. There were also no differences in any of the comparisons of the rates of reconviction or incarceration after three years.

The results of the multivariate regression model are very similar to those found in the bivariate analyses. The small number of incarcerated comparison cases in Wood County (N = 8) did not permit their inclusion in the models, and comparisons are limited to those in CCA prison diversion programs and those who were placed in other community supervision programs. Across all three models, none of the variables were significantly associated with recidivism.

Figure 92 Percent Arrested at 36 Months - Wood

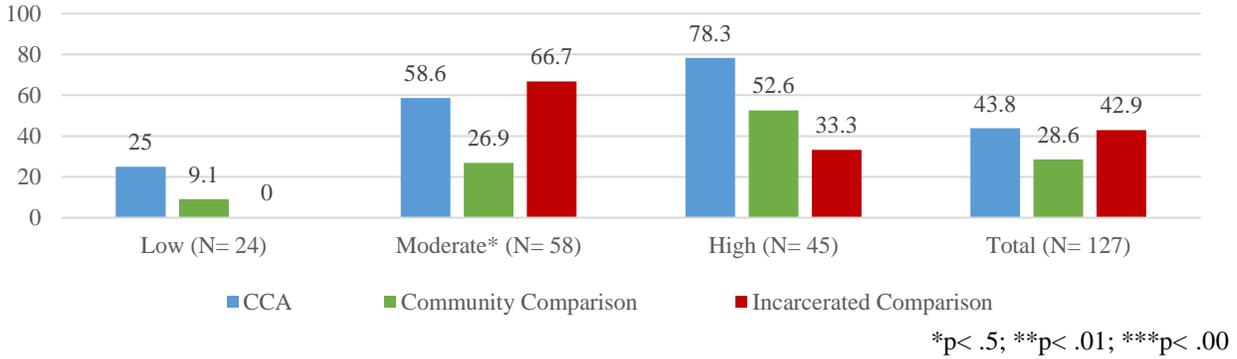


Figure 93 Percent Convicted at 36 Months - Wood

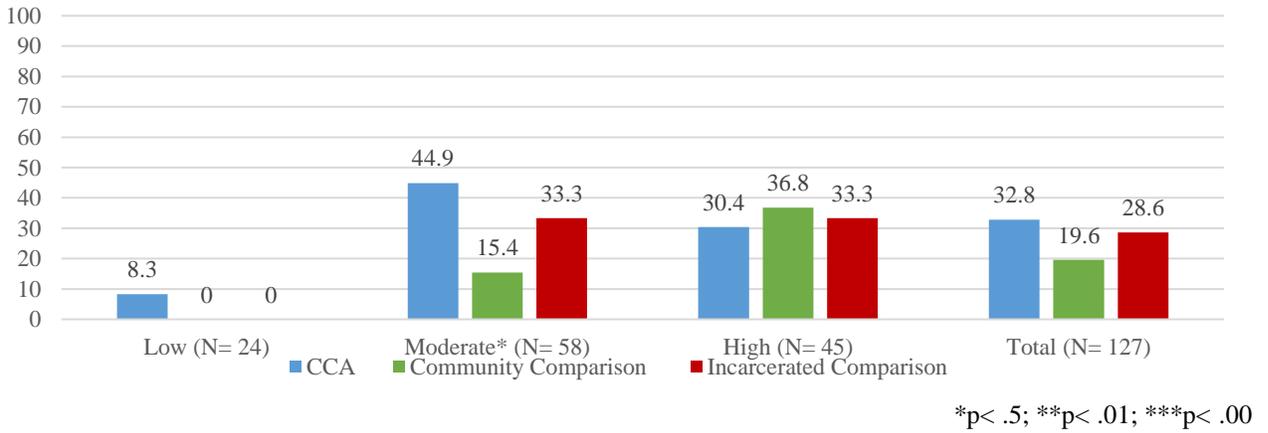
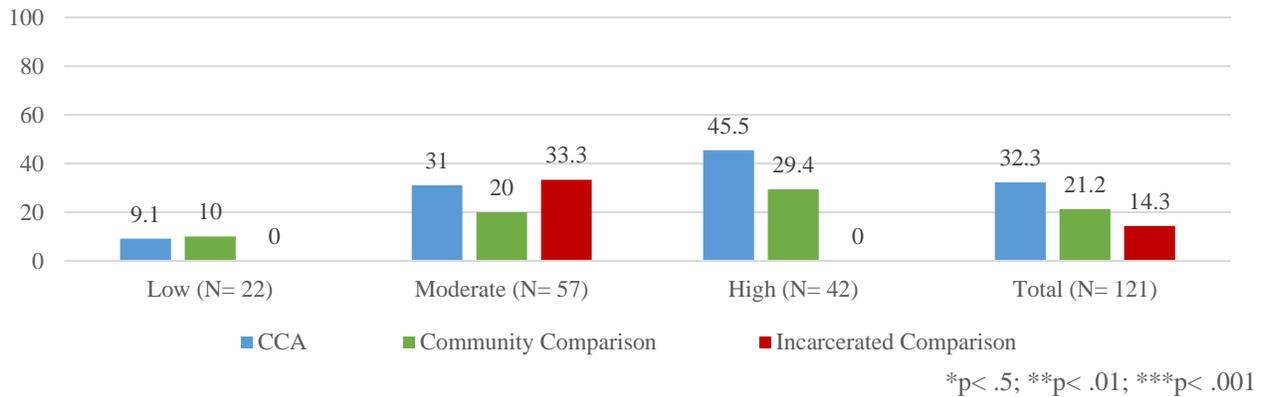


Figure 94 Percent Incarcerated at 36 Months - Wood



## Objective 4 Results

The fourth and final objective of this study is to evaluate the extent to which programs adhere to the principles of effective intervention, which may be useful in understanding the larger patterns of results obtained in this study. Recall that this objective was accomplished through two strategies: full program evaluations of the CCA prison diversion programs in all Tier 1 counties, and surveys of a sample of staff across the state. As detailed reports were created as part of the program assessments and were previously issued to each site, the following section is limited to an overview of the key findings from the evaluations based on the type of assessment used (i.e., CPC-CSA, CPC-GA, or CPC-CSA:RA), and a summary of the findings of the staff surveys.

**CPC-CSA Results.** The CPC-CSA is comprised of 56 indicators across 5 domains worth a maximum of 62 possible points including: Leadership, Management, and Support (13 points); Staff Characteristics (9 points); Offender Assessment (16 points); Evidence-Based Practices (21 points); and Quality Assurance (16 points). It should be noted that all items are not given the same weight (e.g., some items are worth 3 points rather than 1), and there are some items that are not applicable based on the scoring rules. Only applicable items are included in the total score. Percentage scores for the Tier 1 counties on the CPC-CSA are displayed in Table 36. Percentages on the CPC-CSA are interpreted as 0-45% = ineffective, 46-54% = needs improvement, 55-64% = effective, and 65-100% = highly effective. Highlighted here are the strengths and areas for improvement/recommendations across all agencies for items on the CPC-CSA.

The *Leadership, Management, and Support* domain was generally strong across all 11 Tier 1 agencies. Percentage scores in this domain ranged from 41.7% in Lorain County to 84.6% in Franklin County. Every agency met the indicators relating to employing agency directors who

were experienced, and who was directly involved in the hiring of new staff. Ten of the sites employed a director who met the criteria of being qualified. Nine agencies also demonstrated success in engaging and involving relevant stakeholders through a collaborative process.

Clear patterns of unmet indicators in this domain were also observed. Only one agency (Franklin County) routinely held meetings for the agency director and the staff supervisors. It was also rare for agencies for pilot new interventions before fully implementing them in their agencies, with only Clermont and Cuyahoga counties meeting this indicator. Cuyahoga County was also the only agency to meet indicators related to effectively working with outside agencies and local service providers to ensure they are providing evidence-based programming to offenders, and developing a strategic plan to implement evidence-based practices within their own agency.

In the *Staff Characteristics* domain, scores across agencies ranged from 22.1% (Scioto County) to a high of 66.6% (Montgomery County). Officers were sufficiently educated in helping professions (e.g., criminal justice, social work, psychology) and were equipped with their educational background to work with offender populations. The officers were highly qualified with more than 2 years of experience working with offender populations, and adhered to ethical guidelines that dictated staff boundaries and interactions with offenders.

There were several indicators in the *Staff Characteristics* domain that were not met in multiple agencies. For example, none of the agencies met CPC-CSA indicators related to routine staff meetings or staff assessments. In order meet these indicators, team meetings must include detailed discussions of cases and treatment strategies, and annual staff assessments need to measure direct service delivery skills rather than administrative functions. Evaluations should focus on the interactions the probation officers have with offenders, and include the observation of contact sessions with feedback for improvement provided. Evaluations should also assess topic

Table 36 CPC-CSA Scores

	Agency										
	A	B	C	D	E	F	G	H	I	J	K
<i>Domain Scores</i>											
Leadership, Management, and Support	50.0%	61.5%	84.6%	69.2%	41.7%	61.5%	69.2%	61.5%	50.0%	66.6%	46.2%
Staff Characteristics	44.4%	44.4%	55.6%	44.4%	55.6%	22.2%	66.6%	44.4%	22.1%	44.4%	55.6%
Offender Assessment	25.0%	31.2%	81.3%	33.3%	37.5%	46.6%	37.5%	25.0%	6.7%	26.6%	43.7%
Evidence-Based Practices	23.8%	19.0%	33.3%	23.8%	0.0%	9.5%	28.6%	19.0%	0.0%	19.0%	28.6%
Quality Assurance	0.0%	0.0%	0.0%	0.0%	0.0%	40.0%	20.0%	25.0%	0.0%	0.0%	0.0%
<i>Total Scores</i>	30.2%	32.8%	56.3%	36.7%	25.4%	33.3%	43.7%	32.8%	12.1%	32.2%	37.5%

Note: A = Clermont, B = Cuyahoga, C = Franklin, D = Hamilton, E = Lorain, F = Mahoning, G = Montgomery, H = Richland, I = Scioto, J = Stark, K = Summit

such as effective use of authority, effective reinforcement and disapproval, problem-solving and decision-making skills, modeling, and communication skills. Moreover, only two agencies (Cuyahoga and Richland counties) provided staff with initial training in evidence-based practices, and one (Montgomery County) provided ongoing training in this area.

The limited training in evidence-based practices appears consistent with the lower scores observed in the *Evidence-Based Practices* domain, which examines the supervision and service strategies of the agency. Scores ranged from 0.0% (Lorain and Scioto counties) to 33.3% (Franklin County), suggesting every county is ineffective in terms of this assessment domain. In total, 8 of the 17 indicators were not met by any of the agencies and 2 other indicators were only met by one agency each. More specifically, agencies did not match offenders to programs or match officers to offenders, and higher risk offenders did not receive a higher intensity and duration of supervision and treatment services. Treatment strategies failed to include identifying and replacing antisocial attitudes and thoughts with prosocial attitudes and thoughts, modeling of prosocial skills, or requiring offenders to practice new skills and receive constructive feedback. Finally, most agencies did not have risk planning or discharge summaries to promote success after release from supervision.

Despite the difficulty agencies exhibited in adhering to evidence-based treatment strategies, some indicators were met by multiple agencies. In more than half of the agencies there seemed to be an adequate range of evidence-based programs and services available to offenders, either through internal groups within the agency or external community providers. The majority of agencies (8 out of 11) also removed barriers for offenders. For example, some departments provided groups on-site to make it more convenient for offenders to participate in treatment and meet with their probation officer in the same visit. The same eight agencies also regularly

monitored the location of riskier clients in the community. For example, offenders were subject to random community visits, electronic monitoring, drug and alcohol testing, and curfew checks.

Scores in the *Offender Assessment* domain were more varied across sites. The lowest score was 6.7% (Scioto County), and the highest score across all counties was 81.3% (Franklin County). Agencies were successful in using valid and reliable risk and need assessment tools. Most used the ORAS for almost all offenders prior to sentencing and on the majority of felony offenders placed on probation by the court. About half of the agencies also used some form of specialized assessments; however, none of them used any actuarial assessments to identify responsibility issues. While agencies generally did well in terms of completing risk-needs assessments, the processes and use of the information gained in those assessments was more varied. Only one agency (Franklin County) had a formal policy in place for assessment overrides, and three (Franklin, Montgomery, and Summit counties) had specific criteria for determining placement on specialized supervision units. Additionally, none of the agencies sufficiently prioritized high risk offenders through variation of supervision and treatment services, or had a formal protocol to ensure that supervision and treatment service levels were driven by risk and need levels. None of the agencies were meeting the dosage component of the risk principle, which recommends that high risk offenders receive at least 200 hours of evidence-based services and moderate risk offenders receive at least 100 hours of evidence-based services. Three programs (Franklin, Mahoning, and Montgomery) were found to reassess offenders and update case plans accordingly, one of which routinely shared the assessment information with partnering agencies (Franklin County). The program assessments also revealed that one agency (Hamilton County) developed and monitored effective case plans that specify goals and objectives related to criminogenic needs.

Finally, the *Quality Assurance* domain seemed to be the most challenging area for programs. Seven of the agencies received no points in this domain (0.0%), Montgomery County earned a 20%, Richland earned 25%, and Mahoning earned 40%. Almost all of the agencies did not have internal quality assurance mechanisms in place to provide regular audits, regular observation of staff service delivery, and periodic review of policies and internal programs. External quality assurances mechanisms to monitor external providers and ensure the services are of high quality and evidence-based were also lacking. Three agencies were consistently tracking recidivism (Cuyahoga, Franklin, and Richland).

Total percentage scores based on all items included in the CPC-CSA are shown at the bottom of Table 36 for all 11 agencies in Tier 1. Scores ranged from a total of 12.1% to 56.3%. Franklin County was the only agency to be classified as effective overall. Every other agency scored between 12.1% and 37.5%, resulting in a classification of ineffective on the CPC-CSA. The following section reviews the results of the CPC-GA assessments, which can provide further details into the routine operations of some programs.

**CPC-GA Results.** The CPC-GA domain and total percentage scores are presented in Table 37. There were five groups across three counties assessed with the CPC-GA: the EQUIP Group and Nonsupport/Employment Group in Franklin County, the Responsible Fatherhood Group in Lorain County, and the Thinking for a Change Chemical Offender Program (COP) and Intensive Supervision Probation (ISP) groups in Montgomery County. The CPC-GA includes 48 indicators in 4 domains, totaling up to a maximum of 50 points. The domains include: *Program Staff and Support* (10 points), *Offender Assessment* (6 points), *Treatment Characteristics* (39 points), and *Quality Assurance* (5 points). It should be noted that not all items are given the same

Table 37 CPC-GA Percentage Scores

	<b>Group</b>				
	<b>C1</b>	<b>C2</b>	<b>E</b>	<b>G1</b>	<b>G2</b>
<i>Domain Scores</i>					
Program and Staff Support	70.0%	60.0%	70.0%	70.0%	70.0%
Offender Assessment	33.3%	66.7%	50.0%	33.3%	66.7%
Treatment Characteristics	34.5%	41.4%	59.2%	65.5%	72.4%
Quality Assurance	20.0%	40.0%	20.0%	20.0%	0.0%
<i>Total Scores</i>	40.0%	48.0%	56.2%	58.0%	64.0%

*Note:* C1 = Franklin County EQUIP Group, C2 = Franklin County Nonsupport/Employment Group, E = Lorain County Responsible Fatherhood Group, G1 = Montgomery County Thinking for a Change Chemical Offender Program (COP), G2 = Montgomery County Thinking for a Change Intensive Supervision Probation (ISP)

weight. Also, there are some items that are not applicable based on the scoring rules. Only applicable items are included in the total score.

Overall, in the *Program and Staff Support* domain programs were very organized and well-run across the agencies, with scores ranging from 60% to 70%. All programs had a program coordinator in place responsible for oversight and management of groups and in three of the groups, the coordinator was involved in selecting group facilitators. All groups ensured that facilitators were adequately experienced and well educated with working with offender populations, and there were exclusionary criteria that ensured appropriate clients were admitted. Agencies either assessed or received risk and need information to inform programming, and conducted appropriate assessments to identify the specific needs to target.

There were, however, some areas that were consistently problematic across groups in the *Program Staff and Support* domain. For example, agencies did not provide direct supervision of facilitators or sufficient initial and ongoing training to ensure they have mastery over the treatment

curriculum and group management techniques. Additionally, most agencies did not have regular staff meetings to communicate critical information about the treatment groups.

Scores within the *Offender Assessment* domain were more varied, ranging from 33.3% to 66.7%. All of the agencies assessed risk for recidivism and criminogenic needs; however, none of the groups included assessments of responsivity issues. Additionally, the use of risk assessments to target high-risk offenders and higher domain specific need offenders (e.g., if the group's focus is on substance abuse, then offenders should all have a moderate or high level of dependency) was less consistent across groups. There was also variation in whether or not exclusionary criteria had been clearly defined and adhered to in each setting. Such criteria were used in in the EQUIP group in Franklin County and the Responsible Fatherhood group in Lorain County, but not the other three groups that were assessed.

In highlighting the *Treatment Characteristics* section, the group facilitators were all very knowledgeable and comfortable with the material used in their respective groups, and adhered well to the structured manuals for the curricula. In the majority of groups, facilitators encouraged participation in the sessions, and were skilled in avoiding arguments with participants and rolling with resistance. Finally, most agencies ensured that participants filled out a satisfaction survey after the group cycle to highlight what offenders learned in group and to provide their level of satisfaction with the group.

The assessments also revealed areas within the *Treatment Characteristic* domain that were common areas that programs had difficulty meeting indicators. Groups were mixed in terms of whether or not they targeted criminogenic needs such as antisocial attitudes, values and beliefs, peer associations, and family issues. In the groups in Franklin County, facilitators did not identify when participants exhibited antisocial thoughts, values, or beliefs or attempt to replace them with

prosocial alternatives. The two groups offered in Montgomery County were the only groups in which facilitators modeled prosocial skills, explained the importance of learning the new skill, practiced and rehearsed the new skills with the offenders, and provided feedback. None of the groups appeared to involve developing risk plans and rehearsing those plans to ensure continued success after treatment concluded.

In the *Quality Assurance* domain, scores across groups ranged from 0% to 40%. Four out of five groups measured participant satisfaction with the groups, and one group (Equip in Franklin County) completed a discharge summary for participants at the end of treatment. None of the agencies observed treatment delivery during a group cycle, provided a pre/post test to measure progress on behaviors targeted in the group, or developed a clear set of completion criteria.

Percentages based on total scores for all items in the CPC-GA assessments are shown at the bottom of Table 37. These scores ranged from a low of 40% (Franklin County EQUIP group) to a high of 64% (Montgomery County Thinking for a Change ISP group). Though none of the scores correspond with a highly effective classification, both Thinking for a Change groups in Montgomery County were classified as effective, as was the Responsible Fatherhood group in Lorain County. In Franklin County, the EQUIP group was considered ineffective; however, the Nonsupport/Employment group performed slightly better and was classified as needing improvement based on the CPC-GA scores.

**CPC-CSA: RA Results.** As described previously, a CPC-CSA: RA was conducted in Summit County. The CPC-CSA: RA includes 49 indicators with a maximum total of 51 points across the following four domains: *Leadership, Staff, and Support* (13 points), *Offender Assessment* (5 points), *Treatment Characteristics* (29 points), and *Quality Assurance* (4 points).

The CPC-CSA: RA follows the same scoring caveats previously listed for the CPC-CSA and CPC-GA.

Within the *Leadership, Staff, and Support* domain, the program achieved a score of 69.2%. The program was very organized and well-run. This included having a program director in place who was responsible for oversight and management, and who was involved in selecting, training, and supervising staff. The program director also provided direct service delivery to the offenders. The program did not meet the indicators associated with the staff having education in helping professions or adequate experience in treatment programs with adult offenders. The staff were not provided sufficient initial training, nor were they receiving the appropriate ongoing training.

In terms of *Offender Assessment*, the program received a 60.0% on the CPC-CSA RA. The agency received the ORAS assessment information and used it to inform treatment for each offender. Specifically, the groups were separated by risk and offenders with moderate/high-need in a domain-specific area were targeted for the appropriate treatment. The agency did not, however, specify any exclusionary criteria. A high percentage of offenders were found to be inappropriately matched for the services being provided. Also, the program did not assess for responsivity factors that affected treatment engagement.

When looking at the *Treatment Characteristics* domain, the agency received a score of 50%. In line with evidence-based practices, the majority of treatment interventions focused on criminogenic needs. The group facilitators were very knowledgeable and comfortable with the material that was presented to the group, and they adhered to a structured manual for the curriculum. They consistently encouraged participation in the sessions.

Although a number of strengths were identified, a number of other indicators were not met in this domain. The agency did not provide homework to offenders to encourage skill development

outside of the group setting. Staff did not consistently model prosocial skills, explain the importance of learning new skills, practice and rehearse new skills with the participants, or provide feedback. Facilitators also failed to recognize antisocial thoughts, feelings, and behaviors that were exhibited in the group, and made no attempt to replace them with prosocial alternatives.

Overall, the agency scored poorly in the Quality Assurance domain (25%). One indicator was met due to the program ensuring that the group facilitators were regularly observed and provided feedback on their service delivery. The other indicators were not met because the agency did not assess participant satisfaction with the group, provide pre/post tests to measure progress on behaviors targeted for the group, or prepare discharge summaries to capture progress in meeting goals and targeting behaviors relevant to the program.

**Staff Survey Results.** In addition to conducting formal program evaluations in the Tier 1 agencies, a survey was sent to staff in several agencies across the state. A total of 205 individuals across 19 agencies in the state responded to the survey, with response rates ranging from 13% to 70% across the agencies. Overall, the response rate was 30%, which is important to consider when reviewing the results. All items were analyzed using exploratory factor analysis to extract key measures pertaining to the staff perceptions of their respective agencies. Through this process, five measures were identified that reflect staff perceptions: Organizational Satisfaction, Staff Training and Skills, Philosophy Towards Supervision, Agency Resources, and Job Frustration. The full results of the factor analyses, as well as an additional table outlining the average scores in each measure, number of respondents, and the response rates in each county, is provided in Appendix G. The remainder of this section summarizes the similarities and differences in these five measures across counties that participated in the survey in which response rates were at or above 30%.

Figure 95 presents the results for the counties on the Organizational Satisfaction scale. Higher scores on the Organizational Satisfaction scale correspond to higher levels of organizational satisfaction amongst the staff. These scores are standardized where zero is the average overall, positive values represent scores higher than the average county and negative values represent scores lower than the average county. Regarding the Tier 1 counties, scores generally tended to be below average with an average score across all Tier 1 counties of  $-.19$ . Employees in two Tier 1 agencies in particular had below average levels of satisfaction: Clermont County ( $\bar{X} = -.11$ ) and Franklin County ( $\bar{X} = -.38$ ). Two other counties reported higher than average levels of satisfaction with the organization: Lorain County ( $\bar{X} = .40$ ) and Richland County ( $\bar{X} = 1.21$ ). Concerning the Tier 2 and Tier 3 counties, Butler ( $\bar{X} = -.17$ ) and Licking ( $\bar{X} = -.71$ ) scored lower than average on the Organizational Satisfaction scale. Four counties scored above the mean in the Tier 2 and Tier 3 counties: Lucas ( $\bar{X} = .53$ ), Wood ( $\bar{X} = .81$ ), Lake ( $\bar{X} = .96$ ), and Allen ( $\bar{X} = 1.69$ ). Overall, the Tier 2 and Tier 3 counties reported above average levels of satisfaction with a mean of  $.37$ .

Figure 96 presents the results on the Staff Training and Skills scale. Higher scores on the scale correspond to higher levels of training and skills. Concerning the Tier 1 counties, scores tended to be slightly lower than average for the full sample ( $\bar{X} = -.01$ ). Staff in Clermont County ( $\bar{X} = -.12$ ) indicated lower levels of training and skills; however, reports in Lorain County ( $\bar{X} = .03$ ), Franklin County ( $\bar{X} = .09$ ), and Richland County ( $\bar{X} = 1.08$ ) were above average.

Overall in the Tier 2 and Tier 3 counties, the average of scores across counties on the Staff Training and Skills scale ( $\bar{X} = .24$ ) were higher than the average of all counties ( $\bar{X} = -.01$ ) and higher than the average of the Tier 1 counties ( $\bar{X} = -.09$ ). Only one county had lower than average scores: Licking County ( $\bar{X} = -1.74$ ). All other Tier 2 and Tier 3 counties reported higher levels of

Figure 95 Average Scores on Organizational Satisfaction by County

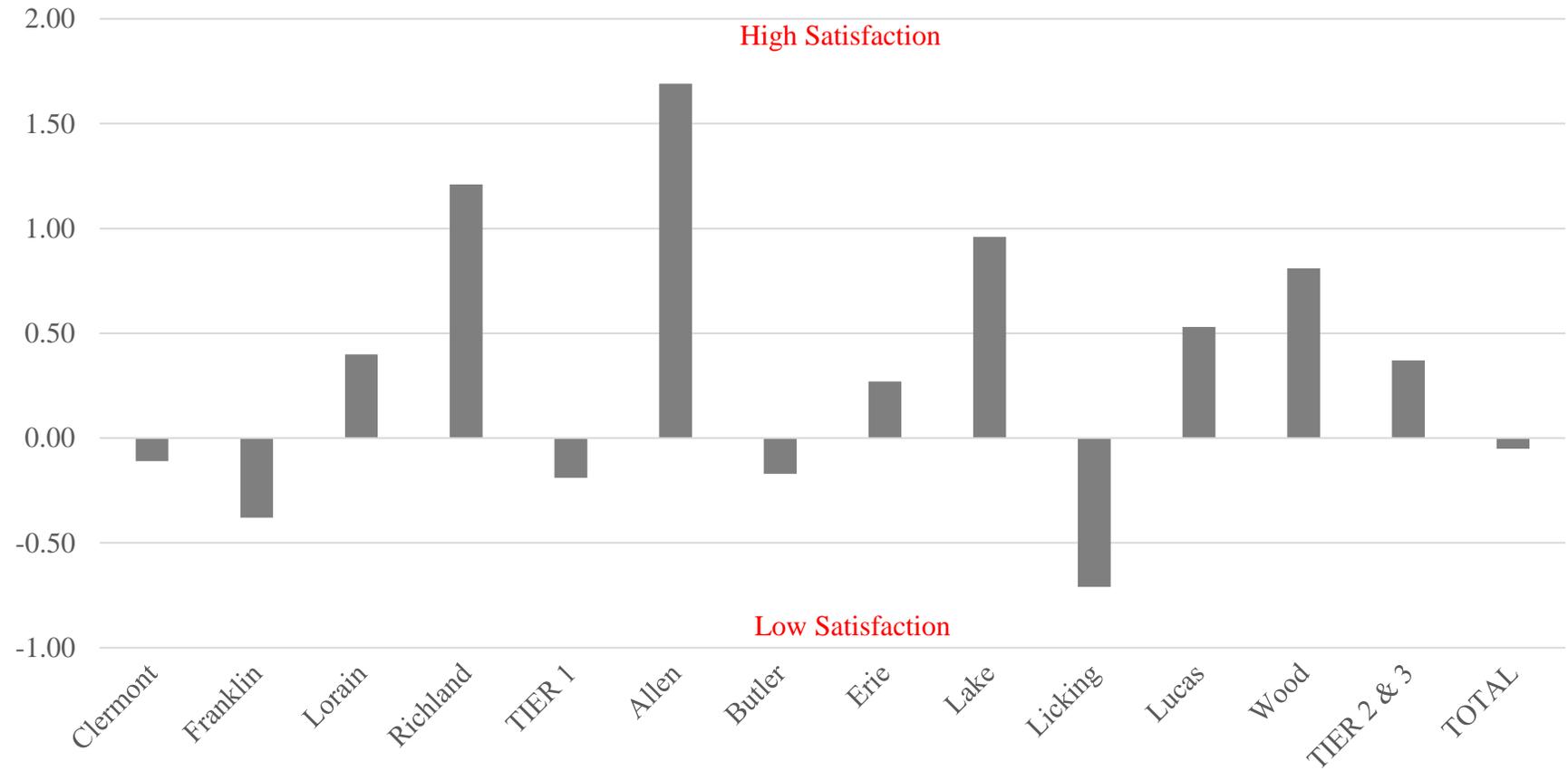


Figure 96 Average Scores on Staff Training and Skills by County

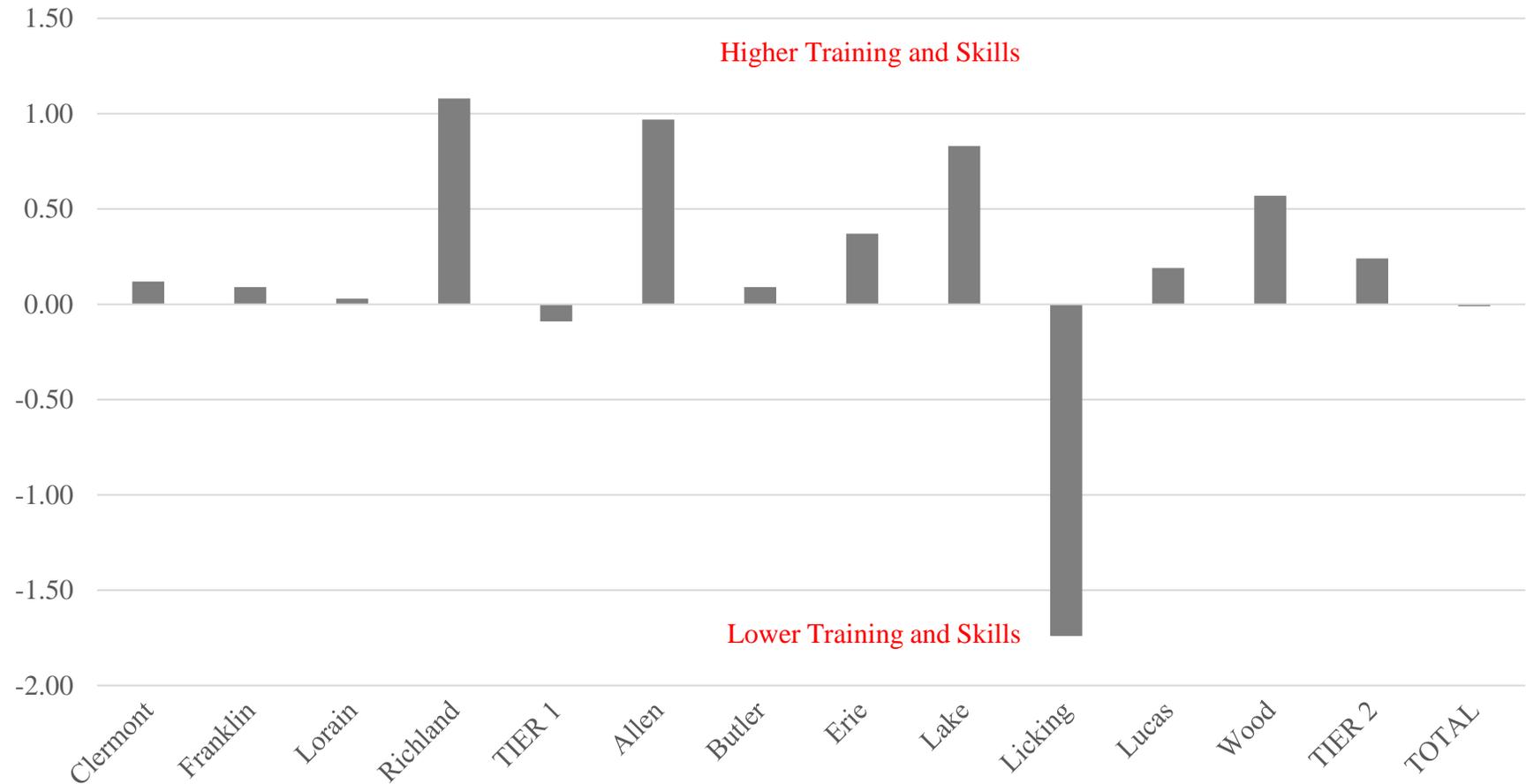
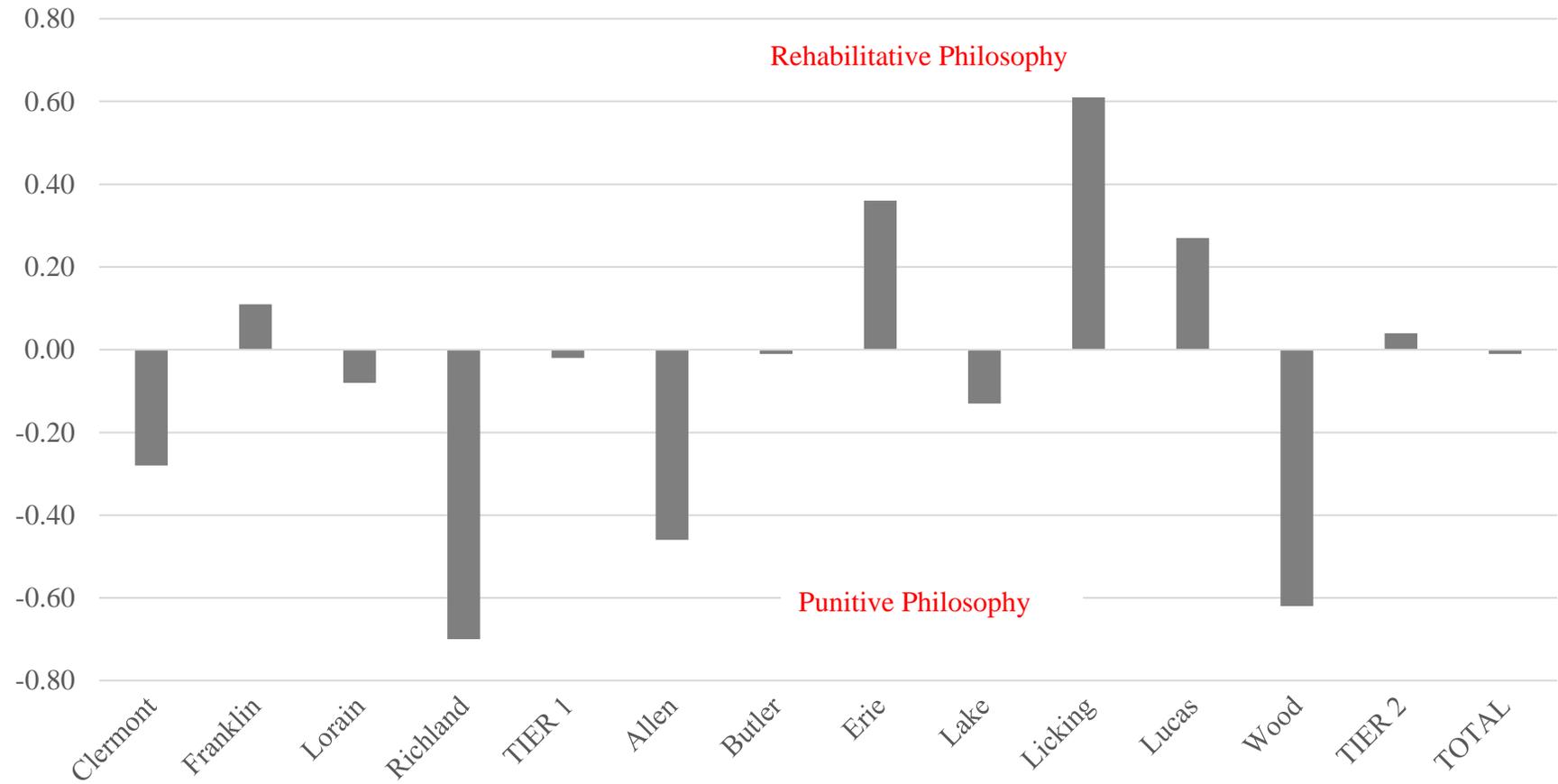


Figure 97 Average Scores on Philosophy Towards Supervision by County



staff training and skills on average.

Figure 97 presents the results on the Philosophy Towards Supervision scale. Higher scores on the philosophy towards supervision scale correspond to higher levels of rehabilitative philosophies within the department. Lower scores reflect more punitive philosophies. The average score across all of the Tier 1 counties was very similar to the overall average at -.02 and -.01, respectively. Three counties had relatively lower scores, suggesting the staff adopted more punitive philosophies: Lorain County ( $\bar{X} = -.08$ ), Clermont County ( $\bar{X} = -.28$ ), and Richland County ( $\bar{X} = -.70$ ). Franklin County, however, had an average score that aligned with more rehabilitative philosophies ( $\bar{X} = .11$ ).

The average scores across staff in the Tier 2 and Tier 3 counties was slightly above the overall average at .04. The scores in four counties suggest a tendency toward more punitive supervision styles including: Butler County ( $\bar{X} = -.01$ ), Lake County ( $\bar{X} = -.13$ ), Allen County ( $\bar{X} = -.46$ ), and Wood County ( $\bar{X} = -.62$ ). Three counties scored above the mean: Lucas County ( $\bar{X} = .27$ ), Erie County ( $\bar{X} = .36$ ), and Licking County ( $\bar{X} = .61$ ).

Scores for the Agency Resources scale are shown in Figure 98. Higher scores correspond to higher levels of employee and financial resources. Overall, the average across all Tier 1 counties ( $\bar{X} = -.01$ ) is slightly below the average for the sample ( $\bar{X} = .01$ ), while the average across the Tier 2 and Tier 3 counties is slightly above average ( $\bar{X} = .06$ ). Among the Tier 1 counties, staff in six of the counties reported lower levels of agency resources relative to the average. Specially, Richland County ( $\bar{X} = -.03$ ), Mahoning County ( $\bar{X} = -.46$ ), Clermont County ( $\bar{X} = -.49$ ), Summit County ( $\bar{X} = -.49$ ), Lorain County ( $\bar{X} = -.63$ ), and Cuyahoga County ( $\bar{X} = -.92$ ) all scored below the mean. Four agencies in Tier 1 reported having more resources than average, including:

Hamilton County ( $\bar{X} = .19$ ), Hamilton County probation ( $\bar{X} = .36$ ), Franklin County ( $\bar{X} = .42$ ), and Montgomery County ( $\bar{X} = .90$ ).

Staff in most of the Tier 2 and Tier 3 counties reported having more resources in their agencies relative to the average level. More specifically, Wood County ( $\bar{X} = .19$ ), Lucas County ( $\bar{X} = .24$ ), Butler County ( $\bar{X} = .50$ ), Erie County ( $\bar{X} = .55$ ), and Allen County ( $\bar{X} = .68$ ) all scored above the mean on the Agency Resources scale. Two counties—Lake ( $\bar{X} = -.35$ ), Portage, and Licking ( $\bar{X} = -1.36$ )—all scored below average in the staff perceptions of available resources.

Figure 99 presents the results on the Job Frustration scale. Higher scores on the job frustration scale correspond to higher levels of job frustration amongst the staff, and lower scores are indicative of lower levels of frustration. Among the Tier 1 counties, the average across all respondents was .06, which suggests that frustration is greater among the staff in these counties relative to the sample overall ( $\bar{X} = .01$ ). Staff in Clermont County ( $\bar{X} = .56$ ), Lorain County ( $\bar{X} = .61$ ), on average, reported higher levels of frustration. Average scores in Franklin County ( $\bar{X} = -.05$ ), and Richland County ( $\bar{X} = -1.30$ ) were lower than average, suggesting lower levels of job frustration in these agencies.

Among the Tier 2 and Tier 3 counties scores tended to be indicative of less job frustration as evidenced by an average of  $-.17$  compared to  $.01$  for the full sample. Erie County ( $\bar{X} = -.22$ ), Allen County ( $\bar{X} = -.47$ ), Wood County ( $\bar{X} = -.68$ ), and Licking County ( $\bar{X} = -.83$ ) all scored below the mean. Job frustration was close to the average reported across the state in Lake County ( $\bar{X} = .01$ ), and slightly higher in Lucas ( $\bar{X} = .07$ ) and Butler ( $\bar{X} = .18$ ) counties. Taken together, the results of the staff surveys suggest that the staff in the Tier 1 counties are experiencing less satisfaction with their agencies, have less training and lower skill sets among staff, tend to endorse more punitive supervision strategies over those that are rehabilitative, have access to fewer

Figure 98 Average Scores on Agency Resources by County

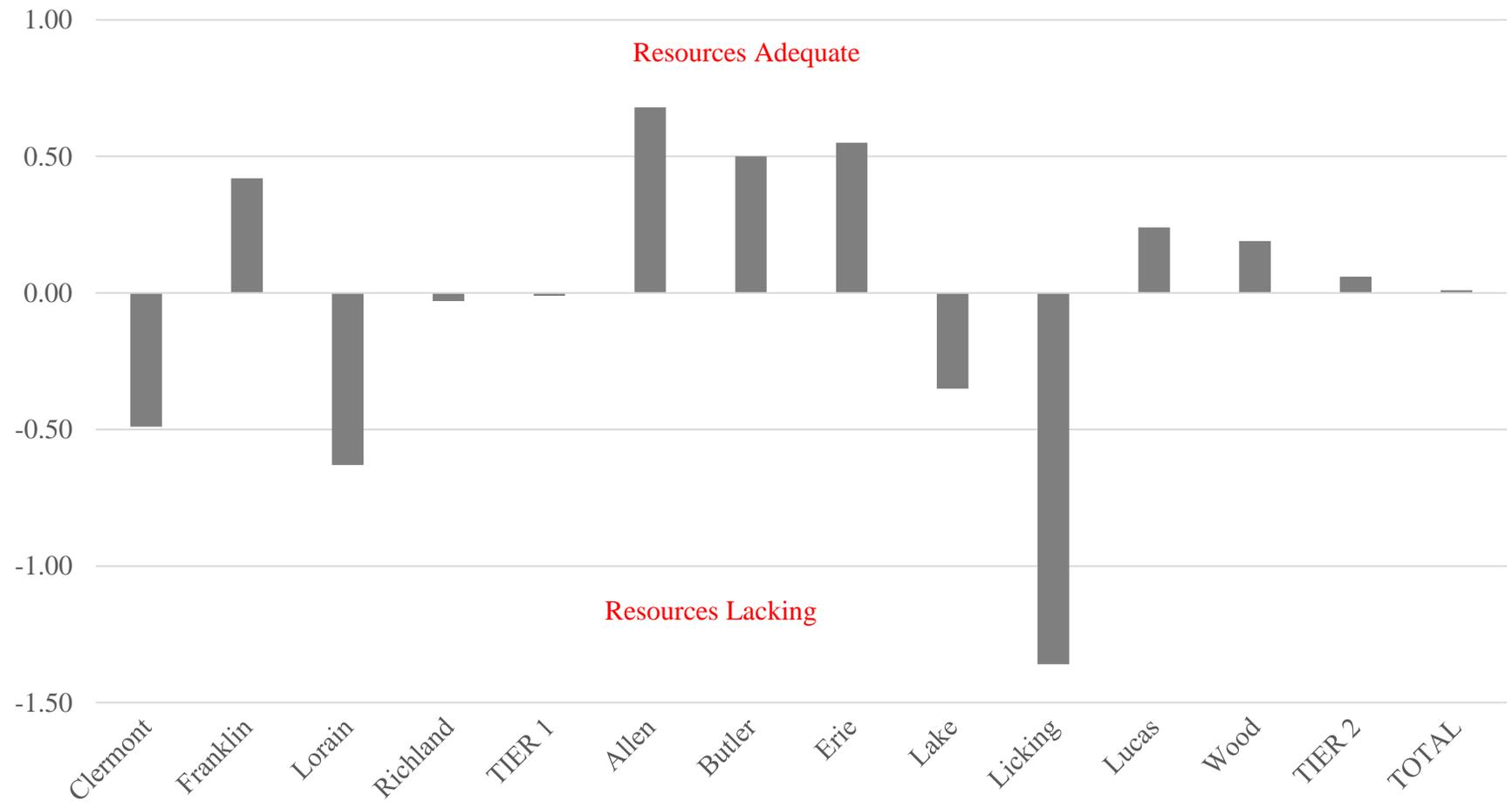
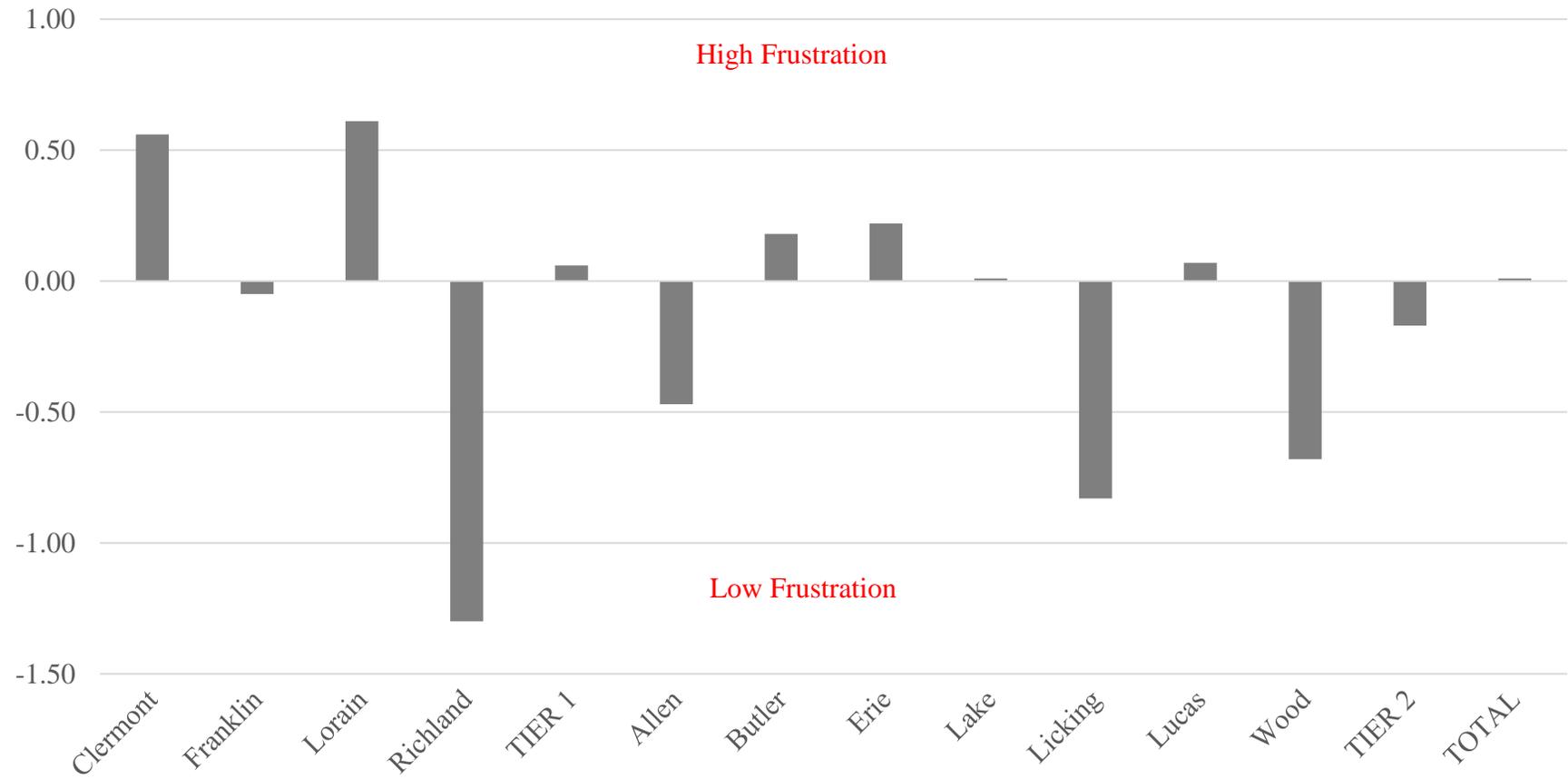


Figure 99 Average Scores on Job Frustration by County



resources, and have slightly more job frustration. Findings were more favorable among the respondents in Tier 2 and Tier 3 counties; however, as noted previously, the findings pertaining to the staff surveys should be interpreted with caution. Response rates tended to be lower in the Tier 1 counties, which may distort the results relative to those obtained in other counties. For example, while response rates were higher in the Tier 2 and Tier 3 counties, the departments are smaller in size. The differences in the sizes of the department compared to those in Tier 1 could coincide in other differences not accounted for in this survey (e.g., caseload sizes, types of offenders served). Should such differences exist, it is further possible that they would influence the five aspects of organizational climate captured in the survey, making comparisons across tiers inappropriate.

## **Section IV—Conclusions and Recommendations**

The contents of this report describe the use and effectiveness of CCA prison diversion programs in Ohio between July 2011 and June 2012 (FY'12). The research centered around the following four objectives: (1) determine where offenders are placed in the correctional system and the factors that influence those placements; (2) assess whether CCA prison programs are diverting plausible offenders from prison; (3) evaluate the effectiveness of CCA prison programs in reducing recidivism; and (4) evaluate the extent to which programs adhere to the principles of effective intervention. This section summarizes key findings pertaining to each objective, and offers recommendations to improve programming for offenders in Ohio. It then concludes by noting important limitations of the research that should be considered when reviewing the results of this study.

### **Key Findings - Objective 1**

With respect to the first objective, the results revealed that offenders convicted of a crime in the Tier 1 counties are most often placed on probation (37.7%) or in prison (33.4%). Overall, the seriousness of one's offense emerged as the strongest and most consistent predictor of whether the sanction would be incarceration or some other community-based option. Offenders convicted of a felony 1 or 2 had a 72% probability of being incarcerated for their crimes, while those convicted of a felony 3 had a 59% probability of being incarcerated. The probability of being incarcerated was lower among offenders convicted of a felony 4 (44%) or felony 5 or misdemeanor (30%); however, the estimates suggest that there may be some offenders being placed in confinement who could be better served in the community. A similar pattern was found with regard to risk level, where the probability of low risk offenders being incarcerated was 28%. The analyses were repeated for each of the Tier 1 counties individually, and the results were largely

consistent across the counties. The seriousness of the offense was a significant predictor of whether or not an individual was incarcerated in every single county. In 8 of the 11 counties, risk level also emerged as a significant predictor of the sanction.

- **Recommendation:** Probation and prison are the dominant sanctions used in Tier 1 counties. The state should increasing the use of intermediate sanctions in order to more effectively match offenders with appropriate services and levels of supervision—particularly among offenders who are at a low risk to recidivate and those who are convicted of less serious crimes.

### **Key Findings - Objective 2**

Objective 2 of the study builds upon the first objective by specifically examining the use of CCA prison diversion programs to provide services to offenders in the community. The analyses estimated the percentage of plausible participants in these programs based on the severity of their offenses and their risk levels. In line with the goal of targeting offenders who would otherwise be placed in prison, placements in CCA prison diversion programs were considered plausible if the individual was convicted of a felony 1, 2, or 3 or if the risk classification was high or very high. Based on this definition, only one county in Tier 1 (Scioto) reached a concentration of at least 75% of offenders being plausible placements in CCA programming. Because the estimate is sensitive to how plausible diversions are defined, these analyses were also expanded to include moderate-risk offenders in the classification of plausible offenders for CCA prison diversion programs. The pattern was reversed using this more inclusive definition, and only one Tier 1 county (Mahoning) failed to reach the 75% threshold.

A similar pattern was observed in Tier 2. Among the 14 counties examined, Lake County was the only county to achieve a 75% concentration of plausible offenders in the CCA prison diversion program using the more stringent measure. When the more relaxed measure was used to define plausible offenders, 10 of the 14 counties in Tier 2 reached 75% or higher. Lake and

Lawrence counties reached particularly noteworthy concentrations of plausible offenders in their CCA prison diversion programs at 98.3% and 93.8%, respectively.

A total of 24 counties were included in Tier 3, 4 of which (Clark, Clinton, Darke, and Wayne) had at least 75% of offenders classified as plausible placements for CCA prison diversion programming based on the more stringent measure. When moderate-risk offenders were also included as plausible for participating in CCA prison diversion programs, all but 5 of the 24 counties exceeded the 75% threshold. Four of the counties (Clark, Clinton, Darke, and Fayette) had 100% plausible offenders under the more inclusive measure, and seven others were over 90% plausible.

Taken together, the findings pertaining to Objective 2 suggest that counties vary tremendously in terms of the population of offenders they are serving in CCA prison diversion programs. Regardless of the measure used to identify which offenders are plausible, a portion of offenders placed in CCA prison diversion programs would be ideal candidates for other community-based alternatives.

- ***Recommendation 1:*** ODRC is encouraged to develop admission and exclusion criteria in order to clearly define which offenders are plausible placements in CCA prison diversion programming. Criteria should align with the risk principle and prioritize offenders commit more serious crimes and who are at the highest risk of recidivating.
- ***Recommendation 2:*** Once criteria are specified, adherence to admission and exclusion criteria should be incentivized to maximize compliance and consistency throughout the state. This could be accomplished, for example, by restructuring funding to award differential amounts based on adherence to the established criteria.

### **Key Findings - Objective 3**

In order to determine whether CCA prison diversion programs provide an effective option for reducing recidivism (Objective 3), outcomes for three subsamples of offenders in Tier 1 and Tier 2 counties were recorded after 36-months. More specifically, a subsample of CCA program

participants were compared to a subsample of offenders who were placed on traditional forms of community supervision not supported through CCA funds and another group of offenders who were not initially diverted from prison. The analyses started with bivariate comparisons between the groups on three measures of recidivism, followed by multivariate analyses that included variables to control from risk level, race, gender, age, and county. This section begins by briefly reviewing the three measures of recidivism used in the analyses. Then, key findings for the outcome evaluation for the entire sample of all three groups across all Tier 1 and Tier 2 counties are reviewed. Next, findings pertaining to the Tier 1 counties are summarized, followed by the results from the Tier 2 counties.

Three measures of recidivism during a 36-month follow-up period were included in the evaluation. The first measure of recidivism examined was rearrests, which provides the broadest measure of reoffending. As expected, recidivism rates were highest when based on new arrests at nearly 66%. The second measure of recidivism included in the evaluation was convictions, which is the official finding of guilt determined by the courts. Given that many offenders who are arrested are not subsequently convicted for their crimes, the recidivism rate based on this measure dropped to 44%. The third and final measure of recidivism included in this evaluation was incarceration. This measure of recidivism is the narrowest, as only a subset of offenders are returned to prison. In this sample, recidivism rates based on incarceration (including those due to a technical violation) was approximately 19%. Although fewer offenders are captured in this measure of recidivism, it is nonetheless an important measure to consider given ODRC's goal to reduce returns to prison.

## Summary of Full Sample Results

The evaluation of the full sample of offenders in Ohio was based on weighted data to ensure each county was represented in the analyses to the same extent that it is in the population in the state. Based on the weighted data, there appears to be significant differences in all three recidivism rates examined in the study. Offenders placed on traditional forms of community supervision not supported by CCA funds had the lowest rates of recidivism across all three indicators. The largest differences in recidivism rates were found in the comparison of rearrest rates, for which the incarcerated comparison group had the highest rates at approximately 72%, followed by the CCA group at 63%, and the community comparison group at 56%. Similarly, in comparing reconviction and incarceration rates, the group of CCA participants had the highest rates of reconviction (48.6%) and incarceration (21.5%); however, the rates for the incarcerated comparison group were within 1% of the rates seen in the CCA group for each of the respective measures of recidivism.

When recidivism rates were inspected further by risk level, it was shown that there were no significant differences in rearrest or reconviction among low-risk offenders across the three groups; however, those placed in CCA programming had significantly higher incarceration rates after 36-months (11%) relative to the two low-risk comparison groups. Moderate-risk offenders had significantly higher rates of recidivism across all three indicators when placed in CCA prison diversion programs. Although high-risk offenders who were initially incarcerated for their crimes had the highest rates of rearrest (80%), high-risk CCA participants had the highest rates of reconviction (64%) and incarceration (33%). In sum, these findings suggest that moderate- and high-risk offenders tend to have worse outcomes when placed in CCA prison diversion programs.

The next stage of the evaluation involved estimating multi-level models that controlled for differences in risk level, race, gender, age, and the county in which offenders were receiving

services. The results largely echo the findings of the comparative analyses. During the 36-month follow-up period, offenders placed in CCA prison diversion programming did not differ in the likelihood of being rearrested, but had significantly higher odds of being reconvicted (23% higher) or reincarcerated (48% higher). The results of these models also revealed that there is some variation in outcomes between counties. In other words, recidivism outcomes for offenders placed in CCA programs are at least partially influenced by the county in which they receive services.

### **Summary of Tier 1 Evaluation Results**

In an effort to identify where differences may exist between counties, bivariate and multivariate analyses were conducted for each individual county. Starting with the 11 counties in Tier 1, comparisons were made for each measure of recidivism for the county as a whole and for each risk level, resulting in 44 comparisons for each measure of recidivism. With respect to rearrests, only 10 of the 44 comparisons revealed significant differences. In six instances, CCA participants had more favorable outcomes than the two comparison groups (shown in blue text in Appendix C). In the full Clermont County sample, CCA participants had the lowest rates of rearrest overall, and the same pattern was observed for low- and moderate-risk offenders in the county.<sup>6</sup> The full sample in Scioto County, as well as the moderate-risk subsample, revealed the same pattern. CCA participants in the Stark County full sample also had the lowest rearrest rates after 36-months. CCA participants had the highest rates of rearrest (shown in red text in Appendix C) in two of the comparisons: moderate-risk offenders in Hamilton and Lorain counties. In the other two comparisons that revealed significant differences between groups in rearrest rates, the full Mahoning County sample and the high-risk Stark County sample, CCA participants had lower

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<sup>6</sup> The low-risk and moderate-risk subsamples were quite small, however, and these results should be interpreted with caution.

recidivism rates than the incarcerated comparison group and higher recidivism rates than those who were in the community comparison group (shown in purple font in Appendix C).

Comparisons in reconviction rates among the Tier 1 counties revealed a different pattern. None of the 44 comparisons of reconviction rates showed favorable outcomes for CCA prison diversion program participants. In one of the comparisons, the full Summit County sample, offenders placed in CCA programs had lower recidivism rates than those who were incarcerated for their offenses and higher recidivism rates than those placed on other forms of community supervision. In 11 other comparisons where significant differences were observed, CCA participants had higher reconviction rates than offenders in the other two groups. Specifically, the full sample of offenders in Hamilton, Lorain, Mahoning, and Montgomery counties; the high-risk subsamples in Cuyahoga, Hamilton, and Montgomery counties; the moderate-risk subsamples in Hamilton, Lorain, and Summit counties; and the low-risk subsample in Mahoning County all had the highest rates of reconviction.

The results revealed fewer differences in incarceration rates, with just 6 of the 44 comparisons reaching statistically significant levels of variation between groups. The pattern also suggest more positive effects for CCA participants. In the full Richland and Scioto County samples, CCA prison diversion program participants had the lowest rates of incarceration, as did moderate-risk offenders in Richland County.<sup>7</sup> In three other comparisons (the full sample of participants in Mahoning and Stark counties, as well as the high-risk subsample in Mahoning County), CCA participants had more favorable outcomes than those who were initially incarcerated for their offenses but worse outcomes than those who were placed on traditional forms

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<sup>7</sup> The moderate-risk subgroup in Richland County is quite small, and these results should be interpreted with caution.

of community supervision.<sup>8</sup> In none of the comparisons that revealed statistically significant differences did CCA prison diversion program participants have the highest rates of incarceration.

Similar to the analyses conducted for the entire statewide sample, multivariate models controlling for risk level, race, gender, and age were also conducted to determine whether participation in CCA prison diversion programs was associated with better or worse recidivism outcomes. After controlling for these variables, only one Tier 1 county showed favorable results for CCA participants. Offenders in the CCA program in Stark County had a 75% reduction in the odds of being rearrested within 36-months. On the other hand, Mahoning County was the only county in which the odds of being rearrest were significantly higher (66%) for participants of CCA prison diversion programs. In every other Tier 1 county, participating in CCA prison diversion programs had no statistically significant effect on the odds of being rearrested.

The same analyses were repeated for the outcomes of reconviction and incarceration. Offenders in 3 of the 11 Tier 1 counties who participated in CCA prison diversion programming had an increase in the odds of being reconvicted within 36-months. Specifically, participants in Hamilton County had 162% higher odds of being reconvicted, participants in Lorain County had a 159% increase in the odds of being reconvicted, and participants in Mahoning had an increase of 122% in the odds of being reconvicted. There was no significant difference in the odds of being reconvicted in the other eight Tier 1 counties. With respect to incarceration, significant effects associated with participating in CCA prison diversion programs were only observed in one county. Participants in Stark County had a 172% increase in the odds of being reincarcerated.

Taken together, the results of the evaluation in the Tier 1 counties suggest that there are no significant effects associated with participating in CCA prison diversion programs in these 11

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<sup>8</sup> The high-risk subgroup in Mahoning County is quite small, and these results should be interpreted with caution.

counties; though, there is some variation across counties. In the few programs where statistically significant effects were found, participants of CCA programming tended to have worse outcomes—particularly when recidivism was defined as reconviction within 36-months.

### **Summary of Tier 2 Evaluation Results**

Tier 2 included 14 counties that were generally smaller in size relative to the Tier 1 counties. Although the same bivariate and multivariate analyses were conducted across these counties, recall that the samples selected from these counties were smaller than those selected in the Tier 1 counties. As a result, many of the statistical procedures were based on the outcomes of very few individuals (see Table 31) and may not be fully representative of all offenders in these counties. These samples are further reduced (sometimes resulting in a  $n = 0$ ) when particular subsets, such as a group within single risk level, are examined individually. It is important to keep these caveats in mind when reviewing the results across counties in Tier 2.

Comparisons of recidivism rates across all three recidivism indicators were conducted across all 14 counties and by risk level within each county, resulting in a total of 56 comparisons for each measure of recidivism. Starting with rearrest, the vast majority of comparisons (49 out of 56) did not reveal statistically significant differences across groups. Of the seven were significant differences were observed, none suggested that CCA participants had better outcomes compared to the other two groups. In the full Ashtabula County, full Lucas County, and moderate-risk Wood County samples offenders in CCA prison diversion programs had lower recidivism rates than those placed in incarceration, but higher rates of rearrest than those who were placed on other forms of community supervision. In four of the comparisons, participants of CCA programs had the highest rates of rearrest: the full and low-risk samples in Highland County, the high-risk sample in Licking County, and the full Portage County sample.

A very similar pattern of results was observed in the comparisons across groups with respect to rates of reconvictions. The results in 52 of the 56 comparisons revealed no significant differences across the groups. In three of the four significant models, participants of CCA prison diversion programs had the highest rates of reconvictions. These include low-risk offenders in Ashtabula County, moderate-risk offenders in Marion County, and high-risk offenders in Licking County. The one additional significant difference was observed for the full sample in Ashtabula County, where CCA participants had lower rates of reconviction compared to those who were incarcerated for their offenses and higher rates of reconviction compared to those who were placed on other forms of community supervision.

The comparisons of incarceration rates in Tier 2 counties revealed only three statistically significant differences across groups. In the full sample in Warren County, CCA prison diversion program participants had the highest rate of incarceration across the three groups, and the same pattern was observed in the high-risk sample in that county. Additionally, among high-risk offenders in Highland County, those who participated in CCA programs had lower rates of incarceration compared to those in the incarcerated comparison group and higher rates of incarceration than those on other forms of community supervision.<sup>9</sup>

While simple comparisons of rates can provide a basic understanding of patterns that may exist within a given county, they do not account for other factors that may be important to consider. In order to consider the potential effects of risk level, race, gender, and age, multivariate models were estimated to determine the effects of participating in CCA programs when all of these variables are controlled. The results of these analyses revealed that in the vast majority of counties in Tier 2, participating in CCA prison diversion programs has no effect on recidivism. With regard

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<sup>9</sup> Only 18 individuals across all three groups were classified as high-risk in Highland County.

to rearrests in particular, CCA participants had significantly higher odds of being rearrested in 3 of the 14 counties. In Highland County, the odds of being rearrested were 257% higher for CCA participants. Those who participated in CCA programming in Lucas and Portage Counties had a 153% and 166% increase in the odds of rearrest, respectively. None of the multivariate models predicting reconviction revealed significant effects associated with participating in CCA programs, and in just one county was a significant effect observed in the models predicting incarceration. Specifically, CCA participants in Highland County had a 218% increase in the odds of being reincarcerated.

Overall, the results for the Tier 2 counties are similar to those reported in the Tier 1 counties. In most instances, there were no effects of participating in CCA prison diversion programs. Among the few counties where significant effects were found, CCA participants typically had worse outcomes compared to offenders in other forms of community supervision and those initially placed in incarceration.

### **Supplemental Analyses**

In order to further investigate the key findings pertaining to Objective 3, additional analyses were conducted to determine whether individuals who successfully complete CCA prison diversion programs have better outcomes relative to those who are terminated unsuccessfully. As a starting point, descriptive statistics for individuals in the evaluation who were participants of CCA prison diversion programs (N = 2,833) were calculated. As shown in Table 38 below, approximately 56% successfully completed CCA programs. Of the remaining 44% who were unsuccessfully terminated from CCA prison diversion programs, about 72% were terminated due to a technical violation. Another 13% committed a new crime, and approximately 15% were terminated for other reasons.

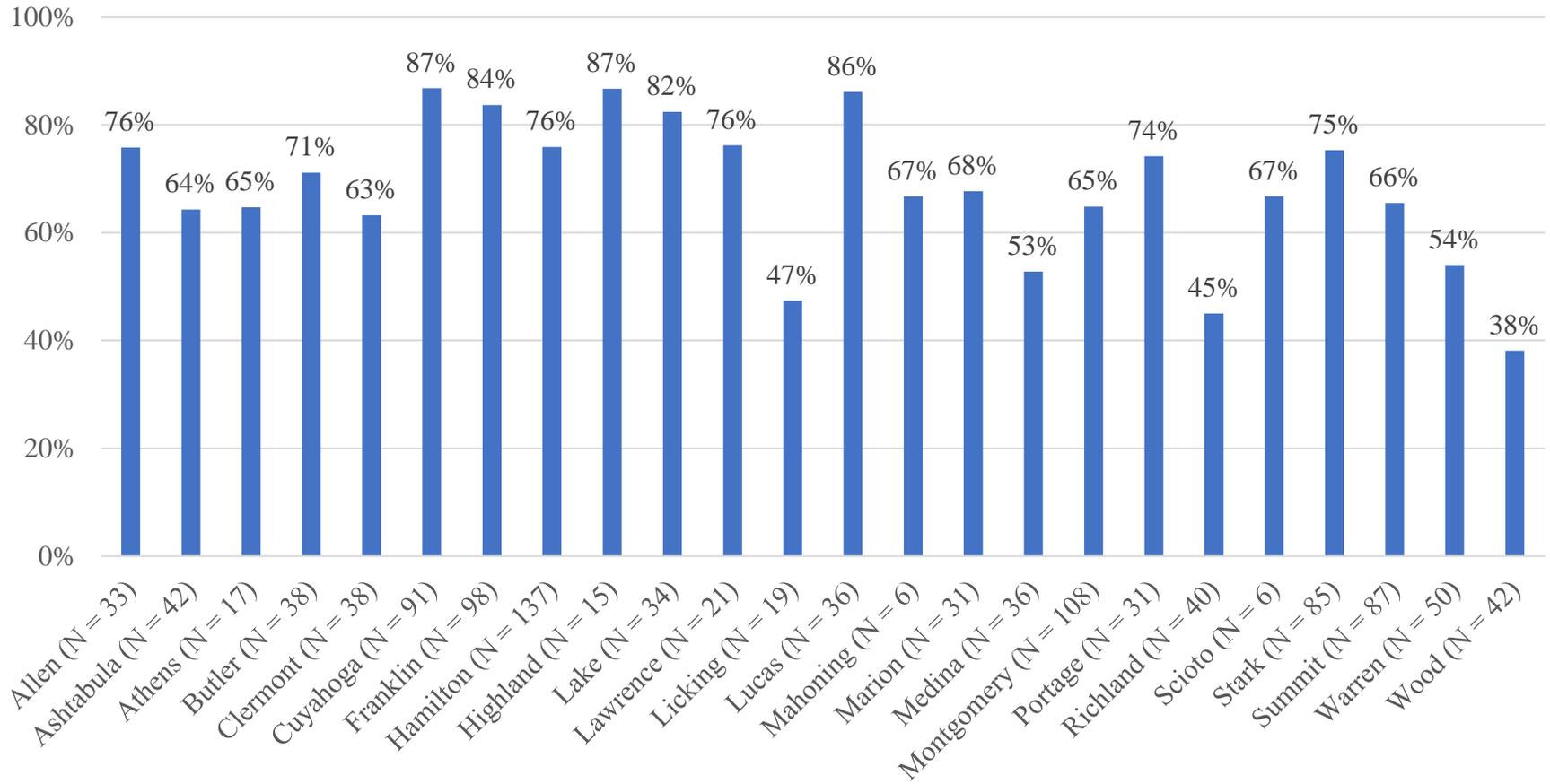
Table 38 Descriptive Statistics for CCA Cases

	% ( $\bar{x}$ )	N
<i>Dependent Variable</i>		
CCA Completion Status		2,833
Successful	55.81%	1,581
Unsuccessful	44.19%	1,252
Technical Violation	71.81%	899
New Crime	13.33%	167
Other	14.86%	186
<i>Independent Variables</i>		
Age	32.41	2,946
Gender		2,946
Male	78.07%	2,300
Female	21.93%	646
Hispanic		2,920
Yes	1.78%	52
No	98.22%	2,868
Race		2,946
Non-White	36.15%	1,065
White	63.85%	1,881
Married		2,908
Yes	12.76%	371
No	87.24%	2,537
Education Level		2,913
Never Started High School	5.01%	146
Did Not Complete High School	31.99%	932
Attended Some College	58.67%	1,709
Completed College (4-years)	4.33%	126
Employed at Arrest		2,916
Yes	26.34%	768
No	73.66%	2,148
Needed Counseling		2,946
Yes	31.64%	932
No	68.36%	2,014
Drug Abuse History		2,946
Yes	82.18%	2,421
No	17.82%	525
Alcohol Abuse History		2,946
Yes	54.34%	1,601
No	45.66%	1,345
Number of Prior Convictions	8.65	2,865
Number of Prior Incarcerations	.86	2,886
Most Serious Offense		2,946
Misdemeanor	.30%	8

Table 38 Descriptive Statistics for CCA Cases

	% ( $\bar{x}$ )	N
Unclassified Felony	0.01%	1
Fifth Degree Felony	44.05%	1,298
Fourth Degree Felony	25.56%	753
Third Degree Felony	21.48%	633
Second Degree Felony	6.25%	184
First Degree Felony	2.34%	69
Violent Most Serious Offense		2,946
Yes	20.33%	599
No	79.77%	2,347
ORAS Risk Level		2,946
Low	30.68%	904
Moderate	37.71%	1,111
High	31.60%	931

Figure 100: Percentage of Technical Violations for those Unsuccessful on CCA



Notes: A statically significant amount of variation was observed between counties on the percentage of technical violations for those unsuccessful on CCA ( $X^2 = 360.31, p < .001$ ).

Table 38 also shows several characteristics that may be important to consider when investigating whether an individual is successful in CCA programming. The average age of CCA prison diversion program participants was 32.41 years. The majority were male (78.07%), white (63.85%), non-Hispanic (98.22%), and not married (87.24%). With respect to the level of education, about 5% never started high school, 32% did not complete high school, 59% completed some college, and 4% completed four years of college. Most were not employed at the time of their arrest (73.66%). Upon entry into CCA prison diversion programs, 31.64% were classified as needing counseling, and the majority had a history of drug abuse (82.18%) or alcohol abuse (54.34%). The average number of prior convictions was 8.65; however, the average number of prior incarcerations was 0.86. The most serious offense was typically a fifth degree felony (44.05%), fourth degree felony (25.56%), or third degree felony (21.48%). Though less common, the most serious offense in some cases was classified as a second degree felony (6.25%) or first degree felony (2.34%). Less than 1% were misdemeanor or unclassified felonies. Although most were felony offenders, the large majority were convicted of non-violent offenses (79.77%). Finally, based on ORAS scores, 30.68% were considered low-risk, 37.71% were moderate-risk, and 31.6% were high-risk.

After examining the descriptive statistics, each outcome was examined in order to determine whether or not those who successfully completed CCA programming had significantly different recidivism rates compared to those who were not terminated successfully. At 36-months, individuals who successfully completed a CCA prison diversion program had significantly lower recidivism rates compared to those who did not. Figure 101 shows rearrest rates for both groups by risk level. Among low-risk CCA participants, 60.2% of those who did not successfully

complete the program were rearrested, compared to 41.5% in the subgroup who did successfully complete the program. The same pattern is observed among moderate-risk CCA participants, where approximately 71% of unsuccessful CCA participants were rearrested and 54% of successful CCA participants were rearrested. Among those classified as high-risk, about 78% of individuals who were unsuccessful in CCA programs were rearrested, compared to 59% of those who were successful. All of these differences were statistically significant ( $p < .001$ ).

The same pattern of results emerged in the analyses examining reconviction at 36-months (Figure 102). Reconviction rates were lowest among individuals who were classified as being at a low-risk for recidivism, and 42.8% of those who were unsuccessful in CCA prison diversion programs were reconvicted compared to 28% of individuals who successfully completed programming. Among moderate-risk offenders, 56.3% of individuals who were unsuccessful in CCA prison diversion programs were reconvicted, which is significantly higher than the 38% of individuals who were successful in completing CCA programming. Likewise, approximately 69% of high-risk participants who were unsuccessful in CCA programs were reconvicted within 36-months, while 46% of successful CCA participants were reconvicted. All of these differences were statistically significant ( $p < .001$ ).

The final figure (Figure 103) displays the results of the analyses that include reincarceration as the outcome of interest. Across all three risk level categories, the same pattern was observed. Individuals who were unsuccessful in the CCA prison diversion program had significantly higher rates of reincarceration at 36-months. Specifically, 29% of low-risk unsuccessful participants were reincarcerated, compared to 4.8% of successful CCA participants. Among those who were moderate-risk, 33.4% of unsuccessful CCA participants were reincarcerated, which was significantly more than the 10.9% of successful CCA participants. High-risk individuals who were

Figure 101 - Rearrest in 36 Months by CCA Completion Status

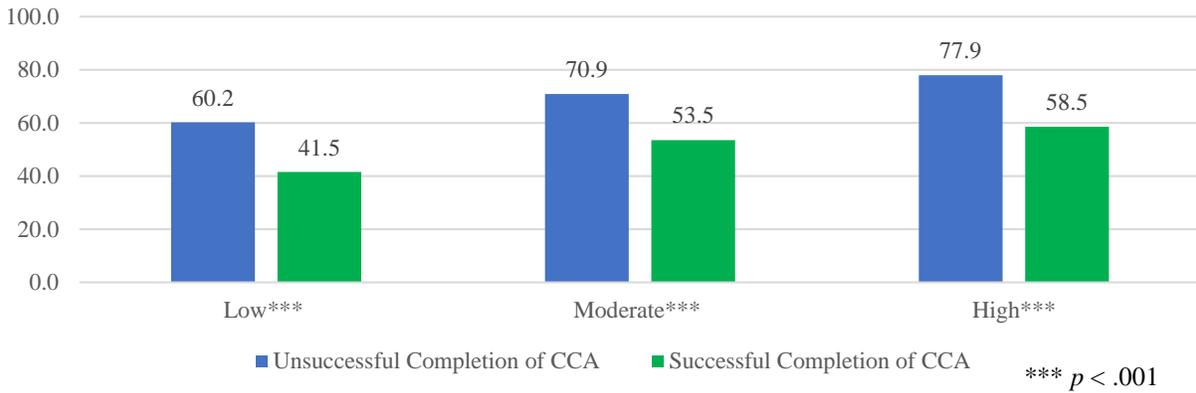


Figure 102 - Reconviction in 36 Months by CCA Completion Status

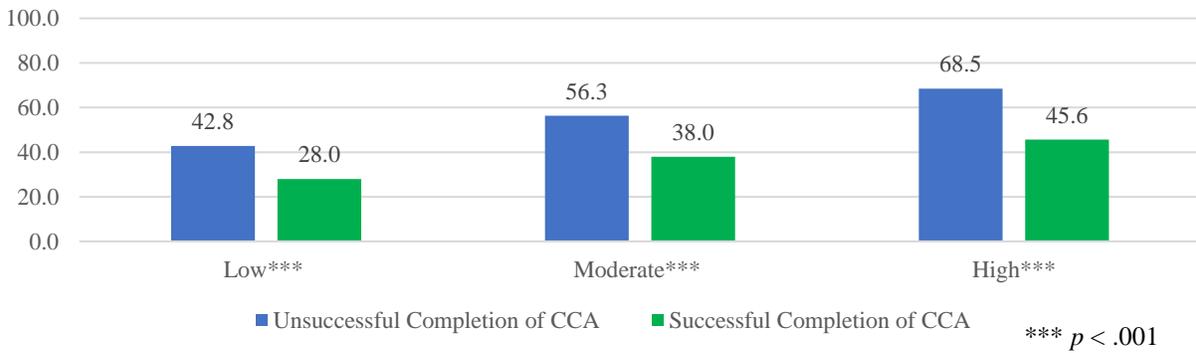
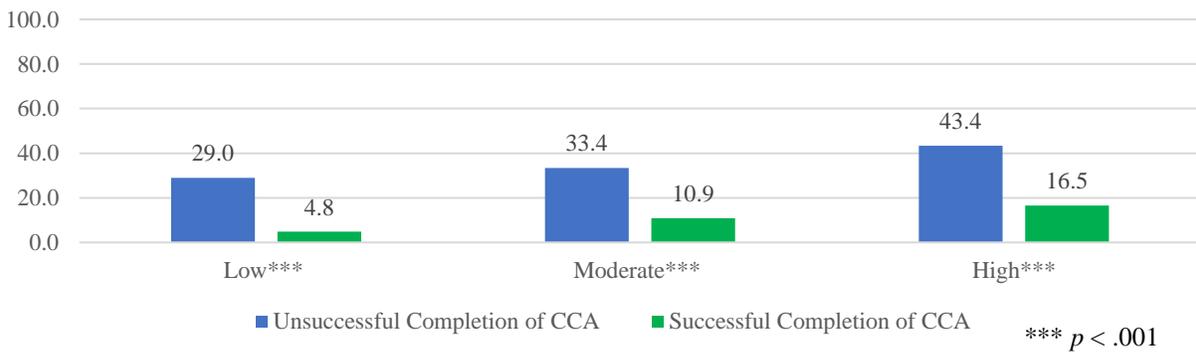


Figure 103 - Incarceration in 36 Months by CCA Completion Status



unsuccessful in CCA prison diversion programs were also more likely to be reincarcerated after three years (43.4%) relative to those who were successful (16.5%). All of these differences were statistically significant ( $p < .001$ ).

The supplemental analyses consistently suggested that there is a significant relationship between successfully completing CCA prison diversion programs and lower recidivism rates. While it is not possible to conclude that fully participating in CCA programming causes reductions in recidivism<sup>10</sup>, the analyses were extended on step further in order to identify factors that may predict success in these programs. This includes estimating a binary logistic regression model predicting successful completion of CCA programming. As shown in Table 39 below, several variables emerged as significant predictors of successful completion. Individuals who were older had slightly higher odds of successfully completing CCA ( $b = .04, p < .001, OR = 1.04$ ). Those with more education were also 22% more likely to have a successful termination ( $b = .20, p < .01, OR = 1.22$ ). Individuals who were identified as being in need of counseling had significantly greater odds of successfully completing CCA prison diversion programs ( $b = .19, p < .05, OR = 1.21$ ); however, those with a history of drug abuse were significantly less likely to be successful in CCA programs ( $b = -.44, p < .001, OR = .65$ ). Small, but significant effects were also found for number of prior convictions ( $b = -.03, p < .001, OR = .97$ ) and number of prior incarcerations ( $b = -.09, p < .05, OR = .91$ ), with those have more convictions and incarcerations being less likely to be successful in CCA programming. A significant relationship also emerged between the most serious offense and success in CCA programs. Individuals whose offense was more serious tended to have greater odds of success ( $b = .26, p < .001, OR = 1.30$ ). Finally, ORAS risk level was significantly related to the odds of successful termination from CCA prison diversion programs,

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<sup>10</sup> It is possible that another factor, such as greater motivation to change behavior, could have made an individual both more likely to succeed in CCA prison diversion programs and less likely to recidivate.

Table 39 Binary Logistic Regression Predicting Success on CCA

	b	SE	OR	OR 95%CI
<i>Independent Variables</i>				
Age	.04***	.01	1.04	1.03 - 1.05
Male	.04	.11	1.04	.83 - 1.30
Hispanic	.06	.32	1.07	.57 - 2.00
Non-White	.00	.09	1.00	.84 - 1.20
Married	.13	.13	1.14	.88 - 1.48
Education Level	.20**	.07	1.22	1.07 - 1.39
Employed at Arrest	.13	.10	1.14	.94 - 1.39
Needed Counseling	.19*	.09	1.21	1.01 - 1.45
Drug Abuse History	-.44***	.13	.65	.51 - .83
Alcohol Abuse History	-.16	.09	.85	.71 - 1.01
Number of Prior Convictions	-.03***	.01	.97	.96 - .98
Number of Prior Incarcerations	-.09*	.04	.91	.85 - .98
Most Serious Offense	.26***	.05	1.30	1.19 - 1.42
Violent Most Serious Offense	-.17	.12	.85	.68 - 1.06
ORAS Risk Level	-.43***	.06	.65	.58 - .73
Nagelkerke R-Squared			.16	
N			2,693	

Notes: \* $p < .05$ , \*\* $p < .01$ , \*\*\* $p < .001$ , two-tailed test

with those at higher risk levels being less likely to be successful ( $b = -.43, p < .001, OR = .65$ ).

Taken together, the findings of these supplemental analyses may provide valuable insights as to which offenders should be placed in CCA prison diversion programs, how those cases should be supervised, and the types of services that should be offered in order to target criminogenic needs in order to maximize the number of successful completions. For example, those in need of counseling had greater odds of completing the programs successfully, which may suggest that those individuals are good candidates for these diversion programs. Alternatively, those with a history of drug abuse had significantly lower odds of being successful, which may indicate that CCA prison diversion programs could be enhanced by providing more evidence-based services to address this criminogenic need. Another pattern that emerged was that a large majority of unsuccessful individuals received a technical violation while participating in CCA programming. Although the available data do not permit a more thorough investigation of the supervision

strategies, one possible explanation for this pattern is that agencies could be relying a limited range of behavior management strategies that lead to the use of technical violations at high rates.

In light of the findings of the outcome evaluation, the following recommendations are offered:

- **Recommendation 1:** Performance benchmarks should be clearly specified by ODRC, and programs receiving support through CCA funds should be required to submit performance measures twice per year. At a minimum, performance measures should include reporting of how CCA funds are used, documentation of the number of offenders in the program that meet ODRC's standard of plausible diversions, key evidence-based strategies used in CCA prison diversion programs, and recidivism tracking for program participants.
- **Recommendation 2:** ODRC should work with counties that fail to reach specified performance benchmarks to develop continuous quality improvement plans. These plans should include clear descriptions of how CCA funds will be used to improve programming, which should align with allowable expenses specified by ODRC.
- **Recommendation 3:** Reasons for technical violations should be clearly documented to allow for a more comprehensive examination of behavior management systems in CCA programs. Guidelines should be created to enhance behavior management systems and provide a range of sanctions that can be employed prior to issuing a technical violation.
- **Recommendation 4:** ODRC should prioritize reducing the rate at which CCA participants return to prison due to a technical violation. This could be accomplished by incentivizing counties to use increased discretion in issuing technical violations by awarding differential funding amounts based on whether the county rates are below the state average.

#### **Key Findings - Objective 4**

The fourth objective of the study was to uncover details about the operations of CCA programs in the state, which can serve as a valuable supplement to the evaluation results. Toward this end, programs in the Tier 1 counties were formally evaluated using the Correctional Program Checklist (CPC). Recall that the CPC scores programs on several items that are divided into the following five domains: *Leadership, Management, and Support; Staff Characteristics; Offender Assessment; Evidence-Based Practices; and Quality Assurance*. Scores are calculated for each

domain, as well as the program overall. Each score is then associated with one of four categories: ineffective, needs improvement, effective, or highly effective. These evaluations can provide valuable insights into the strengths and areas to focus on for improvement. To supplement the CPC results and gather information about programs in counties outside of Tier 1, staff in agencies throughout the state were asked to complete a survey about the climate in their organization.

The CPC results indicated that, overall, most programs do not align with evidence-based practices. In 10 of the 11 counties, the total scores in these agencies fell in the ineffective range. Franklin County was the exception with a total score of 56.3%, which is considered effective. Looking at each domain, it appears as though the greatest area of strength across the Tier 1 agencies was *Leadership, Management, and Support*, with scores ranging from a low 41.7% to a high of 84.6%. One agency was classified as ineffective in this domain, three were scored as needing improvement, three others were considered effective, and four achieved a rating of highly effective. The *Staff Characteristics* domain was another area in which agencies tended to meet a greater number of indicators. Scores ranged from a low of 22.1% to a high a 66.6%. Though 7 of the 11 agencies were rated as ineffective in this domain, 5 of those organizations were near the threshold for the needs improvement rating. Three other agencies were rated as effective, and one as highly effective. The CPC scores suggest that agencies have greater difficulty in meeting indicators in the three remaining domains. Scores in the *Offender Assessment* domain ranged from 6.7% to 81.3%. Of the 11 organizations evaluated, 9 of them were rated as ineffective in this domain, 1 was rated as needing improvement, and 1 was rated as highly effective. Every agency was rated as ineffective in both the *Evidence-Based Practices* and *Quality Assurance* domains, with scores ranging from 0% to 33.3% and 0% to 40%, respectively.

In considering the overall performance of these 11 organizations, it is worth noting that 7 of the 11 agencies were rated as ineffective on 4 out of the 5 domains on the CPC. Of the remaining 4, 3 were ineffective in 3 out of 5 domains and 1 was ineffective in 2 out of 5. The pattern of scores consistently revealed that the agencies generally had strong leaders and qualified staff, but there was difficulty in implementing effective rehabilitative services. While there was notable consistency in completing risk assessments using a valid and reliable tool, many agencies stopped short of transferring the information gained in the risk assessment process into strategic treatment approaches. Consistent with the findings reviewed for Objective 2, higher risk offenders were not routinely targeted for more intensive services. Moreover, program assessors did not find evidence that treatment was matched to criminogenic needs identified in the risk assessments. Similarly, while agencies generally had a variety of programs available, few executed a strong cognitive behavioral approach effectively. Strategies known to foster success in rehabilitation—such as staff modeling new skills, asking offenders to role-play and practice those skills, and providing feedback—were rarely observed during the evaluations. Agencies also struggled to consistently monitor the use of evidence-based practices and implement strategies to ensure continuous quality improvement. Though limited to the Tier 1 counties, these findings can help contextualize the lack of effects associated with participation in CCA prison diversion programs reported in the Objective 3 findings. Many organizations struggled to reach full adherence to the risk, need, responsivity, and fidelity principles known to reduce recidivism.

The results of the staff surveys were somewhat mixed, likely due to varying response rates across counties. However, there was a general tendency for counties in Tier 1 to respond less favorably in each area compared to respondents in other counties throughout the state. Given the size of the Tier 1 counties relative to other counties in Ohio, this pattern of findings may reflect

greater demands on these agencies that could shape perceptions. Staff in the Tier 1 counties reported lower than average levels of satisfaction with their respective agencies (e.g., style of leadership, inclusive team of colleagues, agency vision), lower levels of training and skills among the staff (e.g., access to training, use of technology, implementation of services), and higher levels of overall frustration on the job. Findings were more varied with respect toward the philosophy towards supervision, with about half of the counties reporting more punitive attitudes on average. Similarly, staff in Tier 1 agencies reported mixed levels of adequacy in the resources available to them (e.g., amount of time and staff available to do the job, maintenance and availability of space to do the job), with about half of the counties reporting higher levels of adequate resources.

In the other counties, it is important to note that although response rates were higher, the organizations are smaller overall. This means that seemingly high response rates are still based on the opinions of very few people. With these caveats in mind, the results showed that in counties outside of Tier 1 generally reported higher levels of satisfaction with their organizations, higher levels of training and skills among staff, and greater availability of resources. Similar to the staff in the Tier 1 counties, the philosophies towards supervision were more mixed. About half of the counties reported more punitive attitudes on average. The surveys among these counties also suggest that staff feelings of frustration were somewhat varied across these agencies; however, most of these smaller organizations reported lower than average levels of frustration among the staff.

Taken together, the results of the CPC evaluations and the staff surveys reveal that there is variation in how well agencies and the individuals working in those organizations are adhering to evidence-based practices. Based on these findings, the following recommendations are provided

to enhance service, which can in turn generate more positive effects in CCA prison diversion programs:

- **Recommendation 1:** CCA prison diversion programs should be structured to adhere to evidence-based practices. More specifically:
  - Risk assessments should serve as a guide throughout the treatment process. Case plans should specify goals that are tightly linked to criminogenic needs identified through valid and reliable risk assessments.
  - Treatment options should be matched to goals specified in treatment plans (i.e., criminogenic needs).
  - Treatment strategies should be based on cognitive-behavioral approaches (e.g., modeling, role-plays, practice, feedback).
  - Case plans should be routinely updated to document progress towards reducing criminogenic needs.
- **Recommendation 2:** Completion criteria should be developed for CCA prison diversion programs and used to determine when an offender has successfully completed programming.
- **Recommendation 3:** A multi-faceted continuous quality improvement process should be in place for programs that includes routine monitoring of evidence-based practices internally and among external service providers, as well as regular reporting to ODRC.
- **Recommendation 4:** Targeted booster trainings should be provided to sites in areas identified for improvement.

## Limitations

Although a comprehensive approach was taken to better understand the use and effectiveness of CCA prison diversion programs in Ohio, no research study is free of limitations. When reviewing the results presented in this report, it is important to consider a number of factors that could impact the findings. With respect to Objective 1, there is a substantial amount of missing data for key variables. This was especially notable for risk assessment data, and may account for the mixed findings across counties.

Another consideration relates to the key measures of plausible diversions used to examine the composition of CCA participants across counties in Objective 2. The results were very sensitive to the measure used, which in turn impacted the conclusions that were drawn from those

analyses. Two strategies were used to demonstrate options that ODRC could employ in creating an official definition of plausible placements, but it is nonetheless important to be mindful of the impact measurement decisions can have on outcomes should ODRC pursue similar endeavors as recommended above.

A number of limitations pertain to the outcome evaluation conducted to meet Objective 3. First, the two comparison samples (i.e., community comparison and incarcerated comparison) were distinguished from one another after the matching procedure was completed. As a result, the subsamples varied with respect to some characteristics.<sup>11</sup> Second, the incarcerated comparison sample is small relative to the other two subsamples. In some counties, this made it impossible to make comparisons that included this subgroup. Nonetheless, the overall results suggested there may be important distinctions between these three groups, and future research could benefit from selecting larger subsamples in each group and subsequently matching on key characteristics of interest. Third, the samples drawn in the Tier 2 counties were also limited in size. When each county was examined in isolation from the others, some subgroups (e.g., high risk offenders) were quite small. The percentages reported in the comparative analyses were sensitive to these smaller case counts, and could result in a distorted portrayal of the patterns within a given county. Fourth, recidivism data was primarily collected from OHLEG, which contains data that is collected differently throughout the state. Information is entered by countless individuals across numerous criminal justice agencies, each of which has its own reporting norms. Differences in data entry across agencies and individuals creates inconsistencies in data extracted from these databases that could influence the findings reported in the study. Fifth, the arrest and conviction outcomes examined here do not include technical violations. Future research should examine whether CCA

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<sup>11</sup> All of the analyses conducted to meet Objective 3 reviewed in this report were also conducted with the matched comparison group before it was split into two subgroups, and the results were largely the same to those reported here.

participants are more or less likely to receive a revocation, which may be indicative of differential processing. Sixth, and related to the previous point, this study did not examine procedural aspects of CCA programming, which may provide additional insights to the findings. For example, judges and probation officers may view CCA prison diversion programs as a final opportunity to adopt a crime-free life. Subsequent violations of the law could then be processed differently if a stigma is attached to having participated in CCA prison diversion programs and expectations are altered for these offenders. Future research should explore these possibilities to gain a more comprehensive view of the potential relationships between CCA programs and the processes in the criminal justice system more broadly.

With consideration to Objective 4, a few limitations are worth noting. The CPC evaluations were only conducted in the Tier 1 counties. It is possible that the Tier 2 counties, for a variety of reasons, may operate very differently than the larger Tier 1 counties. As a result, the findings from the CPC results should not be extended to other counties. Also, as noted previously, response rates to the staff surveys were small and the data collected from these surveys may not be representative of the perceptions of all staff across the participating agencies.

Finally, a limitation that applies to the entire study as a whole is the timeframe between the observations and the reporting of the results. It is possible that cases are now processed differently in the Tier 1 counties, and the results related to Objective 1 may not be indicative of the sentenced commonly used in practice today. Similarly, the characteristics of offenders placed in CCA prison diversion programs may differ today than they did during FY'12, and the concentrations of plausible offenders estimated here may differ from today's population of CCA participants. It is also possible that the staff surveys may reflect attitudes of people who no longer work for those agencies. Despite these shortcomings, it is also important to note some added benefits that resulted

from the extended timeline. The follow-up time was a full 36-months, which provides a more comprehensive evaluation of the long-term outcomes of offenders. The importance of this cannot be overstated, particularly because the extended follow-up period was also applied to offenders who were initially incarcerated for their crimes. For this group of offenders, the added time permitted a long-term follow-up without a substantial loss of cases since those who were incarcerated were released at varying times.

## **Conclusion**

CCA prison diversion programs were developed with the intention of reserving space in Ohio's prisons for those offenders who pose the greatest threat to society, and diverting others to community-based programming designed to foster rehabilitation. While these programs have diverted thousands of offenders from prison, a number of challenges remain in meeting the goal of successfully rehabilitating those offenders. The recommendations offered in this report provide suggestions for using evidence-based practices in CCA prison diversion programs to create a more strategic approach to reducing recidivism among participants.

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## **Appendix A - The Correctional Program Checklist**

UCCI developed the CPC, CPC-CSA, CPC-CSA: RA, and the CPC-GA. The original CPC was designed to assess a wide array of correctional intervention programs. The objective of the assessment is to conduct a detailed review of the services provided and to compare the practices with the research literature on best practices in corrections. The CPC is modeled after the Correctional Program Assessment Inventory (CPAI) developed by Gendreau and Andrews; however, the CPC includes a number of items not contained in the CPAI. Specifically, CPAI items that were consistently correlated with offender success were retained in the CPC tools. The CPC-CSA is a variation of the original CPC that allows for the evaluation of a community supervision agency's adherence to evidence-based practices. The CPC-CSA: RA was developed for assessing referral agencies used by community supervision agencies. It is used to determine how closely a referral agency meets known principles of effective intervention. The CPC-GA was designed to more closely examine correctional group interventions and core correctional practices within a group context. This tool can be used for correctional agencies or contractors that provide a free-standing group to examine the quality of that intervention.

All of the variations of the CPC tools contain two basic areas, capacity and content. The capacity area assessed whether a correctional program has the capability to deliver evidenced-based interventions and services for offenders. The original CPC contains three domains in the capacity area: (1) Program Leadership, Development, and Support, (2) Staff, and (3) Quality Assurance. On the CPC-CSA there are also three domains that comprise the capacity area: (1) Leadership, Agency Management and Support; (2) Staff Characteristics; and (3) Quality Assurance. For the CPC-CSA: RA, there are two domains that fall in the capacity area: (1) Leadership, Staff, and Support; and (2) Quality Assurance. For the CPC-GA, there are also two domains that comprise the capacity area: (1) Program, Staff, and Support; and (2) Quality

Assurance. For all the CPC variants, the content area focuses on the extent to which the program meets the principles of risk, need, and responsivity. The content area for the CPC, CPC-CSA: RA, and CPC-GA focus on two substantive domains: (1) Offender Assessment, and (2) Treatment Characteristics. Two domains are included in the content area for the CPC-CSA: (1) Offender Assessment, and (2) Evidenced-Based Practices.

For the CPC-CSA, there are 56 indicators with a maximum total of 62 points. Regarding the CPC-CSA: RA, there are 49 indicators with a maximum total of 51 points. There are 48 indicators, totaling up to a maximum of 50 points on the CPC-GA tool. Each of the two areas of capacity and content and all of the domains are scored and rated as either “highly effective” (65% to 100%), “effective” (55% to 64%), “needs improvement” (46% to 54%), or “ineffective” (45% or less). The scores in all domains are summed, and the same scale is used for the overall assessment score.<sup>12</sup> It should be noted that not all five (four for the CPC-CSA: RA, and CPC-GA) domains are given equal weight, and some items may be considered “not applicable” in which case they are not included in the scoring. Like the CPC, the CPC-GA has been validated by several studies conducted by UCCI. These studies found robust correlations between the outcome and overall score, and between outcomes and scores in the capacity and content areas, all domains, and individual indicators (Holsinger, 1999; Lowenkamp, 2003; Lowenkamp & Latessa, 2003; Lowenkamp & Latessa, 2005a; Lowenkamp & Latessa, 2005b).

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<sup>12</sup> CPC scoring was updated September 2015. The equivalent scores are as follows: “very high adherence to EBP” (65% to 100%), “high adherence to EBP” (55%-64%), “moderate adherence to EBP” (46%-54%), or “low adherence to EBP” (45% or less).

## **Appendix B – Organizational Climate Survey**

## CCA Survey

Created: February 23 2012, 2:46 PM  
Last Modified: February 23 2012, 2:46 PM  
Design Theme: Clean  
Language: English  
Button Options: Custom: Start Survey: "Start Survey!" Submit: "Submit"  
Disable Browser "Back" Button: False

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### CCA Survey

#### Page 1 - Heading

Directions: Please select the option that best describes you or your position at the agency. For open-ended questions that do not have options to choose from, please be sure to type in your answer.

#### Description

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#### Page 1 - Question 1 - Open Ended - Comments Box

What is your age?

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#### Page 1 - Question 2 - Choice - One Answer (Bullets)

What is your race?

- African American
- Asian
- Caucasian
- Native American
- Other

#### Page 1 - Question 3 - Choice - One Answer (Bullets)

What is your gender?

- Female
- Male

#### Page 1 - Question 4 - Choice - One Answer (Bullets)

What is your ethnicity?

- Hispanic
- Non-Hispanic

#### Page 1 - Question 5 - Choice - One Answer (Bullets)

What is your highest level of education attainment?

- High School/GED or less

- Associates
- Some college
- Bachelor's degree
- Some graduate school
- Master's degree or higher

Page 1 - Question 6 - Choice - One Answer (Bullets)

What is your current position within the department?

- Probation officer
- Unit supervisor
- Manager/Executive staff/Deputy or Assistant Chief
- Other

Page 1 - Question 7 - Open Ended - Comments Box

How long have you been employed as a probation officer (if applicable, including years as a supervisor)?

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Page 1 - Question 8 - Choice - One Answer (Bullets)

Who do you predominately supervise?

- Low risk probationers
- Moderate risk probationers
- Intensive supervision probationers
- Sex offender specialized caseload
- Substance abuse specialized caseload
- Probationers and parolees
- Parolees only
- Other (including other specialized caseload), please specify

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Page 1 - Question 9 - Open Ended - Comments Box

What is your average caseload size?

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Page 2 - Heading

Directions: For the remaining questions, you will be asked to respond to various position statements regarding work at your agency. Please be sure to respond to each statement under each question.

Description

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Page 2 - Heading

Please scroll down to the bottom of the page to answer all parts of the question and to go to the next page.

Description

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PLEASE RESPOND TO THE FOLLOWING STATEMENTS IN TERMS OF THE DEGREE TO WHICH THEY REFLECT THE CONDITIONS IN AND THE FUNCTIONING OF YOUR AGENCY. (from 1=strongly disagree to 5=strongly agree) In my agency...

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
We have few difficulties in adequately staffing our agency.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
We have trouble retaining highly competent staff in this agency.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Our staff frequently say they they are overworked and/or don't have enough time to get done what they need to do.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
We have enough staff to meet the needs of this agency.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Our staff lack access to the training and development programs they need.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Our staff integrate new knowledge and techniques into their work to improve the way in which services are provided.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Our staff stay current with new techniques that relate to their jobs.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
The training and development programs for our staff are of very high quality.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Attending training and development programs is made a priority for our staff.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
We have funding available to introduce new programs and/or initiatives if they are needed.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
We have had to cut or significantly reduce programs and/or services due to funding constraints.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

PLEASE RESPOND TO THE FOLLOWING STATEMENTS IN TERMS OF THE DEGREE TO WHICH THEY REFLECT THE CONDITIONS IN AND THE FUNCTIONING OF YOUR AGENCY. (from 1=strongly disagree to 5=strongly agree) In my agency...

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
We would significantly expand/enhance certain programs and/or services if funding were available.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Our physical facilities are designed to meet the specific needs of most of the important services and programs we run.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

Our offices and other facilities are well maintained and kept fully functional.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
We have the necessary physical space for the services and programs we run.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
We have computer and information technology tools/resources to efficiently access offender records.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Our staff feels very comfortable using computers and information technology tools to do their jobs.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Our staff lack the computer skills necessary to proficiently access offender records.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
We regularly integrate new services, programs, and/or initiatives into our operations at this agency.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Our programs, services, and/or initiatives are designed to address multiple offender needs.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
We have a high level of coordination across units, and/or departments when it comes to delivering services and programs to offenders.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
We have significant challenges in generating the necessary political support for important priorities, new programs, and/or initiatives for offenders.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
We have the support we need from communities for important priorities, new programs, and/or initiatives for offenders.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
We have extensive collaborations/partnerships with external groups (e.g., outside service providers) that facilitate important priorities, new programs, and/or initiatives for offenders.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

Page 4 - Heading

Please scroll down to the bottom of the page to answer all parts of the question and to go to the next page.

Description

Page 4 - Question 12 - Rating Scale - Matrix

TO WHAT EXTENT DO YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS ABOUT CRIME REDUCTION? (from 1=strongly disagree to 5=strongly agree) The best way to reduce crime is to...

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Show people who use drugs they will be punished severely if they don't stop.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

Make sure criminals get effective treatment for addictions and other problems while they're in prison/jail, or on supervision in the community.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Keep criminals in prison/jail and off the streets.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Use the "eye for an eye, tooth for a tooth" principle.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Deter future offenders by severely punishing criminals who are caught and convicted.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Provide criminals with treatment to address addiction, mental health problems, or other problems.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Make sure that the treatment provided is matched to the offender's needs.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Keep criminals in prison/jail where they can't bother law abiding citizens.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Provide more treatment, jobs, and educational programs to address problems that often contribute to crime.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Keep drug users in prison/jail and off the streets.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Punish addicts in prison/jail to stop them from using drugs.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Deter future criminal by severely punishing offenders who are caught and convicted.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

Page 5 - Heading

Please scroll down to the bottom of the page to answer all parts of the question and to go to the next page.

Description

Page 5 - Question 13 - Rating Scale - Matrix

TO WHAT EXTENT DO YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS? (from 1=strongly disagree to 5=strongly agree) Working for your agency based on your experiences at this agency...

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am quite proud to be able to tell people who it is that I work for.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
What this agency stands for is important to me.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
I work for an agency that is incompetent and unable to accomplish its mission.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
I feel a strong sense of belonging to this agency.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
I feel like "part of the family" at this agency.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

The people I work for do not care about what happens to me.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
This agency appreciates my accomplishments on the job.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
This agency does all that it can to recognize employees for good performance.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
My efforts on the job are largely ignored or overlooked by this agency.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

Page 5 - Question 14 - Rating Scale - Matrix

TO WHAT EXTENT DO YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS? (from 1=strongly disagree to 5=strongly agree)

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Trying to get this job done is a very frustrating experience.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Being frustrated comes with this job.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Overall, I experience very little frustration in this job.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

Page 6 - Heading

Please scroll down to the bottom of the page to answer all parts of the question and to go to the next page.

Description

Page 6 - Question 15 - Rating Scale - Matrix

TO WHAT EXTENT DO YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS? (from 1=strongly disagree to 5=strongly agree)

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
There is a shared understanding of the changes needed to help our agency achieve its long-term goals.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
There are discussions involving staff about the vision for our agency and ways to achieve it.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
We have well-defined performance outcomes and specific plans in place for how to achieve them.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Managers and staff periodically meet and talk about what is working well and what isn't to improve our performance.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Opportunities are provided for staff to attend training or other development opportunities.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Learning new knowledge and skills and using them in your job is highly valued by supervisors and managers.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Staff are comfortable promoting different ideas or suggestions, even if	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

Staff are comfortable promoting different ideas or suggestions, even if they conflict with established policy or practice.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Managers are open and willing to try new ideas or ways of doing things.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Staff are generally comfortable discussing mistakes, errors, or problems with supervisors and managers.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

Page 7 - Heading

Please scroll down to the bottom of the page to answer all parts of the question and to go to the next page.

Description

Page 7 - Question 16 - Rating Scale - Matrix

TO WHAT EXTENT DO YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS? (from 1=strongly disagree to 5=strongly agree) The leader of this agency (e.g. Chief)...

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Is able to get others to be committed to his/her vision for this agency.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Leads by "doing," rather than simply by "telling".	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Gets people to work together for the same goal.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Insists on only the best performance.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Takes time to carefully listen to and discuss people's concerns.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Suggests new ways of looking at how we do our jobs.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Gives special recognition to others' work when it is very good.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Provides well-defined performance goals and objectives.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Stays well informed in what is being done in my work group.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Provides us with the necessary resources and the assistance we need to get our work completed.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

Page 7 - Question 17 - Rating Scale - Matrix

PLEASE INDICATE THE EXTENT TO WHICH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS ABOUT EFFORTS TO MAKE CHANGES IN THE SYSTEM IN WHICH YOU WORK. (from 1=strongly disagree to 5=strongly agree).

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I've pretty much given up trying to make suggestions for improvements around here.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

Changes to the usual way of doing things at this agency are more trouble than they are worth.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
When we try to change things here they just seem to go from bad to worse.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Efforts to make improvements in this agency usually fail.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
It's hard to be hopeful about the future because people have such bad attitudes.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

Page 8 - Heading

Please scroll down to the bottom of the page to answer all parts of the question and to go to the next page.

Description

Page 8 - Question 18 - Rating Scale - Matrix

PLEASE INDICATE THE EXTENT TO WHICH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS ABOUT THE EMPHASIS AND PRIORITY GIVEN TO TREATMENT SERVICES IN YOUR AGENCY OR TREATMENT SERVICES BY OUTSIDE PROVIDERS. (from 1=strongly disagree to 5=strongly agree)

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
We are regularly kept informed about the effectiveness of treatment programs (e.g., through data on recidivism rates).	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Managers emphasize the importance of evaluating our programs.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
There is strong commitment to improving the quality of the treatment programs we provide or that are provided by community partners.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Managers recognize and appreciate providing effective treatment services to offenders.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
There is a high level of leadership shown by management to improve the quality of our treatment services.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Senior administrators have respect for treatment services.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
When things are being done in such a way that they compromise the delivery of treatment services, managers step in and take action.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Our staff see the importance of the treatment programs that treatment staff provide.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Supervision staff have a good deal of respect for the work that the treatment staff do.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

Most supervision staff go out of their way to minimize interfering with treatment services.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
A high value is placed on the job knowledge and skills of the treatment staff to provide effective services.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Staff are given the training they need to provide effective treatment services.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Staff are given the necessary tools and means that they need in order to provide effective treatment services to offenders.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5
Efforts to improve the quality of the treatment services that are provided here are recognized and appreciated.	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5

Thank You Page

We appreciate you taking the time to respond to this survey on probation departments in Ohio for the evaluation of Community Corrections Act programs.

Screen Out Page

Standard

Over Quota Page

Standard

Survey Closed Page

Standard

## **Appendix C – Bivariate Comparisons of Recidivism Rates in Tier 1 Counties**

Table C1 Tier 1 Counties – Percent Arrested at 36 Months by Risk Level

County	Total N	CCA	Community Comparison	Incarcerated Comparison	$\chi^2$
<i>Clermont</i>	165	55.4	83.3	87.5	16.22***
Low	46	43.5	76.2	100	6.28*
Moderate	68	52.9	87.1	100	10.42*
High	51	69.2	85.7	81.8	1.60
<i>Cuyahoga</i>	394	67.3	61.1	72.5	2.79
Low	62	53.1	51.9	0.0	3.16
Moderate	141	71.8	58.0	60.0	2.76
High	191	68.8	69.4	82.6	3.25
<i>Franklin</i>	395	65.8	64.4	72.0	.98
Low	110	56.4	68.0	80.0	2.19
Moderate	147	65.3	50.8	53.8	2.98
High	138	73.9	81.1	78.1	.74
<i>Hamilton</i>	394	77.5	69.1	73.3	3.11
Low	36	61.1	86.7	100	3.94
Moderate	139	74.3	53.3	55.6	6.46*
High	219	82.1	78.4	75.8	.81
<i>Lorain</i>	368	58.9	48.5	50.0	3.93
Low	94	48.9	46.8	-	.04
Moderate	200	65.3	44.7	40.0	8.87*
High	74	54.1	63.3	57.1	.59
<i>Mahoning</i>	400	56.5	43.8	60.0	6.75*
Low	260	49.2	35.4	33.3	5.11
Moderate	90	68.9	65.0	80.0	.51
High	50	72.0	55.6	57.1	1.39
<i>Montgomery</i>	399	76.5	71.3	82.1	2.47
Low	98	63.3	75.6	50.0	2.29
Moderate	169	72.9	66.7	77.8	1.00
High	132	90.9	75.0	88.5	5.33
<i>Richland</i>	184	49.5	53.2	71.4	2.37
Low	56	39.3	51.9	0.0	1.70
Moderate	69	51.4	56.7	50.0	.20
High	59	56.7	50.0	88.9	4.07
<i>Scioto</i>	140	32.9	39.3	77.8	6.82*
Low	26	15.4	23.1	-	.25
Moderate	42	9.5	25.0	60.0	6.31*
High	72	52.8	53.1	100	3.39
<i>Stark</i>	368	51.1	55.7	83.3	8.98*
Low	149	40.0	50.7	100	2.90
Moderate	151	55.8	56.3	70.0	.75
High	68	64.7	71.4	92.3	3.56
<i>Summit</i>	294	63.9	62.2	83.3	5.78
Low	70	40.0	65.5	33.3	4.86
Moderate	114	66.7	61.1	100	2.04
High	110	76.4	60.7	92.6	7.74*

Note: Counties in which significant differences in recidivism rates were observed are highlight in red to denote instances where CCA participants had the highest rates, purple to denote instances where CCA participants had the second highest rates, and blue to denote instances where CCA participants had the lowest rates.

\* $p < .05$ , \*\* $p < .01$

Table C2 Tier 1 Counties – Percent Convicted at 36 Months by Risk Level

County	Total N	CCA	Community Comparison	Incarcerated Comparison	$\chi^2$
<i>Clermont</i>	165	50.6	39.4	62.5	3.50
Low	46	30.4	42.9	50.0	.88
Moderate	68	50.0	38.7	100	4.36
High	51	69.2	35.7	54.5	4.20
<i>Cuyahoga</i>	394	54.8	42.1	49.3	4.60
Low	62	31.3	37.0	0.0	1.73
Moderate	141	53.5	46.0	55.0	.81
High	191	62.5	40.8	50.0	6.52*
<i>Franklin</i>	395	52.8	40.4	50.0	5.26
Low	110	45.5	44.0	60.0	.51
Moderate	147	45.3	33.9	38.5	1.81
High	138	68.1	45.9	53.1	5.42
<i>Hamilton</i>	394	66.5	36.9	48.9	30.43***
Low	36	50.0	33.3	33.3	1.03
Moderate	139	60.0	38.3	44.4	6.17*
High	219	73.2	36.5	51.5	25.18***
<i>Lorain</i>	369	47.6	27.3	16.7	17.87***
Low	94	38.3	21.3	-	3.26
Moderate	201	51.5	27.4	20.0	12.74**
High	74	48.6	36.7	14.3	3.20
<i>Mahoning</i>	400	40.5	25.4	26.7	10.19**
Low	260	34.6	21.3	0.0	6.89*
Moderate	90	46.7	35.0	20.0	2.08
High	50	60.0	33.3	42.9	3.07
<i>Montgomery</i>	399	61.0	45.0	53.8	9.16*
Low	98	46.9	46.7	50.0	.02
Moderate	169	57.6	40.0	55.6	5.09
High	132	75.8	52.5	53.8	7.45*
<i>Richland</i>	184	37.6	33.8	50.0	1.38
Low	56	28.6	33.3	0.0	.59
Moderate	69	34.3	36.7	25.0	.22
High	59	50.0	30.0	66.7	3.80
<i>Scioto</i>	140	28.6	26.2	33.3	.23
Low	26	7.7	7.7	-	.00
Moderate	42	9.5	6.3	0.0	.58
High	72	47.2	43.8	75.0	1.34
<i>Stark</i>	368	41.9	34.2	58.3	5.88
Low	149	28.0	23.3	100	3.27
Moderate	151	45.5	40.6	50.0	.50
High	68	64.7	52.4	61.5	.83
<i>Summit</i>	294	55.8	37.8	58.3	9.48**
Low	70	28.6	27.6	33.3	.08
Moderate	114	61.4	35.2	100	10.71**
High	110	67.3	53.6	59.3	1.58

Note: Counties in which significant differences in recidivism rates were observed are highlight in red to denote instances where CCA participants had the highest rates, purple to denote instances where CCA participants had the second highest rates, and blue to denote instances where CCA participants had the lowest rates.

\* $p < .05$ , \*\* $p < .01$

Table C3 Tier 1 Counties – Percent Incarcerated at 36 Months by Risk Level

County	Total N	CCA	Community Comparison	Incarcerated Comparison	$\chi^2$
<i>Clermont</i>	160	24.1	23.1	12.5	1.04
Low	46	17.4	19.0	0.0	.46
Moderate	63	20.0	23.3	0.0	.92
High	51	34.6	28.6	18.2	1.01
<i>Cuyahoga</i>	379	23.2	22.4	18.8	.57
Low	62	12.5	3.7	0.0	1.81
Moderate	133	26.6	22.4	20.0	.47
High	184	24.7	32.7	19.6	2.20
<i>Franklin</i>	387	22.6	13.4	16.0	4.84
Low	110	16.4	10.0	20.0	1.08
Moderate	145	18.7	15.8	0.0	2.89
High	132	32.3	14.3	21.9	4.16
<i>Hamilton</i>	381	29.0	25.7	31.8	.79
Low	35	23.5	26.7	0.0	1.02
Moderate	131	18.2	21.4	22.2	.24
High	215	36.4	28.8	37.5	1.34
<i>Lorain</i>	356	15.3	8.3	16.7	4.22
Low	91	4.4	6.5	-	.19
Moderate	196	16.3	7.5	20.0	3.73
High	69	27.3	13.8	14.3	1.91
<i>Mahoning</i>	383	15.9	8.9	33.3	9.25*
Low	255	10.9	6.5	0.0	1.89
Moderate	87	23.3	15.4	0.0	2.04
High	41	33.3	12.5	71.4	7.85*
<i>Montgomery</i>	395	21.4	19.4	17.9	.37
Low	98	8.2	15.6	0.0	1.81
Moderate	168	19.0	17.3	22.2	.17
High	129	34.9	27.5	19.2	2.29
<i>Richland</i>	178	13.8	33.8	28.6	9.25*
Low	55	14.8	37.0	0.0	3.86
Moderate	67	9.1	40.0	50.0	9.29*
High	56	18.5	20.0	22.2	.06
<i>Scioto</i>	137	5.9	11.7	33.3	6.77*
Low	26	7.7	7.7	-	.00
Moderate	42	0.0	6.3	20.0	3.69
High	69	8.8	16.1	50.0	5.02
<i>Stark</i>	345	18.3	12.2	36.0	9.23*
Low	143	12.7	8.5	0.0	.79
Moderate	140	18.5	14.1	36.4	3.21
High	62	32.1	19.0	38.5	1.71
<i>Summit</i>	284	30.0	21.3	19.4	3.20
Low	66	9.4	21.4	0.0	2.88
Moderate	113	31.6	15.1	0.0	5.13
High	105	41.2	33.3	25.9	1.86

Note: Counties in which significant differences in recidivism rates were observed are highlight in red to denote instances where CCA participants had the highest rates, purple to denote instances where CCA participants had the second highest rates, and blue to denote instances where CCA participants had the lowest rates.

\* $p < .05$ , \*\* $p < .01$

## **Appendix D – Multivariate Binary Logistic Regression Results in Tier 1 Counties**

Table D1 Binary Logistic Regression Models of Recidivism at 36 Months in Clermont County

	Rearrest				Reconviction				Incarceration			
	b	SE	OR	CI	b	SE	OR	CI	b	SE	OR	CI
CCA	-1.51	.81	.22	.03,.90	-.37	.59	.69	.21,2.15	1.00	.82	2.71	.64,18.85
Community Supervision	-.04	.86	.97	.13, 4.48	-.85	.61	.43	.12,1.39	.94	.85	2.56	.570,18.29
ORAS Risk Classification	.50	.26	1.65	.99,2.80	.37	.24	1.45	.91,2.34	.45	.29	1.57	.91,2.82
Non-White (0, 1)	--	--	--	--	--	--	--	--	--	--	--	--
Male (0, 1)	-.36	.54	.70	.24,1.95	.14	.49	1.15	.45,3.05	.48	.69	1.61	.46,7.56
Age	-.02	.02	.98	.94,1.02	-.04	.02	.97	.93,1.00	-.03	.02	.97	.93,1.01
Nagelkerke R <sup>2</sup>			.17*				.09				.07	
N			164				164				164	

Notes: Reference category for CCA and Community Supervision are individuals who were directly released from prison

OR=Odds Ratio; CI = 95% Confidence Interval of Odds Ratio

\*p < .05

Table D2. Binary Logistic Regression Models of Recidivism at 36 Months in Cuyahoga county.

	Rearrest				Reconviction				Incarceration			
	b	SE	OR	CI	b	SE	OR	CI	b	SE	OR	CI
CCA	-.05	.32	.95	.50,1.76	.41	.29	1.51	.85,2.68	.57	.37	1.76	.87,3.76
Community Supervision	-.30	.34	.74	.37,1.43	-.09	.32	.91	.49,1.70	.57	.40	1.76	.83,3.93
ORAS Risk Classification	.34*	.16	1.40	1.04,1.91	.37*	.15	1.45	1.08,1.97	.41	.20	1.51	1.04,2.24
Non-White (0, 1)	.39	.24	1.47	.92,2.35	.15	.23	1.16	.73,1.82	.38	.30	1.46	.82,2.71
Male (0, 1)	.30	.29	1.35	.76,2.39	-.21	.29	.82	.46,1.44	.57	.42	1.76	.81,4.26
Age	-.02*	.01	.98	.96,1.00	-.03*	.01	.97	.95,.99	-.03*	.01	.97	.94,.99
Nagelkerke R <sup>2</sup>			.07*				.08*				.08*	
N			394				394				379	

Notes: Reference category for CCA and Community Supervision are individuals who were directly released from prison

OR=Odds Ratio; CI = 95% Confidence Interval of Odds Ratio

\*p < .05

Table D3 Binary Logistic Regression Models of Recidivism at 36 Months in Franklin County.

	Rearrest				Reconviction				Incarceration			
	b	SE	OR	CI	b	SE	OR	CI	b	SE	OR	CI
CCA	-.15	.36	.86	.42,1.73	.27	.33	1.31	.69,2.48	.66	.44	1.94	.86,4.85
Community Supervision	-.18	.38	.84	.39,1.73	-.20	.34	.82	.42,1.61	.06	.48	1.06	.43,2.84
ORAS Risk Classification	.20	.15	1.22	.90,1.64	.23	.15	1.26	.95,1.68	.41*	.19	1.50	1.03,2.21
Non-White (0, 1)	.06	.22	1.06	.68,1.65	-.19	.21	.83	.54,1.25	-.52	.28	.59	.34,1.02
Male (0, 1)	.51	.28	1.66	.96,2.86	.39	.28	1.48	.86,2.57	.26	.38	1.29	.63,2.81
Age	-.03*	.01	.97	.95,.99	-.01	.01	.99	.97,1.01	-.03	.02	.97	.95,1.00
Nagelkerke R <sup>2</sup>	.05*				.05*				.07*			
N	395				395				387			

Notes: Reference category for CCA and Community Supervision are individuals who were directly released from prison

OR=Odds Ratio; CI = 95% Confidence Interval of Odds Ratio

\*p < .05

Table D4 Binary Logistic Regression Models of Recidivism at 36 Months in Hamilton County.

	Rearrest				Reconviction				Incarceration			
	b	SE	OR	CI	b	SE	OR	CI	b	SE	OR	CI
CCA	.49	.39	1.64	.74,3.47	.96*	.35	2.62	1.33,5.22	.06	.38	1.06	.52,2.27
Community Supervision	-.05	.39	.95	.43,2.01	-.44	.35	.65	.32,1.30	-.26	.39	.77	.36,1.69
ORAS Risk Classification	.36	.19	1.44	.98,2.09	.21	.18	1.24	.87,1.77	.280	.21	1.32	.88,2.02
Non-White (0, 1)	-.49	.28	.61	.35,1.05	-.24	.24	.78	.48,1.26	-.66*	.26	.52	.31,.87
Male (0, 1)	-.14	.49	.87	.32,2.22	.14	.46	1.15	.46,2.89	1.04	.67	2.84	.85,12.98
Age	-.04*	.01	.96	.94,.98	-.05*	.01	1.24	.93,.97	-.06*	.02	.94	.91,.97
Nagelkerke R <sup>2</sup>	.09*				.17*				.13*			
N	393				393				380			

Notes: Reference category for CCA and Community Supervision are individuals who were directly released from prison

OR=Odds Ratio; CI = 95% Confidence Interval of Odds Ratio

\*p < .05

Table D5 Binary Logistic Regression Models of Recidivism at 36 Months in Lorain County.

	Rearrest				Reconviction				Incarceration			
	b	SE	OR	CI	b	SE	OR	CI	b	SE	OR	CI
CCA	.43	.22	1.53	.99,2.38	.95*	.24	2.59	1.63,4.15	.67	.36	1.95	.98,4.04
ORAS Risk Classification	.13	.19	1.14	.79,1.64	.27	.20	1.31	.89,1.92	.74*	.30	2.09	1.16,3.84
Non-White (0, 1)	.32	.23	1.38	.87,2.18	.20	.24	1.22	.79,1.96	.64	.35	1.90	.95,3.83
Male (0, 1)	-.08	.35	.93	.47,1.82	-.23	.36	.79	.39,1.63	-.26	.64	.77	.24,3.03
Age	-.05*	.01	.95	.93,.97	-.06*	.01	.95	.92,.97	-.05*	.02	.96	.92,.99
Nagelkerke R <sup>2</sup>	.12*				.16				.12*			
N	353				354				341			

Notes: Reference category for CCA are individuals who were placed on Community Supervision

OR=Odds Ratio; CI = 95% Confidence Interval of Odds Ratio

\*p < .05

Table D6 Binary Logistic Regression Models of Recidivism at 36 Months in Mahoning County

	Rearrest				Reconviction				Incarceration			
	b	SE	OR	CI	b	SE	OR	CI	b	SE	OR	CI
CCA	.51*	.22	1.66	1.09,2.55	.76*	.23	2.22	1.35,3.38	.59	.34	1.81	.94,3.61
ORAS Risk Classification	.53*	.17	1.70	1.22,2.41	.42*	.17	1.52	1.09,2.12	.49*	.23	1.63	1.03,2.54
Non-White (0, 1)	.15	.22	1.16	.75,1.79	-.20	.24	.82	.51,1.30	.67*	.35	1.96	1.00,3.97
Male (0, 1)	.08	.27	1.08	.64,1.85	-.01	.30	.99	.56,1.78	.83	.57	2.28	.83,8.07
Age	-.03*	.01	.97	.95,.99	-.04*	.01	.96	.94,.98	-.02	.02	.98	.95,1.01
Nagelkerke R <sup>2</sup>	.12*				.11*							
N	384				384							

Notes: Reference category for CCA are individuals who were placed on Community Supervision

OR=Odds Ratio; CI = 95% Confidence Interval of Odds Ratio

\*p < .05

Table D7 Binary Logistic Regression Models of Recidivism at 36 Months in Montgomery County

	Rearrest				Reconviction				Incarceration			
	b	SE	OR	CI	b	SE	OR	CI	b	SE	OR	CI
CCA	-.11	.46	.89	.34,2.12	.49	.37	1.64	.79,3.38	.54	.47	1.72	.72,4.65
Community Supervision	-.39	.47	.68	.25,1.63	-.18	.38	.84	.40,1.75	.45	.49	1.56	.63,4.34
ORAS Risk Classification	.42*	.17	1.52	1.09,2.14	.41*	.15	1.50	1.12,2.03	.67*	.19	1.95	1.35,2.87
Non-White (0, 1)	-.43	.25	.65	.40,1.06	-.40	.22	.66	.44,1.02	-.65*	.27	.53	.30,.89
Male (0, 1)	.42	.30	1.53	.84,2.74	.03	.28	1.03	.60,1.78	.19	.36	1.21	.61,2.49
Age	-.02	.01	.98	.96,1.00	-.03	.01	.97	.95,.99	-.02	.01	.98	.95,1.01
Nagelkerke R <sup>2</sup>	.06*				.08*				.08*			
N	398				398				394			

Notes: Reference category for CCA and Community Supervision are individuals who were directly released from prison

OR=Odds Ratio; CI = 95% Confidence Interval of Odds Ratio

\*p < .05

Table D8 Binary Logistic Regression Models of Recidivism at 36 Months in Richland County

	Rearrest				Reconviction				Incarceration			
	b	SE	OR	CI	b	SE	OR	CI	b	SE	OR	CI
CCA	-.76	.65	.47	.12,1.58	-.42	.60	.66	.20,2.15	-1.17	.73	.31	.08,1.39
Community Supervision	-.52	.66	.60	.15,2.05	-.52	.61	.60	.18,2.00	.17	.71	1.19	.30,5.23
ORAS Risk Classification	.18	.20	1.19	.80,1.77	.30	.21	1.35	.90,2.04	-.13	.26	.88	.53,1.46
Non-White (0, 1)	.27	.37	1.31	.64,2.71	.27	.37	1.32	.64,2.70	-.48	.49	.62	.23,1.56
Male (0, 1)	.59	.37	1.80	.88,3.73	-.15	.38	.86	.41,1.84	.40	.49	1.48	.58,4.00
Age	-.01	.02	.99	.96,1.02	-.02	.02	.98	.95,1.01	-.08*	.02	.93	.88,.97
Nagelkerke R <sup>2</sup>	.07*				.04				.21*			
N	183				183				177			

Notes: Reference category for CCA and Community Supervision are individuals who were directly released from prison

OR=Odds Ratio; CI = 95% Confidence Interval of Odds Ratio

\*p < .05

Table D9 Binary Logistic Regression Models of Recidivism at 36 Months in Scioto County

	Rearrest				Reconviction				Incarceration			
	b	SE	OR	CI	b	SE	OR	CI	b	SE	OR	CI
CCA	-.42	.41	.66	.29,1.47	-.00	.46	1.00	.40,2.49	-.56	.70	.57	.13,2.24
ORAS Risk Classification	.78*	.30	2.19	1.23,4.11	1.26*	.41	3.53	1.69,8.76	-.04	.50	.97	.38,2.90
Non-White (0, 1)	-.80	.80	.45	.08,2.06	-.89	.90	.41	.05,2.10	1.73	.89	5.65	.90,31.88
Male (0, 1)	1.09*	.47	2.98	1.21,7.83	1.12*	.34	3.06	1.06,9.74	1.20	.89	3.31	.66,25.16
Age	-.02	.03	.99	.94,1.04	-.06	.03	.94	.89,1.00	-.06	.05	.94	.85,1.03
Nagelkerke R <sup>2</sup>	.21*				.31*				.15*			
N	130				130				127			

Notes: Reference category for CCA are individuals who were placed on Community Supervision

OR=Odds Ratio; CI = 95% Confidence Interval of Odds Ratio

\*p < .05

Table D10 Binary Logistic Regression Models of Recidivism at 36 Months in Stark County

	Rearrest				Reconviction				Incarceration			
	b	SE	OR	CI	b	SE	OR	CI	b	SE	OR	CI
CCA	-1.37*	.59	.25	.07,.74	-.22	.47	.80	.32,2.00	-.63	.50	.53	.20,1.45
Community Supervision	-1.04	.59	.35	.10,1.03	-.48	.47	.62	.24,1.55	-1.06*	.51	.35	.13,.96
ORAS Risk Classification	.42*	.17	1.52	1.10,2.13	.63*	.17	1.88	1.35,2.64	.50*	.22	1.64	1.06,2.57
Non-White (0, 1)	.69*	.24	1.20	1.25,3.23	.40	.24	1.49	.94,2.38	.39	.31	1.47	.80,2.69
Male (0, 1)	-.09	.32	.91	.49,1.71	.20	.35	1.22	.63,2.49	-.07	.48	.93	.38,2.52
Age	-.01	.01	.99	.97,1.01	-.02	.01	.99	.97,1.01	-.01	.01	.99	.97,1.02
Nagelkerke R <sup>2</sup>	.10*				.11*				.08*			
N	367				367				344			

Notes: Reference category for CCA and Community Supervision are individuals who were directly released from prison

OR=Odds Ratio; CI = 95% Confidence Interval of Odds Ratio

\*p < .05

Table D11 Binary Logistic Regression Models of Recidivism at 36 Months in Summit County

	Rearrest				Reconviction				Incarceration			
	b	SE	OR	CI	b	SE	OR	CI	b	SE	OR	CI
CCA	-.87	.50	.42	.15,1.05	.21	.40	1.24	.56,2.70	1.00*	.48	2.72	1.10,7.49
Community Supervision	-.89	.51	.41	.14,1.06	-.47	.42	.63	.28,1.41	.65	.51	1.91	.73,5.53
ORAS Risk Classification	.34	.19	1.40	.97,2.03	.59*	.19	1.80	1.26,2.60	.82*	.23	2.26	1.46,3.59
Non-White (0, 1)	.13	.26	1.14	.69,1.90	.10	.25	1.11	.68,1.81	.00	.29	1.00	.57,1.76
Male (0, 1)	.76*	.35	2.14	1.06,4.36	.12	.37	1.13	.54,2.37	-.77	.45	.47	.19,1.14
Age	-.02	.01	.98	.96,1.01	-.02	.01	.98	.96,1.00	-.04	.02	.97	.94,.99
Nagelkerke R <sup>2</sup>			.11*				.12*				.12*	
N			294				294				284	

Notes: Reference category for CCA and Community Supervision are individuals who were directly released from prison

OR=Odds Ratio; CI = 95% Confidence Interval of Odds Ratio

\*p < .05

## **Appendix E – Bivariate Comparisons of Recidivism Rates in Tier 2 Counties**

Table E1 Tier 2 Counties – Percent Arrested at 36 Months by Risk Level

County	Total N	CCA	Community Comparison	Incarcerated Comparison	$\chi^2$
<i>Allen</i>	194	52.0	42.5	50.0	1.64
Low	72	41.7	21.2	33.3	3.32
Moderate	91	52.2	56.1	50.0	.16
High	31	75.0	66.7	55.6	1.00
<i>Ashtabula</i>	165	63.9	45.9	75.0	6.29*
Low	42	57.1	28.6	-	3.50
Moderate	67	64.7	51.5	-	1.20
High	56	67.9	55.0	75.0	1.31
<i>Athens</i>	112	41.1	29.1	0.0	2.29
Low	102	37.3	29.4	-	.71
Moderate	10	80.0	25.0	0.0	3.80
High	-	-	-	-	-
<i>Butler</i>	199	54.0	54.3	72.2	2.17
Low	110	40.0	42.3	66.7	.84
Moderate	52	61.5	76.2	20.0	5.58
High	37	84.2	75.0	100	2.55
<i>Highland</i>	151	67.5	39.7	66.7	11.64*
Low	70	60.0	23.5	0.0	10.17**
Moderate	62	71.9	53.8	75.0	2.24
High	19	80.0	62.5	100	1.08
<i>Lake</i>	190	42.1	35.9	54.8	3.06
Low	22	45.5	25.0	66.7	1.76
Moderate	54	28.6	27.3	60.0	2.11
High	114	47.4	44.1	52.2	.36
<i>Lawrence</i>	90	60.0	45.9	37.5	2.37
Low	12	33.3	33.3	-	.00
Moderate	32	43.8	50.0	0.0	1.78
High	46	78.3	47.1	50.0	4.59
<i>Licking</i>	96	65.3	43.6	50.0	4.24
Low	26	61.5	53.8	-	.16
Moderate	54	57.1	39.1	33.3	1.92
High	16	100	33.3	60.0	6.04*
<i>Lucas</i>	197	64.6	45.7	100	10.17**
Low	64	46.9	25.0	-	3.33
Moderate	74	67.6	54.3	100	2.60
High	59	80.0	59.3	100	3.82
<i>Marion</i>	197	61.6	47.2	65.4	4.41
Low	87	50.0	46.3	0.0	1.94
Moderate	82	70.7	44.4	64.3	4.81
High	28	71.4	75.0	80.0	.23
<i>Medina</i>	133	49.3	41.2	53.3	1.07
Low	32	37.5	30.8	33.3	.15
Moderate	51	38.5	38.1	75.0	2.05
High	50	68.0	52.9	50.0	1.35
<i>Portage</i>	164	65.1	42.5	62.5	8.21*
Low	49	40.0	25.0	32.7	1.25
Moderate	65	75.8	50.0	50.0	4.63
High	50	76.0	52.6	66.7	2.63

Table E1 Tier 2 Counties – Percent Arrested at 36 Months by Risk Level

<i>Warren</i>	152	42.3	42.9	66.7	3.73
Low	60	36.7	48.3	0.0	1.54
Moderate	48	44.0	33.3	100	3.46
High	44	47.8	50.0	66.7	1.36
<i>Wood</i>	127	43.8	28.6	42.9	3.06
Low	24	25.0	9.1	0.0	1.26
Moderate	58	58.6	26.9	66.7	6.18*
High	45	78.3	52.6	33.3	.26

*Note:* Counties in which significant differences in recidivism rates were observed are highlight in red to denote instances where CCA participants had the highest rates, purple to denote instances where CCA participants had the second highest rates, and blue to denote instances where CCA participants had the lowest rates.

\* $p < .05$ , \*\* $p < .01$

Table E2 Tier 2 Counties – Percent Convicted at 36 Months by Risk Level

County	Total N	CCA	Community Comparison	Incarcerated Comparison	$\chi^2$
<i>Allen</i>	194	28.6	32.5	50.0	2.92
Low	72	16.7	15.2	33.3	.66
Moderate	91	34.8	46.3	50.0	1.35
High	31	37.5	33.3	55.6	1.00
<i>Ashtabula</i>	165	43.4	26.0	62.5	7.47*
Low	42	42.9	10.0	-	5.63*
Moderate	67	44.1	30.3	-	1.37
High	56	42.9	35.0	62.5	1.77
<i>Athens</i>	112	21.4	20.0	0.0	.30
Low	102	23.5	21.6	-	.06
Moderate	10	0.0	0.0	0.0	-
High	-	-	-	-	-
<i>Butler</i>	199	36.0	40.7	50.0	1.39
Low	110	23.6	32.7	33.3	1.12
Moderate	52	38.5	57.1	0.0	5.72
High	37	68.4	50.0	80.0	1.84
<i>Highland</i>	151	44.2	32.4	50.0	2.43
Low	70	37.1	23.5	0.0	1.96
Moderate	62	46.9	38.5	50.0	.49
High	19	60.0	50.0	100	.95
<i>Lake</i>	190	31.6	34.4	35.5	.23
Low	22	45.5	25.0	33.3	.85
Moderate	54	22.2	27.3	60.0	3.01
High	114	33.3	41.2	30.4	.85
<i>Lawrence</i>	90	46.7	29.7	37.5	2.46
Low	12	33.3	16.7	25.0	.44
Moderate	32	31.3	21.4	0.0	1.10
High	46	60.9	41.2	50.0	1.53
<i>Licking</i>	96	46.9	35.9	25.0	1.98
Low	26	15.4	46.2	30.8	2.89
Moderate	54	46.4	30.4	33.3	1.40
High	16	100	33.3	20.0	9.74**
<i>Lucas</i>	198	32.3	29.8	40.0	.32
Low	64	21.9	15.6	-	.41
Moderate	74	27.0	28.6	0.0	.78
High	60	50.0	48.1	66.7	.37
<i>Marion</i>	198	52.0	38.4	57.7	4.34
Low	88	38.6	40.5	0.0	1.32
Moderate	82	62.5	29.6	57.1	7.26*
High	28	64.3	75.0	70.0	.20
<i>Medina</i>	133	40.3	25.5	33.3	2.84
Low	32	31.3	23.1	33.3	.28
Moderate	51	30.8	19.0	25.0	.84
High	50	56.0	35.3	37.5	2.02
<i>Portage</i>	164	43.4	37.0	37.5	.69
Low	49	20.0	25.0	-	.18
Moderate	65	48.5	40.0	50.0	.48
High	50	60.0	47.4	33.3	1.64

Table E2 Tier 2 Counties – Percent Convicted at 36 Months by Risk Level

<i>Warren</i>	153	37.2	33.9	42.1	.43
Low	60	33.3	41.4	0.0	1.00
Moderate	49	36.0	23.8	33.3	.81
High	44	43.5	33.3	46.7	.31
<i>Wood</i>	127	32.8	19.6	28.6	2.66
Low	24	8.3	0.0	0.0	1.04
Moderate	58	44.8	15.4	33.3	5.56
High	45	30.4	36.8	33.3	.19

*Note:* Counties in which significant differences in recidivism rates were observed are highlight in red to denote instances where CCA participants had the highest rates, purple to denote instances where CCA participants had the second highest rates, and blue to denote instances where CCA participants had the lowest rates.

\* $p < .05$ , \*\* $p < .01$

Table E3 Tier 2 Counties – Percent Incarcerated at 36 Months by Risk Level

County	Total N	CCA	Community Comparison	Incarcerated Comparison	$\chi^2$
<i>Allen</i>	191	15.5	11.5	12.5	.59
Low	72	2.8	3.0	0.0	.09
Moderate	89	17.8	20.0	0.0	.99
High	30	37.5	0.0	22.2	2.87
<i>Ashtabula</i>	157	21.1	9.6	25.0	4.17
Low	40	15.8	0.0	-	3.59
Moderate	64	18.8	9.4	-	1.16
High	53	28.0	20.0	25.0	.39
<i>Athens</i>	110	5.4	3.8	0.0	.21
Low	100	2.0	4.1	-	.39
Moderate	10	40.0	0.0	0.0	2.50
High	-	-	-	-	-
<i>Butler</i>	194	24.0	11.3	22.2	4.84
Low	108	13.0	3.9	0.0	3.09
Moderate	50	20.8	14.3	0.0	1.42
High	36	61.1	50.0	40.0	1.18
<i>Highland</i>	145	27.8	11.9	33.3	5.92
Low	67	18.2	3.0	0.0	4.17
Moderate	60	40.0	26.9	25.0	1.21
High	18	22.2	0.0	100	6.80*
<i>Lake</i>	183	23.4	10.3	16.1	4.23
Low	22	9.1	0.0	0.0	1.05
Moderate	52	18.5	10.0	40.0	2.57
High	109	28.6	13.3	13.0	3.86
<i>Lawrence</i>	84	15.0	13.9	25.0	.63
Low	12	16.7	0.0	-	1.09
Moderate	31	6.7	7.1	0.0	.15
High	41	21.1	25.0	33.3	.38
<i>Licking</i>	87	24.4	13.2	25.0	1.75
Low	24	9.1	0.0	-	1.23
Moderate	48	18.2	21.7	33.3	.39
High	15	62.5	0.0	20.0	3.85
<i>Lucas</i>	193	10.1	14.6	20.0	1.14
Low	63	3.1	0.0	-	.98
Moderate	72	8.1	15.2	0.0	1.13
High	58	20.0	32.0	33.3	1.12
<i>Marion</i>	194	21.1	12.3	15.4	2.28
Low	88	9.1	11.9	0.0	.42
Moderate	78	29.7	14.8	14.3	2.60
High	28	35.7	0.0	20.0	2.32
<i>Medina</i>	129	10.8	14.3	20.0	.99
Low	32	6.3	15.4	0.0	1.05
Moderate	48	12.0	10.5	0.0	.53
High	49	12.5	17.6	37.5	2.51
<i>Portage</i>	159	20.5	13.2	12.5	1.51
Low	48	16.0	4.3	10.4	1.74
Moderate	64	12.1	17.2	0.0	.67
High	47	36.0	18.8	16.7	1.87

Table E3 Tier 2 Counties – Percent Incarcerated at 36 Months by Risk Level

<i>Warren</i>	153	34.6	12.5	21.1	8.80*
Low	60	16.7	10.3	0.0	.67
Moderate	49	36.0	14.3	33.3	2.84
High	44	56.5	16.7	20.0	6.52*
<i>Wood</i>	121	32.3	21.2	14.3	2.36
Low	22	9.1	10.0	0.0	.11
Moderate	57	31.0	20.0	33.3	.92
High	42	45.5	29.4	0.0	2.87

*Note:* Counties in which significant differences in recidivism rates were observed are highlight in red to denote instances where CCA participants had the highest rates, purple to denote instances where CCA participants had the second highest rates, and blue to denote instances where CCA participants had the lowest rates.

\* $p < .05$

## **Appendix F – Multivariate Binary Logistic Regression Results in Tier 2 Counties**

Table F1 Binary Logistic Regression Models of Recidivism at 36 Months in Allen County

	Rearrest				Reconviction				Incarceration			
	b	SE	OR	CI	b	SE	OR	CI	b	SE	OR	CI
CCA	.60	.59	1.83	.57,6.01	-.57	.58	.57	.18,1.81	.98	.86	2.67	.58,19.41
Community Supervision	.23	.61	1.26	.38,1.46	-.35	.61	.51	.21,2.36	.94	.91	2.57	.50,20.11
ORAS Risk Classification	.83*	.25	2.30	1.42,3.85	.73*	.26	2.07	1.25,3.51	1.04*	.36	2.84	1.44,5.97
Non-White (0, 1)	.34	.32	1.41	.76,2.64	-.10	.33	.90	.47,1.73	.22	.45	1.25	.52,3.02
Male (0, 1)	-.08	.42	.92	.40,2.12	-.23	.46	.79	.33,1.99	1.23	1.08	3.42	.61,64.42
Age	-.03*	.01	.97	.94,.99	-.02	.02	.98	.94,1.01	-.01	.02	.99	.95,1.03
Nagelkerke R <sup>2</sup>	.14*				.10*				.15*			
N	189				189				187			

Notes: Reference category for CCA and Community Supervision are individuals who were directly released from prison

OR=Odds Ratio; CI = 95% Confidence Interval of Odds Ratio

\*p < .05

Table F2 Binary Logistic Regression Models of Recidivism at 36 Months in Ashtabula County

	Rearrest				Reconviction				Incarceration			
	b	SE	OR	CI	b	SE	OR	CI	b	SE	OR	CI
CCA	.57	.34	1.77	.91,3.46	.70*	.36	2.02	1.01,4.10	.95	.52	2.58	.97,7.52
ORAS Risk Classification	.32	.24	1.38	.86,2.22	.22	.25	1.24	.77,2.02	.68	.35	1.97	1.00,4.05
Non-White (0, 1)	-.64	.50	.53	.19,1.39	-.38	.53	.68	.22,1.86	.11	.70	1.11	.23,4.00
Male (0, 1)	.19	.41	1.21	.54,2.72	.16	.43	1.18	.51,2.81	.10	.63	1.10	.34,4.29
Age	-.03	.02	.97	.94,1.00	-.01	.02	.99	.96,1.02	.01	.02	1.01	.97,1.06
Nagelkerke R <sup>2</sup>	.10*				.06				.09			
N	156				155				148			

Notes: Reference category for CCA are individuals placed on Community Supervision

OR=Odds Ratio; CI = 95% Confidence Interval of Odds Ratio

\*p < .05

Table F3 Binary Logistic Regression Models of Recidivism at 36 Months in Athens County

	Rearrest				Reconviction				Incarceration			
	b	SE	OR	CI	b	SE	OR	CI	b	SE	OR	CI
CCA	.64	.42	1.89	.84,4.41	.12	.48	1.13	.44,2.93	.32	.98	1.37	.19,11.56
ORAS Risk Classification	.74	.75	2.09	.48,9.94	--	--	--	--	2.38*	1.08	10.81	1.14,104
Non-White (0, 1)	-1.60	1.13	.20	.01,1.34	-.59	1.13	.55	.03,3.66	--	--	--	--
Male (0, 1)	.82	.47	2.26	.92,5.92	.81	.56	2.25	.79,7.43	-.86	1.08	.42	.04,3.94
Age	-.01	.02	.99	.95,1.03	-.01	.02	1.00	.95,1.03	-.03	.06	.97	.85,1.07
Nagelkerke R <sup>2</sup>	.11				.03				.14			
N	111				111				109			

Notes: Reference category for CCA are individuals placed on Community Supervision

OR=Odds Ratio; CI = 95% Confidence Interval of Odds Ratio

\*p < .05

Table F4 Binary Logistic Regression Models of Recidivism at 36 Months in Butler County

	Rearrest				Reconviction				Incarceration			
	b	SE	OR	CI	b	SE	OR	CI	b	SE	OR	CI
CCA	-.01	.64	.99	.26,3.41	-.02	.58	.98	.31,3.10	1.20	.70	3.32	.92,14.54
Community Supervision	.18	.67	1.20	.31,4.36	.35	.61	1.41	.43,4.74	.44	.75	1.55	.37,7.40
ORAS Risk Classification	1.05*	.25	2.87	1.80,4.79	.92	.23	2.50	1.62,3.97	1.27*	.28	3.56	2.10,6.30
Non-White (0, 1)	.23	.51	1.26	.48,3.53	-.15	.47	.86	.33,2.16	.14	.54	1.15	.38,3.26
Male (0, 1)	-.18	.35	.83	.42,1.65	-.35	.35	.71	.35,1.41	.42	.52	1.52	.57,4.39
Age	-.05*	.02	.96	.92,.99	-.04	.02	.96	.93,.99	-.03	.02	.97	.92,1.01
Nagelkerke R <sup>2</sup>	.21*				.16*				.28*			
N	197				197				192			

Notes: Reference category for CCA and Community Supervision are individuals who were directly released from prison

OR=Odds Ratio; CI = 95% Confidence Interval of Odds Ratio

\*p < .05

Table F5 Binary Logistic Regression Models of Recidivism at 36 Months in Highland County

	Rearrest				Reconviction				Incarceration			
	b	SE	OR	CI	b	SE	OR	CI	b	SE	OR	CI
CCA	1.27*	.37	3.57	1.75,7.54	.57	.36	1.77	.88,3.64	1.16*	.49	3.18	1.27,8.77
ORAS Risk Classification	.65*	.31	1.91	1.05,3.59	.51	.29	1.67	.95,2.99	.53	.37	1.71	.83,3.55
Non-White (0, 1)	-.34	.71	.71	.17,2.87	.17	.69	1.18	.28,4.56	.71	.83	2.04	.35,9.96
Male (0, 1)	.18	.43	1.20	.51,2.88	-.14	.43	.87	.37,2.02	-.28	.56	.75	.25,2.31
Age	-.03	.02	.97	.93,1.01	-.04	.02	.96	.92,1.00	.01	.02	1.01	.96,1.06
Nagelkerke R <sup>2</sup>												
N	143				143				137			

Notes: Reference category for CCA are individuals placed on Community Supervision

OR=Odds Ratio; CI = 95% Confidence Interval of Odds Ratio

\*p < .05

Table F6 Binary Logistic Regression Models of Recidivism at 36 Months in Lake County

	Rearrest				Reconviction				Incarceration			
	b	SE	OR	CI	b	SE	OR	CI	b	SE	OR	CI
CCA	-.50	.42	.61	.26,1.40	-.18	.44	.84	.36,2.03	.54	.56	1.72	.61,5.64
Community Supervision	-.74	.46	.48	.19,1.16	-.03	.47	.97	.39,2.46	-.40	.66	.67	.18,2.57
ORAS Risk Classification	.05	.24	1.05	.65,1.70	-.11	.25	.89	.54,1.47	.45	.35	1.57	.81,3.29
Non-White (0, 1)	.27	.37	1.31	.63,2.71	.19	.38	1.21	.57,2.53	.32	.45	1.38	.55,3.27
Male (0, 1)	.09	.36	1.10	.54,2.26	.01	.38	1.01	.49,2.15	-.35	.46	.71	.29,1.82
Age	-.04*	.02	.96	.93,.99	-.03*	.02	.97	.93,.99	-.03	.02	.97	.93,1.02
Nagelkerke R <sup>2</sup>												
N	189				189				182			

Notes: Reference category for CCA and Community Supervision are individuals who were directly released from prison

OR=Odds Ratio; CI = 95% Confidence Interval of Odds Ratio

\*p < .05

Table F7 Binary Logistic Regression Models of Recidivism at 36 Months in Lawrence County

	Rearrest				Reconviction				Incarceration			
	b	SE	OR	CI	b	SE	OR	CI	b	SE	OR	CI
CCA	.58	.49	1.78	.68,4.78	.68	.51	1.97	.74,5.45	-.09	.68	.91	.24,4.57
ORAS Risk Classification	.71	.37	2.04	.99,4.36	.53	.38	1.69	.81,3.72	.93	.59	2.53	.88,9.32
Non-White (0, 1)	-1.67	.92	.19	.02,1.03	--	--	--	--	--	--	--	--
Male (0, 1)	-.02	.64	.99	.27,3.47	1.51	.82	4.53	1.06,31.42	-.14	.89	.87	.17,6.52
Age	-.03	.03	.97	.92,1.02	-.01	.03	.99	.93,1.05	-.01	.04	.99	.89,1.07
Nagelkerke R <sup>2</sup>				.17				.18*				.08
N	79				79				73			

Notes: Reference category for CCA are individuals placed on Community Supervision

OR=Odds Ratio; CI = 95% Confidence Interval of Odds Ratio

\*p < .05

Table F8 Binary Logistic Regression Models of Recidivism at 36 Months in Licking County

	Rearrest				Reconviction				Incarceration			
	b	SE	OR	CI	b	SE	OR	CI	b	SE	OR	CI
CCA	.76	.90	2.13	.34,12.87	1.91	1.02	6.74	1.04,65.38	.94	1.01	2.56	.39,23.73
Community Supervision	-.20	.92	.82	.12,5.00	1.48	1.04	4.39	.64,43.65	.43	1.10	1.53	.19,16.13
ORAS Risk Classification	.33	.37	1.39	.67,2.94	.90*	.41	2.46	1.13,5.75	1.07*	.54	2.93	1.07,9.05
Non-White (0, 1)	.36	.80	1.42	.31,7.76	.74	.84	2.09	.39,11.83	.19	.97	1.21	.14,7.47
Male (0, 1)	-.26	.50	.77	.28,2.05	-.39	.52	.68	.24,1.88	.70	.86	2.01	.42,14.54
Age	-.03	.03	.97	.92,1.02	-.07*	.03	.93	.88,.98	-.06	.04	.94	.87,1.01
Nagelkerke R <sup>2</sup>				.10				.19*				.20
N	93				93				84			

Notes: Reference category for CCA and Community Supervision are individuals who were directly released from prison

OR=Odds Ratio; CI = 95% Confidence Interval of Odds Ratio

\*p < .05

Table F9 Binary Logistic Regression Models of Recidivism at 36 Months in Lucas County

	Rearrest				Reconviction				Incarceration			
	b	SE	OR	CI	b	SE	OR	CI	b	SE	OR	CI
CCA	.93*	.32	2.53	1.36,4.81	.19	.34	1.21	.63,2.36	-.48	.48	.62	.24,1.58
ORAS Risk Classification	.79*	.22	2.20	1.44,3.43	.73*	.23	2.07	1.33,3.28	1.29*	.37	3.64	1.85,7.96
Non-White (0, 1)	-.23	.33	.80	.42,1.51	-.18	.35	.84	.42,1.65	-.15	.49	.86	.33,2.29
Male (0, 1)	.42	.43	1.52	.66,3.54	.84	.54	2.31	.85,7.42	.31	.82	1.37	.32,2.30
Age	-.05*	.02	.95	.92,.98	-.05*	.02	.95	.91,.99	-.02	.02	.98	.93,1.03
Nagelkerke R <sup>2</sup>	.21*				.16*				.18*			
N	192				192				187			

Notes: Reference category for CCA are individuals placed on Community Supervision

OR=Odds Ratio; CI = 95% Confidence Interval of Odds Ratio

\*p < .05

Table F10 Binary Logistic Regression Models of Recidivism at 36 Months in Marion County

	Rearrest				Reconviction				Incarceration			
	b	SE	OR	CI	b	SE	OR	CI	b	SE	OR	CI
CCA	.26	.51	1.30	.47,3.50	.10	.49	1.11	.41,2.93	.40	.65	1.49	.45,5.99
Community Supervision	-.25	.54	.78	.27,2.22	-.40	.53	.67	.23,1.88	-.13	.72	.88	.23,3.94
ORAS Risk Classification	.44	.26	1.55	.93,2.63	.46	.26	1.59	.97,2.66	.59	.32	1.80	.96,3.44
Non-White (0, 1)	.38	.45	1.46	.62,3.64	.26	.44	1.29	.55,3.08	-.93	.68	.40	.09,1.32
Male (0, 1)	.27	.40	1.31	.60,2.88	.09	.40	1.09	.50,2.43	.05	.58	1.05	.35,3.41
Age	-.02	.02	.98	.95,1.01	-.02	.02	.97	.94,1.00	-.02	.02	.98	.94,1.02
Nagelkerke R <sup>2</sup>	.09*				.09*				.08			
N	195				195				192			

Notes: Reference category for CCA and Community Supervision are individuals who were directly released from prison

OR=Odds Ratio; CI = 95% Confidence Interval of Odds Ratio

\*p < .05

Table F11 Binary Logistic Regression Models of Recidivism at 36 Months in Medina County

	Rearrest				Reconviction				Incarceration			
	b	SE	OR	CI	b	SE	OR	CI	b	SE	OR	CI
CCA	-.09	.59	.91	.28,2.94	.39	.62	1.47	.45,5.35	-.65	.78	.52	.12,2.79
Community Supervision	-.26	.62	.77	.23,2.60	-.13	.66	.88	.25,3.39	-.09	.79	.91	.20,4.97
ORAS Risk Classification	.50	.26	1.64	1.00,2.75	.35	.27	1.41	.84,2.43	.16	.38	1.17	.56,2.55
Non-White (0, 1)	.60	.54	1.82	.64,5.45	.66	.53	1.94	.68,5.56	.60	.69	1.82	.43,6.77
Male (0, 1)	-.51	.50	.60	.22,1.62	-.18	.54	.84	.29,2.51	1.04	1.09	2.85	.48,54.51
Age	-.02	.02	.98	.95,1.02	-.02	.02	.98	.94,1.02	-.03	.03	.97	.91,1.02
Nagelkerke R <sup>2</sup>			.09				.09				.09	
N			132				132				128	

Notes: Reference category for CCA and Community Supervision are individuals who were directly released from prison

OR=Odds Ratio; CI = 95% Confidence Interval of Odds Ratio

\*p < .05

Table F12 Binary Logistic Regression Models of Recidivism at 36 Months in Portage County

	Rearrest				Reconviction				Incarceration			
	b	SE	OR	CI	b	SE	OR	CI	b	SE	OR	CI
CCA	.98*	.35	2.66	1.34,5.40	.23	.35	1.26	.63,2.53	.48	.46	1.62	.67,4.14
ORAS Risk Classification	.76*	.25	2.15	1.33,3.59	.71*	.24	2.04	1.28,3.33	.74*	.31	2.09	1.16,3.92
Non-White (0, 1)	-1.02	.59	.36	.11,1.12	-.94	.64	.39	.10,1.27	-.53	.81	.59	.09,2.40
Male (0, 1)	-.10	.46	.91	.36,2.22	.05	.47	1.05	.42,2.65	-.50	.56	.61	.20,1.92
Age	-.04*	.02	.96	.92,.99	-.06*	.02	.94	.90,.98	-.01	.07	1.00	.95,1.04
Nagelkerke R <sup>2</sup>			.22*				.18*				.08	
N			156				156				151	

Notes: Reference category for CCA are individuals placed on Community Supervision

OR=Odds Ratio; CI = 95% Confidence Interval of Odds Ratio

\*p < .05

Table F13 Binary Logistic Regression Models of Recidivism at 36 Months in Warren County

	Rearrest				Reconviction				Incarceration			
	b	SE	OR	CI	b	SE	OR	CI	b	SE	OR	CI
CCA	-.84	.62	.43	.12,1.43	-.06	.60	.94	.29,3.12	1.39	.71	4.03	1.07,18.21
Community Supervision	-.79	.65	.45	.12,1.62	-.20	.64	.82	.24,2.94	.27	.79	1.31	.29,6.65
ORAS Risk Classification	.16	.23	1.17	.74,1.86	.18	.25	1.19	.74,1.94	.90*	.30	2.46	1.40,4.54
Non-White (0, 1)	.15	.53	1.16	.40,3.31	.13	.53	1.14	.38,3.21	-.08	.67	.93	.22,3.26
Male (0, 1)	-.17	.42	.84	.37,1.95	-.49	.43	.61	.26,1.42	-.54	.53	.58	.20,1.67
Age	-.02	.02	.98	.94,1.01	-.03	.02	.97	.93,1.01	-.04	.03	.96	.90,1.01
Nagelkerke R <sup>2</sup>	.05				.04				.19*			
N	152				153				.153			

Notes: Reference category for CCA and Community Supervision are individuals who were directly released from prison

OR=Odds Ratio; CI = 95% Confidence Interval of Odds Ratio

\*p < .05

Table F14 Binary Logistic Regression Models of Recidivism at 36 Months in Wood County

	Rearrest				Reconviction				Incarceration			
	b	SE	OR	CI	b	SE	OR	CI	b	SE	OR	CI
CCA	.45	.41	1.56	.70,3.52	.47	.46	1.60	.66,4.03	.42	.47	1.52	.61,3.89
ORAS Risk Classification	.18	.32	1.19	.63,2.27	.47	.37	1.59	.78,3.31	.73	.38	2.08	1.01,4.47
Non-White (0, 1)	1.10	.69	3.00	.81,12.67	1.04	.68	2.84	.76,11.22	.85	.69	2.34	.59,9.47
Male (0, 1)	.03	.56	1.04	.35,3.21	.29	.67	1.34	.37,5.58	-.29	.66	.75	.21,2.91
Age	-.02	.02	.98	.93,1.03	-.02	.03	.98	.92,1.03	-.01	.03	1.00	.94,1.05
Nagelkerke R <sup>2</sup>	.08				.13				.11			
N	118				118				113			

Notes: Reference category for CCA are individuals placed on Community Supervision

OR=Odds Ratio; CI = 95% Confidence Interval of Odds Ratio

\*p < .05

**Appendix G – Factor Analysis and Descriptive Statistics for the Organizational Climate Survey**

Table G1 Descriptive Statistics and Factor Loadings by Item – Organizational Satisfaction

Survey Items	$\bar{X}$	SD	Factor Loading
In my agency, we have trouble retaining highly competent staff in this agency.	2.952	1.322	-.642
We have a high level of coordination across units and or departments when it comes to delivering services and programs to offenders.	2.985	1.089	.606
I am quite proud to be able to tell people who it is that I work for.	2.219	1.140	-.717
I work for an agency that is incompetent and unable to accomplish its mission	3.641	1.079	.711
I feel a strong sense of belonging to this agency	3.127	1.191	.784
I feel like “part of the family” at this agency	2.827	1.249	.808
The people I work for do not care about what happens to me	2.888	1.269	-.701
This agency appreciates my accomplishments on the job	2.776	1.257	.815
This agency does all that it can to recognize employees for good performance	2.199	1.149	.772
My efforts on the job are largely ignored or overlooked by this agency	3.204	1.265	-.760
There is a shared understanding of the changes needed to help our agency achieve its long term- goals	2.927	1.085	.687
There are discussions involving staff about the vision for our agency and ways to achieve it	2.719	1.230	.742
We have well-defined performance outcomes and specific plans in place for how to achieve them	2.665	1.087	.768
Managers and staff periodically meet and talk about what is working well and what isn’t to improve our performance	2.819	1.230	.738
Learning new knowledge and skills and using them in your job is highly valued by supervisors and managers	3.192	1.132	.732
Staff are comfortable promoting different ideas or suggestions even if they conflict with established policy or practice	2.615	1.192	.756
Managers are open and willing to try new ideas or ways of doing things	2.772	1.242	.840
Staff are generally comfortable discussing mistakes, errors, or problems with supervisors and managers	2.750	1.206	.706
The leader of this agency, is able to get other to be committed to his/her vision for this agency	2.841	1.219	.870
The leader of this agency, leads by doing rather than simply by telling	2.683	1.311	.835
The leader of this agency, gets people to work together for the same goal	2.828	1.253	.859
The leader of this agency, takes time to carefully listen to and discuss people’s concerns	2.820	1.317	.819
The leader of this agency, suggests new ways of looking at how we do our jobs	2.952	1.268	.794
The leader of this agency, gives special recognition to others’ work when it is very good	2.584	1.191	.774
The leader of this agency, provides well-defined performance goals and objectives	2.734	1.234	.834
The leader of this agency, stays well informed in what is being done in my work group	2.766	1.257	.816
The leader of this agency, provides us with the necessary resources and the assistance we need to get our work completed	3.070	1.214	.792
I’ve pretty much given up trying to make suggestions for improvements around here	2.843	1.336	-.799
Changes to the usual way of doing things at this agency are more trouble than they are worth	2.758	1.215	-.763
When we try to change things here they just seem to go from bad to worse	2.774	1.216	-.799
Efforts to make improvements in this agency usually fail	2.758	1.157	-.789
It’s hard to be hopeful about the future because people have such bad attitudes	3.174	1.324	-.738
Managers emphasize the importance of evaluating our programs	2.746	1.125	.729
Managers recognize and appreciate providing effective treatment services to offenders	2.823	1.078	.840
There is a high level of leadership shown by management to improve the quality of our treatment services	3.398	1.010	.696
Staff are given the training they need to provide effective treatment services	3.321	0.869	.637
Staff are given the necessary tools and means that they need in order to provide effective treatment services to offenders	3.295	0.884	.626
Efforts to improve the quality of the treatment services that are provided here are recognized and appreciated	3.022	0.952	.751
KMO		.960	
Bartlett’s		6577.14*	

Table G2 Descriptive Statistics and Factor Loadings by Item – Staff Training and Skills

Survey Items	$\bar{X}$	SD	Factor Loading
In my agency, our staff lack access to the training and development programs they need	2.438	1.157	-.537
In my agency, our staff integrate new knowledge and techniques into their work to improve the way in which services are provided	3.619	0.967	.710
In my agency, our staff stay current with new techniques that relate to their jobs	3.611	0.991	.695
In my agency, the training and development programs for our staff are very high quality	3.245	1.027	.719
In my agency, attending training and development programs is made a priority for our staff	3.474	1.024	.659
In my agency, our staff feel very comfortable using computers and information technology tools to do their jobs	3.870	0.793	.538
In my agency, we regularly integrate new services, programs, and/or initiatives into our operations at this agency	3.316	1.008	.707
In my agency, our programs, services, and/or initiatives are designed to address multiple offender needs	3.705	0.810	.690
In my agency, we have the support we need from communities for important priorities, new programs, and/or initiatives for offenders	2.956	0.851	.541
In my agency, we have extensive collaborations/partnerships with external groups that facilitate important priorities, new programs and/or initiatives for offenders	3.449	0.933	.509
What this agency stands for is important to me	3.939	0.910	.547
We are regularly kept informed about the effectiveness of our treatment programs	3.823	0.954	.627
Senior administrators have respect for treatment services	2.634	1.103	.559
When things are being done in such a way that they compromise the delivery of treatment services, managers step in and take action	3.403	0.909	.723
Our staff see the importance of the treatment programs that treatment staff provide	3.016	1.011	.663
Supervision staff have a good deal of respect for the work that the treatment staff do	3.658	0.873	.614
A high value is placed on the job knowledge and skills of the treatment staff to provide effective services	3.486	0.943	.680
KMO		.888	
Bartlett's		1518.73*	

Table G3: Descriptive Statistics and Factor Loadings by Item – Philosophy Towards Supervision

Survey Items	$\bar{X}$	SD	Factor Loading
The best way to reduce crime is to, show people who use drugs they will be punished severely if they don't stop	2.312	1.001	.691
The best way to reduce crime is to, make criminals get effective treatment for addictions and other problems while they're in prison/jail or on supervision in the community	4.416	0.611	-.477
The best way to reduce crime is to, keep criminals in prison/jail and off the streets	2.555	1.021	.788
The best way to reduce crime is to, use the eye for and eye, tooth for a tooth principal	2.020	0.935	.748
The best way to reduce crime is to, deter future offenders by severely punishing criminals who are caught and convicted	2.415	0.989	.806
The best way to reduce crime is to, provide criminals with treatment to address addiction, mental health problems, or other problems	4.458	0.565	-.557
The best way to reduce crime is to, keep criminals in prison/jail where they can't bother law abiding citizen	2.333	0.961	.869
The best way to reduce crime is to, provide more treatment, jobs, and educational programs to address problems that often contribute to crime	4.303	0.680	-.521
The best way to reduce crime is to, keep drug users in prison/jail and off the streets	2.115	0.881	.831
The best way to reduce crime is to, punish addicts in prison/jail to stop them from using drugs	2.055	0.887	.692
The best way to reduce crime is to, deter future criminal behavior by severely punishing offenders who are caught and convicted	2.353	0.964	.852
KMO		.861	
Bartlett's		1493.25*	

Table G4 Descriptive Statistics and Factor Loadings by Item – Agency Resources

Survey Items	$\bar{X}$	SD	Factor Loading
In my agency, our staff frequently say that they are overworked and/or don't have enough time to get done what they need to do	3.695	1.146	-.452
In my agency, we have enough staff to meet the needs of this agency	2.548	1.202	.537
In my agency, our physical facilities are designed to meet the specific needs of most of the important services and programs we run	3.179	1.076	.830
In my agency, our offices and others facilities are well maintained and kept fully functional	3.251	1.138	.791
In my agency, we have the necessary physical space for the services and programs we run	3.068	1.133	.852
KMO		.733	
Bartlett's		303.891*	

Table G5 Descriptive Statistics and Factor Loadings by Item – Job Frustration

Survey Items	$\bar{X}$	SD	Factor Loading
Trying to get this job done is a very frustrating experience	3.066	1.116	.864
Being frustrated comes with this job	3.487	0.983	.854
Overall, I experience very little frustration in this job	2.548	1.047	-.867
KMO		.722	
Bartlett's		214.18*	

Table G6 Descriptive Statistics for the Organizational Climate Survey

County	Organizational Satisfaction	Staff Training And Skills	Philosophy Towards Supervision	Agency Resources	Job Frustration	N	Response Rate (%)
<i>Tier 1 Counties</i>							
Clermont	-.11	-.12	-.28	-.49	.56	15	68
Cuyahoga	-.25	.09	-.46	-.92	-.07	24	13
Franklin	-.38	.09	.11	.42	-.05	57	62
Hamilton	-.25	-.77	.45	.31	.14	25	26
Lorain	.40	.03	-.08	-.63	.61	9	41
Mahoning	-.46	-.94	.69	-.46	1.45	1	14
Montgomery	.31	.33	-.11	.90	-.30	6	13
Richland	1.21	1.08	-.70	-.03	-1.30	4	33
Stark	1.09	.69	.30	.11	-1.49	2	25
Summit	-.52	-.69	-.39	-.49	.49	8	16
Total Tier 1	-.19	-.09	-.02	-.01	.06	151	29
<i>Tier 2 and 3 Counties</i>							
Allen	1.69	.97	-.46	.68	-.47	4	67
Butler	-.17	.09	-.01	.50	.18	13	36
Erie	.27	.37	.36	.55	-.22	6	67
Lake	.96	.83	-.13	-.35	.01	7	70
Licking	-.71	-1.74	.61	-1.36	-.83	5	42
Lucas	.53	.19	.27	.24	.07	11	39
Portage	.63	-.19	-.07	-1.18	-.37	2	25
Wood	.81	.57	-.62	.19	-.68	6	60
Total Tiers 2 and 3	.37	.24	.04	.06	-.17	54	44
Total All Tiers	-.05	-.01	-.01	.01	.01	205	30