

National Institute of Corrections Project Report



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Clinton County Iowa Project Planning CJCC Formation Project

Clinton Iowa
March to April 2009
Prepared by
Tom Weber
Date of Report
April 28, 2009



Event: Clinton County Iowa CJCC Formation Project

NIC

Technical Resource Provider: Tom Weber

Dates of the project and Location: March 17-19, 2009
La Crosse Wisconsin and Winona, Minnesota
April 6-8, 2009
Clinton, Iowa

I. Background

The Clinton County Iowa Community has been a past recipient of Technical Assistance provided through the Bureau of Justice Assistance, National Institute of Corrections, Jails Division, since January of 2008. This first project, (listed under NIC TA # 08 J1005 has a complete report is available through NIC for review), was a Local Jail and Justice System Assessment completed by Tom Weber and Dan Russell. As part of the recommendations of the initial project, a Criminal Justice Coordinating Council was suggested as a means for Clinton County to engage in a system-wide justice management process. Clinton County also had several other recommendations provided, including addressing data and information system needs for better management, engaging in activities that reduced the back log in the court case flow, and developing programs that were targeted for specific inmate populations. The county openly accepted many of the original recommendations from the NIC Report and county officials engaged in action plans to further their understanding and development of their own local justice system operation and local management process.

Clinton County sought additional NIC Technical Resources for training opportunities and was granted support to attend a scheduled conference held in northern Minnesota in October of 2008. During that phase of the project, Clinton County Sheriff Rick Lincoln, County Attorney Mike Wolf, Jail Administrator Craig Eberhart and County Board Supervisor Dennis Starling traveled by car to St. Cloud Minnesota on November 13th and 14th, 2009 and attended a presentation on CJCCs provided by Fran Zandi, Bob Cushman and other providers from NIC. In follow up to that training event, Clinton County chose to follow through with a request to form a Criminal Justice Coordinating Council (CJCC). They applied for additional NIC services and these were granted by Ms. Fran Zandi, NIC Technical Assistance Manager.

Clinton County was notified of the CJCC project approval in late 2008. Tom Weber coordinated an expected on site visit to the La Crosse, Wisconsin area for Clinton County Officials. A schedule was arranged for La Crosse County and for Winona County Minnesota to host site visits where Clinton guests would be exposed to established and successful models of CJCCs. This was originally scheduled to occur on December 16th through 18th, 2008. Due to inclement winter weather, this was postponed on the day of anticipated arrival and was later rescheduled to March, 2009. These hosted site visits did then occur on March 17, 18th and 19th, 2009. An agenda for the site visit is attached as "Appendix A."

II. Purpose of Site Visits to the La Crosse, Wisconsin area

Specifically, the goals of the site visit project were:

- To follow up and build on work done after the original NIC site visit to Clinton Iowa in January of 2008;
- To demonstrate two successful CJCCs in operation in close proximity to Clinton County Iowa;
- To allow Clinton County reps to network and speak individually with like counterparts from other jurisdictions;
- To begin the planning process of an Organizational Structure for the Clinton County CJCC;
- To identify potential membership, and leadership structure and roles for the Clinton County CJCC;
- To establish short-term Action Plans for the Clinton County CJCC;
- To tour hosting jail and correction program facilities in La Crosse and Winona;
- To prepare for the Clinton County scheduled formation session scheduled for the first week of April, 2009.

III. Desired Outcomes of Site Visits

- Issues, common concerns and goals identified at the January 2008 meeting will be reviewed and validated.
- Potential Roles of the CJCC previously discussed will be reviewed and validated.
- Participants will gain an understanding of model CJCCs and develop concepts for fit and design to Clinton County environment;
- Participants will have a better understanding of how CJCC organizations can be structured and will lay the foundation for an organizational structure for the Clinton County CJCC;
- Reach consensus on invited membership and participants for the April Formation Session;
- Draft plans for supportive needs for the initialization and support of the development of the Clinton County CJCC;
- Establish goals and action plans for the Formation Session.

IV. Site Visit Highlights and Outcomes, March 17-19, 2009

NIC supported the costs for four (4) of the Clinton County participants to travel and stay in the La Crosse area for the visit. Clinton County provided funds for three additional local officials to attend the visit. Those persons traveling to La Crosse and participating in the site visits were: Clinton Chief of Police Brian Guy, District Judge Gary McKendrick, Sheriff Rick Lincoln, Jail Administrator Craig Eberhart, Supervisor Dennis Starling, County Attorney Mike Wolf, and Probation Supervisor Tim McClimon. There was ample opportunity for participants to observe a scheduled CJCC meeting in both locations. Also, the hosting jurisdictions allowed for individual interviews to occur between like disciplines. During those interviews, Clinton officials were encouraged to utilize the confidentiality of the meeting setting to inquire or seek information from their hosts on any area of concern that was pressing for them as individuals. Clinton participants reported this

opportunity for individual meetings and for the observation and meeting with the CJCC Coordinators in both locations was a very beneficial experience for them.

CJCC Coordinators Jane Klekamp (La Crosse) and Kalene Engle (Winona) discussed the history and context of developing the CJCC and the CJCC Coordinator positions in their jurisdictions. Since these positions took different developmental paths, it also allowed the Clinton County Officials to gain a better understanding of their own needs and county procedures or impacts that may occur in the design of the position, and in the county hiring process. The verbal exchange with the Coordinators allowed Clinton participants to gain much more information regarding the job duties, program demands, and supportive function needs of the CJCC.

Tom Weber noted the multiple agencies and funding streams that must be coordinated and support the operation of an effective CJCC and this was a focus of much of the early developmental discussion. The methods and levels of planning, developing and operating a successful CJCC in any environment can be a complex process and involves the coordination of a large number of local government agencies. During the meeting, the need to conduct multiagency strategic planning focusing on the local justice systems needs and identifying available local resources was encouraged and later scheduled as part of the Clinton County on-site work in April. There was also agreement that no decision has yet been made regarding the need, size or location for any jail facility and the current planning process will respond to those specific jail construction plans as part of an overall justice system strategic plan.

After guided discussion, it was determined by the Clinton County reps that the CJCC, which was then yet to be formed, should also have expanded membership to include; a defense attorney representative, the Clerk of Court, and also a representative from the County Mental Health and Substance Abuse Intervention Services. These persons will be recruited and encouraged to attend the scheduled April formation session in Clinton.

Planning was conducted for the formation session and action plans were created to assign responsible parties to tasks prior to the formation session. Data collection was assigned to Craig Eberhart, Judge McKendrick was to reach out to Judge Phil Tabor to arrange for a representative from the local bar association to attend the formation session, and Sheriff Lincoln is to make contact with the clinical service providers.

V. Clinton County On-site work, April 6th, 7th and 8th, Clinton Iowa

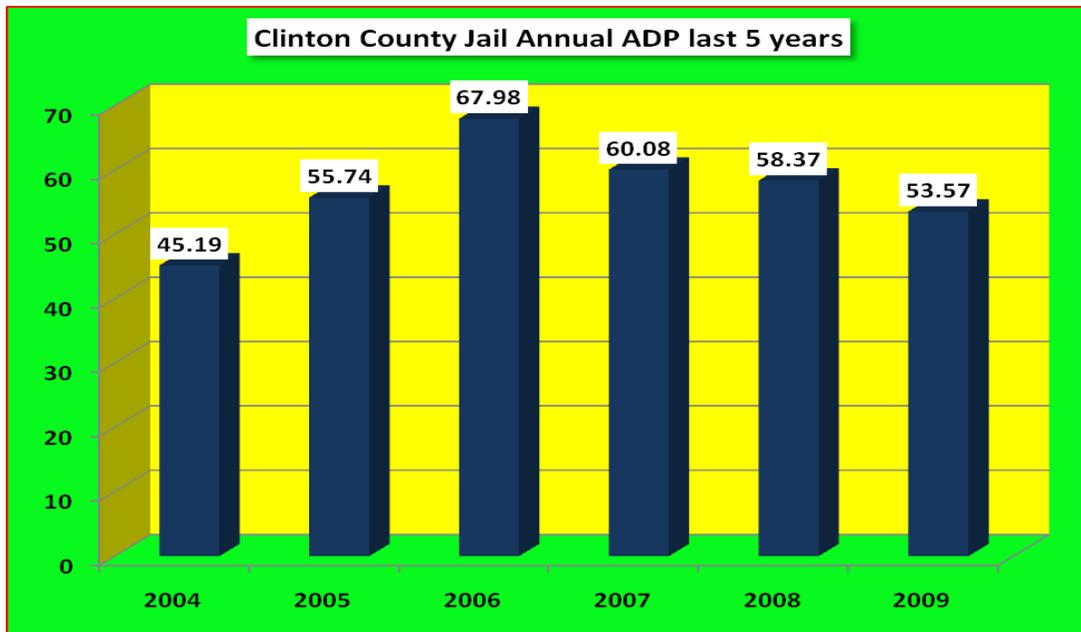
Shortly thereafter, Tom Weber traveled to Clinton Iowa to engage in a three day on-site set of formation meetings with the Clinton County Officials. The first day was set to conduct individual interviews of all persons scheduled to attend the formation session (see participant interview list, "Attachment B"). Structured interviews of a confidential nature were held with all responses documented for later distribution. Those interviewed were aware the answers would remain without indicated source and all responses would be recorded and made available for others to see. A document providing detailed responses from the individual interviews was distributed ("Attachment C") to all attendees. The purpose of these interviews was to assist in identifying challenges and obstacles to CJCC formation. It was also used as an opportunity to identify short and long term goals for individuals and for the CJCC group. These responses were later used to fashion the list of goals and to cluster these goals into similar task or activity areas. The meeting was well attended by Clinton area officials ("Attachment D" 04/07/2009 attendance sheet). One of the tasks completed was to settle on

the name of their group, which was determined to be the “Clinton County Justice Coordinating Commission” (CCJCC).

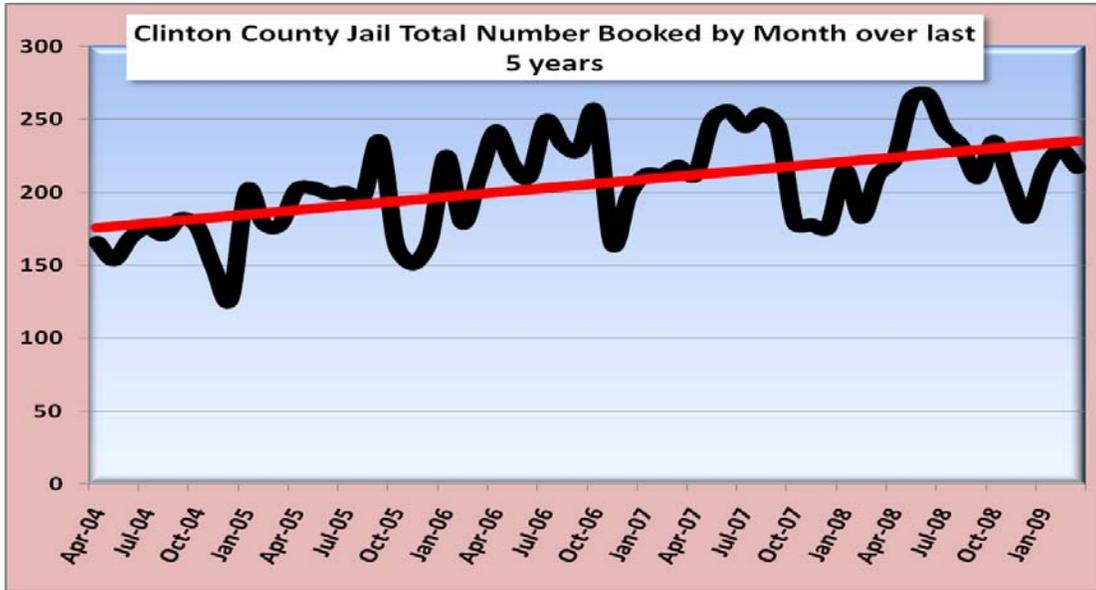
The Formation session was designed to be in two parts. Day one (1), on April 7th, was designed to complete all the necessary CCJCC procedural areas and address issues to allow for a comprehensive examination and development of all CCJCC group roles, rules for operation, and responsibilities. There was a significant amount of information gathered and processed during this daylong session (see “Attachment G” Formation session PowerPoint presentation with meeting agenda).

Day two (2), was designed to be a strategic planning session, to allow for a purpose and mission to be agreed upon, to identify short term goals, gaps and needs for service, planning, prioritizing work, and creating a method (workgroups) to get action plans accomplished. Time did not permit for all agenda items to be thoroughly completed, but for the most part, Clinton County did accomplish all things targeted during the three day event.

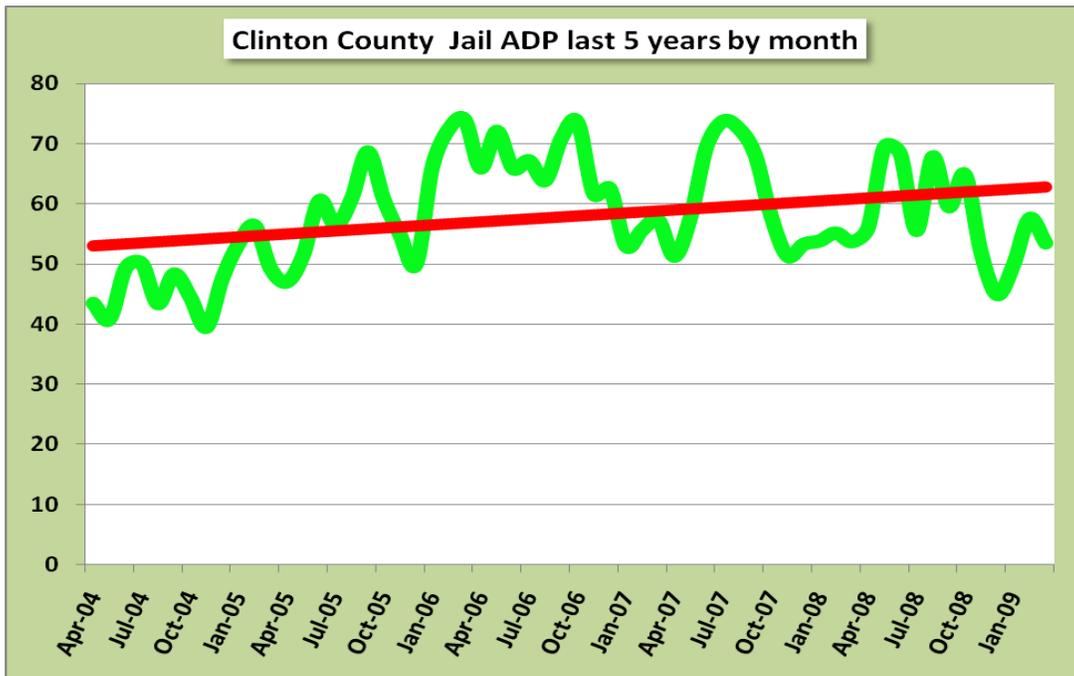
Prior to Tom Weber’s arrival, Jail Administrator Craig Eberhart conducted some preliminary data collection from the jail population last five year data pool, and provided that information back to Tom Weber for inclusion into charts. This jail information was intended to be very general with the hope it would generate some discussion and allow CCJCC members to gain experience in evaluation and the critical need for good data and information to allow for effective CCJCC decision making. Data focused on the basic information of bookings, average length of stay and average daily population. This data showed the following:



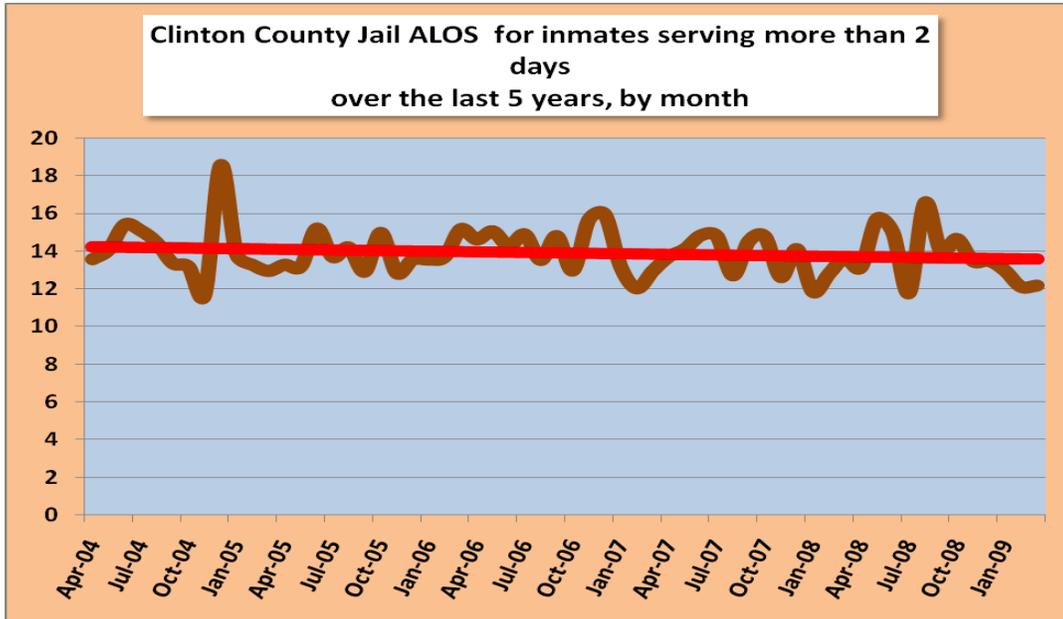
Annually, over the last six years and in 2006, there was a high of almost 68 inmates per day held in the Clinton County Jail. The Annual ADP appears to have steadily declined since then. Current year 2009 data was through April 1, 2009.



As indicated above, there has been a fairly steady rise in the total number booked into the Clinton County Jail each month, over the last five years.



The monthly ADP shows wide fluctuations in the monthly ADPs. These variances are exaggerated because of the relatively low number of inmates held in the jail. Dips in large percentages means relatively small numbers of inmates (10 to 15) can have a big impact on the appearance of the information. Many months, even with the lower appearing annual rates, are actually having as many as 70 inmates a month in the current jail.



In comparing all of the preceding charts, it appears bookings are driving the Average Daily Population. The CCJCC will examine this area in greater detail to determine the impact of arrest and booking practices on the ADP. Far greater analysis is needed before decisions on response mechanisms are made.

VI. Clinton County Justice Coordinating Commission (CCJCC) operating protocols.

A significant amount of time was devoted to organizing the CCJCC to make it efficient, well organized and acceptable to every participant's expectations. These areas addressed resulted in the following agreements:

1: Decision Making and approval of actions:

- 75% = super majority required for vote taking and vote passage
- Must have a quorum to proceed (75%).
- All votes will be open and on the record.
- Roll call will be conducted if not unanimous.
- Meeting may take place without a quorum but no actions can be approved.

2. Rules for the Road

- One person speaks at a time.
- No side bar conversations.
- No cheap shots
- No war stories.
- Work towards consensus.
- Parochial interests are left at home/office.
- While in the meeting, all members have equal rank, authority and level of respect.
- Commission members may address each other by first name.
- Introductions with explanations when visitors are present.
- Timelines are met – meeting start/end time – late comers read the minutes.
- Establish a permanent meeting place.
- Comfortable attire is ok.
- Stick to the agenda.

3. Leadership roles and responsibilities

Chair Responsibilities—(Associate Judge Phil Tabor, approved by unanimous support)

- Chair-First chair will be in office until January 1st, 2011
- Group will select chair based upon discussion and volunteers
- Vice chair-will elevate to chair at expiration of chair's term
- Chair approves/signs expense claims after approval by coordinator
- Public spokesperson for CCJCC
- Single point of contact with coordinator.
- Last meeting of the year election of officers should take place.
- First term to 1/1/2011 then one year term thereafter.
- Submit coordinator timesheet bi-weekly
- Personnel functions and record keeping for coordinator will be kept with the Board of Supervisors (BOS)

Vice-Chair responsibilities—(Sheriff Rick Lincoln, approved by unanimous support)

- Will be in office for same term as chair.
- Assumes all the chair responsibility for the meeting if the chair is absent.
- Assists in orientation of new members.
- Vice-chair elevate to chair at end of chair term.
- Assist with CJCC coordinator evaluation and other personnel matters.
- Assumes all responsibilities of Chair when chair is absent.

4. CCJCC Membership and roles

* County BOS representative will assist CCJCC with coordinator personnel matters, office, records, and budget issues.

* Members will recruit 2 citizen members – Recruit volunteers with open mind. Qualifications of citizen members: member from city and a member from a rural area.

- Term for citizen members: First term for one member will be a 3 yr term, then 2 yr term thereafter. The other citizen member will be a two year term from initiation.
- Citizen Member Term limit: 1 term as full voting member, to allow for diversity from citizen input.

* No term limit for Justice System members

* All members vote – Sheriff Office – 2 votes between the jail administrator & sheriff – all other departments 1 vote.

- How do you proceed when you cannot make a meeting? Send a proxy if possible.
- Can a change in policy occur if all members are not present? Yes, if there is a quorum.
- Can a proxy attend? Yes, with the ability to vote. Citizen members cannot send a proxy.
- Members should notify chair, vice-chair or coordinator if proxy will be attending meeting as soon as known.

5. CCJCC Coordinator roles and responsibilities

- Position will be a full time established position within the county system.
- CCJCC Coordinator additional Job Duties to be considered:
 - Guardian
 - Fee collector
 - Expediter

No program supervision at present

- CCJCC Coordinator Job Qualification or desired Skills:
 - Degree preferred but not required.
 - Experience working/facilitating groups
 - Grant writing and research
 - Good communications skills verbal & written
 - Ability to collect and analyze data
 - Relevant experience
 - Computer literate

6. Approved Facilitator Role. The Chair will assume the role of facilitator for all CCJCC meetings unless determined otherwise.

- Facilitator for the annual planning session not likely needed for the first meeting scheduled for November of 2009, but there after it will be pursued.
- Establish commission the first year and then determine the need for a facilitator in the future.
- Will explore local resources, University Extension, or others for potential role, or may consider other Technical Assistance Provider.
- Annual Planning session: November 19th, 9:00am location to be determined.
- Planning for Facilitator and for CCJCC To occur consistent with County Budget Cycle

7. Approved meeting schedule.

- Frequency of: One time per month
- 3rd Thursday every month
- Starts at 4pm
- Ends at 5pm
- Starting on April 16th, 2009
- Location to be in the Clinton County Community College - Graphic Arts Building.

8. Agenda/support documents

- Draft agenda a week prior to meeting.
- Cutoff date for adding agenda items is Noon, the Tuesday before the Thursday meeting.
- Distribution: by way of email
- Physical Posting: Administration building, courthouse and law center.
- Final agenda to local media on Tuesday - noon by fax.
- Agenda items for the annual planning session will include:
 - Review all rules for CCJCC operation
 - Coordinator annual report
 - Member annual report
 - Review of success and failures
 - Action plan for next year (goals and priorities)
 - Budget
 - Set meeting dates/locations/times
 - Grant review
- Tara Sbertoli – minutes recorder for 1st term-CCJCC staff support role
- 2003 office software will be used for communicating meeting minutes and other documents among members.

- Email minutes and agenda.
- Open meeting process to be followed.
- Minutes recording will create a record of :
 - 2003 office software will be used for documenting meeting minutes
 - Email draft and can be edited, after meeting for review – approval @ next meeting.
 - Meeting and agenda - post public notice 24 hours before meeting.
 - All records for CCJCC to be stored in the coordinators office.
 - Draft minutes must be emailed for review within 7 days of meeting.

9. Managing team transition

- Past recent material should be provided.
- Original NIC documents used in CCJCC formation will be provided and referred to as needed. (PowerPoint, reading material, by laws, rules, etc)
- Prior docs – books/handouts/formation session material. Stored at coordinator office.
- Chair/ vice chair/coordinator to provide information and assistance.
- Tour jail, courthouse and other offices as part of orientation process.

10. Subcommittee roles and responsibilities

- ⊙ Bring in local resources or stakeholder for subject matter help.
- ⊙ Chaired by CCJCC member.
- ⊙ CCJCC Chair will appoint subcommittee chair.
- ⊙ Size of subcommittee determined by subcommittee.
- ⊙ Monthly progress reports to CCJCC in writing.
- ⊙ Other members by subcommittee chair approval.
- ⊙ Approval Voting left to CCJCC only.
- ⊙ Subcommittee Chair will be appointed by CCJCC Chair
- ⊙ Other members may volunteer to be on the subcommittee or attend the meetings
- ⊙ The subcommittee chair shall recruit and appoint other non-CCJCC members to the work group, at the discretion of the chair. The sub chair will ensure the needs for the subcommittee meetings are met. The sub chair will ensure that minutes of any subcommittee meeting are kept, and then report out on the work group progress at the CCJCC meeting. Also, the chair will ensure the subcommittee minutes are distributed to the CCJCC, prior to any CCJCC meeting where action will occur on the subcommittee work.

Limits of the Subcommittee, some examples:

*** It cannot set system wide policy but will provide information and recommendations to the CCJCC for action.

*** Only CCJCC members are allowed to vote on the product of the group at the CCJCC meeting.

VII. Goals and Priorities

Through past discussion, interview and comments, a list of goals and issues were generated and grouped into 6 major Core Areas of:

- 1.) CCJCC and related
- 2.) Alternatives to Jail
- 3.) Jail Replacement
- 4.) Court/Attorney Issues

- 5.) Information Needs and;
- 6.) Mental Health and Substance Abuse Programs

Through agreement, some goals were later assigned with relevant and connecting issues or gaps in service that goals would address. This action resulted in the ranking of goals for priority action. A later goal value and ranking exercise would allow for some modifications to the names of the Core Areas, the formation of subcommittees to address these Core Areas, as well as some of the issues and goals being consolidated to allow ranking priorities. These goals were identified as the following:

A. CCJCC Group Goals

- 1.) Value each other as CCJCC members and also the clients that we serve; i.e.: inmates, offenders, community, victims, public (goal)
- 2.) CCJCC member Cross training (goal) Lack of Cross Training is the Issue
- 3.) Agreed upon Correctional Philosophy (goal)
- 4.) Engaging the community (goal)
- 5.) Community Education (goal)
- 6.) Competing Budgets (Issue)
- 7.) Short money and budget related issues (issue)
- 8.) Budget Impact-Days off and furloughs (issue)
- 9.) Staffing issues and impact on the delivery of services (issue)
- 10.) General lack of resources (issue)
- 11.) Define, and then reduce "Recidivism" (goal)
- 12.) Develop a more modern system (goal)
- 13.) Reduce Disproportionate Minority Contact with the Justice System

B. Alternatives to the Jail

- 1.) A fair and equitable process without regard to financial ability of the client
- 2.) Recover costs for court obligations from defendant, without having to utilize the resources of the jail space
- 3.) Reduce Jail outsourcing for housing inmates
- 4.) Develop jail diversion or alternative to jail programs
- 5.) Holding client/defendant accountable for actions
- 6.) Reduce current jail population
- 7.) Develop a re-entry program

C. Jail Replacement

- 1.) Jail planning (goal)
- 2.) Replace the Jail (issue is age and limits of space and design for the current facility)

D. Court/Attorney issues

- 1.) Improving the time for Defense Attorney Action
- 2.) Reducing the Failure to Appear rate/levels
- 3.) Reduce Time to Disposition in pre-trial cases

- 4.) Modify/improve the court appointed counsel process
- 5.) Expand sentencing options for the courts
- 6.) Reduce all time to disposition or time between events in the court process (i.e.: revocation, sentencing, etc)
- 7.) Create consistent sentencing strategies

E. Information Needs

- 1.) Improve Data Collection and Information needs (goal)
- 2.) Lack of Use of technology (issue)
- 3.) Lack of info on Evidenced Based Practices (issue)
- 4.) Improving communication methods (goal)
- 5.) Utilizing past practices and experiences or information to current situation (goal)

F. Offender Substance Abuse and Mental Health Programs

- 1.) Obtain Psychiatric services (goal)
- 2.) Develop Mental Health Programs for inmates (goal)
- 3.) Develop Substance Abuse programs for offenders (goal)
- 4.) Lack of any Mental Health programs (issue)

Goal Exercise-Establishing Priorities

Based upon the above list of goals and issues, the group completed a value and ranking exercise to rank the goals based upon priority values. The participants were provided a guide to vote on the goals or issues they felt as individuals warranted the most immediate need or attention. These would later be used to determine the subcommittee charge, and action items they would undertake until (at a minimum), the next annual planning session in November, 2009.

These ranked goal priorities are:

- **1st=Lack of Mental Health Responses (obtain /develop alternatives added) 8 votes**
- **2nd= Reduce Current Jail population (jail alternatives added) 7 Votes**
- **3rd=Address Failure to Appear Rate 6 Votes**
- **4th= Public defender appointment issues 6 Votes**
- **5th=Jail Planning 5 Votes**
- **6th=Recover costs from defendants 2 Votes**
- **7th=Reduce time to dispo court 2 Votes**
- **8th=Improve communications 1 Vote**
- **9th=Improved data collection 1 Vote**

It was determined there were a set of identified "Non negotiable" tasks that needed to be completed immediately. These will be addressed by specific volunteers or by small work groups, or by the CCJCC as a whole. These tasks include:

- Finish Initial Formation of CCJCC
- Develop necessary CCJCC documents (by-laws, MOU, etc)
- Approve a Mission Statement
- Develop Job description for Coordinator
- Hire Coordinator

The subcommittees were then established with their CCJCC group identified goals and tasks. Each subcommittee has specific short and long term goals as were established during this event. Action Plan work sheets were developed and provided to Sheriff Lincoln. (See attachment F)

In addition, newly appointed chair Judge Phil Tabor directed the development of the next agenda for the CCJCC meeting to be held in one week. (See attachment E).

VIII. Conclusions and Next Steps

Conclusion

The entire group of participants was engaged and enthusiastic participants of the process being formed. There was great detail and thought put into the discussion and arrangements to operational the CCJCC in Clinton County. Attendees established a firm and solid foundation for the group process and mission. In addition to the formation material specifically targeted for Clinton, participants were provided the publications **“Getting it Right-Collaborative Problem Solving for Criminal Justice”** and **“Guidelines for Developing a Criminal Justice Coordinating Council”**: They were encouraged to utilize the PowerPoint provided by Tom Weber as a guide for future annual strategic planning sessions. Tom Weber also provided background on the challenges experienced in developing new CJCC’s and the methods to keep operations consistent and productive despite those challenges. Participants reached consensus on the purpose and approach for the CCJCC Project, the Vision, goals and targeted action plans for the near future. The attached PowerPoint contains all of the information that was discussed and agreed to during this session. The document can also be utilized as a temporary policy and procedure guide to the operations of the CCJCC. There was also agreement that the annual strategic planning will occur at such a time to be consistent with the county budget process. This requires the CCJCC meeting to occur annually in November of each year. All CCJCC meetings will be held at the Clinton County Community College, to allow for reduced interruptions during the meetings.

It appears Clinton County is well positioned to become proactive and collaborative in their efforts towards managing their own local justice system, as a system. There is financial support, agency and individual support, and the backing of the county board. Once combined with the excellent leadership and membership of the CCJCC, the CCJCC Coordinator will secure a solid set of support systems that are needed to be in place for success to occur.

Next Steps

- Subcommittees all have their assignments based upon short and long term goal ranking.
- Tom Weber will forward sample documents to Sheriff Lincoln for distribution before the meeting next week. These documents will include; Job descriptions for the CCJCC Coordinator, a sample advertisement for hiring a CCJCC Coordinator, a CCJCC Coordinator job announcement, Action Plan Worksheets, sample by laws for the CCJCC, and the PowerPoint.
- Local officials will attempt to identify community members from both rural and city areas of the county to invite participation of two citizen members to the organization. Police Chief Brian Guy, Marilyn Huff and Mary Wolfe are responsible for nominations of citizen members. Sheriff Rick Lincoln, Dennis Starling and Tim McClimon are responsible for nominating rural citizen members.
- Tom Weber will contact NIC to determine the next scheduled jail planning training dates so that Clinton County can assign a team to attend the event to begin the long process of planning for their current jails replacement. Tom Weber will seek NIC support for additional participation for this CCJCC Jail Planning Team to attend upcoming training opportunities. Tom Weber will report back to Sheriff Lincoln as soon as possible with any information.
- Sheriff Lincoln will lead a committee to develop the job description and begin the process of recruiting then selecting the CCJCC Coordinator.
- Tom Weber will complete the final NIC report within 30 days and forward to Sheriff Lincoln for distribution.
- Annual Planning session is scheduled for November 19, 2009.

APPENDIX

Appendix A – Site Visit Agenda 03/17/2009

Appendix B-Participant Interview List 04/06/2009

Appendix C-Individual Interview responses 04/06/2009

Appendix D-Formation session attendance sheet 04/07/2009

Appendix E-Clinton County Justice Coordinating Commission Agenda-04/16/2009

Appendix F-Action Plans for subcommittees

Appendix G-Formation session agenda and PowerPoint presentation, 04/07-08/2009

Appendix A

Clinton County Iowa site visit to Winona, MN and La Crosse, Wisconsin

MARCH 17-19, 2009

Hosted by Jane Klekamp, (La Crosse), Kalene Engle (Winona) Tom Weber (La Crosse) and the National Institute of Corrections, Project Coordinator Fran Zandi

Purpose of Conference:

- To follow up and build on work done after the original NIC site visit to Clinton Iowa in January of 2008;
- To demonstrate two successful CJCCs in operation in close proximity to Clinton Co. Iowa;
- To allow Clinton Co. reps to network and speak individually with like counterparts from other;
- To begin the planning process of an Organizational Structure for the Clinton Co. CJCC;
- To identify potential membership, and leadership structure and roles for the Clinton Co. CJCC;
- To establish short-term Action Plans for the Clinton County CJCC;
- To tour hosting jail and correction program facilities in La Crosse and Winona;
- To prepare for the Clinton Co. scheduled formation session scheduled for the first week of April, 2009.

Desired Results:

- Issues, common concerns and goals identified at the January 2008 meeting will be reviewed and validated.
- Potential Roles of the CJCC previously discussed will be reviewed and validated.
- Participants will gain an understanding of model CJCCs and develop concepts for fit and design to Clinton Co. environment;
- Participants will have a better understanding of how CJCC organizations can be structured and will lay the foundation for an organizational structure for the Clinton Co. CJCC;
- Reach consensus on invited membership and participants for the April Formation Session;
- Draft plans for supportive needs for the initialization and support of the development of the Clinton Co. CJCC;
- Establish goals and action plans for the Formation Session.

Tuesday, March 17th, 2009

Time	Activity	Purpose
5:30 – 6:30 pm	Opening Meeting	Welcoming, Introductions and agenda overview. Distribution of materials for the event.
6:30 – 8:30 pm	Dinner	Ongoing discussion with participants on the major justice system issues and concerns, challenges and goals generated by participants in January 2008 meetings. Establish rendezvous point for next day.

Wednesday, March 18th, 2009

Time	Activity	Purpose
7:15 am	Meet in La Crosse	La Crosse CJMC meeting is set for 400 North 4 th , the La Crosse County Administrative Center.
7:30 – 9:00 am	CJMC Meeting	Per the attached agenda for La Crosse CJMC
9:00-1000 am	Questions and individual interviews.	Many reps from La Crosse will be available for One-on-One meetings with reps from Clinton Co. The location for these meetings will be determined at the CJMC meeting but will be on the La Crosse Courthouse Campus.
10:15 – 12:00	Jail tour	La Crosse county is currently undergoing and expansion of the jail. Sheriff's jail staff will be available for hosting a tour. Participants should meet at the main entry lobby of the jail (across from Administrative Center) by 10:15 a.m.
12:00 – 1:00 pm	Lunch	Lunch site to be determined in downtown La Crosse.
1:15 – 2:45	Tour Justice Sanctions Programs/Office	Interactive discussion with Jane Klekamp and/or staff to review La Crosse development of CJMC, the CJMC Coordinating activities and positions of support for the development process. Review of current La Crosse programs.
2:45 – 3:00	Break	
3:00 – 4:15	Clinton Co. Planning Discussion	Tom Weber will arrange a room location for debriefing and discussion. Discuss observations from today, and action plan for the CJCC Formation Session for Clinton County.
4:15 – 4:30	Clinton Co. Planning	Coordinate planning for Winona Visit the following day.
4:30—6:00	Dinner	Interested guests will be invited to local restaurant for supper and ongoing discussion.

Thursday, March 19, 2009

Time	Activity	Purpose
7:15 am	Depart La Crosse area for Winona	Tom will meet Clinton Group at Stoney Creek and car pool to Winona.
8:00 – 9:15	Winona County Courts Committee	See attached agenda.
9:15-10:00	Individual meetings.	Many reps from Winona will be available for One-on-One meetings with reps from Clinton Co. The location for these meetings will be determined at the Courts Committee meeting but will be on the Winona Courthouse Grounds.
10:00 – 10:45 am	Jail Tour	Meet at the Main Entrance Lobby of the jail, the north side of the courthouse.
10:45 – 12:00	Meet with Kalene Engle	Interactive discussion with Kalene Engel and Vic Souders to review the Winona development of CJCC, the CJCC Coordinating activities and positions of support for the development process. Location at the Kensington Building basement, adjacent to the southside of the Courthouse.
12:00-12:15	Exit discussion/adjourn	Final questions with Tom Weber. Coordination and Planning for any unresolved issues for the Formation Session.

Attached La Crosse and Winona Agendas Follow

LA CROSSE COUNTY NOTICE OF MEETING

COMMITTEE OR BOARD: CRIMINAL JUSTICE MANAGEMENT COUNCIL

DATE OF MEETING: Wednesday, March 18, 2009

MEETING PLACE: Administrative Center – Room B190
400 N. 4th Street, La Crosse, WI 54601

TIME OF MEETING: 7:30 AM – 9:00 AM

PURPOSE OF MEETING: Monthly Meeting

1. Call to Order
2. Approval of the February 2009 minutes of the CJMC
3. Public Comment*
4. Clinton County Iowa Visitors
5. Status Reports:
 - a. Sheriff/Jail
 - b. Public Defender
 - c. Corrections
 - d. Human Services
 - e. District Attorney
 - f. Judges
 - g. Clerk of Court
 - h. County Board(Justice Sanctions, Juvenile Justice, Clinical Services)
6. Mental Health Process
7. Impact of State Budget Process
8. Discussion of Mark Carey Presenting to Larger Section of Community Leaders re: EBP
9. Informational/Miscellaneous Items
10. Future Agenda Items
11. Adjourn

NEWS MEDIA

La Crosse Tribune
Coulee News
WKBH / WLFN
WLSU
WKBT-TV
WIZM
WXOW-TV
Onalaska Community Life
Holmen Courier
FoxNews

COUNTY DEPARTMENTS

County Administrator
County Clerk

OTHER

Brian Barton (email)
June Kjome (email)
Kim Vogt (e-mail)
Jean Marck (email)
Reid Magney (email)
Doris Daggett (email)
Tom Skemp (email)
John Medinger (email)
Tom Jacobs (email)
Mary Powell (email)
Peter Kinziger (email)
Kara Burgos (e mail)
Patrick Brummond (email)

COMMITTEE MEMBERS

Dennis Montabon
John Perlich
Margaret Larson (email)
Steve Doyle
Judge Ramona Gonzalez
Vicki Burke
Tim Gruenke
Jerry Huber
Bill Hammes (email)
Jim Nesbitt (email)
Tom Locante (email)
Steve Helgeson
Ed Kondracki/Gary Uting

Facilities	Jim Speropulos (email)	Joe Veenstra (e-mail)
Justice Sanctions	Wayde Anger (email)	Ann Quinlisk
Corp Counsel	Vince Hatt (email)	Sharon Hampson (email)
OTHER	Don Campbell (email)	Tom Knothe (email)
Bridget Todd (email)	Kathy Johnson (email)	Troy Harcey
Maureen Freedland (email)	Ann Fisher (email)	Rita Zindorf (email)
Bev Heebsh (e-mail)	Tim Hauser (email)	Mike Desmond
Eric Lawson (email)	Vicki Gunderson (email)	
Paul Brummund (e-mail)	Jeff Wolf (email)	
Market & Johnson (email)	Judges Pasell, Bjerke, Levine, Horne	
V. Schute–River Architects (email)		

MEMBERS: If unable to attend, call Terri Pavlic at (608) 785-9700.

***PUBLIC COMMENT:** The Committee may receive information from the public, but the Committee reserves the right to limit the time that the public may comment and the degree to which members of the public may participate in the meeting.

PERSONS WITH DISABILITY: If you need accommodation to attend this meeting, please contact Terri Pavlic at (608) 785-9700 as soon as possible.

DATE NOTICE FAXED/MAILED/EMAILED AND POSTED: February 12, 2009

COURTS COMMITTEE AGENDA (Winona)

FOR: March 19, 2009 at 8:00 a.m.

PLEASE NOTE: This meeting will be held in Jury Room for Judge Bostrack's Courtroom 3. We expect to be joined by a group from Clinton, Iowa who are looking to start up a Criminal Justice Coordinating Council.

- Review and Approval of January Meeting Minutes.
- Crime Victims Rights Week. Cami O'Laughlin.
- Sentencing Checklist update. JDT.
- PD Misdemeanor Workgroup Report. Sally Cumiskey.
- Settlement Conference Update. Prosecution and Defense.
- Changes to in-custody meeting rooms. Karin Sonneman.
- Compatibility problems with Discovery. Karin Sonneman.
- Chief Judge Order. Sally Cumiskey.
- DANCO photograph. Sally Cumiskey.
- Court Funding Update. JDT.
- The Cost of Continuances. Julie Koop.
- Review Assignments by the Coordinating Council. JDT
- Other issues.
- Set date for next meeting. April 17 or May 21?

Appendix B Individual Interview Schedule

Day 1 April 6, 2009		Time
Name	Mile Wolf	7:00
Title or Position	County Attorney (his office)	
Name	Phil Tabor	8:00
Title or Position	Associate District Judge	
Name	Marilyn Huff	8:45
Title or Position	Clerk of Court (her office)	
BREAK		9:30
Name	Tim McClimon	9:45
Title or Position	Probation Supervisor	
Name	Brian Guy	10:30
Title or Position	Clinton Police Chief	
Name	Becky Eskildsen	11:15
Title or Position	Kim Ralston	
Address ST.	Community Support Services (MH/SA)	
Name	Dennis Starling	1:00
Title or Position	Board of Supervisors	
Name	Bill Vilmont	2:00
Title or Position	Defense Attorney	
BREAK		2:45
Name	Jack Wolfe/Mary Wolfe	3:00
Title or Position	Defense Attorneys	
Name	Craig Eberhart	3:45
Title or Position	Jail Administrator	
Name	Sheriff Rick Lincoln	4:30
Name	Gary McKendrick	5:30
Title or Position	District Judge	

Appendix C Confidential Individual Interview Responses

NIC Formation Session for the Clinton County Iowa CJCC

April 6, 2009

What are the current issues in the Clinton County Iowa justice system that hampers or negatively impacts, your work?

I think a lack of inpatient substance abuse treatment is a problem. The other inherent problems on Mental Health issues are always significant. We do not have a functional structure for the mental health system to aid in service delivery.

Re-released people, after being incarcerated for Failure to Appear, then having issued warrants again for non-payment or non appearance, they appear and are released again without much consequence or positive impact on future behavior. These FTAs consume a lot of everyone's time.

Space limitations in the jail.

The discrepancies of understanding what our office does, and then how it fits within the CJ System as a whole.

It would be the jail overcrowding issue, and the lack of jail alternatives available locally.

Shortage of money and revenues. There is inadequate funding even though the condition is chronic everywhere.

Are issues mental health or criminal? There is not agreement in this issue or the response that we have to it, as it relates to those appearing in court.

The people with mental health issues that are in the jail are concerning.

The jail is an antiquated facility and cannot meet the program or medical or other needs that are present with the current jail.

There is frustration evident in the jail that the mental health issues are severe and that no one responds to it. The bad perception impacts delivery of services.

Very responsive law enforcement that gets out and investigates and responds in a timely way. We have a development process of video and editing of evidence that needs to be modernized. It does clog the system.

When people are out of county due to high population in the jail, then the defense attorneys can slow things down. Defense attorneys do not do much until we have a scheduled pre-trial conference. There is a line of defense attorneys yet the work is not done timely for the court appointed work. The A and B felony case work through the Public Defender's office, also moves slowly.

I think a lack of resources in general. I have no alternatives to offer in lieu of whatever it is we are now offering. Mental Health issues are a good example. We have what we have but no one has a better way to do anything and then we are stuck where we are.

I think for the criminal end, there are so many fines imposed that are out there and unpaid and nothing is or can be done about it. Nothing happens to non payers.

A lack of understanding about the impact of one office on the other offices in the system. The resulting impact from one office or agency policy or procedure to the other office or agency in unintended ways.

The worst part is the county attorney's office. We try to get along but there is a gap in philosophies and I don't think there is a lot of room to find agreement at times. There are some attorneys that are not or will not make thoughtful decisions and choose punishment for everyone instead of being more thorough and considerate of all information.

Forced days off of work due to the budget crunch are a big problem.

Mental health issues, collection issues with court obligations, getting people back for appearances, the noncollection of fees with defendant appearance at subsequent reviews is poor, resulting in a warrant for those not appearing, warrants are then ordered with bonds that are the level remaining on the fees.

Funding is a huge issue.

When the substance abuse person leaves and is not replaced, there will be a lag in time and additional work load that is unmet because of the loss of the staff person.

2.) How might the justice system be improved to increase efficiency and outcomes?

The formation of the CJCC will take these fragmented divisions of the Criminal Justice system and how they impact another division of the system is key to improvement.

Psychiatric services can be improved as can the general medical areas and treatment for defendants or inmates.

We need to look at alternatives to just putting people in jail.

I think we need to take a serious look at why are we putting people in jail and I think everyone here is content with the past practice so we keep bringing them in to jail. Are we putting them there because we are mad at them or is it because we want to punish them?

I am a believer that addressing underlying issues will reduce recidivism in the jail population. Substance abuse is the easiest one to address between that and mental health concerns. If we made progress in these two areas, we would have a huge impact on the number of people in the system.

If we can get the defense attorneys to look at bond issues faster, size up the cases and process the obvious trial and plea cases quicker. Weed them all out as they do not all go to trial as the defense suggests. Pre-trial conferences should be discussed between the clients their attorneys and the defendants family. The defense has no stake in the jail system and population at all. We need to force them system wide to be more responsive.

Keep role calling these old cases sooner and more often. Keep the judges informed and involved in a consistent and uniform way.

Streamlining operations, reviewing the sentencing structure at the county level where possible, since we cannot control the mandates on sentencing as required by the State.

They need to get things scheduled and follow through in a timely manner. There are too many people waiting too long for revocation or court appearances.

We went through a lot of information gathering with the TASK jail Force, now we need to put these things into action.

First thing we need to do is what we are doing in the way of forming the CJCC and working together collaboratively. The jail task force was an attempt to get things moving but was always post event and did not allow for proactive action. This is a great opportunity because it involves every aspect of the CJ System and policy makers as well as the purse string holders.

If there was a time prior to revocation hearings where pre-trial conference hearings of type are had before the court appearance this could lead to more efficient decision making and dispositions.

Sentencing options need to be expanded or modified. One of the hang ups I have is anytime you do anything other than straight jail time there is a multiplier, such as a doubling of time with EM, supervised probation for MSDR. Have more fees, fines, and other things that require more money to be ordered to be paid from those who can't pay to begin with. Some sort of supervision for follow up treatment programs other than Probation. CSW is a good example of how this can work. It might be applied to batterers or substance abusers as well.

Collecting fines would be a start. We need to follow through with punishments or court orders when they are imposed.

We need to reduce the recidivism levels for inmates, however or whatever that means.

Substance abuse and mental health appears ineffective and there would be better outcomes.

3.) What interests you about the possibility of having a total team effort in justice system management, like what the CJCC represents?

I like the fact that we now have a group willing to make decisions and recommendations instead of just one agency, like the Sheriff Dept or the County Attorney. We have community problems that we need to address together.

That it is consensus driven verses agency specific interests. It is not one single office making system wide decisions.

It is our job to bring the solutions and to bring the problem of crime and the impact of crime down in Clinton.

The reason we are moving forward is pure economics. We need to find ways to reduce costs or we need to more effectively use the money that we have to bring about solutions.

I think it is clear that you cannot address only one component in the system. All stakeholders need to be invested and involved. You need all involved when it is time to pitch in to solve problems.

We will not have to address this issue on our own anymore. I want assurances that we are doing the right thing, and this will allow for discussion and evaluation. This will improve outcomes for the individuals involved in the system.

From the time of the original NIC assessment, and subsequent trips to LaCrosse and Winona, the possibilities that exist out there in modernizing the process and satisfying taxpayer needs and concerns is exciting to me.

When we make a system change everyone is on board with it and supports it. Those who are in a power role have a better understanding of importance of everyone else roles and importance as well.

The political aspect is a benefit as well. If we can discuss things and have an agreement with understanding and support of positions, than these cannot be used against you in a political fashion. It takes away from the finger pointing and anger towards one system player, for making sole decisions on system wide issues.

It will get everyone on the same page. I am not aware of all the resources that all the other offices utilize or have to offer and this will give everyone an opportunity to learn more information on resources and allow for all resources to come together or to be used in effective case management.

I think there are programs out there that are developed elsewhere and could be implemented here without a lot of effort or redevelopment time on our part. We could learn and take from others in our own areas of expertise, those that we are aware of, when other system actors may have no idea what is out there outside of Clinton County.

We should examine how the laws are applied and how they are handled. It is important to have that discussion.

If we have an understanding of where we want to end up we will have a better understanding of how we want to get there. The outcomes will be accessible rather than scheduled failures. Especially when we have sentencing options that is limited to those who can afford them.

A different way to view the inmates.....we need to see them as people, and provide equal services to them even though many may feel they are “undesirable”, or “less worthy”.

Do we build more jail cells or do we do something else, like treatment or other responses to address the crime factors?

Not to lay the blame at anyone’s feet, but there has been a lack of ownership on or parts in the past, and we owe it to ourselves to hold ourselves accountable as a group. A systematic look will give a systematic answer with system wide ownership.

4.) Is there wide spread interest in Clinton County, to engage in a total team effort or process such as the CJCC, for justice system management?

I was skeptical until we did the site visit. The visit in LaCrosse and Winona was very beneficial and seeing it in action was a great help in seeing how things can be done differently.

The participation up to this point has been great and I am aware of some concerns of others about their perceived loss of autonomy and control over their own agencies, or authority, but these concerns can be set aside and overcome.

I would say up to 90% of those from the system are fully supportive. There may be some draw backs until the CJCC brings on an identity of its own. Personalities can and will change with each election cycle and so we must ensure that transition occurs seamlessly.

Amongst the core group yes. I would say in the Justice System yes, but maybe not the entire community.

I believe so, from what I have heard from everyone involved.

Building a larger jail without changing the way we do things is not the answer for long term.

Oh yea. We are all pretty much on board with it and we are an easy group to get along with each other.

Yes I do, as I believe our common goal is the same for the criminal justice side of the system and there is a lot of interest.

No. I think the County Board may be expecting too many outcomes for reducing the need for a jail, by reducing jail populations. I think almost all people from the judiciary and the system are on board and realize it needs to be a system wide approach and not just the response to the jail population levels.

I think there will be a lot of support in the community to get a better understanding of what and why the system reps make the decisions the way they do.

There are groups that are pretty good at providing lip service to the plan but their actions do not always follow up with the action plan. Only time will tell.

I think there is support across the board.

5.) What, if any, have been the obstacles or challenges that have prevented a collaborative justice system management process in the past?

Egos and the prior predecessors that held key office. Many did not get along well.

I think it is no one has ever sat down and discussed or planned on how to remedy the situation. Nothing was ever done other than discussion.

Lack of support or anyone around to help teach the process.

A time commitment.

It has never really been tried. It has always been ad hoc or single issue focused without systemic analysis.

Fear to admit or fear of looking foolish about not knowing how the entire system operates.

We had some success with the jail task force; it was reactionary though in nature as opposed to proactive. We had minor successes in many areas but this will give us the opportunity to address things before they become huge problems for us.

There was not a total team effort. There were bits and pieces but not everyone engaged at the same time.

Time to commit to it. We have been reactive to issues and then quit. There have been some changes in key positions in the past and this transition has interrupted system progress. We have had good discussion, made some immediate changes but have not done everything in a lasting sort of way.

Inconsistency in positions, elections having to be campaigned too often and then there may be a turnover in the office. This has been a problem in effecting long term change.

The judiciary and the county attorney's office in the past did not support it or back it in reality.

Fear. Everyone is afraid of what it would look like. Each section of the system has operated out of what it might look like as opposed to what their role is and how can they support it.

Competing for budgets and dollars.

6.) If a formal collaboration council (CJCC) were to be formed, what would you envision as the most critical issues in forming or in implementation?

I think it was beneficial taking the site visits to LaCrosse and Winona to see the existing teams and speak with our peers and their coordinators. The buy in from members has been enhanced up to this point.

We have people who are stuck on terms and this can impact others, (i.e.: expediter term). There are some concerns that others may want to assume immediate control in some areas and this may not be the best or most successful approach.

The biggest issue is who we will select as the Coordinator. That will be the biggest single impact item. We need to discuss the group as a structure, should it be just the core group or should there be sub committees?

Your toes might get stepped on sometimes and we all need to be big enough to realize that may happen. We need to accept some uncomfortable things as part of the process.

We need a person dedicated to the process. That will be key as I don't have the time to devote to it. Policy and procedures or MOA need to be established as part of the action of this group. The product is not always what we have discussed in the past and a lack of documentation has contributed to this problem.

We need to set it up correctly, and we need to hire the correct person. We also need to assign the Coordinator to the correct department.

If this is going to work, the first four or five meetings will lay the foundation for the CJCC. Expectations and plans will be developed and the understanding between each of the players will be grasped quickly, if it is to work.

Who controls the Coordinator? Who should if anyone? The problem is going to arise over who will have the operational or political control of that position?

Commitment on everyone's behalf.

Someone to lead or direct it from the chair position and also someone to coordinate activity for it.

I think there needs to be consensus about the roles of the group, the individual members of the group and the roles of staff support. Doing that will ensure longevity. The buy in from the principals is the critical piece to success.

Communication will be key. Being able to communicate without people feeling they are being stomped on or criticized.

Having the Coordinator job description well formed, with selection of the right person for it, and then giving that person some time to get their sea legs under him or her. Having an expectation for immediate results, overnight or in first year is not realistic.

Everyone needs to treat everyone as an equal in the group session. Even if they are from a more prominent role in our current government, we need to be viewed as equal and we need a chair from the justice system while we are forming. In the future, we could have anyone else chair it including citizens.

Selecting the correct members and getting commitment from them for full participation. Getting the proper support for money or budget issues, management practices and community support. You need to have the right people on board and it cannot just be on paper. Also that it needs to continue to evolve and we will need to have future fresh ideas.

7.) What would your hopes be for the CJCC project or your hopes for the outcomes of the CJCC?

I would like to see us start small, achieve some minor things first off, not major or complicated situations like the Mental Health issues as these are so far reaching right now, and after some success is established, go on from there.

We need a new jail, we need jail diversion programs developed, and we need positive outcomes for inmates. We ship inmates out too much and we should reduce this cost.

I would like to see a coordinated plan for criminal justice sanctions and processing. Building a consensus on this will lead to consensus on major investment of things like building a jail. The CJCC through staff and agency coordination can identify some of the systemic processing data and issues that we need to resolve to make those determinations. If we can make that determination that we otherwise would not be able to then it will be a tremendous success.

I understand that it will be awhile before everyone gets on board with where we want to be. My hope is all the reps will continue to participate themselves and will not send other agency reps. I would hope we can provide some jail alternatives that are palatable to ourselves and the citizens.

I would hope we can replace the jail someday with a building that better suits our needs.

Sharing with other stakeholders what we do and how we can better work together is a goal.

I would like to see us define better, or work towards the “What Works” or “Evidenced Based” practices for system response. We are using “What I believe works” now and there is nothing to support it. (IE: Penalties, punishment, balance with why we are mad at these people, what is it the community wants, etc)

More jail space for the ones that need it, the biggest and the baddest offenders. Less jail outsourcing.

A more efficient and equitable process for all arrestees, regardless of their ability to pay for services, like EM or others. People should not have to buy their way to of jail; it should be based upon threat assessment.

I think we should delay the construction of a new jail until we see how some of these changes are able to impact jail population levels; because we will fill it up right away unless we change the way we do business.

I would like to see our entire system modernized so that we think outside the box.

We do not utilize technology the way we should, we have an outdated jail, and when people leave the jail they need a well designed case plan of reentry, and a coordinated plan where one hand tells the other what the other hand is doing.

Set goals that we will continue to strive to accomplish and then accomplish. I hope we do not meet without anything being done as a result. If we are in it, we cannot let it die; we always need to move forward.

We owe it to the community to teach the community these ideas and response type mechanisms. What are the appropriate consequences and how do we ensure these are applied fairly?

We should reduce our jail to the lowest population levels possible and justify to the community why we are incurring this type of expense.

I think we can come together as a group and identify the needs of the system and then start to meet them in a fiscally manageable manner and time frame.

I hope that we can identify the problems in Clinton County as far as system issues and the treatment of people, so that when we do build a jail, then the building is constructed for the needs of the client as opposed to the needs of the judicial system.

8.) What are your fears for the CJCC project?

It is always an uphill climb. There needs to be a learning curve and patience with the process and the new people that are attempting to fill key slots, like the CJCC Coordinator.

That some people will want to control the Coordinator.

That people will fall away as time wears on. They will lose their commitment as other funding issues and other crisis arise.

I fear the expectation will be too high and then people will be too likely to give up on the process.

I am worried that the same reps will not be there at every meeting and then we will lose consistency and knowledge about the process and what is expected

My fears are the County Board. There are strong opinions and personalities that may have difficulty in sharing or giving up control. Because the county board is funding this, the finances cannot or should not be used as leverage for decision making or design.

The concern is it does not work if you do not get buy in from all the principals. That goes to law enforcement, judges, attorneys, and all others.

All have to understand the roles and how law enforcement practices, which is the gateway to the system, impact the work load at all stages after arrest. The police departments from all communities in the county need to be informed and supportive.

I think we are a good team and I have a lot of hope, the only fear is that we get going and do not do anything as a result. Our driving factor is the cost of everything and how we can bring more efficiency.

That we have some people that will cause other members to not want to participate anymore due to strong personality or opinion, or dominating the discussion.

I fear the county attorney may not want to participate due to political or perceived political concerns.

The court system may complicate matters as the courts need to participate but sometimes there is a concern about losing the judicial nature or role in the system. You need to have buy in from the court and it does no good to bring the product to the court without the support of the court.

I am concerned that some may look to the traditional way of doing business and not think outside the box.

That we meet just to meet. That we will not finish the project as we hope to. That we do things for awhile but do not sustain it. There will always be new goals established but we cannot forget the old ones we have been working on.

My fear is that it will be used to simply engage in jail population control and not be widespread enough.

I also fear the county board may want to take control of this because they will control the purse strings to it.

9.) If you had all the ability and authority possible to make changes to improve a specific element of the justice system operation in Clinton County, what would you do?

It would be some form of inpatient substance abuse treatment.

A new jail that is designed for services that will best benefit the people that are housed there and reduce the chance of their return.

I would find improved ways to enforce court orders and in collecting the fees that are ordered. Maybe because of the budget issues, there appears to be more emphasis on this issue but the State of Iowa is looking to hold the local offices responsible for the collections that are impossible to collect.

First and foremost the CJCC would be up and running with a Coordinator, the like of which are similar to Jane or Kalene. Then, we would have a new jail as we cannot delay the inevitable.

I would put up a new facility that had adequate space for programming, health care, segregation and care for mental or physical needs, provide GED, Substance Abuse

treatment, Job skills training, drug testing, a complete one stop shop for those folks that are having a difficult time fitting into society. To use the jail only for those people that we are afraid of and not just those people that we are mad at. This also assumes we would have properly trained staff to deal with these same people.

If we developed some mental health courts, or other courts that were targeted for our highest need offenders that would be a goal.

We would have an educated community in both the City and County areas, with established purposes for alternatives to incarceration and the outcomes desired or achieved.

We understand the importance of sentencing fitting the individuals but we need more than an adequate (exemplary) way to respond to the mental health issues and needs of the people that are winding up in our jail.

I am real excited about this group and the chances we have with it. It should be very beneficial and we have never had such a group of people willing to step forward at once. I would get this CJCC going and allow it to prove its usefulness.

I would work on a better substance abuse prevention and treatment response and mental health, and I would ask Police not to make arrests on every IWOA. (Public Intox). We get 5 a night which escalate to more serious offenses, such as resisting, battery, etc. Why don't we let a drunken guy walk home?

The Police funnel brings a lot of people in, and some officers will bring more arrests and defendants into court through their own police officer attitude or demeanor. Some officers make defendants combative.

I would have a comprehensive system in place from arrest to exit, so that the rehabilitation process starts out immediately and is effective. Most of this should be done in the community. As example, a case comes in and is assessed for treatment, is willing but there is not an order or disposition for three months or more. All motivation is lost; the time element does not support immediate intervention. I would create this type of process.

Set up a consumer based product, where outcomes are understood by the people that are in charge of the inputs. A great example is the public intoxication enforcement. It is a

wasted ticket; there is no success in anything and no treatment options. Arresting officers are just picking up numbers.

10.) Is there anyone in the group of prospective members that you feel you cannot work with? If there are some on the group that do have “problems” with others, what might reduce this ineffective working situation and what would you recommend to resolve it?

My personality is such that I can work with all people. Given some of the personalities, there may be some struggles with the extensive or comprehensive involvement with each other. This amount of contact has or may have the impact of wearing everyone else down.

We need to have listeners and people to take action and not so many talkers. If they act more than talk, I can work with them.

No, everyone is great. We have elected officials that could or could not be involved in the future. You never know how long people will be around when they are elected. Our current people are great but what happens if they are replaced by someone less cooperative?

None.

Nope. I will try to work with everyone.

I believe Judge McKendrick can resolve problems with specific individuals if they would arise because he is well respected and reasonable and he could effectively mediate disputes.

No I can work with the devil.

I don't have any trouble with any of them. I do not view our current group to even have the potential to be difficult or unwilling to participate and support the action.

You must get to the root of the problem and discuss the problem. As long as everyone is willing to engage in discussion, there is a chance to resolve the issue. You can utilize the other supportive personalities to help diagnosis the problem and then deal with the issue responsibly and in an open session. All of the CJCC candidate are reasonable people and can work through difficulties as soon as they realize the importance of the CJCC and the importance of holding themselves accountable and responsible to the other CJCC members.

The outcomes need to be valued and shared by everyone, not just individual offices and when everyone sees that value, they would want to be engaged in the CJCC.

If there are some difficulties with others, the formal group process should resolve it nicely.

No. I would recommend that we get others to work together by identifying who cannot get along with others and have a 3rd party that is neutral bring about an agreement to encourage differences be set aside and that they move forward in the best interests of the purpose and mission of the CJCC.

No. Not anyone that has thus far been suggested.

I can work with everybody, maybe not real smoothly but we can still work together.

If one person becomes unreasonable and destructive to the process, then maybe that person should be removed.

That is what is going to make or break this thing. Everyone needs to be involved or it will fail. We all need to work with people that we don't like, if it gets to that level. We all have different opinions and this is what can cause problems or create diverse response.

No.
We need a chair that can manage the environment and the personal relationships that may come into conflict with each other. All persons involved have valuable input and they must be valued for the input they can offer.

Appendix D Formation Session Attendance Sheet

Attendance for the Clinton County Justice Coordinating Commission Formation Session

April 6th to April 8th

Clinton Iowa

Those Attending:

<u>Mike Wolf</u>	<u>County Attorney</u>
<u>Phil Tabor</u>	<u>Associate District Judge</u>
<u>Marilyn Huff</u>	<u>Clerk of Court</u>
<u>Tim McClimon</u>	<u>Probation Dept.</u>
<u>Brian Guy</u>	<u>Chief of Clinton City Police</u>
<u>Dennis Starling</u>	<u>Board of Supervisors</u>
<u>Jack Wolfe</u>	<u>Private Defense Bar</u>
<u>Mary Wolfe</u>	<u>Private Defense Bar</u>
<u>Kim Ralston</u>	<u>Community Support Services</u>
<u>Craig Eberhart</u>	<u>Jail Administrator</u>
<u>Rick Lincoln</u>	<u>Sheriff of Clinton County</u>
<u>Gary McKendrick</u>	<u>District Judge</u>
<u>Tara Sbertoli</u>	<u>Recorder for the event</u>

Appendix E Clinton County Justice Coordinating Commission first agenda, April 16th, 2009

CLINTON COUNTY JUSTICE COORDINATING COMMISSION

DATE: April 16, 2009

TIME: 4:00 p.m. – 5:00 p.m.

CCC Graphic Arts Building

Meeting called to order by Chairman Judge Phil Tabor.

4:00pm	I. Introduction Welcome	<i>Chairman Phil Tabor</i>
	II. Selection of public members	<i>Group Discussion</i>
	III. Office/housing needs	<i>Group Discussion</i>
	IV. Coordinator selection committee Coordinator qualifications & recruiting plan	<i>Group Discussion</i>
	V. By Laws Memo of understanding	<i>Group Discussion</i>
	VI. Analysis Framework- action plan Who? What? When?	<i>Group Discussion</i>
	VII. One & Three Year Plan	<i>Group Discussion</i>
	VIII. Sub Committees Assigned goals & discussion for <ul style="list-style-type: none">- Jail Facility & Planning- MH&SA Program- Court Issues- Alternative Sanctions	<i>Group Discussion</i>
	IV. Action format report	
	X. Warrants – turning in to jail	<i>Sheriff Rick Lincoln</i>
5:00pm	XI. Wrap-up Adjournment	

Additional Comments:

Appendix F Action Plan Worksheets for the Sub-Committees

Appendix G PowerPoint presentation used during the session