



2021-2025 Strategic Framework



pennsylvania
COMMISSION ON CRIME
AND DELINQUENCY

Message from the Chairman



Dear colleague,

The Pennsylvania Commission on Crime and Delinquency's mission is to enhance the quality, coordination, and planning within the criminal and juvenile justice systems, to facilitate the delivery of services to victims of crime, and to increase the safety of our communities.

Since adopting our previous 2016-2020 Strategic Framework, PCCD's role and responsibilities have expanded and evolved significantly. In recent years, the agency has been tasked with developing and managing a new School Safety and Security Program under Act 44 of 2018, convening stakeholders to identify recommendations related to preventing and reducing gun violence through the Governor's Executive Order 2019-06, and overseeing efforts to enhance county adult probation and parole departments across the Commonwealth as required by Act 114 of 2019.

The goals, objectives, and strategies identified within the 2021-2025 Strategic Framework will serve as a roadmap for PCCD as we continue to embrace new responsibilities and work to make our mission a reality across the Commonwealth. The strategic plan is organized by six key areas of the agency's work, and reflects PCCD's core values of service, integrity, collaboration, innovation, and preparedness.

We look forward to working with our partners to meet these ambitious, but necessary goals. Together, we can build a safer and more just Commonwealth for all Pennsylvanians.

Sincerely,

A handwritten signature in blue ink that reads "Charles H. Ramsey". The signature is fluid and cursive, with a large, sweeping flourish at the end.

Charles H. Ramsey
Chairman
Pennsylvania Commission on Crime & Delinquency

Since 1978, PCCD has supported justice system improvements, victim services and compensation, and other initiatives responsive to the needs of practitioners, communities, and the Commonwealth.

Pennsylvania Commission on Crime & Delinquency

STRATEGIC FRAMEWORK

2021-2025

Mission

To enhance the quality, coordination, and planning within the criminal and juvenile justice systems, to facilitate the delivery of services to victims of crime, and to increase the safety of our communities.

Vision

To be a state and national leader supporting programs and practices that promote justice for all citizens and communities of Pennsylvania.

Core Values

Service – We shape our priorities around service, with a commitment to providing resources and supports that are responsive to the needs of individuals, organizations, and communities.

Integrity – We maintain integrity in pursuit of our goals by ensuring fairness, equity, transparency, and excellence in all aspects of our work and adhering to the highest standards of ethical behavior.

Collaboration – We empower communities through collaboration and expand our understanding by listening to individuals with lived experience and expertise.

Innovation – We help launch evidence-informed, innovative programs at the state and local levels aligned with our mission, priorities, and values.

Preparedness – We support training and education to ensure the preparedness of our practitioners.

Implementation of the 2021-2025 Strategic Framework

To implement and periodically enhance its five-year strategic plan, PCCD will:

- Utilize a performance measurement system to track and ensure compliance with the goals and objectives articulated in this Strategic Framework.
- Identify, develop, and implement enhancements to key systems, such as the Egrants System, to support the Strategic Framework and improve user experience.
- Create spaces and opportunities for stakeholders to share their ideas and critical feedback regarding PCCD's progress in meeting its goals.

Commission Overview

Established by law in 1978, the Pennsylvania Commission on Crime and Delinquency (PCCD) serves as the justice planning and policymaking agency for the Commonwealth. PCCD's mission is to enhance the quality, coordination, and planning within the criminal and juvenile justice systems, to facilitate the delivery of services to victims of crime, and to increase the safety of our communities. By bringing together a wide range of experts in these fields, PCCD coordinates the collective examination of problems, proposes solutions, and evaluates the impact of those solutions.

PCCD facilitates partnerships among federal, state, and local policymakers; fosters interagency coordination and cooperation; develops and coordinates policy issues; provides statewide criminal statistical and analytical services; fosters community-based initiatives in the areas of delinquency prevention and offender reintegration; promotes the use of information technology and information sharing to enhance operational effectiveness in criminal justice agencies; and grants federal and state funds to provide monies to support best practices and innovation.

The agency is specifically tasked with providing services to the victims of crime (e.g., administration of the state's Crime Victims' Compensation Fund; Children's Advocacy Centers; etc.); implementing Act 115 of 2019 specifically related to sentences of probation with restrictive conditions of supervision; administering support for County Adult Probation Services pursuant to Act 114 of 2019; coordinating training for sheriffs, deputy sheriffs and constables per their respective statutes; and administering the school safety and security program.

Advisory Committees and Boards

To better inform the Commission in its work, PCCD is comprised of six Advisory Committees, the School Safety and Security Committee, and two Training Boards:

Children's Advocacy Center Advisory Committee (CACAC)

CACAC was established by Act 28 of 2014 to advise the Commission on the development and promotion of programs and projects related to Children's Advocacy Centers (CAC's) and Multidisciplinary Investigative Teams (MDITs). CACAC was also directed by the Act to advise the Commission in the distribution of grants to support both existing and developing CACs and MDITs throughout the Commonwealth.

County Adult Probation and Parole Advisory Committee (CAPPAC)

Established by Act 114 of 2019, the CAPPAC advises the Commission on all matters pertaining to the administration of the county adult probation and parole system and assists in the implementation of Act 115 of 2019, specifically related to sentences of probation with restrictive conditions of supervision. By statute, CAPPAC is responsible for directing technical assistance; reviewing grant applications for county

intermediate punishment treatment programs and discretionary grants; developing a funding plan for county adult probation and parole departments; analyzing data to identify trends and determine effectiveness of programs and practices; as well as making recommendations and adopting standards for probation and parole personnel, including standards for services, caseload standards, risk assessment, responses to violations, collection of restitution, and other evidence-based programs and practices.

Criminal Justice Advisory Committee (CJAC)

CJAC is a collaborative forum for state, county, and other criminal justice partners throughout the Commonwealth to share and discuss their collective issues and solutions. CJAC focuses on the development of long-range strategies and plans and sets priorities for justice projects supported by PCCD's various funding streams.

Juvenile Justice and Delinquency Prevention Committee (JJDP)

JJDP was established by Act 30 of 2001, and is the official juvenile justice planning, coordinating, and policy-setting body for the Commonwealth of Pennsylvania. The committee develops a comprehensive, long-range plan and related policies for the Commonwealth's juvenile justice system. Additionally, the group sets priorities for juvenile justice projects supported by PCCD's various funding streams. JJDP also ensures compliance with the federal Juvenile Justice and Delinquency Prevention Act.

Mental Health and Justice Advisory Committee (MHJAC)

MHJAC provides guidance and structure to ensure statewide coordination and effectiveness of Pennsylvania's criminal justice and mental health systems, enabling PCCD to continue supporting statewide strategies that direct technical assistance to evidence-based practices; guide the operation and sustainability of jail diversion and reentry programs; and provide a clearinghouse for resources related to criminal justice, mental health, and substance use disorder.

School Safety and Security Committee (SSSC)

Established by Act 44 of 2018, the SSSC is tasked with developing criteria school entities can use in performing school safety and security assessments, issuing a survey to school entities to measure school safety and security preparedness, and administering grants to improve school safety.

Victims' Services Advisory Committee (VSAC)

Established by Act 111 of 1998, VSAC serves in an advisory capacity to PCCD and to assure that the voices, needs and perspectives of all crime victims/survivors will be considered in the development of services, services standards, policies, funding priorities, legislation, and victim compensation assistance.

Constables' Education and Training Board (CETB)

Established by Act 102 of 1992, the CETB advises PCCD in the development, implementation, and operation of legislatively mandated basic training, continuing education, and firearms qualification that serve as the basis for certification of constables and deputy constables within the Commonwealth.

Sheriff and Deputy Sheriff Education and Training Board (SDSETB)

Established by Act 2 of 1984, the SDSETB advises PCCD in the development, implementation, and operation of legislatively mandated basic training and continuing education that serve as the basis for certification of sheriffs and deputy sheriffs within the Commonwealth's 67 counties.

Internal Offices

In addition to the Advisory Committees and Boards, PCCD is staffed by four Offices and underlying units that facilitate Advisory Committee work and implement the actions taken by the Commission. The Offices are as follows:

Office of Justice Programs (OJP)

The Office of Justice Programs was established in 2020 to oversee four areas of PCCD's work:

- **Criminal Justice System Improvements:** The unit of Criminal Justice System Improvements advances the criminal justice system by coordinating with all levels of criminal justice agencies in identifying their issues, developing policies and programs, and implementing innovative justice improvement solutions that enhance public safety.
- **Juvenile Justice:** OJP's unit of Juvenile Justice develops policy recommendations and administers federal and state funds to support programs designed to improve the Commonwealth's juvenile justice system.
- **Violence Prevention:** OJP's unit of Violence Prevention works collaboratively with private and public sector partners to prevent children and youth violence, delinquency, substance misuse, school dropout, and related problem behaviors. In addition, the Violence Prevention unit oversees PCCD's Office of Gun Violence Prevention, established by Executive Order 2019-06 and responsible for implementing key recommendations from the Governor's Special Council on Gun Violence.
- **Bureau of Training Services:** OJP's Bureau of Training Services oversees training and continuing education programs for constables and deputy constables as well as sheriffs and deputy sheriffs for the Commonwealth of Pennsylvania. Staff also support activities related to PCCD's relevant Training Boards.

Office of Victims' Services (OVS)

The Office of Victims' Services works to help crime victims transcend their trauma by funding victim service agencies that work directly with victims, offering financial help to victims through the Victims Compensation Assistance Program, and collaborating with criminal justice and allied professionals that advocate and respond to the needs of victims.

Office of Research, Evaluation and Strategic Policy Development (ORESPD)

The Office of Research, Evaluation and Strategic Policy Development provides research support and data analysis to the other Offices and analyzes policies and legislation that impact the juvenile and criminal justice system and victims. This Office also supports

the implementation of safety-related initiatives, such as the Nonprofit Security Grant Fund; supports the CACAC's efforts; and assists in the administration of school safety grants and related initiatives under the SSSC. The Office also provides oversight of the Office of the Safe Schools Advocate (OSSA), which provides support and advocacy for students and staff who are victims of school-based violence and/or crimes committed within the School District of Philadelphia.

Office of Financial Management and Administration (OFMA)

The Office of Financial Management and Administration administers and monitors the distribution of grant funding, performs budgeting and procurement services, and oversees administrative support services. OFMA is responsible for ensuring accountability of financial resources and works with the aforementioned program offices to ensure funds are utilized consistent with statute, interagency agreement, Memorandum of Understanding and/or federal regulation.

Identifying Needs & Strategic Priorities

In 2020, PCCD initiated the development of the 2021-2025 Strategic Framework. To aid in these efforts, PCCD established an internal Strategic Planning Team comprised of senior leadership and office directors, deputy directors, and other key staff to help implement these activities. As with prior strategic planning efforts, PCCD utilized a Committee comprised of the Advisory Committee Chairs to ensure alignment with respective Committee priorities and responsibilities.

Recognizing the importance of stakeholders in its work, PCCD staff also conducted multiple surveys to gauge perceptions of the agency's programs and processes among applicants, grantees, members (Commission, Advisory Committees, Subcommittees, etc.), and staff members. Key findings and themes were presented to PCCD leadership as well as Commission members to inform the agency's continuous improvement efforts.

Staff also used available data on crime trends, agency performance measures, and other indicators to inform its strategic planning efforts. More information about PCCD's data and research efforts, including a copy of its most recent [Crime Trends Report](#), is available on PCCD's website.

The Strategic Plan was presented for review and consideration at the Commission's meeting on December 9, 2020, at which time it was adopted by unanimous vote.

2021-2025 STRATEGIC FRAMEWORK

Goal 1: We support programs and practices that promote justice for all citizens and communities in Pennsylvania.

- 1.1. Ensure that members of PCCD's staff, the Commission, Advisory Committees, Subcommittees, and other groups supporting the agency's work reflect the diversity of our Commonwealth.
- 1.2. Increase opportunities for community members, practitioners, and impacted individuals to inform decision-making processes at the state, local, and program levels.
- 1.3. Work to identify and eliminate racial and ethnic disparities that impact fair and equitable treatment within the systems PCCD engages.

Goal 2: We invest in ideas and strategies that improve systems and help make Pennsylvanians and communities safer.

- 2.1. Provide support for effective, community-led efforts to prevent gun violence.
- 2.2. Increase the efficacy of state and local efforts to prevent crime and increase safety through interagency planning and collaboration.
- 2.3. Increase utilization of evidence-based and evidence-informed programs and practices to improve outcomes for individuals and communities.
- 2.4. Support healing-informed approaches to address the impacts of trauma and the needs of diverse populations.
- 2.5. Improve coordination of and access to services for people with mental health, behavioral health, intellectual disabilities, and/or substance use disorders who come into contact with the systems engaged by PCCD.
- 2.6. Increase availability of high-quality reentry programs and practices across the Commonwealth.
- 2.7. Increase the number of Pennsylvania school entities meeting established baseline safety standards.

Goal 3: We work with partners to reduce the impact of crime on victims and survivors.

- 3.1. Enhance the quality and availability of services for all victims of crime, including those most vulnerable and underserved.
- 3.2. Address the economic needs of victims of crime through the Victims Compensation Assistance Program (VCAP).
- 3.3. Enhance the availability of children's advocacy centers (CACs) and multidisciplinary investigative teams (MDITs) throughout the Commonwealth to support victims/survivors of child sexual abuse and child abuse.
- 3.4. Engage schools, communities, and families in violence prevention and increase support services provided to school victims/survivors.

Goal 4: We support training and skill-building to ensure the preparedness of our practitioners.

- 4.1. Increase the overall knowledge and skills among victim service providers, justice practitioners, and other related professions through increased access to high-quality training and professional development.
- 4.2. Provide law enforcement with the appropriate tools, training, and technology to assist them in building trust and improving the safety of communities they serve.
- 4.3. Assist school personnel and other professionals working to foster safer school environments through comprehensive training and professional development opportunities.

Goal 5: We develop and share relevant expertise, data, and resources to inform state and local efforts.

- 5.1. Increase the quality, accuracy, and availability of data to inform state and local decision-making.
- 5.2. Expand PCCD's research, evaluation, and data analysis.
- 5.3. Increase stakeholder knowledge and use of PCCD's data analysis, technical assistance, and resource offerings to support capacity-building in the field.

Goal 6: We will ensure impact, fairness, transparency, quality, and equity in how PCCD conducts business and allocates resources.

- 6.1. Improve the efficiency and effectiveness of PCCD's grantmaking processes.
- 6.2. Increase the utilization of stakeholder perceptions and suggestions related to programs, processes, and operations to inform continuous improvement efforts.



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