

**ANNIVERSARY ISSUE**



**20 YEARS OF ADVANCING  
THE DISTRICT'S CRIMINAL AND JUVENILE JUSTICE SYSTEMS**

**2001 - 2021**

# Q&A



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# MISSION

The mission of CJCC is to serve as the District of Columbia’s forum for District and federal members to identify cross-cutting local criminal and juvenile justice system issues and achieve coordinated solutions for the criminal and juvenile justice systems.

CJCC facilitates and supports member-identified priorities, strategies, and initiatives that will improve public safety and the related criminal and juvenile justice services for District of Columbia residents, visitors, victims, and justice-involved individuals.

CJCC draws upon local and federal agencies and individuals to develop recommendations and strategies for accomplishing this mission. The guiding principles are creative collaboration, community involvement, and effective resource utilization. CJCC is committed to developing targeted funding strategies and comprehensive management of information through the use of integrated information technology systems and social science research.

CJCC is committed to:

- Facilitating systemic changes across the District’s juvenile and criminal justice systems through shared commitment and collaboration.
- Evaluating and promoting continuous improvements within the juvenile and criminal justice agencies in the District of Columbia.
- Increasing communication among juvenile and criminal justice agencies to eliminate duplication and maximize available resources.

## LETTER FROM THE MAYOR

Dear Washingtonians:

This year marks the twentieth year of the Criminal Justice Coordinating Council (CJCC), a forum for identifying criminal justice issues, proposing solutions, and facilitating cooperation aimed at improving public safety and related criminal and juvenile justice services for residents, visitors, victims, and offenders. For fifteen of those twenty years, the CJCC has been led by Mannone Butler. We thank her for her service to the District.

This past year has continued to pose challenges to our public safety and justice ecosystem due to the ongoing COVID-19 pandemic. These challenges have had far-reaching impacts and have forced us to be more creative, collaborative, and committed to system-wide solutions to advancing and enhancing the safety of our residents than ever before. As we continue to face these big challenges—rising gun violence and alarming spikes in juvenile crime—it will take the collective efforts of all our CJCC partners to move us forward. We must have a healthy, fully functioning public safety and justice ecosystem to ensure all of our residents are—and feel—safe.

The most pressing and persistent responsibility that we have as public servants is creating conditions that allow residents in every community across all eight wards to feel safe and strong, and to not only survive, but thrive.

I have seen the very best of Washingtonians over the past two years of the COVID-19 pandemic, and I continue to feel absolute confidence that together we will meet and overcome every challenge ahead.

Sincerely,



Muriel Bowser  
Mayor

## LETTER FROM THE CO-CHAIR

As the CJCC celebrates its 20th Anniversary, we recognize the vital role it has played in convening justice system agencies to address a myriad of critical criminal and juvenile justice issues. Given the District's unique structure – comprising local and federal agencies – the CJCC has and continues to provide a forum for having the necessary conversations that lead to cross-cutting collaboration among the local and federal justice partners.

As we have various missions, it is immensely valuable to have the CJCC as an independent agency to shepherd our system's automated information sharing and research. Over the last two decades, the CJCC has evolved tremendously in its ability to collect and use data for systemwide analyses and present them to principals so we can take action collectively and as individual heads of our agencies.

A pivotal example of this is the creation of JUSTIS, which has expanded over the years and become a vital central repository for justice information. The CJCC also has consistently demonstrated a commitment to the community at large by sharing valuable and timely information by hosting public meetings to engage the community about cross-cutting issues with DC's justice leaders.

Given the critical issues we face today surrounding gun violence and the COVID-19 pandemic, taking collective and coordinated action to address justice system operational issues is more important than ever. CJCC's independent presence promotes and facilitates partnership among

numerous local, federal, private, and community-based organizations that impact public safety in the District. These partnerships are effective because of the emphasis the CJCC has placed on collaboration, transparency, and information sharing in the development of new approaches and strategies for solving some of the District's most pressing public safety problems.

In the years ahead, the CJCC will continue to be a mirror of the justice system that allows us to examine ourselves and our processes and identify opportunities for improvement. The information presented in this annual report is a reliable measure of our strategic efforts over the past 20 years, but we recognize there is still much work to be done. This report, presented by the CJCC as a representation of all the local and federal justice partners, reflects the dedication of those who share our vision and work every day to ensure public safety for all who reside in or visit our great city.

Sincerely,



Leslie Cooper  
Director, Co-Chair of CJCC, Pretrial Services Agency

## LETTER FROM THE EXECUTIVE DIRECTOR

It is my pleasure to present to you our Anniversary Report detailing 20 years of District and federal criminal justice system collaboration. From its inception, CJCC was envisioned as a forum to bring together the relevant criminal and juvenile justice agencies into a collaborative whole to better serve the people of the District of Columbia. Over the past two decades, we have worked hard to establish a meaningful forum where justice system leaders and stakeholders could address critical justice system issues. As a result of the collective effort and support of CJCC's members, CJCC accomplished one of the major goals of the stakeholders who established the agency when it developed the District's integrated justice information system, JUSTIS. Today, in addition to overseeing the ever-evolving automated information sharing landscape, CJCC plays a vital role through its actionable research and policy efforts to inform justice system priorities in the District.

Public safety and the fair administration of justice fuel the agency's focus, be it addressing gun violence, improving outcomes for returning citizens, or ensuring that our youth have minimal touches with the justice system. We have been and remain committed to tackling with partners the myriad of issues inherent in the District's justice system, while working with non-justice system agencies and partners to collectively identify and employ strategies to stem the flow of persons entering the justice system. From substance abuse treatment and mental health service improvements to convening cross-system trainings and seminars to assisting partners with obtaining grants for vital programs, CJCC serves as a resource for a diverse array of stakeholders responsible for addressing emerging and longstanding issues. In addition to providing CJCC members and other stakeholders with systemwide analyses and policy counsel, CJCC provides a platform for

criminal justice professionals to build relationships, share knowledge, and obtain a wider understanding of the system through interpersonal relationships.

In recent years, sadly, our focus has once again turned to the reality of rising homicides in the District and nationwide. Battling the dual effects of a global pandemic along with homicides has drawn stark parallels between the virus and the violence. As a District, collectively, we have turned towards a public health model to address and reduce gun violence. In this anniversary issue of our annual report, specific attention has been paid to outlining the continuum of strategies and initiatives.

The theme of this annual report is advancement—at each step we have moved forward and renewed our commitment—to improve the District's criminal and juvenile justice systems. While CJCC has changed and grown over the years, we have remained dedicated to serving as an independent, objective, nimble, and responsive resource. As we enter this next decade, CJCC stands ready to do its part to advance public safety and the fair administration of justice for all in the District.

Sincerely,



Mannone A. Butler  
Executive Director

## CJCC BEGINNINGS

The Criminal Justice Coordinating Council (CJCC) began as an ad hoc meeting of criminal and juvenile justice agency heads to address findings in the National Capital Revitalization and Self-Government Improvement Act of 1997 (Revitalization Act).

District and federal agencies comprised the original partnership, which included: the DC Department of Corrections (DOC), the Federal Public Defender Service for the District of Columbia (FPDS-DC), the Pretrial Services Agency (PSA), the United States Parole Commission (USPC), the Department of Human Services' Youth Services Administration [currently, the Department of Youth Rehabilitation Services (DYRS)], the Superior Court for the District of Columbia (DCSC), the Metropolitan Police Department (MPD), the Office of Corporation Counsel [currently, the Office of the Attorney General for the District of Columbia (OAG)], the United States Attorney's Office for the District of Columbia (USAO), Court Services and Offender Supervision Agency (CSOSA), Child and Family Services Agency (CFSA), the Federal Bureau of Prisons (BOP), and the United States Probation Office (USPO).

In 2001, the U.S. Government Accountability Office recommended that CJCC be formally established as an independent agency. The District of Columbia faced the reality that the administration of justice, in order to improve, must be a collaborative endeavor. The leaders knew that cooperation, information sharing, and a dedication to reducing and preventing crime would be the values needed to ensure that local and federal agencies' efforts in the District worked in concert.

In 2001, the D.C. Council also enacted the Criminal Justice Coordinating Council for the District of Columbia Establishing Act of 2001, and in 2002, Congress passed an act authorizing the heads of federal agencies to participate as members of CJCC, as well as federal funding to be appropriated to support CJCC operations.

*"According to most officials we interviewed and our own analyses, an overarching problem within the D.C. criminal justice system has been the lack of coordination among all participating agencies. Its different sources of funding, reporting structures, and organizational perspectives have complicated the task of coordinating systemwide activities, reaching agreement on the nature of systemwide problems, and taking a coordinated approach to addressing any problem areas that balances competing institutional interests."*

—(GAO-01-187).

*"...at the beginning it was a matter of formulating the infrastructure to meet the mission. That meant fundraising, adequate funds allocated for staff, office space, supplies. The agency started with about 100K as an annual budget and that wasn't going to be enough. Over time, funding increased which allowed the agency to grow into a relatively well staffed one and to acquire office space, which then allowed CJCC to turn its focus to the agenda and management of the agency mission. Now it's evolved into an agency with a sophisticated structure and robust agenda that meets the needs of the city. It has been fulfilling to see how CJCC has moved beyond the District with a reputation that has reached a national audience."*

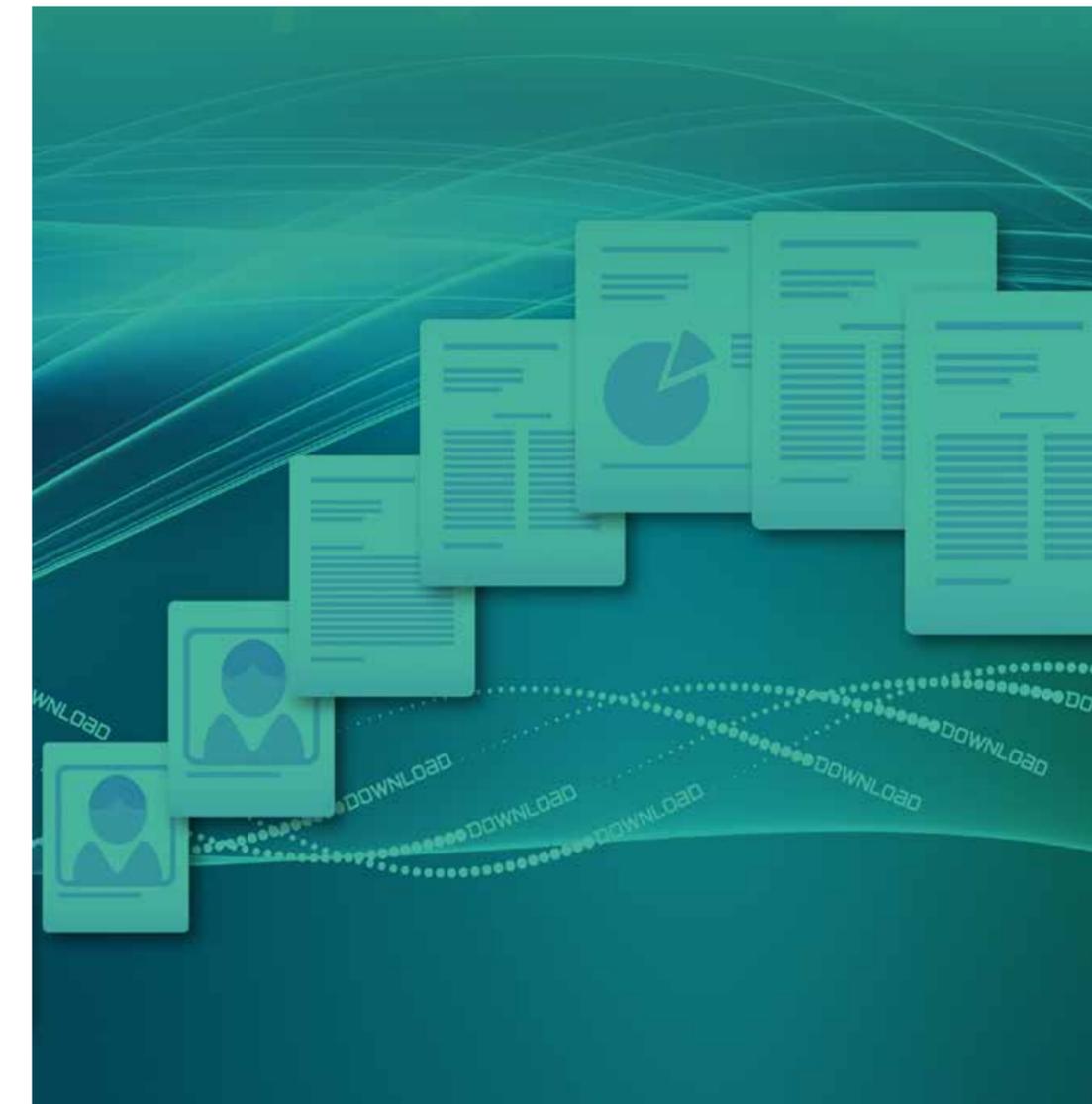
—Nancy Ware, Former Executive Director, CJCC, Former Executive Director, CSOSA

At inception, the purpose of CJCC was to provide a pathway to collaborative dialogue in the nation, including an interwoven framework of federal and local agencies; the District could only benefit from the opportunity to have the heads of juvenile and criminal justice agencies discussing key issues at the same table. Having a central agency to serve as the fulcrum allowed those discussions to both rise to a higher level, encompassing the overarching goals of the District's justice system as a whole, and simultaneously to address the granular issues at hand. Today, CJCC is supported by a four-pronged approach to its mission:

1. Ensuring interagency cooperation through information sharing.
2. Aiding member agencies with actionable research and analysis.
3. Convening and facilitating interagency and cross-system policy committees and workgroups.
4. Providing necessary training and technical assistance through workshops, summits, webinars, and more.

## INFORMATION SHARING

Although CJCC was initially created solely to promote collaboration among local and federal agencies, the District also needed to provide a robust structure for data sharing. The suggestion was put forward to make CJCC a hub for information sharing. Though it all started with one product, today, CJCC provides a variety of ways for members, District and Federal agencies, researchers, and the public to have access to information regarding the administration of criminal and juvenile justice in the District.



*That is, all involved agencies need to work together to ensure that their roles and operations mesh well with those of other agencies, and to identify any problems that emerge and decide how best to resolve them. D.C.'s criminal justice system is complex, with more than 70 different information systems in use among the various participating agencies. These systems are not linked in a manner that permits timely and useful information sharing among disparate agencies. This lack of shared information diminishes the effectiveness of the entire criminal justice system. For example, according to a CJCC official, there is no immediate way for an arresting officer to determine whether an arrestee is on parole, or for an arrestee's community supervision officer to know that the parolee had been arrested. Such information could affect both the charging decision and the decision whether or not to release an arrestee from an MPDC holding cell."*

— (GAO-01-187)

## JUSTIS

To that effect, CJCC began the long and arduous task of creating a central, secure, and useful information portal. To improve coordination, collaboration, case processing, workflows, and information sharing systemwide, CJCC and partners agreed to develop an integrated technology information program for the District of Columbia aptly named the Justice Information System (JUSTIS), which became the District of Columbia's Integrated Justice Information System (IJIS).

From the outset, CJCC's Executive Director was charged with overseeing the development and implementation of JUSTIS. It was critical to establish and build partner trust in this unchartered information system. For the partners, maintaining ownership and control of their current information systems while allowing other partner agencies to access and exchange selected criminal justice data was an incentive to trust CJCC and collaborate in the development of JUSTIS.

The Information Technology Advisory Committee (ITAC) was the driving force behind the development of JUSTIS. The ITAC was to set the technology direction of JUSTIS, make policy decisions, advise, and make recommendations to CJCC on improvement and governance of JUSTIS. The ITAC was also to establish long-range goals and promote interagency participation in JUSTIS projects and strategic planning.

JUSTIS governance also included workgroups comprised of business, technical, operational, and legal agency representatives to lead the identification and resolution of the Inter-Agency Workgroup (IWG), which was to handle operational matters and oversee the implementation of information-sharing initiatives approved by the ITAC. The IWG also was to serve as a forum to identify and resolve existing information exchange issues. A Legal Workgroup addressed legal concerns associated with information exchange among partner agencies.

In 2002, once JUSTIS's legislative foundation and governance structures were set, CJCC and partners contracted the services of Klynveld, Peat, Marwick, Goerdeler, and Co. (KPMG), a consulting firm, to design JUSTIS based on modern dedicated intranet and Web browser technology. KPMG modeled JUSTIS after the State of Pennsylvania's equivalent, PA-JNET.

JUSTIS is comprised of two modules: the JUSTIS Information Portal and the JUSTIS Exchange. Through Interconnection Security Agreements (ISA) and information-sharing Memorandums of Agreement (MOA), CJCC partners with Contributing, Recipient, and Viewing Agencies to facilitate the use and exchange of criminal justice information.

JUSTIS operates within an information security framework and under federal guidance issued by the National Institute of Standards and Technology (NIST), Special Publication (SP) 800-53. JUSTIS complies with the Federal Information Security Management Act (FISMA), which outlines the information security controls which must be addressed within an information security program, and the documentation required for compliance.

Due to the sensitive information displayed within it, JUSTIS is for official government use only and not for public use. Only authorized personnel from partner agencies, who have been vetted and trained, may have access to JUSTIS—and only to perform official duties. Intentional misuse of JUSTIS carries administrative as well as criminal penalties.

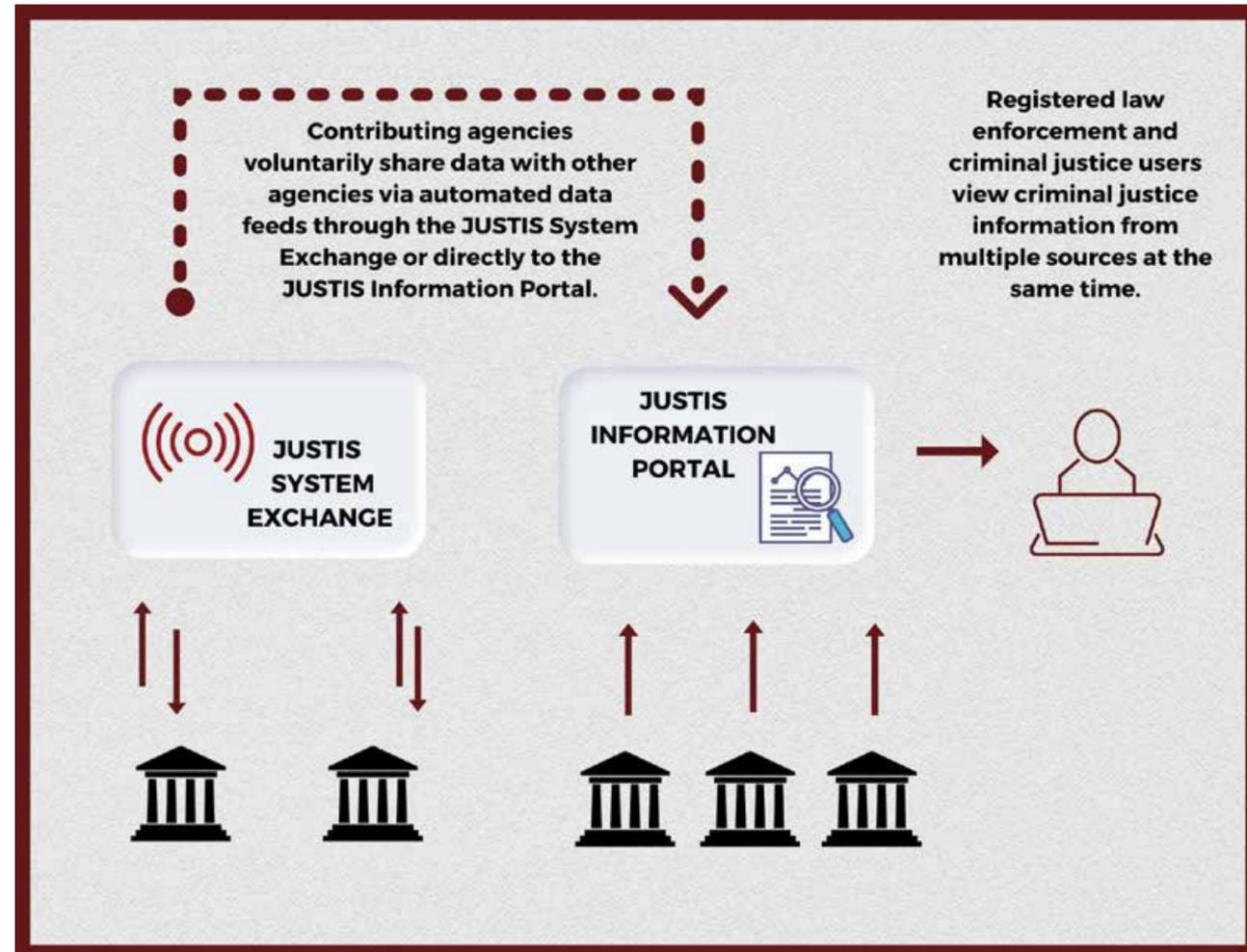
Although JUSTIS is an integrated data hub, it does not own any information or data. All data and information is owned and managed by the Contributing Agencies who voluntarily share it. Viewing and Recipient Agencies must abide by the Rules of Behavior for Data Usage, privacy, information security, and confidentiality laws, procedures, and guidance from both JUSTIS and the Contributing Agencies.

Over the years, JUSTIS has enhanced and deployed new functionalities and features in response to user feedback and operational needs. Also, JUSTIS has increased the number of agencies (and authorized users) with access to the system, provided ongoing training for participating agencies, and updated system policies and procedures.

Currently, over 50 District and federal agencies participate in information sharing and data exchange through JUSTIS and have access to the JUSTIS Help Desk 24 hours a day, seven days a week. In September 2022, JUSTIS will turn 20. Over the past 20 years, there have been an invaluable group of staff, contractors, and partners who paved the way for today's JUSTIS.

In 2012, CJCC received the American Council for Technology and Industry Advisory Council (ACT-IAC) award for Excellence in Intergovernmental Collaboration, and the National Criminal Justice Association (NCJA) award for Outstanding Criminal Justice Program.

## JUSTIS INFORMATION PORTAL



## FOUR CJCC BODIES GOVERN JUSTIS DECISIONS

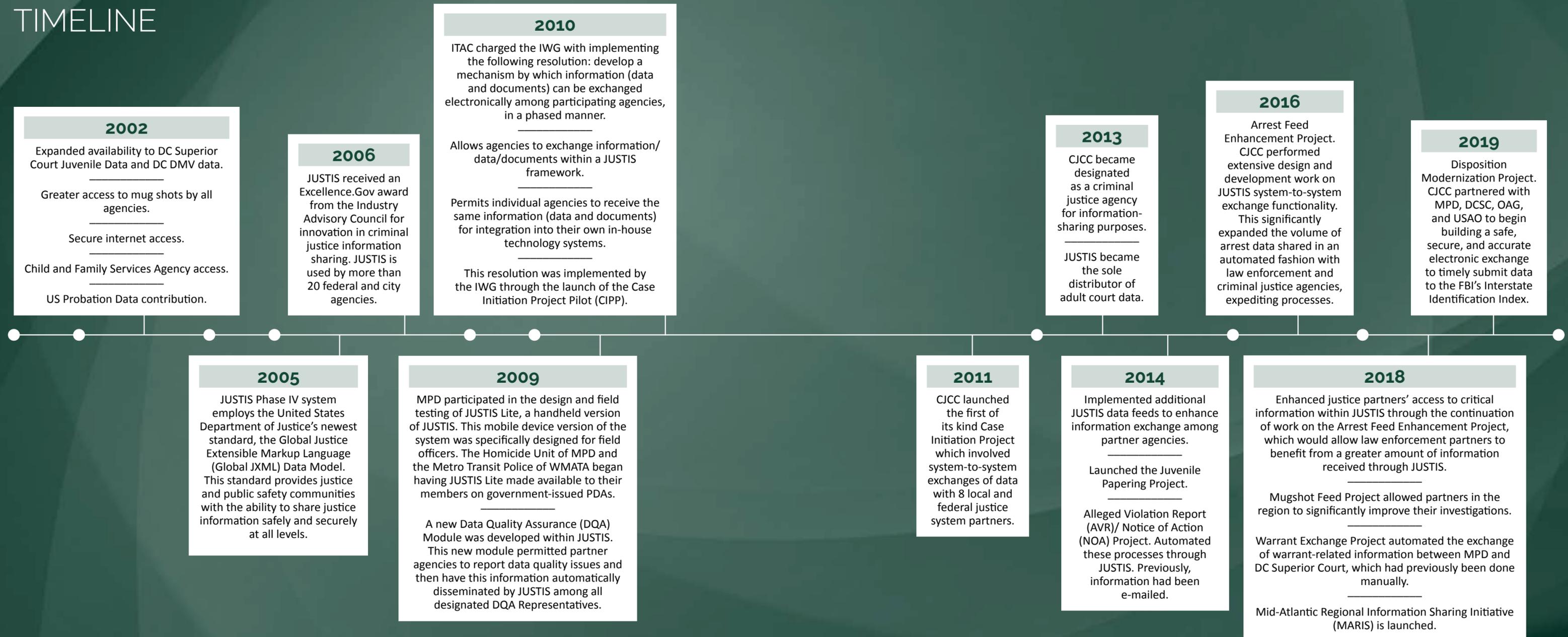
**The Information Technology Advisory Committee (ITAC)** is responsible for setting the technology direction of JUSTIS, making policy decisions, establishing long-range goals, and promoting the participation of appropriate agencies in emerging JUSTIS projects. The following agencies participate in ITAC: CJCC, CSOSA, DCSC, DMV, DOC, DYRS, MPD, OAG, PDS, PSA, SCDC, USAO, USMS, USPC, USPO.

**The Information Security Workgroup (ISW)** is responsible for identifying industry-wide best practices and policies regarding information security and information exchange among JUSTIS agencies, and having reviewed them, making recommendations to ITAC. The following agencies participate in ISW: CJCC, CSOSA, DCSC, DOC, DYRS, MPD, OAG, PDS, PSA, SCDC, USAO, USMS, USPC.

**The Inter-Agency Workgroup (IWG)** oversees the implementation of information-sharing initiatives approved by ITAC. It is also the forum for resolving issues related to existing information exchanges. The following agencies participate in IWG: CJCC, CSOSA, DCSC, DOC, DYRS, MPD, OAG, PDS, PSA, SCDC, USAO, USMS, USPC.

**The Inter-Agency Data Quality Workgroup (IDQ)** aims to identify systemic issues associated with information quality within the criminal justice system and to recommend solutions for addressing them. The following agencies participate in IDQ: CJCC, CSOSA, DCSC, DOC, DYRS, MPD, OAG, PDS, PSA, SCDC, USAO, USMS, USPC.

# JUSTIS HIGHLIGHTS TIMELINE



### MARIS MID-ATLANTIC REGIONAL INFORMATION SHARING INITIATIVE (MARIS)

CJCC continues to seek further collaboration from partners in the region. To that effect, the past several years have seen concerted efforts to link information within neighboring jurisdictions to improve the administration of justice for all participating municipalities.

The objective of MARIS is to promote improved public safety in the northeastern region of the United States. This involves the electronic exchange of information among the Integrated Justice Information Systems of the states of Delaware, Maryland, Pennsylvania and the District of Columbia. In 2018, CJCC completed work to establish connections between JUSTIS and the Maryland Dashboard IJIS system. Delaware, Maryland, and Pennsylvania worked to link their systems to the Maryland hub. CJCC developed basic search functionality to transmit data requests to all three partner jurisdictions and receive results back from them. CJCC also developed and deployed the MARIS Search function within JUSTIS as part of Phase I of this initiative. Through this new functionality, users will be able to search within JUSTIS to determine whether an individual has arrest, warrant, court, or parole and probation records in Delaware, Maryland, or Pennsylvania's IJIS Systems. This functionality was tested with a small focus group of JUSTIS users and will eventually be made available to the greater JUSTIS user population. Phase I provides information on whether an arrest, warrant, court, or parole/probation record exists, and a contact number in the jurisdiction. Phase II will make details about those records available to users.

### JUSTICE STATISTICAL ANALYSIS TOOL (JSAT)

Within the District, CJCC saw an opportunity to enhance knowledge options for both partners and the public. JSAT is a tool intended to automate and enhance criminal justice information sharing in the District for the purpose of research and analysis, and to enhance justice system agencies' and the public's knowledge, as appropriate, of the state of the District's criminal and juvenile justice systems.

The JSAT Platform includes the JSAT Enterprise and the JSAT Public Portal. JSAT Enterprise is available to authorized individuals in participating agencies only. JSAT Public Portal houses appropriate, aggregate data available to the public to enhance awareness of the District's criminal and juvenile justice system.

### JSAT Enterprise Portal

The JSAT Enterprise Portal enables justice system agencies in the District to share record-level and aggregate data for the purposes of research and analysis and to inform business decisions with information such as Principals' Data, including a dashboard that includes data on key priority areas such as gun violence and justice systems operations during emergency events; completed research and analytical products; and record-level, de-identified data provided by members of the criminal and juvenile justice systems. In 2020, CJCC developed a System Security and Privacy Plan, thanks to grant funds awarded by the Bureau of Justice Statistics, which is an initial step towards ensuring the JSAT Enterprise is compliant with requirements under the Federal Information Security Management Act (FISMA) of 2014. CJCC coordinated with a subject-matter expert to execute tasks required to achieve compliance with system security and privacy controls listed within the most recent version of NIST Special Publication 800-53 (SP 800-53) Rev. 5. These included gathering information from CJCC and relevant stakeholders, and developing and documenting all artifacts required to satisfy individual controls found within SP 800-53 Rev. 5. CJCC ensured that the system was independently assessed and authorized to operate in 2021. CJCC also continued maintenance and enhancement of the JSAT Enterprise Portal to include additional functionality such as automated processes.

### JSAT Public Portal

The JSAT Public Portal ([www.DCJSAT.net](http://www.DCJSAT.net)) is a separate and distinct web-based component of the JSAT platform specifically designed for use by members of the public. This public facing portal includes functions that enable public users to sort aggregate data regarding criminal and juvenile justice trends in the District by selected demographic information, including, but not limited to: race, ethnicity, age group, gender, Ward, and neighborhood. With this Public Portal component, the general public continues to have one-stop, online access to aggregate information on criminal and juvenile justice trends in the District, including reported crimes, arrests, pre-trial supervision, prosecutions, and incarceration.

*The Justice Statistical Analysis Tool (JSAT) has evolved since I began at CJCC as it went from a project to an ongoing program. We have increased membership as well as contributing agencies. We have made several system and software upgrades to accommodate the growing needs of the tool and the analyses to be conducted within it. Additionally, because we have federal partners, we are seeking FISMA compliance using the most recent NIST standards (SP 800-53 rev 5)."*

— Charleà Robinson, CJCC Policy and Research Analyst and JSAT project lead

*"In my opinion, the CJCC has come to be seen as a neutral, fair, and authoritative source for criminal justice statistical analysis, research, and collaboration body to help solve problems in the city's complex and changing criminal justice landscape."*

— Nancy Ware, Former Executive Director, CJCC, Former Executive Director, CSOSA

*"The DC CJCC was one of the first 11 that were hand selected by the Bureau of Justice Assistance in 2010, as a partner to identify effective program models for replication and infuse data-driven, evidence-based strategies into operational models, practices, and programs. There absolutely was an expectation of a mentorship aspect—they wanted to pick the best agencies. DC CJCC is considered a "high-functioning" agency and has staying power. The ability to embrace data-driven decision making to shape policy is key. One of the most important parts of a CJCC is the relationship building; it can be difficult to bring people together, and the DC CJCC really shines in maintaining their momentum."*

—Thomas Eberly, Program Director, The Justice Management Institute

## RESEARCH AND ANALYSIS

### STATISTICAL ANALYSIS CENTER

Because CJCC has always had a unique lens through which to view the interplay of District and federal agencies within our city, the agency has had the opportunity to create a research center that informs and supports the implementation of initiatives to improve various Policy Workgroups, which in turn, inform and implement initiatives to improve the administration of justice. As needs evolve and change—and sometimes, return—CJCC has made itself available as the meeting point for a variety of stakeholders working on concerns ranging from how to facilitate successful re-entry for returning citizens, to how to properly ensure that data collection is supported by robust agreements among data-sharing agencies.

CJCC is the home of the District's Statistical Analysis Center (SAC), which is staffed by experienced analysts and statisticians who produce empirical research and analysis to inform and enhance criminal and juvenile justice policy-making. The District of Columbia, along with 48 states and 2 territories, saw the need to organize a SAC that is responsible for collecting, analyzing, and reporting information about crime and justice in our jurisdiction. In April 2001, the SAC for the District of Columbia was established by Mayor's Order 2001-58, and was initially part of the Office of Research, Analysis, and Evaluation under the Deputy Mayor for Public Safety and Justice. In March 2006, the SAC was transferred to CJCC. The CJCC SAC's mission is to apply the highest level of scientific rigor and objectivity in the study of criminal justice policies, programs, and practices, and to identify activities that improve the administration of justice.

As it evolved and grew, CJCC took on more challenges, such as finding ways to use rigorous research and analysis to explore and evaluate criminal and juvenile justice programs and initiatives, harnessing the expertise of skilled researchers and data scientists. With time, CJCC became a hub for criminal justice information in the District. Being uniquely positioned to liaise with all the criminal and juvenile justice agencies in the District allows CJCC to inform policy to better the outcomes for District residents. In order to effectively inform policy, programs, and practices, CJCC is responsible for conducting research and analysis that address the priorities established by its members.

Today, the research arm of CJCC is a point of pride and strives to be a center of excellence. The SAC is a time-tested group that bridges the divide between data and policy to inform legislation and provide analysis, as well as inform partner decision making on how to approach criminal and juvenile justice issues. The District's various criminal and juvenile justice agencies have become accustomed to having this valuable research hub be the "go-to" division of CJCC whenever a critical analysis or deep dive is required.

### 2021 Research

The following research was completed in 2021 by SAC members:

#### Juvenile Justice

- Root Causes of Juvenile Justice System Involvement
- Juveniles with Repeated System Involvement (3+ arrests in 12 Months)
- Juveniles Arrested for Carjacking and Weapon Violations
- Juvenile Violent Crime and Gun/Weapons Arrests
- Hold Decisions and Recidivism for Persons Charged with Gun Offenses (Juvenile)
- Juvenile Justice Data Committee Monthly Report
- Every Day Counts! Data Committee Quarterly Reports

In 2021, the SAC was honored to receive the Douglas Yearwood National Publication Award, presented by the Justice Research and Statistics Association (JRSA). The award was presented to the SAC for its work on A Study of the Root Causes of Juvenile Justice System Involvement, published in November 2020. Dr. Katilyn Sill, who served as a statistician with CJCC, authored the study. JRSA is a federal grants-supported entity designed to promote the exchange of information among Statistical Analysis Centers across the country and enable them to work together to achieve common goals, and to serve as a liaison between the state agencies and Justice Department.

The Douglas Yearwood National Publication Award recognizes outstanding efforts by Statistical Analysis Centers to apply empirical analysis to criminal justice policy making within states and localities. The award is given in two categories: Statistical/Management and Research/Policy Analysis. Two awards are given within each of those categories based on the size of the staff, one for small SACs, with fewer than five full-time staff, and one for large SACs. CJCC's SAC falls within the category of a SAC with more than five full-time staff.

### Re-entry

Detained Population Report  
Post-Release Arrest Analysis  
Effect of Housing Status on  
Likelihood of DOC Readmission

### Operations

Justice System Operations  
Dashboard

### Human Trafficking

Human Trafficking in the District  
of Columbia (CY2016-2020)

### Combating Violent Crime

Gun Possessors Analysis (2015  
Cohort)  
Monthly Violent Gun Crime  
Analysis  
Gun Violence Dashboard  
Risk Terrain Modeling (RTM):  
2021 Shootings  
2016-2020 Shooting Analysis and  
2020 Hot Neighborhood and Hot  
Blocks  
Shooting Incident Analysis

### COVID-19-Related Analyses

Post-Release Arrests during  
Public Health Emergency (Adults)  
Post-Release Arrests during  
Public Health Emergency  
(Juveniles)

## LEGISLATIVELY-MANDATED AND/ OR COMMITTEE-REQUESTED PUBLICATIONS

### CORRECTIONS AND SUPERVISION

DC Custodial Population Study

### CRIME

Homicide Analysis  
Human Trafficking in the District of Columbia - CY2018  
Human Trafficking in the District of Columbia - CY2017  
An Analysis of Human Trafficking in the District of Columbia (2016)

### JUVENILE JUSTICE

A Study of the Root Causes of Juvenile Justice System Involvement

### LAW ENFORCEMENT & POLICING

Comprehensive Homicide Elimination Strategy Task Force Report 2008  
Police Community Survey Report

### RE-ENTRY AND RECIDIVISM

Re-entry Report  
The District's Youth Rehabilitation Act: An Analysis, September 2017  
The District's Youth Rehabilitation Act: An Analysis, Briefing Document,  
September 2017

### SPECIALIZED REPORTS

Public Safety and Justice in the District of Columbia: 2009 - 2014

### SUBSTANCE ABUSE AND MENTAL HEALTH

Addressing Co-occurring Mental Health and Substance Abuse Disorders in the  
Criminal Justice System: Guiding Principles and DC Practices  
DC Superior Court Medical Alert Protocol Report

## POLICY

As CJCC began, so it has continued. The policy branch of the agency continues to focus on issues of import and to convene workgroups from relevant agencies, using the research provided by the SAC to inform policy and enhance programming. CJCC promotes opportunities for staff from various agencies to meet for collaboration on criminal and juvenile justice issues in the District. These committee and workgroup members build strong relationships, allowing them to nimbly navigate the complex landscape of the needs of the District's criminal and juvenile justice-involved populations.

The following workgroups and committees are a glowing example of the value of the interagency collaboration within the District. From improving post-release housing options for newly returned citizens, to addressing the root causes of juvenile justice system involvement, to coordinating grants planning, and much more, District agencies have long counted on CJCC to be a hub of innovation and collaboration—a useful and available space to come together to identify problems and immediately begin work on solutions.

CJCC, and the District as a whole, have identified key focus areas within the criminal and juvenile justice umbrella on which coordination is needed. To that end, CJCC convenes regular meetings of committees so members can identify issues, propose solutions, request and share research, and ultimately decide on policy.

### COMBATING VIOLENT CRIME

The following agencies collaborate with CJCC on projects focused on Combating Violent Crime: ATF, CSOSA, DC Council, DCSC, DFS, DMPSJ, DYRS, MPD, OAG, ONSE, PSA, USAO, USMS, USPC.

While the District has seen some dramatic shifts in the incidences of violent crime over the past 20 years (including a historic reduction from the crime statistics of the 80's and 90's, followed by a welcome all-time low in homicides in 2012) much like the rest of the country, the District has recently seen an increase in both homicides specifically and violent crime overall. CJCC has provided research and partnered with member agencies to tackle the issue of rising homicides, and the various committees have also changed focus from warrants/grants/system issues to addressing violent crime.

*"COVID has helped partners see the use of a neutral organization that can work across levels and branches of government. Our ability to convene partners and tell them what we see in the data has enhanced our role as a trusted and neutral broker."*

—David Marimon, CJCC SAC member

"CJCC members have typically met every 4 to 6 weeks and have formed numerous teams to address criminal justice issues, such as drugs, juvenile justice, halfway houses, information technology, and identification of arrestees. CJCC staff have coordinated meetings, provided data and statistics, summarized workgroup findings, performed best practices reviews, and provided other information and support to D.C. criminal justice agencies. Hence, CJCC has served as a centralized mechanism for collecting and disseminating information and statistics about D.C.'s criminal justice system."

— (GAO-01-187)

"The city and Congress recognized that the structure of DC and its justice system was fragmented and difficult to interface with, or to make changes in terms of initiatives that would benefit the city, due to the executive, federal and judicial agencies working in silos. Rather than continuing that process of trying to make an impact during a time when crime was rising, it was proposed that we consider pulling the agencies together to meet, at least as a start, so that they can collaborate and identify the key issues. That was the impetus for developing a more structured and quantified agency so that agencies could do more than meet informally. CJCC was conceived as an agency that would last longer than one administration, providing continuity. CJCC has survived and grown to the extent it has with others depending on it and reaching out for assistance, which demonstrates the continued value of CJCC, including the value to individual agencies who are part of it."

— Nancy Ware, Former Executive Director, CJCC, Former Executive Director, CSOSA

"Many criminal justice officials we spoke with noted that CJCC has improved the coordination, cooperation, and dialogue among agencies and has fostered discussion. CJCC's mission is to address coordination difficulties among D.C. criminal justice agencies. CJCC has functioned as an independent entity whose members represent the major organizations within the D.C. criminal justice system. CJCC workgroups and teams have succeeded in developing proposals and project plans for several issues. CJCC's independence was a key characteristic that brought agencies to the table to discuss issues that affected more than one agency. CJCC has shown that it can provide a valuable forum for discussion of multiagency issues and serve as a catalyst for action."

— (GAO-01-187)

### Overview: Gun Violence Reduction Efforts in the District

Since late 2018, CJCC members identified reducing shootings as a priority, and since that time, CJCC has provided members with analysis and access to subject-matter experts to help inform the District's approach to reducing gun violence.

CJCC involved Thomas Abt, author of "Bleeding Out: The Devastating Consequences of Urban Gun Violence – a Bold New Plan for Peace in the Streets," to present an evidence-based strategic framework for gun violence reduction that included Prevention, Intervention and Enforcement, as well as People, Places, and Behaviors. Mr. Abt identified Group Violence Reduction as the strategy that had the greatest impact on reducing gun violence based on multiple studies. The strategy entails:

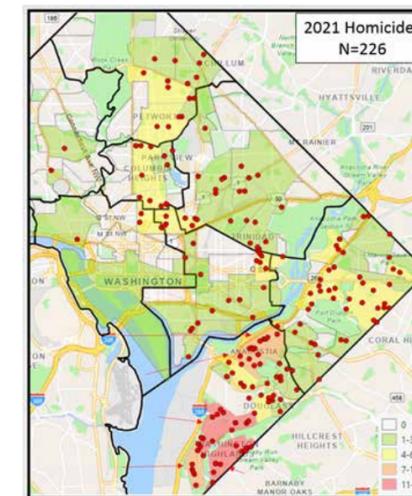
1. Identifying persons at highest risk of being involved in gun violence (e.g., based on problem analysis, shooting reviews).
2. Communicating to these individuals that they are at high risk (i.e., call-ins and custom notifications that involve

law enforcement, community members, street outreach workers and service providers).

3. Providing services to those who want to change.
4. Implementing law enforcement response for those who become actual shooters.

Thomas Abt provided a detailed description of the elements of the necessary problem analysis and how the results can be used to inform gun violence reduction strategies.

In early 2020, David Muhammad of the National Institute For Criminal Justice Reform (NICJR) and Reygan Cunningham presented information during the Principals' meeting on Oakland's problem analysis and subsequent implementation of Oakland Ceasefire, which is a Focused Deterrence/Group Violence Reduction Strategy. The presentation was well received, and in March 2020, CJCC members received documentation describing the problem analysis and then were asked to vote on whether CJCC would contract with a subject-matter expert to conduct the problem analysis. Due to COVID-19, CJCC's focus shifted to managing changes to justice system operations to avoid the spread of COVID.



The efforts below represent some of the strategies and programs by member agencies to which CJCC lent support.

- At the November 2018 Strategic Planning Meeting, CJCC Principals agreed that “Reducing Shootings in the District” would be the priority goal for CJCC in 2019.
- Partners identified gun violence-related efforts underway at their agencies and provided updates on those efforts in the monthly Principals’ report moving forward.
- MPD data on the number of shooting incidents, arrests, and victims was incorporated in the monthly Principals’ report as well.
- In July of 2019, OVSJG engaged CJCC to draft the FY2019 Project Safe Neighborhoods Strategic Action Plan. The Project Safe Neighborhoods (DC-PSN) initiative, led by the U.S. Attorney’s Office for the District of Columbia (USAO-DC), is a multi-agency collaborative effort with local District agencies and federal partners focused on addressing violent crime through focused enforcement and prevention/intervention strategies.
- After a review of neighborhood-level violent crime data and law enforcement intelligence on emerging hot spots for violent crime, DC-PSN partners agreed to focus on several emerging hot spots for violent crimes.

### 2021 Efforts

CJCC has had an ongoing focus on reducing violent gun crime in the District through a variety of partner efforts and initiatives, including GunStat, Risk Terrain Modeling, and others. In 2021, CJCC worked on building momentum to leverage data and analysis to inform the District’s specific approach to reducing violent gun crime using person-based approaches.

In 2021, the District established a central hub called Building Blocks DC (BBDC) dedicated solely to addressing gun violence. The hub would leverage the people-and-place-based information available regarding gun violence vectors. BBDC brought to bear the data and research available to examine the problem from the various angles of root causes,

immediate aftermath, and most importantly, prevention. CJCC’s Deputy Executive Director and Policy and Research Analyst, who leads the agency’s Combating Violent Crime work, supported BBDC’s analytical and program development efforts. CJCC provided updates on violent gun crime trends in the District and contributed to the weekly shooting incident analysis, which was shared with District leaders to inform them of recent gun violence activity. CJCC also shared information on evidence-based practices for reducing gun violence, including focused deterrence, street outreach, cognitive behavioral therapy, addressing blighted and vacant properties, and increasing homicide clearance rates. Also, in support of BBDC efforts, CJCC contracted with the National Institute for Criminal Justice Reform (NICJR) to conduct a gun violence problem analysis and develop a comprehensive plan to reduce gun violence in the District. This work is ongoing.

To further these goals, CJCC also conducted the following analyses:

- 2020 Shooting and 2021 High Risk Places Analysis
- 2016-2020 Shootings: Hot Blocks and Hot Neighborhoods Analysis
- Analysis of Potential Sites for New Violence Interruption Areas
- Monthly Violent Gun Crime and Homicide Analysis
- Weekly Shooting Analysis for BBDC

### Violence Interruption Expansion

Research and on-the-ground intelligence shows that a majority of gun violence is rooted in interpersonal conflict. The District has historically deployed Violence Interrupters into communities, using the best available safety precautions to preserve life and health. In 2021, two major Violence Interruption programs were expanded in the District.

### Office of Neighborhood Safety and Engagement

The Office of Neighborhood Safety and Engagement was created as a requirement of compliance with the Neighborhood Engagement Achieves Results (NEAR) Act. This office consolidated work being done by the Safer Stronger DC Community Partnership Office and the Community Stabilization Program. The office is driven by a public health approach to preventing gun violence, and as such provides a Violence Interruption & Prevention Program, Family & Survivor Support Services, and a strong focus on community building and engagement. In 2021, the Violence Interruption program expanded to three new areas, and added roughly 50 more individuals to the program staff.

### Cure the Streets

The Office of the Attorney General (OAG) runs a program based on the CURE Violence model, which has proved effective in other jurisdictions. This model uses a public health approach and treats violence as a disease through three main actions:

- 1. Interrupt:**  
Interrupt potentially violent conflicts by preventing retaliation and mediating simmering disputes;
- 2. Treat:**  
Identify and treat individuals at the highest risk for conflict by providing support services and changing behavior; and
- 3. Change:**  
Engage communities in changing norms around violence (for instance, organize community responses to every shooting to counter normalization).

In 2021 the office of the Attorney General announced planned expansion to four additional sites in the District.

### GunStat

GunStat is a citywide effort that began in 2008 to track gun cases as they progressed through the criminal justice system. Research and experience suggest that shooters may share characteristics with respect to age, criminal history, and prior victimization. In order to interrupt the trajectory of gun crime, a public health approach would require reaching out to the people perpetuating the crimes. In order to do so intelligently, CJCC partners have requested information and analysis to guide their future strategy regarding the District-wide goal of reducing gun violence and ensuring future safety for residents, as well as preventing future homicides through strategic person-based interventions. CJCC also invited partner presentations for GunStat to keep members apprised of partner agency efforts to reduce gun violence.

CJCC completed the following analyses in 2021:

- Monthly Violent Gun Crime Analysis
- Prospective Analysis: Understanding the Progression of Gun Possession to Gun Use

### JUVENILE JUSTICE

CJCC has had a forum to discuss Juvenile Justice issues since inception. The following agencies collaborate with CJCC on Juvenile Justice issues: CFSA CSOSA, CSSD, DBH, DCPS, DCSC, DHS, DME, DMHHS, DMPSJ, DYRS, MPD, OAG, ONSE, OVSJG, PDS, DCPS, OCTO, OSSE, PCSB, SBOE, SchoolTalk, Youth and Families in Crisis.

CJCC has long understood the vital importance of a focus on Juvenile Justice. From observing that truancy can lead to system involvement and developing anti-truancy initiatives, to ensuring that students get home safely through ongoing support of various Safe Passages initiatives, CJCC has fully committed its staff and resources to ensuring that District youth avoid, as much as possible, justice system involvement—and if they do touch the system, have access to a variety of programs and initiatives.

To that end, CJCC has historically employed a Juvenile Justice Compliance Monitor, who has ensured the District's compliance with the four core requirements of the federal Juvenile Justice and Delinquency Prevention Act (JJDP): sight and sound separation, removal from adult jails and lock ups, not detaining status offenders, and reducing racial and ethnical disparities. This results in ensuring that youth are not housed with adult inmates, that efforts are made to reduce disproportionate minority youth involvement in the justice system, and providing a variety of events and trainings to allow District practitioners and others to hone their skills and access information on current developments in the field.

CJCC has held several Juvenile Justice Summits, has provided webinars, and is a central partner in convening various District and Federal agencies to enhance the state of juvenile justice administration in the District.

### Special Orders for Juvenile Data Sharing

1. 20-10: Order Relating to the DC Criminal Justice Coordinating Council
  - a. – supersedes 17-04, which authorized juvenile justice data sharing among identified juvenile justice and human services agencies
2. 20-02: Access to Juvenile Justice Data for CJCC Principals' Meetings
3. 20-01: Access to Juvenile Justice Data for the Justice Statistical Analysis Tool

### 2021 Projects

CJCC continued its Compliance Monitoring work, completing 10 Site Visits to secure facilities in the District, and pairing that with Data Collection and Analysis to determine compliance with the four core requirements of the JJDP. CJCC submitted

the annual Compliance Monitoring Report, which identified no violations for FY21.

In addition, CJCC conducted analyses to inform the work of Committees, including the monthly Juvenile Justice Data Committee Report (trends in Juvenile Justice system from arrest and diversion to probation and commitment), Juveniles arrested for carjacking and weapon offenses, post-release arrest analysis for juveniles released from secure facilities due to COVID-19, Literature review on Effectiveness of Restorative Justice in addressing violent crime, a report on Juveniles Arrested 3+ Times in a Recent 12-month period, Hold Decisions and Rearrests for Juveniles Papered for Violent and Weapon Offenses, and Psychiatric Residential Treatment Facilities: Locations, Referral Outcomes and Challenges.

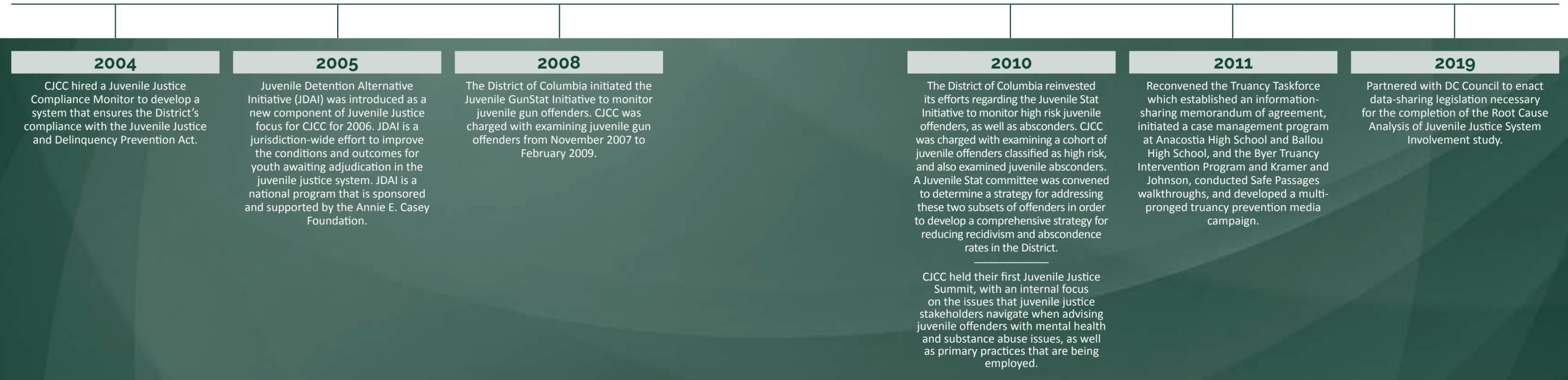
CJCC convened relevant partners to conduct deep-dive discussions of youth with 3+ delinquent arrests in 12-month

period, plus additional arrests. The resulting takeaways from these discussions included enhanced information sharing among juvenile justice and human services agencies, improving the timeliness with which system-involved youth access treatment and services, and expanding services to include youth as well as their families.

### ADULT RE-ENTRY

A key component of avoiding recidivism and providing a successful future for returning citizens is a well-coordinated re-entry option for those completing their sentences. The Re-entry Steering Committee coordinates on a range of issues encountered by persons returning from periods of incarceration, from housing, to behavioral health, to job placement. CJCC has seen Re-entry as a key focus committee since inception.

## JUVENILE JUSTICE HISTORICAL HIGHLIGHTS



The following agencies collaborate with CJCC on various Adult Re-entry projects: BOP, CCE, CIC, CFLS, CJCC, CSOSA, DBH, DCHA, DHCD, DC Council DMPSJ DOC, DOES, MORCA, MPD OAG, OHR, PDS, PSA, ULS-DC, VSC.

Re-entry has always been a fraught time for returning citizens—from basics such as obtaining housing, identification, and searching for employment, to other needs such as mental and physical health support, as well as adapting to a changed environment. The District has striven to provide support to returning citizens, whether through the mayorally-created Office on Returning Citizen's affairs, the creation of the READY center within the Department of Corrections facilities, or through other entities such as the Re-entry Action Network (RAN), in which CJCC participates.

This year, CJCC assisted the Public Defender Service in creating a comprehensive publication, The D.C. Reentry Navigator meant to serve as a tool for the returning citizen. The Navigator was hailed as an incredible assistive step for returning citizens.

### READY Center Evaluation

The Resources to Empower and Develop You (READY) Center is a consolidated location where formerly incarcerated District of Columbia residents can access services from Community Based Organizations (CBOs), the Department of Corrections (DOC), Department of Motor Vehicles (DMV), Department of Employment Services (DOES), Department of Human Services (DHS), Department of Behavioral Health (DBH), and The Mayor's Office on Returning Citizen Affairs (MORCA), to ensure successful reintegration into the community. The READY Center engages participants within 30 days prior to release from DOC custody to share information about available services. Soon-to-be released participants complete interest forms, and a screening is conducted to determine their needs. The READY Center connects participants to District of Columbia government agencies and CBOs for available resources and services. The Center serves District residents released from the Central Detention Facility (DC Jail), the Correctional Treatment Facility (within 24 hours of release or the next business day), or the Bureau of Prisons (within 45 days of release).

CJCC has been awarded funding through the BJS State Justice Statistics Program for SACs to conduct an analysis of the effects of the READY Center engagement on recidivism and successful re-entry. CJCC has procured a researcher for the project and is working with partner criminal justice agencies to secure necessary data arrangements. The research team will also conduct qualitative interviews with returning citizens to identify barriers to re-entry and to obtain their perspectives on the role the READY Center played in their re-entry.

One of the most recent achievements of the Adult Re-entry workgroup is the establishment of a Housing Subcommittee with a focus on expanding housing options for returning citizens. The District has determined that a successful re-entry begins with stable and safe housing for returning citizens. To that end, the workgroup has examined a variety of

factors involved in re-entry, including access to identification documents, transportation, substance use treatment options, employment opportunities, and more.

### SUBSTANCE ABUSE TREATMENT/ MENTAL HEALTH SERVICES INTEGRATION TASKFORCE (SATMHSIT)

CJCC believes that justice-system-involved individuals experiencing mental health issues, and/or who are experiencing substance use disorders, require treatment as well as access to alternatives. At the start, CJCC created the Substance Abuse Treatment and Mental Health Services Integration Taskforce (SATMHSIT). SATMHSIT was developed to improve the treatment options available to offenders, ex-offenders, and defendants with mental illness and/or co-occurring substance use disorders.

*"The work of the Re-entry Steering Committee has been focused on expanding housing options, through both greater collaboration, identifying existing resources, and rallying diverse stakeholders."*

—Luis Diaz, CJCC Policy Analyst and Lead on Re-entry

## ADULT RE-ENTRY HISTORICAL HIGHLIGHTS



*"In my main areas of focus (substance use/mental health services integration and re-entry), there has been a shift towards concrete, tangible actions. Committee meetings, research projects and analyses are geared toward producing products/policies that will have real-world impacts for the target populations."*

— Luis Diaz, CJCC Policy Analyst and SATMHSIT staff lead.

The following agencies collaborate with CJCC on various SATMHSIT projects: BOP, CIC, CSOSA, DBH, DC Health, DCPS, DCRA, DCSC, DEA, DMPSJ, DHCF, DFS, DOC, DYRS, EEOC, FEMS, HIDTA, HSEMA, MORCA, MPD, OAG, OCME, OVSJG, PDS, PSA, ULS, USAO-DC, USPC.

CJCC supports the citywide effort to reduce opioid overdose deaths, create diversion opportunities, and identify persons who cycle through District public systems in order to better serve their needs.

In 2021, the taskforce focused on the following project:

### Live.Long.DC

Live.Long.DC is a one-stop hub for the District's combined efforts for ending the city's opioid epidemic. In December 2018, the Mayor released LIVE.LONG.DC., the District's Plan to Reduce Opioid Use, Misuse, and Related Deaths. The Plan is the District's blueprint for how best to move forward with urgency and thoughtfulness to increase prevention activities and access to harm reduction, treatment, and recovery services and supports, in order to meet the goal of reducing opioid use,

misuse, and related deaths. The Plan reflects the input of a cross-section of public and private partners, including DC government agencies, hospital leaders, physicians, substance-use-disorder treatment providers, community-based service providers, federal partners, and individuals with lived experience.

The original LIVE.LONG.DC. District Plan has seven goals, with a host of strategies under each goal. LIVE.LONG.DC. 2.0. has been revised to focus on creating a person-centered system of care, strengthening connections across the continuum of care, and using data to implement a targeted approach at the community level and with special populations. The modified Plan consists of six Opioid Strategy Areas, each with subsequent strategies related to that area of focus.

CJCC co-leads Goal 6 of the strategic response plan, which is to "Develop and implement a shared vision between

Washington, DC's justice and public health agencies to address the needs of individuals who come in contact with the criminal justice system to promote a culture of empathy for their families and residents." In support of this goal, CJCC and the District continued to look for solutions that allow individuals with substance use disorders to receive treatment prior to involvement in the criminal justice system.

SATMHSIT members have agreed to conduct a series of virtual trainings for an array of criminal justice partners, to take place throughout 2022. CJCC will assist with coordination. SATMHSIT members are also discussing the development of a social marketing campaign and developing messaging targeted to criminal justice agencies. Further, SATMHSIT continues as a platform for criminal justice and health partners to identify continuity of care issues and to develop solutions.

## SATMHSIT HISTORICAL HIGHLIGHTS

2006	2007	2008	2009	2010	2012
<p>After agreeing on the use of a universal screening tool for substance use disorder, the collaborative efforts of the Addiction Prevention and Recovery Administration (APRA) and the DC Department of Corrections (DOC) targeted those individuals released from the jail by developing a re-entry unit to connect re-entrants to medical and human services.</p>	<p>CJCC completed a plan which prioritizes treatment options as diversions, as well as putting in place intervention throughout the various interception points within the criminal justice system.</p> <p>In November 2007, DCSC opened the Mental Health Diversion Court which serves as an alternative calendar for defendants with mental health disorders who have committed low-level crimes.</p>	<p>DCSC's Urgent Care Clinic opened and offered assessment and treatment to defendants with mental health needs. This marked a major milestone in interagency support and enhanced services to clients who come through DC Superior Court. To assist residents in mental distress, Mobile Crisis Teams were created and augmented by specially trained police officers to help respond to residents with mental health needs.</p>	<p>The Taskforce co-chaired by Steve Baron, DMH Director, and Susan Shaffer, PSA Director, collaborated toward the development of legislative amendments to facilitate the sharing of mental health information in the criminal justice context. The result of the working group's efforts was the inclusion of amendments to the MHIA in the Omnibus Public Safety and Justice Amendment Act (Bill 18-0151), the substance of which was enacted by the Council of the District of Columbia on an emergency basis on August 6, 2009. The permanent legislation became effective December 10, 2009.</p>	<p>Mental Health Diversion Court began including defendants charged with non-violent felonies in October 2010.</p> <p>As an initial step in examining juvenile mental health in the District, CJCC interviewed the juvenile justice agency staff to determine how these issues were affecting youth. Juvenile mental health and substance use disorder was mentioned as an area of focus by the SATMHSIT.</p>	<p>The Secured Residential Treatment Program was designed and implemented. This multi-agency partnership provides 180 days of substance use disorder and criminal conduct intervention for up to 32 parole and supervised release violators who face a US Parole Commission revocation hearing for illegal drug use or other technical—and in some cases, new—criminal violations of release conditions.</p> <p>The District implemented a Crisis Intervention Team model of law enforcement intervention with mentally ill residents between the MPD and the Department of Mental Health.</p>

## GRANTS PLANNING

With much-needed funding opportunities available to District agencies and others, CJCC saw a need for clarity and training on the best approaches to obtain, maintain, and use funding. The Grants Planning Committee, a long-standing workgroup that that was established as a priority, supports a citywide approach to improve grant-related processes and procedures that impact public safety agencies and organizations seeking local, federal and foundation resources. The Grants Planning Committee seeks to: 1) improve the number and quality of grant applications submitted to funders; and 2) support the establishment of policies and procedures that will assist agencies seeking and managing local, federal, and foundation funding. In 2021, the Office of Victim Services and Justice Grants became an official CJCC member agency.

The following agencies collaborate with CJCC on Grants: CSOSA, DOC, DYRS, EOM, HSEMA, MPD, ONSE, OVSJG, PSA, USAO.

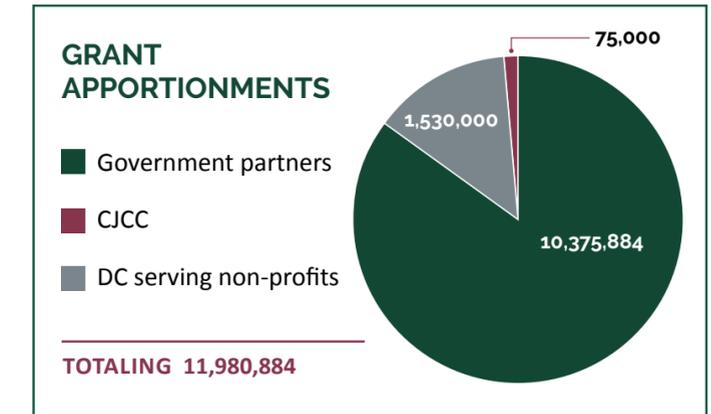
Each year, CJCC compiles baseline information on federal funding secured by the District to support adult and juvenile justice initiatives. Working in concert with government and community-based organizations, CJCC aims to improve the number, quality, and size of grants awarded.

During 2021 the Grants Planning Committee (GPC) reinvigorated its efforts and committed to meet bimonthly. Committee co-chairs Michelle Garcia, Office of Victims Services and Justice Grants (OVSJG), and Cedric Hendricks, Court Services Offender Supervision Agency (CSOSA) indicated primary objectives for the GPC would include: identifying myriad funding opportunities capable of supporting cross-cutting interests and missions of partner agencies; prioritizing issue areas that require funding, i.e. housing and re-entry; identifying grant application opportunities that partner agencies can pursue jointly; disseminating information regarding emerging grant funding opportunities; and

facilitating training opportunities to support community-based organizations (CBOs) that lack information about the grants application process and the technical expertise to effectively compete for requests for applications (RFAs). CJCC worked with OVSJG to facilitate outreach to CBO's regarding a two-day grants orientation, application and training session convened during the spring of 2021. The GPC committed to explore how to facilitate mutual exposure among the communities of charitable grant-making institutions and CBO's that are unfamiliar with each other and their respective missions and priorities. A primary goal of the GPC is to create enhanced opportunities for prospective applicants to learn about funding opportunities and related requirements to successfully complete competitive grant applications. GPC members also participated in Grants Management Advisory Council (GMAC) meetings convened monthly by the Division of Grants Management, which is administered by the Office of the City Administrator (OCA).

During 2021 CJCC's Statistical Analysis Center received a \$75,000 State Justice Statistics Program grant funded by the Bureau of Justice Statistics (BJS). The grant will be used to fund a study of the impact of justice system operational changes made in response to the COVID-19 pandemic on system-involved persons, agency workload, and public safety.

## Department of Justice FY2021 Grants Awarded to the District of Columbia



OFFICE	TITLE	AWARD RECIPIENT	AWARD AMOUNT
OVC	OVC FY 2021 VOCA Victim Assistance Formula Grant	DC OFFICE OF VICTIM SERVICES	2,670,274
BJA	BJA FY 21 Paul Coverdell Forensic Science Improvement Grants Program (formula)	DC OFFICE OF VICTIM SERVICES	296,966
BJA	BJA FY 21 Project Safe Neighborhood	DC OFFICE OF VICTIM SERVICES	102,828
OVC	OVC FY 2021 VOCA Victim Compensation Formula Grant	DISTRICT OF COLUMBIA, GOVERNMENT OF	1,131,000
BJA	BJA FY 21 Edward Byrne Memorial Justice Assistance Grant (JAG) Program - State Solicitation. The following agencies collaborate with CJCC on Grants: CSOSA, DOC, DYRS, EOM, HSEMA, MPD, ONSE, OVSJG, PSA, USAO.	DC OFFICE OF VICTIM SERVICES	1,663,868
BJA	BJA FY 2021 Invited to Apply – Sex Offender and Registration Notification Act (SORNA) Reallocation Funds	DC OFFICE OF VICTIM SERVICES	166,222
OJJDP	OJJDP FY 2021 Delinquency Prevention Grants Program	DC OFFICE OF VICTIM SERVICES	1,542,174
BJS	FY 2021 National Criminal History Improvement Program (NCHIP)	DISTRICT OF COLUMBIA, GOVERNMENT OF	363,224
BJA	BJA FY 21 Body-Worn Camera Policy and Implementation Program to Support Law Enforcement Agencies	WASHINGTON METROPOLITAN AREA TRANSIT AUTHORITY	904,610
BJA	BJA FY 21 Residential Substance Abuse Treatment (RSAT) For State Prisoners Program Formula Grant Solicitation	DC OFFICE OF VICTIM SERVICES	118,594
BJA	BJA FY 21 DNA Capacity Enhancement for Backlog Reduction (CEBR) Program	DISTRICT OF COLUMBIA DEPARTMENT OF FORENSIC SCIENCES	619,160
OJJDP	OJJDP FY 2021 Family Drug Court Program	DISTRICT OF COLUMBIA, GOVERNMENT OF	796,944
BJS	State Justice Statistics Program of Statistical Analysis Centers, 2021	DISTRICT OF COLUMBIA, GOVERNMENT OF	75,000
OVC	OVC FY 2021 Services for Victims of Human Trafficking	AYUDA	600,000
OJJDP	OJJDP FY 2021 Strategies To Support Children Exposed to Violence	COLLABORATIVE SOLUTIONS FOR COMMUNITIES	930,000

# TRAINING AND TECHNICAL ASSISTANCE

CONVENINGS
Public Meetings
Bridging Research to Practice
Grants Trainings
Criminal Justice Summit
Information-Sharing Forum
Juvenile Justice Summit

Understanding the importance of applying research to practice, CJCC sought to share the learnings gleaned, and began an aggressive schedule of in-person and virtual trainings, seminars, and presentations for various District partners and the public. Today, the agency puts on multiple trainings in a variety of areas, as well as convening public meetings, providing webinars, and organizing all-day summits to share the latest learnings in the areas of information sharing, juvenile justice, and criminal justice.

In 2021, CJCC presented two webinar series for criminal justice and juvenile justice stakeholders. The Juvenile Justice webinar series focused on a discussion of the Root Cause Analysis Report released in 2020, and examined key findings and actionable items.

The Criminal Justice webinar series focused on the changing landscape of criminal justice enforcement, and held two sessions, one addressing “Community-Inspired and Targeted Solutions to Transform the District’s Criminal Justice System.” Panelists and a moderator discussed ways to begin transforming the District’s criminal justice system. The second session focused on “Policing in the District - What Will Be The New Normal?” Panelists and a moderator discussed ways to transform policing to best suit the community, as well as defining needs and expectations.

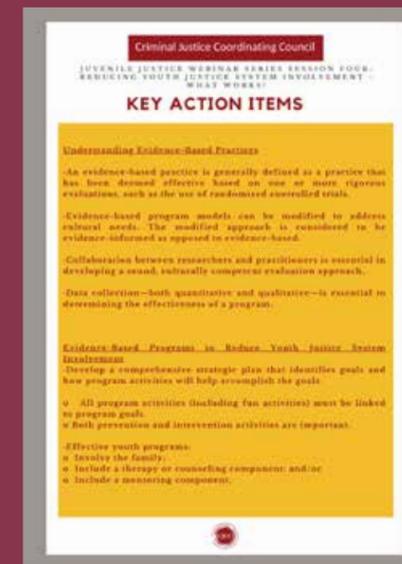
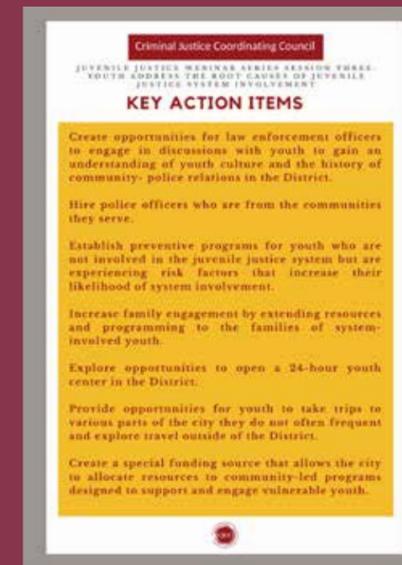
CJCC also held a Public Meeting in September 2021, where community members discussed Violence Interruption, following the themes of addressing rising homicide counts in the District.



Juvenile Justice Webinar, Session Four Presenters



Panel of Speakers at CJCC’s Public Meeting



To learn more about these Key Action Items, please go to: <https://cjcc.dc.gov>



# HIGHLIGHTS YEAR BY YEAR

## 2002

### Core Data Transfer (CDT)

All agencies have arrest data automatically delivered to their systems, as well as have listings of up to 15 days' worth of arrest data in five different formats upon inquiry.

### Data Quality Alliance (DQA)

All users have ability to identify and report errors, which owner agencies can then examine, respond to, and record corrective actions.

### Tracking Number Centrally Implemented (TRK)

A single access number made available for all agency records, and all portions of a criminal justice cycle can be tied together.

## 2003

CJCC expands and builds broader coalitions with member organizations and stakeholders.

## 2004

Agenda included strengthening the East of the River Community Court and the DC and Traffic Misdemeanor Court as reinforcement to the front end of the system.

CJCC supported a study by the Urban Institute of the best approaches for suppression of gun violence, which included homicide reviews, gang audit and mapping, development of systematic data-collection mechanisms, and other activities in collaboration with MPD, and USAO.

The Prisoner Designation process was successfully streamlined across CJCC agencies. A special Department of Justice panel provided technical assistance on forecasting detention capacity.

The District's Statistical Analysis Center was funded and put into operation under CJCC.

CJCC provided support to a multi-agency truancy intervention program for elementary school children.

In addition, CJCC developed a universal screening tool to assist in disposition planning for individuals with dual diagnoses who enter the criminal justice system.

## 2005

CJCC's gun violence reduction approach utilized the Project Safe Neighborhoods and the Homicide Reduction Strategy which engaged federal and local law enforcement agencies in a concentrated effort

CJCC Grants Planning Committee also completed the three-year Justice Assistance Grant (JAG) state strategic plan.

## 2006

Building on the success of the elementary level intervention, the Truancy Taskforce focused on the upper grade levels. To begin work with seventh- through ninth-graders, the Taskforce implemented a Family Court Truancy Diversion Program at three middle schools.

CJCC and Department of Mental Health (DMH) were funded by the Bureau of Justice Assistance (BJA) to implement the Justice and Mental Health Collaboration Program plan. CJCC engaged the Georgetown University Hospital Department of Psychiatry to conduct an analysis of the criminal justice, substance abuse, and mental health systems. The analysis identified gaps and offered recommendations for services provided to defendants and offenders with mental illnesses or co-occurring substance use disorders.

## 2007

The Fugitive Safe Surrender Initiative, focused on fugitives with outstanding warrants, was implemented, demonstrating the value of interagency planning and cooperation and resulting in the execution of over 500 warrants in the city.

## 2008

The Adult and Juvenile GunStat initiatives facilitated collaborative supervision and prosecution of serious, repeat gun offenders by the various criminal justice agencies.

Court Processing, Record Management and Court Based Release: CJCC commissioned a study to review the paper flow and business process between DCSC, USMS and DOC to improve systemic issues that could lead to erroneous releases or potential over-detention of inmates. As a result of the recommendations, a number of innovations were instituted to improve the movement of cases across the agencies.

## 2009

CJCC, in partnership with CSOSA and Urban Institute, convened the Risk Needs Symposium on June 18, 2009. Federal and local criminal justice partners, as well as national experts, discussed criminal justice interventions based on risk assessment tools, and how these tools can help inform and improve pre-release and discharge planning decisions.

## 2010

On April 7, 2010, CJCC and the Urban Institute co-hosted the Risk Principle in Action symposium, which convened both local criminal justice leaders and research and practitioner experts on kiosk and GPS community supervision systems.

A re-entry housing and employment symposium cosponsored by CJCC and Urban Institute, entitled "Overcoming Housing and Employment Challenges for Returning Citizens: Lessons Learned from Model Programs," was held on December 7, 2010. The goals of the symposium were to facilitate dialogue and share lessons learned from housing and employment service-delivery models at the national level as well as model programs operating in the District.

## 2011

The Case Initiation Project was launched which involved eight federal, local and judicial criminal justice agencies to automate, through electronic exchange, the handling of adult criminal information as it makes its way from arrest through prosecutorial action to the actual case filing.

The District's 2011 Safe Surrender Program provided an opportunity for persons with nonviolent felony or misdemeanor warrants to surrender voluntarily in at the DC Superior Court. During the course of the program, which ran three consecutive Saturdays in August, 673 individuals surrendered.

## 2012

CJCC oversaw the development of a comprehensive prisoner re-entry strategy with focus on high-risk offenders.

CJCC developed an interagency criminal justice Continuity of Operations Planning Framework.

## 2013

CJCC launched the Resource Locator, a searchable online database of substance use disorder, mental health, social services, medical, legal and housing service providers in the District and surrounding areas.

CJCC became designated as a criminal justice agency for information-sharing purposes.

CJCC convened the 4th Annual Juvenile Justice Summit, the Affordable Care Act and the Criminal Justice System Forum, and Synthetic Drugs: Myths, Facts and Strategies Symposium.

## 2014

Published the Synthetic Drug Report, a Statistical Analysis Center study funded by the Bureau of Justice Statistics to assess the prevalence of synthetic drugs in the District of Columbia.

Facilitated the participation of criminal justice partners in emergency planning exercises.

## 2015

CJCC, with the assistance of MPD and DCSC, reviewed warrant data in the Washington Area Law Enforcement System and Court View, the database used by courts to manage warrants. This analysis suggested the need for reconciliation of the number of misdemeanor, traffic, and felony bench warrants between the two systems. The relevant workgroup partners agreed to develop a process for reconciling warrant-related databases.

## 2016

CJCC published the “Public Safety and Justice in the District of Columbia” report. The report is the collective result of multiple agencies pooling data and resources to provide the public with easily accessible information on social, economic, crime, and justice trends in the District.

CJCC developed a pilot program between the D.C. Housing Authority (DCHA) & the Court Services and Offender Supervision Agency (CSOSA) to mitigate the number of obstacles preventing returning citizens from moving in with family living in public housing.

CJCC received a Bureau of Justice Statistics (BJS) grant to plan and develop a research and analysis tool that would leverage system-wide data to improve research capabilities. This later resulted in the JSAT project.

CJCC held the 2016 DC Safe Surrender Initiative.

In partnership with the Mayor’s office on Returning Citizens, CJCC co-sponsored the 3rd Annual Women’s Reentry Leadership Conference with the theme of “Reflect, Renew, and Reconnect.”

The New Psychoactive Substances (NPS) Workgroup was created, with a focus on information sharing, legislation, and research.

Mayor Muriel Bowser signed a participation letter joining the District to the White House Data-Driven Justice initiative, a bipartisan coalition of over 139 city, county, and state governments that committed to using data-driven strategies to divert low-level offenders with mental illness out of the criminal justice system. CJCC facilitated this initiative on behalf of the District.

CJCC convened a full-scale exercise to test the capacity of partnering agencies to respond to an emergency that requires the closure and relocation of court services.

## 2017

CJCC held the Inaugural Criminal Justice Summit. The event focused on “The Neuroscience of Decision Making in Criminal Justice: Examining Systemic Implications and Consequences.”

CJCC established the Paul A. Quander, Jr. Fair Administration of Justice Award which is awarded to justice system practitioners for distinguished service.

CJCC conducted analysis on the Youth Rehabilitation Act, which informed new legislation.

Information-sharing connectivity was established with other states within the Mid-Atlantic region.

## 2018

CJCC held the second annual Criminal Justice Summit. The theme was Mental Health at the Intersection: Exploring Best Practices for Addressing Mental Health Needs of Adults in the Criminal Justice System.

CJCC designed a minimum viable product for the Justice Statistical Analysis Tool

CJCC began work on Risk Terrain Modeling, an analytical tool that looks at spacial correlates to analyze crime patterns.

## 2019

CJCC continued to lead work on Risk Terrain Modeling, in an effort to identify areas within the District where crimes have occurred, in hopes of mitigating the risk of future occurrence.

The Justice Statistical Analysis Tool was officially launched.

Mayor Muriel Bowser designated CJCC as the District’s Representative for SEARCH.

## 2020

CJCC initiated a weekly touchpoint for all federal and District agencies to allow for open discussion of plans and coordination of COVID-19 efforts among individual partners.

CJCC hosted a series of virtual public meetings during which criminal justice entities described their responses to the pandemic and responded to questions from the community.

CJCC conducted an analysis of pandemic-related releases from incarceration and tracked individuals’ involvement in subsequent criminal activity.

CJCC released the Root Cause Analysis of Juvenile Justice System Involvement report.

## SOME WORDS FROM OUR MEMBERS

*"It is my honor to acknowledge the 20th anniversary of CJCC by congratulating the team for their extraordinary compassion, fortitude, and resilience evidenced by numerous accomplishments to its credit. I have personally observed eight of those years, and have witnessed continued partnership, and community engagement opportunities that are well attended by partner agencies and private citizens, including justice-involved individuals and/or their loved ones. There are endless examples of how the District of Columbia has benefited by the efforts of the CJCC. It's indicative of being held in such high regard that people "show up" to be heard, and to hear what CJCC or partner agencies have to say as it relates to the Department of Youth Rehabilitative Services, DC Department of Corrections, Federal Bureau of Prisons, and the overall criminal justice system. It's further indicative of CJCC being attuned to the needs of the communities they serve, and dedicated to bringing pressing issues to the forefront for discussion with aim to educate and problem solve. I have enjoyed networking as well as participating in solution-focused agendas to establish and achieve the goals and objectives set forth by the members. The main reason for the creation of CJCC was and continues to be an independent forum for local and federal criminal justice agencies to work collaboratively toward common goals that promote public safety, positive relations between the community and the criminal justice systems serving the District, and to enhance available resources. The CJCC team achieves these goals with excellence. Congratulations, CJCC!"*

- Michael Carvajal, Director, Federal Bureau of Prisons

*"The Criminal Justice Coordination Council is the convenor of local and federal criminal justice leaders in the District of Columbia who share critical information and data to analyze trends and approaches to reducing crime. The agency is focused on identifying critical intervention points at which juveniles and other offenders are vulnerable to engaging in crime and refocusing them through outreach, services, and appropriate system responses. Public safety, accountability, and balance are key considerations in developing recommendations to combat crime and produce better outcomes for the public and those involved in the juvenile and criminal justice system. The work done by all of those involved in CJCC is unmeasurable and keeps us focused on our jobs and our mission, and all of those that we serve."*

- The Hon. Anita Josey-Herring, Chief Judge, Superior Court for the District of Columbia

*"CJCC has been instrumental in bridging gaps between criminal justice agencies. Notably, by providing vehicles in which we can share critical information quickly and securely. We believe this has been a benefit to U. S. Parole, especially with our partner agency CSOSA. As the early pandemic crisis arose, CJCC proved an invaluable resource in establishing working groups to "get on the same page" and effectively coordinate across the criminal justice system in D.C."*

- Patricia Cushwa, Chair, U. S. Parole Commission and Stephen Husk, Chief of Staff, U.S. Parole Commission

*While PDS's role in the criminal legal system is adversarial by design, the collaborative work of the CJCC allows for all system actors to share important information that guides actions and decision-making. This information allows PDS to better anticipate how system-wide actions and decisions will affect PDS clients and to respond accordingly."*

- Avis Buchanan, Director, PDS

*"As a relative newcomer to the Criminal Justice Coordinating Council (CJCC), I am looking forward to continuing the engagement of the U.S. Attorney's Office for the District of Columbia with the CJCC's array of local and federal stakeholders so committed to improving the criminal justice system in the District. As a member of CJCC's Re-entry Steering Committee, USAO-DC has been proud to partner with federal and local agencies and community-based organizations to implement a District-wide re-entry strategy. Acknowledging the challenges ahead in combating and reducing violent crime in the District while simultaneously embracing the potential for dignity, rehabilitation, and enhanced public safety through smart, empirically-based criminal justice reforms, my colleagues and I at USAO-DC look forward to continued collaboration and wish the CJCC well on its twentieth anniversary and beyond."*

- Matthew Graves, U.S. Attorney for the District of Columbia

## LOOKING TO THE FUTURE

CJCC has historically been at the forefront of implantation of innovative solutions to the criminal and juvenile justice issues facing the District. The past two decades have brought exciting changes, and going into the next two, CJCC will continue to look for ways to strengthen and improve operation and programmatic initiatives in the District. Areas of focus will be completing and implementing the new IT Strategic Plan, which includes forward-thinking approaches to automated information sharing; deepening the types of research the SAC conducts to inform policy and practice; and expanding the agency's policy arm to meet the ever-changing policy needs of our system.

Below are some words of advice from past and current CJCC members as we enter the next decade of our work together.

### TO FUTURE CJCC MEMBERS...

*"Continue to work to collaborate, sit down at the table, be protective of the safety of CJCC agencies to collaborate to use it as an opportunity to improve service to the District. CJCC should be a leader in drawing the city's attention to emerging technologies and their impact on public safety by bringing recognition and information to agencies."*

— Nancy Ware, Former CJCC Executive Director, former CSOSA Executive Director

*"I have three points of advice to offer future CJCC members: First, come to the table prepared to engage in candid discussions about current operations and opportunities for improvement and potential collaboration with other partners. Second, come to the table in a dual capacity— as head of your agency, and also as a stakeholder of the broader system. Our discussion is richest when those who don't necessarily have a direct interest in the topic being discussed offer observations or questions from an outsider's standpoint. Third, be willing to subject yourself to assessment and feedback to improve and strengthen your processes."*

— Leslie Cooper, Director PSA

2021 CRIMINAL JUSTICE COORDINATING COUNCIL MEMBERSHIP



**The Hon. Muriel Bowser**  
Mayor, District of Columbia  
Chair of CJCC



**The Hon. Charles Allen**  
Chairperson, DC Council Committee  
on the Judiciary and Public Safety



**Quincy L. Booth**  
Director,  
Department of Corrections



**The Hon. Phil Mendelson**  
Chair, Council of the  
District of Columbia



**The Hon. Anita Josey-Herring**  
Chief Judge, Superior Court for  
the District of Columbia



**Robert J. Contee III**  
Chief,  
Metropolitan Police Department



**Avis E. Buchanan**  
Director,  
Public Defender Service



**Leslie Cooper**  
Director, Pretrial Services Agency  
CJCC Co-Chair



**Patricia K. Cushwa**  
Acting Chairman,  
United States Parole Commission



**The Hon. Karl Racine**  
Attorney General,  
District of Columbia



**Michael Carvajal**  
Director,  
Federal Bureau of Prisons



**Matthew M. Graves**  
U.S. Attorney, United States Attorney  
for the District of Columbia



**Robert Dixon**  
U.S. Marshal,  
United States Marshal Service



**Christopher Geldart**  
Acting Deputy Mayor for Public Safety  
and Justice, District of Columbia  
Interim CJCC Co-Chair



**Hilary Cairns**  
Director, Department of Youth  
Rehabilitation Services



**Richard S. Tishner**  
Director, Court Services and  
Offender Supervision Agency



**Michelle Garcia**  
Director, Office of Victim Services  
and Justice Grants



**Mannone A. Butler**  
Executive Director, Criminal  
Justice Coordinating Council

# CJCC BUDGET

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Federal Payments	\$1,800,000	\$1,900,000	\$1,900,000	\$2,000,000	\$1,900,000	\$2,300,000	\$2,150,000	\$2,150,000
Local Funds	\$516,000	\$607,422	\$1,167,347	\$555,068	\$1,237,782	\$1,655,000	\$1,474,000	\$1,666,414
Grant Funds	\$151,000	\$175,000	\$75,000	\$75,000	\$249,409	\$ 348,385	\$ 154,799.39	\$79,342
<b>Totals</b>	<b>\$2,467,000</b>	<b>\$2,682,422</b>	<b>\$3,142,347</b>	<b>\$2,630,068</b>	<b>\$3,387,191</b>	<b>\$4,303,385</b>	<b>\$3,778,779.39</b>	<b>\$3,895,756</b>

# CJCC STAFF

- |   |  |
|---|--|
| Mannone A. Butler ..... Executive Director          | Margarita A. Mikhaylova .... Public Affairs Specialist |
| Niurka Calcano ..... Strategic Analysis Specialist  | Colleen Moses ..... Systems Engineer                   |
| Luis Diaz..... Policy Analyst                       | Khalil Munir ..... Policy Analyst                      |
| Safdar Hussain ..... Application Software Developer | Erin Partin..... Statistician                          |
| Robin Y. Jackson..... Special Assistant             | Charleá Robinson ..... Policy and Research Analyst     |
| Mohammad Khan..... Enterprise Architect             | Rachel Seo-Park, Ph.D. .... Data Scientist             |
| Kristy Love ..... Deputy Executive Director         | Daniel Vincent ..... Systems Administrator             |
| David Marimon..... Policy and Research Analyst      | Tamara Vines ..... Staff Assistant                     |

# ACRONYMS

<b>AFE</b>	Arrest Feed Enhancement Project	<b>IWG</b>	Inter-Agency Workgroup
<b>BBDC</b>	Building Blocks DC	<b>JJDPA</b>	Juvenile Justice and Delinquency Prevention Act
<b>BOP</b>	Federal Bureau of Prisons	<b>JSAT</b>	Justice Statistical Analysis Tool
<b>CFSA</b>	Child and Family Services Agency	<b>JUSTIS</b>	Justice Information System
<b>CJCC</b>	Criminal Justice Coordinating Council	<b>MOA</b>	Memorandum of Agreement
<b>CSOSA</b>	Court Services and Offender Supervision Agency	<b>MORCA</b>	Mayor's Office on Returning Citizen Affairs
<b>CSSD</b>	Court Social Services Division	<b>MPD</b>	Metropolitan Police Department
<b>CSP</b>	Cloud Services Provider	<b>NCHIP</b>	National Criminal History Improvement Program
<b>CYJAA</b>	Comprehensive Youth Justice Amendment Act	<b>NEAR Act</b>	Neighborhood Engagement Achieves Results Act
<b>CVC</b>	Combating Violent Crime	<b>OAG</b>	Office of the Attorney General
<b>DBH</b>	Department of Behavioral Health	<b>OSSE</b>	Office of the State Superintendent of Education
<b>DFS</b>	Department of Forensic Sciences	<b>PDS</b>	Public Defender Service
<b>DHCF</b>	Department of Health Care Finance	<b>PII</b>	Personally Identifiable Information
<b>DMP</b>	Disposition Modernization Project	<b>PINS</b>	Persons in Need of Supervision
<b>DOC</b>	Department of Corrections	<b>PIO</b>	Public Information Officer
<b>DOJ</b>	Department of Justice	<b>PSA</b>	Pretrial Services Agency
<b>DYRS</b>	Department of Youth Rehabilitation Services	<b>RJ</b>	Restorative Justice
<b>FBI</b>	Federal Bureau of Investigation	<b>RTM</b>	Risk Terrain Modeling
<b>IDQ</b>	Inter-Agency Data Quality Workgroup	<b>SAC</b>	Statistical Analysis Center
<b>III</b>	Interstate Identification Index	<b>SATMHSIT</b>	Substance Abuse Treatment and Mental Health Services Integration Taskforce
<b>IJIS</b>	Integrated Justice Information System	<b>USAO</b>	United States Attorney's Office
<b>IRAC</b>	Interagency Research Advisory Committee	<b>USPC</b>	United States Parole Commission
<b>ISW</b>	Information Security Workgroup	<b>WEP</b>	Warrant Exchange Project
<b>IT</b>	Information Technology		
<b>ITAC</b>	Information Technology Advisory Committee		

## ACKNOWLEDGMENTS

CJCC would like to express sincere gratitude to the countless government and community-based stakeholders who support our mission through lending their subject matter expertise and time in a myriad of ways. We extend our appreciation to all those who have worked tirelessly to ensure that CJCC is able to effectively connect criminal justice partners, improve public safety, and promote policies that further the fair administration of justice.

A special note of acknowledgement to those who have continued to selflessly serve the District's residents and visitors during the pandemic.

**WE THANK YOU.**



**OFFICE HOURS**

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