



# JUVENILE AND DOMESTIC RELATIONS DISTRICT COURT CALENDAR YEAR 2025 EQUITY IMPACT PLAN

**Leadership Sponsor:** Matt Thompson, Director of Court Services

**Equity Lead(s):** Lauren Madigan, Unit Manager, Juvenile Intake  
Daud Harris, Unit Manager, Domestic Relations (transitioning out)  
Chrissy Cunningham, Strategic Initiatives and Priorities Manager (transitioning in)

## **Departmental Equity Guiding Statement:**

JDRDC is committed to addressing the overrepresentation of people of color in the justice system by intentionally prioritizing equity in decision-making and review of current policies, procedures and practices. Our goal is to eliminate or revise policies and practices that unintentionally contribute to inequitable outcomes or deeper justice system involvement for marginalized populations, ensuring alignment with our commitment to racial equity.

## **Context:**

For more than 10 years, the Juvenile and Domestic Relations District Court (JDRDC), in collaboration with other justice system community partners, has worked to reduce the overrepresentation of people of color in the justice system and to ensure equitable treatment for all people encountering the Court. Despite these efforts, racial and ethnic disparities continue to persist. We recognize that many factors that contribute to existing disparities occur outside of the justice system and require collaboration through a cross-system approach with other Health and Human Services and public safety agencies to address them. We are committed to building relationships and partnerships that will allow us to make strategic use of the data capacity that exists within the Court Services Unit (CSU) to help partners determine where they can intervene to interrupt current cycles that allow disparities to persist, and where we can partner around the implementation of strategies to support communities of opportunity that are most impacted by systemic inequities, often leading to involvement in the justice system. The JDRDC has a long history of working with other Fairfax County agencies to guide a collective impact approach (Community Policy Management Team, Successful Children and Youth Policy Team, etc.) to support the outcome-driven and collaborative work that is required to ensure equitable access to services, supports, and opportunities for all Fairfax County youth and their families.

*Background on CY 2025 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 violations<sup>1</sup>, probation officers report that substance use and abuse, including the use of opioids, continues to be an issue for many JDRDC clients. Specifically, 271 adult Community Corrections (CC) and Pre-Trial Services Program (PSP) clients (26%) were referred to substance abuse services in FY24, and 253 CC and PSP clients (25%) were referred to mental health services during the same time, which is a slight increase from FY23<sup>2</sup>. Locally, in Fairfax, challenges exist in accessing some court-ordered substance abuse and mental health services for adult clients who are uninsured or underinsured - insurance is currently only tracked for CC, of which 71% of FY24 clients did not report having insurance<sup>3</sup>.

The RED Team's Adult Data and Gap Analysis Subcommittee conducted a qualitative study<sup>4</sup> 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 Community Services Board (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 economically disadvantaged clients, which disproportionately tend to be people of color. The RED Team has collaborated with the CSB to establish a public-private partnership between Fairfax County and community-based treatment providers to provide Level 1 services at a reduced rate for clients with financial hardships. As of November 2024, the CSB has received grant funding and identified two private providers to bring this vision to reality. The team will continue to measure the number of clients served and to assess further gaps in services needs to ensure this partnership is sustainable.

*Background on CY 2025 Goal 2: Build internal capacity to consider equity in decision-making and planning.*

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<sup>1</sup> Data Source: FBI Drug/Narcotic Violations – Uniform Crime Reports

<sup>2</sup> Data Source: CC Case Assignments Master Log and Pretrial Case Log

<sup>3</sup> Data Source: CC Case Assignments Master Log

<sup>4</sup> [A Gap Analysis on Adult Mental Health and Substance Abuse Treatment](#)

JDRDC has faced some challenges related to imbedding the consideration for equity into the day-to-day work due to some internal capacity limitations as well as many years of equity work which has had limited impact on equitable outcomes for the population we serve. The agency's Equity Leads, who also serve as program managers, have historically managed these responsibilities alongside their primary duties, assisted by volunteers from the Racial and Ethnic Disparities (RED) reduction team. Beginning in calendar year 2025, one of the Equity Lead positions will be transitioned to the newly hired Strategic Initiatives and Priorities Manager, who does not have the responsibility of overseeing a unit providing direct client services. The Initiatives Manager will work alongside other operations team staff that are critical to the successful implementation of the Equity Impact Plan (HR, training, continuous quality improvement, research) and will be well positioned to support the integration of equity work into operations across the agency with a focus on strategic planning in support of agency priorities.

*Background on CY 2025 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 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 Health and Human Services (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. Fairfax County JDRDC was one of eight jurisdictions across the country selected through a competitive application process by Georgetown University Center for Juvenile Justice Reform (CJJR) to participate in the 2024 Reimagining Youth Justice Workforce Innovation Network. The Innovation Network will assist youth justice system officials and partners in developing, studying, and sharing strategies that address the field's current staffing

challenges, including strategies designed to fundamentally transform systemic structures, policies, practices, and approaches.

**System-Level Infrastructure:**

In JDRDC’s efforts to continue to provide equitable services, we aim to strengthen our partnerships with other HHS agencies, community-based organizations, and central support 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 served by JDRDC. We will need to continue to partner with the CSB as well as with private providers to address the increasing need for substance abuse and mental health services at all levels. Ensuring that parenting adults connect to the CSU have access to the mental health and substance abuse services that they need is a role we can play in decreasing the risk of future justice system involvement for children in our community. In collaboration with Neighborhood and Community Services, the Department of Family Services, the Department of Housing and Community Development, and the Health Department, we can continue to foster an equitable approach to interdepartmental practices and services. Additionally, we will need continued support from the Department of Human Resources as we progress with our efforts regarding recruitment, hiring, and retention.

We would also like to explore utilizing the Boards, Authorities, and Commissions that work with JDRDC (Criminal Justice Advisory Board, Community Criminal Justice Board, Virginia Juvenile Detention Association and Citizens Advisory Council) as well as our multi-system partners to help us better tell the story of the population we are serving. Drawing on our capacity for data collection and analysis, we believe we can help our partners better understand the complex root causes contributing to the continued disproportionate representation, particularly of boys and young men of color, in our justice involved population in Fairfax County. By finding new ways to share data in compelling formats, we can inspire action and support collective impact efforts in partnership with other HHS agencies that share our goals of preventing penetration into the justice system while also supporting safe communities where all residents can thrive.

# JUVENILE AND DOMESTIC RELATIONS DISTRICT COURT CALENDAR YEAR 2025 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):** Healthy Communities (HC); Empowerment and Support for Residents Facing Vulnerability (ESRFV); Efficient and Effective Government (EEG); Safety and Security (SS)

**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 9. Address substance use through coordinated education efforts for prevention, expanded treatment options and harm reduction actions in collaboration with community partners.
- 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.
- EEG 21. Strengthen the use of data informed decision making through regular data collection, evaluation, and distribution.
- 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	Timeline	Performance Measures
1a. Support implementation of new data collection methods of uniform measures for units servicing adults.	DIT, JDRDC administration, Research, Court Services Units	DIT/Internet Architect, Research	Research, RED team, DIT/Internet Architect	January 2025 – March 2025  Review Quarterly	# of training and technical assistance sessions conducted with admin staff from adult-serving units in support of data collection

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					% of adult serving units with complete quarterly data sets
1b. Utilize the data to support the need for sustainable solutions to maintaining increased access to mental health and substance abuse services for adult clients served by JDRDC. This will require advocacy with the CSB and possibly the Board of Supervisors at the conclusion of the grant that is currently funding these services.	JDRDC administration, Research, Court Services Units	Research, CSU Admin	Research, CSU Staff, CSU Admin, Equity Leads	January 2025 – March 2025  Review Quarterly	% of adult clients in need of mental health or substance abuse services per data collection

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**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):** Healthy Communities (HC); Empowerment and Support for Residents Facing Vulnerability (ESRFV); Efficient and Effective Government (EEG); Safety and Security (SS)

**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.  
 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 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	Timeline	Performance Measures
2a. Identify strategies to move training into practice with the goal of supporting the JDRDC workforce in applying the One Fairfax policy to decision making.	One Fairfax, JDRDC Training Coordinator, Equity Leads	One Fairfax, RED team, Training Coordinator, Equity Leads	JDRDC administration, One Fairfax, Equity Leads	Ongoing  Calendar Year 2025	% of staff trained in accordance with learning map goals and timelines  # of learning community/training booster sessions planned to be part of an internal curriculum

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					(Community of Practice, Call to Action Sessions)
2b. Track suggestions for actions the agency can take to improve equitable service delivery. Act on addressing these suggestions within the appropriate JDRDC divisions.	CSU staff, clients/families served by JDRDC, CSU Administration	CSU Administration, Research	CSU Administration, Research, RED Team	Calendar Year 2025	# of equitable service delivery suggestions made by staff during training  % of suggestions acted on
2c. Examine the demographic break down of data measures through different contact points within our system to further identify where inequities exist to make actionable changes within our work practices and improve client outcomes. New data points that have been identified for 2025 include: <ul style="list-style-type: none"> <li>• Domestic Relations Intake Complaints (racial breakdown)</li> <li>• Assessment Services Unit (ASU) Cases Going to Probation against ASU recommendation (racial breakdown)</li> </ul>	Research, clients served by JDRDC, One Fairfax, RED Team	One Fairfax, Research, JDRDC Administration/ Leadership, RED Team, Equity Leads/DE&I manger	Research, RED Team, Equity Leads/DE&I manger	Calendar Year 2025	# of action items created based on needs identified by data  % of action items completed or started work on
2d. Utilize anti-racist root cause analyses as part of the upcoming strategic planning process.	Research, clients served by JDRDC, One Fairfax, RED Team	Research, RED Team, Equity Leads/DE&I manger	Research, RED Team, Equity Leads/DE&I manger	Spring 2025	# of root cause analyses performed  % of actions taken based on identified needs
2e. Develop and support the implementation of a comprehensive policy review process that is accessible to the JDRDC workforce and incorporates	CSU Administration, RED Team, Clients/Families	Initiatives Manager, RED Team, CSU Administration, Unit Managers, CSU Staff	Initiatives Manager, RED Team, CSU	Calendar Year 2025	#of JDRDC policies reviewed

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<p>agency level strategic initiatives related to equity (family engagement, trauma-informed practice).</p>	<p>served by JDRDC, CSU staff</p>		<p>Administration, Unit Managers</p>		<p>% of JDRDC units completing review of at least one policy annually</p>
<p>2f. Engage and utilize multi-system partners as well as 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. We have determined that we need to be more strategic about sharing our data and engaging partners in the prevention space to impact who ends up engaging with our justice system.</p>	<p>Clients served by JDRDC, RED Team, JDRDC Administration, Board of Supervisors, JDRDC Boards, Authority and Commissions, Multi-System Partners</p>	<p>Team, One Fairfax</p>	<p>JDRDC Director, JDRDC Boards, Authority and Commissions, RED Team, Initiatives Manager</p>	<p>Calendar Year 2025</p>	<p># of actionable steps taken because of engagement with multi-system partners and BACs</p>
<p>2g. As part of a broader agency level communications plan, explore new ways to tell stories using data to inspire action from prevention focused multi-system partners. Use data visualization to help partners see the role they can play in impacting equitable outcomes.</p>	<p>Fairfax Community at Large, Multi-System Partners</p>	<p>Research, JDRDC Administration, Initiatives Manager</p>	<p>Research, Initiatives Manager, CSU Staff serving on system-level teams</p>	<p>Calendar Year 2025</p>	<p># of data points shared with partners where connections were made to broader system priorities</p>

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**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)

**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.
- 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 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.
- 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	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	Quarter 1 – 2025  Ongoing	Checklist created  % of hiring managers completing checklist
3b. Develop and implement process to conduct and analyze onboarding and exit surveys through JDRDC HR	HR, RED Team, JDRDC, JDRDC Clients	HR, RED Team, Operations Manager, JDRDC	HR, hiring managers,	January – June 2025	Process developed Survey distributed Tracking system created

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		Administration/ Leadership	Research, RED Team	Ongoing	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	Quarter 1- 2025	Successful implementation of welcome kit process  # of welcome kits created  % of new employees who receive the welcome kit
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	Calendar Year 2025 – One action per quarter	Equity lens review of recruitment practices  % of recruitment recommendations completed  # of new relationships established with colleges/universities; Handshake account created  Internship curriculum created

Department Director's Signature: \_\_\_\_\_

Signed by:  
*R. Matt Thompson*  
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Editor Delivery Events	Status	Timestamp
Agent Delivery Events	Status	Timestamp
Intermediary Delivery Events	Status	Timestamp
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Witness Events	Signature	Timestamp
Notary Events	Signature	Timestamp
Envelope Summary Events	Status	Timestamps
Envelope Sent	Hashed/Encrypted	3/3/2025 5:05:11 PM
Certified Delivered	Security Checked	3/4/2025 11:30:18 AM
Signing Complete	Security Checked	3/4/2025 11:32:28 AM
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If you decide to receive notices and disclosures from us electronically, you may at any time change your mind and tell us that thereafter you want to receive required notices and disclosures only in paper format. How you must inform us of your decision to receive future notices and disclosure in paper format and withdraw your consent to receive notices and disclosures electronically is described below.

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You may contact us to let us know of your changes as to how we may contact you electronically, to request paper copies of certain information from us, and to withdraw your prior consent to receive notices and disclosures electronically as follows:

To contact us by email send messages to: [Jacqueline.Rich@fairfaxcounty.gov](mailto:Jacqueline.Rich@fairfaxcounty.gov)

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- You can print on paper this Electronic Record and Signature Disclosure, or save or send this Electronic Record and Disclosure to a location where you can print it, for future reference and access; and
- Until or unless you notify Fairfax County Juvenile & Domestic Relations District Court as described above, you consent to receive exclusively through electronic means all notices, disclosures, authorizations, acknowledgements, and other documents that are required to be provided or made available to you by Fairfax County Juvenile & Domestic Relations District Court during the course of your relationship with Fairfax County Juvenile & Domestic Relations District Court.