



County Ideas  
that Work

# From Silo to System: The Importance of Criminal Justice Coordinating Councils (CJCCs)

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September 24, 2015

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# Poll Questions

# Speaker: M. Elaine Borakove



Elaine Nugent-Borakove  
President  
The Justice Management Institute





From Silo to System

**The Importance of  
Criminal Justice Coordinating Councils**





# What is a CJCC?

- Partnership of stakeholders in the justice system, engaging
  - The 3 branches of government
  - Multiple levels of government
  - Allied government and community stakeholders
- Administrative support and planning by a coordinator
- Created to address both specific and systemic issues





# Potential Benefits of a CJCC

- Public safety is enhanced by prioritizing limited resources
- Increased costs-savings and greater return on investment
- Improved efficiency and delivery of higher quality services
- Systemic solutions rather than fragmented and often conflicting solutions





# Real Outcomes

- 10% reduction in jail populations
- More than \$133 million in cost savings
- 30-90% reduction in recidivism
- Up to 85% reduction in crime in targeted areas
- 30-60% increase in the number of individuals with mental health problems diverted
- 50-70% reduction in pretrial average length of stay



# Characteristics of Successful CJCCs

- Dedicated staff person(s) to provide administrative and data support
- Ability to build and achieve consensus
- Representation of all stakeholders on the CJCC
- Stability of membership and ability to maintain high levels of participation
- Clear mission and goals
- Legislative or statutory authorization



# Characteristics (cont'd)

- Substantive coordination of justice system initiatives
- Ability to cultivate neutral & credible capacity for budget/resource allocation
- Emphasis on the identification and use of evidence-based practices
- Ability to acquire and use system operational data
- Demonstration of positive outcomes





# Advancing the Field

- CJCCs have the potential not only to foster change but also to sustain its institutionalization
- Need to consider other dimensions of organizational effectiveness





# Defining Characteristics of CJCCs That Have Moved From Silo to System

- 
- Culture of collaboration
    - At leadership and operational levels
    - Common purpose and shared vision
    - Trust
  - Use of data
    - Detailed problem analysis
    - On-going evaluation
- 



# Defining Characteristics of CJCCs That Have Moved From Silo to System

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- Orientation towards solutions and innovation
    - Experimentation
    - Evidence-based practices
  - Cross-system education
  - Integrated system structure
- 



# For More Information

- Publications from NIC
  - Guidelines for Developing a Criminal Justice Coordinating Committee (Pub No 017232)
  - Guidelines for Staffing a Local Criminal Justice Coordinating Committee (in preparation)
- CJCC Network Materials
  - From Silo to System: What Makes a Criminal Justice System Operate Like a *System*?
  - Improving Criminal Justice System Planning and Operations: Challenges for Local Governments and Criminal Justice Coordinating Councils
  - Fostering and Sustaining Criminal Justice System Reform: the Potential of CJCCs
  - JMI White Papers

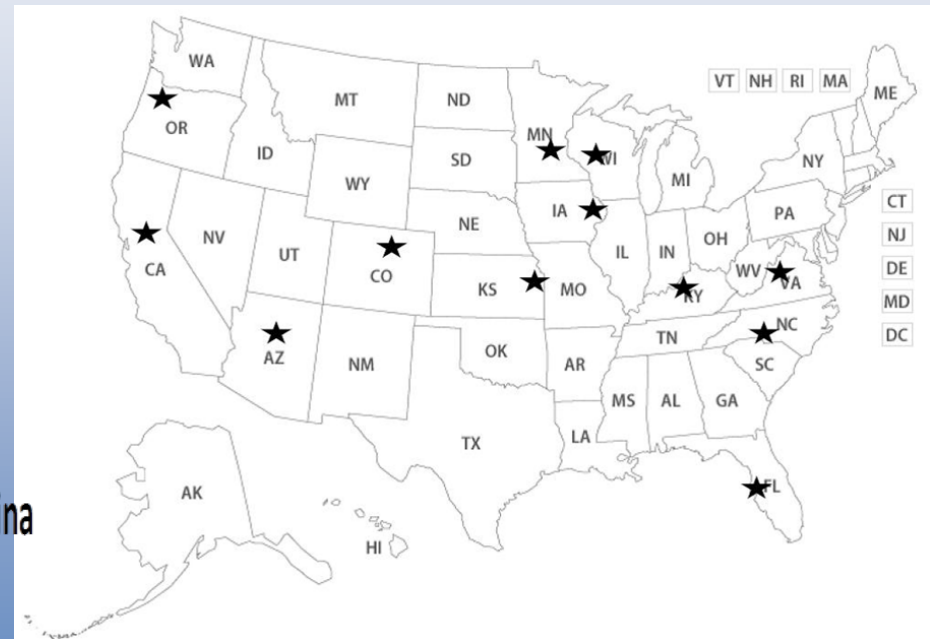


# For More Information

- **CJCC Network Distribution List on the JMI website and follow us on Facebook:**  
**[www.jmijustice.org/sign-up-for-network-distribution-list](http://www.jmijustice.org/sign-up-for-network-distribution-list)**
- **Elaine Nugent-Borakove**
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  - **(703) 940-0323 or 703-395-2650**
  - **[www.jmijustice.org](http://www.jmijustice.org)**

# National Criminal Justice Coordinating Council Network

- ★ Charlottesville, Virginia
- ★ Clinton County, Iowa
- ★ Coconino (Flagstaff), Arizona
- ★ Denver, Colorado
- ★ Eau Claire, Wisconsin
- ★ Hennepin County (Minneapolis), Minnesota
- ★ Jefferson County (Louisville), Kentucky
- ★ Johnson County (Olathe), Kansas
- ★ Mecklenburg County (Charlotte), North Carolina
- ★ Multnomah County (Portland), Oregon
- ★ Pinellas County, Florida
- ★ Sacramento, California



# Poll Questions

# Speaker: Kim Allen



Kim M. Allen  
Executive Director  
Metro Criminal Justice Commission  
Louisville, Kentucky





# LOUISVILLE METRO CRIMINAL JUSTICE COMMISSION



Kim M. Allen, Executive Director

# Metro Louisville Demographics

- **Merged City/County Government (2003)**
- **Metro Population: 760,026 (2014)**
- **MSA: 1.3M (Jefferson County plus 12 Surrounding Counties)**
- **Metro Area: 400 Square Miles**

# MCJC History and Background

- **Established 1967 following President's Commission on Law Enforcement and Administration of Justice**
- **Oldest CJCC in Continuous Operation**
- **Initially Created by Resolution of Jefferson County Fiscal Court signed by Mayor/County Judge Executive**
- **Changes Over Time (Board Structure and Membership; Government Structure/Agency Location; Staffing; Projects)**



# Benefits of Local System Planning

- **Enhanced Communication**
- **Data-Driven Policy and Practice**
- **Common Understanding of System Operation/Workload**
- **Efficient Use of Limited Resources**
- **Enhanced Public Safety**
- **Proactive versus Reactive**
- **Advise Elected Officials**

# Current Operational Structure

- **Board Chair Appointed by Mayor**
- **27- Member Board (6 Citizen Representatives)**
- **3 Designated Slots: Victim-Serving, Homeless, Substance Abuse Treatment, Education**
- **Standing Committees: Executive, Legislative, Jail Policy, Computerization Projects**
- **Structured Process**
- **Staff Functions**



# Critical Success Factors

- **Formally Sanctioned**
- **Balanced Membership**
- **Dedicated Staff**
- **Agency Location (Office/Government Structure)**
- **Policy Focus**
- **Ability to Achieve Consensus**
- **Overcome Stakeholder Concerns**
- **Demonstrate Positive Outcomes**
- **Link to National NCJCC Network**

# MCJC Website/Contact Information

[www.louisvilleky.gov/government/criminal-justice-commission](http://www.louisvilleky.gov/government/criminal-justice-commission)

**Kim M. Allen, Executive Director**

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# Speaker: Hon. Judy Shiprack



Hon. Judy Shiprack  
Commissioner, District 3  
Multnomah County, Oregon

# Multnomah County Local Public Safety Coordinating Council (LPSCC)

Commissioner Judy Shiprack, District 3



# Background

- Senate Bill 1145 in 1995
  - Requires counties to coordinate local criminal justice system policy
  - Established Local Public Safety Coordinating Councils
  - Prescribed members of the Coordinating Councils
- Public Safety Bond 1996
  - Funded IT projects, including Decision Support Systems for Justice (DSS-J)
- Bail system abolished in the 1970s



# LPSCC Structure

- Executive Committee
  - Co-Chaired by Commissioner Shiprack and the Mayor of Portland
  - Meets monthly
  - Staffed by LPSCC staff
  - Members include the county sheriff, DA, state court judge, public defender, director of community corrections, county commissioners, juvenile department director, mental health and health directors, a concerned citizen, city representatives, Oregon State Police and Oregon Youth Authority
    - For a complete list visit: <https://multco.us/lpscc/executive-committee>
  - Develops and recommends to the County Board of Commissioners a plan for use of state resources to serve the local offender population and coordinate local criminal justice policy
- Three-member permanent staff funded by Senate Bill 1145
  - Executive Director
  - Data Analyst
  - Executive Assistant

# Multnomah County Local Public Safety Coordinating Council (LPSCC)

## Executive Committee

### Subcommittees

DSS-J Policy

Jail Population

Justice Reinvestment

Mental Health

Racial & Ethnic Disparities

Youth & Gang Violence

### Affiliated Subcommittees

Commercial Sexual Exploitation of Children

Criminal Justice Advisory Council

Domestic Violence Fatality Review

Human Trafficking Task Force

Juvenile Justice Council

Re-Entry Council

Detailed  
organizational chart:  
[https://multco.us/file/  
38077/download](https://multco.us/file/38077/download)

# LPSCC Structure cont'd

- Subcommittees are formed to focus on key issues within the public safety system
- Subcommittees are directed by and report to the Executive Committee and are chaired by Executive Committee members

# What Works in Public Safety

- Annual event: What Works in Public Safety conference brings together state and regional policy makers to provide them with best practices to guide their decision making.
- Past topics:
  - Juvenile Justice
  - Mental Health
  - Affordable Care Act
  - Justice Reinvestment

# Strategies

- Development of DSS-J data warehouse
- Ability to share data across systems
- Collaboration
- Consistent meetings
- LPSCC staffed

# Outcomes

- Reduced the number of people in prison through Justice Reinvestment
- Successful pretrial releases and programming (no bail)
- Innovative initiatives
  - Community Healing Initiative (CHI) Early Intervention
  - MacArthur Safety and Justice Challenge
- Implementation of risk and needs assessment pre-adjudication



Commissioner Judy Shiprack, District 3

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# Questions?

Type your question into the questions box.

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