



Crime and Justice Institute
Bibliography of Work Products Produced and Forthcoming¹

**Most publications can be found on our Publications page: www.cjinstiute.org/publications*

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Advancing Evidence-Based Practice

Completed Work Products

- **Lighting the way: Improving Corrections Policies and Practices** [2009] In collaboration with the National Institute of Corrections, CJI spearheaded the initial development of the Integrated Model of Corrections in 2002. Based on verifiable, evidence-based practices, this model is at work improving corrections practices in states and systems nationwide. For policy makers and corrections practitioners across the country, the CJI integrated model of evidence-based corrections is helping institutionalize organizational development and collaboration to implement strategies and practices proven to reduce offender risk and enhance public safety. Working with stakeholders in states and communities from coast to coast, CJI helps improve corrections policies and practices using research and proven methods.
- **Evidence-Based Box Set for Justice System Stakeholders** [2009] The papers are designed to share information with criminal justice system stakeholders about how evidence-based policy and practices to reduce recidivism apply to disciplines of community corrections, defense, jail, judiciary, pretrial services, prison, prosecution, and treatment.
- **Implementing Evidence-Based Practices in Corrections** [2004] This article provides the history and rationale of an evidence based approach to corrections, and describes the components of the integrated model and the specifics of the eight principles.
(Published in American Studies Journal)

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- **Using an Integrated Model to Implement Evidence-based Practices in Corrections** [2005] This article gives an overview of the Integrated Model and detailed descriptions of the three components: EBP; Organizational Development; and Collaboration, including strategies for approaching each.
(Published *What Works and Why: Effective Approaches to Reentry* by the American Correctional Association and International Community Corrections Association)
- **Implementing Effective Correctional Management of Offenders in the Community: Integrated Model Overview** [2004] An introduction to the three components of the Integrated Model: Evidence-Based Practice; Organizational Development; and Collaboration, and their application to community corrections. This is the first of four “core papers” that presented the Integrated Model to the field.
- **Implementing Effective Correctional Management of Offenders in the Community: Evidence-based Practices** [2004] The second of the core papers, this document is the initial presentation of the eight principles for evidence-based practice, their supporting research, and their application to community corrections policy and practice.
- **Implementing Effective Correctional Management of Offenders in the Community: Organizational Development** [2004] The third of the core papers, this presents several approaches to managing change and changing organizational culture and behavior, including organizational case management, leadership strategies, and transition management approaches.
- **Implementing Effective Correctional Management of Offenders in the Community: Collaboration** [2004] The fourth of the core papers, this presents the purpose of a collaborative approach to system reform, strategies for collaborative work, and measures of success

Forthcoming Work Products

- **Evidence-Based Practices Judicial Education Curriculum** [2009] CJI has partnered with the National Center for State Courts and the National Judicial College to develop a continuing education curriculum for judges. The curriculum educates judges on effective supervision practices and responses to violations in order to encourage evidence based decision making from the bench.
- **Implementing Effective Correctional Management of Offenders in the Community: An Implementation Guide** [2009] This manual will provide a step-by-step guide for jurisdictions seeking to implement the integrated model. It will include sample tools, testimonials from practitioners, and options for tailoring the framework to meet the needs of the jurisdiction.
- **Implementing Evidence-Based Practices in Community Corrections: Second Edition** [2009] This paper synthesizes and updates the four original papers on the integrated model, and incorporates new research available since the original 2004 publications.
- **Reflections on EBP Implementation** [2009] In January of 2009, CJI brought together representatives from nine sites around the country that are at various stages of EBP implementation. This paper will describe their lessons learned on implementation and themes that can inform EBP work in other sites.

- Commonwealth of Virginia Local Pretrial and Probation Evidence-Based Practices Retrospective Evaluation* [2009] This report presents the findings of a process to evaluation meant to determine the extent to which evidence based practices are being implemented across ten pilot sites in the Commonwealth of Virginia.

Proposed Work Products

- **Lessons Learned in EBP Implementation.** CJJ has proposed a formal mixed methods study of EBP legislative and administrative policies and implementation strategies that would include qualitative assessments of the successes and challenges faced by sites, as well as a review of process and outcome data to assess how this data is reflective of sites' experiences. This could then be applied to a discussion of effective and ineffective policies and strategies.
- **"Tools of the Trade" for Correctional Facilities.** CJJ is proposing to work with Dr. Faye Taxman to modify the existing "Tools of the Trade" implementation document to apply to staff in correctional facilities, and the challenges of implementing EBP in their environment.

Research, Evaluation, and Quality Assurance

Completed Work Products

- **Evidence-based Principles for Effective Interventions: Intermediate Measures for Monitoring Progress** [2006] This form provides a checklist of measures that can be helpful in determining whether EBP is being implemented with fidelity at the case level. Measures include completed assessments, case plans based on identified criminogenic needs, and treatment referrals based on case plans.
- **Intermediate Measures Data Handbook and Instruction Manual** [2007] This manual describes a process for conducting evidence-based case audits for quality improvement purposes, and reviewing and applying the data at the officer, unit, and agency levels. The manual also describes the technical specifications for an Access database that can be used to collect the audit data and generate generic reports.
- **Quality Assurance Overview: A Training Curriculum** [2006] This interactive training provides opportunities for participants to learn and practice the process of selecting quality assurance goals, objectives, and measures, developing an analysis plan, and interpreting and applying data for quality improvement.
- **Implementing Effective Correctional Management of Offenders in the Community: A Quality Assurance Manual** [2005] This manual describes the purpose of quality assurance and the steps for developing a quality assurance plan. In addition, specific strategies for collecting and applying data are discussed, including peer review and coaching, case audits, and performance appraisals.
- **Effective Interventions – Outcomes and Process Measures Matrix** [2005] This framework provides guidance to jurisdictions on the process and outcome measures (short-term, intermediate, and long-term) that can be used to measure the implementation and impact of the integrated model. Specific measures and measurement intervals are described.

Forthcoming Work Products

- **Implementation of EBP in Orange County, CA and Maricopa County, AZ: Evaluation Findings [2010]**
This paper will present process and outcome evaluation findings from the first eighteen months of EBP technical assistance in Maricopa and Orange Counties. Analysis will include impact on organizational climate, measures of EBP quality assurance, client satisfaction, officer/client interactions, and recidivism measures.

The Corrections Workforce

Completed Work Products

- **21st Century Juvenile Justice Work Force [2007]** This article addresses the challenges facing agencies in the recruitment and retention of competent juvenile justice workers in the upcoming years. It also presents the concept of comprehensive workforce planning as a way of identifying and meeting workforce needs.
- **The Juvenile Justice Workforce — Status and the Challenge of Reform [2006]** This paper begins an exploration of the juvenile probation and detention workforce, including demographics, strengths, and challenges. Specifically, it explores the challenges of preparing the frontline workforce to undergo reform, and successful strategies employed by detention reform sites across the country. [This paper was funded by and developed with Cornerstones for Kids]

Forthcoming Work Products

- **Implementing Effective Correctional Management of Offenders in the Community: A Human Resources Manual [2009]** For EBP implementation to be successful, the frontline workforce must have the competencies needed to do this work in a different way. This manual describes the workforce planning process, and provides strategies for recruiting, hiring, training, assessing, and promoting staff who are prepared to be successful in an evidence-based workplace.
- **Leadership in System Reform: A Professional Development Program for Frontline Supervisors [2009]** As coaches, mentors, and change leaders, frontline supervisors are essential to the success of any system reform. This curriculum is designed to develop leadership skills in frontline supervisors to prepare them for EBP implementation. It incorporates 12 days of a classroom component over several months, and includes on the job application between classroom sessions.

Criminal Justice Policy

Completed Work Products

- **Promoting Public Safety Through Successful Community Transition: Toward an Evidence-Based System of Offender Reentry [2008]** This report is a ‘call to action’ for Massachusetts state leaders to implement a systemic approach to offender reentry, one that involves traditional as well as non-traditional agencies and collaborates with community leaders and service providers. A collaborative approach is necessary to overcome the inherent limitations of changing criminal justice policy.

- **CORI: Opening Doors of Opportunity** [2007] The Crime and Justice Institute and the Boston Foundation convened a Task Force in June 2006, consisting of 14 leaders from the nonprofit, law enforcement, academic and business communities to kindle discussion and debate the barriers to employment for individuals with criminal records. The task force went well beyond its original objective to identify opportunities that increase access to employment in the health and human service field for low-risk, qualified applicants with criminal records, while continuing to protect vulnerable populations. This report makes a series of legislative and administrative policy recommendations designed to improve criminal justice outcomes for the benefit of ex-offenders, communities, employers and to expand the skilled workforce in Massachusetts.
- **Evidence-Based Practices: A Framework for Sentencing Policy** [2006] This report summarizes the findings and recommendations of the Sentencing Practices Subcommittee, a study group of the Maine Corrections Alternative Advisory Group. The Subcommittee examined whether split sentencing was being used effectively to reduce recidivism and recommended system changes to create better outcomes for defendants, victims and the community. These recommendations resulted in a series of policy and practice changes.
- **Criminal and Juvenile Justice Policy Briefing Book** [2006] This briefing book was presented to Massachusetts political candidates who have the potential to impact criminal justice policy. CJI offered this document with the hope that criminal justice issues will be substantively discussed during this campaign season within the context of the important public interests they address.
- **Rethinking Justice in Massachusetts: Public Attitudes Toward Crime and Punishment** [2005] Because public opinion is an important factor in shaping criminal justice policy, the Crime and Justice Institute partnered with Doble Research Associates to conduct a nonpartisan public opinion study to explore the views of Massachusetts and Boston residents on a range of criminal justice policies. This study specifically sought to determine how much public support exists for evidence-based practices that criminal justice research has shown to be most effective in reducing criminal behavior.
- **CORI: Balancing Individual Rights and Public Access** [2005] This white paper summarizes the history of the CORI (Criminal Offender Records Information) system. It also examines the problems experienced by various people and identifies and explores ideas for reforming the system.
- **From Incarceration to Community: A Roadmap to Improving Prisoner Reentry and System Accountability in Massachusetts** [2004] This report provides a roadmap for prisoner reentry in Massachusetts, drawing from the national research literature of evidence-based practices and interviews with experts, officials, practitioners, and community-based service providers. It addresses areas of policy that have a significant effect on reentry, from sentencing through post-release follow-up, with particular focus on the roles of the state prison system, houses of corrections, and parole.
- **The Role of Parole** [2001] This policy brief examines the current state statute and release criteria governing the Massachusetts Parole Board's decision-making process, plus parole trends over the last decade, Board membership, the impasse created by parole criteria and classification practices, and the role of parole in maintaining public safety.

Forthcoming Work Products

- **Budgeting in an Economic Crisis: Targeting criminal justice policy to maximize resources, improve outcomes and enhance public safety** [2009] Massachusetts has an opportunity to begin to put in place policies and practices that will reduce the cost of the criminal justice system and, more importantly, improve public safety through the reduction of recidivism. The current budget crisis is providing an opportunity rethink funding strategies creating an environment for creative solutions.

System Assessment

Completed Work Products

- **Multnomah County Public Safety Planning Report*** [2008] CJJ worked with Multnomah County, Oregon to develop a public safety plan designed to assist decision makers in building and maintaining the most balanced, effective, and cohesive public safety system possible within available resources. The “Multnomah County Public Safety System Planning Report” is the result of a six-month study that brought together judges, police officers, prosecutors, parole officers, victims advocates, treatment providers and other public safety experts to identify gaps in the system and to prioritize investments that are most likely to reduce crime.
- **Evidence-Based Practices Implementation Checklist** [2005] This checklist is designed to assist organizations and systems in determining their readiness to implement evidence-based practice through a self-rating system. The checklist requires a thorough review of policy and practice. It allows jurisdictions to determine alignment with the Integrated Model, and thus provides a gap analysis and a guide for planning. Areas for review include: administration and planning; human resources and training; information systems, measurement, and evaluation; and assessment, case planning, interventions, and supervision.
- **Overview of the Likert Organizational Climate Survey, Revised** [2005] This survey instrument, based on the work of Renesis Likert, measures an agency’s current climate and compares it to the employee’s desired climate in areas such as communication, decision making, and motivation.

Forthcoming Work Products

- **EBP Assessment** [2009] Agencies that are implementing evidence-based policy and practices are often unclear as to whether the new approaches are being applied throughout the organization, and whether attitudes toward EBP are changing. This assessment is designed to measure EBP knowledge and attitudes throughout an organization or system.

Proposed Work Products

- **EBP System Assessment Inventory** CJJ’s Implementation Checklist is a useful tool to provoke thoughtful discussion, but it is limited in its application because it is a subjective self-assessment. To improve the utility of the tool, CJJ has proposed the development of a behaviorally-anchored rating scale suitable for validation. This would require sites to base their assessment on documented evidence-based policy and practice, rather than perception.

Community Transition and Reentry

Completed Work Products

- **Victims and Communities Impacted by Reentry: Perspectives on Offender Reentry** [2006] This report summarizes the proceedings of a stakeholder roundtable focused on the complex issues of offender reentry, and the impact of reentry on victims and communities. Participants included representatives from corrections, victim's advocacy groups, and community groups.
- **Employment of Ex-Offenders: Employer Perspectives** [2006] To gain a better understanding of employers' views about hiring ex-offenders, CJI conducted a review of the national research literature and held a series of focus groups with employers in the greater Boston area. The report presents a summary of findings and recommendations.
- **What Works and Why: Effective Approaches to Reentry** [2005] This essay presents an integrated implementation model that encourages corrections leaders to focus equally on evidence-based practices, organizational development, and collaboration.
- **No Place Like Home: Housing and the Ex-prisoner** [2001] This report assesses the housing options for ex-prisoners, from the private market to public housing to homelessness. A snapshot survey of women and men preparing for reentry as well as policy recommendations are included.
- **Returning Inmates: Closing the Public Safety Gap** [2001] Rising numbers of inmates, coupled with declining pre-release training and outside supervision, foreshadow an unanticipated and generally unanswered breakdown in the continuum of community safety, particularly in inner cities. New innovations in the prisoner reentry field, both within the Massachusetts correction system and in local communities, hold some promise but these approaches are limited and address only a fraction of the thousands of inmates released each year. This report assesses the current situation in MA and makes recommendations.

Forthcoming Work Products

- **Coming Home: A Resource Directory for Ex-Offenders Returning to Massachusetts Communities** [2009] This print and online resources will be a thorough directory of agencies, services and programs in the greater Boston area that assist ex-offenders as they transition from incarceration to the community.

Responding to Probation and Parole Violations

Completed Work Products

- **Massachusetts Parole Board Preliminary Statewide Graduated Sanctions Data*** [2007] CJI worked with the parole board to analyze existing processes for responding to violations, develop a revised system for structured responses to violations, and assess the process and impact of implementation. This report summarizes the pilot testing of a graduated sanctions grid for the Massachusetts Parole system.

Forthcoming Work Products

- Maricopa County, Arizona Graduated Responses and Earned Time Credit. [2009] CJI is working with Maricopa County to develop a new policy for responding to violations and rewarding compliance and behavior change. This is being developed in alignment with a recently implemented state law requiring Earned Time Credit for compliance with conditions of supervision.

Women Offenders

Completed Work Products

- **Women and Reentry: Foundations for Success** [2006] This paper assessed the challenges facing women returning to the community following incarceration. It was the foundation for an event focused on the unique and complex issues of re-entering female offenders in Massachusetts. Experts from corrections, academia and the service provider community discussed the circumstances women face as they return to society and some of the programs that have been effective in moving women toward self-sufficiency.

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