

Douglas County CJCC 2025-2027 Strategic Plan Overview

Mission: To be an advisory board that provides an open, transparent, and collaborative forum for justice system partners, stakeholders, and community members to come together to share information, problem solve and make evidence-informed recommendations to improve the criminal legal system.

Vision: A just and equitable experience for all, balancing the criminal justice footprint with public safety expectations in Douglas County

Goal: *Create a realistic and actionable strategic plan for the Douglas County Criminal Justice Coordinating Council (CJCC) that supports its mission and vision, including:*

- *Key priority areas for the CJCC to focus on in the coming years*
- *Strategic initiatives with short-, medium-, and long-term goals for each priority area*
- *Action plans to implement the CJCC's strategies effectively*

On the heels of an assessment of the CJCC in relation to national standards for CJCCs and the ensuing revisions to its bylaws, the CJCC set forth to develop its first Strategic Plan. Per national standards, the CJCC undertook several steps to ensure a participatory and data-guided approach to developing its strategic plan, including:

- *A formal workgroup charter to guide strategic planning process and along with CJCC staff and technical assistance provided by the Justice Management Institute*
- *Outreach to the community and the engagement of a wide array of stakeholders in the strategic planning process*
- *The use of system level data to inform plan development*

Data Informing the Strategic Plan includes:*

- *Key Data Template Findings*
- *Key Focus Group Findings*
- *Key Survey Findings*

**For more information regarding the data informing the Strategic Plan please see the 'Briefing Presentation' provided by the Justice Management Institute.*

2025-2027 Strategic Plan Summary

Priority #1 - Enhance Existing System Data Metrics: Collect, analyze, and share data to identify trends, guide strategic discussion, and inform decision making

Goal

- I. *By January 2026, the CJCC will have established a quarterly cycle of system data reporting.*
- II. *By April 2027, the CJCC will have produced two annual reports.*

Objectives

- I. Set Expectations: Create and Convene Data & Technology Committee
- II. Start Measuring: Establish Initial CJCC Systemwide Data Metrics
- III. Decide What Else to Measure: Expand CJCC Systemwide Data Metrics
- IV. Make data metrics understandable: Establish reporting templates
- V. Make data metrics accessible: Produce Standard Reports for the Public

Priority # 2 - Assess and Strengthen Pretrial Processes to Maximize Pretrial Outcomes

Goal

- III. *By December 2026, document the current processes and impacts of pretrial phase decisions, and make recommendations to maximize pretrial outcomes.*

Objectives

- I. Assess what happens in practice and determine where to intervene: Map current practices at each pretrial decision point and identify area(s) in need of intervention
- II. Intervene: Identify and implement specific intervention(s) where needed
- III. Ongoing Jail Population Review: Develop an ongoing process to review the status of detained defendant and safely expedite lengths of stay
- IV. Recommend Improved Pretrial Assessment Practices: Reexamine current pretrial assessment tool and practices to inform improvements

Priority #3 - Improve public safety outcomes by more deliberately providing a continuum of criminal justice program options to intentionally reduce crime-contributing factors.

Goal
By December 2027, the CJCC will analyze the gaps between clients' crime-contributing factors and available services, and issue initial evidence-based recommendations for more intentionally reducing the risk of reoffending.

- Objectives**
- I. Set Expectations: Create and Convene Criminal Justice Programming Committee
 - II. Assess crime-contributing factors: Produce a Risk, Need, Responsivity (RNR) analysis of the justice-involved population within each decision point
 - III. Identify available services: Inventory existing services provided to CJS clients and bring My Resource Connection up to date
 - IV. Identify what RNR factors are/not being met and what to do about it: Complete a gap analysis between RNR profiles and existing services with recommendations for more intentionally reducing crime-contributing factors

Priority #4 – Develop a strategic communications plan

Goal
By October 2025, develop a comprehensive communications plan that outlines how the CJCC will strategically convey information to member agencies, the public, and the media, in a coordinated, consistent, and effective manner.

- Objectives**
- I. Publish and disseminate Strategic Plan
 - II. Develop strategic communications plan
 - III. Intentional and ongoing updated information sharing

Priority Area #1	Enhance Existing System Data Metrics: Collect, analyze, and share data to identify trends, guide strategic discussion, and inform decision making					
Goal	By January 2026, the CJCC will have established a quarterly cycle for reporting system data metrics, including the data use and data sharing agreements necessary to facilitate such reporting. By April 2027, the CJCC will have produced two annual reports.					
Objectives <small>(Measurable Steps Taken to Achieve Goal)</small>	Tactic(s) <small>(Actionable Tasks within Strategies)</small>	Target Start Date	Target Completion Date	Leader(s) <small>(Person or agency responsible)</small>	Resources/ Agencies Needed	Outputs/Deliverables <small>(Things Produced)</small>
I. Create and Convene Data & Technology Committee <i>(Set expectations)</i>	1. Invite and assemble initial committee members	2/11/2025	4/8/2025	CJCC Director and Executive Committee	N/A	<ul style="list-style-type: none"> Initial committee membership Committee charter Committee meeting schedule
	2. Design and approve committee charter	2/11/2025	4/8/2025			
	3. Establish meeting schedule and hold kickoff meeting	4/8/2025	Ongoing			
I. Establish Initial CJCC Systemwide Data Metrics <i>(Start Measuring)</i>	1. Use data template from the strategic planning process to establish regular reporting cycles of existing data tables	4/8/2025	6/10/2025	CJCC Director and Data & Technology Committee	Data Subject Matter Experts (SMEs)	<ul style="list-style-type: none"> Index of existing data tables and reporting cycles Data dictionary Data sharing agreements First and ongoing data collection of initial CJCC Systemwide measures
	2. Develop a data dictionary to include each system data metric, its data source, what it means, what trend lines indicate, and how to calculate it	4/8/2025	7/1/2025			
	3. Identify and complete any necessary data sharing or data use agreements	4/8/2025	6/10/2025			
	4. Begin collecting measures on the identified reporting cycle	7/1/2025	Ongoing			
III. Expand CJCC Systemwide Data Metrics	1. Review the tables that were not initially completed in the data template and prioritize the remaining measures into primary, secondary, and tertiary needs.	7/1/2025	8/31/2025	CJCC Director and Data & Technology Committee	Data SMEs	<ul style="list-style-type: none"> Index of prioritized measures Updated index of data tables and reporting cycles
	2. Starting with the primary measures, work with relevant staff and	9/1/2025	12/31/2025			

<i>(Decide What Else to Measure)</i>	stakeholders to add these at regular reporting intervals,					
	3. Update data dictionary to include the additional measures and update data agreements as necessary	1/1/2026	3/1/2026			<ul style="list-style-type: none"> Updated data dictionary Updated data sharing agreements
	4. Begin collecting expanded measures on the identified reporting cycle	1/1/2026	Ongoing			<ul style="list-style-type: none"> First and ongoing data collection of expanded CJCC Systemwide measures
	5. Repeat steps 2-4 for secondary and tertiary measures.	3/1/2026	Ongoing			<ul style="list-style-type: none"> Same as above
IV. Establish reporting templates <i>(Make data metrics understandable)</i>	1. Develop draft reporting template and identify initial report recipients	1/1/2026	3/31/2026	CJCC Director and Data & Technology Committee	Data SMEs, software/ platform, and stakeholders to provide feedback	<ul style="list-style-type: none"> Draft reporting template Initial index of report recipients First and ongoing report distribution Final quarterly reporting template for public distribution
	2. Distribute initial draft reporting template to recipients	1/1/2026	3/31/2026			
	3. Gather feedback re: ease of understanding and accessibility	1/1/2026	3/31/2026			
	4. Make initial updates to the reporting template/platform based upon feedback and initiate regular reporting	1/1/2026	3/31/2026			
	5. Continue to gather feedback and make subsequent updates based upon expanded metrics	3/1/2026	Ongoing			
	6. Finalize reporting template and publication platform	3/1/2026	3/31/2026			
V. Produce Standard Reports for the Public <i>(Make data metrics accessible)</i>	1. Publish first CJCC quarterly report	1/1/2026	1/31/2026	CJCC Director and Executive Committee	Coordinate with Communication Workgroup	<ul style="list-style-type: none"> First and ongoing quarterly public reports Final and ongoing annual reports
	2. Continue quarterly reporting	4/1/2026	Ongoing			
	3. Publish first CJCC annual report	3/1/2026	4/15/2026			
	4. Continuing annual reports pursuant to the bylaws	4/15/2026	Ongoing			

Priority Area #2	Assess and Strengthen Pretrial Processes to Maximize Pretrial Outcomes					
Goal	By December 2026, document the current processes and impacts of pretrial phase decisions, and make recommendations to maximize pretrial outcomes.					
Objectives (Measurable Steps Taken to Achieve Goal)	Tactic(s) (Actionable Tasks within Strategies)	Target Start Date	Target Completion Date	Leader(s) (Person or agency responsible)	Resources/ Agencies Needed	Outputs/Deliverables (Things Produced)
I. Map current practices at each pretrial decision point and identify area(s) in need of intervention <i>(Assess what happens in practice and determine where to intervene)</i>	1. Gather necessary information to develop a process map of the pretrial phase decision in both Municipal (Law) and District Courts.	12/9/2025	3/31/2026	CJCC Director and Pretrial Services	Relevant Local Pretrial Subject Matter Experts (SMEs) from District and Municipal Courts	<ul style="list-style-type: none"> • Pretrial Process Map • Data measures identified • Areas for intervention identified
	2. At each decision point, establish baseline measures, including what measures are known about that decision point and what measures are not yet known	12/9/2025	3/31/2026			
	3. Present process map, findings, and gaps to CJCC members to determine area(s) for intervention.	4/14/2026	4/14/2026			
II. Identify and implement specific intervention(s) where needed <i>(Intervene)</i>	1. Identify and present to CJCC relevant evidence-based practices to pursue based on areas identified by the CJCC for intervention.	4/14/2026	8/11/2026	CJCC Director and Pretrial Services	Relevant Local Pretrial Subject Matter Experts (SMEs)	<ul style="list-style-type: none"> • Inventory of prospective best practices
	2. Develop and implement a plan for intervention, including procedures to document changes made, and outcomes following implementation.	12/8/2026	3/31/2027			<ul style="list-style-type: none"> • Implementation plan(s) • Documented changes • Outcomes following implementation
III. Develop an ongoing process to review the status of detained defendant and	1. Identify and establish a jail review team to identify potential case processing or other system factors contributing to ongoing detention, include a charter with a clear scope and desired outcomes	1/13/2026	3/31/2026	CJCC Executive Committee	Relevant Local Pretrial Subject Matter	<ul style="list-style-type: none"> • Jail Review Team charter • Meetings and review process established • Documentation and reporting process established

safely expedite lengths of stay <i>(Ongoing Jail Population Reviews)</i>	2. Create and implement review procedures to identify detention status, reasons contributing to continued detention, and opportunities for process improvements to safely reduce unnecessary detention length	5/1/2026	6/30/2026	and CJCC Director	Experts (SMEs)	
	3. Establish and implement procedures to track trends, document changes made to processes, and outcomes achieved	7/1/2026	Ongoing			
IV. Reexamine current pretrial assessment tool and practices to inform improvements <i>(Recommend Improved Pretrial Assessment Practices)</i>	1. Identify and establish stakeholder group to inform and complete the reexamination process.	1/1/2027	2/15/2027	CJCC and Pretrial Services	Pretrial Stakeholder Group Funding for validation study	<ul style="list-style-type: none"> • Examination findings • Summary of options • Recommendations provided
	2. Evaluate options to improve current pretrial risk assessment tool and practices.	2/15/2027	5/31/2027			
	3. Provide recommendations to CJCC for further direction.	8/15/2027	8/15/2027			

Priority Area #3	Improve public safety outcomes by more deliberately providing a continuum of criminal justice program options to intentionally reduce crime-contributing factors.					
Goal	By December 2027, the CJCC will analyze the gaps between clients' crime-contributing factors and available services, and issue initial evidence-based recommendations for more intentionally reducing the risk of reoffending.					
Objectives (Measurable Steps Taken to Achieve Goal)	Tactic(s) (Actionable Tasks within Strategies)	Target Start Date	Target Completion Date	Leader(s) (Person or agency responsible)	Resources/ Agencies Needed	Outputs/Deliverables (Things Produced)
I. Create and Convene Criminal Justice Programming Committee (Set expectations)	<ol style="list-style-type: none"> Invite and assemble initial committee members Design and approve committee charter Establish meeting schedule and hold kickoff meeting 	8/1/2026	9/30/2026	CJCC Executive Committee		<ul style="list-style-type: none"> Initial committee membership Committee charter Committee meeting schedule
II. Produce a Risk, Need, Responsivity (RNR) analysis of the justice-involved population within each decision point (Assess crime-contributing factors)	<ol style="list-style-type: none"> Review research and gather best practice examples for identifying RNR factors and successful approaches to using RNR profiles in program development Gather and analyze RNR data from each data source to the extent feasible Produce a briefing report for the CJCC including effective strategies for identifying and using RNR factors in program development, and the currently available RNR factors present among local clients 	8/1/2026	10/31/2026	Criminal Justice Programming Committee	Relevant Local RNR Subject Matter Experts (SMEs)	<ul style="list-style-type: none"> Summary of research and best practice examples RNR analysis per decision point Briefing report
	11/1/2026	3/1/2027				
	3/1/2027	4/13/2027				
III. Inventory existing services provided to CJS clients and bring My Resource Connection up to date (Identify available services)	<ol style="list-style-type: none"> Develop a tool/survey to gather information about the existing services provided to CJS clients (e.g., eligibility criteria, areas of focus, services, capacity, utilization, cost, etc.) Implement the tool, collect the data, and compile an inventory of existing services provided to CJS clients 	7/1/2026	9/15/2026	Criminal Justice Programming Committee	Relevant Local Service Provider and MyRC Subject Matter Experts (SMEs)	<ul style="list-style-type: none"> Data collection tool Inventory of services MyRC updates

	3. Update My Resource Connection as needed to house the comprehensive inventory of existing services provided to justice-involved clients	1/1/2027	2/26/2027			
IV. Conduct a gap analysis between RNR profiles and existing services with recommendations (Identify what RNR factors are/not being met and what to do about it)	1. Compare RNR profiles to existing services	4/13/2027	9/30/2027	Criminal Justice Programming Committee	Relevant Local RNR and Provider SMEs	<ul style="list-style-type: none"> • Gap analysis report • CJCC presentation and next steps
	2. Produce a report with initial recommendations for narrowing the gaps and more intentionally reducing crime-contributing factors	10/1/2027	12/14/2027			
	3. Present report to the CJCC for discussion and identification of next steps	12/14/2027	12/14/2027	Executive Committee	CJCC Members and County Administration	

Priority Area #4	Develop a strategic communications plan					
Goal	By October 2025, develop a comprehensive communications plan that outlines how the CJCC will strategically convey information to member agencies, the public, and the media, in a coordinated, consistent, and effective manner.					
Objectives (Measurable Steps Taken to Achieve Goal)	Tactic(s) (Actionable Tasks within Strategies)	Target Start Date	Target Completion Date	Leader(s) (Person or agency responsible)	Resources/ Agencies Needed	Outputs/Deliverables (Things Produced)
I. Publish and disseminate Strategic Plan	1. Draft media advisory and identify outlets for dissemination (website, local media, commission meetings, newsletter, etc.)	2/11/2025	4/8/2025	Executive Committee	County and cities Communications SMEs and CJCC members	<ul style="list-style-type: none"> • Media advisory • Website publication • Disseminated to additional outlets as identified
	2. Disseminate the plan as identified	2/11/2025	4/8/2025			
II. Create a strategic communications plan	1. Identify CJCC's communication goals and core messaging principles	4/8/2025	10/14/2025	PIOs, CJCC Director and CJCC member volunteers, including at least one community representative	County and cities Communications SMEs and CJCC members	<ul style="list-style-type: none"> • CJCC Approved Communications strategy including: <ul style="list-style-type: none"> - Materials to be developed - Target populations - Partner organizations - Community organizations - Spaces where CJCC can engage - Outlets/format for outreach
	2. Identify methods of communication outreach and target audiences for outreach	4/8/2025	10/14/2025			
	3. Develop communication strategy for responding to potential crises that arise that impact CJCC member agencies	4/8/2025	10/14/2025			
III. Update the website, provide direct education, and conduct intentional and recurring information sharing	1. Provide CJCC approved materials, including CJCC annual report, bylaws, mission & vision, etc.) prominently on the CJCC website and disseminate through channels determined in the strategic communications plan	2/11/2025	Ongoing	Executive Committee, County PIO, and CJCC Director	County and cities Communications Subject Matter Experts (SMEs) and CJCC Members	<ul style="list-style-type: none"> • CJCC materials posted and disseminated • Communications strategies implemented • Inventory of approved materials • Communications strategy revisions
	2. Gather feedback and continue to revise communications strategy as needed	2/11/2025	Ongoing			