

**Douglas County Criminal Justice Coordinating Council
CJCC Strategic Planning Workgroup Charter**

Initial Meeting Date: _____ **Date Charter Reviewed and Approved:** _____

Background:

In June 2024, the Douglas County Criminal Justice Coordinating Council (CJCC) completed a revision of its bylaws, which were adopted by the Board of County Commissioners (BOCC) on June 26, 2024. These revised bylaws provide the structure for the CJCC to align its performance with the National Standards of high performing CJCCs and include the development of a three-year strategic plan to guide the CJCC’s work. In an effort to streamline the process of developing the initial three-year strategic plan of the CJCC, a workgroup is developed to advise, guide, and help facilitate the process of developing the strategic plan with the CJCC and its stakeholders.

CJCC participants provided feedback about the strategic planning process as well as the development and scope of the workgroup (Attachment B). Their feedback is reflected in this charter.

Purpose:

The CJCC Strategic Planning Workgroup (Workgroup) of the Douglas County Criminal Justice Coordinating Council will a) advise the CJCC Coordinator and JMI project staff on the completion of tasks as outlined in the project scope (Attachment A), b) review and provide feedback about the project deliverables throughout the planning process, c) identify, engage, and seek feedback from the necessary stakeholders across Douglas County to facilitate the development of strategic goals and objectives, and d) assist the CJCC Coordinator and JMI with drafting a strategic plan to present to the CJCC for consideration of adoption in the December 2024 CJCC meeting.

Throughout the planning process, workgroup members must, at minimum, consider:

- CJCC Bylaws, including mission and vision statements
- Include diverse perspectives in plan development (e.g., frontline perspectives from both practitioners and people who have navigated/lived experience, professional knowledge from across the system, cross-section of stakeholders and community representatives)
- The use of available systemwide data and reporting to inform a data-driven strategic plan
- Communication strategies to engage and grow buy-in of stakeholders to participate in activities throughout planning process

Membership:

Members on the Workgroup are selected from the current CJCC membership who represent the various characteristics and perspectives suggested in feedback received.

Members Include:

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| Patrick Schmitz, CEO, Bert Nash Center | Wes Lovett, Police Chief, Eudora |
| Jessica Glendening, Chief Defender, BIDS | James McCabria, Chief District Court Judge |

Responsibilities:

The Workgroup is an ad hoc group of the CJCC tasked with the advisory function of guiding the development process of a three-year strategic plan for consideration by the full CJCC membership.

Workgroup Members agree to:

- Maintain focus on guiding a strategic plan development process that benefits the entire CJCC and the community it serves.
- Advise and hold accountable the CJCC Coordinator, JMI project staff, CJCC members, and stakeholders to completion of the tasks as outlined in the project scope of work. Specifically, support efforts to ensure:
 - o Completed data metric template
 - o Productive focus groups and informative online survey
 - o Useful briefing presentation to ground the strategic planning retreat
 - o Iterative development of the strategic plan
 - o Ongoing communications and other efforts to grow plan buy-in
- Identify, engage, and seek feedback from diverse stakeholders throughout the planning process
- Encourage active participation of stakeholders in completion of planning activities, including surveys, focus groups, and planning retreat
- Adhere to the purpose outlined above and strive to reach decisions through consensus.
- Work collegially with one another and participate in respectful debate and dialogue.
- Select a chairperson to help manage the meetings and serve as workgroup spokesperson.
- Provide expertise and input from their specific discipline.
- Provide feedback, commentary, and ideas promptly, in accordance with deadlines established by Workgroup members.
- Attend all meetings and prepare adequately.
- Actively support communication and other efforts to encourage participation of, relay, and gather information to/from constituents, peers, and colleagues in a timely manner.
- Present updates to and gather feedback from the CJCC throughout the process.

The Workgroup will be supported by the Douglas County Criminal Justice Coordinator with the assistance of staff from the JMI project team. Support Staff will:

- Produce completed deliverables outlined in Attachment A
- Schedule workgroup meetings
- Arrange logistics for meetings (Zoom links, room reservations, etc.)
- Take and disseminate meeting notes
- Prepare and disseminate meeting materials
- Coordinate tasks and assignments
- Assist with meeting facilitation
- Provide workgroup members with technical expertise, examples, best practices, guidance, and other information as needed to help the workgroup meet their goals and deliverables

CJCC Members agree to:

- Provide timely and honest feedback to Workgroup members.
- Ask questions and share feedback with Workgroup members during the process.
- Engage with Workgroup members during this process, even if not present at CJCC meetings when workgroup updates are provided.
- Provide Coordinator relevant data metrics from the template to the extent feasible
- Encourage active and timely participation of stakeholders in the survey and focus groups
- Thoughtfully review the briefing presentation and actively participate in the strategic planning retreat
- Provide timely review and feedback in helping to finalize the strategic plan

Meetings:

It is preferable to hold meetings in person, using a hybrid log-in only for the JMI staff and Workgroup members who are unable to attend in person. Meeting frequency and proposed schedule of topics will be discussed and determined by consensus of the workgroup in its first meeting.

Authorization:

This charter was presented to CJCC membership for review, feedback, and approval in the August 2024 meeting. Per that approval, this Workgroup is chartered and responsible for the tasks above.

Attachment B: Feedback from CJCC Members
Douglas County Criminal Justice Coordinating Council
2025-2027 Strategic Planning Preparation Questions

Part 1: Strategic Planning Group Feedback

The questions in this section seek feedback on the formation of a small group of CJCC members to help guide the strategic planning process. As discussed in the June 26 meeting, this group will not be developing the strategic plan goals and objectives, but rather will help identify and bring together the steps and individuals necessary to complete the process of developing the strategic plan.

1. What perspectives, characteristics, and traits are important for members of this planning group to have?

Experience with successful strategic planning processes as evident by growth in organizations or programming

Understanding of the need to perform environmental scanning to identify key future strategies to address

Analytical skills

Systems thinking

Strong communication skills

Willingness to give and receive honest feedback

The strategic plan needs to be developed by a cross section of CJ system stakeholders, which could include CJ agency staff and community representatives.

A mixture of lived experience, current experiences, and future exploration and improvements.

Diverse perspectives representing several of the different disciplines.

Members need to be decisive and goal oriented to guide the process.

There must be a coordinated approach by all agencies, so everyone is working on the same page to address the same issues.

The committee should have a combination of those who do the work for the court as they have unique perspectives plus members of agencies and the community.

Meetings should be planned and have structure, so time is not wasted.

Data and research are necessary to validate the outcome of ideas.

Institutional/professional knowledge base of status quo with an openness to change

Systems thinkers who can see how processes flow (or don't) from point A to point B
"Frontline" perspectives from both practitioners and people who have navigated the systems

Active listeners who acknowledge there's information and perspectives they don't know yet

2. What are the important deliverables and outcomes that you would like for this group to provide as a result of their work?

Guidance for a strategic planning process that focuses on a few key strategies (no more than 3)

A consultant recommendation to conduct the strategic planning

Specifics about the process (How much time will be required of CJCC members, expectations of participants, involvement or not non-CJCC members and "seconds", process for developing a communication and buy-in plan for the community and partners who may not be represented on CJCC, how will data be used to shape the process)

Creation of a template that provides a clear path/direction for the work of the CJCC.

Data-driven goals and transparent authenticity

Identify areas where we lack data to support our practices and gather information to help inform decisions moving forward.

Look at long term goals for the CJCC and figure out what steps we can take in the short term to reach those goals.

Universal data collection from all stakeholders is collected and used to identify the greatest need, such as fentanyl overdoses, and the CJCC works collaboratively to address these issues.

Resources and funding are maximized and are the funds being used to decrease barriers for justice involved individuals.

Data collection and then action taken on supporting victims throughout the entire judicial process.

Framework for how Douglas County can better assess impacts (positive and negative) of our community's investments and collaborative efforts regarding criminal justice programs, services, and duties

A vision/articulation for how we can actively engage the community at large in helping inform future focus areas that CJCC can work to assess more deeply (This

may look like developing outreach activities such as a robust survey process, focus groups, etc.)

3. Please share any other thoughts or feedback related to the formation of this group and the strategic planning process of the CJCC that may not have been part of your answers in the previous questions.

The process needs to be logical and realistic. Some strategic planning processes are not realistic and therefore get abandoned.

The team needs to be very transparent.

Small and nimble feels like an important principle to apply here

Representative membership also, not just positional professionals

Part 2: System Measures

Thinking about our local justice system, what do you not know that you would like to know? Try not to focus on the feasibility of gathering this information but think more about what information you would ideally like to know about our local system on a regular basis.

Share drug court and behavioral health court data and accomplishments

Progress or not on FTA

Data on the competency processes for those in jail

It would be helpful to have dashboards where interested citizens could see the latest information/data regarding persons being served in the Douglas County criminal justice system.

It would be helpful to have CJCC members and other CJ system experts identify the system measures we want to track. While some jail and PTR data is currently provided, the information isn't current/timely.

More about police interactions with the mentally ill: How much is the CIT team utilized, how effective is it, how often do they lack CIT officers to assist with citizen interactions, what kind of training do regular officers get regarding de-escalation techniques?

Data on successful completion of probation and what barriers there are to successful completion to see where there are ways to better connect probation officers/probationers with resources in the community.

Specialty courts: who is admitted, who is not admitted, and how successful the participants are with the programs. Assess whether the current admissions process is evidence based, start gathering data to assess whether there is a difference in recidivism after 5 years for those who went through a program versus those who had more traditional outcomes.

More about juvenile offenders in the community, how they enter the justice system, and what their long-term prospects for justice involvement look like.

Victim Services: What is the general process a victim goes through from the beginning of a case to the end and how is a victim supported? Who supports the victim? How do agencies and the judicial system support victims and what services are available? Are enough services available?