
**Tallahassee-Leon County
Council on the Status of Men and Boys**

Draft Council Charter

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Table of Contents

1.	BACKGROUND.....	3
2.	MISSION	3
3.	VISION	4
4.	ASSUMPTIONS AND CONSTRAINTS.....	4
	4.1. Assumptions.....	4
	4.2. Constraints	5
5.	ORANIZATION AND MEMBERSHIP	5
	5.1. Leadership Council.....	7
	5.2. Council Staff	8
	5.3. Executive Steering Committee	8
	5.4. Subcommittees.....	8
	5.4.1. Research and Planning Subcommittee	9
	5.4.2. Community Outreach Subcommittee	10
	5.4.3. Education Subcommittee	10
	5.4.4. Mental and Behavioral Health Subcommittee	10
	5.4.5. Family Support Subcommittee	11
	5.4.6. Investigations and Enforcement Subcommittee	11
	5.4.7. Workforce Development and Employment Subcommittee	11
	5.5. Key Stakeholders	11
6.	PROCEDURES.....	13
	6.1. Risk Factors	13
	6.2. Intake and Referral Process	14
	6.3. Assessment Process and Case Management Matrix	14
	6.4. Meetings.....	14
	6.5. Monitoring and Reporting	14
7.	MAJOR DELIVERABLES	14
8.	COUNCIL BUDGET AND RESOURCES.....	15
	8.1. Estimated Council Budget	15
	8.2. Estimated Council Resource Needs	15
9.	CASE MANAGEMENT RESPONSE MATRIX SAMPLE.....	17

1. BACKGROUND

Based on an exploratory review of homicides which occurred in Leon County from 2015-2020, it was determined that both homicide victims and offenders were overwhelmingly young Black males. Eighty-six percent of victims and 81 percent of known offenders were male. The 15-24 age group was the highest for both victims and offenders, followed by 25-34. Seventy-five percent of victims and 81 percent of known offenders were Black. These findings were not unique when compared to other published data.

With homicide being a leading cause of death for individuals of a specific sex, age range, and race, this problem is more than an enforcement issue alone. This presents a community health crisis stemming from drivers such as: educational deficits, early exposure to the criminal justice system, lack of a stable family/home environment, mental and behavioral health, substance abuse, poverty, etc.

When treated as a public health problem, using a scientific epidemiological approach, homicides can be prevented. It will take an ALLin community working together with focus, fairness, and a balanced approach of prevention, enforcement, and ongoing assessment.

According to the Centers for Disease Control and Prevention, National Center for Injury Prevention and Control, Division of Violence Prevention, the public health approach is a four-step process that is rooted in the scientific method and draws on a science base that is multi-disciplinary.

The first step is to define and monitor the problem by understanding the “who,” “what,” “when,” “where,” and “how” associated with it. The second step is to identify risk and protective factors by determining what factors protect people or put them at risk for experiencing or perpetrating violence. Third, strategies should be developed, implemented and tested using an evidence-based approach. Findings from research literature and available data should be used to develop prevention strategies. Once implemented, these strategies should be evaluated to determine their effectiveness. The fourth and final step is to assure widespread adoption. Strategies that are shown to be effective should be implemented more broadly and continually assessed.

Long-term sustainable strategies and investments are needed to address the underlying socioeconomic issues linked to violence. Although it is tempting to set overarching goals such as reducing violent crime in general, goals should be targeted, achievable, and measurable. Focusing on smaller areas (specific people, specific places, and specific behaviors) is most effective. ***Actions that are most likely to make the greatest immediate impact on homicides and shootings in Leon County must be taken now, while we work together as a community to address the larger systemic causes of crime and violence.***

2. MISSION

The lifecycle of a homicide spans a multitude of stakeholders. From the community members impacted by the violence, the schools, law enforcement agencies, the courts, the social services agencies, community organizations, the universities, etc. Multiple agencies, organizations, and individuals are currently working to enhance public safety, safeguard lives, and prevent violence in our community. ***We must now take the next step to further unify these efforts under a comprehensive and focused plan.*** The Council on the Status of Men and Boys (CSMB) is expected to provide a roadmap to

Tallahassee-Leon County Council on the Status of Men and Boys
DRAFT Council Charter

reduce homicides and non-fatal shootings in Leon County by bringing all stakeholders and resources to the table to implement a unified operational strategy for both prevention and enforcement.

The mission of the Tallahassee-Leon County Council on the Status of Men and Boys is to:

- Unify existing agencies, organizations, and individuals to coordinate resources, funding, and services under a multi-disciplinary plan for reducing homicides and shootings in Leon County.
- Assess individual risk and implement prevention and intervention plans for the Leon County men and boys at the greatest risk for becoming a victim or perpetrator of violence. Plans will be both evidence-based and community informed.
- Establish specific goals and objectives to address the disparities and challenges men and boys experience in violence, criminal justice, education, employment, and health.
- Continuously evaluate the results of prevention and intervention efforts and conduct further research and analysis of the homicides and shootings occurring in Leon County.
- Reduce the number of homicides by 50% over the next four years.
- Reduce the number of expulsions from school by 50% over the next four years.
- Reduce the number of youths assigned to alternative schools by 50% over the next four years.
- Increase the number of males in our community receiving direct services by 50% over the next four years.
- Decrease overall crime rate by 20% over the next four years.

3. VISION

The Council on the Status of Men and Boys is committed to preserving life by preventing homicides and non-fatal shootings in Leon County. By providing support and services to the men and boys who are most at risk and addressing the underlying causes of violence, the council's efforts will improve the overall quality of life for the individuals and neighborhoods impacted by violent crime.

4. ASSUMPTIONS AND CONSTRAINTS

4.1. Assumptions

This section identifies the statements believed to be true and from which a conclusion was drawn to define this council charter. Any of these assumptions proving to be false, could result in a risk.

- The Council on the Status of Men and Boys will use the findings in the Anatomy of a Homicide Report, prepared by the Leon County Sheriff's Office, as the initial focus for the council's actions. The council will expand on this research and adjust accordingly to new findings.
- Dedicated staffing will be needed to manage the activities of the Council on the Status of Men and Boys. Initial staffing recommendations include an executive director, case managers, and data analysis and administrative support.

Tallahassee-Leon County Council on the Status of Men and Boys
DRAFT Council Charter

- The CSMB Charter outlines the initial vision for the council’s organization, membership, and initial expected outcomes. Once the Executive Director is in place, more detailed planning will be done to ensure all stakeholders are represented, and to establish specific goals, strategies, timelines. An operational strategy will be developed and presented within three months.
- The efforts of the CSMB will be prioritized to focus on:
 - Identifying and engaging the men and boys at the greatest risk and providing targeted services to them.
 - Addressing the risk factors and behaviors that are linked to violence.
 - Supporting the neighborhoods experiencing the greatest amount of violence.
- Coordinating and targeting the existing services available through both public and private entities will benefit the at-risk men and boys in Leon County.
- Establishing a methodology to identify and engage men and boys at the greatest risk and prioritizing those individuals to receive targeted services, will have a greater impact on reducing homicides and shootings than providing services broadly to the community in general.
- Participating agencies and organizations are willing to use their existing resources to provide services to the at-risk individuals, while the council works to identify funding for additional services.
- The council members selected to participate have time to commit and are available to fully participate.
- The CSMB will establish a process for monitoring, reporting, and evaluating the results of their efforts.

4.2. Constraints

This section identifies any limitation that must be taken into consideration prior to the initiation of the council. Establishment of this council may be restricted or limited by the following factors:

- Financial resources will need to be allocated annually to support the council. Anticipated funding needs are outlined in Section 8.
- The individuals selected to participate must be willing to acknowledge the data/evidence and have honest discussions that are politically sensitive. The group must ensure discussions about race, guns, police/community interactions, etc. remain on point and do not become politically motivated.
- Processes need to be in place to ensure the participants do not become consumed with politics or individual agendas. The focus must remain on preventing shootings and homicides.
- Data needed to effectively analyze the lifecycle of a homicide case is maintained by multiple agencies in multiple systems.
- Information needed to assess risk factors for men and boys in Leon County must be obtained from multiple sources.

5. ORGANIZATION AND MEMBERSHIP

The council will be organized into three functional components:

Tallahassee-Leon County Council on the Status of Men and Boys
DRAFT Council Charter

1. Leadership Council
2. Council Staff
3. Executive Steering Committee
4. Multiple subcommittees

Proposed Council Structure



5.1. Leadership Council

To develop a comprehensive plan for our community, strong and committed leadership is needed to set strategy, facilitate information sharing, and commit financial resources.

The Leadership Council will be responsible for the following:

1. Facilitating information sharing and unifying existing efforts to reduce homicides and shootings in Tallahassee Leon County.

Tallahassee-Leon County Council on the Status of Men and Boys
DRAFT Council Charter

2. Contributing resources and directing funding to support the services provided to at risk men and boys.
3. Providing direction and support to the Executive Director.

The Leadership Council will include membership from the following agencies:

1. Leon County Sheriff's Office
2. Leon County Government
3. City of Tallahassee
4. Leon County Schools
5. Tallahassee Engaged in Meaningful Productivity for Opportunity (TEMPO)
6. Leon County Office of Intervention and Detention Alternatives
7. Leon County Health Department
8. Tallahassee Memorial Healthcare
9. Capitol Regional Medical Center
10. Florida Department of Juvenile Justice
11. Florida Department of Children and Families
12. Apalachee Center for Human Services
13. Florida Agricultural and Mechanical University
14. Florida State University
15. Tallahassee Community College

5.2. Council Staff

An Executive Director will be appointed to manage the council and additional staffing will be needed for case management, data analysis, and administrative support.

5.3. Executive Steering Committee

The Executive Steering Committee will be comprised of the Executive Director, the case managers, and the chairpersons of each of the subcommittees. The Executive Steering Committee will be responsible for:

1. Approving a standard methodology for identifying and engaging men and boys determined to be at most risk.
2. Assessing current data to identify the areas/neighborhoods with the greatest amount of violence and the behaviors strongly associated with violence.
3. Establishing measurable goals, strategies and timelines.
4. Monitoring and documenting progress.
5. Synthesizing the collective findings and recommendations for presentation to the Leadership Council.

5.4. Subcommittees

Subcommittees will be established for primary areas of need and will be responsible for recommending and implementing actionable solutions for the identified problems. The following subcommittees are recommended to start; however, subcommittees can be added or removed at the discretion of the Executive Director.

5.4.1. Research and Planning Subcommittee

The Research and Planning Subcommittee will be responsible for the following:

1. **Data Collection:** In order to develop an effective plan, the CSMB must have access to accurate and comprehensive data. This includes:
 - a. Assessing the data currently available and the sources and systems currently capturing and maintaining the data.
 - b. Establishing the data elements pertinent for analysis and reporting.
 - c. Identifying gaps in the data that is needed for analysis and the data that is currently available.
 - d. Identifying any barriers in obtaining the data elements needed for analysis.
 - e. Determining how data will be accessed and analyzed from the various sources, schools, law enforcement, emergency departments, emergency medical services, medical examiner, court system, detention systems, etc.
 - f. Identifying a solution for storing and maintaining the data needed to support the CSMB.
2. **Data Analysis:** Baseline data and analysis will be needed to inform planning. The following products will be needed:
 - a. A standard methodology for identifying Leon County men and boys most at risk for being victimized or perpetrating violence. The Research and Planning Subcommittee will coordinate input from all other subcommittees in the development of this recommendation. Once the methodology is approved, an analysis will be conducted to identify those men and boys.
 - b. An analysis to determine which neighborhoods/areas are experiencing the greatest amount of violence.
 - c. An analysis to determine which behaviors are most significantly linked to violence in Leon County.
3. **Evaluation:** Once the CSMB begins implementing solutions, results must be continuously monitored, reported and evaluated. A process and cadence must be established.
4. **Financial Planning:** The strategies to reduce violence will require funding. Begin exploring potential sources of funding to include:
 - a. City and County budgets.
 - b. Grant opportunities.
 - c. American Rescue Plan funding.
 - d. Seeking financial support from businesses in the community.
 - e. Fundraising.
5. **Service Provider Capacity Assessment:** In order to recommend services and interventions, the CSMB must fully understand the services available in Leon County and the provider's capacity for providing those services.
 - a. Conduct an inventory/assessment of available services to fully understand what providers/organizations are currently offering

services to the community and how they can assist and contribute to this effort.

- b. Identify any gaps in the resources offered and the capacity to provide them.

5.4.2. Community Outreach Subcommittee

Community outreach is needed to educate citizens about the ongoing efforts and to solicit input to ensure the strategies the CSMB is recommending are community informed. The Community Outreach Subcommittee should include representation of community members from all County districts. The subcommittee will explore improving or enhancing current services, methodologies, and interventions that are measurable by inputs and outcomes to include the following:

1. Conducting a series of community meetings/listening sessions in all County districts. The areas with the greatest amount of violence are of highest priority, however; educating and engaging individuals residing the areas which are not as significantly impacted is also important. While not as directly impacted, their understanding and support is needed to fuel a community response.
2. Determining how to sustain community engagement through the both the planning and implementation of the CSMB goals and strategies.

5.4.3. Education Subcommittee

The Education Subcommittee will be responsible for identifying at risk students and opportunities for interventions within the school system. The subcommittee will explore improving or enhancing current services, methodologies, and interventions that are measurable by inputs and outcomes to include the following:

1. Alternatives for students who are suspended and expelled.
2. Support for truancy and dropout prevention.
3. Additional youth leadership opportunities.
4. Life skills training.
5. Additional sports/arts activities.
6. Educational opportunities for incarcerated individuals.

5.4.4. Mental and Behavioral Health Subcommittee

The Mental and Behavioral Health Subcommittee will examine the cognitive, emotional, and behavioral factors that at risk men and boys are struggling with and identify appropriate and accessible services for these men and boys. The subcommittee will explore improving or enhancing current services, methodologies, and interventions that are measurable by inputs and outcomes to include the following:

1. Cognitive behavioral therapy.
2. Counseling to support previous trauma.
3. Explore effects of toxic stress – stress management.
4. Hospital based trauma intervention programs.
5. Culturally appropriate mental health services.

5.4.5. Family Support Subcommittee

Men and boys are components of a family unit and with the high number of youth involved in violent crime, it is important to treat them not only as an individual, but to improve their environment by supporting not only them, but their family. The Family Support Subcommittee will assess the family environment of the at-risk men and boys and explore treatment and support options. This subcommittee will develop an inventory of resources that can support families struggling with homelessness/housing, food insecurity, unemployment, substance abuse, previous trauma, educational deficits, and life skills training.

5.4.6. Investigations and Enforcement Subcommittee

1. Investigations Review:

- a. Review existing processes for investigating homicides and attempted homicides and determine how to improve communication and collaboration between agencies and throughout the lifecycle of a homicide case.
- b. Assess training and resource needs.
- c. Examine clearance rates.

2. Enforcement Strategy Review: Begin an assessment of evidence-based enforcement strategies to determine which may be applied in Leon County/Tallahassee.

- d. Examine strategies to reduce illegal gun carrying, how to limit access to illegal guns, and how to increase intelligence gathering about illegal guns.
- e. Assess the feasibility of incorporating street outreach and violence interrupters.
- f. Begin looking at the areas with high concentrations of homicides and violence. Make note of environmental factors in those areas that may need to be addressed.
- g. Work to improve the relationships between law enforcement and the community.

5.4.7. Workforce Development and Employment Subcommittee

The Workforce Development and Employment Subcommittee will connect at risk men and boys with job training and placement. Partnerships will be established with businesses who are willing to employ youth and formerly incarcerated individuals.

5.5. Key Stakeholders

The Executive Director will be responsible for ensuring stakeholders are acknowledged and engaged. Stakeholders will engage through the subcommittees. While not all inclusive, the list below is a start.

1. Community members
2. Leon County Government
3. City of Tallahassee
4. Leon County Sheriff's Office (LCSO)
5. Tallahassee Police Department (TPD)

Tallahassee-Leon County Council on the Status of Men and Boys
DRAFT Council Charter

6. Leon County Schools (LCS)
7. Leon County Office of Intervention and Detention Alternatives
8. Leon County Department of Health (FDOH-Leon)
9. Department of Juvenile Justice (DJJ)
10. Florida Department of Corrections (FDC)
11. Department of Children and Families (DCF)
12. State Attorney's Office (SAO)
13. Public Defender's Officer
14. Medical Examiner
15. DISC Village
16. Big Bend Community Care
17. Apalachee Center for Human Services
18. Tallahassee Memorial Hospital (TMH)
19. Capital Regional Medical Center (CRMC)
20. Community Human Service Partnership (CHSP)
21. Children's Services Council (CSC)
22. United Partners for Human Services (UPHS)
23. Florida State University (FSU)
24. Florida Agricultural and Mechanical University (FAMU)
25. Tallahassee Community College (TCC)
26. Lively Technical
27. US Attorney Northern District
28. Florida Sheriffs Association
29. Chambers of Commerce
30. Tallahassee Engaged in Meaningful Productivity for Opportunity (TEMPO)
31. Early Learning Coalition of the Big Bend
32. Capital Area Healthy Start Coalition
33. National Association for the Advancement of Colored People (NAACP), Tallahassee Branch.
34. 100 Black Men of Tallahassee
35. Boys & Girls Clubs of the Big Bend
36. LIFE Group – Village of Care
37. Current SPIRIT Service Providers/Partners:
 - DISC Village
 - Big Bend Community Based Care
 - Apalachee Center for Human Services
 - The Living Harvest
 - Living Stones international
 - Career Source Capital Region
 - TRIO Educational Opportunity Center at FAMU
 - The Kearney Center
 - Joseph House
 - Divine Revelations Ministries
 - City Walk Urban Mission
 - Noah's Ark Housing
 - Oxford House
 - New Hope Intervention
 - Adult and Community Education (ACE)
 - Tallahassee Community College

Tallahassee-Leon County Council on the Status of Men and Boys
DRAFT Council Charter

- Capital Area Community Action Agency
- American Addiction Centers
- Good Samaritan Network
- Good News Outreach
- Emergency Care Help Organization
- Boys Town of North Florida
- Big Bend Area Health Education Center
- REfire Culinary
- Behavior, Inc.
- Humble House Ministries
- Teen Challenge/Tallahassee Men's Center
- Erica Miller Counseling Group, LLC.
- Capital City Counseling Services
- Bright Future Behavioral Health, Inc.
- Northwest Florida Health Network
- Reentry Solutions Network, Inc.
- Legal Services of North Florida
- Carter's Corner Community Services
- The RISE Center
- Pride Life
- College of Medicine Center for Transitional Behavior Science
- Survive and Thrive Advocacy Center
- Sowing Seeds Sewing Comfort Ministry
- Big Bend 2-1-1
- Greater Tallahassee Chamber of Commerce

6. PROCEDURES

6.1. Risk Factors

Although additional research is needed to validate and confirm, the Anatomy of a Homicide Report findings indicate the following circumstances as risk factors for being a victim or perpetrator of a homicide. Individuals with one or more of the risk factors can be referred to the Council on the Status of Men and Boys.

1. Black males between the age of 15-24.
2. Residing in the 32304 zip code, specifically Griffin Heights, Frenchtown, South City, and Bond/Providence.
3. Having a previous criminal history.
 - First arrest at 18 years of age or younger.
 - Committing first crimes at 12 years old or younger.
 - Previous firearms related charges.
4. Previous school suspension or expulsion or having attended a detention or alternative school.
5. Being unemployed and/or not enrolled in school.
6. Having unfavorable views of police or the justice system.
7. Having divorced or separated parents.
8. Having a family member with a criminal record.

6.2. Intake and Referral Process

A formal intake and referral process is needed to outline how men and boys will be referred the council. It is assumed that men and boys will be identified both by incoming referral and by recommendation of the council based on the identification of individuals with the known risk factors. The Executive Director will develop this process in coordination with the case managers and Executive Steering Committee.

6.3. Assessment Process and Case Management Matrix

Case managers will conduct an assessment of the men and boys who are referred to the council to determine the appropriate course of action. A standard case management matrix is needed to guide case managers in assessing the priority and risk level.

A very general example has been included in Section 9. This matrix was based on the case management matrix used by the FSU Outreach Response Team.

6.4. Meetings

Leadership Council – Quarterly
Executive Steering Committee – Monthly
Subcommittees – Varies – more frequently than monthly

6.5. Monitoring and Reporting

During the three-month planning phase, reporting will be completed as follows.

1. Subcommittees report bi-weekly to the Executive Steering Committee
2. Executive Steering Committee reports monthly to the Leadership Council.
3. Executive Director reports to City/County Commissions after the three-month planning period.

Beyond the three-month planning period, subcommittees will submit quarterly reports and the Executive Steering Committee will produce an annual report.

7. MAJOR DELIVERABLES

Initial deliverables are captured below. Deliverables will be refined during the council formation and planning phase.

#	Deliverable	Assigned To	Estimated Timeline
1	Appoint CSMB Executive Director	Sheriff McNeil	2 Weeks from approval of Charter.
2	Assemble the Leadership Council and hold the kickoff meeting. <ul style="list-style-type: none"> • Appoint the Executive Steering Committee Members who will serve as the Chairs of the subcommittees. 	CSMB Executive Director Leadership Council	4 Weeks from appointment of Executive Director

Tallahassee-Leon County Council on the Status of Men and Boys
DRAFT Council Charter

#	Deliverable	Assigned To	Estimated Timeline
	<ul style="list-style-type: none"> Establish areas of focus and make initial assignments to the Executive Steering Committee and subcommittees. 		
3	Assemble subcommittees and establish initial goals.	Executive Director	4-6 Weeks
4	Provide Executive Steering Committee with a schedule for the 4-month planning phase. <ul style="list-style-type: none"> Biweekly status reports are submitted to the Executive Steering Committee. 	Subcommittee Chairs	6 weeks (concurrent with #3)
5	Provide Bi-Weekly Status Updates to the Executive Steering Committee	Subcommittee Chairs	Weekly
6	Develop CSMB Operational Strategy <ul style="list-style-type: none"> Executive Steering Committee will meet monthly during this time. Bi-Monthly Reports will be provided to the Leadership Council during this time. 	Executive Director	3 Months

8. COUNCIL BUDGET AND RESOURCES

8.1. Estimated Council Budget

The council will need to be supported through reoccurring funding allocations. It is proposed that the initial startup funding allocation will be as outlined in the below chart. Additional funding will be sought from other sources such as; colleges and universities, state agencies, grants (federal and state), and private funding sources. The Executive Director will be responsible for creation of the council budget.

Leon County Sheriff- Law Enforcement Trust Fund	\$70,000
Tallahassee Police- Law Enforcement Trust Fund	\$70,000
Leon County Board of County Commissioners	\$70,000
City of Tallahassee Commission	\$70,000
Leon County School Board	\$70,000
Proposed Initial Startup Cost:	\$350,000

8.2. Estimated Council Resource Needs

Financial resources will need to be allocated annually. These financial resources will include but are not limited to funding to support the following.

1. Full-time Executive Director.
2. Part-time administrative support.
3. Part-time data analysis support.
4. Infrastructure to support a database and data analysis tools.
5. Software licensing for data analysis tools, teleconferencing.

Tallahassee-Leon County Council on the Status of Men and Boys
DRAFT Council Charter

6. County/City facilities to be used for meeting space.
7. Printing budget for community outreach materials, CSMB reports, etc.

9. CASE MANAGEMENT RESPONSE MATRIX SAMPLE

Priority Level	Case Management Response	CSMB Engagement
Priority 1 (Extreme Risk) Intervention Plan The person/situation appears to pose a clear and immediate threat of serious violence toward self or others and requires containment. Case manager should immediately notify law enforcement to pursue containment options, and/or take actions to protect identified target(s). Once such emergency actions have been taken, case manager shall then develop & implement an intervention and management plan.	Notify Law Enforcement to pursue containment options and/or take actions to protect identified target(s). Develop and implement an intervention and management plan.	Case Manager, Subcommittees, Service Providers, Law Enforcement
Priority 2 (High Risk) Management Plan The person/situation appears to pose a threat of self-harm or physical violence, usually to an identifiable target, but currently lack immediacy and/or a specific plan – or a specific plan of violence does exist but currently lacks a specific target. This requires case manager to develop and implement a management plan.	Notify Law Enforcement (if needed) to pursue containment options and/or take actions to protect identified target(s). Develop and implement a management plan. Enrollment in formal prevention or intervention programming.	Case Manager, Subcommittees, Service Providers, Law Enforcement.
Priority 3 (Moderate Risk) Service Provider Programming The person/situation does not appear to pose a threat of self-harm at this time, but does exhibit behaviors/circumstances that are likely to be disruptive to the community. This case warrants some intervention, referral, and monitoring to minimize risk for significant disruption to the community or escalation in threat. Case Manager should develop a referral and/or active monitoring plan.	Referral and Active Monitoring Plan, enrollment in prevention and or intervention programming.	Case Manager, Subcommittees, Service Providers
Priority 4 (Low Risk) Subcommittee Review The person/situation does not appear to pose a threat of self-harm at this time, nor is there evidence of significant disruption to the community. This case may warrant some intervention, referral and monitoring to minimize risk for escalation in threat. Case Managers should develop a monitoring/support plan in conjunction with the subcommittees.	Monitoring and Support Plan, twice weekly check-ins. Case review by subcommittees.	Case Manager, Subcommittees
Priority 5 (Monitoring) Case Manager The individual does not appear to pose a threat of self-harm at this time, nor is there evidence of significant disruption to the community. Case Manager creates a monitoring plan and determines if any resource referrals are needed. Follow-up is conducted weekly for a minimum of one month. A secondary referral automatically escalates the situation to a Priority 4.	Monitoring Plan, weekly check-ins.	Case Manager