

STRATEGIC PLANNING PROCESS

As the West Virginia's criminal justice planning agency, the Division of Justice and Community Services (DJCS) is responsible for the coordination and planning of the State's criminal justice system. DJCS provides the coordination and staff resources for strategic planning. Federal, State, local, and community agencies provide invaluable input, insight and the actual staff and resources to carry out the elements of the strategy.

In an effort to coordinate criminal justice planning efforts and the administration of all federal funds awarded to West Virginia from the U.S. Department of Justice, DJCS has created a Programs Section. Program staff serve as specialists for different program topic areas. These specialists work as a team to ensure that strategic planning for every aspect of the criminal justice system and resource allocation of all grant funds is coordinated and complimentary, so that West Virginia's approach to combating drugs and violent crime is as effective and efficient as possible. DJCS produces plans and strategies for every aspect of the criminal justice system in West Virginia.

The Programs Section is charged with administering and coordinating all criminal justice initiatives, including, but not limited to:

- Justice Assistance Grant Program
- National Criminal History Improvement Program
- Victims of Crime Act Program
- Violence Against Women Act Program
- Juvenile Justice and Delinquency Prevention Grant Program (Title II & Title V)
- Juvenile Accountability Block Grant
- Residential Substance Abuse Treatment
- Bulletproof Vest Partnership Act
- Criminal Justice Statistical Analysis Center (CJ SAC)
- Coverdell Forensic Science

- Project Safe Neighborhoods
- Court Security Fund (State Funded Grant Program)
- Community Corrections (State Funded Grant Program)
- Sexual Assault Services Provider
- John R. Justice Student Loan Repayment Program
- Child Advocacy Centers (State Funded Grant Program)
- Court Security (State Funded Grant Program)
- Civil Legal Services (State Funded Grant Program)
- Second Chance Act

DJCS is also responsible for the training and certification of all law enforcement personnel in the state through the Law Enforcement Professional Standards Unit, and is responsible for the criminal justice statistics function of the state (Criminal Justice Office of Research and Strategic Planning). As well as, coordination within the agency, DJCS coordinates with all other state, local, county, and Federal criminal justice, human services, and educational agencies.

JAG SPECIFIC STRATEGIC PLANNING

West Virginia used the Justice Assistance Grant Advisory Board (formerly Justice Assistance Grant Policy Board) as the primary planning tool in developing this application/strategy. This committee acts in an advisory capacity in matters of policy making, strategy development, and awarding of grant funds for the Justice Assistance Grant Program.

The JAG Advisory Board held a planning meeting to strategize and develop the state priority areas for the Justice Assistance Grant Program prior to the grant review meeting earlier this year. Individuals from various state and local agencies serve on the Justice Assistance Grant Committee and participated in the development process.

As shown below, the Committee as appointed includes a broad spectrum of officials from the areas called for and recommended by the Bureau of Justice Assistance.

| Justice Assistance Grant Program Board Member | Title/Agency Represented |
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| Stephanie Bond | Community Resource Supervisor, WV Division of Juvenile Services |
| Marly Wilcox Eddy | Board President, WV Foundation for Rape Information and Services |
| Mike Lacy | Director of Probation Services, WV Supreme Court of Appeals |
| <i>Position Open</i> | Substance Abuse |
| <i>Position Open</i> | Local Law Enforcement |
| Tonia Thomas | Coordinator, WV Coalition Against Domestic Violence |
| Dana Chapman | Grant Coordinator, WV State Police |
| Deanna Eder | Law Enforcement Coordinator, United States Attorney's Office, Southern District |
| Christopher Dean | Regional Director, Western Regional Day Report Center |

Along with personnel participating in the planning and strategy development process, local, State, and Federal agencies have provided DJCS with reports and longitudinal data they have collected. This data is compiled and analyzed by the CJORSP for use in strategy development and planning. Incident Based Reporting Data provided by the West Virginia State Police was also used.

Copies of the application are forwarded to the Senate President and the Speaker of the House of Delegates to allow comment from the West Virginia Legislature. Members of the Senate and the House of Delegates are invaluable informational resources regarding public perception of crime and the criminal justice system in West Virginia.

In addition, the recent expansion of the West Virginia Division of Justice and Community Services Statistical Analysis Center (SAC) is the establishment of an **Office of Research and Strategic Planning (ORSP) and the Justice Center for Evidence-Based Practice (JCEBP)**—both to be housed in the Division of Justice and Community Services (DJCS). This organizational change is necessary to combine the unique talents and expertise of the CJORSP with the need for evidence-based decision-making to address critical crime and justice issues in the state including, but not limited to, the current prison overcrowding situation. The ORSP, with the creation of the JCEBP, will be designed to promote the use of evidence-based practices (EBP) in the administration of justice in the State of West Virginia.

The ORSP and JCEBP will facilitate the mission of the Division of Justice and Community Services to protect the public through research, effective planning, and coordination of services, and making proper funding decisions. Based on systematic reviews of scientific evidence on justice-related issues, the JCEBP will synthesize current research and help to translate this information to policymakers and system administrators and staff for use in arriving at policy decisions that promote best practices. The ORSP will provide technical research briefs on EBP issues, conduct systematic reviews of current scientific evidence, and offer workshops, trainings, and presentations to key stakeholder groups. The creation of the Center also directly corresponds to—and supports—a series of recommendations from the Governor's Commission on Prison Overcrowding.

A planning meeting for the JAG Committee was held July of 2011. The goal of this meeting was to begin the process of revising the JAG Strategic Plan. A focus group was held in August. This meeting included key players from the criminal justice system throughout West Virginia. Their input has proven vital to the strategic planning process for the future of the West Virginia criminal justice system. A strategic planning retreat was held that September, where the JAG Board began planning the implementation of the West Virginia JAG Strategic Plan. The National Criminal Justice Association (NCJA) was asked to help facilitate this meeting and provided training and technical assistance to the JAG Committee to ensure that DJCS and the JAG Program Funding Committee maximized the time spent planning, and the opportunities available in our State. How the committee currently functions, program reporting, strategies in funding decisions with an emphasis on performance and evidence-based practices, and program evaluation are some of the areas that were addressed. The goal of this effort is to move the JAG program in West Virginia toward a more evidence and performance-based funding strategy. These meetings built on the information obtained and built at the DJCS strategic planning retreat held at the beginning of June of 2011. By using the agency-wide strategic planning base as a stepping stone for the JAG strategic plan, it allowed more cooperation between funding areas and program specialties, increasing and improving the services offered in West Virginia.

The JAG Board specifically decided to focus their efforts, and narrow the focus areas for WV JAG to Substance Abuse and Violent Crime, as these were the two major areas noted by the focus group. Prevention and Intervention were the areas that seem to be the most lacking in West Virginia, according to available data, and therefore an emphasis will be placed on applications which demonstrate strong programs in these areas.

To further move WV JAG toward the statewide goal of evidence based programs, the Board is working with the ORSP and JCEBP to develop performance measures specific to the programs that WV JAG typically funds, with a more broad set to be

developed for new programs. The intention of the Board is to have these performance measures in place by July 2014.

To further this effort, applicants are required to show collaboration between fields for their applications to be eligible for WV JAG funding. An example of this would be that a Task Force must show how they are working with victim services programs during their operations to lessen the long-term effects of drug abuse and violent crime on victims and witnesses, such as children in the home.

The goal of the WV JAG Board is to have all applicants showing evidence based programs within 5 years, that being FY 2017. This gives programs time to implement these programs, and become more familiarized with the process of these types of programs, as well as allowing the Board and Staff to become more knowledgeable, as well.