

Polk County Criminal Justice Coordinating Council
Strategic Plan 2024-2026



Jerry Evans, Coordinator
Criminal Justice Coordinating Council
Jerry.Evans@polkcountyiowa.gov
Polk County Behavioral Health and Disability Services
2309 Euclid Avenue, Des Moines, Iowa 50310



Criminal Justice Coordinating Council

Council Leadership

Executive Committee

Tom Hockensmith, Polk County Board of Supervisors, CJCC Chair

Angela Connolly, Polk County Board of Supervisors, CJCC Vice Chair

Chief Judge of the 5th Judicial District, the Honorable Michael D. Huppert

Kimberly Graham, Polk County Attorney

Kevin Schneider, Polk County Sheriff

Michelle Dix, District Director, 5th District Iowa Department of Corrections

Valorie Wilson, Chief Public Defender Polk County

Dana Wingert, Chief of Police for the City of Des Moines

John Hawkins, Chief Juvenile Court Officer 5th Judicial District

Annie Uetz, Polk County Behavioral Health & Disability Services, Chief Executive Officer

Darius Potts, Chief of Police for the City of Ankeny

Dr. Ian Roberts, Superintendent for the Des Moines Public Schools

Dan Caropreso, Chief U.S. Probation Officer, Southern District of Iowa

Tracy Gryp, Citizen Appointee



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Section 1 | Organization

1.1 Mission Statement

The mission of the CJCC is to assist in making sustainable, data-driven improvements to Polk County's criminal justice system. By developing innovative solutions to challenges, and collaborating with stakeholders, the CJCC aims to achieve coordinated solutions for the criminal and juvenile justice systems. The CJCC strives to improve public safety, uphold justice, and responsibly and cost-effectively use the taxpayer dollars.

1.2 Defining the Criminal Justice Coordinating Council (CJCC)

- The CJCC is a partnership involving decision makers and community stakeholders who are committed to working toward continuous improvements in the criminal justice system in Polk County.
- The benefits of the CJCC include: being better educated on crime and criminal justice issues; gaining a better understanding of the costs borne by the victims of crime; learning about the services available to individuals seeking help to stay out of the criminal justice system.
- The consensus framework allows for the best ideas to originate from a multitude of different participants who can have their ideas elevated for consideration by those with decision making authority.
- Having comprehensive systemwide planning (interagency and cross jurisdictional) helps to streamline the entire local system of justice, eliminating duplication, filling service gaps, and generally improving the quality of service while at the same time controlling costs.

1.3 Objectives of the CJCC

- Support a community approach to criminal justice by involving law enforcement, judicial services, behavioral health, housing, employment, and other social services to address needs of the community.
- Provide a voice for those impacted by the criminal justice system, to include at-risk communities, families, and victims.
- Recognize the role, responsibilities, and limits of discretion in decision making of law enforcement, judges and other members of the criminal justice system based on existing laws.
- Provide a forum for inter-agency coordination on criminal justice matters.
- Seek resources to support the enhancement of those criminal justice system programs that reduce recidivism, ensure public safety, and advance community health.
- Identify gaps and deficiencies with the goal of making recommendations to address service gaps in deflection, diversion, and justice system programs.
- Research, analyze, evaluate, and develop innovative recommendations.
- Develop actionable implementation plans to meet the recommendations and objectives.



- Increase community understanding of the criminal justice system and to engage community members from across all racial, ethnic, socio-economic, and at-risk populations

1.4 Impacts of Crime

Most individuals have a general understanding of how the criminal justice system operates. They know terms like victim, witness, and perpetrator, but the impacts of criminal activity are not something they have to deal with on a daily basis, even though their tax dollars are used to fund the governmental bodies that oversee the criminal justice system. Which is to say, everyone is impacted by criminal activity whether they recognize it or not.

The societal costs of an inefficient criminal justice system include:

- The over-incarceration of low-risk individuals
- Redundancies in governmental operations
- The consequences of a siloed justice system
- Behavioral health and financial repercussions experienced by families of victims and families of those who are incarcerated
- The disruption of schools, neighborhoods and communities when plagued by crime

Working collaboratively across the justice system, the CJCC identifies evidence-based activities that can improve one or more of the influences of crime.

1.5 Assessment Framework

The National Network of Criminal Justice Coordinating Councils (NNCJCC), in collaboration with the Justice Management Institute (JMI), has established the CJCC Assessment Framework. This assessment tool consists of twelve attributes of high-functioning CJCCs which include:

- 1. System Focused** – Coordinate the local criminal justice system as a whole system, rather than isolating its focus on a core issue
- 2. Participation** – The necessary stakeholders attend the CJCC meeting(s) and actively contribute to the discussions and work of the council
- 3. Leadership Structure** – The CJCC has an effective leadership structure to facilitate meetings and champion the council’s work
- 4. Executive Committee** – An Executive Committee directs the activities of the council and any subcommittees and workgroups
- 5. Consensus Decision Making** – The goal of the CJCC is to reach most decisions by consensus of its Members



6. Shared Responsibility – The decisions and actions of the CJCC are supported by the members publicly, and the CJCC members are committed to sharing information

7. Data Driven – The CJCC generates qualitative and quantitative data to inform decision making.

8. Best Practices – The CJCC reviews research and explores models from other jurisdictions when developing policies and programs

9. Strategic Planning – The CJCC produces a strategic plan that guides the work of the council, the subcommittees, and workgroups to produce desired outcomes

10. Structured Meetings – The CJCC, Executive Committee, and subcommittees meet regularly and follow an agenda

12. Support Staff – The CJCC has dedicated staff to advance the council’s strategies and initiatives

The Polk County CJCC meets most all of the assessment framework benchmarks. Work continues to expand the ability to improve information sharing and promote data informed decisions. This includes establishing a data collection model that measures and analyzes trends happening in Polk County. Each aspect of the criminal justice system creates an opportunity to study and evaluate public safety and targeted program activities.

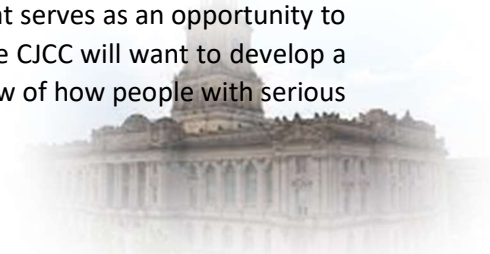
1.6 Evidence-Based Planning

The Polk County CJCC strategic planning framework compliments the mission and vision by incorporating evidence-based solutions. The CJCC works collaboratively to invest in efforts to integrate systems data to increase public safety and promote a fair and efficient justice system. The Polk County CJCC supports the following best practices in planning:

- The system recognizes that first and foremost, public safety is the #1 priority and that not all members of community are appropriate for deflections or diversion
- Every interaction with the criminal justice system offers an opportunity to divert, deflect or mitigate the impacts of incarceration, while ensuring public safety
- Systems achieve better outcomes when they operate collaboratively
- The criminal justice system will continue to evolve and improve when decisions are made based on the collection, analysis and use of data and research informed practices.
- Community engagement is a vital component in making informed decisions due to the unique perspectives and lived experience individuals bring forward for consideration

1.7 Sequential Intercept Model and Decision Points

Every interaction within the criminal justice system provides an opportunity to deflect or divert. The purpose of the SIM is to assess strengths and weaknesses, identify resource needs, gaps in services, and serve as an initial planning document. Each intercept is a decision point that serves as an opportunity to address system inequities for a community-focused system. Ultimately, the CJCC will want to develop a Sequential Intercept Model (SIM) report that provides a comprehensive view of how people with serious



mental illness (SMI), substance use disorder (SUD), and/or co-occurring disorders (COD) flow through the criminal justice system along six distinct intercepts: (1) Mobile Crisis/Community Triage; (2) Law Enforcement and Emergency Response; (3) Initial Detention and Initial Court Hearings; (4) Jails and Courts; (5) Reentry; and (6) Community Corrections leading to Community Interventions and Support. This report will also identify gaps, resources, and opportunities to improve system and service-level responses in Polk County. Based on funding, the SIM will be utilized for both adult and juvenile populations.

Based on implementation in other areas, several critical decision points by decision makers and critical stakeholders throughout the criminal justice process have been identified to include:

- Critical Response (988, 911, mobile crisis, law enforcement)
- Arrest decisions (cite, detain, divert, treat, release)
- Pretrial status decisions (release on recognizance, competency review, release on unsecured or secured bond, release with supervision conditions, respond to noncompliance, reassess supervision conditions)
- Diversion and deferred prosecution decisions
- Charging decisions (charge, dismiss)
- Plea decisions (plea terms)
- Sentencing decisions (sentence type, length, terms, and conditions)
- State institutional intervention decisions (security level, housing placement, and behavior change interventions)
- State institutional/parole release decisions (timing of release and conditions of release)
- State reentry planning decisions
- Probation and parole intervention decisions (supervision level, supervision conditions, and behavior change interventions)
- Community behavior change (treatment) interventions
- Noncompliance response decisions (level of response, accountability and behavior change responses)
- Jail and prison (local and state) discharge from criminal justice system decisions (timing of discharge)
- Community integration

Section 2 | Subcommittees

The purpose and function of the CJCC is to advance initiatives aimed at improving public safety, and the administration of justice. Recognizing that the criminal justice system best serves the needs of the community when there is planning, analysis, and coordination among key stakeholders, the purpose of the subcommittee is to bring subject matter experts together to study and develop strategies to improve public safety and equity within the criminal justice system. In support of the overall mission of the CJCC, the subcommittees collect and analyze data, identify key initiatives, and develop programs that are eligible for criminal justice related grants. Through grants, the criminal justice partners can apply and replicate innovative, evidenced based practices which have been proven to reduce crime, improve lives, shrink the justice involved population, and save taxpayer money.



2.1 Subcommittee on Behavioral Health

Identify and propose resources to treat those who suffer from mental illness and/or co-occurring substance use disorders. These individuals are at a higher risk of becoming involved with the criminal justice system, as a defendant or a victim. Establish a model for effective jail deflection and diversion strategies that fosters an ongoing and successful exchange of information among courts, criminal justice agencies, behavioral health professionals, and community stakeholders. The Subcommittee on Behavioral Health will identify available data across criminal justice, public health and social service agencies to identify those individuals with the highest number of contacts with police, emergency medical services, emergency departments, and other services, and work collaboratively to support programs that focus on public safety and public health. The Subcommittee will utilize the Sequential Intercept Model (SIM) as a planning tool to develop, promote and identify gaps and strategies. The philosophy of the subcommittee is that every intersection is a decision-point and an opportunity to deflect or divert those with behavioral health issues away from the criminal justice system. The activities focus on law enforcement and behavioral health crisis interventions, training, provision of housing, accessible and affordable treatment within the jail system and upon release. Additional activities work to promote policies that adequately fund appropriate services and avoid unsuitable criminal justice system responses.

2.2 Subcommittee on Community Safety

The Subcommittee on Community Safety is focused on coordinating data relative to crime and safety in Polk County, and making analyses. Every interaction within the criminal justice system offers an opportunity to divert, deflect or mitigate the impacts of incarceration, while ensuring public safety. In addition, this subcommittee will assist in analyzing the impact on public safety the strategies put forth by other subcommittees. The goal is to ensure that public safety remains a top priority of the Polk County CJCC and whatever strategies, programs, initiatives, etc., that are being considered get reviewed for any potential negative impact on public safety. Moreover, this subcommittee will be tasked with identifying opportunities to safely deflect and divert low risk adults and young people from being arrested, charged, or processed into the Polk County Jail.

2.3 Subcommittee on Community Deflection and Diversion

The Subcommittee on Community Deflection and Diversion is focused on developing intervention strategies that help at-risk populations find assistance they need so they don't end up in the criminal justice system. It is expected that the subcommittee will work closely with the Behavioral Health subcommittee. The subcommittee identifies strategies, gaps, and opportunities to deflect and divert with initiatives that are neighborhood, community or individual focused. In addition, by working with the County Attorney's Office and the District Court, the subcommittee can harness the power of the social service network, community leadership and the justice system to address local issues. The goal is to connect adults and juveniles committing less serious crimes to judicially supervised treatment, alternative sanctions, and other community-based services. By utilizing a holistic approach to address the individual, the subcommittee works to identify programs that reduce crime, reduce recidivism, and improve quality of life issues. Quality of life improvements focus on those who find themselves homeless, jobless or in need of social system supports. Policy considerations recognize that developmental differences between children and adults must be taken into consideration. By developing approaches that reduce risk factors and enhance protective factors to control delinquency and reduce recidivism.



Section 3 | Strategic Priorities

Strategic goals and objectives require the engagement of the CJCC full and associate members to bring valuable information, resources, and agency perspectives. The CJCC activities are focused to establish planning and activities that will produce strategies that are clear and specific. These include time-driven performance metrics. Implementation often times requires making adjustments based on the unforeseen opportunities or challenges. Accordingly, quality assurance and program monitoring become necessary. Goals align with national best and evidence-based practices. Goals and activities are reviewed regularly, modified as necessary, and updated based on the leadership of the Executive Committee and the CJCC membership. Section 3.0 is dynamic in structure to guide activities and maybe updated as required.

3.1 Strategic Priorities: Strengthen the Presence and Sustainability of the Polk County CJCC

Goal #1: Assess existing infrastructure and identify available resources needed to link data. (Refer to the Cross-System Data Sharing Guide 2024)		
Description	Establish a platform through a linked interface which allows for standardized dashboards to track criminal justice information from law enforcement arrest through court adjudication for improved data driven equity focused solutions.	
Baseline	Isolated systems, no standardized dashboards that link all the information. The Polk County Jail has jail data, but it does not link with the County Attorney’s Office or the Clerk of Court’s Office.	
Program Activities	Adopt Key Performance Indicators, develop a standardized dashboard with consistent reporting.	
Activities	<ol style="list-style-type: none"> 1. Establish guidelines for data transfer and security. 2. Identify key performance indicators to be tracked. 3. Create linkages to various data sources. 4. Create a process for reviewing the data. 	Begin in: Calendar year 2024
Output	Data: Common KPI’s for bookings, releases, time to disposition, etc.	



Goal #2: Increase engagement through developing communication and outreach strategies for the CJCC.			
Description	<p>Formulate sub-committees to identify issues, needs, challenges, and provide potential solutions. Ensure that sub-committees are a part of the decision-making process and that members have a voice.</p> <p>Establish data linkages capable of sharing activities for cross-coordination and collaboration with the CJCC.</p>		
Baseline	<ul style="list-style-type: none"> • No operational sub-committees • No CJCC Website 		
Program Measure	<ol style="list-style-type: none"> 1. Committees will establish their own strategic plans to include goals. 2. Follow through on proposals brought forth from the sub-committees to the CJCC. 3. Develop a CJCC Website that is public facing and allows for information sharing. Measure how often the website is accessed. 		
Activities	<table border="1"> <tr> <td> <ol style="list-style-type: none"> 5. Formulate with 2-3 sub-committees based on input from CJCC Executive Board Members. 6. Solicit members to serve on the sub-committees. 7. Define expectations for the sub-committees. 8. Build a CJCC website. </td> <td> <p>Begin in: Calendar year 2024</p> </td> </tr> </table>	<ol style="list-style-type: none"> 5. Formulate with 2-3 sub-committees based on input from CJCC Executive Board Members. 6. Solicit members to serve on the sub-committees. 7. Define expectations for the sub-committees. 8. Build a CJCC website. 	<p>Begin in: Calendar year 2024</p>
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Output	<ol style="list-style-type: none"> 1. Subcommittee Chairs should be expected to provide progress reports at least three (3) times a year at the CJCC Meetings. 2. Track traffic on CJCC Website to gauge community involvement. 		



Goal #3: “Shrink the Net” Develop strategies to reduce the number of young people from entering the criminal justice system			
Description	Identify where in the criminal justice system opportunities exist to divert young people from entering into the criminal justice system.		
Baseline	<ol style="list-style-type: none"> 1. 40% of justice involved young people end up in adult prisons by the time they reach 25 years-old. (CSG study in 2015) 2. Incarceration of young people can exacerbate existing mental health issues. 3. Substance use and disruptive behavior disorders are the most prevalent disorders among youth and adults in the justice systems. Moreover, persons with these disorders are more likely to recidivate than those with internalizing disorders. (CSG Study 2015) 		
Program Measure	<ol style="list-style-type: none"> 1. Collect and analyze data to discern where opportunities, barriers, and challenges exist. 2. Track youth involvement with law enforcement based on key performance indicators. 		
Activity	<table border="1"> <tr> <td> <ol style="list-style-type: none"> 1. Conduct a global analysis of interventions that exist to meet the objective goal of “shrinking the net.” 2. Garner feedback from those working in the youth sector on what works and explore ways to further enhance the programs that been found to be effective. </td> <td> Begin in: Calendar year 2024 </td> </tr> </table>	<ol style="list-style-type: none"> 1. Conduct a global analysis of interventions that exist to meet the objective goal of “shrinking the net.” 2. Garner feedback from those working in the youth sector on what works and explore ways to further enhance the programs that been found to be effective. 	Begin in: Calendar year 2024
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Output	Data: To be determined based on what KPI’s are selected to analyze.		

