

FY 2023 PERFORMANCE PLAN

Community Corrections Unit (CCU)		BHD-CSE	Teya West, x0126		
Program Purpose	Ensure adherence and compliance to court orders through supervising, assisting, and motivating offenders who receive sanctions or alternatives to incarceration.				
Program Information	<ul style="list-style-type: none"> Created in 2000 following the 1995 enactment of Virginia’s Comprehensive Community Corrections Act. CCU is part of a network of criminal justice service agencies. Currently, there are 37 local probation and pretrial agencies operating in Virginia. Provides alternatives to incarceration for offenders who are within the criminal justice system and who primarily originate from the General District Courts. Provides supportive and rehabilitation services to ensure their safety and assist with transitioning out of incarceration and into a productive societal role. Provides local offenders with referrals to diverse correctional programs and services. Examples include substance use education, counseling, and treatment, mental health counseling and treatment, anger management, and domestic violence treatment, sex offender treatment, and life skills education. These referrals are either ordered by the courts or instructed by the probation officer. Oversees the day-to-day operations for Arlington (primary) and the City of Falls Church (local probation services) to ensure support and access to high-quality services and probation-required programs. Provides research-based, validated risk/need assessments for offenders and refers them to the services appropriate to those risks and needs. Partners and stakeholders include the Commonwealth Attorney’s Office, Public Defender’s Office, the Arlington Sheriff’s Office, OAR, A-SPAN, and the Residential Program Center. 				
Service Delivery Model	<ul style="list-style-type: none"> Services were offered in a hybrid format in FY 2023, with the majority of services being provided in-person. Video and phone contacts were utilized when appropriate, such as when a client or staff member was ill. Virtual services enabled the program to maintain continuity of care for these clients and keep them from falling through the cracks. A similar service delivery mix is anticipated for FY 2024. 				
PM1: How much did we do?					
Staff	<ul style="list-style-type: none"> Total 4 FTEs: <ul style="list-style-type: none"> 1 FTE Supervisor 2 FTE Probation Officers 1 FTE Administrative Assistant 				
Customers and Service Data		FY 2020	FY 2021	FY 2022	FY 2023
	Total Clients Supervised	213	154	124	261
	New Placements for Supervision	95	147	116	166
PM2: How well did we do it?					
2.1	Average number of days clients spend on supervised probation (Average Length of Supervision)				

FY 2023 PERFORMANCE PLAN

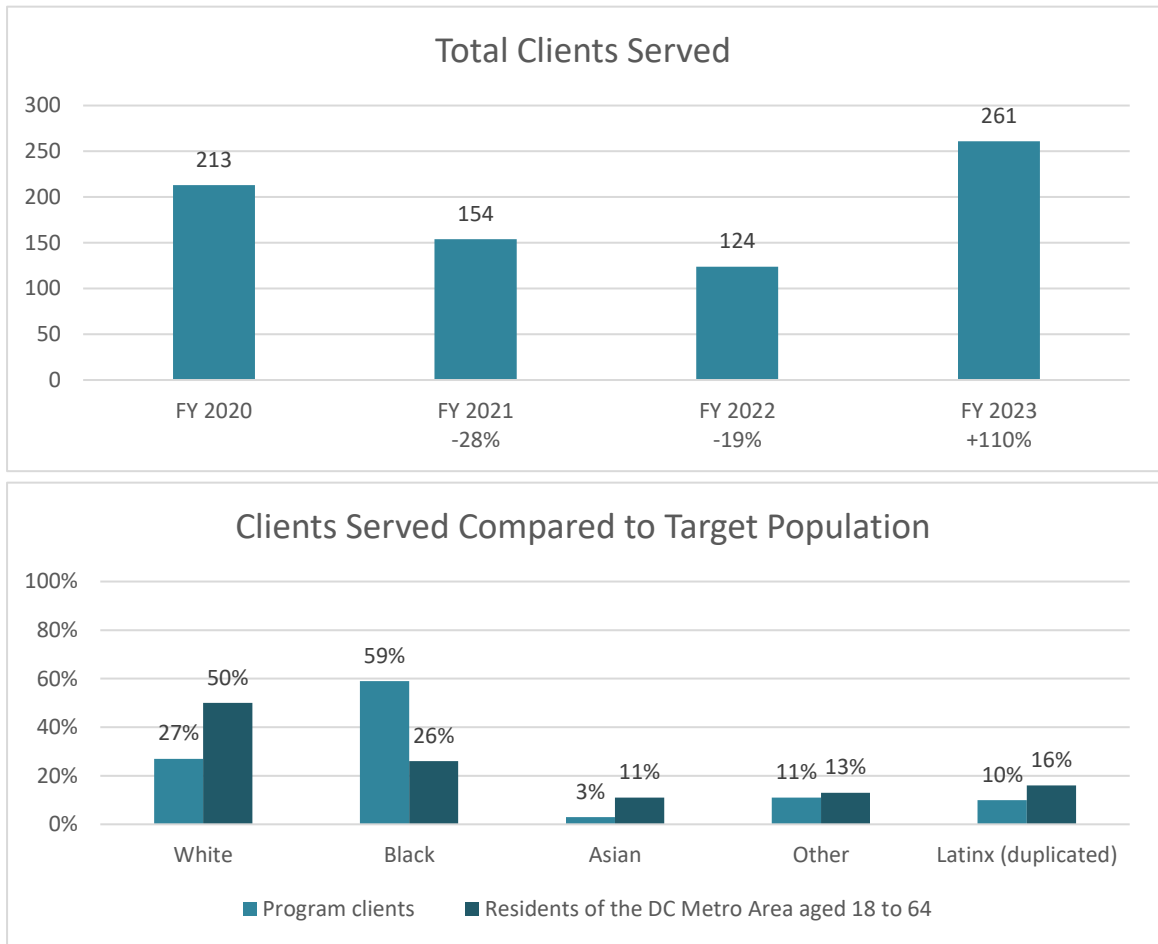
2.2	Average daily caseload
2.3	Customer satisfaction
PM3: Is anyone better off?	
3.1	Clients completing supervised probation per count order

FY 2023 PERFORMANCE PLAN

Community Corrections Unit

Measure 1 Total clients served (unduplicated)

Data



Data Summary

- Data is tracked through state systems, with manual data retrieval by program supervisor.

What is the story behind the data?

- Up until FY 2023, cases had been decreasing due to the COVID-19 pandemic. Courts were closed for many months in order to maintain public health safety standards, and when they reopened they had a significant backlog of cases to get through. This resulted in a significant decrease in the number of clients referred by the Courts. Program referrals began to increase dramatically at the end of FY 2022, with FY 2023 client counts increasing beyond pre-pandemic levels.
- The program had to be mindful and purposeful in scheduling to ensure that all clients were appropriately seen. The Community Corrections Unit coordinated with agency partners, such as the Behavioral Health Docket, to determine when a client would be seen by that program. They would then strive to contact the client on the same day, ensuring integrated and holistic care.
- Black individuals make up a large percentage of program participants, which may be reflective of disparities present in the justice system. Clients are not self-selecting, instead referred to the program by the courts.

FY 2023 PERFORMANCE PLAN

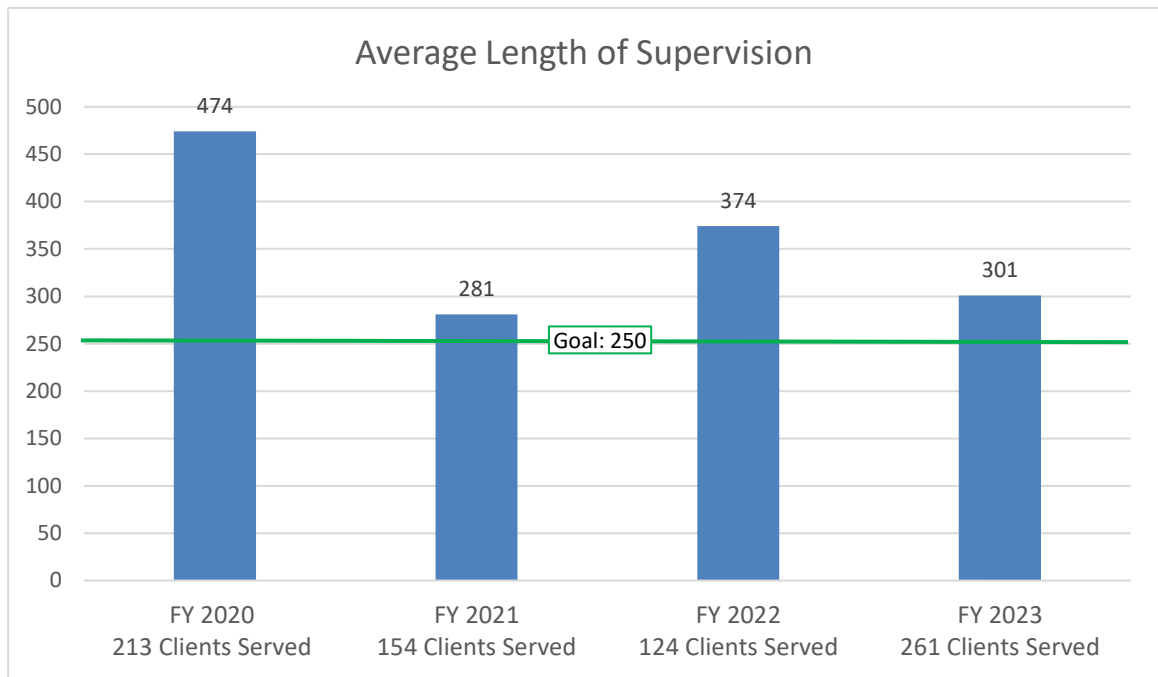
Recommendations	Target Dates
<ul style="list-style-type: none">Continue strong partnerships and communication with the court to ensure that appropriate clients are referred to the community corrections program.	<ul style="list-style-type: none">Ongoing
Forecast	
<ul style="list-style-type: none">The program anticipates serving 261 clients in FY 2024, as referrals from the court are expected to remain steady.	

FY 2023 PERFORMANCE PLAN

Community Corrections Unit

Measure 2.1 Average number of days clients spend on supervised probation

Data



Data Summary

- The above graph represents supervision time necessary for clients to complete treatment requirements and/or special conditions ordered by the Court.
- Average Length of Supervision (ALOS) was 474 days in FY 2020, declined to 281 days in FY 2021, and then increased in FY 2022 to 374 days. It declined in FY 2023 to 301 days, which was still above the goal of 250 days.
- Criminally engaged clients occasionally are serving other sentences and are not available immediately after referral to the CCU for supervision.
- Data is tracked through state systems, with manual data retrieval by program supervisor.

What is the story behind the data?

- The primary driver for the average above the goal in FY 2023 was the continued increase in case complexity noted in FY 2022. These more complex cases carried longer supervision times, which increased the overall average. Virginia recently legalized marijuana, which led to a decrease in clients serving first-time possession charges. These clients often had shorter supervision times, which decreased the overall average length of supervision.
- In FY 2023, supervision times decreased due to a number of team efforts. When clients fulfilled all the special conditions ordered by the Court, staff would write to the Court asking for early termination. Additionally, staff notified Court of probation violations such as absconding in a timely manner.
- Length of Supervision is set at one, two and three years by the Court. Occasionally the Court orders consecutive sentences, which increases supervision time. In FY 2023, the program noted that more clients were being placed on two-year supervision terms, which increases the overall average.
- Collaboration with behavioral healthcare staff has enabled faster placement of clients in mental health and substance use services.

FY 2023 PERFORMANCE PLAN

- The ALOS data fluctuates yearly and many factors impact these numbers, including client failure to cooperate, new arrests, criminal detention including ICE arrest, return to Court for non-compliance (violation of probation, failure to cooperate, etc.), length of treatment, unsuccessful discharges from treatment and then reengagement, and lack of client resources.
- While clients may be referred for probation in lieu of a 12-month sentence (six months to serve in jail), completion of services often requires in excess of 12 months, which often involves extending the length of supervision.
- From start to completion of treatment objectives or court-ordered special conditions, a commitment of time and energy by staff and client as well as availability will affect whether clients achieve all agreed upon supervision goals.
- In the fourth quarter of FY 2020, many cases that were set to go to court and be closed were continued due to the courts being shut down by the Covid-19 pandemic, leading to a significant rise in the average length of supervision.

Recommendations	Target Dates
<ul style="list-style-type: none"> • Continue to assist clients and treatment staff using effective communication and motivational interviewing. Probation Officers will continue providing help and support within the community where clients are receiving services when requested and needed. 	<ul style="list-style-type: none"> • Ongoing
<ul style="list-style-type: none"> • Maintain collaboration with other programs within the Behavioral Healthcare Division of DHS. 	<ul style="list-style-type: none"> • Ongoing
<ul style="list-style-type: none"> • Continue to notify the Courts as early as possible (or provide notification to the sending district for transfer cases) seeking case closure. 	<ul style="list-style-type: none"> • Ongoing
<ul style="list-style-type: none"> • Consider excluding clients who abscond or who did not report to services from this measure in future years. 	<ul style="list-style-type: none"> • FY 2024 Q1

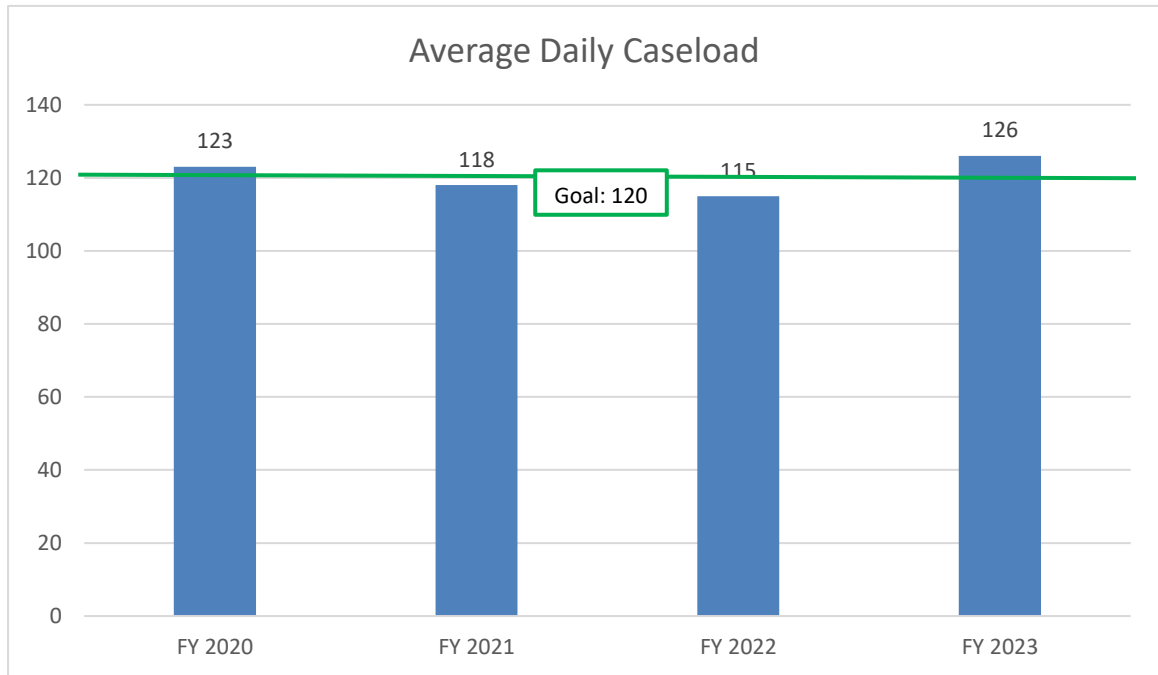
Forecast
<ul style="list-style-type: none"> • CCU anticipates an average length of supervision of 301 days in FY 2024, as the factors that have led to longer supervisions will persist.

FY 2023 PERFORMANCE PLAN

Community Corrections Unit

Measure 2.2 Average Daily Caseload

Data



Data Summary

- In FY 2023, average daily caseload for the program was 126, an increase from FY 2022.
- Court and transfer referrals drive average daily caseloads.

What is the story behind the data?

- The increase in FY 2023 is primarily due to two factors – the significant increase in clients from prior years, and the fact that a position was empty for much of the fiscal year. The CCU continues to operate at total capacity while being understaffed.
- To manage the increasing number of clients in FY 2023 while being understaffed, the CCU Supervisor assumed the duties of a probation counselor along with the supervision and oversight of the CCU day-today operation.
- Beginning in FY 2022, the Community Corrections Unit engaged in a strong partnership with the new Behavioral Healthcare Docket program. The Docket is designed to meet the needs of clients with significant mental illness challenges, and involves multiple criminal justice, mental health and clinical practitioners. The two teams met twice weekly for two to three hours each, and CCU staff do biweekly home visits, urine screenings, court appearances, and GPS monitoring for docket clients. The comprehensive wrap-around services these clients receive are time intensive but help ensure that they can pursue treatment in the community rather than in a correctional facility. In FY 2023, nine behavioral healthcare docket clients were served.
- This work with the Behavioral Healthcare Docket continued in FY 2023, and the program saw a number of positive results including the successful graduation of multiple clients.

Recommendations

- Continue collaborations that focus on the challenges of supervision within the community.

Target Dates

- Ongoing

FY 2023 PERFORMANCE PLAN

<ul style="list-style-type: none">Review national standards to determine an appropriate goal for this measure.	<ul style="list-style-type: none">FY 2024 Q2
<ul style="list-style-type: none">Train a new community corrections officer to focus on the Behavioral Healthcare Docket clients, providing in depth and collaborative care to these clients as they work towards rehabilitation.	<ul style="list-style-type: none">January 2024
Forecast	
<ul style="list-style-type: none">The CCU anticipates an average daily caseload of 115 clients in FY 2024.	

FY 2023 PERFORMANCE PLAN

Community Corrections Unit

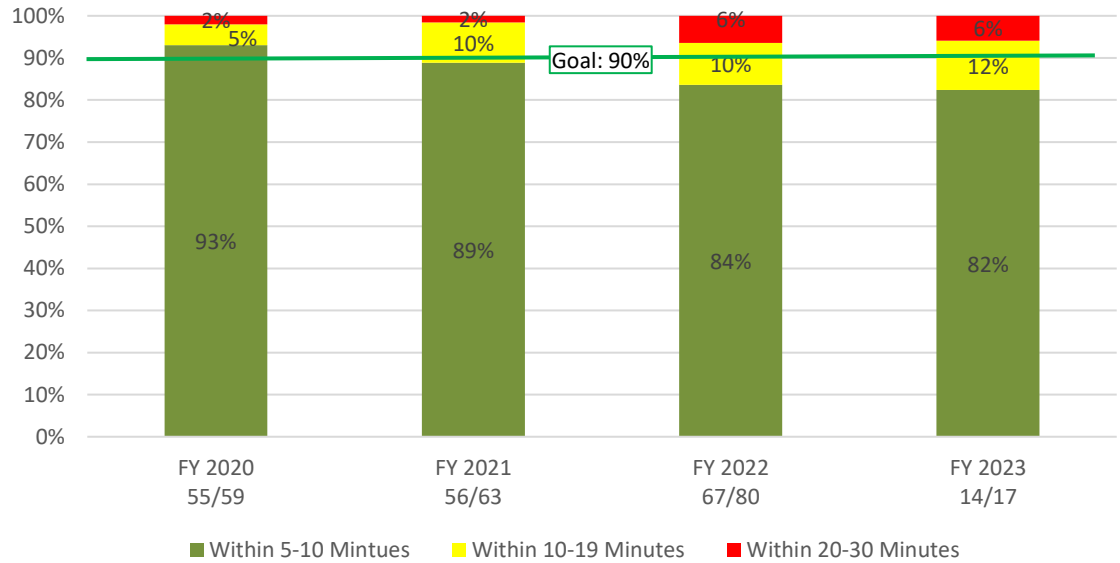
Measure

2.3

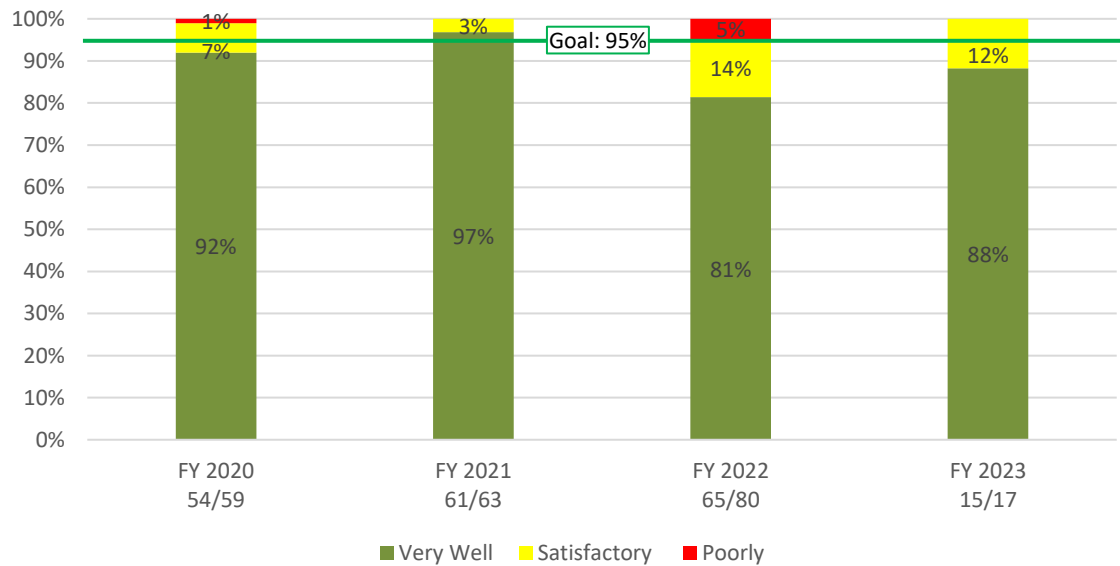
Customer satisfaction

Data

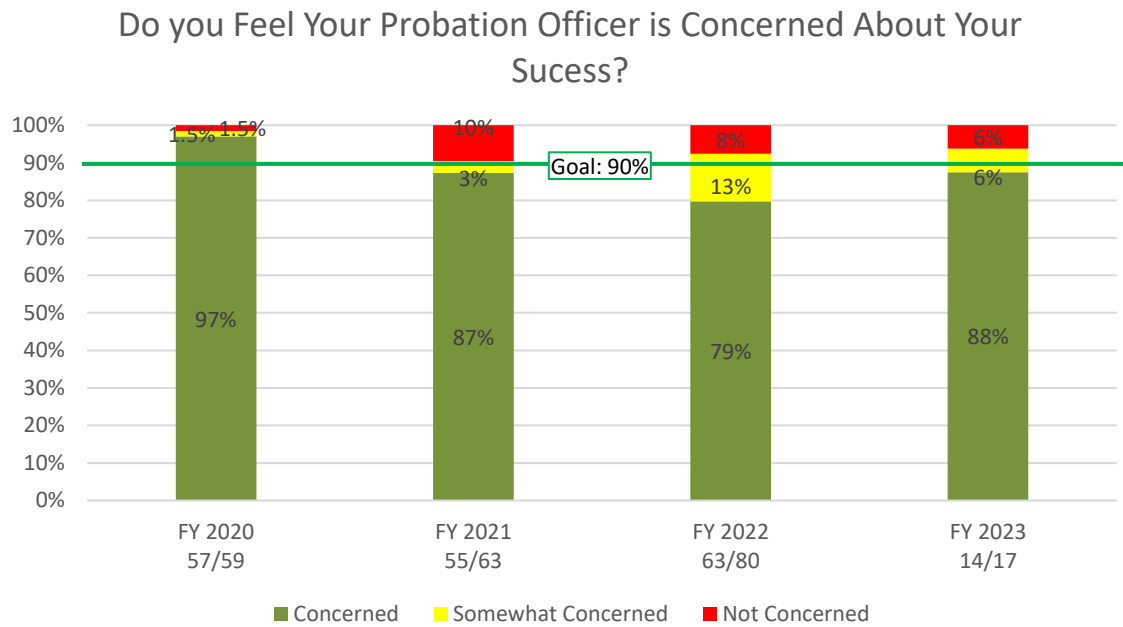
Were You Seen by CCU in a Timely Manner?



How Do You Feel You Were Treated by CCU?



FY 2023 PERFORMANCE PLAN



Data Summary

- Customer satisfaction levels continued to remain high.
- Customer surveys are for new court referrals only (this includes supervision services and substance-use education). The survey is available in English and Spanish.
- A number of surveys were accidentally discarded in FY 2023, and survey response rate could not be calculated. The surveys collected represent 10% (17/166) of new clients.

What is the story behind the data?

- There are few surveys for FY 2023 because many of them were accidentally discarded. The surveys were kept in a box that was mistaken for trash and was removed from the Community Corrections office. Program staff were unable to retrieve them after their removal.
- The seventeen surveys that were collected were quite positive, in line with prior program surveys. In the newly added comments section, clients reported that staff showed them kindness and respect, and that they feel like the staff members truly care about their treatment.
- Customer surveys are provided at the initial intake interview. Responses from clients with prior experience in the criminal justice system may reflect that prior experience. Often, after several interactions with their probation officer, these clients report more positive feelings about the level of help received through the CCU probation office.
- Feedback received from program partners, such as judges, has been very positive.

Recommendations

- Continue to obtain feedback via annual meetings with judges, in addition to client surveys.
- Collect surveys in a clearly identifiable survey box that will not be discarded

Target Dates

- Ongoing
- FY 2024 Q1

FY 2023 PERFORMANCE PLAN

<ul style="list-style-type: none">• Print the surveys on color coordinated paper – one color per quarter – in order to track quarterly trends	<ul style="list-style-type: none">• FY 2024 Q1
<ul style="list-style-type: none">• Consider options for alternative survey methods. These could include a digital survey accessed via QR code, a mounted iPad, or more options.	<ul style="list-style-type: none">• FY 2024 Q2
Forecast	
<ul style="list-style-type: none">• In FY 2024, CCU anticipates that customer satisfaction will achieve 90% or above in all areas.	

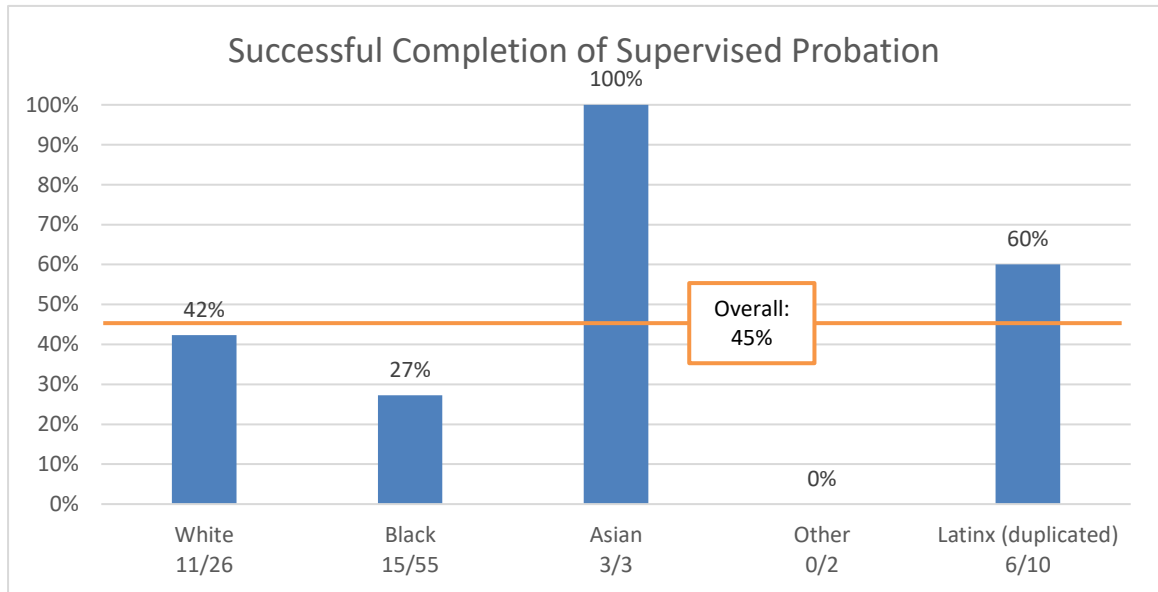
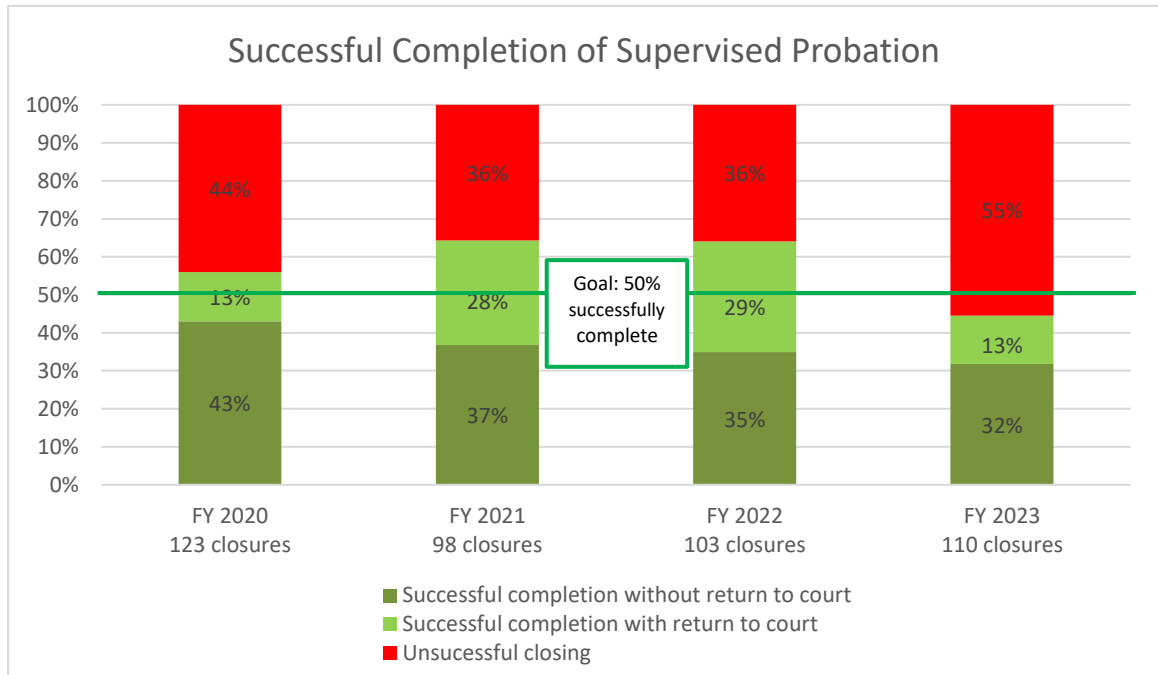
Community Corrections Unit

Measure

3.1

Clients completing supervised probation per count order

Data



Data Summary

- Successful and unsuccessful closing data is obtained from a state data system. Probation officers manually capture the number of cases closed each month that did not require court intervention to successfully complete all terms and conditions of supervised probation. Clients do not successfully complete the program if they are closed due to violation of probation or new criminal charges.
- Clients who transfer out of jurisdiction are excluded from this measure.
- Client demographic data was manually tracked for inclusion in the FY 2023 PMP. Data was not captured for the 14 clients who had successful completion with return to court, and they are excluded from the racial equity chart.

FY 2023 PERFORMANCE PLAN

What is the story behind the data?

- In FY 2023, 110 clients closed to the Arlington CCU. Of these clients, 45% successfully completed the program, a significant decrease from prior years.
- In FY 2023, it was noted that the largest unsuccessful completion type was “absconding from treatment” (37 clients, 34%). This occurs when the probation officers are no longer able to contact the client (17 clients), or if the client does not respond to initial outreach (20 clients). In FY 2023, there was a significant increase in unhoused clients, many of whom may not have had a working cell phone. When program staff reached out to these clients to book an initial meeting, many did not respond and were thus marked as unsuccessful completions.
- In FY 2023, 21 clients (19%) were charged with an additional crime. Those clients reentered the legal system and were marked as unsuccessfully completing treatment. This was a higher number than in previous years. Program staff noted that clients experienced more compounding challenges than in prior years, such as substance abuse, mental health issues, and extended historical involvement with the legal system. These factors impacted their path through treatment to recovery.
- Integration of CCU into the Department of Human Services has promoted more rapid connection to services for clients, facilitating high completion rates. A process to identify clients who were placed on supervised probation and were receiving county services was implemented in FY 2019 and will continue in FY 2024.
- Probation officers have increased outreach efforts in the community to engage clients who fail to report before they require law enforcement agencies and possibly detention and/or commitment. This outreach is particularly important for facilitating successful completion of probation for clients with behavioral health challenges.
- Completion numbers are directly impacted by probation expiration, the Court’s willingness to allow early closure of supervision, client willingness to “buy in” to a plan for success, and the CCU working collaboratively with other service providers, stake holders, and the community.

Recommendations	Target Dates
<ul style="list-style-type: none"> • Collect client e-mail addresses upon referral so that they can be outreached in the event that their phone numbers do not work. 	<ul style="list-style-type: none"> • FY 2024 Q1
<ul style="list-style-type: none"> • Consider ways to connect clients without phones to phones, including procuring phones as a program and distributing them to clients. 	<ul style="list-style-type: none"> • FY 2024 Q2
<ul style="list-style-type: none"> • Discuss with law enforcement partners possible strategies to get clients to connect to services, including the usage of incentives. 	<ul style="list-style-type: none"> • FY 2024 Q3
<ul style="list-style-type: none"> • To help clients avoid recommitting crimes, try referring clients to cognitive-behavioral programs designed to help offenders develop pro-social thinking and problem-solving skills, ensuring eligible clients are referred to substance abuse and mental health assessments and treatments, and completing case plans to ensure buy-in from the client. 	<ul style="list-style-type: none"> • Ongoing
<ul style="list-style-type: none"> • Maintain strong communication with judges of General District Court; meet biannually to determine if their needs are met. 	<ul style="list-style-type: none"> • Ongoing

FY 2023 PERFORMANCE PLAN

<ul style="list-style-type: none"> Maintain good relations with stakeholders, service provider partners, to ensure that communications and energy directed towards program completions remain as strong as possible. 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Continue reviewing cases bi-weekly with staff to identify client needs, issues, and steps going forward to achieve program completion. 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Continue identifying opportunities for ongoing training related to motivating criminally engaged clients, such as Cognitive Behavioral Training by FY 2026. 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Maintain process to monitor this data on a regular basis. 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Review the cases of black clients who did not complete supervised probation in FY 2023. Determine if there were any identifiable trends that can be acted upon for FY 2024 and beyond. 	<ul style="list-style-type: none"> FY 2024 Q2
<ul style="list-style-type: none"> Simplify the measure to track successful completions and unsuccessful completions only, removing the subcategories delineating return to court 	<ul style="list-style-type: none"> FY 2024 Q4
Forecast	
<ul style="list-style-type: none"> In FY 2024, it is anticipated that 50% of clients will successfully complete the program 	