

# **York County Criminal Justice Advisory Board**

## **2018-2020 Strategic Plan**



**York County, Pennsylvania**

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# York County CJAB 2018-2020 Strategic Plan

Annual Strategic Planning Retreat held April 6, 2018

Adopted by CJAB xx-xx-2018

## 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.

The role of the CJAB is to make policy recommendations and set priorities for York County's juvenile and criminal justice system. In this spirit, the CJAB meets annually in a Retreat format to identify key priorities, create a plan of work for the upcoming year, and develop a Strategic Plan that guides the operation of the CJAB.

## Overarching Principles & Practices



This year, in addition to priorities, the CJAB identified four general recommendations for criminal justice policy in the County. While specific work items are tied to these principles, the CJAB recognizes that they should act as foundations for the criminal justice system in York County, including human services agencies and treatment providers where they intersect with criminal justice populations. As such, each is discussed briefly below.

**Information Sharing** – The ability to share data across agencies has never been greater, and increases continuously. The CJAB recognizes the power of data sharing in providing new perspectives on old problems – and on new ones.

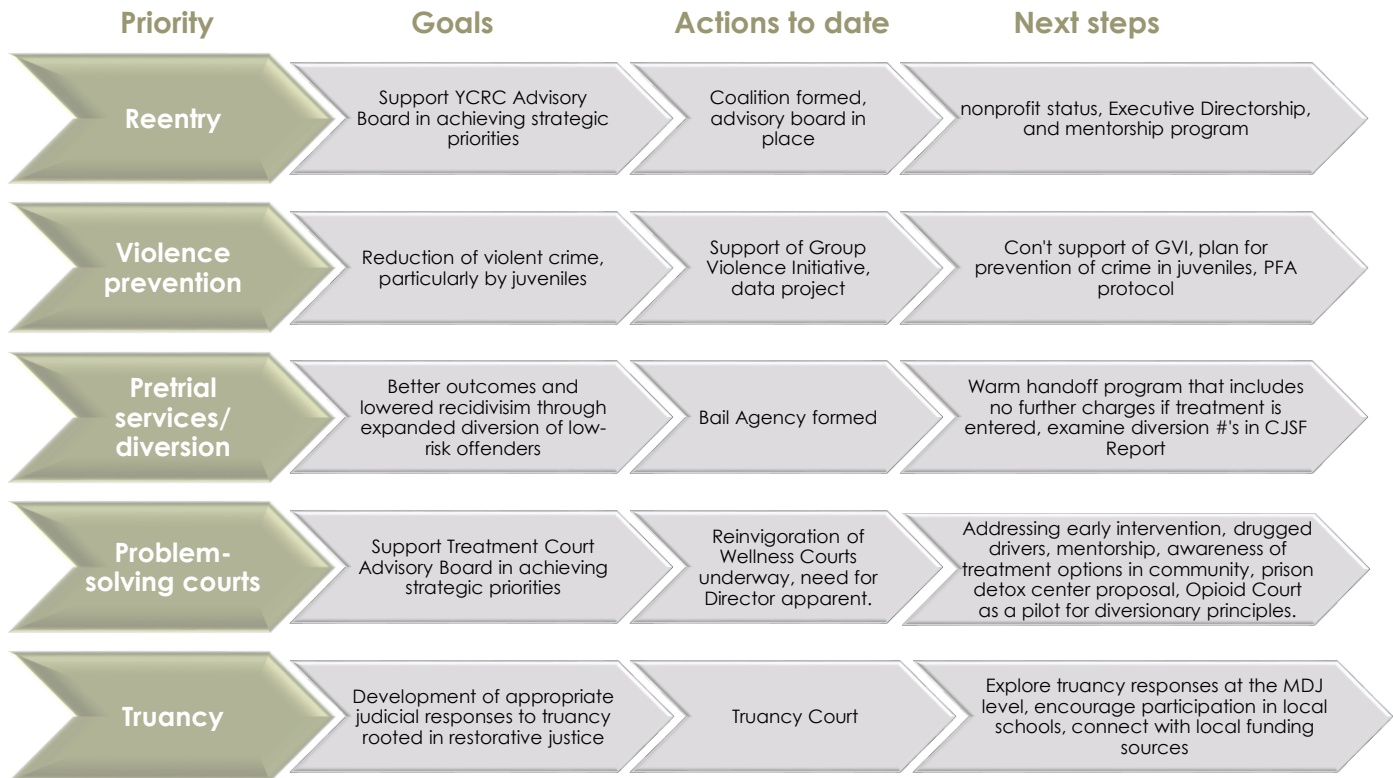
**Trauma-Informed Care (TIC)** – Trauma is a primary driver of the criminal justice system, as research shows most incarcerated people were victims at some point in their lives. TIC is also critically important in limiting further trauma as victims of crime come into contact with the criminal justice system.

**Evidence-Based Practices** – The CJAB recognizes that policies and programming that gain the support of the Board should be rooted in evidence-based practices. Additionally, data tracking for new programs should be consistent and designed to show whether the program is delivering desirable results.

**Diversion** – the Stepping Up Initiative is a nationwide movement committed to reducing the number of people with mental illnesses in jails. A key aspect of this initiative is the diversion of people with mental illnesses into appropriate treatment and away from incarceration. Incarcerating people with untreated mental illnesses puts them on a path to failure and rearrest, while wasting valuable criminal justice resources that would be better spent for treatment.

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## Strategic Priorities



The first four priorities are continuations of earlier priorities. Truancy is a new priority. Trauma-informed care and evidence-based practices have been moved from specific priorities to policy recommendations.

## Selection & Analysis of Priorities

Prior to the Retreat, CJAB members completed an electronic survey with questions about existing and proposed priorities, the membership and functioning of CJAB, and Board roles and activities. CJAB then examined existing and proposed priorities during the CJAB's Annual Strategic Planning Retreat in April 2018. To this end, each current priority was reviewed at the retreat, and purposes, goals, and activities were revised where necessary. The consensus is that most of the priorities identified in 2017 (and earlier) are complex and broad in scope, and remain relevant.

Extended group discussion revealed that two existing priorities (trauma-informed care and evidence-based practices) and two proposed priorities (information sharing and the application of Stepping Up program principles) are better seen as overarching best practices or approaches to criminal justice activities. In other words, the CJAB supports priorities, programs, and policies that adhere to the principles of the principles and practices identified on page 1 of this Plan.

Specific priority projects were then refined. The three remaining existing priorities were held over from prior years, with new goals and action items identified as noted above. The juvenile crime prevention priority of prior years was broadened to include violent crime prevention across the board. Truancy was added as a priority, with a focus on judicial responses to truancy actions. Time limitations did not allow for the creation of committees to work on priority projects. A committee refresher will be conducted at the next regularly scheduled CJAB meeting instead.

## Leadership, Membership, & Activities

At the beginning of the Retreat, April Billet-Barclay was confirmed as the new Acting Chair of the CJAB through a motion made by Maria Musti Cook and seconded by Bruce Blocher. The motion, which confirmed the results of an electronic voting process, passed unanimously. Retreat discussion revealed interest in the possible addition of a member of the

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Common Pleas bench who hears Wellness Court cases, and a representative from the York County Bar Foundation. Suggestions were also made to sponsor educational sessions, field visits, and reports from line staff and program participants in order to further reinvigorate the Board.

## **Goals, Progress, & Accomplishments**

The following discussion identifies progress that has been made in each priority area as well as direction for future work:

### **CJAB Priority Committees**

**Reentry** – The York County Reentry Coalition was created formally by CJAB in September of 2016. Since then, the YCRC has met regularly and has 9 committees working on a variety of topic areas. The Advisory Board of the YCRC set priorities for work in 2018: to pursue nonprofit status, the creation of an executive director position, and to expand the capabilities of mentorship programs. The YCRC is also preparing a mobile-friendly resource guide in partnership with PA-211 and the University of Pennsylvania and is analyzing data from AOPC, Probation, the Prison, and elsewhere to calculate a County recidivism rate and to identify characteristics of those who recidivate. A 2<sup>nd</sup> Chance Career Fair is scheduled for June and a considerable effort to reach out to local employers is underway. A 2-person Reentry Unit within Adult Probation has also been established.

**Group and juvenile violence prevention** - A data analysis project that looked at 800 cases of violent crimes wrapped up and conclusions were presented to the CJAB. The York City GVI program was enacted, with a developed committee structure in place and two call-ins conducted. CJAB members serve in various capacities in that initiative. The GVI program has produced a 50% reduction in the number of adults hit with bullets in York City. However, half of shootings in 2017 involved juveniles, who may not respond as well to the GVI approach. Leadership is exploring a specialized sub-GVI run through County Juvenile Probation.

Because the City's GVI is operating to address group violence among adults and juveniles, the CJAB elected to expand this priority to include all types of violent crime. The CJAB will examine changes to the Protection from Abuse protocol in order to reduce instances of domestic violence.

**Pretrial services** – A local bail rule is in place and percentage cash bail is available. The County Bail Agency opened in March of 2017, and over 100 cases have used the bail agency. The Bail Agency will provide 24-hour operation by May of 2018. Goals for the bail agency in the next year include bringing all law enforcement agencies in the County on board with e-filing and going live with AOPC's Electronic Records Management System for MDJs in 2018. Moving forward, this priority will also focus on the diversion of defendants at the pre-trial stage, including a grant that help Probation Services in assessing people as soon as possible and getting them to a bail hearing quickly, which will limit the time spent in jail waiting for procedural wheels to turn. The Supervised Bail Unit oversaw 1,884 cases in 2017. 59% of 841 completed were diverted, and 15% returned post-conviction.

**Wellness Courts** – These will remain an ongoing priority. The Wellness Court Advisory Board is undertaking a strategic planning process that will identify ongoing priorities for the Wellness Courts. The CJAB supports the Wellness Courts in this process. Areas of current and future focus include MAT policy development, drugged drivers, increased mentorship options, community awareness, a detox center in the Prison, and the Opioid Court as a pilot for diversionary principles. As a response to the opioid epidemic, the Drug Wellness Court has been transitioned into a Heroin/Opioid Court. The traditional Drug Court will be reestablished later in 2018.

**Evidence-Based Practices in Probation** – this priority encompassed several initiatives across Probation Services. In Juvenile Probation, the PADRE instrument has been in use since late 2016. Seven Probation Officers received NCTI training focused on cognitive behavioral interventions. A revamping of the juvenile wellness courts began, including streamline intake procedures. This will include the creation of a position to work with juveniles through the GVI. On the Adult side, the ORAS risk and needs tool has been fully rolled out, the Female Offenders Unit has been fully trained, and a PAS pilot project for domestic violence cases has begun. The CIT Coordinator made 175 contacts in 2017 and 141 probation officers and law enforcement officers have attended CIT training.

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## **Standing CJAB Committees**

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

**Grant Team** – The Grant Team has continued to function on an as-needed basis.

**Planning Committee** – In 2017, the Planning Committee drafted an addendum to the 2015-2017 CJAB Strategic Plan.

**Evaluation Committee** – The Evaluation Committee has not met in 2017 as such. However, members are actively collaborating with the Reentry Coalition's Data Committee, where they are establishing detailed recidivism data for the County, a set of data that will be invaluable to the CJAB's operation.

## **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.

**Retreat attendance:** Pam Gay – Coroner; Kyle Benser – Court Administration; George Cronin – Univ. of Pennsylvania; Rodney Wagner – Youth Development Center; Tim Barker – District Attorney's Office; April Billet-Barclay – Probation Services; Katherine Gruver – Probation Services; Troy Bankert – York City Police Chief; Rick Rice – Sheriff's Office; Joseph Adams – President Judge; Michelle Hovis – Human Services; Doug Hoke – County Commissioner; Maria Musti Cook – Common Pleas Judge; Craig Trebilcock – Common Pleas Judge; Kelly Novak – Juvenile Probation; Joe Sassano – Information Technology; Bruce Blocher – Public Defender; Clair Doll – York County Prison Warden; Faith Uhler-Myers – Victim/Witness; Matt Howie – Opioid Collaborative & York City Bureau of Health; Wendy Bossard – Clerk of Courts Office

**Facilitators:** Amy Evans – York County Planning Commission, and Jen Reider – Court Administration.