Report of the Racial Disparities in the Criminal and Juvenile Justice Systems Advisory Panel concerning Act 65 – the creation of a data entity to aggregate and analyze data related to systemic racial bias and disparities within the criminal and juvenile justice systems

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I.   Introduction

Section 19 of Act 65 – An act relating to miscellaneous judiciary procedures requires the Advisory Panel on Racial Disparities in the Criminal and Juvenile Justice Systems (hereafter the RDAP) to provide information on the creation of an entity to collect and analyze data related to racial disparities in the criminal and juvenile systems and states:

Sec. 19. Racial disparities in criminal and juvenile justice system advisory panel; report on bureau of racial justice statistics

(a) On or before November 15, 2021, the Racial Disparities in the Criminal and Juvenile Justice System Advisory Panel shall report to the House and Senate Committees on Judiciary on the creation of the Bureau of Racial Justice Statistics to collect and analyze data related to systemic racial bias and disparities within the criminal and juvenile justice systems. The report shall address:

(1) where the Bureau should be situated, taking into account the necessity for independence and the advantages and disadvantages of being a stand-alone body or being housed in State government;
(2) how and to what extent the Bureau should be staffed;
(3) what should be the scope of the Bureau's mission;
(4) how the Bureau should conduct data collection and analysis; and
(5) the best methods for the Bureau to enforce its data collection and analysis responsibilities.

(b) For purposes of developing the report required by subsection (a) of this section, the Panel shall create a subcommittee working group that shall:

(1) consult with:
(A) the Vermont Crime Research Group;
(B) the National Center on Restorative Justice;
(C) the University of Vermont; and
(D) any other entity that would be of assistance to the Bureau; and
(2) consult with and have the assistance of:
(A) the Vermont Chief Performance Officer; and
(B) the Vermont Chief Data Officer.

(c) The report required by subsection (a) of this section shall include

proposed draft legislation.

The RDAP views this report as a continuum of the work that it has already submitted to the Legislature in its reports of December of 2019 and December of 2020. It submits this report with the understanding that its recommendations herein are consistent with the central and underlying principles previously identified and discussed in its two earlier reports. In preparing this report, the RDAP was guided by and relied heavily upon the principles set out in the Actionable Intelligence for Social Policy (AISP) Racial Equity Toolkit. "This body of work seeks to encourage shifts of awareness and practice, by centering racial equity and community voice within the context of data integration and use. Our vision is one of ethical data use with a racial equity lens, that supports power sharing and building across agencies and community members."[1] We believe that the AISP Racial Equity Toolkit should continue to guide the Legislature in the creation of this new data entity and that any further work on this project include direct consultation with AISP staff.

II.   Identifying where the data entity should be situated, taking into account the necessity for independence and the advantages and disadvantages of being a stand-alone body or being housed in State government.

Sec. 19 of Act 65 tasked the RDAP with making recommendations concerning an entity to collect data specific to systemic racial biases and disparities. As a result, the RDAP has focused primarily on biases and disparities based on race. It recognizes, however that biases and disparities may exist, now and into the future, that pertain to other demographics such as sex, gender identify, sexual orientation, ethnicity, immigration status, and age. It may, therefore, be advantageous to establish the entity in a way that will enable it to grow and collect and analyze demographic data related to other demographics. Nonetheless, consistent with the mandate in Act 65, this report refers to that entity as the Office of Racial Justice Statistics.

The RDAP has identified three potential places where the Office could be situated and well suited to accomplish it statutory mandates: the Secretary of State's Office, the Auditor's Office, and a newly constituted version of the Office of the Executive Director of Racial Equity. These places were identified after weighing the following considerations:

> 1. The need for the Office to have some independence from the entities whose data it will collect and analyze. Such independence will hopefully

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[1] Centering Racial Equity Throughout Data Integration: AISP-Toolkit_5.27.20.pdf (upenn.edu)

support the perception that the Office is impartial and not subject to the disproportionate influence of some stakeholders.

2. The potential benefit of housing the Office within State government to ensure it has sufficient funding, personnel, and administrative support.

3. The potential that housing the Office within State government may assist in holding it and its employees accountable to Vermonters via laws such as Vermont's Open Meetings Law and Access to Public Records Law. 1 V.S.A. §§ 310-320.

4. The fact that the Office may be performing what is essentially a government function and, therefore, it may be most equitable to enable its staff to be state employees.

5. The potential increased ease of sharing and access to administrative data across state entities and within state government.

Should the General Assembly choose to situate the Office within the Office of the Executive Director of Racial Equity, the RDAP encourages legislators to consider elevating that Office to a Department within the Agency of Administration. That Office already receives administrative, legal, and technical support from the Agency. 3 V.S.A. §§ 5001 and 5002. Should the General Assembly choose to situate the Office anywhere other than the Office of the Executive Director of Racial Equity, the RDAP encourages legislators to consider whether it is necessary to make any changes to that Office's existing statutory obligation to "manage and oversee the statewide collection of race-based data to determine the nature and scope of racial discrimination within all systems of State government." 3 V.S.A. 5003(a)(2).

Given the time Act 65 (2021) allotted to the RDAP to issue its report, the RDAP was not able to determine which of these three entities would be best suited to house the Office. Since any three of these entities should be suitable candidates, the RDAP does not request that the General Assembly grant RDAP additional time to make a final determination. Instead, the RDAP suggests that the General Assembly make this decision after consulting with each entity to determine whether:

1. They are amenable to housing the Office; and
2. What additional physical space, resources, and personnel (in addition those positions identified in Section IV below) each entity might need to successfully carry out the Office's mission.

The RDAP also recommends that the General Assembly conduct a fiscal analysis to determine the financial impacts of housing the Office in each of these entities.

III.   The Mission of the Office of Racial Justice Statistics

The mission of the Office of Racial Justice Statistics is to collect and analyze data relating to racial disparities with the intent to center racial equity throughout these efforts. Further, the mission is to create, promote, and advance a system and structure that provides access to appropriate data and information assuring that privacy interests are protected, and principles of transparency and accountability are clearly expressed. The data are to be used, along with the biennial reports from the RDAP, to inform policy decisions that work towards the amelioration of racial disparities across various systems of state government.

To accomplish the mission of the Office of Racial Justice Statistics, the RDAP believes it to be critical to:

1. Build relationships with the communities of color represented in the data and have those communities represented in the Governing Body of the Office. These relationships should direct the Office's activities.
2. Create a process to bring together many voices/organizations for networking, developing ideas, sharing information, developing questions, and prioritizing work.
3. Develop comprehensive datasets [Office datasets] to understand, inform, and address disparities within state systems. The Office datasets should be built to include administrative data across state agencies and departments.
4. Develop a data integration governance structure (see Sec. V).
5. Follow best practices on data collection, data sharing, integration, analysis, and reporting including those related to how public data should be protected while maintaining public transparency/trust. (See Sec. VI)
6. Assist State agencies, departments, and their contractors, and other community organizations to develop and improve data collection and reporting practices. The Legislature should be aware that entities within State government may need additional technological and financial resources to accomplish this work.
7. Identify existing state administrative data, across agencies and departments, for inclusion in the Office datasets. Develop strategies for accessing data that are readily available (ie in existing reports or extracts), data that exist but may not be readily available (ie data in excel spreadsheets), and data gaps (where data do not currently exist). Where gaps exist, support agencies and departments in best practices to address.
8. Analyze the data included in the Office datasets, provide information on disparities, and answer questions on the data and disparities that the public may have.

9. Develop and establish data sharing agreements at multiple levels including: 1) data sharing of non-sensitive data among state agencies and departments, 2) data sharing of sensitive data among state agencies and departments, 3) data sharing with external researchers and evaluators, 4) public use data files. Each of these levels of data sharing are governed by different legal requirements, and all serve unique and important functions.

10. Work with the Governing Body to establish an infrastructure to both answer the first questions put forth in the RDAP's report of December 2020 and to create a scalable foundation. Microsoft Word - RDAPAct148Report FINALfinis.docx (vermont.gov)

11. Review the reports of the RDAP in the Criminal and Juvenile Justice Systems to incorporate its recommendations into the Office's strategic plan. In addition, specifically, refer back to December 2021 RDAP report describing data in the Juvenile Justice System.

12. Implement systems to establish partnerships with independent research entities to support and expand policy relevant research.

To further its mission, the Office shall develop a five-year strategic plan which addresses the items numbered above.

IV.   Identifying how and to what extent the Office of Racial Justice Statistics should be organized and staffed

A. The Governing Body

A Governing Body shall direct the Office of Racial Justice Statistic's mission and activities and shall include people whose lived experiences are represented in the data as well as community leaders. The Governing Body is tasked with asking relevant and cogent research questions.

To accomplish its mission of ensuring that racial equity concerns remain centered throughout the life cycle of its work, the Office should be established as requiring an inclusive participatory governance structure. Such a structure requires diverse perspectives on planning and operational committees, including perspectives from community members with lived experiences and government and academic representatives who understand the data and concern for correcting racial disparities.

A participatory governance structure requires that diverse perspectives be included at all stages of data access and use, specifically during planning, data collection, data access, use of data algorithms and statistical tools, data analysis, and in final reporting and dissemination of information. This is because centering racial equity throughout data integration and analysis is not a one-step exercise, but an ongoing

process that must be considered at each of the individual stages of data integration, use, and access. It is critical that token representation in agenda-setting, question creation, governance, and review not become the practice. Instead, a participatory governance structure should be adopted to lift up and give appropriate weight to those persons who have been discriminated against in the criminal and juvenile justice systems and to ensure that the individuals behind the data points are not lost or rendered invisible. A participatory governance structure integrates diverse perspectives throughout the data life cycle, and may also help to avoid perpetuating problematic practices that may result in systemic racial disparities.[2]

The efforts of the Office of Racial Justice Statistics will begin by building relationships with the communities that are represented in the data. While it may seem that the Office of Racial Justice Statistics is the primary body currently under consideration, the RDAP believes that a Governing Body composed of a variety of stakeholders – community members with lived experience as well as other actors – should be the body that drives the actions of the Office itself. To that end, the first task that must be accomplished is the development of a committee/board of stakeholders to ask relevant and cogent research questions. These questions should be specific and measurable. These questions will also elucidate what data can be/already are collected. The stakeholders should include citizens with lived experiences and community leaders. The Governing Bodies' stakeholders should be drawn from the following list of historically stigmatized communities and stakeholders, but not be limited to this list.

1. Racial and ethnic minorities, including communities of new immigrants, and their advocates.
2. Gender and sexual minority communities and their advocates.
3. Neurodivergent communities and their advocates.
4. Youths with lived experience in the juvenile justice system and an advocate with the capacity to directly poll and represent a group of youths with lived experience in the juvenile justice system. (If a youth holds a position directly on the Governing Body, it is advised they be paired with another member of the Governing Body to support the youth and also insure youth's interests)
5. Individuals with lived experience in the criminal justice system and who have been supervised by the Department of Corrections
6. Bodies/Individuals with an interest in accessing data concerning racial disparities whose interest works towards the amelioration of racial disparities.

Community stakeholders to be included should be

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1. Victims of law enforcement misconduct
2. Crime victims (including those outside the criminal justice system, such as victims of domestic and sexual violence who have not engaged with the criminal justice system)
3. Those who are facing eviction or have been evicted
4. Victims' Advocates
5. Immigrants and the refugee population
6. Persons affected by racial disparities and discipline policies within the educational system
7. Representatives from treatment programs addressing mental health, substance abuse, and reentry programs
8. Vermont Interfaith Action

The RDAP further proposes that the following groups be represented on the Governing Body of the Office of Racial Justice Statistics. The below groups will be asked to provide data to the entity, and sit on the Governing Body so they are able to explain what data can be or already are collected.

1. Legislators
2. Department of Public Safety
3. Judiciary
4. Department for Children and Families
5. Office of the Defender General
6. Office of the Attorney General
7. Department of State's Attorneys and Sheriffs
8. Department of Corrections
9. Department of Education
10. Human Rights Commission
11. Legal Aid
12. Methodologists with substantive expertise in community-based research on racial equity

The Governing Body should consult with data experts, including methodologists with substantive expertise in community-based research and experts in developing and managing various levels of data sharing agreements to provide expert consultation for content expertise and knowledge of appropriate methods for the study being contemplated.

B. Staffing for the Office of Racial Justice Statistics

As this Governing Body is put into action, staffing for the Office of Racial Justice Statistics must also be authorized. This Office should initially be staffed as follows and have the following responsibilities:

Hiring staff for the new office will require careful consideration of the initial work needed to establish the office and allow for the development of the on-going work based on the priorities. Certain work will be critical and take up large amount of time in the beginning; but over time, these activities will become more automated, and the work may change. The field of Data Science and Research has become more accessible to people who do not access traditional education models. The Office of Racial Equity in their recent job advertisement stated a foundation of a qualifications in their office which should center the job descriptions for this new office:

> They have needed a deep well of knowledge of national history, international history, research and statistical data, historical and present-day vocabulary and its impact, social psychology, and teaching pedagogy so they can communicate all this to others (at varying levels of understanding and openness, too). And they have needed to generate and nurture a tremendous amount of emotional and mental strength to filter through the skeptics, aggressors, and provocateurs in our midst. For all these reasons, this work is some of the most challenging and high-impact there could be. But we also know that in traditional hiring processes, organizations often get bogged down in corporate culture and the blueprint for what a perfect employee looks like, which often results in exceptional candidates being shut out based on arbitrary or unnecessary factors. Therefore, we crafted the minimum requirements carefully to be more inclusive in defining what "qualified" means, to ensure we are not falling into the common trap of equating prestige/power/privilege with potential for success.

Generally, the staff of the Office will be required to do the following in the course of their jobs: project development, research, statistical analyses for public and private entities, report writing and presentations, design and coordinate complex research projects and data collection systems across statewide partners. Additionally, the responsibilities include:

Coordination of Staff, the Governing Board, and Vision of the Office
- Warning Board meetings, posting agendas and minutes, and working collaboratively with the Board to set priorities for analysis and reporting.
- Understanding how to implement and enforce security policies and laws regarding access to and dissemination of criminal justice data.
- Coordinating the release of public data and management of released data.
- Report writing, dissemination, presentations, and public speaking.

Data Acquisition
- Identifying existing reports (reports here means raw data extracted from records management system) and securing Memorandums of Understanding (MOUs). MOUs need to ensure that the Office can post de-identified data sets for public analysis.

- Identifying gaps in existing data reports and working with the Governance Board to determine if the data are being collected and how to access it. If the data are not being collected, identify the best ways to collect it and the cost of collecting the data. (For example, does a field have to be added to the record management system? What is the process for that?)

Contract management/administration
- Facilitating RFP and awards for research grants under the direction of the Governance Board. The Governance Board sets the research questions and distributes an RFP (like traditional research grants) to call for proposals to answer the questions. Proposals are scored and awarded according to criteria set by Governance Board. (Comment: Because institutions like Universities and Statistical Analysis Centers have access to external funds that others do not, allowing non-institutionalized researchers access to bid for projects can help elevate scholars who are left out of traditional funding sources and thereby excluded from participating in the discourse. Non-institutionalized researchers also often don't come with overhead costs, so research is less expensive.)
- Facilitating collaborative research with outside entities, including coordinating grant reporting, documentation, and other requirements. Manage data permissions for collaborative research and the owners of the data.

Data Cleaning/Building of Data Sets/Analysis:
- Data cleaning will be a full-time job. The responsibility for data cleaning includes having to work with the data owners to build a data quality assessment tool, get consensus on how to treat missing, inconsistent, or incomplete data, and build the code book/data dictionary.
- Building data sets will be responsive to the questions posed by the Governance Board. The structure and contents of the data sets are dependent on the question being asked. The time needed for building the data sets is minimal after the cleaning has occurred.

> For example:
> Are defendants of color sentenced more harshly than similarly situated white defendants? (This is a comparative question, and as stated elsewhere in this report, not all questions should compare the experience of people of color to the white experience.)
> A dataset might include:
> Disposition data from the Judiciary that includes the original charge(s) filed, the final charges the defendant is found guilty of, the sentence, the county of conviction, whether the sentence was agreed to or imposed, and the length of the sentence. The court data might be merged with data from the police about the circumstances of the

offense and arrest, such as whether the defendant was arrested or cited to appear. The data might also be merged with rap sheet data about a person's prior criminal history. Analysis can be performed on this merged dataset.

- Analytical responsibilities should include some understanding of statistical programming language/software such as R, SPSS, SAS, MATLAB. They should also have some experience with general industry data visualization tools such as Power BI.
- Analysis can include descriptive statistics, predictive modeling, and data visualizations.
- Dashboard/Reporting contents will be at the direction of the Governing Board.

Note: Legal assistance/staffing - some consideration should be given to whether the Office needs legal services and if funding is needed to support these services for the Office.

C. Periodic and regular review of the Governing Body and Staff
It is further understood that as the project of the Office continues and grows, emphasis and focus should shift from design to analysis and management. Thus, the Governing Body, Office, and their staffing should be reviewed on a regular basis after their inception.

D. Organization Diagram of the Office of Racial Justice Statistics:
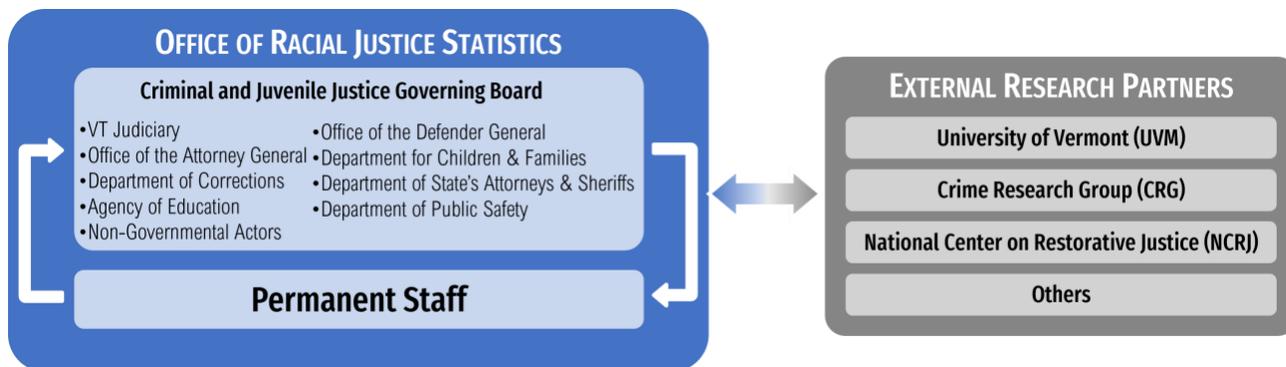
A. Important Information on Vermont's Data Sharing Process

1. Administrative data are controlled by numerous entities that have distinct data governance rules.
2. If the Office of Racial Justice Statistics is housed in the Executive Branch, there should be consultation with ADS, the State Archivist and Chief Records Officer, who have substantive area expertise in data governance rules and may assist in developing uniform data sharing agreements. Technical support from ADS could be utilized. Any portal or warehouse will require an investment of funds for the infrastructure. ADS is an internal service organization and requires departments to pay for the services they receive. These services are outlined in agreements between the agencies. Additional services beyond agreements are charged back to the requesting agency.
3. The Office of Racial Justice Statistics will have to navigate many entities data structures and data sharing protocols.
4. The Office of Racial Justice Statistics will have to develop a data governance model that accounts for the types of data that it stores (Open data, restricted data, identifiable, aggregate, etc.)
5. Office of Racial Justice Statistics staff should be able to coordinate with all entities, manage requests for data, collaborate with the community.
6. Governing body for nuts and bolts:
   o   Data people who understand systems & their negotiation
   o   Real people who work on policy

Figure 1 below is an illustration of how data could flow between various stakeholders and the Office of Racial Justice Statistics.

Data Flow Diagram
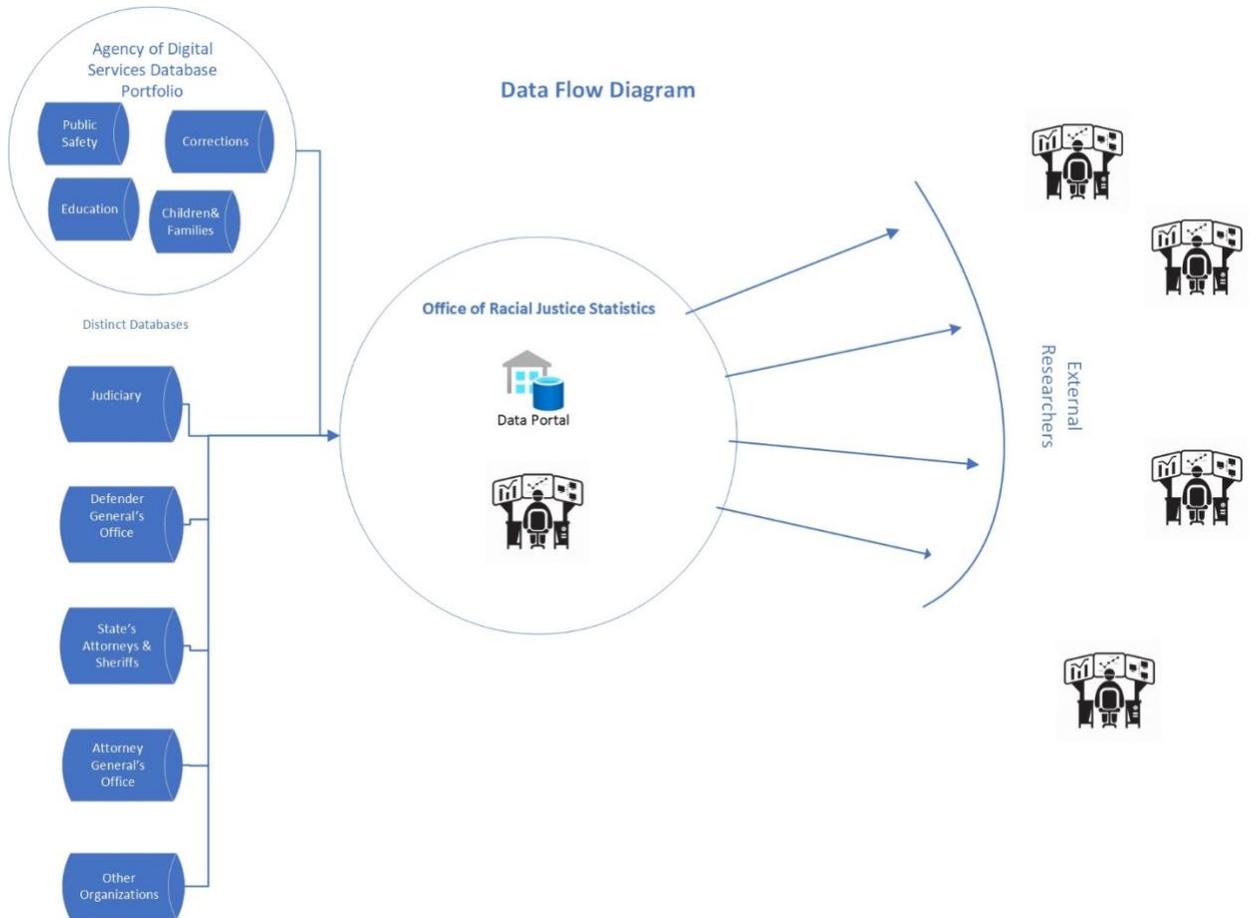
B. Recommendations

1. RDAP recommends the Office identify how it will manage its major tasks including collecting, analyzing, and publishing data; working with outside research entities, and designing research projects. This will ensure that:
   (1) the Office will have greater input/oversight over how it fulfills its mission;
   (2) there will be a transparent rulemaking process that the public, people with lived experiences, and other interested stakeholders can participate in;
   (3) there is an opportunity to identify other potentially applicable standards.

2. All research conducted by the Office, on behalf of the Office, or in partnership with the Office shall follow the ethical guidelines for the protection of human subjects outlined in 45 CFR 46, the Agency of Human

Services Institutional Review Board policies and procedures, and in Vermont's Act 5 of 2017. The Office may pursue a Certificate of Confidentiality from the National Institutes of Health to prevent records from being subpoenaed. (Note: As of this writing NIH will grant these for non-federally funded research. https://grants.nih.gov/policy/humansubjects/coc/what-is.htm)

3. The Office should identify data extracts that are already available (e.g., judiciary extracts, DOC public use file, National Incident Based Reporting System (NIBRS), criminal histories), not readily available, and not yet in existence, create code books for the public, and work on merging and de-identifying data to create public data sets for analysis. Where data are not already available, the Office shall develop a strategy to address gaps.

   Note: a code book tells you what the data elements are and what the options are. For example, race in the judiciary data comes from the State's Attorney/Police and is a one-character field with the following options: B, W, I, A, O, M and B= Black W= White etc. It is standard in research to create code books to support development of research questions and so someone replicating the research can understand what was done.

4. The Office should work with the governing body and the community to identify research questions to be answered and identify data and resources needed to answer those questions in accordance with the literature and best practices.

5. The Office shall post dashboards of metrics relating to racial disparities and the criminal and juvenile justice system. The dashboards, metrics, etc., shall be created with the input of the Governance Body. These dashboards, and other metrics delivered by similar reporting tools, must be available to the public. However, before publication of these dashboards, there must be an assessment of its impact on the community. There is a fine line between protected data and the need to do internal analysis. Even if the data are not publicly available the process should be transparent.

   (Vermont's Public Records Act would continue to apply to the information this Office collects, which means some of the information (such as raw data) may not be subject to public inspection and copying. This is the approach explicitly taken in 3 VSA 5004 for the Office of the Racial Equity Director. The question is whether this Office will be able to sufficiently extrapolate/de-identify the confidential information to make the data available to the public.

6. If there is funding available, the Office shall have a budget sufficient to support work with external research and evaluation with partners to answer questions raised by the governing body, using best practices for data collection, analysis, and reporting. his provides for independence in the analysis by creating more flexibility than normally afforded in research grants.

7. The Office shall support the best methodology for answering research questions. The office will examine the questions posed and determine an analytic plan that is appropriate for the data under consideration. The Office will draw upon accepted best practices in research and analysis. The methodology will be noted in all published materials. This includes support for qualitative and quantitative analysis. Furthermore, all quantitative data analysis must include qualitative context to guide its interpretation – especially historical laws and policies that have disproportionately affected the population analyzed.

8. Benchmark metrics shall not be defined by White Non-Hispanic outcomes, but by general population goals. These can be found in the Outcomes Report of Act 186 (https://embed.resultsscorecard.com/Scorecard/Embed/71055). Notably, Outcome 4 (Vermont is a safe place to live) holds several criminal justice related population goals that can be used as benchmarks.

9. Establish a Statewide Justice Information Sharing Leadership Structure for ensuring that state departments, agencies, and others engage in this process for the purpose of data sharing and data integration.

   Recognizing that technology systems, key staff members, and needs for justice data change regularly, a leadership structure should be established to routinely communicate technology plans, changes to information sharing needs, policies and practices, and capabilities and gaps. Activities will promote coordination and integration solutions that collectively enhance strategic policy and operational decision making among partners within the state. Following best practices from similar statewide initiatives, consensus should be established among partners to define the relevance, need, purpose, participating agencies, objectives, and responsibilities of the data sharing infrastructure. In addition, this process requires ongoing leadership, support, and resources to effectively manage progress toward the defined objectives. Set forth below is a set of deliverables to clearly articulate the objectives. These deliverables may include:

- An agreement that outlines membership, scope, roles and responsibilities including engagement of the community and people with lived experiences in identifying priorities
- Data sharing agreements appropriate for various levels of access including among state agencies, with external researchers and evaluators, and public use data files.
- Inventory of Current Justice Technology Assets
- Identification and Prioritization of Data Needs and Requirements (working with the community, the Office Governing Body, etc.)
    - Review of Legislative Directives
    - System Replacement (reviewing data collection systems and what is needed to upgrade the systems)
    - Projects Impact Analysis
- Information Sharing Gap Analysis (identifying what is currently available and what is needed)
- Justice Technology Strategic Plan
- Plans for evaluating changes and improvements (reviewing build requests, increasing data in some systems, or technology needs).

Proposed Structure/Division of Responsibilities
Justice integration coordination efforts of this type involve numerous moving parts and require a fair amount of time, effort, and resources to be successful. There is no one-size fits all approach, but there are some common functions of effective data sharing infrastructure models that distribute foundational responsibilities:
- Leadership & Strategy (Policy Committee)
- Evaluating Feasibility & Use of Data (Requirements Committee)
- Tech Infrastructure Design & Development (Architecture Committee)
- Resource Management & Facilitation (Committee Staff Support)

Policy Committee
This is the leadership and decision-making entity. It should consist of executive and/or management level stakeholders and ensure community representation, establish scope, provide direction, resources, commitment, and oversight of the initiative. Meeting frequency will likely be quarterly, and agendas should be structured toward taking specific actions. This typically includes review and approval of subcommittee work products, budget requests, allocating resources, managing progress toward strategic and policy objectives. Time commitment should reflect this level of effort, i.e., quarterly meetings.

Deliverables:
- Agreement that outlines membership, scope, roles & responsibilities
- Interagency Agreements/MOUs for data sharing

- Strategic Plan

Requirements Committee
This group will focus on identifying and documenting the specific data needs, gaps, and opportunities for technological improvements among the participating agencies. Representatives in this group will be subject matter experts and practitioners who understand and can communicate how they utilize technology, and can articulate the type of data they manage, share, and need that supports the initiative. These individuals will also be expected to address policies regarding data security, access, secondary use, etc. This group will likely meet frequently, with additional communication and collaboration occurring among members working on specific deliverables. People with lived experiences should be included at every level of this work.

Deliverables:
- Inventory of Current Justice Technology Data Assets to identify key information systems and the types of data they contain
  - Law Enforcement CAD/RMS – Calls for Service, Incident, Arrest
  - State's Attorneys RMS – Charge filings, dispositions
  - Judiciary CMS – Charge dispositions, sentences, warrants
  - Corrections Offender Management System – Confinement terms, Supervision
  - DPS Criminal History – Consolidated record of arrest, prosecution, conviction
  - Behavior/Mental Health – service/treatment history, program restrictions

- Data Dictionary to identify elements and structure of databases and relationships, if any, to other databases.
- Identification and Prioritization of Data Needs and Requirements to fulfill new or emerging data research proposals or operational enhancements
  - Engagement of community and people with lived experiences to identify priorities
  - Review of Legislative Directives
  - Grant funded technology initiatives
  - System Replacement Projects Impact Analysis
- Information Sharing Gap Analysis (identifying what is currently available and what is needed)
- Identification of risks (see AISP Toolkit)

Architecture Committee
This group of technology managers will focus on a consistent approach for designing and implementing interfaces and other technology solutions to address the needs identified by the Requirements Committee and approved

by the Policy Committee. Participants should be well versed in their respective agency information systems functionality, data configuration, current integration techniques, and staff capabilities/commitments. Ideally, this group would leverage national integration standards and implementation strategies to maximize existing technologies used by stakeholder agencies. Meeting frequency will be dependent upon the other committee outcomes and will likely involve regular interaction with the Requirements Committee.

Deliverables:
- VT Justice Integration Architecture

Committee Staff Support
Dedicated resources will be necessary to effectively manage and support this initiative. Scheduling meetings, agenda/minutes preparation and distribution, managing deliverables, participation in committee meetings, etc. all takes time and effort. The support and management function of this initiative is a key component to maintain any initial momentum and continue making progress toward the objectives. This is a unique role that is more oriented toward coordination as opposed to traditional technology project management in that it relies upon interpersonal communication, meeting facilitation, and stakeholder engagement.

The coordination support staff should possess strong communication and organizational skills. The ability to facilitate, manage, and communicate current policy, operational, and technology challenges will be essential for each of the involved committees. It is anticipated that the coordination will initially focus on the business operations among justice partners and include identification of the most pressing information gaps, needs, and data requirements. This process should establish consensus of business priorities in order to establish the scope for potential technology-based solutions. In partnership with the architecture committee representatives, the coordination support staff will prepare proposals and plans for the policy committee review and consideration.

Suggested qualifications:
- Familiarity with the administration of the Vermont criminal justice system, partners, and supporting technology applications
- Information sharing, data quality improvement, and business operations analysis
- Interpersonal communication skills to identify, document, and manage complex operational requirements among the community/people with lived experience, and justice stakeholders

- Knowledge and experience with application of standards-based technology solutions
- Facilitation skills that emphasize consensus building
- Preparing, managing, proposing technology project plans
- Managing stakeholder communications

V. The best methods for the Office of Racial Justice Statistics to enforce its data collection and analysis responsibilities.

Compliance is often industry and function specific. For example, healthcare   data and its usage must abide by HIPPA, and anyone accessing criminal justice data must comply with CJIS requirements. In criminal justice data, compliance should address items like expungement protocols, data request processes standards, appropriate interagency interactions, and responses to vendor Service Level Agreement violations.

Because of these nuances, and the need for industry and technical expertise,   it is recommended that one of the first projects the Office takes on is the development of compliance standards regarding data collection and analysis, and the consequences for violation of these standards.

Conclusion

The RDAP recognizes that its purview is limited to race, and has thus produced this focused report. It however further understands that other vectors of human identity exist, and that many of these are also foci of discrimination. Gender identity, gender, sexual orientation, and obviously class are just a few of the other manifestations of human identity which historically give rise to discriminatory behavior. While we have followed our mandate and have focused upon race in the criminal and juvenile justice systems, it is the profound hope of this Panel that the Office of Racial Justice Statistics at some point in the future perhaps be expanded to concern itself with equality writ large, and become concerned with social justice in totality. The RDAP recognizes that the work that goes into the creation of a report such as this requires people, their time, energy, and intellect. The Panel knows that it itself did not have these commodities to spare to use in investigating other forms of discrimination, such as those listed above. It is also the hope of the Panel that the legislature will consider equally close investigation of systemic discrimination in other vital aspects of life - such as education, health care, and housing - and that this report will thus serve as an opening gesture in creating what might ultimately be called an Office of Social Equity   The need for such a vision is obvious to the RDAP. We hope that it is shared by both the Legislature and the Administration. This kind of broad thinking is not merely the logical

outgrowth of the work of the present report – it in fact represents ethical behavior in the realm of social justice.