

WINONA COUNTY CRIMINAL JUSTICE COORDINATING COUNCIL

Strategic Planning Session
June 4, 2008

Facilitators:

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Introductions

- ◎ Please introduce yourself and your position in the county justice system

The Agenda
June 4, 2008 8:00 am to 4:30 pm

8:00 to 8:30	Opening remarks and introductions
8:30 to 9:00	A Year in Review. Affirm the purpose of the CJCC. Reflect and document accomplishments
9:00 to 10:00	Review CJCC design and operational procedures. Adjust as needed.

The Agenda
June 4, 2008 8:00 am to 4:30 pm

10:00 to 10:15	Break
10:15 to Noon	Review CJCC design and operational procedures. Adjust as needed, <i>continued</i>.
Noon to 1:00	Working Lunch Presentation by Alexander Hines.

The Agenda
June 4, 2008 8:00 to 4:30 p.m.

1:00 to 2:15	Goal Setting. Address organizational design and leadership.
2:15 to 2:30	Break
2:30 to 3:15	Goal/Issue and Priority review and ranking.

The Agenda
June 4, 2008 8:00 to 4:30 p.m.

3:15 to 3:45	Organizing the CJCC Subcommittee Design.
3:45 to 4:15	Approve monthly agendas for the next 12 months.
4:15 to 4:30	Wrap up

8:30-9:00
A Year in Review

-Reviewing the Meaning and Intent of the Vision and Mission Statement and relating that to the work of the CJCC

-Review summary of year 2007 responses provided prior to CJCC and compare to achievements.

Winona County CJCC Vision Statement:

"The Criminal Justice Coordinating Council brings together the participating agencies in the criminal justice system with representatives of local government and the public. The Council seeks to ensure for Winona County a criminal justice system that is fair and just, that provides for the public's safety, offers real opportunities for individuals to change the direction of their lives through rehabilitation, and makes the best use of the public's funds."

Winona County CJCC Mission Statement:

"To accomplish its vision, the Council will work systematically and cooperatively to review the elements of the criminal justice system and take an innovative approach to developing and evaluating proposals for change."

The seven critical elements of a successful CJCC

1. Leadership
2. Broad-based membership
3. Clear and achievable goals
4. A team approach
5. A long term view
6. Information driven
7. Community and justice system agency support

Winona County CJCC members individual 2007 responses to:

- Challenges of system wide work in the Justice System
- Efficiencies of the Justice System
- Obstacles and Challenges to forming a CJCC
- Desired outcomes of a CJCC

Reviewing the response from the 2007 Individual Interviews, Finding Common Themes.

Question #2 Issues present that hamper your work in your office?

- ◎ Little cooperation from the County Attorney
- ◎ Lack of regional or multi-county planning efforts for programs, policy and procedures
- ◎ Search Warrants & Riverside Hearings-the demands are extreme but cooperation has resulted in positive cooperation
- ◎ Limited financial resources
- ◎ Lack of CJCC forum to discuss local issues
- ◎ Lack of space for essential court and JS functions
- ◎ Lack of staff and resources for Public Defenders
- ◎ Limits to available local correctional responses
 - EBP Alternative Programs, Staff , policy, programs, etc

Reviewing the response from the 2007 Individual Interviews, Finding Common Themes.

Question #3: How can efficiency be improved?

- ◎ Create or expand more effective EBP
- ◎ Increase use of technology
- ◎ Improve communication methods and attitude
- ◎ Provide earlier MH/Social assessments
- ◎ Provide earlier DHS or DOC involvement with defendants i.e.; pre-trial supervision
- ◎ Reduced workload
- ◎ Encourage mutual respect between agencies
 - Roles, actions, time, impact to others

Reviewing the response from the 2007 Individual Interviews, Finding Common Themes.

Question #4: What have been the obstacles and challenges to creating a CJCC?

- ◎ Time Commitment
- ◎ Issues present surrounding turf, authority, and shared power; we need to admit these are present and accept "No sacred cows"
- ◎ Funding issues. There has been a lack of financial support for a CJCC Coordinator or for a Facilitator.

Reviewing the response from the 2007 Individual Interviews, Finding Common Themes.

Question #6: What are the desired outcomes of a CJCC?

- ◎ Produce EBP for:
 - Corrections, juveniles, adults, MH, Court process
- ◎ Improve communication:
 - To exchange and increase shared info
 - To reduce fear about "speaking up"
- ◎ Provide training and Education
 - For each other, the community and departments
- ◎ Establish a process for Conflict Resolution

Reviewing the response from the 2007 Individual Interviews, Finding Common Themes.

Question #6: What are the desired outcomes of a CJCC?
continued

- ◎ Address the Jail Issue
 - Space, needs, size, intended use
- ◎ Become a "Voice"
 - At the state, in the community, have political influence when appropriate
- ◎ Become proactive rather than reactive
- ◎ Develop pretrial services or case supervision

Reviewing the response from the 2007 Individual Interviews, Finding Common Themes.

Question #8: What one thing would you change here if you had the authority?

- ◎ Include the community in the problem solving process
- ◎ Develop or expand alternative programs for substance abusers and chemical dependent
- ◎ Secure better management of city liquor licenses
- ◎ Address the social issues contributing to appearances in court: poverty, hunger, drugs, education and jobs, parental responsibility.

Reasons for forming a CJCC Group Response (2007)

- Better understanding of crime, criminal justice system issues and social problems
- Greater cooperation among agencies and units of government
- Clearer objectives and priorities
- More effective resource allocation
- Better outcomes for the justice system; increase public safety, less costs, reduce recidivism, etc, all resulting in increased public confidence

CJCC Major Activities

- Should focus on Policy and Program level planning.
- Operational planning belongs to the assigned agency.
- Meet the entire system needs, not the individual agency, (although that can result)
- Devote time for planning to plan
- Remain neutral, credible and stable
- Ongoing self-evaluation
- Maintain independent functions of each agency

CJCC Work

- Connecting Planning, Analysis and Coordination

Although these terms are sometimes used interchangeably they have different meanings.

Planning

- An executive function, left to leaders
- Defines problems, clarifies objectives, establishing priorities, instituting programs
- Directed toward the goal of improved decision making
- It requires analysis and produces coordination

Major Justice Planning Activities

- Definition of responsibilities
- Convening and serving on work groups
- Coordination with other planning units
- Forming goal statements
- Clarify issues and values
- Construction of goal priorities
- Management of financial resources

Major Justice Planning Activities

- Crime Analysis
- Justice System Analysis
- Productivity Analysis
- Legislative Analysis
- Special Studies
- Database development

Major Justice Planning Activities

- Review of agency budgets
- Program design, development, implementation and evaluation
- Securing and providing Technical Assistance
- Information brokerage

Planning Objectives

- Improved analysis of the problems
- Improved communication, cooperation and coordination
- Clarify goals, objectives and priorities
- More effective allocation of resources
- Improved program and services
- Improved capacity and quality of personnel

Analysis

The Critical Role of Information

- CJCC should be information driven
- Developing effective policy requires agencies to obtain data, analyze the data and then present that information in a meaningful manner
- Sometimes requires creation of a new database
- Can also be successful by extracting data or information from multiple databases

The Winona County Jail

A "symptom" or "illustration" of what is going on:

- In the community
- In the justice system

The jail population will identify the social issues and can help identify or determine the policy, procedures and philosophy of the criminal justice system offices.

Jail population

- Why do we incarcerate?
- What purpose does the jail now serve?
- What purpose would you like to see the jail serve in the future?

Why do we incarcerate?

Your responses

- ⊙ Protect the victims
- ⊙ Protect the public
- ⊙ Protect the offender
- ⊙ Because it is mandated
- ⊙ Make court appearances
- ⊙ Judge orders it
- ⊙ Punishment
- ⊙ Diffuse the present situation
- ⊙ They broke the law
- ⊙ Coerced compliance with the court order i.e.; child support, fines
- ⊙ Stop offender from fleeing
- ⊙ Investigation purposes
- ⊙ Offenders can't afford to pay for EHM, Bail, Bond
- ⊙ Lack of alternatives for Mentally Ill, besides jail

Who controls the jail population?

Your responses

- Statutes, laws, internal programs, policy and procedure
- Community response to crime
- The defendant
- County Attorney
- Sheriff
- Law Enforcement
- Legislature
- DOC
- Defense Bar
- Courts
- City Attorney

How might jail populations be managed? -Your responses

- Improved decision making on the parts of the defendants.
- Action on the part of the state legislature.
- Defense and prosecution attorneys speeding up the response and sentencing times.
- Funding support from county offices like paying for EHM when offender can not.

How (continued) -Your responses

- Utilizing objective risk instruments into the inmate release decisions.
- Jail population analysis.
- Managing booking or arrest populations.
- Managing those awaiting sentence or those in pretrial status.
- Creating post conviction alternatives.

Should the council exist?

Group responses

- Process is working elsewhere.
- It makes sense.
- Crucial to understand what we do effects other agencies.
- Need a cohesive group that is not afraid to argue over issues and to discuss issues.
- There has been discussion about how we can improve with the benefit and support of others. We would like to see it go forward.

Should the council exist?

Group responses

- There is a perception that it should go forward. Maybe we need the group to prove or disprove the perception.
- Working together can only improve it every step of the way.
- If done correctly it would be a good thing.
- We have been reactionary and we have not had ongoing methods to address things before they happen or become a crisis (hits the fan).

Should the council exist?

Group responses

- To fix a problem we need to understand it.
- I am apprehensive about the group process and the potential outcome or achievement, it may work.
- If it is for collaboration and working together for common goals and inclusive of some others that are not here it would be supported.

9:00 - 10:00 // 10:15 - Noon
Review CJCC design and operational procedures.

The CJCC operation methods-How will it be organized?

- ⦿ Leadership-officers
- ⦿ Membership-length and transition
- ⦿ Roles and responsibilities
- ⦿ Rules for the Road
- ⦿ Decision making process
- ⦿ Minutes and recording/information distribution

The CJCC operation methods-How will it be organized? (continued)

- ⦿ Staff support-Kalene and Tom
- ⦿ Meeting schedule
- ⦿ Transition in Board membership
- ⦿ Review the community/agency/government support
- ⦿ Long term growth. Where do you see the CJCC in the future? (Program supervision, etc)
- ⦿ Next years budget and the fiscal agent

1. Leadership - Officers

- Selecting a chair. A chair must be a leader as opposed to a manager, have the respect of the group, allow for everyone's thoughts to be presented, runs a fair meeting and has integrity.
- Considerations in selecting a chair;
 - Volunteers?
 - Appointed?
 - Elected by other members?
 - Rotating?
 - Length of term?
 - Responsibilities

Responsibilities of the Chair

- Will open and run the meeting.
- Facilitates the discussion or turns facilitation over to other appropriate and recognized member.
- Approves agenda and ensure agenda gets out on time.
- Acts as the group spokesperson or appoints a spokesperson for the council.
- Chair shall accept volunteers and appoint work group or subcommittee chairs.
- Ensures other needs for the meeting (audio/visual, minutes recording, room, etc) are met.
- At the meeting, will summarize the topic discussed for the minutes recordings.
- Works with Vice chair in orientation of new members.

Chair Possibilities

- County Attorney Chuck MacLean
 - The County Attorney agrees to serve for the first term of Chair
- Others considered:
 - Judge Thompson

Vice-Chair responsibilities

- Will be in office for six months.
- Will elevate to the chair position as the chair term expires?
- Assumes all the chair responsibility for the meeting if the chair is absent.
- Assist in establishing agendas.
- Assists in orientation of new members.

Vice Chairs

- Sally Cumiskey Court Administrator

Approved Officer Terms

- ◎ Chair---First chair will be in office no less than six months.
- ◎ Vice chair--will promote to chair upon chair leaving. This is unclear at present. The determination will be made as the six month time frame nears.

2007 CJCC Approved Membership

- ◎ County Attorney
- ◎ Sheriff
- ◎ District Judge
- ◎ Corrections Supervisor
- ◎ Public Defenderone voice, two people (Karin and Carol)
- ◎ President of Local Bar Association (Rich McClure)
- ◎ Jail Administrator
- ◎ Court Administrator
- ◎ Chief of Winona Police
- ◎ County Board Supervisor/Chair
- ◎ Human Services Director
- ◎ County Administrator
- ◎ City Attorney of Winona
- ◎ 2 citizens, by chair and vice-chair recruitment /appointment
 - non-voting members

2007 Membership

- ◎ How do you proceed when you can not make a meeting? Obligation of the member to inform and educate the proxy on the CJCC. Also need to send the same proxy rep when at all possible.
- ◎ Can a change in policy occur if all members are not present? Will not change policy if we do not have a full membership (or proxy)
- ◎ Can a proxy attend? Yes, with education and support and able to make decisions. Discourage the proxy appearance.

2. Other groups/committee work or roles the CJCC can "replace"

- A CJCC often times, can act in the capacity of other currently existing work groups, task forces, or required community grant funding coalitions.
 - List these groups, identify the focus of the groups and indicate whether or not additional membership is required to successfully meet the mission or design for those other groups, should the work be accepted by the CJCC.

Other work groups identified

- These are the groups that can be identified as replaceable to allow flexibility for scheduling/meeting more needs. The CJCC can have other group required members show up for meetings the days those items are on the agenda.

Other work groups identified

- Jail Action Committee-Sheriff, Chief Deputy, Building Superintendent.
- Community Jail Task Force. Justin Green, County Board Commissioner. Looks at jail facility needs. Also reviews in house jail programs. General public/citizen members
- Criminal Justice Committee, Defense Bar Attorneys, additional court admin staff, city police chiefs, City Prosecutors. Communication and education exchange, improved problem solving and effective response to operational issues. Cmty members allowed to present

Other work groups identified

- Children's Justice initiative. A number of other reps and members are supreme court mandated.
- Sheriff Advisory Task Force. Education focus to community. Additional Community Members are required.

3. Rules for the Road The 2007 basics

- One person speaks at a time
- No side bar conversations
- No cheap shots
- No war stories
- Work towards consensus
- Parochial interests are left at home/office
- All members have equal rank, authority and level of respect

Operation methods- 2007 Approved Rules

- Meetings will start on time.
- Meetings will stop on time, unless council majority approves extension of the time.
- Members will come prepared.
- Honesty should not be penalized.
- Response and movement will be assumed to be positive unless a member raises objection or disagreement.
- Group members will agree to police themselves and point out rule infractions.

2007 Approved Rules (cont'd)

- When necessary, the agency or dept. replaces non-involved members.
- Agency proxy members are allowed to attend, with full authority as a designee to the CJCC.
- One vote on behalf of each agency.
- The Jail and the Sheriff are separate from each other. Each representative having one voice, (or vote) the Dept. two voices.
- Open to the public, in general.
- Safe environment for frank discussion to occur.

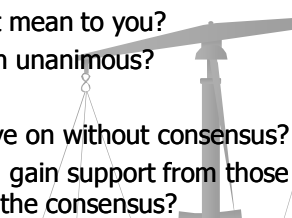
2007 Approved Rules (cont'd)

- The chair assumes speaker responsibility or assigns a speaker on behalf of the group, as needed.
- Once policy, procedure or program passage occurs, there can be review and further discussion with amendments at subsequent meetings.

2007 Approved method to add group rules

- How can it occur?
 - Must be on the upcoming agenda.
 - Must be discussed at a meeting.
 - Must be voted on and approved consistent with other voting measures procedures.

4. Decision Making: Operating by consensus

- What does that mean to you?
 - Does that mean unanimous?
 - A majority?
 - Would you move on without consensus?
 - How would you gain support from those not supporting the consensus?
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Consensus-Your 2007 response

- ⊙ Definition: We Can live with the answer.
- ⊙ Don't move on until everyone agrees to that extent (on moving forward).
- ⊙ 100% support, would need to bring good will to the table for this to happen.
- ⊙ Compromise is part of the process and all must be willing to engage in compromise.

Consensus-Your 2007 response

- ⊙ What is required to gain acceptance?
- ⊙ Compromise, include them on the work group for research and development.
- ⊙ Listen, review the core issue instead of the potential solution.
- ⊙ Reframing the issue to less confusing or basic terms, consistent with the goals and issue.

5. CJCC Document support

- ⊙ Meeting Minutes
 - Who will record what happened?
 - In what format?
 - How will minutes be distributed?
 - Approved?
 - Does it need to be compliant with local or state requirements or law?

Minutes Recorder (2007)

- Will be confirmed by the Chair in cooperation with other member support.
- The first chair will provide his office clerical support to be the minutes recorder.
- Short and to the point
- Filed with the coordinator position office
- Will go out as soon as possible in draft form, with formal approval at the next meeting.

Minutes Document (2007)

- Will create a record of :
 - Who is in attendance.
 - The date and time and location of meeting.
 - When it started and ended.
 - All motions and seconds.
 - Results of any votes.
 - Items for action.
 - Time lines of or for completion.
 - Description of the topics discussed based upon the chair approved summary.
 - Typed format.
 - Distributed with the next agenda in electronic or hard copy form.

Approved Agenda Protocol (2007)

- Chair will authorize agenda items.
- Any one member can request agenda items at the prior meeting and asked to be placed on the agenda for future discussion.
- Members may contact the chair and ask for an agenda item to be placed on the agenda, with a copy to the Chair's designated Minutes Recorder.

Agenda Distribution:

- By way of email, those members without email will receive a hard copy mailed.
- Agendas will be received no later than 72 hours prior to the meeting, goal of one week in advance. Minutes will be distributed as soon as possible in draft form, will be approved at the next CJCC meeting.
- Minutes will be posted on the county web site as well, to ensure compliance with open meetings laws.

6. 2007 CJCC Staff support

- ◎ Employment status-full time
 - Contracted, with potential to go permanent
- ◎ Must meet the needs of the CJCC, to perform:
 - Research-EBP programs, training, securing TA
 - Draft of policy or procedures
 - Data collection and analysis
 - Summary statements
 - Information distribution
 - Program supervision?
 - Explore Grant funding opportunities
 - Group Facilitation skills
 - Other?

CJCC Staff Support

- Coordinator should be full time to attract qualified staff person.
- Contract employee would allow for quicker hiring and more flexibility for CJCC to do hiring.
- Will start as contract position and be advertised as a potential long term post.
- Hiring committee is established from CJCC, they should assist in review of job description and screening of applicants and interviews.

CJCC Staff Support

- CJCC will use existing/new agency staff and membership to support the needs of the CJCC, on an interim basis.
- There is an expectation that all members will assist as needed to bring success to the process.
- Agency Line Staff may be tasked with "priority work" for the CJCC when appropriate.


Contracted Facilitator

- ⦿ How
- ⦿ Expectation for duty/Role and responsibility
- ⦿ Duration and how much time each month
- ⦿ Selection Process
- ⦿ Funding
- ⦿ Prior work experience with CJCC groups
- ⦿ Bob Reinert can negotiate for services to be provided by known or prospective facilitators.

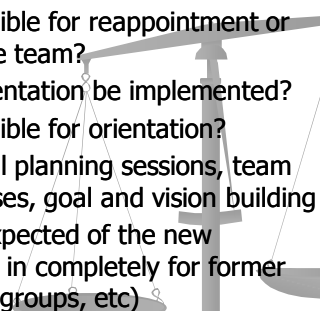
7. CJCC Meeting times

- What day of the week or month works best?
- What time?
- Dedicating time to attend meetings must be scheduled and become part of your usual schedule. This should not become "extra worktime"

2007 Approved Meeting Schedule

- Frequency of: One time a month
 - 1st Wed. every month
 - 12:00 p.m. starts
 - 2:00 p.m. ends
 - Starting on June 6th of 2007
 - July meeting to be determined at the next meeting as it would fall on July 4th.
 - Location to be in Judge Thompson's Jury Room or the county board room.
- 

8. Managing Team Transition

- Who is responsible for reappointment or invitation to the team?
 - How would orientation be implemented?
 - Who is responsible for orientation?
 - Ongoing annual planning sessions, team building exercises, goal and vision building
 - What will be expected of the new member? (step in completely for former member, work groups, etc)
- 

Managing Team Transition

- Is the responsibility of the Chair and Vice Chair to integrate new members to the group. The coordinator or facilitator will assist as needed.
- Past recent material will be provided.
- Original NIC documents used in CJCC formation will be provided and referred to as needed. (PowerPoint, reading material, by laws, rules, etc)

9. Other CJCC Considerations

- Who or what body needs to sanction the local membership or the CJCC?
- What community support is available and/or needs to be developed?
 - County Board resolution with exploration of a future Joint Powers Agreement
 - Possibly the city of Winona, Lewiston, Goodview?
- Do members need authorization to participate from their own state agencies?

10. CJCC growth

- Where might the CJCC changes likely occur in the next year?
- Will there be a consideration for expanded responsibilities such as for program supervision or oversight?
- How might new programs or policies be administered?
- What about training opportunities, both to others and for self?

11. CJCC Budget

- What expenses need to be considered?
- What operating expenses are determined?
- Is there travel/training or other expenses that need to be factored?
- If new response mechanisms are developed, how will they be supported?
- Who is the fiscal agent for authorizing and reimbursing expenses?

Working Lunch

Noon-1:00 pm

Alexander Hines

Cultural Diversity Director

Winona State University

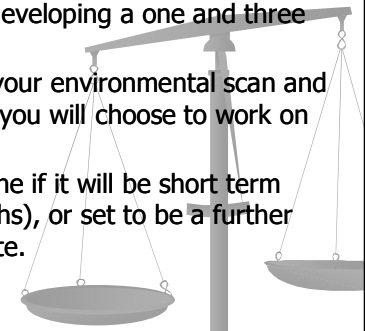
Department of Inclusion and Diversity

1:00-2:15 Goal Setting



Setting Goals

- First steps in developing a one and three year plan.
- Identify from your environmental scan and the goals that you will choose to work on in the future.
- Then, determine if it will be short term (next 12 months), or set to be a further out project date.



CJCC Reason: System Mapping

The ability to define problems at key system decision points

- Creating a Winona County system map, a flow chart that starts at initial point of police contact and follows through to exit from the system.
 1. Decision to arrest
 2. Decision to detain pretrial
 3. Decision to release from pretrial detention
 4. Decision to prosecute
 5. The adjudication decision
 6. The sentencing decision
 7. The decision to modify a sentence
 8. The detention process
 9. The release process
 10. Parole, aftercare process

Goal Setting Exercise

- Specific "end events" at which you hope to arrive
- Goals focus on addressing the specific concerns before they become overwhelming problems
- They break down large problems into a series of manageable situations
- Your vision contributes to your goals

Goal Setting Exercise

- Develop the laundry list of goals based upon last years goals, this years work, this years identified issues and goals.
- Weigh each goal or issue offered
- Place into similar categories for sub-committee assignment
- Establish 1st step action plans for each (issue to be addressed, goals, members, time)
- Place into planning and time frames as supported by placement on the monthly agenda

2007 CJCC Goals

Summary responses

- Better Managed Jail population
- Reduced tax burden due to inmate costs
- Protect victims and reduce victimization
- Improved/New services to offenders and victims (i.e.: drug court)
- Accountability for offenders, bringing respect back to the system
- Improved Communication in the CJ System
- Improved communication to other agencies (County Board, community organizations, each other, etc.)
- Cross training within the system
- Coordination among entities

2007 CJCC Goals

Summary responses

- Reduced recidivism
- Improve quality of life in the community
- More prevention programs for adult and juveniles
- Pre-trial supervision program
- Becoming a voice
- Conflict resolution
- Public education
- Accelerated justice
- Addressing re entry issues for probationers and parolees

Objectives

- Events/incidents/occurrences used to ensure you reach your goals.
- They need to be measurable and should have time limits associated.

2:30-3:15

Goals Review and Ranking

3:15-3:45

CJCC Subcommittees

2007 CJCC Considered Subcommittees

- ◉ Considering your identified goals and problem areas, create work groups to begin task specific efforts. Examples include;
 - Information System development
 - In house jail programs
 - Substance abusing/problem solving courts
 - Community outreach
 - Court Case Flow management
 - Jail Utilization
 - CJCC Development
 - Pretrial Services
 - Traffic Offenders
 - Alcohol Offenders-Public consumption or minors
 - Re-entry issues
 - Others?

2007 Subcommittee responsibilities

- Subcommittee Chair will be appointed by the CJCC Chair
- Other members may volunteer to be on the subcommittee or attend the meetings.
- The subcommittee chair shall recruit and appoint other non-CJCC members to the work group, at the discretion of the chair. The sub chair will ensure the needs for the subcommittee meetings are met. The sub chair will ensure that minutes of any subcommittee meeting are kept, and then report out on the work group progress at the CJCC meeting. Also, the chair will ensure the subcommittee minutes are distributed to the CJCC, prior to any CJCC meeting where action will occur on the subcommittee work.

Limits of the Subcommittee

*** It can not set system wide policy but will provide information and recommendations to the CJCC for action.

*** Only CJCC members are allowed to vote on the product of the group at the CJCC meeting.

New Subcommittee Assignments

- **Structure**
- **Assigning responsibilities**
- **Assigning members**
- **Appointing Chairs.**

3:45-4:15

Approve Monthly Agendas

Approving Agendas

- Review the 12 month of draft agendas. Allow for flexibility with scheduling of emergency events and also for integration of other presentations.
- Provide “buffer times” quarterly.

4:15-4:30

Wrap-Up

