



# Work and Performance Plan FY2019 (CJS)

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Sonya Harper, Criminal Justice Services



## 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 and reduce racial disproportionalities and disparities in the adult criminal justice system.

**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 in October 2019.

**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.
- All project milestones will be met by the grant expiration date.

**Outcomes/Measures:**

- Partner with the W. Haywood Burns Institute to analyze racial disproportionalities/disparities in Mecklenburg County's criminal justice system by the end of June 2019.
- Percent reduction in the number of revocations from pretrial supervision for technical violations. (On-going)
- Percent reduction in the number of referrals to pretrial supervision who are denied. (On-going)
- Finalize and launch online implicit bias training continuum modules in partnership with NDRI. (June 2019)
- Onboard Equity and Inclusion Specialists who will work with CJS and partners to identify local contributors to racial disproportionalities/disparities in Mecklenburg County's criminal justice system (December 2018); Identify and foster opportunities to compliment enterprise level equity work currently underway within the County. (On-going)
- Meet identified goal for reduction in the local jail population. (By the term of the S&JC grant - October 2019)
- Continue efforts to improve Pretrial Services practice and process as identified in the Safety and Justice Challenge implementation plan. Accept evaluator and technical assistance provider recommendations when deemed appropriate. (On-going)



## Key Initiative #2 -- Enhance System Utilization of the Pretrial Services Public Safety Assessment (PSA)

### Link to Strategic Business Plan:

Yes

### Description:

Continue to explore opportunities for automating the PSA within CJLEADS so that Magistrates would be able to use risk-based recommendations in setting initial bonds during arrest processing. Currently, automation is not expected to be completed until the end of FY 2019. Develop and host a series of PSA refresher trainings for both the judges and the magistrates, as well as any other system partners that would like to attend. Use these trainings as an opportunity to increase system knowledge of and trust in the PSA which should increase concurrence rates.

### Rationale:

In Mecklenburg County, the Arnold Foundation Public Safety Assessment (PSA) has become an integral part of the pretrial justice process. Judges rely on the PSA during first appearance to make risk-based bond decisions on defendants. Furthermore, justice partners have a strong interest in identifying a way that Magistrates may also use the PSA and benefit from having the risk-based assessment available. CJS and the Pretrial Services Division must continue to set and achieve high standards for delivery of the PSA.

### Completion Date:

On-going

### Updates/Project Milestones:

- Revise the Pretrial Services Decision-Making Framework (DMF) to allow for more non-financial release options (Target end date 07/2018)
- DMF revisions to be adopted by the Board of County Commissioners (Target end date 07/2018)
- Work with CJLEADS to develop and implement scope of work for PSA automation project (Target end date 01/2019)
- Development of the PSA refresher training curriculum (Target end date 03/2019)
- Additional automation project milestones will be determined in cooperation with the County, ITS, and the State.
- Study impacts of PSA automation (On-going)

### Outcomes/Measures:

- Number of PSA refresher trainings facilitated for Judges/Magistrates
- [After automation] Percent of PSAs completed through the automated process
- [After automation] Percent reduction in manually completed PSA assessments



## Key Initiative #3 -- Maximize the Treatment Courts' Effectiveness

**Link to Strategic Business Plan:**

Yes

**Description:**

Identify opportunities to improve CJS' Recovery Courts. Explore opportunities to partner with subject matter experts to provide enhancement trainings and/or policy/practice reviews. Continue to provide support to external consultants as they conduct process and outcome evaluations for each recovery court. Review and implement policy and operational recommendations to position the Recovery Courts to apply for recognition as a Mentor Court.

**Rationale:**

The CJS FY17-19 Strategic Business Plan has identified three strategies for maximizing the effectiveness of the department's Treatment Courts. These strategies will 1) address operational concerns regarding drug and alcohol testing by increasing the quality and quantity of testing within the program; 2) provide invaluable feedback regarding the program's overall effectiveness via a planned program evaluation; and, 3) determine if the program is targeting the high risk/high need individuals for participation and that these individuals are receiving appropriate services.

**Completion Date:**

6/30/2019

**Updates/Project Milestones:**

- Dates/milestones as prescribed by existing Division grants
- Receive interim report on all courts being evaluated by end of FY19. Final report will be completed in FY20.
- Review evaluation recommendations and align program policies and operations with national best practice standards.

**Outcomes/Measures:**

- Proportion of clients served that are identified as High Risk/High Need
- Interim evaluation report(s) received



## Key Initiative #4 -- Opioid Crisis Response Coordination

### Link to Strategic Business Plan:

Yes

### Description:

To address the need for a strategic approach to prevention and treatment of opioid use, Criminal Justice Services has partnered with local and national partners to coordinate a community response and develop local interventions. Specifically, Criminal Justice Services is participating in the University of North Carolina School of Government/Blue Cross Blue Shield of North Carolina (UNC-BCBS) Opioid Grant and the Mecklenburg County Comprehensive Opioid Abuse Program (COAP).

The UNC-BCBS Opioid Grant will provide technical assistance in coordinating a community response across County Departments and with local partners to the local opioid epidemic.

COAP is a grant funded project through the Department of Justice's Bureau of Justice Assistance (BJA). The Mecklenburg Opioid Systemic Response Plan is a diversionary program aimed at gathering information to create a cross-system response plan to the opioid crisis and address the needs of opioid abusers involved with the criminal justice system using the Sequential Intercept Model. Interventions will focus on Intercept point 3 (jail/courts) and point 5 (community corrections), with goals of reducing recidivism and increasing access to community services and supports for the target population. It is anticipated that better identification and treatment of the target population will increase the likelihood of successful return to the community and reduce recidivism.

### Rationale:

Mecklenburg County has a well-established history of investing in criminal justice diversion and alternative sentencing programs, including several within Criminal Justice Services (i.e., S.T.E.P. Program, SOAR-Criminal Justice Project, and CMPD-Mecklenburg County Homeless-Outreach-Prevention collaborative). However, like counties across the nation, Mecklenburg County is facing an unprecedented community-wide issue in the form of the Opioid Crisis. From 2013 to 2017, Mecklenburg County has seen a rise in Opioid use, overdoses, administration of Naloxone, arrests, and even deaths. The magnitude of this epidemic, and its resulting effect on our community, indicate the need for a County-wide strategic approach to prevention and treatment of opioid use.

### Completion Date:

On-going

- UNC-BCBS Opioid Grant scheduled for completion in FY20 (approximately 05/2020)
- COAP Grant scheduled for completion in FY21 (approximately 09/2020)

### Updates/Project Milestones:

UNC-BCBS

- Establish a local, collaborative team
- Attend the five forums hosted by the UNC-BCBS Opioid Program
- Formulate specific plans, policies and strategies to reduce the impact of the local opioid epidemic

COAP

- Development and approval of Strategic Plan by BJA
- Development and execution of vendor contracts for grant-funded Opioid Use Disorder services
- Updated Sequential Intercept Model map for Mecklenburg County
- Quarterly assessment of project data, outcomes, etc. to ensure compliance with grant requirements
- Other grant milestones as identified

### Outcomes/Measures:

UNC-BCBS

- Develop of a collaborative team, led by Mecklenburg County CJS, of local government, non-government, and non-profit agencies, who are committed to establishing measures and goals which will address the opioid epidemic in



Mecklenburg County.

- Develop a shared vision for Mecklenburg County

COAP

- Number of participants enrolled in the program
- Percentage of admitted participants engaged in services assessed on a quarterly basis
- Recidivism rates of participants measured at 6-month intervals from starting the program



## Key Initiative #5 -- Unified Workforce Development Strategy

**Link to Strategic Business Plan:**

Yes

**Description:**

Develop and implement a unified workforce development strategy that will span multiple departments. It will assist individuals in improving their job skills and employment prospects. This strategy will leverage the existing workforce development activities performed by Social Services, Child Support Enforcement, Community Support Services, Economic Development and Criminal Justice. Additionally, it will create partnerships with the Workforce Development Providers Council and Charlotte Works to maximize workforce development activities throughout the Charlotte region.

**Rationale:**

A single, county-wide strategy will reduce duplication of services, increase service efficiencies, and help put more residents to work. It will enable the County to maximize its vast resources and emerge as a leader in both workforce development and retention services.

**Completion Date:**

This is a multi-year plan with a pilot completion date of September 2019.

**Updates/Project Milestones:**

- Secure employment for 40 pilot participants and provide post placement retention services.
- Finalize policies and procedures to scale the program beyond the pilot phase.
- Develop business requirements for a technology solution to track and monitor participants in the program.

**Outcomes/Measures:**

- Monthly reporting of pilot phase performance, activities and outcomes.
- Final report on scalability of the program beyond the pilot phase due September 2019.