Data Driven Management Exercise Introduction

Your county's Board of Supervisors has created a strategic plan for the next 5 years that list a number of specific goals. Although the Board hasn't given you specific directives about which current and potential projects to plan for, you have a list of ideas and decide to start there.

The CAO has said she would like a draft plan with rough dates and tasks by tonight, accompanied by a 10 minute presentation.

- A project management plan with tasks
- A logic model that describes what you hope to achieve through work of the project
- A brief presentation of the project

With the management team at your table, plan a project from the list of practicum topics in your group to start July 1, 2013 and for the implementation work to be complete before the start of the next fiscal year, June 30, 2014.

Data Driven Decision Making

Course Description: This course will assist Leaders from Probation Departments by:

1. Understanding how to manage a data driven process;
2. Showing how to create a successful data plan for using data;
3. Demonstrating how to effectively communicate about data;

Schedule:

Time	Topic
10:00-10:20	Introduction and Overview
10:20– 12:00	Building Blocks of Data Driven Decision Making
12:00-1:00	Lunch
1:00-2:30	Sources of Data for Being Evidence Based
2:45-3:00	Break
3:00: – 5:00	Effective Presentation of Research and Data

1. **Welcome and Introduction** (20 min.)
2. **Course Overview and Agenda** (5 min.)
3. Building blocks of data driven decision making (1025 to 1200)
   a. Data driven decision making and EBP (45 min.)
   b. Practicum exercise(10 min)*
   c. Use of R/N tools, correctional planning checklists, for data driven planning (40 min)
4. **Lunch (1 hour)**
5. Planning a data driven program(1300 to 1445)
   a. Project planning and management (30 minutes)
   b. Small group activity: Create a project for your project (30 min) *
   c. Logic models and outcome measures (15 min)
   d. Small group activity (30 min.) Create a logic model for the plan*
6. **Break**
7. Effective Presentation of Research and data (1500 to 1650)
   a. Presentation on basics of presentation planning and talking about data (15 minutes)
   b. Small Group Activity (45 min.) Groups will plan a presentation
   c. Group presentations (60 min.) Groups will present their plan
8. Wrap-up and Feedback

DATA DRIVEN DECISION MAKING

Command College
September 17, 2013
Presented by: Chief Stephanie James and Kevin O'Connell

Introductions and Agenda

- **Building blocks of data driven decision making**
- **Planning a data driven program**
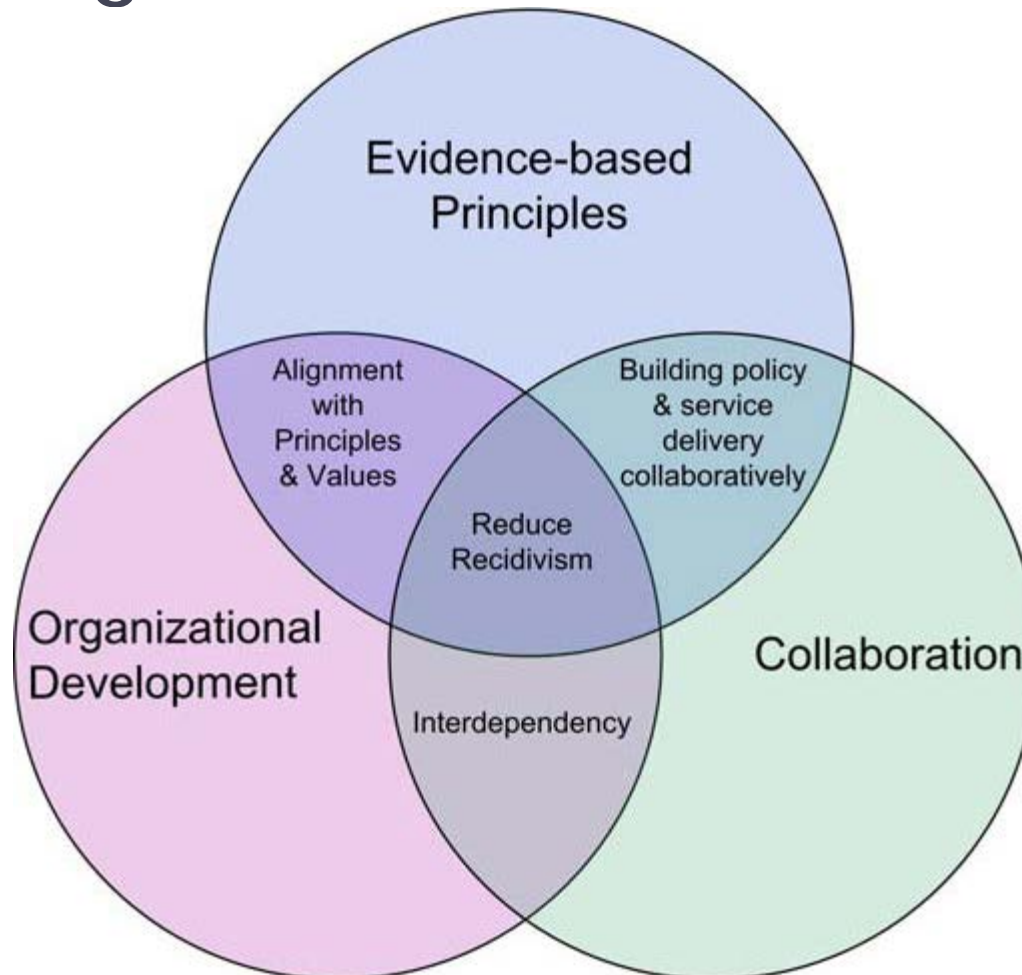- **Effective presentation of research and data**

A framework for implementation

- "Implementing Evidence-Based Policy and Practice in Community Corrections" 2009
  - Crime and Justice Institute and the National Institute of Corrections
    - The Integrated Model
    - The Evidence Based Principles for Effective Interventions

The Integrated Model

- **Evidence Based Principles**
  - Effective supervision and service provision
- **Organizational Development**
  - Required to successfully move from traditional supervision to evidenced based practices
- **Collaboration**
  - System stakeholders enhances internal and external buy-in and creates more holistic system change

The Integrated Model

Evidence-based Principles

Alignment with Principles & Values

Building policy & service delivery collaboratively

Reduce Recidivism

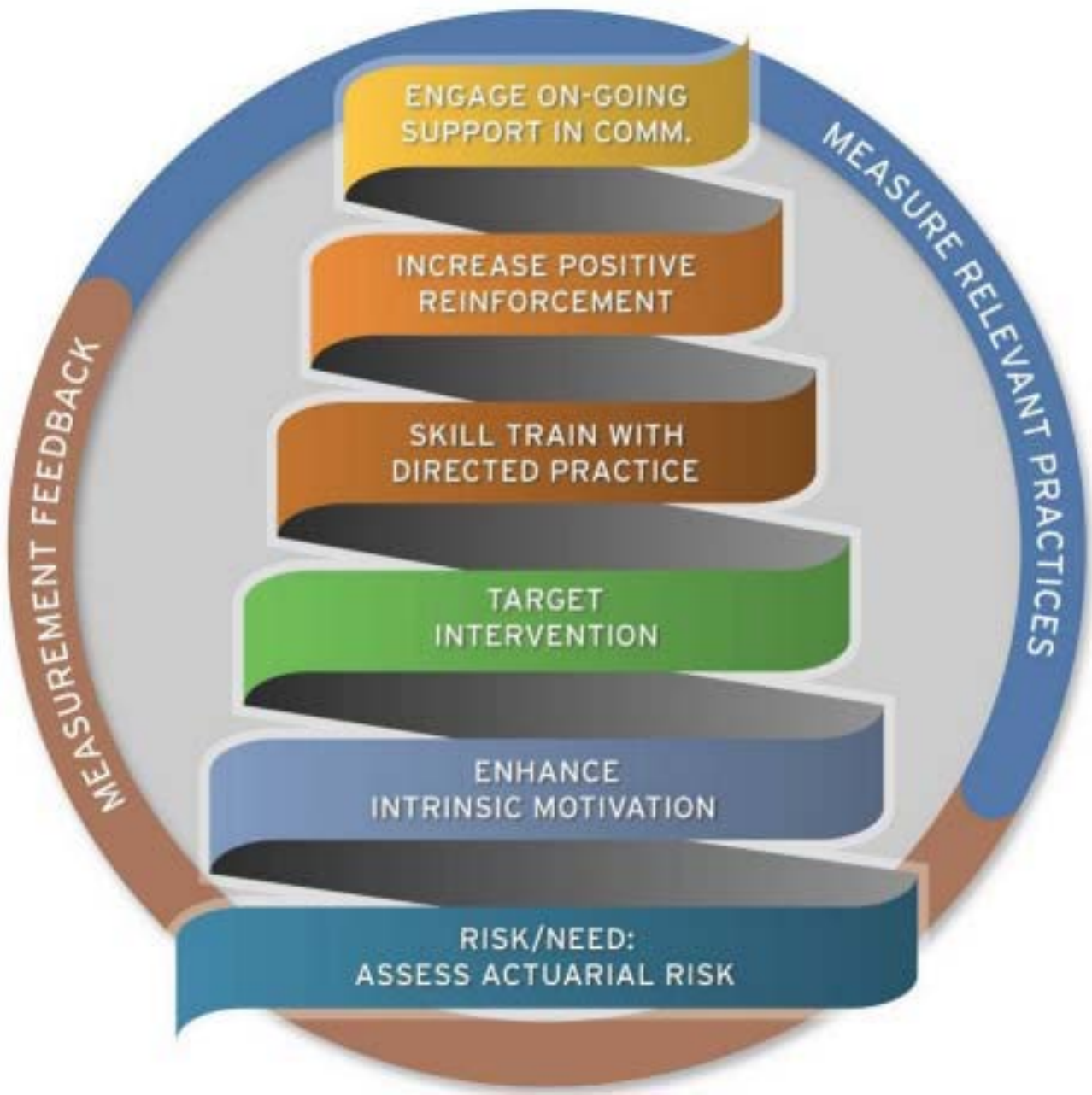Organizational Development

Interdependency

Collaboration

Benefits of Integrated Model

- **Improved measurable outcomes**
  - Reduced recidivism, improved public safety, improved social outcomes for offenders
- **Improved organizational outcomes**
  - Higher quality data and information sharing, better decision making and more productive organizational culture
- **Improved collaboration between stakeholders**
  - Perspectives of system stakeholders, victims, and the public are taken into consideration when making public safety decisions

Case Management Systems

- **Quality Assurance Processes**
  - Create a library of queries coming from IT or reporting
  - Match offender level data to paper files
  - Show it to the people who know it best
  - Create a sampling plan
- **Feedback Processes**
  - Understand the logic of how your system changes statuses, opens cases and closes cases
  - Create standard reports for regularly reported data that include tables and charts

ENGAGE ON-GOING SUPPORT IN COMM.

INCREASE POSITIVE REINFORCEMENT

SKILL TRAIN WITH DIRECTED PRACTICE

TARGET INTERVENTION

ENHANCE INTRINSIC MOTIVATION

RISK/NEED: ASSESS ACTUARIAL RISK

MEASUREMENT FEEDBACK

MEASURE RELEVANT PRACTICES

Principles of Effective Intervention

1. Assess risk/needs
2. Enhance intrinsic motivation
3. Target interventions
4. Skill train with directed practice
5. Increase positive reinforcement
6. Engage ongoing support in natural communities
7. **Measure relevant processes and practices**
8. **Provide measurement feedback**
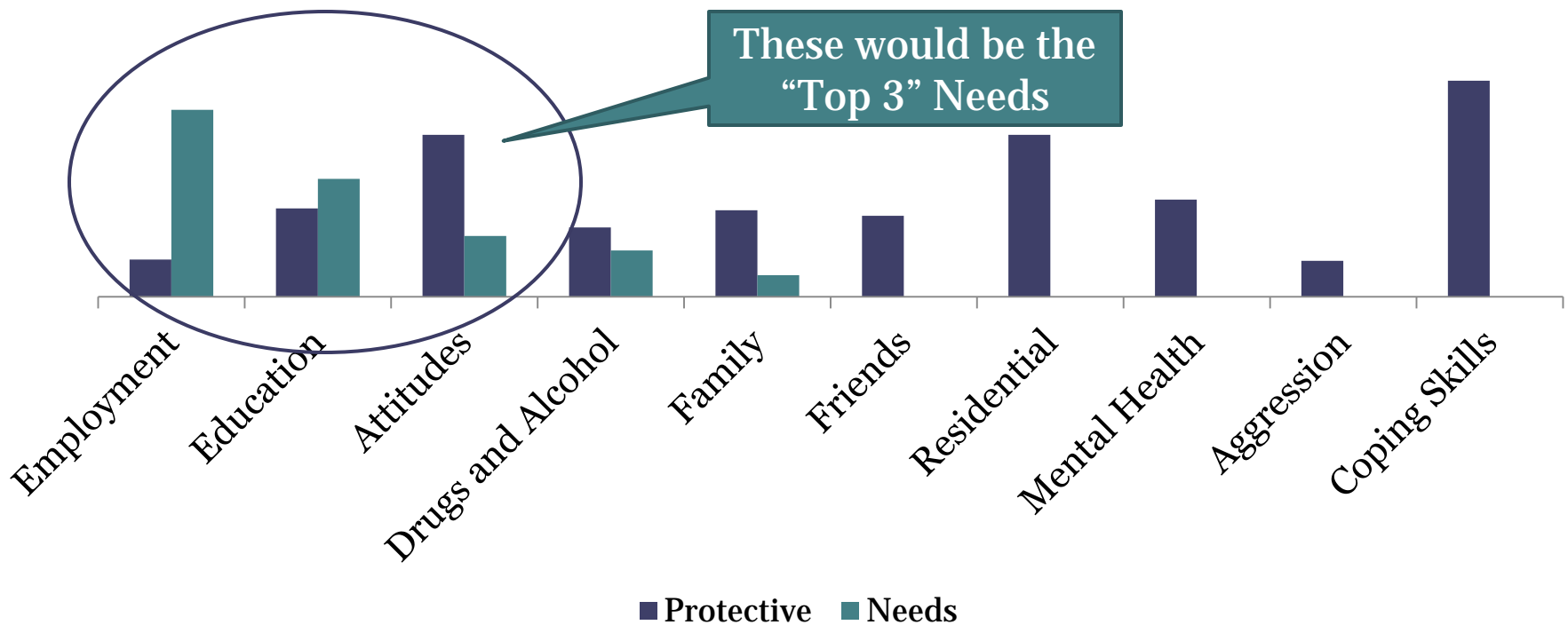
Assessing Risk and Needs

% of Total Offender Re-offense Rate, by year
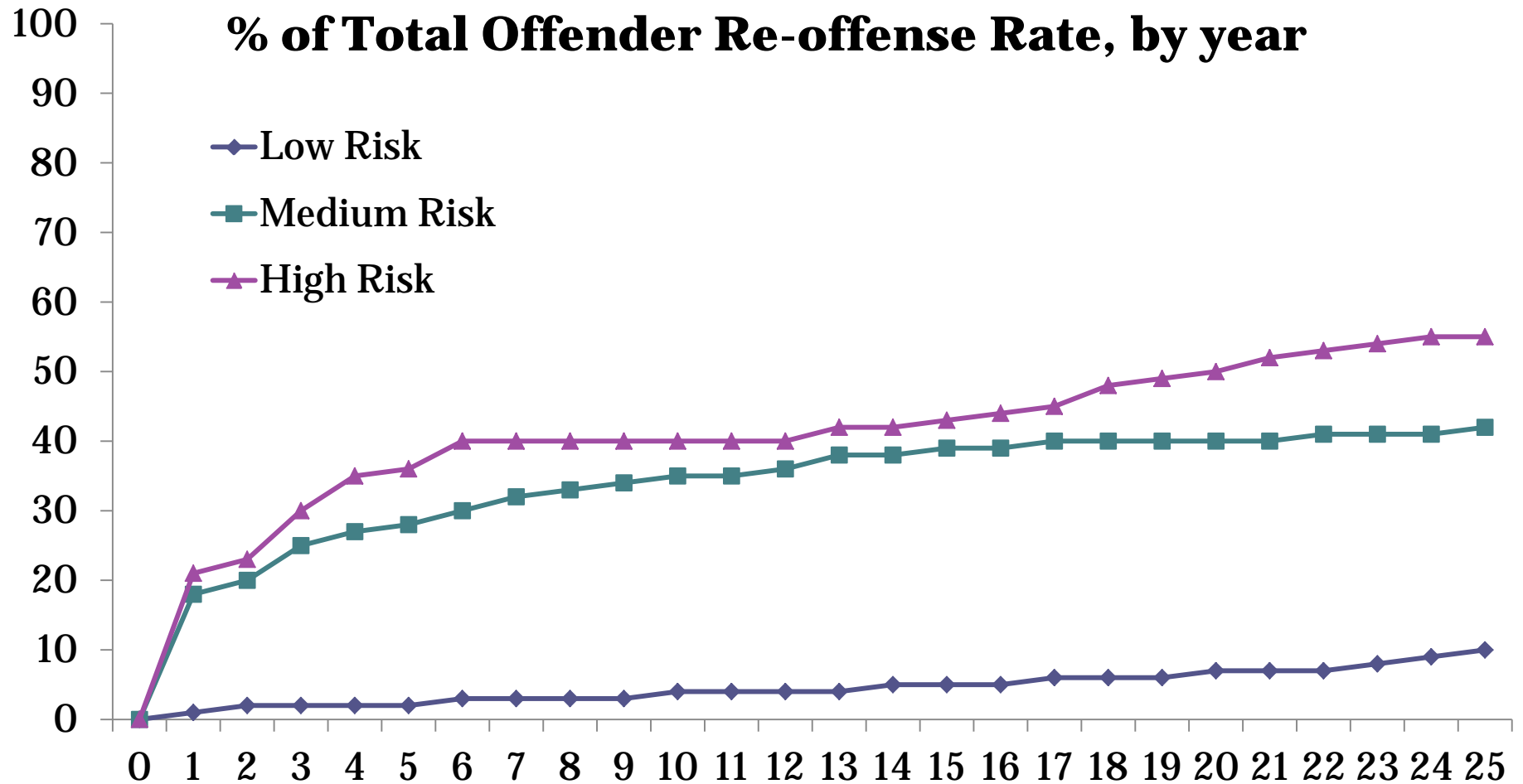
Enhance Intrinsic Motivation

- Behavioral change
- Motivational Interviewing

- **The motivation to change is dynamic**

Target Interventions

- **Risk**
- **Need**
- **Responsivity**
- **Dosage**
- **Treatment**

Example from a High Risk Offender shows employment and education as the highest priority. Attitudes and drugs have a lower priority with more protective factors, but still present some level of need.

These would be the "Top 3" Needs

Employment Education Attitudes Drugs and Alcohol Family Friends Residential Mental Health Aggression Coping Skills

■ Protective ■ Needs

Skill train with directed practice

- **Cognitive behavioral strategies**
- **Well training staff**
- **Formal/informal interactions**

Increase positive reinforcement

- 4:1 positive to negative feedback
- Sanctions Matrix
- Rewards Matrix

Engage ongoing support in natural communities

- **Pro-social Associates**
  - ▫ Family
  - ▫ Community Organizations
  - ▫ Faith Based Organizations
- **Pro-social Activities**
  - ▫ Recreation
  - ▫ Church

Measure relevant processes and practices

- **Foundation of EBP**
  - Assesses offender change
  - Assess staff performance

Provide Measurement Feedback

- **Feedback to Offenders**
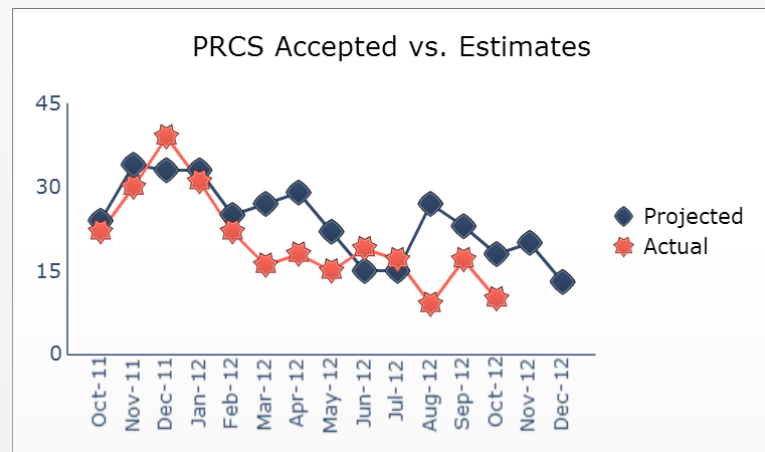- **Feedback to Organizations**
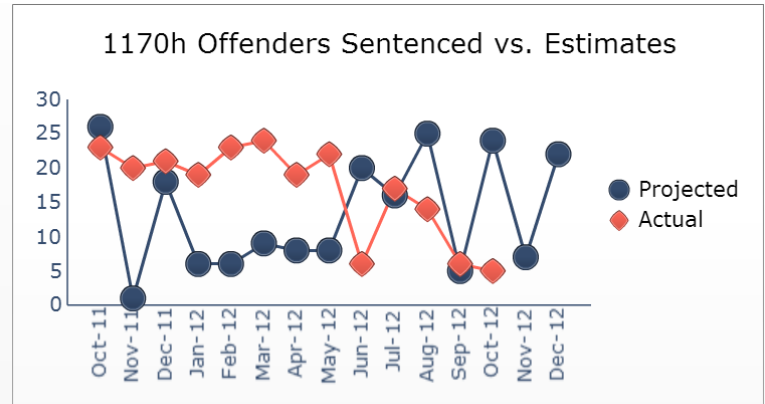- **Feedback to Stakeholders**

Practicum Exercise

Discuss your projects and select one to be your groups project

10 things to know about using data driven decision making

1. If you're not using data to make decisions, you're flying blind

10 things to know about using data to drive decisions

2. It's about the process, not the technology

10 things to know about using data to drive decisions

3.   **Get ready to feel threatened**

10 things to know about using data to drive decisions

4. You will be spending more money, not less

10 things to know about using data to drive decisions

5. Data-driven decision making does not save time

10 things to know about using data to drive decisions

6. Your data's cleanliness is next to g--liness

10 things to know about using data to drive decisions

7. Don't shoot first and ask questions later

10 things to know about using data to drive decisions

8.   Don't lay out a lot of cash up front!

10 things to know about using data to drive decisions

9. **This is just the beginning of your journey**

10 things to know about using data to drive decisions

10. Word of warning: Data Driven Decision Making is highly addictive

What happens if we don't do it?

- **How do we know...**
  - If we are improving?
  - How we compare to others?
  - If our programs are working?
  - If we are cost-effective?
  - If we are achieving our mission?
  - If we need to make changes?
  - Where our resources should go?

Example: Making Evidence Based Referrals

All offenders receive Static Risk Assessment

"High Risk to Reoffend" are assed for dynamic risk/needs

Aggregate needs from all High Risk offenders to drive priorities

Refer to effective programs who fit your population's needs

Example: Corrections Case Management

3000 active probationers
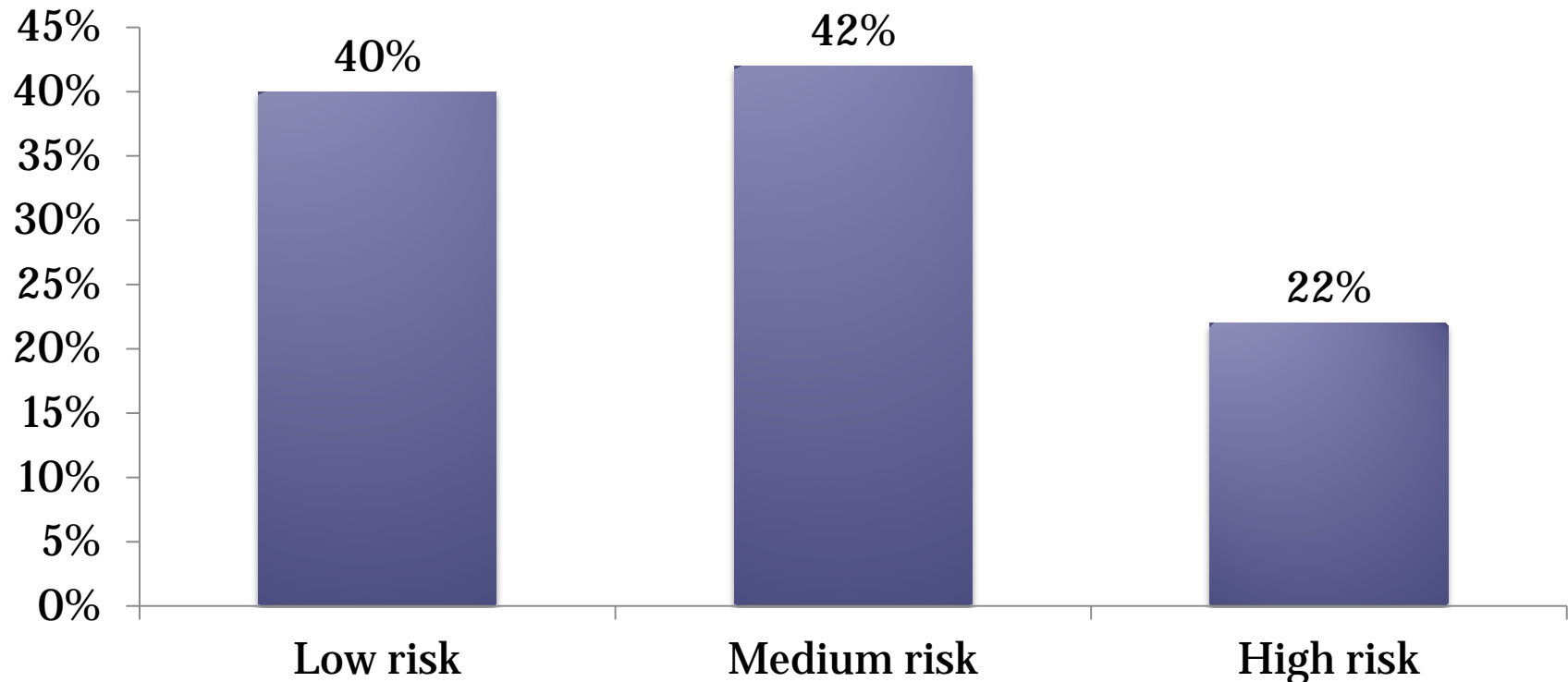
Example: Current High Risk Population

Post Release Community Supervision[1]	200
High Risk Probationers	475
1170(h)(5) Mandatory Supervision[2]	40
Total High Risk Population (Sept 1, 2013)	**715**

[1] PRCS population is lower than previously estimated due to large number of transfers to other counties.
[2] This is the out of custody 1170(h)(5)(b) offenders, or split sentences.
[3] The current 1170(h)(5) in custody population as of Nov 1. This assumes 1170(h)(5) has reached some kind of equilibrium with new admits to releases of 1170(h)(5) offenders.

Example: Needs of High Risk Offenders are Ranked for Referrals

Top Dynamic Risk Areas	
1	Employment
2	**Aggression**
3	Substance Abuse
4	**Attitudes and Behavior**
5	Education
6	**Friends and Peers**
7	Housing
8	**Coping Skills**
9	Mental Health
10	Family

- Cognitive programs can address the Big 4 Criminogenic Needs all at once.
- These instruct referrals to Day Reporting Centers and other services

Decision Tree for Referrals

Highest Risk Offender

Aggression — **Aggression Replacement Therapy (ART)**

Education — **Vocation Training Program**

Substance Abuse — **Outpatient, Courage to Change**
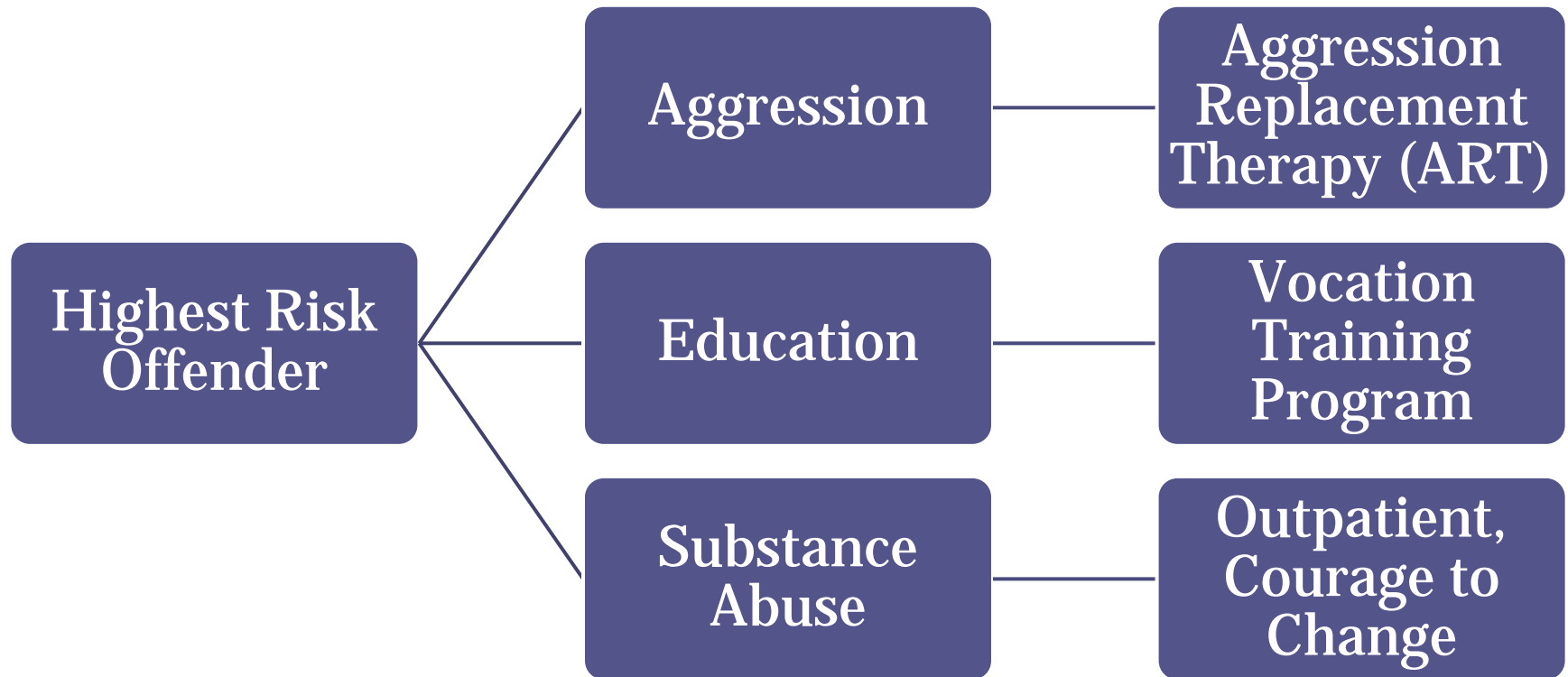
Putting it together: Referrals to EBP programs using RNA tools

100 Referrals to Aggression Programming

80 are accepted
- 60 Complete
- 10 don't show
- 10 fail to appear after starting

How do you describe the success of the program?

Tools to measure Fidelity: Correctional Programming Checklist

- Used to assure program fidelity and effectiveness
- Assesses correctional intervention programs, and is used to ascertain how closely correctional programs meet known principles of effective intervention.
- Stakeholders need to understand the referral process by probation, as well as which programs are available in their communities that are proven to work in reducing recidivism.

An Example of CPC program score
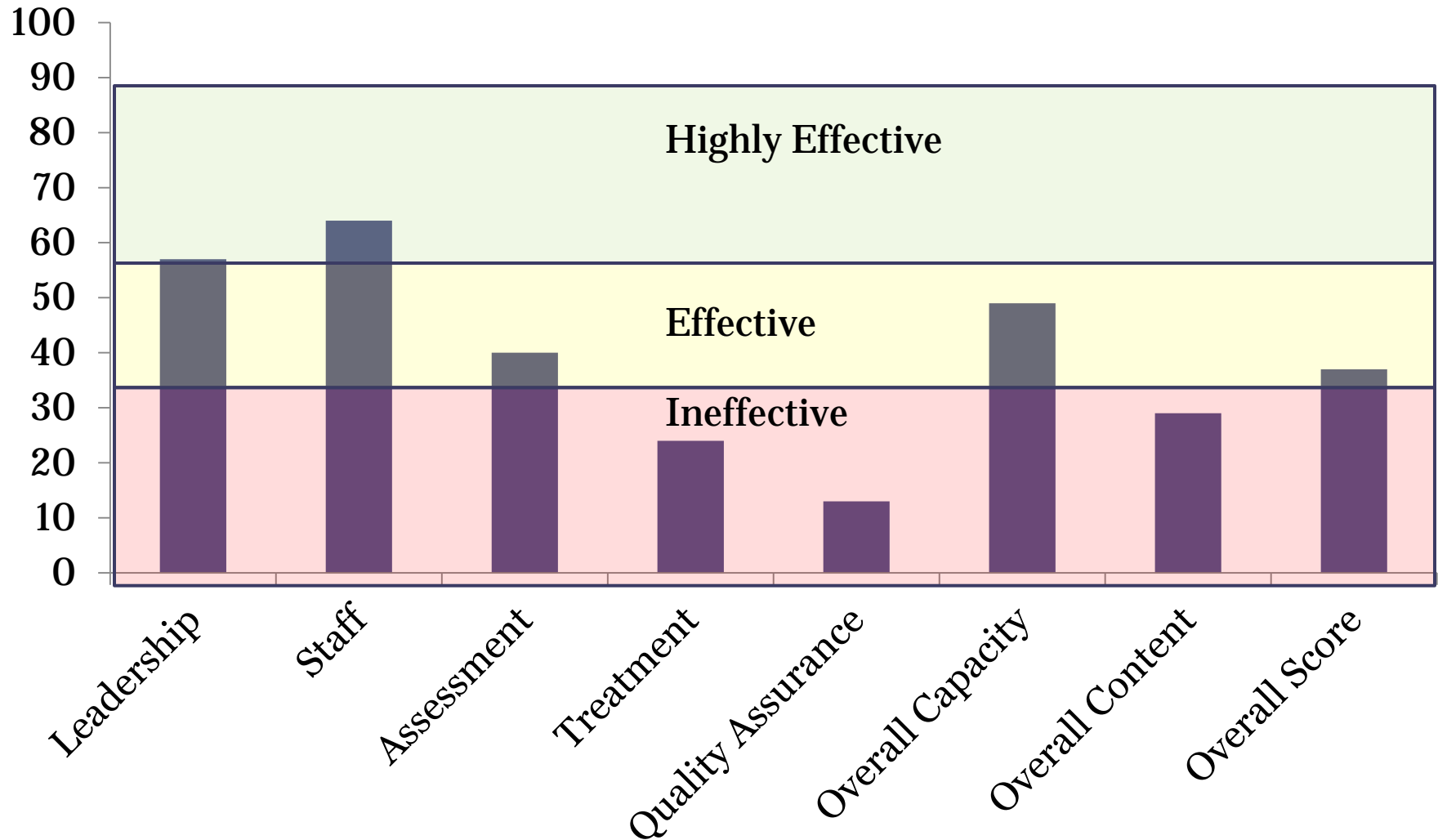
Lunch Time!

- **Please be back at 1pm**

Welcome Back Icebreaker

Planning a data driven program

Project Planning and Management

Getting from concept to what you really want

How the Project Was Planned

How the project leader understood it

How the project was designed

What everyone thought they were getting

What they got on Day 1

What the clients really wanted

What is project management?

- **Organizing and managing resources so the project is completed within defined scope, quality, time and cost constraints**
- **You need to know what you are managing to collect the right data, or develop the right systems**

Project Charter(Handout)

- Defines who wants the project to be done
- Identifies who is involved
- Lays out the goals of the project and some key tasks for completion
- Becomes a living document for the life of the project

The job of the project manager is to manage:

- **Time**
- **Cost**
- **Scope**

Scope

Quality

Cost   Time
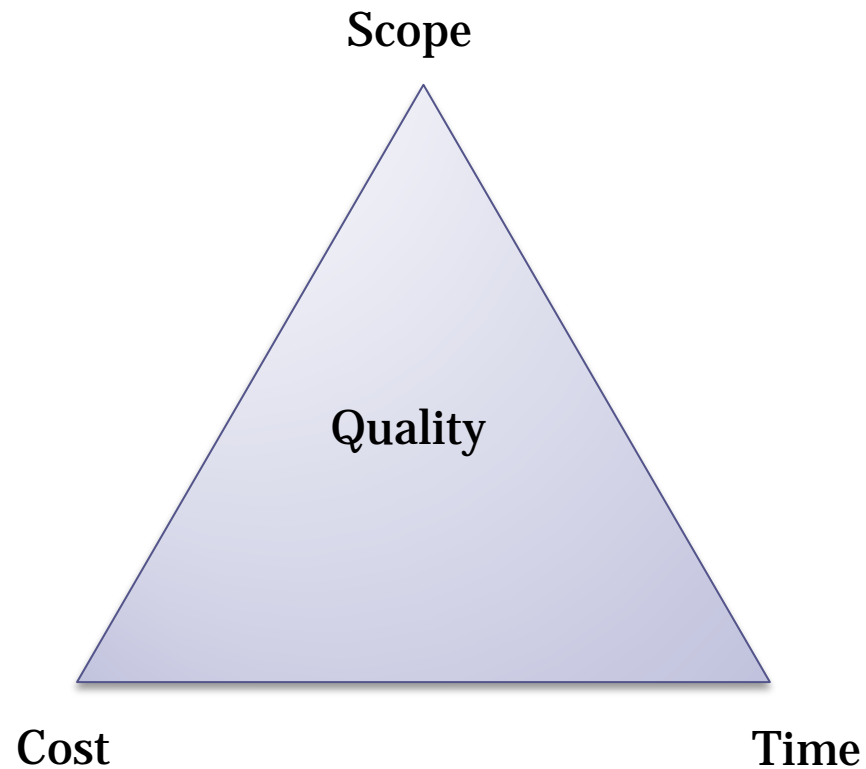
Why does it matter in data driven processes?

- A Lack of Project management can cause:
  - Unclear need in the department
  - Appearance of a lack of commitment from leadership
  - Inadequate project planning
    - (budget, schedule, scope, etc.)
  - Absence of line staff/client involvement
  - New or unfamiliar processes without a training/outreach plan
  - Lack of defined, clear, or concise requirements

1ˢᵗ Group Activity

Create a project plan.

Creating a project plan

- **Create a measureable and meaningful task list with the right level of detail**

- **Don't worry about:**
  - Creating start and end dates for tasks and subtasks to create deadlines and resource estimates
  - Creating dependencies between tasks
  - Assigning resources and gather your team

Logic Models and outcome measures

Plan it, build it, measure it

Tools of the trade: Data Dictionaries(handout)

- A shared list standardizing data content and data definitions within and between organizations
- A work group could define a data dictionary as a descriptive list of names, definitions, and attributes of data elements to be collected in an information system or databases.

AB109 REALIGNMENT: DATA COLLECTION FRAMEWORK

PROBATION

- AB109 Cases
- Demographics
- Risk level
- Recidivism
- Arrests
- Revocations
- Convictions
- Etc.

Superior Court

- # of Re-Entry Court participants
- Compliance with the provider
- Compliance with the case manager
- Compliance with the judge
- # of successful court re-entry completions

Sheriff's Office

- # of 3056s
- # of Post Release Community
  Supervision offenders sentenced to jail
- Length of stay for Post Release Community Supervision Revocations
- # of inmates released to alternative custody options

CHS

- # of mandated health assessments
- # of individualized treatment
  plans for inmates receiving medical care
- # of triage requests
- # of sick call visits
- # of clinic services
- # of dental services
- # of mental health services
- # of diagnostic studies, etc.

BHS

- # of referrals for assessment
- # of referrals for assessment
  completed within 5 working
  days
- # of referrals for medication
  assessment
- # of referrals for medication
  assessments completed
  within 5 working days
- # of referrals for crisis intervention, etc.

WorkNet

- # of program participants that participate in and successfully complete the workshops offered
- # of program participants that are able to secure all necessary right to work documents (I-9)
- # of program participants that obtain jobs, etc.

SJCOE

DRC/County Jail/Youth Build
- GED completion
- High School Diploma or Certificate of Completion

County Jail
- Adult Education Diploma
- Life Skills Completion

Youth Build
- ROP Certification
- Test of Adult Basic Education
  in Math and Reading

HSA

- # of participants screenings
- # of General Assistance approvals
- # of General Assistance denials
- # of referrals to other HSA programs and outcome

FAYS

- # of offenders who successfully complete assigned community service
  hours
- # of community service hours
  completed
- Improved employment skills
- Increased interpersonal skills
- Pre/Post Communication skills assessment.

Emergence of Logic Modeling

- **Logic modeling for evaluation grew out of two other techniques:**
  - Systems Thinking
  - Performance Measurement

Thinking clearly but without a logic model

Thinking more clearly
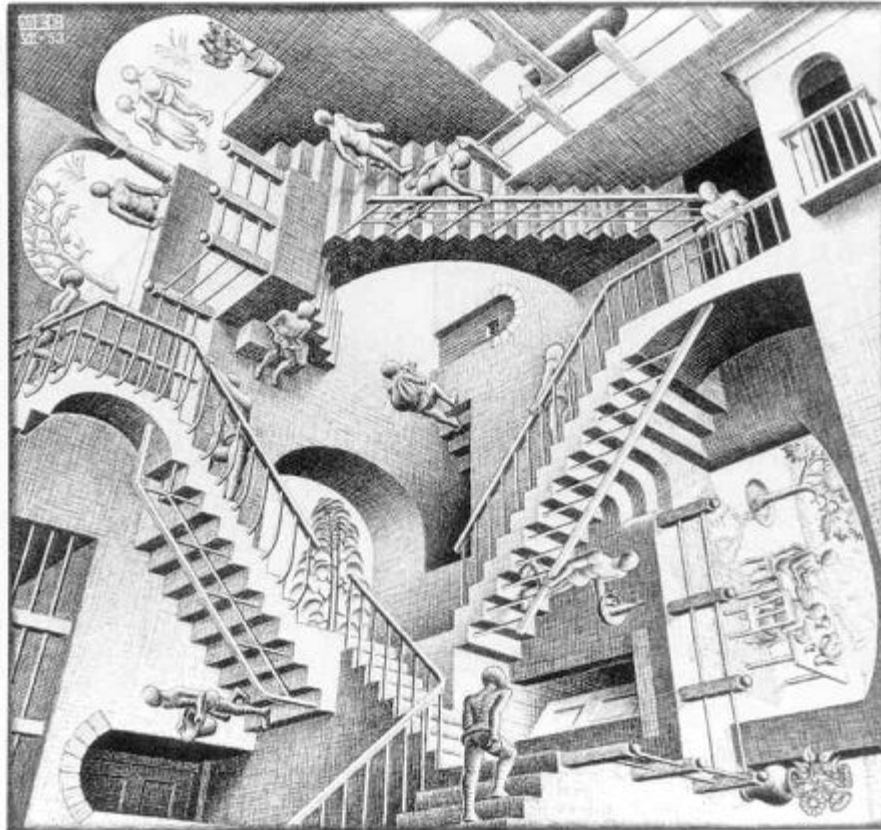
A general logic model

Inputs
- Financial, human, and material resources

Activities
- Tasks personnel undertake turn inputs to outputs

Outputs
- Products and services produced

Outcomes
- Intermediate effects of outputs on clients

Goal (Impacts)
- Long Term Widespread Improvement

What makes a GREAT logic model?

- **The Document:**
  - A well described problem
  - Interventions grounded in solid theory
  - Communicates goals and interventions effectively
  - Systematically tracks the program
  - Look at the problem from different angles

Program Outcome measures Example (Handout)

Issue or Strategy	Inputs	Strategy Metrics	
•*Ensure incarceration resources are allocated in a cost effective way* *Goals* Safely manage defendants pending trial •Maximize and efficiently utilize jail space •Maximize the use of work alternative program and electronic monitoring.	*Associated Funded Strategies:* •Electronic Monitoring •**Jail Beds** •Supervised OR/Pre-Trial Program staff •Resources: •Equipment •Staff •Tracking Technology	*Outputs* 1. Average daily population in County jail 2. Average Daily Population on electronic monitoring 3. Average Daily Population on work program 4. % of inmates pre-sentence 5. ADP of defendants on Supervised OR 6. % of pre-trial defendants released 7. % of sentenced offenders placed on an Alternative to custody program	*Outcomes* *Supervised OR* 1. *Percentage of defendants on supervised OR who do not commit a new crime while pending trial* 2. *Percentage of defendants on supervised OR who appear for a court hearing* *Work program* 1. *Percentage of offenders who do not commit a new crime while on work program* 2. *Percentage of offenders who successfully complete work program* *EM* 1. *Percentage of offenders who do not commit a new crime while on EM* 2. *Percentage of offenders who successfully complete EM*

What makes a GREAT logic model?

- **The Process:**
    - It brings in all the key players: stakeholders, staff, clients/customers, political folks, and researchers
    - It is a process that helps everyone get clear about what it is they are trying to accomplish

Modeling Programs

Impact
- Ultimate measure of success in keeping community safe in a cost effective way

Effectiveness
- Critical assessment of the effectiveness of the Community Corrections Strategic Plan

Programmatic Achievement
- Measures the work and goals of individual programs and strategies

Operational Performance
- Measures the performance of core administrative functions

The ideal measure
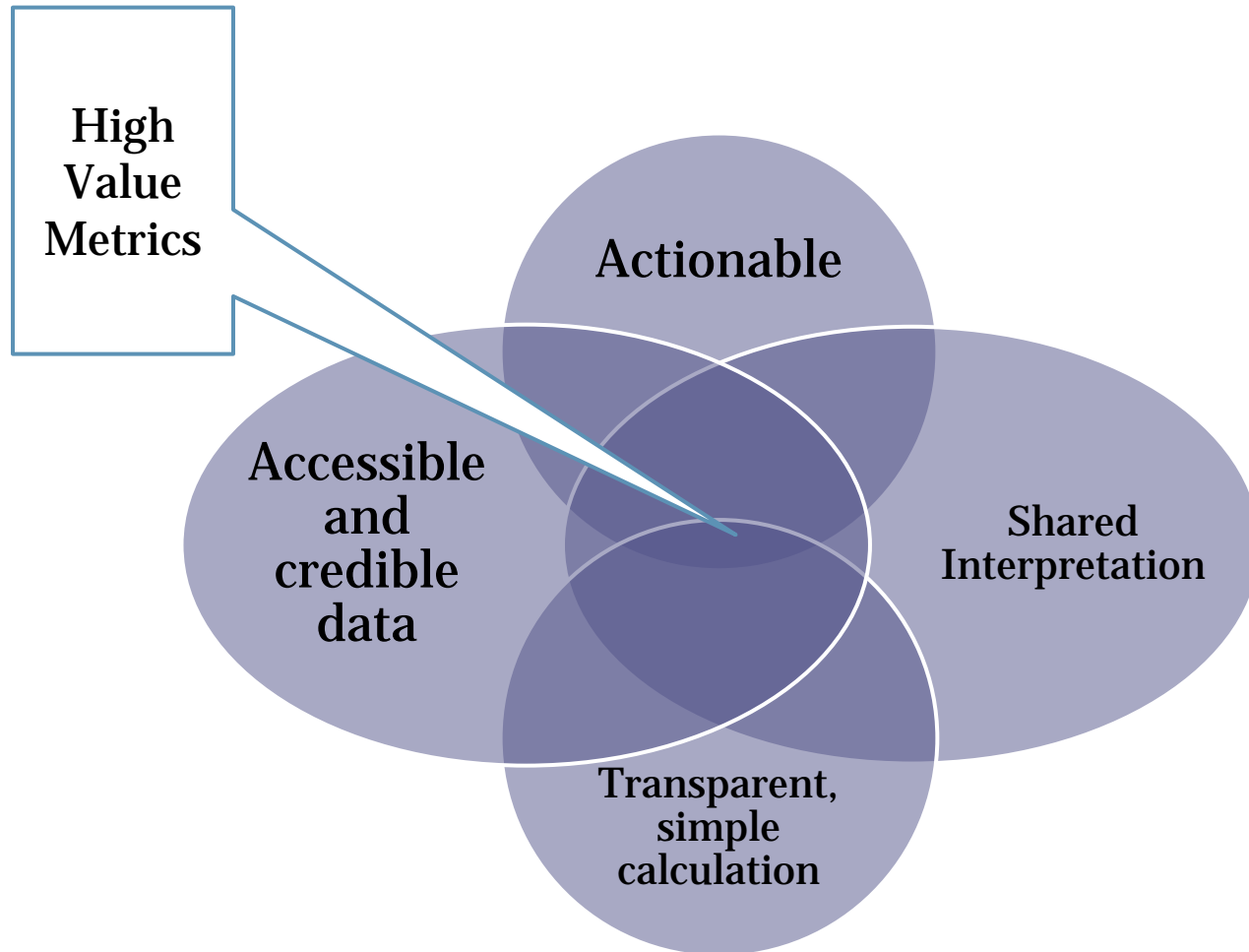
Implementation Problems

- **Captain Kirk got so deep into fighting space aliens that he forget that the purpose of the USS Enterprise was to go where no one had gone before.**

Summary: No Panacea

- Can't fix a situation where there is no real <u>theory of change</u>
- Still need a rigorous research design
- Other alternatives might work better
- No intervention exists in isolation
- Outputs and activities are seen as outcomes

2ⁿᵈ Group activity

Build your own logic model

Make a logic model from your project plan in section 1

- Put in logical order:
  - Sequence of Inputs, Activities, Outputs and Outcomes
- Goals?
- Objectives?
- Activities?
- Underlying theory

Effective Presentation of Data

Considerations for Reporting Data

- People should want to look at it.
- You need to know your audience's:
  - **role** in looking at it
  - **work flow** and why they look at it
  - **comfort with context data** and skills for analysis
  - **research** and outcome measurement expertise

- *"Perfection is not achieved when there is nothing left to add, but when there is nothing left to take away."*—Antoine de Saint-Exupery (1900 - 1944)

Showing Comparison Data

- **Using charts**

Change in Probation Revocation Rate to Prison(2006-2008 Baseline to 2010)
Choose a county to get more information
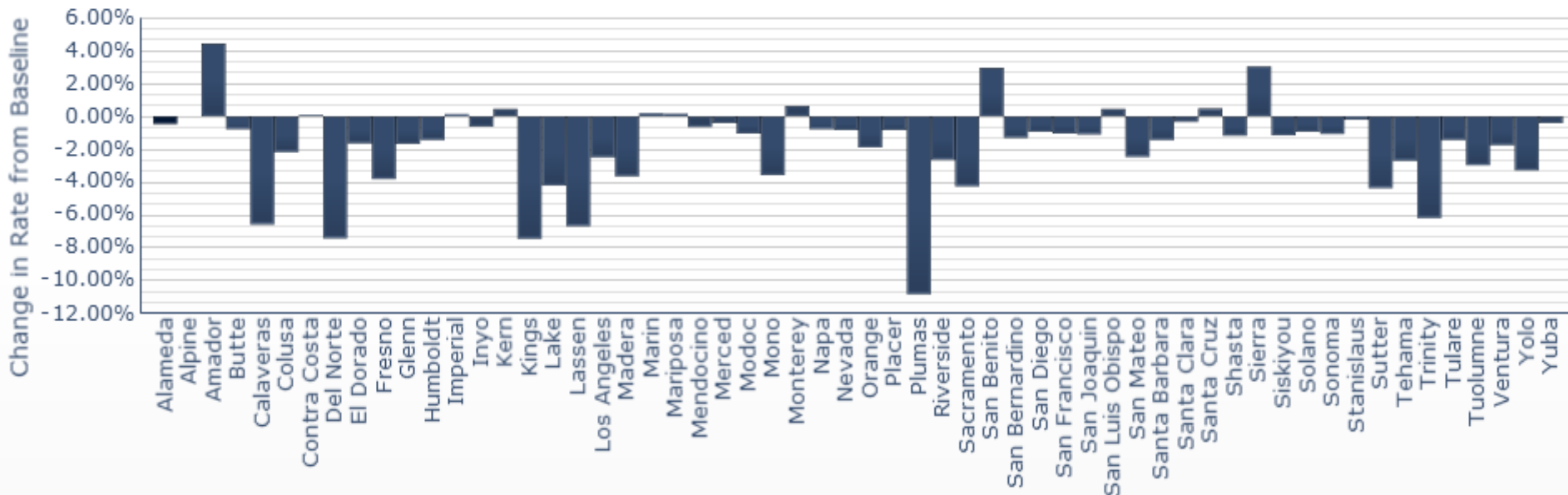
Showing Comparison Data

- **Using a map**
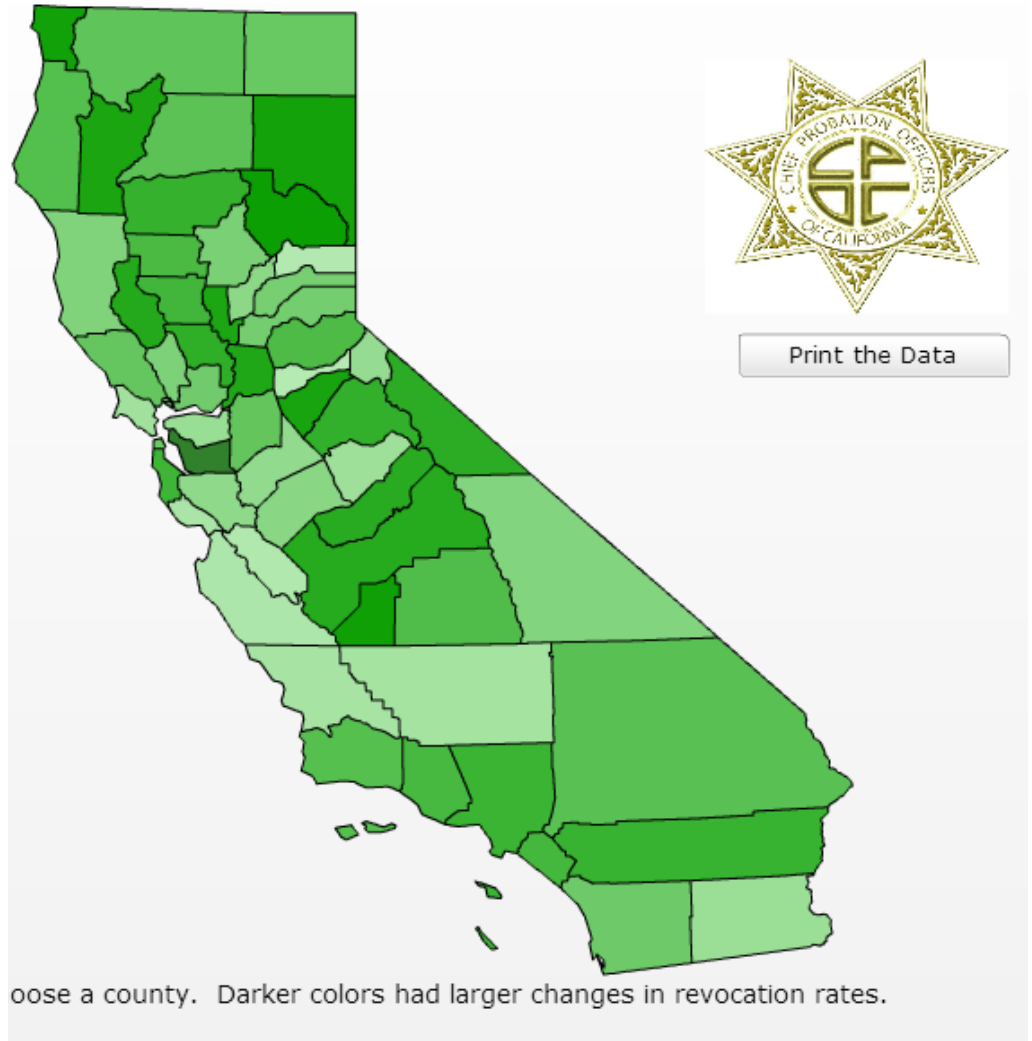
oose a county.   Darker colors had larger changes in revocation rates.

Displaying Charts

Choose the right graphic for the purpose of what you want the person to take away…and understand what humans are at good at when doing spatial reasoning.

% of county revocations, by group
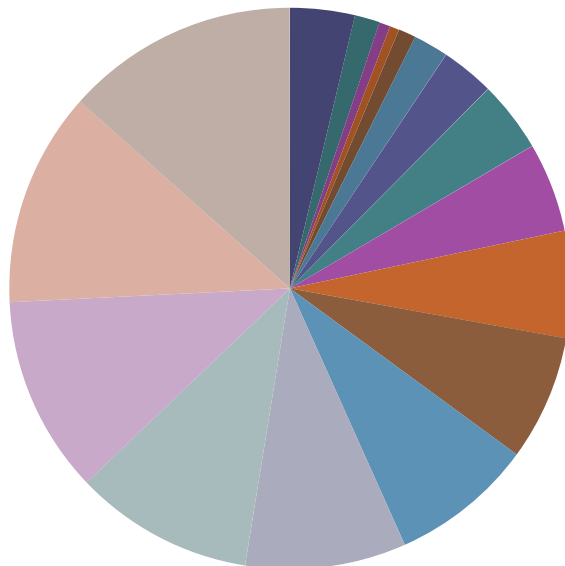
- Group 1
- Group 2
- Group 3
- Group 4
- Group 5
- Group 6
- Group 7
- Group 8

Humans struggle with relative size

Displaying Charts

Choose the right graphic for the purpose of what you want the person to take away...and understand what humans are at good at when doing spatial reasoning.

Success rate, by gender
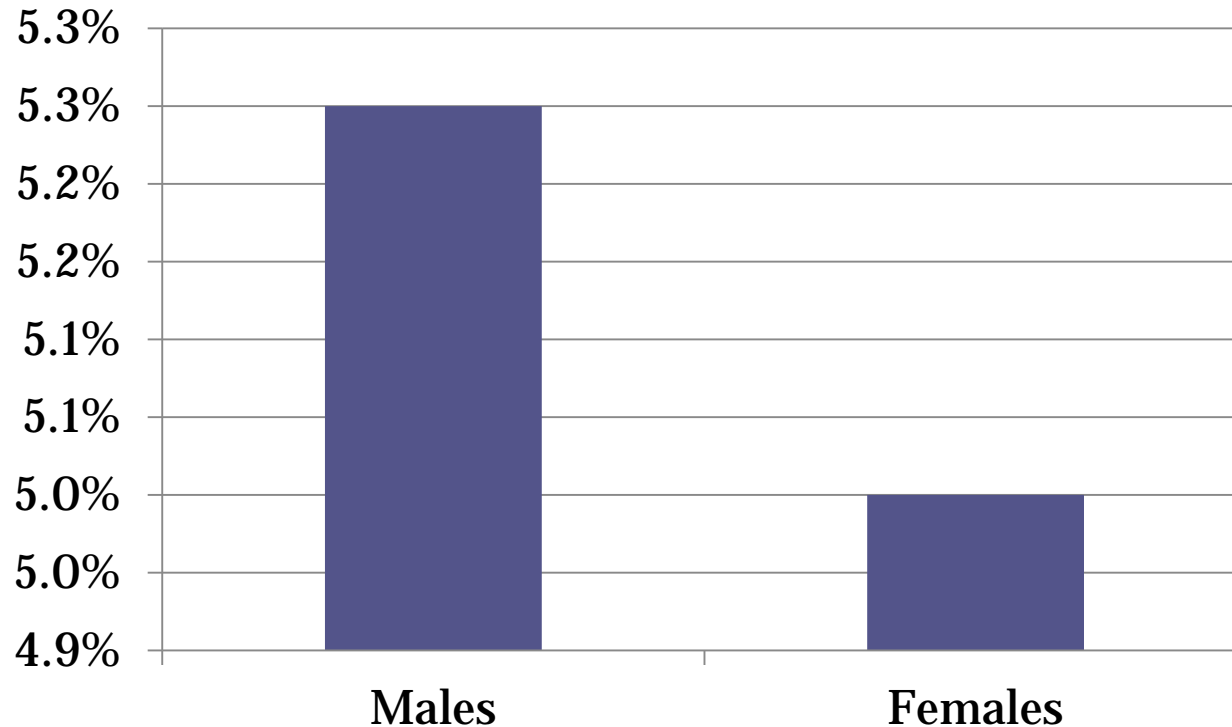
Humans expect meaningful scale

Dashboards and Reporting

- A good dashboard Report:
  - Helps leaders define what is important
  - Educates people about the things that matter
  - Communicates progress and success
  - Provides a common interface for interacting with and analyzing important information

- **Differentiates between exploration and reporting**

Example Dashboard Approaches: Your Department

Active Caseload

Department	Caseload	
Adult	1170(h) Mandatory Sup	33
	Adult Court Pending	113
	Adult Crt/Pending	3
	Adult Inactive	7
	Adult Warrant	6
	Bench Warrant- Active	632
	BW-Sup Crt (Active)	21
	Case Control/Adult	940
	Case Services	225
	Deported	51
	JALAN	12
	OTHER	1
	Pending PRCS	42
	PRCS	140
	PRCS WARRANT	30
	Probation/Pretrial	100
	PROP 36 Bank	206
	Purged	1
	Referral	122
	Revoked	1
	Missing	13
	Total	**2,699**

Sum of Number of Records broken down by Department and Caseload. The data is filtered on aFILE_STATUS, Ethnicity and Action (Department,Risk Level). The aFILE_STATUS filter keeps ACTIVE. The Ethnicity filter keeps multiple members. The Action (Department,Risk Level) filter specifies a set. The view is filtered on Department. which keeps Adult.

Adult Criminogenic Needs

Criminogenic Need	
DOMAIN 1: EDUCATION	11.52%
DOMAIN 2: COMMUNITY EMPLOYME..	18.08%
DOMAIN 3: FRIENDS	7.88%
DOMAIN 4: RESIDENTIAL	8.89%
DOMAIN 6: ALCOHOL / DRUG USE	8.18%
DOMAIN 7: MENTAL HEALTH	2.53%
DOMAIN 8: AGGRESSION	33.13%
DOMAIN 9: ATTITUDES / BEHAVIORS	2.42%
DOMAIN 10: COPING SKILLS	7.37%

% of Total Number of Records broken down by Criminogenic Need. Color shows % of Total Number of Records. Size shows details about One (generated). The marks are labeled by % of Total Number of Records. The data is filtered on Priority. which ranges from 1 to 1.
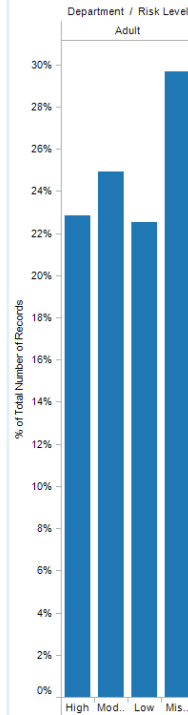
% of Total Number of Records for each Risk Level broken down by Department. The data is filtered on aFILE_STATUS and Ethnicity. The aFILE_STATUS filter keeps ACTIVE. The Ethnicity filter keeps multiple members. The view is filtered on Department, which keeps Adult.
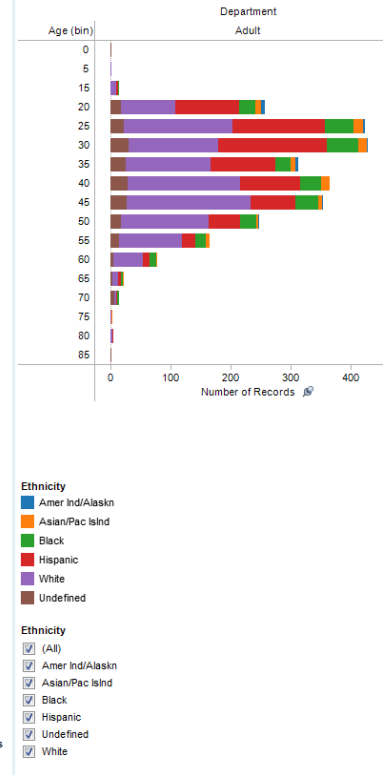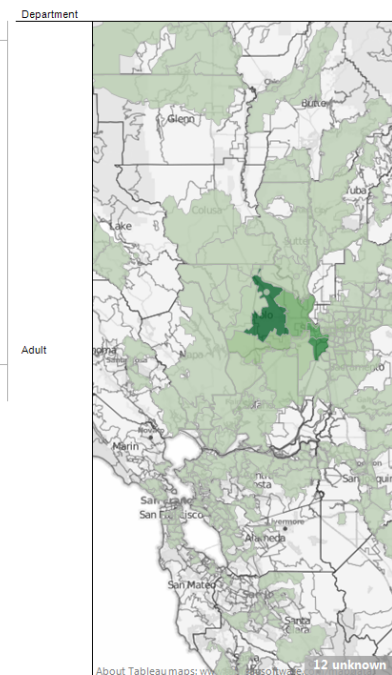
Map based on Longitude (generated) and Latitude (generated) broken down by Department. Color shows % of Total Number of Records. Details are shown for Zipcode. The data is filtered on aFILE_STATUS, Action (Department,Risk Level) and Ethnicity. The aFILE_STATUS filter keeps ACTIVE. The Action (Department,Risk Level) filter specifies a set. The Ethnicity filter keeps multiple members. The view is filtered on Department, which keeps Adult. Percents are based on each pane of the table.

AB109 DASHBOARD *(January 1, 2012 - September 30, 2012)*

STRAIGHT VS. SPLIT SENTENCES

Legend: ■ Straight Sentences ■ Split Sentences

Period	Split Sentences	Split %	Straight Sentences	Straight %
Jan-Mar	70	60%	46	40%
Apr-Jun	81	71%	33	29%
Jul-Sep	112	69%	50	31%
Total	263	67%	129	33%

REPORTED TO PROBATION

Legend: ■ LCS ■ PRCS ■ PRCS expected

Period	LCS	PRCS	PRCS %	PRCS expected
Jan-Mar	16	167	78%	213
Apr-Jun	14	113	72%	157
Jul-Sep	29	86	69%	124
Total	59	366	74%	494
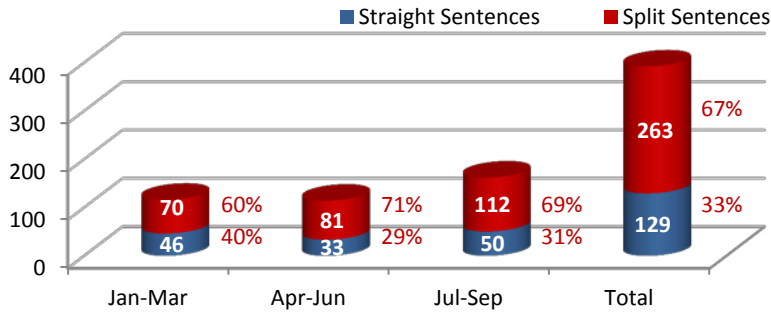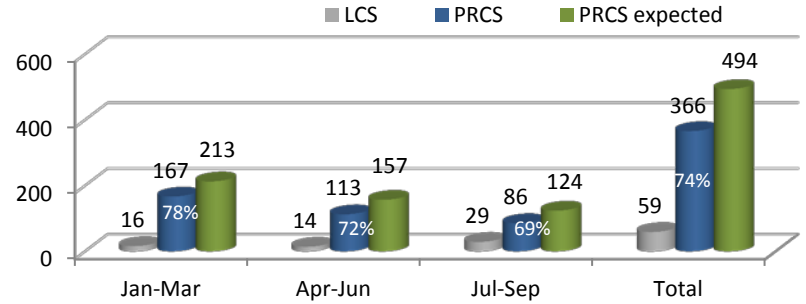
PRCS/LCS REVOCATIONS FILED

	Jan - Mar		Apr - Jun		Jul - Sep		TOTAL	
	Count	%	Count	%	Count	%	Count	%
Initial FTR	47	41.2%	43	32.8%	33	22.3%	123	31.3%
Subsequent FTR	64	56.1%	73	55.7%	114	77.0%	251	63.9%
Other	3	2.6%	15	11.5%	1	0.7%	19	4.8%
TOTAL	114	100%	131	100%	148	100%	393	100%

JAIL IMPACT

Legend: ■ LCS/PRCS Processed ■ 3056 Processed ■ Total AB109's Processed

Period	LCS/PRCS Processed	3056 Processed	Total AB109's Processed
Jan-Mar	40	639	679
Apr-Jun	109	636	745
Jul-Sep	140	641	781
Total	289	1916	2205

RETURN TO CUSTODY

Legend: ■ Jan-Mar ■ Apr-Jun ■ Jul-Sep

Category	Jan-Mar	Apr-Jun	Jul-Sep
3056 w/o new charges	192	317	445
3056 w/ new charges	105	199	251
PRCS w/o new charges	31	84	100
PRCS w/ new charges	45	59	67
LCS w/o new charges	1	5	8
LCS w/ new charges	4	5	2

Group work

Plan and deliver your own presentation

Putting it all together

- **Plan a presentation based on the project plan, logic model, and outcome measures**
- **Define your audience**
- **Use flip charts to go through the presentation**
- **You have 10 minutes to present your plan to the group**

Report out Presentations

Thanks!

- **Feedback, etc**

GUIDELINES FOR RISK-BASED SANCTIONS

	General Population			Sex Offender			DV Probationer		
Failure to complete DNA testing per 296 PC	1	1	1	2	2	2	1	1	1
Failure to pay fines and fees	1	1	1	1	1	1	1	1	1
Failure to complete community service hours	1	1	1	1	1	1	1	1	1
Failure to attend drug/alcohol assessment evaluation	1	1	1	2	2	2	1	1	1
Failure to seek or maintain steady employment	1	1	1	1	1	1	1	1	1
Failure to follow curfew hours	1	1	1	3	3	3	1	1	1
Failure to report employment changes	1	1	1	3	2	2	1	1	1
Failure to report by telephone	2	1	1	3	2	2	2	1	1
Failure to report new police contact	2	1	1	3	2	2	2	1	1
Failure to report for office visit	2	1	1	3	2	2	2	1	1
Buying, selling, possessing, or consuming alcohol	2	1	1	2	1	1	2	1	1
Entering an establishment where alcohol is sold	2	1	1	2	1	1	2	1	1
Failure to stay away from specified associates	2	1	1	3	3	3	2	1	1
Failure to avoid known gang members or persons	2	1	1	2	1	1	2	1	1
Failure to avoid areas where gang members congregate	2	1	1	2	1	1	2	1	1
Failure to pay restitution (3 consecutive months)	2	2	2	2	2	2	2	2	2
Failure to attend EBP program as directed by PO	2	2	2	2	2	2	2	2	2
Failure to report current place of residence	2	2	2	4	4	4	2	2	2
Failure to obey the reasonable directive of PO	2	2	2	2	2	2	2	2	2
Faire to surrender at County Jail	2	2	2	3	3	3	2	2	2
Failure to report after release from County Jail	2	2	2	3	3	3	2	2	2
Failure to submit to a breath analysis or urinalysis	2	2	2	2	2	2	2	2	2
Failure to stay away from specified location	2	2	2	3	3	3	2	2	2
Positive breath analysis or urinalysis	2	2	2	2	2	2	2	2	2
Failure to install Ignition Interlock	3	2	2	n/a	n/a	n/a	n/a	n/a	n/a
Confirmed non-compliance with Ignition Interlock	3	2	2	n/a	n/a	n/a	n/a	n/a	n/a
Failure to enroll in a Court ordered program	3	3	3	3	3	3	3	3	3
Deny access to residence and/or search	3	3	3	3	3	3	3	3	3
Non-compliance with Electronic Monitoring Program	3	3	3	3	3	3	3	3	3
Failure to report at DRC	3	3	3	3	3	3	3	3	3
Failure to complete registration (sex, arson, drugs, gang)	3	3	3	4	4	4	3	3	3
Possession or narcotics, drugs and other contraband	4	4	4	4	4	4	4	4	4
Failure to complete a Court-ordered program	4	4	4	4	4	4	4	4	4
Non-compliance with Global Positioning Satellite	4	4	4	4	4	4	4	4	4
Failure to stay away from child safety zone	n/a	n/a	n/a	4	4	4	n/a	n/a	n/a
Failure to stay away from victim	4	4	4	4	4	4	4	4	4
Failure to not annoy, harass, threaten or strike victim	4	4	4	4	4	4	4	4	4
Possession of a firearm or prohibited weapon	4	4	4	4	4	4	4	4	4

Low Severity

High Severity

Table 1

Sanctions Table

		Behavior	Suggested Responses	
(LEAST SEVERE)	Level 1 Sanctions	Offender submits itinerary		PO has authority to choose from level 1 or 2 Sanctions without Supervisory approval so long as PO follows Guidelines for Graduated Violations and Sanction does not involve jail time.
		Refer to NA or AA meetings		
		Increase in number of NA or AA meetings attendance		
		More restrictive curfew		
		Community Service hours		
		Verbal admonishment by the probation officer		
		Re-referral to alcohol or drug education program		
		Re-referral to evidence based program		
		Thinking Report/Cost Benefit Analysis		
		Letter of Apology		
	Level 2 Sanctions	Verbal admonishment by the supervisor		
		Increase in the number of Community Service hours		
		Referral to WorkNet		
		Referral to Educational Services		
		Referral to Aggression Replacement Training (ART)		
		Referral to Moral Reconation Training (MRT)		
		Referral to Thinking for a Change (T4C)		
		Referral to Common Sense Parenting		
		Referral to Outpatient Substance Abuse Training (OSAT)		
		Referral to Pscyhological Evaluation		
		Increase in the frequency of alcohol and drug testing		
		Increase in the frequency of telephone, office, or home visits		
		Written Reprimand		
	Level 3 Sanctions	Increase level of supervision		Supervisor Review (Must follow required Court Procedures – e.g., Amended Conditions)
		Electronic Monitoring commitment		
		Global Positioning Satellite (GPS) commitment		
		Residential treatment		
		Extension of probation term		
		Amend conditions with added restriction/requirements		
		Inclusion of Ignition Interlock System		
		Inclusion of driving restriction		
		Increase in the number of community service hours		
		Daily call-ins		
		Referral to the Day Reporting Center		
		Referral to the Compliance Court Re-Entry Program		
		Referral to Drug Court		
		Issuance of a Bench Warrant		
		Increased level of supervision with zero tolerance		
		Extension of Probation term		
		Flash Incarceration (PRCS and LCS only)		
(MOST SEVERE)	Level 4 Sanctions	Jail time as condition of probation		Review with Revocation Review Committee

Rewa Table 2 e

Level 1 Incentive	Keeping appointment	Verbal affirmation
	Completing registration requirement	Note card with message
	Enrolling in program	Reward jar
	Engaging with family	Tracking progress/successes
	Applying for benefits	
	Securing transportation	
	Being present at Court hearing	
	Using pro-social communication	
	Improved social skills	
	Improved physical health/hygiene	
	Wearing neutral colors	
	Diminished use of profanity	
	Positive collateral contacts/reports	
Level 2 Incentive	Sobriety (3 clean tests)	Achievement Jar
	New Pro-social activity	Travel Pass
	Program attendance/participation	Character Coupon
	Making restitution/fine payment (3 mos.)	Decreased testing
	Associating with pro-social peers	Curfew changes
	Positive attitude	Verbal affirmation by supervisor
	Coping skills	Note card with message
	Stable relationships	
	Dealing with difficult situations well	
	Regular reporting for office visits for 3 mos.	
	Volunteering at child's school/activities	
	Participation in a community activity	
	Honesty	
	Displaying appreciation for others	
	Expressing genuine remorse	
	Complete EBP Program	
Level 3 Incentive	Tattoo removal	Decreased frequency of reporting
	Taking prescription medication	Reduced level of supervision
	Obtaining a driver's license	Storyboard – Wall of Fame
	Violation free for 6 months	Certificate of Accomplishment
	Phasing up in a program	Letter of Support
	Enrolling in education/vocational program	Program scholarships
	Getting a job	Positive feedback to Court
	Secure and maintain housing	Informal Ceremony
		Verbal affirmation by administrator
		Gift card
Level 4 Incentive	High School Diploma/GED	Early termination
	Completing a court-ordered program	Amend to informal probation
	Case plan goal/objective completion	Transfer to unsupervised caseload
	Membership in organization	Public recognition
	Self-sufficiency	Gift card
	Sobriety (1 year)	Graduation Ceremony
	Complete the DRC	

Table 3

Task #	Active(Y/N)	Name	Start date	Finish Date	Status	Dependency	Assigned
A		**Project Initation**					
B		**Project Planning**					
C		**Project Execution**					
D		**Project Closing**					

1. How Many People were Successful?

#	Operational Definition	Data Elements required/Calculation	Data Source	Validity Assessment?
1	Number of people with new charges	-Date of referral -Date of program exit -new charge, yes or no -date of new charge filed =Did the person have a new charge filed by the DA after the date of referral and before the date of program exit	Program tracking spreadsheet Probation CMS DA charge file	How does this number compare to thr number of charges in other populations?
2				
3				
4				
5				
6				

Program Name:

Implementation Strategy	Strategy Metrics	
Program Description *Goals* *Associated Funded Strategies* *Inputs*	*Outputs*	*Outcomes*

RISK-BASED PROGRESSIVE SANCTIONS AND REWARDS

The mission of the San Joaquin County Probation Department's Adult Division is to impact the community by making it safer and changing the lives of those placed under its supervision. This document provides an overview of the key procedures for the application of a Risk-Based Progressive Sanctions Model for technical violations of probation in San Joaquin County.

In the Risk-Based Progressive Sanctions Model, the response to a technical violation depends, in part, on the offender's risk of reoffending. Each offender is classified into one of three subcategories: Red (High Risk), Yellow (Moderate Risk), and Green (Low Risk). These classifications are based on the results of a comprehensive assessment process using the Static Risk Assessment tool (STR).

The Guidelines for Risk-Based Progressive Sanctions order technical violations of probation from least severe to most severe and assign a number to each type of violation. The number assigned refers to a menu of options available to address the violation for an offender at that particular risk-level. There are three categories of offenders and corresponding responses: General Probationers, Sex Offenders, and Domestic Violence Probationers (Table 1)

The numbers in the Guidelines designate the appropriate response for a first-time violation and range from "1" designating the least severe sanction level to "4" designating the most severe sanction level. The options for each of the four possible sanction levels are shown in the Violation Response Table. The appropriate sanction is then selected from the menu corresponding to the number designated in the Guideline (Table 2).

There is also a table of progressive incentives when offenders accomplish certain benchmarks in their probation supervision (Table 3).

QUESTIONS REGARDING RISK-BASED SANCTIONS FOR TECHNICAL VIOLATIONS

1.   When will it be used?

The Risk-Based Progressive Sanctions Model will be used only for technical violations of the Conditions of Probation.

2.   Does it address new offenses?

No, if a probationer commits a new offense, the District Attorney's Office will file an Order to Show Cause.

3.   How does it take into consideration the circumstances of the case?

The guidelines identify the appropriate sanction level for the first violation. The level (designated by a number of 1, 2, 3, or 4) corresponds to a menu of available responses for the first violation. The severity of the response for the first violation depends on the following:

- Type of Offender – There are three sets of guidelines: 1) general population of offenders; 2) sex offenders; and 3) Domestic Violence offender.
- Risk Level – the severity of the response to a first-time technical violation will depend on the risk level of the offender. Red (high risk) offenders will typically receive the most severe response, with green (low risk) receiving the least severe.
- Type of Violation – Technical violations are ranked from least severe to most severe.

4.   How will the sanction process work?

Once an offender commits his/her first technical violation, the probation officer will refer to Table 1 to determine the appropriate level sanction. The probation officer will then refer to Table 2 to select the most appropriate response from the corresponding menu based on the nature of the technical violation and any factors that may need to be addressed through treatment or utilization of community resources to prevent future violations.

Not all responses in the menu would be appropriate. For example, the officer would not refer for a psychological evaluation if there is no indication of any psychological issues relating to the offender's ability to comply with conditions.

Responses at Level 1 and 2 do not require a supervisory review. This allows for swift action in addressing a violation. In some instances, an officer may assess a Level 2 Violation and determine that a Level 1 option is a more appropriate response for the circumstances of the particular case. This is allowed with the approval of the supervisor and documentation of the reasons in the case file. A level 1 or 2 sanction or referral should be formally documented in the offender's supervision agreement and signed by both the officer and the offender.

A Level 3 sanction must be reviewed with the probation officer's supervisor. It may require a Modification/Violation of Probation.

A Level 4 sanction is the most severe and would require a Violation of Probation submitted to the Court. The recommendation to the Court would be selected from the Level 4 responses. All recommendations must be reviewed and approved by the Revocation Review Committee.

5.   What about subsequent violations of the same condition?

When an offender commits a subsequent violation of the same condition, the officer would add a level each time there is a violation of the same condition. However, officers are expected to show a good-faith effort to work with offenders with repeated minor violations so they do not routinely escalate in requiring a Violation of Probation with the Court.

6.   What about non-compliance, but of different conditions?

- Multiple violations at the same time – the officer should select from the menu for the most serious of the technical violations. It is possible for more than one sanction to be imposed for a single incident, with the supervisor's approval.
- Reassessment – Further or repetitive violations will increase the offender's risk to reoffend. When an offender's risk level increases, the sanction level would correspondingly increase. Conversely, as an offender's rehabilitation progresses, the officer shall reassess using the Caseload Classification Reassessment Tool. As the offender achieves stated goals and objectives, he/she would be eligible for incentives.

7.   What about an offender that is doing well?

Incentives are provided for offenders that have reached identified benchmarks in their probation supervision.

GUIDELINES FOR RISK-BASED SANCTIONS

	General Population			Sex Offender			DV Probationer		
Failure to complete DNA testing per 296 PC	1	1	1	2	2	2	1	1	1
Failure to pay fines and fees	1	1	1	1	1	1	1	1	1
Failure to complete community service hours	1	1	1	1	1	1	1	1	1
Failure to attend drug/alcohol assessment evaluation	1	1	1	2	2	2	1	1	1
Failure to seek or maintain steady employment	1	1	1	1	1	1	1	1	1
Failure to follow curfew hours	1	1	1	3	3	3	1	1	1
Failure to report employment changes	1	1	1	3	2	2	1	1	1
Failure to report by telephone	2	1	1	3	2	2	2	1	1
Failure to report new police contact	2	1	1	3	2	2	2	1	1
Failure to report for office visit	2	1	1	3	2	2	2	1	1
Buying, selling, possessing, or consuming alcohol	2	1	1	2	1	1	2	1	1
Entering an establishment where alcohol is sold	2	1	1	2	1	1	2	1	1
Failure to stay away from specified associates	2	1	1	3	3	3	2	1	1
Failure to avoid known gang members or persons	2	1	1	2	1	1	2	1	1
Failure to avoid areas where gang members congregate	2	1	1	2	1	1	2	1	1
Failure to pay restitution (3 consecutive months)	2	2	2	2	2	2	2	2	2
Failure to attend EBP program as directed by PO	2	2	2	2	2	2	2	2	2
Failure to report current place of residence	2	2	2	4	4	4	2	2	2
Failure to obey the reasonable directive of PO	2	2	2	2	2	2	2	2	2
Faire to surrender at County Jail	2	2	2	3	3	3	2	2	2
Failure to report after release from County Jail	2	2	2	3	3	3	2	2	2
Failure to submit to a breath analysis or urinalysis	2	2	2	2	2	2	2	2	2
Failure to stay away from specified location	2	2	2	3	3	3	2	2	2
Positive breath analysis or urinalysis	2	2	2	2	2	2	2	2	2
Failure to install Ignition Interlock	3	2	2	n/a	n/a	n/a	n/a	n/a	n/a
Confirmed non-compliance with Ignition Interlock	3	2	2	n/a	n/a	n/a	n/a	n/a	n/a
Failure to enroll in a Court ordered program	3	3	3	3	3	3	3	3	3
Deny access to residence and/or search	3	3	3	3	3	3	3	3	3
Non-compliance with Electronic Monitoring Program	3	3	3	3	3	3	3	3	3
Failure to report at DRC	3	3	3	3	3	3	3	3	3
Failure to complete registration (sex, arson, drugs, gang)	3	3	3	4	4	4	3	3	3
Possession or narcotics, drugs and other contraband	4	4	4	4	4	4	4	4	4
Failure to complete a Court-ordered program	4	4	4	4	4	4	4	4	4
Non-compliance with Global Positioning Satellite	4	4	4	4	4	4	4	4	4
Failure to stay away from child safety zone	n/a	n/a	n/a	4	4	4	n/a	n/a	n/a
Failure to stay away from victim	4	4	4	4	4	4	4	4	4
Failure to not annoy, harass, threaten or strike victim	4	4	4	4	4	4	4	4	4
Possession of a firearm or prohibited weapon	4	4	4	4	4	4	4	4	4

Low Severity

High Severity

Table 1

Sanctions Table

(LEAST SEVERE)	Level 1 Sanctions	Behavioral Contract	PO has authority to choose from level 1 or 2 Sanctions without Supervisory approval so long as PO follows Guidelines for Graduated Violations and Sanction does not involve jail time.
		Offender submits itinerary	
		Refer to NA or AA meetings	
		Increase in number of NA or AA meetings attendance	
		More restrictive curfew	
		Community Service hours	
		Verbal admonishment by the probation officer	
		Re-referral to alcohol or drug education program	
		Re-referral to evidence based program	
		Thinking Report/Cost Benefit Analysis	
		Letter of Apology	
	Level 2 Sanctions	Verbal admonishment by the supervisor	
		Increase in the number of Community Service hours	
		Referral to WorkNet	
		Referral to Educational Services	
		Referral to Aggression Replacement Training (ART)	
		Referral to Moral Reconation Training (MRT)	
		Referral to Thinking for a Change (T4C)	
		Referral to Common Sense Parenting	
		Referral to Outpatient Substance Abuse Training (OSAT)	
		Referral to Pscyhological Evaluation	
		Increase in the frequency of alcohol and drug testing	
		Increase in the frequency of telephone, office, or home visits	
		Written Reprimand	
	Level 3 Sanctions	Increase level of supervision	Supervisor Review (Must follow required Court Procedures – e.g., Amended Conditions)
		Electronic Monitoring commitment	
		Global Positioning Satellite (GPS) commitment	
		Residential treatment	
		Extension of probation term	
		Amend conditions with added restriction/requirements	
		Inclusion of Ignition Interlock System	
		Inclusion of driving restriction	
		Increase in the number of community service hours	
		Daily call-ins	
		Referral to the Day Reporting Center	
		Referral to the Compliance Court Re-Entry Program	
		Referral to Drug Court	
		Issuance of a Bench Warrant	
		Increased level of supervision with zero tolerance	
		Extension of Probation term	
		Flash Incarceration (PRCS and LCS only)	
(MOST SEVERE)	Level 4 Sanctions	Jail time as condition of probation	Review with Revocation Review Committee

Table 2

Rewards Table

	Behavior	Suggested Responses
Level 1 Incentive	Keeping appointment Completing registration requirement Enrolling in program Engaging with family Applying for benefits Securing transportation Being present at Court hearing Using pro-social communication Improved social skills Improved physical health/hygiene Wearing neutral colors Diminished use of profanity Positive collateral contacts/reports	Verbal affirmation Note card with message Reward jar Tracking progress/successes
Level 2 Incentive	Sobriety (3 clean tests) New Pro-social activity Program attendance/participation Making restitution/fine payment (3 mos.) Associating with pro-social peers Positive attitude Coping skills Stable relationships Dealing with difficult situations well Regular reporting for office visits for 3 mos. Volunteering at child's school/activities Participation in a community activity Honesty Displaying appreciation for others Expressing genuine remorse Complete EBP Program	Achievement Jar Travel Pass Character Coupon Decreased testing Curfew changes Verbal affirmation by supervisor Note card with message
Level 3 Incentive	Tattoo removal Taking prescription medication Obtaining a driver's license Violation free for 6 months Phasing up in a program Enrolling in education/vocational program Getting a job Secure and maintain housing	Decreased frequency of reporting Reduced level of supervision Storyboard – Wall of Fame Certificate of Accomplishment Letter of Support Program scholarships Positive feedback to Court Informal Ceremony Verbal affirmation by administrator Gift card
Level 4 Incentive	High School Diploma/GED Completing a court-ordered program Case plan goal/objective completion Membership in organization Self-sufficiency Sobriety (1 year) Complete the DRC	Early termination Amend to informal probation Transfer to unsupervised caseload Public recognition Gift card Graduation Ceremony

Table 3

Task Id	Active	Name	Start date	Finish Date	Status	Dependency	Staff
A	**Yes**	**Project Initation**	**1/1/2013**	**12/31/2013**	**complete**		**Bob**
1	No	Develop preliminary project scope	11/1/2011	11/15/2011	complete		Bob
2	No	Identify business need	11/16/2011	12/31/2011	complete		Bob
3	No	Develop preliminary budget	1/1/2012	12/31/2012	in progress		Bob
4	No	Identify preliminary return on investment	1/1/2012	12/31/2012	in progress		Bob
5	No	Complete project charter	1/1/2013	3/30/2013	not started		Bob
B	**Yes**	**Project Planning**	**2/1/2012**	**4/30/2013**	**not started**		**Bob**
1	No	Identify project team/resources	5/30/2012	12/31/2012	complete		Bob
2	No	Prepare draft project schedule	6/1/2012	10/1/2012	complete		Bob
3	No	Conduct project kickoff meeting	6/1/2012	10/1/2012	complete		Luis
4	Yes	Develop project communication plan	10/1/2012	11/1/2012	in progress		Luis
5	Yes	Develop cost management plan	11/1/2012	12/1/2012	in progress		Bob
6	No	Develop schedule management plan	12/1/2012	12/30/2012	not started		Bob
7	No	Finalize project budget	1/1/2013	3/30/2013	not started		Bob
8	No	Ongoing project management	4/1/2013	4/30/203	not started		Bob
C	**No**	**Project Execution**	**7/1/2012**	**3/31/2013**	**not started**	**A and B**	**Bob**
1	No	Develop training materials	7/1/2012	8/31/2012	not started		Jane
2	No	Execute communication plan	9/1/2012	12/31/2012	not started		Luis
3	No	Develop software to track outcomes	1/1/2013	3/30/2013	not started		Harold
4	No	Develop new business processes	1/1/2013	3/30/2013	not started	Task C3	Bob
5	No	Deploy outcome tracking	1/1/2013	3/30/2013	not started	Task C4	Bob
6	No	Conduct training on new requirements	1/1/2013	3/30/2013	not started	Task C1	Jane
D	**No**	**Project Closing**	**4/1/2013**	**4/30/2013**	**not started**	**C**	**Bob**
1	No	Document all processess and materials	4/1/2013	4/30/2013	not started		Bob
2	No	Close out contracts	4/1/2013	4/30/2013	not started		Bob
3	No	Finalize budget	4/1/2013	4/30/2013	not started		Bob
4	No	Conduct closure survey of participants	4/1/2013	4/30/2013	not started		Bob
5	No	Conduct/document lessons learned	4/1/2013	4/30/2013	not started		Bob

Quality Assurance	Continuous Quality Improvement
Driven by regulatory and accrediting agencies	Internally driven, empowers all personnel to make improvements
Tends to focus on finding who is responsible for errors	Focuses on improving the system
Relies on inspections to identify errors	Seeks to prevent errors by continuously clarifying and improving processes
Periodically monitors quality	Continuously strives to improve quality
Management/Leadership top-to-bottom	Management/Leadership is shared governance role

Overall Goals

1. Define a Data Governance Processes for county data
2. Make recommendations for a county-wide data infrastructure
3. Determine the feedback process for data between the ==Data and Analysis workgroup== and other implementation workgroups or committees

Anticipated Outcomes

1. A framework for communicating shared ideas about program outcomes and research.
2. Effective strategies for evaluating programs and services in ==XXX== County
3. A process for identification and prioritization of infrastructure and technology to support data analysis

Members:

Representatives from Probation, Sheriff, District Attorney's Office, Public Defender, Courts, Information Technology, and Treatment (Behavioral Health, Substance Abuse or other service providers)

Planned Work

1. Determine what data is currently collected by agencies and how to access the data.
    a. Identify the data systems that are currently available within each agency
    b. Establish a framework for a standard data dictionary to be used across the County for high level reporting.
    c. Establish a set of high-level county indicators that will be reported to the CCP on a regular basis.
2. Identify evaluation methods for all long-term planning strategies workgroups for which some type of outcome measure is needed.
    a. Identify all Programs and activities
    b. Identify the type of data that is currently available within the affected programs.
3. Assist CCP in developing realistic outcome measures required to monitor Program effectiveness.
    a. Assist in defining baseline measurements required to establish future Program outcome measures.
    b. Define a repeatable process for sharing data needs between each agency and a data warehouse.
4. Identify data infrastructure needs to support data gathering and sharing across ==XXXX== County organizations.
    a. Identify current data systems currently existing within ==XXX== County agencies and organizations.
    b. Identify gaps between data system requirements and existing data systems.
    c. Provide recommendations for data infrastructure needs to support ongoing data management of performance indicators across ==xxxx== County.

Overall Goals

Anticipated Outcomes

Members:

Representatives from

Planned Work

- A shared list standardizing data content and data definitions within and between organizations
- A work group could define a data dictionary as a descriptive list of names, definitions, and attributes of data elements to be collected in an information system or database.

Steps in the process
1. Design a plan for the development, implementation, and continuing maintenance of the data dictionary.
2. Develop a data dictionary that integrates common data elements used across the organization or county.
3. Ensure collaborative involvement and buy-in of all key stakeholders when data requirements are being defined for an information system.
4. Develop an approvals process and documentation trail for all initial data dictionary decisions and for ongoing updates and maintenance.

Variable	Database Field Name	Data type	Format	Database
Probationer Last Name	PROB.person.lastname	String	--	Probation CMS
Probationer First Name	PROB.person.firstname	String	--	Probation CMS
Probation person ID	PROB.person_ID,	Unique ID	--	Probation CMS
Date of Birth	PROB.Person.DOB	date	YYYYMMDD	Probation CMS
Gender	PROB.Person.gender	category	1-Female, 2-Male	Probation CMS
Ethnicity	PROB.Person.ethnicity	category	1-Asian/PI, 2-African Am., 3-Hispanic, 4-Native Am., 5-White	Probation CMS
Event ID	PROB.event.ID	Unique ID	--	Probation CMS
Jail person ID	jail.bookings.jailID	Unique ID	--	Jail CMS
Jail Booking ID	jail.bookings.bookID	Unique ID	--	Jail CMS
Booking Reason	jail.booking.bookreason	category	1--Fresh Arrest, 2-Hold, 3-Violation	Jail CMS
Booking date	jail.booking.bookdate	date	YYYYMMDD	Jail CMS
Release date	jail.release.releasedate	date	YYYYMMDD	Jail CMS
Release Reason	jail.release.releasereason	category	1--OR, 2--time served, 3--hold expired, 4--Jurisdiction Expired	Jail CMS
Date of Birth	jail.booking.DOB	date	YYYYMMDD	Jail CMS
Gender	jail.booking.gender	category	1-Female, 2-Male	Jail CMS
Ethnicity	jail.booking.ethnicity	category	1-Asian/PI, 2-African Am., 3-Hispanic, 4-Native Am., 5-White	Jail CMS

These templates are meant as a resource for planning and structuring the measurement of strategies being used in counties. They look at measurement from a number of perspectives and "owners" of data. This document is set up to orient users around frameworks of measurement instead of particular definitions. These are all optional measures and meant to be ideas for things to implement locally.

- A frame work for measuring and defining recidivism locally.

- Logic models and outcome measures for:

    ○ Jail and alternative to Custody

    ○ Intensive Supervision

    ○ Treatment Services

    ○ Victim Services

    ○ Day Reporting Centers and Re-Entry Facilities

- Additional subpopulations and events

- Existing statewide reporting elements on realigned populations, as well as SB678 measures on Felony probationers

Recidivism Measurement Framework

Recidivism can be monitored and tracked in a variety of ways. Since criminal justice populations have different attributes, and movement through the system, knowing what different definitions say is important in correctly comparing populations and situations. When measuring recidivism locally, its important to identify different populations of interest, as well as a specific comparable point in time, and have a specific event to measure from.

Count of how many __**(A. population)** were _**(B. event)** within_(# of days) days after their last **(B. Event).**

(Population)

Pre-trial, Probationers (Felony or Misdemeanor), Parole, 1170h, PRCS

(Event)

1. Contacted by law enforcement

2. Freshly Arrested and Booked

3. Violations

      a. Intermediately Sanctioned for a violation (without return to court)

      b. Violation filed with the court

4. Court Actions

      a. Charge Filed by DA

      b. Convicted by Court

5. Post Sentence

      a. Completion of Supervision

      b. Release from Custody

Alternatives to Custody

Issue or Strategy	Strategy Metrics	
Ensure incarceration resources are allocated in a cost effective way *Goals* ● Safely manage defendants pending trial ● Maximize and efficiently utilize jail space ● Maximize the use of work alternative program and electronic monitoring. *Associated Funded Strategies:* ● Electronic Monitoring ● Jail Beds ● Supervised OR/Pre-Trial Program	*Outputs* 1 Average daily population in County jail 2 Average Daily Population on electronic monitoring 3 Average Daily Population on work program 4 % of inmates pre-sentence 5 Average Daily Population of defendants on Supervised OR 6 % of pre-trial defendants released to supervised OR 7 % of sentenced offenders placed on an Alternative to custody program	*Outcomes* 1 *Supervised OR* a *Percentage of defendants on supervised OR who do not commit a new crime while pending trial* b *Percentage of defendants on supervised OR who appear for a court hearing* 2 *Work program* a *Percentage of offenders who do not commit a new crime while on work program* b *Percentage of offenders who successfully complete work program* 3 *EM* a *Percentage of offenders who do not commit a new crime while on EM* b *Percentage of offenders who successfully complete EM*

Intensive Supervision of High Risk Offenders

Issue or Strategy	Strategy Metrics	
	Outputs	*Outcomes*
Focus resources and services on offenders with highest risk of re-offense *Associated Funded Strategies:* • All high risk offenders are case managed according to risk • All high risk offenders assigned to a Probation Officer on a caseload of 1-50 • All high risk offenders will be needs assessed	1 Percentage of offenders who are high risk offenders. 2 Percentage of high risk offenders who are assigned to a probation caseload of 50 or fewer 3 Percentage of high risk clients who receive a needs assessment 4 Percentage of offenders who receive referrals to services and interventions that address needs identified in needs assessment	1 *Percentage of High Risk clients who commit a new crime while under supervision* 2 *Percentage of High Risk Clients who have their probation revoked (By type of revocation: technical or new offense)* 3 *Percentage of high risk offenders who successfully complete supervision* 4 *% of low risk offenders at time of assessment who commit a new crime while under supervision*

Treatment Services

Issue or Strategy	Strategy Metrics	
	Outputs	*Outcome*
Provision of services to high risk clients/offenders *Associated Strategies (Funded):* • Funding for correctional interventions and support services	1 # of Offenders needs Assessed 2 Breakdown of Needs assessment scores and priority for active Population 3 Percentage of Offenders who are referred to treatment/interventions of referrals indicated by their needs assessment 4 Percentage of clients who accept referrals in the referred service areas 5 Percentage of clients who receive (accept) referrals in the following possible services areas: -Substance Abuse ==Outpatient ==Residential -Housing ==Housing Assistance ==Emergency Homeless -Mental Health Case Management -Cognitive Programs (Big 4 criminogenic Needs) -General Education/Diploma -Employment Assistance	1 *Percentage of offenders who successfully complete plan expectations* 2 *Percentage of offenders who are employed/housed/sober after 1 year of completion depending on referral type*

Victims Services

Issue or Strategy	Strategy Metrics	
	Outputs	**Outcomes**
Provide services and support for the victims of crime *Associated Funded Strategies:* • Staffing for DA's office of victim services	1 # of people notified of their offender being released (PRCS, 1170h, probation, etc) 2 # of victims served by Victims Service 3 Percentage of cases where restitution is ordered	1 *% of Restitution collected* 2 *% of victims who are re-victimized* 3 *% of victims re-victimized by the same person*

Day Reporting Center/Re-Entry Facility

Issue or Strategy	Strategy Metrics	
Provide an alternative to incarceration, or transition services *Associated Funded Strategies:* ● Service and slots at a contracted or in-house Reentry Facility	● # of Offenders who are referred to treatment/interventions at a DRC indicated by their needs assessment ● Percentage of clients who accept referrals in the referred service areas ● Percentage of clients who receive (accept) referrals in the following possible services areas: -Substance Abuse ==Outpatient ==Residential -Cognitive Programs (Big 4 criminogenic Needs) -General Education/Diploma -Employment Assistance	**Outcomes** 1 *Percentage of offenders who successfully complete program plan expectations* 2 *Percentage of offenders who complete the program with no new returns to custody for new crimes or violations*

Additional Sub-populations or events

Once the basic measures are in place, measures can be subdivided by demography as well as other events to create measures that look at specific business practices or concerns in the community.

Demography-Static (Unique Identifier for the person)	Demography -Dynamic (Unique Identifier for each change in status with effective date, connected to the person)	Law Enforcement Events (Unique ID for each event, connected to a person by date)	Probation Events (Unique ID for each referral for a term of probation, and event connected to a person by date)

1 DOB
2 Gender
3 Ethnicity
4 Risk Assessment data (static)
5 Needs Assessment data (static)
	1 Address
	2 File status (Active/Inactive)
	3 Caseload type
	4 Risk Assessment data (dynamic)
	5 Needs Assessment data(dynamic)
		1 Booking into Jail
		  a Violation
		  b Fresh Arrest
		2 New arrests by type of charge
		3 New convictions by type of charge
		4 Returns to custody (Flash, etc)
			1 Probation start
			2 Termination type
			3 Warrant
			4 Warrant Recalled
			5 VOP filed
			6 Referral for treatment services

Existing Statewide Realignment Data Collection

Using the data already sent to the state as aggregate information, counties can use this data to do standard reporting to either outside stakeholders, or others in between the time it may take to develop more detailed program measures.

Supervision Measures (CPOC)(Monthly October 2011 to Present)

PRCS	1170h
1 PRCS Offenders Released:	1 1170h(a) Jail Custody Only
2 PRCS Warrant-Before appearing:	2 1170h(b) split sentences
3 PRCS Closures (6-12months):	3 Current 1170(b) offenders being supervised
4 PRCS Closures (1 year):	4 1170h(b) Recidivism
5 PRCS Recidivism	5 1170h(b) completions
6 PRCS Closures (18 months +):	
7 Current PRCS Cases	
8 Current PRCS Warrant-After appearing	
9 PRCS Completions	

Custody Measures (CSSA)(Monthly October 2011 to present)

1170h	PRCS	Parole Violators
1 *Number of offenders sentenced to local custody, 1170h*	1 *Number of PRCS offenders booked on a PC 3454 (c) flash incarceration only*	1 *Number of persons booked on a PC 3056 parole violation only during the month*
2 *Number of offenders released to a sheriff's alternative custody program*	2 *Number of PRCS offenders booked during the month*	2 *Number of parole violators serving jail time as a result of revocation hearing*
3 *Number of offenders in a sheriff's alternative custody program returned to custody*	3 *Number of PRCS offenders booked with a new local charge(s)*	3 *Number of parole violators booked with new local charges*
	4 *Number of PRCS offenders serving jail time as a result of a revocation hearing*	4 *Number of parole violators serving a local sentence*

SB678 Felony Probation Measures (Quarterly, 2010 to Present)

1. Felony Probation Prison Revocation 2. Revocation for a New offense 3. Revocations to Jail (1170h) 4. Revocation to for a Jail New offense (1170h) 5. All Probation revocations	6. Probation Population 7. New Grants of Felony probation	8. All Probation completions 9. Unsuccessful Completions 10. Probationers with Convictions 11. Probations with new felony Convictions