

BERKS COUNTY & THE 23RD JUDICIAL DISTRICT

CRIMINAL JUSTICE ADVISORY BOARD

STRATEGIC PLAN



(APPROVED BY GENERAL MEMBERSHIP ON JULY 21ST, 2011. Adopted and amended July 31, 2014, September 24, 2015, September 29, 2016, May 25, 2017, May 31, 2018, May 30, 2019)

BERKS COUNTY MISSION STATEMENT & GOALS FOR STRATEGIC PLAN

Mission Statement:

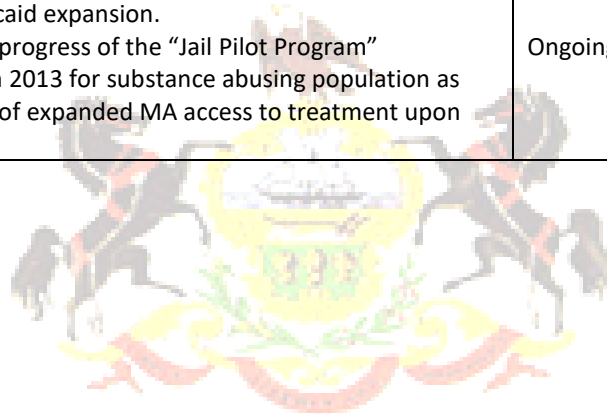
“To enable Criminal Justice and related agencies to work together to improve the quality of life within Berks County.”

High Level Goals Identified by the CJAB:

1. Development of a system-wide, evidence-based approach to sentencing, supervision and treatment; **2014**
2. Development of a systematic approach to reduce/respond to violent crime and drug-related crime; **2014**
3. Increase juvenile programming in the areas of youth violence and truancy; **2014**
4. Support the implementation and enhancement of criminal justice technology initiatives; **2014**
5. To reduce recidivism and jail overcrowding and increase public safety through the use of cost effective and efficient reentry initiatives; **2015**
6. Develop evidence based approaches including the Stepping Up initiative that respond to the prevention, intervention and treatment of mental health and substance abuse disorders. **2015/2016**
7. Utilize the Data Driven Justice Initiative to review and analyze the top consumers for each intercept and profile/model consumption across all systems. **2018**

GOAL: Development of a system-wide, evidence-based approach to sentencing, supervision and treatment.				
Objectives	Action Steps	Target Dates	Accountability	Progress
1. Develop appropriate sanctions and strategies based on validated risk-needs assessments	A. Pursue implementation of validated risk-needs assessment tools			Complete
	1. Utilize uniform Risk Screening Tool throughout County justice system		BCJS, Adult Probation, BCPS	
	2. Explore system-wide adoption of uniform needs assessment tool	12/01/19	(Same)	Ongoing
	3. Define and Identify "High Risk" population based on assessment	12/01/19	(Same)	Complete
	B. Develop a continuum of alternative sanctions for targeted offenders	12/1/19	APO, DA, PD, Court Admin. (Same)	Ongoing
	1. Identify key stakeholders to meet to define populations and create matrix of violations and sanctions.	12/1/19	APO, BCPS, Court Admin.	Complete
	2. Review and validate supervision strategies for Moderate/High Risk offenders based on identified criminogenic needs			
3. Develop implementation plan for pilot judicial model employing evidence-based practices	5/1/2020	Court Admin., Adult Probation.		
C. Continue to support growth and expansion of treatment court programming including the Mental Health, Drug, DUI, and Veterans Courts.		5/1/2020	APO, DA, PD Court Admin. , MD/DD	Ongoing

<p>2. Expand and improve inmate's access to Medical assistance in preparation for release from Berks County Jail.</p>	<p>A. Explore options for greater access to Medical Assistance with the Department of Human Services and Berks County Assistance Office.</p> <p>1. Develop an expansion plan based on the "Jail Program" model for inmates being released to environments other than residential rehab facilities.</p>	7/1/2020	BCJS, COCA, APO, SAM, TASC	
	<p>B. Ensure that Medical Assistance is available immediately upon release to address physical health needs as well as mental health/substance abuse treatment needs. The Jail, Berks County Pretrial Services and TASC will work collaboratively with the County Assistance Office for this public insurance coverage on the 1st day after release to a parole status.</p>	5/1/2020	BCJS, BCPS, TASC, COCA, MH/DD, SAM	
	<p>C. Review and monitor changes to eligibility requirements under PA Medicaid expansion.</p>	Ongoing		
	<p>D. Monitor the progress of the "Jail Pilot Program" implemented in 2013 for substance abusing population as well as success of expanded MA access to treatment upon leaving the jail.</p>	Ongoing		



GOAL: Development of a systemic approach to reduce/respond to violent crime and drug-related crime.				
Objectives	Action Steps	Target Dates	Accountability	Progress
1. Develop cognitive and behavioral based programs/curriculum for incarcerated adults and juvenile offenders	A. Utilize a tool to identify potential violent offenders	12/1/19	State/County Adult Probation department heads , BCJS, COCA	Complete-ongoing
2. Develop county-wide targeted enforcement programs to target high crime areas and violent offenders.	A. Coordinate county/city/state officials to develop strategies and programs to carry out targeted enforcement.	5/1/2020	District Attorney and Police Chiefs, Adult Probation	Ongoing
3. Implement data sharing initiatives to assist in the identification and enumeration of violent criminals, crime trends, and crime mapping.	A. Create data sharing between police, probation and all criminal justice agencies B. Increase and educate public to prevent people from becoming crime victims	Dec. 2019	District Attorney to coordinate; Chief County Detective, Chiefs of Police Association President	Ongoing

GOAL: Increase juvenile programming in the areas of youth violence and truancy				
Objectives	Action Steps	Target Dates	Accountability	Progress
1. Increase CJAB awareness of ongoing initiatives to promote and support.	A. Assist in collection and analysis of relevant data for both initiatives and help establish benchmarks	5/1/2020	Juvenile Probation	In Progress
	B. Network with PCCD's EPIS center to vet proposed programming for each initiative	5/1/2020	Juvenile Probation	In Progress



GOAL: Support the implementation and enhancement of criminal justice technology initiatives				
Objectives	Action Steps	Target Dates	Accountability	Progress
1. Elimination of duplicate data entry	A. Implement Unified Case Management System (UCM) for APO, Jail, PD		IS, APO, BCJS, PD, DA (Future Consideration)	Complete
2. Implement communication technology that can increase business efficiency and collaboration between criminal justice agencies	A. Expansion of Jail video visitation. B. Implement court notification reminders to decrease the amount of failure to appear warrants issued.	Dec. 2019	IS, CJ Department Heads Court Admin., PD, APO	Complete
3. Increased information security or information governance	A. Pursue records and information management initiative for criminal justice agencies	Dec. 2021	IS, CJ Department Heads	Ongoing
4. Data sharing initiatives to facilitate greater information access to criminal justice agencies as well as support agencies	A. Implement a data warehouse to share criminal justice information and metrics. Create dashboards for key performance indicators for criminal justice outcome measures.		IS, DA, APO, BCJS, PD	Complete
5. Leverage the use of GIS and Land Records information to deploy human resources for APO, JPO, Law Enforcement	A. Interface case management systems to GIS/911 Centerline information	January 2020	IS, DA, APO, JPO, CJ Department Heads	Ongoing
6. Explore the development of increasing technology in the courts and courtrooms	A. Create a sub-committee to review development of increasing technology in the courts and courtrooms. 1) Sound System 2) Technology Courtroom	Dec. 2020	Court Technology Sub-committee	Ongoing
7. Develop a Countywide plan for police operated body cameras.	A. Create a countywide data bank for retention of data.		DA's office, IS	Complete

GOAL: To reduce recidivism and jail overcrowding and increase public safety through the use of cost effective and efficient reentry initiatives.

Objectives	Action Steps	Target Dates	Accountability	Progress
<p>1. Utilize action steps outlined in the Reentry Strategic Plan to ensure that both short term and long range goals are prioritized.</p> <p>2. Ensure the use of evidence-based practices and interventions (as outlined in the Reentry Charter) across all departments and service providers.</p> <p>3. Investigate bail reform options.</p>	<p>A. Convene Reentry Senior Team on a regular basis to ensure progress and collaboration on the meeting objectives.</p> <p>B. The Reentry Senior Team provides progress report to the Reentry Sub Committee on a regular basis.</p>	Ongoing	Reentry Senior Team	Ongoing
		Ongoing	Reentry Senior Team/Reentry Sub Committee	Ongoing
	<p>A. Convene Reentry Senior Team on a regular basis to ensure adherence to principles outlined in the Reentry Charter.</p>	Ongoing	Reentry Senior Team	Ongoing
	<p>B. The Reentry Senior Team provides progress report to the Reentry Sub Committee on a regular basis.</p>	Ongoing	Reentry Senior Team/Reentry Sub Committee	Ongoing
	<p>A. Convene key stakeholders.</p>	Ongoing	BCPS, MDJ, APO, DA, Sheriff	Ongoing
	<p>B. Utilization of Risk Assessment tool in bail decisions.</p>			

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GOAL: Develop evidence based approaches including the Stepping Up initiative that respond to the prevention, intervention and treatment of mental health and substance abuse disorders.

Objectives	Action Steps	Target Dates	Accountability	Progress
<p>1. Develop and implement the use of Medicated Assisted Treatment (MAT) as an approach in the treatment of drug addiction.</p>	A. Provide a conceptual framework of how MAT would be established in Berks County.	2017/2018	Council on Chemical Abuse	Completed/Ongoing
	B. Seek additional funding at State and/or federal level.	2017/2018	(SAME)	
	C. Secure funding and contractual agreements for services.	2017/2018	(SAME)	
	D. Evaluate results of pilot project	2017/2018	(SAME)	
	E. Continue MAT services and/or modify approach.	2017/2018	(SAME)	
<p>2. Expand the acceptance and usage of Naloxone as a county wide approach in the prevention of opioid deaths.</p>	A. Identify and contact places where Naloxone could be administered (Hospitals, Police, EMT's)	6/1/15	Council on Chemical Abuse, DA's office	Completed
	B. Expand the preventative use to non-traditional sites (i.e. schools, parents, shelters)	6/1/15	Council on Chemical Abuse	Ongoing
	C. Seek out necessary funding for above mentioned sites.	6/8/15	(SAME)	Completed
	D. Secure Funding	7/1/15	(SAME)	Completed

3. Determine success of Mental Health Diversion Program and need for expansion.	A. Track recidivism of individuals completing the Mental Health Diversion Program.	Ongoing	MH/DD, BCPS, SAM, Coca	Reviewing statistics from the Program's inception to present.
	B. Determine factors that increase likelihood of success.	Ongoing	(SAME)	Review in future, unable to expand at this time.
	C. Explore/Secure funding to expand program as they become available.	Ongoing	(SAME)	
4. Explore alternative strategies and approaches for incarcerated individuals that suffer from MI.	A. Investigate alternative strategies and services that are available for treatment in other secure facilities in the community.	Ongoing	MD/DD, BCJS, Commissioners, SAM	Outreach to at least one provider has been scheduled.
	5. Advance the six program objectives of the Stepping Up Initiative.	A. Secure committed team leadership.	Fall 2017	
	B. Ensure implementation of timely screening and assessments.	Fall2017		
	C. Obtain baseline data. Justice Data Driven Initiative.	Winter 2017		
	D. Complete a comprehensive process analysis and inventory of services.	Completed/ Ongoing		
	E. Prioritize policy, practice and funding improvements.	Ongoing		
	F. Identify strategies to track and evaluate progress.	Spring 2018		

GOAL: Utilize the Data Driven Justice Initiative to review and analyze the top consumers for each intercept and profile/model consumption across all systems

Objectives	Action Steps	Target Dates	Accountability	Progress
1. Gather the data necessary to access, quantify and articulate the service delivery and consumption of behavioral health, emergency medical services and criminal justice services in Berks.	A. Create a map of data systems, data elements and stakeholders	Ongoing	IS, MH/DD, BCJS , Chiefs of Police, DA, COCA	Complete
	B. Create a data governance strategy.			Complete
	C. Create a data sharing framework.			Complete
	D. Identify a data sharing technology plan utilizing the Open Lattice platform.			Complete
2. Identify measures of success for each component of emergency medical services, behavioral health and criminal justice.	A. Implement top consumer reports for each system and cross system (de-identified).	Ongoing	IS, MH/DD, BCJS, Chiefs of Police, DA, COCA	Complete
	B. Create top consumer reports for each system (identified).			Complete
	C. Identify and expand the intercept mapping and map measures of success.			Ongoing
	D. Share success measures for each intercept.			Ongoing
	E. Document and track success by intercept.			Ongoing
3. Identify the cost dimension of each component of emergency medical services, behavioral health and criminal justice services.	A. Capture and share cost information for top consumers.	Ongoing	IS, MH/DD, BCJS, Chiefs of Police, DA, COCA	In Progress
	B. Evaluate cost vs. success factors to identify areas for improvement.	Ongoing		
4. Implement dashboards for tracking diversions, retainers, and other key metrics.	A. Create dashboards in Open Lattice.	Ongoing	IS, MH/DD, BCJS, Chiefs of Police, DA, COCA	

