



Work and Performance Plan FY2022 (CJS)

Sonya Harper, Criminal Justice Services



SECTION 1: DEPARTMENT KEY INITIATIVES

Key Initiative #1 -- Safety and Justice Challenge Oversight

Link to Strategic Business Plan:

Yes

Description:

Oversee the participation of Mecklenburg County in the MacArthur Foundation Safety and Justice Challenge. Promote healthy dialogue, collaboration, planning, and action among criminal justice partners to advance strategies to safely reduce the jail population, reduce racial disproportionalities and disparities in the adult criminal justice system, and address the role of behavioral health amongst justice involved individuals.

Rationale:

The Safety and Justice Challenge involves system-wide partnerships that include all the major criminal justice agencies in Mecklenburg County: CMPD and town police departments, the Sheriff's Office, the DA's Office, the Judiciary, the Clerk of Court, the Public Defender's Office, the Magistrates, Community Corrections, and other community partners. As the official grantee, Mecklenburg County's goals in pursuing grant strategies are to strengthen partnership relationships and to implement sustainable means of achieving system reform. The CJS Director will work in close collaboration with the Research and Planning Manager and MacArthur Foundation technical assistance provider to guide and monitor progress.

Completion Date:

Safety and Justice Challenge grant funding expires December 31, 2022.

Updates/Project Milestones:

- Project milestones have been established in cooperation with the County, its justice system partners, and the MacArthur Foundation. These milestones are detailed in the Safety and Justice Challenge Implementation Plan.
- Monitor new and continued efforts for more informed and effective bail setting processes.
- Further enhance pretrial services to include clinically focused supervision, offender focused domestic violence supervision and education; and procedural justice practices.
- Provide the Public Safety Assessment (PSA) to Magistrates following arrest yet prior to bail setting.
- Review monthly data of multiple touchpoints to assess overall impact of strategic efforts to reduce the pretrial jail population; and make service/practice adjustments when necessary.
- All project milestones will be met by the grant expiration date.

Outcomes/Measures:

- Measure: Percent of defendants released to Pretrial Services with behavioral health needs
- Measure: Number of defendants who receive clinically supported supervision
- Measure: Percent of defendants released to Pretrial Services with domestic violence offenses
- Measure: Number of defendants participating in pretrial domestic violence education
- Measure: Number of procedural justice practices implemented
- Outcome: Meet identified goal for reduction in the local jail population
- Outcome: Continue efforts to improve Pretrial Services practice and process as identified in the Safety and Justice Challenge implementation plan.

Director Comments: (Year-end)**Executive Team Comments: (Year-end)**



Key Initiative #2 -- Racial and Ethnic Disparities

Link to Strategic Business Plan:

No

Description:

Monitor Criminal Justice Services efforts to reduce racial and ethnic disparities in the local criminal justice system. The efforts include policy and practice change initiatives designed to create more equitable and inclusive client services, and staff work environment. CJS also looks to support its local criminal justice partners in their efforts to promote equity and inclusion within their cultural environments.

Rationale:

CJS continues to lead the facilitation of RED strategies in the local adult criminal justice system. As a result of an FY20 data analysis conducted in conjunction with the W. Haywood Burns Institute, we now know the extent of racial disparities and disproportionalities at various decision points within our local criminal justice system. An analysis of 2017 data indicates Black residents ages 16 and older made up 32% of the County's total population but accounted for 68% of adults who were arrested and 67% of adults booked into the jail. That is compared to Whites who made up 51% of the population but represented only 23% of arrests and 25% of jail bookings. Additionally, Black adults were 2.1 times more likely and Latino adults were 2.3 times more likely to be convicted on charges, once charges were filed, than White adults.

Completion Date:

On-going

Updates/Project Milestones:

- Monitor policy and practices changes associated with the W. Haywood Burns Institute data findings.
- Collaborate with County and justice system partners to meet goals and objectives identified in the County's Enterprise Level Equity and Inclusion Action Plan.
- Monitor and support the RED Criminal Justice Community Engagement Task Group
- Assist the Task Group and CJAG in the planning and implementation of suggested system changes that have the potential to impact RED within the jurisdiction's criminal justice system.
- Support community-based efforts as recommended by the Task Group and supported by the CJAG.

Outcomes/Measures:

- Measure: Number of policy/procedural changes associated with Racial Equity and Inclusion.
- Measure: Percent reduction of Racial and Ethnic Disparities at targeted decision points within the criminal justice system.
- Outcome: Continue to support planning and implementation of RED Criminal Justice Task Group efforts.

Director Comments: (Year-end)**Executive Team Comments: (Year-end)**



Key Initiative #3 -- Criminal Justice Advisory Group Strategic Plan Support

Link to Strategic Business Plan:

Yes

Description:

Provide leadership, facilitation, data and administrative support to the Mecklenburg County Criminal Justice Advisory Group (CJAG) to assist the group in meeting its strategic goals of addressing racial and ethnic disparities in the adult criminal justice system; identifying and expanding opportunities for diversion; and increasing the effectiveness of CJAG.

Rationale:

The Criminal Justice Advisory Group (CJAG) serves as the Criminal Justice Coordinating Council for Mecklenburg County. CJAG members are responsible for creating the agenda of locally important initiatives and tasks throughout the year to meet the local needs of agencies represented at the CJAG. Criminal Justice Services provides support for the CJAG, including assisting the group with meeting the goals and objectives of its strategic plan.

Completion Date:

This is an on-going process as the CJAG is responsible for completing an annual strategic plan to identify their goals and objectives for the upcoming year.

Updates/Project Milestones:

- Assist the CJAG and its Executive Committee in the development of its FY22 strategic plan.
- Support the CJAG in the delivery of identified goals and objectives associated with its FY22 strategic plan.

Outcomes/Measures:

- Completion of FY22 CJAG strategic plan development.
- Implementation of strategic plan goals and objectives.

Director Comments: (Year-end)**Executive Team Comments: (Year-end)**



Key Initiative #4 -- Equity and Inclusion Initiative

Link to Strategic Business Plan:

Yes

Description:

Continue the implementation of the County's Equity Action Plan.

Rationale:

Mecklenburg County is committed to addressing its racial inequities through an intersectional analysis. In order to become a more equitable institution, strategies must be implemented and enforced that enhance the work Mecklenburg County has already completed to promote equity and inclusion. The County has partnered with the Government Alliance on Race and Equity (GARE) to create both a racial equity training curriculum for County staff, an Equity Action Toolkit and a three-year enterprise-wide Equity Action Plan. To continue to build the capacity of the organization, it is critical that the County continue to implement the agreed upon action items identified in the Equity Action Plan despite COVID-19.

Completion Date:

This is a multi-year project (FY2020-FY2022).

Updates/Project Milestones:

Continue implementation of the County's Equity Action Plan that were postponed due to COVID-19:

- Continue rollout of "Advancing Racial Equity Training" for all County employees to enhance abilities to advance racial equity.
- Re-establish Department Equity Action Teams (DEAT) for select Departments to begin training and to initiate development of department specific equity action plans (pending further guidance from the County Manager's Office); and
- Provide training on Racial Equity Tool usage to County mid-senior management.

Implementation of FY22 Equity Action Plan items for those departments with specific accountabilities.

Outcomes/Measures:

End of Year Reporting

Director Comments: (Year-end)**Executive Team Comments: (Year-end)**



Key Initiative #5 -- Criminal Justice Special Projects Support

Link to Strategic Business Plan:

No

Description:

Provide leadership, facilitation and support to a variety of large-scale projects geared towards improving court processes and operations; increasing local criminal justice data capacity; and integration of new statewide management information systems.

Rationale:

Criminal Justice Services is responsible for promoting improvements in the local criminal justice system through interagency cooperation, coordination, and planning. Its primary responsibilities include promoting collaboration between County, City and State criminal justice agencies; establishing and measuring criminal justice performance measures; managing criminal justice programs and services; and developing initiatives that enhance systemic performance and heighten public safety.

Completion Date:

Court Strategic Plan Implementation: December 2022

Luminosity Data Project: April 2022

Updates/Project Milestones:

*Project milestones for the Court Strategic Plan have been established in cooperation with justice system partners. Initial milestones are detailed in the implementation plan. Additional milestones will be added as the plan evolves and other objectives are identified.

*Further enhance the Department's data capacity by providing oversight and support to the Luminosity data project which will expand the capacity of the Criminal Justice Data Warehouse.

Outcomes/Measures:

*Outcome: Implementation of the Court Strategic Plan with marked improvements in case flow, case backlog and first appearance processes.

*Outcome: Successful completion of the Luminosity data enhancement project.

Director Comments: (Year-end)**Executive Team Comments: (Year-end)**



Key Initiative #6 -- eWarrants

Link to Strategic Business Plan:

No

Description:

In collaboration with Mecklenburg County ITS, provide oversight and coordination to local efforts put forth to support the North Carolina Administrative Office of the Courts' (NCAOC) statewide development and launch of eWarrants. The launch of eWarrants is an early step in the State's overall eCourts initiative to modernize the state's court system by moving from paper and antiquated mainframes to digital and cloud-based technologies. The introduction of eWarrants will result in the decommissioning of NCAWARE and require the development of a new interface between State and County criminal justice information systems.

Rationale:

Today, Mecklenburg County and the NCAOC provide an interactive interface between Arrest Processing and NCAWARE. The interface provides real-time data exchange for Criminal Justice Services (CJS) as well as the Sheriff's Office, Jail, CMPD, Crime Lab, Courts and other justice system partners. The interface provides timely, relevant, and accurate information that enables efficient process management as well as required information for data driven decision making. Without the interface intact, approximately 12 interlinked systems will not receive critical information that stem from the point of arrest. The proposed long-term unidirectional interface approach being recommended by the State differs from the real-time data exchange model currently in place and appears to represent a significant change to existing business processes and may require re-engineering of current technology solutions.

Completion Date:

The expected completion date is June 2022.

Updates/Project Milestones:

- *Project milestones for the eWarrants project have been established in cooperation with the NCAOC, Tyler Technologies and Mecklenburg County ITS.
- *Provide coordination and support to local law enforcement agencies, key court officials and other stakeholders as the County leads the local implementation of the State's eWarrants system.
- * Support development of project feasibility, scope, cost, timeline, and staff resources necessary to support the State's new interface approach by the County and key partners.
- * Coordinate business process management and mapping efforts to enable key partners to establish new operational procedures in response to eWarrants requirements.

Outcomes/Measures:

*Outcome: Successful integration of eWarrants with local systems to include but not limited to CJS CRM, AP and OMS.

Director Comments: (Year-end)**Executive Team Comments: (Year-end)**



Key Initiative #7 -- Pretrial Services Internal Audit Recommendations

Link to Strategic Business Plan:

Yes

Description:

CJS Pretrial Services assists the courts in making release-and-detain decisions that preserve the public's safety and defendants' civil rights. As a nationally accredited organization, it is important that CJS Pretrial Services operate according to industry standards while simultaneously exercising internal controls that effectively manage key business risks.

Rationale:

CJS Pretrial Services promotes pretrial justice and public safety by conducting validated assessments on qualifying defendants and providing objective risk data to all parties in the judicial decision-making process. It also provides pretrial supervision to eligible defendants referred by the courts. To ensure fidelity to practices informed by evidence, Mecklenburg County Internal Audit (IA) conducted a review of the program that included interviews of key personnel, policy and procedure reviews, and tests of various pretrial activities. Although IA determined key risks inherent to CJS Pretrial Services were managed to an acceptable level, opportunities exist to improve the design and operation of some control activities.

Completion Date:

January 2022

Updates/Project Milestones:

*Improve Pretrial Services operations by implementing all Internal Audit recommendations by the stated response deadline for each recommendation.
*Oversee the restructuring of the Pretrial Services Unit and effectively manage overall program risk, caseload and staff resources

Outcomes/Measures:

*Outcome: Successful implementation of Internal Audit recommendations
*Outcome: Successful hiring and onboarding of Pretrial Services staff added in response to increased caseloads
*Outcome: Successful implementation of the Pretrial Services Unit restructure

Director Comments: (Year-end)**Executive Team Comments: (Year-end)**