DIVISION
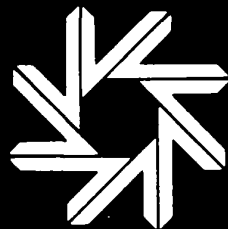
OF

PROGRAM

DEVELOPMENT

AND

EVALUATION

VIRGINIA DEPARTMENT OF CORRECTIONS

DIVISION OF PROGRAM DEVELOPMENT AND EVALUATION

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ELECTRONIC DATA PROCESSING UNIT
Frank Zera, Manager
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EVALUATION AND MONITORING UNIT
Kitty Parks, Manager
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PLANNING AND POLICY DEVELOPMENT UNIT
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PROGRAM DEVELOPMENT UNIT
R. Forrest Powell, Manager
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RESEARCH AND REPORTING UNIT
Thomas R. Foster, Manager
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CURRENT AND RECENT PROJECTS

- *Adult Services Pre-release Proposal*

- *Community Diversion Incentive Act*

- *Ex-offender Employment Services*

- *J & D Court Service Unit Intake Manual Development*

- *Mecklenburg Program Development*

- *Mental Health Services for Adult Institutionalized Inmates (HJR 49)*

- *Innovative Inmate Construction Labor Force*

- *Title XX/USDA Contract Negotiations*

- *Volunteer Guidelines and Standards*

- *Sexual Assault Offender Treatment Program*

- *Jail Work Release Program (Henrico County)*

- *"New Directions" Offender Assistance Program*

- *Programs for Mentally Retarded/ Emotionally Disturbed Juveniles (HJR 49)*

PROGRAM DEVELOPMENT UNIT
STAFF

R. Forrest Powell, Manager
John Britton, Program Specialist
Stuart Napier, Program Specialist
Janet Smoot, Program Specialist
J. N. Ziehl, III, Program Specialist
Norris Moreland,
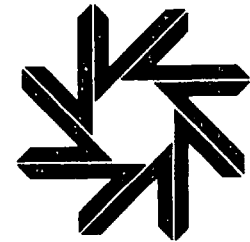*Volunteer Resources Coordinator*

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PROGRAM

DEVELOPMENT

UNIT

Division of Program Development and Evaluation

Virginia Department of Corrections

APRIL 1981

PROGRAM DEVELOPMENT UNIT

DEFINITION OF PROGRAM DEVELOPMENT

Program Development is the process of identifying, selecting, and designing one or more systems-oriented strategies made up of complimentary projects and activities to produce goal-directed changes in specific problem areas.

BASIC UNIT RESPONSIBILITIES

• Assist individual divisions or affiliated agencies in the design and implementation of new client service programs, strategies, and procedures or the redesign of existing ones.

• Increase the utilization and coordination of volunteer resources and programs.

• Review, assess, and disseminate information on current trends in the area of client service programs.

• Initiate and test the use of improved program development practices and make recommendations for Department-wide consideration.

• Assist and support the development of correctional programs among/ with other agencies, divisions, institutions, civic groups, and individuals.

FUNCTION

The Program Development Unit is a support unit designed to provide systems-oriented consultation and/or technical assistance to the Department of Corrections operational divisions and central office administration.

The Unit provides the Department with the capability of in-house problem analysis and program planning on an individual unit or statewide basis. In many projects the staff function as facilitators/liaisons with interdivisional and inter-agency task groups.

The projects the Unit undertakes involve the full range of Departmental activities. In two projects staff are providing liaison to collaborative efforts with the Department of Mental Health and Mental Retardation to design and pilot therapeutic mental health programs for adults and juveniles in the Department's custody.

In another area efforts are underway to develop a managerial network to decentralize volunteer resource coordination and enhance the systematic collection of necessary data related to volunteer activities.

VOLUNTEER RESOURCES COORDINATION

The Department of Corrections recognizes and encourages the unique benefits available to persons under its supervision from citizen volunteers. These individuals provide a wide range of services, including educational programs, employment services, and individual contact.

Through the efforts of the Volunteer Coordinator, the Program Development Unit assists the Department in the meeting of overall agency goals. This is accomplished by the use of volunteer resources in a coordinated and systematic manner. The Volunteer Coordinator provides technical assistance, training, and consultation within the Department, as well as to community agencies interested in volunteer resources.

CERTIFICATION

UNIT

BOARD OF CORRECTIONS

Sidney S. Parker, Chairman

Rt. Rev. John A. Baden

Mrs. Joan P. DiGennaro

Walther B. Fidler

Norvell K. Robinson

Donald W. Huffman

William P. Kanto

John W. Williams

Fred W. Bateman

DIRECTOR OF CORRECTIONS
Terrell D. Hutto

ASSISTANT DIRECTOR
Division of Program Development
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William E. Weddington

MAILING ADDRESS

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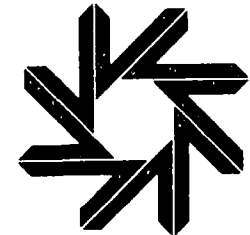
Division of Program Development
and Evaluation

Virginia Department of Corrections

APRIL 1981

*Typesetting and Paste-up by
Sharon Struble O'Keefe
Research and Reporting Unit*

CERTIFICATION UNIT

MISSION

The mission of the Certification Unit is to measure compliance with Board of Corrections standards in all institutions, units, facilities, agencies, and programs affiliated with the Department of Corrections.

Through compliance with standards, the Department attempts to provide supervision for clients, meet their basic human needs, and offer appropriate services.

BACKGROUND

Since 1975, various methods of certification were used in youth programs, but the desirable degree of uniformity and consistency was not achieved.

In March, 1979, the Department of Corrections created the Certification Unit to coordinate and implement a uniform and independent certification process.

BENEFITS OF CERTIFICATION

There are many benefits derived from certification other than the measuring of compliance with standards, including:

- measure of quality control
- measure of accountability
- management tool
- training tool

To assist in achieving these benefits, the Unit provides reports to those being certified, Regional Offices, and to the Board of Corrections.

CERTIFICATION SCHEDULE

On a biennial schedule, the Unit will be involved in approximately 359 certifications. Over 1,436 team members will be involved in accomplishing these certifications.
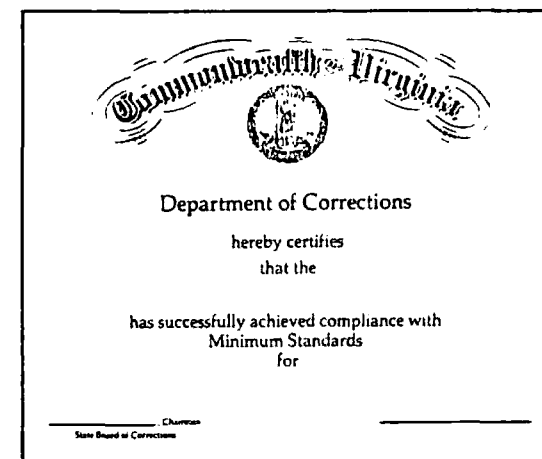
CERTIFICATION PROCESS

The team leader from the Certification Unit assembles teams of practitioners and other professionals who make on-site visits to measure compliance with standards. The number of team members and the length of the visit depend on the size of the unit being certified.

On the visit, the team examines all areas of operation addressed by the standards, including client records, services, personnel matters, physical plant, and administration. Based on the team findings, a report stating the degree of compliance is prepared and sent to the unit administrator and Regional Office. In conjunction with the Regional Office, the administrator prepares a plan of action to correct the noted deficiencies. The plan and a report are submitted to the Board of Corrections who determine the status of the unit. The Board will then find the unit either:

- Certified
- Provisionally Certified or
- Not Certified

and a certificate is issued to each unit that is Certified or Provisionally Certified.

Department of Corrections

hereby certifies

that the

has successfully achieved compliance with
Minimum Standards
for

Chairman

State Board of Corrections

CERTIFICATION STAFF

Jean B. Biscoe, Manager

Jerald F. Angell, Certification Specialist

_____, Certification Specialist

Kimley N. Dorwin, Certification Specialist

Morton E. Waller, Certification Specialist

Viola C. Roach, Clerk

PUBLICATIONS

More detailed information about program evaluation and information systems is contained in the following two publications distributed by the Unit:

Program Evaluation Material:
Introduction to Program Evaluation:
A Handbook

Monitoring Information Systems Material:
Department of Corrections' Management
Reports

Either of the two publications can be obtained by contacting the Unit at 257-1639.

EVALUATION AND MONITORING UNIT
STAFF

Kitty Parks, Manager

Pat Daniel, Eval. and Monit. Specialist

Randy Polisky, Eval. and Monit. Specialist

Michael Sheridan, Eval. and Monit. Specialist

Mike Worthington, Eval. and Monit. Specialist

Vacancy, Statistician

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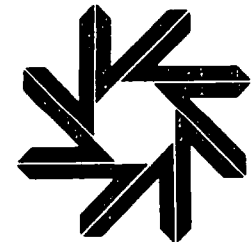*Richmond, Virginia 23261*

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EVALUATION

AND

MONITORING

UNIT

Division of Program Development
and Evaluation

Virginia Department of Corrections

APRIL 1981

EVALUATION AND MONITORING UNIT

The development, implementation and assessment of viable programs within a correctional system is a challenging endeavor. The Department of Corrections' Mission calls for programs that "will provide positive attitudinal and behavioral change" in persons entrusted to its care. To insure the accomplishment of this Mission, programs must be monitored and evaluated on an ongoing basis.

PROGRAM OPERATION INFORMATION

In order to provide services, program developers, administrators, program personnel and others need accurate and relevant information to aid them in decision making relative to the entire scope of program operation. In this sense, "information" can mean data about a variety of such program areas as perceived needs, resource availability and allocations, targeted and served client populations, program progress and performance, and program impact.

TYPES OF SERVICES

The Evaluation and Monitoring Unit is responsible for assisting in program development and assessing program implementation and impact through the provision of program operation information. In fulfilling this task, the Unit primarily offers two types of services to departmental personnel: (1) Program Evaluation Services and (2) Program Monitoring Services.

PROGRAM EVALUATION SERVICES

The Evaluation and Monitoring Unit offers services related to three levels of program evaluation: Monitoring, Process Evaluation and Impact Assessment. Briefly, *Monitoring* is an ongoing assessment of resource allocation and program progress. It provides descriptive information about a program. *Process Evaluation* is an investigation of program operations and accomplishments based on program monitoring and other appropriate data. It provides information related to within-program performance. *Impact Assessment* is a study of the program's efforts on a larger, targeted system or problem; it provides information about ultimate program effects.

SERVICE DELIVERY

In providing program evaluation services to the Department, the Unit offers two different means of service delivery: (1) Direct Program Evaluation and (2) Technical Assistance.

Direct Program Evaluation involves staff from the Evaluation and Monitoring Unit taking primary responsibility for the evaluation. However, this process will always involve program staff input and participation.

Technical Assistance involves the Unit staff performing a consulting or training role in the evaluation process. In this case, the major responsibility for the evaluation remains with the program staff while the Unit staff lends assistance in various steps of the process, depending on the needs of the requestor.

PROGRAM MONITORING SERVICES

The Evaluation and Monitoring Specialists work with program staff to develop administrative information systems which monitor the levels of functioning within each program. These monitoring data provide a foundation for administrative decision making and for specific program evaluation. Monitoring systems may be used on automated data and/or manually collected data. In working on monitoring systems the Unit works closely with program personnel and with the staff of the Electronic Data Processing Unit to assure that sufficient, accurate and timely data are captured and reported in a usable manner.

The Unit currently produces such routine monitoring reports as the *"Court Service Workload Report"* and the *"Analysis of the Community Residential Care Program Population"*, from existing automated reporting systems. New programs such as the Community Diversion Incentive Program are designed with monitoring and program evaluation as a part of the initial program development.

The Unit currently performs the following functions pertaining to monitoring systems: (1) Design of monitoring information systems; (2) Production of monitoring reports; (3) Data retrieval for special monitoring requests; and (4) Working on a temporary basis with the Electronic Data Processing Unit and Community and Prevention Services in monitoring the quality of data on certain automated juvenile systems and on data concerning juveniles jailed.

TRAINING

The Evaluation and Monitoring Unit has developed training packages on program evaluation and on the Unit's services. Available training ranges from a one hour presentation to a more comprehensive two or three day workshop. For further information concerning training, contact Kitty Parks, Unit Manager, at (804) 257-1639 or SCATS: 327-1639.

RESEARCH SECTION
— CURRENT MAJOR PROJECTS —

- *Employee Exit Interview Analysis*
- *Inmates in Need of Mental Health Services*
- *Insiders Program Research*
- *Mecklenburg Follow-Up Study*
- *Parole Success Prediction*
- *Population Analysis — Adult and Juvenile*

REPORTING SECTION
— ANNUAL REPORTS —

- *Adults and Children Under Community Supervision*
- *Characteristics of Children Committed*
- *Commitments to County and City Jails*
- *Felons and Recidivists*
- *Felons Paroled and Discharged*
- *Report of Escapes*

— MONTHLY OR WEEKLY REPORTS —

- *Population Summary of Adult Institutions, Youth Institutions, and Local Jails*
- *Juvenile Residential Population Report*
- *Population Summary of Local Correctional Institutions*

Copies of any of the above reports can be obtained by contacting the Unit.

RESEARCH AND REPORTING UNIT
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SCATS exchange is 327 for all phone nos.

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Allen Hinshaw, Researcher	*257-1950*
Stan Orchowsky, Researcher	*257-1976*
Robbie Watts, Researcher	*257-1975*
Mike Jones, Research Analyst	*257-1784*
Stewart Lowery, Research Analyst	*257-1977*
Keith Taylor, Research Analyst	*257-1978*
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Helen Hinshaw, Reporting Supvsr.	*257-1974*
Zona Jackson, Statistician	*257-1999*
Cynthia Jones, Statistician	*257-1973*
Sharon O'Keefe, Graphic Artist	*257-0918*
Betty Mayer, Data Clerk	*257-1997*

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Research and Reporting Unit
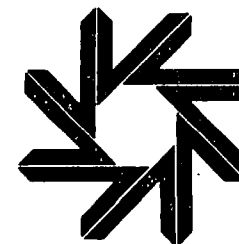*Division of Program Development and Evaluation*
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RESEARCH
AND
REPORTING
UNIT

Division of Program Development and Evaluation

Virginia Department of Corrections

APRIL 1981

RESEARCH AND
REPORTING UNIT

BACKGROUND

In September, 1978, the Department of Corrections underwent a major reorganization. In the process the Bureau of Research, Reporting and Evaluation was reorganized into the Research and Reporting Unit, a part of the Division of Program Development and Evaluation. The Unit is functionally divided into two sections: the *Research Section,* having 4 Researchers and 3 Research Analysts, and the *Reporting Section,* having 2 Statisticians, 1 Graphic Artist Illustrator, 1 Data Clerk and a Reporting Supervisor.

CURRENT EMPHASIS

With the reorganization of the Department there was a new emphasis on the Research and Reporting sections to coordinate and control research and statistical reporting and to serve as liaison for the Department of Corrections. Concurrently, the Research and Reporting Unit must fill the need for additional research and reporting services to provide departmental officials with research results and statistical reports which are needed in the management of the State Correctional System.

Reliable and valid research and reporting enables departmental officials to review and analyze information concerning felons, jail sentenced inmates, and children committed to the Department, and to measure characteristics of offenders and employees in order to promote long-range facility and service planning and decision making.

RESEARCH SECTION

DEFINITION OF RESEARCH

Research is the systematic development of knowledge essential to effective planning and rational decision making. Research results are management tools which provide planners and managers with information with which to evaluate problem solving alternatives.

The primary functions of the Research Section of the Research and Reporting Unit are: conducting research, coordinating research, and providing technical assistance.

CONDUCTING RESEARCH

Research projects conducted by the Section usually involve the development and implementation of a research design, which includes: defining the research problem, identifying variables to be measured, selecting a measurement instrument (questionnaire, survey, etc.), selecting a sample, collecting and analyzing data, and presenting the final report.

COORDINATING RESEARCH

The Research Section has responsibility for coordinating all research within the Department and with outside professionals and students. The Section reviews proposals for research and acts as liaison between the outside researcher and the agencies involved.

PROVIDING TECHNICAL ASSISTANCE

The Research Section provides technical assistance to other units in the Division of Program Development and Evaluation and to other divisions as well. This assistance may take the form of defining a research problem, developing an instrument to measure variables, specifying methods for data collection and analysis, or offering suggestions for data presentation. The Section also projects population changes for the operating divisions, and assists in defining populations eligible for new programs.

REPORTING SECTION

TYPES OF REPORTS

The Reporting Section is responsible for the compilation and/or review of all annual departmental statistical reports, as well as non-automated (routine and ad hoc) statistical reports forwarded from the Division of Program Development and Evaluation and which are distributed for the following purposes:

- Planning, managing and monitoring activities of the Division of Program Development and Evaluation.
- Providing general statistical information requested by the Office of the Director, departmental units, other state agencies, legislative committees, criminal justice agencies, and other interested persons.
- National reporting to the United States Bureau of the Census, National Prisoner Statistics.
- Reporting of annual departmental statistics.

In addition to providing data in the form of annual statistical reports, the Reporting Section collects, edits, reports and maintains weekly and monthly data on juvenile, adult and jail populations. *(See listing on back.)*

DATA COLLECTION AND QUALITY CONTROL

The Reporting Section is responsible for supervising and/or reviewing the data collection for annual departmental statistical reports, for maintaining quality control over the data collected to ensure the accuracy of these reports, and for maintaining a repository of such statistical reports. In conjunction with the Electronic Data Processing Unit and/or other units, the Reporting Section revises data collection systems when necessary and develops special statistical reports as needed.

STATISTICAL DATA REQUESTS

The Reporting Section responds to requests for statistical data which are primarily available from special computer reports, inmate records, or established departmental and divisional reports. The Reporting Section is responsible for data requests that cannot be readily obtained from an automated production report, or that require additional analysis and commentary.

TECHNICAL AND GRAPHICS ASSISTANCE

The Reporting Section also provides technical assistance on data collection, reporting procedures, and annual report writing. In addition, through its Graphic Artist Illustrator, the Reporting Section provides a variety of graphic arts services and advice.

RECENT AND CURRENT PROJECTS

- Development of Policy on Policy Development.

- Learning Center Standards adopted by Board of Corrections on 11/12/80.

- Secure Detention and Family Group Home Standards adopted 2/11/81.

- Model Policies and Procedures for Local Jails, Jail Farms and Lockups completed 12/80.

- Departmental Budget.

- Early Retirement Legislative Proposal.

- Pittsylvania County Jail Staffing Analysis.

- Unit Objectives and Performance Standards.

PLANNING AND POLICY DEVELOPMENT STAFF

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Russ Wilson, Supervisor. 257-1942

Steve Butts, Planner 257-1945

W. T. Clark, Planner 257-1943

Lou Haymes, Planner 257-1941

Mike Howerton, Planner 257-1946

Peggy McCrery, Planner. 257-1947

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Bob Phelps, Planner. 257-1952

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PLANNING

AND

POLICY

DEVELOPMENT

UNIT

Division of Program Development
and Evaluation

Virginia Department of Corrections

APRIL 1981

PLANNING AND POLICY DEVELOPMENT UNIT

HISTORY

The Planning and Policy Development Unit, in its present organizational form, evolved in September 1978. A departmental reorganization at that time formed the Unit which had previously been a part of the Bureau of Planning and Program Development. There are presently seven planners in the Unit, under the direction of a Supervisor and a Manager.

MISSION

It is the mission of the Planning and Policy Development Unit to facilitate the development of Plans, Policies and Standards for the Board of Corrections and the Department of Corrections, as well as affiliated, locally operated units to ensure effective and efficient correctional management.

OBJECTIVES

(1) To propose and assist the Executive Staff in developing both long and short range plans for the Department.

(2) To propose and/or prepare, when appropriate, new Department policy, or changes thereto, in response to requests of the Executive Staff or initiatives of the Unit.

(3) To complete annual or otherwise recurring or special assignments on or before the required submission date.

(4) To be proactive, where appropriate, in the identification of problem areas and to participate in the planning of solutions thereof.

(5) To develop and/or revise, when necessary, Virginia Standards for all state and local correctional programs, centers and facilities.

(6) To review grant sources and refer funding information to possible users and to coordinate and monitor Departmental grants and applications.

CONTINUING RESPONSIBILITIES

• Standards development, monitoring and revision.

• Policy coordination and development.

• Grants Management.

• Departmental Continuing and Specific Objectives development, monitoring and revision.

• Developmental Disabilities program coordination.

• Substance Abuse program coordination.

• Specified planning assignments.

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Olivia Logan, Production Control Tech.	257-1993
Bonnie Pitt, Production Control Tech.	257-1411
Lillie Richardson, Lead Data Entry Oper.	257-1966
Gaynell Ward, Lead Data Entry Operator	257-1966
Pearlene Banks, Data Entry Operator	257-1966
Kathy Edgerton, Data Entry Operator	257-1966
Gwen Jones, Data Entry Operator	257-1966
Carol Landers, Data Entry Operator	257-1966
Martha Mosby, Data Entry Operator	257-1966
Ann Rhone, Data Entry Operator	257-1966
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Larry Troemmler, Computer Systems Development Supervisor	257-1956
Mickey Kelliher, Senior Computer Systems Engineer	257-1987
Jim Weaver, Computer Systems Engineer	257-1987
Ed Fearnow, Project Manager	257-1954
Jim Roche, Project Manager	257-1991
Wayne Stafford, Project Manager	257-1992
Ellen Glettner, Sr. Programmer/Analyst	257-1958
JoAnn Gray, Sr. Programmer/Analyst	257-1992
_____, Sr. Programmer/Analyst	257-1965
Brenda Branch, Programmer/Analyst	257-1955
Danny Calloway, Programmer/Analyst	257-1967
William Moore, Programmer/Analyst	257-1967
Debbie Craven, Programmer	257-1965
James Lawson, Programmer	257-1958
Walt Schocklin, Programmer	257-1992

MAILING ADDRESS
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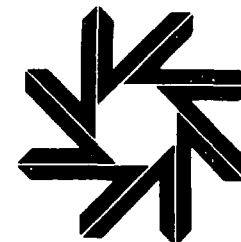*Division of Program Development*
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ELECTRONIC

DATA

PROCESSING

UNIT

Division of Program Development
and Evaluation

Virginia Department of Corrections

APRIL 1981

ELECTRONIC DATA PROCESSING UNIT

BACKGROUND

When the Department of Corrections was created on July 1, 1974, the Bureau of Management Information was set up to provide data processing and statistical reporting services. In 1976, the statistical reporting function was transferred to the Bureau of Research, Reporting and Evaluation and the Bureau's name was changed to the Bureau of Electronic Data Processing. During the reorganization of the Department in 1978, the Bureau was renamed the Electronic Data Processing Unit within the new Division of Program Development and Evaluation.

MISSION

The mission of the Electronic Data Processing Unit (EDP) is to develop and maintain all computer based information systems for the Department; to provide management information as required for all departmental users and to assist departmental employees in utilizing the available computer resources.

SYSTEMS DEVELOPMENT

The *Systems Development Section* provides for the development of new automated systems and for the maintenance of existing automated systems. During the initial phase of development, the problem is defined and the goals of the user are documented. The second phase involves selecting and recommending the most appropriate solution. Next, a detailed study of how the system will perform is done to prepare functional specifications from which the technical programming specifications are completed and construction of the new system begins. Finally, the computer programming and testing is completed and the conversion to a new automated system is accomplished.

OPERATIONS SECTION

The *Operations Section* is responsible for Data Entry, Data Control and for Computer Operations. In *Data Entry*, input forms are converted to a computer-readable format by operators who enter the data into a minicomputer via keyboards. In *Computer Operations*, a minicomputer is used to transmit the data keyed by Data Entry via a phone line to the Commonwealth Computer Center. *Data Control* is the coordinating link between Data Entry and Computer Operations. Input forms are received from users of EDP Systems, grouped into batches to be sent to Data Entry and the required procedures are set up to allow Computer Operations to receive from and transmit data to the Computer Center.

CURRENT INFORMATION SYSTEMS

OBSCIS (Offender Based State Correctional Information System) — is an automated, historical tracking system which contains information about adults committed to the custody of the Virginia Department of Corrections, as well as adults placed on probation by the courts. A number of production reports are generated from OBSCIS.

VAJJIS (Virginia Juvenile Justice Information System) — is an automated information system designed to gather in-depth information on juveniles for purposes of monitoring, planning, and program evaluation. It is designed to record each valid complaint and subsequent disposition; to record information on cases receiving services from juvenile court service units; and to report Aftercare supervision. A number of automated reports are generated from VAJJIS.

DCIS (Direct Care Information System) — is designed to track the characteristics, placements and services offered to children who are committed to the care and custody of the State Board of Corrections, referred to the Reception and Diagnostic Center for predispositional diagnosis and placed by the courts in the custody of private facilities funded by the Department of Corrections. Information collection begins with commitment and continues through all phases of programs until the child is discharged from Direct Care or Aftercare. Several automated reports are generated from DCIS.

AUTOMATED REPORTING SYSTEMS

A number of automated reporting systems have been developed and are maintained to provide management information. They are:

PROBATION SYSTEM — This reporting system is based on OBSCIS data and provides basic information on each adult probation case being supervised by probation and parole district offices in Virginia and on cases originating from Virginia courts but being supervised in other states through the Interstate Compact Agreement.

COURT SERVICE WORKLOAD SYSTEM — This reporting system is based on VAJJIS data and supplies information about the services being provided to juveniles by each court service unit. This system provides information on the number of juveniles on probation, in Direct Care or on Aftercare.

REIMBURSEMENT BUDGET SYSTEM — EDP assists the Division of Finance with reimbursements to community youth homes, court service units, and jails by providing reports on expenditures and by processing the budgets of these local facilities.

COMMUNITY YOUTH HOME REPORTING SYSTEM — The *Resident Population Report (C-3059)* for Community Youth Homes is completed by community based residential care programs and used in the computation of reimbursement. The youth home reports can be produced for resident as well as outreach populations and provide data on age, race, sex, length of stay, and type of offense.

DETENTION HOME REPORTING SYSTEM — The form, *Children Held in Juvenile Detention Homes (JC—34)*, is completed by all detention homes and used in the computation of reimbursement. The detention home report produced monthly for evaluation purposes provides information on children detained by age, race, sex, length of stay and type of offense.

JAIL REPORTING SYSTEM — The *Record of Prisoners Confined in Jail (J—6)* is completed by all jails and used in the computation of reimbursement for juveniles and adults housed in local jails. Additional information collected on the J-6 form provides the basis for a jail reporting system. A number of separate juvenile and adult jail reports are available and provide data concerning the reason held, the offense, length of stay, the number of commitments by race, sex and locality and the number of prisoner days by locality.

GRIEVANCE REPORTING SYSTEM — The grievance reporting system contains all complaints filed by incarcerated inmates against the Department. A monthly summary is produced by EDP concerning these grievances.

EQUIPMENT INVENTORY SYSTEM — This reporting system contains all equipment (including Grant equipment) owned by the Department. Inventory reports are run upon request on a quarterly basis.

LABEL PRINTING SYSTEM — The label printing system is a service offered by EDP and includes special request and mailing labels.

DIVISION

OF

PROGRAM

DEVELOPMENT

AND

EVALUATION
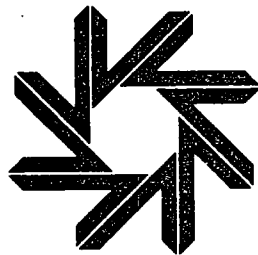
**VIRGINIA DEPARTMENT
OF CORRECTIONS**

VIRGINIA DEPARTMENT OF CORRECTIONS

The Virginia General Assembly, in 1974, in the separation of the former Department of Welfare and Institutions into two State agencies, created the Department of Welfare, and the Department of Corrections. On July 1, 1974, by the Code of Virginia, § 53—19.5, the Department of Corrections was established.

The mission of the Virginia Department of Corrections is:

> *To provide appropriate supervision of persons entrusted to the Department's care, to meet their basic human needs, and to make available programs that will promote positive attitudinal and behavioral change.*

DIVISION OF PROGRAM DEVELOPMENT AND EVALUATION

This report addresses the Division of Program Development and Evaluation. In this Division there are 72 staff who are divided among six units and the Assistant Director's Office. The number of staff positions and a brief description of each of the units are presented in the illustration on the next page.

This report is intended for departmental staff, but it is available for use by other State agencies and other interested persons as well. It is a comprehensive publication of the Division of Program Development and Evaluation's mission, philosophy, general policy, and functional description of the six separate units.

All questions, remarks or requests relating to this publication should be directed to:

Virginia Department of Corrections
Division of Program Development
and Evaluation
P. O. Box 26963
Richmond, Virginia 23261
Telephone: (804) 257-6176
(SCATS) 327-6176

DIVISION OF PROGRAM DEVELOPMENT AND EVALUATION

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┌──────────────┐    │     ASSISTANT  DIRECTOR         │    ┌──────────────┐
│Administrative│────│            for                  │────│ Secretary (1)│
│  Assistant   │    │ Program Development & Evaluation │    │  Clerk  (1)  │
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PLANNING AND POLICY DEV. UNIT

Inter-agency, Departmental and Inter-divisional planning, policy development, standards development and grants

- (1)   Manager
- (1)   Supervisor
- (7)   Staff

ELECTRONIC DATA PROCESSING UNIT

Systems analysis, computer programming, data control, data entry, and computer operations

- (1)   Manager
- (2)   Supervisors
- (26)   Staff

PROGRAM DEVELOPMENT UNIT

Client program design and technical assistance

Coordinate Volunteer Services

- (1)   Manager
- (5)   Staff

RESEARCH & REPORTING UNIT

Conduct and coordinate research
Respond to statistical data requests
Publish annual statistical and research reports
Provide technical assistance on research and data collection

- (1)   Manager
- (1)   Supervisor
- (11)   Staff

CERTIFICATION UNIT

Certify facility and program standards compliance

- (1)   Manager
- (5)   Staff

EVALUATION & MONITORING UNIT

Conduct program evaluation and provide technical assistance

Program monitoring

- (1)   Manager
- (5)   Staff

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Division of Program Development and Evaluation

MISSION

It is the mission of the Division of Program Development and Evaluation to plan for and support client services and management needs. In addition, it is the Division's mission to facilitate department-wide policy and program implementation; to incorporate effective techniques in operations and assessment; and to anticipate the short-range/long-range requirements of the correctional systems and encourage initiative in all areas of concern.

PHILOSOPHY

The enlightened management of a correctional system includes a continual delineation and assessment of its purposes, goals and outcomes. The Division of Program Development and Evaluation recognizes that effective and efficient decisions regarding the meeting of client services and management needs requires diverse sources of information. Accordingly, the Division provides direction and coordination in services to support these needs. The Division serves the entire correctional system, including coordination with outside agencies in the areas of program planning, program development, and certification, to ensure that operating systems remain responsive to changing needs. To provide both assessment of individual programs and measurement of their impact on the overall correctional system, ongoing research and evaluation is conducted and information systems are being developed to provide necessary monitoring and reporting to Department administrators.

GENERAL POLICY

In its support role to the Department of Corrections and to other agencies and individuals, the Division of Program Development and Evaluation shall provide services in a manner that is:

    a. accessible to clients, staff and management;

    b. clear to recipients and users;

    c. consistent with departmental policies, State and local laws and standards approved by the State Board of Corrections.

PROCEDURES FOR REQUESTING SERVICES

It is preferred that all requests for information or services to the Division be made in writing. Verbal requests which can be handled immediately, without additional clarification and where there is little question of misinterpretation, may be handled without a follow-up written request. In such instances the divisional respondent will clarify his/her understanding of the request as part of the response.

Requests to the Division may be received from any requestor; there shall be no restrictions. However, in accordance with the preference of the Regional Administrators to be kept informed of requests, it is recommended that requests for services be channeled through the regional offices. It is the responsibility of the recipient of any request to apprise his/her supervisor and/or other persons who may have or need information regarding such requests and to coordinate the response to the field with the regional office.

A response shall be made within five days after the request is received. The reply shall consist of either a complete response or a statement indicating the respondent's understanding of the request. The statement shall include: (1) project start-up date, (2) project completion date, (3) check points or progress reports, and (4) name of contact person.

PROCEDURES FOR INTERNAL MANAGEMENT OF SERVICE DELIVERY

Generally, the above procedures will be followed in all requests although an overall principle of flexibility to meet specific demands will be recognized.

It shall be the general practice of the Division to use regular manager meetings for staffing new projects as indicated in the *"Project Origination and Work Flow Chart"* on the following page. This will allow greater intra-divisional resource sharing , and maximize utilization of staff capabilities. Following the Division's *"Project Origination and Work Flow Chart"* is a presentation of the major functions of the Division, listed by units.

DIVISION OF PROGRAM DEVELOPMENT AND EVALUATION — Project Origination and Work Flow Chart

PROJECT ORIGINATES
a. Executive Staff assigns
b. Other Divisions request
c. Prog. Dev. & Eval. Units initiate
d. Community or Other Agency initiates

DIVISION MANAGEMENT TEAM
a. Discusses Project or Request with Originator[1]
b. Accepts Project; assigns Priority
c. Assigns Project to appropriate Unit for ACTION[2]
d. Identifies Other Unit(s) as COORDINATING

ACTION UNIT
a. Analyzes Project
b. Assigns Project Coordinator
c. Develops Plan of Action
d. Identifies needed Resources
e. Contacts Coordinating Unit(s)

COORDINATING UNIT(S)
a. Assigns Liaison Person to Project
b. Begins Input to Project

TASK FORCE ESTABLISHED (if appropriate)
Task Force may include Representatives from:
a. Other Units
b. Other Divisions
c. Any or all Regions
d. Other Departments
e. Other Agencies
f. Community

PROJECT COORD. and/or TASK FORCE
Develops proposed:
a. Plan
b. Policy
c. Program
d. Project
e. Data System
f. Research
g. Evaluation

UNIT MANAGER and/or DIV. MANAGEMENT TEAM
Reviews/Revises Proposal

PROJECT COORD. or TASK FORCE
a. Reviews Proposal with Project Originator
b. Revises Proposal as necessary

EXECUTIVE STAFF
a. Reviews
b. Revises
c. Approves/Decides

PROJECT COORD. or TASK FORCE
Finalizes Plan, Policy, Program, Project, System, Research or Evaluation

END PRODUCTS
PLAN DEVELOPED
REPORT PUBLISHED
POLICY PROMULGATED
PROGRAM IMPLEMENTED
SYSTEM ACTIVATED

APPROPRIATE UNIT
Provides Follow-Up, Evaluation, and Feedback as necessary and appropriate

NOTES:
(1) Requests for readily available information may be submitted directly to the appropriate Unit Manager.
(2) All projects will not necessarily require Management Team consideration.

UNIT FUNCTIONS

I. CERTIFICATION UNIT

1. Coordinate and implement certification reviews that measure compliance with approved Board of Corrections' standards for all institutions, agencies, and facilities under the purview of the Department.

2. Coordinate and supervise the development of the instruments and processes based on each set of standards to accomplish certification.

3. Make assessments of current services and facilities, and provide informational reports to all levels of administration and to the Board of Corrections.

4. Serve as liaison and consultant to other departmental divisions and local units regarding certification and standards compliance.

II. ELECTRONIC DATA PROCESSING UNIT

1. Operate, refine, and expand current automated systems to assure system, file, and data integrity.

2. Provide routine production and special reports as requested by users, from currently available data.

3. Meet with users concerning the use of data and production reports available from current automated systems.

4. Act in a consulting capacity to assist users in determining and defining areas of possible automation.

5. Design and implement new information systems and analyze existing systems to determine their feasibility and cost benefits to the Department.

6. Coordinate data processing needs of Department units and affiliated agencies, and interface with other State agencies concerning data processing.

7. Provide initial contact for all automated data requests.

III. EVALUATION AND MONITORING UNIT

1. Provide program evaluation services to the operating divisions for all programs that compare anticipated results with actual results.

2. Respond to requests for technical assistance in program evaluation and identification of gaps in program services.

3. Assist administrators and their staff in utilizing monitoring and evaluation techniques, information, and results.

4. Define, develop and utilize monitoring systems for operating divisions of the Department and affiliated agencies.

IV. PLANNING AND POLICY DEVELOPMENT UNIT

1. Facilitate the identification, development, revision, maintenance, and publication of broad departmental policies.

2. Facilitate departmental planning processes which have an impact across divisional lines to assure input, review and approval by all concerned.

3. Direct the development, revision, maintenance and publication of standards.

4. Coordinate and monitor the departmental grant program.

5. Coordinate the development and compilation of the Department's budget narrative.

V. PROGRAM DEVELOPMENT UNIT

1. Assist individual divisions and affiliated agencies in the design and implementation of new client service programs, strategies, and procedures, or in the redesign of existing ones.

2. Increase the utilization and coordination of volunteer programs.

3. Review, assess, and disseminate information on current trends in the area of client service programs.

4. Initiate and coordinate the use of improved program development procedures and make recommendations for department-wide consideration.

VI. RESEARCH AND REPORTING UNIT

1. Develop annual and short-term statistical and research reports with analysis and commentary, using departmental data.

2. Define, conduct, and coordinate all research activity within the Department of Corrections.

3. Serve as initial contact for, and respond to research and statistical requests from operating divisions and affiliated agencies.

4. Coordinate, review, and provide technical assistance in research activities conducted by Department staff and outside sources.

5. Coordinate, review, and provide technical and artistic assistance for various departmental reports.

6. Maintain an index of departmental research and statistical reports.

7. Coordinate the development, publication, and maintenance of research and reporting policies.

8. Maintain an awareness of research and reporting trends and keep appropriate departmental personnel informed.