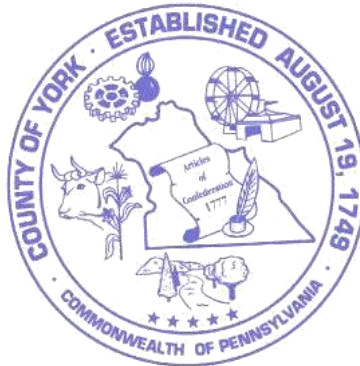


York County Criminal Justice Advisory Board

2015-2017 Strategic Plan



York County, Pennsylvania

**Don O'Shell
York County Clerk of Courts
CJAB Vice Chairman**

York County CJAB 2015-2017 Strategic Plan

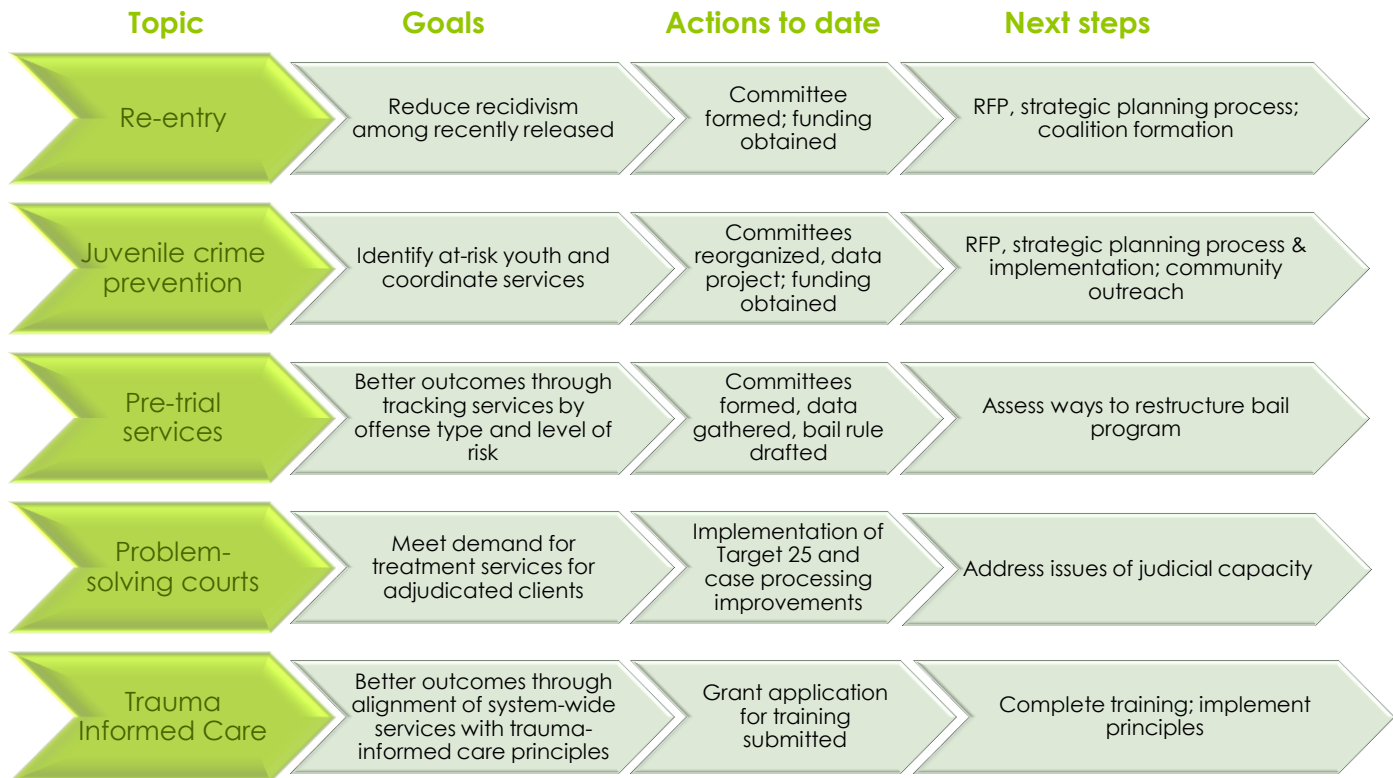
Annual Strategic Planning Retreat held November 20, 2014

Adopted by CJAB January 22, 2015

Mission Statement

The mission of the York County Criminal Justice Advisory Board is to provide an ongoing forum for communications and collaboration among key decision makers for the purposes of planning and integrating information, and recommending action to improve the effectiveness and efficiency of the criminal justice system in York County.

2015 Priorities



The first four priorities are continuations of earlier priorities. Trauma-Informed Care is a new priority.

Selection & Analysis of Priorities

CJAB reviewed existing priorities during the CJAB's Annual Strategic Planning Retreat in November 2014. The consensus is that the five priorities identified in 2013 (and earlier) are complex and broad in scope, and much work remains to be done in addressing them. To this end, each current priority was reviewed at the retreat, and purposes, goals, and activities were revised where necessary. Detailed summaries of these reviews are included in the Notes Section of this plan.

An additional priority, Trauma-Informed Care, was discussed at the Retreat, and was added at the January 2015 CJAB meeting. This priority is centered on a refocusing of Probation Services and other criminal justice agencies around risk and needs assessment and trauma-informed care. In 2015, assuming a successful application, a comprehensive series of training events will be held. Work on the priority will proceed, however, regardless of the success of the application.

Progress in 2014

In December of 2013, the CJAB identified **five priorities**. Progress has been made in these areas as follows:

York County CJAB 2015-2017 Strategic Plan

CJAB Priority Committees

Gun & gang violence reduction – A committee is in place and a data analysis project is underway that will collate 25+ data points from over 800 cases over the last four years. These cases are violent crimes involving firearms. This project is about 40% complete to date. The goal of the project is to find commonalities between the people charged with these crimes, in order to identify the best way to approach the problem. Moving forward, this group will become a subcommittee of the larger Juvenile Crime Prevention Committee.

Juvenile crime prevention - In 2014, the Juvenile Crime Prevention Committee inventoried services for at-risk juveniles available locally and began to look at evidence-based practices and programs used elsewhere. The group also conducted a push for volunteers to work with various Youth Aid Panels in the County, resulting in over 40 new volunteers!

Because their purposes have merged, in 2015, the Gun & Gang Violence Committee will become a subcommittee of the Juvenile Crime Prevention Committee. Subcommittees will also form to work on Community Education & Outreach, and to continue Data Collection. The CJAB feels that a priority with such a broad scope will be better approached in several ways at once.

Pretrial services – A committee was formed in the spring of 2014 to clarify goals and approaches. The committee identified two areas of activity. The first is a revised rule for bail bondsmen and exploration of creating a County Bail Agency. The second is an analysis of incarceration in cases when bail is not/cannot be met. Adjustments to how and when bail is issued may be necessary, depending on the results of the analysis. At the end of 2014, a new draft bail rule has been written and is under review by the Bench.

Problem-solving courts – These will remain an ongoing priority. The DUI Court currently graduates about 200 individuals a year, which is a fantastic improvement over its original capacity of about 50; however, demand in the community still remains. Further expansion of the treatment courts is currently limited by a lack of judicial resources, as the County's Criminal Bench has been affected by several retirements and leaves of absences.

Grant Team - The 5th priority involved the creation of a Grant Team. This Team has become a standing CJAB Committee and is discussed below.

Standing CJAB Committees

Three standing Committees are always at work, supporting the forward momentum of the larger Board.

Grant Team – This team formed in 2013, has CJAB-approved protocols for operation, and continues to meet as needed. In 2014, the Grant Team worked toward the extension of a federal grant supporting drug testing in the DUI Court. The Team has also reviewed a number of funding opportunities and made recommendations on whether or not they should be pursued.

Planning Committee – In 2014, the Planning Committee drafted several important changes to the Board's Bylaws. These changes brought our Bylaws into compliance with PCCD requirements and incorporated succession planning into the Board's operation.

Evaluation Committee – The Evaluation Committee has continued to collect the data needed to conduct a cost-benefit analysis of the County's DUI Court. A control group has been identified and tracking of data points has begun. The Evaluation Committee also created a DUI Fact Sheet to highlight CJAB's successes in dealing with DUI cases.

Action Items & Funding

The CJAB has received grant money to fund detailed strategic planning efforts for the Re-entry Subcommittee (to support formation of a Re-entry Coalition) and for the Youth Gun and Gang Violence Subcommittee (exploration of options). The CJAB will be issuing Requests for Proposals for both of these initiatives in 2015. An application for training through SAMHSA's GAINS Center, focused on "How Being Trauma-Informed Improves Criminal Justice System Responses" has been submitted.

York County CJAB 2015-2017 Strategic Plan

Retreat Notes

PCCD representatives facilitated review of each priority. Discussion points and next steps from the evaluation of each existing 2014 priority are as follows:

Pre-trial/Bail

- Number of individuals at York County Prison on minor offenses
- Looking at training for Judges in 2015 (19 MDJ's)
- Can't make bail (No % bail in York)
- Looking into Risk/Needs Tool (Ohio)
- Get offenders into services quicker
- Re-vamp system
- They have buy in from the bench
- Staff are trained on Risk/Needs Tool
- November 24th live with community supervision tool
- Looking at Intake Unit
- Help Judges set bail with tool
- Bail Bondsmen rule under review currently
- Lots of moving parts
- Cost benefit analysis could be beneficial
- Re-visit Chester County (look at their numbers)
- Would need staff to manage/run
- At least 40% of Pre-trial at York County Prison

Next Steps for 2015: Timeframe and who's responsible

- Bail Bond Rule in place→ End of 2014, PJ, Running 1st quarter of 2015
- Bail Agency
- Screening→ April Billet-Barclay
- Revisit Chester County→ 1st Quarter of 2015→ Don O'Shell
- Look at YCP data-who can be released→ Warden
- Finish Risk/Needs tool implementation→ by end of 2015→ April Billet--Barclay
- Sell It!

Gun & Gang Violence

- The group decided to merge two priorities. The Youth Gun & Gang Violence will become a sub-committee of the Juvenile Delinquency Prevention Committee.
- Need results from Youth, Gun & Gang study of 800 cases
- Acquired additional mentors for Youth Aid Panels- 10-50 new Volunteers are involved
- Interest and energy in community
- Explore existing Communities that Care (CTC's)
- Add Mentors!
- Identify Resource data
- Outreach to public
- Lacking National Guard Youth Challenge Program in PA- look into bringing it to PA and how much money that would cost
- Need for Data subcommittee and Education Outreach (Public) subcommittee under the Juvenile Delinquency Prevention Committee.

Problem Solving Courts

- Capped at 400 participants
- No Judicial resources for expansion due to vacancies on criminal bench, down 3 judges currently

York County CJAB 2015-2017 Strategic Plan

- Still a priority, still needs support
- Looking at MDJ's assisting possibly
- Graduating 200+ people a year
- 10% Recidivism for DUI participants
- 10% Recidivism for MH participants
- Drug Court is accredited
- DUI Court in the process of being accredited
- Look at Probation without verdict to avoid license suspension → work with DA's office

PCCD representatives then led in depth examinations of CJAB's expectations for the final products of the two strategic planning grants. These discussions were more focused on desired end results and qualities needed in a consultant.

Re-entry

- Gather Data from YCP & Probation
 - Average age
 - Education Level
 - Skills training
 - Drug , Alcohol & other drugs
 - Mental Health
 - Veterans
 - Marital Status
 - Number of children
- Look at current re-entry process
 - Current data collected across systems to determine:
 - Assessment process
 - Referral process
 - Housing
 - Employment needs
 - Treatment & other support services
 - Transportation
- YCP has a current re-entry process
 - YCP provides a book with services, transportation information, etc. to inmates
 - YCP makes referrals to services and employers
 - Treatment Supervisor in charge of Re-entry at YCP
- York County Probation/Parole currently does a Risk/Needs assessment upon release from YCP, but high caseloads make individual work difficult.
- Need seamless transition from Jail to Probation
 - Expand DRC
 - Not a uniform approach among APO's
 - Create a Re-entry Unit within YCP&P (smaller caseloads)
- Understand the barriers the returning citizen is facing
- Mentors? Certified Peer Support Specialists
- Community support
- York Mentoring and Safer Community Coalition
- Target County & State Returning Citizens
- Partnering with the "State" has been one-sided
- 1,100 individuals on State Parole in York County
- 11,000 on County Probation/Parole in York County
- Engage Housing Authority
- Employment Specialist at Probation/Parole & DRO (Careerlink)

York County CJAB 2015-2017 Strategic Plan

Desired Outcomes for Re-entry

- Reduce Recidivism
- Affordable Housing
- Training/Skills to gain employment
- Wages to afford basic needs
- Identification (many need drivers licenses/state ID cards, other forms)

Re-entry Consultant and RFP

- Organizational development skills
- Experience with governmental and community/faith-based agencies
- Prior Re-entry knowledge
- Understanding of the Criminal Justice system in Pennsylvania
- Knowledge of Justice Reinvestment
- Trust building and Team building
- Consultants should describe their previous experiences in facilitating countywide system activities.
- Consultant should describe their capacity to complete the work as described in the RFP, to include a description of similar completed projects.
- Identify any staff that will be involved in the project as well as a description of their qualifications and anticipated role in the project, if applicable.
- The consultant should describe their experience in providing detailed technical assistance to a wide variety of agencies in Pennsylvania.
- The ability to facilitate discussions that will result in the development of mission, vision and scope of the Re-entry Coalition.
- RFP completed by end of 2014 → April Billet-Barclay
- Ties to the York County Community
- Start to identify who will attend (agency names)
- 30 days due → January 30, 2015
- Start date of March 2015?
- Send list of partners to invite
- Who will review the applications

Who should be included in the Re-entry Coalition:

- Housing
- Transportation
- Medical Assistance
- Prison
- Consumer (Returning Citizen)
- Faith based
- Employment
- Judges
- CJAB

Re-entry Team will finalize list.

Juvenile Prevention Efforts (Youth Gun and Gang Violence)

- Finish Collecting Data
 - Average age
 - Education Level
 - Drug , Alcohol & other drugs
 - Mental Health
 - Parental involvement

York County CJAB 2015-2017 Strategic Plan

- Number of children, if any
- Children and Youth agency involvement, if any
- Gang affiliation
- Gun offenses
- How many parents incarcerated
- Look at other efforts (Chicago)
- Look at State efforts at YDC's

Desired Outcomes

- Reduction in gun and gang violence
- Thriving Community
- Opportunities with the community ("Safe Space")
- Hope
- Community Involvement
- Buy In!
- Commitment Level
- Cooperation with school district
- Leave the past behind and have a positive future
- Mentors- long term & positive, maybe a team concept
- RFP→ maybe 3 months after Re-entry→ April Billet-Barclay

Juvenile Consultant

- Similar to Adult Re-entry efforts
- Juvenile Justice Expertise required
- Ability to review, analyze and interpret juvenile justice data to inform decision makers
- Knowledge of York County Juvenile System
- Knowledge of York County

Who should be included in the Juvenile Coalition:

- Schools
- Faith based
- City Leadership
- Juveniles and their families
- Law Enforcement
- CJAB members
- Juvenile Court Judge
- CYF
- MH/ID
- D&A (SCA)
- JPO
- Higher Education (HACC or trades)

York County CJAB 2015-2017 Strategic Plan

Framework for Decision-Making

York County's Criminal Justice Advisory Board operates within a framework of aiming to achieve:

- A stronger record of **reducing incarceration, recidivism, and crime** through collective and coordinated efforts.
- A more deliberate and discernable approach for **identifying, prioritizing, and targeting CJAB projects and initiatives**. That is, an approach based on clear shared goals and objectives, and informed by better data quality and analysis.
- A stronger **working relationship among the various departments and officials** within the County's criminal justice system. That is, relationships that put us at the table prepared to collaborate on the kinds of innovative solutions that are possible when stakeholders work together and pool their resources.
- A **stronger working relationship with mission-related entities in the community**. That is, relationships that foster a collaborative approach to creating a seamless system of prevention, intervention, treatment, and recidivism reduction strategies.

The CJAB also operates under basic assumptions that reflect:

- Profound respect for the criminal justice system.
- Commitment to direct individual and collective responsibilities toward assuring justice for all who seek it.
- Appreciation of the multiplying effect of productive partnerships and working relationships.
- Recognition that strategies and solutions should be research-based and evidence-based.

Because of the wide scope of the functions of the criminal justice system, the CJAB emphasizes prioritization of needs – focusing its work on a limited number of strategies, those identified as having the greatest potential for improving rates of incarceration, recidivism, and crime over the long term.

These priorities are reviewed and updated annually, although work on many priorities spans several years.

Past Priorities and Projects

Please visit the [York County CJAB's website](#) for more information on past projects and priorities, and for current information on Board membership, by-laws, and activities.