



Transition from Jail to Community ONLINE LEARNING TOOLKIT



Module 4: Data-Driven Understanding of Local Reentry

Welcome to *Data-Driven Understanding of Local Reentry*. This document is the PDF version of the online TJC Implementation Toolkit, and will not necessarily reflect the changes and updates made to the toolkit. To view the latest and most complete version of this module, visit <http://tjctoolkit.urban.org>. This module provides you with information on the essential role reliable data play in successfully transitioning people from jail to the community.

“Sheriffs, directors, department heads, and commissioners all make dozens of decisions that commit resources, impact working conditions, and set in motion programs that will be in place for years to come. These decisions have the power to affect people’s lives for good or for bad, so it is obviously important that they are based on the best information possible.”¹

Captain Randy Demory
Kent County Sheriff’s Office
Grand Rapids, Michigan

We all know that agencies within or related to corrections collect all types of information or data. For our purposes, we simply want you to ask yourself what information you need to develop effective jail transition interventions. What do you need to know about the jail population and their needs, and about the capacity of existing programs to meet those needs?

Before you begin, ask yourself how often your agency uses data to

- Improve your understanding of the risk and needs of people transitioning from jail to the community.
- Determine the resources available and accessible to meet their needs.
- Help develop strategic initiative plans.
- Monitor the success of the transition process.
- Allocate your resources wisely to realize the best possible organizational/system outcomes.

By the end of this section, you’ll understand the importance of using a data-driven approach to inform your decisions and shape your responses. You will also begin to identify what data or information might be helpful to inform and evaluate your efforts.

This module has five sections and will take between 10 and 15 minutes to complete.

Recommended audience for this module:

- Sheriffs
- Jail administrators
- Correction officers
- Jail treatment staff
- Classification and intake staff
- Community corrections staff
- Reentry coordinators
- Community providers
- Judges and Officers of the Court
- Social service providers
- Probation officers
- Pretrial services staff
- County board members
- Criminal justice council members
- Funders
- Local legislators
- Information technology staff working on development of data systems

This module also includes a list of resources after each section to help in the process.

Module Objectives

In this module you will have the opportunity to explore the importance of using a data-driven approach when implementing the *Transition from Jail to Community* (TJC) model in your community.

This module helps you to use data to examine key questions about reentry:

- What do we need to know about our jail population to improve transition to the community?
- How can we get that information?
- What are the key outcomes we need to track?

This module has five sections:

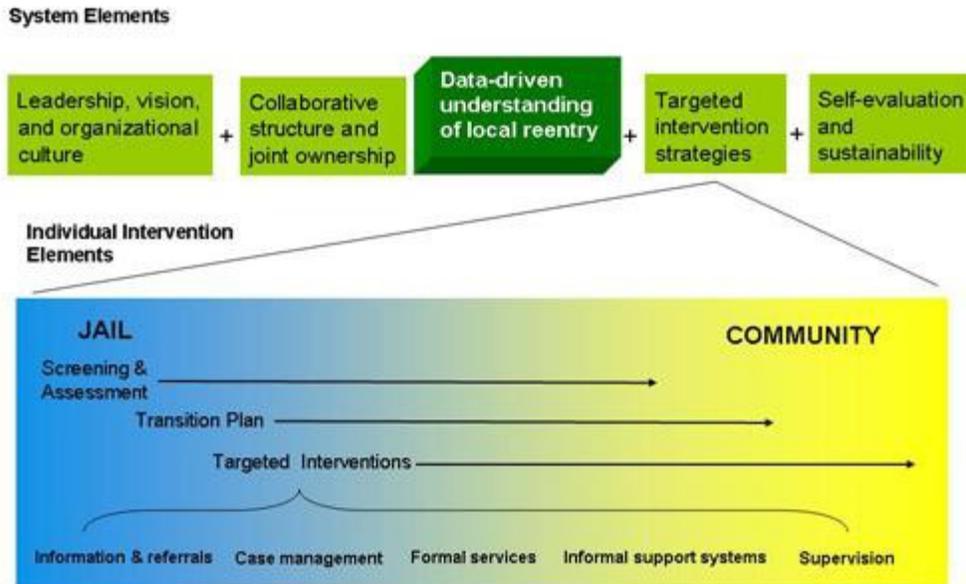
1. The Role of Data in a Reentry Effort
2. Data Collection
3. Management Information Systems
4. Mining the Data
5. Terms Used in the Field

By the end of this module, you will be able to

- Explain the importance of a data-driven approach to the TJC model.
- Identify the elements in a data collection process.
- Recognize the barriers to data collection.
- Discuss the benefits of a management information system.

The Transition from Jail to Community Model

This visual indicates where *Data-Driven Understanding of Local Reentry* fits in the TJC model.



Section 1: The Role of Data in a Reentry Effort

This section will help you learn how objective information or data can inform, improve, and refine your jail transition process.

Data can answer questions about

- Characteristics of your population
- Who should be targeted for intervention
- What crimes are most likely to cycle through your jail
- What resources are available

Terms to Know

Data-driven approach to local reentry: The process of collecting and analyzing data to make appropriate decisions when transitioning individuals from the jail to the community

A **data-driven approach to local reentry** is the exact opposite of making decisions based on hunches, incomplete information or a tradition of doing things in a certain way.

To begin, ask yourself

- What kinds of data do agencies in your community have?
- How can these data be used to improve the transition process from jail to the community?
- What capacity is in place to develop, collect, maintain, and analyze these data?
- What factors influence whether and how data are used in the decision-making process?

Accessing, collecting and analyzing local data are a first step to

- Confirm or refute perceptions about pressing issues.
- Monitor progress, measure outcomes, and formulate policies.
- Assess the characteristics of the jail population, local crime problems, laws, policies, and local resources.
- Identify issues, problems, and potential solutions for the jail population pre- and post-incarceration.
- Increase understanding of target populations of particular interest.
- Identify subsets of the population likely to consume disproportionate criminal justice and program resources.
- Identify geographic areas to which the jail population returns.
- Identify benchmarks and develop measures to chart progress toward them.
- Trace service referrals, engagement, and utilization, and share that information with partner agencies.
- Inform or implement improvements to your strategy.
- Identify resources that can be leveraged.
- Support sound decision making about policy and resource allocation

For more information and examples from the field

1. The Council of State Government. *Report of the Re-Entry Policy Council*. Relevant information on developing a knowledge base of information, including (a) understanding who is being released from prison, and (b) identifying what state and local policies influence and govern reentry. It also speaks to data issues for multiorganizational reentry initiatives like the TJC. Available: <http://www.reentrypolicy.org/Report/PartI/ChapterI-A/PolicyStatement2>.
2. Gail, Elias. 2007. *How to Collect and Analyze Data: A Manual for Sheriffs and Jail Administrators*, Washington, DC: National Institute of Corrections. A comprehensive discussion on data collection, management and analysis. Available: <http://www.nicic.org/Library/021826>.
3. Howard County, MD. Map of Zip Codes to which Howard County inmates are returning. This is a useful tool in visualizing the communities individuals from the Howard County Detention Center are returning. Available: <http://datatools.urban.org/features/tjctoolkit/module4/HowardZipsReturn.jpg>.

Module Objectives

Let's revisit what we have learned so far in the Data-Driven Understanding of Local Reentry module. Please answer the following questions.

1. Collecting and analyzing local data is important because it helps you to confirm or refute perceptions about pressing issues. (True/False)
2. A data-driven understanding of local reentry is
 - o Based largely on hunches
 - o Embedded in institutional traditions
 - o Based on state department of correction data
 - o A process for collecting and analyzing data to inform decision making

Summary

Collecting and analyzing local data is an important first step in developing an effective TJC effort. Data can help you identify issues and problems, inform improvements, monitor progress, measure outcomes, and formulate sound reentry policies.

Section 2: Data Collection

This section helps you understand what data should be collected and used to make decisions. Agencies are often faced with one of two problems:

- Some agencies have only basic information about their population and available resources, and start from scratch when developing their data collection systems.
- In contrast, other agencies are rich in data, but the data are not in a format that can be easily extracted, analyzed, shared, or presented in easy-to-comprehend reports.

Terms to Know

Primary data: Original data obtained directly from individuals through screening, assessment, surveys, interviews, or focus groups

Secondary data: Useful data already collected for another purpose, such as health records and resource information.

To make matters worse, even when available, the data are often located in different electronic management systems (EMS) or separately on paper documents, which makes data integration nearly impossible. Rarely do agencies have the ability to share real-time data.

Regardless of which of these problems your agency has, the first step is to review management information systems, program records, and other data sources maintained by the jail, pretrial services, community corrections, the courts and community partners to identify the characteristics and needs of their jail-involved clients, as well as the range of available resources in the jail and the community.

This information is critical to create a baseline understanding of the pre-TJC state, an accurate assessment of key issues, and the development of an appropriate set of integrated responses.

To begin, you will need to identify what data are presently available from the jail, pretrial services, community corrections, the courts, service providers, and other sources; in what format; and how confident you are in the data's reliability. We recommend that you begin by cataloging the following information:

- Name of each data source
- Information available from each source
- Data format (e.g., electronic, paper)
- Ownership of data
- How to access the data
- Restrictions on data

Once you have the baseline information, it is time to prioritize and develop a system to collect necessary data not currently collected. Some of the information will be **primary data**, and some will be **secondary data**.

Pretrial Services Data

Data from pretrial services programs can be easily overlooked when planning reentry activities. But pretrial services programs gather a great deal of information about defendants which can be used to help develop effective jail transition interventions. Pretrial services is often the first entity to screen and assess the person and to develop a supervision plan. Pretrial staff also have relationships with providers in the community and can help you identify the health and human services available in your county.

Addressing the following six questions is the best way to begin collecting and using data.

1. What data needs to be collected?

At the individual level

- Individual characteristics: age, name, race/ethnicity, education, employment history, criminal justice history, physical and mental health needs, length of stay, risk and needs factors, program participation, and geographic area to which the individual returns post-release.
- Subsets of the population that consume disproportionate criminal justice and program resources (e.g., frequent users, the severely mentally ill, and those with chronic diseases).
- Individual outcomes such as recidivism, employment, health care access, and sobriety.

At the system level

- Your community's crime problems, locations of crimes, laws and policies that impede or facilitate successful transitioning from jail to the community.
- The availability and accessibility of services, gaps in services, fractured or unfunded services, data on programs, and resources that can be leveraged to support reentry.

2. How can data be obtained?

- Intake, screening, and assessment files
- Program data from the jail, pretrial services, community corrections, the courts, and community agencies
- Self-administered surveys of clients or staff
- Interviewer-administered surveys of key stakeholders, service providers, and clients
- Focus groups
- Direct observations

3. Who is responsible for collecting the data?

- Managers
- System stakeholders: courts, pretrial services, probation, jail, police, treatment providers, and others

- Office of computer information services or local information technology (IT)/data management group/department

4. How confident are you that the data are accurate?

- Develop clear instructions and definitions about what is to be collected
- Identify who originally enters the data
- Train staff on data entry
- Verify that the data appear to be complete
- Regularly evaluate the fidelity and accuracy of data, methods of collection, and the people collecting data
- Develop written policies, procedures, and guidelines to verify data quality

5. In what format will the data be collected?

- Electronically, via a management information system on a computer
- Paper based, such as case files and paper directories
- Verbally, via personal interviews and phone surveys

6. How will you use the data you collect?

- Develop and disseminate easy-to-read reports
- Meet with staff to review results
- Identify necessary changes

Ada County, Idaho's Sheriff Department collects and disseminates recidivism data in a short, easy to read and engaging format to gain support for its frequent flyer reentry program. For the Toolkit, we included the six data questions that always need to be addressed with answers from Ada County (please refer to **Appendix A**).

Data Challenges

Data collection is often challenging, and you should be aware of the problems you might face. Chuck Shorter at Tulane University identifies the following barriers to collecting data:¹

- Lack of knowledge about where data exist
- Lack of knowledge about how to access data
- Data not in electronic form
- Data in an incompatible format
- Only aggregated data available
- Only individual-level data available
- Frequency of data release
- Approval process for accessing data
- Previous interactions and history of partnerships (e.g., lack of trust)
- Fear of misinterpretation/misuse of data

- Confidentiality and privacy concerns
- Policies, including federal and state laws that limit access
- Limited resources (e.g., staff time)

Fortunately, there are a number of ways to address these barriers. In general, as we discussed in the *Collaborative Structure and Joint Ownership* module, a reentry implementation committee can help gain trust and facilitate standardized data collection among partnering agencies. You might want to hire an IT consultant if you begin to find that the data systems you want to integrate are not compatible.

Finally, as was also discussed in the previous module, developing a Memorandum of Understanding (MOU) that includes a data-sharing agreement clause will ease fears of misuse of data.

For more information on data collection, please refer to the Pre- and Post-Release Intervention Sections of the Triage Matrix Implementation Tool¹ and the TJC Pre-Implementation Case Flow Process templates² to begin your inventory of the interventions in the jail facility, at transition, and in the community.

For more information and examples from the field

1. Howard County, MD. Howard County presentation to the Reentry Coordinating Council on Who's in the Jail. Available:

<http://datatools.urban.org/features/tjctoolkit/module4/RCC-Apri-1-meeting412013.pdf>

2. La Crosse County, Wisconsin TJC case flow process diagram based on classification, Proxy screen scores and LSI-R assessment. Available:

http://datatools.urban.org/features/tjctoolkit/module4/La_Crosse_Case_Flow.pdf

3. Montgomery County Department of Corrections and Rehabilitation. Confidentiality Agreement: Montgomery County, Maryland, Pre-Release & Reentry Services. Available:

http://datatools.urban.org/features/tjctoolkit/module4/Agreement_To_Hold_Information_Confidential.doc

4. New York Transition from Prison to Community Strategy and MOU on Data Sharing, TPC Reentry Handbook (2008, pp. 181–196). Available:

http://datatools.urban.org/features/tjctoolkit/module4/New_York_TPC_Strategy.doc

5. Urban Institute. Short, eight-item questionnaire to identify if your agency collects the following criminal justice client data. Available:

http://datatools.urban.org/features/tjctoolkit/module4/client_data.doc

¹ Available at: http://datatools.urban.org/features/tjctoolkit/module4/Triage_Matrix_pre-post-intervention.xls

² Available at: http://datatools.urban.org/features/tjctoolkit/module8/Preimplementation_Case_Flow.doc

6. Urban Institute. A detailed list of suggested TJC baseline measures of jail population characteristics. Available: <http://datatools.urban.org/features/tjctoolkit/module4/TJC-Baseline-Measures.pdf>

7. Urban Institute. TJC Performance Management Worksheet. A detailed chart of TJC baseline measures of jail inmate population characteristics in Excel format and a memo providing guidance to assemble the initial TJC performance indicators. Available: <http://datatools.urban.org/features/tjctoolkit/module4/Core-Measures-Spreadsheet.xls>

Module Objectives

Let's revisit what we have learned so far in the Data-Driven Understanding of Local Reentry module. Please select the phrase that correctly completes the following sentence.

Written policies, procedures, and guidelines can help you to

- Verify the accuracy and quality of the data
- Ensure that the data are disseminated as widely as possible
- Analyze trends and patterns of your jail population
- Identify what is not working in your facility

Summary

In this section you learned that it is important to thoroughly review what data are currently collected by your initiative partners. Staff and other agencies can help you to identify gaps in your current data collation systems. A data-sharing protocol can be established through the use of a memorandum of understanding. A sample memorandum of understanding was provided.

Section 3: Management Information Systems

This section provides an overview of management information systems and how this technology can assist in the collection and analysis of necessary data to understand reentry in your community.

A **management information system (MIS)**, also referred to as an automated data system, is a computer system that enables you to record data in a systematic way and helps to manage all aspects of your agency. Ideally, an MIS can exchange data electronically with partnering agencies.

Some agencies do not have an MIS in place to record data and continue to rely on paper records, which can only be retrieved manually and are extremely time-consuming to analyze. Though an MIS requires training, support, and maintenance, its advantages far outweigh the time and resources it takes to implement it.

What MIS you decide to use is based on your agency's resources, expertise, and compatibility with other systems. Agencies that do not have the resources to purchase a database software package often use Microsoft Access© when developing a database system. In the resource section, we have provided an Access© template and data entry instructions for how to use it.

A well-designed MIS has certain characteristics:

- Permits you to enter information once
- Assigns a unique identifier that follows an individual over time so records can be easily linked to other data systems across agencies.
- Facilitates data entry, access, and use
- Increases data accuracy
- Produces easy-to-read reports that are readily available

Picture an MIS that

- Collects individual data, including program participation, education, employment, and disciplinary problems.
- Examines classification scores of recidivists to assist with classification and program placement decisions for future inmates.
- Assesses the differences in recidivism rates of program participants versus nonparticipants.
- Evaluates the effect of educational and employment programs as well as substance abuse and mental health treatment on recidivism rates.
- Identifies habitual misdemeanor offenders at intake and prompts appropriate program referral.
- Produces easy-to-read aggregate and individual-level reports.

Terms to Know

Management information system:
An information collection and analysis system, usually computerized, that facilitates access to program and participant information. It is usually designed and used for administrative purposes

Data Quality Program

We all know the saying “garbage in, garbage out. Your management information system’s (MIS) data will only be accurate if what you input is complete, accurate and timely. The best structured MIS in the world is useless if data are entered sporadically or incorrectly.

Developing a Data Quality Program can ensure data reliability. The following are key points when developing a Data Quality Program:

- Support an agency culture of quality data
- Identify who is responsibility for data quality management
- Train data entry personnel
- Develop clear procedures for data entry (e.g., consistent definitions)
- Develop procedures when data errors are encountered
- Develop a process for regularly validating the data

Interagency Information Sharing and Protecting Confidentiality

An MIS is integrated when agencies (e.g., law enforcement, courts, pretrial services, jails, community corrections, medical providers, human service organizations, and community-based organizations) working with the same population have the ability to access and share information electronically. Having an integrated MIS in place increases the ability to provide continuity of care to individuals at time of release.

Agencies using an integrated MIS recognize the privacy concerns for the electronic tracking of an individual’s sensitive personal information. Firewalls can be developed so only those who have permission and a password have access to the data. In addition, agencies can establish a unique identifier other than social security or a DOC number, which could help track the individual after discharge without the loss of privacy or increased stigmatization that could occur through use of a DOC number.

For more information and examples from the field

1. Criminal Justice Research and Evaluation Center, John Jay College. Instructions and Microsoft Access© intake data entry form produced for a social service agency that works with delinquent youths. Available:
http://datatools.urban.org/features/tjctoolkit/module4/Baseline_Data_Entry_Instructions_For_Access.doc
2. Davidson County, TN Sheriff’s Office. 2010. Basic client information spreadsheet tracking housing status, program completion, case notes and other reentry items: Excel format Available:
<http://datatools.urban.org/features/tjc/toolkit/module4/PRIDCSO-tracking.xls>
3. Davidson County, TN. 2010. Client program and employment attendance spreadsheet records : Excel format Available:

<http://datatools.urban.org/features/tjc/toolkit/module4/Database-CDT-Updated-2010-3-without-names.xls>.

4. Davidson County, TN Sheriff's Office. Screen shot of an electronic jail information system with an inmate program summary (). Available:

<http://datatools.urban.org/features/tjctoolkit/module4/Drop-down-Options.pdf>

5. Davidson County, TN Sheriff's Office. Jail Management System Inmate Program Screens including detailed drop-down box list of program types, screening tests, program request status, program termination reason, program classes and program class status () Available:

<http://datatools.urban.org/features/tjctoolkit/2011/module4/JMS-Inmate-Programs.pdf>

6. Denver. A detailed quarterly report tracking inmate outcomes, class attendance, referrals, demographics, and other reentry items:Excel format . Available:

<http://datatools.urban.org/features/tjctoolkit/module4/3Q-2010-Report.xls>

7. Denver. Multi-Party Release of Information Consent Form (ROI). Crime Prevention and Control Commission Mental Health Committee. PowerPoint presentation and ROI form.

Available: <http://datatools.urban.org/features/tjctoolkit/module4/Module 4 - ROI ppt 2011 CCPC.pdf> and <http://datatools.urban.org/features/tjctoolkit/module4/RELEASE-OF-INFORMATION-FORM-Electronic Denver.pdf>.

Summary

In this section you learned that a management information system is a computer system that enables you to systematically record data. Such systems minimize the need to record the same data multiple times, increase the accuracy of data, and facilitate meaningful data analysis. However, a management information system is only as good as the accurate data reports it generates.

Section 4: Analyzing Your Data

This section provides an overview of some key points to consider in developing analysis and reports from your collected data. Data can be very powerful. Just imagine having data on the number of jobs the formerly incarcerated held after being part of an in-jail employment program, and you were able to show that they had lower re-arrest rates over a 12-month period post-release than those who were not part of the job program. Politicians and funders like to support success stories that are backed by hard data.

After you evaluate the available data and begin to collect data needed to evaluate your efforts, **data mining** is the process by which you measure a variety of TJC outcomes, ranging from producing simple descriptive statistics - like how many men and women are substance abusers and the proportion of jail inmates who are sentenced or pretrial detainees - to more complex analyses that may include comparing your data with other similar data at the state or national level. The goal, however, is to use the data you have collected to inform your agency and other stakeholders about where to put your transition resources and, eventually, how successful you have been transitioning people from jail to the community.

Terms to Know

Data Mining: The process of analyzing data in order to determine patterns and their relationships

Randy Demory of the Kent County Sheriff's Office in Michigan has these data mining recommendations.³

1. **Plan Ahead:** Centralize all of your data analysis efforts for easy retrieval, and designate a skilled person or a data team to handle all data requests. You will want to provide your data team with tools to pull data from the MIS in an easy-to-manipulate format that allows for the creation of basic tables like cross tabs.

<i>Outcome Category by Service Provider (Number and Percent)</i>										
<i>Provider</i>	<i>Engaged 90 Days</i>		<i>Violated</i>		<i>Removed</i>		<i>Arrested</i>		<i>Total</i>	
	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>	<i>N</i>	<i>%</i>
Provider A	13	57%	9	39%	1	4%	0	0%	23	100%
Provider B	20	69%	3	10%	3	10%	3	10%	29	100%
Provider C	12	75%	1	6%	1	6%	2	13%	16	100%
Provider D	14	64%	3	14%	4	18%	1	4%	22	100%
Provider E	13	46%	8	29%	6	21%	1	4%	28	100%
<i>Total</i>	<i>72</i>		<i>24</i>		<i>15</i>		<i>7</i>		<i>118</i>	

The table compares service providers' ability to keep participants engaged in treatment for

³ Randy Demory, "Measuring What Matters," *Large Jail Network Bulletin* (Washington, DC: National Institute of Corrections, 2001). Available: [http://www.nicic.org/Features/Library/?SPON=National%20Institute%20of%20Corrections%20\(Washington,%20DC\)](http://www.nicic.org/Features/Library/?SPON=National%20Institute%20of%20Corrections%20(Washington,%20DC))

90 days after release from jail.

2. **Avoid Data Overload:** Too many tables and numbers make people shy away from the data. Instead focus on using more charts and graphs, and produce only reports that are meaningful and directed toward what the partners need.

Howard County, Maryland's Detention Center produces a monthly snapshot of its jail population. This assessable and easy-to-read information allows those interested to better understand how they can meet the unique needs of different jail subpopulations.

**HCDC 2011
Monthly
Snapshot**

Arrest

Bookings
N=219
Average Daily Population (ADP)
N=326

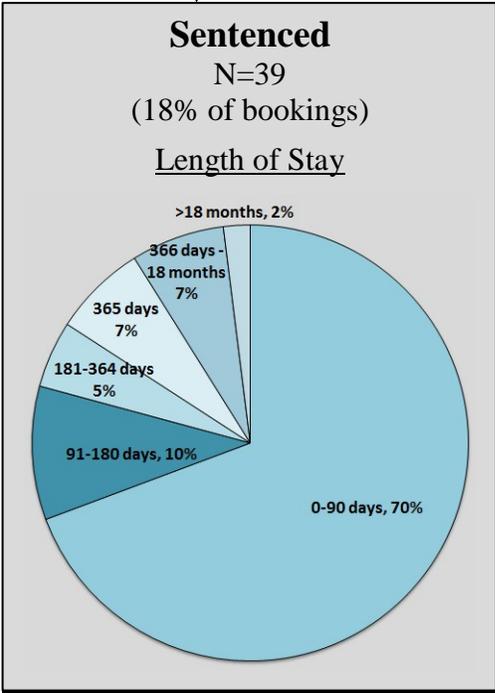
Pretrial
N=108
(49% of bookings)

- 30% released within 48 hrs.
- 8% released within 48-72 hrs.

Pretrial Length of Stay
0-90 days: 74%
90+ days: 26%

Pretrial Release Type

- 49% Bond
- 20% Court Ordered Release
- 15% Detainer
- 6% DOC
- 3% Sentence Served
- 3% Waived Extradition
- 3% Released on Recognizance



Federal detainees (ICE & USM)
N= 42
(19% of bookings)

Weekend Sentenced
N=30
(14% of bookings)

Release Type (Pretrial and Sentenced)
(not including federal detainees & weekenders)

- 36% Released on Bond
- 24% Released as Sentence Served
- 16% Court-Ordered Release
- 12% Released on Detainer
- 5% Released to State DOC
- 2% Waived Extradition
- 2% Released on Personal Recognizance (ROR)
- 2% Released to ICE
- 1% Other (includes Parole and Released as Sentence Suspended)

Also see Appendix B for Hennepin County, Minnesota’s Crossover Population Report. Note that it is only five pages with easy-to-read tables and bullet points.

3. Measure What Matters: Use the data to help you define what is most important to your agency. The Kent County Jail has focused on analyzing and disseminating the following types of data:

- Jail population statistics
- Inmate incident statistics
- Program performance data
- Employee performance data

View Appendix C for Kent County Jail’s monthly Performance Measures for the Main Jail, Community Reentry Center (CRC), and Honor Camp. These are items that Kent County reports each month to the Office of the Sheriff and quarterly to county administration as part of its performance-based budgeting process.

For example, the Kent County Jail reports the rate of violence in the Main Jail, since that is important to them. They also report the percent of “productive residents” at the CRC and Honor Camp, with “productivity” defined as working or being in programs at least 20 hours a week. They track the numbers of people who are helped to find jobs. They also have a goal of meeting a certain number of active partnerships with community program providers, and they do meet that very easily each month.

Sober Unit Living Stats

110 Total Clients with Outcomes (year to date)		
Average length of stay	58 days	
CT = Completed Treatment	55	50.00%
SD = Staff Decided to Remove	5	4.55%
ER = Early Release from Jail	25	22.73%
CD = Client Decision to Leave	1	0.91%
ERT = Early Release to Treatment Facility	2	1.82%
JD = Jail Staff Decision to Remove	20	18.18%
SP = Sent to Prison	2	1.82%
Total	110	100.00%

4. Require Flexibility: Train your data team to handle data requests beyond what the MIS software reports produce. This means that they will need to learn how to write queries of the system.

5. Produce Regular Statistical Reports: Determine what data reports your agency needs most. Decision makers should have access to daily, weekly, or monthly reports. An annual statistical report is also recommended to assess population characteristic and program change over time.

In Denver, routine data extracts from the Jail Management System and Reentry Database are reported, including client demographics, Proxy Triage Risk Screener scores, Level of Service Inventory (LSI) subscale and total scores (e.g., living situation, employment/education, and alcohol/drug problems) and the type and frequency of services utilized. Reports are also generated by the Life Skills Diversion Officers and the Community Reentry Project Case Managers. At the system-level, the data reports help Denver's Sheriff Department strategize on the level of resources needed to implement jail transition. At the individual-level, the proxy and assessment results drive the development of appropriate treatment and discharge plans.

Summary

In this section you learned that data mining is a process of analyzing data to determine patterns and relationships. When done effectively, data mining can inform your agency and stakeholders where transition resources are needed and how successful your transition program has been.

Module Objectives

Let's revisit what we have learned so far in the Data-Driven Understanding of Local Reentry module. Please answer the following question.

A well-designed management information system

- Uses your collected data to determine where to put your transition resources and to evaluate your success.
- Uncovers unexplored streams of thought.
- Develops strategies to hold stakeholders accountable.
- Depicts your transitional program in the best possible light.

Section 5: Terms Used in the Field

This section defined a number of basic terms used in this module. These terms have been highlighted in purple throughout the module, allowing you to rollover the term to see the definition.

Data: A recording of facts, concepts, or instructions on a storage medium for communication, retrieval, and analysis.

Data-driven process of local reentry: The process of collecting and analyzing data to make appropriate decisions when transitioning individuals from the jail to the community.

Data mining: The “process of analyzing data in order to determine patterns and their relationships.”⁴

Management information system: “An information collection and analysis system, usually computerized, that facilitates access to program and participant information. It is usually designed and used for administrative purposes.”⁵

Primary data: Original data obtained directly from individuals through screening, assessment, surveys, interviews, or focus groups.

Secondary data: Useful data already collected for another purpose, such as health records and resource information.

⁴ Biere, Mike (2011). The new era of enterprise business intelligence: Using analytics to achieve a global competitive advantage. NY: IBM Press.

⁵ Bureau of Justice Assistance, Center for Program Evaluation and Performance Measurement. Available at http://ojp.usdoj.gov/BJA/evaluation/glossary/glossary_m.htm.

Module Objectives

Let's revisit what we have learned so far in the Data-Driven Understanding of Local Reentry module. Please answer the following question.

Primary data are

- Data already collected, such as health records.
- The first data that you analyze.
- Original data obtained directly from an individual.
- Data that comes from your agency.

Summary

Now that you have completed this section, you understand key terminology that is used in this module.

Module 4: Appendix A

Ada County, Idaho's Sheriff Department collects and disseminates recidivism data in a short, easy to read and engaging format to gain support for its frequent flyer reentry program. For the Toolkit, we included the six data questions that always need to be addressed with answers from Ada County.

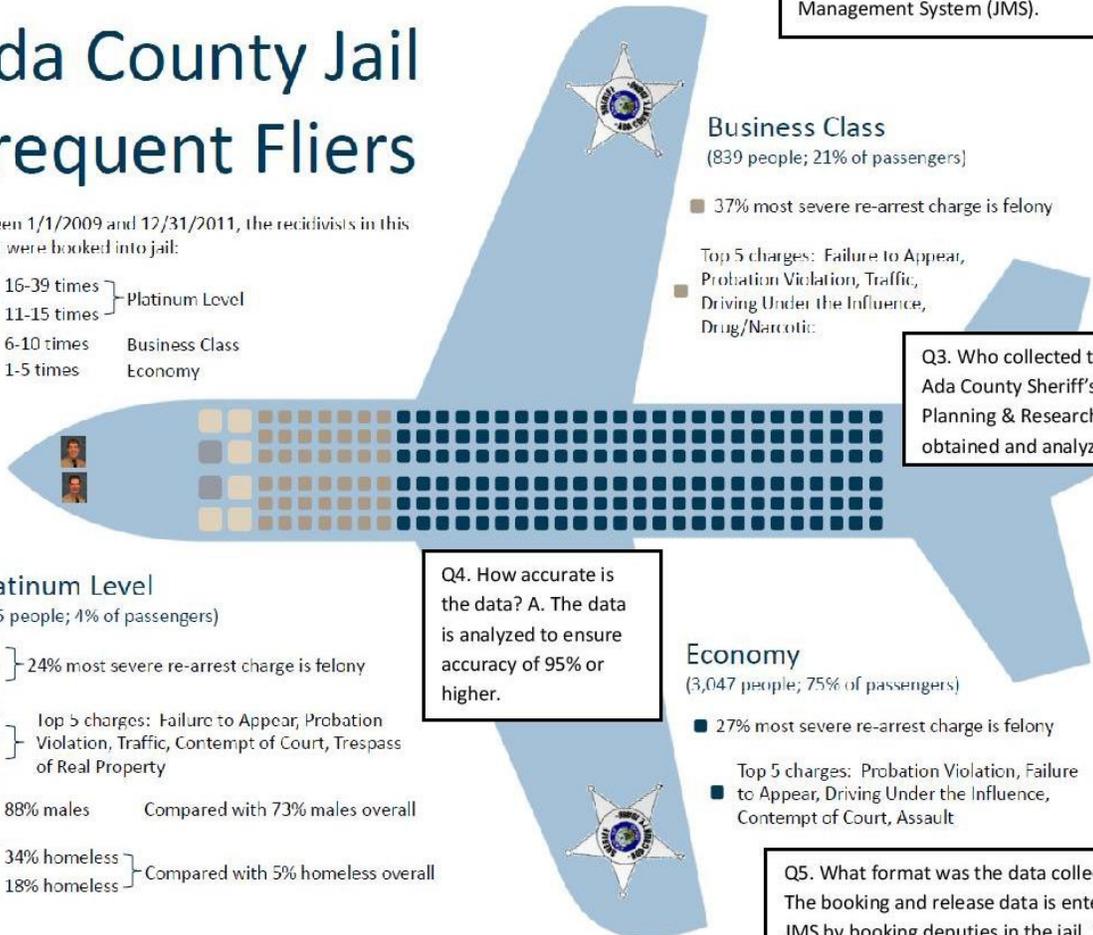
Q1. What data needed to be collected? A: Frequent Flyers. We wanted to know how many people were booked, released to the community and then re-booked during the course of a year. We were especially interested in demographic information about the people who are frequently booked into our jail.

Q2. How was the data obtained? A. The information for this report was obtained via SQL queries of the data tables in our Jail Management System (JMS).

Ada County Jail Frequent Fliers

Between 1/1/2009 and 12/31/2011, the recidivists in this report were booked into jail:

- 16-39 times } Platinum Level
- 11-15 times } Business Class
- 6-10 times } Economy
- 1-5 times }



Business Class
(839 people; 21% of passengers)

- 37% most severe re-arrest charge is felony
- Top 5 charges: Failure to Appear, Probation Violation, Traffic, Driving Under the Influence, Drug/Narcotic

Q3. Who collected the data? A. The Ada County Sheriff's Office has a Planning & Research Unit that obtained and analyzed all the data

Platinum Level
(155 people; 4% of passengers)

- 24% most severe re-arrest charge is felony
- Top 5 charges: Failure to Appear, Probation Violation, Traffic, Contempt of Court, Trespass of Real Property
- 88% males } Compared with 73% males overall
- 34% homeless } Compared with 5% homeless overall
- 18% homeless }

Q4. How accurate is the data? A. The data is analyzed to ensure accuracy of 95% or higher.

Economy
(3,047 people; 75% of passengers)

- 27% most severe re-arrest charge is felony
- Top 5 charges: Probation Violation, Failure to Appear, Driving Under the Influence, Contempt of Court, Assault

Q5. What format was the data collected? A. The booking and release data is entered into JMS by booking deputies in the jail. We obtained booking and release data and grouped these data by individual inmate using a unique identifier. The data was extracted out of our JMS data tables and exported into Excel for further analysis.

Q6. How will you use the data? A. We identified that many of our frequent flyers were homeless individuals. This information was presented to various community partners who work with the homeless population in Ada County.

The above questions were answered by Cecily Willerton, Planning Analyst in the Planning & Research Unit at the Ada County Sheriff's Office. The data analysis, original report and Frequent Flyer graphic were prepared by Cecily Willerton.

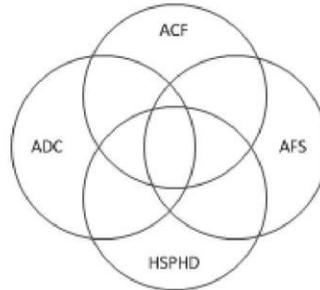


Hennepin County Transition from Jail to Community

Crossover Population
August 2013

Purpose

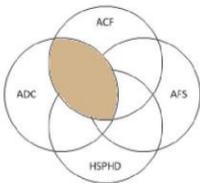
One goal of the TJC initiative is to reduce system fragmentation with increased collaboration on high risk populations. For many residents of the Adult Detention Center (ADC) and Adult Corrections Facility (ACF), exit to the community will include services from Adult Field Services (AFS) and Human Services and Public Health (HSPHD). This report is intended to examine the highest level of crossover data possible, driving towards a better understanding of number and percentage of people now served by all of the system partners.



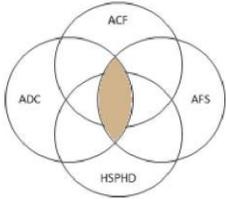
Adult Detention Center (ADC) 2011 Population

23,658 people were booked 34,503 times at the ADC in 2011. The data below provides information about how those people crossed over to other Hennepin County systems before, during or after booking.

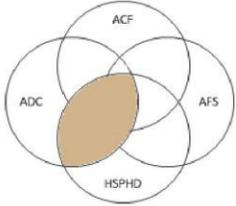
- 5302 people (22.4%) were subsequently booked at the ACF at least one time by 12/31/12



Year	# Subsequently Booked
2011	2920
2012	2382
Total	5302



- 13,892 people (59%) were receiving some type of service from AFS after release, ranging from STS Only to Investigation to Supervision



- 14,475 people (61%) received services in HSPHD before or after their 2011 commit to the ADC
- 12,858 people (54%) have received services in HSPHD between their 2011 release from the ADC and April 30, 2013
- A breakdown of the number of residents receiving services the three years before commit to the ADC in 2011 is shown below. Also included is the unduplicated total crossover population receiving services up to April 30, 2013

Homelessness¹	#	%
Number of clients in shelter 3 years prior to commit date	2254	10%
Number of clients in shelter after release date	2065	9%
Unduplicated total number of clients open in HSPHD	3023	13%

Public Assistance²	#	%
Number of clients receiving assistance prior to commit	12,459	53%
Number of clients receiving assistance after release	11,580	49%
Unduplicated total number of clients open in HSPHD	13,166	56%

Health Care³	#	%
Number of clients on health care prior to commit	11,691	49%
Number of clients on health care after release date	11,657	49%
Unduplicated total number of clients open in HSPHD	13,403	57%

Mental Health⁴	#	%
Number of clients with mental health involvement prior to commit	797	3%
Number of clients with mental health involvement after release	697	3%
Unduplicated total number of clients open in HSPHD	1096	5%

¹ The source for the homelessness data is HSPDH shelter database. This contains information from Hennepin County shelters only.

² The source for public assistance is the DHS data warehouse - MAXIS

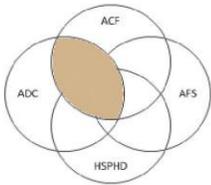
³ The source for health care includes Minnesota Care cases where the county of residence for the case is Hennepin County as of 7/1/2013. Minnesota Care does not store historical county of residence or servicing county

⁴ The source for mental health is SSIS_MIRROR and HSIS Archive, August 20, 2013

Chemical Health⁵	#	%
Number of clients with chemical health involvement prior to commit	3235	14%
Number of clients with chemical health involvement after release	2504	11%
Unduplicated total number of clients open in HSPHD	4438	19%

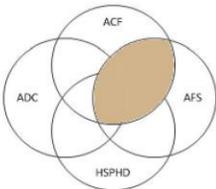
Adult Corrections Facility (ACF) 2011 Population

5058 people were booked 5616 times at the ACF in 2011. The data below provides information about how those people crossed over to other Hennepin County systems before, during or after booking.



- 91% (N=4593) had been booked previously to the ADC

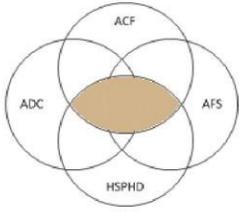
Year	# Previously Booked
<2010	460
2010	1102
2011	3031
Total	4593



- 76% (N=3838) were receiving some type of service from AFS at the time of their stay

Type of Probation	#
Administrative or STS Only	1626
PO Individual Contact	1359
PO Group Contact	644
Revocation	209
Total	3838

⁵ The source for chemical health is SSIS_MIRROR and HSIS Archive August 20, 2013



- 3181 people (63%) received services in HSPHD before or after their 2011 commit to the ACF
- 2756 people (54%) received services in HSPHD between their 2011 release from the ACF and April 30, 2013
- A breakdown of the number of residents receiving services the three years before commit to the ACF in 2011 is shown below. Also included is the unduplicated total crossover population receiving services up to April 30, 2013

Homelessness⁶	#	%
Number of clients in shelter 3 years prior to commit date	497	10%
Number of clients in shelter after release date	422	8%
Unduplicated total number of clients open in HSPHD	624	12%

Public Assistance⁷	#	%
Number of clients receiving assistance prior to commit	2492	49%
Number of clients receiving assistance after release	2459	49%
Unduplicated total number of clients open in HSPHD	2847	56%

Health Care⁸	#	%
Number of clients on health care prior to commit	2632	52%
Number of clients on health care after release date	2545	50%
Unduplicated total number of clients open in HSPHD	2958	58%

Mental Health⁹	#	%
Number of clients with mental health involvement prior to commit	179	4%
Number of clients with mental health involvement after release	107	2%
Unduplicated total number of clients open in HSPHD	225	4%

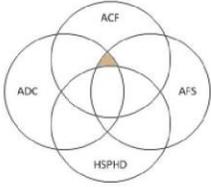
⁶ The source for the homelessness data is HSPDH shelter database. This contains information from Hennepin County shelters only.

⁷ The source for public assistance is the DHS data warehouse - MAXIS

⁸ The source for health care includes Minnesota Care cases where the county of residence for the case is Hennepin County as of 7/1/2013. Minnesota Care does not store historical county of residence or servicing county

⁹ The source for mental health is SSIS_MIRROR and HSIS Archive, July 15, 2013

Chemical Health¹⁰	#	%
Number of clients with chemical health involvement prior to commit	1127	22%
Number of clients with chemical health involvement after release	587	12%
Unduplicated total number of clients open in HSPHD	1355	27%



- 63% (N=3198) had been booked previously to the ADC in 2010 or 2011 and were receiving services from AFS during the time of their stay at the ACF in 2011

Type of Probation	#
PO Individual Contact	1283
Administrative or STS Only	1206
PO Group Contact	507
Revocation	202
Total	3198



Creating a safer Hennepin County while improving the lives of clients

For more information, contact TJC Coordinator Bradley Kaeter at 612-596-7612

¹⁰ The source for chemical health is SSIS_MIRROR and HSIS Archive July 15, 2013

Module 4: Appendix C

Correctional Facilities Performance Indicators

Main Jail					
Indicator	Output		Outcome		Goals
Compliance on MDOC inspections.	Number of MDOC inspections in this time period.		Rate of compliance on MDOC inspections. (Determined by looking at the "Operations Inspection Form" completed by the jail inspectors during their yearly inspections, and dividing the number of Administrative Rules we complied with by the total number of 37 Administrative Rules.)		100%
	Total for this month	# Year to date	% for this month	Year to date %	
	1	1	100%	100%	
Assaultive inmate rule violations.	Number of assaultive inmate rule violations. (Determined by counting the number of violations in the Main Jail of V215, V216, V218, V222, V302, V303, V304, V308, V312, V318, V319, or V320 during this time period.)		Rate of assaultive inmate rule violations per 100 inmates. (Determined by counting the number of assaultive violations in the Main Jail during this time period, divided by admissions into the Main Jail in this time period, and multiplying by 100.)		.80
	Total # for this month	# Year to date	for this month	Year to date	
	23	133	.93 per 100	.90 per 100	
Inmates receiving 14 day physicals.	Number of inmates receiving 14-day physicals. (Determined by the records kept in Intake by medical that track the number of inmates who came into Intake, didn't refuse the physical, weren't released, and received a physical within 14 days. Info obtained from PHS.)		Percentage of inmates receiving 14-day physicals. (Determined by dividing number of inmates who received a physical by the total number who came into Intake, didn't refuse the physical, and weren't released within 14 days. Info obtained from PHS.)		90%
	Total # for this month	# Year to date	% for this month	Year to date %	
	165	1073	98.9%	99.4%	

Community Reentry Center and Honor Camp					
Indicator	Output		Outcome		Goals
Partnerships with other agencies.	Number of partnerships with other agencies. (List of agency names available.)		Percentage of partnerships that are active.		12
	Total # for this month	# Year to date	Total % for this month	Year to date %	
	14	14	100 %	100 %	
Inmates who are productive during their stay.	Number of inmates who were productive. (Based on the last week in the month of the "Production Hours" spreadsheet that counts the eligible inmates on work release, working as trustees, in SLU, or in the GED program.)		Percentage of inmates who were productive. (Determined by dividing the number of productive inmates by the number of inmates who were there at least one calendar week.)		60%
	Total # for this month's snapshot		Total % for this month	Average % Year to date	
	91 out of 119 eligible		76%	70%	
Inmates employed.	Number of inmates placed in jobs. (Determined by the "Resident Information Sheet" '06 Excel file.)		Percentage of inmates placed in jobs. (Determined by dividing the number of working inmates by the number of inmates who are sentenced, have longer than 30 days left on their sentence, and have no medical restriction.)		80%
	# Year to date		% Year to date		
	172 out of 330 eligible		52%		

The following table is a year-to-date accounting of completions by the inmates in the Sober Living Unit, Kent County Jail's intensive substance abuse treatment program.