

Comprehensive Plan for Juvenile Delinquency Prevention
for the 18th Judicial District
developed by the
Sedgwick County Juvenile Corrections Advisory Board
(Team Justice)

Updated on April 6, 2018

Requirements

Consistent with provisions set forth in K.S.A. 75-7046, a charge of the Sedgwick County Juvenile Corrections Advisory Board (Team Justice) is to modify the juvenile justice comprehensive strategic plan periodically. The Kansas Department of Corrections – Juvenile Services (KDOC-JS) requires each unit of local government to develop and update a 1-year delinquency prevention plan for certain funding applications. Local comprehensive plans developed by Juvenile Corrections Advisory Boards (JCABs) or other community coalitions and/or collaborations may be used. The plan should:

- I. Describe the extent of risk factors identified in the community
- II. Describe how risk factors will be addressed
- III. Include a benchmark to reduce the juvenile crime rate

Additionally, KDOC-JS requests that the comprehensive plan address any questions related to racial and ethnic disparity, or other forms of bias.

Sedgwick County Juvenile Corrections Advisory Board (Team Justice)

Team Justice was established by the Board of Sedgwick County Commissioners in 1999 to assist in the oversight of community planning for juvenile offenders. The 17 member Board meets monthly and makes recommendations to the Board of County Commissioners regarding the ongoing needs of juveniles in the community. The purpose, duties and guidelines for the work of Team Justice are detailed in the Charge of the Board. The provisions of K.S.A. 75-7038 through 75-7053 establish juvenile corrections advisory boards; membership is specifically set forth in K.S.A. 75-7044. Team Justice is governed with bylaws, recently amended in 2018.

Team Justice is responsible for facilitating grants for juvenile justice programs and services in Sedgwick County as well as to review performance measure information on all publicly funded juvenile justice programs. Included in this oversight are programs funded by KDOC-JS as well as the Sedgwick County Crime Prevention funded programs.

Team Justice has a balanced representation of public agencies; private, nonprofit organizations serving children, youth and families; business and industry. However, parents of at-risk youth and youth are not currently serving at this time but have in the past. Preference will be given to parents of at-risk youth for future open positions on the Board (for general appointments). The Board is committed to expanding youth involvement. Sedgwick County has demonstrated a sustained commitment to racial and ethnic disparity (RED) reduction efforts. The Sedgwick County RED initiative incorporates advocacy, alternatives to secure detention, cultural competency training and program development, administrative policy and procedural changes

and structured decision making tools. Team Justice is invited to monthly work groups, receives monthly reports and conducts listening sessions with the Burns Institute to seek improvements in RED.

Background

Substantial changes in the juvenile justice system in Kansas have occurred, and will be occurring during the year covered by this comprehensive plan. Sweeping changes to the Kansas juvenile justice system are covered in SB367. The bill set case, probation, and detention length limits according to the risk level of the juvenile offender. Plans for a network of immediate interventions programs, located in the juvenile intake and assessment centers, were included to assure the earliest intervention to prevent future delinquency. The efforts to provide an immediate intervention program under the current statutes is not supported. Authority to take juveniles into custody is more narrowly defined, particularly with respect to juveniles already under supervision. New sentencing alternatives for juveniles adjudicated after July 1, 2017 required set periods and further required juveniles be supervised according to the results of the risk and needs assessment. Beginning July 1, 2017, the Kansas Detention Assessment Instrument (KDAI), a statewide assessment screening instrument for detention admission, was put into use.

To determine level and type of risk, Sedgwick County has used two screening instruments: the Youthful Level of Service Case Management Inventory (YLS/CMI) and the Sedgwick County Division of Corrections Juvenile Risk Assessment Instrument: Brief Screen (commonly referred to as the JIAC Brief Screen). Both instruments have undergone numerous validity and reliability tests and are scientifically sound for risk and needs assessment. Data from these two sources are the foundation of much of the information reviewed by Team Justice to form an annual comprehensive plan for juvenile justice in the 18th Judicial District.

The RNR model incorporates eight risk factors: History of Antisocial Behavior, Antisocial Personality, Antisocial Cognition, Antisocial Associates, Family, School and/or Work, Leisure and/or Recreation and Substance Abuse. The RNR model prioritizes the first four of these risk factors as the strongest predictors for further offending; however, the first risk factor is static and cannot typically be impacted by program services since it is past-oriented.

The *Benchmark 5 Report Update* provides an annual comprehensive assessment of risk factors and juvenile justice outcomes. The purpose of the report is to present and analyze assessment data which provides the framework for updating the delinquency prevention plan.

I. The Extent of Risk Factors Identified in the Community

Both the JIAC Brief Screen and the YLS/CMI are used in Sedgwick County, as a part of the juvenile justice process. On July 1, 2017, the juvenile intake and assessment center in Sedgwick County and throughout Kansas began using the KDAI. Currently, the JIAC Brief Screen is administered to all youth who undergo the intake process. Typically such youth come to JIAC in law enforcement custody, but they may also be seen by appointment in response to request. The YLS/CMI is a standardized risk and needs instrument that assists in the prediction of which

youth are more likely to re-offend by measuring the known predictors of recidivism. The YLS/CMI is utilized by Sedgwick County Juvenile Field Services for youth admitted for services that are under supervision of KDOC-JS, as well as juvenile court services.

Local data from the JIAC Brief Screen is available to compare with YLS/CMI data. This comparison allows for contrasting those at the so-called front door of the juvenile justice system (JIAC) with those under the supervision of the courts. The emergent concern with gender differences in delinquency risk and needs resulted in a review of the JIAC Brief Screen data in a manner which displayed gender differences. Team Justice determined publishing the risk and needs data every three years is adequate to provide support for planning. Consequently, this comprehensive plan for juvenile justice in Sedgwick County is supported by a review of data from the 2013-2014-2015 years. Team Justice members received detailed information on the eight RNR risk factors, including a gender breakdown for JIAC Brief Screen information, plus two charts for each risk factor detailing YLS-CMI information (one chart shows three years of risk level results, and one chart shows three years of data on the risk indicators). Females made up 34% of all JIAC intakes in 2015, so a relative expectation would be to see females occurring as approximately one-third of low risk, one-third of moderate risk, and one-third of high risk individuals in each risk domain. In the high priority risk factors females were always a lesser percentage, with relative declines in the percentage rates as high risk for those factors of antisocial behavior history, antisocial personality, antisocial cognition, and antisocial associates. Gender differences in the second tier risk factors of family, school/work, leisure/recreation, and substance abuse, the percentage of female JIAC intakes scoring high risk exceed the one-third figure for family domain of risk, but female high risk percentages for the other three risk factors varied between one-fifth and one-fourth. Taken as a whole, the JIAC Brief Screen information indicated that typical females seen in the 18th Judicial District are likely to be of low risk for delinquency UNLESS they have high risk due to family issues.

II. How Risk Factors will be Addressed

Three prevention priorities from the RNR model are prioritized to receive first consideration: **Antisocial Personality, Antisocial Cognition and Antisocial Associates**. These risk factors were identified and prioritized in the updates to this comprehensive plan that occurred in 2010, 2013, and current. These three factors consistently occur in moderate to high risk youth, when their YLS-CMI scores (or JIAC Brief Screen scores) are considered.

The general consensus of Team Justice is that the History of Antisocial Behavior is also an important risk factor; however, this factor was not selected as a priority since it is static in nature. History of Antisocial Behavior cannot typically be impacted by program services, with the exception of diversion, since this risk factor is past-oriented. The assessment of this risk factor involves consideration of past criminal behavior which cannot be improved. It does, however, serve as an indication of who needs intervention.

The 2nd tier of risk factors (Family, School/Work, Leisure/Recreation and Substance Abuse) provides the means for juvenile delinquency prevention programs to address the three priority risk factors. Family-oriented programs were identified as providing the best opportunity to intervene; however, a balanced approach to fund programs including all risk factors is preferred (as long as the focus is impacting one of the three priority risk factors). Currently funded

programs and those applying for funding in the future can be designed around the 2nd tier risk factors; however, all programs must be able to identify program components that impact one of the priority risk factors. This means that school-based programs, substance abuse treatment programs, and leisure/recreation programs are acceptable provided the program design impacts one or more of the three priority risk factors. All programs are expected to engage / involve families due to the importance on the impact on long-term outcomes. “Family” in the context of prevention programming refers to the child-defined family.

Team Justice endeavors to recommend funding to programs that: (1) serve youth at moderate to high risk of delinquency; (2) scale program dosage to risk level; (3) use evidence-based programs and methods; and (4) emphasize family engagement.

Note that in addition to the prevention programs included in the continuum of services, the City of Wichita Special Liquor Tax Grant funds substance abuse treatment services and programs in Wichita / Sedgwick County. Therefore, the substance abuse domain was not a focus of discussion.

The charts included in this section show current programs funded through Sedgwick County Crime Prevention Programs and KDOC-JS grants, as well as those funded through the City of Wichita Liquor Tax Prevention Fund. These programs provide a continuum of program options that range from secondary prevention through graduated sanctions.

City of Wichita Liquor Tax Funded Evidence-Based Prevention Programs CY2016										
Program Name	Responsible Agency	Goal to Serve	Served in CY16	Population	YLS/CMI Domains	Risk Levels Targeted	Research Citation	Funding Source(s)	Annual Funding	# FTEs
Challenge by Choice	Tiyospaye (Higher Ground)	400	463	Age 11-17	Substance Abuse & Education	Moderate to high risk	Motivational Interviewing- SAMHSA:J S-4.0 CBT-SAMHSA: 3.1-3.7	City of Wichita Liquor Tax	\$77,765.00	1.55
Pathways	Mental Health Association of South Central KS	900	934	Age 10-17	Anti-social Cognition	Moderate to high risk	Crime Solutions: Effective Blueprints: Model OJJDP Model Programs: Effective SAMHSA: 2.6-3.2	City of Wichita Liquor Tax	\$75,000.00	2.00
Youth Mentoring Program	Big Brothers Big Sisters of Sedgwick County	200	201	Age 5-18	Substance Abuse	Moderate to high risk	Crime Solutions: Effective Blueprints: Promising OJJDP Model Programs: Effective SAMHSA: 3.0-3.1	City of Wichita Liquor Tax	\$98,000.00	2.50
Strengthening Families	HealthCore	100	239	Age 10-14	Substance Abuse & Family	Moderate to high risk	Blueprints: Promising Model	City of Wichita Liquor Tax	\$94,000.00	1.88
Girl Empowerment Program	Mental Health Association of South Central KS	250	284	Age 11-17	Substance Abuse & Education	Moderate to high risk	Crime Solutions: Promising OJJDP Model Programs: Promising	City of Wichita Liquor Tax	\$50,000.00	2.00
Youth Prevention Program	Pando Initiative	800	803	K-12	Education & Family	Moderate to high risk referred for behavioral problems	Crime Solutions: Effective Blueprints: Model OJJDP Model Problems Effective SAMHSA: 2.6- 3.2	City of Wichita Liquor Tax	\$32,612	0.73
Prevention and Wellness	Mirror Inc.	275	307	9-12 Grades	Substance Abuse & Anti-Social Cognition	Moderate to high risk	Center for Substance Abuse Prevention (CSAP)	City of Wichita Liquor Tax	50,000.00	1

SEDGWICK COUNTY SFY 2017										
JCAB - (Team Justice)										
Evidence-Based Prevention Programs - Sedgwick County										
Program Name	Responsible Agency	# of Successful Completions	Goal to Serve	Target Population	YLS/CMI Domains	Risk Levels Targeted	Research Citation	Funding Source(s)	Annual Cost	# FTEs
Positive Action	Pando Initiative	85	80	Age 10-17	School & Family	Moderate to high risk referred for behavior problems.	Crime Solutions: Effective Blueprints: Model OJJDP Model Programs: Effective SAMHSA: 2.6-3.2	Crime Prevention Funds	\$41,854	1.2
Functional Family Therapy	EmberHope Inc.	15	85	Age 10-17	Anti-social Cognition & Family	Moderate to high risk	Crime Solutions: Effective Blueprints: Model OJJDP Model Programs: Effective	Crime Prevention Funds	\$187,952	2.9
Learning the Ropes	Tiyospaye (Higher Ground)	43	70/80 (70 youth & 80 parents)	Age 12-17	Substance Abuse & Family	Moderate to high risk	Motivational Interviewing- SAMHSA:3.5-4.0 CBT-SAMHSA: 3.1-3.7 Parents Who Care- OJJDP/CSAP: Model Program	Crime Prevention Funds	\$95,000	1.75-2
PATHS for Kids	Mental Health Association	916	600	Age 10-17	Anti-social Cognition	Moderate to high risk	Crime Solutions: Effective Blueprints: Model OJJDP Model Programs: Effective	Crime Prevention Funds	\$54,300	2
Teen Intervention Program (Thinking for a Change)	Episcopal Social Services	71	100/50 (100 youth & 50 parents)	Age 10-17	Anti-social Cognition & Family	Moderate to high risk - Early intervention for youth arrested for misdemeanor.	Crime Solutions: Promising National Institute of Corrections	Crime Prevention Funds	\$79,286	1.5
Judge Riddel Boys and Girls Program (JRBG)*	Juvenile Field Services	33	100	Age 12-22	Anti-social Cognition	Moderate to high risk	Crime Solutions: Promising National Institute of Corrections	General Fund	\$329,400	5

* The JRBG numbers are based on Calendar Year 2016. 96 youth were served with 33 identified successful completions. In addition to the successful completions, there were 4 youth involved in the program who had their cases closed by the court and one male that aged out. All of these youth were on the road to successful completion at the time of case situation changes.

III. Benchmark to Reduce the Juvenile Crime Rate

In a very real sense, this section covers the efforts of Team Justice to measure the impact of prevention and graduated sanctions. There is a rich array of programs throughout the continuum of prevention and graduated sanctions: Are they working? How can we tell? Each program offered is judged by its ability to impact critical measures. The planned outcomes for Sedgwick County are as follows:

Outcome #1: Reduce the number of juvenile offender arrests and resultant filings in the 18th Judicial District. This outcome is an indirect measure of many factors, including the impact of

prevention programs. A comparison of JIAC offender intakes and juvenile filings over the most recent five years showed the highest rates in the earliest year.

Outcome #2: Reduce recidivism among juvenile offenders as evidenced by a subsequent JIAC intake. A table showing the number of intakes per individual during the last five years was produced, and it showed a steady decline in the number of youth with multiple intakes. The information in that table supports a recidivism risk around 15%. The most recent program evaluation showed recidivism for those served in programs funded by the Sedgwick County Crime Prevention Program and KDOC-JS grants involved 13 youth out of 1,643 youth served.

Outcome #3: Reduce the number of admissions to juvenile detention. Use the detention utilization committee to assure use of the least restrictive option for juveniles in need of a safe secure environment following police custody. A review of the five most recent years of intake and placement data related to the juvenile detention facility show a steady decline in overall numbers for the detention and juvenile residential facility, with a slight upward trend for home based services. DOC is looking at the option of use of detention space for secure care.

Outcome #4: Successful completion rates in prevention and graduated sanctions programs funded through grants approved by Team Justice will fall between 65% and 85%. A review of the most recent program evaluation data shows that program successful exits fell between 99% and 37%. Two programs were below 65%; one of those is no longer receiving grant funding. When gender is used as a part of an analysis of exit status, the past five years showed that females are consistently more successful than males, and that success in the programs for both genders has consistently increased from an average of 68% to 88% for males, and from 69% to 97% for females.

Outcome #5: Differential successful completion rates in prevention and graduated sanctions programs funded through grants approved by Team Justice will show no substantial difference in success levels for majority and minority youth. The comparison of successful completion rates in all of the prevention and graduated sanctions programs funded through grants approved by Team Justice (as contained in the tables on page 29 of the 2017 program evaluation) showed an overall successful completion rate of 91.8% for Caucasian youth and a rate of 89.6% for all minority youth. A review of the individual minority youth showed successful completion rates varied from 84.8% for African American youth to 100% for American Indian and Pacific Islander youth.

Additionally, The Team Justice FY 2018 Annual Report identified needed programs and practices towards the goal of maintaining youth in the community and improving the rate of recidivism. The full implementation of the recommendations is in progress with support of Reinvestment and Regional grant funding through KDOC-JS.

Crossover Youth Practice Model (CYPM): A number of youth involved in the juvenile system are also served through the child welfare system. This creates challenges in determining the best service provision for the youth and family, and poses a need for increased communication and collaboration between the systems. There are youth who do not have a viable family system to return to, therefore alternative placements are needed. In Sedgwick County, human trafficking victims make up part of this population. The CYPM model uses a collaborative approach with community-based systems involved with the youth and family to provide a wraparound approach to serving the family, capitalizing on available resources and promoting stability in the youth's placement or home. This model is currently in place in Sedgwick County.

Aggression Replacement Training (ART ®): ART is a cognitive behavioral based program designed to address antisocial cognition. The program is designed to help chronically aggressive youth develop social skills and cognitive skills to reduce aggressive behaviors. According to the WSIPP this program has a return on investment ratio of \$10.85 per dollar invested. This model is currently in place in Sedgwick County.

Seeking Safety: Many justice-involved youth have experienced significant traumatic events, and therefore, have a need for gender specific programming to address trauma-based issues. Seeking safety is a cognitive-based program designed to address these issues, and may be delivered to individuals or gender-specific groups, or mixed gender groups. This program is referenced in the Mental Health Training Curriculum for Juvenile Justice (MHTC-JJ) Models for Change, 2015. According to the WSIPP this program has a return on investment ratio of \$24.29 per dollar invested. This will be a new model within Sedgwick County.

Programs:

Evening Reporting Services: Sedgwick County is surrounded by smaller counties/judicial districts that struggle to offer evidence-based programs when very small numbers of youth are enrolled. Minimum staff requirements are often prohibitive. Sedgwick County has the capability to offer services on a regional basis. The evening reporting program would serve an average daily population of 30-50 youth from the 9th, 13th, 18th, and 19th judicial districts. To maximize impact the program would offer late afternoon/evening and Saturday hours of service. The focus is to provide access to risk-reduction oriented programming in a supervised setting. The Washington State Institute on Public Policy indicates the benefits to costs for programs that coordinate services is \$23.55, with a 96% chance that benefits will exceed costs. This model is new to Sedgwick County and the region. It is anticipated that the program will begin receiving referrals on April 2, 2018. A day reporting program is the ultimate goal for services for Sedgwick County and efforts will continue to be focused in this direction.

Strengthening Families: Family Engagement has been a focus in the Sedgwick County Division of Corrections through work with Vera Institute of Justice for consultation and input. An important component of the effort to engage families is to enhance time families get to spend with juvenile justice youth. Enhancing time with good effect means providing some structure to make good use of such time. This program is a family-based program designed to teach parenting skills and empower parents to effectively parent youth with behavioral or substance abuse issues. According to the WSIPP this program has a return on investment ratio of \$5.00 per dollar invested. This model currently exists in Sedgwick County. Sedgwick County will be implanting the Parent Choice program in conjunction with the Evening Reporting Center.

Trauma-Focused Cognitive Behavioral Therapy: TF-CBT is a cognitive based therapy designed to address PTSD or other emotional responses to trauma by restructuring unhealthy cognitive responses. The program observes SAMSHA's six key principles of a

trauma-informed approach (safety, trustworthiness, peer support, collaboration and mutuality, empowerment, and cultural/historic/gender issues). While cost/benefit ratios vary by site and application, the WSIPP rates this program as having a 100% chance of benefits exceeding costs. TF-CBT is utilized in Sedgwick County's community mental health center. It will be offered more specifically for juvenile justice involved youth within Sedgwick County. TF-CBT is also referenced in the Mental Health Training Curriculum for Juvenile Justice (MHTC-JJ) Models for Change, 2015.

Specialized Court Processing: While a specific mental health or drug court for juveniles has not been implemented, there have been changes related to SB367 which requires reviews for detained youth. Many youth at higher levels of the system present with very specific issues. Judicial review of youth every 14 days allows an internal check within the juvenile justice system to ensure that youth are not remaining in detention unnecessarily and that services are being considered. This court process allows ongoing consideration of services that are equipped to handle the specialized needs of youth in a community-based setting, if appropriate. This court process could offer a substantial reduction in length of detention and a return on investment when implemented. This process is new in Sedgwick County, based on SB367 implementation as of July 1, 2017.

In-house Drug / Alcohol Treatment: This program involves the delivery of substance abuse treatment programming onsite at Juvenile Field Services to youth found throughout the spectrum of juvenile justice who do not have means to otherwise access such programming. Youth would come from Immediate Intervention (JIAC), pretrial, and/or juvenile court services. Both MST and Seeking Safety have components focused on substance abuse treatment, and would serve the needs of the juvenile justice youth in need of substance abuse programming. Seeking Safety is an evidence-based program and "designed to address the unique relationship between PTSD and substance use in either individual or group setting." Sedgwick County has an RFP out to contract for the in-house services.

Multisystemic Therapy (MST): Multisystemic Therapy (MST) is a family and home-based treatment that strives to change how youth functions within their natural setting. This approach recognizes that the youth lives within a network of systems such as family, school, peer and neighborhood. MST focuses on reduction of anti-social behavior and therapists are available to the family 24-hours a day, seven days a week. Therapists remove barriers to treatment by providing services in the home, in the community and through increased availability. According to WSIPP the social and individual benefits of this program will exceed the cost 84% of the time. Further, WSIPP estimates a return of \$2.42 in benefits for every dollar in program costs. This will be a new model within Sedgwick County. Sedgwick County has an agreement for MST and initial stakeholder educational sessions have occurred. Training is scheduled to begin in April for program providers.

SFY 2018 Annual JCAB Report						
18th Judicial District						
Table 2: Programs Needs in Your Judicial District						
Program Name	Capacity	Target Population, Including	YLS/CMI Domains	Research Citation	Annual Cost	Notes/Comments
Multisystemic Therapy (MST)	150-200	Moderate-High Risk Youth	Anti-Social Cognition/ Family/Personality/Associates	Washington State Institute on Public Policy	\$7,834 per youth	New Recommended EBP - Costs shown are estimates from WSIPP, fully loaded with all indirect.
Seeking Safety	150-200	Moderate-High Risk Youth	Substance Abuse/ Gender Specific	Crime Solutions - Promising	\$391 per youth	New Recommended EBP
Trauma Focused-Cognitive Behavioral Therapy (TF-CBT)	150-200	Moderate-High Risk Youth	Anti-Social Cognition/ Family	Crime Solutions - Effective	\$334 per youth	New Recommended EBP
Crossover Youth Practice Model (CYPM)	35	Youth in both JJ and welfare systems or at risk to be in both systems	All	Center for Juvenile Justice Reform, Georgetown University		On-going Practice Model
AMikids Community-Based Day Treatment Services	150-200	Moderate-High Risk Youth	Anti-Social Cognition	Washington State Institute on Public Policy rated effect coordination of service model. Crime Solutions-Promising	\$9356 per youth	A continued focus for Sedgwick County is a Day Treatment Program. An Evening Treatment Program is being recommended in lieu of continued planning for Day Treatment
InHouse Drug/Alcohol Treatment	150-200	Moderate-High Risk Youth	Substance Abuse	Washington State Institute on Public Policy rated effect coordination of service model. Crime Solutions-		This service will ensure that juvenile justice youth who cannot otherwise access services will have this treatment.
Specialized Court Processing	300-500	All juvenile justice youth	All	Required by KS SB367		New Program Focused on SB367 case length standards and further standards for detention and release.
Aggression Replacement Training	150-200	Moderate-High Risk Youth	Anti-Social Cognition	Washington State Institute on Public Policy	\$745 per youth	This is an evidence-based proven program that returns \$10.85 in benefits for every treatment dollar.

SB 367 Implementation Update

Program/Practice	Fully Implemented	In progress	Not Implemented	Will Not Be Implemented in District
Notice to Appear (NTA)	X			
Immediate Intervention Program (IIP)		X		
Graduated Responses		X		
Earned Discharge			X	
MOU between school, LEO and prosecutor	X			
Kansas Detention Assessment Instrument (KDAI)	As of 7/1/17			
Cognitive-Behavioral Treatment/Programs		X		
MAYSI-II	X			

As previously mentioned, SB367 is impacting juvenile justice throughout Kansas. The table above shows the various aspects of SB367 and how they are being processed in the 18th Judicial District.

Efforts to Address racial and ethnic disparity

Sedgwick County juvenile justice and delinquency prevention efforts have focused on racial and ethnic disparity issues for the past twenty years, using various strategies, including the Juvenile Detention Alternatives Initiative, use of the JIAC Brief Screen and YLS-CMI objective decision-making tools, assistance from the Burns Institute in the past and during the 2018 fiscal year, and ongoing scrutiny of detention decisions by the Detention Utilization Committee. There is some satisfaction with disparity amounts in the past two years, and work is ongoing with the Burns Institute conducting monthly sessions to review data and discuss strategy options towards the goal of developing a strategic plan for the community.