

DATA-DRIVEN JUSTICE

KEY STAKEHOLDERS: IT AND DATA ANALYSTS



Data Driven Justice (DDJ) is a project of the National Association of Counties that supports local jurisdictions in using data to better align resources to respond to people in crisis, particularly those who are frequent utilizers of justice, health and human services systems. This brief is one in a series outlining different roles and duties in establishing and maintaining DDJ in communities as outlined in the [Data Driven Justice Playbook](#).

This brief is for **DATA ANALYSTS AND IT PROFESSIONALS** - positions that navigate various legal, privacy and security concerns and match data across different systems. Data analysts and IT professionals provide critical guidance on establishing strategic and legal partnerships, creating an environment that promotes data sharing and addressing information silos. Below are some ways that IT and data professionals can support your community's Data-Driven Justice efforts.

BUILDING STAKEHOLDER CONSENSUS

- Attend and actively participate in regularly-scheduled stakeholder meetings.
- Contribute to the development of a shared vision for improving outcomes for frequent utilizers.

UNDERSTAND THE PEOPLE YOU HOPE TO SERVE

- Develop, share and analyze available data from multiple systems to identify frequent utilizers, their characteristics and patterns of service use.
- Collaborate with partners to create definitions of frequent utilizers and race across systems to better track and report on progress.*
- Continually access and analyze data to better understand outcomes of frequent utilizers.
- Consider building predictive models to identify persons at risk of crisis or illegal activity to intervene early.

ESTABLISH A FRAMEWORK FOR DATA GOVERNANCE

- Create and manage an inventory of existing databases and tools needed to meet your community's goals.
- Review and sign (when appropriate) data-sharing agreements to formalize your data governance model.
- Assist attorneys and other civil liberty stakeholders in crafting protections and protocols for sharing data.



- Provide expertise to help set realistic milestones and goals for data integration.
- Identify the minimum types and amounts of data needed to achieve county goals.
- Draft data-sharing agreements and data-use policies.
- Build or ensure privacy, security and civil liberty protections into the design of data-sharing systems, including the de-identifying of data, when needed.
- Implement or select a cloud-based data exchange and combine records across public systems.

CONDUCT A RESOURCE SCAN AND IDENTIFY GAPS IN SERVICES AND TREATMENT

- Participate in your community's systems mapping exercise (e.g., Sequential Intercept Mapping) to identify databases and sources of data necessary for data integration.
- Understand and improve how data facilitates identifying gaps in hand-offs between services.

BUILD CONTINUAL DATA USE AND INFORMATION SHARING INTO CROSS-SYSTEM ORGANIZATIONAL OPERATIONS AND POLICY DISCUSSIONS

- Ensure that data are collected and presented in a way that makes it easy to inform policy development and service delivery.
- Pilot and test new tools to support information sharing to better serve frequent utilizers.
- Use data-informed evaluations for process improvement, outputs and outcomes of interventions.
- Look for opportunities, such as conferences and panel presentations, where your community's work can be featured and highlighted.
- Engage with mayors, city councils and county commissions, as well as criminal justice and behavioral health leaders, to explore policy reform and funding for data integration and treatment and services for frequent utilizers.

This issue brief was created with support from Arnold Ventures as part of Data-Driven Justice, a project that aims to support local jurisdictions in using data to better align resources to respond to people who are frequent utilizers of justice, health and human services systems. For additional resources on implementing Data Driven Justice (DDJ), please refer to the [Data Driven Justice Website](#).

* For strategies and best practices on how to center equity in data projects, see We All Count's [Data Equity Framework](#).