

REPORT

The Governor's Office of Crime
Prevention and Policy for Maryland

Strategic Planning Process Summary & Recommendations

Prepared by the National Criminal Justice Association
July 2025



Center for
Justice Planning

Table of Contents

Overview 2

Stakeholder Input 2

 Listening Sessions 2

 Victim Service Provider Feedback on Grant Administration Report 4

 Public Safety White Papers 5

 Staff Survey Results 6

Strategic Plan Priorities..... 9

**Strategic Plan All Staff: Introduction to
Strategic Plan Process and Objectives 11**

Final Recommendations on Next Steps 14

Appendix 16

 A. Listening Sessions Analysis Report..... 17

 B. Victim Service Provider Feedback Report 54

 C. Public Safety White Papers 64

Overview

In March 2024, with technical support from the National Criminal Justice Association (NCJA) and the University of Chicago Crime Lab, the Governor's Office of Crime Prevention and Policy (GOCPP) began the process of crafting its **three-year strategic plan**. The NCJA is a 501(c)(3) not-for-profit, non-partisan membership association dedicated to assisting state and local criminal justice agencies and other practitioners in the development and implementation of effective criminal justice policy. The NCJA Center for Justice Planning (NCJP) provides training and technical assistance (TTA) to State Administering Agencies (SAAs) managing the Byrne Justice Assistance Grant (Byrne JAG) program and the Byrne State Crisis Intervention Program (Byrne SCIP). The Department of Justice requires SAAs to submit a strategic plan every five years to receive their allocation of Byrne JAG funding. GOCPP's strategic plan was not designed to be specific to any single funding source but rather an agency and statewide plan that will also meet the needs of the Byrne JAG requirement.

The initial process to develop GOCPP's strategic plan included statewide focus groups with key stakeholders. Following the focus groups, a group of senior staff members met regularly to gather pertinent information to inform the strategic plan and its identified objectives and focus areas.

The strategic plan included the following focus areas:



Operations



Policy



Funding

Stakeholder Input

Stakeholder engagement is an integral part of the strategic planning process. The Byrne JAG solicitation requires certain stakeholders to be included: local government and representatives from across the justice system, including judges, prosecutors, law enforcement, corrections, indigent defense, victim services, juvenile justice delinquency prevention programs, community corrections and reentry services. In addition to the stakeholders outlined in the Byrne JAG solicitation, GOCPP identified other community stakeholders for input. The process engaged a diverse set of stakeholders that are representative of the State as a whole and its criminal justice system.

Listening Sessions

Between February and October 2024, GOCPP held six local listening sessions throughout Maryland which provided community members a chance to voice local public safety challenges/concerns within their community. The listening sessions attracted an excellent turnout and demonstrated the range of stakeholders involved in the Maryland criminal justice system. Approximately 272 participants attended the listening sessions, averaging about 45 participants per session.

Attendance included the following stakeholder groups:

- Government
- Accounting
- Community agencies and members
- Domestic violence and sexual assault service providers
- Law enforcement
- Medical practitioners (including mental and behavioral health professionals)
- Public education
- Reentry services
- Courts
- Faith-based organizations
- Real estate professionals
- Academia
- Parks and recreation
- Private security
- Human resources
- State attorney's office
- Social services
- Business development consultants
- Sustainability professionals
- Entertainment industry
- Aviation
- Legal services
- Employment services

The focus group's success highlighted the benefits of educational outreach to agencies regarding the application process for federal and State grants and how the funds can be applied to relevant programming.

Key findings included discussion on the following keywords:

1. Public Safety
2. Victim & Treatment Services
3. Youth Legal System
4. Local Coordination & Community Involvement
5. Criminal Justice Personnel

With a more focused discussion on:

1. Youth involvement
2. Law Enforcement
3. Reentry
4. General Violence
5. Victims Services
6. Mental Health
7. Substance Use Disorders
8. Behavioral Health

The Listening Sessions Analysis Report can be found in [Appendix A.](#)



Victim Service Provider Feedback on Grant Administration Report

In October 2022, the Maryland Network Against Domestic Violence (MNADV) provided Domestic Violence Service Providers with an opportunity to provide feedback on interactions with GOCPP via an online survey. This survey was also shared with Rape Crisis Centers by sister coalition, Maryland Coalition Against Sexual Assault (MCASA).

Two years later, MNADV was asked to re-administer this survey and open it up to a larger audience of victim service providers beyond the core domestic violence and sexual assault programs supported by MNADV and MCASA.

The survey questions asked were:

1. What problems have you experienced with GOCPP in the past year?
2. What suggestions/recommendations would you make to GOCPP to improve the grants award and administration process?
3. What else would you like to say about working with GOCPP?

The survey feedback highlighted that while there are several positive aspects of working with GOCPP, including improved staff responsiveness, a growing emphasis on transparency, and the critical funding support they provide, there are also concerns that need to be addressed.

Key areas for improvement include:

1. Enhancing communication and transparency
2. Reducing administrative burdens
3. Ensuring greater flexibility in grant management processes
4. Fostering a more collaborative relationship between GOCPP and its subgrantees

Implementing these suggestions would help rebuild trust, reduce operational strain on grantee organizations, and ultimately improve the impact of GOCPP's funding programs.

The final report for the victim's service provider feedback can be found in [Appendix B](#).



Public Safety White Papers

Next, public safety white papers were drafted based on the Governor’s public safety priorities to highlight areas of emphasis and provide additional information on the problem itself, along with current initiatives, and goals for the next two years. **These public safety priorities included:**

Firearm Violence	Seventy-five percent of homicides in Maryland are committed with a firearm. The ever-increasing availability of illegal firearms and firearm modification devices presents a grave danger to Maryland communities, especially historically under-resourced communities.
Behavioral Health & Criminal Justice	People with behavioral health conditions (mental illnesses, substance use disorders, and developmental and intellectual disabilities) are disproportionately represented in the criminal justice system and have a high rate of repeat interaction with public safety and health systems. In Maryland, most justice-involved individuals have a behavioral health condition. Maryland agencies in frequent contact with these individuals are working to reduce their criminal legal system involvement, increase community-based behavioral health resources, and improve criminal legal system responses and treatment when contact with the system does occur.
Expungement/ Shielding	Criminal records make it difficult for people to access public services, secure housing, find employment, and reunite with their families. These challenges increase the risk of recidivism and reduce public safety.
Parole	Despite recent reforms in Maryland aimed at reducing the State’s incarcerated population, decades of policies imposing long sentences and an overburdened and understaffed prison and parole system result in low parole grant rates and an aging prison population. Incarceration is expensive, especially for elderly and sick individuals, and reduces the resources available to address the underlying causes of crime and recidivism.
Reentry	Although Maryland has made substantial investments in reentry, the availability and quality of programs and services vary widely across the State. Maryland prisons are understaffed, and few counties have the resources to provide holistic wraparound support to people returning home from periods of incarceration.
Quantifiable Safety Indicator Scorecard	Dozens of local and State agencies collect criminal justice and public safety data. State grant makers, policymakers, and members of the public frequently need access to this data, but it is not always clear how to access the most relevant and up-to-date data.

The Public Safety White Papers can be found in [Appendix C](#).



Staff Survey Results

GOCPP administered an internal staff survey on May 14, 2025 to gauge the workplace culture and hear from staff to better understand what should be prioritized. The Office received 72 responses out of approximately 100 staff. With nearly three-quarters of staff responding, this is an above average participation rate.

Overall, the results identified that staff want more exposure to other departments, to better understand their roles and functions, and more clarity around processes and procedures. Information sharing across departments could be improved through cross-training, enhanced communication, and support for employees. There was also a common theme where staff expressed the need for more agency direction on policy and information dissemination.

The staff survey was divided into the following areas of emphasis:

Workload

- Most staff responses highlighted that duties do not generally overlap both internally and externally
 - Most (78%) of respondents said their workload was manageable
-

Job Likes/Dislikes

- **Job Likes:**
 - » A supportive, collaborative, and respectful team environment
 - » Making a difference for families, youth, and communities
 - » Valued work-from-home options and work-life balance
 - » Opportunities for training, conferences, and skill-building
 - » Variety in tasks, fast-paced days, and rewarding challenges
 - » Clear guidance and encouragement from supervisors
 - **Job Dislikes:**
 - » Inconsistent policies and communication
 - » Limited advancement and training opportunities
 - » Inconsistent workload structure (due dates, task distribution, overlapped assignments)
 - » Siloed teams and infrequent in-person collaboration
 - » Long commute
-

Significant Changes

The survey asked staff if they had experienced any significant changes (positive or negative) since their start date.

- **Positive Changes Experienced:**
 - » Staffing increases
 - » Leadership change
 - » Increased team collaboration
-

- **Positive Changes Experienced** continued:
 - » Process improvements
 - » Increased opportunities for training and development
 - » Improved structure and clarity
 - **Negative Changes Experienced:**
 - » Staff turnover
 - » Increased workload
-

Understanding Departments

Staff were asked about their understanding of other departments and if any misunderstandings would inhibit their ability to complete their job or impact overall office productivity.

- Most (60%) of respondents felt they had a good understanding of what other departments were doing
 - Most (76%) of respondents did not feel that misunderstanding what other departments were doing impacted their ability to do their job
 - Most (56%) of respondents did not feel that misunderstanding what other departments were doing inhibited office productivity
-

Improve, Support, & Acknowledge

- When asked if any improvements to the office could be made, respondents answered:
 - » Increase collaboration and information sharing among departments
 - » Standardize procedures/workflows/processes
 - » Add relevant training and cross-training
 - » Enhance communication and support employees
 - » Improve agency direction on policy and dissemination of information
 - Most (94%) of respondents said they felt adequately supported by their supervisor
 - Most (89%) of respondents felt their voice was heard
-

Office Morale

Staff were asked if they believed the office had positive morale.

- Most (63%) of respondents either strongly agreed or agreed, based on the following comments:
 - » Welcoming, respectful, and friendly work environment
 - » Employees enjoy their roles, feel mission-driven, and are motivated
 - » Leadership changes and open communication have contributed to a more positive atmosphere
 - » Collaboration, helpfulness, and inclusive team activities strengthen moral
-

Office Perception

When asked about their overall perception of the office, most respondents felt that coworkers are approachable, work is enjoyable, there is a positive atmosphere, and the building feels safe.

Feedback

- **Positive Feedback:**
 - » Technical assistance
 - » Improved reputation
 - » Professionalism
 - **Negative Feedback:**
 - » Inconsistent communication or biased funding decisions
 - » Delay in grant dispersals
-

Other Things to Consider:

- Provide professional pictures for staff
- Better structure to the onboarding process
- Distribute a monthly newsletter highlighting GOCPP accomplishments
- Provide a diagram to illustrate how different departments intersect with each other
- Develop department-level standard operating procedures

Strategic Plan **Priorities**

A comprehensive strategic plan should answer four main questions: where are we now, where do we want to go, what specific policies, practices, programs or other activities should we implement to get us there, and are we following our designated road map and achieving our expected results? These four key questions lay the framework for highlighting the State's goals and objectives and telling the story of how those goals and priorities were determined.

The objectives in the strategic plan should detail how funding will be used to improve the administration of the criminal justice system. The stakeholder input and data referenced throughout the plan should inform the plan's strategic objectives. Strategic planning activities and engagement (surveys, focus groups, and data collection and analysis) should have uncovered objectives and problems for the State to address.

After reviewing data from focus groups, the victim services survey, public safety white papers, and the staff survey, planners adapted the six objectives and added initial action items ahead of the strategic plan.

GOCPP identified the following action items for each objective:

1. Improve internal processes

- Conduct internal process audit
- Increase coordination within departments
- Support cross-training for staff
- Develop and document staff roles and responsibilities

2. Improve external processes

- Define external processes
- Assess external stakeholder engagement
- Compare internal and external data results
- Train and educate all stakeholders on new processes

3. Educate and coordinate stakeholders and increase awareness of GOCPP assets

- Host convenings and briefings
- Conduct stakeholder analysis
- Highlight positive engagement efforts
- Refresh current materials
- Highlight the support from GOCPP that extends beyond funding
- Draft and release reports/white papers/strategic plans

4. Support intentional, equitable, and sustainable funding

- Review and build on current funding models
- Conduct philanthropic partner interviews
- Evaluate opportunities to integrate external partnerships into existing models

5. Improve policy and legislative engagement (internally and externally)

- Develop annual legislative goals aligned with public safety priorities
- Create policy and regulatory development processes and timelines
- Standardize processes related to advisory entity engagement and role in policy development

6. Measure success of investments and operations to include reviewing performance data (Woven into each of the 5 objectives above)

- Create formal strategy for data collection efforts for investments

Strategic Plan **All Staff**

Introduction to Strategic Plan Process & Objectives

On June 5, 2025, GOCPP held an all-staff meeting that outlined the strategic planning process thus far. GOCPP presented summary data that included themes from the focus groups, victim services survey, public safety white papers, and the staff survey. In addition, the six identified objectives were presented. Staff were placed in breakout groups identified by each objective and were given an opportunity to discuss in depth any initial thoughts to consider during the process. The “improve policy and legislative engagement” objective was discussed with the larger group as an example. The “measure success of investments and operations” objective will be woven into each objective. Due to this, four objectives were left for breakout groups.

Each breakout group was asked to discuss the following discussion points:

- Initial thoughts on the objectives and potential action items identified?
- What should be uplifted as top/first priority?
- What can be lower/long-term priority?
- What data can be collected/measured for this objective?
- What is missing?

Based on each objective, some of the initial thoughts and notes (as written by staff) from breakout groups are included below:

★ Objective 1: Improve internal processes

- Staff want more activities like the all-staff meeting. Getting people together more often helps expose staff to what other functions of the office look like and provides a better opportunity for input.
- Updates to the standard operating procedure should focus on improvements, and account for evaluations and/or internal audits of current processes to determine if such processes are the way we should be doing things.
- Audit jobs to ensure each position is functioning or doing the things that the position should be doing.
- Cross training is a great opportunity to collectively learn about the roles and functions of the office.
- Quarterly update that will allow everyone to be updated and catch things that fall between the cracks before they get to the actual due date.

Lower/Long-Term Priority

- Can there be an acknowledgment from each employee recognizing they read and understood the standard operating procedure?
- Increase coordination in departments and exposure to better understand each other’s roles.
- Have each department provide a presentation to all staff to describe their job duties, responsibilities, and functions within GOCPP.
 - » Add a quarterly Zoom and rotate it out with different departments.
- Share information with departments to identify available programs and resources. Due to ongoing changes, create a central location where staff can access and/or edit the information to ensure it is current.

For example, if a change is known by one department, they can edit their information directly so current information is accessible to everyone.

- Create an intranet site to centralize internal communication, enhance collaboration and increase efficiency, enhance staff engagement, and ensure workflows and related documents are easily accessible.
 - Adding team liaisons
-

★ Objective 2: Improve external processes

- We need to define what external processes need improvement. Are these just a single department? Or grantees and agencies? How do we define these processes?
- Assess external stakeholder engagement
 - » Nonprofits work independently most of the time; they are unaware of what other nonprofits are doing
 - » Commissions and Board have poor stakeholder engagement and need more direction on how to encourage engagement.
- Compare internal and external data results
 - » Increase consistency between processes, internal and external, should complement each other
 - » Data sharing is not easy between State agencies (no agreements).
 - Difficult to get external data from other agencies, even from external entities. State agencies are not all on the same page.
 - Train and educate all stakeholders on new processes
 - The website could be updated to help better explain/display information to external stakeholders. Make it easier to find information on the website.

Other Things to Note:

- Developing a help line for victims that contact monitors/managers for additional victim assistance. The help line will be able to guide them in the right direction.
-

★ Objective 3: Educate and coordinate stakeholders and increase awareness of GOCPP assets

- What stakeholder groups can we present to about GOCPP and its work?
 - » Baltimore City Criminal Justice Coordinating Council to improve efficiencies within the criminal justice system, addressing technology issues, etc.
 - » Localized Groups (PROTECT)
 - » City Government and Non-Profits that operate at the county-level
 - » Educational initiatives about what PROTECT and GOCPP do
 - » Social media as a repository of information to emphasize at community events; make it more accessible through QR codes and such
 - Facebook for information seems to be the most effective channel; how do we get more people to attend community events? The where and how are critical for answering this question.

- » Law Enforcement
 - Meeting with Chiefs and Prosecutors in tiered-level engagement
- » Maryland Correctional Administrators Association
 - Local correctional engagement with organizations
- » Others: Finance, grant coordinators and directors, non-profits, CICB
- » When and where to disseminate information on what CICB does including a summary of what the agency does. Re-educating advocates and engaging with police departments and coordinating agencies.
- » Look at issues with smaller-level counties in communication and facilitating processes could pair with NCJA for those connections and streamlining efforts.

Action Items:

- Phone tree investigation in audit; update of office phone numbers
- Inclusion of an FAQ
- Update PROTECT Coordinator Information on GOCPP website (inclusion of the Microzone they serve)
- Update CICB, Grants, SARU external materials
- For grants: guidance on administrative things, templates for applications (submission criteria, partner requirements)
- For SARU: Standardized claim process outline, code refresher (packet format that is sent out to advocates and hospitals).
 - » Disconnect with billing (ensure they have the correct vendor and update information on an annual basis)
- Data Collection Methods and Communication Initiatives
 - » PROTECT Monthly Newsletter
 - » Govdelivery: send out information for those interested in these updates
- How to Communicate Office Positions and Policies with Stakeholders?
 - » Statutory updates and specific requirements (e.g. sending out specific rates updates)

★ Objective 4: Support intentional, equitable and sustainable funding

- Initial thoughts: Staff weren't aware of the different funding models
 - » Other example models: an organization sends one application (Alaska)
 - » Mentorship model: Financial incentive
- How do we weigh sustainability?
 - » Need a better understanding of grants
 - » Ask for a pot of capacity building funding – providing TA
- Longer Term:
 - » Philanthropic partnership: a tool to help keep the right grants
 - » Ex: "Can't apply for more than X grants or less than X grants"

Final Recommendations on Next Steps

A strategic plan is a living document that should be updated and reviewed frequently. The three-year plan has been drafted, setting up the team for the next three years of implementation. **Key recommendations for short- and long-term implementation actions are found below.**

Short-Term Recommendations

1. The next initial step in the process is to assign a project team for each objective, opening participation to all staff. The focus will be on implementing an action plan tied to each strategic objective.
 - a. Workgroup Options:
 - i. Internal Processes: Strengthening how we operate, coordinate, and communicate across teams
 - ii. External Processes: Improving stakeholder engagement and service delivery
 - iii. Stakeholder Education & Awareness: Increasing the visibility and clarity of GOCPP's role and support
 - iv. Funding Strategy: Building equitable, sustainable models for investment
 - v. Policy & Legislation: Operationalizing our approach to public safety policy and legislative engagement
 - b. GOCPP's data strategy will be embedded across all five workgroups.
 2. Depending on each group's scope, the anticipated time commitment would be to host (monthly-quarterly) meetings with project teams to begin planning the implementation of each objective. Not all project teams will look the same or have the same processes and timelines.
 3. Maintain records of the work being done in each group to complete the implementation of objectives. This should be done across all groups and in a similar fashion. Action plans and project plans are great templates for this type of activity.
 4. Assign a project lead and a project coordinator to each objective to help maintain the workflow and keep the project moving.
 5. Consider project management support from a TTA provider for the maintenance of these objectives.
 6. Consider project management tool monday.com for management.
 7. Determine attainable goals with measurable outcomes to track.
 8. Formalize and publish the final strategic plan: Need to determine purpose and audience for strategic plan and crime prevention plan.
-

Long-Term Recommendations

1. Follow up annually to check the status of implementation and adjust as needed
2. Review outcomes and goal data to determine success and areas for improvement
3. Submit an Annual Report to the Bureau of Justice Assistance (BJA) each year that the strategic plan is not due
 - a. This can stay the same as the strategic plan if no updates are needed

Workgroup/Project Lead Recommendations

- Initial meeting with NCJA and all Workgroup Co-Leads to discuss next steps and prepare for the first project team meetings (July 17th)
- First project team meeting:
 - » Level set and overview of process
 - » Discuss roles and expectations
 - » Review current action plans and notes from all-staff meeting
 - » Begin to plan out short- and long-term goals
 - » Set regular meeting times
 - » *Note:* If someone did not sign up for a project team but their job will be directly impacted by changes made in project teams, please include.
- Subsequent meetings
 - » Determine low hanging fruit
 - » Follow and update action plan
 - Ensure actions have people and timelines identified to keep the momentum going
 - » Meet regularly for updates and progress
- Recommend a quarterly leadership meeting with all team leads to make sure there is coordination among all objectives and project teams
- Recommend sending out quarterly updates on project teams to all staff

Appendix

Appendix A

Listening Sessions Analysis Report →

Appendix B

Victim Service Provider Feedback Report →

Appendix C

Public Safety White Papers →

Maryland Governor's Office of Crime Prevention and Policy

Listening Sessions Analysis Report

In collaboration with:
National Criminal Justice Association
Center for Justice Planning &
Data Center

January 2025

This project was supported by Grant No. 2019-YA-BX-K002 awarded by the Bureau of Justice Assistance. The Bureau of Justice Assistance is a component of the Office of Justice Programs, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, the Office for Victims of Crime, and Office of Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking. Points of view or opinions in this document are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Justice.

Table of Contents

Overview	1
Study Context	1
Methodology.....	2
Sample Population	2
Poll Results	3
Gun Violence.....	3
Reentry and Behavioral Health	7
Youth	10
Victim Services.....	11
Critical Emerging Issues	13
Overall results	13
Public Safety	15
Crisis Intervention and Prevention	16
Law Enforcement Equipment	16
Victim and Treatment Services.....	16
Public Health Approach	17
Youth Legal System	18
Local Coordination and Community Involvement	19
Reentry.....	20
Peer Mentorship	21
Criminal Justice Personnel.....	21
Grant funding and application process	22
Takeaways and Recommendations	23
Appendix A – Poll Survey Instrument	24
Gun Violence.....	24
Reentry and Behavioral Health	24
Youth	25
Victim Services.....	25
Appendix B – Acronym Glossary.....	26
Appendix C – Poll Verbatim Responses	27
Gun Violence.....	27

Reentry and Behavioral Health	31
Youth	32
Victim Services.....	34

Overview

The following report is an analysis of the results of a series of listening sessions conducted by the Maryland Governor’s Office of Crime Prevention and Policy (GOCPP). GOCPP serves as Maryland’s State Administering Agency (SAA) and manages a variety of federal criminal justice funding streams, including the Edward Byrne Memorial Justice Assistance Grant (Byrne JAG), the Byrne State Crisis Intervention Program Grant (Byrne SCIP) and funding for the Office for Victims of Crime Assistance and Compensation programs (OVC VOCA). The listening sessions were held over the course of nine months to allow GOCPP to gather information on the pressing needs of subaward recipients and other relevant criminal justice stakeholders throughout Maryland.

The National Criminal Justice Association (NCJA) supports SAAs by offering training and technical assistance through its NCJA Center for Justice Planning (NCJP) and its NCJA Data Center. As such, NCJP offered to assist GOCPP in the analysis and synthesis of the listening sessions with the goal of understanding the most pressing stakeholder and public partner priorities in terms of criminal justice programming and funding. The NCJA Data Center conducted a qualitative thematic variable analysis to determine the critical issues according to the listening session results.

Study Context

The current GOCPP administration wanted their strategic planning efforts to reflect the Maryland governor’s contemporary goals and the current needs of criminal justice agencies throughout the state. GOCPP wanted to hear directly from criminal justice agencies and community partners about how the SAA could best coordinate and support their present work via planning and programming priorities. To accomplish this, they held an in-person stakeholder and public partner needs assessment to begin informing their strategic planning and subsequently decided to expand the needs assessment into a series of listening sessions to ensure maximum information gathering and participation throughout the state. Along with adding more sessions, GOCPP adopted a mostly online format to ensure accessibility and reach for respondents. GOCPP practitioners tailored the listening sessions to focus on the grant funding application process, critical public safety needs, current policies in place, where additional funding is needed, what policies and programs agencies would like to try and where GOCPP capacity was limited to assist.

Methodology

In total, GOCPP conducted six listening sessions over the course of nine months. One listening session was held in-person and the remaining five convened online via Zoom. Qualitative data was collected during the in-person sessions via notetaking from GOCPP hosts, while data from the online sessions was derived from recordings, transcripts, Q&A logs and poll surveys conducted during the last two sessions. The polls consisted of open-ended questions on four overarching topics (gun violence, reentry and behavioral health, youth and victim services) regarding the application of federal funds for programs and priorities. GOCPP consolidated qualitative data from across all six sessions into a central spreadsheet with all responses and derived keywords to reflect the central theme of each response. The NCJA Data Center then reviewed the keywords derived by GOCPP and supplemented them with additional themes and keywords following a thorough secondary review of the qualitative data materials. The keywords were then compared analytically via Microsoft Excel to determine descriptive statistics to establish thematic prevalence.

Sample Population

The listening sessions had an approximate total of 272 participants, averaging approximately 45 participants per session. The attendance rate is an estimation given that the total attendance for the March in-person listening session could not be confirmed, but the listening session hosts estimate about twenty individuals in attendance. GOCPP also discussed similar topics during a conference in August, but the conference was excluded from the analysis at hand due to the different nature of a larger convening as opposed to the more intimate listening sessions.

Date held	Participants Count	Count of CJ Sectors Represented	Duration (minutes)
March 1, 2024*	~20	~5	~160
March 14, 2024	15	7	178
July 22, 2024	55	18	195
Sept. 17, 2024**	99	17	137
Oct. 21, 2024	62	17	92
Nov. 18, 2024	21	8	104
Total	272	24 (distinct count)^	866
Average	45	-	144

Figure 1: Table demonstrating participation and duration distribution for GOCPP listening sessions.

*Listening sessions held in-person.

**E-mail addresses were not collected for participants resulting in a greater portion of unknown sectors.

^The sectors were repeated at each of the listening sessions; hence, the total indicates the total of unique sectors throughout all the listening sessions. Sectors are an estimation given that certain individuals could not be confirmed in their exact sector.

Representatives from various criminal justice and related agencies were in attendance, demonstrating the interconnected nature of criminal justice efforts and the versatility of funding opportunities. Representative agencies included (but were not limited to):

- Government
- Accounting
- Community agencies and members
- Domestic violence and sexual assault service providers
- Law enforcement
- Medical practitioners (including mental and behavioral health professionals)
- Public education
- Reentry services
- Courts
- Faith-based organizations
- Real estate professionals
- Academia
- Parks and recreation
- Private security
- Human resources
- State attorney's office
- Social services
- Business development consultants
- Sustainability professionals
- Entertainment industry
- Aviation
- Legal services
- Employment services

Poll Results

As mentioned in the methodology, in-session surveys were conducted during the later listening sessions in October and November to facilitate gathering data on current programming successes, where additional support is needed and potential areas of priority for future grant funding. The same instruments were used for each of the two sessions. The following section highlights the statistical results and provides an overview of the qualitative open-ended responses. For the full verbatim responses, please see Appendix C.

Gun Violence

The Gun violence poll focused on the current grants the respondents were familiar with and how these grants supported their current programming specifically related to gun violence prevention and intervention. Six individuals responded to the poll during the October listening session and 23 individuals responded to the poll in the November listening session, totaling 29 unique respondents. The below discussion combines results

from both polls given the relatively small sample sizes and that both listening sessions were conducted for the same project. Please see Appendix B for a glossary of grant and program acronyms.

Have you received awards through any of the programs we've discussed? (BJAG, BSCIP, VIPP, MCIN, GVRG, PSN, JJAC, SPMP, YCPD, VOCA, STOP VAWA, SOHG) (n=29)

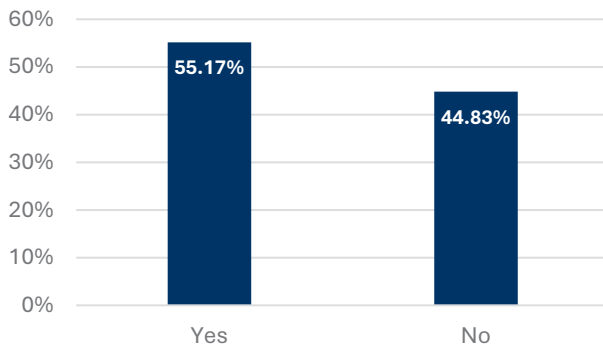


Figure 2: Bar chart demonstrating response distribution to having received discussed awards.

Q2: If you answered yes to Question 1, through which program did you receive an award? (n=16)

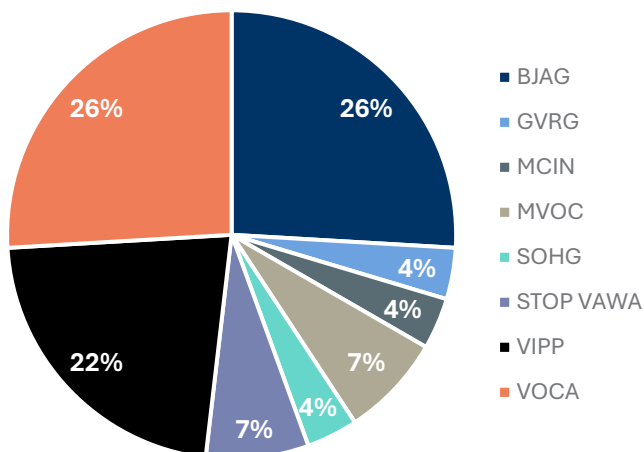


Figure 3: Pie chart demonstrating distribution of received grant awards amongst respondents.

Most respondents had received an award through the grant funding programs discussed in the listening sessions, although the number of respondents that hadn't received any grant funding awards trailed shortly behind (Figure 2, left).¹ Of the respondents that had received one of the grant awards discussed during the listening session, the most received awards were a tie between BJAG and VOCA, two of the largest federal funding avenues, having been received by approximately a quarter of respondents. The Violence Intervention and Prevention Program (VIPP) grant trailed shortly behind with 22% (Figure 3, left). Respondents had the option of selecting more than one grant since agencies can apply and receive more than one grant for their relevant programming. The remaining grants were approximately even in their distribution. The received grant funds were used primarily for domestic violence services and law enforcement support (about 29% each), followed by violence intervention programs (12%). Youth diversion and medical programs were the least presently supported programming with 6% presence each (Figure 4, left). This distribution is understandable given the known connection between domestic violence and gun violence and most gun

¹ Violence Intervention and Prevention Program (VIPP); Maryland Criminal Intelligence Network Grant (MCIN); Gun Violence Reduction Grant (GVRG); Project Safe Neighborhoods (PSN); Juvenile Justice Advisory Committee (JJAC); Student Peer Mediation Grant Program (SPMP); Markell Hendricks Youth Crime Prevention and Diversion Parole Grant Program (YCPD); (Services, Training, Officers and Prosecutors) Violence Against Women Formula Grant Program (STOP VAWA); Survivors of Homicide Victims Grant Program (SOHG)

violence programming is currently channeled through law enforcement agencies.²

To determine future funding and programming priorities, it is important to understand how funds and programming are currently related. As can be noted specifically within gun violence, the current programs predominantly lie within law enforcement assistance to facilitate preventative practices and aiding survivors/victims of gun violence.

Of the respondents who did not receive the discussed grants, six had applied to grants but did not receive them. Two respondents had applied to VIPP, while one respondent applied to BJAG, the Gun Violence Reduction Grant (GVRG), the Maryland Criminal Intelligence Network Grant (MCIN) and Project Safe Neighborhoods (PSN) once respectively. This is important to note because it demonstrates that current priorities align with intervention and victim services, given that each of the grants touch on these aspects of gun violence. Also, it is possible respondents were not previously aware of the other grants prior to the listening sessions, so this could potentially demonstrate that the grants more commonly applied for receive greater visibility. This data helps GOCPP understand which relevant grants to promote to help stakeholders receive adequate funds for their programming goals.

Figure 5 (right) highlights the general programming categories that respondents believe could be supported by the aforementioned grant funds. The most repeatedly mentioned programming was law enforcement equipment followed by youth services, but the margin was very narrow compared to the remainder of the responses. The suggested programs all center around either prevention, victim services or both,

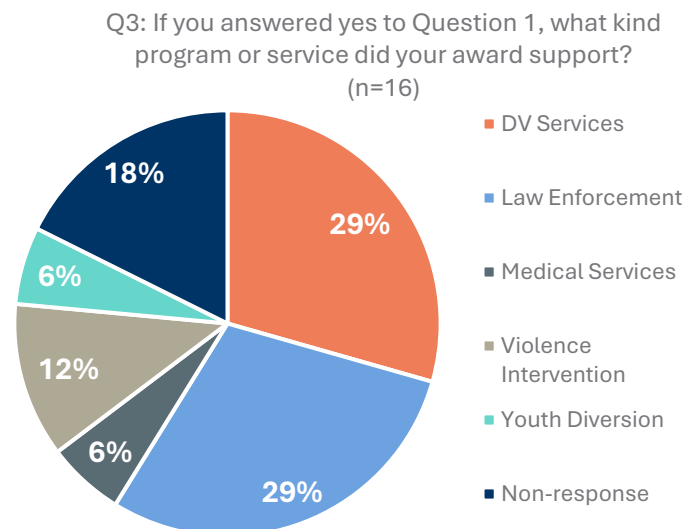


Figure 4: Pie chart demonstrating distribution of grant fund programming application amongst respondents.

Q5: Can you think of any new or existing programs these funds could support? Please describe briefly. (n=21)	
	Counts
Behavioral health	1
Conflict resolution	1
Criminal justice administration	1
Domestic violence services	1
Faith-based organizations	1
Families of offenders	1
Law enforcement	3
Medical services	1
Maryland Victim of Crimes Fund	1
Youth services	2
Non-response	8

Figure 5: Table demonstrating respondent preference of potential applications of grant funding.

² Tobin-Tyler E. Intimate Partner Violence, Firearm Injuries and Homicides: A Health Justice Approach to Two Intersecting Public Health Crises. J Law Med Ethics. 2023;51(1):64-76. doi: 10.1017/jme.2023.41. Epub 2023 May 25. PMID: 37226755; PMCID: PMC10209983.

demonstrating the perceived needs of respondents regarding gun violence. Figure 6 (below) demonstrates the general categories of additional programming that some

respondents felt were important to prioritize but did not cleanly fit into any of the programs discussed in their listening session. Given that the general categories align with programming already covered by the aforementioned grants, it is possible that GOCPP could assist applicants with the process of tailoring their desired programming to fall within the funding purviews. The questions in response to question 7 (below) inform the additional gaps in stakeholder knowledge that might be addressed by future GOCPP stakeholder engagement.

Q6: Is there a need or project related to violence prevention that does not fall within the parameters of programs we've described? (n=16)		Counts
Domestic violence services		1
Law enforcement		1
Operational expenses		1
Youth services		2
Non-response		11

Figure 6: Table demonstrating perceived program needs not within discussed parameters.

Q7: Other questions about any of these grants?*

- Could STOP VAWA be used for teen dating violence prevention?
- Can private businesses apply for these grants?
- With the increase threat of drones on location security, is it possible to get more funding towards drone detection systems for law enforcement?
- Would be helpful if more of the administration that is required was funded through the grants.
- Are the eligibility requirements different for federal and state grants?

*Responses are provided verbatim.

Reentry and Behavioral Health

The October listening session resulted in two respondents and the November sessions produced 24 respondents for this poll. Most of the respondents have programs in their community that could benefit from PIGF support (Figure 7, right). These general program categories that would benefit from PIGF funding coincide with the rise in support for community integration with criminal justice programming, much of which is reflected throughout the GOCPP listening sessions, such as support for faith-based organizations and medical related treatment services for both individuals convicted of offenses and survivors/victims (Figure 8, right). Facilitated reentry is connected to several facets of criminal justice and society at large, so it is understandable why stakeholders would have varied responses to what they perceive as the greatest priority. All the categories listed in Figure 8 are ultimately interconnected to reduce the volume of individuals continuing through the criminal justice system.

The interconnected nature of the different types of programming related to reentry are highlighted in the Sequential Intercept Model (SIM) and reflected in the respondents' answers despite the majority being unfamiliar with the model (Figure 9, below).³ Introducing stakeholders and public partners to the SIM is an excellent opportunity for GOCPP to promote education on program prioritization and inform them of potential future collaborators for their existing programs. Knowledge of the SIM could help agencies apply for additional funding by allowing them to demonstrate how their programming promotes intervention and reentry.

Are there programs in your community that could benefit from Performance Incentive Grant Fund (PIGF) support? (n=26)

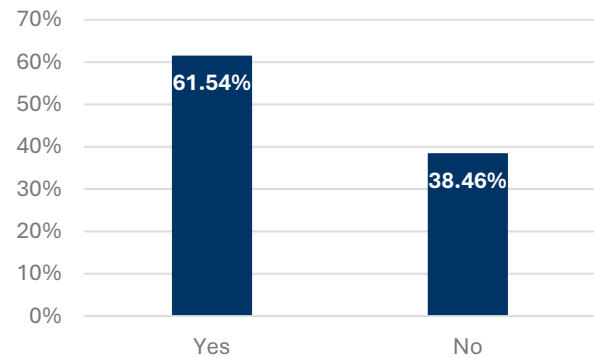


Figure 7: Bar chart demonstrating response distribution to potential benefits of PIGF.

Q2: If you answered yes, briefly describe the program. (n=16)	Counts
Crisis Intervention Training	2
Community engagement	2
Employment assistance	2
Faith-based	1
Medication Assisted Treatment/Medications for Opioid Use Disorder/Substance Use Disorder	3
Partnership for a Safer Maryland	1
Trafficking survivors	1
Victim services	1
Youth reentry	1
Non-response	2

Figure 8: Table demonstrating programs respondents believe would benefit from PIGF.

³ Munetz, M. R., & Griffin, P. A. (2006). Use of the Sequential Intercept Model as an approach to decriminalization of people with serious mental illness. *Psychiatric services (Washington, D.C.)*, 57(4), 544–549. <https://doi.org/10.1176/ps.2006.57.4.544>

The poll concluded by asking respondents about any other needs they believe are necessary beyond what was discussed. While the majority opted to not respond, the verbatim responses are included below to further inform potential GOCPP priorities.

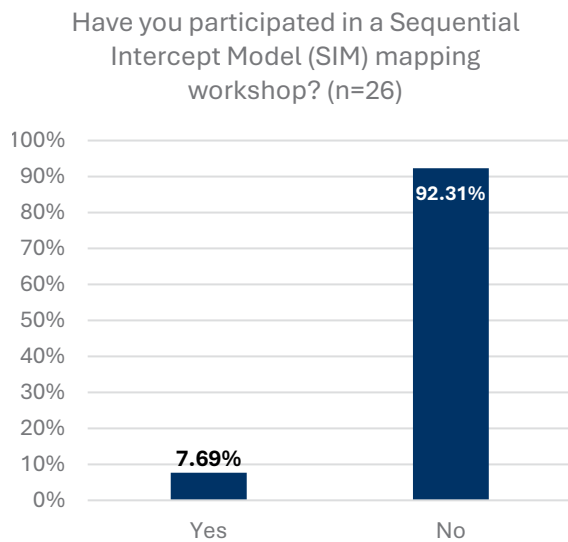


Figure 9: Bar chart demonstrating response distribution to whether participants have participated in a sim workshop.

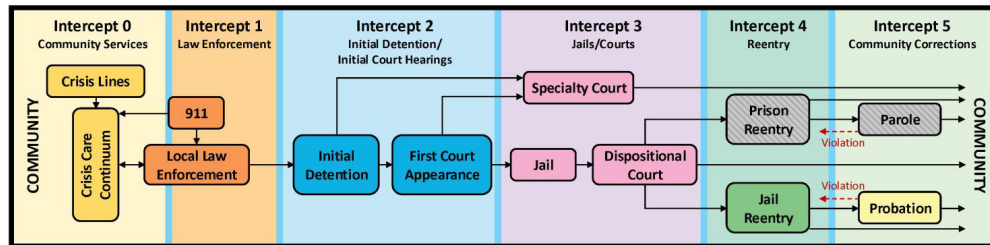
Q4: Are there behavioral health or reentry needs you didn't hear us cover? If yes, please briefly describe.*

- We have a Police crisis intervention team which includes a crisis negotiation team - what grants are available to help with these efforts?
- juvenile re-entry, crime rates for lgbtqia+
- Behavioral health for the trauma of being incarcerated
- Reentrysupportive services specifically for victims of domestic violence who have been caught up in the system when defending themselves
- No or N/A (22 responses)

*Responses are provided verbatim.

Sequential Intercept Model (SIM)

Sequential Intercept Model



The SIM was developed in the early 2000s to help visualize how individuals come into contact and progress through the criminal justice system. The SIM focuses on individuals with mental and substance use disorders but can also be applied to individuals moving through the criminal justice system at large. SIM mapping is the process of demonstrating how different strategies and policies can best divert individuals and mitigate the impact of the criminal justice system via treatment and interventions. The SIM has become a valuable tool for criminal justice practitioners to better understand the systemic flow of criminal justice and the various opportunities for diversion. SIM mapping workshops are offered by several criminal justice agencies, including NCJP.

Youth

This poll received three respondents in the October listening session and 13 respondents in the November listening session. Juvenile involvement in the Maryland criminal justice system is a prevalent common thread throughout all the listening sessions, so it was appropriate to conduct a poll specific to issues associated with youth and the legal system. According to respondents, the types of youth programs offered in the community are:

- Bilingual school services
- Community services
- Employment services via job and school fairs
- Law enforcement relationship building (Explorer Post Program)
- Mental health services
- Peer mentoring and coaching
- Sports programming
- Wrap-around services
- Youth reentry

Each of the above programs was acknowledged by one respondent and five respondents did not provide an answer. All the listed programs fall in line with grant funding parameters in the grants discussed during the listening sessions as well as the SIM. When asked what programs respondents believed were making a difference in their community, the responses saw more repetition and varied distribution than the first question in the youth poll. Employment services followed by law enforcement relationship building were the top two programs that respondents believed were making a difference in the community (Figure 10, below). This coincides with literature positing that greater pro-social connections and fiscal responsibility leads to a reduction in involvement with the criminal justice system.⁴ The respondents' suggestions are excellent steppingstones to inform GOCPP priorities given that these are the programs that folks see first-hand having an influence. As previously noted, the respondents understood what programs assist with reentry per the SIM without having prior knowledge of the SIM, so it is reasonable to assume the same applies to their understanding of youth programming.

The last question of the youth poll saw the most variation when determining the greatest needs for youth-serving organizations per the respondents' perspective. Of the top responses, operational costs were the only programming need that was not previously mentioned in the poll (Figure 11, below). This result is not surprising given the recent high turnover and staff strain throughout the criminal justice system. Peer mentoring and professional career assistance (education and employment) are also unique to the youth justice system given the relatively young age of the individuals at the focal point of care. One respondent mentioned that they rely heavily on volunteers and funds for hired

⁴ Unnever, J. D., Cullen, F. T., Mathers, S. A., McClure, T. E., & Allison, M. C. (2009). Racial Discrimination and Hirschi's Criminological Classic: A Chapter in the Sociology of Knowledge. *Justice Quarterly*, 26(3), 377–409. <https://doi.org/10.1080/07418820802506180>

services would be a beneficial incentive. The other top priorities align with previous responses in the polls and with other qualitative data derived from the listening sessions. Understanding the greatest needs helps GOCPP understand how they can best support those most involved with the youth justice system, and although the grants in question may not be eligible to cover all the suggested programming, this knowledge can assist GOCPP in directing stakeholders and public partners to other funding streams or agencies to best meet those needs.

Q2: What kinds of youth programs are making a difference in your community? (n=14)	
	Counts
Community engagement	1
Diversion	1
Drug court	1
Employment services	3
Faith-based organizations	1
Grant assistance	1
Law enforcement relation building	2
Wrap-around	1
Non-response/don't know	4

Figure 10: Table demonstrating responses programs respondents believe making difference in community.

Q3: What is the greatest need you see among youth or youth-serving organizations in your community? (n=16)	
	Counts
After-school programs	2
Community services	2
Employment services	1
Internet Crimes Against Children	1
Mental health	1
Operational costs	2
Peer mentoring	2
Staff training	1
Wrap-around	1
Youth diversion	1
Non-response/don't know	2

Figure 11: Table demonstrating greatest needs among youth orgs per respondents.

Victim Services

The final poll in the October and November listening sessions touched on victim services, and it was also the shortest poll of the topic areas. The October poll had no responses while the November poll saw twelve responses. The brevity of the poll does not signify lack of priority given the prevalence of data regarding victim services throughout the entirety of the listening sessions and victim services repeatedly appearing in the other three poll topic areas. Figure 12 (below) demonstrates the most urgent and unmet needs according to respondents working in victim services, with the top options being wrap-around and medical-related services. This is understandable given the impact on one's life after experiencing victimization, such as costly medical needs (including for both physical and mental health), employment interruptions, housing concerns, childcare and transportation to name a few. While VOCA was one of the most received grants from respondents, VOCA has experienced budget cuts over the past few years and anticipates additional cuts in the next fiscal year. The GOCPP will be forced to consider the financial strain experienced by VOCA and other victim service recipients as they help stakeholders and public partners

navigate funding needs. The urgent and unmet needs also coincide with the programs that are currently working well in the community (Figure 13, below), demonstrating the need to ensure that the urgent and unmet needs receive prioritization from GOCPP and related Maryland agencies.

Q1: If you provide services to victims of crime, what are the most urgent and unmet needs your clients or agency have? (n=12)	
	Counts
Community engagement	1
Contact systems	1
Grief counseling	1
Medical care	2
Victim services	1
Wrap-around	2
Do not provide services	1
Non-response/don't know	3

Figure 12: Table demonstrating responses to most urgent and unmet needs from victim service providers.

Q2: What victims services programs are working well in your community? (n=11)	
	Counts
Court Appointed Special Advocate	1
Counseling services	2
Housing services	1
Mediation	1
Trauma care	1
Wrap-around	1
Non-response/don't know	4

Figure 13: Table demonstrating programs working well for victim service providers.

Critical Emerging Issues

While the poll provides excellent insight into the successes and gaps related to grant funding across the Maryland criminal justice system, the bulk of data was derived from the conversations, discussions and questions presented by the stakeholders themselves during the listening sessions. Open-ended discussions allow for greater freedom of thought and strip the formality of a questionnaire to better identify the core issues for stakeholders and other invested parties. The below section covers overarching thematic issues derived from qualitative data across all the listening sessions. The data solely reflects the thoughts, concerns and gaps from the listening session respondents with no substantive input from GOCPP or NCJA personnel.

Overall results

From keywords compiled by GOCPP and analysis conducted by NCJA, the keywords were divided into five general categories: public safety, local coordination and community involvement, victim and treatment services, youth legal systems and criminal justice personnel. Of the general categories, public safety was the most predominant category containing approximately a third of the keywords (Figure 14, below). Concern for public safety appeared from respondents across criminal justice sectors and was not exclusive to the respondents representing law enforcement agencies. Public safety also encompasses prevention and intervention which were principal concerns from the poll results, hence reasonably resulting as the top category for stakeholder and public partner priorities. The second most present category was victim and treatment services, trailing shortly behind with 24% of keywords. Victim and treatment services were also central topics from the poll results given that treatment plays a significant role in mitigating the impacts on survivors/victims as well as reducing recidivism. Mental and behavioral health were consistently a high priority for stakeholders and public partners, not just for those who have experienced victimization but also for individuals convicted of offenses. Concerns over the youth legal system and local coordination produced an approximately equal number of keywords, covering 20% and 19% of the results, respectively. Much of the language involving youth within the criminal justice system centered on prevention and intervention, but youth-specific language was included in its own category given the unique approaches and institutions required when working with youth compared to adults. Every mentioned priority echoed across sectors and jurisdictions, and the respondents reflected a unique interest in engaging local Maryland communities. GOCPP, as a statewide organization, can coordinate across sectors and local jurisdictions, and their stakeholders and public partners are also interested in seeing additional coordination with local agencies. Finally, concerns for criminal justice personnel across sectors, although

less prevalent than the aforementioned general categories, were still present enough to warrant their own general category.

Please note that the below analysis represents the distinct counts of each keyword, meaning that each keyword was counted independent of its relationship to other keywords for the sake of analysis capacity and report readability. However, this does not mean that the listening sessions responses were mutually exclusive. The listening session discussions covered a variety of topics, and several respondents often touched on more than one general category. As exemplified in the SIM, each aspect of the criminal justice system is interconnected, and the below results should be considered in conjunction with each other when determining prioritization.

Keywords per General Category

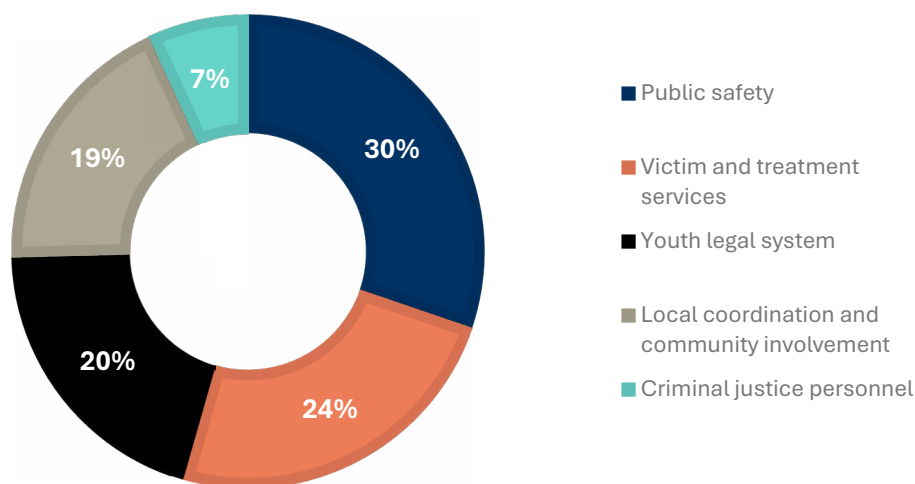


Figure 14: Pie chart demonstrating distribution of general categories according to respondents and keyword analysis.

Top Keyword Results

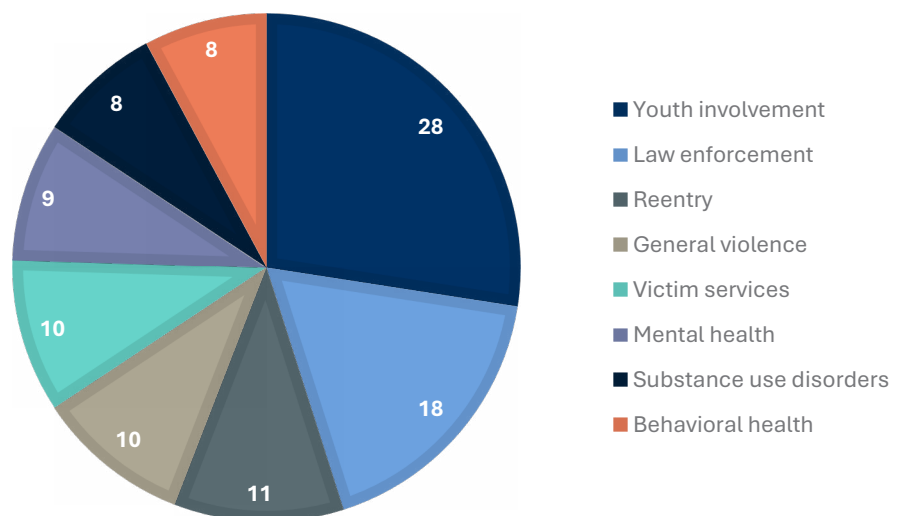


Figure 15 : Pie chart demonstrating spread of top eight keywords.

Public Safety

Between mentions of public safety-related concerns and specific types of crime, public safety produced the highest count of distinct keywords for a general category throughout all the listening sessions, resulting in 17 public safety keywords and 13 mentions of specific crimes, amounting to a total of 75 keywords. Please note elder abuse was not included in Figure 17 below but rather with *victim and treatment services* due to the underserved nature of elder fraud. “Law enforcement” was the most present keyword within the category with 18 responses. Most of the grants discussed during the listening sessions cover costs related to law enforcement, making this topic area a feasible opportunity for GOCPP to address stakeholder and public partner concerns.

Keyword Analysis re Public Safety



Specific Crimes Mentioned	Counts
Trafficking	2
Carjacking	3
Financial crimes	1
Vandalism	1
Auto theft	3
Ghost guns	2
Mail fraud	1
Retail theft	1
Commercial robbery	1
Gambling	1
Sexual violence	1
Drugs	1

Figure 17 (above): Table of results showcasing specific named crimes by respondents.

Figure 16 (above): Bar chart demonstrating results of public safety related keywords.

Crisis Intervention and Prevention

Crisis intervention and prevention were prevalent themes throughout the listening sessions and poll data, resulting in 15% of the keyword results within the public safety category (Figure 16, above). Much of the talking points revolving around intervention and prevention also coincided with mental and behavioral health treatment and youth experiences. Mentions of concerns over general violence was the second most prevalent keyword, which is understandable given the increased difficulties in investigation and high impact on the well-being of survivors/victims. Vehicle and property theft determined 50% of the specific crime types mentioned, indicating an area of priority in addition to concerns of violent crimes and crimes of a sexual nature, which historically maintain high priority within the criminal justice system.

Law Enforcement Equipment

Law enforcement was mentioned 32% of the time, making it the most popular keyword within the category. Another recurring theme throughout the listening sessions was the potential use of funds for law enforcement equipment and technology, particularly drones for surveillance and body-worn cameras. The keyword “law enforcement” usually appeared in conjunction with discussions of general violence and technology with the intention of centering preventative measures and ensuring the safety of law enforcement officers. This is corroborated by Q&A data where respondents posited questions about how federal funds can be applied for drone technology. Respondents discussed the possibility of using drones ahead of first responders to scope out situations of individuals involved in violent situations, which would help determine 1) if law enforcement personnel are needed for intervention and 2) the associated risk level for first responders. Technology across the criminal justice system has great potential in streamlining processes, assisting with work volumes and ensuring accountability, hence GOCPP has an opportunity to help determine the most effective technology to prioritize with funding.

Victim and Treatment Services

Victim and treatment services was the only general category that had a more even distribution amongst the highest resulting keywords (not including Criminal Justice Personnel due to the lower turnout within that category). Of the top eight keywords displayed in Figure 15, four come from the victim and treatment services category. Victim services was the highest resulting keyword within the category, followed closely behind by mental health, behavioral health and substance use disorders (SUD). Treatment services for individuals convicted of offenses are also included in this category given that many treatments involving mental health, behavioral health, substance use and trauma are

relevant to both survivors/victims and persons convicted of offenses. The phenomena of the victim/offender overlap indicates that many individuals convicted of offenses are also survivors/victims of offenses themselves, making it appropriate to discuss treatment for individuals convicted of offenses in tandem with victim services.⁵ Respondents demonstrated an innate understanding of the importance of simultaneously providing services for both victims/survivors and individuals convicted of offenses to improve criminal justice conditions overall. The prioritization of victim services and mental/behavioral health is also corroborated by the poll results, in which respondents indicated urgent and unmet needs for both youth and adult offenders.

Keyword Analysis re Victim and Treatment Services

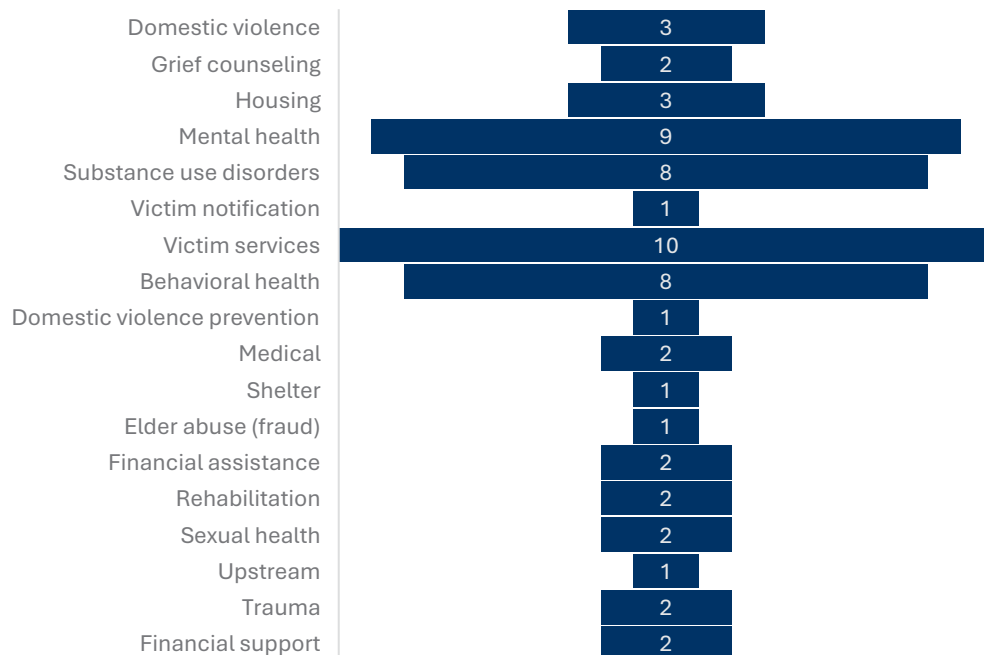


Figure 18: Distribution chart demonstrating spread of keywords related to victim and treatment services.

Public Health Approach

The respondents' feedback reflects the growing popularity of incorporating public health with the criminal justice system to create an interdisciplinary approach to crime reduction, recidivism and the impacts of victimization. For example, eight of the keywords in the general category are related to public health. Criminal justice agencies looking to engage the public health framework could turn towards public health-oriented grants if they are

⁵ Delong, C., & Reichert, J. (2019, January 9). *The Victim-Offender Overlap: Examining the Relationship Between Victimization and Offending*. Illinois Criminal Justice Information Authority. <https://icjia.illinois.gov/researchhub/articles/the-victim-offender-overlap-examining-the-relationship-between-vi>

struggling to secure any of the criminal justice grants discussed during the listening sessions. Some respondents applauded engaging with public health partners for treatment for survivors/victims and individuals convicted of offenses, such as Upstream's recent collaboration with the Maryland governor to expand contraceptive care.⁶ The more hands available to provide services, the greater success Maryland will see in reducing recidivism and promoting the well-being of survivors/victims.

Youth Legal System

While the number of distinct keywords related to the youth legal system was relatively lower than the other general categories, the keyword "youth" was the most popular across all the listening sessions with 28 responses. Many of the priorities mentioned in the poll results were reflected across all the listening sessions, with respondents specifically identifying school programming as a priority for intercepting youth before they become involved with the criminal justice system. Some respondents specifically identified STEM and sports recreation as areas of opportunity to engage youth that could benefit from increased funding. Navigating adversity and providing preventive care can sometimes be difficult to communicate for funding needs given that the offenses have not yet happened, and the added ethical concerns associated with labeling theory.⁷

Like the analysis in the victim and treatment services category, respondents were relatively even in discussing youth services for both youth survivors/victims and juveniles convicted of offenses, in part explaining why the youth keyword had such a high presence. This also plays into the respondents' innate understanding of the victim/offender overlap as previously discussed. The keyword "youth" also frequently occurred in tandem with other popular keywords, such as law enforcement and reentry. A couple of respondents advocated for programs to promote increased trust between youth and law enforcement, such as the Explorer Post Program.⁸ This coincides with discussion of the importance of peer mentorship, and several responses throughout the listening session indicated successes in youth peer programs and mentorship. As mentioned in the youth poll analysis, greater pro-social relationships and feelings of accountability are correlated with a lesser likelihood of committing offenses, especially when fostered from younger ages.⁹

⁶ Upstream USA. (2023, November 28). *Governor Moore and Upstream USA Announce Initiative to Expand Access to Contraceptive Care*. <https://upstream.org/news/governor-moore-and-upstream-usa-announce-initiative-to-expand-access-to-contraceptive-care/>

⁷ The Labeling of Convicted Felons and its Consequences for Recidivism. (2007). *Criminology*, 45(3), 547-581. <https://doi.org/10.1111/j.1745-9125.2007.00089.x>

⁸ *Explorer Post 199*. (n.d.). Annapolis Police Department. <https://www.annapolis.gov/892/Explorer-Post-199>

⁹ Savage, J. , Ellis, S. and Kozey, K. (2013) A Selective Review of the Risk Factors for Antisocial Behavior across the Transition to Adulthood. *Psychology*, 4, 1-7. doi: [10.4236/psych.2013.46A2001](https://doi.org/10.4236/psych.2013.46A2001).

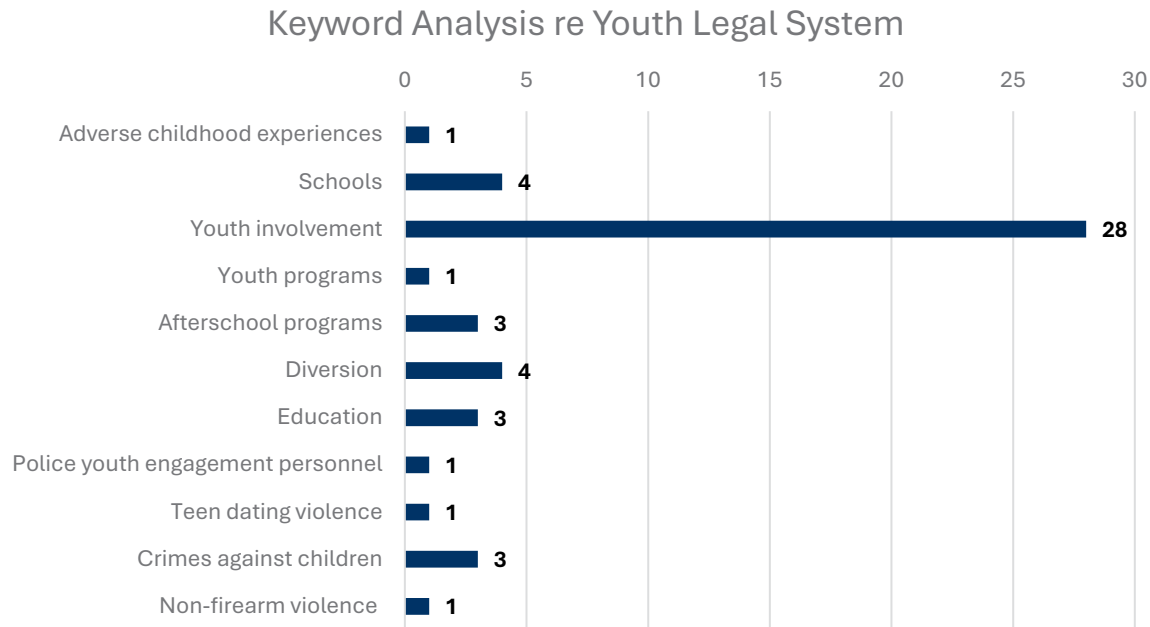


Figure 19: Bar chart demonstrating results of keywords related to the youth legal system.

Local Coordination and Community Involvement

A significant benefit of acting as the SAA is that GOCPP was able to invite participants from across Maryland to provide input, and several respondents echoed the importance of engaging with community agencies and appropriately reincorporating individuals convicted of offenses back to their home communities. Similar to youth, pro-social relationships in conjunction with stable housing and employment are all positively correlated with reduced recidivism. Reentry and jobs were included with local coordination and community involvement given that reentry efforts and employment opportunities are tied to local economic systems, such as the availability of employment opportunities and willing employers, residential mobility and homogeneity in shared values.¹⁰ Criminal justice agencies rely on local communities to facilitate their work, demonstrating the importance of maintaining local communities as a focal point in prioritizations. Organizations such as neighborhood associations and community development corporations are excellent resources since they already receive independent funding to help support criminal justice programming, and the incentive of additional federal funding could encourage greater involvement with reentry programs.

Respondents not only echoed the need for engagement with local community institutions, but also a need for collaboration across jurisdictions. Having an active mediator in

¹⁰ Bursik, R. J., & Grasmick, H. G. (1993). *Neighborhoods and crime: The dimensions of effective community control*. New York: Lexington Books.

connecting organizations conducting similar or interconnected programs so that they can support each other in their goals would help maximize the benefits of their programming, alleviate work strain and ensure that funds are used to their best capacity.

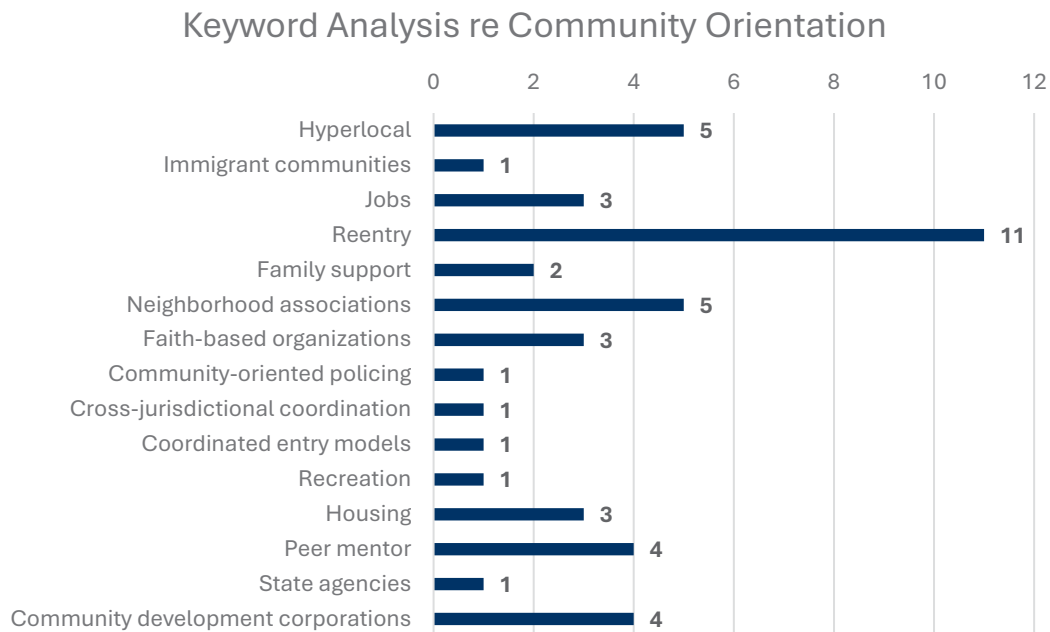


Figure 20: Bar chart demonstrating results of community-oriented keywords.

Reentry

A common thread throughout all the general categories is reentry and how to best mitigate the challenges formerly incarcerated persons face. As mentioned in the overall discussion of the results, the different facets of this analysis should be considered in conjunction with each other given the interconnected nature of criminal justice services. Reentry is an aspect of criminal justice that requires support across sectors, including law enforcement, mental and behavioral health services, substance use treatment, housing and community support. Many data points regarding reentry were associated with the other listed keywords, so it is important that attention be paid to all facets related to reentry given their dependence on each other for success. Respondents mentioned supporting families who have both experienced victimization and had a household member become incarcerated since they are similarly impacted financially and emotionally. Families are also a first point of contact for individuals after incarceration, so it is important to ensure that they can support the individual as they reacclimate and seek employment and potentially their own housing.

Peer Mentorship

Like youth, peer mentorship and pro-social relationships are just as viable for adults attempting to reenter quotidian life following incarceration. Several participants were representatives from faith-based organizations and agencies, which are important cornerstones of local community gatherings. Religious leaders could serve as a first point of contact for individuals reentering communities as a form of mentorship and connect them to other supports such as recreational activities, potential employers and housing opportunities. Faith-based organizations also help with victim services since many people seek out religious leaders following traumatic events.

Criminal Justice Personnel

Although this general category had the fewest number of relevant keywords, it is still highly relevant to funding concerns since salaries and costs are tied to the execution of criminal justice programming. Since the “great resignation,” agencies have routinely expressed frustration with staff turnover and higher work volumes due to staff limitations.¹¹ As can be noted in Figure 21 below, multiple sectors were reflective of personnel and staff capacity difficulties. There exist significant opportunities to help agencies determine how they can delegate their funding to support staff capacities because all the above programming needs can only be supported by adequate and competent staff.

¹¹ Parker, K., & Menasce Horowitz, J. (2022, March 9). *Majority of workers who quit a job in 2021 cite low pay, no opportunities for advancement, feeling disrespected*. Pew Research Center. <https://www.pewresearch.org/short-reads/2022/03/09/majority-of-workers-who-quit-a-job-in-2021-cite-low-pay-no-opportunities-for-advancement-feeling-disrespected/>

Keyword Analysis re Personnel

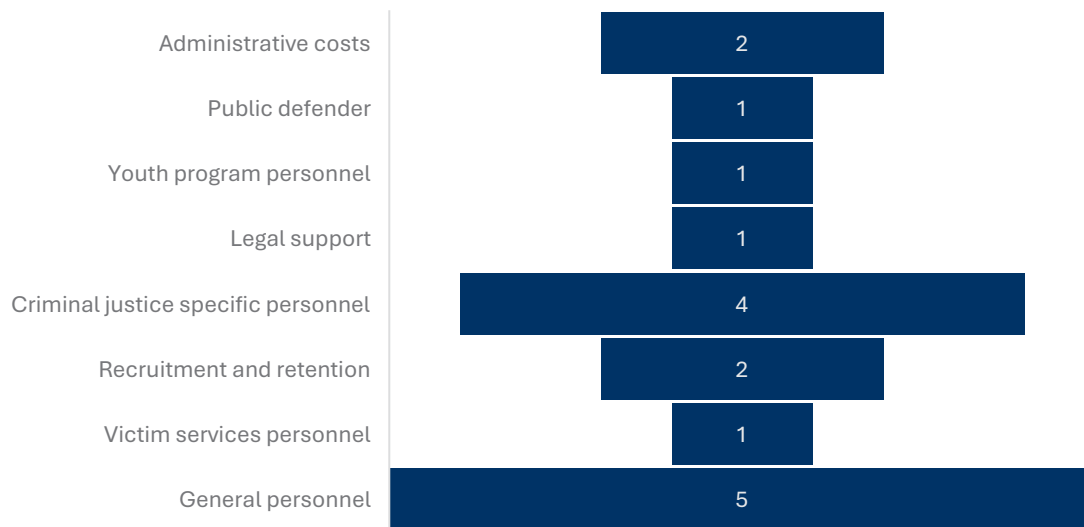


Figure 21: Distribution of keywords related to criminal justice personnel concerns.

Grant funding and application process

The listening sessions all opened with general overviews of available funding opportunities and how to navigate the processes. Additionally, most Q&A data consisted of questions related to the grant application and fund dissemination process. As can be noted by respondent questions and poll data, many respondents had not applied for or received federal and state grant funds. Other respondents had questions such as what to do when turnover occurs and how to appropriately update their grant funding applications, if necessary. This is a limiting factor for many criminal justice agencies. Agencies would greatly benefit from continued educational outreach – like the listening sessions – on application processes and what programs can be funded with the relevant grants. The substantial turnout of the listening sessions demonstrates the need and willing engagement amongst criminal justice and related organizations, and continuing this positive momentum will lead to improved programming and policies across Maryland.

Takeaways and Recommendations

- The listening sessions received excellent turnout and demonstrated the range of sectors involved in the Maryland criminal justice system. The project's success highlighted the benefits of educational outreach to agencies regarding the application process for federal and state grants and how the funds can be applied to relevant programming.
 - Given the questions posed throughout the listening sessions, agencies could benefit from materials akin to a "Frequently Asked Questions" page for grant applicants and recipients to regularly reference on-demand.
 - GOCPP could also continue to partner with agencies such as NCJA to facilitate research, maintain best practices and engage in educational outreach (SIM Symposium, VOCA Center webinars, survey research to determine prioritization, etc.) on their behalf.
- The listening sessions also promoted GOCPP as a guidance resource for agencies looking to receive federal and state funding. GOCPP could look for avenues to continue building their relationship with applicants and award recipients.
- The analysis further revealed the need for cross-sector and cross-jurisdictional engagement, including input from community members to determine the best applications of programming.
- Respondent data highlighted several priorities that align with contemporary movements, such as greater use of the public health framework for interventions regarding mental and behavioral health. Continued engagement with stakeholders and public partners will help maintain current knowledge on evolving priorities.
- Poll data revealed a lack of engagement in SIM mapping workshops, which could serve as an excellent tool for criminal justice practitioners in determining programming and policies, especially those concerned with facilitating reentry.
- While keyword analysis revealed law enforcement as a principal priority, the public safety category was not too far ahead of the other general categories.
 - Emphasis on youth involvement, mental and behavioral health and community involvement demonstrates a need for services catered towards justice-impacted individuals with unique circumstances. Engaging with public and community partners, such as schools, recreational programs and faith-based organizations could help program efficiency and capacity while accounting for non-normative experiences.
- Respondents spoke positively of collaborations with existing programs, such as sports programs and Upstream. Given the expressed concerns over personnel, collaborating with community partners independent from government agencies could also help form connections with local citizens and alleviate work volume for criminal justice practitioners.

Appendix A – Poll Survey Instrument

Gun Violence

Question 1: Have you received awards through any of the programs we've discussed (BJAG, BSCIP, VIPP, MCIN, GVRG, PSN, JJAC, SPMP, YCPD, VOCA, STOP VAWA, SOHG)?

Yes

No

Question 2: If you answered yes to Question 1, through which program did you receive an award?

Open-response

Question 3: If you answered yes to Question 1, what kind program or service did your award support?

Open-response

Question 4: If you answered no to Question 1, have you applied to the following programs?

BJAG

GVRG

YCPD

BSCIP

PSN

VOCA

VIPP

JJAC

STOP VAWA

MCIN

SPMP

SOHG

Question 5: Can you think of any new or existing programs these funds could support? Please describe briefly.

Open-response

Question 6: Is there a need or project related to violence prevention that does not fall within the parameters of programs we've described?

Open-response

Question 7: Other questions about any of these grants?

Open-response

Reentry and Behavioral Health

Question 1: Are there programs in your community that could benefit from Performance Incentive Grant Fund (PIGF) support?

Yes

No

Question 2: If you answered yes, briefly describe the program.

Open-response

Question 3: Have you participated in a Sequential Intercept Model mapping workshop?

Yes

No

Question 4: Are there behavioral health or reentry needs you didn't hear us cover? If yes, please briefly describe.

Open-response

Youth

Question 1: What kind of youth programs are offered in your community?

Open-response

Question 2: What kinds of youth programs are making a difference in your community?

Open-response

Question 3: What is the greatest need you see among youth or youth-serving organizations in your community?

Open-response

Victim Services

Question 1: If you provide services to victims of crime, what are the most urgent and unmet needs your clients or agency have?

Open-response

Question 2: What victims services programs are working well in your community?

Open-response

Appendix B – Acronym Glossary

BJAG – Byrne Memorial Justice Assistance Grant

BSCIP – Byrne State Crisis Intervention Program Grant

GVRG – Gun Violence Reduction Grant

ICAC – Internet Crimes Against Children

JJAC – Juvenile Justice Advisory Committee

MCIN – Maryland Criminal Intelligence Network Grant

MVOC – Maryland Victims of Crime Fund

PIGF – Program Incentive Grant Fund

PSN – Project Safe Neighborhoods

SOHG – Survivors of Homicide Victims Grant Program

SPMP – Student Peer Mediation Grant Program

STOP VAWA – (Services, Training, Officers and Prosecutors) Violence Against Women Formula Grant Program

VIPP – Violence Intervention and Prevention Program

VOCA – Victims of Crime Act Grant

YCPD – Markell Hendricks Youth Crime Prevention and Diversion Parole Grant Program

Appendix C – Poll Verbatim Responses

Gun Violence

Question 2: If you answered yes to Question 1, through which program did you receive an award?
Byrne Memorial Justice Assistance Grant (BJAG)
Violence Intervention and Prevention Program (VIPP)
Byrne Memorial Justice Assistance Grant (BJAG)
Byrne Memorial Justice Assistance Grant (BJAG)
Byrne Memorial Justice Assistance Grant (BJAG);
Violence Intervention and Prevention Program (VIPP);
Victims of Crime Act Grant (VOCA);
Survivors of Homicide Victims Grant Program (SOHG)
Byrne Memorial Justice Assistance Grant (BJAG);
Maryland Criminal Intelligence Network Grant (MCIN);
Gun Violence Reduction Grant (GVRG)
Violence Intervention and Prevention Program (VIPP)
Byrne Memorial Justice Assistance Grant (BJAG);
Victims of Crime Act Grant (VOCA)
Victims of Crime Act Grant (VOCA);
Maryland Victims of Crime Fund (MVOC)
Victims of Crime Act Grant (VOCA)
Violence Intervention and Prevention Program (VIPP)
Byrne Memorial Justice Assistance Grant (BJAG)
Victims of Crime Act Grant (VOCA)
Violence Intervention and Prevention Program (VIPP);
Victims of Crime Act Grant (VOCA);
STOP (Services * Training * Officers * Prosecutors) Violence Against Women Formula Grant Program (STOP VAWA)

Victims of Crime Act Grant (VOCA);

STOP (Services * Training * Officers * Prosecutors) Violence Against Women Formula Grant Program (STOP VAWA);

Maryland Victims of Crime Fund (MVOC)

Violence Intervention and Prevention Program (VIPP)

Question 3: If you answered yes to Question 1, what kind program or service did your award support?

Police retention and recruitment

Community engagement

Body Worn Camera

Violence Intervention in Suitland Maryland

Various - Equipment, Personnel, Training, etc. Been great for us!

BWC cameras

statewide law enforcement programs

Violence Intervention and Prevention Program

Youth diversion programs or direct support of victims

N/A

Domestic violence legal service

N/A

Medstar Washington Hospital Community Violence Intervention Program

Purchasing of Ballistic Vests

Support for domestic violence victims and professionals working at the the intersection of IPV and health.

service to domestic violence victims

legal services for victims of domestic violence and sexual assault

Survivors of Community Violence

N/A

Question 4: If you answered no to Question 1, have you applied to the following programs?

Violence Intervention and Prevention Program (VIPP)

Byrne Memorial Justice Assistance Grant (BJAG);

Maryland Criminal Intelligence Network Grant (MCIN);

Gun Violence Reduction Grant (GVRG);

Project Safe Neighborhoods (PSN)

Violence Intervention and Prevention Program (VIPP)

Question 5: Can you think of any new or existing programs these funds could support? Please describe briefly.

conflict resolution

N/A

no

nothing comes to mind

Yes, the funds can be used to assist our Domestic Violence Prevention and Victims Services programs.

Student Peer Mediation Conference for students who were suspended or otherwise punished for bullying during the school year, any other students who may have instigated the bullying, and the victims.

Have technology needs - Looking for Drone as first responder or for situational awareness.

Drone programs and drone detection systems

not at this time

MVOC, as we serve PG County survivors of community violence, we find it difficult to advocate and/or get victims compensation.

Not at the moment

We need administrative and operational funding to to implement programs

There is a need for therapeutic and bereavement services and mental behavioral health awareness especially with violence, drugs and gambling programs in Northwest, Baltimore

Support for Community CDCs and faith base organizations

Youth funding within schools for violence prevention

NA

Axon/Body Worn Cameras - administrative/monitoring functions including personnel re: PIA, maintaining system, etc.

not at this time

Supports to Families of Offenders

New hospital in SE DC by the Maryland border. Looking to support our hospital violence intervention program

N/A

Question 6: Is there a need or project related to violence prevention that does not fall within the parameters of programs we've described?

Youth violence prevention/reduction but not necessarily gun violence.

no

no
Have technology needs - Looking for Drone as first responder or for situational awareness.
Can't think of anything
not at this time
More focus on the impacts of abuse & sexual abuse as a precursor to all sorts of negative outcomes for youth.
.
Operational expenses
N/A
N/A
N/A
NA
NA
Violence Prevention of Youth offenders to prevent them from adult offender
N/A

Question 7: Other questions about any of these grants?
none
Could STOP VAWA be used for teen dating violence prevention?
None
no
No thank you
NA
na
Can private businesses apply for these grants?
No, thanks
With the increase threat of drones on location security, is it possibly to get more funding towards drone detection systems for law enforcement?
Na
not at this time
Not at the moment
Would be helpful if more of the administration that is required was funded through the grants.
.
None
N/A
None
Are the eligibility requirements different for federal and state grants?

N/A
None
No.
not at this time
Not at this time
NA
NA
N/a
N/A
N/A

Reentry and Behavioral Health

Question 2: If you answered yes, briefly describe the program.
At Justice Jobs we serve returning citizens by assisting with housing and finding jobs that bring people to middle class status.
MAT
Youth/Juveniles that are returning to families. CHIN programs and Programs for Homeless Youth and Adolescents
survivors of trafficking
I can't think of specific ones at this time
Partnership for a Safer Maryland
We have a CIT program and it would be great to understand how funding can make the program better
AIPs, direct victim services
Treatment of SUD and follow up to keep clients off the streets
Police Crisis Intervention Response Teams and Crisis Negotiation Teams
N/A
'@The House a social service agency and the Northwest Faith-based Partners would be great programs that would benefit from PIGF support.
people are more willing to engage with incentives
RCO that provides peer support to those reentering, makes connections to jobs and helps to ease the strain returning citizens face..
Park Heights Renaissance and surrounding community organizations within Park Heights could benefit considerably from these opportunities.
MOUD in Prison
N/A

Question 4: Are there behavioral health or reentry needs you didn't hear us cover? If yes, please briefly describe.
n/a
No

No.
No
Not sure
NA
na
No
No
no
n/a
No
not at this time
No
We have a Police crisis intervention team which includes a crisis negotiation team - what grants are available to help with these efforts?
N/A
Na
no
juvenile re-entry, crime rates for lgbtqia+
Behavioral health for the trauma of being incarcerated
N/A
No
NA
Reentrysupportive services specifically for victims of domestic violence who have been caught up in the system when defending themselves
No
N/A

Youth

Question 1: What kind of youth programs are offered in your community?
Justice Jobs works with three local elementary schools with bilingual people.
Community Services Division
Boys and Girls Club
n/a
I am not too familiar with youth programs offered
I don't know
School presentations and participation in job fairs
Youthful Offender Program
.
'@ The House-Summer Enrichment and Golf Camp
n/a
Education, STEM, after school, pregnancy prevention , college and career

Explorer Post Program
Mentoring and coaching and counseling
Strengthening Families Program
Reality Tour Evidence Based Programs - Arts based.
outpatient mental health/substance use disorder

Question 2: What kinds of youth programs are making a difference in your community?
Helping families get jobs to support the families.
Community Services Division
This program is making a difference in our community.
n/a
Job Corps
Don't know any for now
school presentations by our community education officers
Diversion
.
'@The House and Northwest Faith-based Partners.
Farmer Nell: Creating Sustainable Healthy Foods and Student Activities
Full Blast STEM
n/a
Education, STEM, after school, pregnancy prevention, college and career
Explorer Post Program
Behavioral health to support education and job readiness
Strengthening Families Program
drug court

Question 3: What is the greatest need you see among youth or youth-serving organizations in your community?
Bringing families to a higher level of income.
ICAC
Many youth programs have a hard time finding people to volunteer. Paid staff may be needed.
n/a
Peer motivational support
Need for after school programs, and other activities to promote positive engagement
Having a position that primarily focuses on youth programs and community education
Long term mental health treatment.
Educational Support and Resources, Mentorship and Positive Role Models, Safe Space and Recreational Activities, and Job Training
After school programs- Weekend get-aways- academic enhancement
n/a
Education, STEM, after school, pregnancy prevention, college and career
Funding for activities for youth to reduce victimization and prevent conviction of children
Job training to reduce crime reduction

Training on use of evidence programs.
limited fund grants amount are so low

Victim Services

Question 1: If you provide services to victims of crime, what are the most urgent and unmet needs your clients or agency have?

We don't provide direct services

medical care/podiatry care

DPSCS has a Victim's of Crime Unit. I would have to check with the Unit Director.

n/a

Being able to contact victims (outdated contact information), qualified staff

Getting a job and getting re-situated in the community

Emotional & Psychological Support, Immediate Safety and some form of general protection as needed; Legal Support, Financial Assistance;

Grief and bereavement counseling and grants for Summer camps

N/A

Unable to access CVC, mental services, social support services in Maryland (public benefits)

NA

health care/services for IPV victims who have health needs (TBI, strangulation, etc.) Funding that covers medical forensic exams for victims who do not have a sexual assault component (strangulation)

Question 2: What victim's services programs are working well in your community?

Turnaround

Baltimore Community Mediation Center

some trauma care

I'm unable to speak to that at this time.

The university has excellent victim and crisis counseling services, for off-campus incidents we utilize the assistance of PGPD

counseling, safehouse/residential, AIP

Not sure

.

Roberta's House in Baltimore

CASA wasc regionalize several years ago and it weakened services in QAC. No other programs are available

NA

Comprehensive programs that are able to provide full wrap-around services.



Victim Service Provider Feedback on GOCPP Grant Administration

December 2024

In October of 2022, MNADV provided Domestic Violence Service Providers with an opportunity to give feedback on interactions with the Governor’s Office of Crime Prevention and Policy via an online survey. This survey was also shared with Rape Crisis Centers by our sister coalition MCASA. A summary of the findings was provided to the then Interim Executive Director of GOCPP with the intention of sharing information that may inform priorities of a new permanent Executive Director.

Now, two years later, MNADV has been asked to readminister this survey and open it up to a larger audience of victim service providers beyond the core domestic violence and sexual assault programs supported by MNADV and MCASA. Below is a summary of responses to the three questions surveyed in October - December 2024. Answers have been combined and organized by theme for ease of reading and edited to ensure anonymity. We acknowledge the overlapping and sometimes repetitive nature of the answers to each question but include duplicate information to be faithful to the full inclusion of participants’ responses.

In total, 52 organizations participated in the second administration of this survey. Participating organizations fell into the following categories:

42.5%	Nonprofit Domestic Violence/Sexual Assault Victim Service Provider
37.5%	Nonprofit General Victim Service Provider
17.5%	Government-based Victim Service Provider
10%	Culturally Specific Victim Service Provider
12.5%	Other: • Non-profit child maltreatment provider/ Nonprofit child abuse service provider • Advocacy support of minors • Government based multiple service provider to include victim services • Local health department (gov) providing DV, SA and emergency shelter services
2.5%	Prefer not to answer

Please note that organizations could select more than one category so the percentages do add up to more than 100%. For example, a Nonprofit Domestic Violence/Sexual Assault Victim Service Provider could also be a Culturally Specific Victim Service Provider.

Question 1: What problems have you experienced with GOCPP within the past year?

Summary

The feedback highlights key problems and concerns that have impacted subgrantees, including issues with communication, delays in the grant process, inconsistent application of policies, and challenges with the GMS platform. However, it also reflects a general acknowledgment of improvements in certain areas, such as responsiveness and organizational structure.

Key Themes and Findings

1. Delays in Grant Processing and Award Notifications

- A recurring theme is the **delay in award notifications**, often arriving after the grant period has started or even during the middle of the grant cycle. Several respondents reported receiving notices in the second or even last month of the first quarter, which severely affected budgeting, spending, and program planning.
- Similarly, **late grant applications** and delays in **processing of awards** have caused financial hardship, staffing delays, and in some cases, furloughs. There have also been reports of **delayed reimbursements**, which further impacted financial management and the ability to meet deadlines.
- Additionally, the **timing of Notices of Funding Availability (NOFAs)** was highlighted as problematic. Delays in posting NOFAs have contributed to confusion and funding delays, making it difficult for organizations to plan effectively.

2. Communication Issues

- One of the most consistently mentioned concerns was **inconsistent communication**. Subgrantees reported that some staff members were **unresponsive** to emails and phone calls, while others provided **conflicting or unclear information** regarding reporting requirements, compliance, and grant modifications. Many subgrantees felt that they were **not informed of staff changes**, leaving them uncertain about who to contact for specific issues.
- Several respondents noted the **lack of clear guidance** or helpful responses when asking for clarification. Requests for more detailed information or support were often met with generic replies or no response at all, leading to frustration among grant recipients.
- **Abrupt or rude responses** from staff were also cited as a significant issue, with some subgrantees feeling that their concerns were dismissed or not taken seriously.

3. Staffing and Turnover

- The issue of **staff turnover** and **staff shortages** at GOCPP was a significant concern. Subgrantees noted that high turnover made it difficult to maintain continuity and consistency in communication and support. Additionally, new GOCPP staff members were often unfamiliar with the specifics of ongoing grants, leading to confusion and delays.

- Many respondents expressed frustration with the **lack of timely information about staff transitions**, leaving them to navigate the system without clear guidance on who was responsible for their cases.

4. Inconsistent Application of Policies and Guidelines

- **Inconsistent decision-making** and **conflicting information** about allowable expenses, budget modifications, and other grant requirements were frequently mentioned. Some respondents reported that their requests for budget modifications or adjustments were **denied or delayed** despite meeting the criteria. Additionally, certain expenditures were deemed **unallowable** without clear explanations, causing confusion about what was covered under the grant terms.
- One example cited was the denial of food expenses after they had been approved in previous years, leaving subgrantees struggling to cover already-incurred costs without reimbursement.
- The **application of grant conditions** was also inconsistent. For example, some subgrantees reported being asked to submit **excessively detailed budget breakdowns** or make changes that were not required in previous years, leading to additional administrative work and delays.

5. Problems with the GMS Platform

- Several subgrantees reported technical difficulties with the **Grant Management System (GMS)**, including issues with saving and accessing information, submitting reports, and managing grant applications. The platform was described as **cumbersome** and **unreliable**, often causing delays in processing and difficulties in tracking grants and compliance requirements.

6. Lack of Transparency and Guidance

- There were reports of **poor transparency** regarding the reasons for denied requests or modifications, with some subgrantees feeling that decisions were made **subjectively** or without clear justification. For example, some budget modifications were denied without clear explanations, while others were accepted but took months to process.
- **Unclear performance measures** and mismatched reporting requirements also contributed to confusion.

7. Positive Feedback and Areas of Improvement

- Despite the challenges, a number of respondents reported improvements in **responsiveness** and **overall organization** compared to previous years. Some appreciated the **Technical Assistance (TA) calls** and acknowledged that, although delays remained, communication had become more consistent over time.
- Subgrantees also noted that the staff members they worked with were generally **helpful and supportive**, though this did not always extend across the board due to turnover and inconsistent staffing.

- A few organizations expressed gratitude for the **partnership and support** they had received from GOCPP, noting that the past year had seen improvements in management and communication.

8. Financial and Operational Challenges

- The delay in grants and reimbursements, combined with inconsistent decisions about allowable expenses, created significant **financial hardship** for organizations. The inability to access funds in a timely manner often left subgrantees scrambling to meet operational needs, and some were forced to make adjustments or cut services due to funding delays.
- **Overarching administrative burdens** such as frequent requests for the same information, confusing reporting tools, and the need for constant budget modifications added to the operational difficulties of managing grants.

Conclusion

The feedback provided by subgrantees highlights several persistent challenges in working with GOCPP, particularly in the areas of **timeliness**, **communication**, and **consistency** in grant management. While there have been notable improvements, particularly in responsiveness and support from staff, the issues identified suggest that there is still work to be done to streamline processes, enhance transparency, and improve the user experience for grant recipients.

Addressing these concerns could lead to a more effective partnership between GOCPP and its subgrantees, ultimately benefiting the organizations that rely on timely and accurate funding to serve their communities.

Question 2: What suggestions/recommendations would you make to GOCPP to improve the grants award and administration process?

Summary

The feedback reveals a series of common themes and recommendations aimed at improving the grants award and administration process. Key areas for improvement include better communication, consistency in staffing, transparency in processes, timeliness of awards, clarity in reporting, and enhanced support for subgrantees. The suggestions reflect the challenges faced by organizations relying on GOCPP funding and highlight opportunities to streamline operations and enhance collaboration.

Key Themes and Recommendations

1. Timeliness and Communication of Grants Awards

- **Earlier Notification of Awards:** A consistent concern among survey participants is the delayed communication of grant awards, often received after the grant period begins. Respondents recommend that GOCPP issue grant awards **prior to the start of the grant period** (at least 30 days in advance) to allow organizations adequate time for financial planning and program preparation.

- **Timely Issuance of NOFAs:** Many respondents indicated that **Notice of Funding Availability (NOFA)** announcements are released too close to application deadlines, especially during times when staff may be on vacation or occupied with other duties (e.g., holidays). Survey participants recommended **earlier release of NOFAs** to provide sufficient time for applicants to gather necessary information and submit comprehensive applications.
- **Clear and Proactive Communication:** Survey participants highlighted the need for **clear and timely communication** regarding grant requirements and expectations, particularly when delays occur, or information is missing. **Regular updates on the status of NOFAs** and **acknowledgment of questions** can improve transparency and reduce confusion.

2. Consistency and Transparency in Staffing and Processes

- **Stable and Transparent Staffing:** Frequent changes in staff and inconsistent communication have been a significant source of frustration. Respondents recommend establishing **clear points of contact** for subgrantees and ensuring that **staff roles and responsibilities are clearly communicated**. Additionally, subgrantees would benefit from a **staff contact list** and the ability to **easily identify who manages which grants**.
- **Clear Role Definitions and Introductions:** To improve clarity and accountability, subgrantees suggested that GOCPP staff introduce themselves more proactively to their assigned subgrantees and clearly state their roles in email correspondence. This would help avoid confusion when multiple staff members are involved in a single process.
- **More Transparency on the Grant Review Process:** Survey participants expressed a desire for greater insight into GOCPP's internal processes, particularly in the areas of **grant reviews and decision-making**. Understanding how awards are evaluated, and which staff are involved can help build trust and foster a stronger partnership between GOCPP and its subgrantees.

3. Flexibility and Responsiveness

- **Increased Flexibility in Reporting and Budget Modifications:** There is a strong call for **greater flexibility in budget modifications and extensions** due to delays in grant awards. Subgrantees requested that GOCPP be more accommodating when modifications are needed and provide **no-cost extensions** when grants are awarded late.
- **Faster Processing of Invoices and Payments:** A recurring issue raised by subgrantees was the **delay in processing invoices and payments**, which can create financial strain, particularly for smaller nonprofits. Respondents recommended **faster invoicing processes** to ensure timely reimbursement of funds, reducing the burden on organizations to float large sums before receiving payment.

4. Improved Training and Support

- **Training on the Grant Management System (GMS):** Several respondents pointed out that the **grant management system (GMS)** is difficult to navigate, particularly for new staff. A suggestion was made to provide **more comprehensive training** for subgrantees and new staff members, including guides, tips, and resources that can be referred to throughout the grant cycle.
- **Trauma-Informed Training for Staff:** Given the nature of the services provided by many subgrantees, there was a recommendation for GOCPP staff to undergo **trauma-informed training** to better understand the challenges faced by organizations serving vulnerable populations, specifically victims of crime. This would help staff engage more empathetically and effectively with subgrantees.

5. Simplification and Streamlining of Reporting

- **Reduced and Simplified Reporting Requirements:** Subgrantees expressed concern over the **complexity and redundancy of reporting requirements**, particularly with performance measures and supplemental reports. Respondents recommended simplifying these reports to focus on key outcomes and metrics, rather than gathering excessive data. In particular, subgrantees suggested **changing performance measure questions** to more meaningful percentages instead of raw numbers.
- **Streamlined Renewal Process:** The renewal process for grants can be cumbersome, with some respondents suggesting that GOCPP make it easier to transition from **renewals to new applications** and reduce the need for re-submitting redundant information.

6. Building Stronger Relationships and Partnerships

- **Site Visits and Relationship Building:** A significant number of survey participants emphasized the importance of **building stronger relationships** between GOCPP staff and subgrantees. This could be achieved through **regular site visits** or check-ins, allowing program officers to better understand the work being done and the challenges faced by subgrantees. This would help GOCPP staff better assess subgrantee needs and provide more effective support.
- **Shift Toward Partnership:** Subgrantees expressed a desire for GOCPP to view them more as **partners** rather than simply as recipients of funds. A shift in organizational culture toward greater collaboration, empathy, and understanding could help enhance the effectiveness of the grants program.

7. Improving Internal Processes and Operational Efficiency

- **Streamlined Administrative Processes:** A recurring theme among subgrantees was the need for **improved internal communication and consistency** across departments. This includes ensuring that all staff have access to the same information and avoid requesting duplicate documentation from subgrantees. Additionally, streamlining administrative procedures would reduce the burden on both GOCPP staff and subgrantees.

- **Proactive Communication About Grant Requirements:** Survey participants noted that GOCPP could be more **proactive in communicating grant requirements** before the start of each grant cycle, helping organizations plan and implement their projects more effectively.

Conclusion

The feedback received from survey participants underscores the importance of improving communication, consistency, and flexibility in the grants award and administration process at GOCPP. Key recommendations include ensuring timely award notifications, simplifying reporting requirements, providing better training and support, and fostering stronger relationships between GOCPP and its subgrantees. Implementing these suggestions could enhance the efficiency of the grants process, reduce administrative burdens, and ultimately support the success of programs that rely on GOCPP funding.

By addressing these concerns, GOCPP can strengthen its partnerships with subgrantees, enhance its credibility, and improve the overall impact of its funding initiatives.

Question 3: What else would you like to say about working with GOCPP?

Summary

The feedback from survey participants regarding their experience working GOCPP provides a nuanced perspective on both positive aspects and areas that require attention. While there is significant appreciation for GOCPP's funding support and its staff, there are notable concerns regarding communication, transparency, administrative burdens, and perceived adversarial processes. A clear theme emerges around the need for stronger partnerships, improved consistency in staff engagement, and a more transparent, flexible approach to managing grants. Survey participants also highlight the importance of continued improvements in responsiveness and understanding of the unique challenges faced by service organizations.

Key Themes and Insights

1. Positive Relationships and Staff Appreciation

- **Responsive and Knowledgeable Staff:** Many respondents praised GOCPP staff for their professionalism, responsiveness, and willingness to assist. Staff members like Terri Ricks, Erika Wells, and Aubrey Gerhardt were specifically commended for being particularly helpful in answering questions and providing clear, timely guidance.
- **Improvement in Communication:** Over the past couple of years, there has been a noticeable improvement in communication and transparency, with many survey participants highlighting that GOCPP has been **more accessible** and **better at providing updates**. The **pre-application webinars** and other efforts to streamline the application process have been particularly well-received, contributing to a more positive experience for subgrantees.

2. Challenges with Communication and Bureaucracy

- **Need for Clearer and More Frequent Communication:** While there have been improvements, survey participants continue to emphasize that **communication remains a key area for improvement**. Subgrantees expressed frustration with the **lack of regular updates**, especially during times of delays or when important decisions are pending. Respondents suggested that GOCPP implement **monthly or other regular email updates** with all subgrantees or other communication channels to keep subgrantees informed, even if there are no significant developments.
- **Inconsistent Staff Engagement:** While many found GOCPP staff to be helpful, others expressed concerns about the **lack of continuity** due to frequent staff changes. In particular, **staff turnover** and **reassignments** of grant monitors led to difficulties in building stable, long-term relationships. Several respondents recommended **meetings with new GOCPP staff** to ensure they are properly introduced to key personnel in subgrantee organizations and can gain a better understanding of the challenges faced by those organizations.

3. Administrative Burden and Bureaucratic Processes

- **Increased Complexity and Compliance Burden:** A significant portion of the feedback highlighted frustrations with the **administrative complexities** involved in managing grants, especially with regards to VOCA and other highly regulated funding streams. Subgrantees expressed concerns about the **stringent compliance requirements** and **bureaucratic red tape**, which are perceived as unnecessarily burdensome, especially given the **limited resources** of many grantee organizations.
- **Perceived Lack of Flexibility:** Survey participants mentioned a lack of **flexibility in meeting deadlines** or adjusting reports when unforeseen challenges arise. The **"gotcha" mentality** was referenced, where the perception exists that GOCPP is looking for mistakes rather than collaborating to solve problems. Subgrantees suggested that **more transparency** and **clarity around expectations** would help reduce anxiety about the process.
- **Rigid Processes During Transition Periods:** There was a call for more **flexibility** when **staff transitions** occur, particularly when new staff take over grants. Ensuring a smooth handoff and understanding the needs and nuances of the subgrantee organization were seen as key areas for improvement.

4. Transparency and Trust Issues

- **Concerns Over Perceived Adversarial Approach:** Some respondents felt that GOCPP's processes were adversarial, with a focus on finding mistakes and withholding funding rather than fostering collaboration. This has led to **distrust** and a feeling that GOCPP does not see subgrantees as **essential partners**. The **lack of transparency** in certain processes, such as why certain costs are deemed unallowable, was also mentioned as a contributing factor to these tensions.
- **Expectations for Greater Transparency:** Several subgrantees called for **clearer explanations** of why certain decisions are made, especially regarding **unallowable costs** and **budget adjustments**. Respondents emphasized the importance of

advance notice and examples to help subgrantees better prepare for such decisions. There were also calls for **greater clarity** in how GOCPP communicates funding changes, guidelines, and the reasoning behind certain funding cuts or restrictions.

5. The Importance of GOCPP Funding

- **Critical Support for Victim Services:** Acknowledgment of the **vital role** GOCPP plays in funding services for victims was a central theme in the responses. Without GOCPP's financial support, many organizations would struggle to deliver crucial programs or would be forced to scale back their services. Despite challenges, survey participants expressed **deep gratitude** for the funding and the positive impact it has on the communities they serve.
- **Concerns Over Reduced Funding and Restrictions:** Several respondents voiced concern over **cuts to GOCPP funding** and the **increased restrictions** that are making it more difficult to provide services to those in need. The **uncertainty about future funding** was another significant concern. Subgrantees requested that GOCPP **better communicate plans** to address potential funding gaps and help organizations plan accordingly.

6. Opportunities for Improvement

- **Streamlined Processes and Reduced Complexity:** While GOCPP has made strides in improving efficiency, subgrantees suggested **simplifying the application and reporting processes** further to reduce the administrative burden. This includes **minimizing redundant requirements** and making the process less daunting for organizations that are already stretched thin.
- **Flexibility in Reporting Deadlines and Funding Adjustments:** Subgrantees requested that GOCPP be more **flexible in terms of report deadlines** and **budget modifications**, particularly in cases where challenges arise that are outside of the grantee's control. They emphasized the importance of understanding the realities of nonprofit operations and providing **reasonable accommodations** when unexpected circumstances arise.

7. Staff Training and Knowledge

- **Training for New Staff on Grantee Needs:** Several respondents suggested that new staff members at GOCPP undergo training to better understand the challenges faced by grantee organizations, particularly in the context of victim services. There was a strong desire for **new staff to meet with key personnel** at grantee organizations to establish a clear understanding of their work and the specific challenges they face.

Conclusion

The feedback provided highlights that while there are several positive aspects of working with GOCPP, including improved staff responsiveness, a growing emphasis on transparency, and the critical funding support they provide, there are also significant concerns that need to be addressed. Key areas for improvement include enhancing **communication and transparency**, reducing

administrative burdens, ensuring **greater flexibility** in grant management processes, and fostering a **more collaborative relationship** between GOCPP and its subgrantees. Implementing these suggestions would help rebuild trust, reduce operational strain on grantee organizations, and ultimately improve the impact of GOCPP's funding programs.

In closing, MNADV and MCASA hope that the sharing of this feedback will lend itself to greater transparency regarding the experience of victim service providers in receiving grants from the Governor's Office on Crime Prevention and Policy. As the State Domestic Violence Coalition (MNADV) and the State Sexual Assault Coalition (MCASA), we are committed to partnering with both victim service providers and GOCPP to ensure that grant administration of victim services monies is effective, efficient and impactful to the benefit of crime survivors in Maryland.

Firearm Violence

Problem Statement: Seventy-five percent of homicides in Maryland are committed with a firearm. The ever-increasing availability of illegal firearms and firearm modification devices presents a grave danger to Maryland communities, especially historically under-resourced communities.

Implementing Agencies:

- Maryland Department of Health (MDH)
- Governor's Office of Crime Prevention and Policy (GOCPP)
- Maryland State Police (MDSP)

Key Initiatives:

- **The Center for Firearm Violence Prevention and Intervention**, housed in MDH, will implement a public health approach to firearm violence reduction.
- **GOCPP** funds and facilitates the following gun violence reduction and response programs:
 - The [Violence Intervention and Prevention Program \(VIPP\)](#) funds evidence-informed violence interruption strategies and other community-led and public health-oriented gun violence prevention initiatives, including hospital-based violence intervention programs.
 - The [Maryland Criminal Intelligence Network \(MCIN\)](#) enhances information sharing and collaboration among law enforcement agencies to target criminal organizations, focusing on reducing gun violence, illegal trafficking, and violent crime through intelligence-led policing.
 - The federally-funded [Byrne State Crisis Intervention Program \(BSCIP\)](#) funds local and State efforts to improve responses to behavioral health-driven gun violence, including increasing the use of Extreme Risk Protection Orders (ERPOs) and enhancing other behavioral health interventions.
 - The **Special Assistant United States Attorney (SAUSA) Program** supports Assistant State Prosecutors cross-designated to work full-time as Special Assistant United States Attorneys (SAUSAs) in the Office of the United States Attorney (USAO) for the District of Maryland, in either the USAO Baltimore or Greenbelt Office. The SAUSAs work closely with local, state, and federal law enforcement agencies to identify, investigate, and prosecute individuals and organizations responsible for committing acts of violence and crimes involving guns, gangs, and narcotics throughout the State.
 - The [Gun Violence Reduction Grant \(GVRG\)](#) and the [Cease Fire Council](#) support localized gun violence reduction strategies, including law enforcement-led, community-based, and prosecutor-led violence reduction efforts.
 - The federally-funded [Edward J. Byrne Memorial Justice Assistance Grant \(BJAG\)](#) supports various criminal justice initiatives, including gun violence reduction.

- The federally-funded [Project Safe Neighborhoods \(PSN\)](#) grant program supports anti-gang and violent crime enforcement strategies in Maryland, focusing on community engagement, focused and strategic enforcement, prevention and intervention, and accountability.
- **MDSP's** gun violence reduction strategy relies on law enforcement focused on areas known for high rates of gun violence, intelligence gathered through the [Maryland Coordination and Analysis Center \(MCAC\)](#), and data received by and disseminated through the **Maryland Gun Center**. Other efforts include:
 - The **Highway Gun Crime Response Unit** and the **Car Rally Task Force** leverage cutting-edge criminal intelligence and crime-reduction technologies to identify, track, and apprehend individuals involved in illegal firearm activities.
 - The **Firearms Enforcement Unit** works with the **Licensing Division** to enforce the gun licensing laws related to prohibited criminal offenses or other disqualifiers.
- **MDH** created a data collection tool in preparation for completing an inventory of state agency programs aligned with MDH's 4-part framework: 1) primary prevention; 2) intervention and response; 3) community healing and restoration; and 4) re-entry support and empowerment-related programming

Goals for the Next 2 Years:

- Launch the Center for Firearm Violence Prevention and Intervention.
- Establish an interactive firearm violence dashboard with data from multiple sources to offer insights and trends on firearm-related fatalities and injuries.
- Create an inventory of state agency programs aligned with MDH's 4-part framework: 1) primary prevention; 2) intervention and response; 3) community healing and restoration; and 4) re-entry support and empowerment-related programming.
- Create a preliminary state plan for a public health approach to reducing firearm violence.
- Fund community organizations to implement priority programs in priority zip codes based on data.
- Conduct community engagement events to gather insights and recommendations regarding firearm prevention and intervention.
- Increase investments in proven and promising:
 - Community-led gun violence intervention and prevention efforts that address the underlying causes of gun violence, including behavioral health and poverty.
 - Community- and hospital-led efforts that address the immediate harms of gun violence by providing wraparound support to survivors and communities affected by gun violence and reducing retaliatory violence.
- Continue investing in law enforcement collaboration and information-sharing to support focused, intelligence-led prevention and enforcement.
- Improve the accuracy and timeliness of gun violence data to inform policy and investments.

Behavioral Health and Criminal Justice

Problem Statement: People with behavioral health conditions (mental illnesses, substance use disorders, and developmental and intellectual disabilities) are disproportionately represented in the criminal justice system and have a high rate of repeat interaction with public safety and health systems. In Maryland, most justice-involved individuals have a behavioral health condition. Maryland agencies in frequent contact with these individuals are working to reduce their criminal legal system involvement, increase community-based behavioral health resources, and improve criminal legal system responses and treatment when contact with the system does occur.

Implementing Agencies:

- Governor's Office of Crime Prevention and Policy
- Maryland Department of Health

Key Initiatives:

- Known collectively as the [Centers of Excellence](#), the Crisis Intervention Team Center of Excellence and Behavioral Health and Public Safety Center of Excellence (GOCPP) provide funding, training, and technical assistance to increase treatment for and reduce criminal legal system involvement of people with behavioral health conditions.
 - The federally-funded [Byrne State Crisis Intervention Program \(BSCIP\)](#) funds local and State efforts to improve responses to behavioral health-driven gun violence, including increasing the use of Extreme Risk Protection Orders (ERPOs) and enhancing other behavioral health interventions.
 - [Sequential Intercept Model Mappings](#) identify resources and gaps along a person's path from the community to arrest and incarceration and back into the community. These convenings allow stakeholders to view all the points (intercepts) at which their community can intervene to provide behavioral health treatment and audit the available services and unmet needs at each intercept. This is an important tool for State and local strategic planning and budgeting.
- The [Commission on Behavioral Health Care Treatment and Access's Criminal Justice-Involved Behavioral Health Workgroup](#) (MDH) makes recommendations on behavioral health treatment and harm reduction strategies for justice-involved individuals.
- Signed by Governor Moore in 2024, [HB576/SB453 will establish Assisted Outpatient Treatment Programs](#) in all 24 Maryland counties by July 1, 2026.
- The State-funded [Performance Incentive Grant Fund \(PIGF\)](#) and the federally-funded [Residential Substance Abuse Treatment Grant Program \(RSAT\)](#) support treatment in jails, prisons, and the community.

Goals for the Next 2 Years:

- Establish or expand crisis response teams in all Maryland counties to provide skilled and compassionate care for people experiencing behavioral health crises. The structure (law enforcement-led, clinician-led, or dual response) and size of teams will vary based on local needs and resources.
- Complete SIM mappings in every county.
- Establish a complete and reliable continuum of substance use disorder treatment, including medication-assisted treatment and counseling, from jails to prisons to local communities.

Expungement/Shielding

Problem Statement: Criminal records make it difficult for people to access public services, secure housing, find employment, and reunite their families. These challenges increase the risk of recidivism and reduce public safety.

Implementing Agencies:

- Judiciary
- Department of Public Safety and Correctional Services (DPSCS)

Key Initiatives:

- Governor Wes Moore issued an [Executive Clemency Order pardoning certain Maryland convictions related to the simple possession of cannabis \(the “Cannabis Pardon Order”\)](#). Governor Moore’s historic action pardoned 175,000 Maryland convictions related to the possession of cannabis, including convictions for misdemeanor possession of cannabis and certain convictions for misdemeanor possession of drug paraphernalia. The order represents the largest pardon for misdemeanor cannabis possession charges for any state in the country, and the inclusion of paraphernalia makes Maryland the first state to take such action.

Goals for the Next 2 Years:

- Introduce legislation to:
 - Clarify that probation violations do not make an individual ineligible for expungement in every case,
 - Remove from public view on Maryland Judiciary Case Search all convictions that were pardoned as part of the Cannabis Pardon Order,
 - Remove from public view on Maryland Judiciary Case Search information related to charges that were marked “stet” and not reopened within three years, and
 - Add certain misdemeanors and non-violent felonies to the expungement statute.
- Monitor DPSCS’s technology update to ensure it allows for partial expungement.

Parole

Problem Statement: Despite recent reforms in Maryland aimed at reducing the State's incarcerated population, decades of policies imposing long sentences and an overburdened and understaffed prison and parole system result in low parole grant rates and an aging prison population. Incarceration is expensive, especially for elderly and sick individuals, and reduces the resources available to address the underlying causes of crime and recidivism.

Implementing Agency:

- Department of Public Safety and Correctional Services
 - Division of Parole and Probation
 - Maryland Parole Commission
- Governor's Office of Crime Prevention and Policy

Key Initiatives:

- An **interagency workgroup** convened by GOCPP began meeting in August 2024 to brainstorm reasonable and reliable criteria for safely reducing the State prison population and streamlining parole decision-making. DPSCS has provided data and presentations describing the parole process and obstacles to faster and broader parole grants.

Goals for the Next 2 Years:

- Identify existing and potential funding sources to support increased Parole Commission staffing, improving the Commission's ability to process parole applications and safely release eligible individuals when appropriate.
- Introduce legislation to amend the geriatric and medical parole process and safely increase the number of parole grants.

Reentry

Problem Statement: Although Maryland has made substantial investments in reentry, the availability and quality of programs and services vary widely across the State. Maryland prisons are understaffed, and few counties have the resources to provide holistic wraparound support to people returning home from periods of incarceration.

Implementing Agencies:

- Department of Public Safety and Correctional Services (DPSCS)
- Governor's Office of Crime Prevention and Policy (GOCPP)
- Department of Labor (MDL)

Key Initiatives:

- The [DPSCS Re-entry and Transition Services Unit](#) coordinates programs and services to prepare incarcerated individuals (IIs) for successful reentry. Services include:
 - Reentry specialists who help IIs obtain vital documents, create release plans, and conduct routine aftercare calls,
 - Access to life skills, job readiness, financial literacy, and mediation training,
 - Partnerships with local detention centers whereby DPSCS transfers IIs nearing release to the detention center in their home community.
- [MDL's Division of Workforce Development and Adult Learning \(DWDAL\)](#) oversees correctional secondary education in State prisons.
- The [Justice Reinvestment Act \(JRA\) Initiative](#) (GOCPP) seeks to reduce Maryland's prison population and use the savings to provide more effective treatment to people before, during, and after incarceration.
 - The savings comprise the **JRA** and the **Performance Incentive Grant Fund (PIGF)**.
 - The **JRA Oversight Board** oversees implementation, makes policy recommendations to improve services behind the wall and in communities, and advises GOCPP on JRA and PIGF awards.
- The **JRA Oversight Board**, the **Prison Education Delivery Reform Commission** (GOCPP), the **Correctional Education Council** (DPSPS and MDL), and the **Reentry Task Force** (DPSCS) assess reentry efforts across the State.

Goal for Next 2 Years:

- Establish reentry hubs in all Maryland counties that provide wraparound services to people returning home from incarceration. These hubs will, at minimum, make housing, healthcare, and substance use treatment referrals.

Quantifiable Safety Indicator Scorecard

Problem Statement: Dozens of local and State agencies collect criminal justice and public safety data. State grantmakers, policymakers, and members of the public frequently need access to this data, but it is not always clear how to access the most relevant and up-to-date data.

Implementing Agencies:

- Governor's Office of Crime Prevention and Policy (GOCPP)

Key Initiatives:

GOCPP, in collaboration with the University of Maryland's Maryland Crime Research and Innovation Center (MCRIC), is developing a comprehensive scorecard with quantifiable safety indicators to assess and monitor public safety across Maryland. This scorecard will evaluate key factors such as crime rates, law enforcement activities, disparities in the criminal justice system, behavioral health, and socio-economic conditions that influence safety outcomes. GOCPP will work closely with the listed agencies to identify relevant data points as we move forward with this initiative.

Goals for Next 2 Years:

- The scorecard will offer a detailed, data-driven view of public safety.
- A public-facing platform will foster transparency, allowing Maryland residents up-to-date information on crime and safety in their communities.
- The scorecard will promote equitable distribution of resources, ensuring Maryland communities with the highest needs receive adequate State support.



**Center for
Justice Planning**

[NCJA.org/Strategic-Planning](https://www.ncja.org/Strategic-Planning)