

The author(s) shown below used Federal funds provided by the U.S. Department of Justice and prepared the following final report:

Document Title: Evaluability Assessments of the Circles of Support and Accountability (COSA) Model, Cross-Site Report

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Document No.: 243832

Date Received: October 2013

Award Number: 2012-IJ-CX-0008

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and the 2002 *Guide to Training Potential Volunteers* (CSC, 2002). This synthesized model, created for the purpose of this evaluability assessment but based on the CSC model, is referred to throughout this report as the 'intended model'.

Wilson and McWhinnie (2010) described the CSC COSA model as consisting of two concentric interpersonal circles surrounding a Core Member (an offender): (1) an inner circle of four to six professionally-facilitated community volunteers who act as a supportive community to whom the Core Member agrees to be accountable; and (2) an outer circle of professionals (e.g., therapists, probation, law enforcement) who provide expert guidance on areas including, but not limited to, offender behavior, offender management principles, the legal and criminal justice contexts. In addition, many COSA projects may include a steering group of local professionals who provide operational support and a designated Circles Coordinator who manages operations. Although the model explains the philosophy and hierarchy of COSA, it does not fully explain COSA in terms of development, operation, and the roles of its consumers and providers.

To illustrate an intended model of COSA, the following sections separate the elements of the model into two components: *people* and *processes*. The people are the various stakeholders involved in the operation of COSA, either acting on behalf of the various organizations involved or taking part in the program itself (i.e., the customers it serves). The processes are the operational procedures that take place to get from conception of COSA to the dissolution of the first Circle.

There are four groups of stakeholders (for each of which a single name has been chosen in order to maintain clarity throughout the report). These players can be categorized depending on either their organization or their role. The first group is the COSA

