SAFETY AND JUSTICE CHALLENGE

A Decade of Progress and Impact

An initiative to reduce over-incarceration by changing the way America thinks about and uses jails.

SafetyAndJusticeChallenge.org

SAFETY+JUSTICE CHALLENGE

Supported by the John D. and Catherine T. MacArthur Foundation

Sections

1. Overview of the Safety and Justice Challenge
2. Evidence and Impact
3. Takeaways and Opportunities

The Problem



There are nearly **12 million** annual jail admissions nationwide—the populations of NYC and Los Angeles **combined.**



Annual jail admissions are **19x** that of annual admissions to state and federal prisons.



3 out of **5** people in jail are legally presumed **innocent.**



Black Americans are jailed at almost **4x** the rate of white Americans.



17% of those in jail have a **serious mental illness**, and of those, **76%** have a co-occurring **substance use disorder**.

Goals of the Safety + Justice Challenge



Change in public perception



Fewer people incarcerated

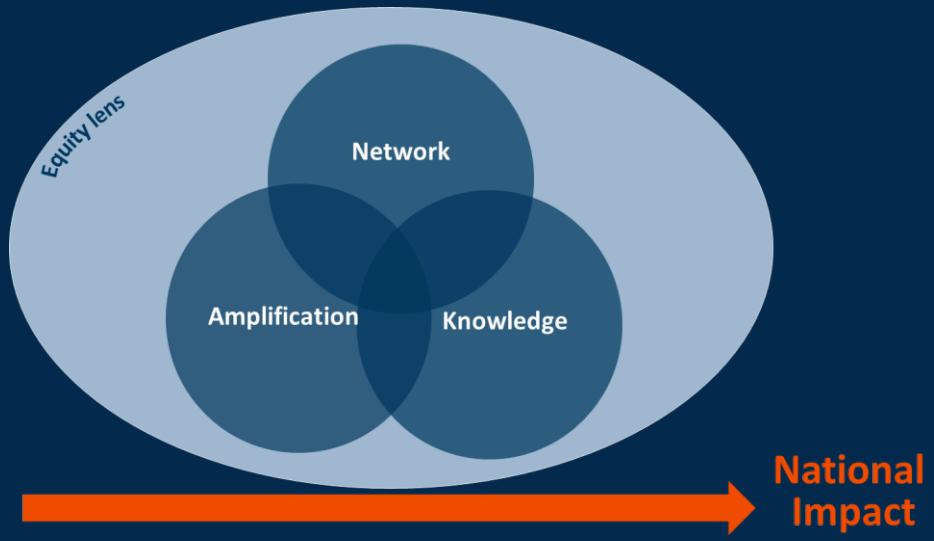


Increase in number of jurisdictions undertaking reform



More fair, just, and equitable use of jails

The Approach

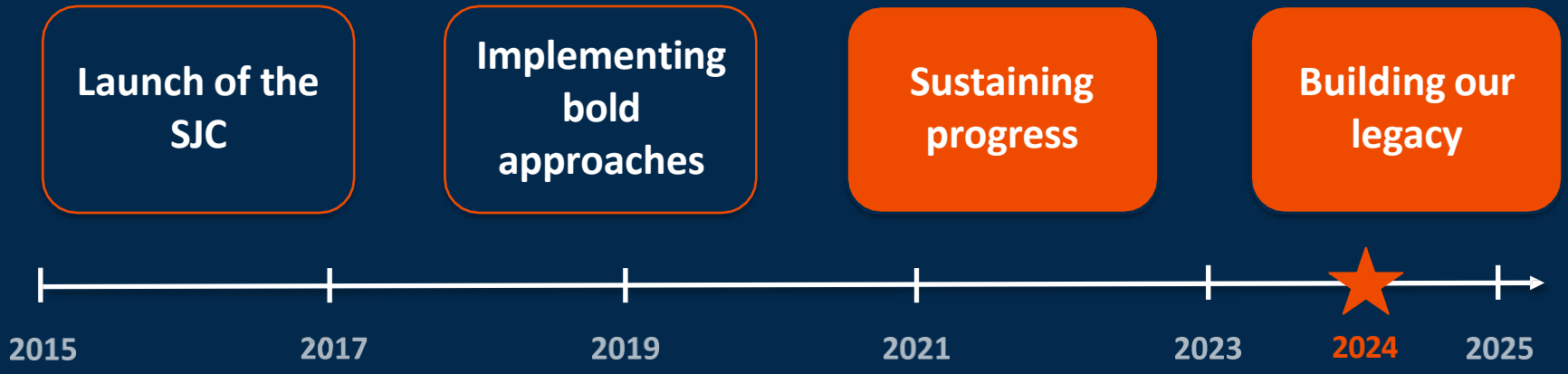


Design features of the SJC

- Large, multi-year grants to 26 local jurisdictions
- Additional grants to spark innovation in 54 more jurisdictions
- Robust data infrastructure and data capacity building in sites
- Intensive technical assistance support for grantees
- “Big tent” embrace of a diversity of viewpoints about how to effect change
- Strong commitment to centering racial equity and community engagement

Where are we today?

After almost a **decade of reform**, where are we today?



The Scope



The SJC Network

80 sites

35 states

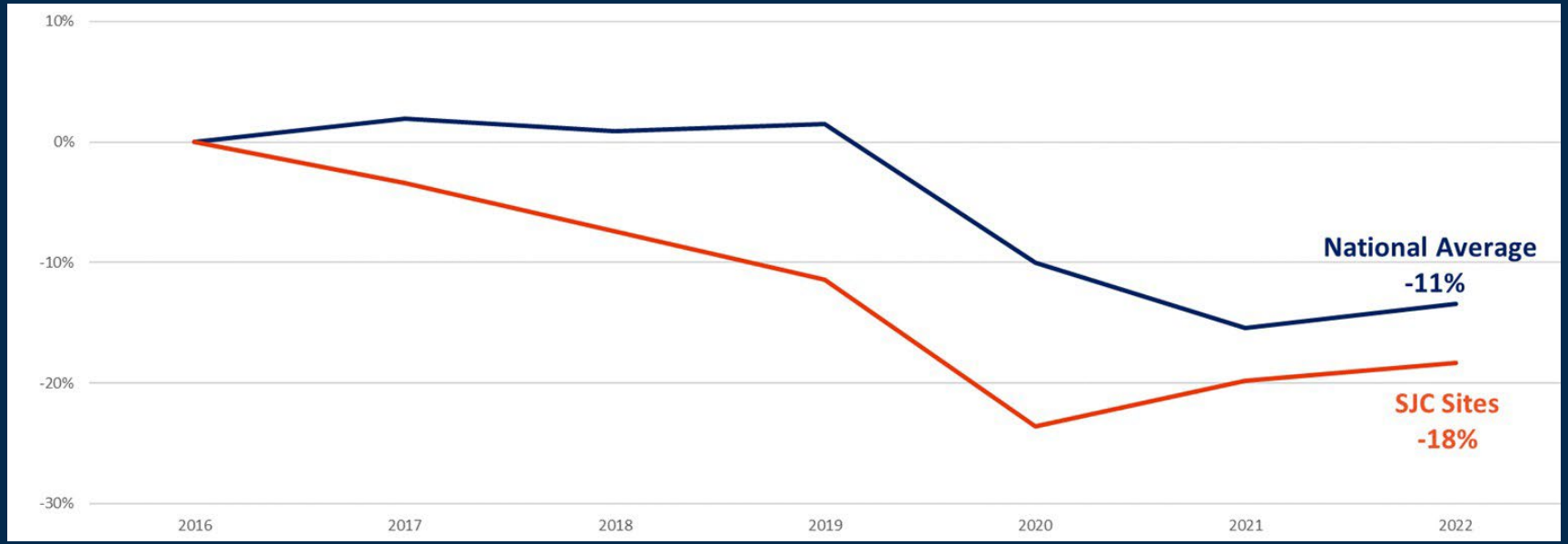
$388M total investment

332 innovative reform strategies

17,737 fewer people in American jails

The Impact

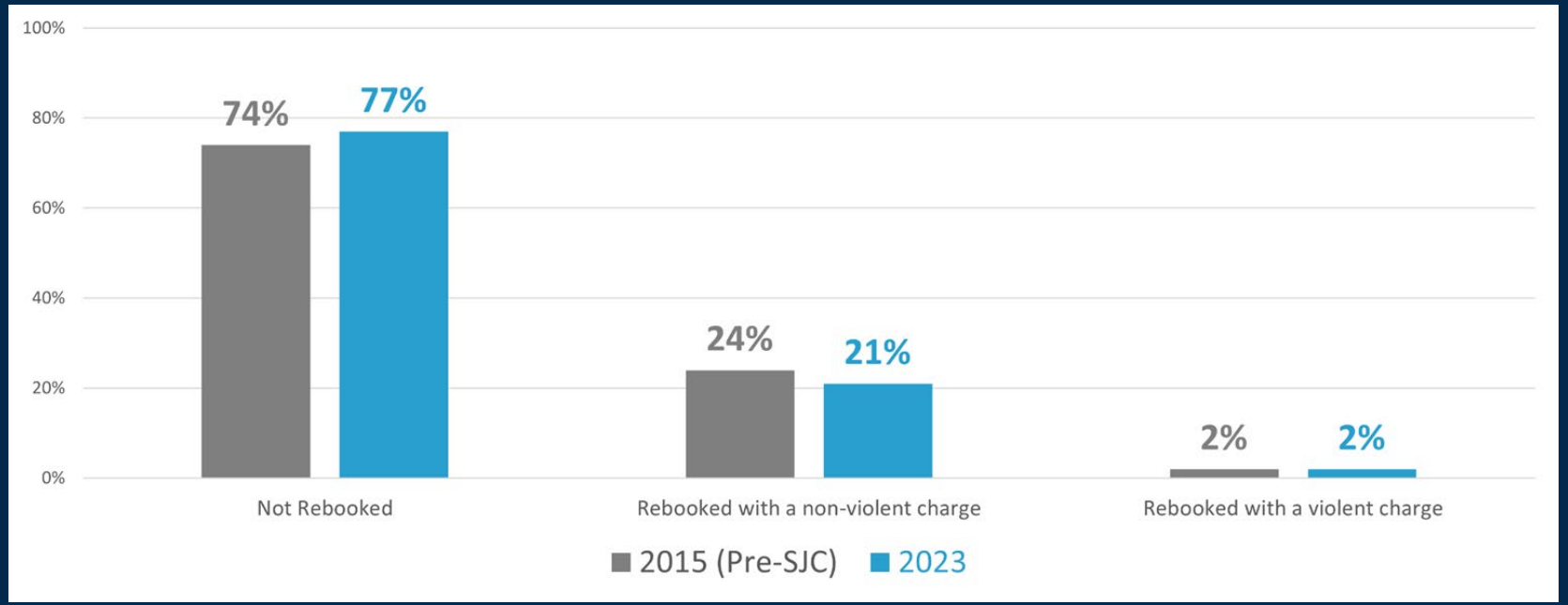
Declines for SJC cities and counties outpaced national declines in jail population.



The Impact

Safely reducing jail populations is possible.

Rebooking outcomes of individuals released on pretrial status within six months (average across SJC cities and counties)



Preliminary average across SJC cities and counties (outcomes tracked through April 2023).

The Partners

Technical assistance providers

























The Partners

Research and Knowledge Development

CUNY INSTITUTE FOR STATE & LOCAL GOVERNANCE

COLUMBIA UNIVERSITY

IN LVMINE TVO VIDEBIMVS LVMEN

MEASURES FOR JUSTICE

1870 AD · MAJOREM · DEI · GLORIAM

LOYOLA UNIVERSITY CHICAGO

THE UNIVERSITY OF CALIFORNIA

LET THERE BE LIGHT

IRVINE

FIU

FLORIDA INTERNATIONAL UNIVERSITY

The Partners

Communications and Amplification



























The Partners

Strategic Allies

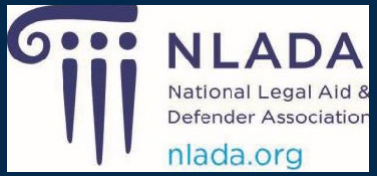






























The Scope



Ada County, ID
Adams County, CO
Allegheny County, PA
Baltimore City, MD
Bernalillo County, NM
Broward County, FL
Buncombe County, NC
Camden County, NJ
Campbell County, TN
Charleston County, SC
City of Atlanta, GA
City and County of San Francisco, CA
City of Long Beach, CA
City of St. Louis, MO
Clark County, NV
Cook County, IL
Cumberland County, ME
Dane County, WI
Deschutes County, OR
Durham County, NC
East Baton Rouge Parish, LA
Franklin County, OH
Gwinnett County, GA
Harris County, TX
Hennepin County, MN
Lake County, IL
Los Angeles County, CA
Lucas County, OH
Mecklenburg County, NC
Milwaukee County, WI
Minnehaha County, SD
Missoula County, MT
Multnomah County, OR
New Orleans, LA
New York, NY
Norfolk County, MA
Palm Beach County, FL
Pennington County, SD
Philadelphia, PA
Pima County, AZ
Polk County, IA
St. Louis County, MO
Sangamon County, IL
Santa Clara County, CA
Shelby County, TN
Spokane County, WA
The State of Connecticut
State of Delaware
Summit County, OH
Tulsa County, OK
Yakima County, WA

Evidence and Impact

Supported by the John D. and Catherine T. MacArthur Foundation

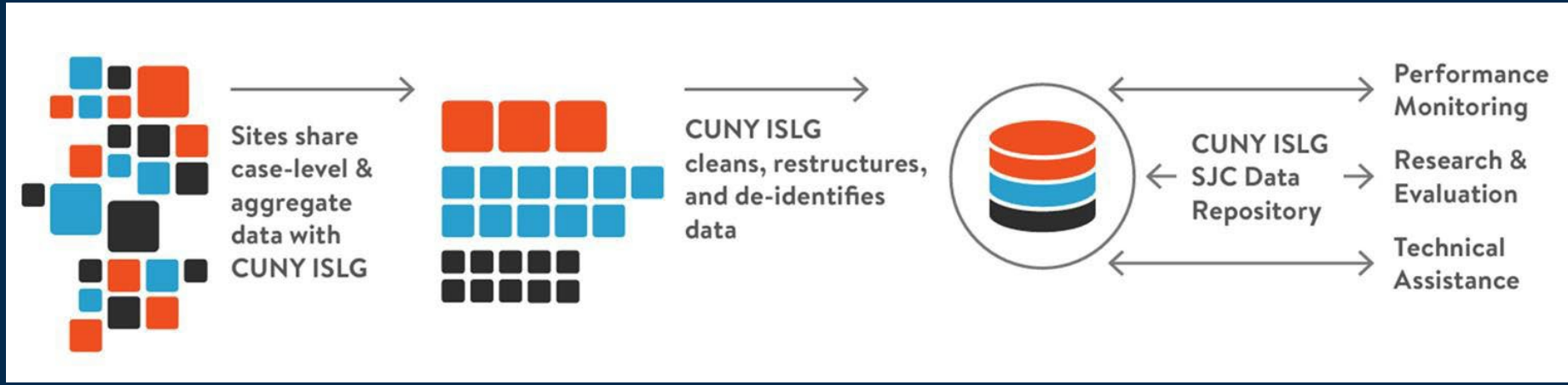
SJC data supports impact projections, performance measurement, topical analyses, and evaluation

Technical Assistance

Research & Evaluation

Performance Monitoring

Data and Research Infrastructure



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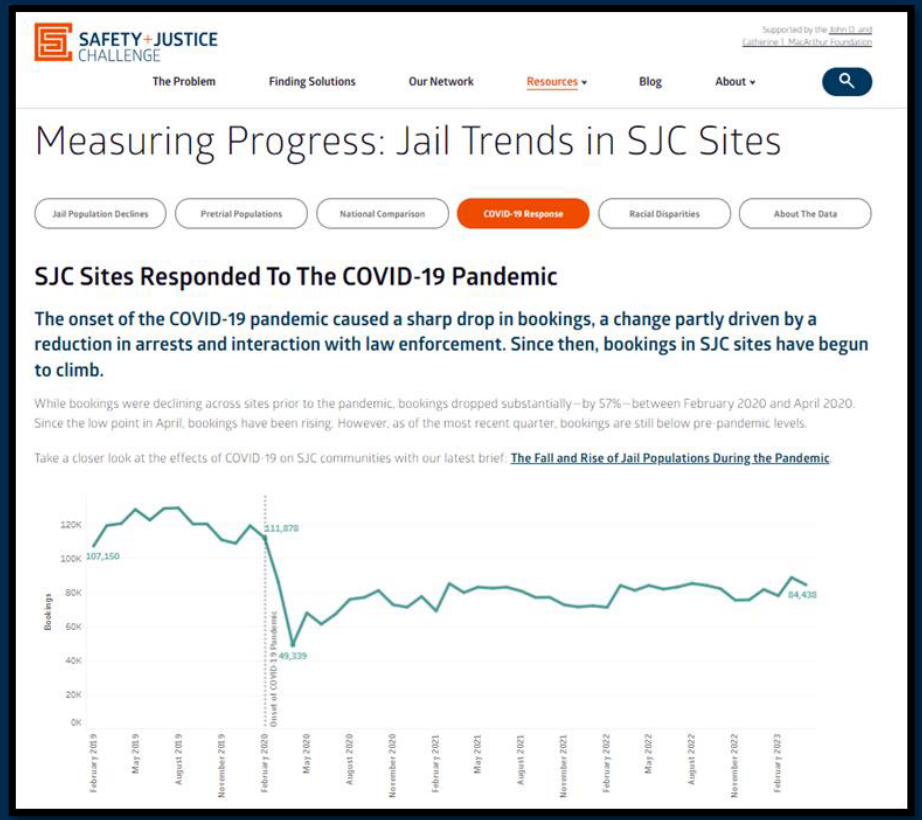
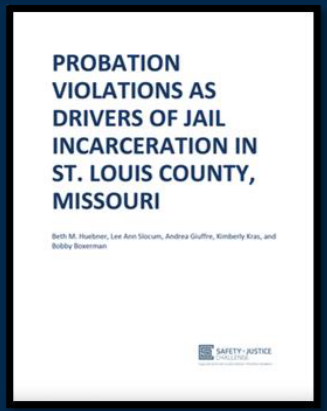
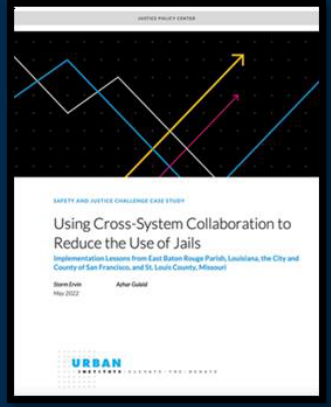
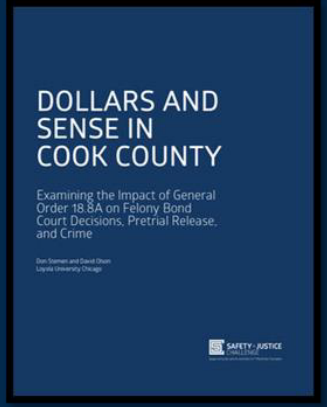










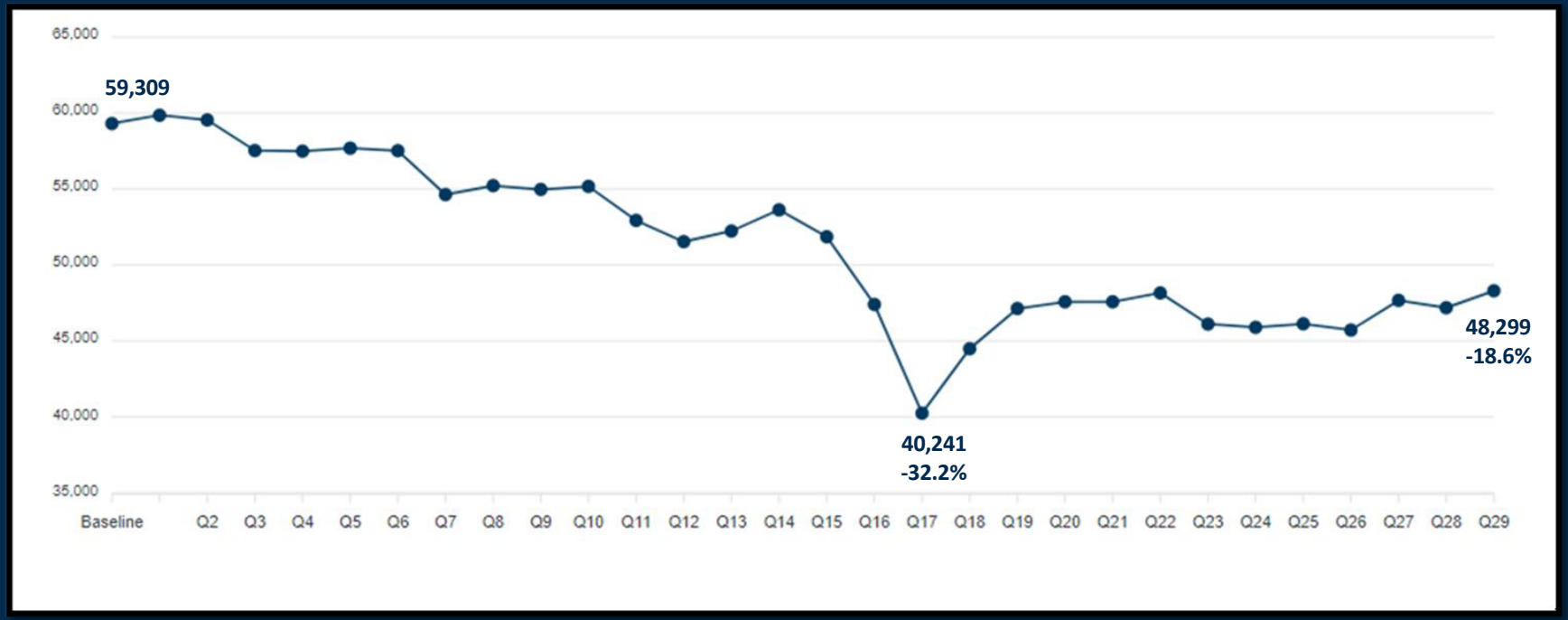
https://safetyandjusticechallenge.org/

Evidence and Impact:

Jail populations were reduced.

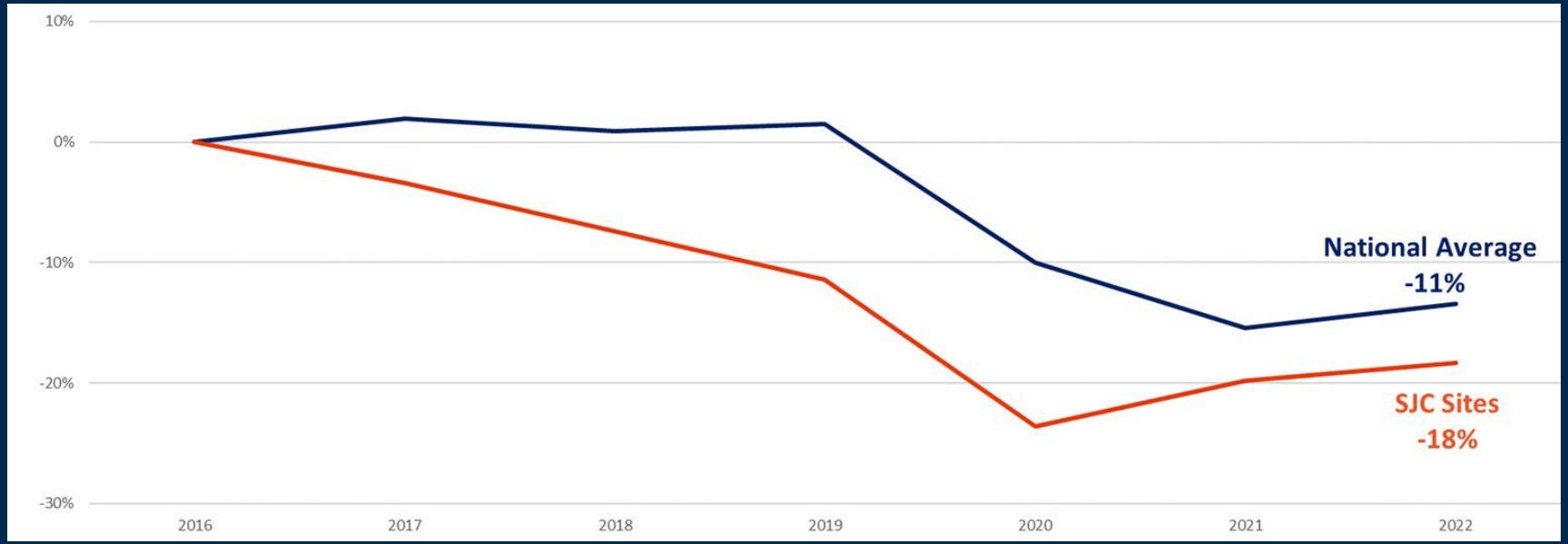
Jail populations declined since the start of the SJC.

Average daily population across SJC sites, pre-SJC to July 2023



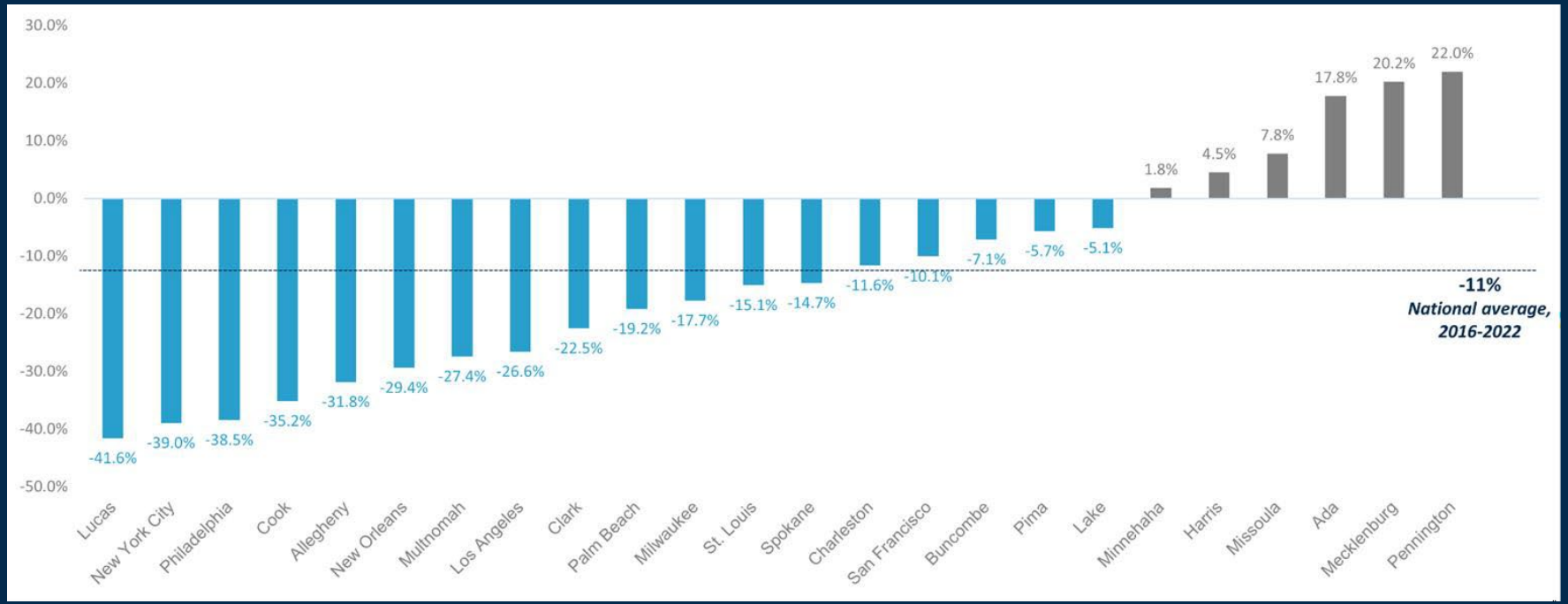
Jail population declines in SJC jurisdictions outpaced national reductions.

Indexed percent change in jail population across SJC sites and US, pre-SJC to 2022

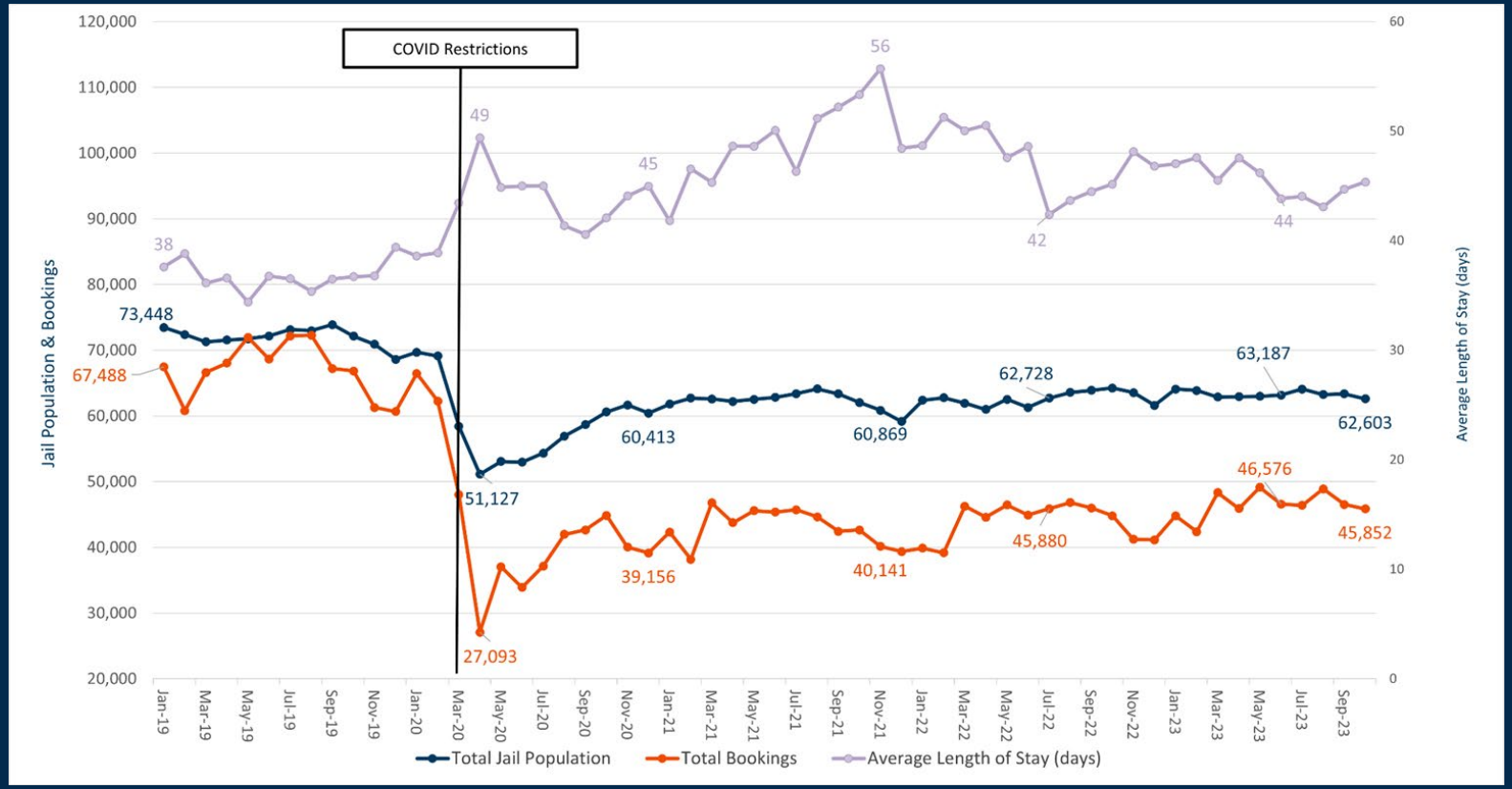


Many SJC jurisdictions reduced their jail populations significantly since the start of the initiative but there is variation.

Jail population percent change, pre-SJC to 2023



All SJC sites: jail population, bookings & length of stay (days)

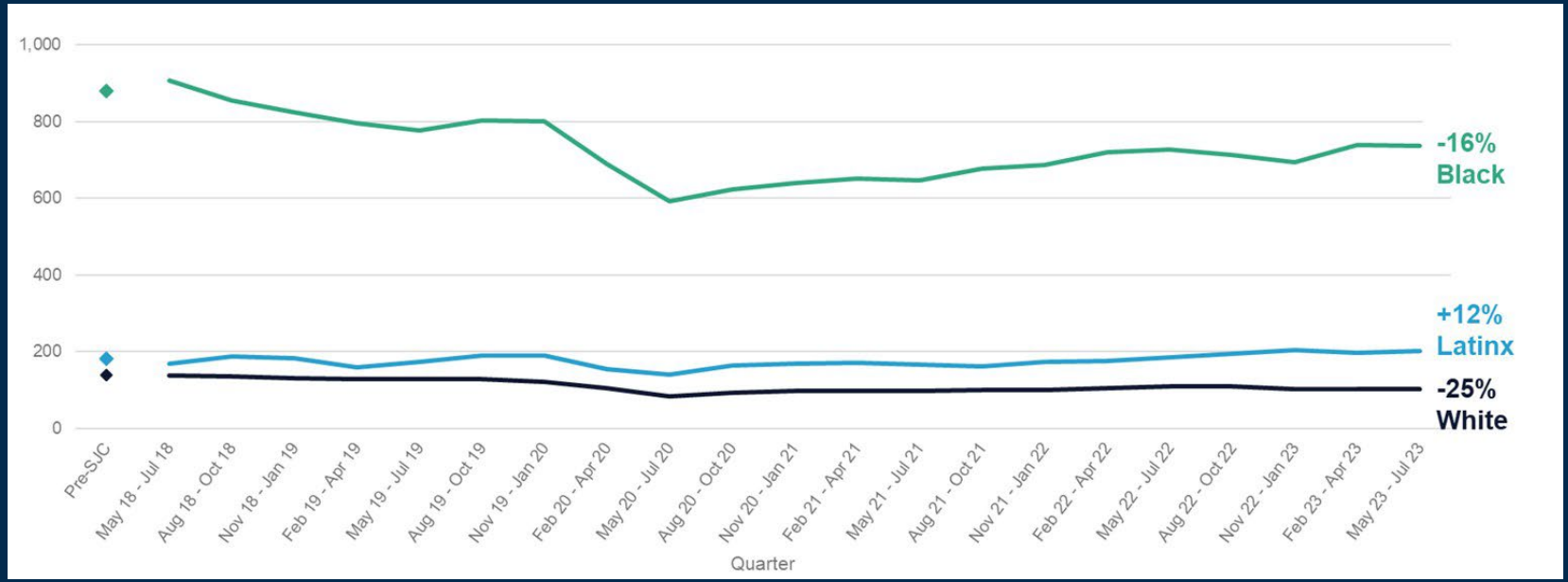


Evidence and Impact:

Harm was reduced but racial and ethnic disparities persist.

Harm has been reduced for some groups but disparities persist.

Average jail incarceration rate per 100,000 adults, across SJC sites



Indigenous people continue to be incarcerated at much higher rates and the disparity has increased since the pandemic.

Average jail incarceration rate per 100,000 adults, across SJC sites

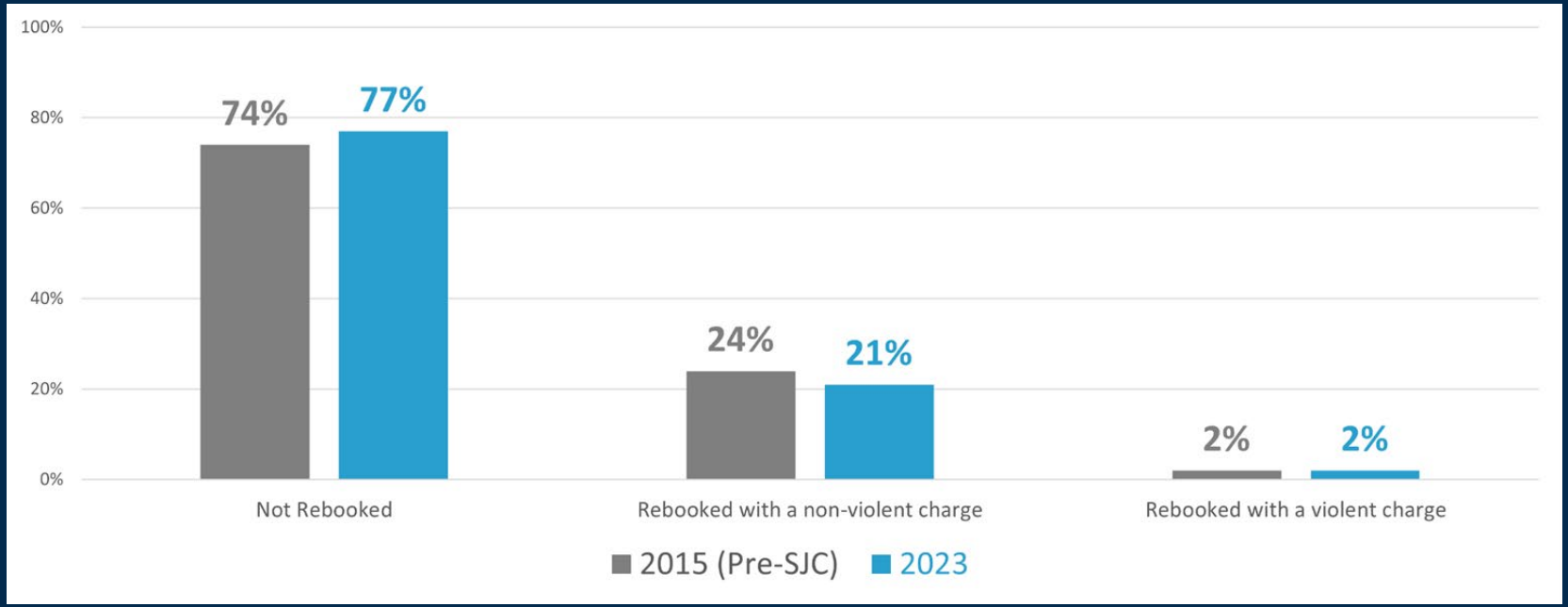


Evidence and Impact:

Safely reducing jail populations is possible.

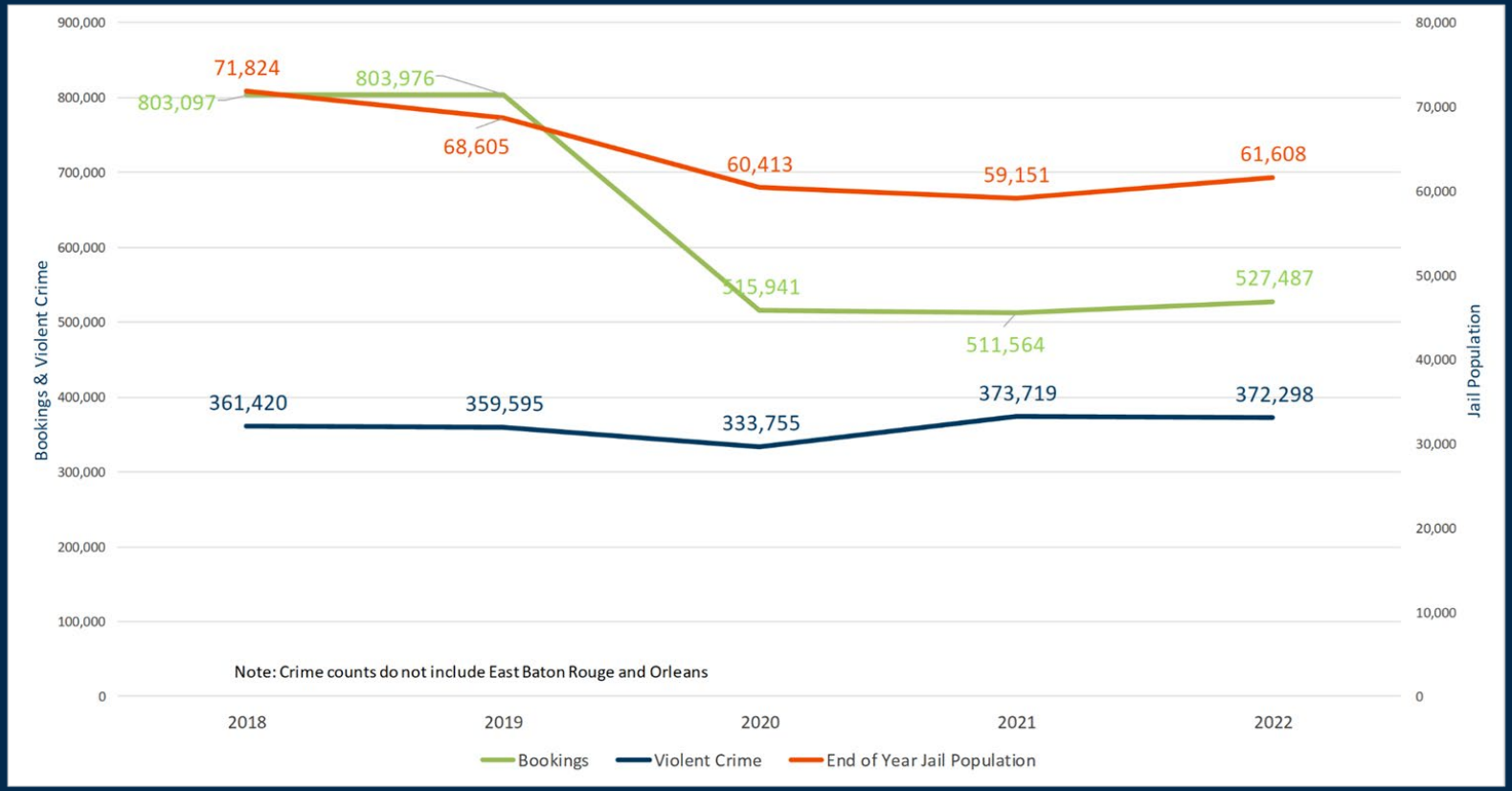
In SJC jurisdictions, people released pretrial were unlikely to return to jail for any reason.

Rebooking outcomes of individuals released on pretrial status within six months (average across SJC cities and counties)



Preliminary average across SJC cities and counties (outcomes tracked through April 2023).

SJC jail population, bookings, and violent crime: 2018-2022



Expanding research capacity and knowledge

Deep Dive Analyses

Increase Jurisdiction Capacity

Research Consortium

Takeaways and Opportunities

Supported by the John D. and Catherine T. MacArthur Foundation

Takeaway #1

SJC sites have advanced a model for creating systems change that reduces jail populations.

- ✓ Build **durable collaboration** at the local level among agencies, law enforcement, and community stakeholders
- ✓ Center **racial equity**
- ✓ Engage **community voices** authentically
- ✓ Invest in and maintain **robust data infrastructure** and performance management practices
- ✓ Pursue and adopt **evidence-based practices**
- ✓ Develop **strategic planning** capacities



Collaboration at work: Charleston County CJCC

Why does this matter?

SJC sites have identified necessary conditions for advancing local systems change; this model can be adapted and replicated across the U.S. to reduce jail populations safely.

Takeaway #2

SJC sites deploy a range of strategies to reduce jail populations and target racial and ethnic disparities.

Total strategies implemented by sites: **332**



Promising strategies

- Jail population review teams
- Backlog reduction and case processing reform
- Misdemeanor/non-violent felony deflection
- Behavioral and mental health diversion and treatment (*e.g.,* Mobile Crisis Units, co-responder model)
- Attorney representation at first appearance

Takeaway #2

SJC sites deploy a range of strategies to reduce jail populations and target racial and ethnic disparities.

Site: Philadelphia, PA

Jail population reduction since 2015: ↓ 38%

Strategies implemented

- ✓ **Police Assisted Diversion (PAD)**
- ✓ Alternative Response Team (ART)
- ✓ Early Bail Review
- ✓ Warrant Resolution Court
- ✓ Community Microgrants
- ✓ Professional Development for Pretrial Services staff
- ✓ Implicit/Explicit Bias Training
- ✓ Community Advisory Committee
- ✓ Absconder Review + Early Termination
- ✓ Behavioral Health Screening



Strategy spotlight

Philadelphia's **Police Assisted Diversion (PAD)** program has diverted thousands of people from the criminal justice system into needed services. PAD grew from a SJC-funded pilot in a single district, on a single shift, in December 2017, to a now city-wide program embedded in the police department's first ever behavioral health unit.

Takeaway #2

SJC sites deploy a range of strategies to reduce jail populations and target racial and ethnic disparities.

Site: Lucas County, OH

Jail population reduction since 2015: ↓ **42%**

Strategies implemented

- ✓ **Jail Population Review Team**
- ✓ Case Processing Task Force
- ✓ Public Defender/Social Work Model
- ✓ Community Engagement Dialogues
- ✓ Risk-Based Decision-making
- ✓ Coordinated Community Corrections Practices
- ✓ Intersection of Behavioral Health and Criminal Justice
- ✓ Reentry Coalition



Strategy spotlight

The **Population Review Team** brings together representatives across the system—law enforcement, defenders, prosecutors, mental health providers, and court stakeholders—to identify persons whose cases can be resolved quickly and/or can be safely released from jail.

Takeaway #2

SJC sites deploy a range of strategies to reduce jail populations and target racial and ethnic disparities.

Site: Cook County, IL

Jail population reduction since 2015: ↓ **35%**

Strategies implemented

- ✓ **Supporting Education and Employment Development (SEED)**
- ✓ Police Deflection and Diversion
- ✓ Cook County Racial and Ethnic Equity Workgroup (CCREEW)
- ✓ Warrant resolution and prevention
- ✓ Data Integration and dashboard
- ✓ Automated Court Reminder System (ACRS)
- ✓ Comprehensive Bail Review
- ✓ Peer navigator for frequently Impacted



Strategy spotlight

Cook's **Supporting Employment and Education Development (SEED)** is a diversion program providing services for individuals charged with felony drug distribution to reduce future justice involvement and increase opportunities for sustainable, living-wage employment.

Takeaway #2

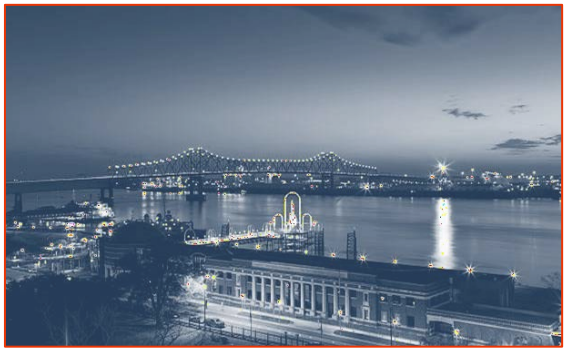
SJC sites deploy a range of strategies to reduce jail populations and target racial and ethnic disparities.

Site: East Baton Rouge Parish, LA

Jail population reduction since 2015: ↓ 28%

Strategies implemented

- ✓ **Pre-trial Diversion & Recovery Program (PDRP)**
- ✓ Expedited Case Review Process
- ✓ Rapid Case Assessment Team (RCAT)
- ✓ Criminal Justice Coordinating Council
- ✓ Community Engagement to Address Disparities
- ✓ Warrant Resolution Clinic
- ✓ Cite and Release
- ✓ Data System Upgrades
- ✓ Case Navigator



Strategy spotlight

East Baton Rouge's **Pre-trial Diversion & Recovery Program** reduces pretrial lengths of stay by diverting defendants with behavioral health needs to detailed case management and community services. It has significantly reduced the amount of people of color held pretrial, cutting their length of stay by as much as half.

Takeaway #3

The SJC has launched innovative approaches to confront intractable challenges and address persistent inequities.

Just Home Project

The Just Home Project seeks to break the link between incarceration and unstable housing. Supported by impact investment and technical assistance, participating jurisdictions acquire and/or develop housing to fill key gaps in housing resources in:

- Charleston, SC
- San Francisco, CA
- Minnehaha, SD
- Tulsa, OK



Why does this matter?

Confronted with the persistent link between unstable housing and incarcerated, the SJC **pivoted to address upstream inequities** in local jurisdictions.

Takeaway #3

The SJC has launched innovative approaches to confront intractable challenges and address persistent inequities.

Racial Equity Cohort

The SJC launched the Racial Equity Cohort, investing in partnerships that bring together systems stakeholders and community partners to jointly develop bold strategies to reduce disparities, actively engage community members, and bring justice-impacted individuals into decision-making in four jurisdictions:

- Cook County, IL
- New Orleans, LA
- Philadelphia, PA
- Pima County, AZ



Why does this matter?

Faced with persistent racial disparities, the SJC **pivoted to find innovative ways to address inequities**.

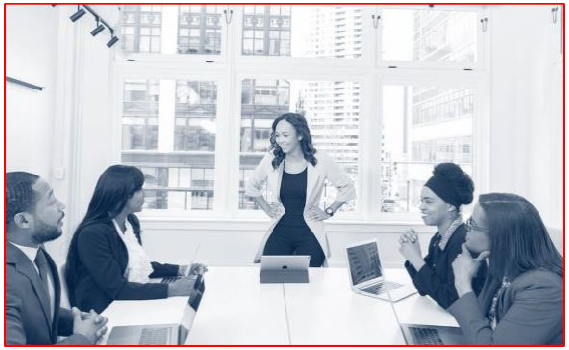
Takeaway #3

The SJC has launched innovative approaches to confront intractable challenges and address persistent inequities.

Leadership Development

To build the workforce and leadership bench, the SJC is making investments to:

- Attract and retain a more diverse pool of new, young professionals in law, policy, research, and justice-related fields in the public and private sectors;
- Develop practices that address the persistent staffing shortages across disciplines; and
- Help justice-impacted individuals gain the skills and support required for senior leadership positions.



Why does this matter?

Faced with threats to momentum for change, the SJC **pivoted to build the bench of future criminal justice leaders**.

Takeaway #3

The SJC has launched innovative approaches to confront intractable challenges and address persistent inequities.

Prosecutorial Performance Indicators (PPIs)

MacArthur has funded partnership of prosecutors and researchers to develop and spread PPIs, a set of 55 standardized metrics. PPIs promote more effective, just, and transparent decision making in prosecution. It is a bipartisan effort to think about new ways to maximize public safety, enhance fairness, and create a new system of accountability. Participating district attorney offices include:

- Santa Clara, CA
- Broward County, FL
- New York, NY
- Colorado
- New Orleans, LA
- Charleston, SC
- Montgomery County, MD
- Lake County, IL
- Multnomah County, OR,
- Orange/Osceola County, FL
- Milwaukee, WI
- Jacksonville, FL
- Tampa, FL
- Chicago, IL



Why does this matter?

SJC has supported **innovative partnerships** between prosecutors and researchers to increase public accountability and fairness in prosecutorial decision making.

Takeaway #3

The SJC has launched innovative approaches to confront intractable challenges and address persistent inequities.

Engaging Special Populations

The SJC has highlighted the unique challenges faced by special populations, including individuals with disabilities, the LGBTQ community, and crime survivors. Specifically, MacArthur aims to uplift the intersection of survivors and jails by:

- Examining the distinct inequities faced by women in jails, particularly women who identify as Black, indigenous, and Latina.
- Centering the voices and experiences of justice-impacted survivors of violence.
- Exploring overlap between domestic violence, safety, and jail systems across the SJC.



Why does this matter?

The SJC has supported new work to **support oft-ignored populations** who experience disproportionate harm through interaction with the criminal justice system.

Opportunities

1. Support continued collection and use of SJC data to generate research findings on questions vital to the field, and invest in data infrastructure in new jurisdictions
2. Develop and market a curated set of resources for local jurisdictions, including standards of practice, drawn from successful SJC strategies and lessons learned
3. Build a pipeline of future leaders—including those with lived experience— equipped to lead and change systems
4. Incentivize jurisdictions to engage and empower people with lived experience
5. Catalyze high-impact, non-traditional partnerships
6. Convene cross-sector and intersectional learning communities



SafetyAndJusticeChallenge.org

SAFETY AND JUSTICE CHALLENGE

Topical Breakout Sessions

SAFETY+JUSTICE CHALLENGE

Supported by the John D. and Catherine T. MacArthur Foundation

Breakout session

The SJC & Leadership Development/Public Safety Workforce

Supported by the John D. and Catherine T. MacArthur Foundation

Why workforce and leadership development?

What we learned

The public safety workforce is experiencing challenges that threaten the sustainability of reform. Over the past five years, the number of criminal justice job openings has nearly doubled, while the number of applications has fallen by half.

How we responded

The SJC is partnering with the Volcker Alliance and JustLeadershipUSA making investments to:

- Attract and retain a more diverse pool of new, young professionals in law, policy, research, and justice-related fields in the public and private sectors
- Develop practices that address the persistent staffing shortages across disciplines
- Help justice-impacted individuals gain the skills and support required for senior leadership positions

Resulting efforts

SJC Criminal Justice Leadership Consortium

- Internships
- Graduate Fellowships
- Mentorship
- C-Suite Leadership Development for Justice-Involved Leaders

THE VOLCKER ALLIANCE
Empowering and Inspiring Public Servants

JLUSA

Response: SJC Criminal Justice Leadership Consortium

Internships

Provide rising leaders with experiential learning and professional networking experiences. Connect diverse, motivated entry-level talent to criminal justice serving agencies and organizations.

Graduate fellowships

Provide rising leaders with experiential learning and professional networking. Incentivize recent graduates to pursue criminal justice careers by supporting completion of a master's or doctoral degree focused on research or public policy.

Resulting efforts

SJC Criminal Justice Leadership Consortium

- ✓**Internships**
- ✓**Graduate Fellowships**
- Mentorship
- C-Suite Curriculum Development for Justice-Involved Leadership

THE VOLCKER ALLIANCE
Empowering and Inspiring Public Servants

JLUSA

Response: SJC Criminal Justice Leadership Consortium

Mentorship

Engage underrepresented middle managers in criminal justice agencies in professional and skills development. Work with existing leaders to drive a culture of professional development and inclusivity.

C-suite leadership development

Pilot a C-Suite curriculum for justice-involved senior leaders that incorporates training in both technical competencies and leadership skills.

Resulting efforts

SJC Criminal Justice Leadership Consortium

- Internships
- Graduate Fellowships

✓**Mentorship**

✓**C-Suite Curriculum Development for Justice-Involved Leadership**

THE VOLCKER ALLIANCE
Empowering and Inspiring Public Servants

JLUSA

Breakout session

The SJC + Racial Equity and Community Engagement

SAFETY+JUSTICE CHALLENGE

Supported by the John D. and Catherine T. MacArthur Foundation

Why equity and community engagement?

What we learned

Though jail populations in SJC sites declined overall, inequities and racial disparities **did not**—in some cases, they **worsened.**

What we need to do

Address the **overrepresentation** of Black, Latinx, and Indigenous people in the jail population, and encourage communities to **actively participate in reform** efforts.

How we're doing it:

Doubling down on the SJC's approach to centering racial equity (RE) and meaningfully engaging community (CE).

Efforts to center equity and community engagement

- Enshrining commitments through an actionable value statement
- Establishing equity-focused partnerships
- Funding strategies that empower community voices
- Launching the Racial Equity Cohort

Value Statement

The SJC's value statement uplifts racial equity and justice as the core of the initiative's jail reduction strategy, guiding program and investment decision-making through commitments to:

- Advance **racial equity** and **justice**
- **Authentically collaborate** with community members, people with lived experiences, and system actors
- Prioritize the **dignity** of all justice-impacted individuals
- Honor the **expertise of directly-impacted communities**
- Leading with an **intersectional perspective**
- **Confronting** the history of **systemic racism**
- Achieving **equitable outcomes** for all people

Efforts to center equity and community engagement

✓ **Enshrining commitments through an actionable value statement**

- Establishing equity-focused partnerships
- Funding strategies that empower community voices
- Launching the Racial Equity Cohort

Local strategies to advance equity

Minnehaha County, SD

In Lakota meaning, “to help,” the Wo’Okiye Project deploys **Indigenous peer navigators** to support law enforcement in responding to low-level, non-emergent calls. The peer navigators bring care and resources from the health clinic to the street and answer questions around mental health.

Mecklenburg County, NC

The County’s Criminal Justice Advisory Group (CJAG) launched a **Racial and Ethnic Disparities Working Group** to examine and address policies and practices that lead to disparities in the justice system. As a result of this body, hired Equity and Inclusion Specialists and completed decision point maps and analysis of disparities.

Efforts to center equity and community engagement

- Enshrining commitments through an actionable value statement
- ✓ **Establishing equity-focused partnerships**
- Funding strategies that empower community voices
- Launching the Racial Equity Cohort

Community engagement strategies

East Baton Rouge Parish, LA

The parish's CJCC established CJCC Engage, a **subcommittee of community members** that collaborate with justice system leaders to identify and implement strategies for system improvement. These include "Heal the Block," gatherings for communities impacted by violence and held in collaboration with the Baton Rouge mayor, and a series of **dialogue sessions on community safety** in various neighborhoods.

Allegheny County, PA

The County is **redesigning the jail** to shrink its footprint, improve service delivery, and better meet the needs of incarcerated people. The process, informed by community voices and those with lived experience, is intended to limit space available for incarceration and permanently cap the size of the jail population.

Efforts to center equity and community engagement

- Enshrining commitments through an actionable value statement
- Establishing equity-focused partnerships
- ✓ **Funding strategies that empower community voices**
- Launching the Racial Equity Cohort

Community engagement strategies

JustLeadershipUSA & the Association of Prosecuting Attorneys



Recommended action steps

1. Coordinate Action Across System Stakeholders and Communities
2. Invest in Communities and Systems to Empower Them to Pursue Equity
3. Link Decision-Making to Desired Community-Level Outcomes

Racial Equity Cohort overview

Strategy charge

Pilot innovative policies and practices to center racial equity and implement strategies that reduce ethnic and racial disparities in local justice systems.

Strategy features

- Joint grants between sites and local community partners
- Equity-focused technical assistance (e.g., Kirwan Institute)
- Equity-focused Steering Committee of TA providers and strategic allies

Equity Cohort sites

Cook County, IL
Pima County AZ
Philadelphia, PA
New Orleans, LA

Efforts to center equity and community engagement

- Enshrining commitments through an actionable value statement
- Establishing equity-focused partnerships
- Funding strategies that empower community voices

✓ **Launching the Racial Equity Cohort**

Racial Equity Cohort work

Cook County, IL

Developed anti-racism training framework for individuals wanting to advance racial equity and systemic change.

Launched Racial Equity Fellowship Cohort providing individuals with equity training, workshops, etc.

Philadelphia, PA

Launched *Straight Outta Trouble,* a jail deflection program helping individuals successfully navigate probation and combat recidivism.

New Orleans, LA

Launched Agents of Change Cohort to empower directly impacted residents to engage with system stakeholders and community members to reimagine NOLA's criminal legal system.

Pima County, AZ

Launched peer-led juvenile diversion program.

Designed equitable microgrant application for community partners.

Survivors & Jails

What we learned

Despite the presence of domestic violence and justice-impacted survivors in the justice system, jurisdictions working on criminal justice reform do not necessarily integrate or account for this population. This creates gaps in providing services and safety for crime survivors.

How we responded

The SJC is currently developing a strategy in this area that will uplift the intersection of crime survivors and jails by:

- Examining the distinct inequities faced by women in jails, particularly women who identify as Black, Indigenous, and Latina.
- Centering the voices and experiences of justice-impacted survivors of violence.
- Exploring overlap between domestic violence, safety, and jail systems across the SJC.

Breakout session

The SJC + Jail population reduction strategies

Supported by the John D. and Catherine T. MacArthur Foundation

Models and innovative strategies have been piloted and tested

Arrest	Case Processing	Pretrial Release	Probation/ Parole	Release of Sentenced Population	Reentry/ Community Support
Increase cite & release	Reduce continuances Limit or postpone certain hearings and trials	Release NV defendants on PR bonds and/or pretrial supervision Public defenders at first appearance	Use alternative sanctions for technical violations Expedite violation processing/reduce detainer LOS	Depopulation Court Order for sentenced individuals based on percentage of sentence served	Provide discharge planning Linkage with wraparound services
Resolve situations in the field to reduce arrests	Suspend specialty courts or continue remotely or by video Prosecutorial diversion	Implement policies to release more people at initial appearance Jail population review teams	Release technical violators from jail Stop filing technical violations	Depopulation Court Order for sentenced individuals with underlying medical and mental health conditions	Temporary self-isolation
Institute summons for non-violent misdemeanor arrests and non-violent low-level felony charges	Prioritize arraignments and preliminary hearings for in-custody defendants	Reassess bail and prioritize for release people likely to be sentenced to time served or probation, and the medically infirm	Suspend drug testing Release from supervision/change to virtual supervision		

Why data-driven systems change?

What we learned

There is no one-size-fits all strategy that will reduce unnecessary jail incarceration across cities and counties. The key is to employ a systems-change approach, and to use data to identify local drivers and develop strategies that address them.

How we responded

As part of their planning process, SJC jurisdictions looked at data trends within the jail and across 7 key decision points that drive the populations—arrest, charging, assignment of counsel, pretrial release, case processing, disposition and sentencing, and post-release supervision. This informed the selection of reform strategies tailored to local issues, that held the most potential for impact. CUNY ISLG and JFA provided analytic assistance that included “stress tests”, and impact estimations, among other things.

Results

- Innovative strategies across 7 decision points
- Broader learnings about how to reduce jail incarceration

Innovative strategies: Population review team

Strategy features

Brings together stakeholders from across the criminal legal system—law enforcement, defenders, prosecutors, mental health providers, and court stakeholders—to identify persons whose cases can be resolved quickly and/or who can be safely released from jail without risk to the community. Sixty-five percent of SJC sites have implemented population review teams (PRTs).

Case study

Lucas County's jail population review team meets weekly to review people in jail and determine options for their release, with the aim of reducing the jail population through expedited case resolutions and bond modifications. The population review team is also intended to increase communication and collaboration between agencies that have historically worked in silos and help them identify trends and opportunities for new, fairer policies.

Results

- ✓ **Innovative strategies across decision points**
- Broader learnings about how to reduce incarceration

Innovative strategies: Bail/bond reform

Strategy features

While sweeping bail reform typically happens at the state level, cities and counties have the ability to implement a variety of local policy and practice changes that can create momentum for broader change. They include:

- Automatic release for certain charges
- Enhanced pre-trial supervision as an alternative to detention
- Pretrial assessments and matrices to inform non-financial release decisions
- Considering ability to pay in bail decisions
- Limiting bail option to serious charges

Case study

In 2017, Cook County implemented its own local bail reform order, General Order 18.8A, which required judges to set affordable bail; and research shows that it significant increased release-on-recognizance without negatively impacting violent or overall crime rates or recidivism. This local effort informed the Illinois Pretrial Reform Act that went into effect in 2023, abolishing bail across the state.

Results

- ✓ **Innovative strategies across decision points**
- Broader learnings about how to reduce incarceration

Broader learnings – how to reduce jail incarceration

Reduce case processing times

Across SJC cities and counties, length of stay is a substantial driver of jail populations. While it partially reflects a shift in the composition of the jail population—and specifically a reduction or elimination of low level charges that tend to have short stays—significant case processing delays still contribute to unreasonably long stays for others in the jail, including in the post-sentencing period in which people are awaiting transfer to prison. Deeper and localized analysis of specific pain points is critical for informing case processing reforms in local jurisdictions.

Find a way to address felony cases

Much of the progress in reducing jail populations has been concentrated among people incarcerated for misdemeanors. Further reductions require a thoughtful and data-informed approach for addressing felonies that takes into account what types of felonies are represented in the jail, and how they can be safely reduced.

Incorporate policy changes

Programmatic interventions such as diversion programs are a critical component of reform efforts and in harm reduction. They alone will not substantially reduce the jail population though. They must be combined with broader policy changes that impact larger groups of people.

Results

- ✓ **Innovative strategies across decision points**
- ✓ **Broader learnings about how to reduce jail incarceration**

Broader learnings – racial and ethnic disparities

What do we know about racial and ethnic disparity reduction so far?

- Strategies explored by Consortium research have, in general, reduced harm for individuals in contact with the criminal legal system—we see positive impacts across a number of domains
- Strategy level impacts on system-level change is less clear
- Disparities can be perpetuated by strategy access, i.e. eligibility criteria
- Intentional planning and monitoring for the ways in which strategies might address inequities is often missing

Breakout session

The SJC + Data Infrastructure and Research

SAFETY+JUSTICE CHALLENGE

Supported by the John D. and Catherine T. MacArthur Foundation

Why build an initiative-level data and research infrastructure?

What we learned

Grounding individual city and county data in a broader national context is incredibly beneficial to both the cities and counties and the broader criminal legal field. Having consistent measures of success across jurisdictions is key to assessing local and national impacts, and multi-site research and analysis lends a much deeper understanding to the field of what efforts work, for whom, under what circumstances, and why.

How we responded

CUNY ISLG built a robust and comprehensive data and research infrastructure that supports both strategy development and implementation in individual cities and counties, and policy and practice models and lessons for the larger criminal legal field. Among the key components are a case-level, system-wide, multi-year data repository, and a research consortium.

What's next

Sustaining and building on the infrastructure built for the SJC to support innovation and reform in a wider array of cities and counties, through continued collection and use of SJC data to generate research findings on questions vital to the field, and investment in data infrastructure in new jurisdictions.

Accomplishments

- ✓ **CUNY ISLG data repository**
- ✓ **Research and analytic work**
  - Strategy planning and implementation
  - Performance measurement
  - Research and evaluation

Accomplishment 1: Data repository

What it is

- Compilation of case-level criminal legal data across SJC cities and counties
- Includes 7 key decision points—arrest, prosecutorial charging, assignment of counsel, jail booking and release, court case processing, disposition and sentencing, and community supervision
- Collected annually, back to 2013
- Standardized metrics and data points

Why it matters

The data repository is the *foundation for data-driven reform* in SJC cities and counties, and contributes substantial knowledge to the criminal legal field around how to fairly, effectively, and safely reduce jail populations.

Accomplishments

✓ **CUNY ISLG data repository**

✓ **Research and analytic work**

- Strategy planning and implementation
- Performance measurement
- Research and evaluation

SJC Data Repository Case-Level Holdings

	System Point						
Site Name	Law Enforcement	Prosecution	Public Defender	Jail	Pretrial	Court	Community Supervision
Ada County, ID	-	-	-	●	-	-	-
Allegheny County, PA	●	●	●	●	●	●	●
Buncombe County, NC	●	-	●	●	●	●	-
Charleston County, SC	●	●	●	●	-	●	-
Cook County, IL	●	●	●	●	●	●	●
Harris County, TX	●	●	●	●	●	-	●
Lucas County, OH	●	●	-	●	●	●	●
Mecklenburg County, NC	●	-	-	●	●	●	-
Milwaukee County, WI	●	●	●	●	●	●	●
Multnomah County, OR	-	●	-	●	-	●	●
New Orleans Parish, LA	●	●	●	●	●	●	●
Palm Beach County, FL	-	●	●	●	-	●	-
Pennington County, SD	●	●	●	●	●	●	●
Philadelphia, PA	●	●	-	●	-	●	●
Pima County, AZ	●	●	●	●	●	●	●
City & County San Francisco, CA	-	●	-	●	-	●	-
Spokane County, WA	●	●	●	●	●	●	●
St. Louis County, MO	●	●	●	●	-	●	●

Accomplishment 2: Research and analytic work

Strategy planning and implementation

- Diagnostic analysis to identify drivers
- Implementation planning analysis
- Impact projections
- Stress tests
- Unpacking the drivers of jail population changes

Performance measurement

- Deep dive analysis
- Standardized metrics for initiative goals and site-specific strategies
- Performance reports by decision point
- Monthly aggregate jail data collection for real time tracking
- Public-facing jail trends dashboard

Accomplishments

- ✓ **CUNY ISLG data repository**
- ✓ **Research and analytic work**
  - ✓ **Strategy planning and implementation**
  - ✓ **Performance measurement**
  - Research and evaluation

Accomplishment 2: Research and analytic work

Research and evaluation

- 6 priority areas:
  - Effective strategies
  - Racial equity
  - Criminal legal decision-making
  - Public safety
  - Implications of COVID-19
  - Case processing

- Research strategy:
  - Research consortium
  - MacArthur funded projects

Accomplishments

- ✓ **CUNY ISLG data repository**
- ✓ **Research and analytic work**
  - ✓ **Strategy planning and implementation**
  - ✓ **Performance measurement**
  - ✓ **Research and evaluation**

Accomplishment 2: Research and analytic work

Research consortium

- Group of 15 pre-qualified research groups that can bid on projects related to SJC priorities
- Managed by CUNY ISLG
- Review committee of practitioner, community, and research representatives to ensure quality and rigor of proposals and projects
- 17 Consortium projects (and growing) that cover different substantive areas aligned with specific SJC research priorities
- 15 sites have been involved in research efforts to date
- About $6 million awarded

Accomplishments

- ✓ **CUNY ISLG data repository**
- ✓ **Research and analytic work**
  - ✓ **Strategy planning and implementation**
  - ✓ **Performance measurement**
  - ✓ **Research and evaluation**

Breakout session

The SJC + Behavioral Health and Jails

SAFETY+JUSTICE CHALLENGE

Supported by the John D. and Catherine T. MacArthur Foundation

Reducing the number of persons with BH disorders in local jails

What we learned

Many of the SJC jurisdictions needed assistance in better understanding the drivers behind why significant numbers of persons with behavioral health disorders were not only ending up, but also languishing in their jails.

How we responded

We have conducted SIM workshops with most of the participating SJC jurisdictions to help them examine both the existing strengths and gaps when it comes to diverting and serving person with behavioral health disorders.

What's next

Ongoing SIM workshops and technical assistance through the SJC IMPACT Network.

Resulting efforts

- Sequential Intercept Mapping (SIM) Workshops
- SJC IMPACT Network

Sequential Intercept Mapping (SIM) Workshops

What we learned

The majority of SJC jurisdictions needed to create deflection opportunities for persons with behavioral health disorders in Intercepts 0 and 1 of the SIM before a person was ever brought to the local jail. This can be done via co-responder teams, crisis stabilization centers, mobile crisis response, specialized training for law enforcement officers, etc.

Why it matters

2013 study of pretrial detention in Kentucky (N=155,000)

* When held **2-3 days**, low-risk defendants: **40% more likely** to commit crimes before trial.
* When held **8-14 days**, low-risk defendants: are **51% more likely** to commit crimes 2 years after case disposition.

Lowenkamp, Van Norstand, & Holsinger 2013

Resulting efforts

- ✓ **Sequential Intercept Mapping (SIM) Workshops**
- SJC IMPACT Network

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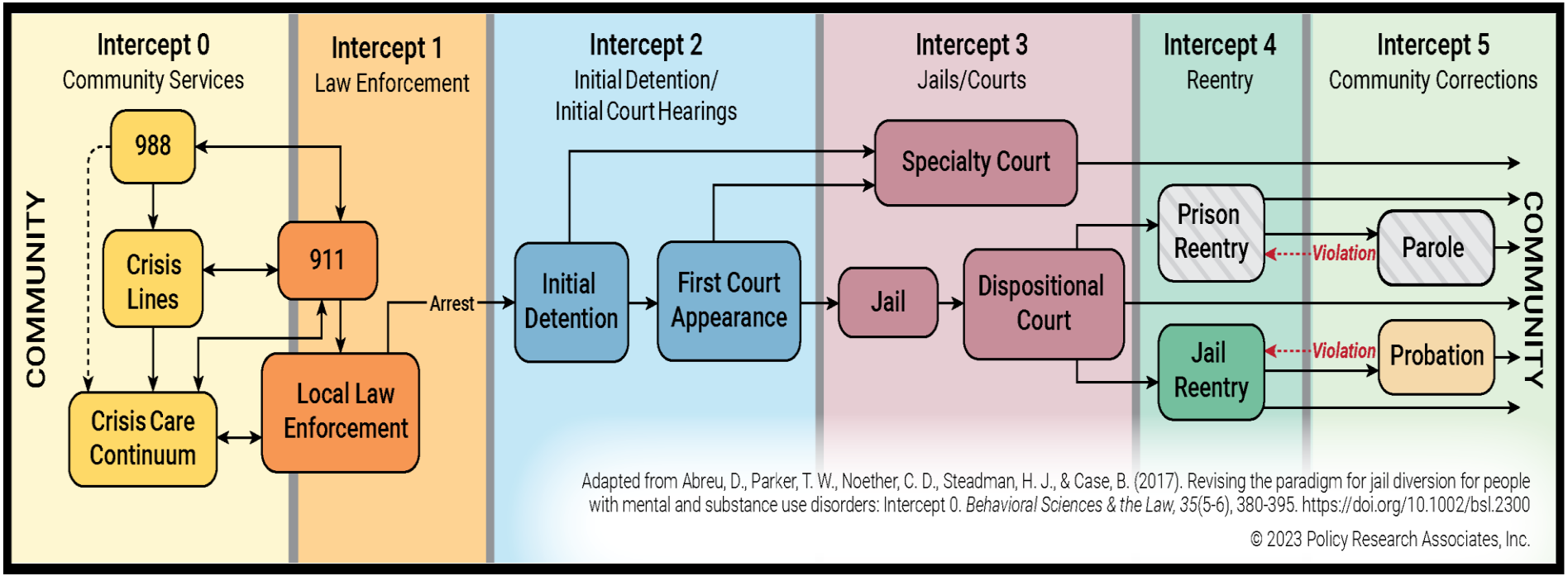

Adapted from Abreu, D., Parker, T. W., Noether, C. D., Steadman, H. J., & Case, B. (2017). Revising the paradigm for jail diversion for people with mental and substance use disorders: Intercept 0. *Behavioral Sciences & the Law, 35*(5-6), 380-395. https://doi.org/10.1002/bsl.2300

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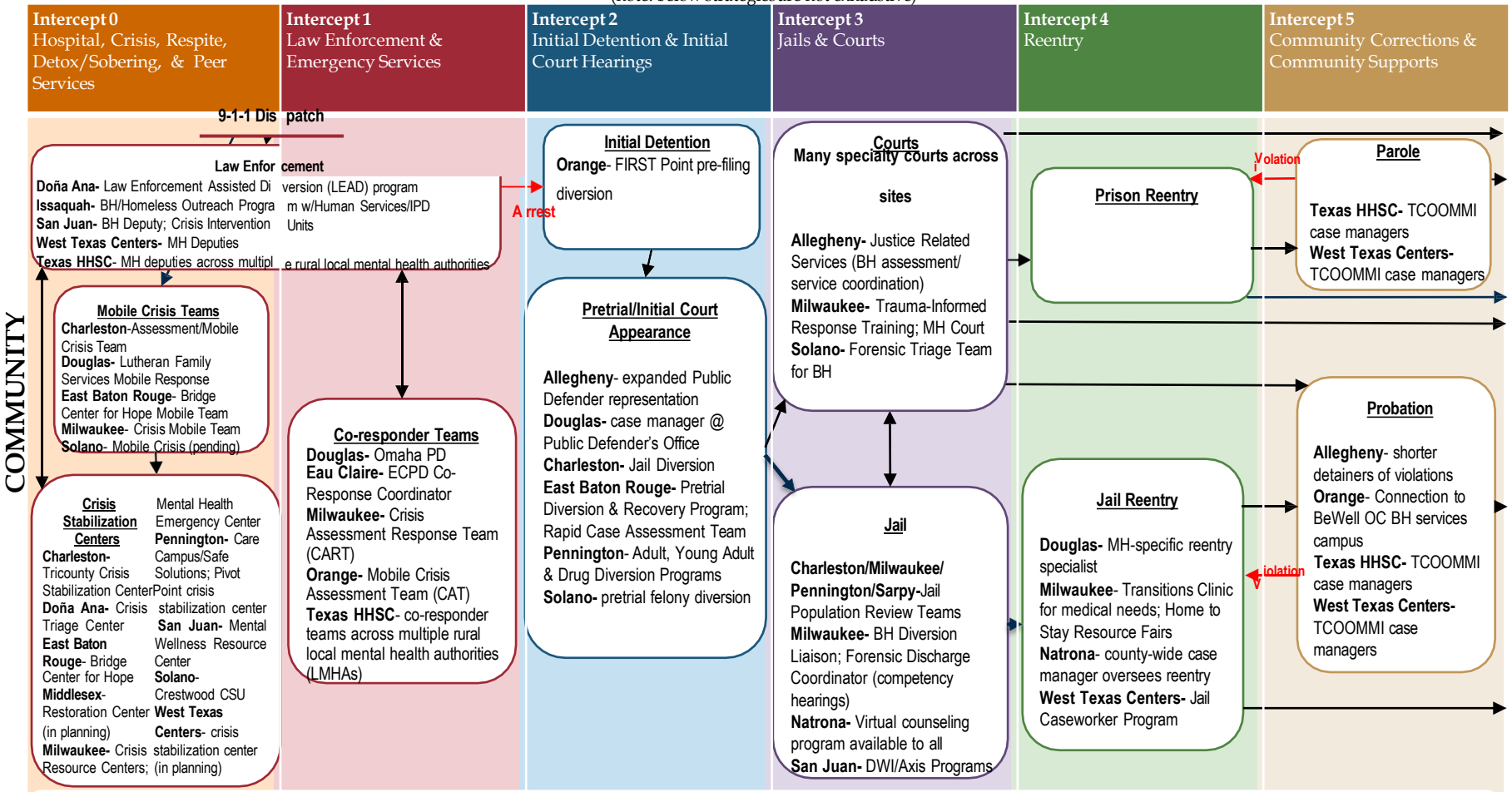
SJC IMPACT Network Sites' Behavioral Health Strategies Along the Sequential Intercept Model (SIM)

(note: below strategies are not exhaustive)



Cross-Intercept Strategies: Charleston/Douglas/Issaquah/San Juan/Sarpy- High Utilizers/Familiar Faces; **Texas HHSC-** Statewide Behavioral Health and Justice Training and Technical Assistance Resource Center; **West Texas Centers-** Jail Diversion Committees in 4 rural counties; **Texas HHSC-** Developing Statewide Forensic Strategic Plan

Safety and Justice Challenge IMPACT Network

What we learned

It has been important to take the behavioral health/criminal justice lessons learned from the initial cohorts of SJC Implementation and Innovation jurisdictions and expand those learnings and technical assistance opportunities to other jurisdictions across the United States that weren't initial participants in the SJC.

Why it matters

The peer learning IMPACT Network has both supported and fostered opportunities to scale what is working in other communities as challenges are faced with an increasing number of people with co-occurring disorders, a lack of safe and affordable housing, more people with Serious Mental Illness remaining in jail longer, competency issues, etc.

Resulting efforts

- Sequential Intercept Mapping (SIM) Workshop
- ✓ **SJC IMPACT Network**

The IMPACT Network

A behavioral health-focused SJC expansion



of people in local jails have a Serious Mental Illness



of those in jail with SMI also have a co-occurring substance use disorder

Sites Focus On:

- 911/988 integration
- Alternative first response
- Law enforcement diversion
- Crisis stabilization centers
- Pre-filing diversion
- Pretrial release programs
- Problem-solving courts
- Jail healthcare
- Jail population review
- Reentry planning
- Probation/parole alternatives to violation
- Medication-Assisted Treatment
- Outreach to Familiar Face populations
- Equity and reducing disparities
- Sharing behavioral health data
- Integration of people with lived experience
- Building trauma-informed responses



1. Allegheny County (PA)
2. Middlesex County (MA)
3. Eau Claire County (WI)
4. Charleston County (SC)
5. East Baton Rouge (LA)
6. San Juan County (NM)
7. Milwaukee County (WI)
8. Orange County (CA)
9. Pennington County (SD)
10. Texas Health & Human Services Commission (TX)
11. West Texas Centers (TX)
12. Doña Ana County (NM)
13. Solano County (CA)
14. Sarpy County (NE)
15. Douglas County (NE)
16. Issaquah (WA)
17. Natrona County (WY)

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*Improving implementation of justice-focused **M**ental and behavioral health **P**ractices: **A**ctivating **C**ollaboration through **T**raining and technical assistance*

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