### Justice Resource Advisory Council
#### Strategic Plan 2020-2025

**Goal 1: Enhancing Pre-arrest Diversion & Prevention Strategies**

**Accountability:** Asheville Police Department, Buncombe County Health and Human Services, Buncombe County Justice Services, Buncombe County Sheriff’s Office, NC 28th Judicial District Juvenile Justice, Vaya Health

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Completed Work</th>
<th>On-Going Work</th>
<th>Work to be Done</th>
<th>Agencies Involved</th>
<th>Edits to Make to Action Item</th>
<th>JRAC Presentation</th>
<th>Additional Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Action 1.1</strong></td>
<td>Create community resources for crisis list</td>
<td>Crisis Response Plan in Buncombe County Courthouse</td>
<td>Disseminate relevant information to appropriate partners</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Action 1.2</strong></td>
<td>Develop cheat sheet for charging decisions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Action 1.3</strong></td>
<td>Advocate for Crisis Intervention Team (CIT) in basic law enforcement training</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Completed Work**

**On-Going Work**

**Work to be Done**

**Agencies Involved**

**Edits to Make to Action Item**

**JRAC Presentation**

**Additional Notes**

### Initiative 2: Promote Positive Youth Development

**Completed Work**

**On-Going Work**

**Work to be Done**

**Agencies Involved**

**Edits to Make to Action Item**

**JRAC Presentation**

**Additional Notes**

**Action 2.1**

Create custom notification program for gun violence interruption

Discuss with APO

**Action 2.2**

Implement trauma-informed responses for community

Train for court partners

CHAIR, Resources for Resilience

Expand to other departments; youth mental health trainings

Potentially include language regarding training of staff

**Action 2.3**

Create justice and community partnership to develop youth afterschool programming

Asheville Parks & Rec afterschool programs and increased facility availability; UW partnerships

Restorative Justice Initiatives

Collaboration with JPC

### Initiative 3: Community Safety and Violence Prevention

**Completed Work**

**On-Going Work**

**Work to be Done**

**Agencies Involved**

**Edits to Make to Action Item**

**JRAC Presentation**

**Additional Notes**

**Action 3.1**

Implement community safety program

Community Violence and Prevention RFP

Community partners work and stakeholder coalition

**Action 3.2**

Develop comprehensive plan

Initial draft

Update and refine trauma-informed practices

**Action 3.3**

Create visual project to include equity approach to violent crime mapping

Working on visual for all departments

### Goal 2: Promoting Community Wellness to Avoid Detention

**Completed Work**

**On-Going Work**

**Work to be Done**

**Agencies Involved**

**Edits to Make to Action Item**

**JRAC Presentation**

**Additional Notes**

**Action 1.1**

Expand expunction services

Part-time attorney

Expand services

**Action 1.2**

Partner with NC pro bono on project to restore driver licenses

Part-time attorney

Expand services

**Action 1.3**

Create bail expedite program

Update from previous

### Goal 3: Enhancing Collaboration Across the Justice System

**Accountability:** Buncombe County Board of Commissioners’ and County Manager’s Office, NC 28th Judicial District/Superior Court, NC 28th Judicial District Magistrators’ Office, Local Public Defender Bar Association, NC 28th Judicial District Community Corrections, NC 28th Judicial District Public Defender’s Office

**Completed Work**

**On-Going Work**

**Work to be Done**

**Agencies Involved**

**Edits to Make to Action Item**

**JRAC Presentation**

**Additional Notes**

**Action 1.1**

Ensure Cross System Collaboration

CCP Website

Julia Hemmings (or rep) can provide presentation

**Action 1.2**

Identify additional partners from social services agencies, behavior health services, other community stakeholders and develop partnerships, communication strategies, and improve service-delivery coordination

NHSC - Expand focus

**Action 1.3**

Develop community safety and violence prevention comprehensive planning process that engages justice partners in identifying roles and commitments while centering community input and leadership
<table>
<thead>
<tr>
<th>Initiative 2: Facilitate Statewide Coordination</th>
<th>Completed Work</th>
<th>On-Going Work</th>
<th>Work to be Done</th>
<th>Agencies Involved</th>
<th>Edits to Make to Action Item</th>
<th>JRAC Presentation</th>
<th>Additional Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action 2.1 Identify JRACs or similar organizations across NC with aligned mission/goals/scope</td>
<td></td>
<td></td>
<td>Connect with CJCC State/Regional partners; review CJCC best practices when released</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action 2.2 Collaborate with statewide partners to coordinate legislative agendas and other initiatives</td>
<td></td>
<td></td>
<td>Connect with Racial Equity Task Force; Community Reparations Committee</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Goal 6: Broadening Opportunities for Community Engagement**

<table>
<thead>
<tr>
<th>Initiative 1: Conduct Education and Outreach</th>
<th>Completed Work</th>
<th>On-Going Work</th>
<th>Work to be Done</th>
<th>Agencies Involved</th>
<th>Edits to Make to Action Item</th>
<th>JRAC Presentation</th>
<th>Additional Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action 1.1 Partner with &amp; build on existing organizations, initiatives, and meetings to provide education and outreach through launch of CJ101 video, listening sessions, focus groups, etc.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action 1.2 Create infrastructure to ensure continuous feedback loop for community to be heard and responded to/acted upon and informed of updates to policies, procedures, and practices</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action 1.3 Create new methods of communication—e.g. social media</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Initiative 2: Implement Participatory Decision Making Models</th>
<th>Completed Work</th>
<th>On-Going Work</th>
<th>Work to be Done</th>
<th>Agencies Involved</th>
<th>Edits to Make to Action Item</th>
<th>JRAC Presentation</th>
<th>Additional Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action 2.1 Increase/ensure representation of those most impacted by systems on councils and workgroups</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action 2.2 Explore community interest in participatory defense</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action 2.3 Create opportunities for continuous authentic community conversations and participation in decision-making</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Goal 5: Improving Racial Equity in the Justice System**

Accountability: Buncombe County Board of Commissioners’ and County Manager’s Office, Asheville City Council and City Manager’s Office, Buncombe County Justice Services, Buncombe County Strategic Partnerships, Buncombe County Bureau of Identification, Vaya Health, NC 40th Prosecutorial District

<table>
<thead>
<tr>
<th>Initiative 1: Institute Training &amp; Education</th>
<th>Completed Work</th>
<th>On-Going Work</th>
<th>Work to be Done</th>
<th>Agencies Involved</th>
<th>Edits to Make to Action Item</th>
<th>JRAC Presentation</th>
<th>Additional Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action 1.1 Implement Racial Equity workgroup trainings</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action 1.2 Partner with community organizations to provide racial equity trainings</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action 1.3 Create Diversity, Equity, and Inclusion training and Implicit Bias training for law enforcement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action 1.4 Support the creation and implementation of County-wide racial equity training Group 1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Initiative 2: Implement Racial Equity Tool Across Continuum</th>
<th>Completed Work</th>
<th>On-Going Work</th>
<th>Work to be Done</th>
<th>Agencies Involved</th>
<th>Edits to Make to Action Item</th>
<th>JRAC Presentation</th>
<th>Additional Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action 2.1 Identify key decision points across the justice system</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action 2.2 Launch of racial equity tool</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action 2.3 Create and continuously assess racial equity decision point analysis report</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Initiative 3: Sustainability Planning for Existing Programs</th>
<th>Completed Work</th>
<th>On-Going Work</th>
<th>Work to be Done</th>
<th>Agencies Involved</th>
<th>Edits to Make to Action Item</th>
<th>JRAC Presentation</th>
<th>Additional Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Action 1.1 Create sustainability plan for Safety and Justice Challenge</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Action 1.2 Create sustainability plan for Family Justice Center</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Goal 6: Optimizing Resources to Maximize Services**
<table>
<thead>
<tr>
<th>Action 1.3</th>
<th>Create sustainability plan for Treatment Court grants</th>
</tr>
</thead>
</table>

Initiative 2: Explore Braided Funding Models  
| Action 2.1 | Identify programs and systems initiatives |
| Action 2.2 | Mitigate the impact of COVID-19 by ensuring necessary resources for case processing |

Initiative 3: Utilizing Data to Enhance Decision-Making  
| Action 1.1 | Develop and maintain Asheville Police dashboards |
| Action 1.2 | Develop and maintain Justice Services program dashboards |
| Action 1.3 | Develop and maintain Buncombe County Sheriff’s Office detention dashboards |

| Action 2.1 | Identify key performance metrics to analyze and drive informed change |
| Action 2.2 | Create reporting mechanism |

| Action 3.1 | Research and develop relationships to the Administrative Office of the Courts |
| Action 3.2 | Establish memorandum of understanding for data sharing |
| Action 3.3 | Develop IT structure to increase data capacity in data warehouse |
| Action 3.4 | Develop performance measure and monitor victim and defendant outcomes |