



Charles County

# Criminal Justice Coordinating Council

2024-2026 Strategic Plan

# Table of Contents

---

<b>Acknowledgment .....</b>	<b>2</b>
<b>The Charles County CJCC.....</b>	<b>3</b>
<b>The 2024-26 CJCC Strategic Plan .....</b>	<b>4</b>
<b>Pretrial Services Objectives &amp; Strategies.....</b>	<b>5</b>
<b>Mental Health Objectives &amp; Strategies .....</b>	<b>6</b>
<b>Juvenile Justice Objectives &amp; Strategies .....</b>	<b>7</b>
<b>CJCC Operations Objectives &amp; Strategies .....</b>	<b>8</b>
<b>Appendix A: CJCC Strategic Action Plan.....</b>	<b>9</b>

# Acknowledgment

---

*The Justice Management Institute (JMI) would like to thank the Charles County CJCC members and stakeholders who participated in interviews, listening circles, and workshops to create this plan. Their knowledge and feedback were the driving force behind this strategic plan. Without their dedication to their community and their expertise in the field, this work would not be possible. Your collective efforts will continue to shape the future of a more effective and equitable criminal justice system.*



# The Charles County CJCC

---

## Purpose

*The Charles County Criminal Justice Coordinating Council (CJCC) was formed in 2020 through the efforts of the Charles County Circuit Court. In July 2020, the County Commissioners formally recognized the CJCC via Resolution 2020-18 as an advisory board. The CJCC serves as a collaborative body comprised mainly of stakeholders from the adult and juvenile justice system in Charles County. It leverages the resources and expertise from participating agencies and departments to improve the operation of the criminal justice system and to enhance the health and safety of county residents.*

## Vision Statement

*The vision of the Charles County CJCC is a justice system defined by integrity, fairness, and trust, where safety and justice are equally assured for all.*

## Mission Statement

*The mission of the CJCC is to enhance the operation of the Charles County adult and juvenile justice systems through interagency collaboration and the coordination of cohesive policies and programs for the purposes of improving public health and safety and heightening public trust.*

## Guiding Principles

- *Creating a criminal justice system that is fair, just, and equitable.*
- *Enhancing public safety and trust.*
- *Thinking systemically and strategically.*
- *Communicating and sharing information.*
- *Collaborating, building consensus, and sharing responsibility.*
- *Utilizing data and research.*
- *Pursuing innovation and evidence-based solutions.*
- *Maximizing existing resources and taxpayer funds.*
- *Informing and involving the community.*
- *Including diverse perspectives in all aspects.*
- *Embracing transparency and accountability.*

# The 2024-2026 CJCC Strategic Plan

---

## Priority Areas & Goals



### Pretrial Services

*To establish a pretrial services agency that effectively manages pretrial release processes, ensuring informed pretrial release and detention decisions, compliance with conditions, and appropriate pretrial supervision and support.*



### Mental Health

*To increase awareness and accessibility of mental health services in the community.*



### Juvenile Justice

*To build a cohesive foundation for proactively addressing juvenile needs in the community.*



### CJCC Operations

*To operate a high performing CJCC in alignment with national standards.*

# Pretrial Services Objectives & Strategies

---



## Pretrial Services

*To establish a pretrial services agency that effectively manages pretrial release processes, ensuring informed pretrial release and detention decisions, compliance with conditions, and appropriate pretrial supervision and support.*

### **Objective #1: Establish Agency Structure and Staffing.**

- Review current environment to determine agency framework.
- Develop agency staffing model.
- Establish location of pretrial services agency.
- Secure agency annual funding.

### **Objective #2: Implement Universal Screening and Outcome Assessment.**

- Determine pretrial assessment options.
- Implement pretrial assessment process.
- Ensure appropriateness of risk assessment tool.

### **Objective #3: Develop and Apply a Supervision and Support Model.**

- Establish pretrial supervision practices.
- Implement supervision process.
- Assess adequacy of supervision model.

### **Objective #4: Institute an Outcome and Performance Measurement System.**

- Produce agency outcome data for stakeholders.

# Mental Health Objectives & Strategies

---



## Mental Health

*To increase awareness and accessibility of mental health services in the community.*

### **Objective #1: Develop tools and resources to improve access, navigation, and coordination of mental health services.**

- *Pursue the sequential intercept map recommendations.*
- *Collect community data on which services are missing or need to be increased.*
- *Increase knowledge of services available to community members.*
- *Organize mental health community events.*

### **Objective #2: Improve transportation options for community members seeking mental health services.**

- *Utilize traditional and non-traditional public transportation models.*
- *Promote remote service opportunities when transportation is not accessible.*
- *Explore creative alternatives for service delivery, especially for under resourced areas.*

### **Objective #3: Enhance the community response to mental health crises.**

- *Support first responder interventions.*
- *Improve coordination of persons released from hospitals and jail requiring mental health care.*
- *Create resource navigators to help clients connect with community-based services.*

# Juvenile Justice Objectives & Strategies


---




## Juvenile Justice

*To build a cohesive foundation for proactively addressing juvenile needs in the community.*


### **Objective #1: Obtain data on at-risk youths to strengthen service delivery.**

- 
- *Collect and analyze data on juveniles from key partners.*
  - *Create a sequential intercept map of the juvenile justice system.*
  - *Pursue policy and program development.*
  - *Seek funding for data-informed juvenile justice initiatives.*

### **Objective #2: Engage the community on juvenile justice matters and provide education.**

- 
- *Conduct outreach to caregivers to provide support and information.*
  - *Educate professionals about services and programs for at-risk youth.*
  - *Obtain community input on the needs of at-risk youth.*

### **Objective #3: Create employment and social opportunities for the youth population.**

- 
- *Coordinate summer job opportunities for youth.*
  - *Organize structured summer/after school activities for youth.*
  - *Broaden the use of the social/emotional and conflict resolution curriculum.*
  - *Expand Restorative Justice (RJ) training into every school.*



# CJCC Operations Objectives & Strategies

---



## CJCC Operations

*To operate a high performing CJCC in alignment with national standards.*

### **Objective #1: Improve daily operations of the CJCC.**

- *Establish CJCC staff.*
- *Strengthen committees and workgroups.*
- *Improve CJCC member experience.*
- *Adhere to strategic goals.*

### **Objective #2: Produce criminal justice system data to inform the CJCC and community.**


- *Generate justice system (i.e., agency) data.*
- *Produce system data reports and provide to community.*
- *Utilize data to inform decision-making and council initiatives.*

### **Objective #3: Engage and inform the community about the CJCC to heighten understanding and trust.**

- *Operate a dedicated CJCC website.*
- *Conduct community outreach.*
- *Expand community involvement in CJCC.*

## Appendix A: Action Plan

---



*The following pages contain the action plan for achieving the CJCC's goals. The action plan takes the objectives and strategies of the strategic plan and adds specific tactics that need to be executed to bring the goals into reality. The detailed plan also includes who is responsible, the resources required, the target completion date, and the intended outputs and outcomes from implementing the strategies and tactics.*

## Appendix A: Action Plan - Pretrial Services

---

### Part I: Priority Area

Priority	Pretrial Services
----------	-------------------

### Part II: Priority Area Goal

Goal	To establish a pretrial services agency that effectively manages pretrial release processes, ensuring informed pretrial release and detention decisions, compliance with conditions, and appropriate pretrial supervision and support.
------	--

### Part III: Priority Area Objectives

Objective #1	Establish Agency Structure and Staffing.
Objective #2	Implement Universal Screening and Outcome Assessment.
Objective #3	Develop and Apply a Supervision and Support Model.
Objective #4	Institute an Outcome and Performance Measurement System.





Objective #3	Develop and Apply a Supervision and Support Model.						
Strategy	Tactic(s)	Leader(s)	Resources Needed	Completion Date	Deliverables	Output Metrics	Outcome Metrics
Establish pretrial supervision practices.	1. Design risk-based supervision levels.	Pretrial Committee & CJCC Director	CJI Technical Assistance	November 2024	<ul style="list-style-type: none"><li>Supervision model</li><li>Non-compliance policy and procedure</li></ul>	<ul style="list-style-type: none"><li>Number of supervision tools considered.</li><li>Completion of supervision model by deadline.</li></ul>	<ul style="list-style-type: none"><li>Overall success rate of participants.</li></ul>
	2. Determine supervision tools and reporting protocol for participants.						
	3. Outline protocol for non-compliance.						
Implement supervision process.	1. Establish written policies and procedures for supervision.	Pretrial Committee, CJCC Director & Pretrial Services Agency Director	CJI Technical Assistance	December 2024	<ul style="list-style-type: none"><li>Training manual</li><li>Training sessions</li><li>Policies &amp; procedures for staff</li><li>FTA resolution plan</li></ul>	<ul style="list-style-type: none"><li>Number of policies produced.</li><li>Number of training sessions held.</li><li>Number of individuals supervised.</li><li>Completion of training manual by deadline.</li></ul>	<ul style="list-style-type: none"><li>Rate of pretrial court appearance by participants.</li><li>Rate of re-arrest by active participants.</li><li>Rate of re-engagement after FTA.</li></ul>
	2. Train staff on case management practices.						
	3. Institute process to assist participants who fail to appear (FTA) for court in preventing/resolving warrant.						
Assess adequacy of supervision model.	1. Review program completion rate and other outcomes.	Pretrial Committee, CJCC Director & Pretrial Services Agency Director	Outside researcher	March 2026	<ul style="list-style-type: none"><li>Supervision analysis/review</li></ul>	<ul style="list-style-type: none"><li>Number of program data points collected for review.</li><li>Completion of review by deadline.</li></ul>	<ul style="list-style-type: none"><li>Change in program completion rates before and after supervision adjustments.</li><li>Stakeholder satisfaction with supervision post-review.</li></ul>
	2. Consider program adjustments based on outcomes.						



# Appendix A: Action Plan - Mental Health

---

## Part I: Priority Area

Priority Area	Mental Health
---------------	---------------

## Part II: Priority Area Goal

Goal	To increase awareness and accessibility of mental health services in the community.
------	---

## Part III: Priority Area Objectives

Objective #1	Develop tools and resources to improve access, navigation, and coordination of mental health services.
Objective #2	Improve transportation options for community members seeking mental health services.
Objective #3	Enhance the community response to mental health crises.





Objective #2	Improve transportation options for community members seeking mental health services.						
Strategy	Tactic(s)	Leader(s)	Resources Needed	Completion Date	Deliverables	Output Metrics	Outcome Metrics
Utilize traditional and non-traditional public transportation models.	1. Examine existing bus routes to devise more efficient service delivery to rural areas, streamlined service to appointments, or dedicated service routes.	Behavioral Health Committee	Funding	February 2025	<ul style="list-style-type: none"><li>Specialized bus system routes.</li><li>Medical Uber.</li><li>Transportation Liaison Position.</li></ul>	<ul style="list-style-type: none"><li>Number of new bus routes.</li><li>Number of Medical Uber rides taken.</li><li>Number of clients able to access in-person services.</li></ul>	<ul style="list-style-type: none"><li>Increased access to in-person services.</li><li>Reduced transportation barriers.</li><li>Increased attendance at mental health appointments.</li></ul>
	2. Offer "Medical Uber" accounts to clients living in remote areas or who need additional accommodations.						
	3. Explore a transportation liaison position to help coordinate transportation services.						
Promote remote service opportunities when transportation is not accessible.	1. Offer remote opportunities for both providers and for clients.	Behavioral Health Committee	Funding & Community Partners	January 2026	<ul style="list-style-type: none"><li>Telehealth.</li><li>Library Partnership</li><li>Technology distribution program.</li></ul>	<ul style="list-style-type: none"><li>Number of remote telehealth sessions conducted.</li><li>Number of clients receiving technology assistance.</li></ul>	<ul style="list-style-type: none"><li>Reduced wait times for individuals seeking services.</li><li>Increased access to services.</li></ul>
	2. Partner with local libraries to help clients obtain internet access.						
	3. Provide clients with the necessary technological equipment to successfully access services.						
Explore creative alternatives for service delivery, especially for under resourced areas.	1. Provide in-person and hybrid opportunities as needed.	Behavioral Health Committee	Funding & Community Partners	June 2026	<ul style="list-style-type: none"><li>Mobile outreach.</li><li>Shuttle service plan.</li><li>Telehealth and in person appointments.</li></ul>	<ul style="list-style-type: none"><li>Number of mobile outreach events.</li><li>Number of shuttle service users.</li></ul>	<ul style="list-style-type: none"><li>Expanded geographical service coverage.</li><li>Improved service accessibility.</li><li>Improved first responder efficiency.</li></ul>
	2. Conduct mobile outreach and remote service delivery.						
	3. Provide shuttle services from centralized locations to service providers.						



# Appendix A: Action Plan - Juvenile Justice

---

## Part I: Priority Area

Priority Area	Juvenile Justice
---------------	------------------

## Part II: Priority Area Goal

Goal	To build a cohesive foundation for proactively addressing juvenile needs in the community.
------	--

## Part III: Priority Area Objectives

Objective #1	Obtain data on at-risk youths to strengthen service delivery.
Objective #2	Engage the community on juvenile justice matters and provide education.
Objective #3	Create employment and social opportunities for the youth population.







# Appendix A: Action Plan - CJCC Operations

---

## Part I: Priority Area

Priority	CJCC Operations
----------	-----------------

## Part II: Priority Area Goal

Goal	To operate a high performing CJCC in alignment with national standards.
------	---

## Part III: Priority Area Objectives

Objective #1	Improve daily operations of the CJCC.
Objective #2	Produce criminal justice system data to inform the CJCC and community.
Objective #3	Engage and inform the community about the CJCC to heighten understanding and trust.



## Part IV: Strategies, Tactics, & Measures

Objective #1	Improve daily operations of the CJCC.						
Strategy	Tactic(s)	Leader(s)	Resources Needed	Completion Date	Deliverables	Output Metrics	Outcome Metrics
Establish CJCC staff.	1. Hire full-time CJCC Director.	CJCC Executive Committee	Position Funding	August 2024/ Annually	<ul style="list-style-type: none"><li>Director position</li><li>Director workplan</li><li>Director performance review</li></ul>	<ul style="list-style-type: none"><li>Completion of Director hiring.</li><li>Number of objectives set in workplan.</li><li>Number of performance targets met.</li></ul>	<ul style="list-style-type: none"><li>Level of progress on strategic initiatives set for Director.</li><li>Employee satisfaction with Director's leadership.</li><li>Improvement in Director's performance year to year.</li></ul>
	2. Create workplan for Director.						
	3. Conduct annual performance review of Director.						
Strengthen committees and workgroups.	1. Align committees with strategic goals.	CJCC Executive Committee & CJCC Director	Support of CJCC Leadership	December 2024	<ul style="list-style-type: none"><li>Committee charter(s)</li><li>Strategic tasks for committee(s)</li></ul>	<ul style="list-style-type: none"><li>Number of charters created per committee.</li><li>Percentage of committee strategic tasks achieved per year.</li></ul>	<ul style="list-style-type: none"><li>Committee member satisfaction levels.</li><li>Retention rate for committee members.</li></ul>
	2. Create charters for committees.						
	3. Actively monitor committee progress.						
Improve CJCC member experience.	1. Provide meeting agendas three days in advance of meetings.	CJCC Officers & CJCC Director	Support of CJCC Leadership	Ongoing	<ul style="list-style-type: none"><li>Meeting agendas</li><li>On-boarding procedure</li><li>Meeting attendance</li></ul>	<ul style="list-style-type: none"><li>Percentage of agendas provided on time per year.</li><li>Number of members on-boarded per year.</li><li>Percentage of meetings attended by members per year.</li></ul>	<ul style="list-style-type: none"><li>Member satisfaction levels with CJCC.</li><li>Change in attendance rates.</li><li>Retention rate for new members.</li><li>Improvement in meeting productivity.</li></ul>
	2. Institute on-boarding process for new members.						
	3. Engage missing stakeholders to participate.						
Adhere to strategic goals.	1. Review and update strategic goals and objectives annually.	CJCC Executive Directors & CJCC Director	Support of CJCC Leadership	Annually/ Ongoing	<ul style="list-style-type: none"><li>Progress report</li></ul>	<ul style="list-style-type: none"><li>Percentage of committee strategic objectives achieved per year.</li><li>Completion of annual report by deadline.</li></ul>	<ul style="list-style-type: none"><li>Member satisfaction levels with CJCC.</li><li>Improvement in public trust of justice system.</li></ul>
	2. Produce annual progress report on strategic initiatives.						



[illegible]