NACo is pleased to present

Diagnosing Your Criminal Justice System: Identifying Approaches, Issues, and Priorities

Thursday, June 21, 2012
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Partnership with the Justice Management Institute and the Pretrial Justice Institute

- Joint effort to expand and enhance the roles of Criminal Justice Coordinating Councils in justice policy decisions.

For more information about NACo’s Criminal Justice Programs and to view the recorded webinar, please visit: [http://www.naco.org/programs/csd/Pages/Justice.aspx](http://www.naco.org/programs/csd/Pages/Justice.aspx).
Speakers

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Eau Claire County, WI

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What is a CJCC?

“Criminal Justice Coordinating Committee”

Local government officials and community stakeholders within a county's boundaries partner with one another to more effectively communicate and coordinate and evaluate the administration of the local justice system.

Involves the three branches of government, three levels of government (state, county, municipal), and community partners (County Board, Sheriff, Jail, City Police, Prosecutor, Defense Attorneys, Judges, Probation, Service Providers, etc…)

Work to solve problems together
How does a CJCC Help County Government?

- Helps officials decide how to best allocate limited or reduced resources (e.g., budget, jail, programs)
- Encourages policy decisions to be more proactive and data-guided and less reactive and political
- Can implement more evidence-based and cost-effective practices, programs, or services
- Helps put public resources where they provide the best public safety outcomes
Why use data to diagnose your system?

- Focuses on the system and not any one agency
- Reduces reliance on anecdote and perception
- Tool for establishing common ground
- Can identify true sources of demand
- Provides baseline data for evaluating new initiatives
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- National Institute of Corrections’ Technical Assistance
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- Guidelines for Developing a Criminal Justice Coordinating Council publication: static.nicic.gov/Library/017232.pdf
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Where we started

- Eau Claire County – CJCC was Established by County Board resolution in September of 2006

- Strong continuous support from all Criminal Justice Leaders
  - ALL sit on the CJCC Council

- 2007 - Requested the National Institute of Corrections to complete a Local Justice System Assessment

- October 2008 – Hired CJCC Coordinator

- In 2010, The National Institute of Corrections in conjunction with the Center for Effective Public Policy, The Carey Group, the Pretrial Justice Institute, and the Justice Management Institute, solicited grant applications from jurisdictions throughout the United States to participate in a three-phase grant process to implement evidence-based decision-making (EBDM) processes.
  - October 2010 – Eau Claire County Selected as ONE of SEVEN seed sites in the NATION for Phase II of the EBDM initiative
  - August 2011-Eau Claire County selected as ONE of THREE Nationwide to move forward to Phase III of the EBDM Implementation process
If you don’t know where you are going, how will you know when you got there?

AND, how will you know what got you there?
Evidence Based Decision Making – Key Principles

National Institute of Corrections

- PRINCIPLE ONE: THE PROFESSIONAL JUDGMENT OF CRIMINAL JUSTICE SYSTEM DECISION MAKERS IS ENHANCED WHEN INFORMED BY EVIDENCE (research)-BASED KNOWLEDGE

- PRINCIPLE TWO: EVERY INTERACTION WITHIN THE CRIMINAL JUSTICE SYSTEM OFFERS AN OPPORTUNITY TO CONTRIBUTE TO HARM REDUCTION

- PRINCIPLE THREE: SYSTEMS ACHIEVE BETTER OUTCOMES WHEN THEY OPERATE COLLABORATIVELY

- PRINCIPLE FOUR: THE CRIMINAL JUSTICE SYSTEM WILL CONTINUALLY LEARN AND IMPROVE WHEN PROFESSIONALS MAKE DECISIONS BASED ON THE COLLECTION, ANALYSIS, AND USE OF DATA AND INFORMATION
Six Sigma DMAIC Methodology

Six Sigma improvement teams use the DMAIC methodology to root out and eliminate the causes of defects:

**D Define** a problem or improvement opportunity.

**M Measure** process performance.

**A Analyze** the process to determine the root causes of poor performance; determine whether the process can be improved or should be redesigned.

**I Improve** the process by attacking root causes.

**C Control** the improved process to hold the gains.
Measuring What Matters – Where to start

One of the most fundamental ways to develop an understanding of a jurisdiction’s justice system is to develop a “system map.”

- What is a SYSTEMS MAP?
  - Depicts the steps in the criminal justice process
  - Maps decision makers at each key decision point
    - Who makes the decisions and “how and why” are decisions made?
  - Maps the amount of time it takes a case to move from one point to the next
  - Documents the volume of cases that flows through each process step/decision point

This may be accomplished first by noting estimated numbers and later by gathering data on a specified period of time to more precisely determine the flow and volume of cases and activities.
What can a map do for you?

- It increases awareness of the ways in which the entire system “works” and how different parts of the system interact with one another. *(Most people understand quite well their own “part” of the system but have a less detailed understanding of the other parts of the system.)*

- It brings together policymakers and agency staff to articulate the decisions they make, how they arrive at those decisions, and when (i.e., at what point in the process) decisions are made.

- **It surfaces areas of interest for further inquiry.** What areas are you going to target?

- It can sometimes lead to recognition of quick solutions to bottlenecks or inefficiencies.
Evidence Based Decision Making Framework -
Adjudication Decision Points

- Arrest Decisions
- Pretrial Status Decisions
- Charging Decisions
- Plea Decisions
- Local Institutional Release Decisions
- Local Institutional Intervention Decisions
- Sentencing Decisions
- Community Intervention Decisions
- Violation Response Decisions
- Discharge from Criminal Justice Intervention
Contact Information

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EBDM WEB site: http://ebdnoneless.org/home
Multnomah County CJCC – A brief history

- Established by Oregon Senate Bill 1145 (1995)
- Required by Statute (ORS 423.560)
- Chaired by Commissioner Judy Shiprack and Portland Mayor Sam Adams
- Mission includes Government Coordination, Collaborative Leadership, Research and Analysis.
- Staff include an Executive Director, Public Safety System Analyst, and Executive Assistant.
- Resources include Decision Support System Justice data warehouse.
Selecting measures:

Know the key decision points, population and cost drivers of the system.
   – Examples – CJCC meetings, community partners, outreach and engagement, university research can help identify these points.
   – Opportunity – Helpful process for increasing awareness of how public safety system operates and confidence in selected measures.

Know the points of system entry and exit.
   – Examples – Reported crime, arrests, custody, charging, disposition and sentencing.
   – Opportunity – Useful for building agency consideration of ‘upstream’ and ‘downstream’ impacts of policy or programming.
Collecting data:

Know what is being collected.
- Examples – management reports, budget documents, operational records, contract documents, database schema
- Opportunity – Take note of redundant or missing information elements

Know how these measures inform system processes and outcomes.
- Examples – system maps, logic models, decision trees
- Opportunity – Systems maps are helpful for documenting the timing and nature of information entry.
Public Safety Trends:

Incidents of Reported Crime

- Tracked by most jurisdictions.
- Reported at the State and Federal level.
- Trend shows an increase in Property crimes.
- This trend is being driven by an increase in Larceny offences, specifically, Theft from Auto.

Jail Bed Use

- Complex data to track and analyze.
- Tracked at the agency level.
- Variety of factors can keep a person in custody.
- Important driver of local justice system costs.
- It is evident a large component of jail bed use is driven by response to violations of Probation.
Reentry Mapping:

Oregon Department Of Corrections releases over time:

- The decision to collect certain type of data (address) can increase the power of analysis.
- This demonstrates the need for coordination between criminal justice partners and others regarding changing patterns in re-entry, service delivery, and broader public safety issues.
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Thank you for participating in NACo’s webinar

For more information about NACo’s Criminal Justice programs, visit http://www.naco.org/programs/csd/Pages/Justice.aspx

For more information about this partnership, visit http://www.jmijustice.org/current-projects/criminal-justice-coordinating-councils.