

Assessment of the Douglas County Criminal Justice Coordinating Council

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The Justice Management Institute

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Acknowledgement

The Justice Management Institute would like to thank the Douglas County CJCC members, stakeholders, and community members who participated in interviews and completed the survey. Their insights and perspectives were invaluable for conducting a comprehensive assessment of the Council. We appreciate the time everyone took to openly share their experiences and suggestions for enhancing the CJCC.

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I. Introduction

The Douglas County Manager's Office sought technical assistance from the Justice Management Institute (JMI) to strengthen its Criminal Justice Coordinating Council (CJCC). The Douglas County CJCC was formally established in 2016 by the Board of Douglas County Commissioners. Over the past few years, the CJCC has engaged in several worthy initiatives that include supporting treatment and recovery, lowering the rate of incarceration, and addressing disparate impacts in traffic stops. However, sustaining momentum has been challenging, and the Council may not be reaching its full potential.

JMI is widely recognized as a national expert on CJCCs, and our organization specializes in assisting coordinating councils achieve meaningful results whether new or established. In working with Douglas County, the goal and objectives for the proposed project are as follows:

Goal: For Douglas County to operate a high-performing CJCC that fully utilizes best practices and produces beneficial outcomes for the justice system and county residents.

Objectives: 1) Assess the purpose and structure of the CJCC to ensure it aligns with best practices; and 2) Collaborate with CJCC members to adopt improvements to the CJCC, including the structure of the Council CJCC bylaws (e.g., bylaws).

The above goal and objectives are designed to guide Douglas County through a process that helps reinvigorate and strengthen the CJCC. The process is consensus-driven as JMI works closely with local stakeholders to shape improvements for the Council that are achievable and sustainable.

About the Justice Management Institute

Established as a non-profit in 1993 and headquartered in Arlington, Virginia, JMI provides research, education, training, and technical assistance to advance justice policy and operations nationwide. We tailor our solutions based on each client's unique needs and goals.

JMI is known for creating the National Network of Criminal Justice Coordinating Councils (NNCJCC) with support from the U.S. Bureau of Justice Assistance. This network empowers CJCCs to drive positive change in their local communities and promotes knowledge sharing and innovation in the justice system. (Note: Douglas County joined the NNCJCC as a member in 2022.)

With thirteen years of experience coordinating the NNCJCC, JMI has developed significant expertise to become a trusted resource for assisting jurisdictions in developing effective and productive coordinating councils. In 2023, we proudly partnered with the National Institute of Corrections (NIC) to publish two groundbreaking documents: the National Standards for Criminal Justice Coordinating Councils and Essential Elements for CJCCs. The Douglas County CJCC assessment and recommendations covered in this report align with the information found in those publications.

II. The Douglas County CJCC

Douglas County is located in Northeast Kansas, with a population of approximately 119,000. The county seat is the City of Lawrence, which is home to the University of Kansas. With its large university and close proximity between Kansas City and Topeka, Douglas County has both a small-town feel with a metropolitan atmosphere.

The Douglas County CJCC was formally established in 2016 by the Board of Douglas County Commissioners and its bylaws were updated in 2019. The purpose of the Council is "to provide a working forum to support communication and collaborative coordination between and among key criminal justice system officials, advisory bodies, agencies, departments and community members to promote public health, public safety and an effective, equitable and efficient criminal justice system in our community."

The Council's bylaws state its key values and beliefs:

- Public safety
- Collaboration
- Communication
- Cooperation
- Equitable treatment of all citizens regardless of race, gender, religion, sexual orientation, or economic status
- Improving the lives of persons going through the criminal justice system.

According to the bylaws, the CJCC has 17 voting members:

1. Chief Judge of the Seventh Judicial District
2. Lawrence Municipal Court Judge
3. Douglas County Sheriff
4. Douglas County District Attorney
5. Baldwin City Police Chief
6. Eudora Police Chief
7. University of Kansas Police Chief
8. Lawrence Police Chief
9. Director of Douglas County Criminal Justice Services
10. CEO of Bert Nash (community mental health center)
11. CEO of DCCCA (social and community services non-profit organization)
12. Criminal Defense Attorney
13. Individual with expertise on the intersection of race and criminal justice
14. Douglas County Community member
15. Douglas County Community member
16. Douglas County Community member
17. One former consumer of the criminal justice system

The bylaws also list six non-voting positions on the Council:

1. Douglas County Commissioner
2. Lawrence City Commissioner
3. Douglas County Administrator
4. Douglas County Corrections Re-entry Director

5. Douglas County Director of Behavioral Health Projects
6. Representative from Court Services

III. CJCC Assessment Framework

JMI engaged with Douglas County CJCC participants directly to obtain their perspectives on the Council and to identify their priority areas for the criminal justice system. Information from the members was gathered through an online survey and virtual one-on-one interviews. The goal of the survey and interviews was to develop a full understanding of the challenges that are occurring and to build support among the membership for the Council.

The survey invited approximately 29 CJCC members, staff, and community members to participate, with 15 responses received. Of the respondents, over 85 percent reported CJCC involvement for one year or more, with over half being involved three years or more. Just over 50 percent of respondents serve as members on the CJCC, with the remainder of participants from the community and staff to the CJCC or its members. Of the respondents, 80 percent stated they attended five or more CJCC meetings over the last year. Sixty percent participated in a workgroup or subcommittee within the last year.

JMI offered interviews with each of the CJCC members and any other stakeholders that project leaders identified from September to November of 2023. In total, 16 individuals participated in the interviews. In addition, JMI reviewed numerous historical documents made available via email and the Douglas County CJCC website.

In addition to the interviews, JMI observed CJCC meetings and several of the Council's subcommittee meetings as part of the assessment process. Observations were conducted virtually. JMI then used the information gathered from the historical documents, survey, interviews, and direct observations to compare the structure and practices of the Douglas County CJCC with national standards for coordinating councils. JMI then applied the essential elements assessment tool as the framework for identifying improvements to the organizational structure of Douglas County's CJCC.

The Essential Elements of CJCCs

In 2023, the National Institute of Corrections (NIC) partnered with the Justice Management Institute (JMI) to introduce the National Standards for criminal justice coordinating councils (CJCCs).¹ CJCCs are established bodies of key criminal justice, government, and community stakeholders that convene regularly to identify systemic challenges and work collaboratively to improve the local criminal justice system. The National Standards were created to formalize CJCC best practices and to assist jurisdictions in forming and sustaining productive councils.

The Essential Elements publication is a companion to the National Standards for CJCCs. It captures the essence of the National Standards and creates a construct of essential elements for jurisdictions to consider when developing a CJCC or enhancing an existing CJCC. The essential elements represent the core characteristics of high-performing councils.

¹ Thomas Eberly and Aimee Wickman, *National Standards for Criminal Justice Coordinating Councils* (U.S. Department of Justice, National Institute of Corrections, 2023), NIC Accession #033675.

The essential elements for CJCCs are as follows:

1. **Systemic Focus** – The CJCC takes a systemic approach to coordinating the criminal justice system and is guided by a vision statement and a mission statement.
2. **Participation** – The CJCC has executive-level decision-makers as members, and they actively participate in the Council.
3. **Leadership** – The CJCC has an effective leadership structure that includes officers and an executive committee.
4. **Consensus Building** – The CJCC makes consensus-based decisions and relies on voting for procedural matters.
5. **Organized Meetings** – The CJCC, including committees and workgroups, has structured meetings regularly.
6. **Committees and Workgroups** – The CJCC has standing committees and workgroups that advance the strategic initiatives and work of the Council.
7. **Strategic Planning** – The CJCC has a strategic plan that guides the work of the Council and produces desired outcomes.
8. **Data and Research** – The CJCC produces quantitative and qualitative data on the criminal justice system and uses the data to inform decision-making.
9. **Community Engagement** – The CJCC engages the community by sharing information and by involving the community in the work of the Council.
10. **Director and Staff** – The CJCC has a director and staff who coordinate and advance the Council's strategic initiatives.

A Quick Word on Guiding Principles of CJCCs

The National Standards for CJCCs are based on a set of guiding principles that encapsulate the fundamental precepts of CJCCs. The guiding principles should be the foundation for any council, and, like the National Standards, they are incorporated into the framework of the essential elements. The guiding principles for CJCCs are as follows:

- Create a criminal justice system that is fair, just, and equitable.
- Enhance public safety and trust.
- Think systemically and strategically.
- Communicate and share information.
- Collaborate, build consensus, and share responsibility.
- Use data and research.
- Pursue innovation and evidence-based solutions.
- Maximize existing resources and taxpayer funds.
- Inform and involve the community.
- Include diverse perspectives in all regards.
- Embrace transparency and accountability.

Using the CJCC Essential Elements

Each **essential element** is briefly described in the pages that follow along with its assessment in Douglas County. Accompanying each essential element is a subset of **key factors** that capture the intent of the essential element and the extent of its presence in Douglas County. The key factors should be present for the essential element to be operationalized. The National Standards for CJCCs, specifically the commentary, should be consulted for additional information and context about the essential elements and key factors.

Like the National Standards for CJCCs, the essential elements are model practices for operating robust and productive CJCCs. They are intended to make councils more successful in improving their local criminal justice systems. Full compliance with the essential elements may not be feasible for all jurisdictions; however, this eventuality should not dissuade a jurisdiction from having a CJCC or strengthening an existing one. A jurisdiction should apply the essential elements as best as possible, realizing that the process may be gradual.

What is the CJCC Essential Elements Assessment Tool?

The CJCC essential elements assessment tool is a comprehensive list of all the essential elements and corresponding key factors. It serves as a useful framework for comparing an existing council with the National Standards of CJCCs. By using the tool, a CJCC can discern the extent to which it aligns with characteristics of high-performing councils.

The CJCC essential elements assessment tool is intended to help a council identify potential areas for improvement. However, it may not be feasible for a CJCC to fully comport with every aspect of the National Standards. For example, a CJCC may be required to follow state laws that differ from the National Standards, or a jurisdiction may not have the resources to implement one or more key factors. In such cases, it is essential for the CJCC to apply the National Standards and assessment findings as best as possible, considering the unique circumstances of its jurisdiction. The tool is intended to help the Council achieve the highest level of performance, recognizing that each CJCC's path to success may be different.

In using the essential elements tool, the assessors determined whether the CJCC complies with the key factors listed under each essential element. The assessors then assigned an overall rating for each of the ten essential elements based on the level of compliance. The rating criteria for the key factors and essential element are as follows:

- **Fully compliant** – The CJCC fully comports with the key factor/essential element.
- **Mostly compliant** – The CJCC comports with a majority of the key factor/essential element; the Council deviates from the key factor/essential element, but aspects of the key factor are mostly present.
- **Somewhat compliant** – The CJCC comports with a minority of the key factor/essential element; aspects of the key factor/essential element are somewhat present.
- **Not compliant** – The CJCC does not comport with the key factor/essential element.

When evaluating the CJCC using essential elements assessment tool, we avoid assigning a rating based on binary thinking ("yes" or "no") as it may oversimplify the intent of the assessment. For example, for the key factor "the CJCC has bylaws that outline the systemic purpose and structure of the Council," the assessor does not rate the factor as "fully compliant" simply because the Council has written bylaws present. The assessor reviews the bylaws to ensure that the bylaws meet all the criteria specified in the National Standards to be fully compliant. If, for instance, the Council's bylaws do not define the roles and responsibilities of the CJCC officers or staff, then the CJCC is not "fully compliant" on the key factor (i.e., bylaws) but rather "mostly compliant" or "somewhat compliant" based on the overall level of compliance.

IV. Assessment Findings

In the following pages, JMI will address each essential element as it pertains to the Douglas County CJCC. JMI assessed a rating for each element on key factors being present or not fully present based on information obtained from the interviews, online survey, observations, and provided CJCC materials. Commentary is provided to support the rating assigned.

Systemic Focus		<i>The CJCC takes a systemic approach to coordinating the criminal justice system and is guided by a vision and a mission statement.</i>			
Key factors	Fully Compliant	Mostly Compliant	Somewhat Compliant	Not Compliant	
The CJCC focuses on systemic issues that cross multiple agencies and systems.		X			
The CJCC maximizes system resources and available justice system funding.			X		
The CJCC pursues a system that is fairer and more just and equitable.		X			
The CJCC responds to crises affecting the criminal justice system.			X		
The CJCC has a vision statement and a mission statement that reflect the systemic role of the Council.			X		
The CJCC has bylaws that outline the systemic purpose and structure of the Council.		X			
Overall Ranking for Systemic Focused			X		

Survey Results:

Using a scale of 1 to 10, where 1 represented “strongly disagree” and 10 represented “strongly agree,” respondents gave the CJCC an average rating of 8 when asked if the CJCC focused on cross-agency issues and makes the system more fair, just, and equitable. Respondents provided a slightly lower rating of 7 when asked if the CJCC responds to crises and a 6 when asked whether the CJCC helps maximize system resources and existing system funding.

The CJCC does not have a defined mission and vision, but instead a purpose which is specified in the bylaws. When asked in the survey if this stated purpose accurately reflects the work of the CJCC, nearly every respondent (93 percent) confirmed that it does.

Commentary:

Overall, the Douglas County CJCC is somewhat compliant with taking a systemic approach to the criminal justice system. The bylaws were last updated in 2019. Although the bylaws include a purpose, mission and vision statements are not included as required per National Standards. The purpose of the Council is "to provide a working forum to support communication and collaborative coordination between and among key criminal justice system officials, advisory bodies, agencies, departments and community members to promote public health, public safety and an effective, equitable and efficient criminal justice system in our community."

The Council is mostly compliant with focusing on systemic issues that cross multiple agencies and pursuing a system that is more just, fair, and equitable. It is also readily apparent the CJCC is a well-respected and appreciated council that serves as a good forum for its members to come together and discuss system issues. Over the years, the Council has undertaken numerous efforts to better understand and address system issues.

The Council's efforts to maximize available resources and funding and enact various programs and services are well-intended; however, there is a potential for improvement in its approach. Interviewees noted a lack of clarity in how the CJCC identifies and takes on important issues, and what it is trying to accomplish. When determining issues for the CJCC to address, interviewees noted the CJCC follows the lead of a relevant champion, responds to a complaint that arises, or responds to a study. This often occurs when a CJCC has limited capacity to conduct proactive and systemic analysis of key system trends and does not have a strategic plan. These limitations along with not having vision and mission statements inhibit the Council's ability to identify specific goals and take measured steps toward achieving them. This also makes the Council vulnerable to unclear expectations and risks spending time, money, and effort on initiatives that may not be the most impactful.

There are key components of the bylaws that are not being fully realized such as establishing a strategic plan to be reviewed annually with clear goals, objectives, and priorities. The Council also tends to steer clear of responding to crises, often deferring to the particular entity within the system at the center of a given crisis. While this type of response is not uncommon, the Council would benefit from having more clarity in determining when and how it should intervene in crises.

Participation		<i>The CJCC has executive-level decision-makers as members, and they actively participate in the Council.</i>			
Key factors	Fully Compliant	Mostly Compliant	Somewhat Compliant	Not Compliant	
CJCC membership includes executive-level leadership representing key entities from municipal, county, and state justice agencies.		X			
CJCC membership size is appropriate to fulfill the Council's mission.			X		
CJCC membership includes at least one representative from the community.		X			
CJCC bylaws outline expectations for council members.				X	
CJCC members attend and participate in council meetings regularly; use of proxies and delegates is limited.		X			
The CJCC has a formal process for onboarding new members.			X		
The CJCC's membership list is publicly posted and updated annually.		X			
Overall Ranking for Participation		X			

Survey Results:

Using a scale of 1 to 10, where 1 represented “strongly disagree” and 10 represented “strongly agree,” respondents gave the CJCC an average rating of 7 regarding the members attendance at CJCC meetings and that the membership size is appropriate. The rating (6) was slightly lower among respondents when asked if members actively participate in meetings.

Commentary:

Overall, the Douglas County CJCC is mostly compliant with having executive-level decision-makers as members that actively participate in the Council. Membership is diverse and representative of key entities from across the local system. Its 23 members (17 voting and 6 non-voting members) include key officials within the system, community members appointed by elected Commissioners, a consumer of the system, and an individual with expertise on the intersection of race and criminal justice. Standards indicate the size of the CJCC shall be manageable and appropriate to fulfill its mission. Upon recalibrating the mission of the CJCC, careful consideration should be given to establishing an appropriate configuration of membership. A 23-member CJCC is quite large for a jurisdiction the size of Douglas County. Standards indicate the names and titles of the CJCC members shall be compiled and posted on the jurisdiction’s website and in other appropriate outlets to inform the public. The names of the CJCC members should be reviewed at least annually, and especially after general elections, to account for any changes that may have occurred. The most current list of members available on the website was last updated in 2022. Updating and posting membership should be a routine procedure at a set time each year.

During the assessment process, several hybrid CJCC meetings and online subcommittees meetings were observed. In these meetings, several members were consistently present, and others were not. The use of proxies was limited; however, the extent to which individual members actively participate is not readily

apparent. While roll call is not recorded, video recordings of the meetings are available on the CJCC website which show the participating members on camera. However, it is possible other members are present and off camera, and active participation among those present varies, with some speaking and others remaining silent. Interviewees noted the pros and cons of recording CJCC meetings live on the Zoom platform. On the one hand, they noted it is very convenient if one cannot attend in person and it's helpful for transparency. On the other hand, they thought it can inhibit active participation, minimize the number and type of questions, and dampen the meaningful debate and dialogue necessary to come to consensus on key matters.

The recordings also do not list attendees and there are no meeting minutes. Thus, it is difficult to ascertain attendance and participation patterns. Although the bylaws note members can be removed and replaced for missed meetings, it is unclear if this action has ever been taken. Other than expectations for attendance, the bylaws do not provide clear member expectations. Clear expectations or ground rules for member expectations and responsibilities should be identified in the bylaws and formally reviewed during new member onboarding processes. Currently, there is not a formal onboarding process for new members. Members reported a more informal onboarding process which involves receipt of background documents, meeting with the CJCC Coordinator, and learning over time through experience.

Leadership		<i>The CJCC has an effective leadership structure that includes officers and an executive committee.</i>			
Key factors	Fully Compliant	Mostly Compliant	Somewhat Compliant	Not Compliant	
The CJCC has designated officers from different disciplines.			X		
The CJCC has a fair and transparent process in place to select officers; officers serve set terms.				X	
Officers keep the activities and initiatives of the CJCC and the executive committee on track.			X		
CJCC officers and the executive committee work in consultation with CJCC staff to prepare for CJCC meetings and advance CJCC initiatives.		X			
CJCC bylaws clearly outline appropriate duties and responsibilities of the officers and executive committee.			X		
The executive committee includes CJCC officers and a small fraction of the CJCC membership.				X	
Overall Ranking for Leadership			X		

Survey Results:

Using a scale of 1 to 10, where 1 represented “strongly disagree” and 10 represented “strongly agree,” respondents gave the CJCC an average rating of 5 when asked if there is a transparent process for selecting the chair and vice-chair and if those individuals keep the activities and initiatives of the CJCC on track.

Commentary:

The CJCC is somewhat compliant with having an effective leadership structure that includes officers and an executive committee. Notably, the CJCC has one officer, Chair, and does not have an executive committee. Per the bylaws, the Chair is to be chosen by the majority of the Council annually and there is no term limit. The bylaws also allow the Criminal Justice Coordinator or County Commissioner to lead the meeting in the "unforeseen absence" of the Chair.

The Chair is well-respected and recognized for doing a great job facilitating CJCC meetings. In practice, the same person has been Chair since shortly after the CJCC's inception. Interviewees expressed gratitude for her service noting they are happy she has been willing to do it, and it is a logical choice given the connections between her professional role and the CJCC initiatives.

While voting and responsibilities for the Chair are listed in the bylaws, interview and survey results indicate a lack of clarity in the process for selecting officers and mixed reviews for the Chair's ability to keep the activities and initiatives of the CJCC on track beyond serving as meeting facilitator. Leadership in practice is provided by the CJCC Chair, CJCC Coordinator, and their superior, the County Administrator (non-voting member of the CJCC) along with the appointed County Commissioner.

The consistent person in the Chair position and concentrated leadership under county administration has pros and cons. Members expressed gratitude for the County's support and the services provided by staff. Interviewees also noted the Chair has several bosses at the table which can make it challenging for the Chair to steer initiatives. The County is the foundation upon which the CJCC has been built, funded, and sustained. The CJCC and its initiatives are often seen as led by staff rather than leaders from across the system. However, the years of concentrated leadership within County represent missed opportunities to engage officers from different disciplines in leading the CJCC. The distinction between staff and officers is necessary to ensure that the CJCC has checks and balances and operates as a true collaboration of system stakeholders.

Standards indicate a CJCC shall have officers, chosen from its membership through a written nomination and selection process, who will oversee the Council and lead meetings. At a minimum, two officers shall be selected, either as co-chairs or with one taking the leadership role (i.e., chair) and the other serving as a second-in-command (i.e., vice-chair). The officers of the CJCC shall come from different agencies to equitably distribute power in the Council and allow for different perspectives in leadership. It also helps to rotate leadership among diverse CJCC members over set terms. This can have the added benefit of growing support and champions across a broad array of stakeholders while also balancing out the workload. Many CJCCs follow a process whereby the chairperson is succeeded by the vice-chairperson. The benefit of this approach is that it allows the vice-chairperson time to learn the operation of the CJCC before taking over, which provides for a smoother transition.

Interviewees also noted a need for more direction and leadership from within its membership. Several noted an interest in forming an executive committee to strengthen the CJCC's direction and progress. However, some see it as an added layer that other executives may oppose given the added responsibility.

Serving in a leadership role within the CJCC necessitates making time for it and taking a broader view beyond one's agency and of what is best for the system as a whole.

Executive committees generally oversee the operation and progress of the CJCC and typically include its officers at a minimum. While some jurisdictions also include a small fraction of CJCC membership on the executive committee in addition to the officers, careful consideration must be given to its size. The committee shall not replace or circumvent the role and responsibilities of the CJCC, and it should be small enough to remain nimble.

Interviewees also noted the need for more opportunities for its members to ask questions they may be hesitant to ask, raise concerns more candidly, and take more ownership in problem-solving. Moving forward, the CJCC will need to give serious consideration to the officer and/or executive committee positions needed, how to select these positions, what to expect of these individuals, and how to most creatively balance leadership workload in a manner that is inclusive of diverse perspectives and focused on the system.

Consensus Building		<i>The CJCC makes consensus-based decisions and relies on voting for procedural matters.</i>			
Key factors	Fully Compliant	Mostly Compliant	Somewhat Compliant	Not Compliant	
The CJCC is advisory in nature and relies on consensus for decision-making.			X		
The CJCC discusses matters productively and professionally to find common ground and possible solutions.		X			
CJCC voting is used primarily for procedural matters and when it is required by the CJCC's bylaws or legislative mandate (if applicable).			X		
CJCC bylaws outline the Council's voting procedures.	X				
The CJCC includes the perspective of underrepresented communities when making decisions.			X		
The CJCC has a conflict-of-interest policy.				X	
Overall Ranking for Consensus Building			X		

Survey Results:

Using a scale of 1 to 10, where 1 represented “strongly disagree” and 10 represented “strongly agree,” respondents gave the CJCC an average rating of 6 that consensus is used for decision-making. Respondents had the same average rating (6) that the CJCC includes the perspective of underrepresented communities when making decisions. Respondents gave a higher rating (8) when asked if the CJCC discusses matters productively and professionally.

Commentary:

The CJCC is somewhat compliant in making consensus-based decisions. While CJCCs cannot make decisions or take direct action on any independent entity without the entity's consent, the advisory nature of the CJCC and its membership composition can be highly influential. There is clear guidance in the bylaws for the role of the CJCC and voting procedures. Like most CJCCs, Douglas County's CJCC has no direct authority or power other than the influence derived from its membership. The CJCC is not a governing body and defers to other governing bodies such as the County Commission for funding and policy. Votes are rarely taken. There is also no available written record of votes taken in recent years. Notably, the CJCC stopped taking minutes when it transitioned to virtual meeting recordings.

Over its history, the CJCC has accomplished a great deal with the support of county administration and various champions. To build on past success but with cognizance of its current state, there is a common desire for a more impactful and clearly defined decision-making process. For instance, interviewees noted a lack of understanding of the CJCC's decision-making process, differences in voting and non-voting membership, and an understandable hesitancy by the bench to be part of policy recommendations.

While information is commonly shared and facilitated with productive and professional discussion, the CJCC struggles to problem-solve and turn these discussions into consensus-based solutions or policy recommendations. The level of discussion could be improved to include more engaged dialogue among more of the membership as well as greater inclusion of underrepresented communities. Absent clearer decision-making processes and more effective consensus-building, the CJCC is at risk of missing valuable opportunities to inform policy recommendations and problem-solve.

It is best practice that CJCCs cultivate effective communication and collaboration between justice officials, agencies, and community partners, to create an environment where members support decisions made by the Council outside of the meetings and not engage the media about the CJCC without advanced notice. The ability to nurture trust across CJCC membership can be difficult for many councils, especially given the growing demand for community representation in the meetings and the use of virtual and recorded meeting platforms. Some interviewees in Douglas County noted this phenomenon in the CJCC at times and an interest in building trust and encouraging more open and candid dialogue. Most notably, members would like to see an opportunity for executive-level justice system leaders to engage in meaningful, honest dialogue in a trusting and collaborative manner in order to guide the work of the CJCC.

Organized Meetings		<i>The CJCC, including committees and workgroups, has structured meetings regularly.</i>			
Key factors	Fully Compliant	Mostly Compliant	Somewhat Compliant	Not Compliant	
CJCC meetings are productive and well organized.		X			
The CJCC meets monthly or bimonthly and has a set meeting time and date throughout the year.		X			
The CJCC provides agendas at least three working days before a meeting and 24 hours before an emergency meeting.	X				
CJCC meetings are open to the public and allow time for public comment on the agenda.	X				
Requirements for a quorum are stipulated in the bylaws.	X				
The CJCC produces meeting documentation and posts it on the Council's website.			X		
The CJCC follows open meeting laws.	X				
Overall Ranking for Organized Meetings		X			

Survey Results:

Using a scale of 1 to 10, where 1 represented “strongly disagree” and 10 represented “strongly agree,” respondents gave the CJCC an average rating of 8 regarding the Council meetings being well organized. Respondents gave a slightly lower rating (7) that the meetings are productive.

In a series of survey questions about the time, location, and format of CJCC meetings, nearly all respondents found the day and time of the meetings suitable, just over 70 percent of respondents felt the in-person meeting location was appropriate, and 57 percent prefer in-person meetings while 43 percent prefer a hybrid meeting structure of in-person and virtual. When asked about meeting frequency, 71 percent of respondents felt the Council meets frequently enough to accomplish its purpose.

Commentary:

The CJCC is mostly compliant with organized meetings and has structured meetings regularly. The meetings are well organized with a focus on information sharing. Meetings occur in a hybrid manner with some individuals together in-person and others on Zoom Webinar.

The use of the Zoom webinar feature utilized for CJCC meetings since the COVID pandemic is seen as very convenient. This feature allows meetings to be attended from anywhere and makes the recording widely available. The last segment of each meeting also includes time for brief, formal public comments. However, only those who speak are recorded, roll call is not taken, and the use of the chat feature is restricted.

Interviewees noted a preference for joining in person, particularly for the relationship building advantages that occur in the informal time before and after each meeting. Some interviewees noted the Zoom webinar meeting environment creates a fishbowl that often deters members from speaking and/or taking a position.

While the CJCC meets bimonthly, there is not a set meeting time and date throughout the year available in a single website document or location. Notice of upcoming meetings and agendas are provided in advance of each meeting and available in the main county calendar with more details of what transpired available on the CJCC page. The CJCC's webpage includes past Zoom recordings and documents presented. However, without minutes taken or posted, it is difficult to know the topics discussed, decisions made, next steps agreed upon and/or the extent of member participation unless one takes the time to watch every minute of each recording.

Committees, on the other hand, meet in a typical Zoom meeting platform in which they can interact with one another, most participants are online rather than in person, and there is less formality in terms of who gets to speak and when. For instance, community members are included and welcome to participate in the discussion. Notice of information about committee meetings is available by email, and committee progress is often shared in CJCC meetings.

Committees and Workgroups		<i>The CJCC has standing committees and workgroups that advance the strategic initiatives and work of the Council.</i>			
Key factors	Fully Compliant	Mostly Compliant	Somewhat Compliant	Not Compliant	
The CJCC uses committees and workgroups to advance the work of the Council.		X			
The committees and workgroups have chairpersons appointed by the CJCC.				X	
The committees and workgroups include CJCC members and nonmembers with subject matter expertise, including community members.	X				
Committees and workgroups routinely update the CJCC and the executive committee on their progress.			X		
CJCC staff support the committees and workgroups.	X				
Committees and workgroups produce meeting documentation that is made available to the public.			X		
Overall Ranking for Committees and Workgroups		X			

Survey Results:

Using a scale of 1 to 10, where 1 represented “strongly disagree” and 10 represented “strongly agree,” respondents gave the CJCC an average rating of 7 on the effective use of committees and workgroups to

advance the Council's work. Respondents gave a slightly lower rating (6) that the committees and workgroups routinely update the CJCC on their progress.

When asked about the meeting frequency for workgroups and committees, 57 percent of respondents felt the groups meet frequently enough to accomplish their stated goals.

Commentary:

The CJCC is mostly compliant with having committees that advance the Council's work. Previously, the CJCC has had many accomplishments and established a proven track record of advancing strategic initiatives into standard operations (e.g., pretrial services, treatment and recovery center, etc.). The CJCC currently has three committees to advance its work, including probation violations, failures to appear, and racial disparities. The first two stemmed from recommendations to reduce bookings for failures to appear and probation violations contained in the Vera report commissioned by Justice Matters. The racial disparities committee did not meet as frequently during the assessment process and could not be observed. Several interviewees noted that the latter was struggling with its direction following ongoing analysis of traffic stops. At this time, there are no workgroups.

The observed committees involve members and nonmembers with relevant expertise, including engaged community members and staff. These committees have productive, candid discussions and share information. However, individuals with lived experience are rarely included. Additionally, none of the committees have charters formally outlining the CJCC's expectations, goals and deliverables for them. Meanwhile, leadership in these committees has emerged organically without a formalized process. While interviewees appreciate the open dialogue within these committees, they noted uncertainty around what exactly the committees have accomplished. Interviewees indicated the committees struggled initially to gain momentum and establish structure. Our observations also revealed committees working iteratively to find clarity and direction, with champions starting to stand out as pseudo-chairs. Overall, there is productive collaboration occurring, but greater definition around purpose, membership, leadership and objectives is still needed.

Interviewees noted a desire for more information from the committees on where they stand, what is being debated, goals they are trying to achieve, etc. Without a charter approved by the CJCC with clear expectations and named committee leadership, it is unsurprising that the committees would progress slowly and with uncertain direction. This makes committee meetings vulnerable to proceeding in a circular fashion. For instance, meeting time can be spent reinforcing the notion that current practices are the best they can be, rather than using the time together to advance efforts to achieve a desired result. It can also lead to false, unclear, or unachievable expectations. As one interviewee noted, "Some people treat the CJCC like the Knights Table and there's nothing we cannot do." Instituting a chartering process for committees and workgroups can help establish clearer roles and more transparent expectations that will give direction to the committees while making their efforts more understandable and accessible among members of the committee, the full CJCC, and the broader community. This information should also be posted to the CJCC website.

The committees provide updates at CJCC meetings and document their work, often on meeting slides. Committees have the support of staff who also help to ensure the full CJCC is kept abreast of their efforts. Staff help the committees advance the work between meetings as needed. The committees would benefit from more intentional utilization of staff skills and resources, and possibly create additional workgroups when necessary to complete shorter-term initiatives.

For example, the struggles around data gathering and use represent a significant challenge for the committees. Establishing a workgroup to clarify data needs, methodology, and analysis that will better inform committee efforts could be more efficiently done by smaller groups of subject matter experts outside of committee meetings. In turn, committee meeting time can be better utilized to focus on what the data says and how it can inform the crux of the issue.

Strategic Planning		<i>The CJCC has a strategic plan that guides the work of the Council and produces desired outcomes.</i>			
Key factors	Fully Compliant	Mostly Compliant	Somewhat Compliant	Not Compliant	
The CJCC creates and adopts a data-informed strategic plan every three to five years.			X		
The strategic plan is produced collaboratively by CJCC members and the community.			X		
The strategic plan is specific, measurable, achievable, realistic, and time-bound.				X	
The strategic plan includes short-, medium-, and long-term initiatives.				X	
The strategic plan and related deliverables are reviewed annually and updated as needed by CJCC.				X	
The strategic plan is shared with the public, and progress reports are provided at least annually.				X	
Overall Ranking for Strategic Planning				X	

Survey Results:

Using a scale of 1 to 10, where 1 represented “strongly disagree” and 10 represented “strongly agree,” respondents gave the CJCC an average rating of 5 when asked if a strategic plan guides the work of the Council and that the plan produces desired outcomes. Respondents gave an even lower score (4) when asked if the most recent strategic plan was produced collaboratively by the CJCC and community members.

Commentary:

The CJCC is not compliant with having a strategic plan to guide its work and produce desired outcomes. Currently, the CJCC does not have a strategic plan that guides the work of the Council and to produce desired outcomes. Per the bylaws, the CJCC should have a strategic plan for each year and best practices

recommend a three-to-five-year strategic plan that includes specific, measurable, attainable, relevant, and time-bound (SMART) goals. Strategic planning is a significant area for improvement.

Prior strategic plan development included making the time and space for meaningful discussion such as in an all-day strategic planning retreat. Interviewees with a long history of involvement with the CJCC noted the advantages of retreats as well as the disadvantage of being limited to the perspectives of those that attended.

The latest strategic plan available on the CJCC website is a one-page document outlining seven broad goals with 17 briefly worded strategies for 2019-2022. The extent to which the CJCC accomplished each is unclear. It should also be noted the duration of the plan spanned a period of significant staff transitions with the CJCC Coordinator role vacated and the COVID-19 pandemic.

Once the new coordinator was in place, a planning process for 2023 included various steps to gauge member priorities, including a survey with a low-response rate, and group and individual meetings. Ultimately, the CJCC focused its strategic efforts on the findings and recommendations found in the Vera report commissioned by Justice Matters, including committee efforts to reduce unnecessary jail use due to failures to appear and probation violations while it continued to study traffic stops.

Moving forward, careful consideration should be given to having more comprehensive strategic plan development and implementation efforts. A more comprehensive approach would include quantitative and qualitative indicators of system functioning and community input that will help the CJCC to identify priorities and establish SMART goals upon which progress can be measured. Progress should also be reported in an accountable and transparent manner.

Data and Research		<i>The CJCC produces quantitative and qualitative data on the criminal justice system and uses the data to inform decision-making.</i>			
Key factors	Fully Compliant	Mostly Compliant	Somewhat Compliant	Not Compliant	
The CJCC uses data and research to inform decision-making and pursue evidence-based solutions.		X			
The CJCC collects and analyzes local data to monitor trends and proactively manage the criminal justice system.			X		
The CJCC members and their agencies share pertinent system data with the Council.			X		
The CJCC tracks specific data metrics to determine progress toward strategic goals and objectives.			X		
The CJCC produces an annual systems data report that informs the Council and community.				X	
The CJCC engages independent outside partners to assist with research efforts.		X			
Overall Ranking for Data and Research			X		

Survey Results:

Using a scale of 1 to 10, where 1 represented “strongly disagree” and 10 represented “strongly agree,” respondents gave the CJCC an average rating of 8 when asked if the CJCC uses data and research to inform decision-making. Respondents gave a slightly lower rating (7) to the CJCC collecting and analyzing local data to monitor trends and proactively manage the criminal justice system.

Commentary:

The CJCC is somewhat compliant in its production of quantitative and qualitative data on the criminal justice system. The CJCC has an extensive history of data use and research. A cadre of research reports and weekly dashboards are readily available on its website.

The County has an experienced, full-time data scientist to support the CJCC and other human and behavioral health services. The data scientist is well-respected, has access to various data, and conducts an array of program evaluations. The CJCC also benefits from having a highly experienced coordinator with relevant skills and expertise. Data and research have been noted throughout the observed meetings of the full CJCC and its committees.

Interviewees noted an appreciation for the data and research available and a desire for improvement. At times there can be too much data or not enough useful data. For instance, the weekly dashboards are produced with extracts and are seen as useful for informational purposes. However, they are limited in what they include and not routinely used by the CJCC. There are also parts of the system that do not provide data to the CJCC or have the type of data desired. As is the case with most jurisdictions, the

systems that house the data were not built with analysis in mind, disparate data systems do not talk with one another, and it requires collaborative effort to build routine analysis of system-wide indicators. The CJCC does not produce annual system performance reports that inform the community as is standard in high-functioning CJCCs.

While there have been many program evaluations and research studies, it has been challenging for an evaluation to lead to follow-up action on the findings or recommendations. As one interviewee noted, "We like to admire the data instead of tackling the issues." Another noted the CJCC is "data rich and information poor" and needs to "use problem solving methods to inform our work." Going forward, a significant challenge for the CJCC is to effectively problem-solve issues with data it already has while also growing its data and research capacity with the help of invested subject matter experts.

The CJCC also lacks a comprehensive set of system-wide indicators that are easy to understand. Such indicators could be included in accountable and transparent routine and annual reports that provide an analysis of the state of the system and longer-term trends. For instance, analysis of yearly trends can help pinpoint aspects of the system in need of intervention and help the CJCC to deliberately prioritize strategic initiatives, develop SMART goals, and provide a baseline by which progress can be measured.

Interviewees desire less complicated, detailed analyses and more plain speaking. The inclusion of invested subject matter experts in identifying key data fields, methodology development, and the interpretation of findings is necessary to help ensure the resulting analysis is relevant to what happens in practice. Thus, the CJCC can better understand the implications of the findings, celebrate successes, and take responsibility for corrective action when needed.

Community Engagement		<i>The CJCC engages the community by sharing information and by involving the community in the work of the Council.</i>			
Key factors	Fully Compliant	Mostly Compliant	Somewhat Compliant	Not Compliant	
The CJCC purposefully engages the community and includes the community in decision-making.			X		
The CJCC proactively educates and informs the community about the work of the Council, including progress and challenges.				X	
The CJCC has created a communications plan for conveying information to the public and the media.				X	
The CJCC uses knowledgeable and experienced spokespersons from the Council for community outreach efforts.			X		
The CJCC maintains a website to provide information about, and resources related to, the Council and the criminal justice system.		X			
Overall Ranking for Community Engagement			X		

Survey Results:

Using a scale of 1 to 10, where 1 represented “strongly disagree” and 10 represented “strongly agree,” respondents gave the CJCC an average rating of 6 when asked if the CJCC purposefully engages the community, includes the community in decision-making, and informs the community about the work of the CJCC.

Commentary:

The CJCC somewhat engages the community by sharing information and by involving the community in the work of the Council. There are appointed members of the community on the CJCC, and meetings are open to members of the community. However, the CJCC has not taken proactive steps to inform the community about its work, progress, and challenges, and community engagement has waned in recent years.

While interviewees doubted the average person would know about the CJCC, they also noted that a few community members are routinely involved. For instance, representatives of Justice Matters continue to be actively engaged and routinely participate in public comment periods. A handful of community members also serve on committees. Several noted the CJCC needs to do more to include people who have gone through the system one way or another.

There is an understanding that the CJCC needs to engage the community more intentionally and thoughtfully. As one interviewee noted, the CJCC struggles with proper community engagement and is apprehensive about it. There are mixed views on what “community engagement” entails, whether it is allotting time for public comments, hosting forums and events, offering stipends for committee participation, or building other engagement channels. Another key consideration is assessing the staffing and resources required to sustain higher engagement levels over time. It is essential that the CJCC works through these considerations to adopt a sustainable community engagement approach focused on building trust and participation in the long run. This will ensure engagement efforts are thoughtful, consistent and effective instead of short-lived and haphazard.

Defining what engagement means and allocating proper support to make that happen are vital steps for the CJCC to take. To build a culture of constructive engagement with the community requires actively sharing information, such as trend data, and involving the community in the decision-making process. Doing so helps ensure that the Council's initiatives meet the community's needs and engender community support, making them more effective and sustainable. To achieve this, the CJCC should both inform and involve the community in a clear and structured manner.

Moving forward, the CJCC has opportunities to provide more information to the community about criminal justice initiatives, while also creating openings for greater public involvement in decision-making. For example, as part of its next strategic planning process, the CJCC could commit to integrating robust community engagement throughout. The CJCC can offer the community baseline assessments on system functioning, a summary of key findings and recommendations from prior research, and education on the CJCC's role, recent progress, successes and challenges. By providing various educational resources and

structured dialogue opportunities the public can become informed and provide input into developing and implementing the strategic plan.

Director and Staff – <i>The CJCC has a director and support staff who coordinate the Council and advance the Council's strategies and initiatives.</i>				
Key factors	Fully Compliant	Mostly Compliant	Somewhat Compliant	Not Compliant
The CJCC has a dedicated director who is accountable to the Council's executive committee.			X	
The CJCC director's role is a professional, executive-level position in the organization.		X		
The CJCC director has staff appropriate to support the CJCC's operations.			X	
The CJCC director and staff have job descriptions that clearly articulate the roles and responsibilities of the positions.	X			
The CJCC director and staff have performance reviews commensurate with their job duties; the executive committee contributes to the performance of the director.			X	
Overall Ranking for Director and Staff		X		

Survey Results:

Using a scale of 1 to 10, where 1 represented “strongly disagree” and 10 represented “strongly agree,” respondents gave the CJCC an average rating of 8 for having proper staffing to support and advance the Council’s strategic initiatives. Respondents gave the same rating when asked if the CJCC and staff are responsive to the needs, concerns, and issues expressed by stakeholders.

Commentary:

The CJCC is mostly compliant with having a director and support staff who advance the Council's initiatives. Staff are highly respected, valued, and recognized for their hard work. Interviewees consistently recognized the improvement made before and after the coordinator's position was vacant. Interviewees noted, "It has been night and day since (she) got here." Interviewees noted the importance of having dedicated staff to bring the CJCC together and work on complex issues.

In CJCCs, members honor their primary role in the system and act in their agency's best interests, while CJCC staff are the neutral parties, serving with impartiality and objectivity as the system's caretaker. The CJCC has one fully dedicated position and one partially dedicated position. While both positions support the work of the CJCC and its committees they ultimately report to County Administration rather than an Executive Committee.

The CJCC Coordinator in Douglas County is a senior-level position responsible for strategic leadership in criminal justice policy and programs, oversight of the collection and analysis of data from criminal justice agencies, working closely with elected and appointed criminal justice leaders on criminal justice reform. National Standards indicate the CJCC director shall be a professional, executive-level position. The position must be an elevated leadership role in an organization because of its responsibility to coordinate the criminal justice system through the CJCC and to work across numerous justice agencies and partner systems (e.g., behavioral health, education, social services, and housing). Furthermore, for the position to be effective, the CJCC director must have good standing with elected officials and top administrators. These individuals need to view the CJCC director more as a partner than a subordinate so that the director can assertively yet tactfully advocate for justice system improvements. Ultimately, the lead organizer and facilitator of the Council is the CJCC director. Responsibilities assigned to the CJCC director are typically diverse, complex, and time-consuming. For the Council and CJCC director to be highly effective in reaching goals and objectives, incorporating additional support staff members may be necessary to assist with the Council's operation. When this is the case, CJCC staff should be selected by and accountable to the director without interference from the officers, executive committee or CJCC. This chain of command is necessary to ensure role clarity, decision-making authority, and lines of communication.

The senior data analyst provides support to the CJCC as well as other areas of Douglas County and does not report to the coordinator. The analyst is responsible for collecting and analyzing data for the purpose of identifying opportunities to enhance the efficiency and effectiveness of Douglas County's public safety, human service, public safety and behavioral health system of care. The analyst works with internal and external stakeholders to collect, analyze, and synthesize data to support county and community partner service outcomes and decision making.

Much of the coordinator's time is being spent building relationships and meeting individually with members and stakeholders, observing workflows, coaxing work along in between CJCC meetings, and/or taking on small projects at the behest of individual members. While this approach is generating progress and building relationships in the short-term, if continued long-term it can put the coordinator at risk of burn out and/or competing expectations.

A more holistic approach is suggested to build upon the progress already made. To come into greater compliance with National Standards, the CJCC and its staff would greatly benefit from the CJCC establishing a strategic plan and having the coordinator report to an executive committee. If additional staff are then deemed necessary, the staff should report to the coordinator. These steps would provide for clearer direction and more efficient use of staff resources. They can also help alleviate other concerns voiced by interviewees who noted apprehension that the coordinator cannot do it alone and needs more resources, such as additional CJCC support staff and/or more meaningful involvement of staff from the different member agencies with the support of their executives. These steps can strengthen the CJCC and its capacity to achieve goals set for its committees and workgroups.

V. Summary and Recommendations

Although criminal justice coordinating councils do not have a one-size-fits-all model, the National Standards outline key characteristics likely to improve the operation of councils and their success. The CJCC assessment framework developed by JMI in partnership with NIC encapsulates these research-based elements deemed essential for high performing councils.

In applying this analytic framework to evaluate the Douglas County CJCC, JMI found the Council "mostly compliant" on four essential elements: Participation, Organized Meetings, Committees and Workgroups, and Director and Staff. The Council ranked "somewhat compliant" on System Focus, Leadership, Consensus Building, Data and Research, and Community Engagement, and "not compliant" on Strategic Planning. The table below summarizes the full ratings across each essential element.

CJCC Essential Elements Ratings for Douglas County CJCC	
Essential Element	Overall Rating
Systemic Focus	Somewhat Compliant
Participation	Mostly Compliant
Leadership	Somewhat Compliant
Consensus Building	Somewhat Compliant
Organized Meetings	Mostly Compliant
Committees and Workgroups	Mostly Compliant
Strategic Planning	Not Compliant
Data and Research	Somewhat Compliant
Community Engagement	Somewhat Compliant
Director and Staff	Mostly Compliant

Considering its vacancy and pandemic-driven obstacles, the Douglas County CJCC scored well on the essential elements analysis, demonstrating a solid foundation as a coordinating body. With this baseline now established, the Council is positioned to pursue further alignment with the National Standards and to address identified gaps so that it may reach its full potential.

Based on assessment results, there are three priority areas the CJCC should address expeditiously:

1. **System Focus** – The CJCC needs to establish well-defined vision and mission statements to guide its activities, unify membership, and convey its role to the community.
2. **Leadership** – The CJCC must strengthen its leadership structure to include officers from different disciplines and a small executive committee.
3. **Strategic Planning** – The CJCC needs a data-guided, community-informed strategic plan to guide its work and produce desired outcomes.

Based on the assessment results and guidance from the National Standards, JMI proposes the following recommendations to enhance the effectiveness of the Douglas County CJCC. The first three recommendations specifically address the priority areas noted above.

Recommendation 1: Establish mission and vision statements.

The National Standards recommend vision and mission statements to guide the CJCC's activities, unify membership and convey the CJCC's role to the community. The vision statement should be aspirational and reflect the ideal state the Council desires to achieve. The mission statement should explain the CJCC's purpose and succinctly articulate what it is trying to achieve. Both should be reviewed and assessed periodically to ensure alignment with any major transitions that may occur within the CJCC, local system and/or community. Periodic and intentional review provides a great opportunity to reaffirm commitment to the Council's purpose, particularly in conjunction with strategic plan development and/or bylaw revisions. Revisiting the purpose statement already included in the existing bylaws provides a great place to start.

Recommendation 2: Align the CJCC's leadership structure with National Standards.

The National Standards recommend CJCC officers represent different disciplines and serve renewable set terms. When forming its latest bylaws, Douglas County chose not to have an Executive Committee and limited the number of officers to a single Chair with no term limit. While the existing leadership has provided stability in conjunction with County leadership, rotating chairs and formation of an Executive Committee can energize the Council through fresh perspectives and new ideas. Ultimately, the CJCC must determine the approach that best supports its progress. It is also recommended the CJCC steer clear of designating certain positions as permanent officers.

JMI recommends revising officer and Executive Committee duties to align with the National Standards and better distribute responsibilities. The National Standards outline the following delineated provided duties:

Officers should be responsible for:

1. Presiding over CJCC and Executive Committee meetings;
2. Encouraging members to attend and participate;
3. Finalizing the CJCC meeting agendas;
4. Representing the CJCC at meetings and events, when necessary;
5. Serving as spokesperson for the CJCC to the media and public;
6. Signing official correspondence from the Council;
7. Ensuring representative positions on the Council are filled; and
8. Advocating for the CJCC and its initiatives with funders and decision-makers.

Executive Committee duties should include:

1. Overseeing the operation and progress of the CJCC;
2. Prioritizing CJCC initiatives;
3. Monitoring council endeavors, including the work of committees and workgroups;
4. Advising the CJCC officers;
5. Identifying nominees for officer and representative member positions through a transparent and fair process;
6. Ensuring the bylaws and strategic plan are updated;
7. Drafting the agenda for CJCC meetings and ensuring matters are ready for council meetings;

8. Selecting the CJCC director;
9. Providing direction to the CJCC director; and
10. Contributing to the performance evaluations of the CJCC director.

Implementing more balanced leadership roles aligned to the National Standards can strengthen council governance and functionality. It also enables the CJCC to leverage more perspectives and reduces officer and executive committee member workloads. Careful thought should be given to the size of the executive committee to ensure it can be nimble, efficient, and provide timely direction to staff. While CJCC staff work diligently behind the scenes to advance the CJCC and its initiatives, guidance and direction from CJCC officers and the CJCC executive committee are essential. While it is not the role of staff to lead the Council, the working partnership among staff and CJCC leadership are vital to achieving the goals of the CJCC.

Recommendation 3: Recalibrate CJCC membership and clarify member expectations.

CJCC membership should align with the Council's vision and mission, as well as the jurisdiction's size. Most importantly, membership should actively engage key local criminal justice decision-makers and authentic community engagement. Participation from high-level leaders across the system is indispensable for the CJCC to achieve its goals. Without consistent attendance from these influential decision-makers, others may also discontinue their own involvement. Therefore, a primary CJCC expectation should be that executive stakeholders consistently participate.

The CJCC should also aim for an equitable balance in membership and avoid overrepresenting any particular group. This balanced approach will help ensure all entities have equal involvement in council discussions and decision-making authority. Typically, limiting entities to a single representative seat, regardless of identical titles, can keep the CJCC a manageable size and prevent any one discipline from dominating.

Additionally, many CJCCs outline clear responsibilities and duties for all members, rather than for individuals. These membership expectations often include meeting attendance, open communication, collaboration, shared responsibility, data-driven choices, consensus-building, and providing direction to committees and workgroups.

Recommendation 3.1: Implement a formal onboarding process for new CJCC members.

Onboarding new CJCC members is critical for council success, engagement and retention. A formal onboarding process makes a favorable first impression while acquainting members with operations, expectations and other members.

To ensure effective onboarding, CJCC officers and staff should personally welcome each new member. They should provide an orientation packet covering foundational documents like bylaws, vision/mission statements, strategic plans, annual reports, membership rosters, recent meeting materials, etc. The CJCC should also announce new members publicly through social media and personal introductions at council meetings.

Additionally, check-in meetings at six months provide opportunities for new member feedback on both onboarding and general council operations. New members may offer useful suggestions for improvement that can bolster satisfaction. Following up also demonstrates the CJCC's commitment to member perspectives and council excellence. An onboarding process that thoroughly integrates new members sets the foundation for their meaningful contributions and long-term participation.

Recommendation 4: Institute a chartering process to guide committees and workgroups consistent with National Standards.

The CJCC shall form committees to work on complex problems that are ongoing in nature and align with the CJCC's priorities. When establishing a committee, the CJCC should formally define the committee's goals, objectives, officers and members in writing. Each committee should then work towards these predefined goals and objectives, developing potential solutions to present to the full CJCC. On an ongoing basis, the CJCC should provide guidance and direction to the committee while supporting implementation of any approved solutions. Additionally, the executive committee should monitor each committee to ensure they are meeting consistently and operating effectively.

On an annual or biannual basis, the CJCC should review all active committees to determine if any changes in structure, focus or need are necessary. Unless legally required, committee meetings can have less formality than full council meetings. Voting should be limited to procedural issues, with key decisions reserved for the full CJCC. Each committee meeting should adhere to a clear agenda, with notes taken to record pertinent discussion details, action items and next steps. This information should be readily available to the CJCC in a transparent manner.

Delegating to committees and workgroups is an effective approach for advancing the CJCC's goals. In addition to committees, ad hoc workgroups can provide a narrower focus on specific short-term issues or tasks before disbanding upon completion. Using workgroups also prevents excessive meeting times spent discussing items needing additional research or development first. Similar to committees, workgroups should have defined goals and objectives set by the CJCC. While workgroup meetings can be more casual, agendas and records should still document relevant discussion points, action items and next steps for consistency. Between committees and workgroups, issues can be thoroughly examined at appropriate depths to bring well-developed recommendations before the full council.

Using a standardized process for documenting committee and workgroup efforts can also help the CJCC to better communicate clear expectations for these groups. This documentation should cover each group's purpose, leadership, membership, goals/objectives and current status. Maintaining up-to-date documentation for each of the committees and workgroups on the CJCC website can also further promote transparency and accountability while growing public trust in and understanding of the CJCC's continuous improvement processes.

Recommendation 5: Transition meetings of the full CJCC back to in-person meetings with meeting minutes.

The primary purpose of a CJCC is to improve communication and collaboration among executive-level leaders to improve the criminal justice system. To ensure that this objective is met, the CJCC should meet

regularly, at least every other month which it does. These scheduled meetings give leaders and agencies an opportunity to be kept up to date on emerging issues in the criminal justice system and time to work together to tackle shared challenges. Furthermore, regular meetings can help the Council to maintain momentum and manage initiatives more effectively. While the hybrid meetings are working well for committees, it has had a stifling impact on consensus and trust building in the meetings of the full CJCC and should be reverted back to meeting in-person.

The time, dates, and locations of CJCC meetings should take into consideration the commitments of its members, as well as the need to reduce barriers to participation by members of the community. A recurring time every other month is recommended. The annual schedule of meetings should also be posted on the CJCC website. Meeting in person six times a year is a reasonable expectation for CJCC members.

The every-other-month schedule that has been working well for Douglas County should continue. This will also create the time and space for an executive committee to form and meet in the intervening months. A small and nimble executive committee meeting in the intervening months will help keep the Council's initiatives on track while also giving the committees and workgroups ample time between meetings to advance their work.

The CJCC shall produce meeting documentation to record what occurred during meetings. The meeting documentation shall include the date and time of the meeting and who was present. Documenting meetings is necessary for a variety of purposes that include the following:

- 1) maintaining a record on matters discussed;
- 2) identifying meeting participants;
- 3) sustaining momentum from meeting to meeting;
- 4) capturing decisions, assignments, and action items;
- 5) acknowledging contributions of members;
- 6) providing information to members who were unable to attend;
- 7) increasing transparency and public trust; and
- 8) providing a reference point for future meetings.

Meeting documents from the previous meeting shall be formally reviewed by members at the beginning of the meeting. Members should be allowed to make amendments to the meeting documentation, if necessary, and a vote to accept the meeting documentation should occur. Once approved, the meeting documentation shall be posted for council members and the public to view, ideally on the CJCC's webpage.

Recommendation 6: Adopt an achievable strategic plan and focus on producing outcomes.

The CJCC needs a three-year plan focused on achievable goals. The plan's initiatives associated should be a mix of short-, medium-, and long-term objectives that apply S.M.A.R.T criteria (Specific, Measurable, Achievable, Relevant, and Time bound) and incorporate community and lived experience input.

Once adopted, the initiatives should become the fundamental work of the Council. The Council may still address new business, but the officers, Executive Committee, and staff must make a concerted effort to

deliver on the strategies. This includes doing a yearly in-depth review of the strategic plan and adjusting as needed.

The finalized plan should be publicly shared and made accessible on the CJCC webpage so that the community is aware of the Council's vision for improving the justice system. Openly conveying priorities and objectives also heightens transparency and accountability between the Council and residents. To that end, the CJCC should issue annual reports demonstrating progress on meeting how it is performing goals.

Recommendation 6.1: Include performance measures in the new strategic plan.

The new strategic plan should incorporate performance measures – metrics that quantify progress toward specific objectives. Well-designed measures effectively gauge if initiatives are being implemented successfully and yielding intended outcomes, or if course corrections are needed.

For each initiative, the CJCC should identify 2-3 key indicators per initiative that provide actionable insights. These should demonstrate what success looks like for priority areas while keeping data collection feasible given bandwidth.

For example, if an initiative aims "to reduce recidivism among participants in the familiar faces program," performance measures could include:

- Recidivism rate within 1 year of program completion.
- Percent completing all program milestones.
- Number connected to community resources.

Tying performance measures tightly to goals and objectives and regularly reporting results to stakeholders will enhance data-driven decision making, transparency, and accountability. Periodic reporting also provides opportunities to celebrate wins when targets are met or prompt problem-solving if falling short.

Recommendation 7: Utilize meaningful system data.

Despite the volumes of data and research available to the CJCC, the Council struggles to use data and information to continually improve the system's effectiveness and efficiency. Leveraging data and research is critical for understanding topics, problem-solving issues, and making informed decisions. Furthermore, data can identify needs, reduce risk, reveal cost saving, and strengthen messaging.

A key responsibility of the Council and Executive Committee should be gathering and analyzing system data to monitor workload volume and trends within and across agencies. As standard practice, the CJCC should generate statistical reports derived from agency data (e.g., calls for service, arrests, cases filed, cases disposed) and use this information to proactively evaluate the system and identify issues early.

The CJCC should consider adopting performance indicators beyond those it already tracks – measures that capture progress toward the vision/mission and serve as alerts to potential issues. They are similar in concept to how a car's dashboard informs the driver about important aspects of their car's performance. In the case of a CJCC, the performance indicators touch on key data metrics that indicate how the

criminal justice is performing in important areas. For example, the table below shows sample criminal justice performance indicators.

Producing data reports for the Council is typically the responsibility of CJCC staff but requires agencies willingness to share high-level data with the Council. Many CJCCs adopt a memorandum of understanding, drafted by a workgroup, that outlines expectations for providing and utilizing the data.

Example: Key Performance Indicators for a CJCC to Track	
Performance Indicator	Calculation Methodology
Violent Crime Clearance Rate	Number of violent offenses cleared divided by total number of violent offenses reported
Violent Crime Prevention Rate ^[1]	Number of violent cases filed by prosecution divided by number of violent crimes referred for prosecution
Pretrial Release Rate ^[2]	Number of defendants who are booked into jail and released within 24 hours of initial appearance divided by total number of defendants booked into jail with initial appearance
Time to Disposition- Misdemeanor ^[3]	Number of misdemeanor cases disposed within 180 days divided by total number of misdemeanor cases disposed
Time to Disposition- Felony ^[4]	Number of felony cases disposed within 365 days divided by total number of felony cases disposed
Case Clearance Rate-Superior Court ^[5]	Number of criminal cases disposed divided by number of criminal cases filed
Serious Offenders Incarceration Rate	Number of incarceration sentences issued for first- or second-degree felonies divided by total number of first- and second-degree felony sentences
Jail Population Safety Rate	Number of days jail population is at or below 80% of design capacity divided by total number of days in month
Probation Revocation Rate	Number of probation revocations divided by number of active probationers
Recidivism Rate- Misdemeanor and Felony	Number of individuals with one or more new charges within two years of discharge from jail divided by total number of individuals discharged from jail

Recommendation 8: Intentionally inform and engage the community.

Community engagement should be a CJCC cornerstone. The CJCC should actively involve residents in identifying priorities, developing strategies, and implementing solutions. Including community members as partners in decision-making makes the CJCC more likely to generate critical public support and advocacy for its work.

Engagement options go beyond making time for public comment or adding one or more community representatives to the Council itself. Focus groups, issue-oriented workshops, forums/open houses, structured dialogues, community surveys, and involving community members on committees offer additional strategies.

Cultivating meaningful community participation should be a primary duty of the CJCC Coordinator with the help of support staff as needed. The coordinator should educate residents on council activities to

promote transparency. In approaching community outreach, the CJCC should seek to build a relationship with the local media to amplify messaging about the Council, system trends, progress and/or challenges. The local media can be a useful mechanism for increasing the community's knowledge of the CJCC and the Council's efforts to improve the criminal justice system.

Another effective approach is to actively maintain CJCC webpages and social media using accessible language explaining the Council's purpose, current initiatives, progress, and challenges. It also helps to establish a consistent schedule of recurring opportunities to inform and engage the community. For instance:

- 1) Announcing the roster of members annually,
- 2) Announcing new members,
- 3) Announcing the annual schedule of full CJCC meetings,
- 4) Publishing an annual report,
- 5) Hosting an event, and/or
- 6) Inviting the public to various forums or other engagement opportunities

Recommendation 8.1. Develop a communication plan.

The CJCC should develop a comprehensive communication plan that outlines how the Council will strategically convey information to the public and media. The plan should include the CJCC's communication goals, core messaging principles, methods for communication outreach, and target audiences.

The CJCC should be intentional and strategic about sharing information with these sources, with these objectives in mind:

- 1) heightening awareness,
- 2) increasing engagement,
- 3) providing access,
- 4) enhancing transparency,
- 5) reinforcing credibility,
- 6) educating the public, and
- 7) fostering trust.

Through its communication plan, the CJCC can ensure that the community is informed about their efforts and that their message is heard. In turn, when the CJCC is prepared for more in-depth community engagement, it should not be the first time someone is hearing about the CJCC's existence.

The communication plan should also include a strategy for responding to any potential crises that may arise. The plan should be designed to ensure the Council's message is coordinated, consistent, and effectively communicated to the public.

Recommendation 9: Modify the bylaws.

The CJCC should modify the bylaws to reflect any changes that emerge from implementing the recommendations. As a general rule, the bylaws should be reviewed periodically to ensure they accurately reflect the purpose, structure, and procedures. Once changes are adopted per bylaw rules, members should be provided with hard copies, and an electronic version should be posted on the Council’s webpage.

In closing, while the assessment identified areas for improvement, it also confirmed the Douglas County CJCC possesses a meaningful foundation to build upon. By embracing guidance from the National Standards, the Council can address operational gaps to enhance performance. The recommendations outlined offer an achievable roadmap for strengthening the CJCC’s direction and equipping the Council to quickly gain momentum in the upcoming year.

Summary of Recommendations	
Recommendation 1	Establish mission and vision statements.
Recommendation 2	Align the CJCC’s leadership structure with National Standards.
Recommendation 3	Recalibrate CJCC membership and clarify member expectations.
Recommendation 3.1	Implement a formal onboarding process for new CJCC members.
Recommendation 4	Institute a chartering process to guide committees and workgroups consistent with National Standards.
Recommendation 5	Transition meetings of the full CJCC back to in-person meetings with meeting minutes.
Recommendation 6	Adopt an achievable strategic plan and focus on producing outcomes.
Recommendation 6.1	Include performance measures in the new strategic plan.
Recommendation 7	Utilize meaningful system data.
Recommendation 8	Intentionally inform and engage the community.
Recommendation 8.1	Develop a communication plan.
Recommendation 9	Modify the bylaws.

^[1] Source: www.prosecutorialperformanceindicators.org

^[2] Source: www.nicic.gov

^[3] Source: www.courttools.org

^[4] Source: *ibid.*

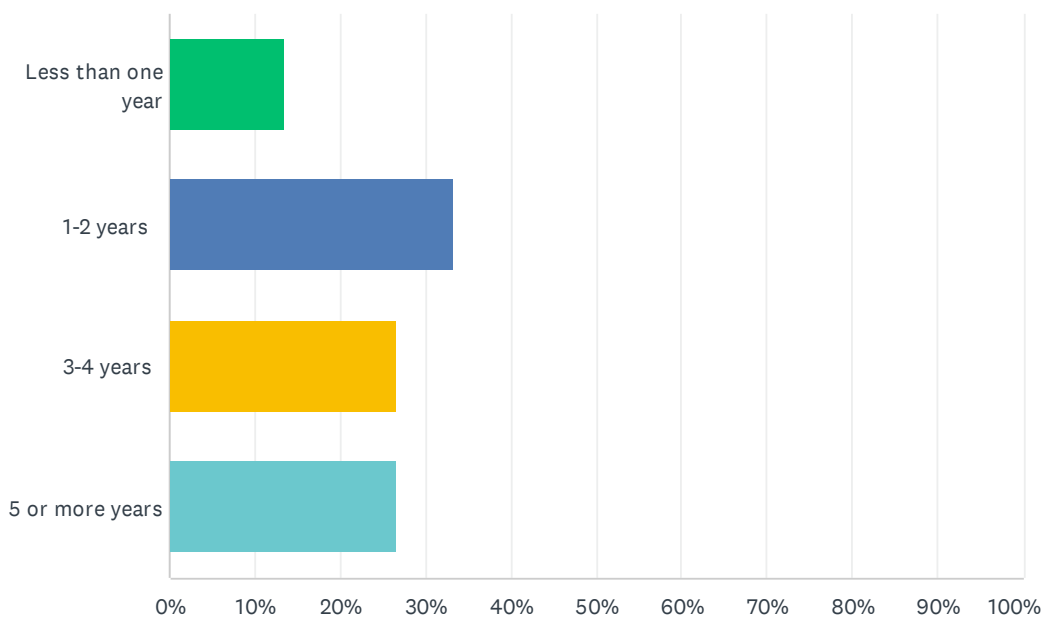
^[5] Source: www.courttools.org

VI. Appendix A: CJCC Member Survey Results

DRAFT

Q1 How long have you been involved with the CJCC:

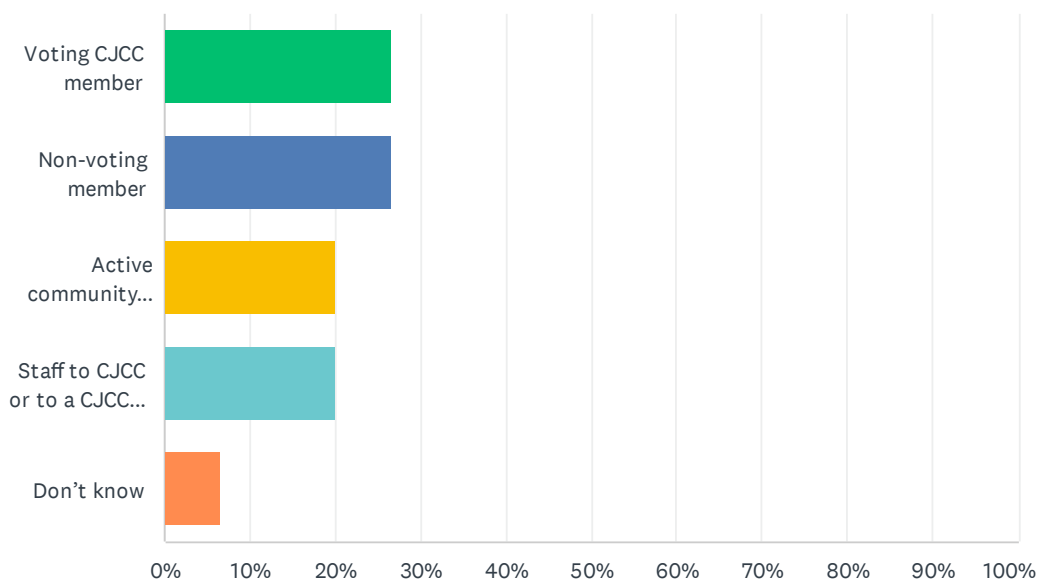
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES
Less than one year	13.33% 2
1-2 years	33.33% 5
3-4 years	26.67% 4
5 or more years	26.67% 4
TOTAL	15

Q2 What is your involvement with the CJCC:

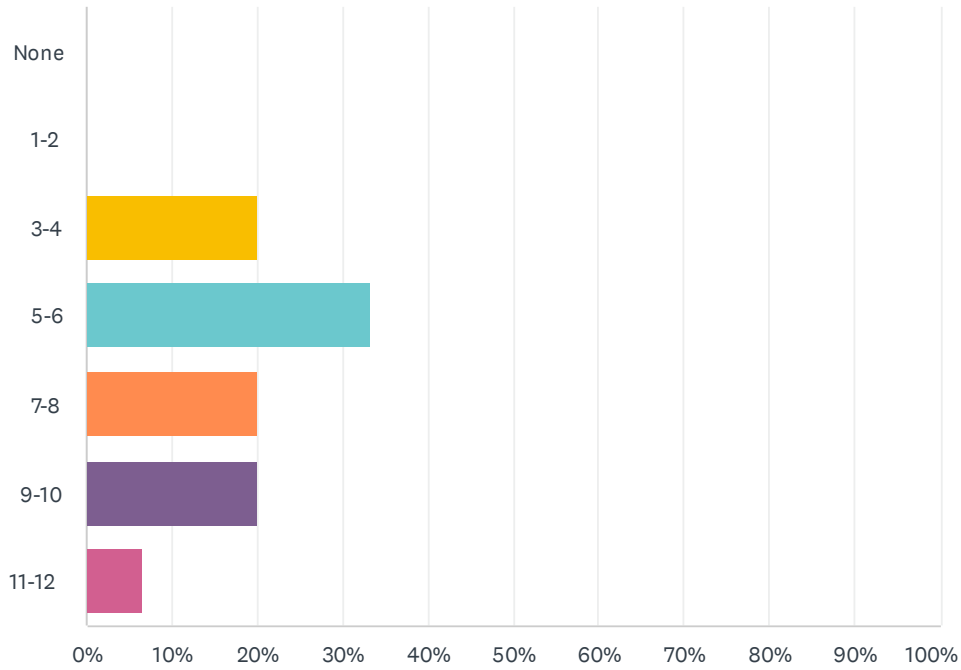
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Voting CJCC member	26.67%	4
Non-voting member	26.67%	4
Active community participant	20.00%	3
Staff to CJCC or to a CJCC member	20.00%	3
Don't know	6.67%	1
TOTAL		15

Q3 How many meetings of the full CJCC did you attend in the past year:

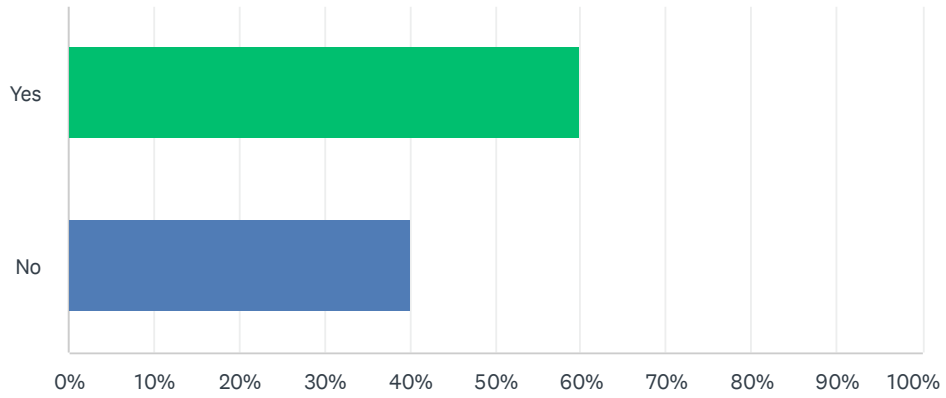
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
None	0.00%	0
1-2	0.00%	0
3-4	20.00%	3
5-6	33.33%	5
7-8	20.00%	3
9-10	20.00%	3
11-12	6.67%	1
TOTAL		15

Q4 Did you participate in any CJCC workgroups or subcommittees in the past year?

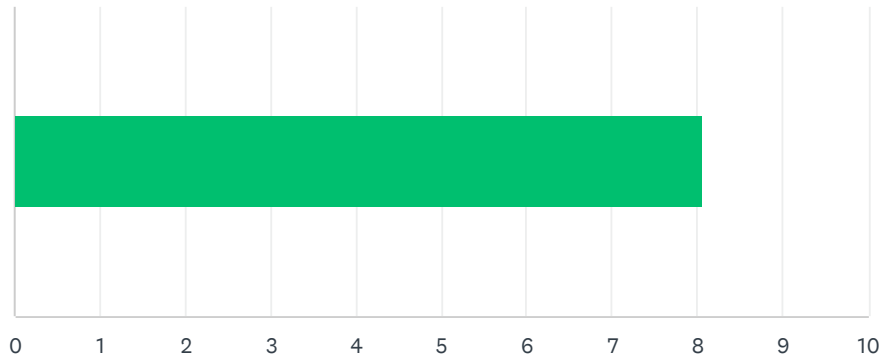
Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	60.00%	9
No	40.00%	6
TOTAL		15

Q5 The CJCC focuses on issues that cross multiple agencies.

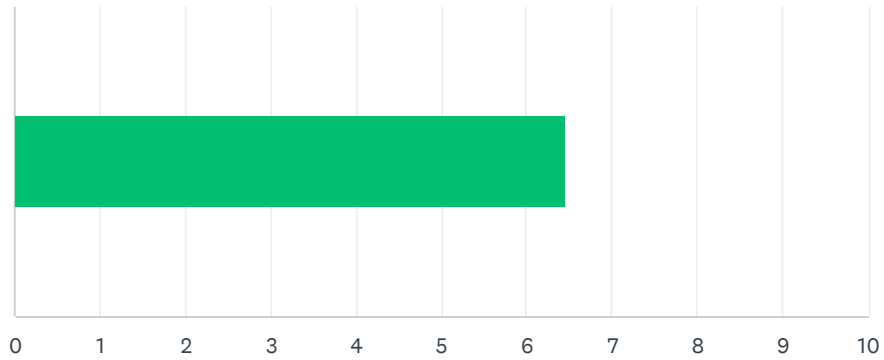
Answered: 15 Skipped: 0



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	8	121	15
Total Respondents: 15			

Q6 The CJCC helps maximize system resources.

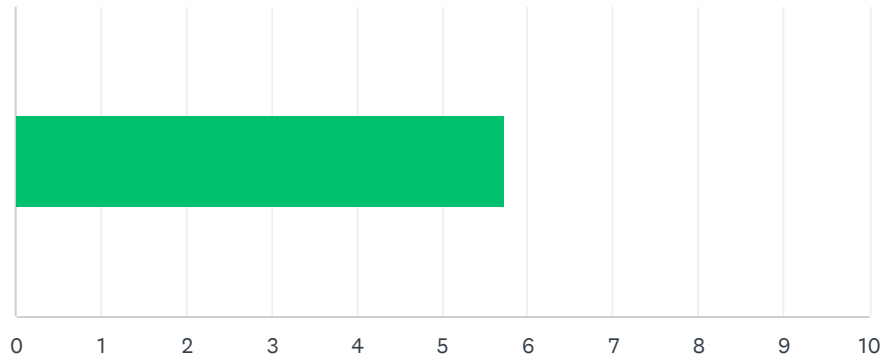
Answered: 15 Skipped: 0



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	6	97	15
Total Respondents: 15			

Q7 The CJCC helps maximize existing system funding.

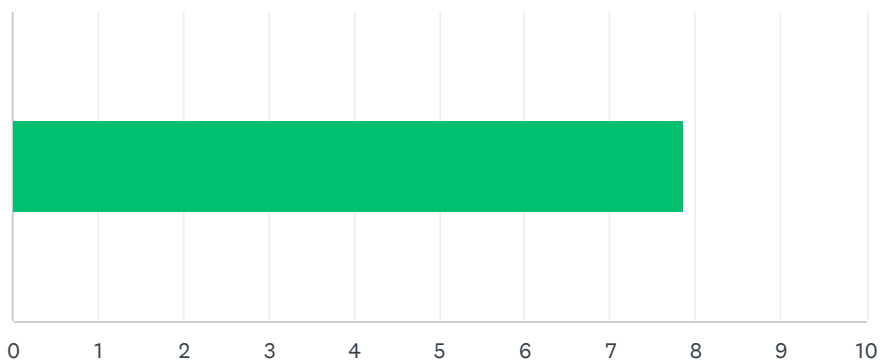
Answered: 15 Skipped: 0



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	6	86	15
Total Respondents: 15			

Q8 The CJCC pursues a system that is fairer, more just, and equitable.

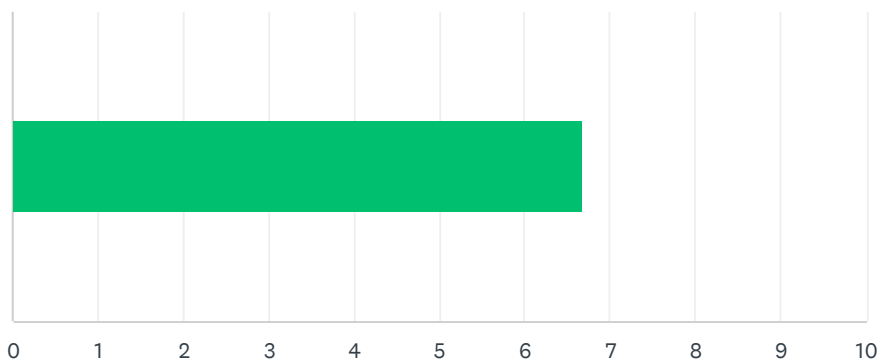
Answered: 15 Skipped: 0



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	8	118	15
Total Respondents: 15			

Q9 The CJCC responds to crises affecting the criminal justice system.

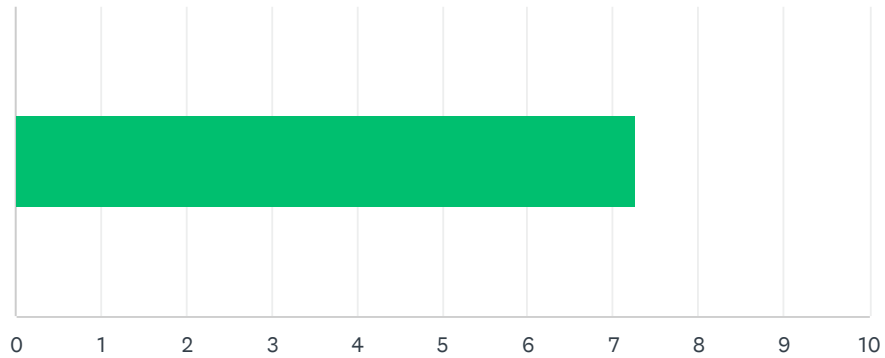
Answered: 15 Skipped: 0



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	7	100	15
Total Respondents: 15			

Q10 The CJCC membership size is appropriate to fulfill the council's mission.

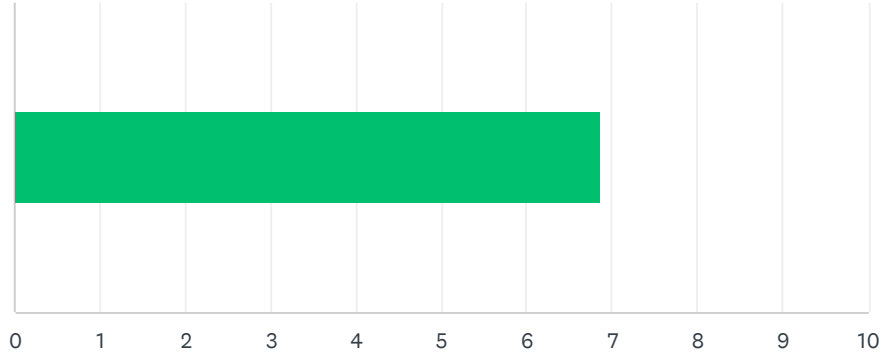
Answered: 15 Skipped: 0



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	7	109	15
Total Respondents: 15			

Q11 CJCC members attend council meetings regularly; use of proxies or delegates is limited.

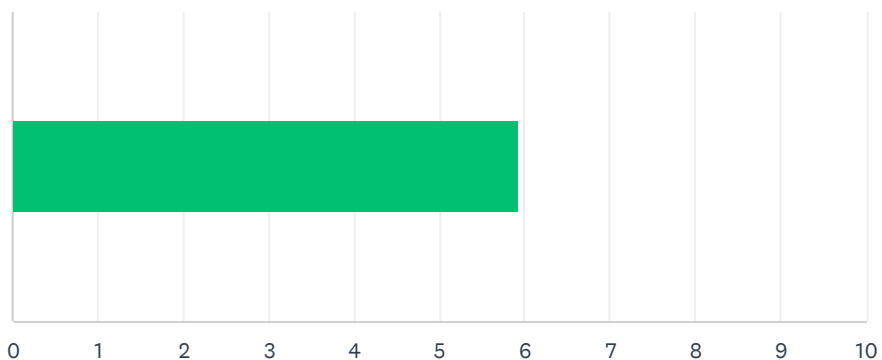
Answered: 15 Skipped: 0



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	7	103	15
Total Respondents: 15			

Q12 CJCC members actively participate in council meetings.

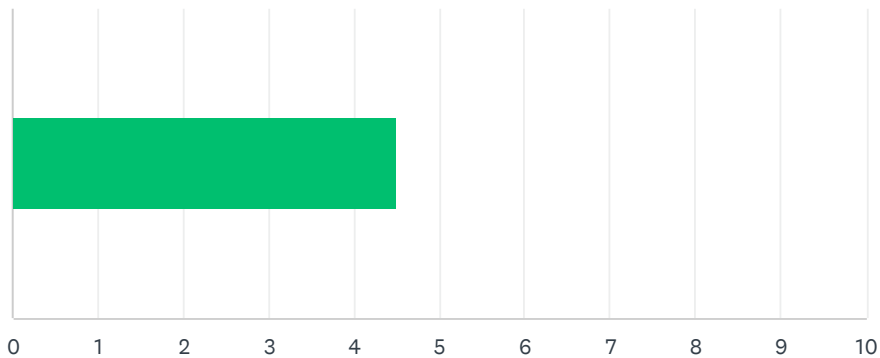
Answered: 15 Skipped: 0



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	6	89	15
Total Respondents: 15			

Q13 The CJCC has a fair and transparent process for selecting the chair and vice-chair.

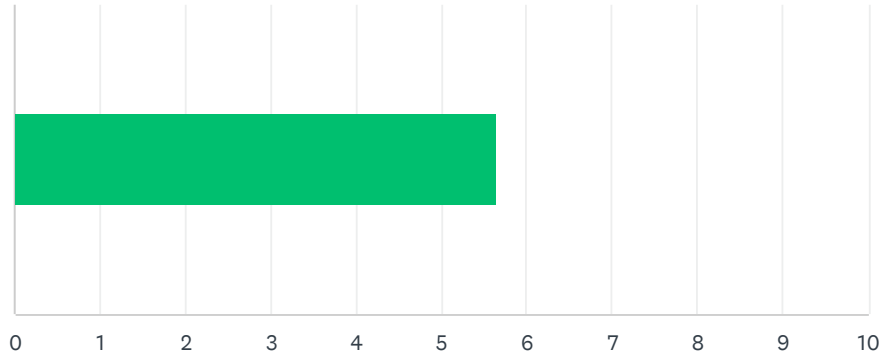
Answered: 14 Skipped: 1



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	5	63	14
Total Respondents: 14			

Q14 The chair and vice-chair keep the activities and initiatives of the CJCC on track.

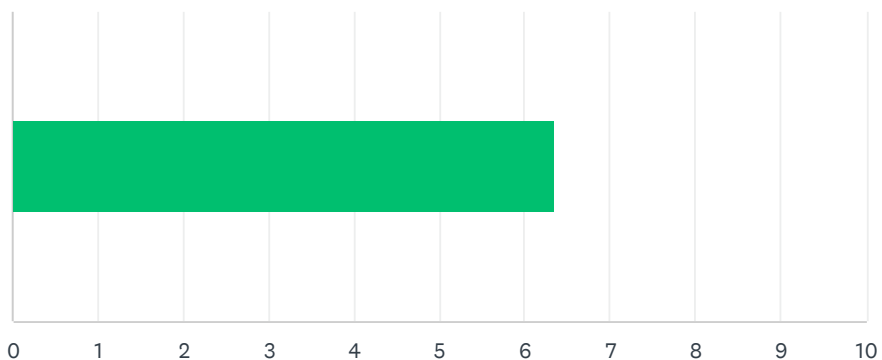
Answered: 14 Skipped: 1



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	6	79	14
Total Respondents: 14			

Q15 The CJCC relies on consensus for decision-making.

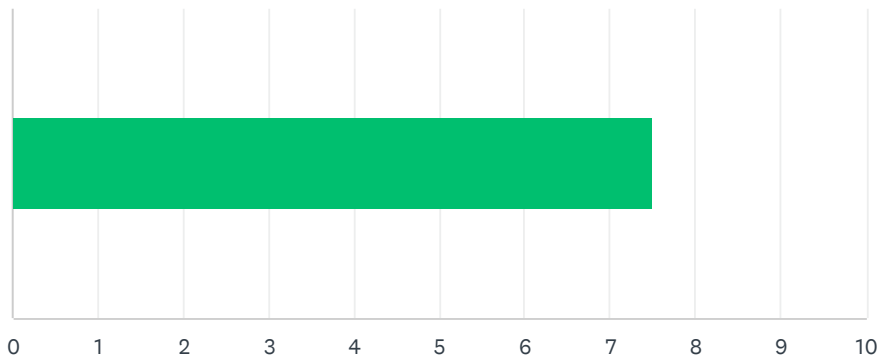
Answered: 14 Skipped: 1



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	6	89	14
Total Respondents: 14			

Q16 The CJCC discusses matters productively and professionally to find common ground and possible solutions.

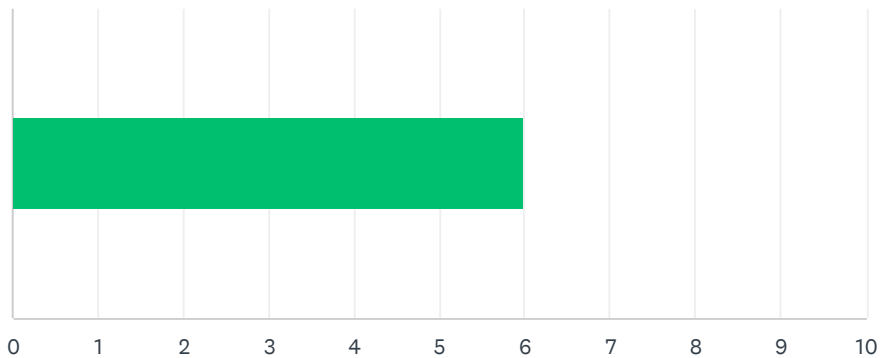
Answered: 14 Skipped: 1



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	8	105	14
Total Respondents: 14			

Q17 The CJCC includes the perspective of underrepresented communities when making decisions.

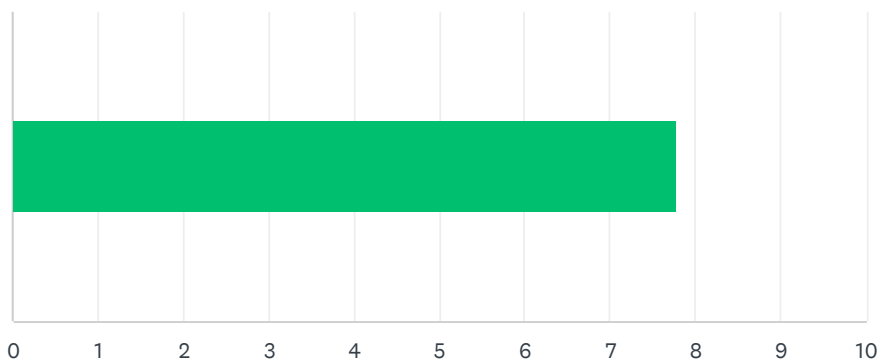
Answered: 14 Skipped: 1



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	6	84	14
Total Respondents: 14			

Q18 The CJCC meetings are well organized.

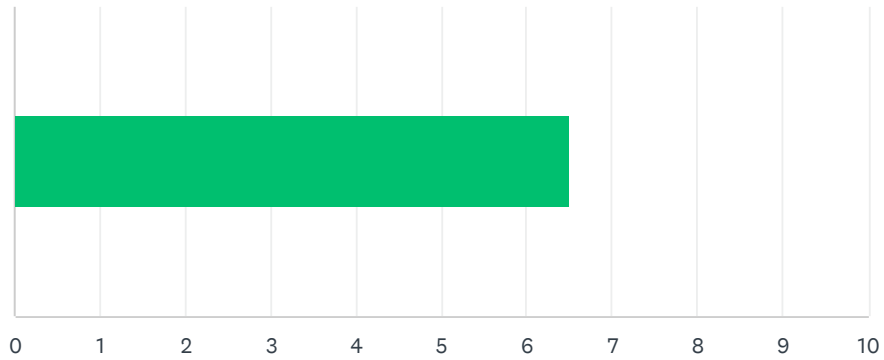
Answered: 14 Skipped: 1



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	8	109	14
Total Respondents: 14			

Q19 The CJCC meetings are productive.

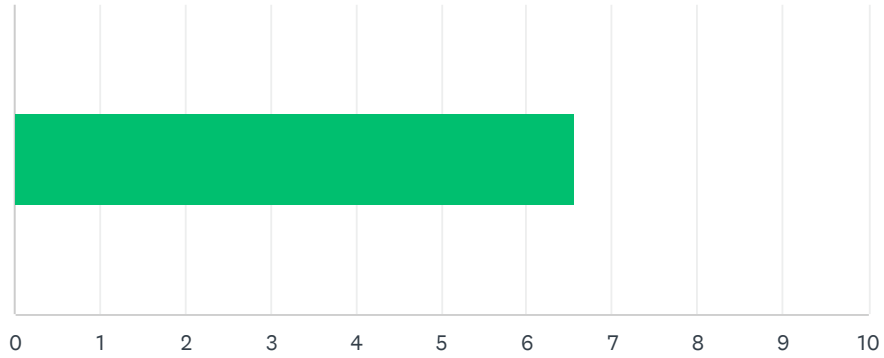
Answered: 14 Skipped: 1



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	7	91	14
Total Respondents: 14			

Q20 The CJCC uses committees and workgroups effectively to advance the work of the council.

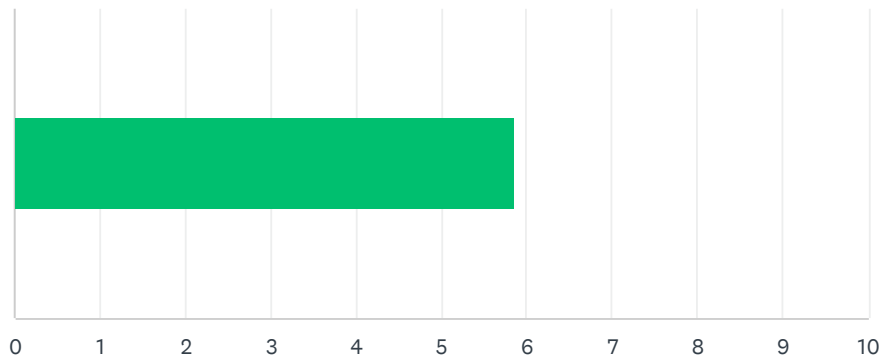
Answered: 14 Skipped: 1



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	7	92	14
Total Respondents: 14			

Q21 The committees and workgroups routinely update the CJCC on their progress.

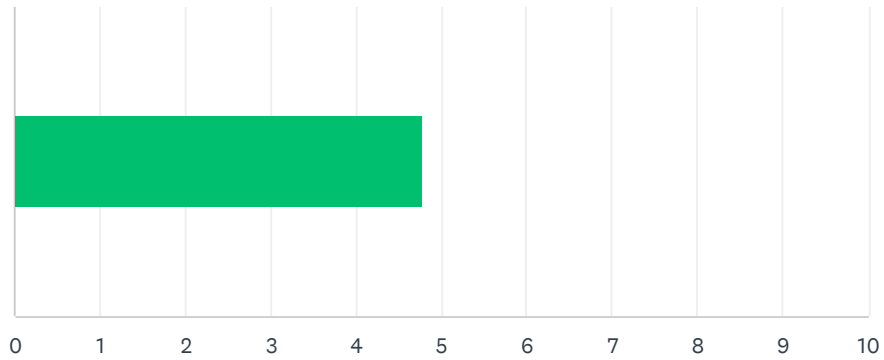
Answered: 14 Skipped: 1



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	6	82	14
Total Respondents: 14			

Q22 The CJCC strategic plan guides the work of the council.

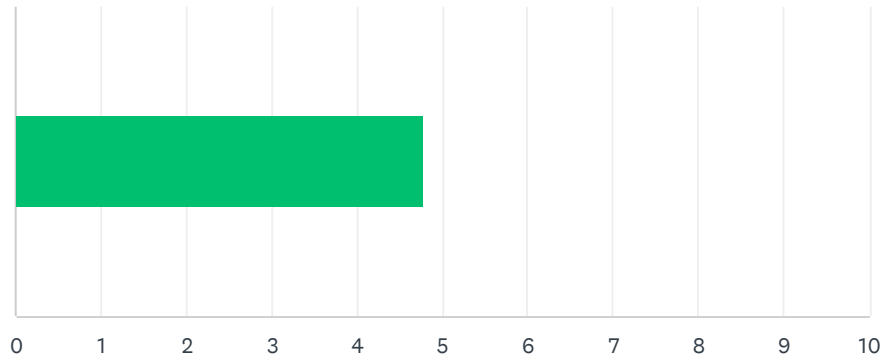
Answered: 14 Skipped: 1



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	5	67	14
Total Respondents: 14			

Q23 The CJCC strategic plan produces desired outcomes.

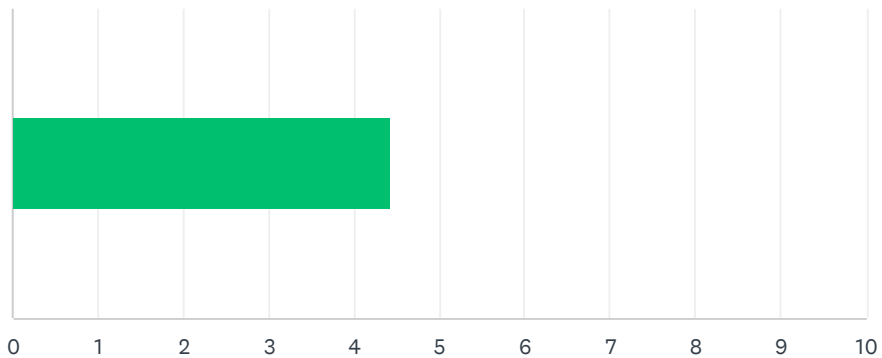
Answered: 14 Skipped: 1



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	5	67	14
Total Respondents: 14			

Q24 The most recent strategic plan was produced collaboratively by CJCC members and the community.

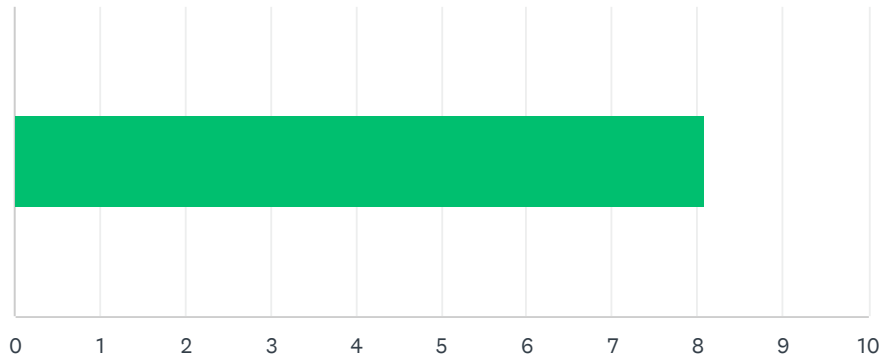
Answered: 14 Skipped: 1



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	4	62	14
Total Respondents: 14			

Q25 The CJCC uses data and research to inform decision-making.

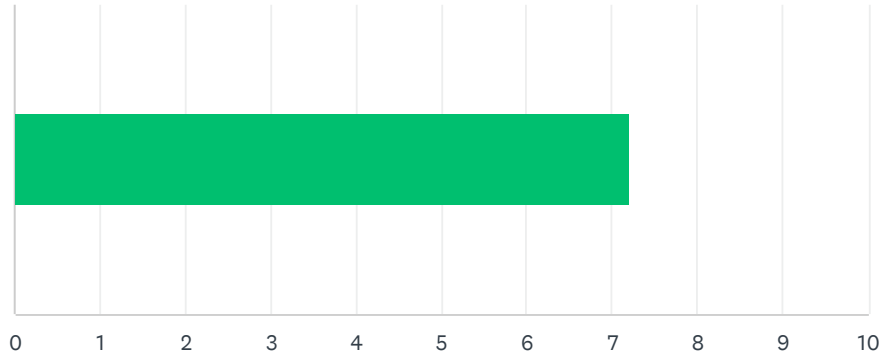
Answered: 14 Skipped: 1



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	8	113	14
Total Respondents: 14			

Q26 The CJCC collects and analyzes local data to monitor trends and proactively manage the criminal justice system.

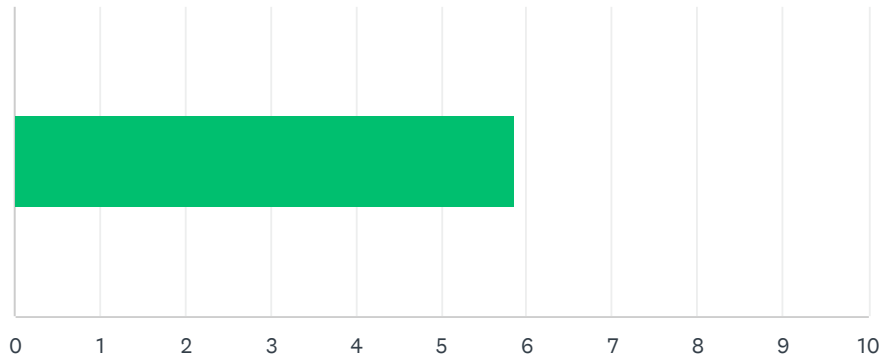
Answered: 14 Skipped: 1



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	7	101	14
Total Respondents: 14			

Q27 The CJCC purposefully engages the community.

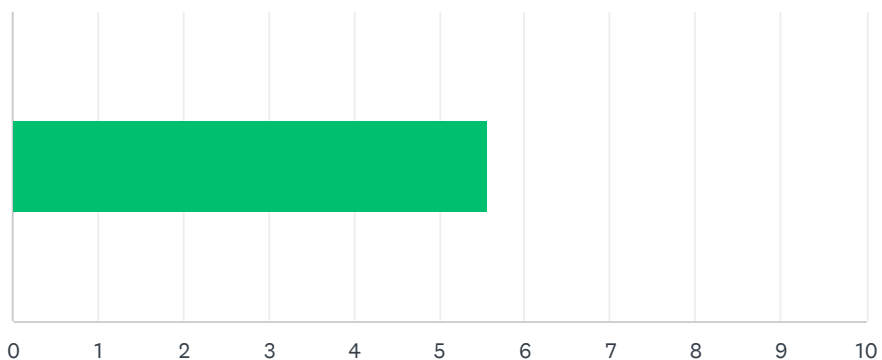
Answered: 14 Skipped: 1



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	6	82	14
Total Respondents: 14			

Q28 The CJCC purposefully includes the community in decision-making.

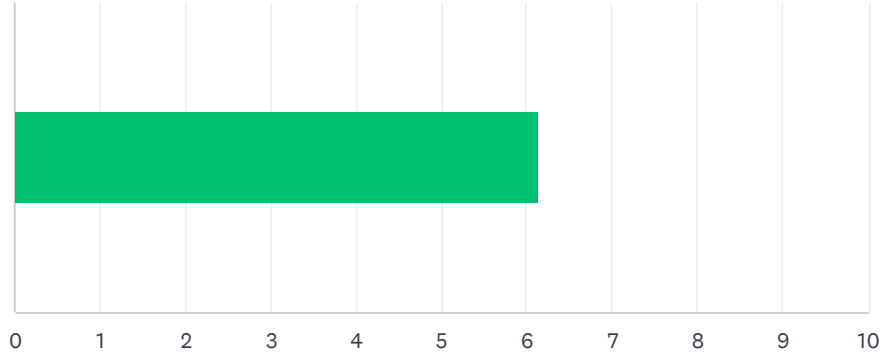
Answered: 14 Skipped: 1



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	6	78	14
Total Respondents: 14			

Q29 The CJCC purposefully informs the community about the work of the council.

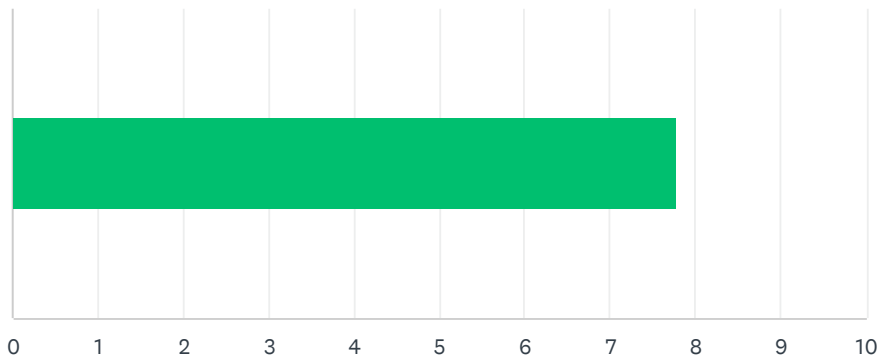
Answered: 14 Skipped: 1



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	6	86	14
Total Respondents: 14			

Q30 The CJCC is properly staffed to support and advance the council's strategic initiatives.

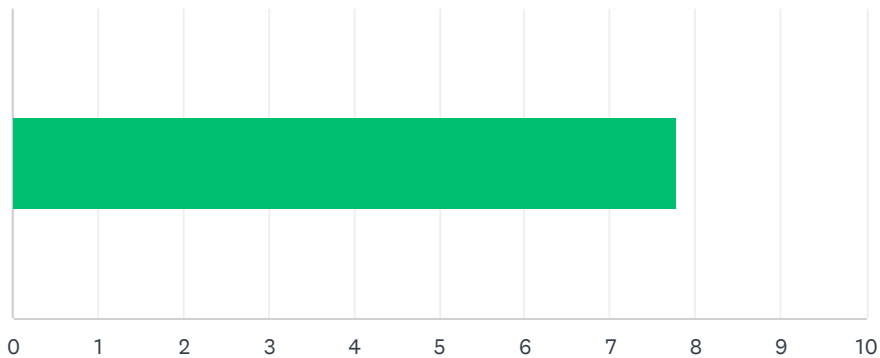
Answered: 14 Skipped: 1



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	8	109	14
Total Respondents: 14			

Q31 The CJCC and staff are responsive to the needs, concerns, and issues expressed by local stakeholders.

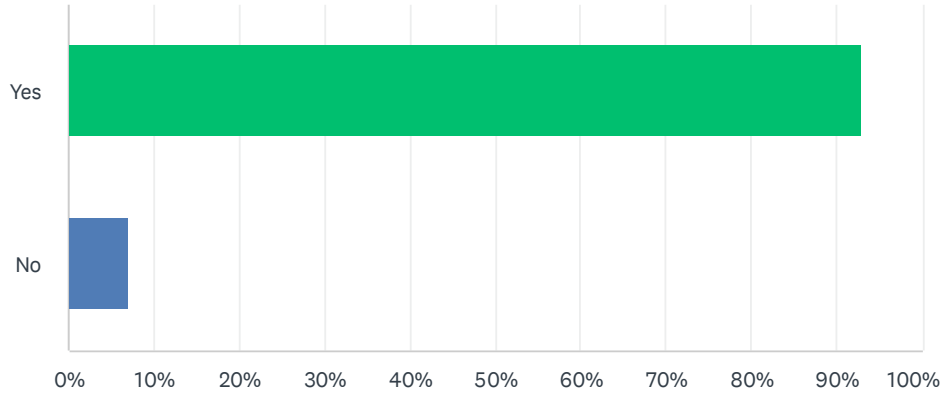
Answered: 14 Skipped: 1



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	8	109	14
Total Respondents: 14			

Q32 Is the current date (i.e., day of the month) for CJCC meetings suitable?.

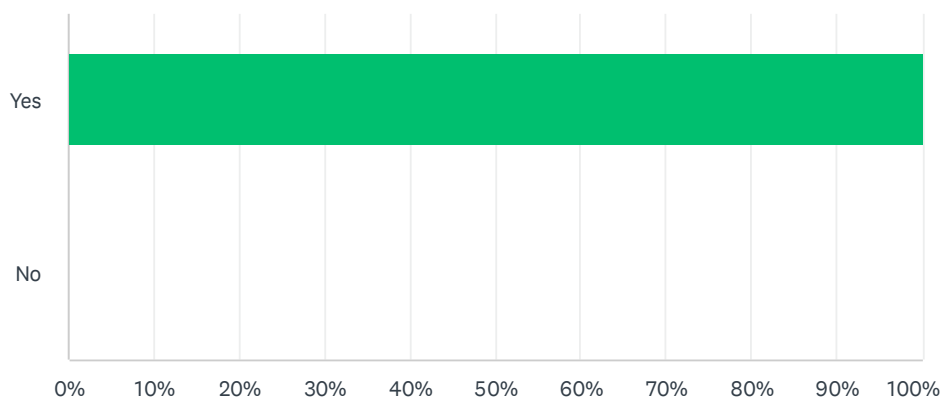
Answered: 14 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	92.86%	13
No	7.14%	1
TOTAL		14

Q33 Is the current CJCC meeting time suitable?

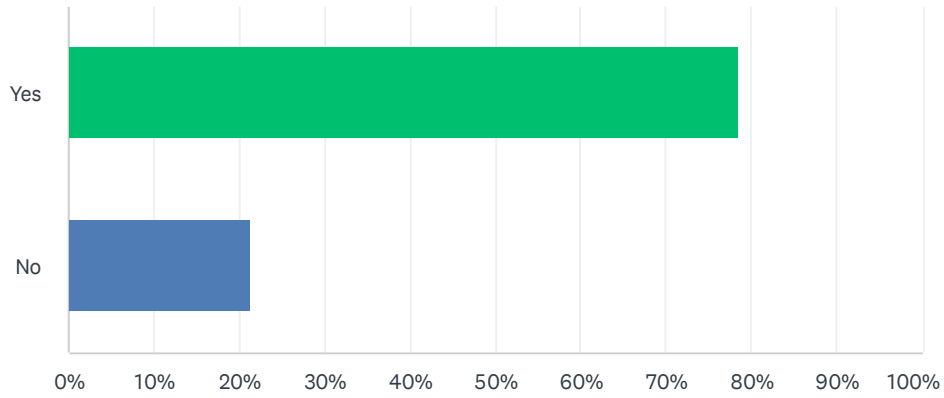
Answered: 14 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	100.00%	14
No	0.00%	0
TOTAL		14

Q34 Are meeting materials provided sufficiently ahead of time for meetings?

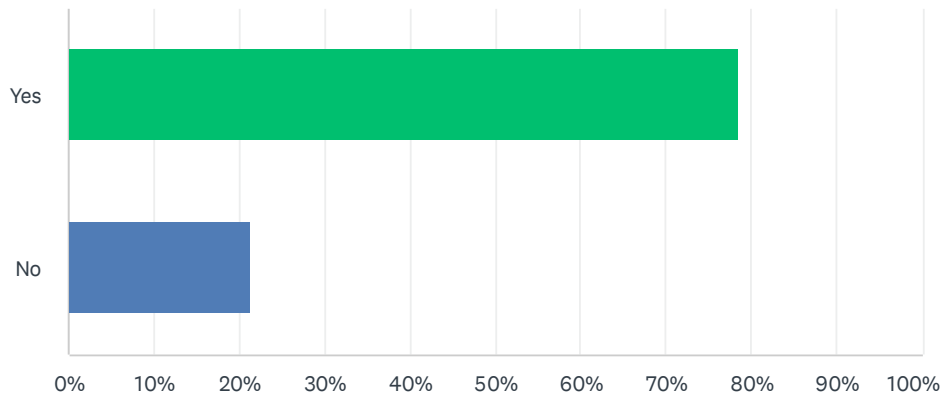
Answered: 14 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	78.57%	11
No	21.43%	3
TOTAL		14

Q35 Is the current location for in-person CJCC meetings suitable?

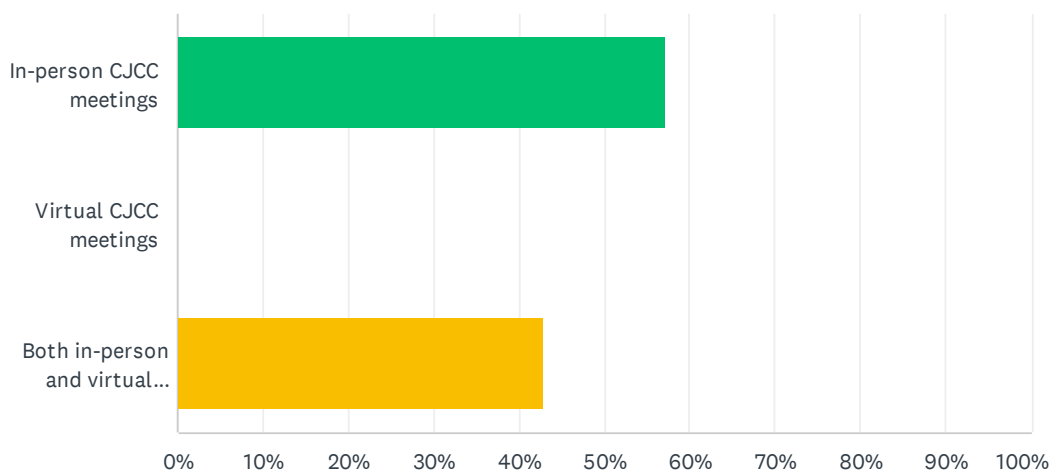
Answered: 14 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	78.57%	11
No	21.43%	3
TOTAL		14

Q36 What is your preference for CJCC meetings?

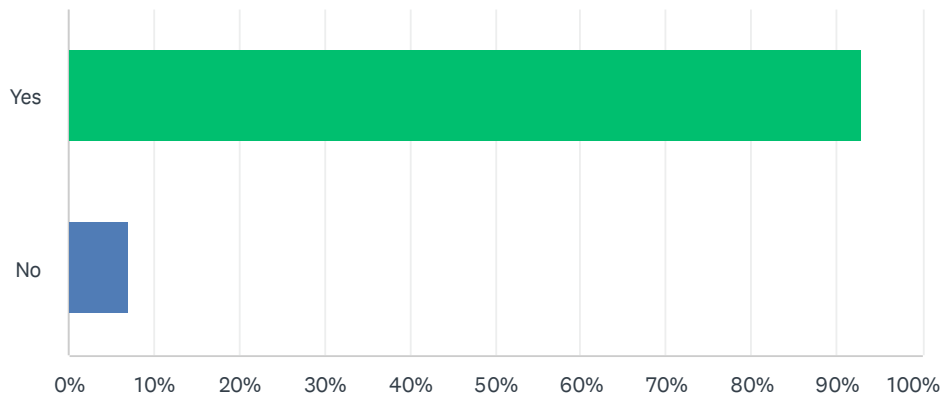
Answered: 14 Skipped: 1



ANSWER CHOICES	RESPONSES	
In-person CJCC meetings	57.14%	8
Virtual CJCC meetings	0.00%	0
Both in-person and virtual meetings	42.86%	6
TOTAL		14

Q37 Does the current purpose of the CJCC accurately reflect the work of the council? "The purpose of the Council is to provide a working forum to support communications and collaborative coordination between and among key justice system officials, advisory bodies, agencies, departments and community leaders to promote both public safety and an effective, fair, and efficient criminal justice system in our community."

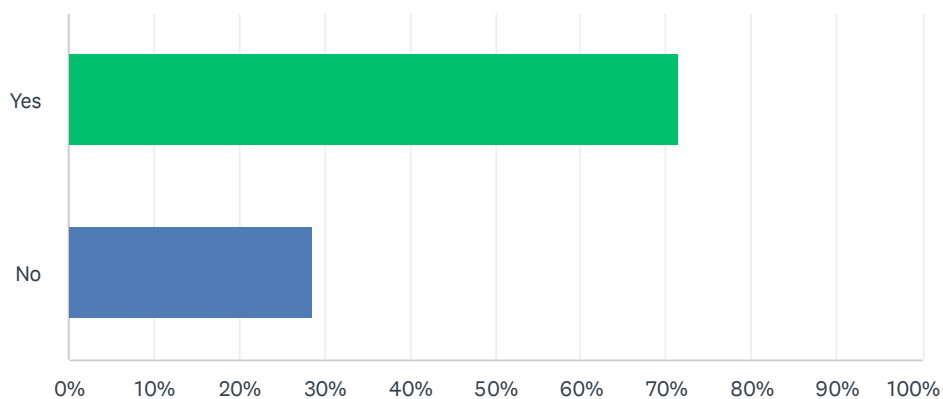
Answered: 14 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	92.86%	13
No	7.14%	1
TOTAL		14

Q38 Does the CJCC meet frequently enough to accomplish its purpose?

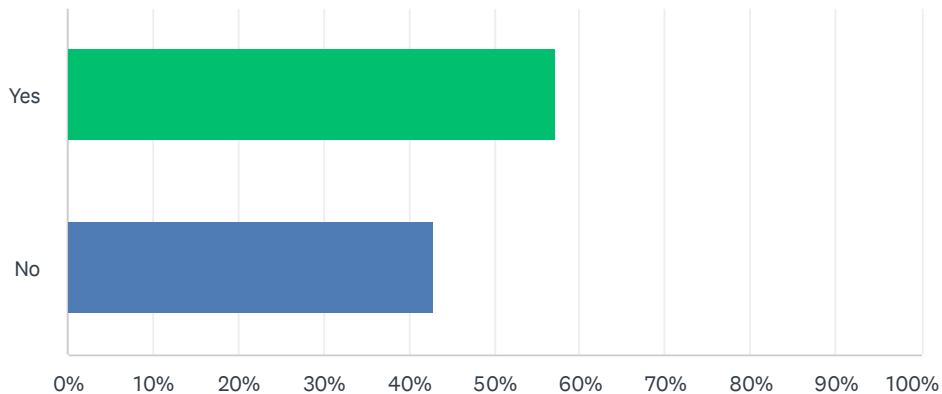
Answered: 14 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	71.43%	10
No	28.57%	4
TOTAL		14

Q39 Do the workgroups and committees meet frequently enough to accomplish their stated goal(s)?

Answered: 14 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	57.14%	8
No	42.86%	6
TOTAL		14

Q40 Is there anything else you would like to share or expand on about the CJCC? Please use the comment box below for additional comments.

Answered: 4 Skipped: 11