

## **Jefferson County, Colorado**

# **Criminal Justice Strategic Planning Committee**

### **2007-2009 Strategic Plan Summary**

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**Prepared by Criminal Justice Planning Staff**

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## **Criminal Justice Strategic Planning Committee (CJSPC)**

### **2007-2009 Strategic Plan Summary**

#### **Introduction**

In 1996, the Board of County Commissioners, as authorized by CRS 17-27-101 and 103, created the Jefferson County Criminal Justice Strategic Planning Committee (CJSPC), in response to recommendations from two independent evaluations of the County's justice system by the National Institute of Corrections. The Criminal Justice Strategic Planning Committee, hereinafter the "Committee," is an advisory and policy level board consisting of the County's elected officials and other principal criminal justice system and community-based decision makers. The Committee's authority comes from the agreement among the independent stakeholders on the Committee about a common purpose and goals. The deliberations and initiatives of the Committee are staffed and supported by the Jefferson County Criminal Justice Planning Unit.

This strategic plan was developed from the Committee's biennial strategic planning meeting, the most recent of which was held in April of 2007. At that meeting, the Committee reaffirmed its commitment to participate in a structured, coordinated policy planning process that addresses issues facing the county's criminal justice system, discussed issues currently facing the system, and selected priority issues to address during the next two years.

#### **Mission**

The Committee's mission is to develop consensus, set priorities, make choices, and promote an accountable, efficient, and coordinated criminal justice system in Jefferson County.

#### **Vision**

The Committee's vision is to create a fair and impartial system that provides the highest quality of justice and that results in a safe community in Jefferson County.

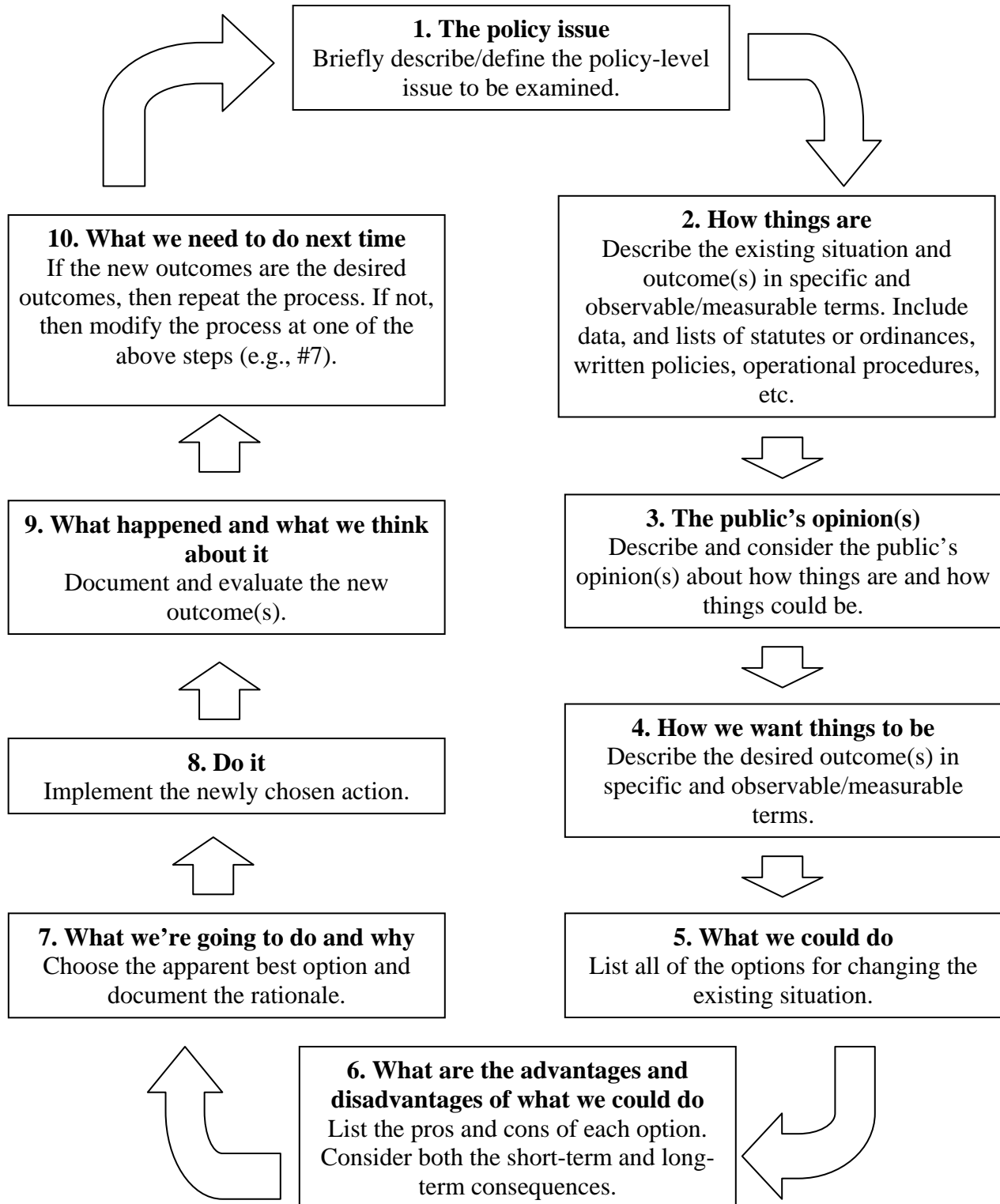
#### **Operating Principles**

The Committee will cooperatively, innovatively, and efficiently use public resources and work with the community in its efforts, resulting in greater public trust and confidence. The Committee will at a minimum:

- be guided by integrity
- assure that all individuals in the criminal justice system are treated with dignity and respect
- be sensitive to citizens' perceptions of the criminal justice system and work to promote confidence and understanding in how the criminal justice system serves public needs
- participate in and support effective communication among agencies working in the criminal justice system and with the public

## The Policy Planning Process

The Committee accomplishes its mission by engaging in a policy planning process to address issues facing the criminal justice system. Policy planning answers the question, “What should we do and why?” The process is as follows:



## **Main Issues Facing the Criminal Justice System in Jefferson County in 2007**

### **1. Mental Health and Substance Abuse**

Left untreated, mental illness and substance abuse problems can have a significant impact on the criminal justice system. An increasing number of individuals with serious mental illness are being processed through the local justice system. Moreover, the rising societal costs, including costs from crime, associated with substance abuse in Jefferson County must be slowed. Often the two issues overlap; many clients who have chronic substance abuse disorders simultaneously suffer from a serious mental health disorder. The Committee believes that Jefferson County can still achieve public safety if the criminal justice system, the mental health system, and substance abuse prevention and treatment providers coordinate with one another and with the rest of the community to deliver appropriate services to persons with mental health or substance abuse problems.

### **2. The Performance of the Criminal Justice System**

The Committee believes that there are many opportunities for gains in efficiency and effectiveness, as well as the better use of available resources, as individuals pass through the criminal justice system and come in contact with multiple criminal justice agencies. A useful way to identify issues and make improvements is to combine the policy planning process with the seven major justice system decision points. This combination results in the questions:

1. Whom should we *arrest* and why?
2. Whom should we *book into the jail* and why?
3. Whom should we *release pretrial* and why?
4. Whom should we *charge* and why?
5. Whom should we *adjudicate* and why?
6. Whom should we *sentence* and why?
7. For whom should we *modify their sentence* and why?

### **3. Prevention of Involvement with the Criminal Justice System**

Two ways to manage the amount of workload in the criminal justice system is (1) to prevent individuals from entering the system and (2) to prevent individuals who are already in the system from returning (i.e., reduce recidivism). The Committee can use the influence and expertise of its members to recommend effective crime prevention policies to local agencies and facilitate increased implementation of evidence-based prevention and treatment programs in the county.

### **4. Fiscal Sustainability and Work Overload**

Committee members realize that the financial resources that local criminal justice agencies have to keep pace with high future growth in the demand for services are very limited. Moreover, growth in the workload in the criminal justice system over the past seven years has placed the quality of the administration of justice at risk of declining. Because Committee members believe that such a decline would be unacceptable, they have chosen to take a proactive approach in

adopting policies and effective programs that would help manage the growth in the system's workload.

### **2007-2009 Strategic Priority Areas of the CJSPC**

The three strategic priority areas are derived from the four main issues facing the local criminal justice system in 2007.

The Committee will address the four main issues (i.e., mental health and substance abuse, system performance, prevention, fiscal sustainability and work overload) through the work of three subcommittees:

1. Criminal Justice and Mental Health Subcommittee
2. System Performance Subcommittee
3. Prevention Subcommittee

The fourth issue, fiscal sustainability and work overload, is integrated into the work of the three subcommittees, such that each subcommittee chooses initiatives and projects that in part help achieve a goal of fiscal sustainability and reducing work overload. A more detailed description of the scope of work of each subcommittee is listed below.

#### Mental Health and Substance Abuse Subcommittee

The purpose of the Mental Health and Substance Abuse Subcommittee is to develop efficient and effective case processing of persons with mental illness or substance abuse problems in the criminal justice system, using available system resources. The Subcommittee's current focus in the area of mental health is on improving policy, programs, and operations pertaining to (1) diversion from the criminal justice system, (2) housing for mentally ill offenders, (3) co-occurring disorders, (4) medical benefits, (5) medication issues, and (6) collaboration/sharing of information and resources. The Subcommittee's current focus in the area of substance abuse is on identifying criminal justice system needs in the area of substance abuse treatment, and on collaborative efforts with the Prevention and System Performance Subcommittees to improve policy, programs, and operations that improve the criminal justice system's response to persons with substance abuse problems.

Harriet Hall, President and CEO of Jefferson Center for Mental Health, is the Chairperson. Meetings are monthly. The Subcommittee has been examining mental health issues since 2002, and added substance abuse issues in 2007.

#### System Performance Subcommittee

The purpose of the System Performance Subcommittee is to analyze the functioning of the criminal justice system at the seven major justice system decision points and make recommendations to the Committee about system-wide policy, programmatic, and operational improvements. The Subcommittee's goals for the next two years are:

1. Submit at least four action items to the CJSPC each year
2. Review and modify, if necessary, booking and arrest standards
3. Review and modify, if necessary, pretrial release/bonding practices

4. Reduce the daily number of inmates who are convicted but not yet sentenced
5. Decide if the right people are being sentenced to the right sentencing options (e.g., jail, probation, diversion, community corrections), and make necessary recommendations
6. Expand, if possible, the Inmate/Outmate program if expansion is supported by outcome evaluation results

All of the above goals will help make county, municipal, and state expenditures sustainable into the future, and help reduce the work overload experienced by agencies in the local criminal justice system.

Cheryl Lammers, Chief Probation Officer, First Judicial District, and Patsy Mundell, Division Chief of Detentions, Jefferson County Sheriff's Office, are co-chairpersons. Meetings are monthly. This subcommittee was formed in the fall of 2004.

### Prevention Subcommittee

The purpose of the Prevention Subcommittee is to develop recommendations for policy on effective crime and disorder prevention strategies for youth, families, and adults throughout the justice system in Jefferson County. The subcommittee is taking a two-pronged approach to crime prevention: (1) Prevent specific crimes from occurring at specific times or locations (e.g., motor vehicle theft) through the use, when possible, of research-supported strategies, such as problem-oriented policing and environmental design; and (2) Prevent individuals from becoming criminals through their participation in evidence-based delinquency, violence, and substance abuse prevention programs. For both approaches, the Subcommittee reviews current practices, analyzes strengths and weaknesses, and makes recommendations to the CJSPC and other entities about the implementation of or the pursuit of sustainable funding and staffing for evidence-based prevention initiatives. Through increased use of effective prevention programs and initiatives, crime and delinquency rates will decrease, and the workload of the Jefferson County justice system will be reduced.

Bill Kilpatrick, Chief of Police of the Golden Police Department, is the chairperson. Meetings are monthly. This subcommittee formed in the fall of 2004.

### **Additional Information**

For comments or questions about this plan, please contact Criminal Justice Planning staff at:

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