



Charles County

Criminal Justice Coordinating Council

2024-2026 Strategic Plan

Table of Contents

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

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

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

Objective #3: Develop and Apply a Supervision and Support

- *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
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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

Objective #1	Establish Agency Structure and Staffing.						
Strategy	Tactic(s)	Leader(s)	Resources Needed	Completion Date	Deliverables	Output Metrics	Outcome Metrics
Review current environment to determine agency framework.	1. Educate stakeholders on pretrial best practices and agency responsibilities.	CJCC & Pretrial Committee	CJI Technical Assistance	May 2024	<ul style="list-style-type: none"> Stakeholder presentations & interviews. System map. Preliminary plan for implementation. 	<ul style="list-style-type: none"> Number of educational sessions conducted. Number of interviews conducted. 	<ul style="list-style-type: none"> Improved understanding of pretrial services by stakeholders. Rate of agency scale-up according to plan.
	2. Create case processing system map, including key decision points.						
	3. Outline plan for phasing-in program using system data.						
Develop agency staffing model.	1. Conduct workload analysis to determine staffing needs.	CJCC & Pretrial Committee	CJI Technical Assistance	July 2024	<ul style="list-style-type: none"> Workload analysis. Job descriptions. Organization chart. 	<ul style="list-style-type: none"> Number of staff positions created. Percentage of staff vacancies filled. 	<ul style="list-style-type: none"> Employee retention rate. Employee satisfaction survey.
	2. Create job descriptions and determine county classification levels.						
	3. Develop organizational chart for agency.						
Establish location of pretrial services agency.	1. Determine agency placement in justice system.	CJCC & CJCC Director	County funding	October 2024	<ul style="list-style-type: none"> Office location. Office equipment and furnishings. 	<ul style="list-style-type: none"> Percentage of needed equipment and furnishings obtained. 	<ul style="list-style-type: none"> Employee and client satisfaction with office and location.
	2. Secure location for agency operations.						
	3. Obtain program equipment and furnishings.						
Secure annual agency funding.	1. Prepare agency budget.	Pretrial Services Agency Director	County funding	December 2024	<ul style="list-style-type: none"> Annual agency budget. 	<ul style="list-style-type: none"> Completion of budget by deadline. Number of presentations to Board for funding. 	<ul style="list-style-type: none"> Percentage of requested funds appropriated.
	2. Submit request for agency funding to Board of Commissioners.						

Objective #2	Implement Universal Screening and Outcome Assessment.						
Strategy	Tactic(s)	Leader(s)	Resources Needed	Completion Date	Deliverables	Output Metrics	Outcome Metrics
Determine pretrial assessment options.	1. Review available risk assessment tools.	Judges & Pretrial Committee	CJI Technical Assistance	June 2024	<ul style="list-style-type: none"> Report on risk assessment tools. Risk assessment tool selected. 	<ul style="list-style-type: none"> Number of risk assessment tools researched. Number of stakeholders engaged in tool selection process. 	<ul style="list-style-type: none"> Stakeholder satisfaction with risk assessment tool post-implementation.
	2. Ascertain available information sources for completing assessments.						
	3. Engage stakeholders in finalizing assessment process and risk tool.						
Implement pretrial assessment process.	1. Train staff and stakeholders on pretrial assessment process and risk tool.	Pretrial Committee & CJCC Director	CJI Technical Assistance	October 2024	<ul style="list-style-type: none"> Training manual Training sessions Recommendation matrix Policies & procedures for staff 	<ul style="list-style-type: none"> Number of training sessions held. Number of defendants assessed. Rate of eligible defendants assessed. 	<ul style="list-style-type: none"> Rate of agreement between agency recommendations and court decisions.
	2. Set protocol for making pretrial recommendations to court.						
	3. Establish policies and procedures for assessment staff.						
Ensure appropriateness of risk assessment tool.	1. Review stakeholder feedback and rate of agreement to pretrial agency's recommendations.	Pretrial Committee & CJCC Director	Outside researcher	March 2026	<ul style="list-style-type: none"> Validation study 	<ul style="list-style-type: none"> Completion of validation study by deadline. Number of program adjustments made. 	<ul style="list-style-type: none"> Stakeholder satisfaction with risk assessment tool post-review. Change in agreement rates before and after assessment adjustments.
	2. Conduct validation of risk assessment tool.						
	3. Consider program adjustments based on outcomes.						

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"> Supervision model Non-compliance policy and procedure 	<ul style="list-style-type: none"> Number of supervision tools considered. Completion of supervision model by deadline. 	<ul style="list-style-type: none"> Overall success rate of participants.
	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"> Training manual Training sessions Policies & procedures for staff FTA resolution plan 	<ul style="list-style-type: none"> Number of policies produced. Number of training sessions held. Number of individuals supervised. Completion of training manual by deadline. 	<ul style="list-style-type: none"> Rate of pretrial court appearance by participants. Rate of re-arrest by active participants. Rate of re-engagement after FTA.
	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"> Supervision analysis/review 	<ul style="list-style-type: none"> Number of program data points collected for review. Completion of review by deadline. 	<ul style="list-style-type: none"> Change in program completion rates before and after supervision adjustments. Stakeholder satisfaction with supervision post-review.
	2. Consider program adjustments based on outcomes.						

Objective #4	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	1. Define performance metrics that track agency's success with strategic objectives.	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.
	2. Create formal process for collecting and analyzing agency data.						
	3. Publish agency outcome data and provide directly to CJCC and community.						

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.	1. Identify major gaps and lapses in services.	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.
	2. Facilitate discussions with key stakeholders to learn about opportunities for intervention.						
	3. Create a strategic plan to provide services where they are missing.						
Collect community data on which services are missing or need to be increased.	1. Support information/data sharing between all entities and service providers.	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.
	2. Establish data-driven solutions to support community needs.						
	3. Assess the impact community outreach events have on resource engagement.						
Increase knowledge of services available to community members.	1. Refine the referral process to ensure that it is up-to-date and accurate information is shared.	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.
	2. Promote launch of new online resource hub through the Local Management Board.						
Organize mental health community events.	1. Partner with local organizations to ensure representation of services providers at events.	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.
	2. Host Wellness Fair Day(s).						
	3. Incentivize community participation (e.g., food, clothing, services).						

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.

Objective #3	Enhance the community response to mental health crises.						
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.	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.
	2. Provide 211 operators with updated mental health resources.						
	3. Support law enforcement with trained mental health professionals on calls.						
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.	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.
	2. Collaborate with justice system leaders to adopt plan for assisted release of incarcerated persons.						
Create resource navigators to help clients connect with community-based services.	1. Engage clients and identify appropriate services.	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.
	2. Facilitate warm hand-offs between navigators and service providers.						
	3. Strategize options for clients who are uninsured or underinsured.						

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

Objective #1	Collect and analyze data on at-risk youth to inform and guide planning efforts.						
Strategy	Tactic(s)	Leader(s)	Resources Needed	Completion Date	Deliverables	Output Metrics	Outcome Metrics
Collect and analyze data on juveniles from key partners. Ensure data is made accessible.	1. Understand data availability and determine if measures need to be taken to collect additional data.	Juvenile Justice Committee & CJCC Director	Cooperation from Agencies	December 2024 and Ongoing	<ul style="list-style-type: none"> Data report. Data collection protocols. 	<ul style="list-style-type: none"> Data on juvenile justice involvement/recidivism. Mechanism for obtaining and analyzing data. 	<ul style="list-style-type: none"> Improved knowledge of challenges within juvenile justice system. Data driven decision making by CJCC.
	2. Develop standardized data collection protocols with detailed Data Sharing Agreements.						
	3. Work with the schools and Department of Juvenile Services to ensure continued data collection.						
Create a sequential intercept map of the juvenile justice system.	1. Facilitate discussions with key stakeholders to learn about opportunities for intervention.	Juvenile Justice Committee & CJCC Director	Technical Assistance	May 2025	<ul style="list-style-type: none"> Sequential Intercept map for juvenile system. Action plan to address service needs. 	<ul style="list-style-type: none"> Completion of sequential intercept map by a set deadline. Number of service gaps identified. Completion of action plan. 	<ul style="list-style-type: none"> Increased knowledge of gaps and services. Increase in number of juvenile justice service providers.
	2. Pinpoint service gaps and potential for service enhancement.						
	3. Build a collaborative action plan with stakeholders to address service needs.						
Pursue policy and program development.	1. Explore the adaptation of proven programs, especially those aimed at prevention and deflection.	Juvenile Justice Committee & CJCC Director	Service Providers	January 2026	<ul style="list-style-type: none"> Research on deflection and prevention. Wraparound youth services. 	<ul style="list-style-type: none"> Number of programs and policies created each year. Number of service providers. 	<ul style="list-style-type: none"> Increase in access to wraparound services. Increase in at-risk youth receiving services.
	2. Initiate wraparound services for at-risk youths.						
Seek funding for data-informed juvenile justice initiatives.	1. Find grant opportunities that match the needs of the community.	CJCC Director	Cooperation from Agencies	January 2025 and Ongoing	<ul style="list-style-type: none"> Grant applications. Advocacy agenda. List of organizations for potential partnerships. 	<ul style="list-style-type: none"> Number of grant applications submitted each year. Number of local partnerships created. Number of advocacy initiatives. 	<ul style="list-style-type: none"> Increase in funding for new initiatives.
	2. Build partnerships with local organizations to maximize service delivery with existing resources.						
	3. Advocate for state and county support for targeted initiatives.						

Objective #2	Engage the community on juvenile justice matters and provide education.						
Strategy	Tactic(s)	Leader(s)	Resources Needed	Completion Date	Deliverables	Output Metrics	Outcome Metrics
Conduct outreach to caregivers to provide support and information.	1. Promote launch of new online resource hub through the Local Management Board.	Juvenile Justice Committee & CJCC Director	Event Locations; Transportation Funding	November 2024 and Ongoing	<ul style="list-style-type: none"> Online resource hub. Community resource fairs. Multiple transportation options for caregivers. 	<ul style="list-style-type: none"> Completion of online resource hub by target date. Number of resource fairs held. Number of caregivers receiving transportation. 	<ul style="list-style-type: none"> Increase in resource awareness by community. Increase in clients accessing services.
	2. Host community resource fairs for caregivers.						
	3. Provide transportation and childcare options for caregivers seeking services.						
Educate professionals about services and programs for at-risk youth.	1. Create educational materials for doctors, teachers, law enforcement, etc.	Juvenile Justice Committee & CJCC Director	Event Locations	March 2025 and at least Bi-Annually	<ul style="list-style-type: none"> Educational materials. Outreach events. 	<ul style="list-style-type: none"> Number of service providers reached. Number of educational materials created. Number of families connected to services. 	<ul style="list-style-type: none"> Increase provider knowledge in available services. Increased connection to service providers.
	2. Engage care providers through outreach events.						
Obtain community input on the needs of at-risk youth.	1. Conduct community listening circles.	Juvenile Justice Committee & CJCC Director	Event Locations	On a Quarterly Basis	<ul style="list-style-type: none"> Community listening circles for youth and caregivers. Report on community responses. 	<ul style="list-style-type: none"> Number of community listening circles conducted. Number of reports generated. Number of caregivers and youth engaged. 	<ul style="list-style-type: none"> Increase in knowledge of the local community and their needs. Improved community relations.
	2. Speak with caregivers at schools to better understand their concerns.						
	3. Provide opportunities for youth to express their needs both in and outside of school.						

Objective #3	Create employment and social opportunities for the youth population.						
Strategy	Tactic(s)	Leader(s)	Resources Needed	Completion Date	Deliverables	Output Metrics	Outcome Metrics
Coordinate summer job opportunities for youth.	1. Incentivize community partners to employ local youth.	Juvenile Justice Committee, Local Management Board & Schools	Funding, Event Locations, Local Business Support	March 2025	<ul style="list-style-type: none"> Youth focused job board. Community job fairs. List of community organizations that will employ youth. 	<ul style="list-style-type: none"> Number of youth jobs identified. Number of job readiness workshops. Number of employed youths. 	<ul style="list-style-type: none"> Increase prosocial activities for youth. Increase juvenile employment rate. Income growth for youth.
	2. Host community job fairs and job readiness workshops.						
	3. Create a youth focused job board.						
Organize structured summer/after school activities for youth.	1. Host a variety of pro-social youth activities and partner with law enforcement.	Juvenile Justice Committee, Law Enforcement & Local Management Board	Event Locations, Funding, Community Partnerships	Ongoing	<ul style="list-style-type: none"> Youth events. Law enforcement partnerships. List of available resources. 	<ul style="list-style-type: none"> Number of available community resources. Number of youth events. 	<ul style="list-style-type: none"> Productive youth involvement. Increase in available resources. Increase community relationships with law enforcement.
	2. Explore available resources and opportunities already within the community.						
Broaden the use of the social/emotional and conflict resolution curriculum.	1. Increase the use of the Move this World curriculum with elementary aged students.	Juvenile Justice Committee, Community Mediation & Schools	Board of Education Buy-in, Funding, Trained Staff	September 2025	<ul style="list-style-type: none"> Social/emotional curriculums. Peer mentorship programs. 	<ul style="list-style-type: none"> Number of peer relationships established. Number of students utilizing a social/emotional curriculum. Number of Move this World participants. 	<ul style="list-style-type: none"> Increase peer to peer mentorship. Increase social/emotional awareness for youth. Changes in youth relationships.
	2. Adopt a social/emotional curriculum for middle school age students and up.						
	3. Establish Peer Mentor Programs to help children foster positive role models and social skills.						
Expand Restorative Justice (RJ) training into every school.	1. Implement a unified RJ Curriculum.	Juvenile Justice Committee, Community Mediation & Schools	Board of Education Buy-in, Funding, Trained Staff	September 2025	<ul style="list-style-type: none"> RJ Curriculum implementation. Community outreach for feedback. 	<ul style="list-style-type: none"> Number of students using RJ practice. Report with compiled community feedback completed by set date. 	<ul style="list-style-type: none"> Changes in youth conflict resolution skills.
	2. Standardize the use of RJ practice within each school.						
	3. Gather feedback from youth to determine additional RJ needs and goals.						

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

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"> Director position Director workplan Director performance review 	<ul style="list-style-type: none"> Completion of Director hiring. Number of objectives set in workplan. Number of performance targets met. 	<ul style="list-style-type: none"> Level of progress on strategic initiatives set for Director. Employee satisfaction with Director's leadership. Improvement in Director's performance year to year.
	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"> Committee charter(s) Strategic tasks for committee(s) 	<ul style="list-style-type: none"> Number of charters created per committee. Percentage of committee strategic tasks achieved per year. 	<ul style="list-style-type: none"> Committee member satisfaction levels. Retention rate for committee members.
	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"> Meeting agendas On-boarding procedure Meeting attendance 	<ul style="list-style-type: none"> Percentage of agendas provided on time per year. Number of members on-boarded per year. Percentage of meetings attended by members per year. 	<ul style="list-style-type: none"> Member satisfaction levels with CJCC. Change in attendance rates. Retention rate for new members. Improvement in meeting productivity.
	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"> Progress report 	<ul style="list-style-type: none"> Percentage of committee strategic objectives achieved per year. Completion of annual report by deadline. 	<ul style="list-style-type: none"> Member satisfaction levels with CJCC. Improvement in public trust of justice system.
	2. Produce annual progress report on strategic initiatives.						

Objective #2	Produce criminal justice system data to inform the CJCC and community.						
Strategy	Tactic(s)	Leader(s)	Resources Needed	Completion Date	Deliverables	Output Metrics	Outcome Metrics
Generate justice system (i.e., agency) data.	1. Create agreement for agencies to provide system data to CJCC.	CJCC & CJCC Director	Agency Data	Bi-annually/Ongoing	<ul style="list-style-type: none"> Data agreement System data 	<ul style="list-style-type: none"> Completion of data sharing agreement. Percentage of agencies providing system data per year. 	<ul style="list-style-type: none"> Increased quality in data reported each year. Improvement in data-driven decision making by CJCC. Resource allocation based on data reports.
	2. Gather system data bi-annually, including race and ethnicity data.						
	3. Analyze system data bi-annually.						
Produce system data reports and provide to community.	1. Publish written report containing system data.	CJCC & CJCC Director	Agency Data & CJCC Website	Bi-annually/Ongoing	<ul style="list-style-type: none"> Data report 	<ul style="list-style-type: none"> Number of data reports generated per year. Number of data reports posted online per year. 	<ul style="list-style-type: none"> Stakeholder satisfaction levels with data reports. Increase in public engagement around data. Increased traffic to website.
	2. Post system data report on county (i.e., CJCC) website.						
Utilize data to inform decision-making and council initiatives.	1. Present data reports to CJCC for input and monitoring activities.	CJCC & CJCC Director	Agency Data	Bi-annually/Ongoing	<ul style="list-style-type: none"> Data presentations Grant applications 	<ul style="list-style-type: none"> Number of data presentations to CJCC per year. Number of times data reports are referenced by CJCC and committees. Number of grant applications submitted per year. 	<ul style="list-style-type: none"> Changes in policies or procedures based on data findings. Degree of alignment between committee actions and data findings. Increase in funding due to use of data in applications.
	2. Incorporate data into strategic planning and committee directives.						
	3. Apply data to funding procurement efforts.						

Objective #3	Engage and inform the community about the CJCC to heighten community trust.						
Strategy	Tactic(s)	Leader(s)	Resources Needed	Completion Date	Deliverables	Output Metrics	Outcome Metrics
Operate a dedicated CJCC website.	1. Design and launch CJCC website.	CJCC & CJCC Director	Information Technology Support	June 2025	<ul style="list-style-type: none"> CJCC website Posting of CJCC documents 	<ul style="list-style-type: none"> Completion of website by deadline. Percentage of meeting agendas and minutes posted online. Number of educational content pieces created and posted. 	<ul style="list-style-type: none"> Stakeholder satisfaction with website content. Improved community relations due to transparency. Increase in community awareness about the CJCC and its purpose.
	2. Post CJCC agendas, minutes, and reports.						
	3. Generate website content to educate community on CJCC.						
Conduct community outreach.	1. Create and adopt a CJCC communications plan.	CJCC & CJCC Director	Public Relations Support	Ongoing	<ul style="list-style-type: none"> Communications plan Listening sessions News releases 	<ul style="list-style-type: none"> Completion of communications plan by deadline. Number of community listening sessions conducted per year. Number of news releases produced per year. 	<ul style="list-style-type: none"> Stakeholder satisfaction with community listening sessions. Initiatives developed in response to community input. Public understanding of justice system improved by news releases.
	2. Host community listening sessions.						
	3. Produce informative news releases on justice system.						
Expand community involvement in CJCC.	1. Allow time for public comment at CJCC meetings.	CJCC & CJCC Director	Support of CJCC Leadership & Public Relations	October 2024/ Ongoing	<ul style="list-style-type: none"> Meeting agendas with public comment time Community representative positions (CJCC and committees) 	<ul style="list-style-type: none"> Number of public speakers at CJCC meetings per year. Percentage of CJCC meetings attended by community representative(s). Number of community members on committees. 	<ul style="list-style-type: none"> Increased diversity of perspectives due to community participation. Level of satisfaction by community with inclusion of representative(s). Influence of community members on CJCC and committees.
	2. Include one or more community representative positions on the CJCC.						
	3. Add community representatives to CJCC committees.						