

OUTCOME MEASURES



APPEARANCE RATE

The percentage of supervised defendants who make all scheduled court appearances.

Recommended Data: Cases with a verified pretrial release and/or placement to the pretrial program and the subset of this population that have no bench warrants/capiases issued for missed scheduled court appearances. The appearance rate also may be tracked by various defendant populations, although the primary group targeted should be defendants released to the agency's supervision.

SAFETY RATE

The percentage of supervised defendants who are not charged with a new offense during the pretrial stage. A *new offense* is defined here as one:

- whose offense date occurs during the defendant's period of pretrial release;
- that includes a prosecutorial decision to charge; and
- that carries the potential of incarceration or community supervision upon conviction.

This excludes arrest warrants executed during the pretrial period for offenses committed before the defendant's case filing.

Recommended Data: the number of defendants with a verified pretrial release or placement to the pretrial program and the subset of this population with no rearrests on a new offense. Programs also may track separate safety rates by charges type (for example, misdemeanors, felonies or local ordinance offenses) or severity (violent crimes, domestic violence offenses or property crimes) or by various defendant populations.

CONCURRENCE RATE

The ratio of defendants whose supervision level or detention status corresponds to their assessed risk of pretrial misconduct. Conditions of supervision recommended and imposed do not have to match exactly; however, the overall supervision level should be comparable. For example, a recommendation for release on personal recognizance with no conditions and a subsequent conditional supervision release with a requirement to report to the pretrial services program weekly would not be defined as concurrent. This measure counts only defendants eligible by statute for pretrial release. This excludes defendants detained on statutory holds, probation or parole warrants or holds and detainers from other jurisdictions.

Recommended Data: the number of release and detention recommendations and subsequent release and detention outcomes.

DETAINEE LENGTH OF STAY

The average lengths of jail stay for pretrial detainees that are eligible by statute for pretrial release. This is a significant outcome measure for the estimated 27 percent of pretrial programs located within corrections departments and with missions to help control jail populations and a performance measure for other pretrial programs. Release is defined here as the defendant's full discharge from jail custody.

Recommended Data: admission and release dates for all pretrial-related jail detentions.

SUCCESS RATE

The percentage of released defendants who are

- 1) not revoked for technical violations due to condition violations;
- 2) appear for all scheduled court appearances; and
- 3) are not charged with a new offense during pretrial supervision.

The measure excludes defendants that are detained following a guilty verdict and those revoked due to non pretrial related holds.

Recommended Data: the total number of defendants released to the program and the subset of this population that experience no condition violations, failures to appear or rearrests. Depending on the pretrial program's information system, revocations may show as subsequent financial release or detention orders.

PERFORMANCE MEASURES

UNIVERSAL SCREENING

The percentage of defendants eligible for release by statute or local court rule that the program assesses for release. Screening includes any combination of pretrial interview, application of a risk assessment instrument or measurement against other established criteria for release recommendation or program placement. These screens may occur at initial arrest or court hearings and be submitted to the court once the defendant becomes release-eligible.

Recommended Data: the total number of release-eligible defendants and the subset of this population that the pretrial program screened.

RECOMMENDATION RATE

Recommendation rate reflects how frequently the pretrial program follows its risk assessment criteria when recommending release or detention. There are two potential data sources for this performance measure:

- 1) The pretrial program's total number of recommendations during a specific time frame and the number of these recommendations conforming to the release or detention level identified by the risk assessment.
- 2) The percentage of overrides to the risk assessment scheme.

RESPONSE TO DEFENDANT CONDUCT

Case manager response (by recognized policy and procedure) to compliance and noncompliance with court-ordered release conditions.

This performance measure requires pretrial programs to have in place clear definitions of compliance and noncompliance with conditions of supervision and procedures outlining appropriate case manager responses.

Recommended Data: the number of identified technical violations and the percentage of these violations with a noted appropriate staff response. This includes administrative responses by staff and recommendations for judicial action.

PRETRIAL INTERVENTION RATE

The pretrial program's effectiveness at resolving outstanding bench warrants, arrest warrants and capiases. The measure tracks the percentage of defendants with outstanding warrants who self-surrender to the pretrial program, court or law enforcement after being advised to do so by the pretrial program; and arrests effectuated by pretrial program staff of supervised defendants with outstanding warrants.

MISSION CRITICAL DATA

Time on Pretrial Supervision

Time between the pretrial program's assumption of supervision and the end of program supervision. Supervision begins with the defendant's first contact with the pretrial program and terminates following case disposition or the issuing of new release or detention requirements.

Pretrial Detention Rate

Ratio of pretrial defendants who are detained throughout pretrial case processing.

IMPLEMENTATION LESSONS

- Tie measures to mission, goals and objectives. Use performance measurement to track progress and direction toward strategic objectives.
- Avoid busy data—use results for big mission-driven things. Data should be the foundation for new initiatives, budgets, strategic planning, and priorities.
- Leaders lead! In high performing organizations, management is active in measurement creation, articulating mission/vision/goals, and disseminating expectations and results. However, Management *must see* a value in measurement if they are to commit.
- Create a measurement framework and advertise it at all levels. Everyone must know how measures relate to their work. Accountability is key as is knowing that what you do is worthwhile.

- Create measurement systems that are positive, **not punitive**. Successful performance frameworks are not "gotcha" systems, but learning environments that help the organization identify what works/what doesn't and continue with/improve on what works and repair or replace what doesn't. **That said....**
- Tie compensation, rewards, and recognition to performance measurements. Most high functioning agencies link performance evaluations and rewards to specific measures of success; they tie financial and nonfinancial incentives directly to performance. Such a linkage sends a clear and unambiguous message to the organization about what's important.
- Share results with staff, customers, and stakeholders. Excluding sensitive or protected data, performance measure results should be openly and widely shared.

- Developing an outcome measurement system takes time. Hatry, van Houten, Plantz, and Greenway (1996) identified eight steps grouped in three developmental phases: initial preparation (getting ready to begin, choosing outcomes to measure, specifying indicators for the outcomes and preparing to collect data), a trial run (trying out data collection procedures and data analysis and reporting methods), and implementation (adjusting the outcome measurement system and using the findings).
- Monitor and improve measurement systems. Programs change and programs learn. The system must keep up!

