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Analyzing the Effectiveness of the McLean County Criminal Justice Coordinating Council Using Design Sociology

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Analyzing the Effectiveness of the McLean County Criminal Justice Coordinating Council Using Design
Sociology

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Submitted in partial fulfillment of the requirements for the Masters of Sociology degree with a focus in
Community and Economic Development
Through the Department of Sociology and Anthropology and the Stevenson Center
Illinois State University, 2019

Normal, Illinois

Committee:
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Gratitude

Thank you to all the people who helped me get to this point and for contributing your time and expertise to help me grow as a scholar. I am forever grateful.

I am grateful for my cohort and the wonderfully supportive folks in the Stevenson Center.

I am grateful for my family for letting me go and their willingness to accept me once I have completed my degree.

I am grateful for the opportunity to investigate this area through a sociological lens. I hope whomever comes across this work is inspired to create social change using design techniques and sociology.

I am grateful for each one of the people who have poured into me on this journey. I may not remember each detail of this work as time passes, but I will always remember how you valued me and supported me in my work.

Thank you

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Abstract

The standards of criminal justice structure and organization are discussed and debated from many positions. The limitations and inefficiencies of a hierarchical and bureaucratic system greatly hinder the possibilities of effective communication and collaboration within it. To address these unique issues Design Sociology (DS) can be applied.

Design Sociology (DS) inspires positive social change by approaching research through an action or applied research method. These methods center the end user's perspective and have the potential to reimagine processes that produce unfavorable results for the majority of users. Concepts of DS can be applied to any institution or organization, especially to address issues with communication and collaboration that arise between arms of the same institutional body, such as the criminal justice system.

The criminal justice system in Illinois is comprised of numerous independent agencies that work alongside one another. Depending on the function of the agency, the departments can operate in silos inhibiting effective communication and collaboration. The National Institute of Corrections (NIC) created *Guidelines for Developing a Criminal Justice Coordinating Committee* (2002) to assist criminal justice system members who wish to improve communication, cooperation, and coordination in their areas. One method of addressing these issues is through the creation of a Criminal Justice Coordinating Council (CJCC). Although CJCCs have existed since the 1930's, they are unique to each county or jurisdiction that employs them. The NIC published three common characteristics of effective CJCCs in their online publication, *The National Jail Exchange* (NJE) 2013. These include an engaged membership lead by an effective leader, appropriate planning staff and a structured, data-driven and collaborative policy approach. Using the three NJE characteristics, a quantitative survey of CJCC members, and qualitative interview of active CJCC members, this paper will analyze the effectiveness of the CJCC in McLean County. The paper will conclude with recommendations based in design sociology.

Introduction

Summary of Program

The Stevenson Center for Community and Economic Development facilitates the Applied Community and Economic Development (ACED) sequence in accordance with their mission to “promote community and economic development in the U.S. and abroad” (Strategic Plan 2018-2028).

The ACED sequence is represented across different departments and includes a focused core curriculum designed to prepare students for their professional practice assignments and further contributions to society after graduation. The sequence provides students an opportunity to study the theoretical underpinnings of their chosen discipline, while providing an applied setting to further explore and test these theories.

The following capstone comprises the author’s efforts from June 2018- June 2019 to meet the graduation requirements of a Masters of Sociology with a concentration in Applied Community and Economic Development.

The author chose the topic of Criminal Justice Coordinating Councils (CJCCs) from the primary work assigned during the 11-month professional practice assignment. The author’s professional practice was hosted by with the Stevenson Center for Economic and Community Development and Serve Illinois (an AmeriCorps program).

Having any sort of interaction with the criminal justice system can negatively impact a person for their lifetime and beyond. This capstone does not focus on the negative effects one may face after encountering the criminal justice system but rather on the individual members of a coordinating council and how they feel about the CJCC work they are doing. The author will assess and apply how design sociology can be used to help define a structure that aids in the McLean County CJCC’s goals and mission.

Summary of Project

The criminal justice system in Illinois and across the country is comprised of numerous independent agencies that work to achieve one of the following outcomes: punishment, determent or rehabilitation. Although the three branches of the criminal justice system (law enforcement, the courts and corrections) are independent agencies, they rely on one another to function. This separate but interdependent relationship combined with each agency’s hierarchical

and bureaucratic systems takes a toll on effective communication and collaboration when issues arise. To address these unique issues Design Sociology (DS) can be applied.

Design Sociology (DS) inspires positive social change by approaching research through an action or applied research method. These methods center the end user's perspective and has the potential to reimagine processes that produce unfavorable results for the majority of users. The end users in this research are the CJCC members.

The McLean County CJCC was established to initially address the size of the jail population in 2008 and has since taken on other issues over the years. Although CJCCs have existed since the 1930's, they are unique to each county or jurisdiction that utilizes them.

The research aims to assess the McLean County Criminal Justice Coordinating Council through:

- Adaptations of The National Institute of Corrections (NIC) online publication of The National Jail Exchange's (NJE) *three common characteristics of effective CJCC's* (Jones 2013) and the NIC's Guidelines for Developing a Criminal Justice Coordinating Committee (Cushman 2002)
- In-person interviews with active CJCC members (qualitative)
- Online survey of active CJCC members (quantitative)

Significance to the field

- Aid in developing greater insight into what is working for the McLean County CJCC and what practices can be improved upon
- Insight can add to the body of research to help establish CJCCs as a best practice while helping the members develop important methods to approach the complex problem solving they are tasked with inside of the criminal justice system
- Serve as a formal self-evaluation of the McLean County CJCC
- Adds to the possibilities of the application of design sociology

Recommendations will be made in design sociology from the feedback received from the survey and in-person interviews.

Literature Review Introduction

Design sociology (DS) incorporates elements of design theory and the nature of sociology to propose approaches that speak to what people actually do versus what they say they'll do in a given situation. DS lends itself to a human-centered approach that strives to meet people where they are by treating them and their lived experiences as the starting point for direction as opposed to a pre-developed procedure or a set of held beliefs. The literature

highlights the ways in which elements of DS as a research method can be used to better engage stakeholders in the process to make social change. This review will provide a brief recounting of design thinking methodologies and how it relates to design sociology and criminal justice coordinating councils (CJCCs).

Design Thinking and Design Sociology

Lupton proposes the utilization of design sociology to address a disconnect between designers and sociologists in her 2017 work *Towards Design Sociology*. Lupton maps out the field of design sociology and supports the possibilities of applying a designerly way of thinking for applied research. This combination of sociology and design pursues an understanding of the engagements between users and design products to improve their likelihood of creating positive social change. The practical application of these research interests through sociology are manifested through action research or applied research approaches that include the end user's perspective. These approaches do not emphasize the traditional design methodologies of frame creation but rather have relied on information gathering through surveys and interviews. Adding design methodologies would enhance this process by allowing for a type of knowledge transfer across the social worlds of the end users and stakeholders across the spectrum (Bergman et al., 2007 as cited by Lupton 2017:2). This knowledge transfer will ideally inspire action that leads towards quantifiable positive social change.

The perspectives used in DS are categorized in three ways:

1. Sociology of design- sociological research that focuses on the culture or material practice that design professionals use while designing and the larger sociocultural and political context that the profession is situated in. This methodology has a long history in cultural studies and science and technology.
2. Sociology through design - Using design concepts and methods as research tools to gain better insight into large interconnected problems. This can also incorporate sociocultural and political context and the end users of a product.
3. Sociology with design- Collaboration with design researchers to develop research methods and share perspectives that enhance both disciplines.

Sociology through and with design are the approaches applied for this research.

Key terms in design

Design can refer to an end product itself or to the process used to create an end product. Subfields of design all require applying a variety of steps that have been informed by a

theoretical basis (referred to as frames) to very vague ideas of how to approach a task (Lawson 2006). Two frequently documented terms under the umbrella of approaches to design are “designerly thinking” and “design thinking”. Both terms refer to the ongoing design practice that is utilized in various subfields, but they belong to different genres of writing. An engineer for example may have a clear end product in mind and clear mathematical steps to apply during the process, whereas a fashion designer may know less about what the end product will look like, but they know it must fit certain criteria to be considered a success in the industry. Both of these approaches utilize a frame and forms of designerly thinking.

Design thinking is a designed-based approach to problem solving. One area it holds significance is for management professionals and people working towards social change and policy development outside the field of design due to its ability to address “wicked problems” (Buchanan 1992) or problems that cannot be solved in a sequential step by step process due to their layered and complex natures. (Rittel and Webber 1973). This approach positions a problem as a working theory to be explored and developed vs. one issue that has one solution or one approach to creating a solution. A resurgence in the concepts of wicked problems and design thinking appears in business literature in the early 2000’s with Camillus’s *Strategy as a Wicked Problem* (2008) and Brown’s *Design Thinking* published in the Harvard Business Review (2008). When Tim Brown, the CEO of the well-known design business IDEO, collaborated with Stanford University in support of design thinking, a legitimacy to this approach to management took hold (Brown and Wyatt 2007).

A **design problem** exists in the space between the current reality and the desired reality of the stakeholders that request a design intervention (Bergman, Lyytine and Mark 2007). Professionals in the design field measure success in how well the proposed solutions work for the intended problem.

Critiques of design thinking

Critiques of the methodology of design thinking from instructional designers address the differences in the process that is used to produce an outcome. Instructional designers use techniques that are rooted in five theoretical frameworks that are divided amongst two groups (Simon 1969 and Krippendorf 2006) and are legitimized. The steps outlined in design thinking are not referenced to theories by recognized scholars or present their argument in relation to other design thinking texts. There are criteria that are required to make an academic contribution to the field (Johansson-Sköldberg et al 2013). Individuals without a scholarly background in

design can still access, relate to and apply these foundations as the intent of design thinking is about understanding design problems, the unique process of design, and how to develop a practice that produces a well-informed product to address multifaceted issues.

Applying a design sociology method

One example of applying design sociology that is noted in the literature of Carlsson-Kanyama et al., 2008 is through using participatory forecasting and backcasting to create a frame to problem solving during participatory design. This process involves different groups of stakeholders brainstorming desirable scenarios of their topic and working backward to create the process necessary to address them. This process can use quantitative and qualitative models. A more qualitative based model might involve idea clustering using images and periods of built-in reflection where a quantitative model may rely more on statistical models and projections. Backcasting is applicable to long-term complex issues of a perceived societal problem of great importance such as human involvement in worsening environmental conditions.

Kimbell (2011) also suggests the design researcher examine their ideas of how participatory design activities should be conducted and how participants are involved in the initial planning and selection of research questions. This examination is not the same as seeking feedback from the end users once the design process has already started as it includes the end users in every step of the design process. If a designer or sociologist is unfamiliar with a user group and mischaracterizes a response or reaction to a designed product, then the judgements made thereafter, and everything built on those judgements will be incorrect. The end user will not have their initial concern addressed in addition to having to deal with the new set of issues that comes with being mischaracterized.

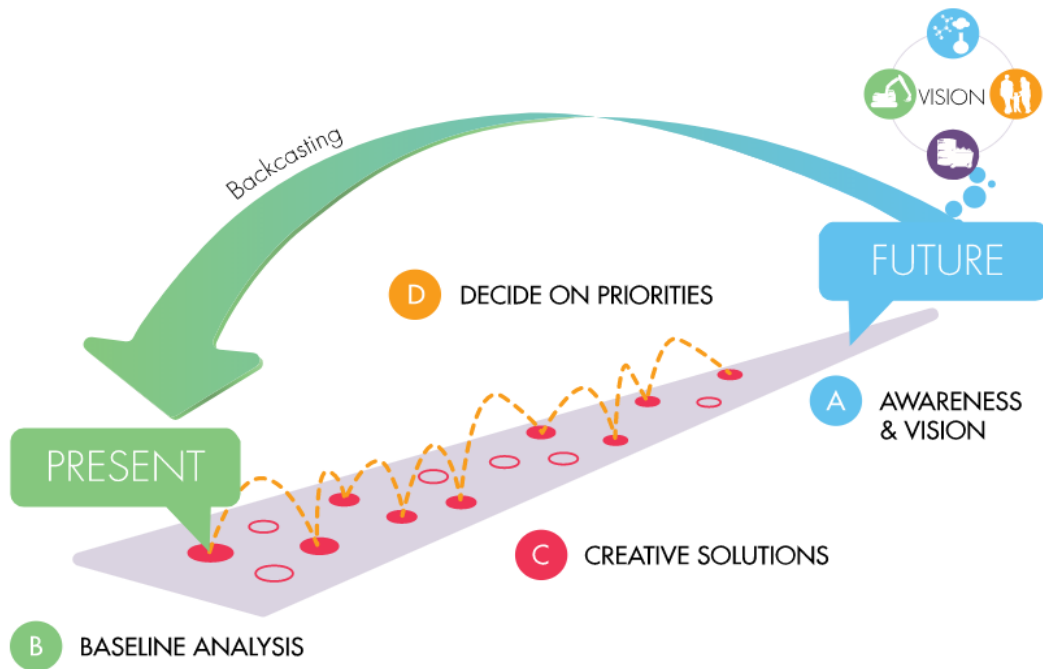


Figure 1 Backcasting from Success from The Natural Step International, 04/2018. <https://thenaturalstep.org/pvc/.Sweden>. Copyright 2018. Reprinted with permission.

The methodology of applied research and design sociology can be applied in environments characterized by hierarchical structures. Ezio Manzini, an Italian design academic who focuses on design for social innovation and sustainability, provides examples of hierarchical structures that have applied design thinking to create more of a healthy relationship with the citizens. The design process should be taken care of in-and-of itself by working from the knowledge that one type of person cannot decide on an idea and present it to others as the standard. In order for a more sustained effort and outcome to happen there has to be a collective coming together over time. This process requires time which can in turn build trust between the stakeholders. An overall sustained willingness to commit to the process through the arguments as well as through the successes is also a requirement (Manzini 2015:163). Manzini speaks on the impact of the physical space inhabited during the design process. This space needs to be one that is dedicated to the process where professionals from different backgrounds can operate horizontally to create an error friendly space, where mistakes can be made free of a hierarchy. This physical attention to space can maximize the potential for innovation.

In the chapter titled, “Collaborative Encounters”, Manzini informs his audience that the designer in any situation should focus on collaborating to create something favorable for those directly concerned. He warns the designer that they cannot dictate how people interact with their design but that the product should be an “action platform” from which to envision the steps it takes to build possibilities (Manzini 2015:98). He also cautions against adapting an ad hoc nature of addressing issues as it is antithetical to participatory design. Initiatives need to focus on long term commitment to create a strong infrastructure of collaboration (Mizaini 2015 :152).

Relating Design Sociology to Criminal Justice Coordinating Councils (CJCCs)

Altering the bureaucratic culture of the criminal justice system will require an approach that does not “turn inward and satisfy its own needs” which results in a system that is “neither flexible nor nimble “and “fixed in place and limited in time” (Gecan 2002: 160-162). Design sociology is positioned as a tool to inspire positive social change by approaching research through action or applied research methods. These methods center the end user’s perspective and have the potential to reimagine processes that produce unfavorable results for a majority of users. These processes are irritative in nature and need representation from those most negatively impacted by a system or action. Concepts of DS can be applied to any institution or organization, especially to address issues with communication and collaboration that arise between arms of the same institutional body, like the criminal justice system (Lupton 2017).

Abbreviated history of CJCCs

The criminal justice system (CJS) is comprised of numerous independent agencies that work parallel to one another. Characterized by these agencies operating in silos, effective communication and collaboration can be hard to come by. One method of addressing these issues is through the creation of a Criminal Justice Coordinating Council (CJCC). CJCCs are committees designed to facilitate collaboration and information across agencies within the criminal justice system (Cushman 2002). The National Institute of Corrections created Guidelines for Developing a Criminal Justice Coordinating Committee (2002) to assist criminal justice system members who wish to improve communication, cooperation, and coordination. These committees are often formed in response to an immediate issue in the criminal justice system such as jail overcrowding. The application of the CJCC often frames areas of concern from a budget or policy perspective. Representatives from the CJS weigh in on these areas and try to address them through coordinated efforts.

One of the earliest and well know documented CJCCs was the Los Angeles Coordinating Councils (LACC) of the 1930's. Although they were formed due to the perception of a "Mexican juvenile crime wave" they took a community approach versus the violent "war on crime" approach (Appier 2005). CJCCs continued to develop in the U.S. in the 60's -70's as the collaboration between local and state governments became centered on how to spend the federal Law Enforcement Assistance Administration funding. Although CJCC's have existed since the 1930's, they are unique to each county or jurisdiction that employs them. Most CJCC's are formed from a reactionary perspective and are not initially a part of self-governance or a system of checks, balances and accountability within the criminal justice system. While there are over 3,000 counties in the U.S. that could potentially develop a CJCC of their own, as of 2013 there were fewer than 100 CJCCs that exist separate from a mandatory function of managing specific federal and state funds (Jones 2013).

Internal Structural and Operational Challenges for CJCCs

The structure of the CJS is very reactionary. Participatory research is based on a more proactive approach that depends on the end users' feedback. As justice is defined through an antagonistic process that is "founded on the concept that crimes against an individual are crimes against the State, our justice system prosecutes individuals as though they victimized all of society" (Bureau of Justice Statistics 2019). This foundation combined with the competition for funding across the different agencies and a hierarchy with varying degrees of control, authority and sometimes overlapping or contrary functions makes at the very least, effective communication and collaboration difficult (Center for Effective Public Policy 2015). The hierarchy and power dynamics within the system and between the general public are critical barriers to adapting a human-centered approach. Given the independent nature of each CJS agency, implementing a DS strategy can be used to subvert the existing power structures to try and restore power to those most impacted. As redesigning the CJS is outside the scope of this work, focusing on one of the tools purported to increase collaboration and coordination across the system is a more feasible approach.

Guidelines that have shaped CJCC best practices

"Guidelines for Developing a Criminal Justice Coordinating Council" was published by the National Institute of Corrections in 2002. This publication developed from the strategic planning process of the NIC and feedback received from many outside consultant site visits to

local jurisdictions (Cushman 2002). This publication openly addresses the issues with collaboration within the CJS and includes helpful tips and resources for local jurisdictions who wish to embark on improving their work environments.

The NJE published a shorter list of top characteristics that “successful” CJCCs have in 2013. How each CJCC defines success is largely up to them and there is no uniform standard in place to measure said success. With collaboration and communication being a main goal of a CJCC holding regular meetings where representatives from different departments come together might be considered a “success”. What action is taken or how issues are decided is not necessarily a focus or benchmark of success.

Membership

For the initial creation of a CJCC it is recommended that there be four types of members represented: “justice officials, officials of general government, officials of related non-justice agencies and a community leader that does not have a special interest in any portion of the justice system” (Cushman 2002:26). This membership body should develop bylaws and other governing processes under which to add or remove members and to operate. The creation of executive committees is also recommended to streamline the decision-making process. The CJCCs that are credited with success also have some degree of funding, engaged membership and leaders, they adopt a structured and data driven policy approach, they operate outside of any one department and have dedicated administrative support.

Decision Making

This process is ideally outlined in the bylaws with details on who is eligible to vote. The processes *leading up to the vote* are not detailed. Achieving consensus is something that comes up as a goal, but there is no detailed approach as to how to reach consensus. Decision making is addressed in the context of departments making decisions that have a negative impact another in another area of the CJS. This decision making is clearly identifiable and likely will result in a cross-agency issue that a CJCC would then be deployed to address.

Benefits of Local Justice Planning

The CJCC may adopt the forecasting that is used in the CJS to “bring anticipations of the future to bear on current decision making” (Cushman 2002:3). The following is a list of possible outcomes at a local level if this forecasting (referred to as planning) is carried out successfully:

- Improved analysis of problems
- Improved communication, cooperation and coordination

- Clear goals, objectives and priorities
- Effective allocation of resources
- Improved programs and services
- Improved capacity of personnel
- Increased public confidence and support for the criminal justice system

Evaluation

The following general evaluation guide is described as a way to “convince taxpayers that justice agencies are doing their job” (Cushman 2002:31). Surveying the CJCC members is also included in the recommendations for evaluation.

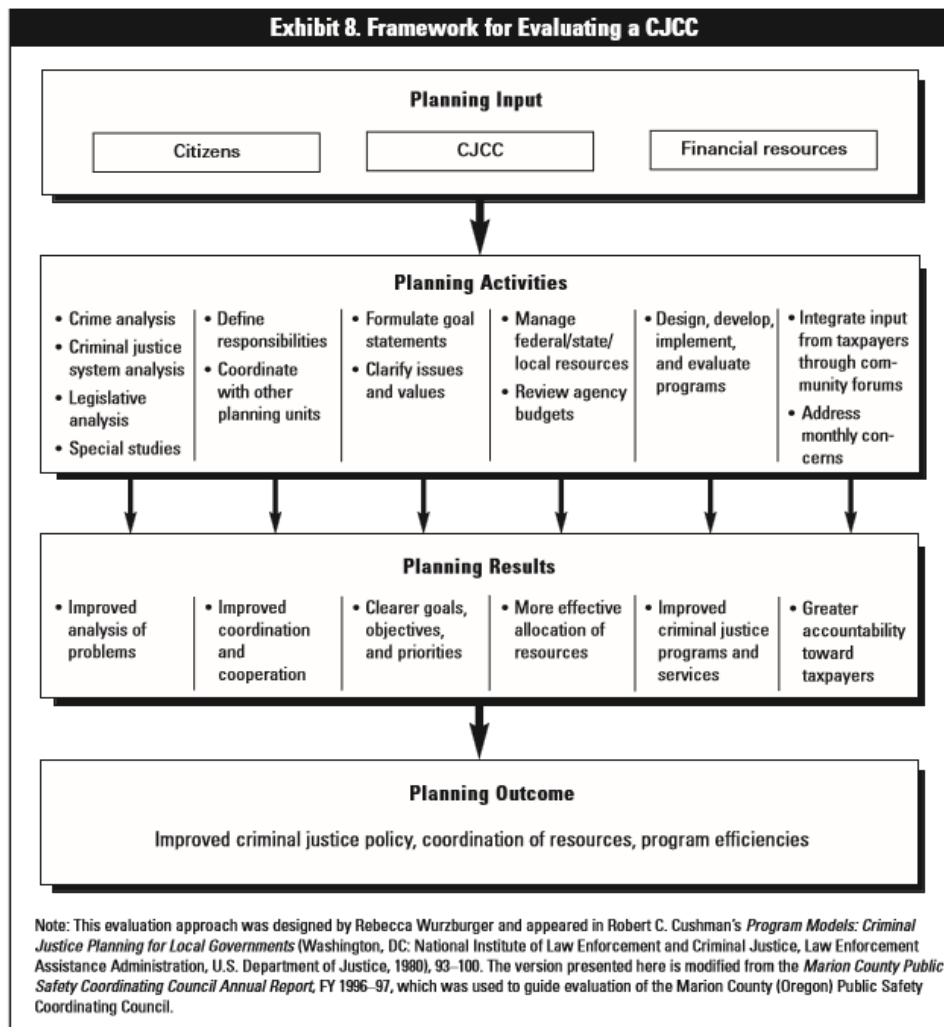


Figure 2 Framework for Evaluating a CJCC. Guidelines for Developing a CJCC. 2013.

Not enough research has been conducted on the effectiveness of CJCCs as a whole to be considered a best practice (Gleicher et al. 2018). Since these organizations essentially create their own definition of success, there is no standard metric to assess CJCCs effect on criminal justice

outcomes as a whole. Using backcasting and other DS methods are great options to standardize an internal reflection process to set goals and develop tangible steps to achieve them. This process may open CJCCs up to truly be collaborative with the community as they will quickly realize remaining insular is counterproductive to problem solving.

The following research aims to identify one-way DS can be applied to the McLean County CJCC's overall decision-making process by 1) serving as a formal evaluation of their work and 2) by providing a clear framework to reach the goals they outlined for themselves in their strategic plan. Using the three NJE characteristics, a quantitative survey of CJCC members, and qualitative interviews of CJCC members this paper will analyze the effectiveness of the CJCC in McLean County. The paper will conclude with recommendations based in design sociology.

McLean County CJCC History

The McLean County CJCC was formed in 2009 as a culmination of two major events, the most notable and costly being the size of the county jail population in 2008. The McLean County Circuit court and community partners hosted a seminar geared toward enhancing stakeholders understanding of the need to embrace and practice evidence-based methods to better serve the offender populations. This seminar was able to connect members of the criminal justice system with professionals who provide social services in the community. The judges who were present thought the spirit of collaboration should continue and worked to create a more structured method of communication between services providers, court services and the Courts. When the jail population peaked in 2008, a Jail Population Management Task Force was created. This task force was motivated by the large expense the county paid to house offenders in jails outside of McLean County. With feedback from a formal assessment of the county's justice system operations by The National Institute for Corrections, the Jail Population Management Task Force was converted into a CJCC.

In more recent times the CJCC has worked to address the initial criticisms of the lack of a formal planning process and poor handling of data by holding regular executive committee and general member meetings in addition to partnering with the Stevenson Center to help manage and analyze data. They also examine policies and procedures, identify deficiencies and formulate plans to promote change when possible.

McLean County CJCC Membership

There are 19 permanent voting members from the following departments:

Chief Circuit Judge
Presiding Judge of the Criminal Division
Sheriff
State's Attorney
Public Defender
Clerk of the Court
Director of Court Services
Bloomington Chief of Police Normal
Chief of Police
Illinois State University Chief of Police

Director of Public Health
Director of Chamber of Commerce
A representative from Illinois State
University Criminal Justice Science
Department
A League of Women Voters
representative
A representative from social services
A public member

Non-voting members include the County Administrator, Trial Court Administrator, and council members from Bloomington and Normal (CJCC Strategic Plan 2013).

Approach, Methods, Limitations

Approach

In keeping with the intent of design thinking and design sociology, the approach of this research is one of participatory design. Participatory design is “as much about design... as it is about research” (Spinuzzi 2005). Participatory design uses various research methods to construct the research results that are co-created by the end users or target population. For this reason, the researcher defaulted to the target population (active CJCC members) to learn their perceptions of how the CJCC functions before they made any assumptions or predictions.

Limitations

The limitations of participatory design research are most amplified with limited time and low engagement from the target population (Spinuzzi 2005). This research study was limited in the time feasible to conduct a more robust interviewing process in addition to the limited responses to the Qualtrics survey.

Methods

Research Design

The participatory design framework utilized a Qualtrics survey and in-person interviews to collect data. The questions for both the electronic survey and in-person interview were informed using the National Jail Exchanges' characteristics of a successful CJCC and the National Institute of Corrections (NIC) Guidelines for Developing a Criminal Justice Coordinating Committee (2002). These constructs were applied to assess how well the CJCC members felt they were an engaged membership, if they were led by an effective leader, and if

they had appropriate planning staff and a structured, data-driven and collaborative policy approach.

Research Sample

The goal of this research is not to have predictive power to determine the likelihood of a CJCC's success. A convenient sample of current elected and appointed government officials in McLean County was used as they were the focus of the data collection. All 11 members are active members of the McLean County Criminal Justice Coordinating Council. The members were recruited in-person, with an advanced letter via email and by phone call. Reminder emails were sent for the electronic survey after the initial in person asks and email correspondence was used to schedule the in-person interviews.

Procedure

The Qualtrics survey of 18 questions was delivered via anonymous link to participants. An additional reminder email was sent to participants approximately seven days after the initial survey. The Qualtrics survey asked about the engagement of the members, the amount of responsibility each member has, how well the members think the CJCC is neutral, credible, and stable, the working relationship between members, how aware the general public is of the CJCC, and how often is feedback integrated from the public in their decision making. The participants were able to rank their answers on a scale of "Extremely well" to "Not Well at All" and to measure frequency, "Far too much" to "Far too little". A "Not Applicable" option was provided for each answer category. All of the selections were forced choice with the ability to opt out of the entire survey from the beginning (See Appendix C).

The in-person interview consisted of 5 questions and was scheduled for no longer than one hour. These interviews were to uncover context not provided from the electronic survey. Participants were read the question aloud and the researcher recorded their responses. The researcher did not ask any probing questions during the interview as to keep each interview consistent and elicit the first response from the interviewee. All surveying took place at McLean County official buildings from February - March 2019

Data Collection and Management

Data Analysis

The Qualtrics survey data was analyzed using the Statistical Package for the Social Sciences (SPSS) software. Of the 18 questions asked 9 were answered with a majority positive or

affirmative response. Responses marked “extremely” and “very” are considered affirmative or positive and 3 or more responses total are considered a majority.

The questions that received a majority positive response are as follows:

How engaged do you feel at the CJCC Executive Committee Meetings?

How well do these words describe the CJCC- Neutral?

How well do these words describe the CJCC -Credible?

How well do these words describe the CJCC -Stable?

How well do the CJCC members facilitate a good working relationship with each other?

How skilled is the support staff of the CJCC in administrative tasks?

How responsible are each member of the CJCC Executive Committee for identifying funding streams for the CJCC?

How well does the CJCC emphasize policy and program level planning?

How well does the CJCC incorporate data into the decisions made about policy?

The CJCC members that responded to the survey feel the strongest positive feelings about their ability to be viewed as credible and their ability to incorporate data into the decisions made about policy.

The responses marked “slightly” or “not at all” are considered not affirming or negative. Of the 18 questions 6 questions were answered with a majority not affirming or negative response. Three or more responses of a negative response are considered a majority.

The questions that received a majority negative response are as follows:

How responsible is each member of the CJCC for other administrative tasks?

How aware of the CJCC is the general public?

How well are meetings communicated with the general public?

How well is feedback integrated from the general public?

How often does the CJCC work on comprehensive systemwide planning and coordination?

How often is feedback integrated from the general public?

The CJCC members that responded to the survey feel the strongest negative feelings about their awareness in the general public and the frequency of work on comprehensive systemwide planning and coordination. The responses that tied were the negative perception of the quality and frequency of feedback from the general public.

The remaining three questions had responses that were indicated with a neutral response. Responses marked as “neither too much nor too little” and “moderately” are assessed as neutral responses.

The questions that received neutral responses are as follows:

How often do you attend scheduled CJCC Executive Committee meetings?

How responsible is each member of the CJCC for planning?

The final question “How sufficient is financial support for the CJCC?” received equal responses across positive, neutral and negative categories. The overall response rate was 63%, as seven of the eleven members responded to the survey.

The survey responses report that the membership has a good working relationship with one another and they feel the work they are doing is viewed as credible and stable. The areas of improvement are with communication to and from the public regarding CJCC activity.

The in-person interviews add context to the creation of the McLean County CJCC and the trajectory they are on today. With the continued monitoring of the daily jail population being the primary reason for the CJCC, the interviewees felt they have achieved that goal. One interviewee would like the CJCC to branch out as monitoring the jail population “is not the only issue in the criminal justice system” and that developing a “more defined structure as to what we are achieving” would help create more defined roles and projects. The interviewee suggests the CJCC can choose a target population to serve (for example veterans, DUI recipients, drug offenses) and decide how everyone involved can fit into that new area of interest. In determining a target population, the victim’s perspective should be represented as well. There are not enough resources dedicated to see if victims of crimes “have been made whole” by the outcome to the perpetrator.

A separate interviewee reported the primary purpose of the CJCC (at inception) was to “give agencies of the criminal justice system the ability to come together to have frank and direct discussions” to “get people to work together” and to “minimize finger pointing”. The CJCC as a public facing entity is a newer concept that incorporates outside input and gives a framework and public presence to a process that was not a public activity. The rationale was to generate public support for recommendations the CJCC made and having a more public presence helped this goal. The CJCC serves the community and will serve them through improving collaboration and coordination internally. The improvements made from this work ideally result in fiscal savings, a

reduction in recidivism, and a delivery of services in a more effective way to eventually “keep[ing] people out in the first place”.

When asked, “What would help you do this work better?” the interviewees responded learning to maintain relationships when there is turnover, and having sub-committees tasked with specific issues over time would help keep the work going.

Preliminary Results and Discussion

The results begin to identify areas of improvement and what is working well from the individuals who are directly involved and charged with collaborating across the criminal justice system. With this information the CJCC would be well served to dedicate time to the structure of their own organizing and carrying out of tasks. Using participatory backcasting to create a frame to problem solving are concepts of design sociology that the CJCC can employ to create a more defined structure from which to carry out their work.

The CJCC would be best served by including the general public in every step of the design process to make sure they are moving in directions that will serve the public. Since the general public is a broad term, defining who exactly falls into this category will help the CJCC know how well their initiatives are serving them. Also defining what a fiscal savings translates to for the general public is very important as a saving on the county level may not translate to a tangible savings for the everyday citizen. Having a victim’s services representative as a member of the CJCC may provide insight into their experiences and inform practices that impact them the most. Considering the CJCC reported that communication to and from the public can be improved, spending time developing the lines of communication may prove fruitful. Developing a more streamlined and structured planning process to incorporate public feedback can result in a better relationship that will foster the environment needed for straightforward conversations and clear action. Making the time to engage with a variety of citizens will provide a more comprehensive approach to providing services that will meet their needs. This process should take care to decide the methods of communication with the public to avoid unknowingly creating more barriers in the communication process.

Implications of Research

The feedback from the current CJCC members was overwhelmingly positive towards their feelings of meeting the 3 NJE characteristics. These responses may imply that the CJCC has successfully improved collaboration and communication across the criminal justice system.

The areas that were identified for improvement would benefit from using concepts of design sociology, as it would create the chance for a reduction in the hierarchy and the ability for the members to pose ideas without fear of contradicting their contracted responsibilities to the state. However, from a participatory framework, the CJS is not designed to value input from all stakeholders equally. This change can only come on a structural level. Design sociology would be a valuable tool to use in this endeavor.

Conclusion /Recommendations

While the number of subjects in the research study is not high enough to be considered generalizable, an aim of this research is to provide a formal evaluation for the CJCC and to introduce design sociology practices that may help the structuring of the CJCC going forward. In this case, concepts of design sociology can help the CJCC develop a better planning structure to create and include sub committees that are responsible for producing outcomes. This new structure can also help the CJCC decide when to dissolve or when to change direction if they feel they are not meeting their goals.

The steps in the backcasting process are adaptive but follow the general outline:

- 1) Identify the domain and demographics
- 2) Identify the future vision
- 3) Develop possible steps on how to reach the future vision
- 4) Analyze with rigor
- 5) Implementation through an action plan

Step one involves identifying and clarifying the current state of an issue and all stakeholders. This step should include as many different perspectives as possible, as to not replicate the dominant narrative. An effort may need to be made to collect more data on the issue through surveying the target populations. Utilizing sub-committees who are responsible for gathering information from staff who directly serve the folks that pass through the criminal justice system is one way to operationalize this effort. Step two involves a bit of imagination in which the group defines and describes a future in which the current issues have been solved. This iterative group process is meant to develop possible steps to reach a future vision from the present day. This process should be facilitated by a trained professional not connected to the criminal justice system. This can take the form of participant breakout groups, idea clustering and using timelines. Participants are encouraged to accept all ideas in the moment and only ask

clarifying questions of one another as to not shame or stifle. The analyzing phase has the goal of creating an actionable plan from the development phase. Identifying those responsible to individual parts of the implementation phase is important and may change as the action plan is carried out (Schroeder and Tilley, R 2019).

Following this outline can help the CJCC actively design how the decision-making process will unfold to ensure the general public and the victim perspectives are included and valued. Design sociology can inform the iterative group process required to create a standardized approach to problem solving within the CJCC. This initial step can lay the foundation for a process that takes into account the time constraints of the CJCC staff, while utilizing sub-committees to gather information from direct service staff, to better inform decision making. Ultimately, decisions that must be “made about the future must not remain the prerogative of institutional power but must be broadened and enriched by contemplation of a wide range of possible futures, possibilities which are the fruit of wider social and individual creativity” (D. Padovan and F. Rigoni 2003).

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APPENDIX A: FIGURES AND TABLES

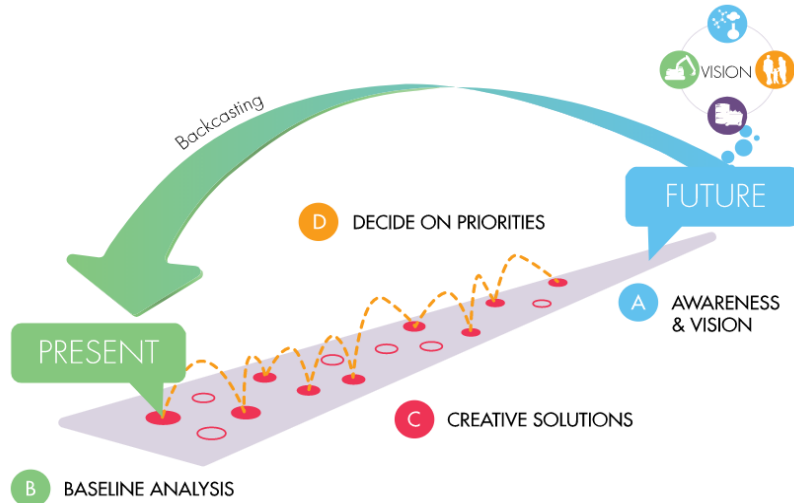


Figure 1 Backcasting from Success from The Natural Step International, 04/2018. <https://thenaturalstep.org/pvc/.Sweden>. Copyright 2018. Reprinted with permission.

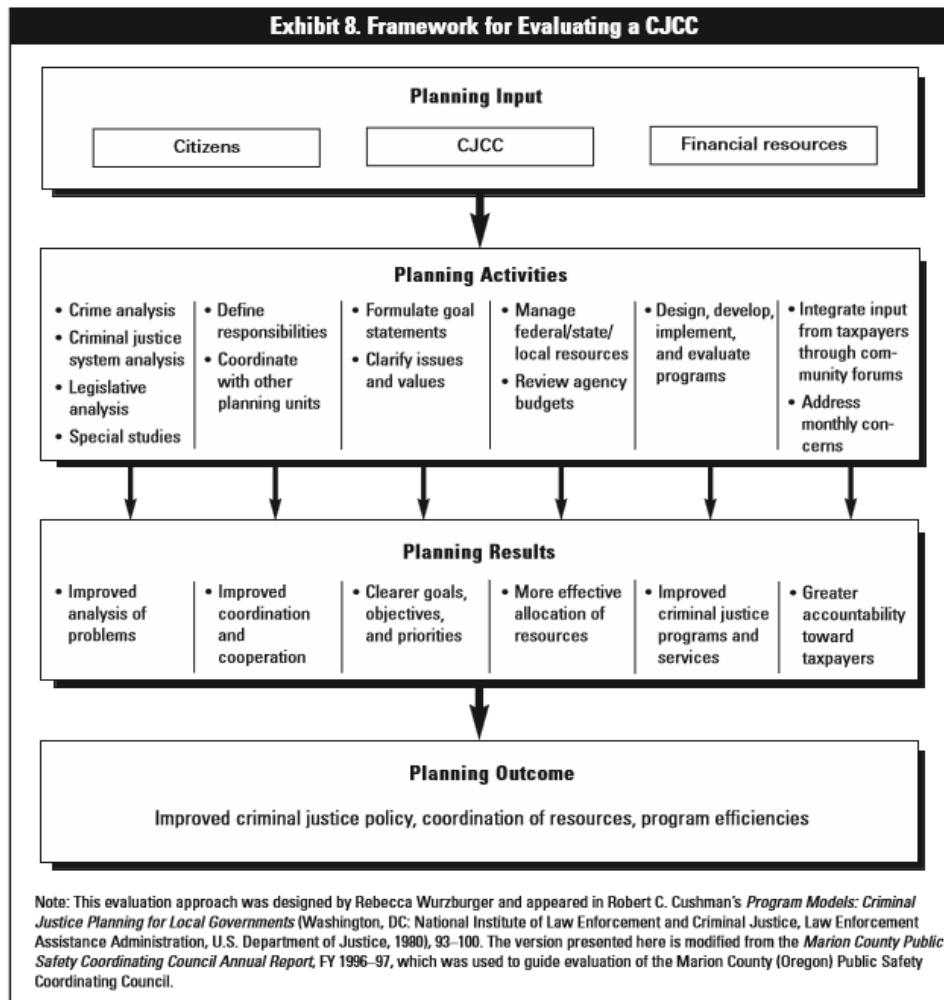


Figure 2 Framework for Evaluating a CJCC. *Guiding Principles for CJCCs*. 2013.

APPENDIX B: FREQUENCIES

		Appendix B: SPSS Output			
FREQUENCIES VARIABLES=Q2_1 Q2_2 Q2_3 Q2_4 Q3_1 Q3_2 Q3_3 Q4_1 Q4_2 Q4_3 Q4_4 Q4_5 Q4_6 Q4_7 Q4_8					
Q5_1 Q5_2 Q5_3					
/STATISTICS=STDDEV MINIMUM MAXIMUM MEAN MEDIAN					
/ORDER=ANALYSIS.					
Frequencies					
Notes					
Output Created		14-MAR-2019 17:15:50			
Comments					
Input	Data	C:\Users\j\h\l\o\l\i\l\Desktop\Caps tone\CJCC Self Evaluation Survey_March 14, 2019_15.18.sav			
	Active Dataset	DataSet2			
	Filter	<none>			
	Weight	<none>			
	Split File	<none>			
	N of Rows in Working Data File	7			
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.			
	Cases Used	Statistics are based on all cases with valid data.			

Syntax		<pre> FREQUENCIES VARIABLES=Q2_1 Q2_2 Q2_3 Q2_4 Q3_1 Q3_2 Q3_3 Q4_1 Q4_2 Q4_3 Q4_4 Q4_5 Q4_6 Q4_7 Q4_8 Q5_1 Q5_2 Q5_3 /STATISTICS=STDDEV MINIMUM MAXIMUM MEAN MEDIAN /ORDER=ANALYSIS. </pre>			
Resources	Processor Time	00:00:00.00			
	Elapsed Time	00:00:00.01			
Frequency Table					
How engaged do you feel at the CJCC Executive Committee meetings?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely	2	28.6	28.6	28.6
	Very	4	57.1	57.1	85.7
	Moderately	1	14.3	14.3	100.0
	Total	7	100.0	100.0	
How responsible is each member of the CJCC for planning?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely	1	14.3	14.3	14.3
	Very	1	14.3	14.3	28.6
	Moderately	3	42.9	42.9	71.4
	Slightly	2	28.6	28.6	100.0
	Total	7	100.0	100.0	
How responsible is each member of the CJCC for other administrative tasks?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely	1	14.3	14.3	14.3
	Very	1	14.3	14.3	28.6
	Moderately	1	14.3	14.3	42.9
	Slightly	3	42.9	42.9	85.7
	Not at all	1	14.3	14.3	100.0
	Total	7	100.0	100.0	

How sufficient is financial support for the CJCC?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very	2	28.6	33.3	33.3
	Moderately	2	28.6	33.3	66.7
	Not at all	2	28.6	33.3	100.0
	Total	6	85.7	100.0	
Missing	System	1	14.3		
Total		7	100.0		
How well do these words describe the CJCC -Neutral					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely well	1	14.3	14.3	14.3
	Very well	2	28.6	28.6	42.9
	Moderately well	2	28.6	28.6	71.4
	Slightly well	2	28.6	28.6	100.0
	Total	7	100.0	100.0	
How well do these words describe the CJCC - Credible					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely well	3	42.9	42.9	42.9
	Very well	4	57.1	57.1	100.0
	Total	7	100.0	100.0	
How well do these words describe the CJCC - Stable					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely well	3	42.9	42.9	42.9
	Very well	3	42.9	42.9	85.7
	Moderately well	1	14.3	14.3	100.0
	Total	7	100.0	100.0	
How well do the CJCC members facilitate a good working relationship with each other?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely	2	28.6	28.6	28.6
	Very	4	57.1	57.1	85.7

	Moderately	1	14.3	14.3	100.0
	Total	7	100.0	100.0	
How skilled is the support staff of the CJCC in administrative tasks?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely	2	28.6	50.0	50.0
	Very	2	28.6	50.0	100.0
	Total	4	57.1	100.0	
Missing	System	3	42.9		
Total		7	100.0		
How responsible are each member of the CJCC Executive Committee for identifying funding streams for the CJCC?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very	1	14.3	16.7	16.7
	Moderately	3	42.9	50.0	66.7
	Not at all	2	28.6	33.3	100.0
	Total	6	85.7	100.0	
Missing	System	1	14.3		
Total		7	100.0		
How well does the CJCC emphasize policy and program level planning?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely	1	14.3	14.3	14.3
	Very	2	28.6	28.6	42.9
	Moderately	4	57.1	57.1	100.0
	Total	7	100.0	100.0	
How well does the CJCC incorporate data into the decisions made about policy?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely	3	42.9	42.9	42.9
	Very	4	57.1	57.1	100.0
	Total	7	100.0	100.0	

How aware of the CJCC are the general public?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Moderately	2	28.6	28.6	28.6
	Slightly	5	71.4	71.4	100.0
	Total	7	100.0	100.0	
How well are meetings communicated with the general public?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very	1	14.3	14.3	14.3
	Moderately	2	28.6	28.6	42.9
	Slightly	4	57.1	57.1	100.0
	Total	7	100.0	100.0	
How well is feedback integrated from the general public?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Moderately	3	42.9	42.9	42.9
	Slightly	2	28.6	28.6	71.4
	Not at all	2	28.6	28.6	100.0
	Total	7	100.0	100.0	
How often do you attend scheduled CJCC Executive Committee meetings?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Far too much	1	14.3	14.3	14.3
	Neither too much nor too little	6	85.7	85.7	100.0
	Total	7	100.0	100.0	
How often does the CJCC work on comprehensive system wide planning and coordination?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neither too much nor too little	2	28.6	28.6	28.6
	Slightly too little	5	71.4	71.4	100.0
	Total	7	100.0	100.0	

How often is feedback integrated from the general public?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neither too much nor too little	3	42.9	42.9	42.9
	Slightly too little	1	14.3	14.3	57.1
	Far too little	3	42.9	42.9	100.0
	Total	7	100.0	100.0	

APPENDIX C: RESEARCH MATERIALS

CJCC Self Evaluation Survey

Survey Flow

Informed Consent Introduction This research study is being conducted by Jalisa Holifield, under the supervision of Dr. Frank D. Beck, at Illinois State University to gather the opinions of the McLean County Criminal Justice Coordinating Council (CJCC) leadership. You must be over 18 years of age to participate.

Procedures If you choose to take part in this research study you will be asked to complete a short survey with 4 question categories. This survey will take approximately 5-10 minutes.

Risks/Discomforts The social risks to the subject are in line with their professional roles as public servants and may include alterations of relationships with others that are to the disadvantage of the subject, including embarrassment, loss of respect of others, labeling a subject in a way that will have negative consequences, or in some way diminishing those opportunities and powers a person has by virtue of relationships with others. Qualtrics provides the option to collect anonymous responses, which cannot be linked to any participant. All data will be deleted once the analysis is concluded.

Benefits The expected benefit of this research study will be to add to the body of knowledge surrounding CJCC's and their effectiveness from the perspective of the Executive Committee and other leaders. The CJCC will have a research study in-hand that will summarize a formal self-evaluation. Having a formal evaluation will allow the CJCC to decide if they are effective and how best to approach any changes that need to be made within their organization.

Confidentiality All information provided will remain confidential and will only be reported as group data with no identifying information. When required by law or university policy, identifying information (including your signed consent form) may be seen or copied by authorized individuals.

Future Data Usage Your information will not be used or distributed for future use, even if identifiers are removed.

Compensation There is no compensation for participation in this study.

Participation Participating in this study is voluntary. Refusal to participate involves no penalty or loss of benefits. You may discontinue participation at any time without penalty or loss of benefits. You are ineligible to participate if you are currently within the European Economic Area.

Conflicts of Interest The researcher reports no conflicts of interest.

Questions about the Research For questions about this research principal investigator Dr. Frank Beck can be contacted at 309-438-7770 or fdbeck@ilstu.edu. Please print a copy of this consent form for your records.

By clicking, **"YES, I WANT TO PARTICIPATE"**, you consent to participating in the above study. By clicking, **"NO, I DO NOT WANT TO PARTICIPATE"**, your response will be recorded, and you can exit the survey. If you have any questions about your rights as a subject/participant in this research, or if you feel you have been placed at risk, you can contact the Research Ethics & Compliance Office at Illinois State University at (309) 438-5527 or via email at rec@ilstu.edu.

YES, I WANT TO PARTICIPATE (1)

NO, I DO NOT WANT TO PARTICIPATE (2)

Skip To: End of Survey If Click to write the question text = NO, I DO NOT WANT TO PARTICIPATE

Q2 Please select the first answer that comes to mind for each question.

	Extremely (1)	Very (2)	Moderately (3)	Slightly (4)	Not at all (5)	Not Applicable (6)
How engaged do you feel at the CJCC Executive Committee meetings? (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How responsible is each member of the CJCC for planning? (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How responsible is each member of the CJCC for other administrative tasks? (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How sufficient is financial support for the CJCC? (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Extremely well (1)	Very well (2)	Moderately well (3)	Slightly well (4)	Not well at all (5)	Not Applicable (6)
Neutral (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Credible (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stable (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Extremely (1)	Very (2)	Moderately (3)	Slightly (4)	Not at all (5)	Not Applicable (6)
How well do the CJCC members facilitate a good working relationship with each other? (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How skilled is the support staff of the CJCC in administrative tasks? (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How responsible are each member of the CJCC Executive Committee for identifying funding streams for the CJCC? (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How well does the CJCC emphasize policy and program level planning? (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How well does the CJCC incorporate data into the decisions made about policy? (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How aware of the CJCC are the general public? (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How well are meetings communicated with the general public? (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How well is feedback integrated from the general public? (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Far too much (1)	Slightly too much (2)	Neither too much nor too little (3)	Slightly too little (4)	Far too little (5)	Not Applicable (6)
How often do you attend scheduled CJCC Executive Committee meetings? (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How often does the CJCC work on comprehensive system wide planning and coordination? (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How often is feedback integrated from the general public? (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: Default Question Block

In Person Interview Questions

What work are you doing with the CJCC?

What would help you do that work better?

Who does the CJCC serve?

How does the CJCC serve you?

How do you feel the CJCC is meeting the target population's goals?