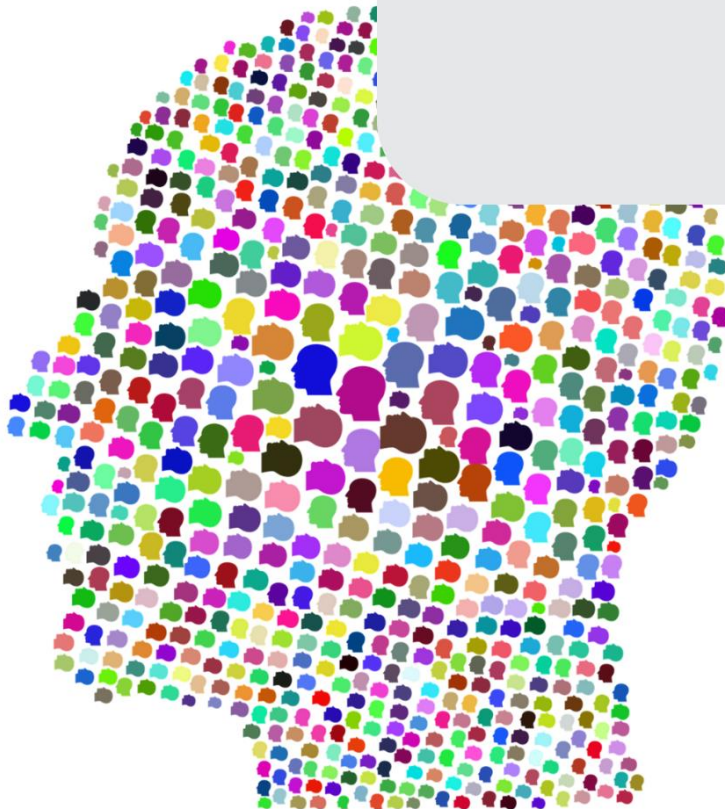


# Perceptions of Criminal Justice Coordinating Councils

2022



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## Table of Contents

Abstract .....	ii
Acknowledgments .....	iii
About the NNCJCC .....	iv
Introduction .....	1
Study Methodology .....	3
Design .....	3
Survey Sample .....	5
Perceptions of CJCC Effectiveness.....	6
Perception of Effectiveness by Stakeholder and Survey Respondent Groups.....	9
Perceptions of CJCC Structure .....	10
Perception of Structure by Stakeholder and Survey Respondent Groups .....	11
Perceptions of CJCC Member Satisfaction.....	12
Meeting Attendance and Perceptions of CJCC Productiveness.....	14
Perception of Satisfaction by Stakeholder and Survey Respondent Groups .....	14
Conclusion .....	16
Appendix: NNCJCC Member Survey Results.....	18

## Abstract

Criminal justice coordinating councils (CJCCs) emerged in the 1970s and 80s as a means for systemic collaboration to improve the justice system. To date, however, there has been little research on these entities. To address this knowledge gap, Justice Management Institute surveyed CJCC members nationwide to understand what value these professionals experience through their CJCC membership and the benefits that CJCCs bring to their jurisdictions. This publication, developed with funding from the National Institute of Corrections, presents findings from that survey.

Of the 489 CJCC members surveyed, most survey respondents believed that their CJCC had the necessary membership to be effective, to improve communication and cooperation among stakeholders and addressed significant system issues. Respondents were less likely to believe that the CJCC improved system efficiency and stakeholder engagement, that all CJCC members participated actively, or that CJCC member responsibilities were well defined. While most believed the CJCC had credibility in their systems, fewer thought the CJCC influenced leadership decisions or agency policy or practice. Over 86 percent believed their CJCC could be improved.

While not necessarily representative of the universe of CJCC members, findings here broaden our knowledge about CJCCs and can help stakeholders determine whether a CJCC can help address today's most pressing criminal justice system issues.



## Acknowledgments

The Justice Management Institute would like to thank the National Institute of Corrections—particularly Correctional Program Specialist Katie Green and Community Services Division Chief Holly Busby—for its continued support of criminal justice coordinating councils. We also would like to acknowledge and thank those CJCC members who participated in our national survey. This publication would not have been possible without their contribution and support.

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June 1, 2022



## About the NNCJCC

The National Network of Criminal Justice Coordinating Councils (NNCJCC) was established in 2010, with support from the Bureau of Justice Assistance. The NNCJCC is a forum for local criminal justice coordinating councils (CJCCs) to learn from each other and to build local capacity for system improvement. Its vision is to be a national leader and a voice for local criminal justice system reform that is based on data-driven policies and evidence-based practices that result in improved public safety outcomes, cost-effective responses to crime, and fair and efficient adjudication processes.

The NNCJCC brings together staff and leadership from the most well-developed and long-standing CJCCs nationwide to engage in national problem-sharing and problem-solving discussions that focus on facilitating, coordinating, and collaborating among diverse stakeholders; identifying emerging justice system challenges; and sharing effective strategies for addressing these challenges. The information shared and lessons learned are a platform for building capacity with newly formed or struggling CJCCs.

For more information about the NNCJCC, please visit <https://www.jmijustice.org/>

## Introduction

There is a growing demand for meaningful reforms within America's justice systems on issues such as using corrections resources properly, establishing fair and effective bail practices, and eliminating systemic racial, ethnic, and gender bias. These are complex issues that require real, meaningful, and sustainable change to how justice systems operate as a whole and the outcomes they produce. Unfortunately, most criminal justice "systems" are groups of individuals, independent agencies that focus mainly—and sometimes, only—on individual agency goals, objectives, and activities. This "silo" approach frequently causes the justice system to be fragmented and inefficient. True systemic change demands a comprehensive and holistic response from stakeholders. Yet, for many jurisdictions, it is difficult for agencies to move beyond their individual goals, objectives, and activities to unified approaches, goals, and outcomes.

In the early 1970s criminal justice coordinating councils (CJCCs) emerged as a strategy to promote much-needed collaboration among key justice system agencies and stakeholders. Initially created to administer federal grant funds, CJCCs eventually grew to include bodies of elected and senior justice system leaders who met regularly to coordinate systemic responses to justice problems.<sup>1</sup> Although membership differs across jurisdictions, typically, these partnerships include representatives from the three branches of government; multiple government levels (city, county, and state); and interested stakeholders from other governmental and private entities.

**Criminal justice coordinating councils, or CJCCs, are established bodies 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.**

By the 1980s and early 1990s, CJCCs had shown promise as a collaborative approach to address systemic issues, particularly the then-burgeoning issue of jail crowding, suggesting broader utility for CJCCs. By centralizing local criminal justice planning and coordination in a single entity, counties hoped to gain a better understanding of the problems facing the justice system, to foster increased cooperation among the various agencies within the justice system and with allied stakeholders, to establish clearer priorities for the system, to ensure better use of system resources, to reduce the costs of the system, and to implement more effective justice initiatives overall.<sup>2</sup> Despite early interest in CJCCs, their presence in local justice systems eventually waned over time. However, over the past decade, there has been renewed interest in CJCCs as jurisdictions face the next generation of justice system issues that demand a collaborative response.

Despite the early (and now renewed) interest in CJCCs, the literature on CJCCs is sparse. This includes a lack of information on a CJCC's composition, the effectiveness of CJCCs overall in addressing specific issues of interest to stakeholders, and how CJCC members view the effectiveness and utility of their collaborative efforts. To ensure that CJCCs are viable change agents, it is important to understand how these organizations can promote system reform and what “essential elements” are needed to make them effective.

To meet this demand, the National Institute of Corrections (NIC), the Justice Management Institute (JMI), and the National Network of Criminal Justice Coordinating Councils (NNCJCC) have partnered to develop a series of publications aimed at broadening the knowledge base about CJCCs. Our goals are to identify (1) how CJCCs can help jurisdictions achieve real and meaningful systemic reform and (2) the critical elements of a CJCC structure and process needed to make these organizations effective. Specifically, this publication uses data from a first-ever national survey of CJCC members to highlight how stakeholders involved in CJCCs rate these organizations' effectiveness in improving local justice systems and promoting communication and collaboration among members. Survey results also describe stakeholders' opinion on whether CJCCs are structured to meet local system demands and how well they meet stakeholder members' expectations.

With this publication series, NIC, JMI, and NNCJCC hope to renew the conversation on a CJCC's potential to help local stakeholders address the pressing issues facing today's justice systems. We also hope this series will spark interest in research on CJCCs as effective problem-solving strategies.



## Study Methodology

Traditionally, CJCCs are examined from the “outside,” documenting commonalities and differences across jurisdictions. Questions about CJCCs from an “inside” perspective—from the members themselves—had not been explored. This study was designed to fill this void by documenting CJCC members’ experiences and opinions across three “dimensions,” as follows:

1. *Effectiveness* of the CJCC in improving communication and collaboration among stakeholders, addressing important issues systemically, and making the justice system more efficient.
2. Appropriateness of the CJCC *structure* in terms of membership, membership participation, and clarity of member roles and responsibilities.
3. *Satisfaction* with the CJCC’s credibility among criminal justice, governmental, and public stakeholders, use of members’ time, and the CJCC’s influence on members and their agency policy and procedure.

## Design

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JMI’s design featured an online survey of members of CJCCs associated with the NCJCC. The survey method brought several advantages to the study, including ease and economy in conducting the survey; scaling of the evaluation to the entirety of the target population via an online instrument; an easy-to-use self-administered format for participants that also ensured participant anonymity; and fast collection, retrieval, and analysis of project data for project staff.

JMI designed the survey as a 29-item questionnaire that asked participants to rate their level of agreement with different statements about their CJCC. Besides two demographic questions (city/county the CJCC represents and the position within the CJCC that the respondent represented, for example, “Chief Judge,” “Sheriff,” or “Public Defender”), JMI structured survey questions along the three dimensions to gauge opinion in the areas of interest as follows:

### Effectiveness

- The CJCC has improved communication between justice stakeholders and agencies.
- The CJCC has improved cooperation between justice stakeholders and agencies.
- The CJCC has made the criminal justice system more efficient.
- The CJCC is currently working on issues that are important to our criminal justice system.
- Over the past year, the CJCC has accomplished important work.
- The CJCC in our jurisdiction is likely to play an important role in the criminal justice system over the next year.
- The CJCC successfully engage(s) stakeholders to implement change.
- The CJCC director position brings useful ideas to the criminal justice system.

- The CJCC director position is expected to provide beneficial research, information, and data to CJCC members that assist them in making decisions.

## Structure

- The CJCC has the necessary stakeholders attending the meeting.
- The majority of CJCC members actively participate.
- The CJCC director position is expected to engage stakeholders to implement changes to the criminal justice system.
- The CJCC director is an important position in our criminal justice system.
- The duties, responsibilities, and function of the CJCC have been specified and communicated to partner agencies.
- CJCC members expect the chair(s) to remain impartial and act in the interest of the system as a whole.
- CJCC members expect the individual in the CJCC director position to remain impartial and act in the interest of the system.

## Satisfaction

- The CJCC meetings are a productive use of members' time.
- The CJCC has credibility in our jurisdiction.
- I feel like my opinion matters to the CJCC.
- The CJCC meetings influence my decisions as a leader.
- The CJCC meetings influence the policies and practices of my agency or organization.
- I will continue to participate in the CJCC during the next year.
- The CJCC could be improved.
- The number of meetings attended over the past year by the member.
- The number of committees or workgroups the member served on.

JMI formatted survey questions as Likert scale<sup>3</sup> items with four responses: "Strongly Agree," "Agree," "Disagree," and "Strongly Disagree." Project staff tabulated frequencies for each item response and, where appropriate, cross-tabulated responses by individual respondent positions and re-calculated position groups.

Since Likert scales produce ordinal data, analysis consists mainly of descriptive frequency distribution. The exceptions are comparisons of survey responses by CJCC member types, which allowed use of chi-square statistics, particularly Spearman's rho or rank correlation coefficient, to determine if some CJCC members held significantly different viewpoints than other members.

## Survey Sample

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The survey targeted all known members of CJCCs whose directors had completed an earlier NNCJCC survey with JMI.<sup>4</sup> In all, 489 CJCC members out of approximately 750 targeted individuals (65%) from 43 jurisdictions responded. Survey respondents represented a cross section of CJCC member types, including criminal justice, governmental, and private citizen groups.

Survey respondents represented most types of CJCC member agencies, though there was more participation by some stakeholders than others. Furthermore, 66 respondents (13.5% of the sample) identified themselves as “Other,” although JMI’s review of this category found that 47 of these responses fit other available position descriptions. To group these respondents more appropriately and to encourage more meaningful comparisons of opinion by positions within the CJCC, JMI created “respondent groups” differentiated between law enforcement, judicial, prosecution, defense, defendant/offender supervision, defendant support, court support, local governmental leadership, and community groups as shown in exhibit 1.

**Exhibit 1: Recalculated Respondent Group**

	<i>Frequency</i>	<i>Percent</i>
Law Enforcement/Corrections	79	16.2%
Judiciary	44	9.0%
Court Support	28	5.7%
Prosecution	41	8.4%
Defense Bar	36	7.4%
Defendant/Offender Supervision	51	10.4%
Defendant Support	41	8.4%
Local Leadership	61	12.5%
Community	89	18.2%
Other	19	3.9%
Total	489	100%

## Perceptions of CJCC Effectiveness

Respondents overwhelmingly rated their CJCCs as effective. More than 90 percent of respondents agreed/strongly agreed that their CJCC:

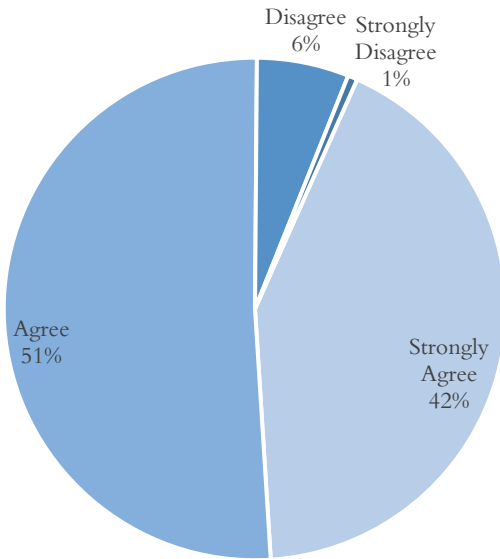
- ✓ Improved communication among justice stakeholders and agencies (93.5%).
- ✓ Improved cooperation among justice stakeholders and agencies (91.6%).
- ✓ Worked on issues important to the local justice system (93.3%).
- ✓ Would likely play an important role in the justice system over the next year (91.4%).

In addition, 91.4 percent of respondents believed their CJCC's director brought useful ideas to the justice system, while 96.5 percent believed the director was expected to provide beneficial research, information, and data to CJCC members that assist them in making decisions.

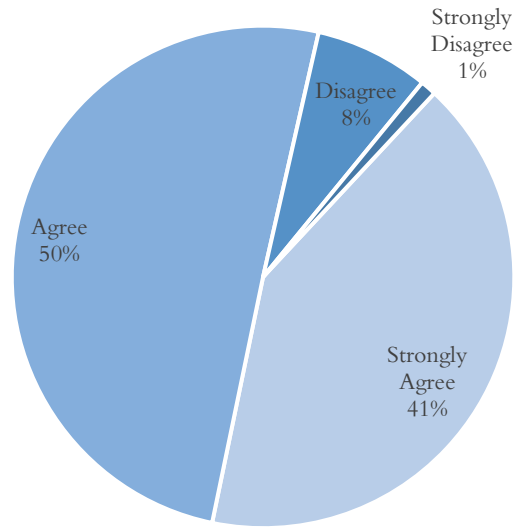
Fewer respondents agreed/strongly agreed that the CJCC accomplished "important work" (84.9%), made the justice system more efficient (84.5%), or successfully engaged stakeholders to implement change (85.3%), although the favorable responses remained quite high overall. "Disagree" was the most recorded negative response for these questions (13.1% for the CJCC doing important work, 13.3% for the CJCC engaging stakeholders to implement change, and 14.3% for the CJCC making the system more efficient). Details on the responses for each item assessed are shown in exhibit 2.

Exhibit 2: Frequency of Response for Effectiveness Items

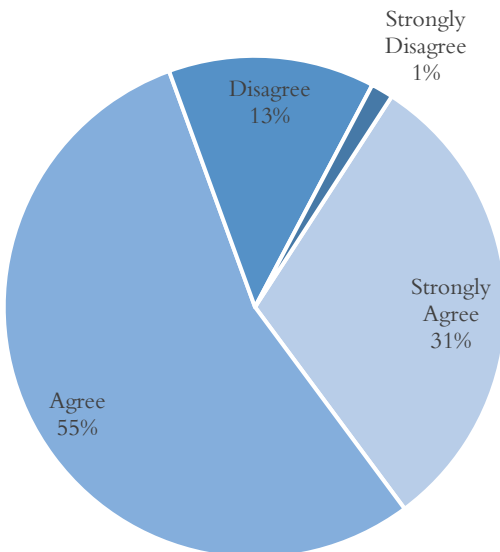
The CJCC has improved communication among justice stakeholders and agencies.



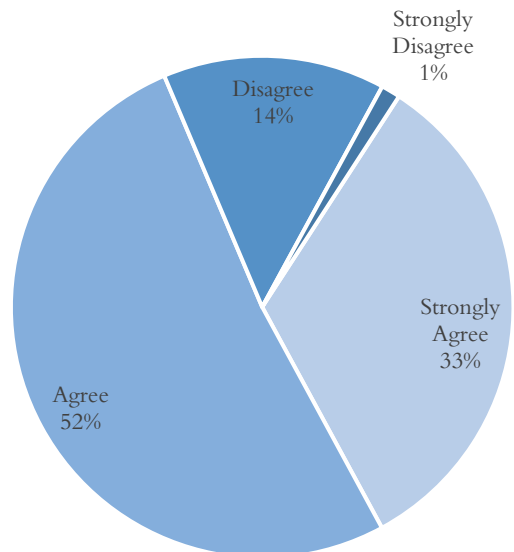
The CJCC has improved cooperation among justice stakeholders and agencies.



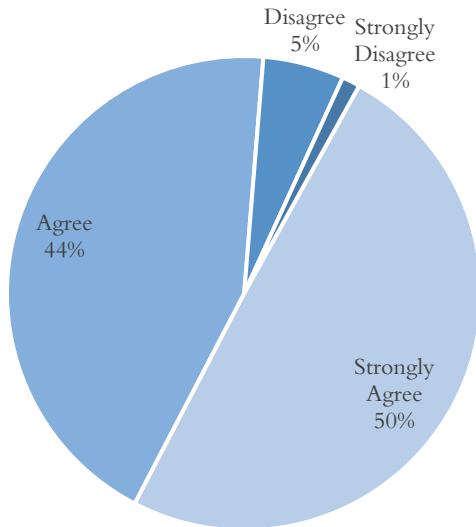
The CJCC successfully engage(s) stakeholder(s) to implement change.



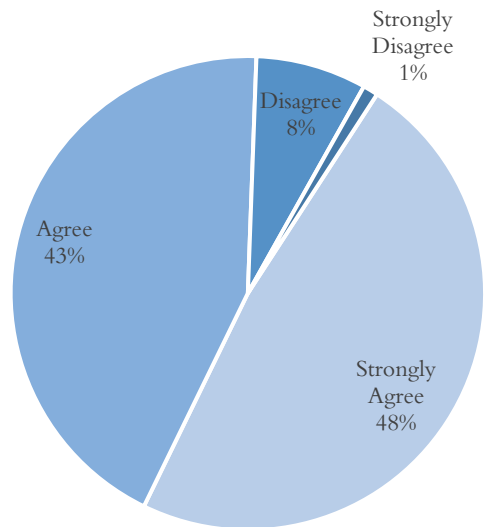
The CJCC has made the criminal justice system more efficient.



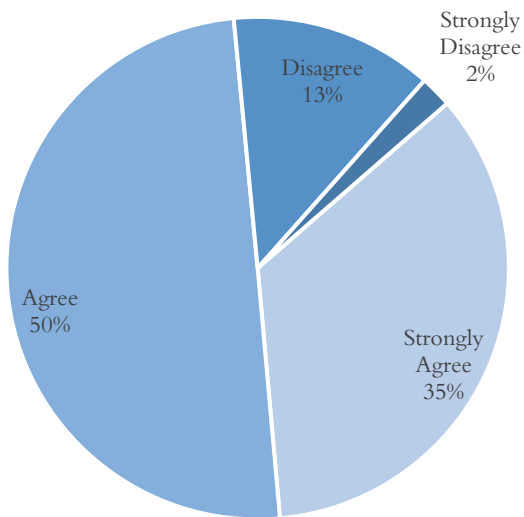
The CJCC is currently working on issues that are important to our criminal justice system.



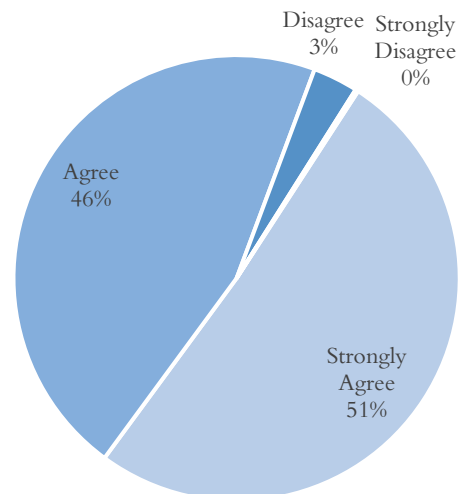
The CJCC coordinator/director position brings useful ideas to the criminal justice system.



Over the past year, the CJCC has accomplished important work.



The CJCC coordinator/director position is expected to provide beneficial research, information, and data to CJCC members that assist them in making decisions.



## Perception of Effectiveness by Stakeholder and Survey Respondent Groups

Response rates by stakeholder groups revealed variations of opinions among CJCC members about CJCC effectiveness. (See *exhibit 3: Average Response Rates by Stakeholder Group for Effectiveness Items*). Community and local leadership groups recorded the highest percentage of “strongly agree” responses across all items and had among the lowest overall disagreement rates.

**Exhibit 3: Average Response Rates by Stakeholder Group for Effectiveness Items**

<i>Stakeholder</i>	<i>Strongly Agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
Law Enforcement/Corrections	38.0%	49.4%	11.5%	1.1%
Judiciary	40.9%	54.3%	4.5%	0.3%
Court Support	48.8%	42.8%	7.9%	0.4%
Prosecution	36.0%	52.0%	8.7%	3.3%
Defense Bar	31.5%	57.7%	9.6%	1.2%
Supervision	39.4%	49.9%	9.8%	0.9%
Defendant Support	30.6%	58.6%	9.8%	1.0%
Local Leadership	53.6%	41.3%	4.9%	0.2%
Community	52.8%	39.5%	6.6%	1.1%

Within the community stakeholder group, respondents describing themselves as “city councilmember,” “ex-offender,” or “local university representative” had the highest percentage of “strongly agree” responses (66.7%). Conversely, the highest levels of “disagree” and “strongly disagree” responses were found among stakeholders identifying as law enforcement/corrections (12.6%), prosecution (12%), defense bar and defendant support (10.8% respectively), and defendant/offender supervision (10.7%). No respondents who identified as “crime victim,” “ex-offender,” “faith community representative,” or “local university representative” disagreed or strongly disagreed with any survey item in this dimension.

Respondents describing themselves as “jail administrator/equivalent” had the highest percentage of disagree and strongly disagree responses (27.1%). These respondents and those describing themselves as “pretrial services manager/director” had the highest percentage of “disagree” responses in the effectiveness category. Criminal justice stakeholders were the only respondent categories with double-digit percentages of “disagree” responses, including:

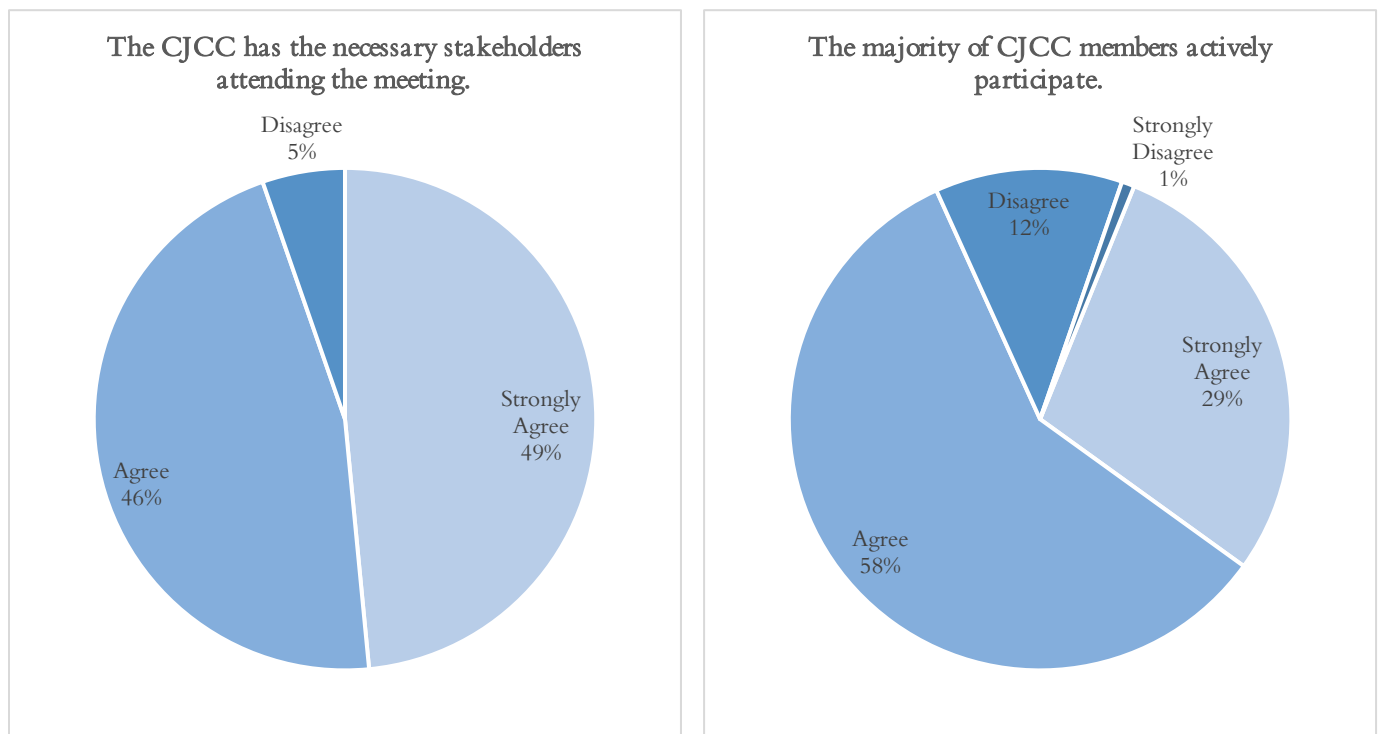
- Sheriff (16.0%);
- Behavioral health director/equivalent (14.6%);
- Probation chief/director (12.8%);
- Police chief (12.3%)
- Public defender (11.5%)
- District attorney/county prosecutor (10.5%); and
- Defense attorney (10.0%)

## Perceptions of CJCC Structure

In general, survey respondents had favorable perceptions about the CJCC structure. Specifically, the survey found that 90 percent of participants believed their CJCC had the necessary members attending meetings and that the CJCC director was an important position in their jurisdictions.

However, less than 29 percent of respondents strongly agreed that their CJCC's members actively participated. Along with responses to whether CJCC member duties were specified and communicated (28.6%), this question produced the lowest percentage of "strongly agree" responses recorded in the survey. Only 54.4 percent of respondents who strongly agreed that their CJCC has the necessary stakeholders attending meeting also strongly agreed that the majority of CJCC members actively participated. Almost one in five of those agreeing about the necessary CJCC stakeholders attending meetings disagreed or strongly disagreed that members actively participated in the CJCC. The Spearman's rho rated the correlation between the two variables (.549) as moderate. Exhibit 4 shows the responses for each item assessed related to structure.

**Exhibit 4: Frequency of Response for Structure Items**





## Perception of Structure by Stakeholder and Survey Respondent Groups

As shown in exhibit 5, judiciary, local leadership, and law enforcement/corrections stakeholder groups had the highest overall positive responses regarding their CJCC’s structure. More than half of responses within the local leadership and community groups consistently gave “strongly agree” responses in this dimension. Conversely, the defense bar stakeholder group recorded the highest disagreement rate in this area, followed by prosecution and court support. These three groups consistently recorded the highest disagree/strongly disagree rates within each dimension question, the highest being court support’s 25 percent negative response rate regarding CJCC member duties being specified and communicated to members.

**Exhibit 5: Average Response Rates by Stakeholder Group for Structure Items**

<i>Stakeholder</i>	<i>Strongly Agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
Law Enforcement/Corrections	39.2%	52.3%	7.2%	1.3%
Judiciary	38.6%	55.2%	5.2%	0.5%
Court Support	45.4%	44.9%	8.7%	1.0%
Prosecution	37.6%	52.3%	8.7%	1.4%
Defense Bar	32.9%	56.0%	9.9%	1.2%
Defendant/Offender Supervision	40.3%	51.0%	8.7%	0.0%
Defendant Support	35.2%	56.4%	7.6%	0.8%
Local Leadership	50.4%	43.1%	6.3%	0.2%
Community	52.3%	39.6%	7.9%	0.2%

City council member (66.7%) and community representative (53.6%) were the only CJCC position groups with an above 50 percent “strongly agree” response to whether CJCC members participate. County administrator/manager equivalent (15.4%), business community representative (12.5%), and clerk of court (10%) had the highest disagree rates. No position group posted a “strongly disagree” response.

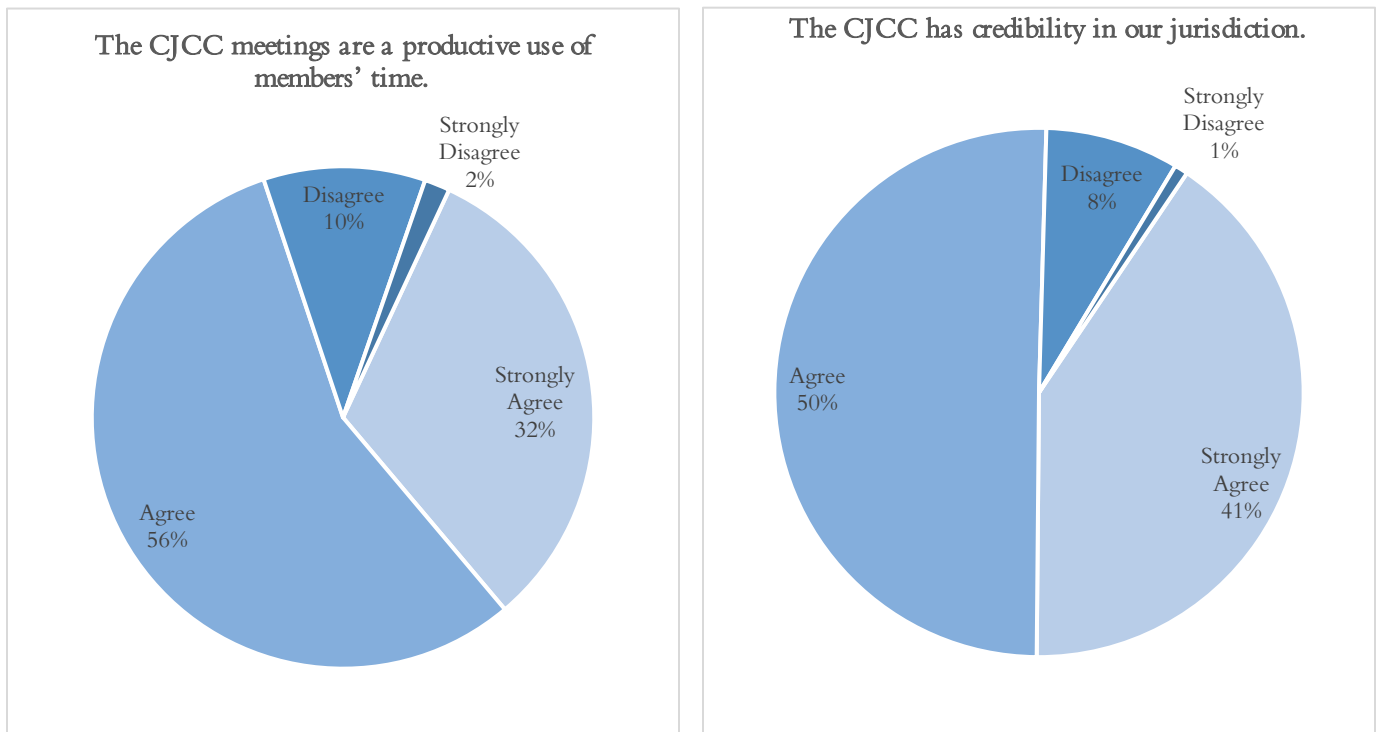
Position groups recorded a high cross-section of disagree responses on whether CJCC responsibilities were identified and defined to members. Faith community (25%), county administrator (23%), district attorney/county prosecutor and clerk of court (20%), and community representative (16%) recorded the highest disagree rates while behavioral health director, business community representative, and jail administrator all scored 12.5 percent. Conversely, all respondents identifying themselves as city council member or local university representative agreed/strongly agreed that responsibilities were identified and defined to members, as did nearly two-thirds of business community representatives.

One-third of city councilmember respondents disagreed that the CJCC head was an important position in their jurisdiction, the highest disagreement response rate recorded in this dimension. One in five crime victim and defense attorney respondents also gave “disagree” responses.

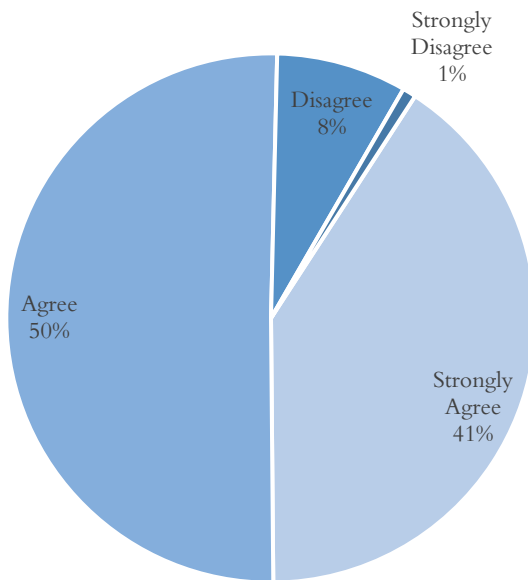
## Perceptions of CJCC Member Satisfaction

More than 90 percent of respondents agreed/strongly agreed that the CJCC had credibility in their local justice systems and that their opinion within the CJCC mattered. Almost 98 percent of all respondents noted that they would participate in the CJCC the next year. In addition, 87.9 percent believed the CJCC participation was a productive use of members’ time. Slightly fewer respondents (79.1 percent) stated that the CJCC influences their decisions as leaders, and 75.7 percent agreed or strongly agreed that CJCC meetings influenced their agency’s policies and practices. Most significantly, 86.3 percent of respondents believed their CJCC could be improved.

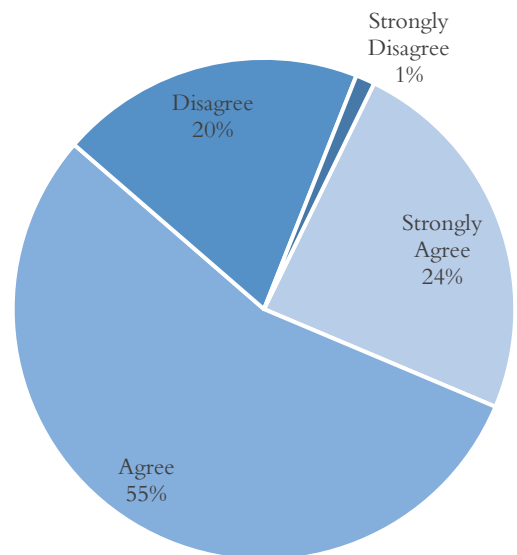
**Exhibit 6: Frequency of Response for Structure Items**



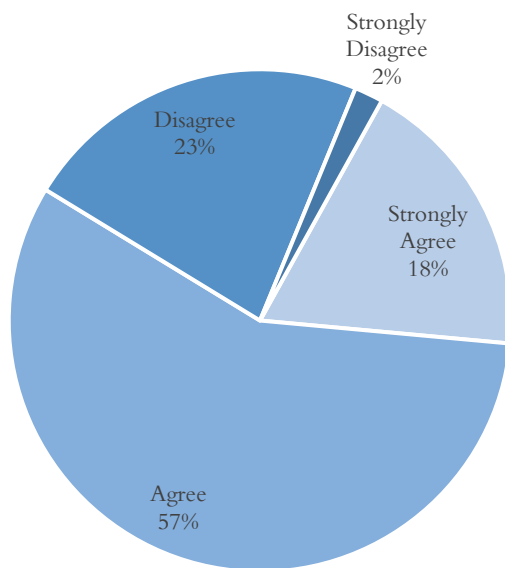
I feel like my opinion matters to the CJCC.



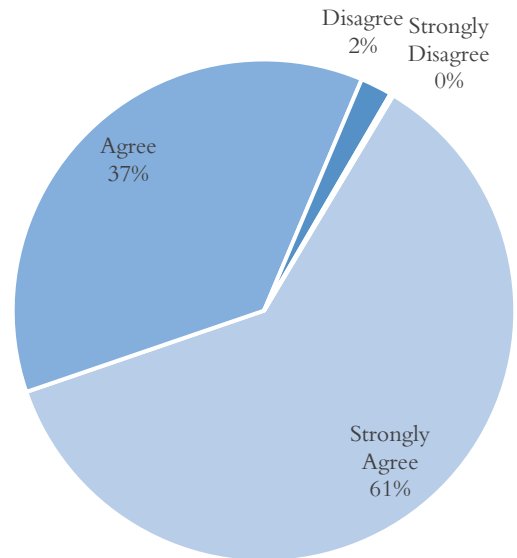
The CJCC influences my decisions as a leader.

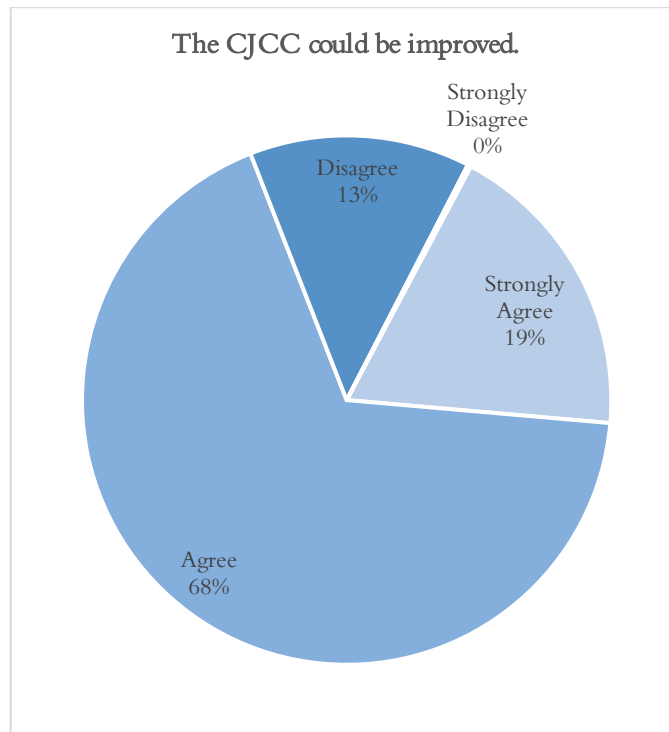


The CJCC meetings influence the policies and practices of my agency or organization.



I will continue to participate in the CJCC during the next year.





## Meeting Attendance and Perceptions of CJCC Productiveness

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Ninety percent of respondents stated that they always or usually attended CJCC meetings over the past year, and 61.8 percent participated in CJCC subcommittees or work groups. Ninety percent of respondents agreed or strongly agreed that the CJCC is a productive use of members' time. Of these respondents, 97 percent who strongly agreed with this statement either always or usually attended CJCC meetings over the past year. This compared to 88.9 percent who agreed with the productivity statement, 84.3 percent who disagreed, and 75 percent who strongly disagreed. However, additional analysis using the Spearman's rho measure (.141) found no significant correlation between agreement that the CJCC was a productive use of members' time and attendance the at CJCC meetings.

## Perception of Satisfaction by Stakeholder and Survey Respondent Groups

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When the survey results were analyzed by stakeholder and survey respondent groups, JMI found patterns that differed from the overall perceptions of satisfaction. For example:

- ✓ 31.4% of defendant/offender supervision group respondents, 26.6 of percent law enforcement/corrections group respondents, and 25 percent of judiciary group respondents disagreed that the CJCC influenced their individual decisions as leaders. A similar pattern of "disagree" responses held with these groups regarding the CJCC's influence on agency policy and practices.

- ✓ Defense attorney (40%) and crime victim stakeholders (20%) were most likely to disagree that their opinion mattered within CJCC, compared to strong agreement on this question by city councilmember (66.7%), chief judge (52.6%), and county commissioner (55.2%) respondents.
- ✓ Almost one in four county administrator/manager (23.1%) and jail administrator/equivalent (25%) respondents disagreed that the CJCC was a productive use of member time.
- ✓ Respondents identifying as chief judge were less likely to believe the CJCC had credibility (15.8%), compared to respondents identifying as “other judicial officers” (4.2%).

**Exhibit 7: Average Response Rates by Stakeholder Group for Satisfaction Items**

<i>Stakeholder</i>	<i>Strongly Agree</i>	<i>Agree</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
Law Enforcement/Corrections	28.0%	55.2%	15.5%	1.3%
Judiciary	31.2%	55.5%	13.3%	0.0%
Court Support	39.3%	52.5%	7.7%	0.5%
Prosecution	33.4%	52.3%	10.8%	3.5%
Defense Bar	27.7%	58.4%	13.1%	0.8%
Defendant/Offender Supervision	29.1%	51.0%	18.8%	1.1%
Defendant Support	28.6%	60.9%	10.5%	0.0%
Local Leadership	41.7%	50.6%	7.5%	0.2%
Community	39.5%	48.9%	10.3%	1.3%

## Conclusion

This first-of-its-kind survey shows CJCC members generally hold very positive opinions about their respective CJCCs. Most survey respondents agreed or strongly agreed that their CJCC improved communication and cooperation among justice stakeholders and worked on issues important to the local justice system. Respondents also agreed—to a lesser degree—that their CJCC made the justice system more efficient and successfully engaged stakeholders to implement change. Most respondents also believed that their CJCC had the necessary system actors in place to be effective, although a significant number did not think that all CJCC members participated actively or that CJCC-member responsibilities were well communicated.

Respondents were less likely to rate their satisfaction with CJCCs as highly as their perception of CJCC effectiveness or structure. Respondents also were less likely to believe the CJCC influenced their decisions as leaders or their agency's policies and practices. Most significantly, 86.3 percent of all respondents believed their CJCC could be improved, suggesting more work is necessary for CJCCs to realize their full potential.

The survey also identified areas where certain CJCC member groups were likelier to have more positive opinions about CJCCs than other stakeholders. For example, respondents identifying as members of the defense bar had lower agreement rates across all survey dimensions while law enforcement/corrections, prosecution, and defendant support groups rated CJCCs lower in effectiveness and satisfaction. Respondents in the defendant/offender supervision, law enforcement/corrections, and judiciary groups also were less likely to believe that the CJCC influenced their individual decisions as justice system leaders. These may be groups that CJCC leadership should target in future engagement efforts.

Overall, respondents saw the utility, value, and effectiveness of CJCCs. The survey findings suggest that CJCCs hold promise as a mechanism for improving local justice systems. Their implementation may indeed reduce barriers that are common among individual independent justice agencies in favor of a more systemic approach that yields greater public safety.

NIC, JMI, and the NNCJCC believe the findings here broaden the current knowledge base about CJCCs. We hope this publication and NIC and JMI's publication series will help promote CJCCs as effective systemic strategies for jurisdictions to address today's most pressing criminal justice system issues.

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<sup>1</sup> A full history and description of CJCCs can be found at Cushman, R. C. (2002). *Guidelines for Developing a Criminal Justice Coordinating Council*. Washington, D.C.: National Institute of Corrections.  
<http://static.nicic.gov/Library/017232.pdf>.

<sup>2</sup> Cushman (2002).

<sup>3</sup> A Likert Scale is a psychometric scale commonly used in survey research to measure individual's opinions and attitudes. The typical Likert Scale uses a symmetric agree-disagree scale to capture the level of positive and negative views for a given item.

<sup>4</sup> The first survey consisted of 49 questions and included responses from 57 of 84 invited CJCC directors (68%). JMI invited these participants to have their entire CJCC membership to participate in this second survey.

## Appendix: NNCJCC Member Survey Results

		Jurisdiction Code			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Adams	12	2.5	2.5	2.5
	Palm Beach	15	3.1	3.1	5.5
	Ashland	11	2.2	2.2	7.8
	Bernalillo	9	1.8	1.8	9.6
	Buncombe	9	1.8	1.8	11.5
	Charleston	26	5.3	5.3	16.8
	Yamhill	14	2.9	2.9	19.6
	Chippewa	16	3.3	3.3	22.9
	Clark	12	2.5	2.5	25.4
	Clinton	9	1.8	1.8	27.2
	Coconino	15	3.1	3.1	30.3
	Dane	4	.8	.8	31.1
	Denver	7	1.4	1.4	32.5
	Douglas	14	2.9	2.9	35.4
	Dutchess	5	1.0	1.0	36.4
	Eau Claire	17	3.5	3.5	39.9
	Franklin	17	3.5	3.5	43.4
	Grant	7	1.4	1.4	44.8
	Harris	5	1.0	1.0	45.8
	Hennepin	8	1.6	1.6	47.4
	Jefferson, CO	20	4.1	4.1	51.5
	Jefferson, KY	15	3.1	3.1	54.6
	Johnson	18	3.7	3.7	58.3
	LaCrosse	15	3.1	3.1	61.3
	Lake	9	1.8	1.8	63.2
	Lane	8	1.6	1.6	64.8
	Lewis and Clark	9	1.8	1.8	66.7
	Lucas	13	2.7	2.7	69.3
	McLean	8	1.6	1.6	71.0
	Mecklenburg	3	.6	.6	71.6
	Milwaukee	29	5.9	5.9	77.5
	Multnomah	4	.8	.8	78.3
	New Orleans	6	1.2	1.2	79.6
	Oklahoma	6	1.2	1.2	80.8
	Pierce	6	1.2	1.2	82.0
	Pinellas	7	1.4	1.4	83.4
	Ramsey	7	1.4	1.4	84.9
	Rock	16	3.3	3.3	88.1
	Sacramento	11	2.2	2.2	90.4



Jurisdiction Code				
Salt Lake	5	1.0	1.0	91.4
Suffolk	6	1.2	1.2	92.6
Waukesha	12	2.5	2.5	95.1
Winona	24	4.9	4.9	100.0
Total	489	100.0	100.0	

Please select the position you represent on the CJCC (If you attend the CJCC as a representative, please select the person or position you represent):

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Behavioral Health Director or equivalent	16	3.3	3.3	3.3
	Business Community Representative	8	1.6	1.6	4.9
	Chief Judge	19	3.9	3.9	8.8
	City Councilmember	3	.6	.6	9.4
	Clerk of Court	10	2.0	2.0	11.5
	Community Representative	56	11.5	11.5	22.9
	County Administrator/Manager or equivalent	13	2.7	2.7	25.6
	County commissioner or equivalent	29	5.9	5.9	31.5
	Court Administrator	14	2.9	2.9	34.4
	Crime Victim	5	1.0	1.0	35.4
	Defense Attorney	5	1.0	1.0	36.4
	District Attorney/County Prosecutor	30	6.1	6.1	42.5
	Ex-offender	2	.4	.4	42.9
	Faith Community Representative	4	.8	.8	43.8
	Jail Administrator or equivalent	8	1.6	1.6	45.4
	Local University Representative	3	.6	.6	46.0
	Mayor	10	2.0	2.0	48.1
	Other (please specify)	66	13.5	13.5	61.6
	Other Judge	24	4.9	4.9	66.5
	Other Prosecutor	10	2.0	2.0	68.5
	Police Chief	38	7.8	7.8	76.3
	Pretrial Services Manager/Director or equivalent	8	1.6	1.6	77.9
	Probation (Community Corrections) Chief/Director or equivalent	35	7.2	7.2	85.1
	Public Defender	29	5.9	5.9	91.0
	Sheriff	25	5.1	5.1	96.1
	Social Services Director or equivalent	19	3.9	3.9	100.0
	Total	489	100.0	100.0	

Respondent Group				
	Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Law Enforcement/Corrections	79	16.2	16.2	16.2
	Judiciary	44	9.0	9.0	25.2
	Court Support	28	5.7	5.7	30.9
	Prosecution	41	8.4	8.4	39.3
	Defense Bar	36	7.4	7.4	46.6
	Defendant/Offender Supervision	51	10.4	10.4	57.1
	Defendant Support	41	8.4	8.4	65.4
	Local Leadership	61	12.5	12.5	77.9
	Community	89	18.2	18.2	96.1
	Other	19	3.9	3.9	100.0
	Total	489	100.0	100.0	

**Are you currently a voting member on your CJCC?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Unsure	32	6.5	7.0	7.0
	Yes	339	69.3	73.7	80.7
	No	89	18.2	19.3	100.0
	Total	460	94.1	100.0	
Missing	System	29	5.9		
Total		489	100.0		

**How long have you been a member of the CJCC?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than a year	55	11.2	11.2	11.2
	1-2 years	139	28.4	28.4	39.7
	More than 3 years	295	60.3	60.3	100.0
	Total	489	100.0	100.0	

**How often did you attend a CJCC meeting over the past year?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Always	222	45.4	45.4	45.4
	Usually	219	44.8	44.8	90.2
	Sometimes	35	7.2	7.2	97.3
	Rarely	13	2.7	2.7	100.0
	Total	489	100.0	100.0	

**Do you participate in any CJCC subcommittees or work groups?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	302	61.8	61.9	61.9
	No	186	38.0	38.1	100.0
	Total	488	99.8	100.0	
Missing	System	1	.2		
Total		489	100.0		

**The CJCC has the necessary stakeholders attending the meeting.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	237	48.5	48.5	48.5
	Agree	226	46.2	46.2	94.7
	Disagree	26	5.3	5.3	100.0
	Total	489	100.0	100.0	

**The majority of CJCC members actively participate.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	141	28.8	28.8	28.8
	Agree	285	58.3	58.3	87.1
	Disagree	59	12.1	12.1	99.2
	Strongly disagree	4	.8	.8	100.0
	Total	489	100.0	100.0	

**I feel like my opinion matters to the CJCC.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	199	40.7	40.7	40.7
	Agree	247	50.5	50.5	91.2
	Disagree	39	8.0	8.0	99.2
	Strongly disagree	4	.8	.8	100.0
	Total	489	100.0	100.0	

**The CJCC meetings are a productive use of members' time.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	156	31.9	31.9	31.9
	Agree	274	56.0	56.0	87.9
	Disagree	51	10.4	10.4	98.4
	Strongly disagree	8	1.6	1.6	100.0
	Total	489	100.0	100.0	

**The CJCC has improved communication between justice stakeholders and agencies.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	207	42.3	42.3	42.3
	Agree	250	51.1	51.1	93.5
	Disagree	29	5.9	5.9	99.4
	Strongly disagree	3	.6	.6	100.0
	Total	489	100.0	100.0	

**The duties, responsibilities, and function of the CJCC have been specified and communicated to partner agencies.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	140	28.6	28.6	28.6
	Agree	278	56.9	56.9	85.5
	Disagree	65	13.3	13.3	98.8
	Strongly disagree	6	1.2	1.2	100.0
	Total	489	100.0	100.0	

**The CJCC has improved cooperation between justice stakeholders and agencies.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	202	41.3	41.3	41.3
	Agree	246	50.3	50.3	91.6
	Disagree	36	7.4	7.4	99.0
	Strongly disagree	5	1.0	1.0	100.0
	Total	489	100.0	100.0	

**The CJCC has credibility in our jurisdiction.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	199	40.7	40.7	40.7
	Agree	246	50.3	50.3	91.0
	Disagree	40	8.2	8.2	99.2
	Strongly disagree	4	.8	.8	100.0
	Total	489	100.0	100.0	

**CJCC members expect the chair(s) to remain impartial and act in the interest of the system as a whole.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	197	40.3	40.3	40.3
	Agree	265	54.2	54.2	94.5
	Disagree	24	4.9	4.9	99.4
	Strongly disagree	3	.6	.6	100.0
	Total	489	100.0	100.0	

**The CJCC successfully engage(s) stakeholders to implement change.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	150	30.7	30.7	30.7
	Agree	267	54.6	54.6	85.3
	Disagree	65	13.3	13.3	98.6
	Strongly disagree	7	1.4	1.4	100.0
	Total	489	100.0	100.0	

**The CJCC has made the criminal justice system more efficient.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	161	32.9	32.9	32.9
	Agree	252	51.5	51.5	84.5
	Disagree	70	14.3	14.3	98.8
	Strongly disagree	6	1.2	1.2	100.0
	Total	489	100.0	100.0	

**The CJCC is currently working on issues that are important to our criminal justice system.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	243	49.7	49.7	49.7
	Agree	213	43.6	43.6	93.3
	Disagree	27	5.5	5.5	98.8
	Strongly disagree	6	1.2	1.2	100.0
	Total	489	100.0	100.0	

**The CJCC meetings influence my decisions as a leader.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	118	24.1	24.1	24.1
	Agree	269	55.0	55.0	79.1
	Disagree	96	19.6	19.6	98.8
	Strongly disagree	6	1.2	1.2	100.0
	Total	489	100.0	100.0	

**The CJCC meetings influence the policies and practices of my agency or organization.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	90	18.4	18.4	18.4
	Agree	280	57.3	57.3	75.7
	Disagree	110	22.5	22.5	98.2
	Strongly disagree	9	1.8	1.8	100.0
	Total	489	100.0	100.0	

**Over the past year, the CJCC has accomplished important work.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	171	35.0	35.0	35.0
	Agree	244	49.9	49.9	84.9
	Disagree	64	13.1	13.1	98.0
	Strongly disagree	10	2.0	2.0	100.0
	Total	489	100.0	100.0	

**The CJCC in our jurisdiction is likely to play an important role in the criminal justice system over the next year.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	192	39.3	39.3	39.3
	Agree	255	52.1	52.1	91.4
	Disagree	35	7.2	7.2	98.6
	Strongly disagree	7	1.4	1.4	100.0
	Total	489	100.0	100.0	

**The CJCC could be improved.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	.2	.2	.2
	Disagree	66	13.5	13.5	13.7
	Agree	331	67.7	67.7	81.4
	Strongly agree	91	18.6	18.6	100.0
	Total	489	100.0	100.0	

**The CJCC coordinator/director is an important position in our criminal justice system.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	269	55.0	55.0	55.0
	Agree	185	37.8	37.8	92.8
	Disagree	28	5.7	5.7	98.6
	Strongly disagree	7	1.4	1.4	100.0
	Total	489	100.0	100.0	

**The CJCC coordinator/director position brings useful ideas to the criminal justice system.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	235	48.1	48.1	48.1
	Agree	212	43.4	43.4	91.4
	Disagree	37	7.6	7.6	99.0
	Strongly disagree	5	1.0	1.0	100.0
	Total	489	100.0	100.0	

**The CJCC coordinator/director position is expected to engage stakeholders to implement changes to the criminal justice system.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	231	47.2	47.2	47.2
	Agree	222	45.4	45.4	92.6
	Disagree	35	7.2	7.2	99.8
	Strongly disagree	1	.2	.2	100.0
	Total	489	100.0	100.0	

**The CJCC coordinator/director position is expected to provide beneficial research, information, and data to CJCC members that assist them in making decisions.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	249	50.9	50.9	50.9
	Agree	223	45.6	45.6	96.5
	Disagree	16	3.3	3.3	99.8
	Strongly disagree	1	.2	.2	100.0
	Total	489	100.0	100.0	

**CJCC members expect the individual in the CJCC coordinator/director position to remain impartial and act in the interest of the system as a whole.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	250	51.1	51.1	51.1
	Agree	220	45.0	45.0	96.1
	Disagree	19	3.9	3.9	100.0
	Total	489	100.0	100.0	

**I will continue to participate in the CJCC during the next year.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	299	61.1	61.1	61.1
	Agree	179	36.6	36.6	97.8
	Disagree	10	2.0	2.0	99.8
	Strongly disagree	1	.2	.2	100.0
	Total	489	100.0	100.0	