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Development of Local Probation
Performance Measures

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Introduction

In 1995, Virginia passed the Comprehensive Community Corrections Act which established local, community-based probation as an alternative to incarceration for persons convicted of certain misdemeanors or non-violent felonies for which sentences would be 12 months or less in a local or regional jail. In Virginia, community correction agencies are operated by local units of government or private not-for-profit agencies but are funded by State general funds through grants administered by the Virginia Department of Criminal Justice Services (DCJS). DCJS provides administrative oversight to local probation and pretrial services. There is also a statewide association, the Virginia Community Criminal Justice Association (VCCJA), which represents and serves local probation and pretrial service agencies. As of 2012, there are 37 local probation agencies operating in Virginia, serving 128 of 134 localities in Virginia.¹

Like many probation agencies across the nation, Virginia has experienced increasing levels of probationer non-compliance with supervision conditions resulting in violations that often lead to unsuccessful termination from supervision. In 2005, VCCJA and DCJS committed to addressing this trend by integrating evidence-based practices (EBPs) into all probation and pretrial services agencies. The goal of this initiative is to use practices that have been empirically tested and have been shown to reduce recidivism among offenders. What started as a small pilot in 2005 with four agencies has grown to 20 agencies as of 2012.

EBP Sites in Virginia

Phase I sites (implemented in 2005/2006):

- Blue Ridge Community Corrections
- Chesterfield/Colonial Heights Community Corrections
- Colonial Community Corrections
- Hampton/Newport News Criminal Justice Agency
- Henrico Community Corrections
- Lynchburg Community Corrections
- OAR/Jefferson Area Community Corrections
- Old Dominion Community Corrections
- Piedmont Court Services – Mecklenburg County
- Rappahannock Community Corrections

Phase II sites (implemented in 2010)

- Culpeper County Criminal Justice Services
- Fairfax County GDC court Services Division
- Halifax/Pittsylvania Court Services

¹ *Comprehensive Community Corrections and Pretrial Services Act Report* (December, 2012). Virginia Department of Criminal Justice Services.

- New River Community Corrections & Pretrial Services
- Northern Neck Community Corrections
- Piedmont Court Services
- Portsmouth Community Corrections & Pretrial Services
- Prince William Office of Criminal Justice Services
- Riverside Criminal Justice Agency
- Virginia Beach Office of Community Corrections & Pretrial Services

Evidence-Based Principles for Community Corrections

The term evidence-based practice (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. EBP implies that there is a definable outcome(s), it is measurable, and it is 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:

1. **Assess Actuarial Risk/Needs:** Assessing offenders in a reliable and valid manner is a prerequisite for the effective management (i.e., supervision and treatment) of probationers. 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. Probation officers 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 offenders' time for three to nine months.
 - *Treatment Principle:* Integrate treatment into the full sentence/sanction requirements.
4. **Skill Train with Directed Practice:** Probation agencies (and the service providers they contract with) 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:** Probation officers should use positive reinforcement to help probationers achieve behavioral change.

6. **Engage Ongoing Support in Natural Communities:** Probation should utilize naturally existing community support networks (e.g. family members, mentors/sponsors, clergy, etc.) to reinforce pro-social behaviors and help probationers establish supportive contacts in the community.
7. **Measure Relevant Processes/Practices:** Agencies should have an established process for documenting case information and probationer 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 monitoring process and change.

Figure 1 below shows how the eight principles work together as a model for producing improved outcomes for probationers.

Figure 1: The Eight Principles of Evidence-Based Practices for Community Corrections
 Source: Crime and Justice Institute (2009). *Implementing Evidence-Based Policy and Practice in Community Corrections (2nd ed.)*. Washington: National Institute of Corrections

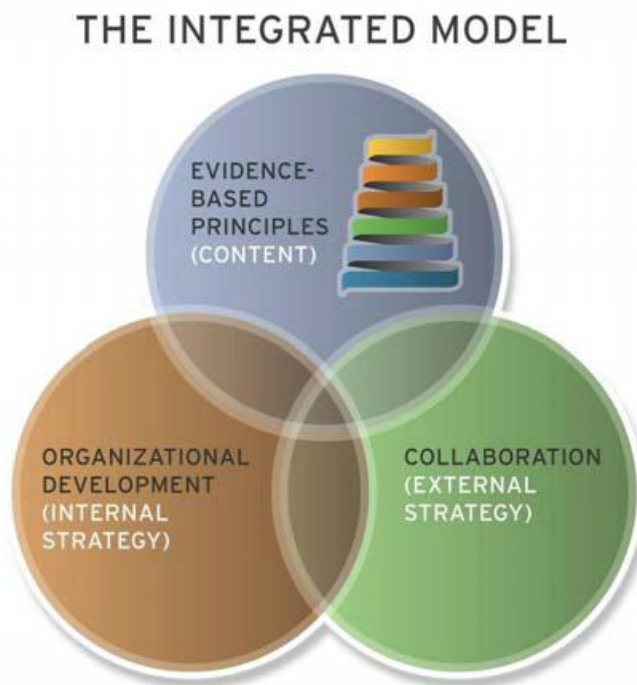


The Integrated Model

The Integrated Model (Crime and Justice Institute, 2009) is a model for implementing EBPs into probation. This model emphasizes not only the importance of evidence-based practices but also the importance of organizational development within the probation department and collaboration with all external stakeholders as a means of supporting change. Each component of the Integrated Model is essential.

Figure 2: The Integrated Model

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



Timeline of Major Implementation Activities in Virginia

The following shows the timeline of major steps in EBP implementation in Virginia, to date.

- | | |
|------|---|
| 2005 | Four local probation sites began the initial education and training on evidence-based practices. |
| 2006 | Six additional sites joined as pilots creating the first ten pilot sites known as Phase I sites. |
| | An EBP Steering Committee was created, in partnership with the Virginia Department of Criminal Justice Services, to explore, plan for, and implement evidence-based practices |

unique to Local Community Corrections and Pretrial Services in Virginia. The Steering Committee provides guidance and direction to the pilot programs and is staffed by all participating pilot agencies and DCJS.

VCCJA, in partnership with DCJS, created a plan entitled *Action Plan for Implementing Legal and Evidence-Based Practices* to implement evidence-based practices within Community Corrections.

2007 The Steering Committee created the Quality Assurance sub-committee which is tasked with establishing a quality assurance process designed to support implementation efforts and ensure accurate replication of services.

The Modified-Offender Screening Tool (M-OST) and the Offender Screening Tool (OST) was implemented to screen and assess probationers for risk/needs.

The Pretrial and Community Corrections Case Management System (PTCC) was upgraded to provide a case management scheduling tools to help pretrial and local probation officers better manage defendant and offender contacts.

2008 The Modified-Offender Screening Tool (M-OST) was validated in Virginia using data from the Phase I sites. Sites also engaged in an inter-rater reliability study to review fidelity with which the full Offender Screening Tool (OST) risk assessment was administered.

DCJS hires a statewide EBP Coordinator.

2009 A series of regional trainings were held on Effective Communication and Motivational Interviewing (EC/MI) for probation officers in EBP agencies. Approximately 75 probation officers attended this event.

The Crime and Justice Institute completed a baseline assessment of the implementation of evidence based practices at the initial ten pilot sites. This study included a review of policy and practices, a review of PTCC and focus groups and interviews.

2010 Ten additional sites (referred to as Phase II sites) volunteered as pilots and the Steering Committee grew.

VCCJA sponsored an organizational development session for agency directors at the EBP sites.

The pilot agencies participated with the Department of Criminal Justice Services and the Crime and Justice Institute to develop the *“Commonwealth of Virginia, Roadmap for Evidence-Based Practices in Community Corrections.”* The Roadmap is a guiding document for Directors and Managers on the integration of evidence-based practices in community corrections.

2011 The action plan used to guide the Steering Committee’s work was updated. This plan was completed by the twenty pilot agencies and DCJS representatives and facilitated by The Carey Group.

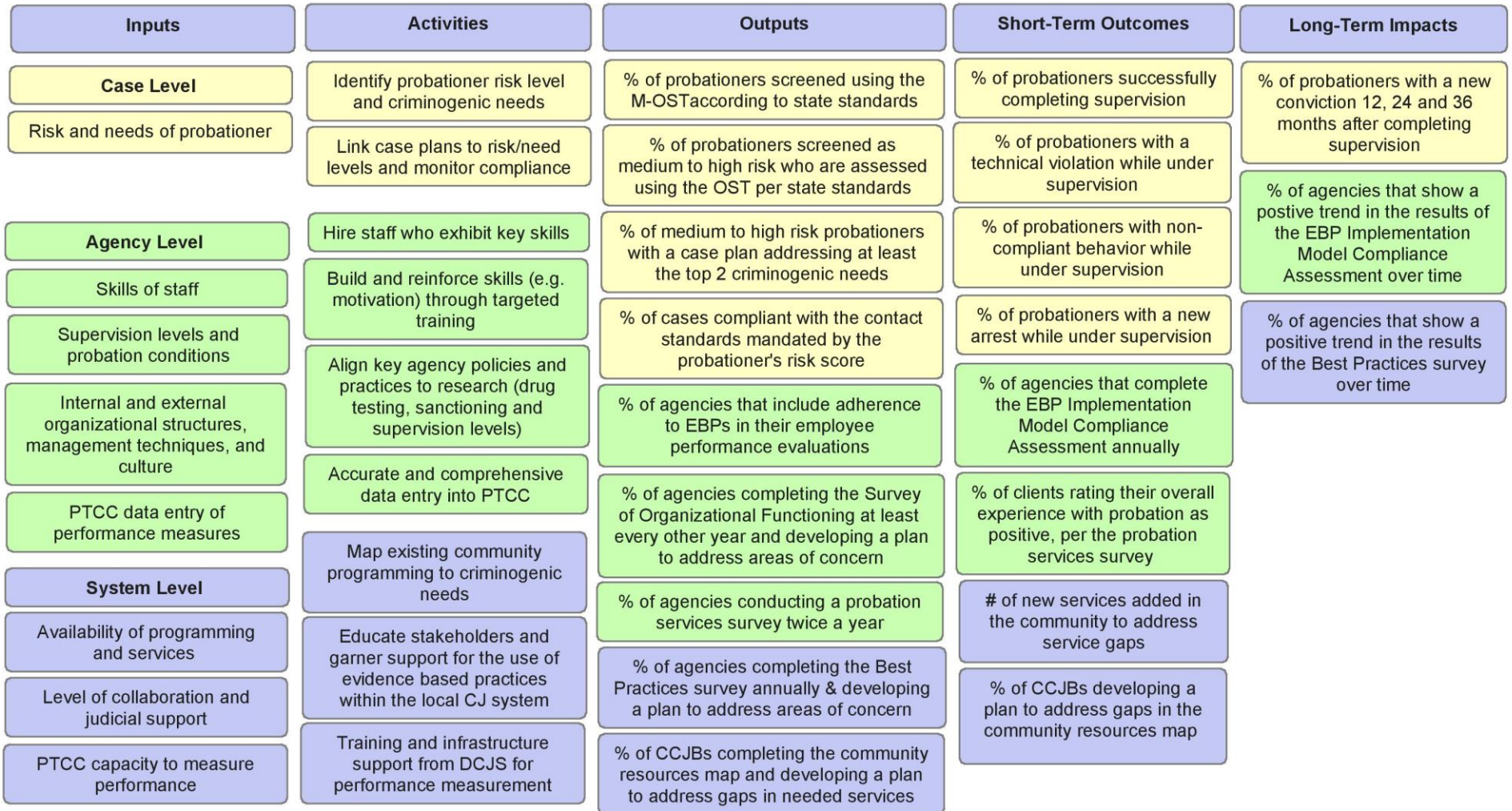
The M-OST/OST was incorporated into PTCC.

Development of Performance Measures for Virginia

In the fall of 2012, VCCJA was awarded a Byrne/JAG grant to help further statewide implementation of EBPs for local probation. VCCJA contracted with the National Center for State Court to develop EBP implementation performance measures. During several face-to-face meetings and conference calls held in the winter of 2012-2013, members of the Quality Assurance and Executive Committees of VCCJA, along with several staff from DCJS, and consultants from NCSC, worked together to produce a set of performance measures.

The NCSC team developed the logic model below (Figure 3) to outline ways the proposed performance measures connect to EBP implementation at the case level, organizational level and system level. In the logic model, the “inputs” are the resources and contributions that exist at the agency level and at the system level as well as the characteristics probationers present with at the time of probation placement (e.g. risk and needs, motivation, etc.) “Activities” are the actions undertaken at the case, agency or system level to implement evidence-based practices. “Outputs” are the measurable results of the activities that lead to desired outcomes. The outputs are designed to assess how well the EBPs are implemented. “Short-term outcomes” and “Impacts” express the results that are intended as a result of EBP implementation. “Short-term outcomes” occur during the duration of the probationer’s supervision while “long-term impacts” occur up to three years post-supervision or longer.

Figure 3: Logic Model for Performance Measures



Case Level/Probationer Level Performance Measures

The eight principles of evidence-based practices for community corrections suggest a variety of important case-level activities including screening and assessment, case triage and targeted interventions, enhancing probationer motivation, skill building and positively reinforcing new skills. The proposed case level performance measures are appropriate for Virginia’s implementation stage of the model. As EBPs expand in Virginia, additional measures will likely be appropriate.

All of the case level/probationer level performance measures make use of either a six-month or twelve-month exit cohort. Exit cohorts consist of all probationers who exit supervision during the same period of time (e.g. all probationers who completed supervision in FY12). Using exit cohorts avoids the delays in reporting information associated with admissions cohorts (which must be tracked until every member of the admissions cohort exits to provide complete information). Because probation agencies can rarely wait for admissions cohorts to exit before they can produce performance data, the use of exit cohorts is recommended for performance measures.

In order to adequately report performance measure data, the Pretrial and Community Corrections (PTCC) data management system should be programmed to track the client-level performance measures in the time periods defined by the measure. However, PTCC should also offer the flexibility to allow local agencies to run case level (or offender level) performance measure reports “on demand” in time periods defined by the user. Generally the performance measures described herein, are reported as percentages, however, it is possible to also report the frequencies (i.e., number of items being counted) in conjunction with the percentages, where appropriate, to apply context to the percentages. The twelve-month exit cohort balances operational efficiency and effectiveness without overly burdening individual programs.

Output 1: Screening for Risk of all Community Corrections Probationers

In Virginia, screening for risk of all local probation placements is first conducted using the Modified Offender Screening Tool (M-OST), which is a validated tool used to identify risk levels or determine if further assessment is necessary. Screening must occur within 30 days of supervision placement per state standards established by DCJS.

Performance Measure 1.1: *Percent of probationers screened for risk and needs using the M-OST according to state standards.*

Output 2: Assessment of Risk and Needs of those Probationers Scored as Medium or High Risk on the M-OST

Probationers screened as Medium or High risk on the M-OST are required to be fully assessed using the OST. The following cut-off scores are used with the M-OST to determine if an OST assessment is required.

| | | |
|-----|-------------|--------------|
| 0-2 | Low Risk | No OST |
| 3-5 | Medium Risk | OST required |
| 6-8 | High Risk | OST required |

The OST assessment score is used to identify risk and needs as well as determine supervision levels. This performance measure reports the percent of medium and high risk cases where the OST was administered within 30 days of M-OST assessment.

Performance Measure 1.2: *Percent of probationers screened as medium to high risk on the M-OST who are assessed using the OST per state standards.*

Output 3: Case Planning to Address Risk and Criminogenic Needs

Case plans designed to address the top criminogenic needs of the probationers should be completed for all probationers that score as medium or high risk on the OST. This measure reports the percentage of medium and high risk cases in which the case plan addresses the top two criminogenic needs.

Performance Measure 1.3: *Percent of medium or high risk probationers with a case plan addressing at least the top two criminogenic needs.*

Output 4: Supervise Probationers at the Level Associated with the Probationer's Risk Score

In order to make efficient and effective use of limited resources, probationers should be supervised at the level associated with their risk score as measured by the M-OST (for low risk) or the OST (for medium and high risk). This measure reports the percentage of cases supervised (i.e., the formal procedure involving the active management of an offender's or defendant's compliance with the terms and conditions of his release) at the level prescribed by their risk score.

Performance Measure 1.4: *Percent of cases compliant with the contact standards mandated by the probationer's risk score.*

Short-Term Outcome 1: Percent of cases closed successfully

Per DCJS, *successful* case closure is defined as completion of all requirements of supervision. This performance measure captures the percentage of probation cases closed as *successful* during a twelve-month cohort period.

Performance Measure 1.5: *Percent of probationers successfully completing supervision.*

Short-Term Outcome 2: Percent of Probationers with a Technical Violation

A *technical violation* is an incident where a probationer violates the terms or conditions of his or her probation (other than a new arrest which is captured as recidivism) and the probationer is returned to the sentencing court for review of the case. This performance measure is the percent of probationers with at least one technical violation while under supervision.

Performance Measure 1.6: *Percent of probationers with a technical violation while under supervision.*

Short-Term Outcome 3: Percent of Probationers with Non-Compliant Behavior while Under Supervision: DCJS defines *non-compliance* as a violation of the terms and conditions of probation whereby a probationer's behavior or inaction was addressed internally by the probation officer/supervising agency. This performance measure is the percent of probationers with at least one non-compliant behavior or event during the supervision period.

Performance Measure 1.7: *Percent of probationers with non-compliant behavior while under supervision.*

Short-Term Outcome 4: Percent of Probationers with a New Arrest while Under Supervision

This performance measure counts the *incidence* of in-program recidivism (i.e., whether recidivism occurred, yes or no) and not the number of recidivistic events. A “*new arrest*” is defined as an arrest for a new jailable criminal offense where the offense date occurred on or after the referral date but before the exit date. The performance measure is the percent of each exit cohort with a new arrest during the time they were on probation supervision.

Performance Measure 1.8: *Percent of probationers with a new arrest while under supervision.*

Long-Term Impact 1: Post-Program Recidivism

This performance measure counts the *incidence* of post-program recidivism (i.e., whether recidivism occurred, yes or no) and not the number of recidivistic events. *Post-program recidivism* is defined as a new conviction for a jailable criminal offense where the offense date occurred on or after the exit date from probation supervision 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

Performance Measure 1.9: *Percent of probationers with a new conviction 12, 24 or 36 months after completing supervision.*

Agency or Organizational Level Performance Measures

Agency or organizational level performance measures relate to measuring an organization's climate and culture (as related to support for EBPs) and the organization's readiness for change. An organization's performance can be measured by the probationer's experience with the agency and the agency staff as well as the staff and supervisor's perception of the organization. The principles of evidence-based practice, when applied at the organizational level, assist with more closely aligning employee behavior and organizational operations with EBP.

Performance measures detailed in this section pertain to each local probation agency. The cohort approach does not apply to local agency level measures. Instead the data collection required for the measures in this section will be conducted at the intervals described within each measure. It is recommended that surveys, assessment, etc. are completed at equal intervals to adequately measure change/improvements (i.e., a survey that is to be conducted once every twelve months should always be conducted in December).

Output 1: Evaluate EBP Compliance as a Component of Employee Performance

Each local probation agency conducts annual performance reviews of all employees per their agency policies and procedures. While the format and content of the actual reviews may vary based on local human resources policies and forms, the process should include an evaluation of each employee's adherence to the evidence based practices they have been trained to utilize. This performance measure reports the percentage of local probation agencies that include a review of each employee's adherence to evidence based practices in the administration of their daily duties.²

Performance Measure 2.1: *Percent of agencies that include EBP compliance in their employee performance evaluations.*

Output 2: Conduct Regular Surveys of Organizational Functioning and Readiness for Change: Each local probation agency will be asked to complete the TCU Survey of Organizational Functioning – CJ version at least every other year and to develop a plan to address areas of concern.³ This survey will be administered and tabulated electronically. Each employee of the local agency (including administrative and support staff) will take the survey. The performance measure reports the percentage of local probation agencies where employees complete the survey at least every other year and also develop a plan to address areas of concern.

Performance Measure 2.2: *Percent of agencies completing the TCU Survey of Organizational Functioning – CJ Version at least every other year and developing a plan to address areas of concern.*

Output 3: Probation Services Survey

² This largely pertains to employees who have regular interaction and supervisory responsibilities of probationers and not necessarily every employee in an agency (i.e., administrative support staff).

³ The SOF includes the entire ORC (Organizational Readiness for Change) plus nine additional scales measuring *job attitudes* and *workplace practices*. ORC domains include *motivational factors*, *program resources*, *staff attributes*, and *organizational climate*. Job attitudes scales include *burnout*, *satisfaction*, and *director leadership*. Workplace practice scales include *peer collaboration*, *de-privatized practice*, *collective responsibility*, *focus on outcomes*, *reflective dialogue*, and *counselor socialization*.

Local probation agencies will be asked to administer client/probationer satisfaction surveys at two points in time each year. All probationers reporting for an office appointment during the specified time period (e.g. the month of July) will be invited to complete the survey. The survey will be delivered in a variety of means as to accommodate both the probationer and also the resources available within each local probation agency (i.e., paper/pencil, electronic, etc.). This performance measure reports the percentage of agencies that administer the surveys to probationers at least twice per year during the specific time period. A sample probation satisfaction survey can be found in Appendix A.

Performance Measure 2.3: *Percent of agencies conducting the probation services survey twice a year.*

Short-Term Outcome 1: EBP Implementation Model Compliance

Each local probation agency will be asked to complete the EBP Implementation Model Compliance Assessment annually.⁴ The assessment will be automated to ensure ease of completion. One staff per agency (Agency Director or Designee) will complete the survey on an annual basis. This performance measure reports the percentage of agencies that complete the EBP Implementation Model Compliance Assessment annually.

Performance Measure 2.4: *Percent of agencies completing the EBP Implementation Model Compliance Assessment annually.*

Short-Term Outcome 2: Probationer Satisfaction Ratings on the Probationer Services Survey

This performance measure reports the outcomes of the probation services survey twice per year (see Performance Measure 2.3). The measure shows the percentage of probationers within each local agency that rate their overall experience with probation as positive.

Performance Measure 2.5: *Percent of probationers rating their overall experience with probation as positive on the Probationer Services Survey.*

Long-Term Impact 2: Expansion of EBP Implementation Longitudinally

As noted above, agencies will be expected to complete the EBP Implementation Model Compliance Assessment annually. Over time, the scores on the assessment are expected to either improve in the various domains and/or reach the maximum score for each of the domains. This performance measure assesses the trend in agency scores as a result of the EBP model implementation. In other words, as the various components of the model are implemented, scores should improve over time. This measure reports the percentage of agencies that demonstrate a positive trend in their scores in the various domains over time. As noted above, the EBP Implementation Model Compliance Assessment will be completed annually so this measure examines changes in scores from year to year.

Performance Measure 2.6: *Percent of agencies that show a positive longitudinal trend in the results of the EBP Implementation Model Compliance Assessment.*

⁴ The survey will allow programs to assess their agency's implementation of the eight principles of evidenced based corrections. Each of the eight areas will be stand alone assessment areas so agency's can easily identify areas where additional effort is needed.

System Level Performance Measures

While probation agencies have primary responsibility for the individuals court-ordered to their supervision, the reality is that a variety of agencies - including the court, prosecutors and treatment agencies - play a key role in determining the extent to which a probation office can implement evidence-based practices from a policy level and from a practical level. This inter-dependence on the broader system means that the principles for EBP must be understood and supported by stakeholders throughout the local criminal justice and human services systems. This requires system-wide training, coordinated implementation plans and system-level accountability.

Performance measures detailed in this section pertain to each local system or community in which each probation agency operates and/or to the statewide system of all probation agencies including the state oversight agency (DCJS). The cohort approach does not apply to system level measures. Instead the data collection required for the measures in this section will be conducted at the intervals described within each measure. It is recommended that surveys, assessment, etc. are completed at equal intervals to adequately measure change/improvements (i.e., a survey that is to be conducted once every twelve months should always be conducted in December).

Output 1: Completion of the Best Practices Survey and a Plan to Address Areas of Concern

The Best Practices Survey will be designed as an automated survey that will allow local Community Criminal Justice Boards (CCJBs) and/or other appropriate planning groups to assess their criminal justice system/human service system's compliance with EBPs. The Best Practices Survey will focus more broadly on system-level issues outside of the direct control of the probation department and will draw upon a broader body of research including best practices in substance abuse treatment, domestic violence interventions, sanctioning practices, etc. The Best Practices Survey will measure system-level compliance with evidence-based practices. The survey will be designed to provide CCJBs, and other community-level planning and coordination groups, with a tool to identify potential areas of focus. The performance measure examines the percentage of agencies that complete the Best Practices Survey annually and develop a plan to address any areas of concern.

Performance Measure 3.1: *Percent of agencies completing the Best Practices survey annually and developing a plan to address areas of concern.*

Output 2: Completion of the Community Resources Mapping

In order to develop appropriate case plans that address probationer's criminogenic needs, probation officers must understand the resources available in their community to meet these needs. A community resources map template (to be developed) will be provided to allow CCJBs and/or other planning groups to map existing community resources (classes, services and referral options) to the criminogenic needs of probationers. The results of this exercise will provide a case planning document for probation officers but it will also allow systems to identify gaps in services that can be addressed. This measure reports the percentage of local Community Criminal Justice Boards that complete the mapping exercise and update it every other year.

Performance Measure 3.2: *Percent of CCJBs completing the community resources map (year 1 or roll-out) and updating the community resources annually (year 2 forward).*

Short-Term Outcome 1: Services Added to Address Gaps in Services to Address Criminogenic

Needs

This measure reports the number of new services added within each local community to address any service gap identified in the Community Resources Map exercise (see Performance Measure 3.2). This measure will be reported annually.

Performance Measure 3.3: *Number of new services added in the community to address service gaps.*

Short-Term Outcome 2: System-wide Plans to Address Gaps in Services to Address Criminogenic Needs

Upon completion of the Community Resources Mapping exercise, CCJBs and/or other planning groups will be expected to develop a plan to address gaps in existing services to address probationer's criminogenic needs. This measure reports the percentage of local CCJBs that have developed a plan to address gaps in services. This measure will be reported every other year.

Performance Measure 3.4: *Percentage of CCJBs and/or other planning bodies developing a plan to address gaps identified in the community resources map.*

Long-Term Impact 3: Expansion of Best Practices with the Local Criminal Justice and Human Services Systems

As noted above, agencies will be expected to complete Best Practices Survey annually. Over time, the scores on the survey are expected to either improve in the various domains and/or reach the maximum score for each of the domains. This performance measure assesses the trend in agency scores over time. In other words, as the system becomes more informed about best practices, as cross-agency planning increases and as the system stakeholders work to address gaps, scores should improve over time. This measure reports the percentage of agencies that demonstrate a positive trend in their scores in the various domains of the Best Practices Survey over time. As noted above, the Best Practices Survey will be completed annually so this measure examines changes in scores from year to year.

Performance Measure 3.5: *Percentage of agencies that show a positive trend in the results of the Best Practices Survey over time.*

Next Steps

Upon approval of the final draft performance measures in May 2013, a technical appendix will be added to this report that documents all related data issues, including further defining the measures in terms of existing PTCC data elements and/or identifying missing elements within PTCC.

Appendix A:
Community Corrections Services Probation Survey

Community Corrections Services Probation Survey

Please take a few minutes to answer the questions below. Your responses will help us rate the quality of services offered by our probation staff and how well we are meeting your needs. We are interested in learning more about your experiences with your probation officer and the services you have received, to date. Your answers will be anonymous and you will not be asked to provide any identifying information.

How often are you scheduled to report to your probation officer?

- One or more times per month
- Every other month
- Every three months

How long have you been on probation?

- Less than two months
- Two to four months
- Four to six months
- Six to eight months
- Eight months or more

Please indicate how much you agree or disagree with each statement listed in the left-hand column.

- For each statement, please select the response option that **best represents your opinion** by placing an **X** in the corresponding box.
- If you have **no direct, personal experience** from which to form an opinion, please mark **“N/A.”**
- If you are **undecided** about how to respond on the agreement scale despite having some relevant personal experience on the issue in question, use the **“Don’t know”** option.

| | Strongly Disagree | Disagree | Neither Disagree nor Agree | Agree | Strongly Agree | Don't know | N/A |
|--|--------------------------|--------------------------|----------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| When visiting my probation officer, the wait time in the lobby is usually reasonable. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The receptionist greets me in a pleasant and professional manner. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| My probation officer treats me with respect. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| My probation officer works with me to help me complete probation successfully. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| My probation officer lets me know I am doing on probation. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| I feel my probation officer's response was fair when I have been unable to complete conditions of probation, had positive drug or alcohol screens, or had other violations of the conditions of probation. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| | | | | | | | |
|---|--------------------------|--------------------------|----------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| My probation officer talks with me about what I think may have led to my past behavior and what I think puts me most at risk. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| | Strongly Disagree | Disagree | Neither Disagree nor Agree | Agree | Strongly Agree | Don't know | N/A |
| My probation officer works with me to help me make better decisions. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| I understand what is expected of me and the responsibilities of my probation officer if I do not follow my conditions. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| My probation officer spends enough time with me during these visits. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Section 2: Your experiences in treatment (if applicable)

| | Strongly Disagree | Disagree | Neither Disagree nor Agree | Agree | Strongly Agree | Don't know | N/A |
|---|--------------------------|--------------------------|----------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| The classes or services I attend teach me skills that help me. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The classes or services I attend help me practice new skills or learn more about the group topic. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Any additional comments or suggestions:

Appendix B:
Technical Appendix with PTCC Requirements

The following chart outlines how the proposed offender level measures should be defined and incorporated into PTCC. In FY14, the agency and system level measures will be piloted. As there are many unknowns when it comes to what the final product will look like, the NCSC evaluation team has declined to make recommendations related to the incorporation of these measures into PTCC at this time. After the pilot implementation in FY14, recommendations will be made.

The term “dashboard” report is meant to convey a report that is available for viewing at all times. The date range for “dashboard” reports should be able to be configured by the user allowing the user to examine the performance measure based on various date ranges.

| Performance Measure | Purpose of Measurement | Required Data Elements | Calculation of Measurement | Frequency of Measurement | Required Modifications to PTCC |
|---|--|---|---|---|--|
| <p>1.1: Percent of probationers screened for risk and needs using the M-OST according to state standards.</p> | <p>This performance measure reports the percentage of cases where the M-OST was administered within 30 days of placement. If the percentage is too low, not only are programs non-compliant with state standards but their ability to assess risk and respond in a timely fashion is greatly diminished.</p> | <ul style="list-style-type: none"> • Date of entry • Date of M-OST administration | <p># of cases where the M-OST was administered within 30 days from date of entry divided by total number of placements within a particular cohort</p> | <p>Should be available as a standard report or as a “dashboard” measure.</p> <p>Also should be available for twelve month cohorts on a fiscal year basis.</p> | <p>Creation of dashboard report for performance measures and/or ability to create an “on demand” report.</p> |
| <p>1.2: Percent of probationers screened as medium to high risk on the M-OST who are assessed using the OST per state standards.</p> | <p>This performance measure reports the percentage of cases where the OST was administered within DCJS time standards (30 days from M-OST assessment).</p> <p>The OST is administered based on the M-OST scores, as follows:</p> <p>0-2 Low Risk No OST</p> | <ul style="list-style-type: none"> • Date of M-OST administration • M-OST score • Date of OST administration | <p># of cases where the OST was administered within 30 days of the M-OST being administered divided by total number of OSTs required within a particular cohort</p> | <p>Should be available as a standard report or as a “dashboard” measure.</p> <p>Also should be available for twelve month cohorts on a fiscal year basis.</p> | <p>Creation of dashboard report for performance measures and/or ability to create an “on demand” report.</p> |

| | | | | | |
|---|--|--|--|--|--|
| | <p>3-5 Medium Risk OST required</p> <p>6-8 High Risk OST required</p> <p>If the percentage is too low, not only are programs non-compliant with state standards but their ability to assess risk and needs for case planning in a timely fashion is greatly diminished.</p> | | | | |
| <p>1.3: Percent of medium or high risk probationers with a case plan addressing at least the top two criminogenic needs.</p> | <p>This performance measure reports the percentage of cases with case plans that address at least two criminogenic needs identified by the OST.</p> <p>Case plans are required based on the following OST scores:</p> <p>0-6 Low Risk No case plan required</p> <p>7-20 Medium Risk Case plan required</p> | <ul style="list-style-type: none"> • Total OST score • Risk level • Criminogenic need areas (two highest percentages as identified by OST) • Date of case plan • Case plan elements | <p>Percent of case plans addressing at least the top two criminogenic needs divided by the total number of case plans completed within a particular cohort</p> | | <p>While the criminogenic needs are identified in PTCC, revisions need to be made in PTCC to link the criminogenic needs to case plan elements.</p> <p>Creation of dashboard report for performance measures and/or ability to create an “on demand” report.</p> |

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| | <p>21 -24 High Risk Case plan required</p> <p>If the percentage is too low, programs are potentially at risk of adequately addressing risk which may lead to higher recidivism rates.</p> | | | | |
| <p>1.4: Percent of cases compliant with the contact standards mandated by the probationer's risk score.</p> | <p>This performance measure reports the percentage of cases supervised according to risk level.</p> <p>Recommended supervision levels per the M-OST/OST Scores are as follows:</p> <p>0-6 Low Risk Administrative Supervision</p> <p>7-20 Medium Risk Standard Supervision</p> <p>21-44 High Risk Comprehensive Supervision</p> <p>The definition of the various supervision levels can be found in</p> | <ul style="list-style-type: none"> • Risk level of probationer • Supervision level • Special conditions • Contact dates • Contact type(s) | <p>Percent of cases supervised per the DCJS contact standards divided by the total number of cases under supervision within a particular cohort</p> | | <p>Confirm that all office visits are mandated to be logged into PTCC and that office visits versus other contacts are distinguished in PTCC.</p> <p>Creation of dashboard report for performance measures and/or ability to create an "on demand" report.</p> |

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| | Appendix C. If the percentage is too low, programs are in danger of negatively impacting public safety. | | | | |
| 1.5: Percent of probationers successfully completing supervision. | This performance measure reports the completion rates by type and the reasons for unsuccessful completion. The higher the successful completion rate the better as this indicates that case planning and supervision were carried out effectively and the case was not returned to court and the probationer was not incarcerated. | <ul style="list-style-type: none"> • Type of case closure • Reason for unsuccessful completion | <p>Percent of probationers successfully completing supervision divided by the total number of probation completers within a particular cohort.</p> <p>Will also calculate reason for unsuccessful completion.</p> | | Creation of dashboard report for performance measures and/or ability to create an “on demand” report. |
| 1.6: Percent of probationers with a technical violation while under supervision. | This performance measure reports the percentage of cases where a technical violation occurs during supervision. The lower this percentage is the better as technical violations are a reason cases are returned to | <ul style="list-style-type: none"> • Date of technical violation • Reason for non-compliant behavior • Type of case closure | <p>Percent of probationers with a technical violation while under supervision divided by the total number of probation completers within a particular cohort.</p> <p>Will also examine performance measure by</p> | | <p>Revisions need to be made to PTCC to distinguish technical violations from non-compliance and that line staff are clear on the distinction when completing data entry.</p> <p>Creation of dashboard</p> |

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| | court and close unsuccessfully. | | exit status (successful/unsuccessful) | | report for performance measures and/or ability to create an “on demand” report. |
| 1.7: Percent of probationers with non-compliant behavior while under supervision. | This performance measure reports the percentage of cases with at least one non-compliant event. Non-compliant behavior can lead to technical violations and unsuccessful termination from supervision. Non-compliant behavior may be indicative of a lack of resources to address risk and needs. | <ul style="list-style-type: none"> • Date of non-compliance • Non-compliance behavior • Type of case closure | <p>Percent of probationers with non-compliant behavior while under supervision divided by the total number of probation completers within a particular cohort.</p> <p>Will also examine performance measure by exit status (successful/unsuccessful)</p> | | <p>Revisions need to be made to PTCC to distinguish technical violations from non-compliance and that line staff are clear on the distinction when completing data entry.</p> <p>Creation of dashboard report for performance measures and/or ability to create an “on demand” report.</p> |
| 1.8: Percent of probationers with a new arrest while under supervision. | This performance measures the incidences of in-program recidivism. The smaller value for this percentage the more public safety is achieved. | <p><u>From PTCC:</u></p> <ul style="list-style-type: none"> • Placement Offense • Date of arrest for placement offense • Entry date • Exit date • Race, gender and date of birth for each probationer (to submit to obtain criminal | Percent of each exit cohort who have a new arrest for a new criminal offense that occurs between probation placement and placement exit, excluding traffic citations other than DUI. New offenses will be reported by offense level (misdemeanor or felony) | | PTCC should be modified to make it mandatory to enter the date of arrest for the placement offense(s) to make identification of placement offense easy. |

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|--|---|---|--|--|--|
| | | <p>history information)</p> <p><u>From Virginia State Police</u></p> <ul style="list-style-type: none"> • New arrest date(s) • New arrest offense(s) | <p>and by offense type (drug offense, property offense, person offense, technical offense and other).</p> | | |
| <p>1.9: Percent of probationers with a new conviction 12, 24 or 36 months after completing supervision.</p> | <p>This performance measures the incidences of post-program recidivism. The smaller value for this percentage the more public safety is achieved.</p> | <p><u>From PTCC:</u></p> <ul style="list-style-type: none"> • Placement offense • Date of arrest for placement offense • Exit date • Type of probation closure • Race, gender and date of birth for each probationer (to submit to obtain criminal history information) <p><u>From Virginia State Police</u></p> <ul style="list-style-type: none"> • New conviction date(s) • New conviction offense(s) | <p>Percent of each exit cohort who have a new conviction post-program completion reported by type of exit (successful/unsuccessful). New offenses will be reported by offense level (misdemeanor or felony) and by offense type (drug offense, property offense, person offense, technical offense and other).</p> | | <p>PTCC should be modified to make it mandatory to enter the date of arrest for the placement offense(s) to make identification of placement offense easy.</p> |

