Appendix #2

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May 5, 2010

James R. Robertson, Partner
Voorhis/Robertson Justice Services Inc.
1666 Albion Street
Denver, CO 80220
robertson.vrjs@gmail.com
303-588-8018

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C. T. Woody, Jr.
Sheriff
City of Richmond
1701 Fairfield Way
Richmond, VA 23223

Dear Sheriff Woody:

Per your request, the National Institute of Corrections (NIC) has assigned Mike Jones and me to provide a Jail and Justice System Assessment. The purpose of this letter is to outline the responsibilities of the technical assistance team as well as those of the participants in your jurisdiction, and to describe the structure and events involved in the technical assistance project. Mr. Jones and my bios are included in Appendix A.

As we agreed during previous discussions with Ms. Delores Anderson, the dates for the first site visit of the assistance will be June 29th through July 1st (Tuesday through Thursday). Mr. Jones and I will stay at a hotel in Richmond arriving on the 28th and departing on the 2nd. The dates for the second site visit will be determined during the exit meeting of site visit #1.

The remainder of this letter describes the activities that will occur before, during, and after the site visits.

A. Preparation for the Site Visit #1

1. Documents

Please send me an electronic copy of any documents that would assist us in learning about the issues facing your local criminal justice system. Please include, among others, previous justice system assessments, jail inspections, and press releases. I will share them with Mike for our review prior to the site visit.

2. Data

A report on the trends for some major criminal justice indicators and a jail bed use analysis will be prepared before the site visit. The primary purpose of this report is to illustrate the types of analyses that the county should undertake in the future to understand the demand for criminal justice services, including jail beds. These reports cannot provide conclusive information, but rather will serve as starting points for follow-up analyses. Our ability to perform the analyses is dependent on your being able to provide the requisite data. Appendix B includes the initial data request. I will contact you if we need additional data. Mike Jones will be conducting the data

analysis. Please identify a contact person for him so we can begin the collections of the data. All data must be received by Mike at a **<u>minimum of three weeks (June 4, 2010)</u>** prior to our visit or we will need to reschedule the visit. This allows Mike adequate time to prepare the analysis. If the data cannot be sent by that date, please let us know so we can reschedule the first site visit.

3. Questionnaire

I will be preparing a questionnaire that focuses on how the local criminal justice system operates and what are some key policies and practices. The questionnaire will be organized by system role and responsibility (i.e.: Law Enforcement, Prosecutor etc.). The questionnaire will be sent to you within the next two weeks and must be returned to Mike and me by **June 22, 2010**. Similar to the data request, this questionnaire will allow us to focus our interviews and be responsive during the first site visit.

B. Site Visit #1

1. Kick-Off Meeting and Individual/Small-Group Meetings

The first two and 1/2 days of the site visit consists of a kick-off meeting and then interviews/meetings between the technical assistance team and members of local government, and criminal justice and community services agencies. The afternoon of the last day should be reserved for an exit meeting. You or your designee will be responsible for scheduling these meetings. Meetings can be scheduled to start anytime between 8:00 a.m. to 5:00 p.m. The meetings should be scheduled 1-hour apart for 50 minutes, with a 10-minute break between meetings. Although there may be exceptions, it is typically better if most of the meetings are held at a convenient, neutral location (e.g., city administrative office). When scheduling the meetings, please leave us one hour for lunch (e.g., 12 p.m.).

The kick-off meeting participants should include all individuals who will be interviewed during the first site visit and any other key stakeholders. The individual meetings/interviews should include members of the Richmond Community Criminal Justice Board (RCCJB) and other members from the following groups, when appropriate, if they are not on the RCCJB.

- Sheriff, Jail Commander/Classification/Population Management staff, and Jail Information System staff
- City Police Chief(s) (grouped together if more than one)
- Prosecutor
- Defender (Public Defender, Defense Bar member) (grouped together if more than one)
- Presiding Judge and other Judges of felony-level court (grouped together if more than one)
- Presiding Judge and other Judges of misdemeanor-level court (grouped together if more than one)
- Presiding Judge and other Judges of municipal court(s) (grouped together if more than one)
- Court Administrators for each level of court (can be grouped together or included with the corresponding judges)
- Probation Director, Parole Director, and Community Corrections/Residential Program Director (grouped together if more than one person is in each role)
- Pretrial Services Director
- County Commissioners/Supervisors

- County Administrator & Budget Officer (can be grouped with Commissioners)
- City Manager, Mayor, or Councilperson(s) (grouped together if more than one)
- Community-Based Substance Abuse and Mental Health Services Director(s)
- State Jail Standards Inspector
- Any others whom you think would provide useful information for the technical assistance project (e.g., Chamber of Commerce staff, citizens)

Officials may invite one or two senior-level management staff to accompany them to the meeting. The purpose of these meetings is for us to gather information about their perceptions of: the issues (e.g., policies, practices) driving the demand for criminal justice services, including jail beds; possible solutions for how jail bed use might be managed for the foreseeable future; and the possible benefits from strengthening the planning and coordinating capacity of the local criminal justice coordinating committee.

We will schedule a debriefing/wrap-up exit meeting on the third day (described below). Lastly, please leave our evenings free, because we will need this time to organize ourselves for the next day's events.

Please email me the finalized schedule at least five days prior to the first day of meetings.

2. Exit Meeting

On the afternoon of the 3rd day, we will conduct an exit meeting to present our preliminary findings and observations, recommendations when appropriate, and discuss planning issues and action planning. Participants of the kick-off meeting should also attend the exit meeting.

C. Site Visit #2

The second site visit will be conducted after the submittal of the draft report. Typically this meeting occurs approximately 4 weeks after the first site visit. The actually date of the second visit will be confirmed during the first site visit exit meeting. The purpose of the second site visit is to review the report and set the course for future activities. The second visit consists of two meetings focused on action planning and a community presentation.

1. Action Planning Meeting

Participants of the first site visit exit meeting should attend the action planning meeting. This meeting should be scheduled in the morning of the second site visit and should allow for 2-3 hours. The purpose of the group meeting is: to help officials understand some of the dynamics of the local justice system, especially those dynamics that drive the demand for jail beds; to discuss the county's options for improving its collaborative planning and problem-solving capacity; and to begin developing an action plan to manage jail bed use. Further, the meeting should begin to address the recommendations of the draft report and to develop a number of next steps that should be taken.

2. Community/Group Meeting

A community meeting will be held on the afternoon of the second site visit. This is an open meeting for the general public to hear the results of the Technical Assistance and to allow them a

chance to ask questions etc. Please schedule this meeting for three hours sometime between 1:00 p.m. to 5:00 p.m. A sample draft agenda for this meeting is included in Appendix C.

Please prepare all of the logistics for both meetings. The action planning meeting room should be at a convenient, neutral location, such as that at a city/county administrative building, and should be conducive to participant interaction. Please arrange for attendees to sit around a U-shaped table, if possible, with a computer, projector, and screen at the open-end. Please also have a TV with DVD player, an easel with flipchart paper, marking pens, and masking tape. The community meeting room should be held at a typical public meeting location. A computer, projector, and screen will also be required for that meeting.

D. Draft and Final Report

You will receive the draft report in portable document format (PDF) within 3 weeks from the last day of the first site visit. The report will summarize the purpose of the technical assistance, the methods used prior to and during the site visit, findings, and recommendations for future action. Per National Institute of Corrections' policies, only you will receive the report. You have the discretion and responsibility for disseminating the report to the other officials. The final report will be delivered in portable document format (PDF) within 2 weeks from the last day of the second site visit.

E. Additional Items

I will call you in a few days to answer any questions you may have, and I will periodically check-in with you and/or your designee as the date of the site visit approaches. I may also contact you for additional information or data that will assist Mr. Jones and me to prepare for the visit. Please make the scheduling of the kick-off and exit meetings and individual interviews a high priority.

Finally, it is recommended that you send a letter or email to each of the officials with whom we will be meeting and/or you will be inviting to the meetings. In the letter/emails, in addition to a reminder of the date/time/location of their individual meeting with us, please inform them of the purpose of the technical assistance and site visit and any requests or expectations you have for their participation. I can help you with that letter/email if required.

I have provided copies of this letter to Mike Jackson at NIC and to Mike Jones. If you have questions or you need assistance, please feel free to email me at robertson.vrjs@gmail.com or call me at 303-588-8018. Mike and I look forward to working with you and your colleagues.

Sincerely,

James R. Robertson
NIC Technical Resource Provider

Appendix #2

Appendix A - Bios

Michael R. Jones

Mike Jones is the Criminal Justice Planning Manager for Jefferson County, Colorado, where he supervises six criminal justice planning/analytic or project management staff. His major responsibility is to facilitate the systemic, strategic planning and coordination initiatives of the county's policy-level criminal justice coordinating committee. Specifically, he and staff provide the committee with information and data about countywide trends and forecasts, jail use, criminal case processing, and new legislation and local policies, as well as ideas about and plans for improving the efficiency, effectiveness, and coordination of the local criminal justice system (e.g., using evidence-based practices). He and staff manage system-wide improvement projects that criminal justice agencies do not have the resources or expertise to do.

Mike Jones also serves as a part-time consultant for the National Institute of Corrections. He performs Justice System Assessments, assists local jurisdictions in developing or improving their criminal justice coordinating committee, and is authoring a guidebook that describes how jurisdictions can staff their criminal justice coordinating committee.

Mike Jones received his Ph.D. in Clinical Psychology from the University of Missouri-Columbia. His main areas of interest include criminal justice strategic planning, coordination, and analysis; forensic psychology; assessment and treatment of juvenile delinquency; and evidence-based practices. He has published several articles in peer-reviewed journals.

James R. Robertson

Mr. Robertson started his career in 1972 with the Montgomery County, MD Department of Corrections. During his tenure he held the positions of Corrections Officer, Classification Counselor, Correctional Specialist, and finally Chief of the Inmate Classification Division. In June of 1984, he joined the Prince George's County MD Department of Corrections as the Deputy Director.

From 1988 to 1990, Mr. Robertson joined the NIC Jails Division as a program specialist responsible for administering the Planning of New Institutions (PONI) Program. Prior to 1988, Mr. Robertson served as a consultant to NIC in the areas of Inmate Classification, Facility Assessments, Planning of New Institutions, How to Open New Institutions.

From 1990 to present, Mr. Robertson has been a partner in the criminal justice planning firm of Voorhis/Robertson Justice Services. VRJS specializes in conducting feasibility studies, planning correctional facilities, project coordination, and facility activation of jails and correctional facilities. Services provided to jails and correctional facilities range from 10-bed to 3,000-bed adult and juvenile correctional facilities, police facilities, sheriff office complexes, and minimum security/special use facilities.

Mr. Robertson holds a Bachelor of Arts Degree in Law Enforcement from the University of Maryland, and a Master's of Education Degree from Bowie State College.

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Appendix B – Data Needs

Jail Data Needs for the Technical Assistance Provided by the National Institute of Corrections to the City of Richmond, VA
By Michael R. Jones
Technical Resource Provider, National Institute of Corrections
May 5, 2010

1. Jail Bookings and Average Daily Population Data

For each year from 2000 to 2009 [to date] (i.e., a total of almost 10 years), I would like: (a) the total number of bookings (i.e., book-ins), (b) the average daily population (ADP), and (c) the total capacity (number of beds) of the local Jail. If possible, please put this information into an Excel spreadsheet that resembles the table below:

Year	# of Bookings	ADP	Bed Capacity
2000	886	362	350
2001	797	398	420
2002	854	381	420
2003	920	408	420

2. One-Day Jail Snapshot Data

For an analysis of the types of inmates currently in the jail, I need inmate-specific data on persons who are in the jail at the time of the snapshot. The date of the snapshot can occur during any day in March or April of 2010. If possible, please put this information into an Excel spreadsheet that resembles the table below, and is formatted in the following manner: Data fields in the columns and inmates are listed in the rows, with each inmate listed separately for each charge. For example, an inmate with one charge will be listed once and have data in one row, and an inmate with three charges will be listed three times and have data in three rows. For the inmates with more than one charge, some of the data in the columns will be the same from row to row (e.g., name, age, race, arresting agency) and some data will be different from row to row (charge description, legal status, bond type). I will need to know which charge is the most serious charge. Please indicate this in a separate field with the value of Yes or No.

Booking #	Inmate ID	Name	DOB	Sex	Booking Date	Charge Description	Court	Release Date
0703861	44578	Smith J	2-12-1963	F	9-2-2007	Theft	B City Court	10-10-2007
0802108	36121	Brown W	8-1-1981	M	5-23-2008	Assault 2	X Circuit Court	.
0802108	36121	Brown W	8-1-1981	M	5-23-2008	Trespass	X Circuit Court	.
0802108	36121	Brown W	8-1-1981	M	5-23-2008	FTA No License	Z Circuit Court	.

Please talk to me about this request before extracting the data from the jail's information system. Some of the data fields listed below may not be readily available to you. There is no need to manually collect data that is not in the jail's information system.

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The data fields I need (ideally) are:

Person's name
Person's unique ID number
Person's booking number
DOB
Juvenile (Yes/No)
Sex
Race
Ethnicity
Employment status (No, Part-time, Full-time)
Street of Residence
City of Residence
State of Residence
Zip code
Date booked in
Time booked in
Date of release
Time of release
Total # of hours in the facility (calculated as date of release minus date of book in)
Arresting agency
Total number of charges
All charges English description
All charges offense code (e.g., statutory)
All charges offense class (Felony, Misdemeanor, Municipal, Traffic, etc…)
Flag for top charge
Court of jurisdiction for each charge
Docket number for each charge
Disposition for each charge (Dismissed, Completed sentence, Posted bail, Court ordered release)
Legal Status for each charge (Pretrial, Convicted, Sentenced, Contract, Hold, Probation violation, etc…)
Reason for Release (Bonded out, Served sentence, Transfer, etc…)
Bond type (Cash only, Cash or surety)
Bond amount set (measured in dollars, if any)
Bond amount posted (measured in dollars, if any)
Flag for bondable on a charge (Yes/No)
Jail's initial or most recent (whichever is available) risk classification (High, Medium, Low risk)
Jail's initial or most recent (whichever is available) housing security level ((High, Medium, Low security)
Facility/Building, Module, and Cell number
Flag for Sentenced status (Yes/No)
Sentence start date
Flag for domestic violence (Yes/No)
Flag for mental health (Yes/No)
Flag for noncompliance holds (Yes/No)
Flag for homeless (Yes/No)
Any disciplinary problems during stay (Yes/No)
Any special needs (Yes/No)

3. Jail Releases Data

For an analysis of changes in jail use over time, I need inmate-specific data on persons who were underlined released from the jail during two different 1-year time frames: The calendar year 2004 and the calendar year 2009. If possible, please put this information into an Excel spreadsheet that

resembles the table below, and is formatted in the following manner: Data fields in the columns and inmates are listed in the rows, with each inmate listed separately for each charge. For example, an inmate with one charge will be listed once and have data in one row, and an inmate with three charges will be listed three times and have data in three rows. For the inmates with more than one charge, some of the data in the columns will be the same from row to row (e.g., name, age, race, arresting agency) and some data may be different from row to row (charge description, legal status, bond type). I will need to know which charge is the most serious charge. Please indicate this in a separate field with the value of Yes or No.

Booking #	Inmate ID	Name	DOB	Sex	Booking Date	Charge Description	Court	Release Date
0703861	44578	Smith J	2-12-1963	F	9-2-2007	Theft	B City Court	10-10-2007
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The data fields I need (ideally) are:

Person's name
Person's unique ID number
Person's booking number
DOB
Juvenile (Yes/No)
Sex
Race
Ethnicity
Employment status (No, Part-time, Full-time)
Street of Residence
City of Residence
State of Residence
Zip code
Date booked in
Time booked in
Date of release
Time of release
Total # of hours in the facility (calculated as date of release minus date of book in)
Arresting agency
Total number of charges
All charges English description
All charges offense code (e.g., statutory)
All charges offense class (Felony, Misdemeanor, Municipal, Traffic, etc…)
Flag for top charge
Court of jurisdiction for each charge
Docket number for each charge
Disposition for each charge (Dismissed, Completed sentence, Posted bail, Court ordered release)

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Legal Status for each charge (Pretrial, Convicted, Sentenced, Contract, Hold, Probation violation, etc…)
Reason for Release (Bonded out, Served sentence, Transfer, etc…)
Bond type (Cash only, Cash or surety)
Bond amount set (measured in dollars, if any)
Bond amount posted (measured in dollars, if any)
Flag for bondable on a charge (Yes/No)
Jail's initial or most recent (whichever is available) risk classification (High, Medium, Low risk)
Jail's initial or most recent (whichever is available) housing security level ((High, Medium, Low security)
Facility/Building, Module, and Cell number
Flag for Sentenced status (Yes/No)
Sentence start date
Flag for domestic violence (Yes/No)
Flag for mental health (Yes/No)
Flag for noncompliance holds (Yes/No)
Flag for homeless (Yes/No)
Any disciplinary problems during stay (Yes/No)
Any special needs (Yes/No)

My contact information is:
Mike Jones
Email: mjones@jeffco.us
Phone: 303-271-4669

Please have the person who will be responsible for providing me the data contact me as soon as possible, as I need time to recode some of the data, analyze it, and write and illustrate the findings. Thank you.

Appendix #2

Appendix C

<u>Kick-Off Meeting Agenda</u>

1. Call Meeting to Order
2. Introduce Participants
3. Purpose and Expectations for Technical Assistance
4. Review Interview Agenda
5. Call Meeting to a Close

<u>Exit Meeting Agenda</u>

1. Call Meeting to Order
2. Review Agenda
3. Data Analyses
4. Learn About Criminal Justice System Planning Issues
5. Preliminary Findings and Recommendations
6. Action Planning and Next Steps
7. Call Meeting to a Close

<u>Community Meeting Agenda</u>

1. Call Meeting to Order
2. Review Agenda
3. What is NIC
4. Purpose and Expectations of the Technical Assistance
5. Preliminary Findings and Recommendations
6. Next Steps