

Goal #1: Mecklenburg County employees and residents have the understanding of and ability to advance equity.				
Strategy A: Implement infrastructure for Mecklenburg County employees to understand and commit to advance racial equity within the County government.				
Community Indicator <i>What we hope to see in the community</i>	County Performance Measures <i>What data we use to demonstrate if changes are working</i>	Actions <i>What actions we will take and what we aim to achieve with these actions</i>	Accountability <i>Who is involved in the actions Who is responsible for completion</i>	Timeline <i>When we hope to see changes</i>
Baseline data to be collected through community survey: <ul style="list-style-type: none"> Perception of population who believe Mecklenburg County Government is committed to advance racial equity Perception population who view County's programs and services are equitable 	100% of annual Department Director accountability agreements with Department Directors are written and signed; Percentage of departments that have: <ul style="list-style-type: none"> An Equity Core Team An Equity Action Plan Completion of study of Employee Resource Groups & recommendation made from the results 	<ol style="list-style-type: none"> <i>Form Countywide Equity Strategic Leadership Team.</i> County leadership convenes an internal leadership team responsible for high-level accountability and oversight of implementation. The Strategic Leadership Team should empower and support the Equity Core Team and other teams identified in these recommendations with operational implementation. <i>Establish annual accountability agreements with department directors in alignment with annual workplan.</i> <i>Formalize the Equity Core Team with establishment of the 5 workgroups</i> (Workforce Equity, Inclusive Engagement, Econ. Oppty, Health Equity & Criminal Justice). Phasing out the Diversity Council, this new team will be responsible for the implementation of the Equity Action Plan. Each department will have one person. <i>Establish Departmental Equity Team.</i> Organize the team to be responsible for leading implementation of the action plan within their respective departments <i>Develop Departmental Equity Action Plan.</i> OEI guides department directors with template for development. This plan will be incorporated into the department's strategic plan with reporting of accountabilities and accomplishments. Incorporate pilot projects and recommendations into their departmental plan <i>Study the feasibility in establishment of Employee Resource Groups</i> (Veterans, Employees of Color, LGBTQ, Women, etc.). This will be a safe space for employees to share and learning as part of their growth and professional development. The affinity group process offers participants the opportunity to engage in planning and the creation of strategy. This dialogue presents a 	County Manager's Office, Department Directors & OEI OEI, Department Directors and Executive Team OEI, Department Directors & Executive Team OEI & Department Directors Department Directors in partnership with OEI & SPE OEI & Equity Core Team	Summer 2019 Fall 2019 Fall 2019 December 2019 FY 20 (Jan- June 2020) FY22

		<p>powerful environment for honesty, understanding and cooperative learning.</p> <p>7. <i>Improve workforce and community data collection</i> within Countywide and department. This will improve with tracking performance measures and ongoing Equity Action Plan enterprise wide and department.</p>	<p>OEI & Departments Directors</p>	<p>FY20</p>
<p>Strategy B: Develop skills for Mecklenburg County employees to understand and commit to advance racial equity within the County government.</p>				
	<p>Percentage of employees who in responses to the biannual Equity Survey:</p> <ul style="list-style-type: none"> • Have attended racial equity training • Believe their department is taking concrete actions to improve workforce equity (37.5 % survey result) • Have tools to address institutional racism in my workplace (51.5% survey result) • Are using Racial Equity Tool (supervisors & leadership) 	<ol style="list-style-type: none"> 1. <i>Provide Countywide introductory Advancing Racial Equity Training to enhance employees' skills to advance racial equity.</i> This training will focus on important role of the public sector in advancing racial equity, definitions of equity, inequity, implicit and explicit bias, and individual, institutional and structural racism. Once completed, new employees will be required as part of new employee orientation. 2. <i>Approval of the Customized Racial Equity Toolkit and provide training to County mid-senior management to use the tool</i> with policies and programs (at least twice per year) 3. <i>Provide ongoing learning (Phase II Training).</i> Develop additional training modules and activities to further operationalize equity (lunch and learn, equity conversation, book reading/movie review and dialogue, follow up session from Introductory training, etc.) 4. <i>Conduct Biennial Employee Equity Survey (every other year).</i> Conduct employee equity survey on a biannual basis using the initial project survey as a baseline in FY19. The survey will allow the tracking of attitudes and progress over time. 5. <i>Develop ongoing communication plan</i> to ensure employees have the understanding and ability to advance equity 	<p>OEI with internal facilitators & contract trainers</p> <p>OEI, Executive Team & Department Directors</p> <p>OEI & Equity Core Team</p> <p>OEI & SPE</p> <p>OEI, Equity Core Team & PI</p>	<p>FY 20 – FY21</p> <p>Jan-June 2020</p> <p>Ongoing (start in spring 2020 on limited basis)</p> <p>Spring 2020</p> <p>Ongoing</p>
<p>Strategy C: Build community partnerships and residents' understanding of racial equity.</p>				
	<ul style="list-style-type: none"> • # of sessions held • # of attendance 	<ol style="list-style-type: none"> 1. In partnership with local jurisdictions, <i>provide Racial Healing and Equity training</i>, dialogue and other learning opportunities to engage community members in critical race analysis, normalizing, operationalizing and 	<p>OEI & Partners</p>	<p>Ongoing</p>

	<ul style="list-style-type: none"> # of community attended workshops understand racial equity 	<p>organizing to eliminate racial disparities in communities. This is a way to demonstrate local jurisdictions' commitment to racial equity and provide historical perspective on inequities.</p> <ol style="list-style-type: none"> 2. <i>Convene a summit and/or roundtable and build action-oriented collaborative alliances/partnerships to advance racial equity with nonprofits, towns, cities, counties in NC and GARE's jurisdictions.</i> Addressing inequities requires a system change through local jurisdictions and nonprofit's understanding and commitment to advance racial equity. 3. <i>Support legislative agendas that promote equity and inclusion.</i> 4. <i>Add equity questions to Community Survey.</i> The questions will ask residents on their perception of whether County's programs and services are equitable. 5. <i>Establish baseline data through Community Survey to capture residents' perceptions of BOCC engagement opportunities.</i> 	<p>OEI and Equity Core Team</p> <p>Legislative Affairs in partnership with OEI</p> <p>OEI & SPE</p> <p>OEI and SPE</p>	<p>Ongoing</p> <p>Ongoing</p> <p>FY20</p> <p>Summer 2019</p>
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Goal #2: Mecklenburg County is a model employer advancing racial equity.

Strategy A: Evaluate the recruitment and hiring process using the racial equity lens answering the questions -- What are the racial equity impacts? Who's burdened? What are the unintended consequences?

Community Indicator <i>What we hope to see in the community</i>	County Performance Measures <i>What data we use to demonstrate if changes are working</i>	Actions <i>What actions we will take and what we aim to achieve with these actions</i>	Accountability <i>Who is involved in the actions Who is responsible for completion</i>	Timeline <i>When we hope to see changes</i>
<p>Increase in the median income of Hispanics/Latinos (\$38,747) and African Americans (\$37,025) so that they are comparable to the median income of Asians (\$77,748) and Whites (\$79,153) in Mecklenburg County.</p>	<ul style="list-style-type: none"> Percentage of diverse interview panel by race and gender. Number of applicants by position title and race. Number of candidates interviewed by position title and race. Number of candidates hired by position title, salary and by race. Percentage of interviewers completing Implicit Bias test and training. 	<ol style="list-style-type: none"> 1. <i>Develop an automated process that tracks, analyzes and enforces the County's existing practice of having a racially diverse interview panel by gender and race. This information is currently being track by Human Resources manually.</i> 2. <i>Analyze data to determine whether or not qualified people of color are proportionally represented in the recruitment process.</i> 3. <i>Review and develop recruiting strategies and sources based on HR's Equal Employment Opportunity (EEO) Plan for Hispanic/Latinos.</i> 	<p>HR Department</p> <p>HR in collaboration with OEI and WF Equity Workgroup & Department Directors</p> <p>HR Department in collaboration with OEI</p>	<p>FY21</p> <p>Ongoing</p> <p>Ongoing</p>

	<ul style="list-style-type: none"> Percentage of College to County Mentorship program participants hired for full time employment. 	<ol style="list-style-type: none"> Evaluate the possibility of removing names/identifiers from applications/resumes before they go to the hiring manager. Ensure all hiring interview panel participants complete interviewing skills training which includes completing an Implicit Bias Association self-assessment. Pilot County Mentorship Employment Pipelines. College to County Mentorship - identify departments to participate in partnering with community colleges and universities, including Historically Black Colleges and Universities (HBCU's) to strengthen pipeline programs to ensure People of Color are aware of County jobs (align with HR's mentoring program). Create a Community to County Mentorship program to identify departments to participate in partnering with local organizations that serve people of color without college degrees to help identify potential job candidates. For example, engage DSS's Workforce Program staff to determine if program participants could be potential job candidates. Partner with Public Information to identify community engagement opportunities that help promote the County as an employer of choice (e.g., present at community events not just job fairs, present at local technical schools, colleges and universities, and market the County, where applicable, in a way that distinguishes it from the City of Charlotte; utilize media – TV, radio, newspapers – where the audiences are mostly People of Color). 	<p>HR in collaboration with OEI/WF Equity Workgroup</p> <p>OEI in collaboration with HR & Department Directors</p> <p>HR, OEI and Department Directors</p> <p>HR, PI, OEI and Department Directors</p>	<p>FY21</p> <p>FY21</p> <p>FY22</p> <p>Ongoing</p>
<p>Strategy B: Review and refine HR policies and procedures related to recruitment and hiring using racial equity tools.</p>				
		<ol style="list-style-type: none"> Use the racial equity tool to review HR policies and procedures regarding recruitment and compensation (strategy, plan, philosophy) and update as needed. Include a communication plan for all levels of employees that include and promote education, transparency and open conversations. This includes a review of job descriptions of positions that require a college degree with no experience equivalent to determine whether or not the education requirement is not adversely impacting people of color. 	<p>HR Department</p>	<p>FY21</p>

		2. <i>Study livable wage of compensation of all positions to align with HR's strategic plan and develop and present policy and procedure change recommendations to leadership.</i>	HR, OEI & Executive Team	FY22
Strategy C: Increase employee awareness and development opportunities across all salary plans				
Community Indicator <i>What we hope to see in the community</i>	County Performance Measures What data we use to demonstrate if changes are working	Actions <i>What actions we will take and what we aim to achieve with these actions</i>	Accountability <i>Who is involved in the actions Who is responsible for completion</i>	Timeline <i>When we hope to see changes</i>
Racial makeup of Mecklenburg County Government employees across and within all salary plan reflect the racial makeup of the community	Increase in people of color in Salary Plan D and E (37.7% Salary Plan D and 35.4% in Salary Plan E)	1. <i>Conduct internal job fairs to introduce employees to opportunities across departments.</i>	HR in collaboration with Department Directors and WF Equity Workgroup	Ongoing
	% increase of Latino at all salary plans (MC is 13.5% Hispanic vs. County Govt is at 6/6%)	2. <i>Review & apply continuous improvement processes to enhance and increase availability of current leadership programs such as Preparing for Success, Supervising for Success, Succession Planning, Park and Recreation's Leadership Academy, and mentoring programs for employees who express a desire to grow in the organization.</i>	HR in collaboration with Department Directors, WF Equity Workgroup and OEI	Ongoing
	% of employee see the diversity of their workforce relative to actual demographics (63.9% Equity Assessment)	3. <i>Encourage departments to modelling programs like LUESA Exchange, developing a program that allows cross-training opportunities within and across departments. This would boost retention rates and increase career growth opportunities.</i>	Department Directors in collaboration with HR, WF Equity Workgroup and OEI	FY21
	% of employees believe Mecklenburg County is a model employer advancing racial equity (ECS question - baseline)	4. <i>Discover and put in place other means of communication to reach employees with limited access to email and internet.</i>	HR Department	Ongoing
		5. <i>Implement a program to send out targeted emails to employee groups with information regarding career development and advancement opportunities and learning & development resources and offerings. This will allow employees to see opportunities available to them.</i>	HR Department	Ongoing
		6. <i>Create the following MeckEdu courses:</i> i. <i>"IDP (Individual Development Plan) 101", a course that details various aspects of the IDP Program to both frontline staff and supervisors.</i> ii. <i>"How Pay for Performance Works", a class that will allow employees to understand the difference between exemplary and successful job performance.</i>	HR Department	FY20

		<p>iii. "Careers at the County", a class that introduces employees to type career opportunities available within the county.</p> <p>7. Promote the usage of online platforms like MeckEdu, Lynda.com and others to frontline staff that are unable to leave their jobs for extended periods of time.</p>	HR Department	Ongoing
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Goal #3: Mecklenburg County residents are engaged in the community where they live, learn, work and recreate.

Strategy A: Ensure Board of County Commissioners engagement opportunities are accessible to all residents.

Community Indicator: <i>What we hope to see in the community</i>	County Performance Measures: <i>What data we use to demonstrate if changes are working</i>	Actions: <i>What actions we will take and what we aim to achieve with these actions</i>	Accountability: <i>Who is involved in the actions Who is responsible for completion</i>	Timeline: <i>When we hope to see changes</i>
<p>% of population who believe County values community participation and engagement</p> <p>% of population who are satisfied with amount of opportunities for citizen participation in County policy development and decision making (2018 data: Overall -57.7%, 63% Hispanic/Latino, 62.8% White, 48.4% African American, 63.2% Asian/Pacific Islanders)</p>	<ul style="list-style-type: none"> % of Spanish speaking residents who believe the County provide opportunity for participation % of County employees who believe their department seeks input from communities of color (currently at 39.5%) Demographics of County Advisory boards reflect community demographics # of residents utilizing sign language services # of residents utilizing online language translation for BOCC meetings Increase Boards & commissions applications by people from underrepresented groups 	<ol style="list-style-type: none"> Include closed captions of BOCC in various languages online Assess the needs for sign language services at BOCC meetings Assess options for increasing community participation during BOCC meetings (i.e. transportation assistance, call-ins, live video chat, etc.) Representation on County Advisory Boards- collect demographic baseline of existing boards, identify gaps, develop approaches to address gaps Build relationships with informal community leaders from underrepresented groups for recommendations and applicants for City boards & commissions Formalize community engagement in the BOCC's budgetary process to ensure traditionally marginalized groups are included in the process Engage the BOCC on additional opportunities for increasing community engagement 	<p>PI</p> <p>PI, Clerk & Inclusive Engagement Workgroup</p> <p>Clerk, OEI & Inclusive Engagement Workgroup</p> <p>Clerk, OEI & Inclusive Engagement Workgroup</p> <p>OEI, PI, Inclusive Engagement Workgroup & Departments who provide staff support</p> <p>OMB & PI</p> <p>OEI, Inclusive Engagement Workgroup and PI</p>	<p>Summer 2019</p> <p>FY20</p> <p>FY20</p> <p>FY21</p> <p>Ongoing</p> <p>Annually</p> <p>FY20</p>

Strategy B: Develop Countywide Inclusive Outreach and Community Engagement Framework

	<ul style="list-style-type: none"> # of employees received community engagement training 	<ol style="list-style-type: none"> 1. <i>Assess current community engagement efforts</i> – assess current departmental engagement activities and their effectiveness in conjunction with PI’s work to publish community relations tools and resources to MeckWeb. This will assist in targeting the training to the employees. 2. <i>Develop Countywide Inclusive Outreach and Public Engagement Framework</i> and present for approval 3. <i>Provide Inclusive outreach and public engagement training</i> to employees that routinely engage with the public for consistency and best practices. 4. Explore and provide recommendations on language access plan to ensure equitable access to County services, programs and activities for limited English proficiency. 	<p>PI in collaboration with OEI and Inclusive Engagement Workgroup</p> <p>PI in collaboration with OEI and Inclusive Engagement Workgroup</p> <p>PI in collaboration with OEI and HR</p> <p>OEI in collaboration with PI and department directors</p>	<p>Fall 2020</p> <p>Fall 2020</p> <p>FY22</p> <p>FY22</p>
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Goal #4: All residents in Mecklenburg County are healthy.

Strategy A: All residents receive effective, accessible and satisfactory health services at current and future CRC.

Community Indicator <i>What we hope to see in the community</i>	County Performance Measures <i>What data we use to demonstrate if changes are working</i>	Actions <i>What actions we will take and what we aim to achieve with these actions</i>	Accountability <i>Who is involved in the actions Who is responsible for completion</i>	Timeline <i>When we hope to see changes</i>
<p>28208 Zip Code vs. Mecklenburg County</p> <ul style="list-style-type: none"> Improve % of usage of prenatal care in zip code 28208 by race (54% vs. 66%) Decrease low birth weight rate by race in zip code 28208 (13.5% vs. 9.6%) Reduce the number of births by teens in zip code 28208 (8.6% vs. 4.6%) 	<ul style="list-style-type: none"> Health data are reviewed and incorporated into the decision in current and future CRC Interventions to decrease low birth weight rate Improved usage of pre-natal care in zip code 28208 	<ol style="list-style-type: none"> 1. <i>Continue to review and include health data</i> for future CRC service provisions. Include Public Health in pre-planning phase for space recommendations for future CRCs. 2. <i>Explore partnerships for comprehensive Reproductive Life Planning within community.</i> 3. <i>Seek opportunities to better communicate options for those with limited transportation to ensure pre-natal care access is provided.</i> 	<p>CRC, EPMO & Health</p> <p>CRC, Health & Health Equity Workgroup & OEI</p> <p>CRC, Health and Health Equity Workgroup & OEI</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>

Strategy B: Increase capacity of CRC staff to address services through an equity lens.

Fewer complaints from the community and customer satisfaction improvement	<ul style="list-style-type: none"> • % of staff attended training • Improvement of equity awareness • Improve access to resources • Track # of customers provided resources • CRC customer satisfaction survey results 	<ol style="list-style-type: none"> 1. <i>All staff of current and future CRCs will participate in Implicit Bias and Trauma Informed training</i> 2. <i>Incorporate a holistic system of care service model to include linkage to resources not included in the CRC.</i> 	CRC in collaboration with OEI HHS & CRC	FY20 Spring 2020
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Goal #5: Mecklenburg County’s small businesses and non-profits share in the County’s economic prosperity.

Strategy A: Increase Minority/Women-Owned/Small Business Enterprise and Nonprofit businesses participation with Mecklenburg County Government.

Community Indicator <i>What we hope to see in the community</i>	County Performance Measures <i>What data we use to demonstrate if changes are working</i>	Actions <i>What actions we will take and what we aim to achieve with these actions</i>	Accountability <i>Who is involved in the actions Who is responsible for completion</i>	Timeline <i>When we hope to see changes</i>
Increase of minority owned businesses compare to racial makeup of the community (37% vs. 56% currently)	Specific measures will be as follows: <ul style="list-style-type: none"> • # of community engagements with Nonprofits or for the Community Service Grants Program • # of community engagements with MWSBE business to inform about County programs and services • Benchmark what % of MWSBE firms are receiving work (direct or subcontracted) based on total work awarded 	<ol style="list-style-type: none"> 1. In collaboration with the Office of Economic Development, <i>provide feedback using an equity lens as needed on the MWSBE program evaluation being recommended by a consultant.</i> 2. In collaboration with the Office of Management and Budget, <i>examine Community Service Grants program. Insure that its communication plan, application requirement, and themes are equitable and allow for as many qualified nonprofits to apply as possible.</i> 3. In collaboration with the Economic Development Office and Finance Department, <i>increase community engagement to the MWSBE community to increase participation in key procurement areas, including capital projects and services to improve communities traditionally marginalized from benefits of economic investments.</i> 4. In collaboration with the Financial Services Department and Public Health Department, <i>provide feedback to pilot procurement project to review and identify opportunities to reduce barriers to MWSBE and nonprofit participation in county procurements for goods and services</i> 	Office of Economic Development in partnership with OEI & Economic Opportunities Workgroup OMB in partnership with OEI and Economic Opportunities Workgroup Finance, Office of Economic Development with OEI and Economic Opportunities Workgroup Finance and Public Health Department with OEI and Economic Opportunities Workgroup	FY20 FY21 FY19-20 FY20 (Already began, will be informed by MWSBE Enterprise-wide Consultant)

		5. In collaboration with the Financial Services Department and the Economic Development Office, <i>review and provided feedback on opportunities for improved standards and processes for data collection and reporting of MWSBE procurement data</i>	Finance, Office of Economic Development and Public Health Department with OEI and Economic Opportunities Workgroup	Ongoing
Strategy B: Increase access to capital for small businesses owned by people of color.				
	County Performance Measures: <i>What data we use to demonstrate if changes are working</i>	Actions: <i>What actions we will take and what we aim to achieve with these actions</i>	Accountability: <i>Who is involved in the actions Who is responsible for completion</i>	Timeline: <i>When we hope to see changes</i>
	# of community engagements with small business owners to inform about County small/micro business loan program	1. In collaboration with the Office of Economic Development, <i>assist with evaluation of the Small Business Loan Program's data and results as provided by the third-party program provider.</i>	Office of Economic Development, OEI & Economic Opportunities Workgroup	FY21
Goal #6: All residents in Mecklenburg County live in a more just and equitable community.				
Strategy A: Reduce racial disproportionality and disparities in the Criminal Justice System.				
Community Indicator <i>What we hope to see in the community</i>	County Performance Measures: <i>What data we use to demonstrate if changes are working</i>	Actions <i>What actions we will take and what we aim to achieve with these actions</i>	Accountability: <i>Who is involved in the actions Who is responsible for completion</i>	Timeline: <i>When we hope to see changes</i>
A reduction in racial overrepresentation within Mecklenburg County's Criminal Justice System. A reduction in disparate criminal justice outcomes between minority and majority populations within Mecklenburg County's Criminal Justice System. Mecklenburg County Jail Population:	Outcomes of Criminal Justice Services (CJS) Relative Rates Map: i.e. Law Enforcement, Magistrate, Jail Booking, Pretrial Release, Court Disposition, and Sentencing.	1. Utilize Criminal Justice Service's Equity and Inclusion Specialist to support collaborative criminal justice efforts to develop and advance equity-based initiatives. 2. Develop and launch an online Implicit Bias training specific to the criminal justice system. 3. Monitor criminal justice utilization of Implicit Bias Training.	Director of Criminal Justice Services: Sonya Harper, CJS Research & Planning Director of Criminal Justice Services: Sonya Harper / SJC RED Work Group, CJS Equity and Inclusion SJC RED Work Group, CJS Research & Planning, CJS Equity and Inclusion	Ongoing FY20 Ongoing

<ul style="list-style-type: none"> • 67.1% Black • 9.6% Hispanic/Latino • 22.4% White <p>Mecklenburg County General Population:</p> <ul style="list-style-type: none"> • 32.8% Black • 13.3% Hispanic/Latino • 47.0% White 		<ol style="list-style-type: none"> 4. Work with the Criminal Justice Advisory Group (CJAG) and criminal justice partners to identify/quantify impact of racially informed inequitable outcomes at each of the following criminal justice systems decision points (e.g. Law Enforcement, Magistrates Office, Jail Booking, Pretrial Release, Court Disposition, and Sentencing). 5. Develop an equity informed action plan specific to each of the major Criminal Justice Services (e.g. Forensics, Pretrial, Re-entry, Drug Treatment Court) that incorporates components of GARE’s Racial Equity Toolkit. 6. Work with community organizations, Public Information personnel from Mecklenburg County, CJS, and partner agencies in conjunction with criminal justice partners to develop a community engagement action plan specific to issues of criminal justice and racial inequity. 7. Work with Juvenile Crime Prevention Council (JCPC), CJAG and other criminal justice partnering agencies to identify additional areas of engagement related specifically to issues of racial inequity. 	<p>SJC RED Work Group, CJAG Executive Committee, CJS Research & Planning, CJS Equity and Inclusion</p> <p>Director of Criminal Justice Services: Sonya Harper, CJS Equity and Inclusion Specialists, CJS Research & Planning</p> <p>SJC RED Work Group, CJS Equity and Inclusion Specialist.</p> <p>Director of Criminal Justice Services: Sonya Harper, CJS Equity and Inclusion Specialists, CJS Research & Planning</p>	<p>FY20</p> <p>FY20</p> <p>FY20</p> <p>Ongoing</p>
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