



MeckACTs

Cabinet Member Workplan

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Criminal Justice Services



Section 1: Annual Goals

1. Oversee the Safety and Justice Challenge

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Safety and Justice Challenge Oversight

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

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.

Action Steps List the actions/events that need to take place.

- 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
- Monitor utilization of the Public Safety Assessment (PSA) amongst 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

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

- 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.
- Percent of defendants released to Pretrial Services with behavioral health needs (Approximately 15% of defendants released to Pretrial Services will have a prior mental health diagnosis (this is comparable to projections of those within the local jail))
- Number of defendants who receive clinically supported supervision (Measure that should align with the number of defendants released with a prior behavioral health diagnosis)
- Percent of defendants released to Pretrial Services with domestic violence offenses (Approximately 30%)
- Number of defendants participating in pretrial domestic violence education (Measure)
- Meet identified goal for reduction in the local jail population (SJC target is 17% from the pretrial jail population baseline of 993)
- Continue efforts to improve Pretrial Services practice and process as identified in the Safety and Justice Challenge implementation plan

2. Reduce Racial & Ethnic Disparities in the Justice System

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Address Racial and Ethnic Disparities (RED) in the local justice system

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

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.

Action Steps List the actions/events that need to take place.

- 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

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

- Number of policy/procedural changes associated with Racial Equity and Inclusion (Measure)
- Reduction in Relative Rate Indices of Racial and Ethnic Disparities at targeted decision points within the criminal justice system. RRI was conducted during our 2020 pull of 2017 data and partners identified the initial starting points as magistrate bookings and first appearance. Our 2020 data report indicated that for every- one White person booked into the jail, 4.3 Blacks were booked.
- Continue to support planning and implementation of RED Criminal Justice Community Engagement Task Group efforts

3. Support the Criminal Justice Advisory Group (CJAG)

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Criminal Justice Advisory Group Strategic Plan Support

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

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.

Action Steps List the actions/events that need to take place.

- 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

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

- Completion of FY23 CJAG strategic plan development before the end of the fiscal year

4. Remote Magistrate Process

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Remote Magistrate Project

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Provide leadership, facilitation, and support to develop a remote magistrate process.

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.

Action Steps List the actions/events that need to take place.

- Work with members of the judiciary, Magistrate's Office, and local law enforcement to develop and implement processes for remote magistrate services. Doing so will improve magistrate workflow and improve town police access to magistrate services
- Develop project milestones in cooperation with the District Court Judge's Office, Magistrate's Office, and local law enforcement partners

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

- Successful development and implementation of remote magistrate processes. This work will be expanded over time with initial focus on remote services being made for search warrants and non-visual arrests. Expanded remote magistrate access for other types of services (i.e., domestic violence, involuntary commitments, etc.) will be explored following the launch of Odyssey.
- Utilization of remote magistrate service by local law enforcement (Establish baseline measure in FY23) *Full implementation of remote magistrate services is dependent upon technology and space resources made available by the NCAOC and local law enforcement agencies.*

5. Support the Development and Launch of eWarrants

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

eWarrants

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

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.

Action Steps List the actions/events that need to take place.

- 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

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

- Successful integration of eWarrants with local systems to include but not limited to CJS CRM, AP and OMS

Section 1: Annual Goals

6. Department Equity Action Plan

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Accountable Government: Equity and Inclusion

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Create a Department Specific Equity Action Plan

Rationale

An essential component to our County Equity Action Plan is alignment among our departments. Alignment is the bridge between strategy and execution. The criteria for implementing our Equity Action Plan requires that our systems, leadership, staff, and culture all align with the ideals of our plan and requires the specificity of our department's functions. The development of our Department Equity Action Plans will help us; identify our individual department and enterprise responsibilities, create structure, process, and operational strategy at the department level, get clear on our departmental equity roles and responsibilities, and, understand the experiences, skills, and competencies needed to execute on our equity plan.

Action Steps List the actions/events that need to take place.

- Complete FY20-22 County Equity Action Plan
 - Document progress on Existing County EAP
 - Participate in OEI Listening Session and complete the Equity Needs Assessment
- Meet with Chief Equity & Inclusion Officer to Review and Develop Department Equity Action Plan
- Create or Re-Establish Department-Specific Equity Action Team in alignment with OEI Sequencing
- In partnership with the Office of Equity & Inclusion, create department-specific equity vision, align department goals and objectives to the Equity Action Plan and identify equity-centered outcome measures

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

- FY20-22 County Equity Action Plan Completed and Progress Documented
- Department Equity Action Plan Completed
- Department re-establishment or creation of Department Equity Action Team in alignment with OEI Sequencing



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