

# Unlocking the Power of CJCCs Enhance Your County's Justice System

March 11, 2024

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# AGENDA

- **Welcome & Project Overview**
- **Overview of CJCCs and the Essential Elements**
- **County Spotlights**
  - **Eau Claire County, Wisconsin**
  - **Polk County, Iowa**

# UNLOCK THE POWER OF CJCCS PROJECT

- **Partnership with NCJA (ncja.org)**

**National Criminal Justice Association**  
**NCJA**

## How and Why to Engage with Local Criminal Justice Planning Boards

A "how-to" guide for State Administering Agencies on engaging with local criminal justice planning boards

**The Importance of Engaging Local Systems and Partners**  
 High-functioning criminal justice systems require the coordination and cooperation of multiple governmental and non-governmental partners at all levels, including federal, state, tribal, county and city. While high-level policy and funding decisions often occur at federal and state levels, the engagement of local systems and partners is crucial to ensuring that policies are enacted properly, and funding is directed appropriately.

Local Criminal Justice Planning Boards, often referred to as Criminal Justice Coordinating Councils, vary widely in their structure and membership, but most often consist of leaders from law enforcement, the judiciary, and service who convene to discuss and steer the highest priority justice issues in the community.

CJCCs are more likely to be created, and to succeed, when state government encourages their creation through planning, analysis and coordination. Many states, who are included in this thought piece, including Pennsylvania and Virginia have established frameworks to support local criminal justice planning and to further public safety and criminal justice goals.

**Byrne JAG Encourages Partnership and Engagement Between State and Local Criminal Justice Systems**

## NCJA and Local Justice Engagement

NCJA can assist and support local and state engagement efforts in criminal justice planning and reform, whether driven by Byrne JAG funding or other sources.

To create or increase engagement between state-level and local-level partners, NCJA recommends the following:

- Engage local partners in strategic planning
- Include local partners on state planning boards
- Fund local justice initiatives to address public safety priorities (e.g., violent crime, COVID-19, justice reinvestment)
- Pilot statewide initiatives with local partners
- Provide training and support for local justice agencies on evidence-based practices and implementation fidelity
- Use state data and analytic capacity to support local planning (see example from [Illinois Criminal Justice Information Authority](#))
- Collaborate on information sharing and data systems
- Convene local justice agencies for peer-to-peer learning
- Facilitate focus groups and listening sessions to learn from local justice agencies on public safety issues and trends
- Work collaboratively to address racial equity and fairness, community violence, police reform, etc.— Learn more on [NCJA's police reform page](#)
- Support and engage with local planning boards or Criminal Justice Coordinating Councils (CJCCs)

**Learn about local Criminal Justice Planning Board engagement strategies in Oregon and Virginia on the NCJA Podcast!**

## Welcome to Guidelines for Developing a Criminal Justice Coordinating Council

Criminal Justice Coordinating Councils (CJCCs) are how elected and appointed executive-level policymakers in local jurisdictions, and sometimes states, meet collaboratively to address issues facing the justice system and its constituent agencies. The content on this site describes CJCCs, provides specific guidance for their development and operation, and offers tips on how to sustain them.

### Best Practices of Successful CJCCs

- Stakeholders:** Many CJCCs have recognized the need to engage a broader group of stakeholders beyond the traditional justice system actors, to address justice system problems.
- Focus:** The focus of a CJCC often changes and grows overtime. It may start with a singular focus and evolve into a system-wide focus.
- Structure:** The formality and structure of a CJCC often indicates its level of functionality. Usually the more formal and established a CJCC is, the greater level of engagement occurs.
- Staffing:** Staffing a CJCC can vary from no staff or all volunteer staff to a full staff with a director and supporting positions.

**NIC**  
National Institute of Corrections



# UNLOCK THE POWER OF CJCCS PROJECT

Webinar  
Series

Briefs

Resource  
Webpage

# UNLOCK THE POWER OF CJCCS PROJECT

## Part 1

# Enhance Your County's Justice System

# SPEAKERS



**Mandy  
Potapenko**

Correctional  
Program Specialist

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Eberly**

Program Director

Justice  
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Institute



**Tiana  
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Services Director

Eau Claire County,  
Wis.



**Jerry L.  
Evans**

CJCC Coordinator

Polk County, Iowa





# **National Institute of Corrections & Justice Management Institute**

# Introduction and Overview of CJCCs

National Institute of Corrections

March 2024





# Criminal Justice Coordinating Council Resources

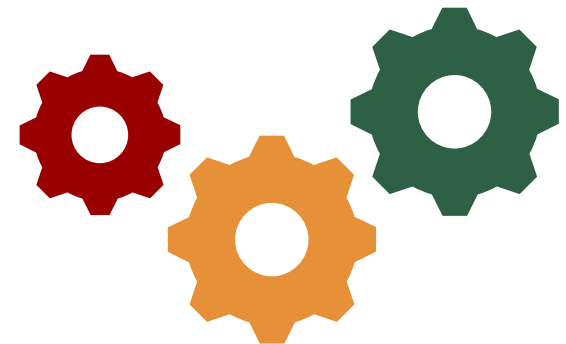
This work was funded by the National Institute of Corrections, U.S. Department of Justice under cooperative agreement #22CS24.

**A collaborative initiative between NIC and the Justice Management Institute**



# What is a CJCC?

A criminal justice coordinating council (CJCC) is an established body of key criminal justice, government, and community stakeholders that convene regularly to identify systemic challenges and work collaboratively to improve the local criminal justice system.



# Guiding Principles of CJCCs

Create a criminal justice system that is fair, just, and equitable

Collaborate, build consensus, and share responsibility

Pursue innovation and evidence-based solutions

Embrace transparency and accountability

Think systemically and strategically

Utilize data and research

Inform and involve the community

Include diverse perspectives in all aspects

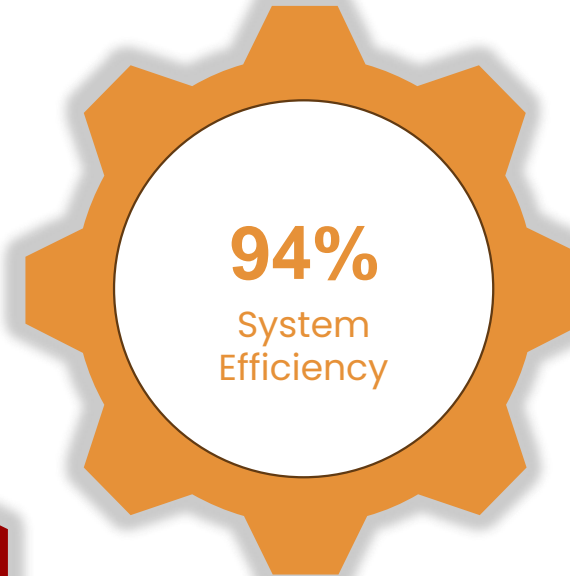
**Communicate and share information**

**Enhance public safety and trust**

**Maximize existing resources and taxpayer funds**



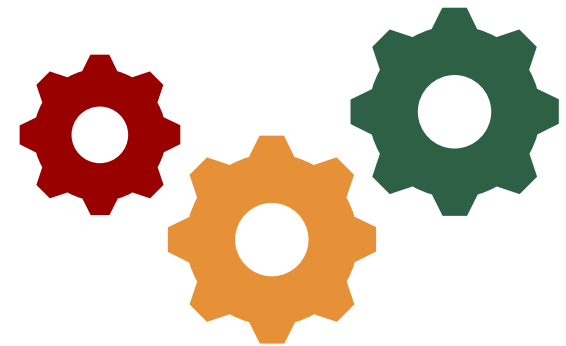
# Why Does Your Jurisdiction Need a CJCC?



# County Commissioners are a Significant CJCC Stakeholder

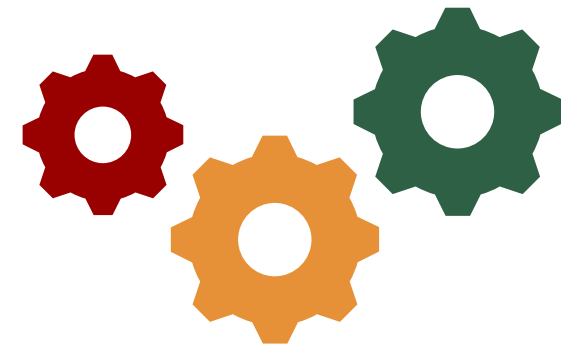
## Most Common Members of a CJCC:

Sheriff	95%
District Attorney	93%
Probation Chief	93%
Public Defender	90%
Presiding/Chief Judge	80%
<b>County Commissioner</b>	<b>70%</b>
Behavioral Health Director	70%
Judge other than Chief Judge	70%
Community Representative	58%



# Common CJCC Initiatives

Behavioral Health Services	64%
Record Management Systems	62%
Diversion and Deflection	60%
Pretrial Release	54%
Treatment Services	52%
Case Processing	49%
Re-Entry	49%
Race & Ethnicity Equity	36%
Specialty Courts	49%
Probation and Parole Reform	21%

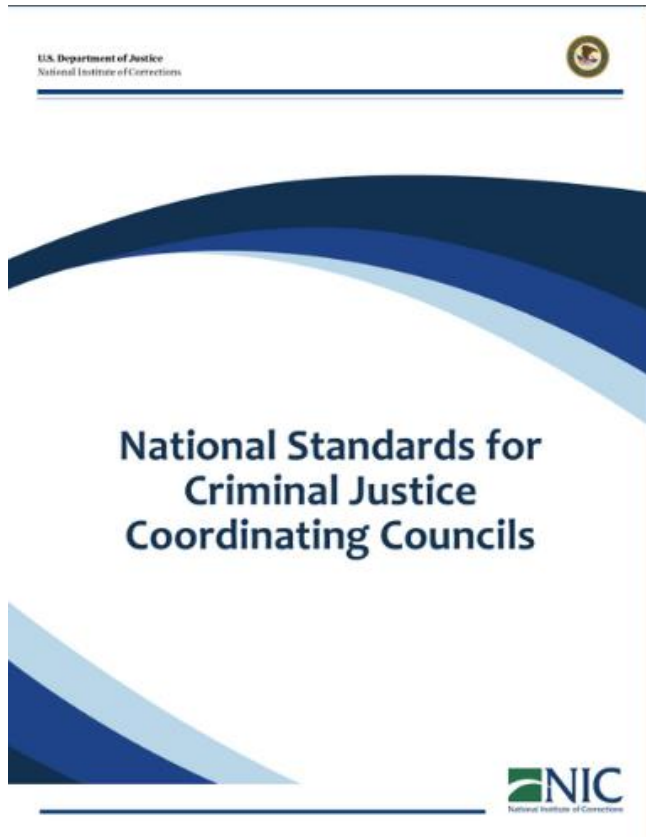


*"For every \$1 invested in operating expenses (including staff), the Winona County CJCC has secured \$4 in grant funding. Many of those grant dollars were used as seed money to fund system improvements, such as treatment courts and reentry programs, which have resulted in additional cost savings from reduced recidivism. Even without attempting to place a value on the intangible benefits of the CJCC, Winona County's investment has more than paid for itself."*

*Kalene Engel, Executive Director,  
Winona County (MN), CJCC*



# Introducing the National Standards



Comprehensive framework for creating or enhancing a local CJCC

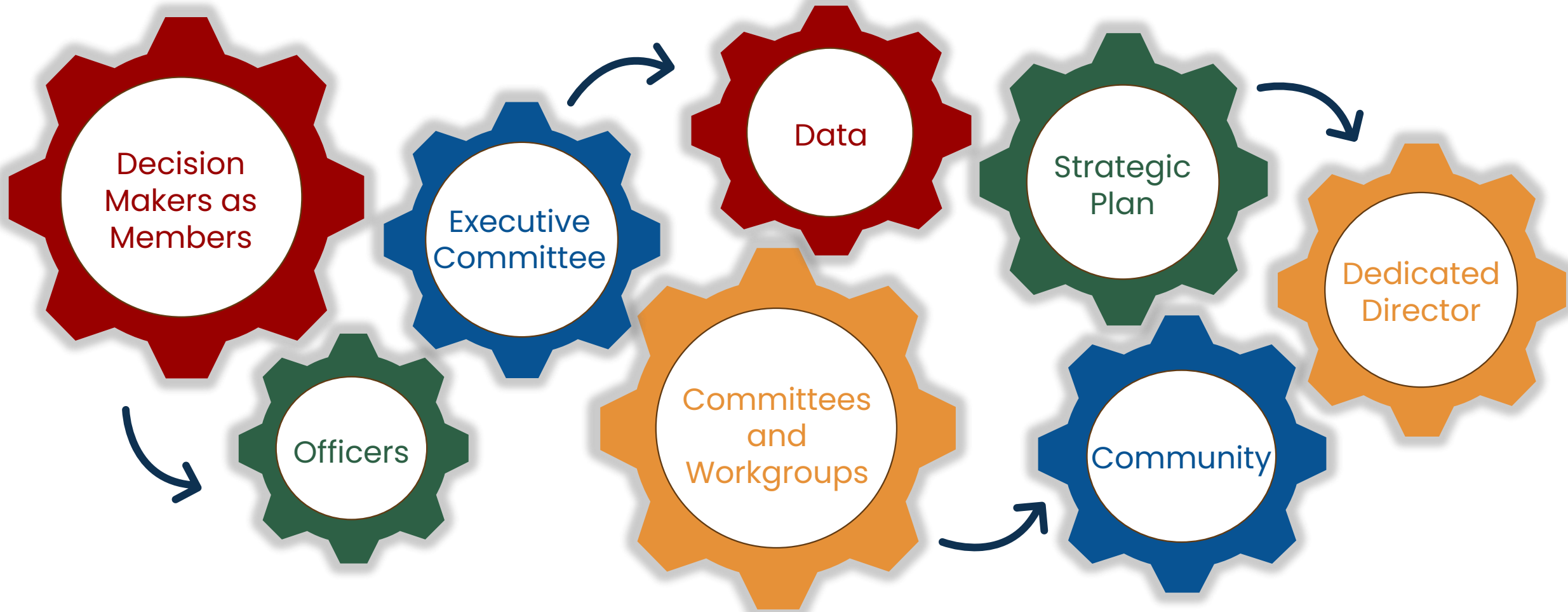
Detailed description of the ideal model of a CJCC

Guidance for implementation of the standards

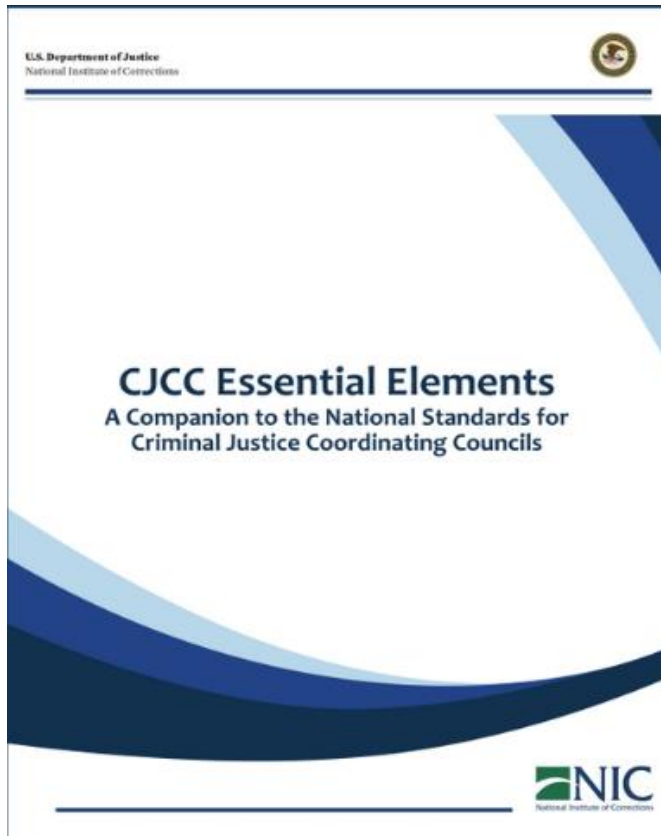




# Synopsis: A Model CJCC Structure per the Standards



# Introduction to the Essential Elements



*CJCC Essential Elements* is a companion to the national standards

The essential elements represent the core characteristics of high-performing coordinating councils

The essential elements publication may be a good place to start when delving into the national standards



# The 10 Essential Elements



## Systemic Focus

*The CJCC takes a systemic approach to coordinating the criminal justice system and is guided by a vision statement and a mission statement.*



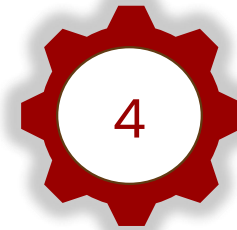
## Participation

*The CJCC has executive-level decision-makers as members, and they actively participate in the council.*



## Leadership

*The CJCC has an effective leadership structure that includes officers and an executive committee.*



## Consensus Building

*The CJCC makes consensus-based decisions and relies on voting for procedural matters.*



## Organized Meetings

*The CJCC, including committees and workgroups, has structured meetings regularly.*



# The 10 Essential Elements



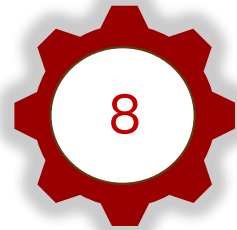
## Committees & Workgroups

*The CJCC has standing committees and workgroups that advance the strategic initiatives and work of the council.*



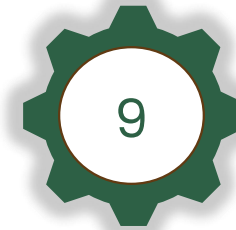
## Strategic Planning

*The CJCC has a strategic plan that guides the work of the council and produces desired outcomes.*



## Data & Research

*The CJCC produces quantitative and qualitative data on the criminal justice system and uses the data to inform decision making.*



## Community Engagement

*The CJCC engages the community by sharing information and by involving the community in the work of the council.*



## Director & Staff

*The CJCC has a director and staff who coordinate and advance the council's strategic initiatives.*



# CJCC Essential Elements Tools



## Essential Elements Checklist

A checklist derived from the essential elements that jurisdictions should strongly consider when establishing or starting to strengthen an existing CJCC.

CJCC Essential Elements Checklist		
Planning Phase		
Item	Explanation	Completed
Vision and mission statements	The CJCC shall have vision and mission statements that accurately convey the purpose of the council. <i>(Essential Element 1, Standard 1.1, and Standard 1.2)</i>	<input type="checkbox"/>
Bylaws	The CJCC shall have written bylaws that formalize the structure and responsibilities of the council. <i>(Essential Element 1, Standard 2.1[a], and Standard 2.5)</i>	<input type="checkbox"/>
Members	The CJCC shall have executive-level decision-makers as members, along with, at a minimum, one community representative. <i>(Essential Element 2, Standard 3.1[a], Standard 3.1[b], Standard 3.3, Standard 3.4, and Standard 3.7)</i>	<input type="checkbox"/>
Officers	The CJCC shall have officers that oversee the council and lead meetings, along with any additional duties and responsibilities assigned in the bylaws. <i>(Essential Element 3, Standard 4.1[a], Standard 4.2[a], Standard 4.2[b], Standard 4.3[a], Standard 4.3[b], and Standard 4.4)</i>	<input type="checkbox"/>
Executive committee	The CJCC shall have an executive committee that manages the operation of the council, along with any additional duties and responsibilities assigned in the bylaws. <i>(Essential Element 3, Standard 5.1[a], Standard 5.1[b], and Standard 5.2)</i>	<input type="checkbox"/>
Decision process	The CJCC shall have a defined decision-making process that includes requirements for voting, including requirements for a quorum. <i>(Essential Element 4, Standard 7.5, Standard 8.1, and Standard 8.2[a])</i>	<input type="checkbox"/>
Meetings	The CJCC shall have a set schedule of regular meetings that complies with local open meeting laws. <i>(Essential Element 5, Standard 7.1[a], Standard 7.1[b], and Standard 7.3)</i>	<input type="checkbox"/>
Meeting documentation	The CJCC shall produce meeting documentation (e.g., agendas, minutes, reports) that informs the CJCC and the community about important information and provides a record of the council's work. <i>(Essential Element 5, Standard 7.1[b], Standard 7.2[a], Standard 7.2[b], and Standard 7.4)</i>	<input type="checkbox"/>



# CJCC Essential Elements Tools



A practical tool for comparing an existing CJCC with the national standards to determine how well a council aligns with characteristics of high-performing CJCCs.

CJCC Essential Elements Tool				
Essential Elements and Key Factors	Fully Compliant	Mostly Compliant	Somewhat Compliant	Not Compliant
<b>Systemic Focus – The CJCC takes a systemic approach to coordinating the criminal justice system and is guided by a vision and a mission statement.</b>				
The CJCC focuses on systemic issues that cross multiple agencies and systems.				
The CJCC maximizes system resources and available justice system funding.				
The CJCC pursues a system that is fairer and more just and equitable.				
The CJCC responds to crises affecting the criminal justice system.				
The CJCC has a vision statement and a mission statement that reflect the systemic role of the council.				
The CJCC has bylaws that outline the systemic purpose and structure of the council.				
<b>Overall Ranking for System Focused</b>				
<b>Participation – The CJCC has executive-level decision-makers as members, and they actively participate in the council.</b>				
CJCC membership includes executive-level leadership representing key entities from municipal, county, and state justice agencies.				
CJCC membership size is appropriate to fulfill the council’s mission.				
CJCC membership includes at least one representative from the community.				
CJCC bylaws outline expectations for council members.				
CJCC members attend and participate in council meetings regularly; use of proxies and delegates is limited.				
The CJCC has a formal process for onboarding new members.				
The CJCC’s membership list is publicly posted and updated annually.				
<b>Overall Ranking for Participation</b>				



# CJCC Resources



## National Standards for CJCCs:

<https://s3.amazonaws.com/static.nicic.gov/Library/033675.pdf>

## CJCC Essential Elements:

<https://s3.amazonaws.com/static.nicic.gov/Library/033676.pdf>

## NIC CJCC Microsite:

<https://info.nicic.gov/cjcc/>



## JMI:

[www.jmijustice.org](http://www.jmijustice.org)



## National Network of Criminal Justice Coordinating Councils (NNCJCC):

[www.jmijustice.org/nncjcc](http://www.jmijustice.org/nncjcc)





# **Eau Claire County, Wis. Criminal Justice Collaborating Council**



# How it all started

- Chief Judge Lead 2 yrs.
- What was the catalyst
- Hire staff
- Placement of position
  - Autonomy/champion
  - Funding – levy
- Strategic plan



2008

- 2006 - CJCC resolution
- 2008-Hire CJCC
- Strategic plan  
System review of county  
funding for Criminal Justice





# Start by- Building trust

## EBDM

The Evidence-Based Decision Making in State and Local Criminal Justice Systems Initiative



**TOOLS AND RESOURCES** | **ABOUT** | **STARTER KIT**

**EBDM SITES**

Phase II/III | Phase V/VI - Indiana | Phase V/VI - Virginia | Phase V/VI - Wisconsin

**EBDM IN PRACTICE**

- Phase II/III Local Sites
- Phase IV State Sites
- Phase V/VI State and Local Sites

**FEATURED PRODUCTS**

- Framework
- Starter Kit

**EBDM NEWS**

- Rethinking the Money Bail System, Wisconsin Lawyer
- Milwaukee Moves Away from Money Bail System, Wisconsin Lawyer
- Evidence-Based Decision Making in Outagamie



Complete an audit of current funding sources



What programs do we currently have



Build trust



Ground in research



# 4 Guiding Principles



Enhanced when informed by evidence-based knowledge's



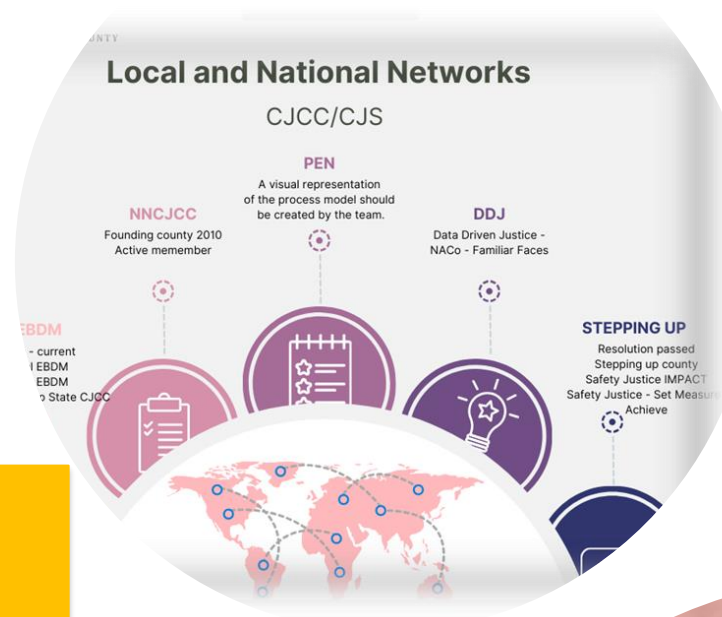
Opportunity for harm reduction



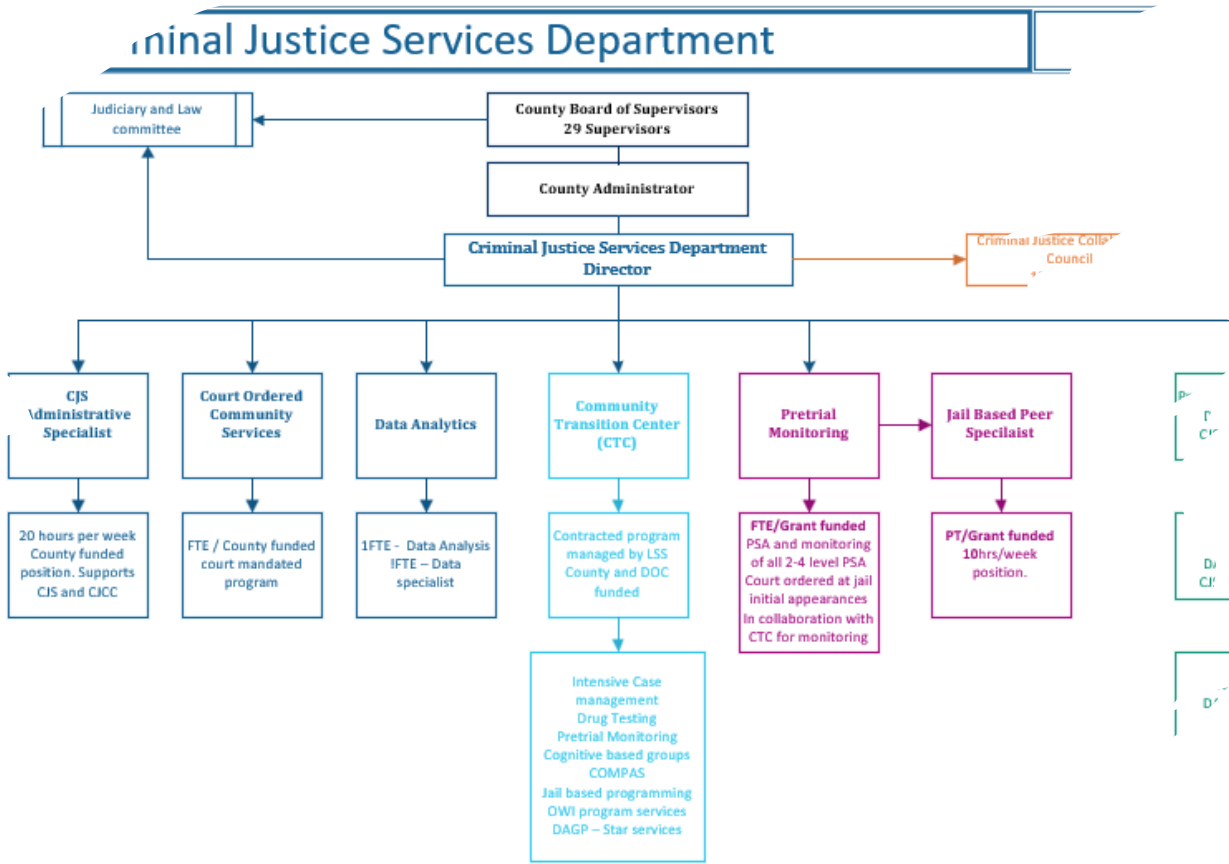
Operate collaboratively



Decision based on Data



# Support/ where does it come from



of the Council is to improve the administration of justice and safety through planning, research, education, and system-wide coordination of justice initiatives.

## Section A: Membership:

nineteen voting members of the Council. Council will consist of permanent members based on office and citizen members

Presiding Judge for Eau Claire County

County Administrator

County Board Chair

• Sheriff

• Chief of Police - Eau Claire

• District Attorney

• Clerk of Circuit Court

Corporation Counsel

Director of Health Department

Public Defender

Department of Corrections Supervisor for Eau Claire County

Director of Human Services Director

Attorney of the Eau Claire City Attorney

County Board and Law Enforcement Committee

Director for Eau Claire County Restorative Justice Program

Member of whom has lived experience with the Criminal



the Wisconsin Criminal Justice Coordinating Council

Chair to the State EBDM team

on Standards Workgroup

oid Taskforce

Challenge

Network

now called Familiar Faces



# What is the Benefit of a CJCC?

- What does it look like when you know you are making change?
  - Talk changes
  - You base decisions on data
  - Bringing in new programs
  - Securing grants to support programs
  - Grants end – need the support of the county board to continue/show me the data

	Actual	Adjusted Budget	Estimate	Request	Recommended	Adopted	Cha
01-Tax Levy/General Revenue Allocation	\$916,088	\$906,788	\$906,788	\$952,225	\$952,225	\$952,225	
04-Intergovernment Grants and Aid	\$86,743	\$113,717	\$106,964	\$132,894	\$132,894	\$132,894	1
05-Intergovernmental Charges for Services	\$148,039	\$140,000	\$127,567	\$117,000	\$117,000	\$117,000	-1
06-Public Charges for Services	\$8,675	\$10,000	\$10,231	\$10,000	\$10,000	\$10,000	
<b>Total Revenues:</b>	<b>\$1,159,545</b>	<b>\$1,170,505</b>	<b>\$1,151,550</b>	<b>\$1,212,119</b>	<b>\$1,212,119</b>	<b>\$1,212,119</b>	

Expenditures	2022	2023	2023	2024	2024	2024	%
	Actual	Adjusted Budget	Estimate	Request	Recommended	Adopted	Cha
01-Regular Wages	\$273,147	\$315,496	\$305,348	\$336,868	\$336,868	\$336,868	
02-OT Wages	-	-	-	-	-	-	
03-Payroll Benefits	\$80,605	\$100,307	\$102,822	\$109,233	\$109,233	\$109,233	
04-Contracted Services	\$704,321	\$694,224	\$725,057	\$706,736	\$706,736	\$706,736	



## Public Daily Counts



Current Hold Type				Perce
Select all	DOC Waiting for Prison	Huber Sentence	Out of Co Warrant	19.
(Blank)	Felony or Misd Pre-Trial: Awai...	Huber Sentence EM	Out of State Warrant	Ar
Bond Revoked	<b>Felony Pre-Trial: Unpaid Cash ...</b>	Immigration Hold	Print and Release	
DOC Hold for Transport	Furloughed	Inmate Specific Hold Type	Secure Sentence	
DOC Pending Revocation	Hold for Transport to ...	Misd Pre-Trial: Unpaid Cash ...	Unkn	
DOC PO Hold	Hold-Other Agency	Other H		



# **Polk County, Iowa Criminal Justice Coordinating Council**

# POLK COUNTY, IOWA CJCC

Formed in July 2008

Primary purpose: Convene stakeholders in an effort to work jointly to control the population in the new jail, which opened in April 2008.

Bylaws were established creating structure and purpose and updated in 2011

Meetings were chaired by one of the two Polk County Supervisors who served on the council.

A contracted part-time liaison position was added in 2013, to serve as a point of contact, work on initiatives aimed at keeping the jail population down, and establish agenda topics for the meetings.



# ACCOMPLISHMENTS SINCE 2008

- Sequential Intercept Model Mapping
- Crisis Intervention Team training
- A validated risk instrument for pretrial services
- Inpatient drug treatment at the jail
- A sobering center
- Population management of the jail
- A Crisis Observation Center
- Crisis Stabilization Centers for adults and children
- Community-based Crisis Stabilization program for adults and children
- Resource and Referral Line
- Mobile Crisis Response Team



# FEELING OF STAGNATION

Ongoing Successes	Challenges
<ul style="list-style-type: none"><li>• Work was still getting done</li><li>• All the initiatives the CJCC had developed and worked to implement were still operating</li><li>• Meetings were well attended</li></ul>	<ul style="list-style-type: none"><li>• No clear vision for what to focus on next</li><li>• Meetings began to consist mainly of updates involving the same programs with the same people presenting</li></ul>

The motivation to make a positive change in the administration of criminal justice was still there. It was just that no one was certain where to channel that motivation.

# SEEKING TO IMPROVE

## Spring 2022

- Part-time CJCC-contracted liaison retired
- CJCC Executive Members decided to contract with Kristy Danford (former director of the Charleston, S.C. CJCC) to conduct an analysis, provide feedback, and give recommendations for how to continue to advance the work and purpose of the CJCC

## Summer & Fall 2022

- Kristy reviewed the bylaws, meeting minutes and handouts and conducted interviews with several stakeholders

## Spring 2023

- Kristy presented her findings and recommendations to the CJCC Executive Members and then to the full CJCC at its next regularly scheduled meeting

# THE PROCESS

## Stakeholder Buy-in

- Kristy met with the Executive Team at the beginning to establish expectations, scope, and timeframes.
- Her experience and background and the need for her task was shared with all of the stakeholders allowing them to feel comfortable when she contacted them to get their feedback and suggestions.

## Aligning with National Standards

- The National Standards for CJCCs was utilized as a framework to conduct the analysis and develop feedback

## Identifying Successes and Challenges

- The analysis highlighted past accomplishments previously noted, while also identifying deficits, that if addressed, could lead to the Polk County CJCC becoming even more productive.

# FINDINGS/RECOMMENDATIONS

## Meetings needed to be scheduled a year in advance

- One of the complaints noted by some of the members was that they would sometimes have conflicts with the CJCC Meetings because they didn't have enough advanced notice for when the CJCC meetings would be held.

## Lack of community engagement

- There was a general perception among some members that unless they were called upon to provide something in-particular, their only role in the CJCC was to attend the meetings and be provided with updates.

## Lack of coordinated data

- Most of the entities connected with the CJCC had data relative to their operations. However, none of that data was available to do cross-analysis to see where gaps or overlaps might exist.

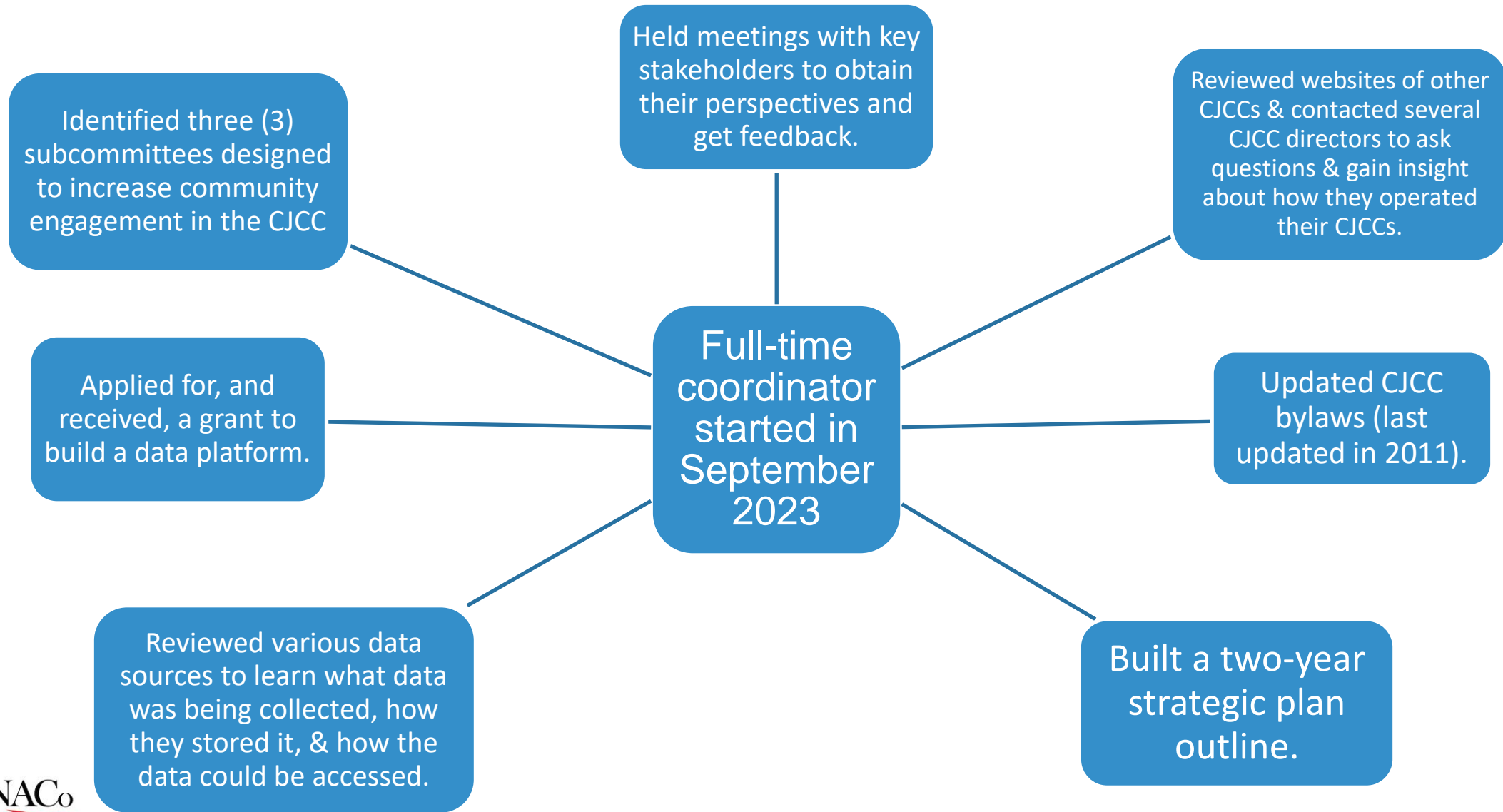
## No strategic plan

- While a number of successful initiatives had been implemented, the Council was lacking a document that outlined its priorities over a specified time period moving forward.

## No full-time staff dedicated solely to the CJCC

- While the CJCC had previously created a contracted liaison position, the scope of that position did not align with the newly adopted national standards

# IMPLEMENTED CHANGES



# WHERE THINGS STAND PRESENTLY

The updated bylaws and the two-year strategic plan were voted on and approved by the full CJCC in January 2024.

After researching various data integration and data-mining platforms, both free and for-sale, we decided to purchase an existing model. The decision was based on a number of factors, with the primary one being the desire to establish credibility with the CJCC stakeholders. We felt the odds of successfully producing a quality data interface using an established company who specializes in this area were greater than trying to do it ourselves.

Data integration will begin by interfacing with the Polk County Jail. Most Key Performance Indicators (KPIs) used by jails are well established allowing for an easy on-boarding process.

Currently in the process of soliciting volunteers interested in serving on one of the three subcommittees. An outline for what is expected from each subcommittee was approved by the full CJCC.



Questions? | Feedback



**Ronin A. Davis**  
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**THANK YOU!**

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