

**FY 2022 PERFORMANCE PLAN**

<b>Community Corrections Unit (CCU)</b>		<b>BHD-CSE</b>	<b>Teya West, x0126</b>		
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"> <li>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.</li> <li>Provides alternatives to incarceration for offenders who are within the criminal justice system and who primarily originate from the General District Courts.</li> <li>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.</li> <li>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.</li> <li>For FY 2022 the CCU received funds totaling \$278,686 from Arlington County and \$190,060 from the Virginia Department of Criminal Justice Services.</li> </ul>				
Service Delivery Model	<ul style="list-style-type: none"> <li>Services were offered in a hybrid format in FY 2022, with the majority of services being provided in-person.</li> <li>Video and phone contacts were utilized when appropriate, such as when a client or staff member was in quarantine due to the COVID-19 pandemic. Virtual services enabled the program to maintain continuity of care for these clients and keep them from falling through the cracks.</li> <li>A similar service delivery mix is anticipated for FY 2023.</li> </ul>				
<b>PM1: How much did we do?</b>					
Staff	<ul style="list-style-type: none"> <li>Total 4 FTEs:                             <ul style="list-style-type: none"> <li>1 FTE Supervisor</li> <li>2 FTE Probation Officers</li> <li>1 FTE Administrative Assistant</li> </ul> </li> </ul>				
Customers and Service Data		<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>
	Total Clients Supervised	194	213	154	124
	New Placements for Supervision	166	95	147	116
<b>PM2: How well did we do it?</b>					
2.1	Average number of days clients spend on supervised probation (Average Length of Supervision)				
2.2	Average daily caseload				
2.3	Customer satisfaction				
<b>PM3: Is anyone better off?</b>					

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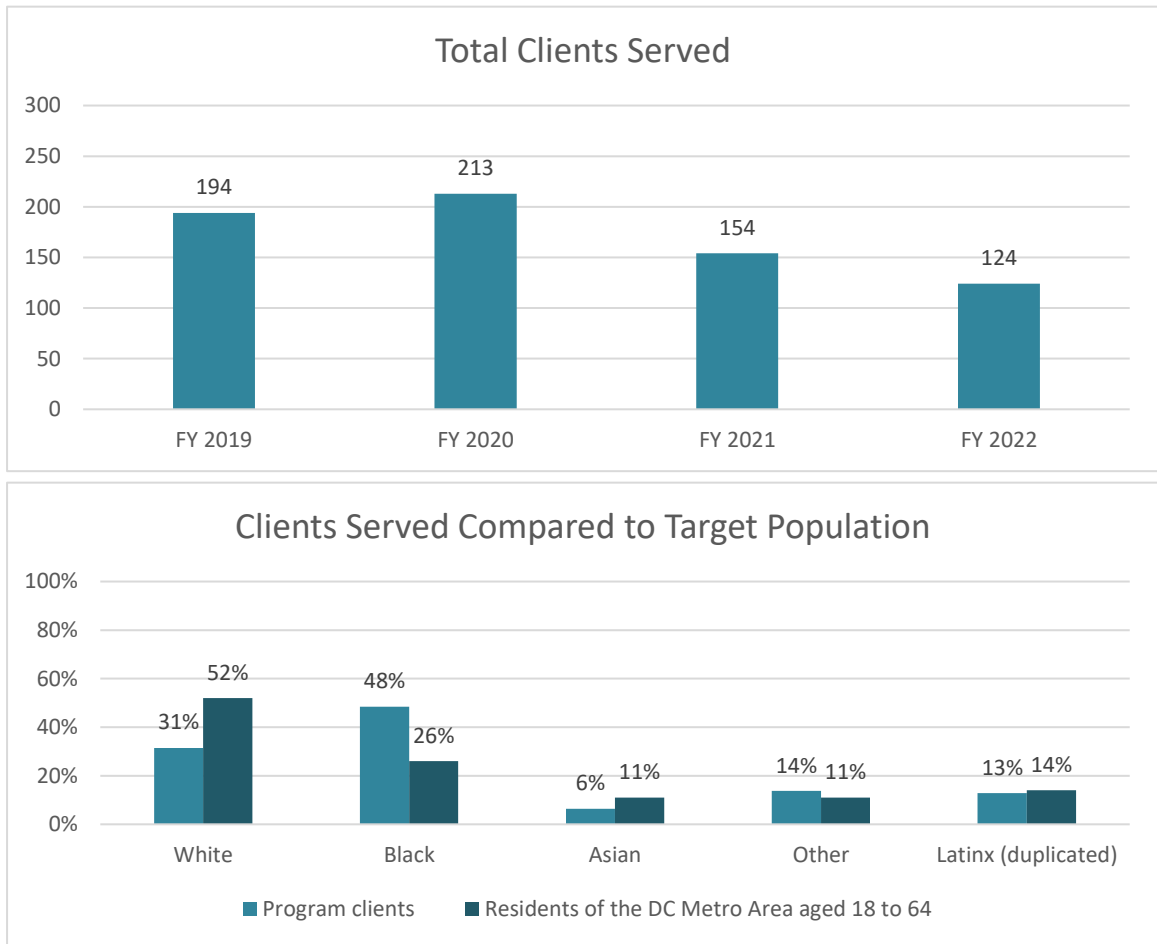
3.1	Clients completing supervised probation per count order
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Community Corrections Unit

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?

- Due to the COVID-19 pandemic, the Courts were closed from March 2020 through the end of the fiscal year. This resulted in a significant decrease in the number of clients referred by the Courts to receive services from the CCU. Services were continued virtually, and in-person contacts with clients did not resume until mid-September 2020. Even though the courts reopened in 2020, there was a backlog of cases for them to get through, which impacted the number of clients referred to the program. This persisted in FY 2022, as fewer clients referred to the program led to fewer clients overall served by the program.
- As FY 2022 continued, program referrals increased. This trend is expected to continue as the courts resume normalcy.
- CCU’s cases remain at approximately 31% over the projected supervision capacity of 90.
- Black individuals make up a large percentage of program participants, which may be reflective of disparities present in the justice system.

Recommendations

Target Dates

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<ul style="list-style-type: none"><li>• Continue strong partnerships and communication with the court to ensure that appropriate clients are referred to the community corrections program.</li></ul>	<ul style="list-style-type: none"><li>• Ongoing</li></ul>
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**Forecast**

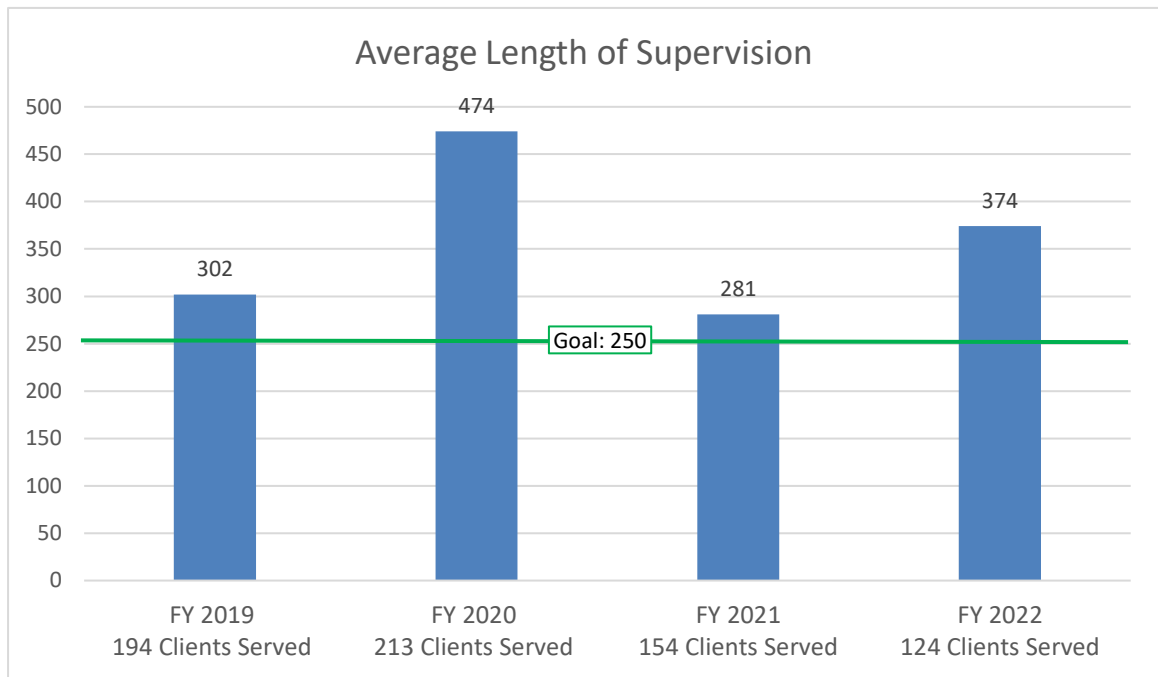
<ul style="list-style-type: none"><li>• The program anticipates serving 160 clients in FY 2023, as referrals from the court continue to increase.</li></ul>
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**Community Corrections Unit**

**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 302 days in FY 2019, increased to 474 in FY 2020, then declined to 281 days in FY 2021. It once again increased in FY 2022, this time to 374 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 longer average in FY 2022 was an increase in case complexity. 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.
- Length of Supervision is set at one, two and three years by the Court. Occasionally the Court orders consecutive sentences, which increases supervision time.
- 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.

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- 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**

- 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.

- Ongoing

- Maintain collaboration with other programs within the Behavioral Healthcare Division of DHS.

- Ongoing

- Continue to monitor treatment participation data.

- Ongoing

- Continue to notify the Courts as early as possible (or provide notification to the sending district for transfer cases) seeking case closure.

- Ongoing

**Forecast**

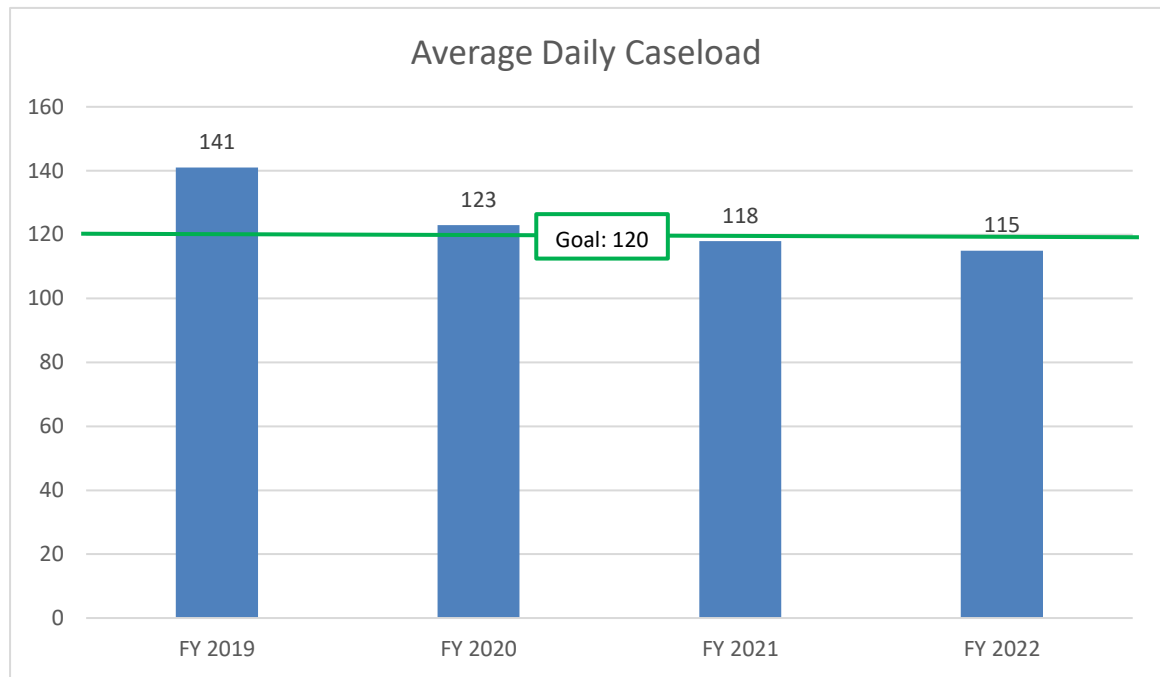
- CCU anticipates an average length of supervision of around 374 days in FY 2023, as the factors that have led to longer supervisions will persist.

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**Community Corrections Unit**

**Measure**      2.2      Average Daily Caseload

**Data**



**Data Summary**

- In FY 2022, average daily caseload for the program was 115, a similar level to FY 2021.
- Court and transfer referrals drive average daily caseloads.
- When the program initially launched, the intended/anticipated average daily caseload was for 90 clients.

**What is the story behind the data?**

- Criminal-justice partners (judges, commonwealth’s attorney, defense attorneys) expanded their reliance on effective probation supervision and its impact on community safety.
- Some of the contributing factors for the reduced average daily caseloads in FY 2021 was the decline in referrals from the Courts for health and safety purposes due to the Covid-19 pandemic and the near elimination of transfer cases from state-wide jurisdictions. These elements persisted in FY 2022.
- In FY 2022, the Community Corrections Unit engaged in 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.

**Recommendations**

- Caseloads are unpredictable because crime rates and criminal activities are unpredictable and uncontrollable. The CCU Probation Office will continue to maintain its focus on clients

**Target Dates**

- Ongoing

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receiving services in the community instead of serving time in jail.	
<ul style="list-style-type: none"><li>Continue collaborations that focus on the challenges of supervision within the community.</li></ul>	<ul style="list-style-type: none"><li>Ongoing</li></ul>
<b>Forecast</b>	
<ul style="list-style-type: none"><li>The CCU anticipates an average daily caseload of 120 clients in FY 2023, as the number of clients continues to increase with more court referrals.</li></ul>	



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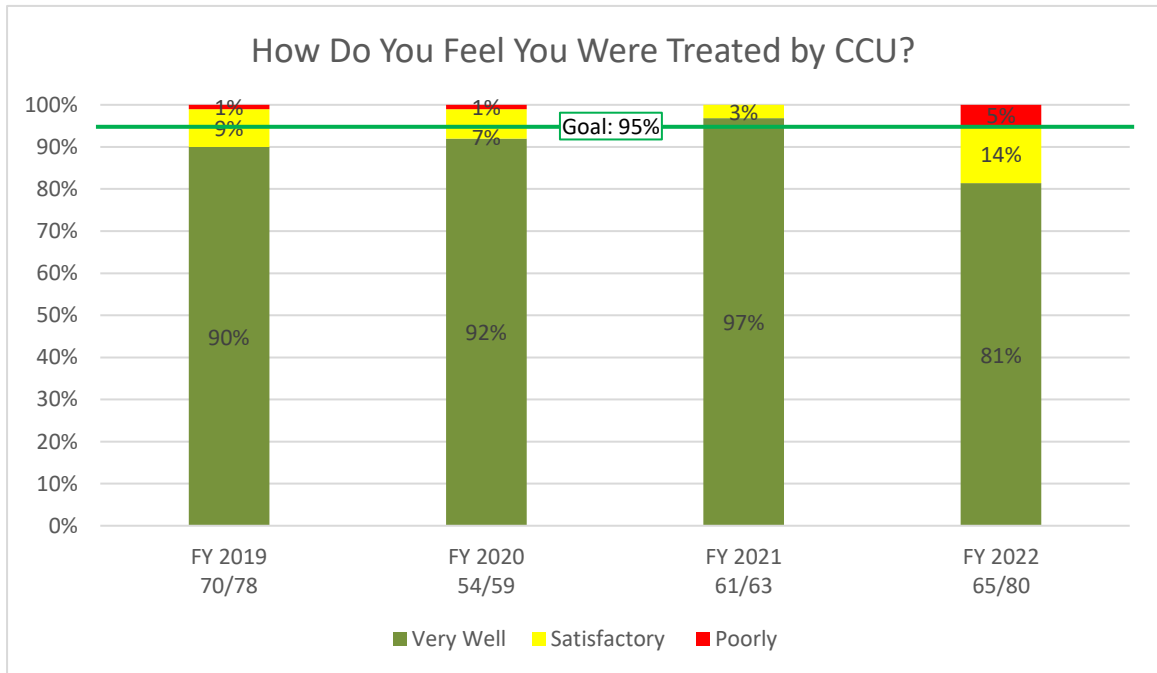
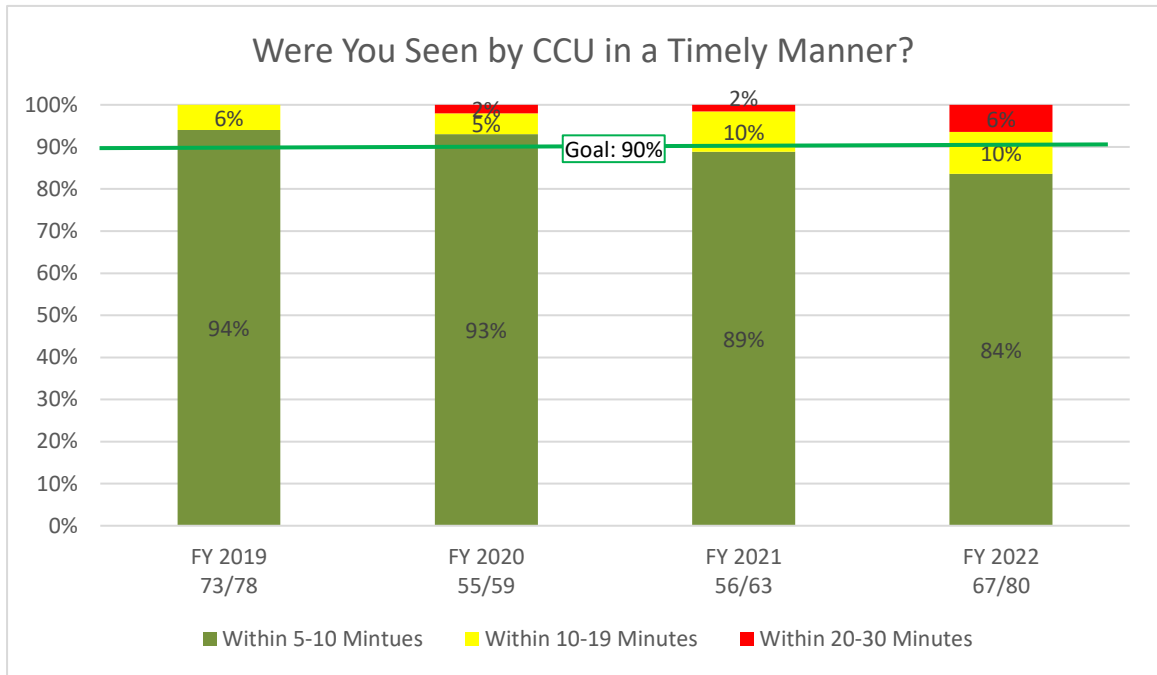
Community Correction Unit

Measure

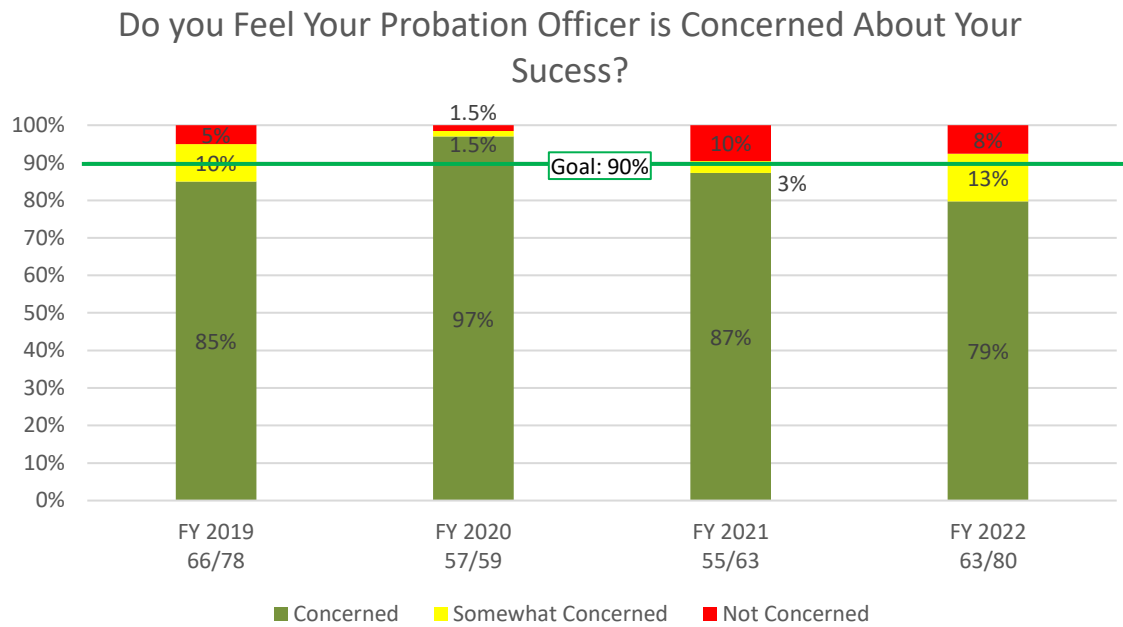
2.3

Customer satisfaction

Data



## FY 2022 PERFORMANCE PLAN



### Data Summary

- Customer satisfaction, while remaining high, decreased slightly in FY 2022.
- Customer surveys are for new court referrals only (this includes supervision services and substance-use education). The survey is available in English and Spanish.
- While the program did not capture the number of surveys distributed in FY 2022, there were 124 new client referrals. The responses above reflect 65% of the individuals referred to the program

### What is the story behind the data?

- Most clients reported high satisfaction in FY 2022 despite pandemic-related challenges.
- 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.
- Data collection continues to improve. Occasional issues include surveys that are overlooked during the intake process, not provided immediately following the intake interview, or discarded by the client.

### Recommendations

- Continue to obtain feedback via annual meetings with judges, in addition to client surveys.
- Begin numbering the surveys distributed in order to capture the response rate.
- Consider adding a comment section to the client survey to capture client responses

### Target Dates

- Ongoing
- FY 2023 Q1
- FY 2023 Q1

### Forecast

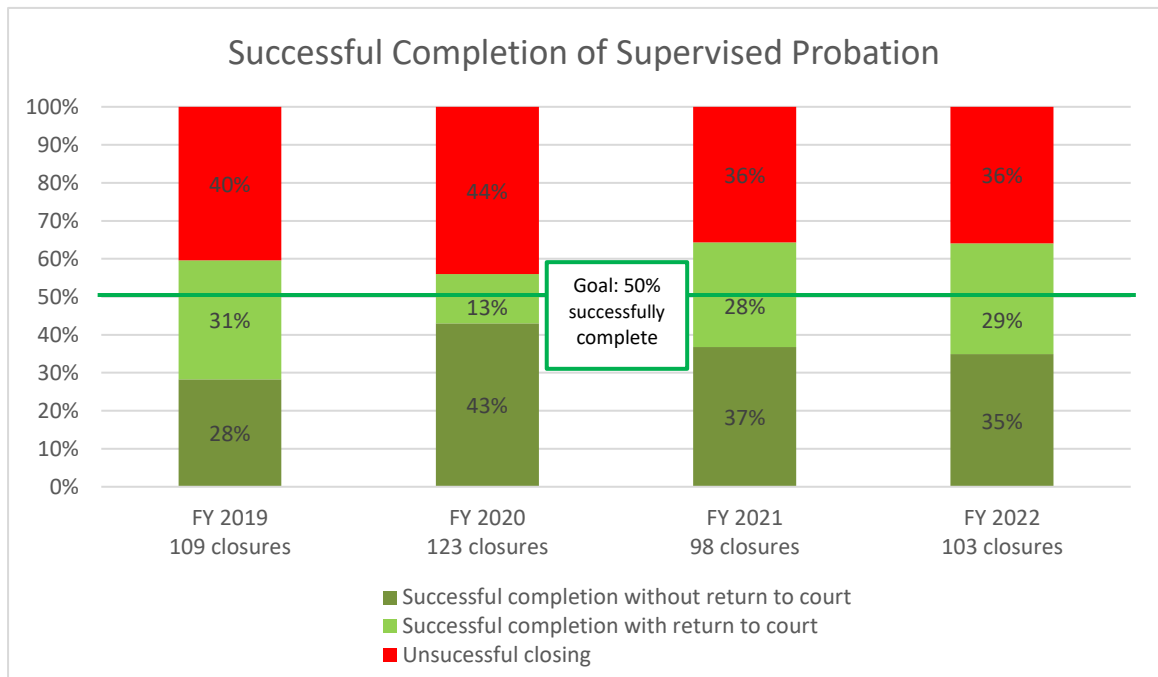
- In FY 2023, CCU anticipates that customer satisfaction will achieve 90% or above in all areas.

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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.

What is the story behind the data?

- In FY 2022, 103 clients closed to the Arlington CCU. Of these clients, 64% successfully completed the program, consistent with FY 2021 and a marked increase from previous years.
- Some of the rise in successful completion in FY 2021 and 2022 may be due to continued enhancement of staff skills in working with their clients, successful collaboration with partners, including behavioral health programs such as the Behavioral Healthcare Docket and Treatment on Wheels, all CCU staff having full certification as CIT (Crisis Intervention Training) officers, and a focus on client success by all agencies working with clients. Additionally, more manageable caseloads this year may have allowed staff to spend more time helping each client to success.
- Staff made sure to contact clients who tested positive for COVID-19 by phone or video in FY 2022. This ensured continuity of care, as clients had the constant support of the program even when they could not appear in person.
- 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 2023.

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- 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**

- Maintain strong communication with judges of General District Court; meet biannually to determine if their needs are met.
- Maintain good relations with stakeholders, service provider partners, to ensure that communications and energy directed towards program completions remain as strong as possible.
- Continue reviewing cases bi-weekly with staff to identify client needs, issues, and steps going forward to achieve program completion.
- Continue identifying opportunities for ongoing training related to motivating criminally engaged clients.
- Maintain process to monitor this data on a regular basis.

- Ongoing
- Ongoing
- Ongoing
- Ongoing
- Ongoing

**Forecast**

- In FY 2023, it is anticipated that 64% of clients will successfully complete the program