



Charles County

Criminal Justice Coordinating Council

2024-2026 Strategic Plan

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Acknowledgment

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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



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



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



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
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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.
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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.

Part IV: Strategies, Tactics, & Measures

Institute an Outcome and Performance Measurement System.							
Strategy	Tactic(s)	Leader(s)	Resources Needed	Completion Date	Deliverables	Output Metrics	Outcome Metrics
Produce agency outcome data for stakeholders	<ol style="list-style-type: none"> 1. Define performance metrics that track agency's success with strategic objectives. 2. Create formal process for collecting and analyzing agency data. 3. Publish agency outcome data and provide directly to CJCC and community. 	Pretrial Committee & Pretrial Services Agency Director	CJI Technical Assistance & Agency Staff	Ongoing	<ul style="list-style-type: none"> • Agency performance data • Statistical report 	<ul style="list-style-type: none"> • Number of performance metrics defined. • Number of staffed trained in data collection. • Number of reports published per year. 	<ul style="list-style-type: none"> • Level of stakeholder satisfaction with performance metrics. • Increased understanding of program services.

Appendix A: Action Plan - Mental Health

Part I: Priority Area

Priority Area	Mental Health
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Part II: Priority Area Goal

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

Part IV: Strategies, Tactics, & Measures

Objective #1	Develop tools and resources to improve access, navigation, and coordination of mental health services.						
Strategy	Tactic(s)	Leader(s)	Resources Needed	Completion Date	Deliverables	Output Metrics	Outcome Metrics
Pursue the sequential intercept map recommendations.	<ol style="list-style-type: none"> Identify major gaps and lapses in services. Facilitate discussions with key stakeholders to learn about opportunities for intervention. Create a strategic plan to provide services where they are missing. 	Behavioral Health Committee	Technical Assistance from State	January 2025	<ul style="list-style-type: none"> Sequential intercept map for mental health system. Gap analysis report. 	<ul style="list-style-type: none"> Completion of sequential intercept map by set deadline. Number of identified service gaps. Number of meetings held with stakeholders. 	<ul style="list-style-type: none"> Improved understanding of service gaps. Enhanced coordination in addressing gaps. Improved user satisfaction with mental health services.
Collect community data on which services are missing or need to be increased.	<ol style="list-style-type: none"> Support information/data sharing between all entities and service providers. Establish data-driven solutions to support community needs. Assess the impact community outreach events have on resource engagement. 	Behavioral Health Committee & CJCC Director	Support of Community Partners	June 2025 and Ongoing	<ul style="list-style-type: none"> Community needs assessment – done both post and pre intervention. 	<ul style="list-style-type: none"> Number of stakeholder meetings. Number of stakeholders engaged. Metrics on outreach and resource engagement 	<ul style="list-style-type: none"> Increased stakeholder collaboration. Increased community engagement and awareness. Improved usage of mental health services.
Increase knowledge of services available to community members.	<ol style="list-style-type: none"> Refine the referral process to ensure that it is up-to-date and accurate information is shared. Promote launch of new online resource hub through the Local Management Board. 	Behavioral Health Committee	Support of Community Partners	November 2024 and Ongoing	<ul style="list-style-type: none"> Promotional materials for online resource hub. Live referral tracking documents. 	<ul style="list-style-type: none"> Metrics on the activity of the resource hub. Use of referral tracking database. 	<ul style="list-style-type: none"> Improved online engagement of resources. Increased follow through on services by clients. Higher user satisfaction with resource hub.
Organize mental health community events.	<ol style="list-style-type: none"> Partner with local organizations to ensure representation of services providers at events. Host Wellness Fair Day(s). Incentivize community participation (e.g., food, clothing, services). 	Behavioral Health Committee	Support of Community Partners	Ongoing	<ul style="list-style-type: none"> Strategic partner engagement. Community events. Resources introduced to community. 	<ul style="list-style-type: none"> Number of promotional activities conducted. Number of individuals attending events. 	<ul style="list-style-type: none"> Increased awareness of mental health resources. Improved service utilization. Enhanced community engagement.

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.	<ol style="list-style-type: none"> 1. Examine existing bus routes to devise more efficient service delivery to rural areas, streamlined service to appointments, or dedicated service routes. 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. 	Behavioral Health Committee	Funding	February 2025	<ul style="list-style-type: none"> • Specialized bus system routes. • Medical Uber. • Transportation Liaison Position. 	<ul style="list-style-type: none"> • Number of new bus routes. • Number of Medical Uber rides taken. • Number of clients able to access in-person services. 	<ul style="list-style-type: none"> • Increased access to in-person services. • Reduced transportation barriers. • Increased attendance at mental health appointments.
Promote remote service opportunities when transportation is not accessible.	<ol style="list-style-type: none"> 1. Offer remote opportunities for both providers and for clients. 2. Partner with local libraries to help clients obtain internet access. 3. Provide clients with the necessary technological equipment to successfully access services. 	Behavioral Health Committee	Funding & Community Partners	January 2026	<ul style="list-style-type: none"> • Telehealth. • Library Partnership • Technology distribution program. 	<ul style="list-style-type: none"> • Number of remote telehealth sessions conducted. • Number of clients receiving technology assistance. 	<ul style="list-style-type: none"> • Reduced wait times for individuals seeking services. • Increased access to services.
Explore creative alternatives for service delivery, especially for under resourced areas.	<ol style="list-style-type: none"> 1. Provide in-person and hybrid opportunities as needed. 2. Conduct mobile outreach and remote service delivery. 3. Provide shuttle services from centralized locations to service providers. 	Behavioral Health Committee	Funding & Community Partners	June 2026	<ul style="list-style-type: none"> • Mobile outreach. • Shuttle service plan. • Telehealth and in person appointments. 	<ul style="list-style-type: none"> • Number of mobile outreach events. • Number of shuttle service users. 	<ul style="list-style-type: none"> • Expanded geographical service coverage. • Improved service accessibility. • Improved first responder efficiency.

Enhance the community response to mental health crises.								
Objective #3	Strategy	Tactic(s)	Leader(s)	Resources Needed	Completion Date	Deliverables	Output Metrics	Outcome Metrics
Support first responder interventions.		1. Promote the use of the 988 mental health line. 2. Provide 211 operators with updated mental health resources. 3. Support law enforcement with trained mental health professionals on calls.	Behavioral Health Committee	Support of Community Partners	February 2025	<ul style="list-style-type: none"> Promotional materials for 988. Updated community resource list. Mental health professional assisted calls for service. 	<ul style="list-style-type: none"> Number of 988 calls handled by professionals. Number of referrals made by 211 operators. Number of visits made by officers and mental health professional. 	<ul style="list-style-type: none"> Improved crisis response. Increased resource access. Enhanced crisis intervention outcomes.
Improve coordination of persons released from hospitals and jail requiring mental health care.		1. Coordinate hospital discharges to promote smooth service connection for persons released. 2. Collaborate with justice system leaders to adopt plan for assisted release of incarcerated persons.	Behavioral Health Committee	Support from Hospitals & Jail	August 2025	<ul style="list-style-type: none"> Discharge coordination plan. Assisted release plan. 	<ul style="list-style-type: none"> Number of coordinated discharges. Number of assisted releases. 	<ul style="list-style-type: none"> Improved post-release service connection. Reduced recidivism.
Create resource navigators to help clients connect with community-based services.		1. Engage clients and identify appropriate services. 2. Facilitate warm hand-offs between navigators and service providers. 3. Strategize options for clients who are uninsured or underinsured.	Behavioral Health Committee	Funding for Navigator Positions	December 2026	<ul style="list-style-type: none"> Navigator positions. Navigator training program. Plan for serving clients without financial resources. 	<ul style="list-style-type: none"> Number of clients assisted by navigators. Number of successful handoffs. 	<ul style="list-style-type: none"> Increased service accessibility for clients. Improved client outcomes. Improved client satisfaction.

Appendix A: Action Plan - Juvenile Justice

Part I: Priority Area

Priority Area	Juvenile Justice
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Part II: Priority Area Goal

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

Part IV: Strategies, Tactics, & Measures

Appendix A: Action Plan - CJCC Operations

Part I: Priority Area

Priority	CJCC Operations
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Part II: Priority Area Goal

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

