



City of Baltimore

Criminal Justice Coordinating Council

Operational Plan

July 1, 2021 – June 30, 2023

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Executive Summary

Criminal Justice Coordinating Councils (CJCCs) are a partnership of senior decision makers and elected officials who convene on a regular basis to improve the effective administration of justice and coordinate systemic responses to criminal justice issues. The inclusion of stakeholders from city, state, and federal criminal justice agencies allows the CJCC to function as the primary forum for facilitating communication and coordination around policies, programs, and operations. CJCCs break down silos and foster a systems perspective among criminal justice agencies from different branches and levels of government.

The purpose of a CJCC is to identify cross-cutting criminal and juvenile justice issues, promote systemwide accountability to implement coordinated solutions, and facilitate cooperation that will improve public safety and delivery of justice-related services. While each CJCC is structured slightly differently, most maintain a core group of executive-level representatives from criminal justice agencies as full CJCC members. Subcommittees or work groups invite relevant stakeholders from other governmental entities, service providers, community-based organizations, and residents to participate.

Benefits of CJCCs

Establishing a CJCC is considered a best practice because the benefits are numerous. According to the Charles County CJCC, which was established in 2020, “CJCCs can produce many benefits, including better understanding of crime and criminal justice problems, greater cooperation among agencies and units of government, clearer objectives and priorities, more effective resource allocation and better-quality criminal justice programs. Improved planning and coordination help individual justice agencies become more efficient, productive, and effective. Such improvements also help local officials evaluate and make decisions about the justice system and its cost and performance.”

A common benefit cited by new CJCCs are an increase in competitive federal grant awards because of newly generated data and proof that agencies can work together. CJCCs can also improve a culture where agency leaders do not forewarn their colleagues about new initiatives or policy changes which affect other criminal justice agencies and elected officials. A small but vital benefit of regular CJCC meetings are the sidebars and hallway conversations before and after meetings which promote relationship building, informal information sharing, and collaboration.

Mission

While each Principal Member agency has a vision of its own, members have agreed that the CJCC must undertake a specific mission that aligns all agencies in their work.

Over the next two fiscal years, the CJCC’s mission is to create an environment to discuss strategies and coordinate inter-agency solutions to work towards the reimagination and improvement of the criminal justice system in the City of Baltimore.

Values

Values guide decision-making and a sense of what’s important and what’s right. Members of the CJCC will be guided by the following values:

- Boldness – Courageously made audacious and unorthodox recommendations and decisions that lead to systemic change
- Collaboration – Unprecedented commitment to produce outcomes and impacts together for a common purpose
- Compassion – Rooted in empathy and the humanity of all Baltimoreans
- Fairness – Executing work and developing solutions through the lens of equity
- Integrity – Behaving ethically and demonstrating honesty and transparency
- Justice – With a full understanding of the four types of justice, working with community to remove barriers and improve how people experience Baltimore City’s criminal justice system:
 - Distributive justice determines who gets what,
 - Procedural justice determines how fairly people are treated,
 - Retributive justice is based on punishment for wrongdoing, and
 - Restorative justice tries to restore relationships to “rightness”

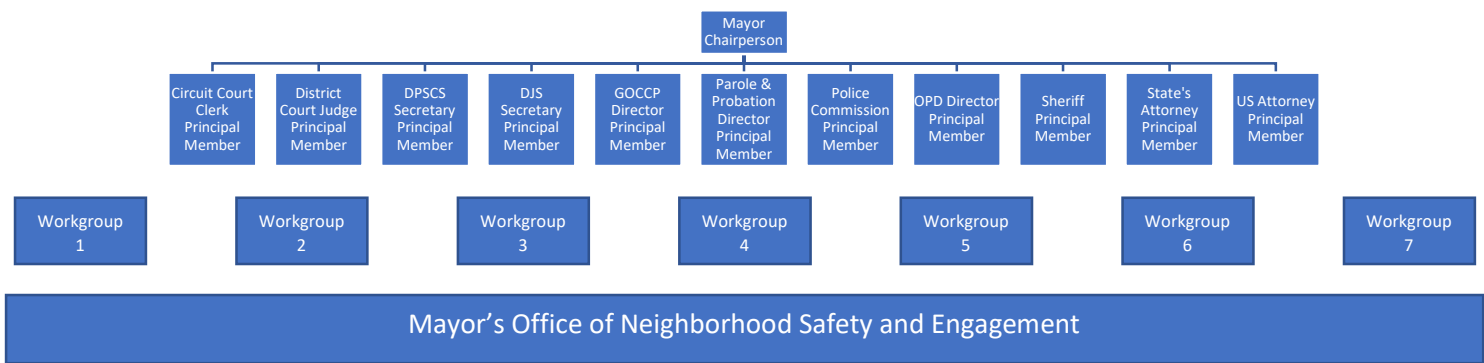
Culture

Culture is the embodiment of values that translates into a collection of business practices, processes, and interactions that make up a work environment. As such, members of the CJCC will employ a culture that balances challenge and support of each other with their ability to proactively and effectively utilize cross-agency resources in ways that are results-oriented.

Structure

The structure of the CJCC is one that allows for strategic oversight, collaborative decision-making, and tactical project delivery that is directly connected to the reimagination and improvement of the City of Baltimore’s criminal justice system.

Below is a visual representation of the CJCC’s structure, followed by bylaws, the role of the Mayor’s Office of Neighborhood Safety and Engagement, and workgroups that will be established for this operational plan cycle.



Bylaws

City of Baltimore Criminal Justice Coordinating Council

Bylaws

October 2021

Article I: Name

The name of this Council is the City of Baltimore Criminal Justice Coordinating Council, and it will be referred to as the CJCC in the following bylaws.

Article II: Authority

The Mayor of the City of Baltimore established the CJCC in August 2021.

Article III: Purpose

The principal mission of the CJCC is to study the City of Baltimore's criminal justice systems, identify deficiencies, and formulate policy, plans, and programs for change when opportunities present themselves. In addition, its mission is to communicate and present planning, financial, operational, managerial, and programmatic recommendations to the agencies represented on the CJCC. The CJCC is committed to providing the coordinated leadership necessary to establish cohesive public policies which are based on research, evaluation and monitoring of policy decisions and program implementations and drive system change. The CJCC is committed to innovative corrections and community-based programs for adult and juvenile offenders. Through a coordinated planning effort, the CJCC reviews, evaluates and makes policy recommendations on vital criminal justice system issues. The CJCC can make recommendations to public policy boards regarding criminal justice system issues.

Article IV: Members

There are twelve voting members of the CJCC who are members due to the position they hold. These twelve members serve on the CJCC for as long as they occupy the position:

- Baltimore City Mayor, Chair
- Baltimore City State's Attorney
- Baltimore City Sheriff
- Baltimore Police Commissioner
- Circuit Court Clerk for Baltimore City
- Department of Public Safety and Correctional Services, Secretary
- Department of Public Safety and Correctional Services, Parole and Probation, Director
- District Court Judge for Baltimore City
- Governor's Office of Crime Prevention, Youth, and Victim Services, Director
- Maryland Department of Juvenile Services, Secretary
- Maryland Office of the Public Defender, Baltimore City, Director
- United States Attorney for the District of Maryland

Article V: Meetings Section

A: Regular Meetings

The CJCC meets on the second Thursday of February, April, June, August, October, and December beginning at noon.

Section B: Proxy Designations

CJCC members may designate one executive level staff person to represent them as a proxy and vote at CJCC meetings. Any member wishing to appoint a designee is to identify the proxy in written correspondence addressed to the Chair of the CJCC. Proxies can be changed only by notifying the Chair in writing.

Section C: Attendance

CJCC members or their proxies are required to attend at least four of the six annual meetings. The Chair will meet with any member who does not attend the minimum number of meetings to determine what supports are needed for continued participation in the CJCC.

Section D: Quorum

A quorum is no less than a simple majority of the total membership. Proxies can be counted when determining a quorum. Action may be taken by a majority of those present voting and by not less than a majority of the quorum.

Section E: Convening Special Meetings

The Chair of the CJCC may convene a special meeting. Written notice must be posted at one week in advance. Only items included in the written notice may be discussed or considered.

Article VI: Chair

The Chair of the CJCC is the Mayor of the City of Baltimore. In instances when the Chair cannot attend a meeting, the Mayor's proxy will preside over the meeting.

Article VII: Voting

Each CJCC member has one vote. Proxies may vote on behalf of a member if they have been identified by the member in written correspondence addressed to the Chair. Voting is permitted for administration, structure-related, and agency coordination matters only.

Article VIII: Workgroups

To expedite and facilitate the business of the CJCC and the orderly and efficient consideration of matters coming before it, workgroups will be established to execute projects rooted in systems change.

Article IX: Parliamentary Authority

Robert's Rules of Order, revised, governs all CJCC meetings except in instances of conflict between the rules of order and the bylaws of the CJCC or provision of law.

Article X: Amendment of Bylaws

Proposed amendments to the bylaws are to be included on the agenda of a regularly scheduled meeting. Any action in response to the proposed change in the bylaws taken by the CJCC becomes effective immediately.

MONSE's Role

The Mayor's Office of Neighborhood Safety and Engagement (MONSE) will serve in an administrative support role for CJCC. Specifically, MONSE will be responsible for the following:

- Project and dashboard management
- Mediating interagency disputes
- Helping workgroups articulate goals and priorities
- Planning for resource allocation and reviewing workgroup budgets
- Preparing grant applications and managing grants
- Partnering of design, implementation, and evaluation of workgroups
- Scheduling and documenting meetings
- Providing data analysts to support each workgroup's KPI development and tracking
- Developing databases as required by workgroups
- Providing policy analysts to support each workgroup's research and development needs
- Conducting legislative analyses
- Providing technical assistance and training and serving as the liaison for external partnerships
- Conducting special studies and a wide range of analysis activities
- Gathering or disseminating public information in partnership with agency PIOs

Workgroups

Workgroups have the responsibility of delivering systems change through project execution. Each workgroup will have a minimum of five members; there is no maximum number of members. Members

will be responsible for selecting a Chair and Vice-Chair who will share responsibility in managing the group's project(s). Membership should be expansive and inclusive: made up of local, state, and federal agencies (where appropriate), residents, business partners, institutions, community-based organizations, and others who are considered subject matter experts for a particular workgroup and/or project. Principal Members may suggest members for assignment to workgroups and/or projects.

Workgroup members are expected to attend monthly meetings for a length of time to be determined by the Chair and Vice-Chair. The workgroup is expected to make periodic reports to the Principal Members of the CJCC. These reports can include, but are not limited to, recommendations by the workgroup, decision-making requests of the Principal Members, and clarification/direction requests from Principal Members. Workgroup members must attend at least 75% of all meetings. Workgroup Chairs/Vice-Chairs will reach out to members who fail to attend the minimum number of meetings required to determine if additional supports are needed and will take appropriate action based on discussions.

The following seven workgroups were created by a unanimous vote at the CJCC on October 11, 2021. These workgroups encapsulate cross-cutting issues that impact every Principal Member agency and are rooted in systems change. The workgroups are listed in bold follow. Each workgroup will be responsible for deciding on specific projects, but examples of possible projects are included for each workgroup.

- **Backlog of Cases**
 - Review causes of court backlog
 - Implement strategies to increase efficiencies
 - Create gun court
- **Domestic Violence Coordinating Council**
 - Establish DVStat
 - Expand Lethality Assessment Program
 - Restart Domestic Violence Fatality Review Team
- **Fines, Fees, and Restitution**
 - Assessment of current uses of fines and fees
 - Make recommendations to ensure fines are equitably imposed and enforced.
- **Pre-Trial**
 - Evaluate current home detention programs
 - Explore pre-trial diversion opportunities
 - Reimagine the entire pre-trial system
- **Public Accountability Dashboard**
 - Audit existing data
 - Create a public dashboard that incorporates traditional criminal justice data as well as community surveys of public safety perceptions
 - Capture data on case processing, including acceptance, refusal, and acquittal
- **Transportation**

- Identify transportation gaps that lead to delays in court proceedings and other criminal justice functions
- Improve inter-agency coordination around transportation with goals of improved efficiency and communication
- **Warrants**
 - Establish a process to examine historical open warrants, some of which are from the 1970s and 1980s
 - Closing warrants that do not pose a public safety threat such as drug possession cases that would be dismissed
 - Identify priority warrants and processes to swiftly serve priority warrants

Transparency, Accountability, and Reporting

Meetings

As indicated in the CJCC's Bylaws, Principal Members are expected to meet for one hour six times annually. The meetings will have the following standing agenda:

- Dashboard Report Review – This report will be maintained by MONSE and will serve as a one-page spotlight report to share the status of each project assigned to a working group. It will include the logo of each Principal Member's agency. The report format is below:

CRIMINAL JUSTICE COORDINATING COUNCIL
PRINCIPAL MEMBERS DASHBOARD
October 12, 2021

MISSION: Mission Statement here by June 30, 2023 OVERALL STATUS: 50% Complete, Green , Trending Down						
	% Complete	Assigned To	Status	Trend	Notes	Corrective Action (record for all yellow and red items)
Project 1	33%	Xx Workgroup	Y	↑		
Project 2	68%	Xx Workgroup	Y	↑		
Project 3	30%	Xx Workgroup	Y	↑		
Project 4	20%	Xx Workgroup	Y	→		
Project 5	50%	Xx Workgroup	G	→		
Project 6	100%	Xx Workgroup	☑			
Project 7	100%	Xx Workgroup	☑			
Project 8	60%	Xx Workgroup	G	→		
Planned Accomplishments: • Text • Text • Text • Text • Text						

☒ Complete
 ↑ Steady

G GREEN – No Issues. Probable success
 ↑ Trending Up

Y YELLOW – Some Issues. Probable failure or success
 ↓ Trending Down

R RED – Major Issues. Probable failure

- Workgroup Spotlight – During this portion of the meeting, the Principal Members will hear directly from at least one workgroup that requires member feedback or decision-making
- Decision Making – Principal Members will use this time to ask clarifying questions of the workgroups and engage in a balance of constructive challenge and support that results in either a feedback provision to a workgroup and/or a decision

- Related Criminal Justice Work – This agenda item will allow for Principal Members to share news with each other and for the group to engage with presenters on related criminal justice work
- Next Steps – MONSE will document next steps and recap them with all members

Agendas and associated attachments will be provided to Principal Members at least one week in advance. Agenda items will intentionally focus on issues that require cross-agency collaboration and decision-making.

The Chair and Principal Members will determine what portions of the meetings will be closed to the public.

Workgroup Evaluation

After formation, each workgroup will be first charged with the development of its priorities and a detailed work plan that includes a schedule of milestones. Workgroups must create logic models that identify the inputs, participants, activities, direct products, and short-term, intermediate, and long-term outcomes associated with each project it undertakes so that Baltimoreans have a clear understanding of the systems changes that are being undertaken and the associated impacts. Workgroups will also be responsible for the identification of key performance indicators to track project success.

In addition to capturing and reporting on performance indicators within each workgroup, the CJCC will work with an external evaluator annually to assess the work of each group and the entire body.

Public Reporting

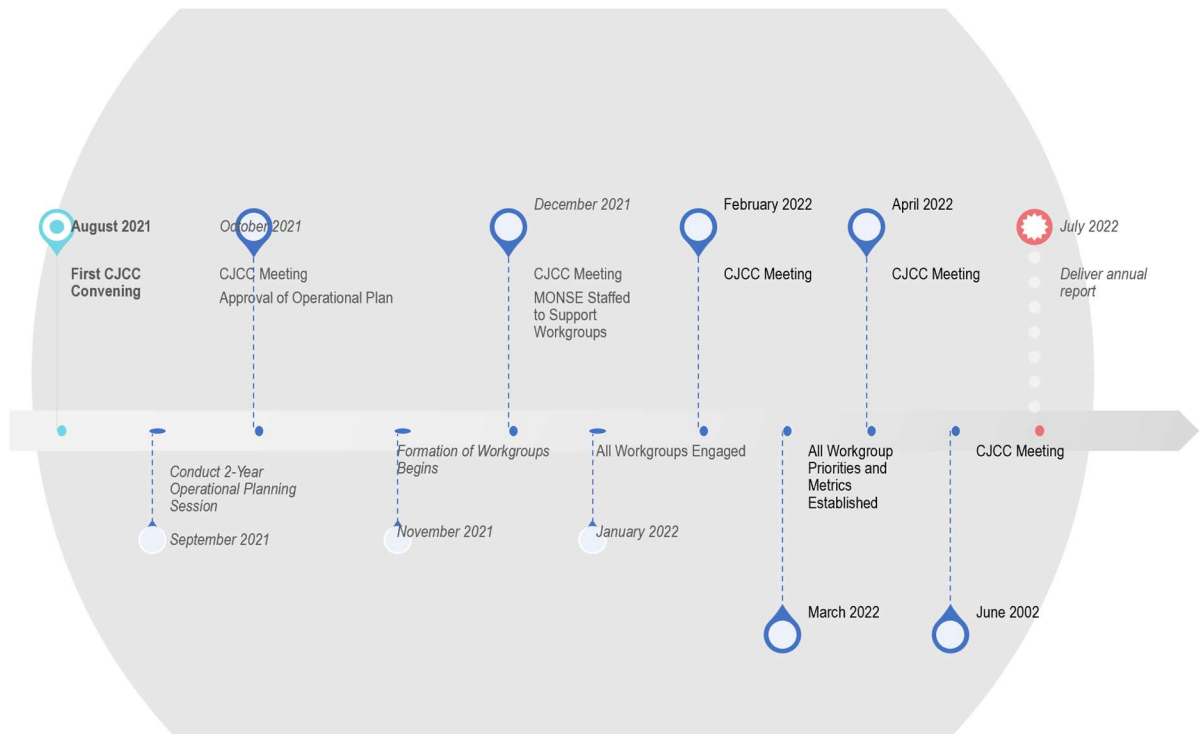
The CJCC will provide an annual report to the public no later than July 31 of each year. This report will include a comprehensive and transparent view into the work completed by the CJCC for each fiscal year. Highlights from the report will be shared publicly by the Chair of the CJCC, along with all Principal Members. The report will house the challenges, opportunities, and accomplishments of each workgroup and will be supported by data that clearly articulates that systems change that was undertaken. The report may also include legislative recommendations.

In addition to the provision of an annual report, MONSE will publicly share the CJCC Dashboard after the meeting with the Principal Members.

Timeline

Following are the annual timelines for Fiscal Years 22 and 23.

Fiscal Year 22



Fiscal Year 23

