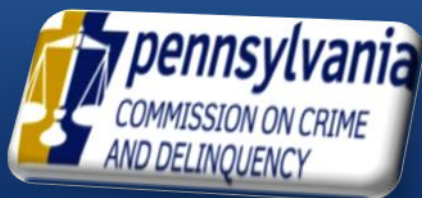


Creating safer communities for today and tomorrow

Strategic Plan: 2011-2015

Mark R Zimmer
Chairman

Linda Rosenberg
Executive Director



Our mission is to enhance the quality and coordination of criminal and juvenile justice systems, to facilitate the delivery of services to victims of crime, and to increase the safety of our communities.

Our History

Created in 1978, driven to be a state and local leader in promoting justice for all citizens and communities of the Commonwealth, and focused on enhancing the quality and coordination of services for all components of the Justice System; the Pennsylvania Commission on Crime and Delinquency (PCCD) exists to bring diverse and talented stakeholders together to coordinate state and local justice policies and programs, to help communities to improve the administration of justice, and to oversee the allocation of federal and state grant monies.

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PA Commission on Crime & Delinquency
3101 North Front Street, PO Box 1167
Harrisburg, PA 17108-1167
Toll Free in PA: (800) 692-7292



Our vision is to be a state and national leader by supporting innovative programs that promote justice for all citizens and communities of Pennsylvania.

Our Values

We value **customer service**. We believe that the interests and concerns of our constituents are of paramount concern. We exist solely to serve and to service all members who come in contact with the criminal and juvenile justice community.

We value **expertise** in all facets of criminal justice. We believe in the power that committed, talented individuals bring as agents to effect positive change.

We value **professionalism**. We believe that a living, developing understanding of all aspects of the criminal and juvenile justice community is highly effective in administering grants and services in a professional manner.

We value **integrity**. We believe that the unique nature of handling grants, of providing services, of working with all strata of the Commonwealth demands people who act in an honorable way at all times.



“PCCD is a group of professionals dedicated to making our communities safe, our victims secure, our children thrive, and our tomorrow’s brighter.”

Mark R Zimmer
PCCD Chair

Our Environment

Socio-Demographic Trends – While Pennsylvania’s total population from 2000 to 2010 only increased by 3.4 percent, the minority population increased by a significant 33.1 percent. This increase was attributable to a 82.6 percent increase in the state’s Hispanic population. With these changing demographics; law enforcement, victim service staff, and other direct service providers will need to participate in cultural awareness and sensitivity training, and programs may need to be revamped in order to better meet the needs of the emerging minority populations.

Economic Trends – The declining economic situation during the past decade has increased Pennsylvania’s overall poverty levels from 11 percent in 2000 to 13.4 percent in 2010. These trends are of particular interest to PCCD given the correlation between increasing poverty levels with increased levels of social unrest and criminal activity and the need for additional crime prevention and intervention programs.

Technology Trends – Since 2000, public and private entities have increasingly implemented integrated data sharing systems, adopted wireless technologies and social media, and demanded 24x7 data access. In the future, businesses, like PCCD, must strive to remain informed about emerging technologies and must use technology to improve the delivery of business services and programs to its customers and key stakeholders.



Political Trends – Budget shortfalls and cuts in federal granting levels have directly impacted PCCD’s ability to sustain funding for state and local level programs. Juvenile Justice programming has been cut by 82 percent in state funds since fiscal year 2006/07 and 52 percent in federal funding during the same time period. During the same time period, funding for Pennsylvania’s Weed and Seed and mandated procedural services to Victims of Juvenile Offenders were eliminated.

Our Opportunities

We currently have a Governor, steeped in a criminal justice background, who understands, appreciates, and supports the efforts of PCCD and its role in the justice system.

We have new leadership at PCCD, leadership that is positioned to move the Commission forward and to respond to the opportunities created by the new executive administration.

We believe that Justice Reinvestment offers an opportunity to break the Commonwealth's dependencies on incarceration by shifting low-risk offenders from prisons to less expensive and more effective community-based alternatives, without threatening public safety.



Our Challenges

We recognize that these are extraordinary economic times; however, the resultant cuts in federal and state dollars make it difficult to sustain existing grant programs or to extend monies to new communities.

We appreciate that there is a historic lack of understanding about PCCD's contributions and value to the justice system. Anonymity is a challenge for an agency that is poised to take on an even-larger role in that system.

We value the expertise and experience of our Commission members, committee members, and staff but recognize that the retirement of individuals also represents the retirement of that knowledge and the loss of their institutional expertise.

Our Goals

PCCD's primary goal is to ensure that the Commonwealth's communities are *safe communities*.

Additionally, we have a responsibility to the victims of crimes and a responsibility to *reduce the impact of crime on those victims*.

Finally, we must act in a highly professional manner to *serve as a criminal and juvenile justice center of excellence* providing research, policy, planning, training, technology, and other special outreach and support services.

Our Objectives

1. Empowering Communities Through Collaboration

Community-based collaborative and crime prevention programs are deployed at the neighborhood and county level encouraging residents and county officials to identify and to plan solutions that address local problems that contribute to crime, delinquency, and community unrest as well as victimization. They also seek to create a supportive network that facilitates offender re-entry.

Criminal Justice Advisory Boards (CJABs) are the primary means of achieving criminal justice collaboration and planning. CJABs are groups of top-level county officials that address justice issues from a systemic and policy level perspective. CJABs study best practices recommending the best means by which to improve the effectiveness and efficiency of the county criminal justice system. To date, PCCD has helped to establish sixty-four CJABs statewide.

The Communities That Care (CTC) prevention-planning model has been the foundation for research-based delinquency and violence prevention programming in the Commonwealth. Research has shown that youth in CTC communities have fewer risk factors, lower rates of delinquency and drug use, and better academic performance than youth in comparison communities.

Collaboration initiatives also seek to increase the efficiency and efficacy of interagency local planning efforts including funding for CJAB strategic planning, coordination with local planning boards under the auspices of PCCD, and providing technical assistance and training to CTC coalitions, victim service agencies, and other community prevention and revitalization programs.

Collaborative initiatives have received increased attention in recent years, particularly those involving probation, parole, and other law enforcement agencies, with the increased attention on the importance of offender re-entry. The end goal of offender re-entry initiatives is to increase a sense of community ownership and to create an environment that is supportive of offenders upon their return to the community.



Offender & Community Programming

PCCD awarded the PA Department of Corrections with a two-year re-entry grant designed to address state prison overcrowding as well as to improve the successfulness of prisoner re-entry at the back-end of their state sentence.

The negotiated contract with the three participating county jail sites will require life skills training, employment placement assistance, housing relocation, and family reunification. Offenders will enter county jails under full custody. If they behave appropriately and comply with the re-entry plan, they will move to another transitional stage.

A longitudinal study on Communities That Care found that youth in CTC communities using evidenced-based programs showed significantly better adolescent development than youth in comparison communities. CTC youth had stronger bonds to their schools, families, and communities, and were less influenced by antisocial peers. In addition, youth in CTC communities reported nearly 11 percent less delinquency over a five-year period, and more than 33 percent better academic achievement.

2. Protecting and Supporting Crime Victims

Nationally, twenty million Americans are victims of crime each year. In Pennsylvania alone in 2010, one crime occurred every 1 minute and 38 seconds. Furthermore, victimization affects the crime victims as well as their family, friends, and communities. The physical, emotional and financial impact of crime can have both short- and long-term effects on a victim that can include shock, depression, anger, guilt, broken bones, facial/body disfigurement and economic loss. Victims look to others for help, guidance and assistance.

For more than thirty years, crime victim advocates have helped victims in the immediate aftermath of crime providing crisis counseling, emergency shelter, and assistance with accessing services, protection, compensation, and more.

While victim assistance programs across the country are reaching an ever-increasing number of victims and criminal justice officials are honoring the rights of victims with greater frequency, the public's understanding of victims' rights and available services still remains limited. Admittedly, victim service programs, whether system-based, or private non-profit community-based, remain underfunded and fragmented. Considerable work remains to ensure that the true impact crime has on victims is known and that we continue to collaborate with affected stakeholders to develop systems and programs that best meet the needs of crime victims.

PCCD continues to uphold Pennsylvania's commitment to victims of crime by seeking to identify innovative and collaborative approaches to enhance service delivery to crime victims such as the Data Collection, Reporting and Outcomes Project (DCROP) and Strengthening Restitution in Pennsylvania.

DCROP is a multi-agency collaborative effort to use technology and standardization to reduce the burden that



victim service programs have with reporting to multiple funders. DCROP will provide victim service programs with a streamlined, standardized data collection, reporting and outcomes system. Strengthening Restitution in Pennsylvania is a coordinated interagency approach to improving existing statutes and developing and implementing new procedures and innovative strategies to advance and promote the ordering, collection, and enforcement of restitution.

PCCD is also involved in a number of other programs that benefit crime victims. In 2010/11, the Victim Compensation Assistance Program received over 8,700 new claims, and paid in excess of \$14.8M to or on behalf of crime victims with an average claim processing time of 6.4 weeks. Pennsylvania's statewide automated victim information notification (SAVIN) system provides free, around-the-clock notifications regarding the status of inmates in county jails, state prisons and under parole supervision. The Office of Victims Services (OVS) implemented an informational website for crime victims which received nearly 61,000 Internet visits from all 50 states and 79 foreign countries during the past 12 months of its operation. The OVS also provided over \$28M in state and federal funds that were distributed to agencies and counties across the Commonwealth to support services to over 400,000 victims of crime in 2010/11.

3. Enhancing Law Enforcement

PCCD supports a range of programs that address the prevention and reduction of violent crime and gang activity in Pennsylvania's communities by providing resources and technical assistance to law enforcement agencies and the communities that they serve.

The Commission provides specialized training to law enforcement professionals in accreditation, fingerprint training, crime prevention, multi-jurisdictional task force activities, gang intervention strategies, victimization, law enforcement information sharing, and the use of advanced technologies. Law enforcement is key in ensuring that crime victims are provided with information about basic rights and services as required by the Crime Victims Act.

PCCD works with justice leadership to improve county justice and local law enforcement systems. It coordinates activities across all criminal justice agencies identifying their issues, developing statewide policies and programs, and implementing innovative justice improvement solutions that enhance public safety and helps identify emerging crime trends.

PCCD works with law enforcement to ensure that any juveniles held in secure custody are in compliance with the Pennsylvania Juvenile Act and the federal Juvenile Justice and Delinquency Prevention Act. With the support of the law enforcement community and others, Pennsylvania has developed a compliance monitoring system that is a model for other states.

In addition, a Youth/Law Enforcement Curriculum was created by the Philadelphia Working Group of PCCD's Disproportionate Minority Contact Subcommittee with the support of the MacArthur Foundation, to create a training program to help law enforcement officers when dealing with youth. The curriculum is currently being evaluated in Philadelphia.

In collaboration with the work of the Criminal Justice Advisory Committee which consists of local, county, state, and federal justice practitioners, PCCD determines the needs of the justice community, developing policies, strategies, and funding plans.

Additionally, PCCD administrates a range of federal grants aimed at improving the functioning of the criminal justice system by addressing the training and technical assistance needs for state and local law enforcement. These initiatives are funded under the Edward Byrne Memorial Justice Assistance Grant.

Innovative program areas funded in 2010 focused on evaluating innovative means for providing law enforcement training and evaluating the impact of such training. Specific performance measures included: increased knowledge of criminal justice practitioners through in-person training, increased knowledge of criminal justice practitioners through web-based training, increased knowledge of criminal justice practitioners through distance-learning programs.



4. Justice Reinvestment

Justice Reinvestment is a data-driven model that: 1) analyzes criminal and juvenile justice trends to understand what factors are driving the growth in prison and jail populations; 2) develops and implements policy options to manage growth in corrections expenditures, generates savings in public revenues, and increases the effectiveness of current spending and investment to increase public safety to improve offender accountability, 3) reinvests a portion of the savings into the justice system to further reduce corrections spending and into the community to prevent crime and to reduce victimizations, and 4) measures the impact of the policy changes and reinvestments evaluating the impact of crime on victims and holds policymakers accountable for projected results.

In March 2010, the Pew Center on States found that, despite the first national decline in prison populations in the past 38 years, Pennsylvania's prison population continued to increase. A parallel increase was observed in the parole population.

Given the Commonwealth's anticipated budget deficits, Pennsylvania needs to immediately evaluate its past and current reinvestment efforts in order to identify opportunities for improvement. Any reinvestment effort must curb the growth of the prison population while still maintaining public safety.

A key part of the justice reinvestment effort is to collect data on criminal justice populations and cost drivers, to identify and implement changes that impact costs, and to measure both fiscal and public safety impacts of policy changes.

As a secondary repository of Pennsylvania's criminal justice data, PCCD will play a key role in collecting and analyzing data central to justice reinvestment and coordinating the Bureau of Justice Administration's work with other state and local justice entities in the proposed Justice Reinvestment effort.



5. Breaking the Cycles of Mental Illness, Substance Abuse, & Crime

The number of people with mental illness and substance abuse, who are in prison and jail as well as probation or parole supervision, has increased dramatically in recent years. In fact, the American Association of Community Psychiatrists estimates that the prevalence of serious mental illness in our nation's offender population ranges from 7 to 20 percent with as many as three-quarters also reporting serious substance abuse disorders. For juveniles, the National Center for Mental Health and Juvenile Justice reports that two-thirds of detained male juveniles and three-quarters of detained females are reported to have at least one mental health disorder.

Unfortunately, imprisonment only serves to exacerbate the problems experienced by these dually diagnosed offenders. Confinement, overcrowding, and idleness realized secondary to the lack of treatment and rehabilitation programs all serve to increase the likelihood of further decomposition. At the same time, as the number of dually-diagnosed offenders has dramatically increased in our prisons and jails, the average length of imprisonment has dramatically increased and the resources available for effective treatment interventions have rapidly declined.

PCCD understands that the involvement of dually-diagnosed offenders and delinquents within the justice system is an important issue for state and local governments and that many of these individuals cycle through the justice system often for low-level crime without receiving the necessary treatment interventions.

PCCD has worked with state and local officials to establish a continuum of programs that will help to bridge the justice system from the initial point of police contact to community reentry. By providing federal and state funding for a range of



initiatives including – Mental Health Courts, Drug Courts, Law Enforcement and Mental Health Partnerships, and Justice/Mental Health Collaborative Partnerships – PCCD enables communities to provide direct services to the dually-diagnosed that address their underlying mental health and substance abuse disorders.

In addition to funding direct services, PCCD also supports justice practitioners through training and technical assistance. In 2009, the Pennsylvania Commission on Crime and Delinquency (PCCD) and the Pennsylvania Department of Public Welfare (DPW) Office of Mental Health and Substance Abuse Services (OMHSAS) created the Pennsylvania Mental Health and Justice Center of Excellence (CoE) for the development and improvement of programs serving adults with mental illness and co-occurring substance use disorders who are involved in the criminal justice system.

6. Evidence-Based Programming, Practices, and Innovations

PCCD has had a long history supporting the implementation of evidence-based programs. In 1996, PCCD provided funding support for the national Blueprints for Violence Prevention initiative that identified a finite group of programs that were proven to reduce delinquency, violence, substance use, and other youth problem behaviors. Evidence-based programs and practices have been rigorously tested and have been shown to have statistically significant relationships with specific outcomes and/or behaviors across a wide number of applications for which the program was designed (e.g., reducing recidivism, reducing drug addiction, etc.)

Testing involves the application of experimental research methods including: operationally defining the program, implementing the program in multiple locations, evaluating the program and outcome using experimental design techniques, and evaluating differential outcomes between sites to determine if evidence-based program outcomes can be verified.

As one of the early implementers of evidence-based research, the National Institute of Corrections has noted that these practices are based on “what works” across a “body of knowledge” rather than outcomes in a single program or intervention.

From a funding perspective, evidence-based programs and practices are of value and interest, especially in times of limited resources, because if these programs and practices are implemented consistently with similar populations in settings similar to those used in the validation studies, implementers can expect with some level of confidence that the outcomes will be attributable to the program or practices. In fact, a study completed by the Prevention Research Center at Penn State University determined that PCCD’s investment in evidence-based programs averaged a \$5 return for every dollar invested.

Pennsylvania’s juvenile justice leaders are now working in partnership to implement the “Pennsylvania Juvenile Justice System Enhancement Strategy”, which is a commitment to utilize evidence-based practices at every stage of the juvenile justice process.



Big Brothers/Big Sisters (BBBS)

Big Brothers/Big Sisters (BBBS) is the oldest and largest youth mentoring organization in the United States. It is also recognized as the most effective. Targeting children ages 6-18, BBBS’s mission is to help youth to reach their potential through professionally supported, one-to-one relationships with volunteer mentors.

BBBS distinguishes itself from other mentoring programs via rigorous published standards and required procedures, including volunteer screening, youth assessment, a careful matching process, and supervision. Agencies use a case management approach, following each case from initial inquiry through closure.

Research has shown that positive relationships between youth and their mentors have a direct and measurable impact on participating children’s lives. Participating youth are less likely to initiate drug and alcohol use and less likely to hit others. They also demonstrate improved academic performance and higher quality relationships with parents, guardians, and peers. PCCD funded BBBS programs are seeing 73 percent of youth avoiding delinquency behavior.

7. Safe School Advocate

In conjunction with the passage of the FY 2011-12 budget, Pennsylvania's General Assembly transferred the Office of Safe School Advocate for the School District of Philadelphia from the Department of Education to PCCD.

The Advocate will, at the request of the parents or guardians of a student who is a victim of school violence, represent the interest of the victim in school district disciplinary hearings pertaining to the perpetrator of the violence. The Advocate will work in partnership with Philadelphia School Police, Philadelphia City Police, and the Philadelphia Court System, including Juvenile Probation, the Philadelphia District Attorney's Office, and victim service agencies.

The Advocate will monitor school violence incident reports as filed by the school district with the Philadelphia Police Department and the Pennsylvania Department of Education as required by the Safe Schools Act. Additionally, the Advocate will monitor the District's Compliance with its Memorandum of Understanding with the Philadelphia Police Department.

The office will be responsible for establishing an outreach and public relations strategy to facilitate student, parent, and school staff knowledge of and information about the Safe School Advocate Office.



8. Innovation in Technology and Information Sharing

In order to more effectively deliver justice services in times of limited and reduced budgets, the justice enterprise needs to explore the deployment of more innovative approaches to service delivery. Systems need to work together in order to better align services and to share data horizontally across what were previously largely vertical and silo-ed organizations.

Recent technology innovations in the criminal and juvenile justice sector have shown how technology can help to realize efficiency - virtual courts have the potential to reduce bureaucracy and save money; police are using handheld devices to perform inquiries and are looking at how they can effectively share non-confidential information; and crime mapping has shown new levels of transparency, accountability, and forecasting capabilities.

PCCD's Office of Information Technology Planning and Services in the Office of Criminal Justice Systems' Improvement seeks to advance these and other innovations for criminal, juvenile, and victim service stakeholders by supporting and implementing enterprise-wide technology projects. These forward-looking initiatives help to solve significant problems facing today's justice practitioners.

The Office works to improve the integration of justice improvement by facilitating the development and ongoing enhancement of statewide-standardized records management systems that integrate data vertically and horizontally with other federal, state, county, and local justice information systems. The overall goal of the office is to promote communications and information sharing through the application of established technologies.

A few examples of these automated initiatives include: the Protection From Abuse Database (PFAD), the Pennsylvania Sentencing Commissions Sentencing Guideline Software (SGS-Web), and the Juvenile Tracking System (JTS), and in cooperation with JNET, the Electronic Reporting Inmate Information (ERII) and Electronic Reporting Probation and Parole (ER2P) systems.



Better Automation and Sharing by Law Enforcement (BASLE)

Pennsylvania has approximately 1,300 individual police departments. However, while individual departments often share data, there is no statewide system that allows for near-real-time police incident data sharing.

The Law Enforcement Justice Information System (LEJIS) encourages information exchange by linking police records management systems (RMS) and allowing police officers, investigators, and supervisors across different departments to share their incident data. LEJIS improves officer safety by providing near-real-time incident data to police in the field through their own agency's RMS.

Currently, LEJIS connects over ninety police departments in near real-time, including the City of Philadelphia. The LEJIS index contains over 3.5 million incident records and over 3.2 million person records. By the end of 2011, with the help of PCCD JAG funding, LEJIS plans to connect nearly 200 police departments throughout the Commonwealth accounting for 71 percent of the state's Total Index Crimes and 20 percent of the state's total square miles.

9. Justice Training and Technical Assistance

PCCD has dedicated significant funding to engage in a variety of activities aimed at organizational capacity. This capacity building is an extension of PCCD's training and technical assistance to a range of Pennsylvania's justice entities including law enforcement, victim services, mental health systems, juvenile programs, and faith-based organizations. Information and guidance is drawn from federal and state capacity building grants awarded by the US Department of Justice, Bureau of Justice Assistance and other funding sources, and issued through PCCD.

Non-profit organizations in Pennsylvania and across the Nation provide a broad range of services to address the growing and changing needs in their communities while public and private funding has dwindled. Community service agencies must continually strive to do more with less. Building and maintaining organization capacity is critical if these organizations are to sustain quality services for their communities.

PCCD and the Pennsylvania Department of Public Welfare's (DPW) Office of Mental Health and Substance Abuse Services (OMHSAS) created the Pennsylvania Mental Health and Justice Center of Excellence (CoE) for the development and improvement of programs serving offenders with co-occurring mental health and substance use disorders. The CoE provides technical assistance, information exchange, and training, promoting the use of evidence-based and promising practices.

PCCD has provided sustained attention through training and technical assistance to support juvenile courts and probation departments in advancing Pennsylvania's mandated balanced and restorative justice goals of community protection, offender accountability and competency development, and ensuring fairness at each point of contact in the system.



One of the goals of the Resource Center for Evidence-Based Prevention and Intervention Practices is to support communities as they plan and implement evidence-based prevention and intervention program models. One of the current grantees of the Resource Center, the Evidence-based Prevention and Intervention Support Center (EPISCenter) is currently completing work on INSPIRE – Integrated System for Program Implementation and Real-time Evaluation – a data management system for prevention and intervention programs delivered through the EPISCenter as a service to grantees, PCCD, the Department of Public Welfare's Office of Children, Youth and Families, and Office of Mental Health and Substance Abuse Services.

PCCD is also in the initial stages of implementing a three-year organizational capacity building projects with the Institute of State and Regional Affairs at Penn State Harrisburg. The project is focused on improving the long-term planning, leadership and effectiveness of Pennsylvania's network of community and government-based victim service agencies. This project will deliver a unique, internet-based repository of executive training tools that can be accessed by victim service organizations. Additionally, this "organizational capacity building portal" will be designed as a forum for agencies to talk to each other about issues and exchange best practices.

10. Outreach and Programming

In an effort to provide state and county practitioners with timely information and to promote evidence-based practices, PCCD sponsors a variety of outreach and educational programs on an annual and bi-annual basis. These programs are designed in cooperation with justice practitioners and are designed to appeal to a broad range of justice entities and policy-makers from across the Commonwealth.

Over the past four years, nearly 10,000 individuals have participated in PCCD training events. These events provide timely and relative justice information and education needs as requested by practitioners.

General conferences and outreach programs addressed topics such as: technology, offender re-entry, mental health courts, sequential intercept modeling and cross-systems mapping, emerging issues surrounding victims' rights and services, county justice advisory committees' best practices, controlling county jails prison populations, strategic planning strategies, and a statewide drug and alcohol conference.

In an effort to educate counties and state practitioners and to promote evidence-based practices, the Office of Criminal Justice System Improvements (OCJSI) has been responsible for conducting and co-hosting various venues. By implementing these events, PCCD brings together practitioners and individuals involved in the Criminal Justice System and County Human Services.

These events include but are not limited to; Technology Conferences, Offender Reentry Symposiums, Mental Health Symposiums, Criminal Justice Advisory Board (CJAB) conferences and regional strategic planning seminars/forums, and Drug and Alcohol Conferences.

The Office of Victims' Services provides statewide education to victim service professionals and has found that an effective and efficient way to provide a majority of the training is through web-based presentations which are interactive, state-of-the-art, and unique to the particular training situation. These online trainings account for a majority of the programs presented by OVS.

PCCD is also one of the sponsors for the annual Pennsylvania Conference on Juvenile Justice coordinated by the Juvenile Court Judges' Commission. This annual conference provides state-of-the-art training, recognizing individuals and programs that have demonstrated exemplary service to Pennsylvania's juvenile justice system, and paying tribute to special persons who are being served by this system.

Pursuant to these outreach activities, PCCD is viewed as an information clearinghouse and general point-of-contact for justice practitioners on evidence and research-based programs and practices, justice information sharing, and innovative technologies and emerging victims issues.



11. Research, Evaluation, and Planning

Through its research, evaluation, and planning activities, an organization finds its compass and ensures that its programs and policies are successfully coordinated, implemented, and monitored.

The research function serves as an informational clearinghouse for data, statistics, and research. It helps an agency to develop measurable performance metrics. And, using statistical methodologies, it supports evidence-based policy-making based on data-driven decision making.

PCCD's Office of Research, Evaluation, and Strategic Policy Development (ORESPD) advises the Executive Director, the Commission, and the Governor's Office on the continuous improvement of Pennsylvania's justice system and services. The office is responsible for the integration of PCCD business objectives across functional areas and ensures the development and implementation of a holistic strategy for policy, legislation, programmatic, and budgetary planning.

PCCD conducts evaluations on the performance of grants, best practices, and research trends to ensure that federal and state grant funds are allocated to the most effective initiatives.

The Research, Evaluation, Data Collection, and Analysis Committee (REDAAC) promotes effective justice programs in Pennsylvania through data collection and the preparation of evaluation research for policy-makers, program managers, and justice practitioners.

The Criminal Justice Population Projection Committee develops standardized projection methodology and issues unified projections for Corrections, Probation and Parole, and Sentencing.



To better measure the pulse of the adult and juvenile justice system on a routine basis, PCCD and county justice officials would greatly benefit from utilizing real-time, data management dashboards that could provide a snapshot of programs and services and could provide managers with near real-time data for improved decision-making.

To this end, in FY 2011-12 ORESPD has secured Justice Assistance Funds to implement a digital dashboard and the associated business intelligence software for PCCD's Office Director as well as for a select number of Pennsylvania's CJABs.

It is envisioned that this initiative would first be pursued on a piloted basis to validate the benefits, time to implementation, and associated solution costs. Once both initiatives have been proven to be viable, they will be implemented on Commission and statewide basis, respectively.

12. Grants Administration Efficiency

The Office of Financial Management and Administration provides fiscal oversight to all administration functions of the Commission. The Office develops the Commission's budget accounting for thirty-three separate funding streams including four American Rehabilitation and Recovery Act (ARRA) awards; it manages approximately \$85 million dollars annually; it procures goods and services and provides financial oversight to the Deputy Sheriffs' and Constables' Education and Training Program, and it oversees all personnel, clerical, and automotive, and mail services for the Commission.

It is important for PCCD to monitor sub-grantee performance to ensure that state and federal dollars are being utilized as intended. To this end, PCCD, generally, and the Office of Financial Management, specifically, is implementing a number of processes in order to improve the PCCD sub-grantee monitoring system.

These strategies range from increasing the number of monitoring visits to sub-grant recipients, to increasing the number of collaborative site visits between fiscal and program staff, to monitoring the number of recommendations implemented by sub-grantees following site visits, to refining the PCCD sub-grantee risk classification system, and, finally, to implementing the Grantee Perception Report or a similar assessment tool.



To assist PCCD in managing operations consistent with priorities that have been identified through a strategic planning process, the agency is in the process of developing a digital dashboard that will allow managers real time access to key performance indicators.

13. Effective Communications and Outreach

PCCD's Press Office provides a consistent voice for all communications from the Commission. Major responsibilities include responding to the media requests, organizing media events, writing press releases and speeches, and assisting statewide criminal justice and victim service organizations with media outreach projects.

Despite its central role as a facilitator of core criminal and juvenile justice initiatives, PCCD suffers from a bit of public anonymity, as many in the public remain unfamiliar with its work. In part this may reflect PCCD's role as a granting agency and not a provider of direct services.

PCCD's Executive Staff has made increasing PCCD's visibility a priority for the 2011-2016 Strategic Plan. Staff will seek to realize this increased public visibility by increasing its web presence, implementing a dynamic social media strategy which leverages this new technology, launching a PCCD outreach and awareness campaign, and developing and implementing a PCCD legislative strategy.



Victim Service Awareness Campaign

In 2010, PCCD announced a victim services awareness campaign designed to help service providers statewide to create increased awareness of services to crime victims. As a primary provider of funding for services for victims of crime, the goal of the campaign was to increase awareness about victim services and Pennsylvania's victims compensation program.

A Penn State poll of the general public found that 48 percent were not aware of how or where to access crime victims services in their communities. Furthermore, less than 50 percent were aware that such services were free of charge.

Therefore, to increase the communities' general awareness about crime victims' services, the campaign was launched. Staff was briefed initially with an instructional webinar. Two public service announcement (PSA) videos were developed for distribution to local television affiliates. The PSAs discussed compensation, victim assault, driving under the influence, sexual violence, and other forms of victimization. Other public relations tools included billboards, gas pump toppers, and local transit bus ads.



Our Goals & Objectives: 2011-2015

Goal 1: To Make Communities Safe	Goal 2: To Reduce the Impact of Crime on Victims	Goal 3: To Create a Center of Excellence
<ul style="list-style-type: none">• Community Collaboration• Evidence-based Programming• Enhance Law Enforcement• Justice Reinvestment• Break the Addiction Cycle• Safe Schools Advocate	<ul style="list-style-type: none">• Protect & Support Crime Victims	<ul style="list-style-type: none">• Research & Strategic Planning• Training/Technical Assistance• Effective Communications• Outreach & Programming• Technology & Info Sharing• Grants Admin Efficiency

PA Commission on Crime & Delinquency

3101 North Front Street, PO Box 1167
Harrisburg, PA 17108-1167

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