

Three Year Strategic Plan 2019-21

Thomas Jefferson Area Community Criminal Justice Board

(Adopted by unanimous vote of the CCJB on December 12, 2018)



DEVELOPED BY:



The Center
for Effective Public Policy
Helping Justice Systems Discover Solutions

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in collaboration with
THE COMMUNITY CRIMINAL JUSTICE BOARD

SEPTEMBER 30, 2018

Thomas Jefferson Area Community Criminal Justice Board

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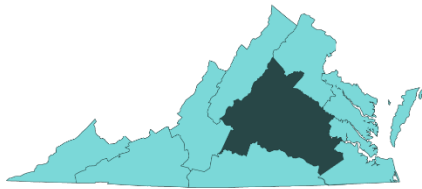
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I. BACKGROUND

Overview of the Thomas Jefferson Area Community Criminal Justice Board and Central Virginia Region

Pursuant to Sections 53.1-180 *et seq.*, of the Comprehensive Community Corrections Act (CCCA) for Local Responsible Offenders and Section 19.2-152.2 *et seq.*, of the Pretrial Services Act (PSA) of the Code of Virginia, the Thomas Jefferson Area Community Criminal Justice Board (CCJB) was established in 1995 to act as a policy advisory Board regarding pretrial and community corrections services to each of its member jurisdictions in the central Virginia region.¹



The CCJB includes twenty-four locally elected officials, and key

community and criminal justice stakeholders representing the counties of Albemarle, Fluvanna, Greene, Louisa, Madison, Nelson, and Orange, and the city of Charlottesville. A fulltime criminal justice planner is funded by the member jurisdictions to support their work. Traditionally, the CCJB has met quarterly to review pertinent criminal justice and corrections data and its implications, and identify and act on key criminal justice issues it can effect. Among its accomplishments, the CCJB has been successful in seeking grant funds to support some of its initiatives, formed successful community partnerships to address key issues, and conducted

data analyses to help drive changes in the community to improve safety and justice.

The Central Virginia region includes a mix of rural, suburban and urban jurisdictions with a regional population of more than 300,000. The area is served by diverse state and local government criminal justice and human services agencies and courts that crisscross geographic

“Because of my participation on the CCJB I have a better appreciation of the many common issues shared by all of the member jurisdictions.”

boundaries. Offender Aid and Restoration (OAR), a community-based restorative justice organization that provides pretrial and community corrections services, is the only entity that serves the entire CCJB region. Each county in the CCJB may be responsible to different judicial districts, state regional districts, and Department of Corrections districts that are not part of the CCJB; for example, Nelson County is in Judicial District 16, but several other counties in that judicial district are not in the CCJB region. Delivery of mental health and substance abuse services vary: most counties receive state provided services from Region Ten, but northern CCJB counties receive these services from Rappahannock. Further complicating the situation is that within each county there may be multiple law enforcement agencies. Thus, each county in the CCJB is responsible for adhering to a

¹ For more detailed information see the By-Laws of the Thomas Jefferson Area Community Criminal Justice Board, amended July 2002.

multiplicity of rules, regulations, processes, and service agencies, and those requirements may be different for each county that is part of the CCJB. This patchwork of resources and regulations can complicate the process of making regional decisions intended to be consistent across the entire region.

A listing of just some of the relevant state and local government service districts encompassing the CCJB region:

- **Offender Aid and Restoration (OAR):** Provides pretrial and community corrections services for the entire region
- **Two regional correctional facilities:** The Albemarle-Charlottesville Regional Jail (ACRJ) and the Central Virginia Regional Jail (CVRJ)
- **Two judicial districts (16 and 24):** Encompass magisterial and public defender services, and circuit and general district courts
- **Two community services board districts:** Rappahannock-Rapidan Community Services Board and Region Ten Community Services Board
- **Three Department of Corrections Probation and Parole districts:** 9, 13 and 26
- **Multiple local law enforcement agencies**

Because of overlapping service areas, some of the jurisdictions within the region must seek some kinds of government services outside of the region. The availability of community services is also diverse across the region. At one end of the spectrum, there is an expansive array of services available to justice involved individuals and victims of crime (for example, in the City of Charlottesville/Albemarle County), and at the

other end of the spectrum, limited or no community resources and services available (for example, Nelson and Madison Counties).

Transportation and housing are also challenges within the region and are more acute in the rural areas of the region. Because services are more available in the urban areas of the region, officials in those localities farthest away are often required to travel distances to the jail, and emergency and crisis services; and justice involved individuals may be unable to travel distances to required appointments or locations that offer services.

Over the past decade, all jurisdictions within the region have experienced increases in the cost of incarceration, and populations in the two regional jails has remained high. (It should be noted that these increases have occurred at a time when crime across the region has declined.) Some jurisdictions within the region are also feeling the effects of the opioid and methamphetamine epidemic more acutely than others. All jurisdictions within the region, however, are dealing with significant substance abuse and mental health issues.

In light of these and other factors, the CCJB agreed to enter into a strategic planning process with the goal of creating a three year plan to identify priority criminal justice goals and objectives that have the potential to improve the criminal justice system in each of the member jurisdictions, enhance the use of data-driven decision-making, foster greater communication among members, and serve as a guide for their work together.²

² It should be noted that the CCJB has not had a strategic plan to guide their work since 1999.

Summary of the CCJB 2018 Strategic Planning Process

In 2017 the CCJB secured state grant funds to support the development of the three year plan, and in early 2018, the Center for Effective Public Policy (the Center) was selected to facilitate the process. During the four month planning process (June-September 2018), the Center conducted the following activities to gain a greater understanding of the strengths, challenges and gaps in the criminal justice system across the region.

- Three onsite visits were conducted to solicit input for the strategic plan from a broad range of stakeholders across the region.
 - The Center participated in two CCJB meetings on June 20th and September 12th to solicit input and feedback from members.
 - With CCJB members, the Center conducted interviews and small group discussions with key stakeholders in each of the member jurisdictions. In all, more than 45 state and local stakeholders provided input representing numerous discipline groups, including: Commonwealth Attorneys, victim advocates, community supervision and pretrial staff, regional jail leadership staff, judges, defense attorneys, county and city government officials, law enforcement officers, and community services providers.
 - The Center met with the Central Virginia Regional Jail Board and the Albemarle-Charlottesville Evidence-based Decision making Group to solicit their input.
- The Center conducted an online survey of CCJB members to establish strategic plan priorities and determine how members would like to participate in its implementation.
- To gain a greater understanding of the CCJB's history and purpose, and current criminal justice issues, the Center reviewed

past CCJB meeting minutes, the CCJB by-laws, data reports prepared by the criminal justice planner, and other reports and information shared by CCJB members.

- Throughout the four month strategic planning process, the Center worked closely with Neal Goodloe, the CCJB criminal justice planner, to assure that the strategic planning process goals, objectives, and expectations were being met.

During the process, CCJB members agreed that the strategic plan should consider the following:

- The CCJB should maintain its current structure and continue to meet quarterly.
- The CCJB should select issues to work on that are small, tangible, concrete, and doable.
- The CCJB should identify one or two issues to work on annually.
- The CCJB should establish measures to determine its performance as a group and for all of its strategic planning activities.

In addition, CCJB members (re)committed to be involved in implementing the strategic plan by:

- Attending all quarterly meetings;
- Meeting regularly with local elected and criminal justice stakeholders to apprise them of the CCJB's efforts and progress;
- Becoming educated about the research supporting effective interventions; and
- Becoming knowledgeable about local criminal justice data and information.

As part of the planning process, members began a discussion of a larger vision of success for their efforts and reiterated their key mission contained in the CCJB by-laws:

Vision Statement	Mission
<p>All jurisdictions in the Central Virginia region have equal access to a range of evidence-based programs and services that maintain safety and reduce recidivism, and respond to the needs of both justice-involved individuals and victims of crime.</p>	<p>The CCJB assists participating localities to work together and plan for the development of pretrial court services and community-based corrections programs in each of their individual jurisdictions and across the Central Virginia region.³</p>

The rest of this document proposes a three year strategic plan for the CCJB’s consideration. The plan includes four broad goals that were discussed by the members who were in attendance at the Sept 12th CCJB meeting, and key objectives and tasks for accomplishing each one. The plan assumes that, going forward, the CCJB will continue to operate within its current structure, organization and schedule. It proposes a framework and strategy for shifting the CCJB’s focus from a (solely) regional one to the specific issues facing individual member jurisdictions (Goal 1). It proposes a strategy for assisting CCJB members and stakeholders within their representative jurisdictions to become more knowledgeable about evidence-based practices, victim-centered strategies, and local criminal justice practices (Goal 2). It outlines

a plan for assisting the CCJB to become more visible within the region should the CCJB determine they would like to develop a broader communications plan (Goal 3). Lastly, the plan suggests some steps the CCJB can take to utilize their quarterly meetings to enhance information sharing, measure progress in achieving strategic goals, and strengthen their collaboration (Goal 4).

Once the CCJB has the opportunity to review the plan, they may consider the following questions:

- Does the plan capture the direction discussed by the CCJB during the planning process?
- Of the goals and objectives proposed, what is most immediate? What should be the focus over the next 12 months?
- Are there specific goals or activities that individual CCJB members would like to be involved in to finalize and implement the plan?

It should be noted that additional detail (such as timelines, local meeting schedules, and specific assignments) will be required to map key work activities and fully execute the plan over the three year period (perhaps from January 1, 2019 to December 31, 2021). For the remainder of 2018, the CCJB may wish to focus on finalizing the plan, scheduling initial local meetings and confirming a more detailed plan for moving forward.

³ See Section 1 of the CCJB by-laws.

II. STRATEGIC PLAN GOALS AND OBJECTIVES

The following goals and objectives serve as a roadmap for the CCJB over the next three years, to fulfill its vision to assure that justice-involved individuals and victims of crime have equal access to a range of evidence-based programs and services that respond to their needs, maintain safety and reduce recidivism.

GOAL 1:	Recommend policies and practices in each member jurisdiction that builds on their strengths and addresses their unique criminal justice gaps and challenges.
GOAL 2:	Enhance CCJB members' knowledge and understanding of evidence-based practices and strategies proven to reduce recidivism. Focus CCJB meetings on information sharing, knowledge building, and measuring progress to achieve strategic goals.
GOAL 3:	Increase the visibility of the CCJB within the Central Virginia region.

A more fulsome discussion of the objectives and tasks to accomplish each of these four goals are outlined below.

GOAL 1: Implement policies and practices in each member jurisdiction that builds on their strengths and addresses their unique criminal justice gaps and challenges.

Throughout the strategic planning process, CCJB members articulated a clear goal to be data-driven and evidence-based. CCJB members expressed interest in sharing information regionally at quarterly CCJB meetings, but stated that the primary strategic planning goal should be to develop actionable items

focused on jurisdiction-specific, rather than regional, priorities.

Objective 1-1: Provide CCJB members with jurisdiction-specific data and information that can inform local criminal justice decision making.

- Develop a common data and information “template” that can be used to highlight individual member jurisdictions’ criminal justice indicators consistently across all member jurisdictions.

The template should include relevant jurisdiction-specific criminal justice and corrections data to build a criminal justice profile of each member jurisdiction. Template data may include a range of information such as: crime and arrest data and trends; pretrial usage, including number of investigations, number on pretrial release supervision, number/percentage of those who fail to appear or with pretrial misconducts; jail usage, including admissions, incarceration rates, release rates, and costs; highlights of special populations such as number/percentage of jail admissions who present with mental health and/or substance use issues, women, low risk individuals, and minority populations; court data including number of felony and misdemeanor filings, length of time and/or number of court appearances to resolve cases, information regarding specialty courts; dispositions, including state incarceration, probation, community corrections and jail sanctions; justice involved individuals’ characteristics including demographics, risk levels and criminogenic needs, recidivism and other outcomes; victim demographics and information; community interventions and resources available to address justice involved individuals’ identified risk and needs;

and other information as defined by each member jurisdiction specific to their locality.

- With CCJB input, determine specific data and information to include in data template (see list of some possible data items above), and data timeframes (latest calendar or fiscal year, for example).
- With CCJB input, determine how frequently template data will be updated for each member jurisdiction (i.e. annually).

Objective 1-2: Meet with key stakeholders in each member jurisdiction to present and discuss jurisdiction-specific criminal justice data and their implications.

- With CCJB members, identify key local elected and criminal justice stakeholders to be invited to attend a meeting where initial criminal justice data is presented.
- With CCJB members, develop a jurisdiction-specific meeting schedule. This might include an initial meeting to present jurisdiction-specific criminal justice data to key criminal justice stakeholders, the County Board of Supervisors, and others. It might also include additional local meetings to focus on specific issues, to develop and monitor the implementation of a jurisdiction-specific work plan, and/or to present the data to additional groups or stakeholders within the locality.

Objective 1-3: With CCJB and key local stakeholders, develop and implement a plan of action to address jurisdiction-specific priorities.

- At initial or subsequent meetings with individual CCJB member jurisdictions, discuss implications of data with assembled group of local stakeholders. What questions do they have about the data? What does the data suggest about gaps and challenges in the current criminal justice system and process? What additional data would they find

helpful? How would they like to proceed to develop actionable items?

- With individual CCJB member jurisdictions, identify one or two priority issues/goals and develop a work plan for accomplishing them. As part of the work plan, develop a few key performance indicators to measure progress in accomplishing the plan and goal(s).
- Once priority issues are identified and a work plan for accomplishing them are developed, determine how the plan will be realized. For example, will a local group be convened to oversee the implementation of the plan? What role will the CCJB member play in the development and implementation of a local plan? Are there specific issues the CCJB criminal justice planner can assist with?

GOAL 2: Enhance CCJB members' knowledge and understanding of evidence-based practices and strategies proven to reduce recidivism. Focus CCJB meetings on information sharing, knowledge building, and measuring progress to achieve strategic goals.

At the September 12th CCJB meeting and in response to the online survey, many CCJB members expressed interest in becoming more knowledgeable about the research supporting effective interventions. Rather than viewing this as a new and completely separate goal from the other two goals discussed in this plan, the following objectives and tasks assume that increasing CCJB members' knowledge about the research can be integrated into discussions about jurisdiction-specific data (Goal 1) and/or incorporated easily into CCJB quarterly meetings. A key task highlighted below also suggests compiling or summarizing already available information that can easily be made available to CCJB members who may be interested in delving further into the research.

Objective 2-1: Make CCJB members aware of available training opportunities, and relevant research and information.

- With CCJB input, develop a list of key constituent groups and organizations at the local, state and national level that provide training opportunities, research reports and information of interest to CCJB members; circulate training announcements and information regularly to CCJB members. Opportunities may be provided by: state and local criminal justice groups via instate conferences (for example, of judges, Commonwealth Attorneys, Bar Association); training events sponsored by OAR, the Department of Criminal Justice Services, and the Department of Corrections; locally sponsored training events conducted by Community Services Boards, law enforcement agencies, victim advocacy organizations and others; and national training opportunities, including webinars sponsored by the National Institute of Corrections, the Bureau of Justice Assistance, the National Reentry Resource Center, the National Resource Center on Justice Involved Women, the GAINS Center and others. These groups typically provide newsletters, research reports and other information that may be of interest to CCJB members.

Objective 2-2: Dedicate time at quarterly CCJB meetings to become more knowledgeable about evidence-based practices and strategies that work to reduce recidivism.

- This might include devoting 30 minutes or some part of CCJB meetings to a discussion of the principles of evidence-based practices and their implications for jurisdiction-specific work plans (see Objective 1-3), a discussion of a data report prepared by the criminal justice planner and their implications for the region from an evidence-based perspective, or a discussion of evidence-based strategies that are being implemented in other jurisdictions that result in successful outcomes for justice involved individuals. Consideration can also be given to having an outside speaker address the group on a specific topic.

In this way, CCJB members can become more knowledgeable about the research supporting issues they are most interested in pursuing. Of course, members who wish to delve deeper into the research can be directed to additional resources by the CCJB criminal justice planner.

Objective 2-3: Utilize CCJB meetings to share information that may be relevant to the entire group. Highlight activities and progress made by member jurisdictions in addressing local criminal justice issues. Consider opportunities to share information and educate local stakeholders in CCJB member jurisdictions about evidence-based practices and strategies that work to reduce recidivism.

Stakeholders in individual member jurisdictions may benefit from a greater understanding of the research supporting effective interventions, especially as they become more knowledgeable about local criminal justice data and its implications. During local stakeholder meetings, there may be opportunities to discuss the implications of the data from an evidence-based perspective.

- CCJB members agree that the strategic plan should be more focused on implementing strategies to address criminal justice gaps and challenges that are jurisdiction-specific. CCJB members further agree that quarterly meetings should be used to update each other on progress being made to accomplish strategic goals in each individual member jurisdiction. It may not be possible, however, given limited meeting time, to review the progress being made in each of the eight member jurisdictions at each meeting.

GOAL 3: Increase the visibility of the CCJB within the Central Virginia region.

At the September 12th CCJB meeting, members agreed that the CCJB is relatively unknown by the vast majority of stakeholders (and citizens) within the region. Many members agreed that it would be desirable for the CCJB to become more visible as a regional criminal justice planning group. However, CCJB members also agreed that this may be of less importance than focusing more actively on individual member jurisdictions (see Goal 1). Should the CCJB determine that they want to take steps to become more visible within the region, the following activities are offered for their consideration.

Objective 3-1: Form an ad hoc committee to develop these ideas further and/or determine communications strategies that the CCJB may consider.

- Conduct a meeting of CCJB members who may be most interested in developing a communications plan. This may be a one-time, ad hoc meeting to discuss how/if the CCJB wants to develop and implement communications strategies, and may provide the opportunity for those who are most interested in this activity to discuss strategies in greater detail than was possible during the strategic planning process. The committee could then share their recommendations with the full CCJB at an upcoming meeting.

Objective 3-2: Identify opportunities to highlight the work of the CCJB.

- The CCJB is currently engaged in data analyses of key criminal justice issues (e.g. returns to custody, criminal justice involvement of individuals who present with mental health issues). Consider opportunities to disseminate these analyses beyond CCJB members. For example, the CCJB could summarize the key findings of these analyses and present them to a broader audience (for example, the

mental health analyses could be presented to the Community Services Boards, at law enforcement roll calls, at key meetings of Drug Task Forces, instate conferences, at locally or regionally convened meetings, and other organizations who may be interested). Research findings could also be used to develop articles in local newspapers or as published reports. In all cases, the CCJB should be highlighted as the author of these findings so that any analyses conducted and disseminated by the CCJB becomes a vehicle for the CCJB becoming more visible within the region.

Objective 3-3: Disseminate an annual “state of the region” report.

- The CCJB may consider developing and disseminating an annual report that highlights the work of the CCJB. This might include key findings from research efforts and strategies being implemented to address them, innovations being considered and implemented in member jurisdictions, and key criminal justice indicators of each of the CCJB member jurisdictions. Such a report should be disseminated broadly within the region.

Effective Date:

This three-year strategic plan was unanimously adopted by the Thomas Jefferson Area Community Criminal Justice Board at their regular quarterly meeting held at Water Street Center in Charlottesville, VA on December 12, 2018. The plan is effective January 1, 2019 and remains in effect through December 31, 2021.

Exhibit 1: Sample Agenda

SAMPLE AGENDA: QUARTERLY MEETING OF THE THOMAS JEFFERSON AREA COMMUNITY CRIMINAL JUSTICE BOARD

15 minutes Welcome and Introductions

Objective 4-2: Go around the room and ask each member to state one thing of note since the last meeting. This may include one thing they have done to further strategic planning goals or one thing they have learned about that may be of interest to the CCJB.

30 minutes Topical Presentation and Discussion

Objective 4-1: Predetermined topical discussion about a substantive issue and the research supporting it.

60 minutes Updates and Progress Made since the Last CCJB Meeting

Objective 4-3: Select three or four members prior to each meeting who come prepared to present information about progress being made in their jurisdictions to accomplish strategic goals. (If 3-4 jurisdictions present at each quarterly meeting, this means that each jurisdiction can present information to the group twice over the course of the year.) Each member has 15-20 minutes to present information and respond to questions. In addition to providing a description of their activities, these presentations should also focus on lessons learned that other members may benefit from, as well as issues they may want input on from the other members.

Some of this time might also be used to assess overall progress being made in accomplishing the CCJB's three year plan or other issues of import to the group.

15 minutes Next Steps

The last 15 minutes of the meeting should be used to summarize any action steps agreed to during the meeting, identify the jurisdictions who will present at the next meeting and agree on a topic for discussion at the next meeting.