

JUVENILE AND DOMESTIC RELATIONS DISTRICT COURT CALENDAR YEAR 2024 EQUITY IMPACT PLAN



Leadership Sponsor: Matt Thompson, Director of Court Services

Equity Lead(s): Daud Harris, Assistant Director, South County Probation, and Lauren Madigan, Assistant Director, Supervised Release Services

Departmental Equity Guiding Statement:

For more than 10 years, the Juvenile and Domestic Relations District Court (JDRDC), in collaboration with other justice system stakeholders, has worked to reduce the overrepresentation of people of color in the justice system and ensure equitable treatment for all people encountering the Court. Despite this, racial and ethnic disparities continue to exist. JDRDC remains committed to addressing the overrepresentation of people of color in the justice system through intentional efforts to consider equity in our decision-making and eliminate or change policies and practices resulting in unintended consequences. We are committed to utilizing root cause analysis to identify the underlying causes contributing to racial and ethnic disparities in the justice system and to develop strategies to address them. However, we recognize many factors contributing to these disparities occur outside of the justice system, requiring collaboration and a cross-systems approach with other Health and Human Services and public safety agencies to address them. JDRDC routinely partners with other Fairfax County agencies and participates on the Community Policy Management Team and the Successful Children and Youth Policy Team (SYCPT), working to guide a collective impact approach to support outcome-driven collaborative work and ensure equitable access to services, supports, and opportunities for all Fairfax County youth and their families.

Context:

Background on CY 2024 Goal 1: Increase equitable access and availability of mental health and substance abuse services for all adult clients served by JDRDC, to increase positive outcomes and reduce criminal conduct.

A specific subset of offenses continues to be of concern among JDRDC's population. Following with other national trends indicating an increase in drug abuse violations¹, probation officers report that substance use and abuse, including the use of opioids, continues to be an issue for many JDRDC clients. Specifically, 224 adult Community Corrections (CC) and Pre-Trial Services Program (PSP) clients (22%) were referred to substance abuse services in FY23, and 229 CC and PSP clients (23%) were referred to mental health services during the same time². Locally, in Fairfax, challenges exist in accessing some court-ordered substance abuse and mental health services for adult clients

¹ Data Source: FBI Drug Abuse Violations – Uniform Crime Reports.

² Data Source: CC Case Assignments Master Log and Pretrial Case log

who are uninsured or underinsured - insurance is currently only tracked for CC, of which 70% of FY23 clients did not report having insurance³.

The RED Team's Adult Data and Gap Analysis Subcommittee conducted a qualitative study⁴ that highlighted the barriers that exist for clients in need of substance abuse and mental health services, such as a lack of access to needed services from the local CSB due to their priority population criteria and absence of Level 1/Outpatient services, systemic and institutional barriers that limit access to financial support, and costly private providers (many private providers do not accept insurance and paying out of pocket for services is not always an option for low-income clients, which disproportionately tend to be people of color). The RED Team is seeking public-private partnerships between Fairfax County and treatment providers to provide Level 1 services at a reduced rate for clients with financial hardships and is also looking to partner with the local CSB to discuss opportunities to reinstitute Level 1/Outpatient services within the Fairfax/Falls Church Community Services Board.

Background on CY 2024 Goal 2: Build internal capacity to consider equity in decision-making and planning.

JDRDC faces obstacles in promoting equitable practices due to internal capacity limitations. The agency's Equity Leads, who also serve as assistant program managers, currently manage these responsibilities alongside their primary duties, assisted by volunteers from the Racial and Ethnic Disparities (RED) reduction team. The absence of a full-time dedicated role places a significant burden on the equity team leads, responsible for high-level tasks such as planning RED meetings, reporting progress, advocating for equity projects, tracking training needs, managing data, coordinating internal training, submitting annual equity impact plans, reviewing projects, and serving as liaisons with One Fairfax. To effectively advance equitable practices, JDRDC requires a dedicated Equity Manager to oversee and coordinate these efforts.

Background on CY 2024 Goal 3: Implementing equitable recruitment and retention policies and practices to serve JDRDC clients better.

JDRDC maintains a diverse workforce across all agency levels, encompassing various races, ethnicities, and genders. While acknowledging our current diversity, we emphasize the significance of aligning our workforce with the demographics of our client population. An October 2022 analysis revealed a workforce of 311 employees, with a breakdown of 43% Black, 37% White, 14% Hispanic/Latino, 5% Asian, and 2% Other. When the analysis was completed, race and ethnicity data was only available for our juvenile clients. The breakdown, derived from 1,436 juvenile intakes, revealed 48% Hispanic/Latino, 32% Black, 13% White, 4% Asian, and 3% Other. When compared with the current employee

³ Data Source: CC Case Assignments Master Log

⁴ A Gap Analysis on Adult Mental Health and Substance Abuse Treatment – Forthcoming

demographics, the data highlighted the underrepresentation of Hispanic/Latino staff at JDRDC in relation to the served population. JDRDC follows Fairfax County hiring practices; however, different recruitment strategies are needed to attract a more diverse pool of applicants. JDRDC, along with other HHS agencies, is also seeking ways to improve recruitment, hiring, promotion, and retention, such as conducting exit interviews to identify common themes and potential areas for improvement.

System-Level Infrastructure:

In JDRDC's efforts to continue to provide equitable services, we must partner with other Health and Human Services agencies and central services agencies to achieve our goals. We are working diligently to decrease racial and ethnic disparities through ensuring equitable access to services for adults and juveniles alike served by JDRDC. We will need to continue to partner with the CSB as well as other private providers to address the increasing need of substance abuse and mental health services at all levels as well as collaborate with Neighborhood and Community Services, the Department of Family Services, the Department of Housing and Community Development and the Health Department to foster an equitable approach to interdepartmental practices and services. Additionally, we would need support from the Department of Human Resources regarding recruitment, hiring and retention.

We would also like to explore utilizing the Boards Authority and Commissions that work with JDRDC, the Criminal Justice Advisory Board and Community Criminal Justice Board, Virginia Juvenile Detention Association and Citizens Advisory Council to further improve upon our equitable service to the clients and citizens served by JDRDC.

JUVENILE & DOMESTIC RELATIONS DISTRICT COURT (JDRDC) CALENDAR YEAR 2024 EQUITY IMPACT PLAN

DEPARTMENT GOALS

Goal 1: Increase equitable access and availability of mental health and substance abuse services for all adult clients served by JDRDC, with the purpose of increasing positive outcomes and reducing criminal conduct.

One Fairfax Area(s) of Focus:

7. A criminal justice system that provides equitable access and fair treatment for all people.

10. A health and human services system where opportunities exist for all individuals and families to be safe, be healthy and realize their potential through the provision of accessible, high quality, affordable and culturally appropriate services.

Countywide Strategic Plan Community Outcome Area(s): Empowerment and Support for Residents Facing Vulnerability (ESRFV); Healthy Communities (HC); Safety and Security (SS); Efficient and Effective Government (EEG)

Relationship to Countywide Strategic Plan Strategies/Metric(s):

HC 3. Identify barriers to accessing health services for residents in need and align county and community resources to address the underlying factors contributing to underutilization, and to eliminate gaps in services;

HC 4. Attract health service providers to underserved geographic areas by incentivizing the provision of care that is culturally and linguistically appropriate, accessible, high quality and affordable;

HC 6. Use enhanced data analysis and population-level data from COVID-19 to better quantify and monitor differences in health outcomes among groups of people to inform work to close the gap on health inequities;

HC 9. Address substance use through coordinated education efforts for prevention, expanded treatment options and harm reduction actions in collaboration with community partners;

ESRFV 3. Identify the root causes of vulnerabilities affecting residents and use those insights to inform policy and practice and target interventions to prevent vulnerability;

ESRFV 4. Use all available sources of data to identify and understand emerging and existing vulnerabilities, to proactively engage impacted residents, identify service gaps and efficiently allocate resources;

ESRFV 6. Implement a standardized, coordinated approach to data collection and sharing among county agencies and contracted service providers that incorporates best practices for data governance;

ESRFV 7. Facilitate better access and utilization of services frequently needed by those facing vulnerability through greater co location of county departments and community-based organizations and through the use of access points in community locations;

ESRFV 8. Redesign and implement a comprehensive intake, interview, and screening so that residents are only required to “tell their story” to County government one time;

ESRFV 9. Evaluate all County programs and services that have waiting lists to determine whether capacity within our network of community partners can be expanded through system redesigns, public/private partnerships and/or resource leveraging;

ESRFV 10. Build upon the existing framework and County agency cross-collaboration efforts to ensure a comprehensive system that connects residents facing vulnerability to the information and services they are seeking regardless of which organizational door they enter;

ESRFV 13. Evaluate existing services in comparison to industry best practices to ensure the most effective, people centered approaches are utilized to meet the needs of residents facing vulnerability;

EEG 1. Implement a human-centered, highly responsive design approach across county and school programs and services to improve the customer experience;

JUVENILE & DOMESTIC RELATIONS DISTRICT COURT (JDRDC)

CALENDAR YEAR 2024 EQUITY IMPACT PLAN

EEG 21. Strengthen the use of data informed decision making through regular data collection, evaluation, and distribution;

EEG 26. Implement a data governance policy that standardizes and strengthens how the county collects, analyzes, warehouses and shares data across departments and within the community;

SS5. Bolster programs and resources that reduce recidivism and support successful offender re-entry into the community;

SS 14. Work collaboratively to increase access to services and identify alternatives to adjudication and incarceration (e.g., diversion programs, specialty docket) while protecting victims’ and witnesses’ rights;

SS 15. Develop and implement recommendations to ensure that all community members are treated fairly and equitably in the enforcement of laws and their experiences with the adult and juvenile justice systems, whether they are defendants, victims of crime or witnesses;

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
1a. Identify uniform data measures for units servicing adult clients	CSB, private providers, Human Services agencies	DIT, One Fairfax, Board of Supervisors	Research, RED team, Administration/Leadership Team, CSU supervisors	By end of third FY24 quarter	% of units where data measures were identified
1b. Explore, identify, and implement data collection methods to be used	DIT, JDRDC administration, Research, Court Services Units	DIT/Internet Architect, Research	Research, RED team, DIT/Internet Architect	By end of third FY24 quarter	% of units where new data collection went into effect
1c. Collaborate with CSB and One Fairfax to develop and implement an action plan to address solutions for equitable and accessible service delivery	CSB, One Fairfax, Board of Supervisors, CSU leadership team	CSB, One Fairfax, Board of Supervisors, CSU leadership team	RED team (Gap Analysis Subcommittee), JDRDC Administration/Leadership	By end of second FY25 quarter	Action plan developed; Implementation team formed
1d. Develop the necessary memorandums of understanding (MOU) for data-sharing purposes	CSB, clients served by JDRDC, JDRDC	Department of Criminal Justice Services (DCJS), Virginia Alcohol Safety Action Program (VASAP)	Research, JDRDC administration/leadership team, RED team	By end of third FY24 quarter	Successful completion of MOUs

JUVENILE & DOMESTIC RELATIONS DISTRICT COURT (JDRDC)

CALENDAR YEAR 2024 EQUITY IMPACT PLAN

Goal 2: Build internal capacity to consider equity in decision making and planning.

One Fairfax Area(s) of Focus:

- 7. A criminal justice system that provides equitable access and fair treatment for all people.
- 10. A health and human services system where opportunities exist for all individuals and families to be safe, be healthy and realize their potential through the provision of accessible, high quality, affordable and culturally appropriate services.

Countywide Strategic Plan Community Outcome Area(s): Efficient and Effective Government (EEG); Empowerment and Support for Residents Facing Vulnerability (ESRFV); Healthy Communities (HC); Safety and Security (SS)

Relationship to Countywide Strategic Plan Strategies/Metric(s):

- HC 3.** Identify barriers to accessing health services for residents in need and align county and community resources to address the underlying factors contributing to underutilization, and to eliminate gaps in services;
- HC 4.** Attract health service providers to underserved geographic areas by incentivizing the provision of care that is culturally and linguistically appropriate, accessible, high quality and affordable;
- HC 6.** Use enhanced data analysis and population-level data from COVID-19 to better quantify and monitor differences in health outcomes among groups of people to inform work to close the gap on health inequities;
- ESRFV 3.** Identify the root causes of vulnerabilities affecting residents and use those insights to inform policy and practice and target interventions to prevent vulnerability;
- ESRFV 4.** Use all available sources of data to identify and understand emerging and existing vulnerabilities, to proactively engage impacted residents, identify service gaps and efficiently allocate resources;
- EEG 16.** Ensure diverse representation and inclusiveness in power and decision-making opportunities;
- EEG 17.** Ensure local leaders, public and private, have the knowledge and capacity to understand the drivers of racial inequity and their contribution to structural racism, and use their power to build more equitable communities;
- EEG 25.** Develop, pilot and institute Fairfax County equity-based decision-making tools for planning, projects, decision making and resource allocation;
- SS 14.** Work collaboratively to increase access to services and identify alternatives to adjudication and incarceration (e.g., diversion programs, specialty docket) while protecting victims’ and witnesses’ rights;
- SS 15.** Develop and implement recommendations to ensure that all community members are treated fairly and equitably in the enforcement of laws and their experiences with the adult and juvenile justice systems, whether they are defendants, victims of crime, or witnesses;

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
2a. Hire an Equity Manager to manage and provide oversight and supervision for the agency’s equity work	One Fairfax, County citizens	One Fairfax, HR	JDRDC administration, HR	By end of fourth FY24 quarter ⁵	Successful hire

⁵ This is a hopeful timeline and will ultimately be based on when the agency can finalize the requirements and specifications of the position and get it posted.

JUVENILE & DOMESTIC RELATIONS DISTRICT COURT (JDRDC)

CALENDAR YEAR 2024 EQUITY IMPACT PLAN

<p>2b. Develop a succession plan to transition and organize current equity work to the Equity Manager</p>	<p>One Fairfax, JDRDC administration, County citizens</p>	<p>RED team, One Fairfax, HR</p>	<p>RED team, One Fairfax, HR</p>	<p>By end of fourth FY24 quarter</p>	<p>% of all responsibilities that have been successfully handed over to new position</p>
<p>2c. Identify and address necessary data needs to ensure data is tracked and analyzed equitably and consistently across the agency</p>	<p>Research, DIT, RED team, clients served by JDRDC</p>	<p>Research, DIT, RED team</p>	<p>Research, DIT, RED team</p>	<p>By end of second FY25 quarter</p>	<p># of data needs identified;</p>
<p>2d. Address continuous training needs to imbed equity into the daily work</p>	<p>One Fairfax, JDRDC Training Coordinator, Equity Leads/DE&I manger</p>	<p>One Fairfax, RED team, Training Coordinator, Equity Leads/DE&I manger</p>	<p>JDRDC administration, One Fairfax, Equity Leads/DE&I manger</p>	<p>By end of second FY25 quarter</p>	<p>% of data needs that have been addressed</p>
<p>2e. Utilize data measures to identify where inequities exist so we can make actionable changes within our work practices and improve client outcomes</p>	<p>Research, clients served by JDRDC, One Fairfax, RED Team</p>	<p>One Fairfax, Research, JDRDC Administration/ Leadership, RED Team, Equity Leads/DE&I manger</p>	<p>Research, RED Team, Equity Leads/DE&I manger</p>	<p>By end of second FY25 quarter</p>	<p># of training needs identified;</p>
<p>2f. Build the infrastructure to complete anti-racist root cause analyses on areas of need identified through current data</p>	<p>Research, clients served by JDRDC, One Fairfax, RED Team</p>	<p>One Fairfax, Research, RED Team, Equity Leads/DE&I manger</p>	<p>Research, RED Team, Equity Leads/DE&I manger</p>	<p>By end of second FY25 quarter</p>	<p>% of training needs that have been addressed</p>
<p>2g. Engage and utilize the Boards, Authority and Commissions (BACs) that work with JDRDC, the Criminal Justice Advisory Board and Community Criminal Justice Board, Virginia Juvenile Detention Association and Citizens Advisory Council to further improve upon our equitable service to the clients and citizens served by JDRDC.</p>	<p>Clients served by JDRDC, RED Team, JDRDC Administration, Board of Supervisors, JDRDC Boards, Authority and Commissions</p>	<p>JDRDC Director, RED Team, One Fairfax</p>	<p>JDRDC Director, JDRDC Boards, Authority and Commissions, RED Team</p>	<p>By end of second FY25 quarter</p>	<p># of action items created based on data needs;</p>

JUVENILE & DOMESTIC RELATIONS DISTRICT COURT (JDRDC)

CALENDAR YEAR 2024 EQUITY IMPACT PLAN

Goal 3: Implement equitable recruitment and retention policies and practices to better serve JDRDC clients.

One Fairfax Area(s) of Focus:

- 7. A criminal justice system that provides equitable access and fair treatment for all people.
- 10. A health and human services system where opportunities exist for all individuals and families to be safe, be healthy and realize their potential through the provision of accessible, high quality, affordable and culturally appropriate services.
- 16. Intentional, focused recruitment efforts that bolster a diverse applicant pool; hiring and evaluation practices, and processes for employee feedback, to achieve and preserve a culture of equity and fairness for all employees.
- 17. Policies that prohibit all forms of discrimination under Federal and State law in county and school system activities, and ensure that all practices provide fair treatment for all employees, contractors, clients, community partners, residents, and other sectors who interact with Fairfax County including higher education, business, nonprofit, faith, philanthropy, and civic.

Countywide Strategic Plan Community Outcome Area(s): Empowerment and Support for Residents Facing Vulnerability (ESRFV); Efficient and Effective Government (EEG); Safety and Security (SS)

Relationship to Countywide Strategic Plan Strategies/Metric(s):


- ESRFV 2.** Foster a County workforce culture that emphasizes a person-centered, integrated and comprehensive approach to meeting the needs of residents facing vulnerability;
- ESRFV 13.** Evaluate existing services in comparison to industry best practices to ensure the most effective, people centered approaches are utilized to meet the needs of residents facing vulnerability;
- EEG 8.** Improve the county’s competitiveness as an employer to recruit, higher and retain a diverse, highly qualified workforce utilizing data to determine barriers and target strategies for marginalized groups;
- EEG 9.** Make the onboarding process for all new employees streamlined, consistent and compelling, so that staff have the information, tools, and technology they need to begin their county careers effectively;
- EEG 10.** Enhance countywide succession planning and ensure continuity of operations by focusing on key positions and critical functions where effective knowledge transfer and smooth workforce transitions are required;
- EEG 12.** Initiate a regular countywide process for conducting organizational assessments and employee surveys and then implementing identified changes that will lead to improved employee engagement;
- EEG 13.** Implement a workplace culture change effort to actively promote equity and inclusion, collaboration, excellence, innovation, customer service, transparency, accountability, and trustworthiness;
- EEG 16.** Ensure diverse representation and inclusiveness in power and decision-making opportunities;
- SS 2.** Strengthen community relations and trust through outreach, community engagement, partnerships, active recruiting and hiring of qualified personnel who reflect the communities they serve;

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
3a. Develop a hiring manager checklist for onboarding new staff	HR, RED team, JDRDC hiring managers	HR, RED team, Operations Manager	HR, hiring managers, RED team	By end of fourth	Checklist created; Checklist distributed

JUVENILE & DOMESTIC RELATIONS DISTRICT COURT (JDRDC)

CALENDAR YEAR 2024 EQUITY IMPACT PLAN

				FY24 quarter	
3b. Conduct and analyze exit surveys through JDRDC HR	HR, RED Team, JDRDC, JDRDC Clients	HR, RED Team, Operations Manager, JDRDC Administration/Leadership	HR, hiring managers, Research, RED Team	By end of first FY25 quarter	Survey updated; Survey distributed; Tracking system created; Annual analysis of data completed
3c. Provide onboarding welcome kit (JDRDC shirt, water bottle, etc.) to encourage a more inclusive environment and improve morale and retention	HR, RED Team, JDRDC	HR, RED Team, Operations Manager, JDRDC Administration/Leadership	HR, hiring managers, RED team	By end of first FY25 quarter	Final approval on items to include; Successful communication of welcome kit process; # of welcome kits created; % of new hires that received a welcome kit within the first six months
3d. Build connections with a more diverse spectrum of Washington DC Metropolitan region Colleges and Universities	Local Historically Black Colleges and Universities (HBCUs), HR, JDRDC SMT, JDRDC Clients, RED Team	HR, HR and Volunteer Coordinator, RED Team, Operations Manager, JDRDC Administration/Leadership	HR, HR and Volunteer Coordinator, hiring managers, RED Team	By end of second FY25 quarter	Equity lens review of recruitment practices; % of recruitment recommendations completed; # of new relationships established with colleges/universities

Department Director's Signature: 
 R. Matt Thompson

Date: MARCH 8, 2024