

## Annual Strategic Planning Meeting Report December 15, 2017

### Overview

The Criminal Justice Coordinating Council (CJCC) convened the CJCC principals for its Annual Strategic Planning Meeting on December 15, 2017. The meeting was facilitated by Brian Elderbroom, a national criminal justice expert and independent consultant. The purpose of the Strategic Planning Meeting was to review District-wide data, set system-level goals for the next three years, and engage in group discussion to develop a set of collective activities to be undertaken in 2018 in furtherance of the goals.

### Attendance

NAME	TITLE, AGENCY
Charles Allen	Chairman - Committee on the Judiciary, DC Council
James Berry	Director, CSOSA
Quincy Booth	Director, DOC
Avis Buchanan	Director, PDS
Mannone Butler	Executive Director, CJCC
Leslie Cooper	Director, PSA
Kevin Donahue	Deputy Mayor for Public Safety and Justice
Michael Hughes	US Marshal, USMS
Mark Inch	Director, BOP
Clinton Lacey	Director, DYRS
Jessie Liu	United States Attorney, USAO
Phil Mendelson	Chairman, DC Council
Robert Morin	Chief Judge, DC Superior Court
Peter Newsham	Chief, MPD
Karl Racine	Attorney General for the District of Columbia
Patricia Smoot	Chairman, USPC

### **District Data at a Glance**

*Brian Elderbroom, Facilitator*

Facilitator Brian Elderbroom presented a high-level overview of system-wide data and highlighted data trends.

### *Crime Trends*

Since 2012, there has been a consistent decline in the number of violent offenses reported. Violent crimes in 2017 are on pace to be at the lowest levels since 2009. This decline in the overall number of violent crime has taken place concurrently with an increase in the District's population, indicating that violent crime rates are down at an even higher pace than violent crime raw counts. Overall violent crime has decreased 8 percent (2009-2016); since 2014, violent crime is down 38 percent. There is variation among violent offense types, with a 17 percent decrease in robberies, and a 4 percent decrease in assault with a dangerous weapon. Wards 7 and 8 experienced 40 percent of the District's violent crime in 2016.

While overall, property crimes increased 21 percent (2009-2016), property crimes have declined by 26 percent since 2014. There is also wide variation among offense types; thefts from auto increased 168 percent, burglaries decreased 38 percent, and motor vehicle thefts decreased 44 percent.

#### *Arrests and Case Filings*

Arrests have increased sharply since 2015 (+43 percent), with an accompanying increase in case filings (+17 percent). There have already been more arrests in 2017 than any year since 2011. Deputy Mayor Donahue noted that based upon MPD data, MPD arrests are flat and increases in arrests are attributable in significant part to Metro arrests. While court filing data is only available through October, there was a significant overall increase in 2016 (+17 percent), with a 30 percent increase in felony case filings.

Arrest numbers are not uniform across the board; since 2009, there have been steep decreases in drug arrests (-62 percent), sex offense arrests (-58 percent), and traffic arrests (-57 percent), but large increases in property crime arrests (+82 percent), weapon arrests (+65 percent) and violent crime arrests (+36 percent). This suggests that the District is placing greater focus on violent crime, and focusing less on drug and traffic arrests.

#### *Pretrial Supervision Population*

The population supervised by PSA has decreased by 13 percent since 2009, but has increased by 12 percent in recent years (2015-2017). 88 percent of the supervised population remains arrest free, and 91 percent appear for their scheduled court date. In 2015, 31 percent of DOC admissions were for pre-felony cases and 21 percent were for misdemeanor cases.

#### *Court Outcomes*

Felony convictions declined by 46 percent between 2010-2016, with a steep decline in drug convictions (-72 percent). The share of all felony convictions for violent crimes increased (from 19 to 34 percent) during this time period, while the share of felony convictions for drugs decreased (from 40 percent to 21 percent). Fewer felony convictions are resulting in prison sentences (from 48 percent to 46 percent); prison sentences for felony drug offenses fell most sharply, from 36 percent of convictions in 2009 to 19 percent in 2016.

#### *Corrections*

The DOC population declined 29 percent between 2011 and 2016, with the steepest decline coming from the Correctional Treatment Facility (-55 percent) and Residential Reentry Centers (-65%). More recently, the DOC population increased by 17 percent (2016-November 2017), but the population continues to be well below DOC capacity.

The population of DC Code offenders in BOP facilities has steadily declined since 2009 (-24 percent).

#### *Community Corrections*

The CSOSA population has declined 7 years in a row (36 percent decrease since 2009), with the largest declines coming from the parole population (-65 percent). The rate of successful completion increased slightly from 61 percent (2009) to 63 percent (2017).

The U.S. Probation population declined by 49 percent from 2009 to 2014.

### *Juvenile Justice*

While juvenile arrests declined 76 percent between 2009-2016, they increased 10 percent from 2014-2016. It is too early to determine whether this trend will continue in 2017, as juvenile arrest data for 2017 is only available through June.

Juvenile diversions have increased, following earlier declines, since the establishment of new post-arrest diversion options in 2014. Juvenile commitments and detention decreased significantly from 2009 to 2016, with the largest declines in secure detention (-84 percent).

### *Summary*

District-wide data show that significant progress has been made over the past decade on key public safety and corrections metrics such as crime and incarceration rates. Juvenile commitments and adult prison sentences declined sharply from 2009-2016, and the District is on pace in 2017 to have the lowest number of reported crimes in recent memory. Violent crime appears to be declining across offense types, and throughout the District's eight Wards.

At the same time, recent increases in arrests, court filings, and convictions threaten to reverse the progress that has been made reducing criminal justice populations. Adult arrests increased 43 percent from 2015 to 2017, and there were more arrests in 2017 than any year since 2011. In turn, court filings and felony convictions have also increased (17 percent and 30 percent, respectively, from 2015 to 2016). These trends suggest that correctional populations could increase in the years ahead.

### *Group Discussion*

Principals provided insight as to how the data presented reflect the criminal justice landscape they see day-to-day. Discussion highlights were as follows:

- A substantial portion of the noted recent increase in arrests may be driven by an increase in Metro Transit Police arrests.
- While narcotics arrests have increased, particularly for PCP, arrests for marijuana possession have dropped to almost zero.
- MPD eliminated its VICE units in 2015, which contributed to the steep decline in drug arrests. Simultaneously, MPD placed a greater focus on robberies and firearms offenses, which is reflected in the increase in violent crime arrests.
- In addressing violent crime, it is necessary to continue innovating and to resist the assumption that what has worked in the past will continue to work in the future. The District's approach must look to address the root causes of violence, including the effect of trauma from violence.
- Based on the data presented, OAG will place greater focus on differentiating between violent and nonviolent offenses when evaluating charging decisions. The District should undertake an examination of the types of services that are most likely to reduce recidivism for violent offenders.
- The data presented indicates that violent crime is concentrated in Wards 7 and 8. The District must develop a strategy to target services and interventions in this part of the city.
- Principals requested additional information on whether the concentration of violent crime in Wards 7 and 8 has been constant since 2009, or whether it has been trending up or down in that sector of the city. Note: Wards 7 & 8 accounted for 36% of violent crime in 2009 and 40% in 2016. There is variation across years (e.g., Ward 7 experienced significant increases in 2013 and 2014) but this suggests it has been fairly constant.

## The Mayor's Public Safety Priorities

*Kevin Donahue, Deputy Mayor for Public Safety and Justice*

Deputy Mayor Donahue presented Mayor Bowser's public safety priority goals, and accompanying initiatives for 2018. He also shared that Mayor Bowser views CJCC as a valuable resource for conducting quality research that informs policy, and encouraged Principals to establish research priorities for 2018.

### *Public Safety Priority Goals*

1. Significantly reduce crime and violence
2. Maintain and build on trust between communities and law enforcement
3. Improve prevention and responses to domestic and sexual violence
4. Expand on diversion, programming, and reentry services
5. Prevent and prepare for natural and man-made emergencies
6. Transform EMS

### *Initiatives for 2018*

The following initiatives will be the focus of the Executive in 2018 in furtherance of public safety priority goals, with a focus on reducing crime and violence:

- Stand up the ONSE Office, along with its core programs
- Maintain force levels, while strengthening connections to DC
- Close Violent Crimes
  - This is a reflection of efforts to improve the District's forensic crime lab
- Focus resources on the highest risk and most vulnerable
  - This reflects initiatives to improve government outreach to persons who are at highest risk for committing violence or being a victim of violent crime
- Stand up a Reentry Portal
  - An effort to reconnect people to services as they exit the DC jail
- Expand the ACE/PASS and Credible Messenger programs
- Expand MPD and DBH joint intervention

## Proposed System-Level Goals

Prior to the Strategic Planning Meeting, Executive Director Butler met individually with Principals to discuss member perspectives on priorities for the coming year. These member perspectives were then grouped into five overarching system-level goals. **During the Strategic Planning Meeting, principals provided additional perspectives on the proposed system-level goals; these perspectives are underlined below.**

1. **Prevent violent crime** and other serious offenses by focusing criminal and juvenile justice resources on those who pose the greatest risk to public safety
  - a. Focus on repeat violent offenders (specifically, Significantly reduce repeat violent offenses)
  - b. Reduce the prevalence of gun violence
  - c. Concentrate on high-risk individuals
  - d. Improve prevention and responses to domestic and sexual violence
  - e. Improve timeliness of prosecution all the way through sentencing

2. **Limit criminal and juvenile justice exposure** by reducing the number of young people entering the system, increasing access to behavioral health treatment, and implementing evidence-based diversion programs and alternatives to incarceration for less serious offenses and low-risk individuals
  - a. Reduce the number of people entering the system
  - b. Revisit mandatory minimums and other sentencing laws
  - c. Improve behavioral health services and other programming
  - d. Reduce truancy
  - e. Invest in pre-arrest diversion programs
  - f. Increase fairness in sentencing to reduce racial disparities
  - g. Reallocate court resources to better address substance abuse and mental health issues
  - h. Community engagement and investment
3. **Reduce recidivism** by preparing people for release from DOC and BOP facilities, increasing access to employment and housing for criminal justice populations, and implementing evidence-based practices in reentry and community supervision
  - a. Improve substance abuse, mental health, and other behavioral health services
  - b. Improve custody and care for the 18-24 year-old population
  - c. Expand programming and reentry services
  - d. Provide greater opportunities for successful reintegration
  - e. Establish in-reach and other efforts to improve family and other pro-social connections
  - f. Build a new jail designed for rehabilitation, mental health treatment, and successful reentry
4. **Prepare for emergency or crisis** by improving justice system readiness in the event of natural or man-made disasters
  - a. Ensure data and information are shared in a timely fashion
  - b. Prepare for emergency situations
5. **Improve the quality and availability of timely data** for criminal and juvenile justice decision making by increasing inter-agency information sharing, data collection efforts, and performance measurement
  - a. Establish goals with concrete benchmarks
  - b. Increase transparency in decision-making
  - c. Exchange information and coordinate intervention strategies
  - d. Increase awareness of city resources and services among justice-involved population
  - e. Develop a robust research agenda
  - f. Exchange information and coordinate intervention strategies
  - g. Map system-wide processes
  - h. Improve federal-local partnership and coordination
  - i. Conduct research on children of incarcerated parents

#### *Additional Discussion*

- Members highlighted (a) the need to be more preventive, and less reactive, with system-wide efforts; and (b) intervention is critical to preventing initial contact with the criminal justice system.
- Violent crime reduction/prevention efforts must be based on research-driven analysis of known predictors for violence.

- Family linkages and community support are necessary to enhance the likelihood of successful reintegration for persons returning from prison.
- Expanded collaboration with non-justice District agencies, particularly public health agencies, is important, both at the Principals' meetings and at the committee level.
- DC Superior Court continues to grapple with an increasing caseload of low-level offenders with mental health and substance abuse issues, which imposes a significant strain on judicial and court resources. Appropriate diversion and deflection efforts will allow greater system focus on violent crime.
- Data collection and analysis will be critical to achieving the high-level goals established. Director Cooper specifically mentioned the potential value of incorporating data collection and research goals into the system-wide goals.
- Members indicated the need for CJCC to establish a structure by which the goals and action items established during this Strategic Planning Meeting cascade down to, and inform the work of, the various CJCC committees.

### **Member Survey**

Following the establishment of the system-level goals, Principals ranked the five goals in order of importance, with five points assigned to the most important goal, and one point assigned to the least important goal. Ranking results were as follows:

#### *Ranking Results*

<u>Rank</u>	<u>Points</u>	<u>Goal</u>
1	67	Prevent Violent Crime
2	52	Reduce Recidivism
3	48	Limit criminal and juvenile justice exposure
4	44	Improve the quality and availability of timely data
5	24	Prepare for emergency or crisis

#### *Discussion*

Partners noted that while emergency and crisis preparedness is important, the CJCC may not be the best vehicle for these efforts. Another potential venue may be DCHSEMA. Additional discussions would be necessary to ensure that federal justice partners are effectively involved in emergency planning efforts.

### **Small Group Discussion**

Principals divided into small groups to discuss how each agency will work to support the established system-level goals, and how each agency would coordinate with partners to achieve them.

#### *Group 1 – MPD, DC Council, DYRS, CSOSA, DCSC*

#### Preventing Violent Crime

- MPD noted the need for a laser-like focus on violent offenders, particularly those that commit the most serious offenses. Violent crime leaves a “wake of trauma”. This notion was supported by CSOSA and DYRS.
- Legislative attention may be needed to address issues such as GPS monitoring.
- Greater sharing of information with the Court that is deemed reliable can inform supervision strategies and can be used as a way of leveraging compliance.

### Increased information sharing

- Agencies must improve information sharing on the ground. The CJCC should serve as a platform/opportunity for high-level discussion and decision making around information sharing decisions.

### Reducing Recidivism

- Recidivism reduction strategies need to be informed by research.
- A renewed focus is needed on mending the fractured/siloed systems, particularly with the human services and education systems.

### *Group 2 – USMS, DMPSJ, DOC, BOP, PDS*

The group focused on addressing the two “bookends” of the justice system:

- Reducing crime by known violent offenders
- Reducing crime by known repeat low-level offenders with underlying mental health and substance abuse issues

The following actions were recommended:

- DOC – take an individualized approach to persons in DOC custody
- CJCC- conduct research to understand the causes of violent crime
- Partners – share information with each other to help inform appropriate programming
- CJCC – map criminal justice processes to identify redundancy, gaps, and inefficiencies
- DOC – allocate appropriate resources to meet needs
- Partners – expand community engagement efforts
- CJCC – conduct research on high utilizers

### *Group 3 – OAG, DC Council-Judiciary, USPC, PSA, USAO*

The group highlighted the following big-picture priorities:

- Operationalize goals through actionable committee work.
- Place a greater focus on outcomes rather than outputs.
- Establish evidence-based interventions to reduce gun possession among juveniles.
- Address the substance abuse and mental health issues of the justice involved.
- Synchronize the work of the various CJCC committees, and improve the feedback loop between the committees and the Principals.

### **Next Steps**

The CJCC will draft a 2018 strategic action framework that will align the agreed upon goals, system-wide performance measures, and committee activities. The framework will be reviewed during the January 17<sup>th</sup> principals meeting.

Principals’ Meetings in 2018 will be held on the third Wednesday of each month from 8:30am-9:30am. These meetings will involve routine integration of CJCC committees.