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*Virginia Department of Criminal Justice  
Services*

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Offender Reentry and Transitional Services (PAPIS)

Performance Measurement Manual

February 2016

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## Acknowledgements

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## Introduction

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The “Offender Reentry and Transition Services” (ORTS) programs refers to a state appropriation that funds reentry programs through the Department of Criminal Justice Services (DCJS). The programs have at various times been identified as “Prerelease and Post-incarceration Services” (PAPIS), ORTS, and the Virginia Prisoner Reentry Program. To reduce confusion, throughout this report they will be consistently referred to as PAPIS programs.

This grant program<sup>1</sup> supports prerelease and post-incarceration professional services and guidance that increase the opportunity for, and the likelihood of, successful reintegration of adults upon release from prisons and jails into local communities. PAPIS programs funded by DCJS are incorporating research-informed recidivism reduction services into service delivery, with specific focus areas of assessing clients for risk and needs related to recidivism, evidence-based cognitive-behavioral programming, and job readiness and employment services.

Research evidence for effective reintegration and recidivism reduction for reentry services include several key components of effective programs. These components include focusing intensive reentry services to those clients at higher risk for reoffending as indicated by a validated, actuarial risk and needs assessment, and employing comprehensive interventions that match the individual risk and needs of the client. Programming interventions provided should be cognitive-behavioral and aid clients in recognizing their antisocial behaviors, and learning new skills and prosocial replacement behaviors. Programs should employ professional, appropriately trained, and qualified staff, and have a quality assurance and continuous quality improvement process in place to monitor the program staffs’ ongoing compliance with standardized tools and maintain services that align with the research evidence. For additional information about effective and research-supported reentry programs, please visit <http://www.crimesolutions.gov/> and the [What Works in Reentry Clearinghouse](#).

The nine PAPIS programs provide services to adult men and women who are or were incarcerated in Virginia state prisons, local jails, and work release centers. Prerelease services are intended to prepare individuals that are incarcerated for transition from incarceration to life within the community. Jail pre-release services must include assessment, reentry and transition planning, training, counseling, mentoring, tutoring, information and referral. Training programs focus on job readiness and employment skills, budgeting, consumer skills, family relationships, transition expectations, and related areas of value to those individuals soon to be released. Prerelease services in state correctional institutions include collaboration with prison staff in developing reentry and transition plans for difficult placement cases, and connection with community services soon after release. Post-Incarceration services are provided to clients that have been recently released from incarceration and are intended to address the specific needs of those individuals after release from prisons or jails to support successful reintegration into the community and sustain crime-free lifestyles. Risk and recidivism reduction services include assessment, training, counseling, mentoring, tutoring, information and referral, job readiness and employment services. Post-incarceration services also assist clients in obtaining stabilization and emergency services such as locating food, clothing, transportation, and shelter assistance.

DCJS and the PAPIS grantees have participated in program development activities to incorporate evidence-based practices (EBP) into the services delivered. EBP refers to practices that have been empirically tested and found to reduce recidivism and improve successful reintegration upon release from incarceration. DCJS provides guidance and technical assistance on evidence-based practices to PAPIS and other programs ([www.dcs.virginia.gov/corrections/ebp/](http://www.dcs.virginia.gov/corrections/ebp/)).

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<sup>1</sup>Appropriations Language: 5.A. Offender Reentry and Transition Services (ORTS), support pre and post incarceration professional services and guidance that increase the opportunity for, and the likelihood of, successful reintegration into the community by adult offenders upon release from prisons and jails.

## Mission and Vision of the PAPIS Coalition

In November 2014, the PAPIS Coalition came together to revise the vision and mission statement for the member programs group to support the transition and incorporation of a risk-informed reentry services model. The performance measures will all be reflective of the following vision and mission:

### *Vision Statement:*

The Virginia PAPIS will be the national leader in cultivating and promoting positive change for all individuals released from incarceration.

### *Mission Statement:*

The Virginia PAPIS improves the quality, safety, and vitality of Virginia's communities by removing barriers to successful reintegration and providing research-informed reentry services to individuals who are or have been incarcerated.

## Evidence-Based Principles and Practices for Recidivism Reduction

The term evidence-based practice<sup>2</sup> (EBP) was first used in medicine, but has since been adopted by many fields including education, child welfare, mental health, and criminal justice. EBP refers to approaches and interventions that have been scientifically tested in controlled studies and proven effective. EBPs have definable outcome(s), are measurable, and are defined according to practical realities (recidivism, victim satisfaction, etc.). Current research points to eight principles that, when taken together, increase the likelihood of offender risk reduction. The eight evidence-based principles of effective interventions are:



**Figure 1: The Eight Principles and Practices of Effective Correctional Interventions**

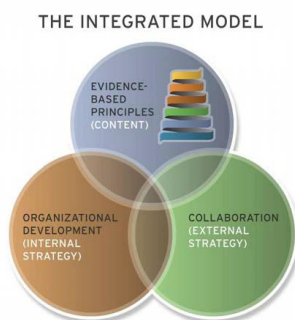
1. **Assess Actuarial Risk/Needs:** Assessing individuals in a reliable and valid manner is a prerequisite for effective management (i.e., supervision and treatment). Timely, relevant measures of the risk of reoffending and the needs of the population being served (at the individual and aggregate levels) are essential for the implementation of numerous principles of best practice in corrections. Assessment tools are most reliable and valid when employees are formally trained to administer tools.
2. **Enhance Intrinsic Motivation:** In order for lasting change to occur, a level of intrinsic motivation is needed. Program staff can enhance intrinsic motivation through the use of constructive communication techniques, such as motivational interviewing and goal setting.
3. **Target Interventions:**
  - Risk Principle:* Prioritize supervision and treatment resources for higher risk offenders.
  - Need Principle:* Target interventions to criminogenic (correlated to crime) needs.
  - Responsivity Principle:* Be responsive to temperament, learning style, motivation, culture, and gender when assigning programs.
  - Dosage:* Structure 40-70% of high-risk individuals' time for three to nine months.
  - Treatment Principle:* Integrate treatment into the full sentence and case management requirements.

<sup>2</sup> Source: Crime and Justice Institute (2009). Implementing Evidence-Based Policy and Practice in Community Corrections (2<sup>nd</sup> ed.). Washington: National Institute of Corrections

4. **Skill Train with Directed Practice:** Program staff and criminal justice agencies should implement programs and practices that are grounded in scientific evidence (i.e., cognitive behavioral therapy) and delivered by trained staff.
5. **Increase Positive Reinforcement:** Program staff should use positive reinforcement to help individuals achieve behavior change. This includes the increasing use of rewards, incentives, and acknowledgement of positive and prosocial behaviors while continuing to address noncompliance and pro-criminal behaviors through appropriate sanctions.
6. **Engage Ongoing Support in Natural Communities:** Programs should utilize naturally existing community support networks (e.g. family members, mentors/sponsors, clergy, etc.) to reinforce pro-social behaviors and help individuals establish supportive contacts in the community.
7. **Measure Relevant Processes/Practices:** Programs should have an established process for documenting case information and client outcomes, as well as a method for measuring staff performance and organizational practices.
8. **Provide Measurement Feedback:** Once a process is in place to measure relevant processes/practices, this data should be used to monitor processes and inform changes that may be necessary to improve outcomes.

## The Integrated Model

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The Integrated Model is a model for implementing EBPs into criminal justice and related programs. This model emphasizes not only the importance of evidence-based practices but also the importance of organizational development within the system and organizations, and collaboration with all external stakeholders as a means of supporting change. Each component of the Integrated Model is essential and must be done with equal emphasis for the most successful implementation and sustainment of practices that achieve the desired outcomes.

**Figure 2: The Integrated Model<sup>3</sup>**

## Development of Performance Measures for Virginia Offender Reentry and Transitional Services

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In the spring of 2014, DCJS requested and received technical assistance from the National Institute of Corrections for the development of performance measures for the PAPIS programs supported and administered by DCJS. The initial meeting hoped to achieve the following goals for the performance measures technical assistance project:

- To enhance implementation of a reentry system for PAPIS;
- To utilize evidence based programming to build a continuum from jail/prison to the community;
- To enhance and utilize an assessment tool for case planning and community based planning;
- To clarify and agree on key core components and services;
- To develop clear performance measures for success with the program model; and
- To use the Transition from Jail/Prison to Community models as the potential framework.

<sup>3</sup> Source: Crime and Justice Institute (2009). Implementing Evidence-Based Policy and Practice in Community Corrections (2<sup>nd</sup> ed.). Washington: National Institute of Corrections

The second day of the technical assistance meeting began with a planning discussion about what core components of PAPIS reentry services would be. The Core components were as follows:

**Risk Assessment** - Screening and assessing for risk is critical to focus on the higher risk clients, and using the Offender Screening Tool (OST) would be best as it has been utilized and normed with the local probation populations.

Screening for risk of all reentry clients can first be conducted using the Modified Offender Screening Tool (M-OST) if applicable, which is a validated tool used to identify low risk or determine if further assessment is necessary. Full Risk/Needs Assessment utilizing the OST is required for all clients scoring 3 and higher on the MOST, or may be conducted initially. The OST assessment is used to identify criminogenic risk and criminogenic and non-criminogenic needs present.

Screenings and assessments may also be accepted from another criminal justice agency provided that it is a validated, actuarial risk/needs assessment and was completed within the 6 months prior to participation in PAPIS program. It is noted that if a client is released from a correctional facility (state or local jail), it is recommended that a new risk/needs assessment be completed by the PAPIS program or requested from the probation agency if applicable as factors related to risk have the potential to change once a client is in the community.

In order to make efficient and effective use of limited resources, clients should be served at the level associated with their risk score.

**Job Readiness Programming** – Services that are aimed at preparing clients for the workforce.

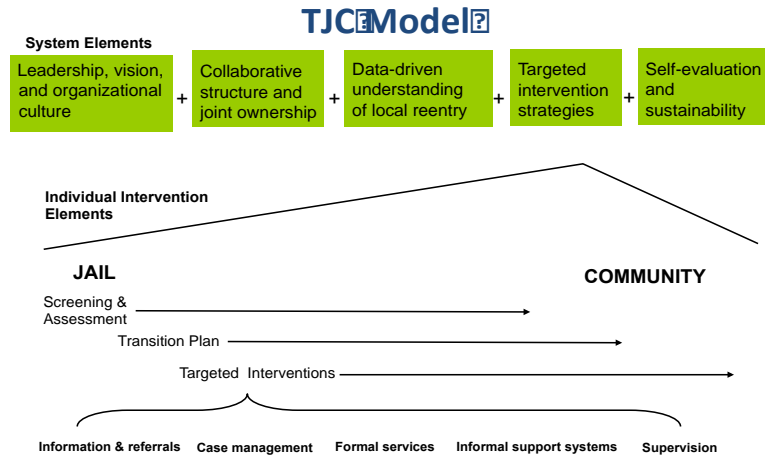
**Employment Services** – Assistance provided that aims to help clients in securing employment.

**Cognitive-Behavioral Therapy (CBT) Programs** – Thinking for a Change (T4C) and Moral Reconciliation Therapy (MRT) are two of the most commonly delivered cognitive-behavioral interventions. CBTs should be reserved for medium and high risk clients.

**Case planning and referral services** – Risk-informed case planning is a critical component of reentry programs. Higher risk clients will receive more intensive case management services. Referrals to other providers for additional services such as housing, substance abuse, mental health treatment and educational services will be an important part of the service delivery model as appropriate.

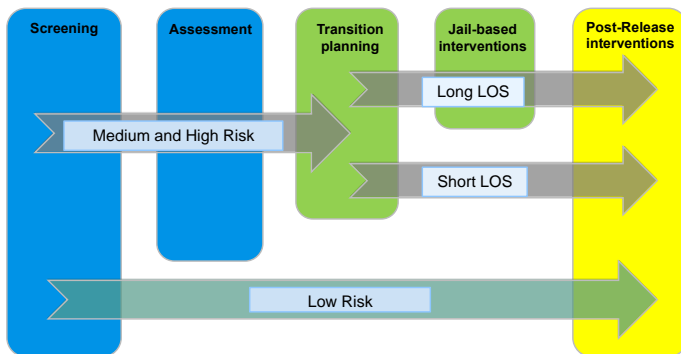
## The Transition from Jail to Community<sup>4</sup> and Prison to Community Models

The Transition from Jail to Community Model (TJC) was introduced to the Virginia Papis as a foundational framework for providing effective reentry services. The model is a result of a partnership between the National Institute of Corrections and the Urban Institute, who note that it “is not a discrete program; it is a new way of doing business: an innovative, collaborative, data-driven approach to the jail-to-community transition.” Across Virginia communities, Reentry Councils were established to address the local reentry needs of individuals returning from incarceration, and promote collaborative work among local agencies, including Papis. The TJC, alongside the Transition from Prison to Community model utilized by the Virginia Department of Corrections, establishes a framework for seamless reentry into communities upon release.



Papis programs work with state and local correctional institutions to provide a bridge from incarceration to community, and have chosen to use this model so that it can be done in such a way that promotes success.

### TJC: A Triage Approach to Interventions



The service delivery approach is represented in the Papis Performance Measures to differentiate the types and levels of intervention by the risk and needs of individuals, as well as increasing the participation in evidence-based services prior to the release from incarceration, known as the Triage Approach. While the Papis programs are only one of many system stakeholders in a collaborative and systems approach to reentry, DCJS encourages Papis to take an active role in promoting the collaboration with other agencies

through their involvement in local reentry councils and the adoption of practices that enhance the outcomes for clients served. This is being done in a coordinated effort across the state through a jail reentry initiative supported by Virginia’s Office of the Attorney General, which is also promoting the use the TJC Model with local and regional jails.

Through the development of performance measures, Papis programs will adopt a uniform set of principles underlying the service delivery model specifically in the areas of institutional “reach-in” and community-based reentry services. The expected outcomes in Papis programs are distinct reentry service tracks driven by the risk level and needs of clients served and core functions that:

- Establish a working relationship and trust between the providers and clients;

<sup>4</sup> Information about the TJC model can be accessed at the Urban Institute website: <http://www.urban.org/policy-centers/justice-policy-center/projects/transition-jail-community-tjc-initiative>

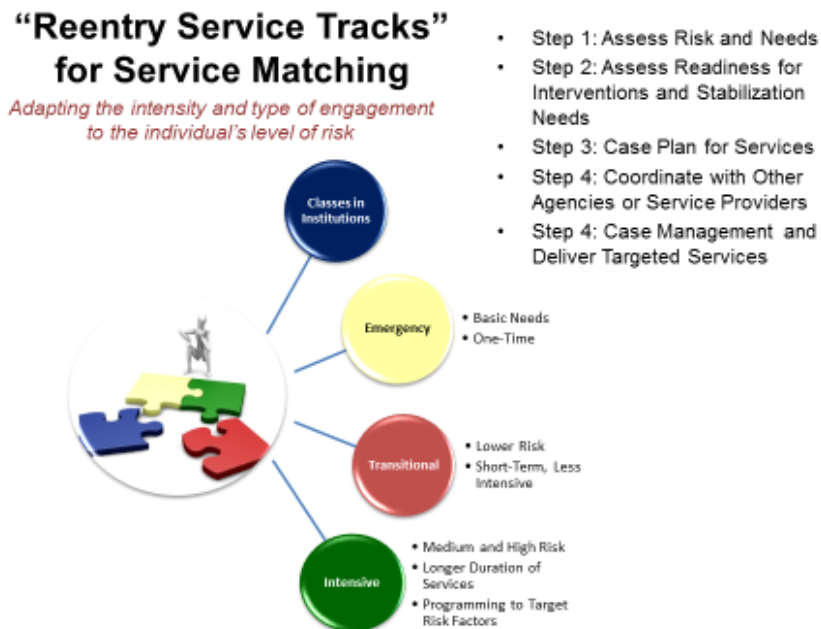
- Enhance follow through upon release to access needed services;
- Provide formal or informal services, including:
  - risk assessment to determine program eligibility and acceptance;
  - delivery of effective programming; and
  - building partnerships to bridge the gap between incarceration and release to the community.

The set of performance measures adopted by the PAPIS programs has resulted in a defined program model that indicates Reentry Service Tracks for service matching modeled after the triage approach. The hope is that through the measurement of outcomes and processes in PAPIS programs, a positive impact on reintegration success and a reduction in recidivism can be demonstrated in local communities across Virginia.

**Emergency and Stabilization Services** are defined as those services provided to clients that meet basic human needs such as food, clothing, shelter/temporary housing, and/or medical care.

**Transitional Reentry Services:** Services provided to clients determined to be low risk for recidivism or those that do not wish to continue into more intensive services that ensure a seamless transition from incarceration into the community upon release such as transportation, identification documents and vital records, permanent housing assistance, educational programming, referrals, and job readiness and employment assistance.

**Intensive Reentry Services:** Those services provided to clients at higher risk for reoffending as determined by a validated, actuarial assessment or combination of assessments that target those factors directly related to successful reintegration, stabilization upon reentry, and risk for reoffending. These services should be delivered primarily to clients classified as medium and high risk to reoffend and include case management provided by the reentry program staff.





## Performance Measures

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A systems approach to reentry requires a collaborative structure that secures participation from key partners, provides focus for the initiative, maintains momentum, and empowers members of the collaboration.

Measurement is important because it helps to know what and how programs are doing in service delivery and meeting established goals. Service delivery refers to the programs or efforts that are undertaken by an organization, either through direct service or via contract.

Data provides evidence that a program is consistently and comprehensively doing what it says it is doing, rather than anecdotes about how it is getting done. It also:

- Helps monitor process and outcome objectives;
- Helps identify, and make improvements where necessary, when objectives are not met; and
- Objectively demonstrates effectiveness.

Because programs will use performance measurement data to inform policy and practice, performance data reports should be ongoing and regular. Performance criteria should be explicit and measurable, and should align with desired outcomes.

The performance measures will use either a new client or exit cohort for the quarter, with the exception of recidivism, reintegration, and access to social, emergency, transition, and stabilization services. Each measure will indicate the measurement cohort relevant to that measure, providing applicable data definitions and elements that are necessary for a program to collect.

The following sections of this report will define each component of the PAPIS performance measures.

### **Public Safety and Reintegration Outcome Measures**

Recidivism Rate

Reintegration Rate

Risk Reduction Rate

Access to Social, Emergency, Transition, and Stabilization Services Rate

### **Process Measures**

Target Population

Prerelease Coordination Rate

Collaboration/Coordination Rate

Risk Assessment Rate

Reentry Programming Adherence Rate

Program Retention Rate

Evidence-Based Programming Availability

### O1. Recidivism Rate

**Definition:** The % of PAPIS clients that are convicted of a new criminal offense within 36 months of program exit.

**Client Cohort:** This measure will be applied to those clients exiting PAPIS services during the fiscal year.

**Purpose:** Protecting community safety is a primary goal of reentry services. Knowing how many released individuals commit new criminal offenses after release can help programs strengthen services that reduce the likelihood of harm to communities and measure the impact of PAPIS on community safety.

Virginia correctional agencies have adopted a uniform definition of recidivism as indicated on the VirginiaPerforms<sup>5</sup> site which matches that of the recidivism measure included here for PAPIS.

This performance measure counts the *incidence* of post-exit recidivism (i.e., whether recidivism occurred, yes or no) and not the number of recidivistic events. *Post-exit recidivism* is defined as a new conviction for a jailable criminal offense where the offense date occurred on or after the exit date from reentry services but before the end of the measurement period. Exit cohorts will be tracked and reported at three distinct time periods: 12 months post-exit, 24 months post-exit, and 36 months post-exit.

In order to be considered a “new offense,” the following criteria must be met: (a) the offense date occurred after the client’s program exit date; (b) the client must be taken into custody by authority of law or be issued a summons or warrant for a violation of criminal municipal, state or federal misdemeanor or felony crime (those coded within statute as criminal offenses).

DCJS will request certain client data elements for individuals at the PAPIS agency that exit services within the evaluation period. Criminal record information will be requested per Virginia State Police requirements using the individual client level data so that matching can be completed and a review of the criminal history in the period after program exit to identify any new criminal offenses that occurred in the specified time frames.

### O2. Reintegration Rate

**Definition:** The % of PAPIS clients that remain in the community without a return to incarceration or a new criminal offense while participating in PAPIS programming.

**Client Cohort:** This measure will be applied to those clients exiting PAPIS services during the fiscal year.

**Purpose:** The primary focus of reentry services is to assist clients with successful reintegration as a productive member of Virginia’s communities after release from incarceration. The success rate helps isolate the period of time from release and entry into services that is most critical for a client to establish him or herself as a productive member of the community.

Returns to incarceration can be for new criminal offenses or violations of community supervision. New criminal offenses will be measured using the same criteria as those for the Recidivism Rate.

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<sup>5</sup> The Recidivism measure for Virginia Performs can be accessed at: <http://vaperforms.virginia.gov/indicators/publicSafety/recidivism.php>

### **O3. Risk Reduction Rate**

**Definition:** The % of medium and high risk clients with a reduction in risk to reoffend after program participation.

**Client Cohort:** This measure will be applied to those clients exiting PAPIS Intensive Reentry Services during the quarter.

**Purpose:** In order to impact a reduction in recidivism rates, clients must engage in services that can have an effect on factors known to contribute to the likelihood of recidivism. PAPIS programs aim to reduce recidivism, and as such, should be able to demonstrate that clients engaged in risk reducing services are experiencing a reduction in the risk level. Knowing this rate also helps programs isolate practices that are impacting the risk levels and recidivism rates of clients participating in services.

The reduction in risk level is measured through reassessment after a period of no less than six months after initial assessment and/or completion of targeted interventions. Prior to program exit, medium and high risk clients should be reassessed using the same validated, actuarial risk/needs assessment as initially used to determine risk and needs. Changes, increases or decreases, should be reported only when the risk level score is more than two (2) points below or above the initial risk score to account for the accepted standard deviation from scores by assessors on the risk tools. Clients reported in this measure should be only those where there was a reduction in the score.

**Risk-Reducing Programming:** Programming delivered to target and reduce risk areas for reoffending that align with the criteria for effective programming, are proven as evidence-based, research-informed, promising, or those with sound theoretical basis for successful reentry that are supported by an empirical evaluation component.

**Required Data Elements to Calculate:**

- Program Exit Date
- Risk Level
- Risk Score
- Reassessment Score

***Service Matching and Impacts on Risk Factors***

This overall measure will include seven sub-measures around specific areas known to impact an individual's ability to remain crime free, known primarily as criminogenic risk factors and responsivity factors. These factors have been identified in the correctional and recidivism literature as those correlated to the risk to reoffend and the ability of an individual to successfully participate in and complete interventions that lessen the risk for re-offense.

Until full implementation, these sub-measures will be used primarily to assess the level and adherence of programs in appropriately matching services and interventions to specific risk and needs. This will be referred to as a *Service Matching Rate*.

When reported for each sub-measure, programs will be required to report if clients with an assessed risk/need were placed into programming or interventions designated to address that criminogenic factor(s) and if that program is evidence-based as indicated in the *Programming Inventory* (to be developed) provided to PAPIS.

**Sub-measures include the % of clients that:**

- 3.1** Have a reduction in criminal thinking;
- 3.2** Increase the number of, or amount of time spent with, positive prosocial peer associations;
- 3.3** Report increases or improvement in family/interpersonal relationships and support;
- 3.4** Increase educational and/or vocational achievement;
- 3.5** Are continuously employed in legitimate work opportunities;
- 3.6** Report a reduction in substance abuse and/or dependency; and
- 3.7** Maintain active participation in mental health treatment/counseling.

While the risk and needs assessments measure change in individual risk areas, some sub-measures will be reported through the use of additional assessments for particular programming or through the use of a standardized exit survey. The PAPIS Quality Assurance Committee is in the process of evaluating additional assessment tools and identifying the components of the exit survey. This section of the manual will be updated with instructions and guidance on the eight sub-measures once complete.

**O4. Access to Social, Emergency, Transition, and Stabilization Services**

**Definition:** The % of clients receiving social and stabilization services through PAPIS.

**Client Cohort:** Any client in the target population, regardless of reentry service track, that received any of the services listed in the sub-measures during the fiscal year.

This measure will only be reported annually as a Year-To-Date (YTD) measure to eliminate duplication of individuals reported quarter to quarter. Clients can receive multiple services (different or the same services multiple times), but that person is only counted once during the fiscal year.

**Purpose:** Clients that have been incarcerated face numerous barriers to successful reentry as a result of their involvement in the criminal justice system. In order to effectively participate in services that reduce the likelihood of recidivism, clients require basic needs to be met, access to medical/health care, and supports to aid in obtaining stable housing, transportation, and access to legitimate work opportunities. Providing access to social, emergency, transition, and stabilization services helps support clients' ability to actively and successfully participate in other programming and interventions that can mitigate their risk to reoffend.

**Emergency and Stabilization Services** are defined as those services provided to clients that meet basic human needs such as food, clothing, shelter/temporary housing, and/or medical care.

**Social and Transitional Services** are defined as those services provided to clients that ensure a seamless transition from incarceration into the community upon release such as transportation, identification documents and vital records, and access to support services through social services departments.

This overall measure will include six sub-measures around specific services that PAPIS programs facilitate or provide directly. For each sub-measure, the number of clients that received the service will be reported on a quarterly basis. There will be a YTD sum of individuals for each service type, but it is noted that the sum of all clients receiving services will include duplicates and the O4. Measure will be calculated to remove duplicates.

At the end of the year, ideally this measure will help programs determine if there are a few clients that are receiving many services throughout the year, or if there are many clients receiving a few services. This may help address the level of need in a particular geographical area for the population served. Including all clients regardless of reentry service track can isolate how many of these clients are those only accessing these services as Emergency and not continuing through a programming period with PAPIS. Regarding 'Other Services Provided' such as general programming or classes provided in jails or prison at the direction/request of the facility, and the participation in general resource fairs will not be

included in these measures because many of these are done outside of the risk-based model. PAPIS programs will maintain numbers at the program and will not report these to DCJS.

**Sub-measures will include the % and number of clients that receive:**

- 4.1** Identification documents;
- 4.2** Vital records (birth certificates and social security cards);
- 4.3** Food assistance;
- 4.4** Clothing assistance;
- 4.5** Transportation assistance;
- 4.6** Obtain permanent housing; and
- 4.7** Access to medical care/health insurance.

## P1. Target Population

**Definition:** The % of new clients with an initial contact with PAPIS to request reentry and transitional services that are nearing release from incarceration or have been in the community no longer than 6 months after release from incarceration.

**Client Cohort:** This measure will be applied to new clients during the quarter.

**Purpose:** Offender Reentry and Transition Services (ORTS) funding is intended to prepare clients for transition from incarceration to community. Jail prerelease services include assessment, reentry and transition planning, programming, information and referrals. Programming should focus on individual criminogenic needs and related areas of value to clients soon to be released. Prerelease services in state correctional institutions include collaboration with prison staff in developing reentry and transition plans for difficult placement cases, and connection with community services soon after release.

This measure will demonstrate the proportion of clients served during the key time period when the risk is highest for failure upon release from incarceration.

### Applicable Data Definitions:

**Client:** Any individual incarcerated in a state or local correctional facility nearing release or has been released from a state or local correctional within the six months prior to initial contact with the PAPIS program. *\*A client that exits services, or returns after a new incarceration event, for a period of more than 30 days is considered a new client.*

*Ideally, incarcerated clients are primarily those serving an active period of incarceration (sentenced to incarceration) as those pending trial may not be as easily identified when working with the jail to determine release dates. This does not preclude individuals released from extended periods of pretrial incarceration; however, it should be noted that there are legal and constitutional concerns that must be accounted for with individuals that have not yet had a trial to determine guilt or innocence. The PAPIS program is encouraged to work with the local pretrial services agency, if available, to better serve the pretrial population with reentry services.*

**Initial Contact:** The date in which a client requests reentry or transitional services from the PAPIS agency during a face-to-face interaction with the program point of contact that includes a determination of the level or type of services needed, demographic information is collected, and follow up scheduled if more than temporary emergency services are needed.

Individuals that only participate in classes in institutions delivered by PAPIS staff and inmates that attend resource fairs are **NOT** counted as initial contact.

**Target Population:** Clients that are currently incarcerated in a state or local correctional facility nearing release or any client that has been released from a state or local correctional facility within the six months prior to initial contact.

### Required Data Elements to Calculate:

Incarceration Release Date

Initial Contact Date

## P2. Prerelease Coordination Rate

**Definition:** The % of clients enrolled in PAPIS programming prior to release from incarceration.

**Client Cohort:** This measure will be applied to new clients in the target population during the quarter.

**Purpose:** Engaging individuals in services while incarcerated, immediately after release, and thereafter greatly reduces the likelihood that these individuals will once again find themselves incarcerated. Coordinating with individuals prerelease connects them to services in the community during critical moments and allows PAPIS programs to better serve the community population, increase program retention by following clients and continuing their case management, ensure that vulnerable individuals are identified in jail for prerelease planning, and potentially increase funding opportunities.

### **Applicable Data Definitions:**

**Case Management:** Ongoing support and management for individuals who require certain types of follow-up and assistance provided by a designated staff in a reentry services agency, and can be intensive or limited based on the risk and needs of the individual.

**Prerelease Coordination:** Engaging clients in services and transitional planning prior to, and nearing the date of, their release into the community that connect them with services in the community to enhance their success during the critical time period of reentry.

**Program Entry:** The date in which a client is assessed using a validated risk/needs assessment and determined to need case management and reentry services beyond emergency stabilization services from a PAPIS program.

### **Required Data Elements to Calculate:**

Incarceration Release Date

Initial Contact Date

Program Entry Date

## P3. Collaboration Rate

**Definition:** The % of PAPIS clients with community supervision (probation) obligations whose reentry plans are coordinated with institutional and/or supervising community corrections agencies.

**Client Cohort:** This measure will be applied to new clients in the target population during the quarter.

**Purpose:** Many clients released from incarceration have community supervision requirements as a condition of release, either with a local or state probation department. In an effort to maximize resources and support client success, it is important that PAPIS programs work with institutional and community corrections staff to avoid duplication of services and overwhelming clients with programming obligations. Collaboration with corrections staff for those clients with probation obligations helps provide a realistic transitional plan and wrap-around services to promote client success.

### **Applicable Data Definitions:**

**Community Supervision Obligations:** A client that is released from incarceration or that enters a PAPIS program with active probation obligations with either a local community-based probation agency or state probation and parole.

**Program Entry:** The date in which a client is assessed using a validated risk/needs assessment and determined to need case management and reentry services beyond emergency stabilization services from a PAPIS program.

**Transitional Case Plan:** Transition case plans specify the types of supports and services an individual needs, when and where interventions should occur and by whom, and the activities for which an

individual needs to take responsibility. There are three components of a transition plan: In-custody (pre-release) plans covering the period of incarceration; discharge plans, covering the period immediately following release; and post-release plans, covering the mid to long-term transition period.

**Required Data Elements to Calculate:**

- Program Entry Date
- Community Supervision Obligations
- Transitional Case Plan Completion Date
- Coordinated with Other Agency on Plan

**P4. Risk Assessment Completion Rate**

**Definition:** The % of PAPIS clients screened and assessed for risk to reoffend using a validated, actuarial risk and needs tool.

**Client Cohort:** This measure will be applied to new clients in the target population during the quarter.

**Purpose:** In order to target services to factors that influence recidivism, PAPIS programs must use the results of a validated risk and needs assessment to target resources to medium and high risk clients in the target population.

**Applicable Data Definitions:**

**Assessment:** A comprehensive risk and needs assessment conducted when the initial screen determines the need for follow-up and further assessment to identify the risk for recidivism and specific risk-reducing interventions.

**Risk Level:** The risk for general recidivism (committing a new criminal offense of any type) within a specified time period after release from incarceration as measured by a validated, actuarial risk and needs assessment.

Current risk and needs assessment utilized and accepted in Virginia include the Modified Offender Screening Tool (MOST), Offender Screening Tool (OST), COMPAS, and LSI-R (Richmond Justice Center/Day Reporting Center). Risk cut-off scores and designations include the following:

Low Risk: MOST 0-2, OST 0-6, COMPAS

Medium Risk: OST 7-20, COMPAS

High Risk: OST 21-44, COMPAS

**Screening:** Brief initial review to assess a client's immediate risk and needs and make a decisions regarding level of service, follow-up, and further assessment (examples include MOST, COMPAS Lite, or agency screening questionnaire for type of service requested)

**Required Data Elements to Calculate:**

- Program Entry Date
- Risk Assessment Completion Date
- Risk Assessment Score & Level
- Risk Assessment Used (MOST, OST, COMPAS)

This overall measure will include one sub-measure that will document the risk level distribution of clients entered into PAPIS programming during the quarter. Knowing the risk levels of clients that are entering programming will help PAPIS programs determine the impact on workload as higher risk levels require more intensive and longer periods of intervention than lower risk.



**Sub-measure:**

**4.1 Risk Distribution** The %/# of PAPIS clients that are Low, Medium, and High Risk from those that were assessed.

Low Risk: MOST 0-2, OST 0-6, COMPAS

Medium Risk: OST 7-20, COMPAS

High Risk: OST 21-44, COMPAS

**P5. Risk/Needs Adherence Rate**

**Definition:** The % of clients that have a reentry plan and receive levels of service based on assessed risk and needs.

**Client Cohort:** This measure will be applied to clients in the target population exiting programming during the quarter.

**Purpose:** In order to effectively measure recidivism and deliver services that have an impact on reduction in rates, programs must adopt routine practices of assessing clients and then placing them into matching services to mitigate harm done to low risk individuals through exposure to higher risk through inappropriate placement in programming, as well as the converse that shows better outcomes (reduce recidivism) for medium/high risk individuals when matched appropriately to programming. All services should limit low risk individuals' involvement and increase the involvement of higher risk in programming that matches their specific needs.

**Applicable Data Definitions:**

**Intensive Reentry Services:** Those services provided to clients at higher risk for reoffending as determined by a validated, actuarial assessment or combination of assessments that target those factors directly related to successful reintegration, stabilization upon reentry, and risk for reoffending. These services should be delivered primarily to clients classified as medium and high risk to reoffend and include case management provided by the reentry program staff.

**Other Completion:** Those clients that are unable to complete all planned activities as a result of circumstances that prevent the successful or unsuccessful completion, including relocating out of the area, military deployment, death, medical/hospitalization, etc.

**Program Exit:** The point at which a client exits reentry services provided by the PAPIS program for a period of more than thirty days, either through the completion of all activities in a planned case management period, self-termination, or for reasons beyond the client's control that prevents him/her from successfully completing planned activities.

**Successful Completion:** The client has completed all planned reentry activities matching the number of recommended dosage hours by risk level as outlined in the case management plan or the client has been enrolled in reentry services for a period of twelve months, whichever occurs first.

**Transitional Reentry Services:** Services provided to clients determined to be low risk for recidivism or those that do not wish to continue into more intensive services that ensure a seamless transition from incarceration into the community upon release such as transportation, identification documents and vital records, permanent housing assistance, educational programming, referrals, and job readiness and employment assistance.

**Unsuccessful Completion:** Those clients that exit program participation voluntarily before completing planned activities, fail to return for services after a period of thirty days, are returned to incarceration for a period of more than thirty days, or are terminated from services as a result of disruptive or noncompliant behaviors.

**Required Data Elements to Calculate:**

Program Exit Date

Program Type (Intensive or Transitional)

Risk Level

This overall measure will include three sub-measures related to appropriate client placement in intensive reentry services and dosage. Dosage recommendations are listed in Appendix B, but will be considered future measures as additional work on research supported amounts is needed to accurately define these measures. Based on initial research, recommended amounts note that lower risk need less intervention and as risk increases, so should the amount, intensity, and duration of interventions. The research to date in this area indicates three key findings with regard to the practice of applying reentry services along a risk continuum:

- Higher risk have greater needs for prosocial skill development;
- The impact of reduction in risk is greater with higher risk individuals; and
- Treatment resources focused on lower-risk tend to produce little, no, or adverse effects on recidivism rates.

**Applicable Data Definitions:**

**Dosage:** The type and amount of intervention a client should receive to minimize recidivism and increase public safety.

**Sub-measures (Dosage)****5.1 Appropriate Client Placement**

**Definition:** The % of clients exiting intensive reentry services that are medium and high risk.

This measure is specifically related to the participation of medium and high risk clients in Intensive Reentry Services as it is known that higher risk levels benefit most from intensive services and the inclusion of lower risk clients can potentially have an adverse effect. In line with the mission of PAPIS programs, treatment and intervention services should be targeted and delivered to those at higher risk to achieve the greatest impact on the reduction of recidivism.

**5.2 Program Dosage (future)**

**Definition:** The % of clients that complete reentry services through the planned case management period according to established dosage amounts. (Measures the hours spent in risk-reducing interventions against recommended amounts)

**5.3 Average Program Dosage (future)**

**Definition:** The average length, type, and intensity of services for those clients exiting services with a successful completion.

## P6. Program Retention Rate

**Definition:** The % of clients successfully completing planned reentry services.

**Client Cohort:** This measure will be applied to clients in the target population exiting programming during the quarter.

**Purpose:** Most PAPIS-provided services are not mandated for clients, but participation is critical through program exit. The reduction of risk is a complex process with multiple individual variables that typically require more than six months to influence change. Keeping medium and high risk clients engaged in risk-reducing services is a critical component to successful reintegration and future desistance from criminal behavior.

### Applicable Data Definitions:

**Program Exit:** The point at which a client exits reentry services provided by the PAPIS program for a period of more than thirty days, either through the completion of all activities in a planned case management period, self-termination, or for reasons beyond the client's control that prevents him/her from successfully completing planned activities.

**Other Completion:** Those clients that are unable to complete all planned activities as a result of circumstances that prevent the successful or unsuccessful completion, including relocating out of the area, military deployment, death, medical/hospitalization, etc.

**Successful Completion:** The client has completed all planned reentry activities matching the number of recommended dosage hours by risk level as outlined in the case management plan or the client has been enrolled in reentry services for a period of twelve (12) months, whichever occurs first.

**Unsuccessful Completion:** Those clients that exit program participation voluntarily before completing planned activities, fail to return for services after a period of thirty days, are returned to incarceration for a period of more than thirty days, or are terminated from services as a result of disruptive or noncompliant behaviors.

### Required Data Elements to Calculate:

Program Exit Date  
Exit Type (Successful, Unsuccessful, or Other)  
Program Type (Intensive or Transitional)  
Risk Level

## P7. Evidence-Based Programming Availability

**This measure will be reported and assessed annually in Grant Application to DCJS, and will be separated into two measures: 1) Evidence-Based and 2) Effective or Research-Informed.**

**Definition:** The % of PAPIS-delivered formal services (treatment, programming, & interventions) that are evidence-based to achieve successful reintegration and reductions in recidivism.

**Purpose:** The fundamental mission of PAPIS is to maximize the likelihood of successful reintegration and crime-free lifestyles of individuals released from incarceration to Virginia's communities. Providing programming and direct services that are supported by research evidence for successful reentry and reducing recidivism promotes the programs' ability to contribute to the success of clients and enhance safety in communities.

**Applicable Data Definitions:**

**Brief Training Sessions:** (Pre) Short-term services such as skill training, psycho-educational classes, etc. (Post) Brief interventions immediately following release (e.g., How to access resources, resume development and job search assistance, skill training, psycho-educational classes, etc.)

**Cognitive-Behavioral Therapy:** Types of psychotherapeutic treatment interventions that help participants understand the thoughts and feelings that influence behaviors by identify the problematic beliefs and then focus on the behaviors that are contributing to the problem. The client begins to learn and practice new skills that can then be put into use in real-world situations.

**Evidence-based Programs<sup>6</sup>:** The Office of Justice Programs (OJP) considers programs and practices to be evidence-based when their effectiveness has been demonstrated by causal evidence, generally obtained through high quality outcome evaluations.

**Formal Services, Treatment, Training:** Longer-term services such as cognitive based groups, educational services, employment readiness, job training and placement, mental health and substance abuse treatment.

**Resource Information & Referrals:** Information that can be provided to all individuals upon and after release.

**Risk-Reducing Programming:** Programming delivered to target and reduce risk areas for reoffending that align with the criteria for effective programming, are proven as evidence-based, research-informed, promising, or those with sound theoretical basis for successful reentry that are supported by an empirical evaluation component.

**Elements of Effective and Evidence-Based Interventions:**

The following list is provided as a general guide to evaluate programming and interventions that meet the criteria for effectiveness. While programs require much more intensive research and documentation to qualify as evidence-based, this list is a starting place for evaluating current programming offered.

- ✓ Focuses on higher risk offender
- ✓ Targets criminogenic needs
- ✓ Uses evidence-based interventions
- ✓ Bases program design on proven theoretical model
- ✓ Matches offender to treatment type
- ✓ Ensures quality delivery of program
- ✓ Uses appropriate rewards and punishers

**The PAPIS Quality Assurance Committee will be working to compile a programming inventory that uses the available information from a variety of sources to list programming that is in place across the state and programming from available clearinghouses, noting the research evidence available regarding effectiveness for achieving particular outcomes.**

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<sup>6</sup> As defined by OJP on [www.crimesolutions.gov](http://www.crimesolutions.gov)

## Next Steps

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In preparation for the adoption and implementation of the performance measures described in this document, PAPIS programs have completed a program assessment using the Council for State Government's Recidivism Reduction Checklist. From the results of the program assessment, the PAPIS programs are identifying key areas where practices align with the research evidence, practices that are missing as identified in the research evidence, and practices that are out of alignment. From this process, PAPIS programs will participate in implementation and action planning after a prioritization of change targets.

Starting in October 2015, PAPIS programs will begin evaluating data collection capacity for each of the performance measures and establishing baseline rates for those measures able to be reported. A recidivism study will also be conducted to establish a baseline rate prior to implementation of risk assessments and the risk-based reentry services model. It is anticipated that all PAPIS programs will have adopted the performance measures starting in fiscal year 2017, which begins on July 1, 2016.

**Appendix A:**  
**Technical Appendix with Data Collection and Reporting Worksheets**

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The following chart will help programs outline how the proposed client level measures should be defined and incorporated into agency data collection and reporting.

Performance Measure	Target Population
<b>Type Measure</b>	Process-Quarterly New Client Cohort
<b>Data Source and Collection</b>	
<b>Methodology and Calculation</b>	$(\# \text{ clients with an initial contact with PAPIS prior to or within 6 months of release from incarceration} \div \text{total \# of clients with an initial contact during the quarter}) \times 100$
<b>Data Limitations</b>	
<b>Target and Target Attainment Status</b>	

Performance Measure	Prerelease Coordination Rate
<b>Type Measure</b>	Process-Quarterly New Client Cohort
<b>Data Source and Collection</b>	
<b>Methodology and Calculation</b>	$(\# \text{ clients with PAPIS program entry prior to release from incarceration} \div \text{total \# of clients with program entry during the quarter}) \times 100$
<b>Data Limitations</b>	
<b>Target and Target Attainment Status</b>	

Performance Measure	Collaboration Rate
<b>Type Measure</b>	Process-Quarterly New Client Cohort
<b>Data Source and Collection</b>	
<b>Methodology and Calculation</b>	(# clients with active probation obligations whose reentry plan is coordinated with the supervising probation agency at program entry ÷ total # of clients with probation obligations at program entry during the quarter) × 100
<b>Data Limitations</b>	
<b>Target and Target Attainment Status</b>	

Performance Measure	Risk Assessment Completion Rate
<b>Type Measure</b>	Process-Quarterly New Client Cohort
<b>Data Source and Collection</b>	
<b>Methodology and Calculation</b>	(# clients with PAPIS program entry and a completed Risk Assessment ÷ total # of clients with program entry during the quarter) × 100
<b>Data Limitations</b>	
<b>Target and Target Attainment Status</b>	

Performance Measure	Risk Distribution
<b>Type Measure</b>	Sub-measure/Process-Quarterly New Client Cohort
<b>Data Source and Collection</b>	
<b>Methodology and Calculation</b>	(# clients Low Risk ÷ total # of clients with program entry during the quarter) × 100 (# clients Medium Risk ÷ total # of clients with program entry during the quarter) × 100 (# clients High Risk ÷ total # of clients with program entry during the quarter) × 100 (# clients No Risk Score ÷ total # of clients with program entry during the quarter) × 100
<b>Data Limitations</b>	
<b>Target and Target Attainment Status</b>	

Performance Measure	Risk/Needs Adherence Rate
<b>Type Measure</b>	Process-Quarterly Exiting Client Cohort
<b>Data Source and Collection</b>	
<b>Methodology and Calculation</b>	$\frac{(\# \text{ Medium \& High Risk clients exiting IRS} + \# \text{ Low Risk clients exiting Transitional Services})}{(\# \text{ clients exiting IRS} + \# \text{ clients exiting Transitional Services})} \times 100$
<b>Data Limitations</b>	
<b>Target and Target Attainment Status</b>	



<b>Performance Measure</b>	<b>5.1 Appropriate Client Placement</b>
<b>Type Measure</b>	Sub-Measure/Process-Quarterly Exiting Client Cohort
<b>Data Source and Collection</b>	
<b>Methodology and Calculation</b>	$(\# \text{ Medium \& High Risk clients exiting IRS} \div \# \text{ clients exiting IRS}) \times 100$
<b>Data Limitations</b>	
<b>Target and Target Attainment Status</b>	

<b>Performance Measure</b>	<b>Program Retention Rate</b>
<b>Type Measure</b>	Process-Quarterly Exiting Client Cohort: Successful Completions
<b>Data Source and Collection</b>	
<b>Methodology and Calculation</b>	$(\# \text{ Medium \& High Risk clients successfully exiting IRS} + \# \text{ Low Risk clients successfully exiting Transitional Services}) \div (\# \text{ clients exiting IRS} + \# \text{ clients exiting Transitional Services}) \times 100$
<b>Data Limitations</b>	
<b>Target and Target Attainment Status</b>	

Performance Measure		Risk Reduction Rate
Type Measure	Outcome-Quarterly Exiting Client Cohort: Intensive Reentry Services	
Data Source and Collection		
Methodology and Calculation	$\left( \frac{\text{\# clients with reduction in risk level/score upon IRS program exit}}{\text{total \# of clients reassessed upon exit of IRS}} \right) \times 100$	
Data Limitations		
Target and Target Attainment Status		

Performance Measure		Access to Social, Emergency, Transitional, and Stabilization Services
Type Measure	Outcome-Annual Active Client Cohort	
Data Source and Collection		
Methodology and Calculation	$\left( \frac{\text{\# clients receiving any SETS service during the fiscal year}}{\text{total \# of new clients in the target population served during the fiscal year}} \right) \times 100$ $\text{total \# of new clients in the target population served during the fiscal year} = (\text{\# clients with a program entry into Emergency} + \text{\# in Transitional} + \text{\# in Intensive Reentry})$	
Data Limitations		
Target and Target Attainment Status		

<b>Performance Measure</b>	<b>Access to Social, Emergency, Transitional, and Stabilization Services-Sub-Measures</b>
<b>Identification Documents</b>	# clients receiving documents during the quarter
<b>Vital Records</b>	# clients receiving vital records during the quarter
<b>Food Assistance</b>	# clients receiving food assistance during the quarter
<b>Clothing Assistance</b>	# clients receiving clothing assistance during the quarter
<b>Transportation Assistance</b>	# clients receiving transportation assistance during the quarter
<b>Obtain Permanent Housing/Housing Assistance</b>	# of clients receiving temporary housing assistance # of clients that obtain permanent housing after receiving housing assistance
<b>Medical Care/Health Insurance Assistance</b>	# clients receiving medical care or health insurance enrollment assistance during the quarter

## Appendix B: Glossary Relevant Definitions

The following set of definitions will be applied throughout the performance measures for data reporting and calculation of rates as it relates to the PAPIS outcomes supported by the DCJS offender reentry and transition services. Additional measures may have further clarifications within the measure for relevant terms to ensure consistency in data reporting.

**Assessment:** A comprehensive risk and needs assessment conducted when the initial screen determines the need for follow-up and further assessment to identify the risk for recidivism and specific risk-reducing interventions.

**Brief Training Sessions:** (Pre) Short-term services such as skill training, psycho-educational classes, etc. (Post) Brief interventions immediately following release (e.g., How to access resources, resume development and job search assistance, skill training, psycho-educational classes, etc.)

**Case Management:** Ongoing support and management for individuals who require certain types of follow-up and assistance provided by a staff in a reentry services agency, and can be intensive or limited based on the risk and needs of the individual.

**Client:** Any individual incarcerated in a state or local correctional facility nearing release or has been released from a state or local correctional within the 6 months prior to initial contact with the PAPIS program. *\*A client that exits services and returns after a new incarceration event for a period of more than 30 days is considered a new client.*

**Cognitive-Behavioral Therapy:** Types of psychotherapeutic treatment interventions that help participants understand the thoughts and feelings that influence behaviors by identifying the problematic beliefs and then focusing on the actual behaviors that are contributing to the problem. The client begins to learn and practice new skills that can then be put into use in real-world situations.

**Community Supervision Obligations:** A client that is released from incarceration or that enters PAPIS program with active probation obligations with either a local community-based probation agency or state probation and parole.

**Dosage:** The type and amount of intervention a client should receive to minimize recidivism and increase public safety.

Recommended Dosage Hours provided by PAPIS by Risk Level			
PAPIS Provided/Facilitated Hours if the client is:			
Risk Level	Total Dosage Hours & Recommended Duration	On Community Supervision	Not on Community Supervision
Low Risk MOST 0-2, OST 0-6	Minimal	Minimal <i>Only the amount of time necessary to complete transitional or reentry services and limited/no treatment programming.</i>	
Moderate Risk OST 7-13	100 hours/12 months 90 minutes/week for 12 months	75	100
Moderate/High Risk Moderate: OST 14-21 High: OST 22-44	200 hours/15 months 3 hours/week for 9 months then 1.5 hours/week for 6 months	150-160	200
High Risk/High Need OST 40-44	300 hours/18 months 24 hours/month for 6 months then 1.5 hours/week for 12 months	230-235	300

**Emergency and Stabilization Services:** Services provided to clients that meet basic human needs such as food, clothing, shelter/temporary housing, and/or medical care.

**Employment Placement Services:** Services provided to those clients determined job ready that provide support, guidance, and resources to actively seek, obtain, and maintain employment upon release from incarceration.

**Evidence-based Programs<sup>7</sup>:** The Office of Justice Programs (OJP) considers programs and practices to be evidence-based when their effectiveness has been demonstrated by causal evidence, generally obtained through high quality outcome evaluations.

**Formal Services, Treatment, Training:** Longer-term services such as cognitive based groups, educational services, employment readiness, job training and placement, mental health and substance abuse treatment

**Initial Contact:** The date in which a client requests reentry or transitional services from the PAPIS agency during a face-to-face interaction with the program point of contact that includes a determination of the level or type of services needed, demographic information is collected, and follow up scheduled if more than temporary emergency services are needed.

**Intensive Reentry Services:** Those services provided to clients at higher risk for reoffending as determined by a validated, actuarial assessment or combination of assessments that target those factors directly related to successful reintegration, stabilization upon reentry, and risk for reoffending. These services should be delivered primarily to clients classified as medium and high risk to reoffend and include case management provided by the reentry program staff.

**Job Readiness:** A component of employment services that provides training and support for the technical (hard) skills clients need to effectively seek and obtain employment, and soft skills necessary to retain and succeed in the workplace including, but not limited to, interpersonal skills, communication skills, effective workplace relationships, ethics, problem-solving, emotional regulation, and prosocial decision-making.

**Mentoring:** Support services for individuals when they are in jail and links them to community based resources and treatment.

**Other Completion:** Those clients that are unable to complete all planned activities as a result of circumstances that prevent the successful or unsuccessful completion, including relocating out of the area, military deployment, death, medical/hospitalization, etc.

**Prerelease Coordination:** Engaging clients in services and transitional planning prior to, and nearing the date of, their release into the community that connect them with services in the community to enhance their success during the critical time period of reentry.

**Program Exit:** The point at which a client exits reentry services provided by the PAPIS program, either through the completion of all activities in a planned case management period, self-termination, or for reasons beyond the client's control that prevents him/her from successfully completing planned activities.

**Program Entry:** The date in which a client is assessed using a validated risk/needs assessment and determined to need case management and reentry services beyond emergency stabilization services from a PAPIS program.

**Recidivism:** The PAPIS recidivism evaluations will use the adopted statewide definition for recidivism, which measures re-arrest, reconviction, and possibly re-incarceration for a new criminal offense (a misdemeanor or felony offense which carries the possibility of a sentence to incarceration) within time periods ranging from 6 to 36 months upon release from a local/regional jail or state correctional facility.

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<sup>7</sup> As defined by OJP on [www.crimesolutions.gov](http://www.crimesolutions.gov)

Local ordinance violation, traffic offenses, and probation supervision violations will not be considered re-arrest.

**Resource Information & Referrals:** Information that can be provided to all individuals upon and after release.

**Risk Level:** The risk for general recidivism (committing a new criminal offense of any type) within a specified time period after release from incarceration as measured by a validated, actuarial risk and needs assessment.

Current risk and needs assessment utilized and accepted in Virginia-Modified Offender Screening Tool (MOST), Offender Screening Tool (OST), COMPAS, LSI-R (Richmond Justice Center/Day Reporting Center)

Low Risk: MOST 0-2, OST 0-6, COMPAS

Medium Risk: OST 7-20, COMPAS

High Risk: OST 21-44, COMPAS

**Risk-Reducing Programming:** Programming delivered to target and reduce risk areas for reoffending that align with the criteria for effective programming, are proven as evidence-based, research-informed, promising, or those with sound theoretical basis for successful reentry that are supported by an empirical evaluation component.

**Screening:** Brief initial review to assess a client's immediate risks and needs and make decisions regarding level of service, follow-up, and further assessment (examples include MOST, COMPAS Lite, or agency screening questionnaire for type of service requested).

**Successful Completion:** The client has completed all planned reentry activities matching the number of recommended dosage hours by risk level as outlined in the case management plan or the client has been enrolled in reentry services for a period of twelve (12) months, whichever occurs first.

**Target Population:** Clients that are currently incarcerated in a state or local correctional facility nearing release or any client that has been released from a state or local correctional facility within the six months prior to initial contact.

**Transitional Case Plan:** Transition plans specify the types of supports and services an individual needs, when and where interventions should occur and by whom, and the activities for which an individual needs to take responsibility. There are three components of a transition plan: In-custody (pre-release) plans covering the period of incarceration; discharge plans, covering the period immediately following release; and post-release plans, covering the mid to long-term transition period.

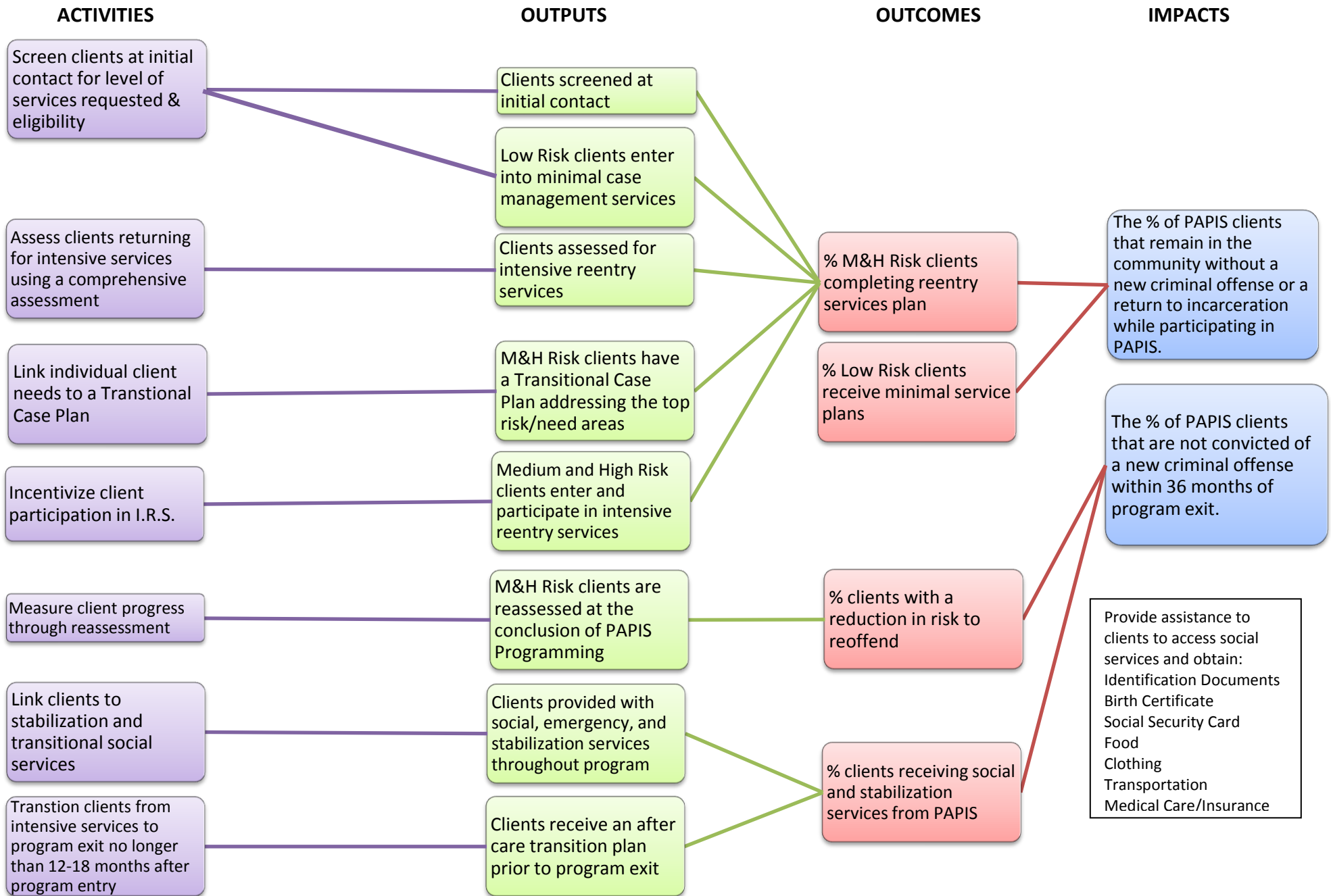
**Transitional Reentry Services:** Services provided to clients determined to be low risk for recidivism or those that do not wish to continue into more intensive services that ensure a seamless transition from incarceration into the community upon release such as transportation, identification documents and vital records, permanent housing assistance, educational programming, referrals, and job readiness and employment assistance.

**Unsuccessful Completion:** Those clients that exit program participation voluntarily before completing planned activities, fail to return for services after a period of 30 days, are returned to incarceration for a period of more than 30 days, or are terminated from services as a result of disruptive or noncompliant behaviors.

## Appendix C: Logic Model for Performance Measures

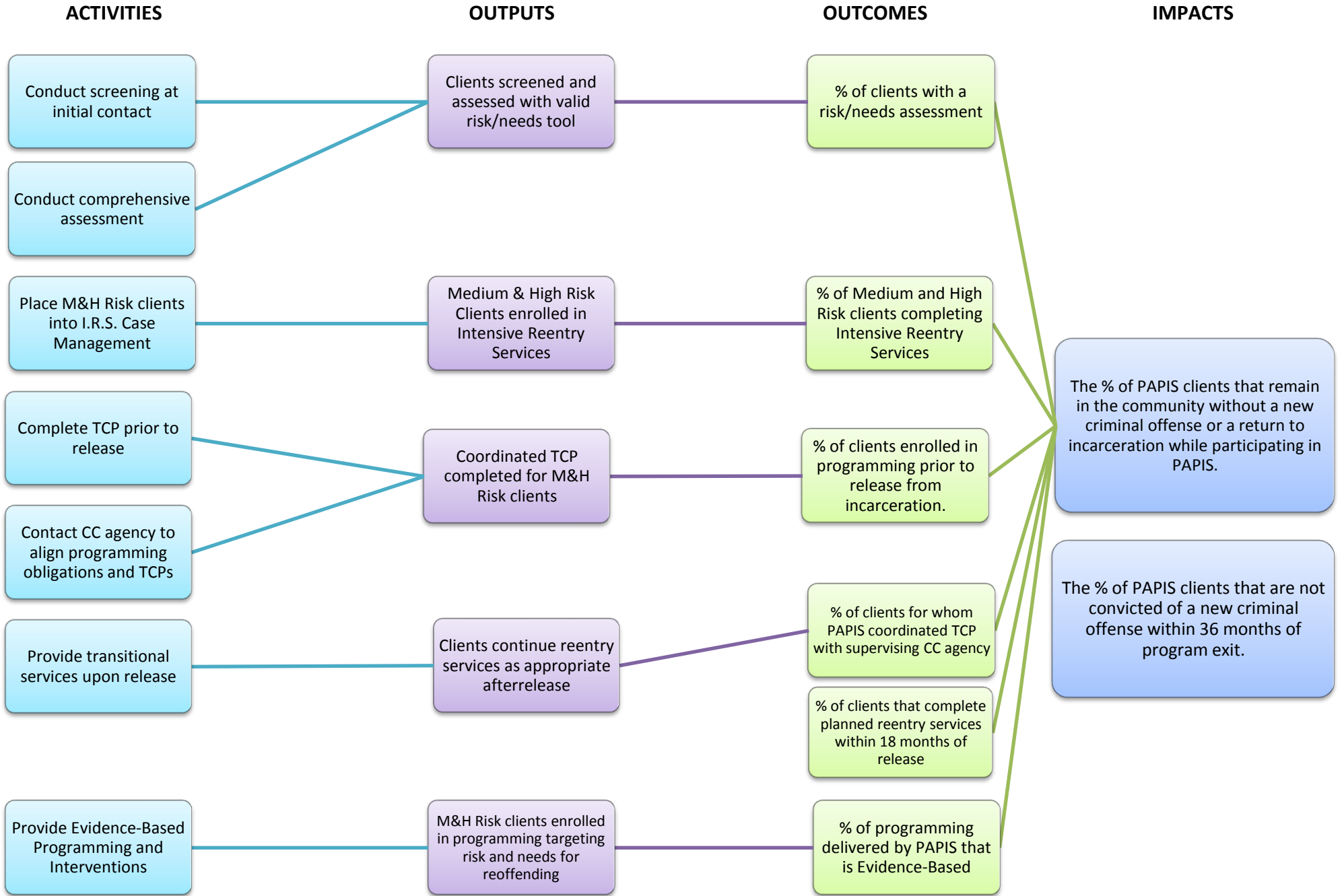
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PAPIS Programs Enhancing Reintegration and Reducing Recidivism Initiative Logic Models





PAPIS Programs Enhancing Reintegration and Reducing Recidivism Initiative Logic Model-Case Level Measures



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