

# MANAGING RELATIONSHIPS IN A COLLABORATIVE CHANGE PROCESS

Lessons from SJC Project Managers in  
Cook County, Philadelphia County, and Palm  
Beach County



Supported by the John D. and Catherine T. MacArthur Foundation

# GOVERNANCE STRUCTURE

**SJC STAKEHOLDERS:**  
 OCJ-Office of the Chief Judge (Lead Agency)  
 JAC-Justice Advisory Council  
 Clerk-Clerk of the Circuit Court of Cook County  
 CPD-Chicago Police Department  
 PD-Law Office of the Public Defender  
 SA-Cook County State's Attorney  
 CCHHS-Cook County Health & Hospital Systems  
 CCSO-Cook County Sheriff's Office

**TA Providers:**  
 JSP-Justice System Partners (General SJC)  
 ED- Everyday Democracy (Community Engagement)  
 PRI- Policy Research, Inc. (Diversion)  
 M+R- (Communications)  
 JFA- JFA Institute (Stress Test)  
 BI- Burns Institute (RED)  
 CUNY ISLG- City of New York Institute for State and Local Governance (Data)

## ELECTED & APPOINTED STAKEHOLDERS

**STEERING COMMITTEE**  
 Purpose: This committee maintains consistent coordination of SJC strategies across stakeholder agencies and community.  
 Lead: Rebecca Barboza, OCJ  
 Representation: OCJ, JAC, Clerk, CPD, JSP, PD, CCHHS, CCSO, SA  
 Meetings: Every Tuesday 10am

**HIGH LEVEL POLICY COMMITTEE**  
 Purpose: This committee meets if more research or clarity is needed on an issue to be discussed at the County Judicial Stakeholder meeting.  
 Lead:  
 Representation: OCJ, JAC, Clerk, PD, CCSO, SA, AOIC  
 Meetings: As needed

**POLICY COMMITTEE**  
 Purpose: This committee is a collaboration between stakeholder agencies and community members to coordinate SJC strategies. The committee provides feedback and recommendations to the Steering Committee.  
 Lead: Savannah Felix, OCJ  
 Representation: OCJ, JAC, Clerk, CPD, JSP, PD, CCHHS, CCSO, SA, OP, ICJIA, ACOG, AOIC, NM, AP, AA, LU, CS, SF, NAMI, CCA, LCLC, UIC, TASC, BOT, SPAC, NLEN, ILJP, BPI  
 Meetings: 1st Thursday of each County fiscal quarter

**PARTNERS:**  
 AA-Alumni Association  
 ACOG-Apostolic Church of God  
 AOIC-Administrative Office of the Illinois Courts  
 AP-Adult Probation  
 BOT-Bureau of Technology  
 BPI-Business and Professional People for the Public Interest  
 CCA-Civic Consulting Alliance  
 CS-Chicago Survivors  
 CSC-Chicago Social Change  
 ICJIA-Illinois Criminal Justice Information Authority  
 ILJP-Illinois Justice Project  
 JP-Juvenile Probation  
 LCLC-Lawndale Christian Legal Center  
 LU-Loyola University  
 NAMI-National Alliance on Mental Illness  
 NLEN-North Lawndale Employment Network  
 NM-Night Ministry  
 NW- Northwestern  
 SF-Safer Foundation  
 SPAC-Sentencing Policy Advisory Council

## SJC STRATEGIES

**COMPREHENSIVE BOND REFORM**  
 Purpose: This work group coordinates the SJC comprehensive bond reform strategy.  
 Lead: Michael Carroll, OCJ  
 Representation: OCJ, CCSO, SA, OP, PD, Clerk, CCHHS, CPD, AA, JSP, JAC, AOIC  
 Meetings: Bi-weekly

**COURT REMINDER SYSTEM**  
 Purpose: This work group coordinates the SJC court reminder strategy.  
 Lead: Michael Carroll, OCJ  
 Representation: OCJ, JAC, PD, Clerk, CPD, JSP, BOT  
 Meetings: Monthly

**DIVERSION**  
 Purpose: This work group explores coordinates the SJC diversion strategy.  
 Lead: Vanessa Westley, CPD  
 Representation: OCJ, CCSO, SA, PD, Clerk, CCHHS, CPD, JAC, JSP, AOIC, CSC, NAMI, TASC, AOIC, JP  
 Meetings: Monthly

**COMMUNITY ENGAGEMENT**  
 Purpose: This work group develops and implements strategies to engage community in SJC.  
 Lead: Kim Davis-Ambrose, JAC  
 Representation: OCJ, CCSO, SA, PD, Clerk, CCHHS, CPD, JAC, JSP, CS, NW, SF, NAMI, CCA, LCLC, TASC, NLEN  
 Meetings: 3rd Tuesday of each month

**EMERGING ADULTS**  
 Purpose: The purpose is to address the emerging adult population in the criminal justice system.  
 Lead: Delrice Adams, JAC  
 Meetings: Monthly

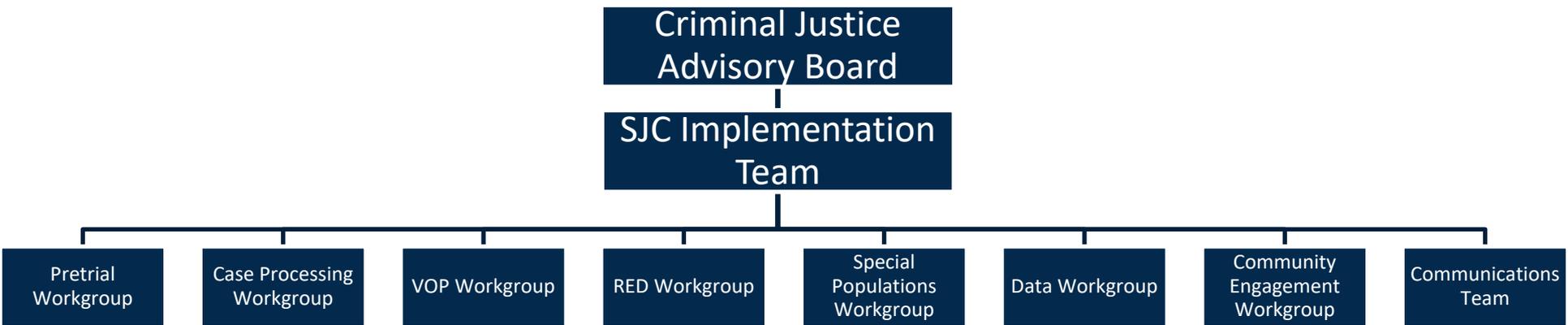
**STRESS TEST**  
 Purpose: The purpose is to identify system processing/business efficiency changes that can be made to decrease length of stay in the jail  
 Lead: Lore Joplin, JSP  
 Meetings: As needed

**DATA**  
 Purpose: This work group coordinates the data submissions to ISLG, data collection for internal process and outcome measures, and other SJC data related projects  
 Lead: Michael Carrol, OCJ  
 Representation: OCJ, CCSO, SA, JAC, PD, Clerk, CCHHS, CPD, JSP, AP  
 Meetings: As needed

**VIOLATION OF PROBATION (VOP)**  
 Purpose: The purpose is to explore the impact of probation violations on the jail population and discuss opportunities to limit this impact.  
 Lead: Tom Lyons, Probation  
 Meetings: Monthly

## Additional SJC Efforts

# PHILADELPHIA'S TEAM



# CJC HISTORY & OPERATIONS



- ▶ **Created by County Ordinance in 1988**
- ▶ **Advisory Board to Board of County Commissioners**
  - ▶ Quasi County Department
- ▶ **Funded by Board of County Commissioners**
- ▶ **Mission:** Study all aspects of the criminal justice and crime prevention systems within the federal, state, county, municipal, and private agencies within the County.
- ▶ **32 Members:**
  - ▶ 21 Public Sector
  - ▶ 11 Private Sector (10 business; 1 clergy)

# PALM BEACH COUNTY CRIMINAL JUSTICE COMMISSION

## 2018 Committee Organizational Chart



**PALM BEACH COUNTY  
BOARD OF COUNTY COMMISSIONERS**  
Honorable Mayor Melissa McKinlay

**CRIMINAL JUSTICE COMMISSION**  
Mr. Gerald Richman, Chairman

**EXECUTIVE COMMITTEE**  
Mr. Gerald Richman, Chairman

- Nominating  
Barry Krischer
- Bylaws  
Barry Krischer
- Finance  
Joseph Ianno, Jr.

**STANDING COMMITTEES**

- Elder Abuse Prevention Task Force  
Barry Krischer
- Law Enforcement Planning Council  
Chief Richard Jenkins
- School Safety Subcommittee  
Judge James Martz

- Community Engagement Task Force  
Chief Sarah Mooney/Barbara Cheives
- Corrections Task Force/  
Public Safety Coordinating Council/  
Criminal Justice Mental Health &  
Substance Abuse Planning Council  
Douglas Duncan
- Court System Task Force  
Nellie King

**PROJECTS/OVERSIGHT COMMITTEES**

- Program Monitoring & Evaluation Committee  
Christina Morrison
- Citizen's Criminal Justice Academy
- Youth Violence Law Enforcement Workgroup  
Asst. Chief Vanessa Snow/  
Captain Michael Wallace

- Probation Advisory Board  
Judge Sheree Cunningham
- Rapid Response Team
- MacArthur Safety & Justice Challenge Grant
- Core Team  
Pretrial Team  
Disparity Team  
FUSE Project Team  
Court Reminder Team  
Case Processing Team

**CJC LEGACY PROGRAMS**  
(Collaboration Ongoing)

- Pretrial Services
- Drug Court Program
- GREAT Program
- Law Enforcement eXchange (LEX)
- Reentry Program & Task Force
- Youth Empowerment Centers

# PALM BEACH COUNTY CRIMINAL JUSTICE COMMISSION

## 2018 Staff Organizational Chart



**VERDENIA BAKER**  
County Administrator

**FAYE JOHNSON**  
Assistant County Administrator

**MR. GERALD RICHMAN**  
CJC Chairman

**KRISTINA HENSON**  
CJC Executive Director

**ALLISON ORR**  
Administrative Assistant

**ALTHEA MONES**  
Temporary Clerical

**Research and Planning Unit**

**DAMIR KUKEC**  
Manager

**Program Development Unit**

**BERT WINKLER**  
Manager

**PUBLIC SAFETY DEPARTMENT  
MANAGES CJC FINANCES**

**DANNY KRESHAK**  
Financial Analyst II

**KATHERINE SHOVER**  
Senior Criminal Justice Analyst

**CANDEE VILLAPANDO**  
Criminal Justice Analyst

**ALEITA KINMAN**  
Senior Criminal Justice Analyst  
Racial & Ethnic Disparity  
MacArthur Grant Funded

**ROSALIND MURRAY**  
Senior Criminal Justice Analyst

**JONATHAN HACKLEY**  
Criminal Justice Analyst

**JACQUELINE SCHOENFELD**  
Program Coordinator  
FUSE Program  
FDLE JAG Grant Funded

# PHILADELPHIA'S REFORM PLAN

## Strategy 1- Reduce Incarceration for Pretrial Defendants

- Risk Tool
- Alternatives to Cash Bail
- Pretrial Advocates\*
- Early Bail Review\*

## Strategy 2- Create Efficiencies in Case Processing

- MC Continuance & Long Stayer Review\*
- CP Continuance & Long Stayer Review

## Strategy 3- Address Violations of Probation

- Detainer Alternative Program\*
- Violation Electronic Monitoring\*
- Detainer Review Hearings (N)
- Probation Caseload Project (N)
- Probation Lengths Recommendation (N)

## Strategy 4- Reduce Racial and Ethnic Disparities

- Implicit Bias Training\*
- Disparity Data Diagnostic
- Initiative Review Series (N)

## Strategy 5- Mental Health/Stepping Up

- Linkages for Individuals in Need of Community Supports\*
- Police Co-Responder Pilot (N)
- Post-Booking Stabilization & Diversion (N)

## Strategy 6- Improve Cross-System Data Capacity\*

## Strategy 7- Community Engagement

- Art for Justice (N)
- Community Advisory Committee (N)
- Outreach and Communications (N)
- Community Innovation Fund (N)

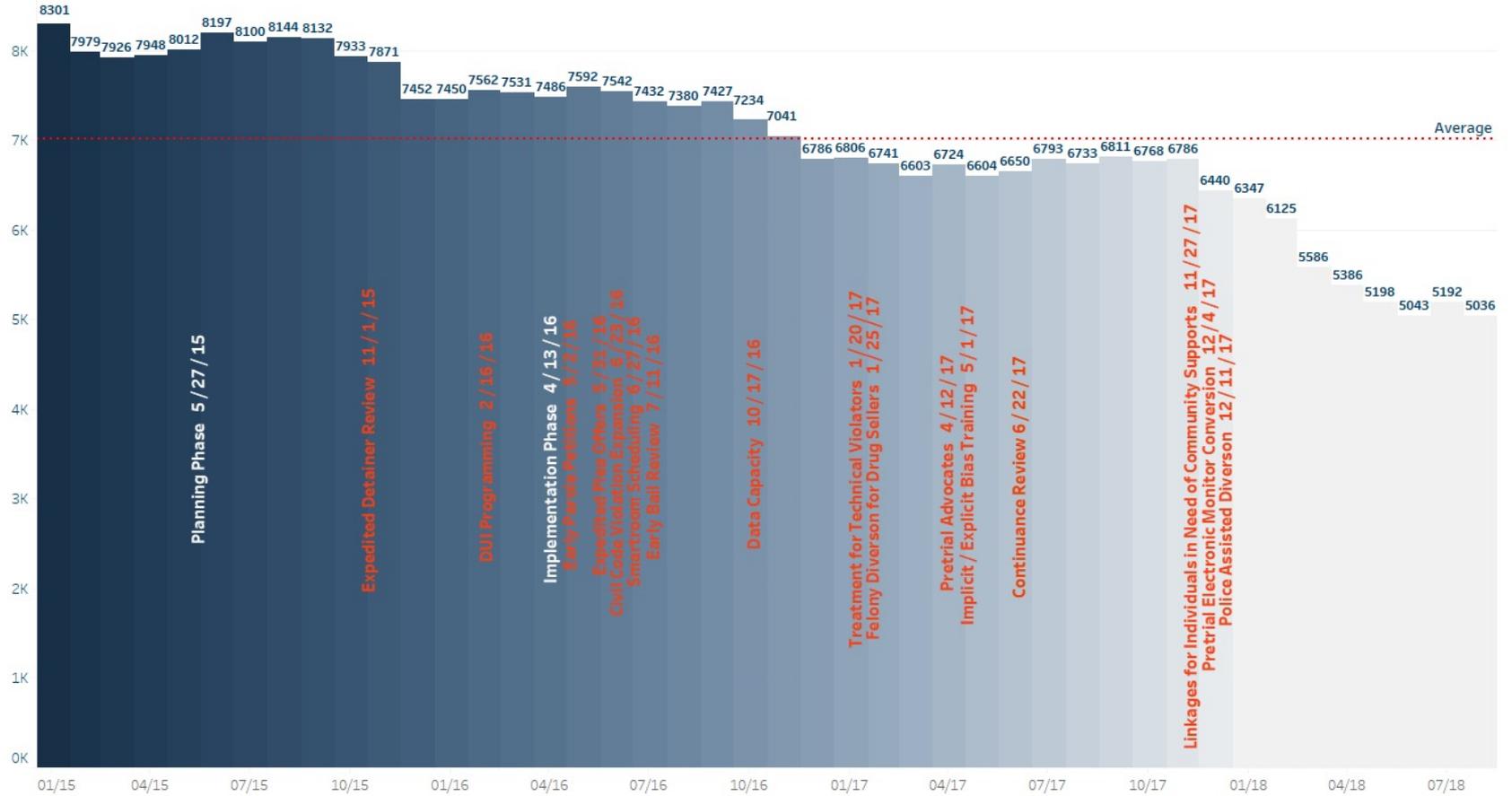
## Sustainability List\*

- ER Expansion, Smartroom Scheduling, DUI Programming, Parole Petitions, ARC, CVNs, Police-Assisted Diversion, TCY

*\*initiative has launched  
(N) New Initiative*



### Philadelphia Prison Population | January 2015 - August 2018 | MacArthur Initiative Launch Dates



# ONE SUCCESS - COLLABORATIVE APPROACH

MacArthur R.E.D. Team



Law Enforcement  
Planning Council

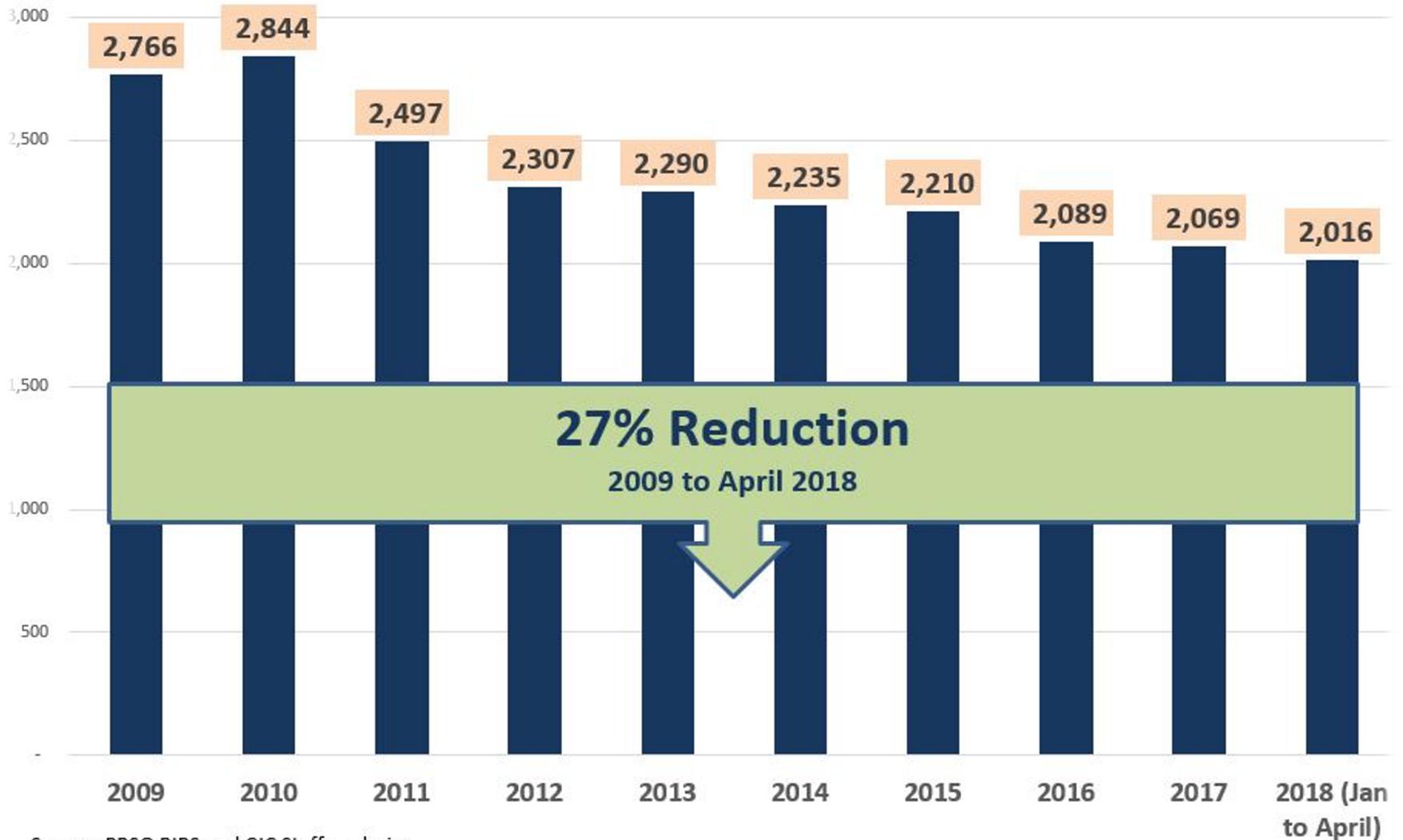


# SUCCESSFUL COLLABORATIONS



- **Involve all stakeholders involved in issue**
- **Make sure all have an equal voice**
- **Facilitate sharing of ideas and information**
- **Dedicated professional staff to perform research/analysis, handle paperwork, write grants, manage contracts**
- **Insist on progress at each meeting – make it meaningful**
- **Highlight areas of agreement**
- **Build consensus around disagreements**
- **Know your members**
- **Identify stakeholders having problems and work one-on-one**
  - **Educate; identify their interest and benefit in project**
- **Do not force support – negotiate – continue steps toward goal**
- **Use trusted allies to build support**
- **Do periodic check-ins to gauge attitudes**

## Palm Beach County Jail Average Daily Population



Source: PBSO BIRS and CJC Staff analysis

# CHALLENGE



## 2007 Broward County Jail Reduction

### Problem:

- Jail under federal consent decree
- 13<sup>th</sup> largest jail system in the nation with close to 6,000 ADP in 5 jails
- County Commission signed \$5-million contract for 6<sup>th</sup> 1,300 bed jail design

### Solution:

- Proposed to Sheriff to expand Pretrial Services for \$2.7 million
  - 25 new staff; \$1.3 million in GPS monitors
  - Reduction in jail of 1,000 within 3 years
- First dedicated first appearance judges and administrative order
- Implemented COMPASS Risk Assessment Instrument

### Outcome:

- County Commission passed proposal in January 2008
- By 2010 jail was down by 800
  - Closed 712 bed Stockade and cancelled 6<sup>th</sup> new jail
  - Redirected \$60 million to new courthouse
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