

**Charlottesville-Albemarle Criminal Justice System
The One Less Initiative**

**A Collaboration among
Charlottesville-Albemarle
County Criminal Justice
Organizations**

**Application for EBDM
Phase III Site Selection**

Submitted by the EBDM POLICY TEAM:

The Honorable Robert Downer
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TO: NIC REVIEW TEAM

RE:Rachelle Giguere
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I. COVER LETTER



COMMONWEALTH of VIRGINIA

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June 21, 2011

Morris Thigpen
Director, National Institute of Corrections

Director Thigpen:

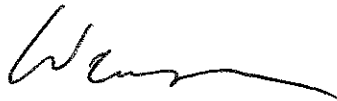
I am writing on behalf of the Charlottesville-Albemarle Evidence Based Decision Making Policy Team to apply for Phase III of the EBDM Initiative. Our selection and participation in Phase II has brought agency leaders in our criminal justice community together to plan for the future of our community in ways which I feel would never have been possible without the support and guidance of this initiative. Working together across disciplines to understand and take into account differing perspectives and having open, honest dialogues has resulted in a work plan to improve efficiency, reduce costs, and improve our practices based on sound research practices. We have a stronger understanding of our strengths and weaknesses, and are committed to strengthening our system.

If selected for Phase III, we are fully committed to serve as mentors and as a showcase for other sites embarking on this journey. We understand that we will continue to be evaluated, and will have to provide statistical information to the initiative. We also understand that we may be called upon to speak to other localities through conference work, webinars, or other formats appropriate to the work of the initiative.

We welcome and look forward to the opportunity for evaluation that will come in Phase III. Process and outcome evaluations will help us move forward and improve our work at every level. We will obtain important feedback that we can use across systems to improve our work as individual agencies and as a collective entity.

The opportunity to continue our work with the support and assistance that agencies such as the National Institute of Corrections and the Center for Effective Public Policy can provide to us is an honor, and we would be grateful for the chance to continue our collaboration in establishing foundations for evidence based criminal justice work at the local level. We look forward to hearing from you, and hope that you give this application strong consideration in selection.

Sincerely,

A handwritten signature in black ink, appearing to read 'Wendy Goodman', with a long horizontal flourish extending to the right.

Wendy Goodman

Chair, EBDM Policy Team for the City of Charlottesville and Albemarle County

II. NARRATIVE

- a. COLLABORATION**
- b. DESCRIPTION OF PHASE I ACTIVITIES**
- c. PHASE III IMPLEMENTATION PLAN**
- d. SCORECARD**
- e. ADDITIONAL INFORMATION**

COLLABORATION WITHIN THE EBDM POLICY TEAM

The City of Charlottesville and Albemarle County have a long history, both political and at the local service level, of collaboration in order to meet the needs of its citizens. The Evidence Based Decision Making (EBDM) Policy Team is the latest collaborative effort between the two localities that will define our work together for many years to come. We met the challenge of bringing leadership together at this defining level with enthusiasm and a belief that we had the ability to build on our strengths. Our local and state probation offices had been collaborating for the past seven years in the field of evidence-based practices within their respective agencies, as both were selected as original pilot sites for EBP within the Virginia Department of Criminal Justice Services (DCJS) and the Virginia Department of Corrections (VADOC). Their particular focus during the past two years had been in engaging in dialogue with other key stakeholders through presentations about the components of evidence based practices. The application for, and receiving of, this EBDM grant was a natural progression for a justice system that had heard all of the introductory material to evidence based work, and was ready to embark on the journey to discover what that actually meant for their individual agencies and for all of us as a community.

Our work began in the careful choosing of those agencies that would be part of our EBDM initiative. We are unique in that we are the only site chosen by the EBDM initiative to have two jurisdictions. We are also the only site selected in the nation east of the Mississippi, so we felt particular pressure to choose carefully in our selection of members so that our model could be replicated by others in our region that want to nurture and grow this particular type of collaboration between localities that routinely share resources. Because we would have representatives from two localities representing the same disciplines (i.e. two police chiefs, two

sheriffs, two prosecutors, etc...) we decided to create a Steering Committee and a Policy Team. The idea was that the Steering Committee, with solid representation from both City and County but smaller in membership, could push through many of the details and hard work required by the grant, and bring our work products to the full Policy Team for consensus building and final approval (See **Appendix g** - for a layout of our Steering Committee and Policy Team Membership). All members of the Policy Team and their respective staffs participated in the mapping process, the action plan development, and the development of the scorecard. Their enthusiasm and knowledge brought us to the conclusion to combine the two groups as one, and we will enter Phase III in this formulation.

Our work on this grant is affirmed by our membership. No one stopped attending meetings. In fact, we saw increased enthusiasm and support for the work. We also expanded as necessary, adding an additional Albemarle County Police Officer who was instrumental in subsequent application for a Community Policing Grant tied to the EBDM project. We also were able to develop creative ways for our judges to take active roles. Our localities are divided into General District (misdemeanors) and Circuit Court (felonies), with each locality having one of each type of court. We had one Judge on the team act as the liaison for the other judges in our jurisdiction, and we had the continued support of the other judges throughout our work in Phase II. Our judges operate under the constraints of being sole judges in each of their courts, so they can rarely attend meetings outside of their daily docket schedule, but showed their support in other ways. Our Circuit Court judges for Albemarle and Charlottesville granted interviews to Mimi Carter for the Probation Violation Mini Assessment. Our Charlottesville Circuit Court judge is a primary advocate for a pilot felony Probation Violator Docket outlined in the action plan used to expedite sanctions and create alternatives to incarceration. He was also a participant

in our criminal justice mapping project. Our General District Court judge in Albemarle County attended the training presented by the EBDM initiative on the Virginia Pretrial Risk Assessment Tool (VPRAI).

A unique function of our collaboration on this grant is the relationship that grew between our Criminal Justice Planner, our Director of Offender Aid and Restoration (OAR), and our Chief of Probation and Parole. A commitment was made at the application for the grant that if we were fortunate enough to receive this opportunity, we would see this process through and ensure that we were successful. These three members took on the primary roles for routine phone consultation and planning with our EBDM project consultant. All three met monthly outside of the Steering Committee and Policy Team meetings for planning and organization purposes, and spoke by email and phone about project details on a daily basis. This format also allowed us to be extremely organized and prepared for our Steering and Policy Team meetings, sending out documents routinely 3-5 days ahead of meetings, which became very important as the work progressed and the amount of information to distribute and discuss increased.

We were pleased and proud of our respective agencies' participation by line staff in some of the activities of the initiative, and in their overall support of the work of the EBDM Policy Team. The Criminal Justice Mapping project included police officers from both jurisdictions and the University, attorneys from both city and county prosecutors' offices and the public defender's office, line staff from local and state probation offices, pretrial staff, victim witness staff, treatment staff from our local community services board and a local halfway house, and jail program and classification staff. In addition to helping us map our system, line staff were vital to the action planning process. We developed three work groups that focused on 1) arrest, plea, and trial, 2) sentencing, violations, and supervision, and 3) institutions and community

interventions. We believe that having this vital collaboration between both line staff and administrators resulted in goals and objectives that are solid and will be supported by those that are actually involved in the implementation phase. Feedback we received during informal discussions with line staff after the meetings occurred were that they were able to overcome their initial hesitation in sharing their viewpoints with people they perceived as being in positions of power as the discussions enabled them to feel like what they had to say was important and valued.

The EBDM Policy Team was able to identify several problem areas where further education and communication was needed for greater understanding. A brown bag lunch was initiated by the Albemarle Commonwealth Attorney with the Magistrate's Office to increase understanding of how release decisions are made. The criminal justice mapping project brought to the surface prosecutor and judge misunderstanding and mistrust of the VPRAI. We were able to address these concerns by bringing Dr. Marie Van Nostrand, a nationally recognized researcher and developer of the VPRAI in Virginia, to Charlottesville and had a two day series of sessions that invited staff from all of the EBDM team agencies plus members of our Community Criminal Justice Board (CCJB). Prosecutors and judges were able to get their concerns addressed and the sessions revealed some additional training needs around the use of the tool. These are examples of collaborations that addressed underlying feelings of discontent with policy and procedure, and the EBDM initiative allowed for these issues to be brought to the surface, discussed, and moved towards resolution and improvement of practice.

In addition, our localities have developed some unlikely and exciting partnerships that are strengthened by the work of EBDM. VADOC agreed to grant access to staff at the Albemarle/Charlottesville Regional Jail (ACRJ) to pilot the use of the COMPAS risk assessment

tool, already being used in institutions and probation offices statewide, with the jail population to aid in developing programming based on criminogenic needs and begin information sharing for reentry purposes for those leaving the jail and entering probation supervision. An inmate workforce program developed by our county Sheriff had previously been in negotiations for over a year. The EBDM project stimulated discussion about the project and it is now being finalized and has been added to our action plan. In essence, the EBDM initiative in our area served as a vehicle to open doors to collaboration on a series of ongoing discussions about projects, services, and processes that needed further attention and agreement for finalization.

As the project began to gain momentum, our collaboration reached beyond the boundaries of our localities. The Chief Probation and Parole Officer presented on the EBDM initiative to a statewide Unit Head Meeting for VADOC to both Chiefs and Wardens all across Virginia. The Superintendent of our local jail who is a Policy Team member spoke about our collaborative efforts within EBDM to the Charlottesville/Albemarle Prisoner Reentry Council. The Director of our local Community Corrections organization used the knowledge survey with her statewide agency heads to test their knowledge of EBP principles and practices, and gave out prizes for the highest scores! We all had fun attending each other's staff meetings, partnering together to share information about the initiative with our respective agencies using an EBDM PowerPoint presentation we created for presentations. A staff member of our local community services board saw the presentation and requested permission to use it to inform others at the Summer Addictions Institute in Williamsburg, Virginia as an example of the future of agency collaboration work.

ACTIVITIES DURING PHASE II: WHAT WE HAVE LEARNED

We have learned that there is consensus on how we determine our priorities, agreement on the critical issues and decision points and a strong commitment to make our system more effective. We addressed our strengths, weaknesses, opportunities and threats (SWOT) throughout our work within our Policy Team. Our team learned that we can meet at 7:15 a.m. one Friday a month and build on the collaborative climate we established, remaining open and addressing our strengths and weaknesses. We established roles and responsibilities, established a charter to guide decisions and ground rules and developed a shared vision: “Working together for a safer community one person at a time”. We gained greater understanding about the key decisions made by each discipline through a two day mapping of the local criminal justice system. From there we identified three work groups formed around key decision points to focus on creating goals and identifying barriers. All of this ultimately appears in our action plan. Our Team was able to complete every item on the roadmap we developed with assistance from our EBDM consultant. Due to page limitations, we have chosen to highlight several of these items for discussion in subsequent paragraphs.

To enhance communication and understanding about EBDM, we conducted a PowerPoint presentation to each policy team member’s staff using co-presenters from different disciplines within the team to highlight our collaborative efforts. This included our Chief Magistrate, the Jail Administrator and the Chief Judge for our District Courts who joined to present to over 80 people from their respective agencies. We also produced a marketing tool called “What One Less Means to Me” from all policy team members (see **appendix f**) We developed a communication plan for Phase III and are already working to establish dates and times for public presentations.

A Data Committee was formed to determine what data we had, what we needed, how we could access the data and how we could work with different disciplines to determine our outcomes and measures. This was our community's first attempt at gathering data of this magnitude across disciplines. We learned that when we worked together we could be impressive. The two police departments, VADOC, our local Community Corrections agency, and the local jail loaned us crime and Information Technology analysts to explore the data points in our system and determine the baseline information to contribute to our action items for Phase III. The results were a very comprehensive look at the costs at each decision point in the system when someone is re-arrested for a new crime or a violation. The two police departments then collaborated again and submitted a grant to develop a Central Virginia Compstat program. We then developed a logic model focused on three overarching vision goals: reducing costs of the system, reducing recidivism defined by re-arrest after three years, and increasing confidence in the system by victims and the community. We learned through assessments and surveys that parts of our system have much more to absorb in the various areas of evidence based practices within the criminal justice system. We conducted three mini-assessments by EBDM consultants that addressed Probation Violations, jail programming, and stakeholder interactions which provided us with direction on where to focus our energies. We learned we can be more efficient and effective in our violation process, reduce court hearings, use tools that identify risk levels and criminogenic needs to enhance programming and classification at our jail, and that we can improve our prosocial interactions in our courts, probation offices, and jails. We have committed to make these improvements in our action plan.

PHASE III – IMPLEMENTATION PLAN

The three overall harm reduction goals supported by our EBDM Policy Team to be accomplished in during Phase III of the Implementation Plan are (see **appendixes a and b**):

- 1) Reduce re-arrest**
- 2) Reduce and Reinvest future criminal justice costs**
- 3) Increase local community’s trust and credibility in the justice system.**

The process to decide and select these goals began in January 2011 with a two-day mapping exercise. The law enforcement officers, line staff from all agencies represented by the Policy Team as well as Team members, and other key community stakeholders openly and candidly discussed their current policies and procedures. This exercise documented our strengths and our inconsistencies in how we communicated, documented, and made critical decisions that not only affected offenders and victims, but our entire community justice system.

EBDM Policy Team members and their staffs then divided into three Action Plan Work Groups based around specific decision points (Arrest-Trial-Plea, Sentencing-Violations, and Incarceration-Community Programs). Each work group advised the EBDM policy team on strategies that will result in the greater use of evidence (research) to support decision making consistent with the team’s vision for the justice system. A total of eleven objectives and twenty-two proposed action items were developed again, around the key decision points.

The harm reduction goals were identified through a Policy Team consensus decision making process. We had a long discussion amongst Policy Team members about the need for caution around the promotion of our goals as cost saving measures, as our system is already overburdened by a lack of monetary, programming and staffing resources. Justice system reinvestment of our cost savings emerged as a more appropriate goal given our circumstances.

Our first harm reduction goal of reducing costs and reinvestment of savings in our criminal justice system focused on pretrial services and bond decisions, incarceration, and creating a data management system for our community.ⁱ Evidence emerged through discussion during the mapping process that there were serious gaps in knowledge and understanding of how pretrial release decisions are made at both the magistrate level and at the court level using the VPRAI risk assessment instrument, as well as gaps accessing information needed to make informed decisions. We chose to increase the level of information provided to the magistrate and pretrial services through a partnership with the VADOC COPPSNET program that identifies offenders currently under supervised probation.ⁱⁱ In addition, Dr. Van Nostrand's presentation and consultation helped us to identify action items to address concerns about the VPRAI. Our jurisdiction plans to continue our consultation with Dr. Van Nostrand, as our pretrial program was an original pilot of the VPRAI and the instrument is now being replicated in other states.ⁱⁱⁱ

On a larger scale, we repeatedly during Phase II came across roadblocks in the area of data gathering to support our work. Establishing baseline data, recidivism data, crime data, and court information was a monumental task as all of systems operate independently of one another. Madeline Carter, in her article entitled "The Importance of Data and Information in Achieving Successful Criminal Justice Outcomes" (Center for Effective Public Policy) identified system mapping, population analysis, resource inventory, policy analysis, and practice analysis as crucial to system assessment.^{iv} Identifying the types of offenders and crimes prevalent in our system and case outcomes through a population analysis is our next step for Phase III.^v Both our police departments and our criminal justice planner were inspired to action through our workgroup discussions to pursue BJA grants to enhance our effectiveness in data gathering, analysis, and staff support across discipline to address this need.

Our mini-assessment on jail programs found minimal use of Home Electronic Incarceration (HEI) for the jail population (five inmates total were in HEI during this assessment). The EBDM Team identified failure to pay child support and restitution as two types of crimes that would be appropriate for HEI, thereby reducing costs through reduction in the use of jail beds. We also adopted the use and implementation of an inmate work force supervised by the Albemarle County Sheriff's Department that will be an option for qualified inmates to participate in and work towards payment of fines and costs. Increasing offender ability to pay off financial obligations will allow for a decrease the amount of time processing cases associated with suspension of licenses due to outstanding fine and cost debt.

Under the second harm reduction goal of reducing rearrest, we focused on the application of the risk principle and the identification of criminogenic needs across disciplines.^{vi} We currently have no validated risk assessment instrument specifically for use in domestic violence cases that focus on violence and danger, and added this to our action plan for Phase III. Our Circuit Courts already use the COMPAS risk assessment tool in lieu of a presentence report for certain low-level felony crimes, but our next action is to move forward to a more consistent practice of informing the courts of risk and need in all types of crime. We currently operate similarly to Travis County, Texas prior to their work with the JFA Institute to restructure the information provided to their courts. They noted in their report entitled "Travis Community Impact Supervision. Better Diagnosis: The First Step to Improve Probation Supervision Strategies"^{vii} that their reports were "biographies instead of diagnosis driven by evidence based tools", which is currently our practice as well. Our action plan includes work towards a document that can incorporate narrative information with risk and need factors, and to find away to incorporate the OST/MOST risk assessment into General District court proceedings for

misdemeanants. Our mini-assessment on Probation Violations identified practice areas such as a structured response to violations that will assist us in making sound decisions based on risk and need.^{viii} A Probation Violator Docket was an interest identified by our Circuit Court judge and supported by prosecutors and defense attorneys to address swiftness in response to violations and design interventions that may ultimately change the course of a client who is struggling with compliance issues.

Our local jail is currently housing inmates 165% over its state rated capacity.^{ix} Expansion would not be a cost effective solution or one that impacts recidivism rates. The EBDM team plans to target jail and community programming to address criminogenic needs that result in recidivism reduction.^x The work plan includes conducting fidelity audits of our current programming in our community to ensure they are evidence-based, address criminogenic needs, and make changes to programs as a result of these assessments. We have a model for the fidelity audit process we can emulate through the VADOC. Our Point in Time survey recently conducted by the Mental Health and Wellness Coalition will provide us with specific information about the numbers of clients in our community in need of programming that have identified substance abuse, mental health, co-occurring disorders.

Under our third harm reduction measure of increasing community trust and confidence in our justice system, we focused our efforts giving the community, and in particular victims, more of a voice.^{xi} We plan to seek technical assistance to assist us with a survey that measures victim confidence and establish benchmarks to measure improvements in this area. We are also focused on increasing victim, offender, and community satisfaction with our system through the expansion of our Restorative Justice Program to an adult population. Umbreit, Vos, and Coates (2006) noted in their review of Restorative Justice studies over the past 30 years that expressions

of satisfaction with Victim Offender Mediation were consistently high for both victims and offenders across sites, cultures, and seriousness of offenses, and these high levels of satisfaction translated into high levels of satisfaction with the overall criminal justice system.

It should be noted that there are plans to use logic models by developing agency and program-specific models to assist us in planning and analysis during Phase III implementation.

Capacity to Implement Goals and Action Steps:

Every Policy Member specifically voiced their personal commitment to successfully implement this project, which is exemplified by the strong, individualized commitments made in the “One Less Brochures,” Letters of Support, and EBDM Poster (see **Appendixes e, f and h**). Our criminal justice planner will continue to work one half of a full-time position (20 hours/week) as the Local Initiative Coordinator for this project. Weekly meetings are scheduled between the Initiative Coordinator and the Policy Team chair and co-chair to coordinate the logistical process of Phase III. Scheduled monthly meetings with the current EBDM Policy Team will also continue in order to review/evaluate/support the entire Implementation Process.

Strategy for Engaging the Community:

The plan created by the multidisciplinary EBDM Communication Strategy workgroup begins with educating the City Manager and County Executive regarding our work during Phase III and solicit their input on how to further acquaint City Council and Board of Supervisors. Secondly, we will develop outreach teams to meet with constituency groups starting August 1, 2011 to educate and inform them on EBP and solicit input from the community to reduce crime. Outreach teams of 2-3 Policy Team members per presentation are formed. A PowerPoint presentation on EBDM was prepared to provide consistency to all the community meetings with the goal to provide a unified message to the community.

SCORECARD

The EBDM Policy Team chose to highlight two of the three harm reduction goals for placement on our scorecard (see appendix c and d). They are as follows:

Reduce re-arrest rate: Reduce the re-arrest rate of justice system involved individuals by 10% the first year following implementation and by a total of 25% three years post implementation. The Policy team definition of recidivism is re-arrest for a jailable offense post-release from community supervision.

Reduce and reinvest future criminal justice costs: Reduce future criminal justice cost by \$360,000 over a three year period by improving effectiveness and reinvest those savings in future crime reduction activities.

It should be noted that all re-arrest and cost savings data on the scorecard are attributable to the local responsible/misdemeanor offender population. We intend to determine re-arrest, recidivism and cost savings for state-responsible/felony offenders during the Phase III implementation phase. The Phase II process allowed us to develop a baseline of data points for collection with our state responsible population. We can now approach a partnership with DOC analysts to collect this information annually for our scorecard report.

The scorecard demonstrates a commitment of our community leaders to produce an annual evaluation of our outcomes and planned goals. Prior to our involvement in Phase II, we did not have measures that demonstrated impact for our criminal justice system as a whole. Our policy team struggled with how to measure and how to move forward with an annual scorecard. Our process was to work with analysts in the two police departments, the jail, and the probation and pretrial departments to gauge what data was available and where to obtain the data needed to analyze costs and re-arrest rates.

What measures were selected and why:

We selected two scorecard measures: cost savings and recidivism reduction. Each of the disciplines collected data for their own purposes but trying to determine the critical data that each of us had and could share was a challenge. In order to determine the costs associated with a new arrest we began collecting the costs for each discipline. The Policy team developed a grid that outlined the decisions point, the logic, and the data sources. The grid outlined the costs of both misdemeanors and felons and separated them by jurisdiction. This grid maps the cost from arrest, early release decision by magistrate, pretrial investigation, incarceration, court (Domestic, General District and Circuit), prosecution, defense, court room security and processing, victim witness, local and state probation, presentence investigation, prison and finally reentry.

The average cost for each criminal justice agency outlined above was itemized to determine the justice process costs for each jurisdiction. We looked at the most expensive felony and misdemeanor and the least expensive misdemeanor and felony. Additionally the cost for re-arrest and for probation violations was analyzed. A midrange cost was established for each category. In order not to overstate the potential cost savings, we divided the midrange by half again to estimate a conservative per case cost savings. Costs were then allocated to one specific group in order for us to see if this was going to be a viable process for our scorecard and annual evaluations.

The second scorecard measure is recidivism reduction. This measure directly relates to first measure of system costs. A baseline recidivism study was completed from 2008-2011 from OAR. This was done to determine if this type of data could be used to develop our outcomes. A database list of all local probation cases closed during March 2008 was generated and sorted by jurisdiction and charge type. We ensured it was a valid sample size using the sample size

generator and converted the list to one that allowed the Virginia State Police to run records on those individuals. We applied the 2008 recidivism percentages to the total 2009-10 closures and then estimated the percentages based on the same information from 2008 to new convictions for both misdemeanor and felony to determine the system costs for recidivism. Finally, the costs were applied the costs to probation violations for 2009-10 for both jurisdictions (OAR for misdemeanors, and DOC Probation which is predominantly felons) to determine the costs for violations.

Once all the data was collected and the Policy team was able to see the process, this gave the team confidence that we could translate the data used on our scorecard to both agencies supervising offenders in our community. In Virginia, there is a local probation agency supervising the misdemeanant population and a state probation agency supervising the felony population requiring us to explore both agencies data to determine costs. The team understood that we already knew from the cost allocation grid that re-arrest and probation violations for the felony population are more costly. Knowing that, we realize the cost savings will be greater than demonstrated on the scorecard. The scorecard is a conservative estimate of cost savings our community can realize. It should be noted that we understand and acknowledge that the true cost savings are difficult to measure. For example one cannot reduce the costs of jail operations without a dramatic reduction in incarceration rates and subsequent closure of a portion of the jail. However, there are indirect costs which can be saved. The Policy team is focused on reducing the costs and reinvesting those costs into ongoing crime reduction activities.

What data sources did we use to complete our scorecard?

The data sources were extensive and included the following: 1) VADOC and Virginia Department of Criminal Justice Services for the investigation and supervision costs for pretrial

and post conviction for both misdemeanor and felony offenses: 2) the Virginia Supreme Court for court costs per case in each court, the prosecution costs per case, and the defense counsel case costs, 3) the Virginia Compensation Board for operational cost for jails and cost of operation of the sheriff's departments, 4) National Center for State Courts for cost related to court caseloads, 5) Albemarle County and Charlottesville City budgets to determine the contributions made by localities for the programs, courts, prosecution, defense, 6) Virginia Criminal Code regarding defense costs, 7) the OAR local probation PTCC database to determine caseload and costs, 8) Victim Witness database for specific caseload and costs and 9) the Albemarle and Charlottesville Police for arrest and investigation costs.

The cooperation among these agencies was and will continue to be critical to us achieving our goals for collection of data. An enormous amount of time was spent contacting these agencies, getting the accurate data, fine tuning and getting agreement that this was the type of information and cost categories we should use when determining the local costs.

How will the Scorecard be used?

There is now a process in place and agreement about how to collect and show our data. In both our Action Plan and our Logic model we have agreed that that we need to continue to identify the key data points and outcomes related to re-arrests, reconvictions and re-incarceration. Our plan is to gather this information annually and produce a system wide scorecard to evaluate and determine what impacts the changes have had and what areas need to be addressed. Again as mentioned in the implementation section we plan to further the use of logic models by developing agency and program-specific models to assist us in planning and analysis during Phase III implementation. The team is also committed to developing a staffing plan to increase our capacity for data collection and analysis. The entire team has committed to

work towards improving our technology for data sharing across disciplines and look at the cross system outcomes. The scorecard will be included as a measure for assessment of our work on our goals and activities.

As can be seen throughout the logic model and action plan, measures and outcomes are identified that will be used to develop our annual scorecard. All of our activities and outputs directly relate to key decision points and focus on the two harm reduction goals of reducing the costs of our justice system or reducing recidivism. We set the bar high when we set our goals. We will look at our outcomes on a quarterly basis to determine if they are realistic and what adjustments must be made to do so. Again it must be noted that this was a comprehensive first look at our measurements and how to gather our baseline data. Because this was a lot of information and because the data was more readily available the team chose the local probation agency to demonstrate the cost savings and reduced recidivism for our scorecard. This will be replicated for both supervision agencies on an annual basis.

Who will we share the scorecard with?

Our annual scorecard and the outcomes achieved will be shared with a number of constituents. The plan is to share the data with the City and County Policymakers to demonstrate how working together and implementing evidence based polices or programming has saved or diverted costs of the justice system. In addition to the Charlottesville/Albemarle jurisdiction, the combined agencies of OAR and Probation and Parole serve Fluvanna, Louisa, Goochland, Greene, Madison, Orange, and Nelson counties. Those additional jurisdictions can benefit from our experience and success. State legislators making funding decisions can see how one community implemented practices to reduce costs and reduce recidivism.

ADDITIONAL INFORMATION ABOUT OUR TEAM

Our localities expressed their commitment to this grant award from the very beginning through the reallocation of a half-time position criminal justice planner position to this project. The CCJB agreed to invest this position towards the grant because it saw and supported the importance of the establishment of goals and a work plan to further our efforts in the arena of evidence based practices.

Our locality received additional recognition that we hope will continue to move us forward in our work and parallel our work in Phase III of EBDM implementation. We are one of twelve sites selected by the Justice Management Institute, the National Association of Counties, and the Pretrial Justice Institute for inclusion in the newly formed Community Criminal Justice Network. Our Local Initiative Coordinator represented our locality at the initial gathering of this group in Portland, Oregon in June of 2011. The group is designed to further our networking and information sharing capacities and support evidence based initiatives nationwide. We are very proud of our selection to this network.

We believe our jurisdiction is uniquely qualified to be successful as a Phase III participant because we have a significant history of leadership success in other criminal justice projects that benefit our community. We have a Crisis Intervention Team (CIT) that is nationally recognized and exists through a powerful method of ongoing training of police officers, jail and hospital staff, and probation officers to de-escalate crisis situations and reduce incarceration rates for the mentally ill. We have a Community Mental Health and Wellness Coalition, organized two years ago in our community to address the unmet needs of those suffering from mental illness, with a particular focus on the incarcerated mentally ill population and reducing the use of

jail as a primary provider of mental health treatment. Partnerships formed as a result of the Coalition resulted in a Memorandum of Understanding between our state probation office and our community services board to provide psychiatric treatment and medication management to offenders diagnosed with a serious mental illness. The coalition also applied for and received a grant for a part-time coordinator position. The EBDM action plan focus on mental health is in alignment with our current work through this coalition.

Our locality is one of seven original pilot sites within Virginia selected for the development of a Prisoner Reentry Council. Through the work of our council in addressing such areas collaboratively as social reintegration, substance abuse and mental health, education and employment and housing and financial obligations of offenders, we were selected to receive Second Chance Act Grant funding focused on the provision of intensive reentry services to offenders being released to our locality from jail and prison. This grant includes case management, development of mentorship programs, and assistance with basic fundamental needs such as food, clothing, and shelter.

We have a well-established Adult Drug Court that is collaboration between the Charlottesville and Albemarle Circuit Courts, and a Family Treatment Court. Our local and state probation offices were selected seven years ago to partner together in the implementation of evidence based practices as one of four selected pilot sites in the state. We are fully prepared to be in a mentorship role to other jurisdictions, particularly on the East Coast, who desire to participate in these types of activities, and have experience in this type of role with other localities. We have excellent people representing the different disciplines, on our team who could serve as mentors to other communities.

Our EBDM Policy Team members and their respective staff have been engaged in these and other projects together for years. Our community is unique in that it is politically diverse and a mix of rural and small urban community. Our team is excited about the future of this project and the way in which it will engage us in meaningful dialogue with the community about improvements to our criminal justice system.

Finally, in the spring of 2012 we are planning a large town meeting to gain community support and energy for our work. We have a commitment from Dr. Joe McCannon, presenter from EBDM Kick-off meeting in the fall of 2010 about relating the changes in the medical system to the criminal justice system^{xii}, to bring his presentation to our community.

Overall, we feel that we are able to engage in both the tough conversations and the supportive activities that will make us successful in Phase III. We have been leaders in this field of work both in our communities and in the Commonwealth of Virginia. We are poised to advance Evidence Based Decision Making and serve as a role model for other communities.

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- ⁱⁱⁱ VanNostrand and Keebler, 2010, In Pursuit of Legal and Evidence Based Pretrial Release Recommendations and Supervision.
- ^{iv} Carter, M., (2006) The Importance of Data and Information in Achieving Successful Criminal Justice Outcomes, Center for Effective Public Policy
- ^v Ibid ii
- ^{vi} Andrews, D. A. (2007). Principles of effective correctional programs. In L. L. Motiuk and R. C. Serin (Eds.), *Compendium 2000 on effective correctional programming*. Ottawa, ON: Correctional Service Canada. Retrieved from <http://www.csc-scc.gc.ca/text/rsrch/compendium/2000/index-eng.shtml>
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- ^{viii} Fabelo, T., McGinnis, K. and Gunter, A. (2005), “Assessment of the Dallas County Community Supervision and Correction Department”
- ^{ix} NIC – TA #10J1021 – March 12, 2010: Albemarle Charlottesville Regional Jail - Jail and Justice Assessment Executive Summary by Mike Jones and Jim Robertson
- ^x Bush, J., Glick, B. and Taymans, J. (2011) Thinking for a Change: Integrated Cognitive Behavior Change Program. Version 3.0. Washington, D.C.: National Institute of Corrections
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- ^{xi} The American Association of Public Opinion Research, 2009.
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III. APPENDIXES

a. ACTION PLAN

Phase III Workplan to Achieve Harm Reduction Goals

Phase III Workplan to Achieve Harm Reduction Goals						
Reduce future criminal justice costs by improving effectiveness and reinvesting savings in further crime reduction activities.						
Harm Reduction Goal One						
Objective A:	Improve community safety, reduce system costs, and achieve greater protection of the constitutional rights of the accused by reducing the number of low and below average risk defendants detained pretrial.					
Action Step 1:	Date of Completion	Lead Person	Others Responsible	Resource Needs	Partner Coordination	
Provide access to VACORIS/COPPSNET information to better inform the discretionary pretrial release decisions made by magistrates and judges and recommendations made by pretrial staff	10/1/11	Wendy Goodman	DOC and IT folks at OAR and Magistrate	Appropriate permissions		
Action Step 2:	6/30/12	Pat Smith	District Court Judges	Pretrial Data Base	Commonwealth's Attorneys, Jail and Pretrial staff	
	<ul style="list-style-type: none"> a. Increase accuracy of pretrial risk assessment b. Increase the frequency of recommendations made that are consistent with VAPRI risk level and risk factors 					
Potential Barriers:	Lack of technology to track individuals across the systems Lack of transparency in the pretrial release decision making process Decision making on the basis of the level of the offense in the absence of risk or where there is minimal risk					
Strategies to Address Barriers:	Annual pretrial risk education provided to magistrates and judges Annual education provided by magistrates regarding decision-making processes to local criminal justice system Collaboration with VADOC to grant permission to access information in VACORIS/COPPSNET					
Baseline Measures	<ol style="list-style-type: none"> 1. Indirect/direct jail costs 2. Number of low risk and number of below average risk pretrial detainees 3. Re-arrest of low and below average risk defendants 4. Those held for charges for which no finding of guilt 					
Intermediate Outcomes	Accuracy of pretrial recommendations are increased by 75% Acceptance rates by courts of pretrial recommendations are increased by 50% Conduct two semi-annual cross disciplinary training related to pretrial release decisions Implement a risk based decision matrix for magistrates Reduction in the number of low and below average risk defendants detained by 25%					

Objective B:	Improve community safety, reduce system costs, and achieve greater protection of the constitutional rights of the accused by developing effective sentencing alternatives to incarceration.					
	Date of Completion	Lead Person	Others Responsible	Resource Needs	Partner Coordination	
Action Step 1:	6/30/12	Col. Matthews	Judges and Commonwealth Attorney	HEI units		
Action Step 2:	6/30/12	Col. Matthews	Judges and Commonwealth Attorney	HEI units		
Action Step 3:	6/30/12	Col. Matthews Sheriff Chip Harding	Judges and Commonwealth Attorney	Staff to oversee work units	County of Albemarle and city of Charlottesville Public Works and Parks and Recreation Departments	
Potential Barriers:	Public perception that HEI is lenient Staffing to coordinate those on HEI Cost of the HEI units Lack of understanding of return on investment of community work force program					
Strategies to Address Barriers:	Develop communication strategy to educate the public on cost benefit of HEI related to jail bed savings Marketing strategy related to work force program Review of research to ensure that the use of HEI is an evidence based option for use with low risk restitution, child support, and weekend sentence cases.					
Baseline Measures	<ol style="list-style-type: none"> 1. Indirect/direct jail costs 2. Cost per HEI 3. Increased payment of fines and costs 4. Increased number of offenders that maintain drivers license 5. 					
Intermediate Outcomes	<p>Reduction in number of offenders who serve time in jail for failure to pay restitution or child support by 25%</p> <p>Reduction in number of offenders who serve weekends in jail by 25%</p> <p>Increase in number of referrals to work force program</p> <p>Increase in percent of offenders who pay fines and costs</p> <p>Increase by 25% the number of offenders who complete financial obligations to local courts</p>					

Objective C	Build sufficient capacity of information technology systems to collect and analyze data in order to ensure that investments in the justice system are achieving efficient and effective results				
	Date of Completion	Lead Person	Others Responsible	Resource Needs	Partner Coordination
Action Step 1: Apply for a BJA Justice Reinvestment initiative Grant to address technology and data sharing across disciplines.	5/13/11	CCJB Planner			EBDM Policy Team
Action Step 2: Acquire technical assistance to advise the stakeholders on how to integrate the data management system from our selection for and participation in the Criminal Justice Coordinating Council established by BJA, JMI, PJI, and NACo.	12/30/11	CCJB Planner	EBDM Policy Team	Information from CJCC on structure of council and how information will be shared	BJA
Action Step 3: Create a staffing strategy to increase the capacity for the justice system to conduct annual process and outcome evaluation through the application for a BJA Community Policing Development Grant	6/1/11	CCJB Planner Albemarle County Police Department	EBDM Policy Team	Additional staffing if grant is received	City and county crime analysts and city and county managers
Potential Barriers:	Potential technological knowledge Lack of permissions to share data across systems Financial resources No grant assistance				
Strategies to Address Barriers:	Cost analysis for technology upgrades Cost analysis of jail bed savings Education strategy of how investment in technology will lead to improved system efficiency and outcomes Apply for grants				
Baseline Measures	Number of grants applied for and grants received Number of requests for technical assistance made and received Develop of the staffing strategy				
Intermediate Outcomes	Development of the Regional Criminal Justice Records Management System Development of a scorecard to evaluate rearrest rates, reincarceration rates, probation violations, victim satisfaction and other key indicators of community safety and fiscal responsibility Creation of a project manager, a criminal justice system information analyst, and an IT systems development consultant through the BJA Community Policing Development Grant.				

Phase III Workplan to Achieve Harm Reduction Goals										
Harm Reduction Goal Two	Reduce rearrest rates as defined by rearrest for a jailable offense (offenders released from criminal justice supervision three years after discharge)									
Objective A:	Facilitate well-informed sentencing decisions in the General District and Circuit Courts by eliminating the presentation of unnecessary information at sentencing, incorporating information about offender risk assessment and criminogenic needs, and identifying the most effective ways to use limited resources.									
Action Step 1:	a. Conduct an assessment of sentencing related information and how it is currently made available to the court.	Date of Completion	10/1/11	Lead Person	Wendy Goodman	Others Responsible	Judges, Defense Atty CA Atty	Resource Needs	Partner Coordination	Clerks
Action Step 2:	Examine what other jurisdictions have done to integrate risk and need assessment information into court	Date of Completion	9/30/11	Lead Person	CCJB Planner	Others Responsible	EBDM Policy	Resource Needs	Information sent by NIC consultant	Clerks
Action Step 3:	Implement a predictable and consistent format for sentencing related information utilizing risk/need assessments	Date of Completion	4/1/12	Lead Person	Wendy Goodman	Others Responsible	Judges, Defense Atty CA Atty	Resource Needs	Information sent by NIC consultant	Clerks
Action Step 4:	Provide training on current assessment instruments (Compas, Compas Lite, OST, etc.) as new versions are released	Date of Completion	Annually	Lead Person	Wendy Goodman Pat Smith	Others Responsible	Judges, Defense Atty CA Atty	Resource Needs	Information sent by NIC consultant	Clerks
Potential Barriers:	Trust in the risk instruments Mandatory use of Sentencing Guidelines and risk assessment through the Sentencing Commission Historical over-reliance on PSI									
Strategies to Address Barriers:	Gathering and providing appropriate sentencing information in enough time for effective use in General District Court Additional education and possible expanded use of COMPAS and OST Develop a system of formalized feedback that addresses concerns or questions related to risk assessment									
Baseline Measures	Number of PSI's completed with risk and need information included									
Intermediate Outcomes	Creation of a hybrid document that incorporates essential PSI information with risk assessment and criminogenic need information for sentencing Increased number of cases that address risk and needs information for sentencing by 25%									

Structure responses to violations of probation to improve both the sense of fairness and compliance						
Objective B:		Date of Completion	Lead Person	Others Responsible	Resource Needs	Partner Coordination
Action Step 1:	Modulate responses to violations according to the severity of the violation and informed by individualized assessment of risk and criminogenic need through a structured decision making policy	6/30/12	Pat Smith Wendy Goodman	State and local probation staff		Local courts, commonwealth attorneys, and defense attorneys.
Action Step 2:	Develop a continuum of responses that incorporates in-house sanctions, coordination with treatment providers, and collaboration with the court.	6/30/12	Pat Smith Wendy Goodman	State and local probation staff		Local courts, commonwealth attorneys, and defense attorneys.
Action Step 3:	Design and implement a pilot Probation Violator Docket in the Charlottesville Circuit Court in which the judge directly and appropriately participates in the supervision of offenders who exhibit problematic behavior	6/30/12	Dave Chapman Jim Hingely Judge Hogshire	Wendy Goodman	Docket management	EBDM Policy Team
Potential Barriers:	Staff resistance, Criminal justice system inertia, Docket management issues					
Strategies to Address Barriers:	Staff and criminal justice personnel education on the results of the Probation Violation Assessment through the Center for Effective Public Policy;					
Baseline Measures	<ol style="list-style-type: none"> Total number of Probation Violation hearings in Charlottesville Circuit Court Risk profile of probation violators Sentencing outcomes for probation violators (jail, prison, time served, not guilty). 					
Intermediate Outcomes	<ol style="list-style-type: none"> Increased consistency and transparency in the probation violation response and sentencing process Decrease variance in response to alleged probation supervision noncompliance by probation staff Increase compliance rates after the violation process 					
Objective C:	Develop evidence based interventions that are responsive to the risk principle and criminogenic needs presented by inmates and probationers.					
		Date of Completion	Lead Person	Others Responsible	Resource Needs	Partner Coordination
Action Step 1:	Determine the prevalence of criminogenic needs presented by probationers through analysis of current COMPAS and MOST/OST data.	1/1/12	Wendy Goodman Pat smith	Probation staff at District 9 and OAR	Data analyst	VADOC VADCJS
Action Step 2:	Inventoried the variety and capacities of programs that	1/1/12	CCJB Planner	EBDM Policy	Intern	Service Providers

	are available to probationers to identify gaps in services and insufficient capacities				team		
Action Step 3:	Conduct a fidelity audit of local offender programming to determine and ensure that they are evidence based, effective, and contribute toward harm reduction	6/30/12	CCJB Planner	EBDM Policy team	Researchers	Service Providers	
Action Step 4	Expand appropriate programming addressing criminogenic need areas for probationers under supervision	12/31/12	Linda Hamilton	Pat Smith Wendy Goodman	Staff Trainers Facilitators Space	Region 10 Community Services Board ACRJ Local Service Providers	
Action Step 5	Develop stakeholder specific curriculum to address knowledge gaps identified in the knowledge survey and stakeholder interaction survey	3/30/12	CCJB planner	EBDM Policy Team members	Trainers Materials Space	NIC	
Potential Barriers:	Expertise in program evaluation Staffing capacity						
Strategies to Address Barriers:	Contact universities for assistance with program evaluation Encourage use of community provider self assessment Knowledge survey and stakeholder interaction survey						
Baseline Measures	Current three year rearrest rates for DOC, OAR, and Diversion Number of inmates at ACRJ with identified chronic alcoholism Number of inmates at ACRJ with identified drug addiction Number of inmates at ACRJ with Serious Mental illness diagnosis Baseline scores on knowledge survey and stakeholder interaction assessment						
Intermediate Outcomes	Reduce risk scores Add two additional community programs that specifically address risk and need areas of offenders Creation of a fidelity audit team Conduct fidelity audits on four programs who volunteer to participate in the process Improved scores on knowledge survey and stakeholder interaction survey						
Objective D:	Develop policies, procedures, and practices for domestic violence cases from arrest through sentencing, supervision' and treatment that are guided and supported by evidence and incorporate risk assessment into decision making at the sentencing and supervision levels						
Action Step 1:	Apply for TA to evaluate the current policies and procedures in addressing domestic violence cases,	Date of Completion 10/1/11	Lead Person Tom Von Hemert	Others Responsible EBDM Policy Team	Resource Needs Technical Assistance	Partner Coordination Police, prosecution,	

	Including the study of the feasibility of specialized personnel dedicated to domestic violence across fields of practice.	Maggie Cullinan Susan Painter			pretrial, probation
Action Step 2:	Incorporate validated violence risk assessment tool for use in pretrial, sentencing and supervision	Maggie Cullinan Susan Painter	6/30/12	Validated tools	Magistrate, pretrial, judge, probation
Action Step 3:	Administer evidence based treatment programming for batterers to reduce the re-occurrence for violence	Maggie Cullinan Susan Painter	6/30/12	Validated treatment programs	Domestic Violence Service Providers
Potential Barriers:	Lack of knowledge of current evidence based practices for domestic violence Lack of use of validated risk tools that assess recurrence of violence Lack of funding for programming Overcoming resistance to change in current programming				
Strategies to Address Barriers:	Education on domestic violence risk assessment and programming Regular meetings with domestic violence service providers, victim advocates, and criminal justice system staff to address evidence based innovations in the field of domestic violence				
Baseline Measures	Current three year rearrest rates for DOC and OAR for domestic violence cases				
Intermediate Outcomes	Victim survey to analyze level of danger and frequency of abuse in domestic violence cases. Reduced re-occurrence of violence by 25% on domestic partners Reducing re-arrest rates for batterers by 25% Develop evidence based treatment programs for batterers Strategies developed for management of high risk cases				
Objective E:	Facilitate a seamless reentry service process				
Action Step 1:	Create a standardized referral package from OAR and state probation staff that is sent to local service providers that includes risk assessment, case plans, and criminogenic need information.	Wendy Goodman Pat Smith	11/30/11	Local and state probation program staff	Partner Coordination Local service providers
Action Step 2:	Grant or purchase access to COMPAS risk assessment tool for the Albemarle-Charlottesville Regional Jail in order to coordinate reentry case planning with local service providers.	Wendy Goodman Col. Matthews	6/30/12	VADOC, Jail Board	DOC permissions to access CORIS or funding for purchase of COMPAS.
Action Step 3:	Create a workgroup that will develop incentives for completion of the local reentry programming at ACRJ in	C. O. Matthews Pat Smith	10/30/11	Jail program staff and OAR	Local service providers to

	order to increase participation by 25% for medium to high risk offenders.				reentry staff	teach classes, volunteers, and mentors
Action Step 4:	Create partnership between the jail and the CSB to provide a continuum of treatment services for offender with serious mental illness and/or substance abuse from incarceration through post release supervision	6/30/12	Col. Matthews Linda Hamilton	Region Ten staff and jail staff	Funding for staff	Mental Health Coalition
Potential Barriers:	Barriers to system permissions, funding issues outside of EBDM policy team control Resources for incentives					
Strategies to Address Barriers:	Identification of key decision-making personnel that can grant access and create permissions to access system. Use a workgroup to address feasibility of grant applications or agencies abilities to shift resources for programming needs					
Baseline Measures	<ol style="list-style-type: none"> 1. Annual number of local and state probationers and pretrial defendants. 2. Annual number of referrals to local service providers by OAR and Probation and Parole. 3. Total number of medium and high-risk participants in the ACRJ reentry program. 					
Intermediate Outcomes	<ol style="list-style-type: none"> 1. Increased use of risk assessment in reentry case planning by 75% 2. Increased participation in ACRJ reentry programming by 50% 					
Objective F: Evaluate current pretrial and sentencing processes to improve the identification of individuals with significant substance abuse, mental health, and co-occurring disorders in order to facilitate their referral for treatment in an appropriate program						
		Date of Completion	Lead Person	Others Responsible	Resource Needs	Partner Coordination
Action Step 1:	Utilize the Mental Health Coalition Point-in-Time Survey data to identify the number of people in need of intervention for substance abuse, mental health, or co-occurring disorders.	10/30/11	Tom Von Hemert	Mental Health and Wellness Coalition	Local data analysis	Mental Health Coalition, Reentry Mental Health/Substance Abuse subcommittee
Action Step 2:	Apply the use of a validated mental health assessment screening tool into pretrial and presentence investigation	6/30/12	Wendy Goodman Pat Smith	Probation and Pretrial staff	Validated brief screening tool	VADOC
Potential Barriers:	Incomplete or missing data in the Point-in-Time Survey Staff resistance to increased workload due to additional work responsibilities					
Strategies to	Staff education					

Address Barriers:	Review of validity of the Point-in-Time Survey
Baseline Measures	<ol style="list-style-type: none"> 1. Total number of clients who need substance abuse treatment based on valid survey results 2. Total number of clients who need mental health services based on valid survey results 3. Total number of clients who have both substance abuse and mental health service needs based on valid survey results.
Intermediate Outcomes	Increase identification of clients with substance abuse needs, mental health needs, and co-occurring disorders by 75%

Phase III Workplan to Achieve Harm Reduction Goals

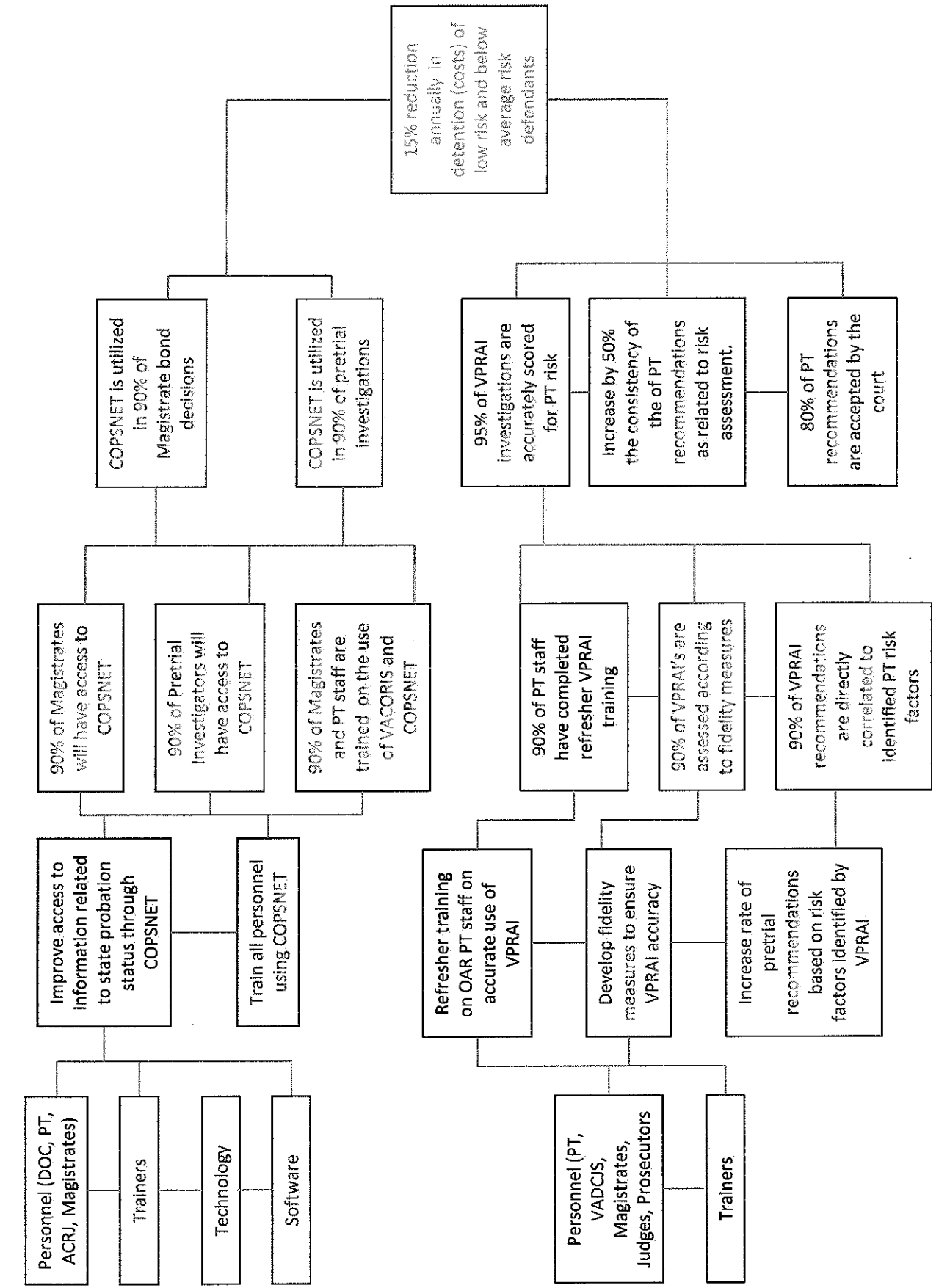
Harm Reduction Goal Three	Increase local community's trust and confidence in the justice system by changing policies and practices that undermine the credibility of the justice system from the perspective of victims, offenders, and the public.					
Objective A:	Increase victim confidence in the local criminal justice system					
Action Step 1:	Establish benchmarks for victim confidence	Date of Completion 1/1/2012	Lead Person Susan Painter and Maggie Cullinan	Others Responsible	Resource Needs Benchmarking tools	Partner Coordination
Action Step 2:	Develop and implement a survey to measure current level of victim confidence	4/1/2012	Susan Painter and Maggie Cullinan	Victim Witness Staff	Survey	Police departments, Commonwealth's Attorneys, local and state probation offices, UVA
Action Step 3:	Seek technical assistance to develop evidence based approaches that address victim confidence.	4/1/2012	Tom Von Hemert, Maggie Cullinan and Susan Painter		Technical assistance	OVC, DCJS, NIC
Potential Barriers:	Lack of evidence based practices in victim services Data collection					
Strategies to Address Barriers:	Technical assistance to assist in the creation of evidence based practices to address weaknesses Technical assistance , possibly from University of Virginia postgraduate students, to assist with development and implementation of victim survey					
Baseline Measures	Confidence scores from initial survey					
Intermediate Outcomes	Establishment of victim confidence benchmarks Annual assessment of progress through follow-up survey Increased victim confidence as measured through the survey. Aim for minimum of 30% return on surveys					

Objective B: Implement an additional diversion and/or sentencing option for adults using a restorative justice approach					
	Date of Completion	Lead Person	Others Responsible	Resource Needs	Partner Coordination
Action Step 1:	Conduct a literature search to look for evidence-based restorative justice programming with adults in other locations across the United States to use as potential models. offenders	Tom Von Hemert Pat Smith	David Saunier of Central Virginia Restorative Justice	National evidence based programming information from Restorative Justice	Eastern Mennonite University
Action Step 2:	Create a workgroup to identify and develop promising and practical restorative justice pilot program for adults in General District and Circuit Court	Pat Smith Maggie Cullinan	Restorative Justice Task Force		
Action Step 3:	Gain a commitment from a general district and circuit court to pilot the identified restorative justice program	Pat Smith	General District and Circuit Court judges, Commonwealth Attorneys, Public Defenders Office		State and local probation offices, victim witness offices
Potential Barriers:	System reluctance to apply RJ principles to adults Capacity and resource needs required for RJ expansion				
Strategies to Address Barriers:	Community and system education by the Restorative Justice workgroup Resource development for the current RJ system through fundraising and grant writing.				
Baseline Measures	<ol style="list-style-type: none"> 1. Number of victims of adult offenders offered restorative justice opportunities 2. Number of adult offenders offered restorative justice opportunities 3. Number of victims who complete a restorative justice pilot program 4. Number of offenders who complete a restorative justice pilot program 				
Intermediate Outcomes	Increased opportunity for participation by adult victims and offenders in the restorative justice process Increased victim satisfaction Increased offender compliance with the criminal justice system				

b. LOGIC MODEL

Charlotteville/Albemarle Logic Model

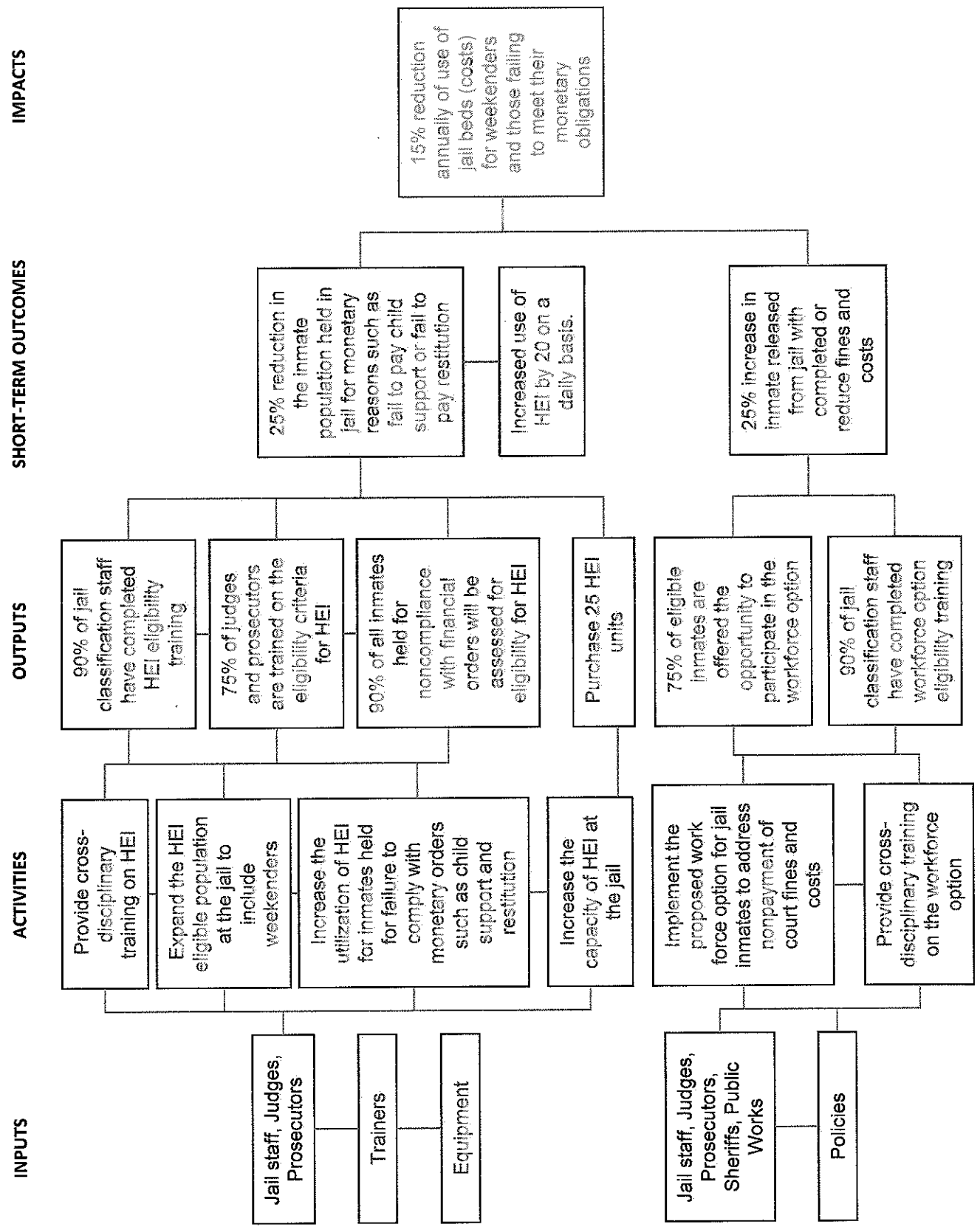
INPUTS ACTIVITIES OUTPUTS SHORT-TERM OUTCOMES IMPACTS



H a r m R e d u c t i o n O n e

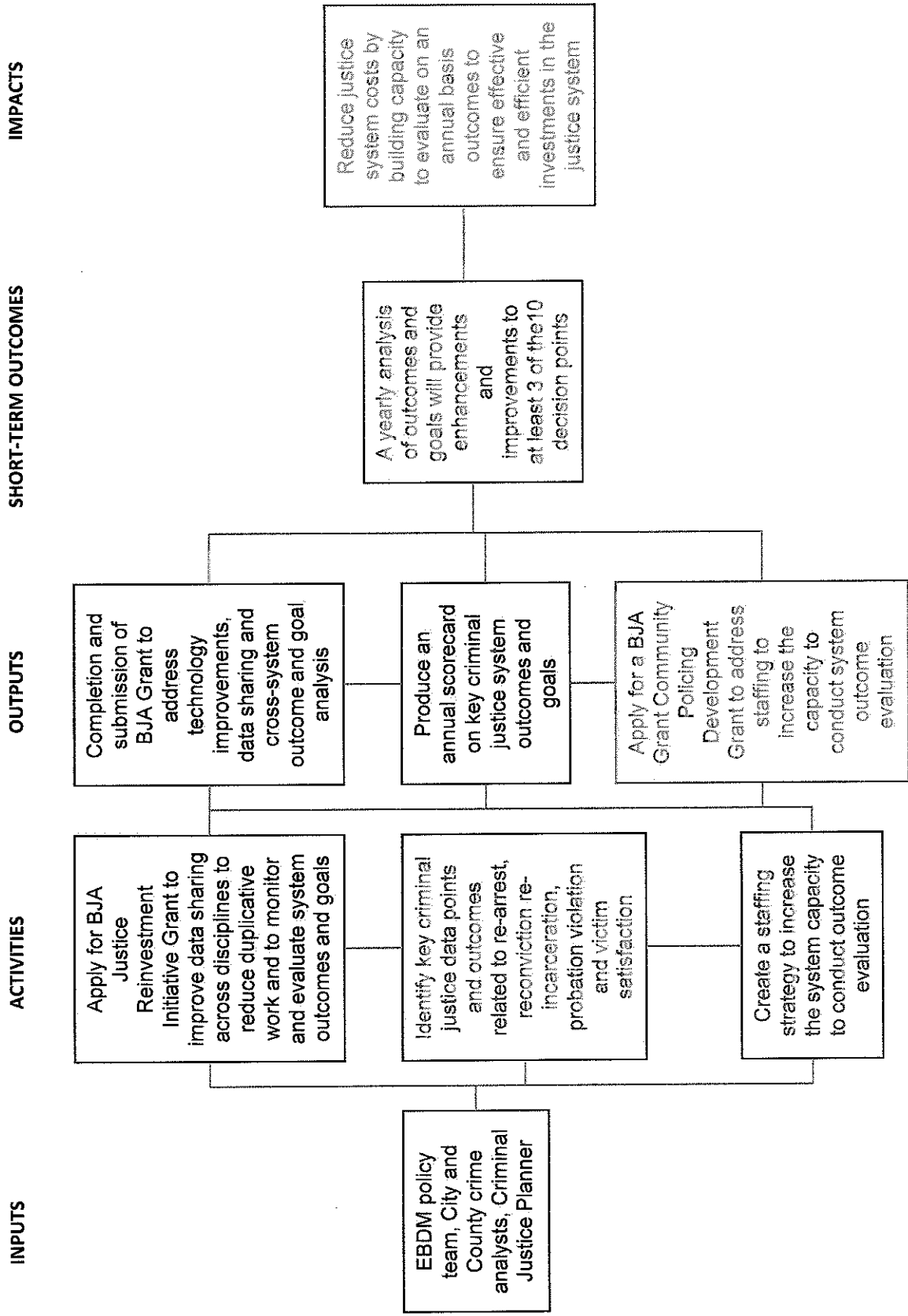
H a r m R e d u c t i o n O n e

Charlotteville/Albemarle Logic Model



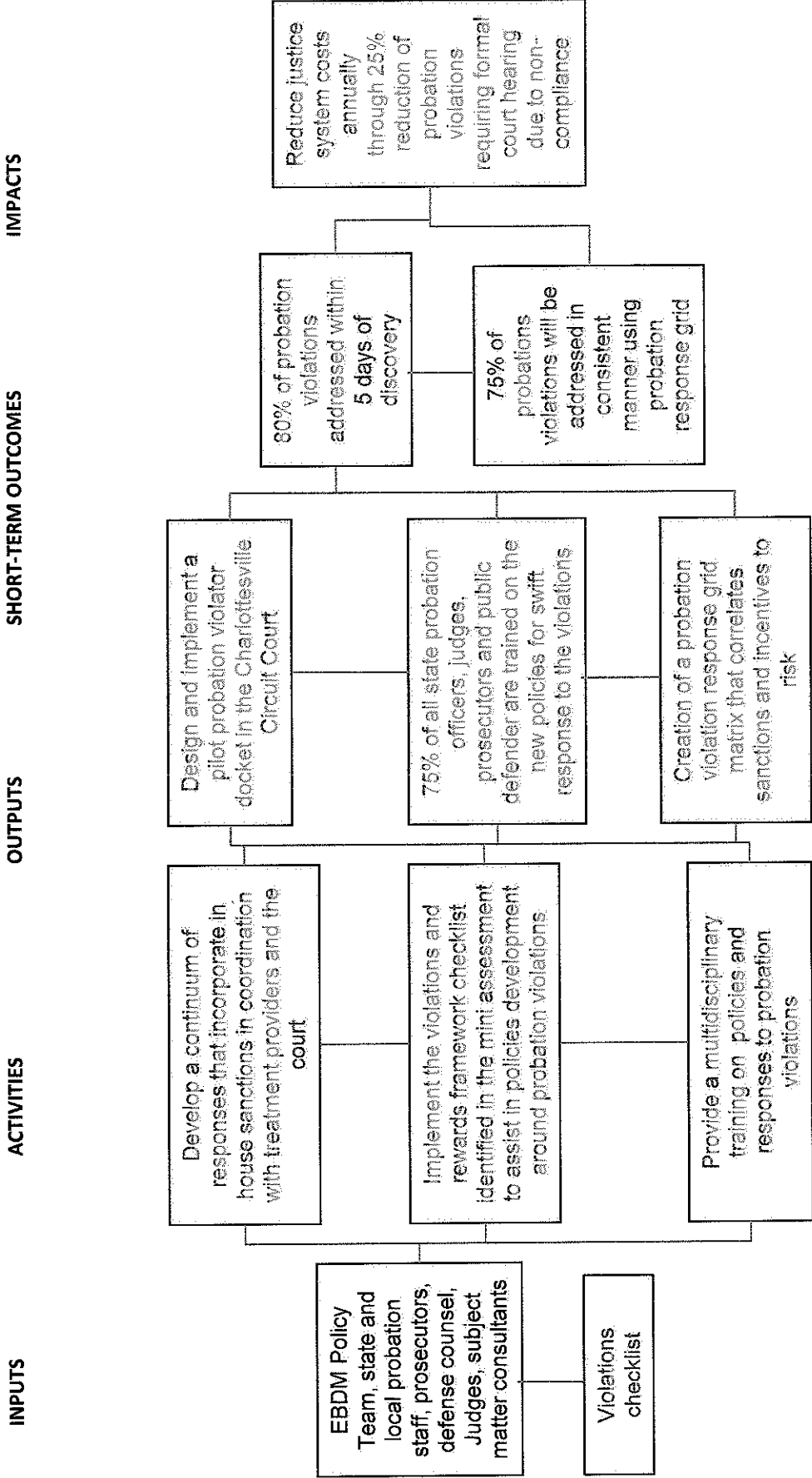
H a r m R e d u c t i o n O n e

Charlottesville/Albemarle Logic Model



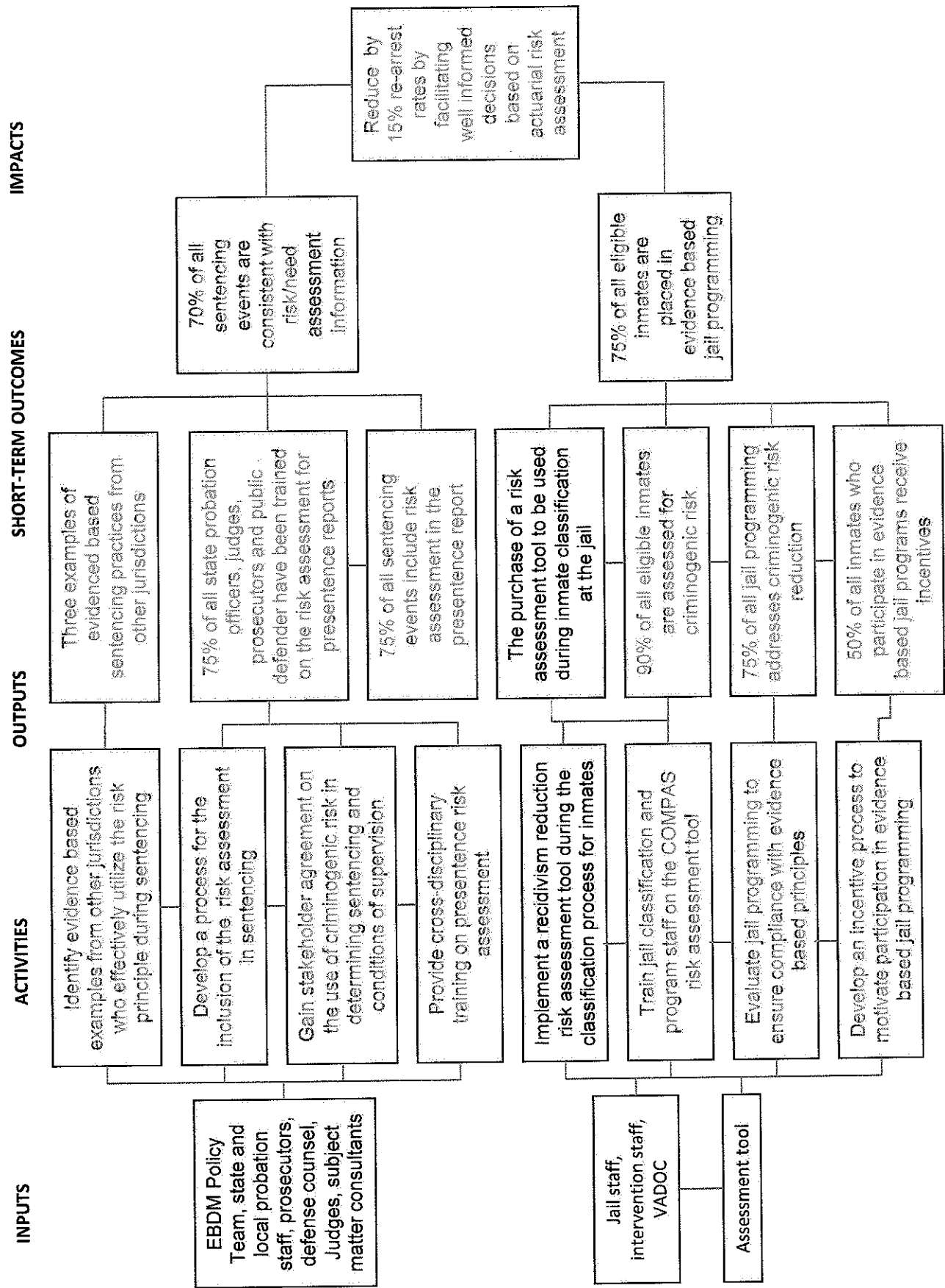
H a r m R e d u c t i o n T w o

Charlottesville/Albemarle Logic Model

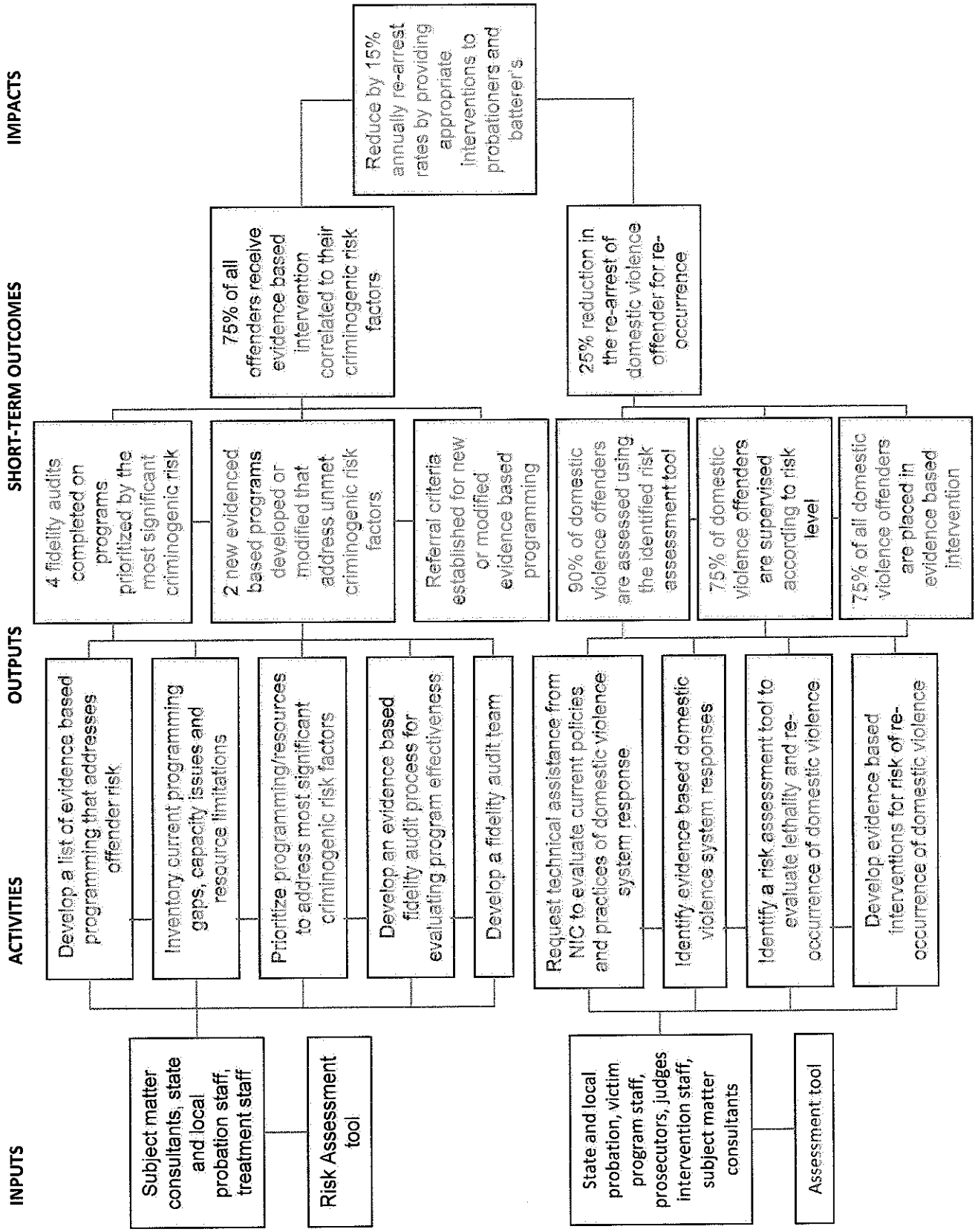


INMATE REDUCTION TWO

Charlottesville/Albemarle Logic Model



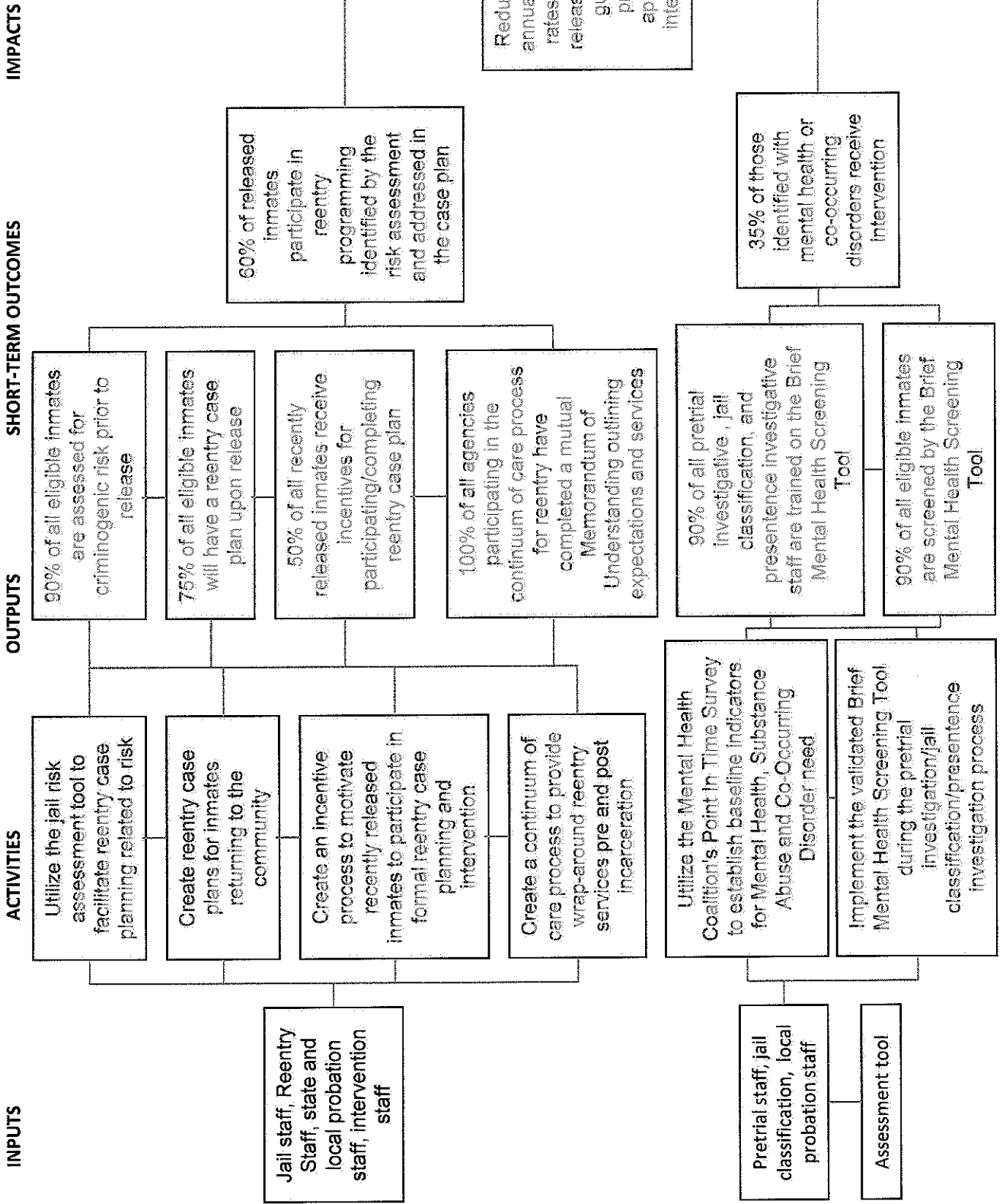
Charlotteville/Albemarle Logic Model



H a r m R e d u c t i o n T w o

H a r m R e d u c t i o n T w o

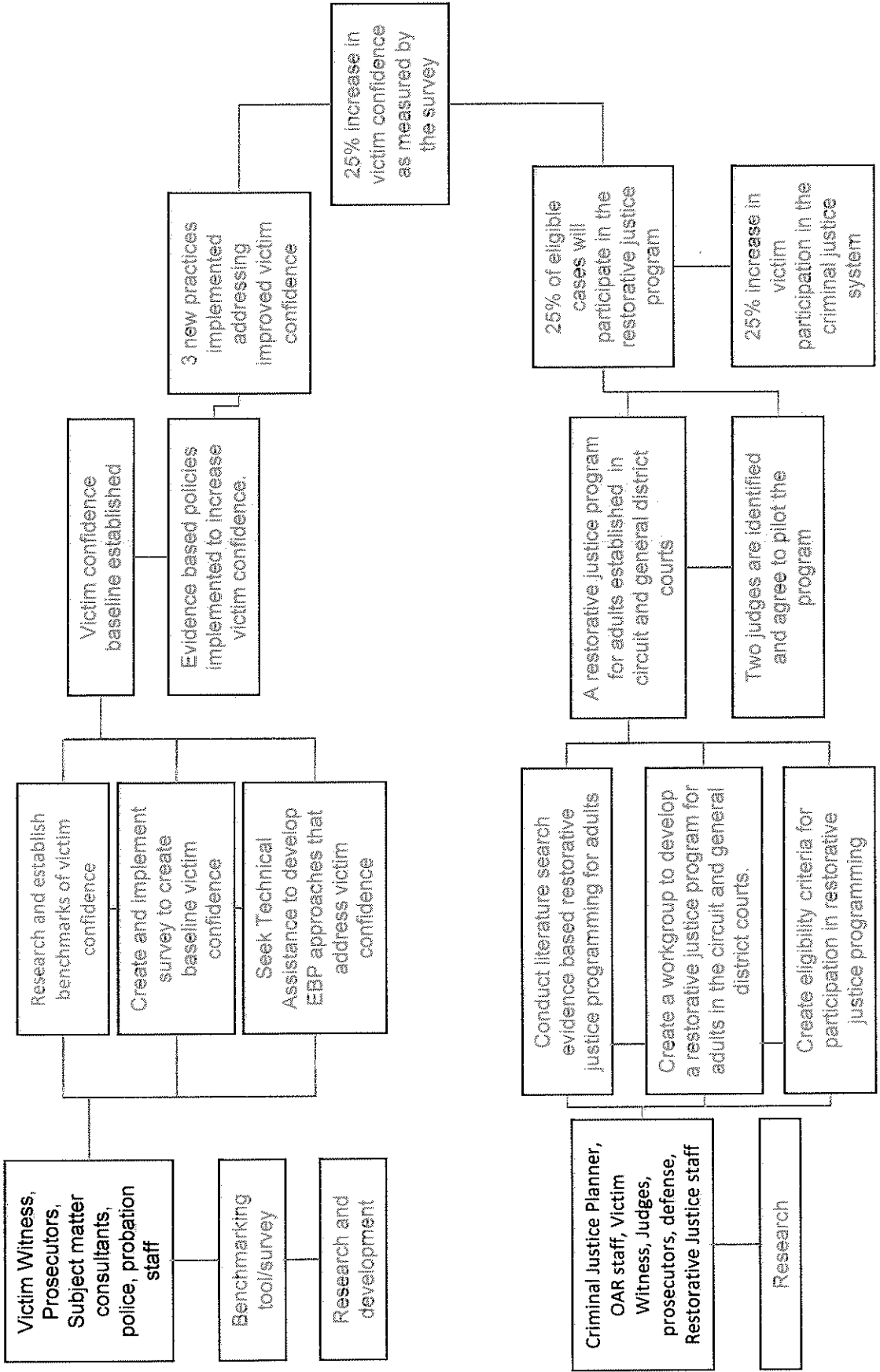
Charlottesville/Albemarle Logic Model



H a r m R e d u c t i o n T h r e e

Charlotteville/Albemarle Logic Model

INPUTS ACTIVITIES OUTPUTS SHORT-TERM OUTCOMES IMPACTS



c. SCORECARD

AND

d. DATA SUMMARY

Charlottesville/Albemarle Virginia



OneLess

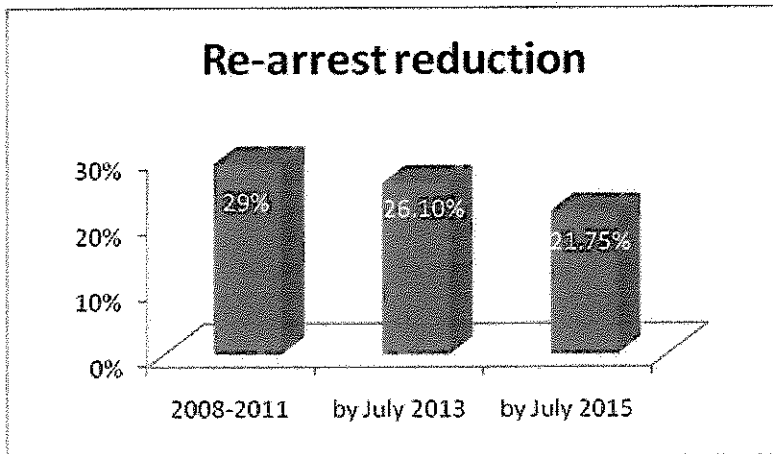
A STRATEGY FOR SAFER COMMUNITIES

One less offender. One less crime. One less victim.

Criminal Justice System Scorecard

“Working together for a safer community, one person at a time”

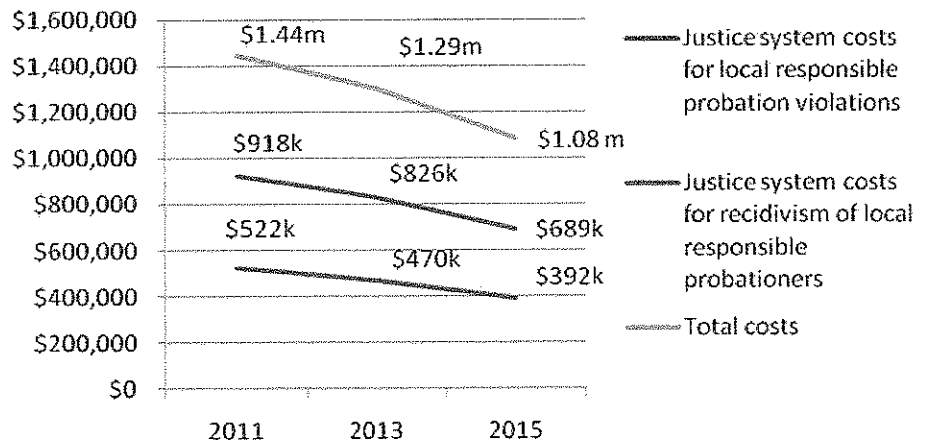
Reduce re-arrests: Percentage of local responsible/misdemeanor offenders re-arrested of a jailable criminal offense within three years following discharge from probation supervision.



Our locality seeks to reduce the re-arrest rate of justice system involved individuals by 10% the year following implementation and by a total of 25% three years post implementation. Re-arrest is defined as an arrest for a jailable criminal offense post-release from community supervision. Currently, the three year recidivism rate for this population is 24%.

Reduce and Reinvest future criminal justice costs: Costs savings realized through the implementation of evidence based decision making to be utilized and reinvested in future crime reducing activities.

By reducing recidivism and reducing probation violations of local responsible offenders by 25%, our locality will realize a cost savings of over \$360,000 which we intend to reinvest in further crime reducing activities as determined by the evidence based decision making process.



Note: All re-arrest and cost savings data are attributable to local responsible/misdemeanor offender population. We intend to determine re-arrest, recidivism and cost savings for state responsible/felony offenders during the implementation phase. By including recidivism reductions for misdemeanor and felony offenders, the resultant cost savings will be significantly greater.

Albemarle and Charlottesville EBDM Process 2011 Cost Analysis and Recidivism Study

Step 1: Map and itemized costs for the adult criminal justice process for both Albemarle and Charlottesville

- Assigned direct costs per case, client, arrest, victim etc
- Used annual budgets and populations to determine cost per case, client, investigation etc
- Police departments utilized a “manpower to arrest” formula to determine cost of arrest
- Data was gathered from official published sources such as annual reports, state fiscal summaries, jurisdiction official budgets, state finance departments, and state caseload reports etc
- Had to make one inquiry of one state agency (Supreme Court) for one type of non-public report
- Determine costs using (adding) both state and local funding
Data sources include: Virginia DOC, Virginia DCJS, Virginia Supreme Court, Virginia Compensation Board, National Center for State Courts, Albemarle County Adopted Budget, Charlottesville Adopted Budget, Virginia Criminal Code, OAR Annual report, OAR local probation PTCC database, Victim Witness database, Albemarle arrest statistics, Charlottesville arrest statistics

Step 2: Complete baseline recidivism study (3 year – 2008 to 2011)

- Generate a database list of all local probation cases closed during month of March 2008
- Sorted by jurisdiction, charge type
- Ensure sample is comparable to total (success/failure rate, gender, race, risk score, etc)
- Ensured valid sample size using sample size generator (95% confidence rate)
- Convert list into format requested by Virginia State Police for recidivism research
- Requested records from Virginia State Police

Step 3: Using the itemized average costs for each criminal justice process in Step 1, determine the criminal justice process costs for both counties and both charge classes

- Most and least expensive felony system costs
- Most and least expensive misdemeanor system costs
- Most and least expensive misdemeanor probation violation system costs
- Most and least expensive felony probation violation costs
- Establish midrange costs for all categories
- *NOTE: Established and utilized a quartile (25%) range to ensure a conservative estimate of system costs*

Step 4: Complete recidivism study

- Review sample size criminal records from Step 2 to gather/record positive responses post 3/08
- Record type of new offense, charge, sentence for positive responses
- Sort according to jurisdiction and charge class
- Calculate recidivism outcomes for 2008 cases for both jurisdiction and charge classes

Step 5: Allocate costs to violations and recidivism

- Gathered 2009-10 local probation aggregate outcomes
- Determine outcomes based on jurisdiction and charge class
- Get percentages and totals of probation success/failure and misdemeanor/felony
- Apply 2008 recidivism percentages to total (2009-10) by jurisdiction
- Estimate using 2008 recidivism percentages for new conviction both felony and misdemeanor to totals (2009-10) to get system costs for recidivism
- Apply costs to probation violations for 2009-10 for both jurisdictions to get system costs for violations

Outcome: Total system cost for probation violations in 2009-10 and future three year recidivism based on an estimated recidivism percentage that is the same as the recidivism percentage of 2008-11.

- e. EBDM POSTER,**
- f. ONE PAGE BROCHURES,**
- AND**
- g. EBDM ORGANIZATION
STRUCTURE**



OneLess

A STRATEGY FOR SAFER COMMUNITIES

A Collaboration among
Charlottesville-Albemarle
County Criminal Justice
Organizations

Charlottesville-Albemarle Criminal Justice System The One Less Initiative

**One less offender. One less crime. One less victim. One less dollar spent.
One less damaged life. One less harmed citizen.
One less frustrated community member.
One less...**

This Initiative puts forward the belief that risk and harm reduction are fundamental goals of the justice system, and that these can be achieved without sacrificing offender accountability, public safety or other important justice system outcomes.

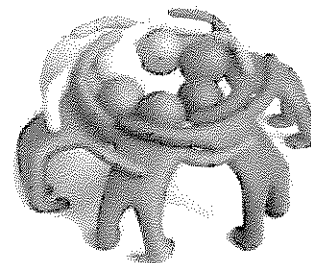
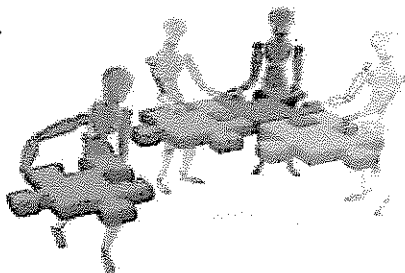
Principles of One Less

1. The professional judgment of criminal justice decision makers is enhanced when informed by evidence-based decision making (EBDM).
2. Every interaction within the Criminal Justice System offers an opportunity to contribute to harm reduction.
3. Systems achieve better outcomes when they operate collaboratively.
4. The Criminal Justice System will continually learn and improve when professionals make decisions based on the collection, analysis and use of data reflecting the impact of implemented policies.



Sixteen members representing the POLICY TEAM are:

The Honorable Robert Downer
 Chief Magistrate Yvette Ayala
 Sheriff James Brown
 Dave Chapman
 Maggie Cullinan
 Wendy Goodman
 Linda Hamilton
 Sheriff Chip Harding
 Tom von Hemert
 Jim Hingeley
 Chief Tim Longo
 Denise Lunsford
 Col. Ronald Matthews
 Susan Painter
 Col. Steve Sellers
 Pat Smith



Charlottesville and Albemarle County were selected as **ONE of SEVEN** seed sites in the *nation* for the One Less Initiative EBDM project.
Sponsored by the National Institute of Corrections

One Less Damaged Life

The Honorable Judge Robert Downer

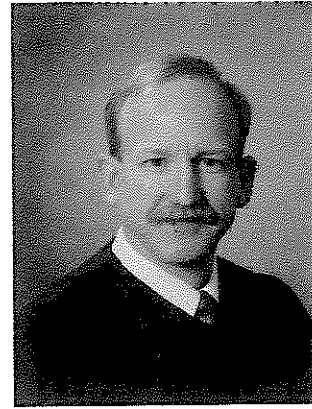
District Court Judge, Charlottesville District Court

I embrace the concept of "one less damaged life" when I think about evidence-based decision-making. Whenever a criminal offense is committed at least one person's life is damaged. The criminal justice system reacts primarily to crime and dealing with the offender who commits it, however, the lives of victims, the lives of families of victims and offenders, and the lives of members of the community where a crime takes place are often damaged as a result of crime. All of the components of the criminal justice system should work together to reduce the number of lives damaged by crime as well as the severity and permanence of the damage suffered. One might question whether this is even possible in a justice system that is adversarial by design, but I believe evidence-based decision-making provides a means to achieving the goal of "one less damaged life" within the framework of our existing justice system.

Members of each component of our justice system: police, sheriffs,

commonwealth attorneys, defense attorneys, victim witness advocates, probation and parole officers, community corrections officers, jail personnel, magistrates, and judges are working together to examine each contact an offender, a victim, a family member, or a neighborhood may have with our justice system. Our effort is designed to better understand what we are doing now, to determine how to document and evaluate what we are doing now, to learn how we might improve our system by studying techniques that have been proven to succeed, to decide what steps we will take to try to improve our justice system, and to establish an evaluation process that will enable us to determine whether the steps we take are effective. By using evidence-based decision-making we hope to: heal and provide restitution for victims rather than have them feel victimized again by the system; resolve cases more quickly; improve fairness in accountability and punishment; provide better treatment programs for reentry into the community when appropriate; and reduce the number of repeat offenders.

Our community and our nation face difficult financial challenges today, and we spend too much of our resources in order to incarcerate offenders. Those who pose a threat to the safety of this community need to be confined until we are confident that the threat is gone, but too many low-risk offenders are confined longer than necessary. We need to



tailor the programs we fund to effectively reduce a high-risk offender's propensity to repeat criminal behavior. We as a community must do our part to see that former offenders have an opportunity to have employment, support their family, become productive, and earn respect, or we will doom them to re-offend and thereby repeat the cycle of damaged lives.

I look forward to a day when there is one less damaged life, be it that of a victim or an offender or a family member or a member of the community, because evidence-based decision-making has been implemented and embraced by all who serve our justice system.

"I look forward to a day when there is one less damaged life, be it that of a victim or an offender or a family member or a member of the community, because evidence-based decision-making has been implemented and embraced by all in the justice system."



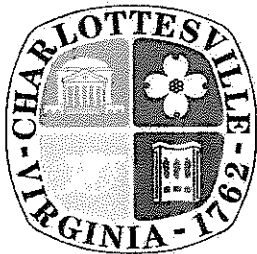
One Less Missed
Opportunity

James Hingeley

**Charlottesville/
Albemarle County
Public Defender**

As public defender for Albemarle County and Charlottesville I work every day with people in trouble. One inescapable reality of my life is that most of the people I see will be convicted and punished.

While offenders rightly should receive a consequence for criminal behavior, we cannot continue to ignore the negative impact that some of our current sentencing practices have on the whole community. We can do better.



John Donne's Seventeenth Century words still make sense four centuries later.

To paraphrase, no person is an island entire of itself; every person is a piece of the continent, part of the main. Realizing that what happens to one of us affects all of us, we are challenged to capitalize on opportunities to connect individual punishment with the safety and overall well-being of our community.

Evidence based decision making is the best tool we have to make the connection.

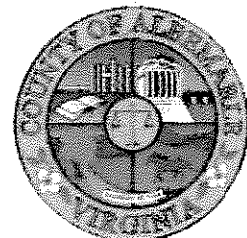
Let's not miss the opportunity to administer punishment while striving to preserve the offender's healthy ties to family, work, and community. Let's find out what it will take to reduce reoffending and incorporate that into punishment. Let's fit the punishment to an offender's risks and needs. Let's use intervention services that help and discard those that don't work. Let's not miss the opportunity to develop a fresh, and better informed, perspective on crime and punishment.



Let's put aside our old habits and be open to change, with evidence as our guide to a better future. Most importantly, let's not miss the opportunity to work together to find solutions.

No one of us is an island entire of itself. One less missed opportunity will bring us one step closer to a safer and healthier community.

"Let's not miss the opportunity to develop a fresh, and better informed, perspective on crime and punishment."



One Less Harm

**Chief
Tim Longo**

Charlottesville Police Department

For the last 30 years, I have been afforded the opportunity to be a bystander and many times a participant in the best and worst times of people lives. Policing has served as a source of pride and energy for me and has blessed me with the great privilege of touching people at their core.

While law enforcement is part of a broader criminal justice system, it more often than not serves as the initial point of contact for both a criminal offender and the victim or victims that are impacted by their behavior. Once put into motion, the wheels of justice can sometimes spin in a manner that creates a sense of frustration by those who become part of a seemingly complex, uncertain, and exhaustive process. Along the way, there are missed opportunities, that is ways in which those of us who influence the process can identify shortcomings and improve both our efficiency and effectiveness in a manner that best serves those who desire a just and equitable result.

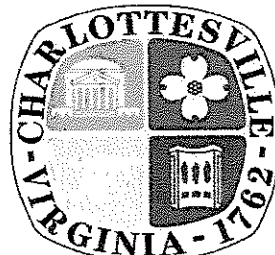
Our regional collaborative aimed at identifying and arriving at an Evidence Based Decision Making Model is the means by which we can ensure that there is one less missed opportunity to ensure that justice ultimately prevails; that victims are treated with dignity and respect, that offenders are afforded fair, swift, and certain judicial proceedings, and that those who are committed to the hands of our correctional systems are provided with the structure and programming necessary to rehabilitate criminal behavior. How we accomplish this important work is the product of people, systems, and processes coming together to take a hard look at what we do and measure that work against what empirical research demonstrates to be the best criminal justice practices.

It is undisputed that the professional judgment of criminal justice decision makers within our community can best be informed through evidence-based knowledge; that is, what works best in accomplishing both a safe community and a fair and efficient criminal justice process.



Both data and experience strongly suggests that every interaction that takes places within the criminal justice system, be it interaction with a victim or offender, creates an opportunity to contribute to harm reduction. As criminal justice providers, and members of a broader community, we cannot miss this opportunity to learn and improve upon our work based on the collection, analysis, and use of data and information.

We are fortunate to live and work in a community that embraces collaboration across boundaries. The Charlottesville-Albemarle County's Evidence Based Decision Making Initiative (EBDM) is yet another example of demonstrating the power of partnerships in ensuring that there is one less missed opportunity to make our community safe.



One Less Person
Lost in Our Criminal
Justice System

Wendy Goodman

Probation & Parole
Chief for District 9

The citizens of Charlottesville and Albemarle have so much to be proud of in the strength of our local criminal justice system. Law enforcement works diligently to communicate with our citizens and keep our neighborhoods safe. Our legal system has a reputation of fairness and collaboration among all parties that is admired across Virginia. We have developed programs such as Drug Court and jail reentry to assist our community members become productive citizens. The level of agency collaboration in such projects as The Haven and the Mental Health Coalition show that we are dedicated to work together to try and tackle tough issues such as chronic homelessness and mental illness.

But we can work smarter, and we can improve our outcomes.



In my twenty five years of criminal justice work, I have watched people lose their way. People who walk into a probation office straight from a court conviction and don't understand what happened to them enough to ask for the correct type of assistance. People who can't find the path to travel to be successful under probation supervision, and end up hiding or running from the police and their life. People who lose their way while in recovery, and turn to drugs and alcohol to cope with life's challenges. People who lose their homes, families, jobs, and self-worth while incarcerated. Crime victims who lose their voice, and are afraid to be heard or feel like their words or feelings are not important. We can find more to do to improve our community everywhere we look.

We have the ability to transform people, neighborhoods, and systems through the power of relationships. Our leaders in the Charlottesville and Albemarle criminal justice community have made a new commitment to work side by side in creating policy and procedures that are based on scientific evidence, fact,



and fairness. We are committed to building relationships with those we serve that transform our system. We can build pathways that help our citizens find their way towards accountability and productive living that enhances our community. We can do all of this while keeping at our highest priority the safety and security of our citizens.

"We have the ability to transform people, neighborhoods, and systems through the power of relationships."

One Less Uninformed Decision

Pat Smith

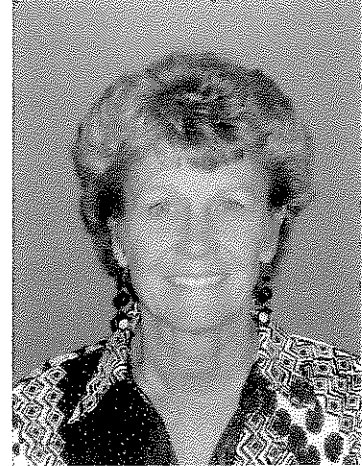
**OAR – JACC Executive
Director**

When I think about the criminal justice system and the fact that I have been involved in community corrections for over 30 years in this community, I am struck by the fact that our agency sees many of the same people coming through our doors year after year. This is disappointing. The "One Less" Initiative has given each of our partners in the criminal justice community the opportunity to reflect on the roles each of have in addressing behavior change. We are now asking ourselves "How can we expect the offenders to make the changes if we as a system cannot implement programs and strategies that have been proven to be more effective".

I am very enthused about what works and what motivates a person or a system to change. When the offender and the

system focus on making informed and effective decisions we all benefit: the offender, the system and the community. Providing guidance for smarter decision is what makes this the initiative so appealing. It is incumbent on all of us in the system to make informed decisions by implementing policies and practices based on what we know works. What we once believed about punishment and addressing crime is no longer true. Now that we have over a decade of research informing us about what does work with the offender population, I would consider it irresponsible of us to continue to do things the way we always have. We know we can do better.

I am confident that our local criminal justice system can and will change by making more informed decisions. Working side by side with the extremely professional criminal justice community gives me confidence.



I have always believed that people can make a difference in the lives of others when we put our hearts, minds and energy into it. I know that working together to solve and improve our community will make a difference. One less uninformed decision directly impacts the system. We lock more people up, we increase recidivism for the low risk offenders and we spend a lot of money with poor results.

Victims of crime and the community deserve a criminal justice system that is committed to practices that have been proven to work.

OAR

One Less Crime

Denise Lunsford

Albemarle County Commonwealth Attorney

As the Commonwealth Attorney for Albemarle County my highest priority is keeping our citizens and community safe and secure. With over twenty years of experience in criminal law as both a defense attorney and prosecutor I have seen first-hand how people get into trouble, harm others, and become enmeshed with a criminal justice system that is not always well equipped to respond.

The men and women associated with the Criminal Justice System in our area are professionals who are well respected in their chosen fields in our area and around the Commonwealth of Virginia. But we can always improve. As a system, we can better serve those having contact with the system

by better understanding how to serve and respond to victims, offenders, and the community as a whole. We have the ability as well as a responsibility to improve every interaction a person has with the Criminal Justice System and view each such interaction as an opportunity to reduce the impact of crime in the community as a whole.

Over the last year, the EBDM team has been meeting to determine what changes we can make, from the arrest decision through the sentencing decision and beyond, to improve our interactions with individuals and to decrease crime in general and recidivism among particular offenders. Through working collaboratively while maintaining true to the responsibilities of our individual agencies and continuing to serve our communities with the highest level of integrity, I believe that our system will achieve better outcomes.



Like our Crisis Intervention Team (CIT), a well-documented and successful model of improving law enforcement interactions with people experiencing acute episodes of mental illness, any change in practice will be based in evidence. Changes will be undertaken with the idea that each new action will help us reduce the incidents of crime in our community and the frequency with which we must confront certain offenders. This, in turn, will increase community confidence in the criminal justice, bring relief to victims and make our communities safer.

"Our criminal justice system will achieve better outcomes when we operate collaboratively."

One Less seat-of-the-pants
judgment,
One More judgment
informed by data

Dave Chapman

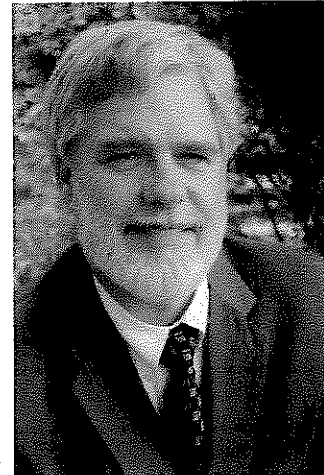
Charlottesville Commonwealth Attorney

We are moving our community criminal justice system forward toward a model in which the discretionary judgments made by criminal justice professionals are better informed by data and more likely to contribute measurably to improved outcomes. We will improve public health and safety by utilizing evidence-based decision making at each critical stage at which we make choices about policies, practices, and, in individual cases, about people. These objectives can be accomplished without compromising our values or undermining the important principle of holding people accountable for their behavior.

As well-trained, motivated, and experienced as we might consider ourselves to be in our criminal justice-related capacities, we should not as individuals, nor should the community as a whole, assume that our decisions contribute as much to public health and safety

as we believe they do. A traditional or typical approach to a type of offense, even one that derives from an important principle such as holding people equally accountable for the same behavior, may not be the most effective one. There may be other approaches that not only uphold the principle of equal justice to the same degree, but also improve outcomes measurably in terms of the contributions they actually make to public health and safety.

There is reason to believe that we can improve outcomes in criminal cases by utilizing evidence-based decision making at each stage of the process where discretion is exercised by officials who work in the justice system. This is true at the system level when choosing among alternative policies, practices, and programs. It is also true at the individual level in the context of sentencing decisions or the consideration of appropriate alternatives to traditional prosecution. We can improve the justice system by keeping better data, by studying it regularly and rigorously, and by making intelligent choices that are supported by evidence.



Our transition to increased reliance on evidence-based practices is a collaborative process in which the experiences and good judgment of veteran criminal justice professionals are utilized to identify and implement an improved set of policies, practices, and programs that meet the needs of the community. This process is not taking place in a vacuum. Participants in this effort include a diverse cross section of professionals from every corner of the criminal justice system who are highly motivated to improve our local justice system while preserving overall confidence that the system is fair at its core and achieves outcomes that enhance public health and safety. We share a common desire to pursue data-driven policies and decisions while maintaining fidelity to the important principles of accountability and proportionality.



One Less Offender

James E. Brown, III

Charlottesville City Sheriff

I started my career in the Criminal Justice field in 1993 as a Pretrial Investigator and Case Manager with Offender Aid and Restoration. I then became a local Probation Officer with OAR, a Deputy Clerk in General District Court and a Police Officer for the 6 years immediately prior to me becoming Sheriff. This diverse background has given me much insight in regards to how people's lives are affected by the Criminal Justice system and made me realize that when things do not change, it is up to us to change them; this includes the Criminal Justice system.

We all want to reduce recidivism. We all

want to decrease crime. We all want these things to change. Well, we need to make the changes to get the results we desire and this is where people start to differ on how to accomplish these goals. Some people feel that "if you do the crime, you do the time" is only valid when the "time" is done behind bars. Change may mean changing and increasing the capacity of a jail; the more people we lock up, the less people there are out there to commit crimes. Others do not mind their tax dollars being used to lock up non-violent offenders that could serve the public better through some sort of alternative sentencing. That is their right to feel that way, to believe that, and to support that. However, others want to make changes by utilizing alternatives to locking people up and basically "doing what we have always done." This is where Evidence-Based Decision Making can



become a major factor.

When we use proven techniques to help guide us towards our goals, we should start to see things not only change, but done in a more efficient manner. This is an opportunity to look at the big picture, the long-term problems that seem to pass from one generation to the next, and attempt to alter their course.



One Less wasted
tax dollar

Sheriff Chip Harding

Albemarle County

I became interested in the criminal justice system during my freshman year of college and for the past forty one years I have been involved in various capacities within that field. I have worked as a jail classification officer, a halfway house counselor, an OAR volunteer and a probation officer. I have also been chairman of the State Board of Juvenile Justice. I spent thirty years in the police department patrolling, investigating and supervising. I have been an elected sheriff for the past four years

As I traveled my career path, I developed many opinions along the way of the various processes within the system.



Many of these processes appear to be costly, poorly structured and produce little positive results. Yet they have become part of the system's culture and are accepted as the way to do business.

In fairness, most of the professionals I worked with carried heavy day to day workloads. They had little time to "climb the tree" and look to see if the path they were cutting was actually producing the best possible results—results that change offenders lives, prevent victims and save public dollars.

I am excited about our regional collaborative effort of using an evidence based decision making model to study specific points of our community's criminal justice system.

This is an opportunity to make a difference. An opportunity to bring to the table processes that we each have questioned in our careers and have asked "is there a better way?"



This effort will allow us to scan the nation to see if someone else has already found an answer to one of our questions and to see if they have the evidence of success to back it up.

Excitement will come as we are able to "climb the tree" and look far and wide to discover and implement new evidence-based proven systems.

Gratification will follow as we are able to see positive changes—changes like seeing one less offender, one less citizen becoming a victim and one less wasted tax dollar.

J. E. "Chip" Harding

Sheriff Albemarle County



One Less
Trauma to the
Community

Maggie Cullinan

**Charlottesville
Victim Witness
Coordinator**

I have worked in the criminal justice system in some capacity for sixteen years. In that time I have worked with victims as an outreach coordinator for a domestic violence program and in my current position and with offenders as a probation officer. I have witnessed the violence, poverty and addiction cycles produce offenders out of victims and victims out of offenders. In my current position, not a week goes by that I don't see a former victim on the other side of the court room at the defense table.

Witnessing the production of offenders and victims through the criminal justice system over the years leads to the obvious conclusion that our current system is failing our community. It is disheartening to see generations of families

pass through the system over the years. There are generations of Charlottesville children who think having a family member charged with a crime or incarcerated is "normal."

Evidence Based Decision Making is our community's best chance at changing that. Through collaboration, those directly involved in the criminal justice field and its community partners will look at the system from arrest to post conviction, study it, analyze it with hard data and see what works and what doesn't. We will have the opportunity to set goals for change, takes steps to implement them and again analyze what we have put in place. If there is evidence some practice or policy we try isn't working, we will change it or get rid of it. In the past, policies were put in place because someone thought it was a good idea. This new approach enables us



to implement only policies we can show are effective in outcomes and cost.

We already know what isn't working. The system has been chewing up and spitting out victims, offenders, and families and the resulting trauma into the community for decades, resulting in re-victimization, recidivism and costs that effect us all. For years we have been sticking band aids on the leaky boat we call our criminal justice system. Evidence Based Decision Making is our best hope for building a "better boat."

"For years we have been sticking band aids on the leaky boat we call our criminal justice system. Evidence Based Decision Making is our best hope for building a "better boat."



One Less Victim

Susan Painter

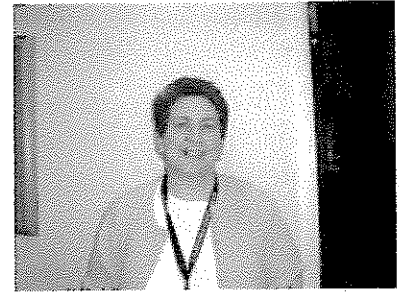
Albemarle Victim Witness Coordinator

Victim advocates often half-heartedly speak of "putting ourselves out of business". While that is certainly not a very realistic prospect, there is reason to hope that by employing evidence-based practices in our local criminal justice system that we can reduce the number of people physically, emotionally and financially harmed by the criminal actions of others. If we in the Charlottesville/Albemarle criminal justice community are able to base our decisions on research and available data we may actually realize our goal of fewer victims or may at least make the experience of crime victims in our system less unpleasant.

It is certainly no secret that many crime victims are frustrated by the criminal justice process—it can be lengthy, it can be confusing, and the results are often not what the victim was hoping for.

One of the greatest areas of frustration is the payment of restitution. Or maybe I should say the non-payment of restitution. Our local probation officers are extremely diligent in working to see that victims receive restitution as ordered by the Court. But, sometimes offenders do not abide by all of the conditions that are prescribed for them and must be brought before the Court again. This means that the victim will probably have to wait even longer to receive the restitution that they are owed. Is there a better way? By employing evidence-based practices we may discover that there is.

I am frequently told by victims that they just want their offenders "to get help." They recognize that incarceration is not always the best option. But, how do we in the criminal justice system ensure that the "help" to which we are sending offenders is appropriate and that it meets their needs? Evidence and research may help us match offenders with programs that will, in fact, reduce the likelihood that they will re-offend. Of particular concern to me are perpetrators of domestic



violence. Are the programs we currently utilize effective? We need to study them so that we can make our homes safer for everyone.

We are fortunate to live in a community in which all the components of the criminal justice system work well together and this initiative has borne that out. However, we have also been made painfully aware of the information that each of us has that is not available to other parts of the system. I look forward to the day when all of our systems "talk" to one another as well as the individuals do.

While it is certainly daunting to think about the work ahead of us, the opportunities in front of us are exciting. I believe by utilizing evidence-based practices and following the action plan we have established we can achieve one less offender, one less crime, and one less victim.



One Less Repeat
Offender
One More Valued
Neighbor

**Colonel
Ronald Matthews**

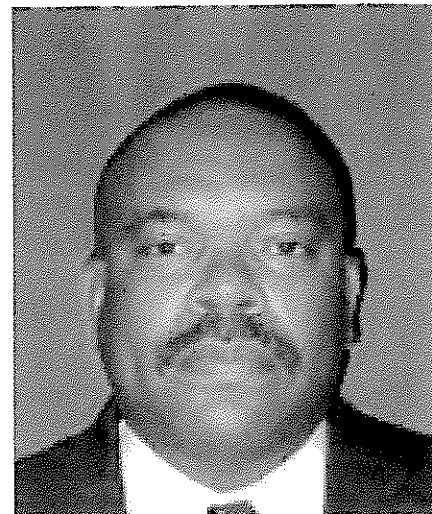
**Superintendent,
Albemarle/Charlottesville
Regional Jail**

Reentry starts as soon as an individual enters the criminal justice system. The one thing we know for sure is that approximately 90% of all offenders incarcerated today will eventually be released and plan to return to their neighborhoods and communities. After release, they live in the same community, drive on the same streets, and shop at the same stores we shop. The community as a whole is encouraged to accept and participate in the concept of continuum of care for ex-offenders. As employees of ACRJ, we know that most of the inmates we see are indeed our neighbors. Because of this, we have a deep personal interest in doing whatever we can to help reduce criminogenic risk factors that increase the chances of an



inmate committing more crimes after returning to the community. We recognize that the jail presents a unique opportunity to make a difference. At ACRJ our goal is to educate and retrain as many individuals as possible using evidence-based practices. This affords us the opportunity to do so using validated research approaches.

Once convicted of a crime, offenders are sentenced, removed from society, and consequently disconnected from essentially every stabilizing factor and relationship within his or her life. In time, they are to return to their families, neighborhoods, and perform various roles as a productive citizen, shedding all and any criminogenic behaviors by the dawn of their release. As members of our community, it becomes our responsibility to embrace the concept that sentenced served, punishment complete. The community should be ready to welcome him or her back by giving them the opportunity to demonstrate improved



thinking skills and behaviors as they take on both new and old responsibilities as a productive citizen. Creating value and self-worth within every citizen in every neighborhood instills an empowering sense of community, decreasing its number of incarcerated offenders, and creating yet one more valued neighbor.

Many of our programs such as the therapeutic community program are specifically designed to address the needs of high-risk offenders. This program is based on cognitive-behavioral interventions and uses social learning to address negative attitudes, build positive social networks, and practice pro-social ways of managing interpersonal conflict.

**We recognize that the jail
presents a unique
opportunity to make a
difference**

**One Less
Incarcerated
Person**

Linda Hamilton

**Senior Director,
Region Ten
Community Services
Board**

One might wonder why Region Ten has been included as part of the Policy Team for "The One Less Initiative." All of the other members of the team are directly connected to the criminal justice world: judges, prosecutors, probation officers, police, sheriffs, jail staff, victim advocates and defense attorneys.

So why is Region Ten included? Simple, really. The majority of individuals incarcerated are either mentally ill or have a substance use disorder. In a national survey done in 2002 it was shown that 51% of inmates in jails and prisons across the nation were under the influence of drugs or alcohol at the time of their current offense. An astonishing 78% of Virginia inmates scheduled for release

within the next 12 months reported a history of drug and alcohol abuse. It was further shown that 16% of state prison inmates, 7% of federal inmates and 16% of those in local jails reported either a mental condition or had spent time in a mental hospital. Sixteen percent of the individuals on probation were also reported to have a mental illness or had spent time in an institution for individuals with mental illness.

The Charlottesville-Albemarle region has a good and long history of collaboration among the various agencies and systems that work to protect our community and also assist our citizens. Region Ten has been engaged with the criminal justice system for many years and we are pleased to once again be involved with an initiative that recognizes the value of working together as a team.

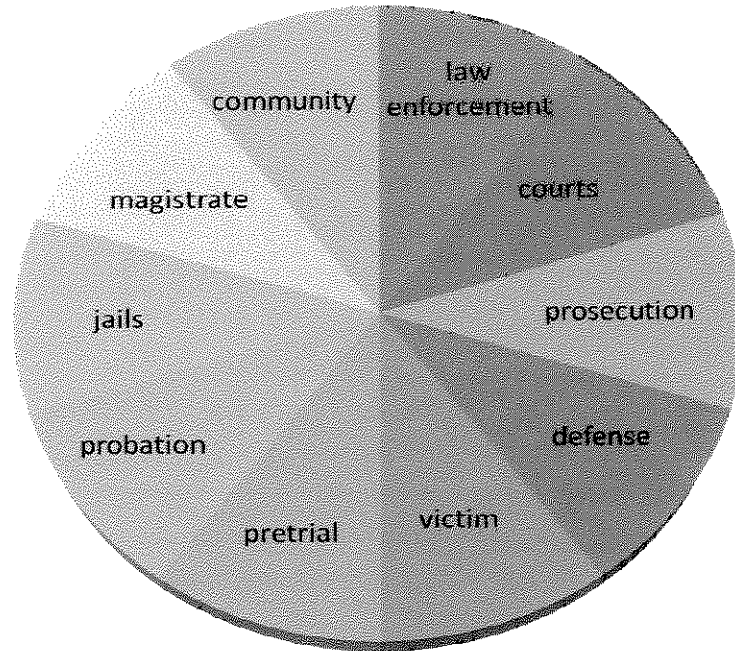


The Community Intervention Team is one example of the excellent outcomes that result when all members of the team are knowledgeable and informed as they make decisions in difficult situations.

As the local Community Services Board, Region Ten has been incorporating and expanding the use of evidence-based practices for treatment of substance use and mental health disorders for several years and recognize their value. By using the same vigorous process for decision-making within the entire criminal justice system, we look forward to treating individuals with mental health and/or substance use disorders before incarceration becomes the only option.

EBDM Initiative Organizational Structure

Charlottesville-Albemarle Policy Team



Staff Support

Wendy Goodman, Project Chair
Pat Smith, Project Co-Chair
Tom von Hemert, Project Coordinator



Mark Carey, Technical Assistant Site Coordinator
Center for Effective Public Policy and Contract Team

National Institute of Corrections - National Institute of Justice - Urban Institute - Office of Justice Programs

Mission Statement

"Working together for a safer community, one person at a time"

The agencies in the Charlottesville/Albemarle Criminal Justice System seek to achieve justice and make communities safer by working closely together, applying the best known research to policies and practices, listening to those affected by crime, and recognizing that every interaction can lead to improved outcomes.

h. LETTERS OF SUPPORT

Commonwealth of Virginia



ROBERT H. DOWNER, JR., JUDGE
MARY A. TRIMBLE, CLERK
(434) 970-3388

CHARLOTTESVILLE GENERAL DISTRICT COURT
P. O. BOX 2677
606 EAST MARKET STREET
CHARLOTTESVILLE, VIRGINIA 22902

TRAFFIC DIVISION (434) 970-3386
CRIMINAL DIVISION (434) 970-3366
CIVIL DIVISION (434) 970-3391
FAX (434) 970-3387

June 7, 2011

Morris Thigpen, Director
National Institute of Corrections
320 First Street NW
Washington, DC 20534

Re: NIC Initiative for Evidenced-Based Decision Making and Policy Framework

Dear Mr. Thigpen:

I want to begin by thanking you and your staff for choosing our community to participate in Phase II of the NIC Initiative. Even if our community is not chosen to participate in Phase III, I am confident that our policy team will continue to march forward on our own to improve our community's justice system by working together to make innovative and evidence-based changes which can be evaluated for effectiveness using verifiable data reports. Members of the policy team, especially those who are also members of the steering committee, have spent an enormous amount of time meeting together while progressing through Phase II. The level of dedication and collaboration has been truly inspiring, and I am amazed how even those who were perhaps skeptical and somewhat reluctant to participate in this effort have embraced the idea of using evidence-based decision-making when developing or changing policies implemented by their respective agencies. I also am confident that if we are chosen to participate in Phase III, our community will be able to serve as a model for other communities who are struggling with ways to reduce crime, recidivism, harm to victims, and costs of incarceration.

The most significant challenges of this initiative have been: (1) finding the time to meet in person with the other members of the policy team, the steering committee, and my judicial colleagues and (2) trying to find a way to capture and share data when nearly all of the different agencies who are trying to work collaboratively use their own separate programs for collecting and reporting data which are mostly incompatible with each other.

All of our agencies are working hard to keep up with the volume of work we face with very limited resources. Fortunately, leaders and staff alike have been willing to sacrifice personal time in early morning and evening meetings as well as lunch hours to meet together for this initiative. In addition all of us have spent hours at home reading and refining the documents we have produced and reading resource materials we have been provided or discovered on our own. My colleagues have been willing to attend meetings with me and will meet with policy team programming as needed. The mapping process was very helpful in getting all of us involved in developing a better understanding of how our community justice system operates as a whole, and many of us discovered that things were done differently than we

had assumed they were done. This effort fostered meaningful conversations about how communication between our agencies can be improved and better serve our community.

The data issue has proven to be very problematic indeed. Fortunately we have been able to call on representatives from the technology departments of several agencies to dedicate time to help us find the best way to coordinate existing systems until a comprehensive solution can be developed and implemented. We are also using students from the University of Virginia Systems Engineering Department to help us collect and use data collaboratively in connection with a project related to reducing jail population. I believe our community criminal justice agencies are committed to overcome existing problems with collection and sharing of data. We just need to find and access some technical assistance and additional funding.

My participation in the initiative up to this point has confirmed my belief that we are on the right track to make improvements to our system of justice using evidence-based decision-making. It takes a great deal of patience and effort to develop action plans that have the necessary detail required to insure appropriate data is collected and reported in a way that will confirm based on evidence derived from empirical data that an action plan is effective or not effective in reducing harm and improving the system. Everyone is anxious to implement changes that we think will improve our agency's and our system's effectiveness, but unless we can gather and evaluate appropriate evidence to support our belief that an action is effective, our decisions will not be evidence-based, and we will be left with only anecdotal examples of success or failure. The key to obtaining funding to support programs that work will be the ability to provide funding authorities with verifiable data that proves their effectiveness. Our meetings have already produced a more comprehensive dialogue among leaders and staff of the criminal justice agencies involved. I am certain that each agency will take an ownership interest in the action plans we develop and will cooperate in an effort to see that the plans are fully implemented and fairly tested.

I am pleased with the harm reduction goals we have set for our community, and although they will be difficult to achieve, they will enable us to focus our efforts in a unified manner to improve our criminal justice system. I am especially interested in the objectives and action steps proposed with respect to the goal of increasing the community's trust in the justice system as well as the credibility of the system among victims, defendants, and members of the public. The evidence is clear that offenders, victims, and the public all respond better to a system that is perceived to be fair, swift, and certain. I believe we can implement court procedures that will insure quick, consistent, and proportionate response to probation violations without compromising due process. We are reviewing existing programs that work in other jurisdictions to see if they can be refined and adapted to our own community values and our state law. My court already has a specialized docket for probation violators who are

subject to supervision by community corrections. I have been able to reduce the size of that docket significantly over the years by: spending more time at sentencing on the original offense to explain the defendant's obligations when receiving a conditionally suspended sentence; reducing continuances granted to achieve compliance with conditions; and imposing the full suspended sentence for total non-compliance or a portion of the sentence for untimely or partial compliance with conditions. I want to further reduce the amount of time between a violation of condition and the response thereto and improve the proportionality of the response. I also want to do this in a way that can be documented with data that can be analyzed in order to test the effectiveness of any changes in policy I make in consultation with community corrections, victim witness, and the commonwealth's attorney. While I believe the previous changes in policy I have made have been effective, I have no data to prove it. We are proposing that a specialized docket for probation violators be established in the Circuit Court and implement evidence based policies that can be tested for effectiveness by analysis of objective data collected.

In addition, we intend to develop policies that will effectively address victims' rights and needs by keeping them better informed and minimizing the need for their appearances in court. We also intend to establish a more formal relationship with our local restorative justice program to work with adult offenders, helping them to resolve ongoing conflicts and to minimize the likelihood of future conflicts with victims and their neighborhoods.

Another important goal is to reduce the costs of operating our justice system without jeopardizing the safety of the community. We are already using criminal records, pretrial services and a verified risk assessment tool to assist judges in making bond decisions. We want to expand access to records and use of the risk assessment tool to include magistrates who make most of the initial bond decisions. We intend to collect data to establish that better bond decisions made earlier in the process will reduce costs by decreasing demand for bed space in the jail. We also intend to test our belief that pretrial supervision results in better outcomes than secure or financial bonds with respect to behavior while out on bond as well as appearance in court. Another effort to reduce jail costs will be to develop alternatives to incarceration such as expanding electronic home monitoring and work force programs for non-violent offenders when not prohibited by statute or case law. It will be important, however, that a significant public information program be established so that the community feels safe and understands that offenders are still being held accountable for their behavior. As I indicated earlier, establishing a data collection and reporting system will be essential to our efforts in Phase III, especially with regard to proving how much money our actions and policies are saving the community.

Our third overall goal is to reduce re-arrest rates in our offender population. The Circuit Court receives a pre-sentence report to assist the judge in the sentencing process. While it

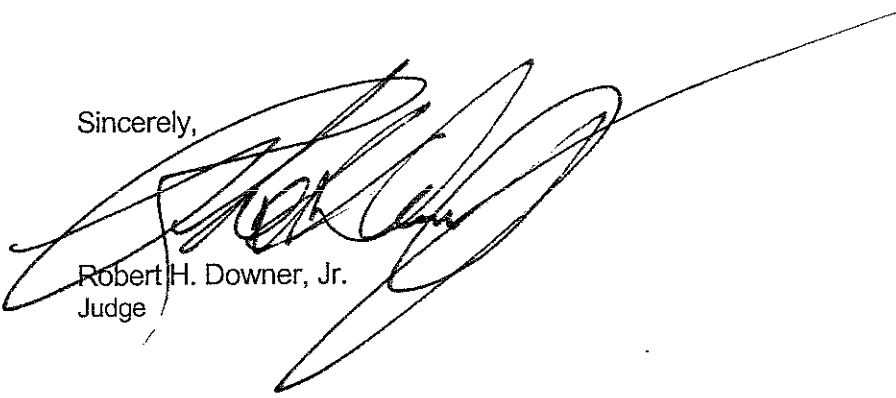
is not practical to prepare pre-sentence reports for General District Court because of the volume of cases heard, it may be possible to assemble a limited amount of essential information regarding risks and needs of offenders to assist the judge in sentencing. We need to establish ways to provide for continuing treatment of offenders with mental health problems or substance addictions both pretrial and post-conviction whether confined or not. Too often treatment is interrupted and not resumed because of lack of communication between agencies. We intend to improve the sharing of information to the extent possible by law.

An effective reentry program is essential to achieving the goal of reducing re-arrest rates. Our community has worked hard to establish such a program, but we need to test it using verifiable data, and we need to prove to the community that it is successful. Only then will employers be willing to give offenders a chance to work and landlords allow offenders to find a home. Without the law-abiding community fully accepting offenders back into the community upon release from confinement, we doom offenders to resume their association with the same people with whom they associated while engaging in criminal activity. We are going to be working hard to develop an effective way to educate the public, business leaders, and government officials about the efforts we are making and how important their support is to achieving the goals we have set for improving the justice system.

I am excited about entering Phase III, and I hope you will find our community is worthy of your investment. I am certain that you will not be disappointed with our effort and performance.

Sincerely,

Robert H. Downer, Jr.
Judge

A large, stylized handwritten signature in black ink, written over the typed name and title. The signature is highly cursive and loops around the text.



COMMONWEALTH of VIRGINIA

750 HARRIS STREET
SUITE 202
CHARLOTTESVILLE, VA 22903

Department of Corrections
Division of Community Corrections
Probation and Parole
District 9

PHONE: (434) 295-7194
FAX: (434) 296-4429

May 30, 2011

Morris Thigpen, Director
National Institute of Corrections
320 First Street NW
Washington, D.C 20534

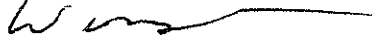
Dear Morris:

I am writing first to thank you for the opportunity the National Institute of Corrections provided to the localities of Albemarle County and the City of Charlottesville in Virginia by selecting us to be one of the seven seed sites for the Evidence Based Decision Making in Local Criminal Justice Systems initiative. Our locality began an engagement in evidence based practices in 2004 through a partnership between Offender Aid and Restoration/Jefferson Area Community Corrections and the District 9 Office of Probation and Parole. After several years of work in the areas of organizational development, risk assessment, motivational interviewing training, and deportment we engaged in a strategic planning process with an emphasis on engagement of stakeholders. As a result, we embarked on a year-long series of educational events with members of our community criminal justice board with special invitations to local prosecutors and defense attorneys to educate on the definition of evidence based practices, the use of risk assessment, evidence based treatment, and the importance of measurement. The second goal of our strategic plan was to actually go beyond education and move towards engagement of our stakeholders, but we were unsure how to achieve this goal. This initiative provided us with a much needed structured format in which to gather all stakeholders at the table and begin the difficult but rewarding work of examining how we conduct business within our criminal justice community.

Any examination of agency policy and practice is intimidating and creates fear and trepidation amongst its leaders. Finding that long-standing practices based on personal judgment and experience that do not include science do not produce the outcomes in recidivism reduction that we want to achieve is hard to swallow when careers are built based on the development of sound judgment and experience. For those stakeholders new to looking at research and evidence within their own fields, I think this is by far the most significant challenge. For an agency such as mine that has spent seven years engaged in evidence based work, to realize that we have literally only scratched the surface in our work and that there is so much more to be done, in particular in the areas of measurement and practice issues such as probation violations and case supervision, is both overwhelming and energizing, and one that can challenge the commitment of staff while creating the learning organization we strive to be on a daily basis.

I wholeheartedly endorse this project, and am ready to commit to the challenges of Phase III of this project. As one of the leaders of this project, I am willing to move forward with the action plan we have developed as a team, and help organize our team to work collaboratively and demonstrate ownership of this plan as a guide to improve our criminal justice system. I feel that our selection for Phase III will propel us into new territory by developing and increasing our capacity for performance and outcome measurement. We will become more streamlined and effective in our practices by reducing rearrest rates and saving taxpayer dollars. We can share what we have learned, both in mistakes we have made and achievements we have obtained, with other localities in our state and around the country who are willing to engage in this type of exciting work.

Sincerely,



Wendy Goodman

Chair, Evidence Based Decision Making Policy Team for Charlottesville/Albemarle



OFFICE OF THE COMMONWEALTH'S ATTORNEY
for the
COUNTY OF ALBEMARLE

DENISE Y. LUNSFORD
COMMONWEALTH'S ATTORNEY

PHONE: (434) 972-4072
FAX: (434) 972-4093

June 16, 2011

DARBY G. LOWE
DEPUTY COMMONWEALTH'S ATTORNEY
JON R. ZUG
ELLIOTT J. CASEY
WILL HENDRICKS
ASSISTANTS

Morris Thigpen, Director
National Institute of Corrections

RE: Albemarle/Charlottesville, Virginia Phase III Grant Application

Dear Mr. Thigpen:

Thank you for the opportunity to present this Letter of Support concerning the Phase III Grant Application of Albemarle/Charlottesville, Virginia. Since embarking on this process, I and my office have remained committed to improving the criminal justice system in our area through the use of evidence based practices.

The process of developing our area's Action Plan has been a difficult one for me due to my very action oriented personality. In other ways, however, process itself has been invaluable in that it has brought together the various disciplines which participate in the system in our area to discuss its needs as well as its strengths. In addition, the process has been the impetus for other smaller but vital improvements in our system – the kind of action that I like to see. For example, in formulating our Action Plan we discovered a lack of communication between the magistrates and other participants. This has been remedied, in part, by more frequent communication including a brown bag lunch between members of my office and magistrates, something we hope to continue. Additionally, the process resulted in an informational meeting about a pre trial risk assessment tool which had long been used in our area with varying degrees of reception among participants. That meeting resulted in a better understanding of the benefits and limitations of the tool for its users.

There are many items in our Action Plan about which I am excited and which I hope to see come to fruition. In this letter, though, I would like to focus on one particular objective which I believe would significantly benefit the criminal justice system and individual members of our communities including victims, defendants, and families. We hope to better identify individuals with substance abuse and mental health issues as well as co-occurring disorders in order to better serve those individuals with appropriate treatment and referral with the expectation of reducing recidivism among these offenders. To paraphrase one of my Judges, our criminal justice system deals with individuals who have substance abuse and mental health

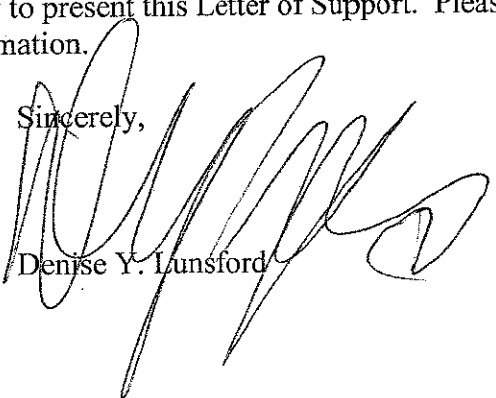
Morris Thigpen
June 16, 2011
Page 2

issues on a daily basis, several times a day. These issues arise on the streets with law enforcement who respond to calls for service resulting from these issues. Officers face situations ranging from a citizen in need of assistance due to a mental health issue to a person with co-occurring disorders who has reoffended in a violent way. The issues surface again in the guilt phase determination, sentencing decision and, finally, in probation violations to mention a few. It is my hope and firm belief that finding a solution for these individuals, one based in evidence, can reduce the need for them to continually face incarceration. Such a solution would reduce our community's cost in incarcerating an individual, improve that individual's life and that of their family, help achieve a more holistic closure to an offense for a victim, and result in a safer community for us all.

The communities of Albemarle and Charlottesville are as different as two communities can be in many ways and very much alike in other ways. One of our similarities is the dedication of the professional men and women in our criminal justice system, from patrol officer to Judge. We want to improve and will work through our differences in order to do so. Individually, I have had real difficulties and frustrations with this process at times. But I am very proud of my affiliation with this group and am proud to continue in this process with the other members of our group because I know we can make a difference in our area.

Thank you again for the opportunity to present this Letter of Support. Please feel free to contact me if you need any additional information.

Sincerely,


Denise Y. Lunsford



ALBEMARLE-CHARLOTTESVILLE REGIONAL JAIL

160 Peregory Lane
Charlottesville, VA 22902

Phone: (434) 977-6981 Fax: (434) 977-9617
www.acrj.org

Colonel Ronald Matthews
Superintendent

May 16, 2011

Morris Thigpen, Director,
National Institute of Corrections

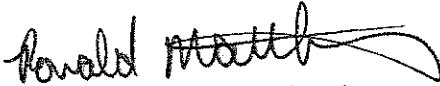
First, let me thank you for the opportunity to apply for Phase III of the Evidence-Based Decision-Making in Local Criminal Justice Systems Initiative. There are several significant challenges that we have encountered. The biggest challenge has to be the need for a risk assessment tool to help with evaluating the risk level of our offender population. The EBDM Initiative has presented us with the possibility of making a significant contribution to influence how we 'do business' as an institution, how we interact with other criminal justice stakeholders and how we service our offender population. An additional challenge is the lack of a shared database that can be utilized by all participating agencies to share data on our clients, preventing duplication of services.

Since our original application the involvement from all our community criminal justice members have greatly expanded. The EBDM Initiative has shown us that we are going in the right direction. The foundation at the jail has been laid by instituting some of our current programming, but we understand and see that there is a lot more that needs to be done to truly implement EBP's. Our own knowledge and understanding has greatly expanded.

We are confirmed believers in evidence-based practices. Our agency is committed to participating in Phase III in anyway possible to improving what we do and how we do it. The perception of EBDM has not only been reinforced but also expanded at our institution. In our criminal justice community the initial focus involved primary agencies but soon grew to include secondary and ancillary agencies from every facet of the community. These agencies began to realize that interagency cooperation was mutually beneficial and we discovered they were all reaching for the same goal. This process has opened doors and brought key decision makers to the table that have already set in place a euphoric feeling of corroboration. In addition we are in the process of reevaluating our current curriculum that is designed to meet an offender's needs. With further assistance, we will implement evidence-based programming that will better address those needs and effectively alter their criminogenic behavior, thereby reducing recidivism and crime in our community.

We are currently in discussion with the Virginia Department of Corrections (VDOC) in sharing its risk assessment tool with us, in that it will allow everyone in the criminal justice community to have access to the same information and assessment protocol. It will help us identify a person's criminogenic needs and set forth a plan to address those needs, follow up on their progress and ensure a continuum of care throughout their incarceration and release.

We have also approached the VDOC with the possibility of implementation of a standard Risk/Need assessment tool in the Commonwealth of Virginia. This will assist in informed decision-making at many points in the criminal justice system. In addition, it will lead to the possibility of conducting outcome research by independent agencies. Thank you for your consideration.

A handwritten signature in black ink, appearing to read "Ronald Matthews", with a large, sweeping flourish extending to the right.

Ronald Matthews, Colonel
Superintendent



OFFICE OF THE
COMMONWEALTH'S ATTORNEY

CITY OF CHARLOTTESVILLE • CITY HALL BUILDING • 605 EAST MAIN STREET • P.O. BOX 911 • CHARLOTTESVILLE, VIRGINIA 22902 • (434) 970-3176 • FAX (434) 971-8202

WARNER D. CHAPMAN
COMMONWEALTH'S ATTORNEY

CLAUDE V. WORRELL, II
DEPUTY COMMONWEALTH'S ATTORNEY

ELIZABETH VIRGINIA KILLEEN
KATHERINE J. PETERS
JOSEPH D. PLATANIA
MATTHEW J. QUATRARA
ASSISTANT COMMONWEALTH'S ATTORNEYS

MAGGIE CULLINAN
VICTIM/WITNESS COORDINATOR

June 16, 2011

Morris Thigpen, Director
National Institute of Corrections

Re: Evidence Based Decision Making Phase III Application
City of Charlottesville & Albemarle County

Dear Mr. Thigpen:

The Evidence Based Decision Making (EBDM) initiative in our community enjoys widespread support. This ongoing process is a logical extension of a concerted effort we have made over the past five years to incorporate evidence-based strategies and techniques in our ordinary criminal justice practices. Rather than focus on narrow components of the system as we have in the past, the current initiative is more ambitious, in that it involves a comprehensive re-evaluation of our local policies and practices. The goals and objectives we have established in our work plan for Phase III of the initiative will help us move our criminal justice system forward into a new era.

In Charlottesville and Albemarle County we have a wealth of experience with multi-agency planning processes in a variety of fields, including the criminal justice system. We have benefited greatly over the years by our willingness to work together to make more of a system out of what frequently is a collection of independent criminal justice fiefdoms that clash with each other more than they collaborate. The EBDM initiative has facilitated a process through which we have reached a sound and shared vision of practical and achievable innovations that should enable us to measurably improve outcomes in our system in terms of the contributions they make to public health and safety.

My office is blessed with a talented staff of well-educated and experienced prosecutors who are ready, willing, and able to help formulate, and then implement the practices and

policies that best suit our context and goals. As a prosecutor in a comparatively small jurisdiction like ours it is a constant challenge to participate in a multi-agency policy and planning initiative while managing a full caseload of criminal trials. In my experience none of us would have it any other way. We are committed to the EBDM initiative and will do our part to ensure its success in our community.

Sincerely yours,

A handwritten signature in black ink, appearing to read "Warner D. Chapman". The signature is fluid and cursive, with a long horizontal flourish extending to the right.

Warner D. Chapman
Commonwealth's Attorney
City of Charlottesville



JAMES HENGELEY
Public Defender

NICHOLAS REPPUCCI
LEZELLE DUGGER
Senior Attorneys

JAMES BEARD
LACEY PARKER
VALERIE L'HERROU
ARMIN ZIJERDI
Assistant Public Defenders

COMMONWEALTH of VIRGINIA

OFFICE OF THE PUBLIC DEFENDER
Albemarle County and the City of Charlottesville
409 THIRD STREET, N.E., CHARLOTTESVILLE, VA 22902-4619

Tel 434.951.6300 Fax 434.951.6444

ELIZABETH MURTAGH
Deputy Public Defender

CRISTAL SOWDER
Office Manager

ALBERT LAFAVE
Sentencing Advocate

VERNON LEE
Senior Investigator

May 17, 2011

Morris Thigpen, Director
National Institute of Corrections

Re: Application for EBDM Phase III Site Selection

Dear Mr. Thigpen:

I am the Chief Public Defender for Albemarle County and Charlottesville. On July 13, 2010, I wrote a letter supporting our community's application to be selected as a seed site for the Evidence Based Decision Making Initiative. Our community was selected as a seed site, and I am now writing to support our application to participate in phase III.

A major strength of our community is our proven ability to undertake significant collaborative efforts geared to the improvement of our criminal justice system. My prediction that we would be able to collaborate successfully in the initial phase of the EDDM initiative has been borne out. In the past seven months, all the participating agencies and staff have devoted an enormous amount of time to this project, even though the pressure of meeting our core responsibilities leaves very little time for additional projects like this. The people and agencies participating in the EBDM initiative routinely have gone above and beyond their already strained capacities to engage in collaborative effort.

In my own agency, I can say that I devoted a large amount of time to this project, having served not only as a member of the policy team but also as a member of the steering committee. In addition, I have participated actively in all the other exercises and meetings that have been a part of this work, as have two members of my staff as well. This represents a considerable commitment of resources in an office that has only twelve staff members in total. Finally, all of my staff have been fully briefed on the project and enthusiastically support it.

I have every confidence that this level of commitment to the collaborative effort will continue if our community is selected for participation in phase III. For my own agency, I can say that we are fully committed to participating to whatever extent will be necessary to ensure the success of our implementation plan. We are all excited by the rare opportunity that we have

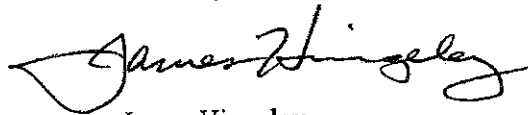
Morris Thigpen, Director

May 17, 2011

Page 2

been given to make constructive changes in our criminal justice system, reduce harm in our community, and establish our community as a model that can be a guide for other communities that want to improve their criminal justice systems.

Sincerely,

A handwritten signature in cursive script that reads "James Hingeley". The signature is fluid and includes a large, sweeping initial "J".

James Hingeley
Public Defender

JH/cfs

CITY OF CHARLOTTESVILLE

"A World Class City"

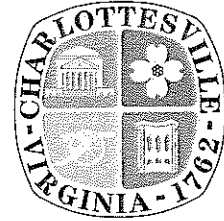
Police Department

606 E. Market St. • Charlottesville, Virginia 22902


Telephone 434-970-3280

Fax 434-970-3502

www.charlottesville.org



June 15, 2011

To: Mr. Morris Thigpen, Director, National Institute of Corrections
From: Timothy J. Longo, Sr., Chief of Police 
Subject: Letter of Support

It is with both excitement and enthusiasm that I write in support of our locality's grant application for Phase III of Evidence Based Decision Making project.

As our city's Chief Law Enforcement Officer, I serve on the policy team and have had the opportunity to collaborate with my criminal justice partners to thoughtfully construct an action plan that will undoubtedly drive our community towards a criminal justice services model that will improve efficiency, operational effectiveness, reduce the liabilities associated with criminal behavior, and ideally reduce the likelihood of harm to the individuals and families who call the Charlottesville-Albemarle community home.

Among the many things I have learned these past several months is the need to develop a means by which to integrate the vast amount of information that resides within our community's criminal justice agencies. While our human resources, the greatest component part of our collective system, interface regularly to carry out their important work, data systems oftentimes do not interface as they should. This is clearly a challenge that the entire policy team has recognized and will be working towards overcoming in the months and years ahead.

As a member of the policy team, our police department, and our broader community- I am committed to this process. The resources of my agency are among the many available to our community criminal justice providers as we work towards building a sustainable Evidence Based Decision Making Model that will serve as the "gold standard" for communities across America. I am extremely proud to be a part of such an important and meaningful effort.



ACCREDITED LAW ENFORCEMENT AGENCY



COUNTY OF ALBEMARLE

Police Department

1600 5th Street, Suite D

Charlottesville, Virginia 22902

Phone: (434) 296-5807 • Fax: (434) 972-4061

April 8, 2011

To: National Institute of Corrections
From: Steve Sellers, Chief of Police

I am writing today to wholeheartedly endorse the participation of Albemarle County in the NIC initiative to create a framework for evidence-based decision making for a criminal justice system.

I have been in law enforcement for the last (29) twenty-nine years as the Deputy Chief in Fairfax County, Virginia and recently appointed as Chief of Police in Albemarle County. In this role, I have been involved with all aspects of our local Criminal Justice system, through overseeing a Police Department that has adopted and operates under a Community Policing philosophy.

I believe you will find the Charlottesville-Albemarle region as a worthy candidate for this project. The County Police Department is committed to actively supporting this initiative should our region be selected by NIC.

Sincerely,

Steve Sellers
Chief of Police

SS/ctj



COUNTY OF ALBEMARLE
Office of the Sheriff
Albemarle County Courthouse

410 East High Street
Charlottesville, Virginia 22902

J. E. "Chip" Harding
Sheriff
Telephone : 434-972-4001
Fax #: 434-972-4065

June 15, 2011

Dear Mr. Morris Thigpen,

I am writing in support of our locality requesting further assistance through the Phase III Grant Application.

It has been very useful for our stake holders to get together and identify areas that we feel collectively can be improved. The real work, the part I was most excited about, was the assistance that was to come from NIC and the grant to help us locate possible evidence based solutions, solutions that have already been put in place in other areas of the country. We could have gotten to the point we are at now without the grant, however, the assistance that it provided has brought us to our current status at a much faster rate and with less pain.

The piece that is desperately needed is assistance on the research because most of us do not have the time to devote to it.

I cannot wait until we can actually start seeing positive change. We need continued assistance to do that. I plan on devoting some of my time to particular areas that I am passionate.

I hope you strongly consider the Charlottesville-Albemarle locality for a Phase III Grant Award. We are dedicated and most of all enthusiastic to improve our local Criminal Justice System.

Sincerely,

J.E. "Chip" Harding

Sheriff Albemarle County



750 Harris Street, Suite 207
Charlottesville, VA 22903
(434) 296-2441
FAX (434) 979-4038

May 4, 2011

Attention: Morris Thigpen, Director
National Institute of Corrections

RE: Application for Phase III of the EBDM Initiation

I have been involved on both a state and local level implementing Evidence Based Practices for over 6 years. When our agency decided to become a pilot for the state, my management staff and I made the decision that the entire agency would implement EBP. We could not imagine implementing the changes in just two of our programs (pretrial and local probation) thus we included the reentry, drug court, and restorative justice. This has been difficult but encouraging as we have seen our staff grow and change.

Most of the changes that my agency experienced were prior to becoming involved in this initiative. Our agency has been immersed in language and training focused on EC/MI, risk assessment and case planning for a number of years and is enthused now that the judges, prosecutors and defense are willing to take a look at what we are doing and focus on harm reduction. As we know, we are never done. We will continue to focus on our outcomes and quality assurance as an agency and as a part of the greater criminal justice community.

As a member of the Policy team, the changes I hoped for have begun to happen. I believed that our agency would struggle to fully make the changes we wanted to without the support of our partners in the system. We hoped that our involvement in this initiative would encourage our partners to see that every decision point is an opportunity to impact our system and result in better outcomes for the offenders and the community. I hear the policy members speaking the language and working hard to identify ways we can improve. All of us are asking the question "What can we do better".

I am committed to this effort for both our agency and the greater criminal justice community. I am convinced that the hard work we have done so far will result in a more collaborative and informed criminal justice system. I am committed to this work and will continue to push for solutions, collaboration, and cooperation. I will pledge my agency commitment and staff involvement at all levels.

Sincerely,

Patricia L. Smith
Executive Director

Support





ACCREDITED LAW ENFORCEMENT AGENCY

COUNTY OF ALBEMARLE

Police Department
1600 5th Street, Suite D
Charlottesville, Virginia 22902
Phone: (434) 296-5807 • Fax: (434) 972-4061



June 23, 2011

Mr. Morris Thigpen, Director
National Institute of Corrections
320 First Street, NW
Washington, DC 20534

Dear Mr. Thigpen:

I am writing to offer my support to the application from the Charlottesville/Albemarle County criminal justice community to be selected to participate in Phase III of the National Institute of Corrections Initiative for Evidence-Based Decision Making. I believe that the level of collaboration our community demonstrated during Phase II of this project bodes well for our future success as we move forward to implement the Action Plan that we have developed.

While it has been a pleasure working with my fellow criminal justice professionals over the past ten months, the process has not been without its challenges. The greatest challenge for me personally and my office has been the amount of time dedicated to the project. Even though my role has been relatively small, it has required a significant amount of time on my part. My absences from the office have required my two co-workers to pick up the slack. It is my belief, though, that this time has been well spent and that we will be able to reduce harm in Albemarle County, thus reducing the number of victims.

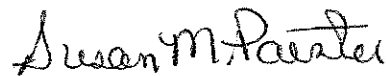
I am excited about the Action Plan that we have put together. There are two components of the Plan in which I will directly be involved. The first can be found in Goal 2, Objective C which states that we will “develop policies, procedures and practices for domestic violence cases from arrest through sentencing, supervision and treatment that are guided and supported by evidence and incorporate risk assessment into decision making at the sentencing and supervision levels”. My office currently provides services to about 100 new victims of domestic violence each quarter. We frequently see repeat offenders with new victims. I welcome the opportunity to examine our current practices to try to more effectively lessen the frequency of domestic violence in our community and to reduce the number of persons harmed by this crime.

The second area in which I will be directly involved is Goal 3, Objective B: Increase victim confidence in the local criminal justice system. This is something in which I have a particular interest. I am very well aware that we, as criminal justice professionals, often feel that we have achieved a good outcome, but the victim feels less than satisfied. I am willing to work toward establishing benchmarks for measuring victim confidence in the criminal justice system and am especially interested in the development of a survey to measure the current level of

confidence among victims. The Virginia Department of Criminal Justice Services has encouraged Victim/Witness Programs in the state to conduct outcome measurement surveys, but has offered no real guidance or support in doing so. My office conducted a survey a number of years ago, but I have no reason to believe the responses we received were particularly meaningful. This is certainly an area that must be handled delicately and I pledge to participate fully.

I would like to thank the National Institute of Corrections for the support you have provided during Phase II of this Evidence-Based Decision Making project and I hope that we will be selected to continue on to Phase III.

Sincerely,

A handwritten signature in cursive script that reads "Susan M. Painter".

Susan M. Painter
Program Coordinator
Victim/Witness Assistance



OFFICE OF THE
COMMONWEALTH'S ATTORNEY

CITY OF CHARLOTTESVILLE • CITY HALL BUILDING • 605 EAST MAIN STREET • P.O. BOX 911 • CHARLOTTESVILLE, VIRGINIA 22902 • (434) 970-3176 • FAX (434) 971-8202

WARNER D. CHAPMAN
COMMONWEALTH'S ATTORNEY

CLAUDE V. WORRELL, II
DEPUTY COMMONWEALTH'S ATTORNEY

ELIZABETH VIRGINIA KILLEEN
KATHERINE J. PETERS
JOSEPH D. PLATANIA
MATTHEW J. QUATRARA
ASSISTANT COMMONWEALTH'S ATTORNEYS

MAGGIE CULLINAN
VICTIM/WITNESS COORDINATOR

May 10, 2011

Morris Thigpen
Director
National Institute of Corrections

Dear Mr. Thigpen:

I am writing to express my support for the Evidence Based Decision Making project our locality has undertaken. Although we are only in Phase II of the project, I have already seen the benefits of our participation in this process. Never before have so many people in our criminal justice and mental health fields had the chance to look at what we are doing systemically. If we accomplish nothing else, this chance to look at the big picture has been an enlightening experience. Through the mapping project, each agency was able to see where we fit in the process. We were all challenged during this exercise to justify why our agency does what it does. These were hard questions for some agency heads to answer, but it was heartening to see their "a ha moment" when confronted with the idea of evidence based practices and how that should apply to their agency.

In my initial letter of support for this project, I described my experience in the criminal justice field as putting band-aids on a leaky boat. I had hoped that this process would result in building a better boat. While we are not there yet, I believe at the very least we are all headed in the same direction. Through Phase II, we have begun to look hard at our existing policies and their impact on the process, identify gaps and ask for more information on best practices. We have been able to collectively decide on priorities, and plan for implementation and evaluation of the same. It feels as though we are on a precipice for great change in our community and our selection in Phase III would help actualize that change.

I look forward to participating in the continued collaboration, planning, implementation and evaluation that the EBDM process provides.

Sincerely,



Maggie Cullinan
Director
Charlottesville Victim Witness Assistance Program

"Working Together To Enrich our Community One Life at a Time"



June 15, 2011

Mr. Morris Thigpen, Director
National Institute of Corrections
320 First Street, NW
Washington, DC 20534

Dear Mr. Thigpen:

Though we in the Charlottesville/Albemarle community have a long and successful history of collaboration among the various agencies and providers of services to individuals facing incarceration or leaving a local jail or regional prison, the opportunities provided to us by being recipients of the Evidence Based Decision Making grant have expanded and solidified our collaborative efforts. As the public provider of mental health, substance abuse, and intellectual disability services, we have particularly benefitted from this effort since many of the individuals we serve are also frequently involved with the criminal justice system. Many of them are, indeed, incarcerated as a result, or by-product, of their disability.

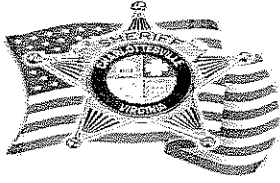
One of the challenges that we face is understanding the complexities of the criminal justice system and how it functions in the lives of our consumers. I believe the reverse is also true: judges, prosecutors, and other members of the criminal justice system often do not understand how a mental illness or substance dependence disorder may affect an individual's behavior. Having all of the players at the table as we look at making data-driven decisions assures that individuals who are in the criminal justice system have the best chance to achieve good outcomes post-incarceration.

The Community Services Board is committed to providing Evidence-Based Programs for our consumers and consultation on EBPs to our partners. We are working with our partners in this project to develop appropriate and useful programming that can be delivered while an individual is incarcerated and then continued once he or she is released. We look forward to continuing this exciting work and ask that the National Institute of Corrections awards our community the funds to complete Phase III of this grant.

Sincerely,

A handwritten signature in black ink, appearing to read "Caruso Brown", written over a horizontal line.

Caruso Brown, Deputy Executive Director
Region Ten Community Services Board



May 13, 2011



Morris Thigpen, Director
National Institute of Corrections

Re: EBDM Initiative

Dear Mr. Thigpen,

I am James E. Brown, III, the Sheriff of Charlottesville City Sheriff's Office. I am writing to express my continued support of the *Evidence-Based Decision Making* process we are currently undertaking. I worked as a Pretrial Case Manager and Investigator, a Local Probation Officer, a Deputy Clerk and a Police Officer prior to becoming Sheriff. As a result, I can honestly say that these local agencies I have worked with in the Criminal Justice Field over the past 18 years have some of the most concerned people you will find in regards to making sure things are efficient and people are treated in a fair manner. This is why I am in support of finding more ways to work together and making decisions that are based on evidence.

My staff and I want to do more. We transport inmates and provide security for the courts which gives our Deputies direct contact with the clientele in court and while transporting. It is an opportunity to interact and help to change thought and behavior patterns. I am on the jail board, so anything we can do to help with overcrowding in jail and getting quality programs to the inmates is great. I would like to see more in regards to dealing with these two issues and not only reducing recidivism, but reducing the factors that get people into the criminal justice system in the first place. We want to do more and this initiative allows us to do that.

I feel that my varied, diverse experience and background will contribute to the success of this project and the Charlottesville Sheriff's Office is prepared to do whatever is necessary to make this project successful. I do hope we continue on with support from the NIC. I thank you for your time.

Sincerely,

James E. Brown, III
Charlottesville City Sheriff

**Thomas Jefferson Area
Community Criminal Justice Board**

750 Harris Street, Suite 207, Charlottesville, VA 22903
(434) 296-2441 * Fax (434) 979-4038 * E-mail thomasvh@oar-jacc.org
Albemarle, Charlottesville, Fluvanna, Goochland, Greene, Louisa, Madison, Nelson, Orange

June 13, 2011

Mr. Morris Thigpen, Director
National Institute of Corrections
320 First Street, NW
Washington, DC 20534

Dear Mr. Thigpen:

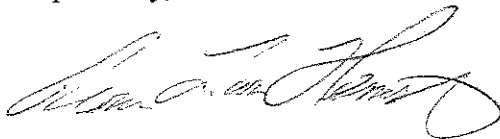
As the Criminal Justice Planner for the Thomas Jefferson Area Community Criminal Justice Board (CCJB) I am writing to express my personal support for the application for the Phase III Evidence Based Decision Making (EBDM) Implementation Project.

Over the last year I worked as the EBDM Phase II Local Coordinator for our locality. With over ten years working for the CCJB I have been so impressed with how hard the Charlottesville and Albemarle justice agencies worked together to make our community safer based on EBDM. The hardest part, and most important part of Phase II, was participating in all the open and honest discussions at all our meetings this year. We learned and understood more about our strengths, weakness, and inconsistencies then all the previous years working together combined.

From this process the EBDM Policy Team developed an incredible comprehensive Action Plan that will have enormous effects on cost savings and reducing recidivism. I was so impressed how the entire team unanimously agreed to support and implement our Plan together. Implementing this plan will have a tremendous ripple effect throughout community, region, and state. We are already in the process of moving forward. From applying for grants to improve our data systems between our agencies to implementing risk assessment tools at our jail that will also be used by other agencies shows the high level of commitment not only to this project but our whole community.

I will commit to work as the Local Initiative Coordinator for Phase III with half my work time (20 hours / week) to continue to support the EBDM Policy Team and the implementation of our Action Plan.

Respectfully,



Thomas L. von Hemert

CHIEF MAGISTRATE
YVETTE A. AYALA

ALBEMARLE/CHARLOTTESVILLE

ROBERT C. BLOSSER V
ROVELLE C. BROWN
RUTH A. DALSKY
ELIZABETH R. DOUDERA
MICHELLE J. SCOTT

CULPEPER COUNTY

FAITH A. BASKERVILLE
MARY JANE CONNELLY

FLOUVANNA COUNTY

PETER G. DUNNAVILLE
TIMOTHY R. MUCHA



MAGISTRATE REGIONAL SUPERVISOR
CHERYL A. THOMPSON

GOOCHLAND COUNTY

JESSICA M. HOLMAN

GREENE COUNTY

AMANDA K. REED

LOUISA COUNTY

VACANT

MADISON COUNTY

ROY D. BRADLEY

ORANGE COUNTY

RICHARD A. LILLARD
LATONYA C. MORRIS

COMMONWEALTH of VIRGINIA
Office of the Magistrate

June 30, 2011

VIA FIRST CLASS MAIL

Mr. Morris Thigpen
Director, National Institute of Corrections

Re: **Letter of Support for Phase III Grant Application**

Dear Mr. Thigpen:

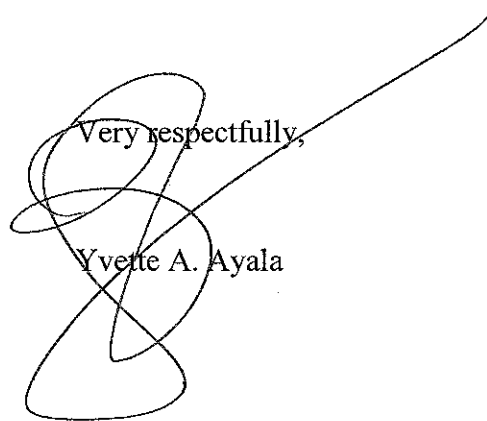
I write to express my support for the Evidence-Based Decision Making initiative underway in Charlottesville, Virginia, and to express my desire to fund Phase III of the grant in this selected site. As the Chief Magistrate for the Judicial District that encompasses the City of Charlottesville and the County of Albemarle, my office is intimately affected by this initiative. The goal of an inclusive, informed collaboration among the various agencies involved in the criminal justice process is a worthy one, and I echo the sentiments of my colleagues in the Pretrial Services community in aggressively pursuing its attainment. As with any undertaking that involves multiple organizations, this process has presented some challenges. Chief among them, from my perspective, is the applicability of many of the models/statistical information made available through our meetings to my portion of the process. While we are part of the judiciary, the office handles a very discrete, somewhat narrow portion of the global process from initial law enforcement-defendant encounter to release post-trial. Unlike Judges, we do not have a have a role in the procedural life of matters that begin in our office beyond the initial issue of processes. Furthermore, to avoid bias in future contact with our office in making bail determinations, we do not routinely following-up on the outcomes of cases. Consequently, there are few portions of the current proposals that directly apply to the procedure that we employ in making determinations for defendant release or detention prior to the initial court appearance.

Ultimately, I share the Policy Team's desire to accomplish the goal of effective interagency communication that yields consistent results for defendants. To that end, it is my intention to continue to address questions and offer input to the process regarding issues that specifically involve the Magistrate and for this office to attend presentations/training that increase our

Letter to Mr. Morris Thigpen
June 30, 2011
Page 2 of 2

understanding of the models used and perspectives of the other agencies involved in this project. It is my sincere belief that, by remaining focused on the goal of comprehensive consistency and commitment to “best outcomes” in our encounters, all of the agencies involved in this project will improve the delivery of services to citizens...and, perhaps more significantly, improve our future ability to make adjustments as a team that benefit the entire process.

Thank you in advance for your attention to correspondence. If you have questions regarding the same, please contact me via email at yayala@courts.state.va.us or direct dial at 434-296-0024.

Very respectfully,

Yvette A. Ayala

