



# CITY OF PHILADELPHIA

January 6, 2016

The criminal justice system partners of Philadelphia - the Defender Association of Philadelphia, the Philadelphia District Attorney's Office, the First Judicial District of Pennsylvania, the Managing Director's Office, the Philadelphia Police Department, and the Philadelphia Prison System - are pleased to submit this application for the Safety and Justice Challenge Implementation Phase to the John D. and Catherine T. MacArthur Foundation. Numerous data-driven reforms are presented in this application that will substantially alter the way in which jails are utilized in Philadelphia, resulting in an overall reduction in the jail population and lessening racial and ethnic and income-based disparities.


At the beginning of the Planning Phase, Philadelphia lacked a comprehensive understanding of who was in the jail, why they were incarcerated, and for how long. The Planning Phase fundamentally changed the way Philadelphia views and understands the criminal justice system and its impact on the jail population.

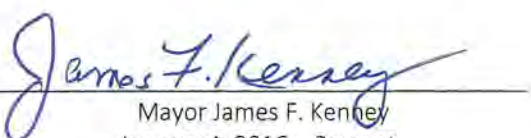
Working closely with Nancy Fishman and Kristine Riley, the technical assistance providers from the Vera Institute of Justice, Philadelphia composed an incredibly detailed, comprehensive system map. The mapping process facilitated a collective procedural understanding that never existed before and fostered a mutual appreciation for the challenges each agency faces daily. Once the system was mapped out in its entirety, potential problem areas were identified and the Planning Team was inspired to delve deeper into the data to complete the planning process.

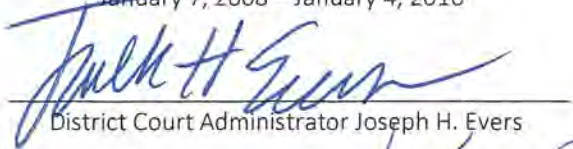
For the first time, jail and court data were merged to create a snapshot of the daily jail population - a tool used to better understand exactly who is in jail and why. The merged database provided an unprecedented level of detail about the jail population. Philadelphia developed a detailed report derived from snapshot data of the jail population on a single day. The universally accepted findings from the snapshot data clarified the drivers of the jail population and served as the impetus for the myriad of strategies proposed by Philadelphia.

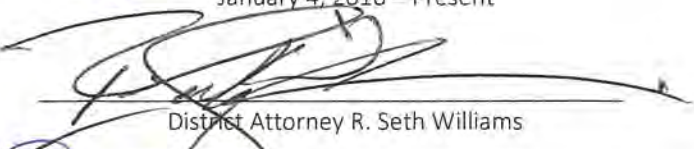
Informed by a more detailed and accurate understanding of the composition of the jail, Philadelphia organized and prioritized efforts through an intensive logic modeling process. Outcomes of importance were identified, and through this process, the Planning Team generated a thoughtful, extensive, and creative set of strategies to achieve an ambitious 34% reduction target over the next three years. The implementation plans (timeline, charters, and tasks and activities lists) reflect an enormous effort on the part of Philadelphia's team to solidify the details and generate the buy-in needed to achieve and sustain lasting, large-scale reform.

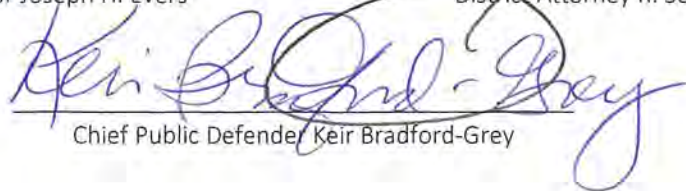
Philadelphia's criminal justice system experienced immense improvement by simply participating in the Planning Phase. There is an unparalleled level of communication and commitment on behalf of all parties to enact these reforms. This application for implementation reflects the thoughtful and unprecedented efforts the criminal justice system has undertaken to comprehensively address the overuse of Philadelphia's jails. Philadelphia is ready for real reform and is committed wholeheartedly to the Safety and Justice Challenge.

  
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Mayor Michael A. Nutter  
January 7, 2008 - January 4, 2016

  
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Mayor James F. Kenney  
January 4, 2016 - Present

  
\_\_\_\_\_  
District Court Administrator Joseph H. Evers

  
\_\_\_\_\_  
District Attorney R. Seth Williams

  
\_\_\_\_\_  
Chief Public Defender Keir Bradford-Grey

MACARTHUR FOUNDATION SAFETY AND JUSTICE CHALLENGE  
IMPLEMENTATION PHASE APPLICATION: PHILADELPHIA

PROPOSAL

**1. Project or Funded activities summary (Abstract) (1,647-character limit) (1,500 Characters)**

*a. Please summarize your two-year jail reform plan, and how you propose to use Foundation funds to effectively implement it.*

Philadelphia proposes a comprehensive reform plan that will safely reduce the city's jail population and the rate of racial, ethnic and income-based disparities across the criminal justice system. Philadelphia's plan, developed through the MacArthur Foundation Safety and Justice Challenge Planning Phase, is comprised of six strategies that are expected to reduce the jail population by a total of 34% over three years. The plan was developed through a collaborative, data-driven process involving all of Philadelphia's criminal justice partner agencies. These six strategies directly address the three main drivers of Philadelphia's jail population: the over-incarceration of pretrial defendants, a lengthy case process, and the incarceration of individuals who violate the terms of their community supervision.

As part of its reform effort, Philadelphia will address the over-incarceration of pretrial defendants (Strategy 1), create efficiencies in case processing (Strategy 2), address violations of community supervision (Strategy 3), reduce racial and ethnic disparities (Strategy 4), address special populations (Strategy 5), and improve cross-system data capacity (Strategy 6).

The City of Philadelphia has committed significant funding to this reform effort, totaling \$883,207 in Year 1 and \$1,196,552 in Year 2. This reflects both new funding and reallocation of existing funds for both the City and First Judicial District of Pennsylvania. To carry out this ambitious proposal as designed, Philadelphia also requests \$2,000,000 in both Year 1 and in Year 2 from the MacArthur Foundation. Funding from the MacArthur Foundation will ensure that Philadelphia can implement its reforms and achieve its 34% jail reduction target in three years.

## 2. Goals (3,313-character limit) (3,311 Characters)

- a. *What is your jail population reduction target, and the rationale behind it?*
- b. *How does your jurisdiction plan to address racial and ethnic disparities?*

### 2A): TARGET

Philadelphia's reform plan proposes an ambitious, yet achievable, jail population reduction benchmark totaling 34% over three years. This target is the product of a rigorous, data-driven planning process. Throughout the Planning Phase, there was an unprecedented level of collaboration between the City and its criminal justice partners: The City of Philadelphia- Managing Director's Office, the Philadelphia Police Department (PPD), the Philadelphia Prison System (PPS), the District Attorney's Office (DAO), the Defender Association of Philadelphia (PD), and the First Judicial District of Pennsylvania (FJD). These agencies worked together to develop a shared vision that represents a paradigm shift in how Philadelphia uses its jails during this era of reform.

The vision for Philadelphia is one in which the criminal justice system becomes data-driven, efficient, and engaged in objective decision-making. For the first time in the city's history, this goal is within reach. Although Philadelphia has the highest incarceration rate of any large jurisdiction in the country, the city has confronted its issues head-on.

Philadelphia's plan involves a six-strategy approach to reduce the rate of jail admissions, lengths of stay (LOS), and the rate of racial, ethnic, and income-based disparity. Philadelphia has pledged significant matching funds to this reform effort. With additional support from the MacArthur Foundation, the City will have the resources needed to enact these important efforts and fundamentally change the way Philadelphia uses its jails.

### 2B): DISPARITIES

Philadelphia has wrestled with the high rate of racial and ethnic disparities in its jail population, and developed a bold plan in response. Individuals of color comprise 72% of the jail population, but only 54% of the city's overall population.

Philadelphia's problem of racial and ethnic disparities begins at the point of arrest and permeates the entire criminal justice system. To address this issue from the point of entry, a two-part approach to **pre-arrest diversion** (Strategy 4) is presented. First, the PPD will train and educate officers to use civil code violations and broaden the range of offenses that are eligible for civil, rather than criminal action.

PPD will also develop and implement a pre-arrest diversion pilot program in two adjoining districts with high rates of racial and ethnic disparity at arrest. Police officers in that area will identify individuals they believe to be first time, low level offenders whose primary need is treatment. Rather than making an arrest, officers will transport individuals to a pre-arrest diversion site for clinical evaluation and referral.

Philadelphia will carry out a comprehensive **implicit/explicit bias training program** for all of the justice partners (Strategy 4). Each agency will participate in a "train the trainer" module and implement a plan to train all agency personnel.

The implementation of a **pretrial risk tool** (Strategy 1A) will introduce objective decision-making to the arraignment process. Reducing the reliance on cash bail with the implementation of meaningful supervision options will reduce disparate outcomes for low income defendants and communities of color.

The expansion of **diversion for narcotic sale cases** (Strategy 5) will reduce recidivism rates and jail admissions for those with felony drug charges who often face disproportionate incarceration rates.

Lastly, for Philadelphia to have an all-encompassing approach, racial disparity data must be regularly reviewed at every decision point. Philadelphia will develop a **racial and ethnic disparity auditing practice** across the entire system that involves the following steps: reporting the Relative Rate Index, reviewing agency data, developing and monitoring internal corrective action, reporting to and oversight by agency leadership (Strategy 4).

### 3. Approach (6,647-character limit) (6,639 Characters)

- a. *What are the main drivers of your jurisdiction's jail population? Please use data to demonstrate.*
- b. *Describe your jurisdiction's Safety and Justice Challenge implementation plan. Please include a description of planned strategies and/or policy changes, including your site's strategy to address racial and ethnic disparities.*
- c. *Why have you chosen this approach? What information do you have to suggest that this approach will meet the goals described in Question 2? If possible, present data to demonstrate that planned activities are likely to achieve your reduction target.*

#### 3A: DRIVERS

The three main drivers of the jail population are the over-incarceration of pretrial defendants, lengthy case processing, and the incarceration of those violating community supervision. Over half (60%) of Philadelphia's inmates are pretrial and half of that group (32% of total) is confined due to a detainer<sup>1</sup> and/or a different hold.

Philadelphia's average length of stay (ALOS), is 95 days - 4 times the national average. The ALOS for pretrial inmates held on cash bail is 147 days (snapshot data described in Q4). Excluding homicide, inmates held on cash bail comprise 12.6% of the jail; 47% of whom could be released by posting \$5,000 or less. That group is predominantly Black/Non-Hispanic (72%). Black/Non-Hispanic inmates had the longest ALOS (216 days) while Whites/Non-Hispanics had the shortest (129 days).

#### 3B: PLAN

Philadelphia's plan includes 6 strategies:

##### 1: Address Over-Incarceration of Pretrial Defendants, 20% reduction

This strategy increases release options, parity in decisions, and reduces jail admissions.

**1A:** The First Judicial District (FJD) will implement a new **pretrial risk tool** developed with historical Philadelphia data to separately forecast the risk of failure to appear and new arrests. In 2009, the Adult Probation and Parole Department partnered with the University of Pennsylvania (Penn) to build a machine learning based risk tool to manage caseloads. The FJD will work with Penn to construct a pretrial tool in an identical manner. A risk profile will be generated for all defendants to inform decisions. The risk tool will introduce objectivity to the release decision, thereby reducing jail admissions, racial and ethnic disparities, and income-based disparities.

**1B:** Pretrial Services will establish a **robust range of alternatives to cash bail** based on risk level. Those who present no risk will be released ROR, while moderate risk defendants will be supervised to varying degrees. All defendants will receive court reminders. Some will check in remotely, while others report in person. A needs assessment will be created and new community partnerships will enable referrals to services. The Electronic Monitoring Unit will be updated and expanded to better supervise people in the community and allow more releases. By developing a supervision plan that considers needs and risk, there will be a reduction in jail admissions, pretrial recidivism, and failures to appear.

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<sup>1</sup> A detainer is a custody hold following the lodging of a warrant as a result of an alleged or known violation of the terms of community supervision, either through re-arrest or violating other court-ordered conditions.

**1C:** A defense representative is currently present when bail is set, but no conversations with counsel occur. The pilot **Pretrial Advocates** program allows the Defender Association of Philadelphia (PD) to conduct interviews prior to arraignment, call families and employers, and advocate for an individual's unique circumstances. This pilot will be evaluated by Penn to assess its distinct impact.

**1D:** Non-violent pretrial offenders with bail at or below \$50,000 will have an **early bail review** (EBR) within 5 days of arraignment (currently 2-3 weeks); thereby releasing more individuals on pretrial supervision. After risk tool implementation, EBR will act as oversight of the tool, shifting focus from low-risk offenders, who will likely be released, to moderate/high-risk, non-violent offenders.

## **2: Create Efficiencies in Case Processing, 18% reduction**

Philadelphia will work to reduce case processing times and expedite releases.

**2A:** The FJD will conduct a **continuance review** by collecting data to identify delays in case processing and work with justice partners to address them. Revisions to felony case assignment and case flow management will reduce the case processing time by 30%.

**2B:** To **expedite plea offers** on felony cases, the Early Resolution (ER) Program will expand to include additional felony charges. A judge will now accept both misdemeanor and felony offers for those in custody with felony cases, disposing of the case prior to preliminary hearing.

**2C:** Philadelphia will address **case processing times for the sentenced population**.

Overall, inmates with a PD have shorter LOS than those with court-appointed or private counsel. The PD will increase its capacity to file early parole petitions for non-PD clients, a release mechanism currently underutilized.

Due to recent case law, many DUI cases previously ineligible for DUI Treatment Court (TC), and thus receiving mandatory minimum sentences, now qualify for custody alternatives through TC or Intermediate Punishment (IP; e.g. house arrest, in-patient treatment). These cases can now be disposed faster through IP and TC.

## **3: Address Violations of Community Supervision, 5% reduction**

**3A:** Philadelphia recently began **expediting cases for individuals arrested while on community supervision**. For those in custody with non-violent felony probation and a new misdemeanor arrest, the PD immediately requests a plea offer from the District Attorney's Office (DAO) to dispose the new case. If accepted, cases are consolidated before the VOP judge in less than 3 weeks (reducing LOS by 6-7 weeks).

**3B:** When a probationer is arrested, even for minor, non-violent offenses, they are often held pending the outcome of the open case. There is a significant population in jail on probation detainers that may be better served in the community. The expansion of Electronic Monitoring units provides **alternatives to incarceration for individuals on community supervision** who pose the least threat to public safety.

**3C:** AMP3 will be modeled on current Accelerated Misdemeanor Programs. AMP3 will allow probation officers to make immediate referrals to **treatment for technical violators with substance abuse issues** rather than issuing a detainer. Absconders in custody are also eligible. Those accepting AMP3 will be released

prior to a VOP hearing to participate in the program and services. The initial target population is low and moderate-risk probationers (both felony and misdemeanor) with expansion into high-risk if successful.

#### **4: Reduce Racial & Ethnic Disparities**

Refer to Q2(b).

#### **5: Address Special Populations, 1% reduction**

**5A:** Philadelphia will **expand diversion for narcotic sales cases**, building public confidence for finding new ways to safely respond to non-violent felony defendants. At present, only 7% of felony cases are diverted, compared to 40% of misdemeanors. The Choice is Yours, Philadelphia's only felony diversion program, providing job skills and placement for young offenders charged with drug-distribution offenses, will be expanded.

**5B:** Philadelphia will provide **continuity of services coordination for individuals with mental illness** (13% of jail population) who can be safely treated in the community. Staff will assist with applications for mental health treatment, housing, and public benefits, as well as scheduling appointments prior to discharge. The goal is to release eligible defendants within 30 days with greater community support.

#### **6: Data Capacity**

CUNY identified the need for increased data-sharing and analytic capabilities. The FJD will increase Philadelphia's data capacity by building a research team to standardize terms and figures, enhance data integrity, and generate reports for this cross-system collaboration.

### **3C. WHY THIS APPROACH?**

Philadelphia's approach to reform was comprehensive and data-driven. Snapshot jail data (detailed in Q4) revealed a substantial number of people who did not need to be incarcerated and excessive LOS. Due to the complexity of the drivers, numerous initiatives were required to reduce jail admissions, provide alternatives to jail, uncover the reasons for disparate incarceration practices, and reduce case processing times.

#### **4. Results (13,313-character limit) (13,178 Characters)**

- a. *If awarded implementation funding, what is the vision for how your jurisdiction's criminal justice system will change and in what time frame?*
- b. *How will you know that this vision for success has been achieved and what indicators of success will you track along the way?*

#### **4A) VISION FOR CHANGE**

The overall vision for Philadelphia is one of systemic change in which the criminal justice system becomes data-driven, efficient, and engaged in objective decision-making. It is expected that this will produce tangible changes in policy, practice, and organization that will impact the jail population. There will also be a notable cultural change in how business is conducted in Philadelphia, increasing the level of fairness and procedural justice across the system.

In addition to altering the way decisions are made, there are specific changes expected to occur over the coming three years: Philadelphia's criminal justice partners will implement and enact the first racial and ethnic disparity audit, which will yield a reduction in racial disparity across the system; Pretrial Services will increase alternatives to cash bail for pretrial defendants; and several initiatives will result in shorter LOS for people who are incarcerated. Collectively, the strategies will produce a more efficient process, sending fewer people to jail for shorter periods of time. This evolution will undoubtedly continue beyond the three-year timeline of this reform plan.

Implementation will bring about important structural and organizational change in Pretrial Services. With the presence of a risk tool at arraignment, fewer individuals will be sent to jail, racial, ethnic, and income-based disparities are expected to decrease, and fewer finite resources will be expended on individuals who present no risk to public safety. Pretrial Services will be restructured in order to effectively supervise defendants who pose risk and determine what the appropriate response may be in lieu of incarceration. Pretrial Services will engage in new practices with the addition of a needs assessment tool. The risk level, paired with the needs assessment results will allow Pretrial Services to refer individuals to resources, training, housing, education, and treatment when appropriate. By making such referrals, individuals may be less likely to recidivate, both while in pretrial status and in the future.

Beyond arraignment, a more mindful approach to case processing will provide timely resolutions to cases, thereby reducing the period of time an individual is incarcerated. For the first time, the courts will monitor continuances to explore why cases may be delayed in reaching disposition. With those data available, changes will be made to ensure cases are not unnecessarily continued. Similarly, the expansion of diversion programs will provide more expedient resolutions to cases for individuals that would otherwise face a lengthy case-processing period. Additional options will be presented to offenders who may otherwise be detained prior to trial due to felony narcotics charges, DUI charges, or technical violations of community supervision. The addition of staff at the jails to assist those deemed seriously mentally ill will expedite releases by ensuring that insurance and benefits are in place, and housing arrangements are secured.

#### **4B) INDICATORS OF SUCCESS**

Philadelphia aims to regularly collect and analyze data on numerous indicators for each initiative so that progress can be monitored and changes can be made as needed. As part of Strategy 6, these data will be made available regularly to members of the Implementation Team (membership described in Q6), strategy-specific subcommittees of the Implementation Team, and agency leadership.



High-level indicators of success will be: reduction in the jail population, fewer jail admissions, shorter LOS, and less racial/ethnic disparity across the system. Indicators specific to each strategy that will be monitored are outlined below.

Strategy 1:

- Reduced Admissions to Jail for Low and Moderate Risk Individuals
- Increased Appearance Rates
- Decrease Pretrial Re-Arrest Rate
- Reduced LOS By Risk Level
- Reduced Rate of Racial and Ethnic Disparities
- Increased Number of Individuals in Each Pretrial Release Category
- High Risk Tool Release Concurrence Rate
- Increased Compliance with Pretrial Conditions
- Average Bail Amount Reduced by 20%
- LOS Reduced by 17.5% for Those Held on Bail
- Admissions Reduced by 25%
- Effectiveness of Pretrial Advocates Program Based on Evaluation
- 80% Rate of Release at 5 Day Review
- Results of 5 Day Bail Review Decisions

Strategy 2:

- LOS Reduced by 30%
- Decrease Days to Disposition by 60 Days
- Decrease Time Between Continuances by 60 Days Total
- Decrease Disparities in LOS
- More Efficient Case Processing Practices
- Number of Cases Resolved in Early Resolution (ER)/Year.
  - Misdemeanor- 321
  - Felony- 300
- Reduced LOS by 72% for Misdemeanors and 77% for Felonies in ER
- Decrease Days to Disposition from Preliminary Arraignment in ER
  - Misdemeanors-55 days
  - Felonies- 113 days
- LOS Reduced for Court Appointed and Private Counsel Parole Petition Cases by 49 Days
- Increased Number of People Released on Early Parole- 675/Year
- LOS Reduced for DUI Sentenced Population by 30, 80, and 270 Days
- Reduction in LOS of Pretrial Cases Awaiting Trial on DUI

Strategy 3:

- Reduction in LOS for 375 Individuals/Year with Detainers and New Misdemeanor Cases
- Reduction in LOS for Those with Detainers and New Misdemeanor Cases by 84%
- Reduction in LOS for 548 Individuals/Year Awaiting Final Disposition on VOP Hearings
- Reduction in LOS for Individuals Awaiting Final Disposition on VOP Hearings by 75%
- Reduction in Detainer Population by 180 Individuals on a Given Day
- Reduction in Admissions to Jail for Those with Technical Violations by 18 Individuals/Year

- Quicker Release for Individuals Detained on Absconder Warrants for Technical Violations by 386 Individuals/year
- Reduction in LOS for Individuals in AMP3 by 90%
- Reduction in Technical Violations of Probation by Successful AMP3 Graduates
- Reduction in Detainers Overall

Strategy 4:

- Reduction in Criminal Summary Cases by 75%
- Increase in Cases Diverted from Criminal to Civil by 10,114/Year
- Reduction in Arrests for Identified Charges in Pre-Arrest Diversion Pilot Districts by 50%
- Reduction in Arrests in Pilot District by 841/year
- Reduced Arrest Rates for People of Color in Pilot Districts
- Improved Police/Community Relations in Pilot Districts
- Staff Who Report Improved Awareness of Bias
- Survey Responses Indicating Reduced Bias
- IAT Scores Indicating Reduced Bias
- Reduction in the RRI numbers at All Decision Points
- Case Review Outcomes Resulting in Operational Changes
- Responses to Quarterly Reports Indicating Systematic Adjustments

Strategy 5:

- Increased # of Felony Cases Diverted by 50/ Year
- Decreased 1-Year Recidivism Rates for TCY participants by 50%
- Increased # of TCY Participants Employed by 35/Year
- Decreased # of Pretrial Felony Holds by 50/Year
- Decreased # of County Sentences by 42.5/Year
- Increased Skills and Employability of TCY Participants
- Increased Public Safety by Conserving Prosecutorial Resources
- Reduced LOS for TCY Participants by 85%
- 125 Participants in Continuity of Services Coordination (CSC)/Year
- 87 CSC Participants with Benefits Suspended while at PPS, but all 87 are Restored upon Release
- 38 New Benefits Granted to CSC Participants/ Year
- 125 CSC Participants/Year Connected with Mental Health Treatment upon Release

Strategy 6:

- Two Full-Time Researchers Working on SJC Efforts by 7/2016
- All Implementation Team Meetings Informed by Data Reports Beginning 10/2016
- Established Process for Standardizing Terms and Figures Completed by 12/2016
- Shared Data Forum Created by 1/2017
- Users Able to Access Shared Data Forum by 2/2017
- RRI Generated at Key Decision Points and Made Available by 1/2017
- Collective Plan for Data Integrity Practices by 10/2016

## IMPACT CALCULATIONS

Philadelphia's overall SJC jail population reduction target is 34% over three years. This ambitious benchmark includes a 10% overlap discount for initiatives that impact the same populations.

For purposes of identifying target populations and preparing impact calculations, Philadelphia used multiple sources of data. Philadelphia's Data Workgroup prepared a comprehensive Jail Population Snapshot Report analyzing the jail population on July 30<sup>th</sup>, 2015. Data from this snapshot were used to estimate impact for many of the initiatives. When annual capacity for a particular initiative was a limiting factor, Philadelphia used those data to identifying target populations and compute impacts. The Average Daily Population figure used for the impact calculations is 8,082 — the population in the jail on 7/30/15.

Philadelphia determined the impact of its strategies using the methodology provided by the National Institute of Corrections. (ROBERT C. CUSHMAN, NATIONAL INSTITUTE OF CORRECTIONS, PREVENTING JAIL OVERCROWDING: A PRACTICAL GUIDE (2002), <http://nicic.gov/library/016720>.)

- When the strategy utilizes snapshot data, the following two-part formula is used to calculate the number of beds saved on a given day:
  - Part 1: Number of People in the Target Population X 365 days ÷ ALOS = Number of Annual Admissions for that Target Population
  - Part 2: Number of Annual Admissions for that Target Population X Expected Number of Days Saved ÷ 365 = Beds Saved on a Given Day
- When the strategy utilizes annual admissions data, only the second part of the above formula is necessary.

### Overall Totals:

- The combined total of the impact of all 6 initiatives is a 44% reduction in the jail population
  - 20% from Strategy 1
  - 18% from Strategy 2
  - 5% from Strategy 3
  - 1% from Strategy 5
- After the 10% overlap discount, **Philadelphia's total jail population reduction target is 34%** (44%-10%)

### Strategy 1: Addressing Over-Incarceration of Pretrial Defendants

- Target Population: 1,644 (85% of 1834) (Those in custody on pretrial only holds, pretrial held without bail, and pretrial held without bail post arraignment (excluding homicide and violent offenses.)
  - To estimate the impact of the Pretrial Risk Tool, the proportion of defendants assigned to the low and moderate risk category by APPD's Risk Assessment was used as a proxy population for those who would be eligible for release using the Pretrial Tool (85%).
- ALOS: 175 days
- Days Saved: 175
- Utilizing the two-part formula for snapshot data, the number of beds saved on a given day is 1,644 which represents **20%** of the jail population (1,644/8082 ≈ 20%).
  - All four initiatives included in Strategy 1 will address the same target population, and together will ensure that Philadelphia reaches this target.

## Strategy 2: Creating Efficiencies in Case Processing

- **2A: Continuance Review**
  - Target Population: 3655 (Individuals in custody on a given day with Common Pleas case in one of ten confinement categories.)
  - ALOS: 200
  - Days Saved: 60 (30% reduction in the ALOS)
  - Utilizing the two-part formula for snapshot data, the number of beds saved on a given day is 1097 which represents **13.6%** of the jail population ( $1097/8082 \approx 13.6\%$ )
- **2B: Expedited Plea Offers**
  - Target Population: 188 (67 with Misdemeanors and 121 with Felonies) (A subset of the Pretrial Only population based on the lead charge as identified by the DAO.)
  - ALOS: 76.4 for Misdemeanors and 147 for Felonies
  - Days Saved: 55 for Misdemeanors and 113 for Felonies
  - Utilizing the two-part formula for snapshot data, the number of beds saved on a given day is 141 (48 for Misdemeanors + 93 for Felonies) which represents **1.7%** of the jail population ( $141/8082 \approx 1.7\%$ )
- **2C: Sentenced Populations**
  - Target Population: 1167
    - 675 individuals in the Early Parole Petitions Initiative (Individuals who will be granted early parole due to the PD filing their petition. It is expected that 787 additional petitions will be filed per year, with an 88% success rate.  $88\% \text{ of } 767 = 675.$ )
    - 494 Individuals in DUI IP (Individuals who will experience a reduction in their ALOS due to a change in the sentencing policy for DUI cases previously subjected to a mandatory minimum sentencing statute. 94 Individuals with a 1-month mandatory, 337 individuals with a 3-month mandatory and 63 individuals with a 12-month mandatory.)
  - ALOS: 214 for the Parole Petitions Initiative and 217 for the DUI IP.
  - Days Saved:
    - Parole Petitions Initiative: 49
    - DUI IP
      - 1-Month: 30
      - 3-Month: 80
      - 12-Month: 270
  - Utilizing the one-part formula for admissions data, the number of beds saved on a given day is 219 (Number of beds saved for Parole Petitions, 91; Number of beds Saved for DUI IP, 128 (8 for 1-month, 74 for 3-month, and 47 for 12-month).)
  - 219 beds represents **2.7%** of the jail population ( $219/8082 = 2.7\%$ )
- Combining the impacts of all initiatives in Strategy 2, the overall impact is **18%** of the population ( $13.5\% + 1.7\% + 2.7\% \approx 18\%$ )

## Strategy 3: Addressing Violations of Community Supervision

- **3A: Expediting Cases for Individuals Arrested While on Community Supervision**
  - Target Population: 375 (The number of individuals per year in custody for a new misdemeanor arrest and are detained due to a potential direct violation of probation on a non-violent felony case.)
  - ALOS: 110
  - Days Saved: 92
  - Utilizing the one-part formula for admissions data, the number of beds saved on a given day is 95 which represents **1.2%** of the jail population ( $95/8082 \approx 1.2\%$ )

- **3B: Alternatives to Incarceration for Individuals Arrested While on Community Supervision**
  - Target Population: 240 (Those with a Pretrial Paid + County Detainer status and those in Pretrial Not Paid + County Detainer status that could be released on EM.)
  - ALOS: 160 Days
  - Expected Number of Days Saved: 120
  - Utilizing the two-part formula for snapshot data, the number of beds saved on a given day is 180 which represents 2.2% of the jail population ( $180/8082 \approx 2.2\%$ )
- **3A: Treatment for Technical Violations with Substance Abuse Issues**
  - Target Population: 115
  - ALOS: 104 days.
  - Days Saved: 104 (for 5 people) & 94 (for 110 people)
  - Utilizing the two-part formula for snapshot data, the number of beds saved on a given day is 104 which represents 1.3% of the jail population ( $104/8082 = 1.3\%$ )
- Combining the impacts of all three initiatives in Strategy 3, the overall impact is approximately 5% of the population ( $1.3\% + 2.2\% + 1.2\% \approx 5\%$ )

#### Strategy 5: Addressing Special Populations

- **5A: Expanding Diversion for Narcotic Sale Cases**
  - Target Population: 50 (Program capacity of 50 individuals per year charged with felony Possession with Intent to Deliver that have no previous felony convictions or violent arrest history.)
  - ALOS: 108
  - Days Saved: 108
  - Utilizing the one-part formula for admissions data, the number of beds saved on a given day is 15 which represents 0.2% of the jail population ( $15/8082 \approx 0.2\%$ )
- **5B: Implementing Continuity of Services Coordination for Individuals with Mental Illness**
  - Target Population: 125 (Program capacity of 125 individuals per year in the SMI Population that can be safely treated in the community.)
  - ALOS: 188
  - Days Saved: 159
  - Utilizing the one-part formula for admissions data, the number of beds saved on a given day for the is 54 which represents approximately 0.7% of the jail population ( $54/8082 = 0.7\%$ )
- Combining the impacts of these two initiatives in Strategy 5, the overall impact is approximately 1% of the population ( $0.2\% + 0.7\% \approx 1\%$ )

**Overlap:** A 10% discount is used to account for overlap in the target populations:

- Overlap Between Strategy 2 and 1= 6%
  - 32% Overlap between Strategy 2A and 1: 4% (32% of 14%)
  - 100% Overlap in the Strategy 2B (misdemeanors) and 1= 1%
  - 50% Overlap in Strategy 2B (felonies) and 1= 1% (50% of 1.7%)
- 50% Overlap between Strategy 5 and 1= 0.5% (50% of 1%)
- 50% Overlap between Strategy 3 and 2= 2.5% (50% of 5%)
- 50% Overlap between Strategy 3A and 3B= 0.5% (50% of 1%)

## **5. Context/Opportunity (9,980 character limit) (8,765 Characters)**

- a. Why is now the best time to engage in jail reform in your jurisdiction? What impact has the planning process had on the context in which you're working?*
- b. What challenges do you anticipate? And, how will you overcome them?*
- c. How does this proposal complement other ongoing work in your jurisdiction?*

### **5A: Why Now**

Philadelphia's struggle with a bloated jail population is not new. What is new, however, is the motivation and level of cooperation by the criminal justice partners, and the new leadership to see needed reforms implemented effectively.

Thanks to the Planning Phase of the Safety and Justice Challenge, the City's criminal justice partners have, for the first time, experienced sustained cooperation around the common goal of reform. While this attitude of cooperation existed prior to the planning phase, weekly team meetings and the development of the implementation plan fortified the working relationship between the justice partners. Several members of the planning team have cited a greater understanding of other aspects and processes within the criminal justice system, which has fostered a better appreciation for the system as a whole and a more unified vision for system change. Exercises such as system mapping, as well as a collective review of the decision points, were instrumental in cultivating this understanding.

This sustained effort, and the collaborations it fostered, has already had a concrete impact on the jail population. Since beginning the planning process, Philadelphia's population has dropped significantly. As of January 5<sup>th</sup>, 2016, the jail population totaled 7,533, a notable decrease from the 2015 ADP of 8,139 and the July 30, 2015 snapshot's population of 8,082. The criminal justice partners were so intently focused on reform and improving the system that they did not want to wait for the conclusion of the planning phase. The sizable reduction in the jail population, the lowest it has been in over ten years, can be directly attributed to the efforts of the criminal justice partners that have been facilitated through the SJC collaboration and speaks to the culture change that has taken place in Philadelphia.

Additionally, the development of this plan required consensus from all of the criminal justice partners on the steps needed for reform and setting priorities. The planning process itself requires agreement on what that reform would look like, how it will be implemented, and how it will be funded.

The leadership in place in each criminal justice partner agency has championed this work. The ongoing commitment from the District Attorney and the First Judicial District, including the Administrative and President Judges as well as Court Administration, has been apparent since the application to the Planning Phase. Since then, a new Director of Pretrial Services was brought on board to reform that division of the FJD. A new Chief Defender was appointed at the Defender Association during the planning phase, and she has exhibited a high level of engagement since her first day in office.

Furthermore, the incoming Mayoral administration has shown an unwavering level of support to continue the work of the previous Administration. This support includes pledging of financial resources, which are outlined in the budget narrative, and shows an alignment with policy positions that were articulated throughout the campaign. Additionally, the Director of Public Safety, Michael Resnick, whose office was the

recipient and administrator of the planning grant, has been retained by the new Administration as Interim Prisons Commissioner, replacing the retiring Prisons Commissioner.

Lastly, the Philadelphia City Council, and its leadership are dedicated to criminal justice reforms. To that end, City Council unanimously supported the creation a Special Committee on Criminal Justice Reform designed to play a critical role in our ongoing public engagement strategy. The Implementation Team and Philadelphia City Council leadership agree that meaningful and long-lasting reforms cannot be achieved without effective community engagement. The Special Committee on Criminal Justice Reform will be coordinating with the Implementation Team throughout a series of public hearings to build grassroots support for proposed reforms from neighborhoods across Philadelphia (detailed in the proposal supplement).

### **5B: Challenges**

Leadership of the justice partners has been on board and engaged from the beginning of the planning process. However, generating buy-in agency wide will be a significant undertaking for all agencies. Educating the individuals that work with the target population on a daily basis, including the judiciary, prosecutors, defense attorneys, police officers, pretrial officers, correctional officers, and probation officers is a considerable task. The gravity of cultural change included in Philadelphia's implementation plan will not be self-executing; strong leadership is needed to ensure that the reforms are exacted at every level of the process. Philadelphia is committed to making these changes, and recognizes the need for training, sharing data, and monitoring outcomes to guarantee bold ideas translate into bold action.

Central to this process is the availability of data to guide policy. As Philadelphia works toward evidence based decision-making, there will be many trials in obtaining the necessary data points. Data required for initiative outcomes stem from several databases, housed by different agencies. Current data-sharing practices will need to be refined and expanded, while new data-sharing protocols will have to be established by the justice partners. Given the problems associated with criminal justice data maintained in separate silos, pulling together the data for indicators will be a challenging and time-intensive process. While the Planning Phase laid a solid foundation upon which to build, there is a great deal of work required to generate information on the indicators to monitor the progress of all SJC reforms. All agencies have committed to distributing relevant data to enable the SJC Research Team to create regular reports for the Implementation Team (membership described in Q6), strategy-specific subcommittees of the Implementation Team, and agency leadership.

Furthermore, in implementing new programs and procedures, the criminal justice partners will be challenged to ensure they are carried out as designed and have the anticipated effect on the system and the jail population. Philadelphia developed its reform plans by looking deeply at local data and using first-hand knowledge of the system. The partners identified target populations that could be released from custody without jeopardizing public safety, and designed new programs that are both feasible and that will positively impact the jail population. As with any major programmatic change, it will be a challenge to ensure that these new programs and procedures are implemented with fidelity, and that they have the intended effect without risking community safety. However, Philadelphia's collaborative approach to the planning process will carry over into the implementation phase, addressing any challenges that arise collectively.

It is important to acknowledge that Philadelphia is undergoing a mayoral transition. James Kenney, a former City Councilman, was sworn in as the ninety-ninth mayor of this city on January 4<sup>th</sup>, 2016. A change of this magnitude can always be a challenge, but no disruption is expected in the work of the Safety and Justice Challenge for several reasons. First, the majority of the Planning Team, as well as the leadership of the Criminal Justice Advisory Board, is not under mayoral control and will remain intact. Further continuity will be ensured by retaining the staff in the Managing Director's Office that guided the planning process. Julie Wertheimer and Rachael Eisenberg will continue staffing the Safety and Justice Challenge and maintain continuity during implementation. The incoming Kenney administration has pledged unwavering support – including financial commitments outlined in the budget narrative –and wholeheartedly embrace other collaborative criminal justice reform efforts. Furthermore, individuals in the Kenney administration have been involved with the planning effort since the election on November 3<sup>rd</sup>, 2015 and fully support the proposals contained in Philadelphia's plan.

### **5C: Ongoing Work:**

The Safety and Justice Challenge efforts complement other ongoing and recent endeavors to reform Philadelphia's criminal justice system. While the SJC in Philadelphia focuses on the pretrial population and subsequent court processes, reforms are also being undertaken at other points in the system. A number of Philadelphia agencies, including the First Judicial District, District Attorney's Office, the Defender Association, the Philadelphia Prison System, and the Managing Director's Office are in the process of implementing a demonstration project through the US Department of Justice's Second Chance Act grant program. The collaborative effort focuses on reentry, and is experimenting with beginning the reentry process at sentencing to provide continuity from pre-release to post-release. Other innovative programming is being tested as well, including a housing pilot for those participants who have housing issues as identified by a needs assessment. The success of this demonstration project heavily relies on cooperation and coordination among the justice partners.

Additionally, the City of Philadelphia has been participating in the National League of Cities' Juvenile Justice Reform Effort to examine gaps in the juvenile justice system. There is a strong focus on both the standardization of data and ensuring better communication and compatibility between multiple systems within the juvenile justice system, including delinquency and dependency databases. Again, this effort is only possible through the unified effort of First Judicial District- Family Court, the Philadelphia Police Department, the Department of Human Services and its Juvenile Justice centers, as well as the juvenile divisions of both the District Attorney's Office and the Defender Association.

There are several other examples of multi-agency cooperation around reform efforts, including a school diversion program led by the Philadelphia Police Department and the Philadelphia Reentry Coalition lead by the Managing Director's Office. Continuing with the Safety and Justice Challenge through implementation would further galvanize these efforts.



## **6. Leadership (3,313-character limit) (3,309 Characters)**

- a. Who will be the lead agency for this project and why is this agency best positioned to lead your jurisdiction through implementation?*
- b. What other organizations or individuals will participate in implementation? Are all these entities committed to sharing data as outlined in the letter of intent uploaded with this application?*
- c. How would you characterize the roles, expertise, and experience of your full team engaged in this project?*
- d. How would you describe the level of commitment from the other relevant criminal justice agencies that will be involved in the implementation of your jurisdiction's reform plan?*

The Philadelphia County Criminal Justice Advisory Board (CJAB) will oversee the Implementation Phase from a governance level, while the City of Philadelphia Managing Director's Office (MDO) will continue to administer the grant. The CJAB is a group of top-level county officials that address criminal justice issues from a systemic and policy perspective. The CJAB's membership is comprised of principal leadership with the authority and credibility to affect the delivery of criminal justice/public safety on the county and local levels. CJAB will oversee implementation, while the SJC Implementation Team will carry out the day-to-day work (membership detailed in the Proposal Supplement).

The SJC Implementation Team (formerly the SJC Planning Team), is comprised of key, seasoned leaders in each of the criminal justice agencies. Regular participants include the Chief of the Adult Probation and Parole Department, the Director of Pretrial Services, Deputy Court Administrators for both Municipal Court and the Court of Common Pleas, a Deputy Police Commissioner, a Deputy Prisons Commissioner, the City's Director of Public Safety, the Director of Alternative Sentencing for the Defender Association, and the Deputy District Attorney for Pretrial. This group, although not exhaustive, reflects both the expertise and authority that will be guiding implementation.

Members of CJAB and the SJC Implementation Team are committed to carrying out this reform effort with the same level of engagement and cooperation as the Planning Phase.

The MDO will continue to dedicate staff and play a leadership role in coordinating the work of implementation as well as other related criminal justice reform efforts. The MDO will maintain its administrative function, as it will continue to serve as the fiduciary. The MDO is in the best position to serve as lead agency because it has a demonstrated capacity to successfully manage large multi-agency grants. The MDO is the lead agency on the SJC Planning grant as well as other large-scale initiatives, and has control over the jails and the police department.

The designated staff members, Julie Wertheimer and Rachael Eisenberg, have been intimately involved in the planning phase, and possess both grant management and administrative capacity to facilitate implementation. Julie Wertheimer, who has been a site liaison, will continue as SJC Project Director. Ms. Wertheimer has previously played a lead role in the National League of Cities' Juvenile Justice Reform Effort for Philadelphia. She is currently directing the Second Chance Act grant and Philadelphia's participation in the National Forum on Youth Violence Prevention from the Department of Justice. She also serves on several subcommittees of CJAB. These endeavors reflect her experience and ability to work collaboratively with the criminal justice partners as well as exemplary grant management skills. Rachael Eisenberg will continue her role as Project Manager of the SJC. She has diligently coordinated the planning phase and has facilitated the high level of collaboration necessary to develop Philadelphia's reform plan. Prior to this role, Ms. Eisenberg worked for both the Defender Association and the First Judicial District doing program

development and implementation. In her role at the Defender Association, she worked closely on Juvenile Indigent Defense and Disproportionate Minority Contact reform efforts through Models for Change.

All of the criminal justice partner agencies are committed to implementation and to sharing data as outlined in the letter of intent uploaded with the application. The data collection staffing and functions related to implementation will also be administratively located at the First Judicial District. All agencies involved in implementation will share data with the new SJC Research Team as necessary to carry out implementation.

## **7. Policy Implications (6,647 character limit) (6,644 Characters)**

- a. *What are the legislative or administrative policy implications (if any) of this project? Are there hurdles that will need to be overcome?*

Given that the target population for this reform effort is solely under the jurisdiction of Philadelphia County, no major legislative or administrative policy hurdles are expected. To date, there are no laws preventing and no legislation needed for the implementation in this plan. However, implementation will cause significant policy changes within the criminal justice partner agencies.

Some changes fall squarely within one agency. Since the necessary agency leadership has committed to these policy changes through the planning process, they can be implemented without obstruction.

The Police Department (PPD) will shift from issuing criminal summary citations for certain offenses to issuing civil code violations. A policy for issuing civil code violations already exists within PPD. Therefore, all that is needed to initiate the policy change is a directive from leadership to officers in the field, and training of those officers. This policy change will be swift, but will have an enormous impact on police-community relations and racial and ethnic disparities.

PPD will also implement a Pre-Arrest Diversion Pilot Program which involves a significant policy change within two high crime districts with high rates of racial and ethnic disparities. Officers in the area will identify individuals they believe to be first time, low level offenders whose primary need is treatment. Rather than making an arrest, officers will transport individuals to a diversion site for clinical evaluation and referral. PPD leadership has committed to this policy change and once all of the necessary protocols are established, they will issue a directive to officers in the two pilot districts.

In addition, there are no hurdles facing the policy changes within Pretrial Services. Pretrial reform has been underway for some time. During the Planning Phase, the Pretrial Services Warrant Unit was dissolved and transferred to the purview of the Sheriff. The process for release from jail to EM was also revised, significantly reducing inmates' time to release.

More policy changes are expected within the First Judicial District (FJD) surrounding arraignment and pretrial supervision. The new pretrial risk tool will affect the manner in which arraignment decisions are made and subsequently reviewed. A risk forecast will be produced to aid the Arraignment Court Magistrate in choosing the best pretrial release condition. Alternative pretrial release conditions will be created to better manage the pretrial population based upon risk level, while greatly reducing the reliance on cash bail. A needs assessment tool will be created and administered to those requiring supervision while in pretrial status. These new conditions will require protocol revisions for defendant supervision, data collection, and reporting.

For other policy changes, the strength of the collaborative of the criminal justice partner agencies is essential to the success of the effort. While consensus has been reached with regards to the policy changes needed, there is still collective work to be done to ensure that all agencies are coordinated in this effort.

The Defender Association (PD) will launch a pretrial interviewing program. Newly hired defense advocates will conduct interviews prior to preliminary arraignment via telephone or closed circuit television with individuals located at the police district. Through cooperative agreements with the PPD, District Attorney's

Office (DAO), and FJD, the PD will be able to conduct interviews and advocate for their clients without causing delays in the preliminary arraignment process.

Philadelphia will also enact a new early bail review hearing program. All partners will collaborate to define eligibility criteria and procedures. The FJD will then list matters before a Municipal Court Judge within 5 days after preliminary arraignment, while defense counsel will adjust their interviewing practices to ensure they are able to interview clients in the short timeframe.

The FJD and other partners will revise policies surrounding case processing. For the first time, continuance data will be collected and reviewed by the FJD, and procedural changes will be recommended to reduce any potential delays in case processing. These modifications will likely impact multiple agencies including the FJD, PD, and DAO. As a group, the partners will work towards a comprehensive plan to reduce the number of continuances, the time between continuances, and the overall time to disposition on felony pretrial cases. One potential policy change is to expedite the time it takes for a felony case to be sent to and processed in the pretrial courtroom. To enhance case preparation and reduce continuances, the PD will also assign cases to a single attorney through final adjudication.

In addition, Philadelphia will address case processing delays with the expansion of existing programs. The Early Resolution Program will be expanded to provide and earlier opportunities for plea offers in felony cases. DUI Treatment Court, the Intermediate Punishment Program, and the PD's Parole Petitions Program will all be expanded to reduce the ALOS for sentenced defendants. These programs are already in existence and will expand to reach a greater number of individuals.

The detainer programming laid out in this proposal will require amended policies in multiple areas of the criminal justice system. Judges, the ultimate arbiter of a potential violation, will be asked to turn over some of their control to an intermediate step in the process where a resolution to the matter may be achieved before it even reaches their docket. Attorneys will be called upon to be more proactive in determining the fastest path through the legal labyrinth, while court administrators will have to find flexibility in their scheduling system to work with these shortcuts. Probation will be tasked with the new challenge of finding a middle ground between compliance and non-compliance while agreeing to electronic monitoring or alternative programming in appropriate cases.

Support for this reform effort among all of the criminal justice partner agencies remains high. In fact, some of the work surrounding detainers has already been accomplished. During the Planning Phase, the DAO and PD noticed a problem with case processing times for new misdemeanor cases with defendants who also had a holding felony detainer. Rather than waiting for the normal scheduling process for the new arrest (6-8 weeks), the DAO and PD developed and implemented a streamlined process in collaboration with the FJD.

Furthermore, the DAO, PD, and FJD will increase opportunities for felony diversion. The expansion of the Choice is Yours Program will serve as the impetus for greater attention and commitment to felony diversion across the system.

The PD, in collaboration with the Department of Behavioral Health, will provide services to inmates with mental illness to secure community supports and expedite their release from custody. Located at the Philadelphia Prison System, social workers will create new linkages to community services to ensure that mentally ill inmates can safely transition out of custody.

Lastly, an overarching policy implication is the shift to evidence based decision making. Philadelphia is expecting to navigate implementation using data relevant to each strategy. The criminal justice partners will systematically assess data, with a particularly detailed review related to the racial and ethnic disparity data. Agencies have committed to enacting policy changes based on the review of the racial and ethnic disparity data, and to report regularly on their progress. The consistent reliance upon data to inform decisions will become standard procedure as Philadelphia takes strides toward becoming a data-driven jurisdiction.

## **8. Learning (3,313-character limit) (2,713 Characters)**

- a. *What is the most important thing you expect to learn during the implementation of your jurisdiction's reform plan?*

The Safety and Justice Challenge will foster many learning opportunities for Philadelphia's criminal justice agencies. Through the Planning Phase, an overreliance on jails and excessive lengths of stay have been documented and accepted by all justice partners. The comprehensive, data-informed set of strategies presented in the implementation plan will have a far-reaching impact on all stages of the criminal justice system in Philadelphia.

The criminal justice system will learn to utilize data to influence decisions and policies throughout the criminal justice system, and for the first time, better understand exactly how Philadelphia overuses its jails and why racial and ethnic disparities exist. Having improved data capabilities enables a shift from a reactive response to a proactive approach to problems in the system. Although some data have been tracked and used in decision making and policy implementation in the past, current resources to do this on a larger scale and in a more efficient manner are lacking. The additional resources acquired as part of the Implementation Phase will facilitate and enable knowledge acquisition as to how the dependency on jails in Philadelphia is perpetuated.

If awarded the implementation funding, all justice partners will learn how to collectively function through increased data sharing practices, rather than operating as individual agencies. Constant collaboration will allow the review of data from each agency and guide decisions using a holistic approach. This learning prospect permits Philadelphia to implement substantial systemic change structurally, organizationally, and culturally.

Philadelphia will also have the chance to study data never utilized previously to guide justice system practices. This affords Philadelphia the opportunity to examine the reasons for excessive length of stays, and then apply corrective measures. The data will also reveal where racial disparities exist in the system and provide insight as to the best way tackle this very complex issue. Only after the data inform the justice partners of their overreliance on jails can the system enact changes that begin to curb Philadelphia's racial and ethnic disparities.

Additionally, Philadelphia will utilize historical data to build an empirically derived instrument to predict risk of recidivism and flight for defendants in pretrial posture. This will steer pretrial supervision practices and have immense impacts on pretrial defendants and the jail population. Using data to build this instrument and then employing data to illustrate how the instrument is affecting the justice system is critical and ties in to the continued learning of how data should inform decisions.

In sum, data have already revealed that Philadelphia overuses its jails, which has enormous impact on those who are incarcerated. However, to best address the root causes of jail overcrowding, Philadelphia will obtain a more detailed and data-informed understanding of the population, especially with a lens towards racial, ethnic, and economic disparities. This will drive effective, meaningful reforms and long-lasting change in the city's criminal justice system.

## **9. Sustainability/Next Stages (3,313-character limit) (3,129 Characters)**

- a. *What from this project or these funded activities (if anything) do you expect to spark interest in replication by other jurisdictions?*
- b. *Which aspects of your proposal do you plan to sustain over the long-term, and after the grant concludes?*

### **9A: MODELS FOR REPLICATION**

Philadelphia is proposing to tackle three major challenges faced by jurisdictions nationwide. If successful, these projects have potential for replication throughout the country.

**Alternatives to cash bail.** Philadelphia recognizes the need for alternatives to cash bail that prove to be effective, safe mechanisms that ensure defendants to show up to court and abstain from reoffending. Philadelphia's plan involves the development of a risk assessment tool, supervising individuals in the community with a robust range of release conditions, implementing a needs assessment tool, developing a system of meaningful pretrial advocacy, and providing automatic bail review hearings. If the efficacy of the release conditions and the accuracy of the risk tool can be demonstrated empirically, this multifaceted model of pretrial practice can be instructive for other jurisdictions.

**Racial and ethnic disparity.** Every jurisdiction lives with the issue of racial and ethnic disparities, but few have devised effective, clear ways to address it head-on. Philadelphia's multi-pronged approach to racial and ethnic disparities involves pre-arrest diversion, implicit/explicit bias training and a racial and ethnic disparity auditing practice. Many other jurisdictions that struggle with this issue may learn from Philadelphia's model involving data and education to inform practice, change policy, and increase awareness to reduce racial and ethnic disparities.

**Responding to defendants with multiple cases and community supervision.** Philadelphia's Implementation Plan directly addresses the practice of detaining individuals with prior open cases. Although this issue is not often a matter of public discourse, those who work in criminal justice systems across the country recognize that it is a significant challenge that has a direct impact on the jail population. Philadelphia's proposal involves diversion for individuals with technical violations of probation, electronic monitoring for certain categories of probationers, and a system of case consolidation that significantly reduces case processing times. Many jurisdictions will likely welcome ways in which alternatives to jail such as diversion and electronic monitoring can be employed in lieu of incarceration. Further, many courts may be receptive to ways in which case processing can be expedited without jeopardizing the integrity of the justice process.

### **9B: SUSTAINABILITY PLAN**

Much of the plan is dedicated to one-time, upfront projects that will change the fundamental structure of the criminal justice process in Philadelphia without needing ongoing fiscal support. The reduction in population anticipated by this project is significant and will come with significant savings over time. A major reduction in jail population can result in a reduction in costs for PPS in terms of both staff time and contractual services provided. These savings, as well as savings realized in other parts of the criminal justice system, can be reinvested into supporting ongoing programs and strategies initially funded by the SJC. Additionally, the new mayoral administration has already committed funding from the City's budget to supporting this effort, and has made it clear that this reform is a priority. As such, there is expected to be additional funds dedicated to initiatives like alternatives to cash bail, felony diversion, and enhanced mental health services. Lastly, as a supplementary source, grants from state and federal agencies, as well as other private foundations, will be leveraged to secure resources for reducing, and maintaining the reduction in the jail population.

**Question 10 Past Performance (6,647-character limit) (6,316 Characters)**

- a. *If you have previously received a grant from the MacArthur Foundation, please describe prior grant performance, including products dissemination and examples of impact. Please note that the Safety and Justice Challenge planning grant qualifies as a previous grant.*

Philadelphia has received funding from the MacArthur Foundation through several Models for Change Initiatives and the Safety and Justice Challenge.

**MODELS FOR CHANGE (MFC):** (Information for this section was drawn from the following report: Juvenile Law Center, *Pennsylvania and MacArthur's Models for Change: The Story of a Successful Public-Private Partnership* (2013), <http://www.modelsforchange.net/publications/457>.)

Pennsylvania was the first state chosen to participate in MFC for its favorable reform climate, strong public-private partnerships, demonstrated success in reforms, and considerable consensus on juvenile justice.

The City of Philadelphia was central to the PA MFC work in two ways: First, the Philadelphia-based non-profit, the Juvenile Law Center (JLC), served the lead agency for MFC in Pennsylvania from 2004 through 2010; Second many of the reform efforts of MFC centered in Philadelphia both because Philadelphia is the largest jurisdiction in the state and because of JLC's lead agency status. The MacArthur Foundation made numerous grants to Philadelphia-based entities through MFC, including the Juvenile Law Center, the Defender Association (PD), the First Judicial District of Pennsylvania (FJD) and others.

Some of the accomplishments and products of MFC as it relates to Philadelphia include:

**1. The Joint Policy Statement on Aftercare:** The Joint Policy Statement on Aftercare triggered a host of grants from MacArthur, as MFC pursued the bottom-up and top-down approach to comprehensive aftercare reform.

- a. *The Graduated Response Court Program.* The FJD- Family Court Division developed a system of graduated sanctions that would reduce the necessity of returning youth to placement for technical probation violations.
- b. *Philadelphia's Comprehensive Reintegration Initiative.* MacArthur provided support for this initiative by funding a coordinator position and supported data collection.

**2. Improving Indigent Defense:** The MacArthur Foundation provided a grant to the PD to launch an effort to ensure that defense attorneys are more involved in aftercare and re-entry. This grant enabled defender leadership—led by Robert Listenbee, the former Chief of the PD's juvenile unit—to create the Juvenile Defenders Association of Pennsylvania (JDAP) and to participate in MFC- Juvenile Indigent Defense Action Network (JIDAN).

PA-JIDAN also developed training curricula for juvenile defenders to support the standards of practice. The MacArthur Foundation provided funding to develop the substantive materials and to host the trainings themselves.

**3. Education and Reentry:** The MacArthur Foundation supported education re-entry with a grant to Education Law Center (ELC), a non-profit based in both Philadelphia and Pittsburgh. ELC attorneys, through numerous training sessions and case-specific technical assistance, taught Pennsylvania juvenile probation



officers how to respond to school districts' legal barriers. ELC published tool kits for probation officers to support this training program.

The MacArthur Foundation also supported the development and implementation of Pennsylvania Academic and Career/Technical Training Project (PACTT), a program that would transform the basic and career and technical education in facilities and provide a link to the education to services that were available in youths' communities.

**4. Mental Health Screening and Assessment:** By the end of MFC, MacArthur had provided funds for the research and technical assistance that allowed Pennsylvania to introduce the Youth Level of Service (YLS) assessment tool for disposition planning. The YLS enables juvenile probation officers to assess youths' risk, needs, and strengths, and to develop an individualized case management plan.

**5. Diversion:** The Diversion Sub-Committee of the Pennsylvania MFC Mental Health and Juvenile Justice Workgroup published the Diversion Guide which established agreed-upon definitions, provided the statutory basis for diversion, addressed the prevention of net widening, and created a blueprint for effective models.

**6. Disproportionate Minority Contact (DMC):** The MacArthur Foundation supported the development of a DMC Youth/Law Enforcement Curriculum. MFC also funded an evaluation component. By the end of 2011, the one-day youth-law enforcement program had become a regular part of the Philadelphia Police Academy training. The curriculum has since been replicated in Lancaster and Allegheny Counties as well as in various Maryland, Florida and Washington jurisdictions.

#### **SAFETY AND JUSTICE CHALLENGE (SJC):**

In May of 2015, MacArthur selected Philadelphia to participate in the SJC Planning Phase. Philadelphia's CJAB provided oversight during the planning phase, and the MDO served as the lead agency.

At the beginning of the planning phase, the Managing Director's Office (MDO) convened representatives from all of the city's criminal justice partner agencies as the Philadelphia Planning Team (PPT). The PPT was comprised of high-level executives from the MDO, Philadelphia Prison System, Philadelphia Police Department, District Attorney's Office, the PD, and the FJD- Municipal Court, Court of Common Pleas, Adult Probation and Parole Department, and Pretrial Services Department. Over the course of the Planning Phase, the PPT met weekly to review data and complete the day-to-day requirements of the SJC.

The PPT was primarily responsible for developing all of the deliverables of the SJC Planning Phase with the technical assistance of Nancy Fishman and Kristine Riley of the Vera Institute of Justice. The PPT developed a detailed system map, logic model, and aggregate data template. The PPT also hosted five site visits with Vera and one Data Diagnostic Visit with the City University of New York, Institute for State and Local Governance. Over the course of these site visits, the PPT convened a large Stakeholder Group of approximately 60 individuals from all of the criminal justice partner agencies, including agency leadership, which met on multiple occasions. These stakeholder meetings served to guide the course of the planning process and to establish a mechanism for feedback for the ongoing work of the PPT.

The PPT also engaged in a variety of community engagement initiatives, including a session with re-entry and community leaders, a focus group with young people who have recently been incarcerated, a focus

group with current inmates at PPS, and a web-based survey tool shared with local services providers. Members of the PPT participated in the information sessions and focus groups, and incorporated the community feedback into the process of developing the reform plans. The PPT was reassured that it was prioritizing reforms in a thoughtful way when much the community's feedback was echoed by the plans. Many issues of great importance to those who personally interact with the system are reflected in both the data and the plans for reform.

The PPT established a network of Workgroups to assist in developing the reform strategies for the SJC Implementation Plan. Workgroups devoted to Pretrial, Diversion, Mental Health, Data, Racial & Ethnic Disparities, and Case Processing met regularly to develop strategies that have formed the basis of Philadelphia's Implementation Plan. These work groups consist of subject-matter experts from each of the city's criminal justice partners and other related agencies.

**11. Budget/Financial information (to be uploaded through the portal)**

- a. *Please upload your proposed two-year grant budget.*

See Budget Worksheet

- b. *Please prepare and upload a budget narrative. If applicable, please include a list of other funders and a short explanation of the scope and objective of related grants.*

See Budget Narrative and supplemental Full Project Budget

- c. *If indirect costs are expressed as a percentage, please upload information on your organization's current rate and review the Foundation's indirect cost policy statement.*

No indirect cost rate applied

- d. *Please upload your organizational operating budget for the current year.*

<http://www.phila.gov/finance/reports-BudgetDetail.html>

- e. *Please upload a lobbying budget, if applicable, or a statement that MacArthur funds will not be used for lobbying purposes.*

MacArthur Foundation funds awarded to the City of Philadelphia through the Safety and Justice Challenge will not be used for lobbying purposes. Any lobbying activities, if necessary, will be funded through normal lobbying contracts that the City maintains as part of its general operating budget.

## PROPOSAL SUPPLEMENT

### **Community Engagement**

An important component of the City of Philadelphia's Planning Phase for the Safety and Justice Challenge has been a thoughtful and involved community engagement process. Philadelphia hosted several focus groups and conversations with various stakeholders to inform the development of the implementation plan.

- Conversation with the Philadelphia Reentry Coalition, a group of more than forty stakeholders representing federal, state, and local government agencies, including prosecutors, probation and parole agencies, social service providers, and community activists.
- Focus group with twelve participants in the Youth Violence Reduction Partnership (YVRP). YVRP is a program for youth and young adults, aged 14 to 24, who are on probation or parole and are considered to be high-risk for either recidivism or victimization. These individuals were able to speak to their own experience, having gone through Philadelphia's criminal justice system
- Conversation with twenty adult, pretrial inmates, followed by five juvenile inmates who are being charged and held as adults, at Philadelphia Industrial Correctional Center (PICC) about their current experiences awaiting trial as well as detailed feedback on the bail system.
- Presentation to and conversation with a group of community stakeholders convened by Philadelphia City Council in a joint discussion about a potential replacement for the Philadelphia House of Corrections facility and mass incarceration overall.
- Survey sent to community leaders and service providers to ask for their feedback and ideas on how best to improve the criminal justice system. The responses were incorporated into the work groups' decision making process.

The experiences and opinions shared by the individuals in these groups corroborates what the data have demonstrated. Going forward, Philadelphia is committed to continuing these conversations to receive meaningful feedback throughout the process of implementation. Not only will the implementation team be meeting with these same groups again, but will also work with City Council's new Commission on Criminal Justice Reform to create a robust schedule of public hearings and discussions with agency heads and community members alike.

### **Philadelphia Criminal Justice Advisory Board (CJAB)**

The CJAB's membership is comprised of individuals with the authority and credibility to effect the delivery of criminal justice and public safety on the county and local levels. They have also served as the final decision makers for the implementation plan. They or their designee have been actively involved in the planning process. CJAB Membership during the Planning Phase included, but was not limited to:

- Everett Gillison, Deputy Mayor for Public Safety – Co-Chair
- Susan Kretsge, Deputy Mayor for Health and Opportunity
- Dr. James Buehler, Health Commissioner
- Dr. Arthur Evans, Commissioner of Department of Behavioral Health and Intellectual Disabilities
- Honorable Kevin Dougherty, Administrative Judge of Trial Division of the Court of Common Pleas
- Honorable Sheila Woods-Skipper, President Judge of the Court of Common Pleas – Co-Chair
- Honorable Marsha Neifield, President Judge of the Municipal Court
- Honorable Jeffrey Minehart, Supervising Judge of the Criminal Division, Court of Common Pleas
- Honorable Margaret Murphy, Administrative Judge of Family Court
- Joseph Evers, District Court Administrator
- Seth Williams, District Attorney

- Charles Hoyt, Chief of Adult Probation and Parole
- Faustino Castro-Jimenez, Chief of Juvenile Probation
- Charles Ramsey, Police Commissioner
- Louis Giorla, Prison Commissioner
- Keir Bradford-Grey, Chief Public Defender
- William Hart, Mayor's Office for Re-Integration Services (RISE)

### **Philadelphia Planning Team**

The Philadelphia Planning Team was comprised of multiple representatives across the major criminal justice agencies. This group met weekly during the planning phase, and also included the chairs of the various working groups. The robust leadership of this group is reflected in the comprehensive and collaborative reforms proposed in Philadelphia's implementation plan.

#### Defender Association of Philadelphia (PD)

Byron Cotter, Director of the Alternative Sentencing Unit  
 Mark Houldin, Senior Attorney  
 Luna Pattela, Assistant Chief of Mental Health Unit

#### District Attorney's Office (DAO)

Kirsten Heine, Chief of Charging Unit  
 Laurie Malone, Deputy District Attorney/Chief of Pre-Trial Division  
 Derek Riker, Assistant District Attorney, Chief of Diversion Unit  
 Eric Stryd, Assistant District Attorney, Assistant Chief of Diversion Unit

#### First Judicial District of Pennsylvania (FJD)

Michael Bouchard III, Director of Pretrial Services  
 Dr. Jaime Henderson, Research and Information Analyst  
 Charles Hoyt, Chief of Adult Probation and Parole Department  
 Richard McSorley, Deputy Court Administrator, Criminal Trial Division, Court of Common Pleas  
 Darlene Miller, Deputy Chief of Adult Probation and Parole Department  
 Harold Palmer, Director of Innovation and Technology  
 Kathleen Rapone, Deputy Court Administrator, Municipal Court  
 Roseanne Unger, Director of Criminal Administration, Municipal Court

#### City of Philadelphia Managing Director's Office (MDO)

Rachael Eisenberg, SJC Project Manager  
 Guy Garant, Prison Population Management Unit  
 Michael Resnick, Director of Public Safety  
 Julie Wertheimer, Chief of Staff for Public Safety

#### Philadelphia Police Department (PPD)

Kevin Bethel, Deputy Commissioner for Patrol Operations  
 Kevin Thomas, Director of Research and Analysis

#### Philadelphia Prison System (PPS)

Blanche Carney, Deputy Commissioner of Restorative and Transitional Services  
 Marco Giannetta, Deputy Warden for CORESTAR and Staff Deployment  
 Nancy Giannetta, Deputy Warden of Admissions, Classification, Movement and Registration

**Jurisdiction Name: Philadelphia**

**Strategy #1: Address the Over-Incarceration of Pretrial Defendants**

**Strategy #1: Charter**

<p><b>Strategy Summary</b></p>	<p>Philadelphia proposes four initiatives that together will address the over-incarceration of pretrial defendants.</p> <p><b>1A) Pretrial Risk Tool:</b> This initiative involves the development and implementation of an empirically derived risk assessment instrument to be used at arraignment.</p> <p><b>1B) Robust Alternatives to Cash Bail:</b> Pretrial Services will expand release conditions to increase the alternatives to cash bail.</p> <p><b>1C) Pretrial Advocates Program:</b> The Defender Association will enhance the representation provided prior to bail determinations to reduce the pretrial jail population</p> <p><b>1D) Early Bail Review:</b> While the new risk tool is being developed and tested, the Early Bail Review initiative will provide judicial review of bail determinations within five days for all non-violent custody offenders in pretrial status with cash bail set at or below \$50,000. This new initiative will allow for counsel to interview their clients earlier and address bail 5 days after preliminary arraignment before a Municipal Court Judge. We expect the early bail review to release more individuals on some type of pretrial supervision, requiring the incorporation of expanded pretrial resource options.</p>
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<p><b>Owner</b></p>	<p><b>1A) Pretrial Risk Tool:</b> FJD Administration and Research Department</p> <p><b>1B) Robust Alternatives to Cash Bail:</b> FJD Judicial Leadership; Richard T. McSorley; Michael P. Bouchard, III</p> <p><b>1C) Pretrial Advocates Program:</b> Mark Houldin, Defender Association of Philadelphia</p> <p><b>1D) Early Bail Review:</b> Roseanne Unger, Municipal Court</p>	<p><b>Sponsor</b></p>	<p><b>1A) Pretrial Risk Tool:</b> Administrative Judge; Supervising Judge Minehart; Municipal Court President Judge Marsh H. Neifield; Judicial Leadership</p> <p><b>1B) Other Alternatives to Cash Bail:</b> Administrative Judge; Supervising Judge; Judicial Leadership</p> <p><b>1C) Pretrial Advocates Program:</b> Keir Bradford-Grey, Chief Defender</p> <p><b>1D) Early Bail Review:</b> President Judge Marsha H. Neifield</p>
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<p><b>Core people involved</b></p>	<p><b>1A) Pretrial Risk Tool:</b> The FJD Administrative Judge; President Judge Neifield; Supervising Judge Minehart; DCA Kathy Rapone; DCA Rich McSorley; Michael Bouchard, Director of Pretrial Services; Roseanne Unger, Director, Municipal Court; Jaime Henderson, FJD Research and Information Analyst; Richard Berk &amp; Geoffrey Barnes, University of Pennsylvania.</p> <p><b>1B) Other Alternatives to Cash Bail:</b> The FJD Administrative Judge; President Judge Neifield; Supervising Judge Minehart, DCA Kathy Rapone; DCA Rich McSorley; Michael P. Bouchard III; Sharon Malvestuto; Pretrial Leadership; Roseanne Unger; Jaime Henderson</p> <p><b>1C) Pretrial Advocates Program:</b></p> <ul style="list-style-type: none"> <li>•Jim McHugh, First Assistant Defender;</li> <li>•Kathleen Rapone, Deputy Court Administrator, Municipal Court;</li> <li>•Roseanne Unger, Director, Court Administration;</li> <li>•Kirsten Heine, Chief Charging Unit, District Attorney's Office;</li> <li>•Gabriel Keown, Philadelphia Police Department</li> </ul> <p><b>1D) Early Bail Review:</b></p> <ul style="list-style-type: none"> <li>•FJD: President Judge Marsha H. Neifield, FJD; Kathleen Rapone, Deputy Court Administrator; Richard McSorley, Deputy Court Administrator; Michael Bouchard, Director, Pretrial Services; Sharon Malvestuto; Elaine Ratliffe, Deputy Director, Office of Judicial Records</li> <li>•Defenders Association: James McHugh, First Assistant Defender; Thomas Innes, Director of Prison Services</li> <li>•District Attorney's Office: Kirsten Heine, Chief, Charging Unit; Derek Riker, Chief, Diversion Unit</li> </ul>	<p><b>Other support required</b></p>	<p><b>1A) Pretrial Risk Tool:</b> Arraignment Court Magistrates; Court Staff; the Judiciary; Court Administration; IT Department, Pretrial Services; the Defender Association of Philadelphia; the District Attorney's Office; the Philadelphia Prison System; and Philadelphia Police Department.</p> <p><b>1B) Other Alternatives to Cash Bail:</b> Arraignment Court Magistrates; Court Staff; the Judiciary; Court Administration; IT Department; Pretrial Services; the Defender Association of Philadelphia; the District Attorney's Office; the Philadelphia Prison System; and Philadelphia Police Department.</p> <p><b>1C) Pretrial Advocates Program:</b> Megan Stevenson, Quattrone Center for Fair Administration of Justice, to design and implement evaluation; Michael Bouchard, Director of Pre-Trial Services</p> <p><b>1D) Early Bail Review:</b> FJD IT programmers; Jaime Henderson, Research and Information Analyst, FJD; SJC Researchers to track the progress of the initiative</p>
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<p><b>Outputs</b></p>	<p><b>1A) Pretrial Risk Tool:</b> Risk Tool is Developed &amp; Validated, Implementation Plan for Tool is Developed and Enacted, Stakeholder Buy-In, Individuals Trained and Using the Tool, Risk Tool Implemented, Maintained, &amp; Monitored, Individuals Screened by Tool, Technical Maintenance of Tool Conducted</p> <p><b>1B) Other Alternatives to Cash Bail:</b> Implementation Plan Developed &amp; Enacted, Stakeholder Buy-In generated via ongoing information sharing and informative sessions with Justice Partners, Robust Range of Release Conditions Implemented, Staff Hired and Trained, EM Unit Converted and Expanded, People Successfully Supervised on a Robust Range of Release Conditions, Needs Assessment Developed, Validated, Implemented, Monitored, &amp; Maintained, Staff Hired and Trained, People Successfully Engaged in Services, Technical Maintenance Conducted</p> <p><b>1C) Pretrial Advocates Program:</b> Meetings held with each core agency, Implementation Plan Created, Protocols for preliminary arraignment court procedure, interview cues at police districts, and information sharing with district attorneys, Interview Manual for Pretrial Advocates, Evaluation Conducted and Report Compiled, Communication technology procured and set-up, Staff Hired and Trained, Interviews Conducted, Hearings Occurring with Info Presented</p> <p><b>1D) Early Bail Review:</b></p> <ul style="list-style-type: none"> <li>• Eligibility Criteria for Hearing List Developed and Applied</li> <li>• Eligibility List Generated</li> <li>• Bail Review Hearings Protocols Developed, Validated, Implemented, and Monitored.</li> <li>• Defense Interview Protocols Developed, Validated, Implemented, and Monitored.</li> <li>• Stakeholder Buy-In, realizing the need for an early bail review process</li> <li>• Orientation and Training of Staff Completed</li> <li>• 826 Early Bail Review Hearings Occurring Per Year (172 X 365 ÷ 76 = 826)</li> <li>• Individuals being released on Pretrial Supervision from early Bail Review</li> <li>• Referrals to Diversion from Early Bail Review</li> </ul>	<p><b>Budget/ resources required</b></p>	<p><b>1A) Pretrial Risk Tool:</b>  <b>Budget:</b> \$100,000 budget required: staff, partnership with Penn researchers, software, and technology.  <b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Money</li> <li>• FJD Staff (Pretrial and Court)</li> <li>• Team to Develop Tool</li> <li>• Work Space</li> <li>• Software</li> </ul> <p><b>1B) Other Alternatives to Cash Bail:</b>  <b>Budget:</b> \$1,350,773 total budget for staff, software, technology, researchers for needs assessment, contract with EM vendor.  <b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Money</li> <li>• FJD Staff (Pretrial and Court)</li> <li>• Work Space</li> <li>• Staff from Justice Partner Agencies</li> <li>• EM Units</li> <li>• Team to Develop Needs Assessment</li> </ul> <p><b>1C) Pretrial Advocates Program:</b>  <b>Budget:</b> \$270,000 is needed to hire additional Defender Association Staff - 4 pre-trial advocates; Polycam technology in office and at police districts is also needed.  <b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Staff</li> <li>• Work Space</li> <li>• Money</li> <li>• Research Team</li> <li>• Technology</li> </ul> <p><b>1D) Early Bail Review:</b>  <b>Budget:</b> Courtroom and Full Courtroom Staff required (Judge, DA, Defense Counsel, Court Clerk, Court Steno, Court Officer), \$36,481.00 in funding is needed to hire a Pretrial Service Representative in year 1.  <b>Inputs:</b> Staff, Judges, IT support, Court Rooms, Court Staff, Money</p>
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<p><b>Outcome</b></p>	<p><b><u>1A) Pretrial Risk Tool:</u></b></p> <ul style="list-style-type: none"> <li>• Reduced admissions to Jail for Low and Moderate Risk Individuals</li> <li>• Increased Appearance Rates</li> <li>• Decrease Pretrial Re-Arrest Rate</li> <li>• Reduced LOS based on Risk Level</li> <li>• Rate of Racial and Ethnic Disparities</li> <li>• Number of Individuals in Each Pretrial Release Category</li> <li>• High Risk Tool Release Concurrence Rates</li> </ul> <p><b><u>1B) Other Alternatives to Cash Bail:</u></b></p> <ul style="list-style-type: none"> <li>• Reduced Admissions to Jail for Low and Moderate Risk Individuals</li> <li>• Increased Appearance Rates</li> <li>• Decrease Pretrial Re-Arrest Rate</li> <li>• Reduced LOS based on Risk Level</li> <li>• Rate of Racial and Ethnic Disparities</li> <li>• Number of Individuals in Each Pretrial Release Category</li> <li>• High Risk Tool Release Concurrence Rates</li> <li>• Increased Compliance with Pretrial Conditions</li> <li>• Increase in People Successfully Engaged in Services</li> </ul> <p><b><u>1C) Pretrial Advocates Program:</u></b></p> <ul style="list-style-type: none"> <li>• Average Bail Amount reduced by 20%</li> <li>• Length of Stay reduced by 17.5%</li> <li>• Admissions reduced by 25%</li> <li>• Rates of Racial and Ethnic Disparity Reduced</li> <li>• Effectiveness of Program Based on Evaluation</li> </ul> <p><b><u>1D) Early Bail Review:</u></b></p> <ul style="list-style-type: none"> <li>• 80% Rate of Release at 5 Day Review</li> <li>• Appearance Rates</li> <li>• LOS</li> <li>• Rate of Racial and Ethnic Disparities</li> <li>• Number of Individuals Diverted</li> <li>• Pretrial Recidivism Rate By Release Category</li> <li>• Results of 5 Day Bail Review Decisions</li> <li>• Compliance with Pretrial Conditions</li> </ul>	<p><b>Impact (if applicable to strategy)</b></p>	<ul style="list-style-type: none"> <li>• 20% reduction in the local jail population. <ul style="list-style-type: none"> <li>o Target Population: 1,644 (85% of 1834)</li> <li>o ALOS: 175 days</li> <li>o Expected Number of Days Saved Per Person: 175</li> <li>o Beds Saved on a Given Day: 1,644</li> </ul> </li> <li>• All four initiatives included in Strategy 1 will address the same target population, and together will ensure that Philadelphia reaches the 20% impact target.</li> <li>• Reduction in the overall rate of racial and ethnic disparities at admission.</li> </ul>
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<p>In scope</p>	<p><b>1A) Pretrial Risk Tool:</b> Hire Researchers for Tool Development, Development and Testing of Tool, Development of Implementation Plan, Enact Implementation Plan, Generating Stakeholder Buy-In, Training, Implementation of Tool, Technical Maintenance</p> <p><b>1B) Other Alternatives to Cash Bail:</b> Development of Implementation Plan for Robust Range of Release Conditions, Generating Stakeholder Buy-In via ongoing information sharing and informative sessions with Justice Partners, Implement Robust Range of Release Conditions, Formalize the process of assigning supervision level using risk level, Formalize caseload distribution methods and reporting categories, Hire and Train Staff, Conversion and Expansion of EM Unit, Development, Validation, Implementation and Monitoring of Needs Assessment, Technical Maintenance</p> <p><b>1C) Pretrial Advocates Program:</b></p> <ul style="list-style-type: none"> <li>• Generate Stakeholder Buy-in</li> <li>• Develop Implementation Plan</li> <li>• Develop Protocols</li> <li>• Collaborate with Evaluation Research Team</li> <li>• Obtain and Utilize Technology</li> <li>• Implement Pretrial Advocates Program</li> <li>• Hire and Train Staff</li> </ul> <p><b>1D) Early Bail Review:</b></p> <ul style="list-style-type: none"> <li>• Development of Eligibility Criteria for creation of Bail Review Hearing list.</li> <li>• Obtain FJD IT Support to generate Eligibility list</li> <li>• Development of Protocols for the Bail Review Hearing.</li> <li>• Develop New Protocols for Defense Interviews</li> <li>• Develop Criminal Justice Stakeholder Buy-In with the Judges, Magistrates, DAO, Defenders Association, &amp; Private Bar Association</li> <li>• Orientation and Training for DAO, Defenders Association, Private Bar, and FJD courtroom staff</li> <li>• Implement Early Bail Review Hearings</li> </ul>	<p>Out of scope</p>	<p><b>1A) Pretrial Risk Tool:</b> Use of the risk tool for for post-trial decision-making or case dispositions</p> <p><b>1B) Other Alternatives to Cash Bail:</b> Administering treatment to defendants</p> <p><b>1C) Pretrial Advocates Program:</b></p> <ul style="list-style-type: none"> <li>• Conducting a full legal interview about the case in question</li> <li>• Defender continuing to represent individuals after the initial bail hearing if the Defender is not appointed</li> </ul> <p><b>1D) Early Bail Review:</b> providing early bail review for those outside of the articulated eligibility criteria</p>
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<p>Risks</p>	<p><b>1) Risk Tool:</b> Risk profile errors - predicting human behavior is fallible. The risk assessment tool requires a live technological environment from which real-time data can be extracted. This involves coordination of multiple databases from different agencies. The communication between the tool and databases needs to be established and sustainable.</p> <p><b>1B) Other Alternatives to Cash Bail:</b> Over or under-supervising defendants, lack of community resources.</p> <p><b>1C) Pretrial Advocates Program:</b></p> <ul style="list-style-type: none"> <li>• Even with increased information, release decisions could remain constant.</li> <li>• Interviews being rushed to keep up with pace of preliminary arraignments.</li> </ul> <p><b>1D) Early Bail Review:</b> The Early Bail Review hearing could result in over or under supervising individuals.</p>
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**Jurisdiction Name: Philadelphia**

**Strategy #2: Create Efficiencies Case Processing**

**Strategy #2: Charter**

<b>Strategy Summary</b>	<p><i>This is a multi-faceted strategy aimed at reducing the case processing delays of the pretrial population through continuance review, expedited plea offers and initiatives aimed at reducing the length of stay for sentenced individuals.</i></p> <p><b><u>2A: Continuance Review-</u></b> <i>The FJD will collect continuance data to identify trends or patterns that create delays in case processing. Upon review of the data, the Court will work with the criminal justice partners to develop and recommend policy changes to address the delays. This initiative will work towards reducing the number of continuances, the time between continuances, and ultimately the overall time to disposition on felony pretrial cases.</i></p> <p><b><u>2B: Expedited Plea Offers-</u></b> <i>To address the felony plea delay and reduce the pretrial average LOS, the District Attorney’s Office has agreed to expand the pre-preliminary hearing offer program (ER).The District Attorney’s Office will include additional charges to the current selection criteria for felony cases diverted to ER for misdemeanor offers. The District Attorney’s office will also expand the existing ER Program to allow felony offers to be made and accepted in the ER room at the first listing after preliminary arraignment .</i></p> <p><b><u>2C: Case Processing for the Sentenced Population-</u></b> <i>This initiative will reduce the length of stay for sentenced individuals by expanding the eligibility for DUI Treatment Court (TC) and for allowing Intermediate Punishment (IP) sentences on DUI cases. Also, additional funding will allow the Defenders Association to file early parole petitions for court appointed or private counsel defendants who are incarcerated in Philadelphia county.</i></p>
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<b>Owner</b>	<p><b><u>2A:Continuance Review:</u></b>  <ul style="list-style-type: none"> <li>•Keith Smith, First Judicial District of Pennsylvania (FJD), Director</li> </ul> </p> <p><b><u>2B: Expedited Plea Offers:</u></b> Kirsten Heine, Chief Charging Unit, Philadelphia District Attorneys’ Office (DAO)</p> <p><b><u>2C: Sentenced Populations:</u></b>  <ul style="list-style-type: none"> <li>•Byron Cotter, Director, Alternative Sentencing Unit, Defenders Association</li> <li>•Derek Riker, Chief, Diversion Unit, DAO</li> </ul> </p>	<b>Sponsor</b>	<p><b><u>2A:Continuance Review</u></b>  <ul style="list-style-type: none"> <li>•Richard McSorley, FJD, Deputy Court Administrator</li> </ul> </p> <p><b><u>2B: Expedited Plea Offers:</u></b> Laurie Malone, Deputy District Attorney, DAO</p> <p><b><u>2 C: Sentenced Populations:</u></b>  <ul style="list-style-type: none"> <li>•James McHugh, First Assistant Defender, Defender Association</li> <li>•Laurie Malone, Deputy District Attorney, DAO</li> </ul> </p>
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<p><b>Core people involved</b></p>	<p><b><u>2A: Continuance Review</u></b>  <ul style="list-style-type: none"> <li>•<u>First Judicial District:</u> Kathleen Rapone, Deputy Court Administrator; Richard McSorley, Deputy Court Administrator; Roseanne Unger, Director; Keith Smith, Director; Elaine Ratliffe, Deputy Director, OJR</li> <li>•<u>Defenders Association:</u> Annie Fisher, Chief, East Division; Jordan Barnett, Chief, Southwest Division</li> <li>•<u>District Attorney's Office:</u> Kirsten Heine, Chief, Charging Unit; Derek Riker, Chief, Diversion Unit</li> </ul> <p><b><u>2B: Expedited Plea Offers:</u></b>  <ul style="list-style-type: none"> <li>•<u>First Judicial District:</u> Kathleen Rapone, Deputy Court Administrator; Richard McSorley, Deputy Court Administrator; Roseanne Unger, Director; Keith Smith, Director; Elaine Ratliffe, Deputy Director, Office of Judicial Records</li> <li>•<u>Defenders Association:</u> James McHugh, First Assistant Defender</li> <li>•<u>District Attorney's Office:</u> Kirsten Heine, Chief, Charging Unit; Derek Riker, Chief, Diversion Unit</li> </ul> <p><b><u>2C: Sentenced Pop:</u></b>  <ul style="list-style-type: none"> <li>•<u>FJD:</u> Kathleen Rapone, Deputy Court Administrator; Richard McSorley, Deputy Court Administrator; Roseanne Unger, Director; Elaine Ratliffe, Deputy Director, Office of Judicial Records</li> <li>•<u>Defenders Association:</u> Byron Cotter, Director, Alternative Sentencing Unit; Victoria Sanita, Assistant Director, Alternative Sentencing Unit; Melissa Stango, Assistant Defender</li> <li>•<u>District Attorney's Office:</u> Kirsten Heine, Chief, Charging Unit; Derek Riker, Chief, Diversion Unit; Eric Stryd, Assistant Chief, Charging Unit</li> </ul> </p> </p></p>	<p><b>Other support required</b></p>	<p><b><u>2A: Continuance Review</u></b>  <ul style="list-style-type: none"> <li>•FJD IT programmers,</li> <li>•Jaime Henderson, Research and Information Analyst, FJD</li> <li>•SJC Researchers to track the progress of the initiative</li> </ul> <p><b><u>2B: Expedited Plea Offers:</u></b> Jaime Henderson, Research and Information Analyst, FJD; SJC Researchers to track the progress of the initiative</p> <p><b><u>2C: Sentenced Pop:</u></b> Jaime Henderson, Research and Information Analyst, FJD; SJC Researchers to track the progress of the initiative</p> </p>
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<p><b>Outputs</b></p>	<p><b><u>2A: Continuance Review</u></b></p> <ul style="list-style-type: none"> <li>• Data Gathering Protocol Developed</li> <li>• Implement Needed Program Enhancements to CPCMS</li> <li>• Reports on Continuances by Program Generated</li> <li>• Reports on Reasons for Continuances across Programs Generated</li> <li>• Stakeholder Agreement to reduce continuance delays</li> <li>• Judges, Attorneys, Courtroom Staff Trained on revised continuance and scheduling policies.</li> <li>• Recommendations approved and implemented based on results of continuance review</li> </ul> <p><b><u>2B: Expedited Plea Offers:</u></b></p> <ul style="list-style-type: none"> <li>• Criteria and Protocols for ER Expansion Developed, Implemented and Monitored</li> <li>• Protocols for Defense Interviews Developed, Implemented and Monitored</li> <li>• Reports used to Track ER outcomes Developed and Monitored</li> <li>• Attorneys and Court Staff Trained</li> <li>• Cases Heard in Early Resolution Courtroom</li> <li>• Defense Interviews Conducted</li> </ul> <p><b><u>2C: Sentenced Pop:</u></b></p> <p><u>Parole Petitions:</u> Early Parole Petitions Protocols Updated; Paralegals Trained on Early Parole – 1 Part timer 10hrs/week; Early Petitions Filed, Heard, and decided -767 per year, 88% successful</p> <p><u>DUI IP &amp; TC:</u> Protocols for DUI TC Expansion Implemented and Monitored; Protocols for IP Implemented and Monitored ; Reports on referrals and outcomes of DUI TC &amp; IP expansion produced and reviewed; Provide education and training to Judges, Attorneys, and Court Staff; Individuals accepted to DUI TC and IP-94, 337, &amp; 63= 494 individuals total</p>	<p><b><u>2A:Continuance Review -</u></b></p> <p><b>Budget:</b> None</p> <p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Judges</li> <li>• Staff</li> <li>• Space</li> <li>• Data Capacity</li> <li>• Space</li> <li>• Courtrooms</li> <li>• Court Staff</li> </ul> <p><b><u>2B: Expedited Plea Offers:</u></b></p> <p><b>Budget:</b> None</p> <p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Judges</li> <li>• Staff</li> <li>• Space</li> <li>• Courtrooms</li> </ul> <p><b><u>2C: Sentenced Pop:</u></b></p> <p><b>Budget:</b></p> <p><u>Parole Petitions:</u> \$30,000 in funding is needed for overtime expenses for a paralegal to take on additional workload at the Defender Association</p> <p><u>DUI IP &amp; TC:</u> None</p> <p><b>Inputs:</b></p> <p><u>Parole Petitions</u></p> <ul style="list-style-type: none"> <li>• Staff</li> <li>• Space</li> <li>• Paralegals</li> <li>• Money</li> </ul> <p><u>DUI IP &amp; TC</u></p> <ul style="list-style-type: none"> <li>• Staff</li> <li>• Space</li> <li>• Data Capacity</li> <li>• Judges</li> <li>• Courtrooms</li> </ul>
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<p><b>Outcome</b></p>	<p><b><u>2A: Continuance Review</u></b></p> <ul style="list-style-type: none"> <li>• Length of Stay reduced 30%</li> <li>• Decrease Days to Disposition from Preliminary Arraignment by 60 days</li> <li>• Decrease Time Between Continuances overall by 60 days</li> <li>• Decrease Disparities in Length of Stay</li> <li>• More efficient case processing practices</li> </ul> <p><b><u>2B: Expedited Plea Offers</u></b></p> <ul style="list-style-type: none"> <li>• Increase the Number of Cases Resolved in ER by 321 Misdemeanor cases (67 x 365 ÷ 76= 321) and 300 Felony Cases (121 x 365 ÷ 147= 300)</li> <li>• Reduced Length of Stay by 72% for misdemeanors and by 77% for felony</li> <li>• Decrease Days to Disposition from Preliminary Arraignment by 55 days for misdemeanors and 113 for Felonies</li> <li>• Decrease Disparities in Length of Stay</li> </ul> <p><b><u>2C: Sentenced Populations:</u></b></p> <p><b><u>Parole Petitions</u></b></p> <ul style="list-style-type: none"> <li>• Length of Stay Reduced for Court Appointed and Private Counsel by 49 days</li> <li>• Increased Number of People Released on Early Parole by 675 (88% of 767)</li> <li>• Increased Number of Petitions Granted by 675 (88% of 767)</li> </ul> <p><b><u>DUI TC &amp; IP</u></b></p> <ul style="list-style-type: none"> <li>• Length of Stay Reduced for DUI Sentenced population by 30 days, 80 days, and 270 days</li> <li>• Increased Number of people accepted to DUI TC and IP by 94, 337, &amp; 63= 494 total</li> <li>• Reduction in length of stay of pretrial population awaiting trial on DUI (ALOS is 217 days): decreased LOS to 187 days (30 days saved) and 137 days (80 days saved)</li> </ul>	<p><b>Impact (if applicable to strategy)</b></p>	<p><b><u>Overall Total</u></b></p> <p>18% Reduction in the Jail Population</p> <p><b><u>2A: Continuance Review</u></b></p> <ul style="list-style-type: none"> <li>• 13.5% reduction in the jail population</li> <li>o Target Population: 3655</li> <li>o ALOS: 200</li> <li>o Expected Number of Days Saved: 60 (30% reduction in the ALOS)</li> <li>o Beds Saved on a Given Day: 1097</li> </ul> <p><b><u>2B: Expedited Plea Offers</u></b></p> <ul style="list-style-type: none"> <li>• 1.8% reduction in the jail population</li> <li>o Target Population: 188 (67 Individuals with Misdemeanors and 121 Individuals with Felonies)</li> <li>o ALOS: 76 for Misdemeanors and 147 for Felonies</li> <li>o Expected Number of Days Saved: 55 for Misdemeanors and 113 for Felonies</li> <li>o Number of Beds Saved on a Given Day: 141 (48 for Misdemeanors + 93 for Felonies)</li> </ul> <p><b><u>2C: Sentenced Populations:</u></b></p> <ul style="list-style-type: none"> <li>• 2.7% reduction in the jail population</li> <li>o Target Population: 1169 (675 individuals in the Early Parole Petitions Initiative and 494 Individuals in the DUI Intermediate Punishment Initiative)</li> <li>o ALOS: 214 for the Parole Petitions Initiative and 217 for the DUI IP &amp; TC</li> <li>o Expected Number of Days Saved:</li> <li><input type="checkbox"/> Parole Petitions Initiative: 49</li> <li><input type="checkbox"/> DUI IP</li> <li>• 1-Month: 30</li> <li>• 3-Month: 80</li> <li>• 12-Month: 270</li> <li>o Number of Beds Saved on a Given Day: 203</li> <li><input type="checkbox"/> Number of beds save for Parole Petitions Initiative: 91</li> <li><input type="checkbox"/> Number of beds Saved for DUI IP Initiative: 128</li> </ul>

<p><b>In scope</b></p>	<p><b><u>2A: Continuance Review</u></b></p> <ul style="list-style-type: none"> <li>• Develop &amp; Implement Data Collection Protocol</li> <li>• Develop Criminal Justice Stakeholder Buy-In, by Train Judges Attorneys, and Courtroom staff on continuance and scheduling policy</li> <li>• Develop &amp; Seek approval for Recommendations of effective case processing and scheduling</li> <li>• Implement Approved Recommendations</li> </ul> <p><b><u>2B: Expedited Plea Offers</u></b></p> <ul style="list-style-type: none"> <li>• Develop &amp; Implement Criteria and Protocols for Early Resolution Expansion for Misdemeanor and Felony Offers</li> <li>• Develop Protocols for Defense Interviews</li> <li>• Develop Protocols for tracking outcomes in ER Expansion</li> <li>• Develop Training for Attorneys and Court Staff</li> <li>• Implement Early Resolution Expansion</li> </ul> <p><b><u>2C: Sentenced Populations:</u></b></p> <p><u>Parole Petitions</u></p> <ul style="list-style-type: none"> <li>• Review and Update Early Parole Petitions Protocols</li> <li>• Train Legal Staff for Early Parole Petition Initiative</li> <li>• Implement Expanded Early Parole Petitions Program</li> </ul> <p><u>DUI Intermediate Punishment/Treatment Court</u></p> <ul style="list-style-type: none"> <li>• Develop Protocols for DUI TC Expansion</li> <li>• Develop Protocols to Include DUI cases in IP Program</li> <li>• Request Additional Programming in PARS and CPCMS to track referrals and outcomes of DUI TC and DUI IP</li> <li>• Develop Reports on Referrals and Outcomes of DUI TC &amp; IP Expansion</li> <li>• Educate and Train Judges, Attorney's, and Staff on DUI TC &amp; IP expansion</li> <li>• Implement DUI Treatment Court and Intermediate Punishment Expansion</li> </ul>	<p><b>Out of scope</b></p>	<p><b><u>2A: Continuance Review:</u></b> tracking data unrelated to case processing</p> <p><b><u>2B: Expedited Plea Offers:</u></b> violent felonies</p> <p><b><u>2C: Sentenced Populations:</u></b></p> <p><u>Parole Petitions-</u> Filing petitions when private or court-appointed counsel has already done so.</p> <p><u>DUI Intermediate Punishment/Treatment Court</u></p> <ul style="list-style-type: none"> <li>•cases carrying less than 30 days mandatory custody sentences</li> <li>•cases with defendants who have violent arrest histories</li> <li>•cases involving minors in the vehicle</li> </ul>
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<p><b>Risks</b></p>	<p><b><u>2A: Continuance Review:</u></b> Continuance scheduling policies may not be consistently followed.</p> <p><b><u>2B: Expedited Plea Offers:</u></b> None</p> <p><b><u>2C: Sentenced Populations:</u></b></p> <p><u>Parole Petitions-</u> None</p> <p><u>DUI Intermediate Punishment/Treatment Court:</u> increased numbers of participants will dilute the quality of services for DUI Treatment Court</p>
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**Jurisdiction Name: Philadelphia**

**Strategy #3: Addressing Violations of Community Supervision**

**Strategy #3: Charter**

<p><b>Strategy Summary</b></p>	<p>Philadelphia proposes three initiatives that together will reduce admissions and lengths of stay for individuals who violate the terms of their community supervision:</p> <p><b>3A) Expedited Detainer Review:</b> Defendants with new misdemeanor charges being held in custody on a felony detainer will be identified for early case review and offer to resolve their new charges and have their violation hearing scheduling expedited.</p> <p><b>3B) Alternatives to Incarceration:</b> The Philadelphia Adult &amp; Parole Department, in conjunction Pre-Trial Services and Prison Population Management seeks to expand its inventory of Electronic-Monitoring Devices and Supervision Personnel to target the length of stay of active low, moderate and potential high risk probation/parolees that are currently detained in custody with a single pending potential direct violation matter. The potential direct violation matter excludes major charges, such as: Aggravated Assault, Arson, Involuntary Deviant Sexual Intercourse, Kidnapping, Murder, Rape, and Robbery, and all Violations of the Uniform Firearms Act (VUFA).</p> <p><b>3C) Treatment for Technical Violators:</b> The AMP3 Program will focus on providing social services support (typically substance abuse treatment) to probationers who would otherwise be in technical violation of their probation. Instead of awaiting a violation hearing in custody before their supervising judge, participants will either not be detained (if they are out of custody) or released early (if being held as an absconder) and begin an immediate intensive program of court supervision to ensure clean testing and regular reporting with probation. Offenders who are able to get back on track will avoid a violation hearing. (AMP3 name derives from the intention of listing these cases on a third list after two earlier lists in the unrelated AMP program).</p>		
<p><b>Owner</b></p>	<p><b>3A) Expedited Detainer Review:</b> Derek Riker - District Attorney's Office; Sarah Allen - Defenders Association</p> <p><b>3B) Alternatives to Incarceration:</b> Adult Probation &amp; Parole Department Chief Charles Hoyt and Deputy Chief Darlene Miller.</p> <p><b>3C) Treatment for Technical Violators:</b> Derek Riker - District Attorney's Office; Sarah Allen - Defenders Association</p>	<p><b>Sponsor</b></p>	<p><b>3A) Expedited Detainer Review:</b> Sarah Allen, Defenders Association</p> <p><b>3B) Alternatives to Incarceration:</b> Director Pre-Trial Services Michael Bouchard, Prison Population Management Director Guy Garratt.</p> <p><b>3C) Treatment for Technical Violators:</b> Charles Hoyt - Phila. Adult Probation and Parole.</p>



<p><b>Core people involved</b></p>	<p><b>3A) Expedited Detainer Review:</b> Derek Riker, Chief of Diversion, DAO; Sarah Allen, AMP Coordinator, PD; Keith Smith, Court of Common Pleas; Roseanne Unger, Director Criminal Administration, Municipal Court</p> <p><b>3B) Alternatives to Incarceration:</b> Chief Probation &amp; Parole Officer Charles Hoyt; Deputy Chief Darlene Miller; Director Christopher McFillin; Director Michael Pancoast; Supervisor Joseph Nocella; Pretrial Services Director Michael Bouchard; Prison Population Management Director Guy Garrant.</p> <p><b>3C) Treatment for Technical Violators:</b> Derek Riker, Chief Diversion Courts Unit, DAO; Sarah Allen, AMP Coordinator, PD; Charles Hoyt, Chief, APPD; Roseanne Unger, Director Criminal Administration, Municipal Court; Laurie Corbin, Senior Director, Philadelphia Health Management Corp.</p>	<p><b>Other support required</b></p>	<p><b>3A) Expedited Detainer Review:</b> Judge Neifield, President Judge, Municipal Court</p> <p><b>3B) Alternatives to Incarceration:</b> APPD Electronic Monitoring Unit; APPD Support Supervision Division; APPD Information Systems Division; Pretrial EM Unit; Prison Population Management; DCA Richard McSorley; CP President Judge Woods-Skipper; MC President Judge Neifield</p> <p><b>3C) Treatment for Technical Violators:</b> Judge Woods-Skipper, President Judge, Court of Common Pleas; Judge Neifield, President Judge, Municipal Court; Laurie Malone, Deputy Pretrial, DAO; Byron Cotter, Chief Alternative Sentencing, PD.</p>
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<p><b>Outputs</b></p>	<p><b>3A) Expedited Detainer Review:</b></p> <ul style="list-style-type: none"> <li>• Streamlined Process Developed and Enacted</li> <li>• Plan for Establishing Agreement Created and Enacted</li> <li>• Scheduling Process Created and Enacted</li> <li>• Referrals for ARC Occurring</li> </ul> <p><b>3B) Alternatives to Incarceration:</b></p> <ul style="list-style-type: none"> <li>• Judiciary Briefed on Program</li> <li>• Protocol for EM Expansion Developed and Implemented</li> <li>• Policies and Procedures for EM Unit Developed and Adopted</li> <li>• Vendor Selected</li> <li>• New APPD Staff Hired and Trained</li> <li>• APPD Staff Trained on New Equipment</li> <li>• Auditing Mechanism Developed and Implemented</li> <li>• Daily Candidate List Generated</li> <li>• Individuals Placed on EM with Detainers</li> </ul> <p><b>3C: Treatment for Technical Violators</b></p> <ul style="list-style-type: none"> <li>• Judiciary Briefed on Program</li> <li>• AMP 3 Program Protocol Developed and Implemented</li> <li>• General Agreement/MOU Developed and Implemented</li> <li>• Reporting Documents Developed and Implemented</li> <li>• Staff Hired &amp; Trained</li> <li>• Referrals to AMP3 for Initial Target Population</li> <li>• Referrals to AMP3 for Expanded Target Population</li> <li>• Acceptances of AMP3</li> <li>• Completions of AMP3</li> </ul>	<p><b>Budget/ resources required</b></p>	<p><b>3A) Expedited Detainer Review:</b></p> <p><b>Budget:</b> None</p> <p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Staff from the DAO and Defender Association</li> <li>• Judges</li> </ul> <p><b>3B) Alternatives to Incarceration:</b></p> <p><b>Budget:</b> \$524,542.00 in funding is needed to the support the expansion of the EM Unit with 240 new EM units, 6 EM probation officers, one probation administrative staff member, and six desktop computers. (Year 2).</p> <p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Money</li> <li>• Judges</li> <li>• APPD Staff</li> <li>• Other Staff</li> <li>• EM Vendor</li> <li>• Data Capacity</li> </ul> <p><b>3C) Treatment for Technical Violators:</b></p> <p><b>Budget:</b> \$252,396 in funding is needed to support APPD project coordinator and in-court social services staff</p> <p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Judges</li> <li>• Staff from DAO, Defender Association, APPD</li> <li>• Social Services Staff</li> <li>• Money</li> <li>• Space</li> </ul>
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<p><b>Outcome</b></p>	<p><b><u>3A) Expedited Detainer Review:</u></b></p> <ul style="list-style-type: none"> <li>• Reduction in LOS for 375 individuals per year with Detainers and new Misdemeanor per year</li> <li>• Reduction in LOS for those with Detainers and new Misdemeanor cases by 84% (<math>92 \div 110 = 84\%</math>)</li> </ul> <p><b><u>3B) Alternatives to Incarceration:</u></b></p> <ul style="list-style-type: none"> <li>• Reduction in LOS for 548 individuals that are awaiting Final Disposition on Violation of Probation Hearing / year (240 target x 365 days ÷ 160 ALOS= 548)</li> <li>• Reduction in LOS for individuals that are awaiting Final Disposition on Violation of Probation Hearing by 75% (<math>120 \div 160 = 75\%</math>)</li> <li>• Reduction in Detainer Population by 180 individuals on a given day (548 individuals x 120 days saved ÷ 365 days = 180)</li> </ul> <p><b><u>3C) Treatment for Technical Violators:</u></b></p> <ul style="list-style-type: none"> <li>• Reduction in Admissions to Jail for those with Detainers by 18 individuals per year (<math>5 \times 365 \div 104 = 18</math>)</li> <li>• Quicker release for individuals detained on Absconder warrants by 386 individuals per year (<math>110 \times 365 \div 104 = 386</math>)</li> <li>• Reduction in LOS for individuals in AMP3 by 90% for 386 individuals</li> <li>• Reduction in Detainers Overall</li> <li>• Reduction in Technical Violations of Probation by successful AMP3 graduates</li> </ul>	<p><b>Impact (if applicable to strategy)</b></p>	<p><b><u>Overall Total</u></b></p> <p>5% Reduction in the Jail Population</p> <p><b><u>3A) Expedited Detainer Review:</u></b></p> <ul style="list-style-type: none"> <li>• 1.2% reduction in the jail population</li> <li>o Target Population: 375</li> <li>o ALOS: 110</li> <li>o Expected Number of Days Saved: 92</li> <li>o Beds Saved on a Given Day: 95</li> </ul> <p><b><u>3B) Alternatives to Incarceration:</u></b></p> <ul style="list-style-type: none"> <li>• 2% reduction in the jail population</li> <li>o Target Population: 240</li> <li>o ALOS: 160 Days</li> <li>o Expected Number of Days Saved: 120</li> <li>o Beds Saved on a Given Day: 180</li> </ul> <p><b><u>3C) AMP3</u></b></p> <ul style="list-style-type: none"> <li>• 1.3% reduction in the jail population</li> <li>o Target Population: 115</li> <li>o ALOS: 104 days.</li> <li>o Expected Number of Days Saved: 104 &amp; 94</li> <li>o Beds saved on a given day: 104</li> </ul>
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<p><b>In scope</b></p>	<p><b><u>3A) Expedited Detainer Review:</u></b></p> <ul style="list-style-type: none"> <li>• Streamline referral process for ARC eligible cases</li> <li>• Create a plan for establishing agreement by defendant for early resolution of new case</li> <li>• Establish Scheduling Process in Court of Common Pleas for Felony Detainer</li> <li>• Implement Expedited Detainer Review</li> </ul> <p><b><u>3B) Alternatives to Incarceration:</u></b></p> <ul style="list-style-type: none"> <li>• Build Support Among Judiciary</li> <li>• Develop &amp; Implement Protocol for EM Expansion</li> <li>• Develop Policies and Procedures for EM Unit</li> <li>• Vendor Selection</li> <li>• Hire/Train Officer Trainees</li> <li>• New Equipment Training</li> <li>• Develop &amp; Implement auditing mechanism to track the success and failure of the program.</li> <li>• Generate Daily Candidate List</li> <li>• Implement EM Expansion</li> </ul> <p><b><u>3C) Treatment for Technical Violators:</u></b></p> <ul style="list-style-type: none"> <li>• Build Support Among Judiciary</li> <li>• Develop &amp; Implement AMP3 Program Protocols</li> <li>• Develop General Agreement/MOU &amp; Reporting Documents between Partner Agencies</li> <li>• Hire &amp; Train Staff</li> <li>• Implement AMP 3 Program</li> <li>• Refer Cases for Initial Target Population</li> <li>• Expansion to High Risk Population</li> </ul>	<p><b>Out of scope</b></p>	<p><b><u>3A) Expedited Detainer Review:</u></b></p> <ul style="list-style-type: none"> <li>• Defendants with new felony charges</li> <li>• Defendants with new misdemeanor charges of violence, high restitution, DUI</li> </ul> <p><b><u>3B) Alternatives to Incarceration:</u></b></p> <ul style="list-style-type: none"> <li>• Providing EM supervision for offenders with new cases on probation for major crimes of violence or gun charges</li> </ul> <p><b><u>3C) Treatment for Technical Violators:</u></b></p> <ul style="list-style-type: none"> <li>• Programming for offenders who have positive PCP tests</li> <li>• Programming for offenders on probation for major crimes of violence or gun charges</li> <li>• Programming for offenders with open felony charges</li> <li>• Programming for offenders with more than two combined probation/open cases</li> </ul>
<p><b>Risks</b></p>	<p><b><u>3A) Expedited Detainer Review:</u></b> None</p> <p><b><u>3B) Alternatives to Incarceration:</u></b></p> <ul style="list-style-type: none"> <li>• Judicial decision is needed to have certain individuals participate in the program, otherwise they will remain in custody</li> <li>• Too narrow criteria to determine offender eligibility for program participation</li> <li>• Occurrence of new charges or violations</li> </ul> <p><b><u>3C) Treatment for Technical Violators:</u></b> Not all Judges will agree to lift detainers on targeted participants</p>		

**Jurisdiction Name: Philadelphia**

**Strategy #4: Address Racial and Ethnic Disparities**

**Strategy #4: Charter**

<p><b>Strategy Summary</b></p>	<p>Philadelphia proposes three initiatives that together will reduce the rate of racial and ethnic disparities in Philadelphia's jail population.</p> <p><b>4A) Pre-Arrest Diversion:</b> Philadelphia will address the racial and ethnic disparities that exist at arrest with a two-part approach to pre-arrest diversion. Firstly, the Philadelphia Police Department will train and educate officers on the use of non-criminal summary citations in certain circumstances where criminal summary citations were traditionally issued. PPD will also broaden the range of offenses that are eligible for non-criminal summary citation. Secondly, the PPD will develop and implement a pre-arrest diversion pilot program in a geographic area with a high rate of racial and ethnic disparity at arrest. Police officers in that area will identify individuals that they believe to be first time offenders committing non-violent crimes whose primary need is drug and alcohol or mental health treatment. Officers will transport identified individuals to a pre-arrest diversion site, where trained clinical staff will provide on-site evaluation services. The evaluators will assess the individual's treatment needs, make the appropriate referral, and assist uninsured individuals in accessing public</p> <p><b>4B) Implicit/Explicit Bias Training:</b> Philadelphia will implement a comprehensive implicit/explicit bias training program for the following agencies within the criminal justice system: the PPD, DAO, Defender Association, APPD, Pretrial Services, PPS, Municipal Court and the Court of Common Pleas. Each agency will designate an individual(s) to participate in a "train the trainer" module provided by experts in the field. Upon completion of the training each of the "trainers" will develop an implementation strategy that will ensure all personnel within their organization are trained within 2 years. Philadelphia will work with an academic partner to develop pre and post surveys to evaluate the impact of the training.</p> <p><b>4C) Racial and Ethnic Disparity Audit:</b> Philadelphia will be developing a racial and ethnic disparity auditing practice across the entire system. Philadelphia proposes using the following 5-step framework for the racial and ethnic disparity audit: i) Determine whether the rate of minorities involved at any stage of the criminal justice system is disproportionate; ii) Assess the decision points where racial and ethnic disparities occur; iii) Identify plausible reasons for any disparity identified and the extent to which it is related to legitimate public safety objectives; iv) Design and implement strategies to reduce disparities; and v) Monitor the effectiveness of strategies to reduce disparities.</p>
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<p><b>Owner</b></p>	<p><b>4A) Pre-Arrest Diversion:</b> Captain Francis Healy, PPD  <b>4B) Implicit/Explicit Bias Training:</b> Rachael Eisenberg, SJC Project Manager, Office of the Managing Director  <b>4C) Racial and Ethnic Disparity Audit:</b> Julie Wertheimer, CJAB Chief of Staff, Office of the Managing Director</p>	<p><b>Sponsor</b></p>	<p><b>4A) Pre-Arrest Diversion:</b> Deputy Police Commissioner to be determined  <b>4B) Implicit/Explicit Bias Training:</b> Michael Diberardinis, City of Philadelphia Managing Director  <b>4C) Racial and Ethnic Disparity Audit:</b> Michael Diberardinis, City of Philadelphia Managing Director</p>
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<p><b>Core people involved</b></p>	<p><b>4A) Pre-Arrest Diversion:</b> Lieutenant Gabe Keown (Philadelphia Police Department-Prisoner Processing), Research and Evaluation Partners  <b>4B) Implicit/Explicit Bias Training:</b> Philadelphia Implementation Team Members, Criminal Justice Partner Agency Representatives, Training Provider  <b>4C) Racial and Ethnic Disparity Audit:</b> Philadelphia Implementation Team, SJC Research Team, CJAB Executive Committee, Technical Assistance Provider</p>	<p><b>Other support required</b></p>	<p><b>4A) Pre-Arrest Diversion:</b> Police Commissioner Richard Ross  <b>4B) Implicit/Explicit Bias Training:</b> District Attorney Seth Williams, Police Commissioner Richard Ross, Philadelphia Prison Commissioner Michael Resnick, Chief of Defender Association Keir Bradford-Grey, Chief Probation &amp; Parole Officer Charles Hoyt, Director of Pretrial Services Michael Bouchard, Administrative Judge, President Judge Neifield, President Judge Woods-Skipper, Supervising Judge Minehart  <b>4C) Racial and Ethnic Disparity Audit:</b> District Attorney Seth Williams, Police Commissioner Richard Ross, Philadelphia Prison Commissioner Michael Resnick, Chief of Defender Association Keir Bradford-Grey, Chief Probation &amp; Parole Officer Charles Hoyt, Director of Pretrial Services Michael Bouchard, Administrative Judge, President Judge Neifield, President Judge Woods-Skipper, Supervising Judge Minehart</p>
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<p><b>Outputs</b></p>	<p><b><u>4A: Pre-Arrest Diversion</u></b>  <u>Summary Offenses</u></p> <ul style="list-style-type: none"> <li>• Offenses Identified</li> <li>• Changed Police Department Policy</li> <li>• PARS Updated</li> <li>• Officers Trained</li> </ul> <p><u>Pre-Arrest Pilot</u></p> <ul style="list-style-type: none"> <li>• Establish Tracking/Case Coordination System</li> <li>• Protocols Developed and Policies Changed</li> <li>• Social Services Linkages Established</li> <li>• Building Identified &amp; Center Established</li> <li>• Law Enforcement Officers Trained</li> <li>• Clinical Staff Hired &amp; Trained</li> <li>• Research Partner and Evaluation Partner Identified</li> <li>• 841 Individuals Referred to Diversion Site/year</li> <li>• Evaluation Conducted</li> </ul> <p><b><u>4B: Implicit/Explicit Bias Training</u></b></p> <ul style="list-style-type: none"> <li>• Vendor Selected</li> <li>• Representatives from All Criminal Justice Partner Agencies Completed Train the Trainer Program</li> <li>• Criminal Justice Partner Agency Staff Trained</li> <li>• Pre/Post Surveys Completed</li> <li>• Implicit Association Test (IAT) Completed</li> </ul> <p><b><u>4C: Racial and Ethnic Disparity Audit</u></b></p> <ul style="list-style-type: none"> <li>• Creation of RRI Report for Each Decision point</li> <li>• Review for RRI Report by Implementation Team</li> <li>• Quarterly Detailed Review of Key Decision Points by Implementation Team</li> <li>• Strategies Designed and Implemented to Address Disparities</li> <li>• Quarterly Report to CJAB</li> <li>• Effectiveness of Strategies Monitored</li> <li>• Annual Progress Report to CJAB</li> </ul>	<p><b>Budget/ resources required</b></p>	<p><b><u>4A) Pre-Arrest Diversion:</u></b>  <b>Budget:</b> \$318,776 in funding is requested to hire two PHMC Staff evaluators to provide the on-site services evaluations.  <b>Inputs:</b>  <u>Summary Offenses</u></p> <ul style="list-style-type: none"> <li>• Officers</li> <li>• Data Capacity</li> <li>• PPD Leadership</li> </ul> <p><u>Pre-Arrest Pilot</u></p> <ul style="list-style-type: none"> <li>• Staff</li> <li>• Money</li> <li>• Space</li> <li>• Team to Conduct Pilot Evaluation</li> <li>• Law Enforcement Officers</li> </ul> <p><b><u>4B) Implicit/Explicit Bias Training:</u></b>  <b>Budget:</b> \$20,000.00 in funding is needed to hire an expert trainer to deliver the "Train the Trainer" Module; Training Space will be provided within established departments/agencies.  <b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Money</li> <li>• Time</li> <li>• Staff</li> <li>• Training Team</li> <li>• Space</li> <li>• Professional Development Requirements</li> </ul> <p><b><u>4C) Racial and Ethnic Disparity Audit:</u></b>  <b>Budget:</b> None  <b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Research Staff</li> <li>• Implementation Team</li> <li>• Time</li> <li>• Racial Auditing Template</li> <li>• MOU/Policy to Charge</li> <li>• CJAB Oversight</li> <li>• Technical Assistance</li> </ul>

<p><b>Outcome</b></p>	<p><b><u>4A: Pre-Arrest Diversion</u></b>  <u>Summary Offenses</u></p> <ul style="list-style-type: none"> <li>• Reduction in Criminal Summary Cases by 75%</li> <li>• Increase in Cases Diverted from Criminal to Civil by 10,114 cases</li> </ul> <p><u>Pre-Arrest Pilot</u></p> <ul style="list-style-type: none"> <li>• Reduction in Arrests for Identified Charges in Pilot Districts by 50%</li> <li>• Reduction in Arrests in Pilot Districts by 841 Arrests per year</li> <li>• Reduced Arrest Rates for People of Color</li> <li>• Improved Police/Community Relations</li> </ul> <p><b><u>4B: Implicit/Explicit Bias Training</u></b></p> <ul style="list-style-type: none"> <li>• Staff Who Report Improved Awareness of Bias</li> <li>• Survey Responses Indicating Reduced Bias</li> <li>• IAT Scores Indicating Reduced Bias</li> </ul> <p><b><u>4C: Racial and Ethnic Disparity Audit</u></b></p> <ul style="list-style-type: none"> <li>• Reduction in the RRI numbers at all decision points</li> <li>• Case Review Outcomes resulting in operational changes</li> <li>• Responses to Quarterly Reports indicating systematic adjustments</li> </ul>	<p><b>Impact (if applicable to strategy)</b></p>	<p><b><u>4A: Pre-Arrest Diversion</u></b></p> <ul style="list-style-type: none"> <li>• Reduction in Racial and Ethnic Disparity in Summary Cases</li> <li>• Reduction in Racial and Ethnic Disparity at Arrest</li> </ul> <p><b><u>4B: Implicit/Explicit Bias Training</u></b></p> <ul style="list-style-type: none"> <li>• Reduction in Racial and Ethnic Disparities Across Decision Points</li> </ul> <p><b><u>4C: Racial and Ethnic Disparity Audit</u></b></p> <ul style="list-style-type: none"> <li>• Reduction in Racial and Ethnic Disparities Across Decision Points</li> </ul>
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<p><b>In scope</b></p>	<p><b><u>4A) Pre-Arrest Diversion:</u></b>  <u>Summary Offenses</u></p> <ul style="list-style-type: none"> <li>Identifying Summary Offenses That Can Be Converted to Code Violations</li> <li>Enacting Policy Change</li> <li>Updating Data System</li> <li>Training Officers</li> </ul> <p><u>Pre-Arrest Pilot</u></p> <ul style="list-style-type: none"> <li>Creating Tracking/Case Coordination System</li> <li>Identify Charges, Develop Protocols, &amp; Change Policies</li> <li>Creating System for Community-Based Services Referrals</li> <li>Find &amp; Establish Site</li> <li>Training Law Enforcement</li> <li>Hiring &amp; Training Clinical Staff</li> <li>Hiring and Collaborating with Research Partner and Evaluation Partner for Risk Assessment Tool</li> <li>Implementation of Program</li> </ul> <p><b><u>4B) Implicit/Explicit Bias Training:</u></b></p> <ul style="list-style-type: none"> <li>Select Vendor</li> <li>Select Participants for “Train the Trainer” from Each Partner Agency</li> <li>Conduct Train the Trainer Session</li> <li>Develop Agency-Specific Training Schedule Conduct Training at Each Agency</li> </ul> <p><b><u>4C) Racial and Ethnic Disparity Audit:</u></b></p> <ul style="list-style-type: none"> <li>Identify Disproportionate Representation of Minorities at All Decision Points (Relative Rate Index)</li> <li>Assess Key Decision Points where disparities occur &amp; identify reasons for disparities</li> <li>Design and Implement Strategies to Address Disparities</li> <li>Monitor Effectiveness of Strategies</li> </ul>	<p><b>Out of scope</b></p>	<p><b><u>4A) Pre-Arrest Diversion:</u></b>  <u>Summary Offenses</u></p> <ul style="list-style-type: none"> <li>The elimination of all criminal summary citations.</li> </ul> <p><u>Pre-Arrest Pilot</u></p> <ul style="list-style-type: none"> <li>Programming for individuals outside of the pilot geographic area</li> <li>Direct provision of services</li> </ul> <p><b><u>4B) Implicit/Explicit Bias Training:</u></b></p> <ul style="list-style-type: none"> <li>Monitoring agency practice after the conclusion of training</li> </ul> <p><b><u>4C) Racial and Ethnic Disparity Audit:</u></b></p> <ul style="list-style-type: none"> <li>External auditing of agency data</li> </ul>
<p><b>Risks</b></p>	<p><b><u>4A) Pre-Arrest Diversion:</u></b> If the need for services exceeds the capacity of providers in the community.  <b><u>4B) Implicit/Explicit Bias Training:</u></b> If training is not effective in changing behavior  <b><u>4C) Racial and Ethnic Disparity Audit:</u></b> If responses to data do not address the root causes of disparities</p>		



**Jurisdiction Name: Philadelphia**

**Strategy #5: Addressing Special Populations**

**Strategy #5: Charter**

<p><b>Strategy Summary</b></p>	<p>Philadelphia will create and expand programming for individuals charged with crimes involving the sale of drugs and those in jail with mental illness who can be safely treated in the community</p> <p><b>5A) Diversion for Narcotic Sale Cases:</b> Provide support for the Choice is Yours, felony diversion program, the only felony diversion program in Philadelphia. These funds would provide for expansion of eligibility criteria and places for 50 additional defendants to enter the program per year. The program's continued success will allow for more time to identify a permanent funding source for long term viability.</p> <p><b>5B: Continuity of Services for Those with Mental Illness:</b> This proposal is to hire two social workers/case managers/resource coordinators and have them work exclusively with the SMI population upon admission to the prison. The goal of this strategy is to have these two personnel assist in filling out applications for case management services, scheduling psychiatric, inpatient and outpatient appointments prior to discharge. These two social workers/case managers/resource coordinators will also fill out housing applications, help defendants get ID cards, medical cards and help apply for Social Security Benefits</p>
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<p><b>Owner</b></p>	<p><b>5A) Diversion for Narcotic Sale Cases:</b> Derek Riker, District Attorney's Office</p> <p><b>5B: Continuity of Services for Those with Mental Illness :</b> Luna Pattella, Defender Association</p>	<p><b>Sponsor</b></p>	<p><b>5A) Diversion for Narcotic Sale Cases:</b> Laurie Malone, District Attorney's Office</p> <p><b>5B: Continuity of Services for Those with Mental Illness:</b> Keir Bradford- Grey, Chief Defender, Defender Association of Philadelphia</p>
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<p><b>Core people involved</b></p>	<p><b><u>5A) Diversion for Narcotic Sale Cases:</u></b>  Derek Riker, Chief Diversion Courts, DAO  Byron Cotter, Chief Alternative Sentencing, PD  <b><u>5B: Continuity of Services for Those with Mental Illness:</u></b>  Luna Pattella, Defender Association, Chief of MH Unit,  Eric Stryd, District Attorney, Assistant Chief of Diversion,  Blanche Carney, Philadelphia Prison, Deputy Commissioner</p>	<p><b>Other support required</b></p>	<p><b><u>5A) Diversion for Narcotic Sale Cases:</u></b>  Marsha Neifield, President Judge, Municipal Court  Jeff Booth, Exec. Dir. Workforce Initiatives, JEVS Human Services  Nigel Bowe, Program Manager, JEVS Human Services  Kirsten Heine, Chief Charging Unit, DAO  Roseanne Unger, Director Criminal Administration- Municipal Court  <b><u>5B: Continuity of Services for Those with Mental Illness:</u></b>  Philadelphia Adult Probation and Parole Department  Department of Behavioral Health ( DBH)</p>
<p><b>Outputs</b></p>	<p><b><u>5A) Diversion for Narcotic Sale Cases:</u></b></p> <ul style="list-style-type: none"> <li>• Referral Process Streamlined</li> <li>• Eligibility Criteria Revised</li> <li>• Court Calendars Adjusted</li> <li>• Individuals Referred to Program</li> <li>• Individuals Accepted into Program Individuals Completing Program</li> </ul> <p><b><u>5B: Continuity of Services for Those with Mental Illness:</u></b></p> <ul style="list-style-type: none"> <li>• Eligibility Criteria Defined &amp; Prioritized</li> <li>• Program Protocols Developed and Implemented</li> <li>• Data Sharing Protocols Established and Enacted</li> <li>• Coordinated Release Established and Enacted</li> <li>• Staff Hired and Trained</li> <li>• 87 Applications for Benefits Suspension Filed per year</li> <li>• 38 New Benefits Applications Filed per year</li> <li>• Linkages to Services Established for all 125 clients/year</li> </ul>	<p><b>Budget/ resources required</b></p>	<p><b><u>5A) Diversion for Narcotic Sale Cases:</u></b></p> <ul style="list-style-type: none"> <li>• <b>Budget:</b> \$500,000 in funding is requested for space to continue job readiness training and support social services programming</li> </ul> <p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Money</li> <li>• Staff</li> </ul> <p><b><u>5B: Continuity of Services for Those with Mental Illness:</u></b></p> <ul style="list-style-type: none"> <li>• <b>Budget:</b> \$320,000 in funding is needed for two staff personnel, space at PPS/PD's office, and computer/data access to DBH database</li> </ul> <p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Staff</li> <li>• Data Capacity</li> <li>• Treatment Providers</li> <li>• Money</li> <li>• Space</li> <li>• DBH/PD database and resources</li> <li>• Public Benefits</li> </ul>

<p><b>Outcome</b></p>	<p><b><u>5A) Diversion for Narcotic Sale Cases:</u></b></p> <ul style="list-style-type: none"> <li>Increased Number of Felony Cases Diverted by 50 per year</li> <li>Decreased One Year Recidivism Rates by 50%</li> <li>Increased Number of People Employed by 35 per year</li> <li>Decreased Number of Pretrial Felony Holds by 50 per year</li> <li>Decreased Number of County Sentences by 42.5 per year</li> <li>Increased skills and employability of participants</li> <li>Increased public safety by conserving prosecutorial resources</li> </ul> <p><b><u>5B: Continuity of Services for Those with Mental Illness:</u></b></p> <ul style="list-style-type: none"> <li>Reduced LOS for Program Participants by 85% (159 ÷ 188 = 85%)</li> <li>All 125 Participants per year connected with Mental Health Treatment upon release from PPS. <ul style="list-style-type: none"> <li>87 Participants per year Benefits Suspended while at PPS, but all 87 are restored upon release</li> <li>38 New Benefits Granted per year</li> </ul> </li> </ul>	<p><b>Impact (if applicable to strategy)</b></p>	<p><b><u>5A) Diversion for Narcotic Sale Cases:</u></b></p> <ul style="list-style-type: none"> <li>0.2% reduction in the jail population <ul style="list-style-type: none"> <li>Target Population: 50</li> <li>ALOS: 108</li> <li>Expected Number of Days Saved: 108</li> <li>Beds Saved on a Given Day: 15</li> </ul> </li> <li>Reduction In Racial And Ethnic Disparity</li> </ul> <p><b><u>5B: Continuity of Services for Those with Mental Illness:</u></b></p> <ul style="list-style-type: none"> <li>0.67% reduction in the jail population (125 X 159 ÷ 365 = 54 ÷ 8082 = 0.67%) <ul style="list-style-type: none"> <li>Target Population: 125 per year</li> <li>ALOS: 188</li> <li>Expected Number of Days Saved: 159</li> <li>Number of Beds Saved on a Given Day: 54</li> </ul> </li> </ul>
<p><b>In scope</b></p>	<p><b><u>5A) Diversion for Narcotic Sale Case:</u></b></p> <ul style="list-style-type: none"> <li>Streamline Referral Process</li> <li>Revise Eligibility Criteria</li> <li>Adjust Court Calendars</li> <li>Implement Program Expansion</li> <li>Refer New Cases</li> </ul> <p><b><u>5B: Continuity of Services for Those with Mental Illness:</u></b></p> <ul style="list-style-type: none"> <li>Defining/Prioritizing Eligibility Criteria</li> <li>Develop Program Protocols</li> <li>Establishing Data Sharing Protocols with DBH/PD</li> <li>Establishing Coordinated Release with treatment providers</li> <li>Hire and Train Staff</li> <li>Identify and Work with Target Population</li> </ul>	<p><b>Out of scope</b></p>	<p><b><u>5A) Diversion for Narcotic Sale Cases:</u></b></p> <ul style="list-style-type: none"> <li>formal evaluation of program</li> <li>offenders charged with violent felonies</li> <li>offenders with previous felony convictions</li> <li>offenders over age 35</li> </ul> <p><b><u>5B: Continuity of Services for Those with Mental Illness:</u></b></p> <ul style="list-style-type: none"> <li>Services for individuals who will be receiving state sentences</li> <li>Services for individuals who cannot be treated safely in the community</li> <li>Program evaluation</li> <li>Providing direct mental health treatment</li> </ul>
<p><b>Risks</b></p>	<p><b><u>5A) Diversion for Narcotic Sale Cases:</u></b></p> <ul style="list-style-type: none"> <li>Initial referrals are at the discretion of the District Attorney's Charging Unit. They are not final though, so if a defendant isn't qualified it will delay the prosecution until the case is properly referred and have defendants who may have otherwise faced more restrictive pre-trial requirements being on bail SOB or ROR.</li> <li>The program does not include any law enforcement, probation, or pre-trial services supervision. All monitoring is done by the social services partner.</li> <li>There are no mandatory drug testing requirements during the program.</li> </ul> <p><b><u>5B: Continuity of Services for Those with Mental Illness:</u></b> Limited Bed space at TX facilities. Delay by outside agencies in response to completed applications.</p>		

**Jurisdiction Name: Philadelphia**

**Strategy 6: Increase Cross-System Data Capacity**

**Strategy #6: Charter**

<b>Strategy Summary</b>	<i>This initiative adds additional research and analytic staff to provide evidence that will foster evidence-based decision making for the SJC Reform efforts.</i>		
<b>Owner</b>	<i>Jaime S. Henderson, Ph.D., Research &amp; Information Analyst, First Judicial District of Pennsylvania</i>	<b>Sponsor</b>	<i>The Judiciary &amp; Richard T. McSorley, Deputy Court Administrator, Trial Division, Court of Common Pleas, First Judicial District of Pennsylvania</i>
<b>Core people involved</b>	<i>Jaime S. Henderson, Ph.D., Two new researchers who will be hired.</i>	<b>Other support required</b>	<i>The IT Departments of the justice partners will be involved by providing data for report generation and data analysis. IT will also be involved in creating online access for all justice partners to monitor data at crucial decision points.</i>

<b>Outputs</b>	<ul style="list-style-type: none"> <li>• New research staff hired and trained</li> <li>• Cumulative list of data/reports generated</li> <li>• Workflow plan developed &amp; enacted</li> <li>• Shared data forum for all justice partners created</li> <li>• Justice partners have access to data and reports to guide decisions and monitor initiatives</li> <li>• Standardization of terms and figures for entire system completed</li> <li>• Racial/ethnic data-tracking system created and implemented</li> <li>• Data integrity practices created and enacted</li> </ul>	<b>Budget/ resources required</b>	<p><b>Budget:</b> The proposed budget for this strategy is for salary: \$125,018 (two full-time staff) per year. The First Judicial District will provide computers and work stations for the new hires.</p> <p><b>Inputs:</b></p> <ul style="list-style-type: none"> <li>• Money</li> <li>• Space</li> <li>• Staff (all justice partners and new hires)</li> <li>• Software</li> <li>• Technology</li> </ul>
<b>Outcome</b>	<ul style="list-style-type: none"> <li>• Two full-time researchers working on SJC efforts by 7/2016</li> <li>• All Implementation Team meetings will be informed by data reports beginning 10/2016</li> <li>• Established process for standardizing terms and figures completed by 12/2016</li> <li>• Shared data forum created by 1/2017</li> <li>• Users able to access shared data forum by 2/2017</li> <li>• Relative Rate Index generated at key decision points and made available to the Implementation Team by 1/2017</li> <li>• Collective plan for data integrity practices by 10/2016</li> </ul>	<b>Impact (if applicable to strategy)</b>	<ul style="list-style-type: none"> <li>• Data will be provided to the justice partners to facilitate constant monitoring of the jail population and the processes that result in the incarceration of defendants. This is a substantial step toward becoming an evidence-based decision making jurisdiction in which all partners are making decisions based upon the same data.</li> <li>• Better data sharing practices and increased data integrity will yield better decisions potentially resulting in fewer jail admissions, shorter lengths of stay, and a reduction in racial and ethnic disparities at all stages of the system.</li> </ul>
<b>In scope</b>	<ul style="list-style-type: none"> <li>• Hire &amp; Train new research staff</li> <li>• Assess need for data/reports</li> <li>• Develop &amp; Enact workflow plan</li> <li>• Establish data-sharing practices involving all justice partners</li> <li>• Create shared data forum</li> <li>• Generate Initiative Data Reports</li> <li>• Establish &amp; Create system-wide process for standardizing terms/definitions and figures</li> <li>• Create and implement racial/ethnic data monitoring system with relative rate index reported at key decision points</li> <li>• Develop &amp; Enact data integrity practices</li> </ul>	<b>Out of scope</b>	<ul style="list-style-type: none"> <li>• Creating responses to racial/ethnic audit based upon data results.</li> </ul>
<b>Risks</b>	<p>Report generation takes a great deal of time and involves administration, the IT department, and research staff to finalize parameters. Data often require extensive cleaning and prep prior to analyses.</p>		



**Jurisdiction Name: Philadelphia**
**Strategy #1: Address the Over-Incarceration of Pretrial Defendants**
**Strategy #1A: Activities and Tasks**

<b>STRATEGY 1A</b> <i>Pretrial Risk Tool</i>	<b>EXPECTED TO BE COMPLETE</b> <b>(April, 2017)</b>	<b>RESPONSIBLE</b>
<b>Hire Researchers for Tool Development</b>	<b>May, 2016</b>	<b>Administrative Judge of the First Judicial District, FJD Judicial Leadership and Administration</b>
Create contract and MOU with researchers	May, 2016	Administrative Judge of the First Judicial District, FJD Judicial Leadership and Administration
Submit and approve contract	May, 2016	Administrative Judge of the First Judicial District, FJD Judicial Leadership and Administration
<b>Development and Testing of Tool</b>	<b>April, 2017</b>	<b>Administrative Judge of the First Judicial District, FJD Judicial Leadership, Administration, Research Dept., Pretrial Services, Richard Berk, Geoffrey Barnes</b>
Provide database of historical Philadelphia data	July, 2016	Administrative Judge of the First Judicial District, FJD IT Department, City's OIT Department
Assembly of database for model/tool development	September, 2016	Administrative Judge of the First Judicial District, Geoffrey Barnes
Create risk tool	November, 2016	Administrative Judge of the First Judicial District, Richard Berk
Software creation to house tool	January, 2017	Administrative Judge of the First Judicial District, FJD IT Department, City's OIT Department, Geoffrey Barnes

Validate/test risk tool	March, 2017	Administrative Judge of the First Judicial District, FJD Judicial Leadership, Administration, Research Dept., Pretrial Services, Richard Berk, Geoffrey Barnes
Implementation of risk tool	April, 2017	Administrative Judge of the First Judicial District, FJD Judicial Leadership, Administration, Research Dept., Pretrial Services, Richard Berk, Geoffrey Barnes
Monitoring of Risk Tool	Begin January 2017 (Ongoing)	Administrative Judge of the First Judicial District, FJD Judicial Leadership, Administration, Research Dept., Pretrial Services, Richard Berk, Geoffrey Barnes
<b>Development of Implementation Plan</b>	<b>August, 2016</b>	<b>Administrative Judge of the First Judicial District, FJD Judicial Leadership, Administration, Research Dept., Pretrial Services, Richard Berk, Geoffrey Barnes</b>
Create plan	July, 2016	Administrative Judge of the First Judicial District, FJD Judicial Leadership, Administration, Research Dept., Pretrial Services, Richard Berk, Geoffrey Barnes
Finalize plan	August, 2016	Administrative Judge of the First Judicial District, FJD Judicial Leadership, Administration, Research Dept., Pretrial Services, Richard Berk, Geoffrey Barnes
<b>Generate Stakeholder Buy-In</b>	<b>March, 2017</b>	<b>Administrative Judge of the First Judicial District, FJD Judicial Leadership, Administration, Research Dept., Pretrial Services, Richard Berk, Geoffrey Barnes, MacArthur Implementation Team</b>
<b>Training</b>	<b>March, 2017</b>	<b>Administrative Judge of the First Judicial District, FJD Judicial Leadership, Administration, Research Dept., Pretrial Services, Richard Berk, Geoffrey Barnes, MacArthur Implementation Team</b>



<b>Enact Implementation Plan, Risk Tool is Implemented, Maintained and Monitored</b>	<b>April, 2017</b>	<b>Administrative Judge of the First Judicial District, FJD Judicial Leadership, Administration, Research Dept., Pretrial Services, Richard Berk, Geoffrey Barnes</b>
Education on Empirically derived risk assessment tools	Begin April, 2016 (ongoing)	Administrative Judge of the First Judicial District, FJD Judicial Leadership, Administration, Research Dept., Pretrial Services, Richard Berk, Geoffrey Barnes, MacArthur Implementation Team
Solicit feedback from stakeholders	Begin April, 2016 (ongoing)	Administrative Judge of the First Judicial District, FJD Judicial Leadership, Administration, Research Dept., Pretrial Services, Richard Berk, Geoffrey Barnes, MacArthur Implementation Team
Educate Judiciary, Court Staff, Pretrial Services, and All Justice Partners	March, 2017	Administrative Judge of the First Judicial District, FJD Judicial Leadership, Administration, Research Dept., Pretrial Services, Richard Berk, Geoffrey Barnes, MacArthur Implementation Team
<b>Technical Maintenance</b>	<b>Begins January, 2017 ongoing</b>	<b>Administrative Judge of the First Judicial District, FJD IT Department, Geoffrey Barnes</b>
Monitor software environment in which risk tool resides and functions	Begins January, 2017 ongoing	Administrative Judge of the First Judicial District, FJD IT Department, Geoffrey Barnes

## Strategy #1B: Activities and Tasks

Strategy 1B: <i>Robust Alternatives to Cash Bail</i>	EXPECTED TO BE COMPLETE (December, 2018)	RESPONSIBLE Administrative Judge of the First Judicial District
<b>Development of Implementation Plan for Robust Release Conditions</b>	April, 2017	<b>Administrative Judge of the First Judicial District, FJD Judicial Leadership, Court Administration, Pretrial Services Leadership, Research Department</b>
Review numbers from risk model	January, 2017	Administrative Judge of the First Judicial District, FJD Judicial Leadership, Court Administration, Pretrial Services Leadership, Research Department
Derive meaningful supervision practices and release category capacities	February, 2017	Administrative Judge of the First Judicial District, FJD Judicial Leadership, Court Administration, Pretrial Services Leadership, Research Department
<b>Hire and train staff</b>	<b>April, 2017</b>	<b>Administrative Judge of the First Judicial District, FJD Judicial Leadership, Court Administration, Pretrial Services Leadership, Research Department</b>
<b>Conversion and Expansion of EM Unit</b>	<b>April, 2017</b>	<b>Administrative Judge of the First Judicial District, FJD Judicial Leadership, Court Administration, Pretrial Services Leadership, Research Department, APPD</b>
Develop RFP	May, 2016	Administrative Judge of the First Judicial District, FJD Judicial Leadership, Court Administration, Pretrial Services Leadership, FJD Procurement, FJD IT, APPD
Disseminate RFP	May, 2016	Administrative Judge of the First Judicial District, FJD Procurement

Q & A with Vendors	July, 2016	Administrative Judge of the First Judicial District, FJD Judicial Leadership, Court Administration, Pretrial Services Leadership, FJD Procurement, FJD IT, Research Department, APPD
Review of Submitted RFPs	August, 2016	Administrative Judge of the First Judicial District, FJD Judicial Leadership, Court Administration, Pretrial Services Leadership, FJD Procurement, FJD IT, Research Department, APPD
Selection of Vendor	September, 2016	Administrative Judge of the First Judicial District, FJD Judicial Leadership, Court Administration, Pretrial Services Leadership, FJD Procurement, FJD IT, Research Department, APPD
Transition to New Vendor	February, 2017	Administrative Judge of the First Judicial District, FJD Judicial Leadership, Court Administration, Pretrial Services Leadership, FJD Procurement, FJD IT, APPD, Research Department, New Vendor
<b>Generating Stakeholder Buy-In</b>	<b>March, 2017</b>	<b>Administrative Judge of the First Judicial District, FJD Judicial Leadership, Court Administration, Pretrial Services Leadership, Research Department</b>
Educate all Criminal Justice partners on alternatives to cash bail and the changed process of decision making	Begin April 2016 (ongoing)	Administrative Judge of the First Judicial District, FJD Judicial Leadership, Court Administration, Pretrial Services Leadership, Research Department
Conduct informative sessions with Criminal Justice Partners on the new alternatives to cash bail	Begin February 2017 (ongoing)	Administrative Judge of the First Judicial District, FJD Judicial Leadership, Court Administration, Pretrial Services Leadership, Research Department

Formalize the process of assigning supervision level using risk level	January, 2017	Administrative Judge of the First Judicial District, FJD Judicial Leadership, Court Administration, Pretrial Services Leadership, Research Department
Formalize caseload distribution methods and reporting categories	March, 2017	Administrative Judge of the First Judicial District, FJD Judicial Leadership, Court Administration, Pretrial Services Leadership, Research Department
Enact the Robust Range of Release Conditions	April, 2017	Administrative Judge of the First Judicial District, FJD Judicial Leadership, Court Administration, Pretrial Services Leadership, Research Department
Development, Validation, Implementation and Monitoring of Needs Assessment	December, 2018	Administrative Judge of the First Judicial District, FJD Judicial Leadership, Court Administration, Pretrial Services Leadership, Research Department, Hired Researchers
Hire researchers	July, 2017	Administrative Judge of the First Judicial District, FJD Judicial Leadership, Court Administration, Pretrial Services Leadership, Research Department
Develop needs assessment	December, 2017	Administrative Judge of the First Judicial District, FJD Judicial Leadership, Court Administration, Pretrial Services Leadership, Research Department, Hired Researchers
Validate needs assessment	June, 2018	Administrative Judge of the First Judicial District, FJD Judicial Leadership, Court Administration, Pretrial Services Leadership, Research Department, Hired Researchers
Training	Begin May 2017 (ongoing)	Administrative Judge of the First Judicial District, FJD Judicial Leadership, Court Administration, Pretrial Services Leadership, Research Department, Hired Researchers

Hire social worker	April, 2018	Administrative Judge of the First Judicial District, FJD Judicial Leadership, Court Administration, Pretrial Services Leadership, Research Department, Hired Researchers
Implement Needs Assessment	December, 2018	Administrative Judge of the First Judicial District, FJD Judicial Leadership, Court Administration, Pretrial Services Leadership, Research Department, Hired Researchers
<b>Technical Maintenance of Needs Assessment</b>	<b>Begins January, 2017 (ongoing)</b>	Administrative Judge of the First Judicial District, FJD Judicial Leadership, Court Administration, Pretrial Services Leadership, Research Department, Hired Researchers
Monitor software environment and technology required for pretrial initiatives	Begins January, 2017 (ongoing)	District, FJD IT Department, New EM Vendor, Hired Researchers for Needs Assessment Tool

## Strategy #1C: Activities and Tasks

<b>STRATEGY 1C:</b> <i>Pretrial Advocates Program</i>	<b>EXPECTED TO BE COMPLETE</b> <b>(MONTH, YEAR)</b>	<b>RESPONSIBLE</b>
<b>Generate Stakeholder Buy-In</b>		
<i>Meetings Held with Each Core Agency</i>	April, 2016	<i>Mark Houldin, Defender Association &amp; Pre-Trial Working Group</i>
<b>Develop Implementation Plan</b>		
Identify Resources, Training Procedures, and Oversight needed to implement effective pre-trial representation	May, 2016	<i>Mark Houldin, Defender Association</i>
Create Interview Manual for Pre-trial Advocates	June, 2016	
<b>Hire and Train Staff</b>		

Create Job Descriptions	July, 2016	<i>Mark Houldin, Defender Association</i>
Recruit and Hire qualified staff	August 2016	Mark Houldin, Defender Association
Train Staff According to Implementation plan and best practices	August, 2016	Mark Houldin, Defender Association
<b>Develop Protocols</b>		
Develop Procedures to protect confidentiality and Prevent Conflicts of Interest	June 2016	Mark Houldin, Defender Association
Develop Protocols for flow of Preliminary Arraignment	July, 2016	Mark Houldin, Defender Association & Pre-Trial Working Group
Develop Protocols for Receipt of Charge/PARS Information	July 2016	Mark Houldin, Defender Association with Pre-Trial Working Group
Develop Protocols for Confidential Conversations via Closed Circuit/Telephonic Communication	July 2016	Mark Houldin, Defender Association with Pre-Trial Working Group and Police
<b>Collaborate with Evaluation Research Team</b>		
Develop Methodology for Piloting Program	May 2016	Mark Houldin, Defender Association, Quattrone Center for the Fair Administration of Justice at the University of Pennsylvania
Identify needed data points, collection methods, and evaluation design	July, 2016	Mark Houldin, Defender Association, Quattrone Center
<b>Obtain and Utilize Technology</b>		
Procure Polycom/Telephonic Equipment for Defender Office and Police District Locations	August 2016	Mark Houldin, Defender Association
<b>Enact Pretrial Advocates Program</b>	<b>September 2016</b>	<b>Mark Houldin, Defender Association &amp; Pre-Trial Working Group</b>

## Strategy #1D: Activities and Tasks

STRATEGY 1 D: <i>Implement a Early Bail Review Hearing list.</i>	EXPECTED TO BE COMPLETE (MONTH, YEAR)	RESPONSIBLE
<b>Develop Eligibility Criteria</b>	Apr-16	
Develop and Provide eligibility selection criteria to FJD IT team		Roseanne Unger, Director, Court Administration; Case Processing Workgroup
<b>Obtain FJD IT Support to generate Eligibility list</b>	Apr-16	
FJD IT to develop a daily report based on pre defined selection criteria		Roseanne Unger, Director, Court Administration; FJD IT
<b>Development of Protocols for Bail Review Hearing</b>	Apr-16	
Develop scheduling protocols to create the list in CPCMS		Roseanne Unger, Director, Court Administration; Municipal Court
Develop Courtroom Operations protocols for the bail review hearing list		Roseanne Unger, Director, Court Administration; FJD- Municipal Court, Office of Judicial Records
Develop protocols for Releases on Pretrial Supervision		Roseanne Unger, Director, Court Administration; FJD- Pretrial Services
<b>Develop New Protocols for defense interviews</b>	Apr-16	
Develop Protocol for identifying cases for early review and assigning attorneys to conduct interviews within 5 days		Roseanne Unger, Director, Court Administration; Defender Association
<b>Develop Criminal Justice Stakeholder Buy-In</b>	Apr-16	

Meet routinely to discuss progress, shortcomings, etc.		Roseanne Unger, Director, Court Administration; Case Processing Workgroup
<b>Orientation and Training</b>	Apr-16	
Discuss Courtroom Operations plan, Pretrial Service Release procedures, and Defense Counsel interview plan with Justice Partners at working group meetings.		Roseanne Unger, Director, Court Administration; Case Processing Workgroup
<b>Enact Early Bail Review Hearings</b>	May, 2016	<b>Roseanne Unger, Director, Court Administration; Case Processing Workgroup</b>



**Jurisdiction Name: Philadelphia**

**Strategy #2: Create Efficiencies Case Processing**

**Strategy #2A: Activities and Tasks**

<b>STRATEGY 2A:</b> <i>Continuance Review</i>	<b>EXPECTED TO BE COMPLETE</b> <b>(MONTH, YEAR)</b>	<b>RESPONSIBLE</b>
<b>Develop Data Collection Protocol</b>	<b>April, 2016</b>	<b>Roseanne Unger, Keith Smith, &amp; FJD IT</b>
Identify data required for continuance review report		
Determine if Programming enhancements are needed to CPCMS		
Generate Continuance Review Reports.		
<b>Develop Criminal Justice Stakeholder Buy-In</b>	<b>April, 2016</b>	<b>Keith Smith and Case Processing Workgroup</b>

Meet routinely to discuss progress of calendar and scheduling revisions. Track results to show the reduction in LOS or make adjustment to strategies which do not reduce LOS.		Keith Smith and Case Processing Workgroup
<b>Review current practices and develop a plan with recommendations for effective case processing and scheduling.</b>	April, 2016	Keith Smith and Case Processing WG
Criminal Justice partners will meet routinely to discuss data results, current practices, and develop a strategy for recommendations to reduce delays		Keith Smith and Case Processing Workgroup
<b>Implement Approved Recommendations</b>	April, 2016	Keith Smith and Case Processing Workgroup
Develop protocols for each policy recommended		Keith Smith and Case Processing Workgroup
Educate Judges, Attorneys, and Court staff of policy changes		Keith Smith and Case Processing Workgroup
Develop protocols to track the results of the policy changes		Keith Smith and Case Processing Workgroup
Once implemented, meet to monitor the progress of policy changes. Discuss possible adjustment when necessary.		Keith Smith and Case Processing Workgroup

## Strategy #2B: Activities and Tasks

<b>STRATEGY 2B</b> <i>Expedited Plea Offers</i>	<b>EXPECTED TO BE COMPLETE</b> <b>(MONTH, YEAR)</b>	<b>RESPONSIBLE</b>
<b>Develop Criteria and protocols for Expansion of Early Resolution (ER) Program</b>	<b>April, 2016</b>	<b>Kirsten Heine, District Attorney's Office</b>
Identify selection criteria for DA Charging Unit to flag cases at arraignment and send to ER		
Develop protocols on misdemeanor and felony offers in ER		
<b>Develop protocols for Defense interviews</b>	<b>April, 2016</b>	<b>James McHugh, Defender Association</b>
Develop protocols for Defense to interview and relay offers		
<b>Develop Protocols to track the results of ER Expansion</b>	<b>April, 2016</b>	<b>Kirsten Heine, DAO; Municipal Court</b>
Determine how data will be collected to track progress		

<b>Develop training for attorneys and Court staff</b>	<b>April, 2016</b>	<b>Kirsten Heine, DAO; and Case Processing Workgroup</b>
Communicate and educate all staff on the expansion policy		
<b>Implement Early Resolution Expansion</b>	<b>April, 2016</b>	<b>Kirsten Heine, DAO; and Case Processing Workgroup</b>

### **Strategy #2C: Activities and Tasks**

<b>STRATEGY 2C</b> <i>Sentenced Population Case Processing</i>	<b>EXPECTED TO BE COMPLETE</b> <b>(MONTH, YEAR)</b>	<b>RESPONSIBLE</b>
<b>Review and update the Early Parole petition Protocol</b>	<b>April, 2016</b>	<b>Byron Cotter, Defender Association Alternative Sentencing Unit</b>
Revise how Defenders Associations Alternative Sentencing Unit review sentence commits of court appointed and private counsel to determine when an individual is eligible for early parole.		

Revise how the Defenders Association will review to see if the court-appointed and private clients are eligible for Early Parole programs.		
<b>Train Staff on revised Early Parole Petition Protocols</b>	<b>April, 2016</b>	<b>Byron Cotter</b>
Communicate policy revisions to staff		
<b>Implement Expanded Early Parole Petitions Program</b>	<b>April, 2016</b>	<b>Byron Cotter, Defender Association Alternative Sentencing Unit</b>
<b>Develop Protocols for DUI Treatment Court Expansion</b>	<b>April, 2016</b>	<b>Derek Riker, DAO; Municipal Court, DAO, Defenders Association, &amp; Bar Association</b>
Justice Partners are revising the current DUI Treatment Court MOU which will expand the eligibly list		
Communicate the revised eligibility criteria to DAO, Defenders Association, Bar Association, and FJD staff		

<p><b>Develop Protocols for Intermediate Punishment (IP) Expansion to include DUI cases</b></p>	<p><b>April, 2016</b></p>	<p><b>Derek Riker, Byron Cotter, Municipal Court, DAO, Defenders Association, &amp; Bar Association</b></p>
<p>Draft an MOU to include DUI cases in the Intermediate Punishment Program (IP)</p>		
<p>Communicate and implement the revised eligibility criteria to DAO, Defenders Association, Bar Association, and FJD staff</p>		
<p><b>Request Additional Programming in PARS and CPCMS to track referrals and outcomes of DUI TC and DUI IP</b></p>	<p><b>April, 2016</b></p>	<p><b>Derek Riker, DAO; FJD IT; City OIT, DAO, &amp; FJD</b></p>
<p>Create Case types in PARS for DAO Charging to use to flag eligible DUI cases from Arraignment Court</p>		<p><b>Derek Riker</b></p>
<p>Make the necessary program mapping request to the Administrative Office of Pennsylvania Courts for the new PARS Case Type in CPCMS</p>		<p><b>Roseanne Unger</b></p>
<p>Request reports in CPCMS to track IP dispositions</p>		<p><b>Roseanne Unger</b></p>

<p><b>Educate and Train Judges, Attorney's, and Staff on DUI TC &amp; IP expansion</b></p>	<p><b>April, 2016</b></p>	<p><b>Derek Riker, Byron Cotter Municipal Court, DAO, OJR, Defenders Association, &amp; Bar Association</b></p>
<p><b>Implement DUI Treatment Court and Intermediate Punishment Expansion</b></p>	<p><b>April, 2016</b></p>	<p><b>Derek Riker, Byron Cotter Municipal Court, DAO, OJR, Defenders Association, &amp; Bar Association</b></p>

**Jurisdiction Name: Philadelphia**

**Strategy #3: Addressing Violations of Community Supervision**

**Strategy #3A: Activities and Tasks**

STRATEGY 3A: <i>Expedited Detainer Review</i>	EXPECTED TO BE COMPLETE (MONTH, YEAR)	RESPONSIBLE
<b>Streamline Referral Process</b>		
Develop Procedure to identify new detainees with felony holds and open Misdemeanor case	<b>Completed</b> - November 2015	Sarah Allen, Defender Association
Create Referral process for offers on new cases	<b>Completed</b> - November 2015	Sarah Allen, Defender Association / Derek Riker, DAO
<b>Create a Plan for Establishing Agreement for Early Resolution of New Misdemeanor Case</b>		
Develop plan to convey offer to defendant in custody	<b>Completed</b> - November 2015	Sarah Allen, Defender Association
Finalize agreement with Municipal Court to list new case earlier than scheduled	<b>Completed</b> - September 2015	Sarah Allen, Defender Association / Roseanne Unger, Municipal Court
Approval of President Judge	<b>Completed</b> - September 2015	Judge Neifield, President Judge of Municipal Court



<b>Establish Scheduling Procedure in Court of Common Pleas for Felony Detainer</b>		
Formalize policy with Common Pleas Court	<b>Completed</b> - November 2015	Sarah Allen, Defender Association / Keith Smith, Common Pleas Court
<b>Implement new policy</b>	<b>Completed</b> - November 2015	<b>Sarah Allen, Defender Association / Derek Riker, DAO</b>

### **Strategy #3B: Activities and Tasks**

<b>STRATEGY 3B NAME:</b> <i>Alternatives to Incarceration</i>	<b>EXPECTED TO BE COMPLETE</b> <b>(MONTH, YEAR)</b>	<b>RESPONSIBLE</b>
<b>Build Support Among Judiciary</b>	<b>Apr-16</b>	DCA Richard McSorley, Charles Hoyt, Chief APPD, CP President Judge Woods-Skipper, MC President Judge Neifield, and Supervising Judge Minehart.
Discuss specific protocol with Judges		
<b>Develop Protocol for EM Expansion</b>	<b>Jul-16</b>	Charles Hoyt, Chief APPD, DCA McSorley, Michael Bouchard, Pretrial Services, and Guy Garant, Prison Population Mgmt.
Develop Protocol		
Finalize Protocol		

<b>Vendor Selection</b>	<b>Dec-16</b>	Charles Hoyt, Chief APPD, Michael Bouchard, Director Pretrial Services
Review Bids	Aug-16	
Select Vendor	Dec-16	
<b>Hire/Train Officer Trainees</b>	<b>Mar-17</b>	Charles Hoyt, Chief APPD
Interview Candidates	Jul-17	
Hire Trainees	Jan-17	
Training of new staff	Mar-17	
<b>Policy Development for EM Unit</b>	<b>Jan-17</b>	Charles Hoyt, Chief APPD
Develop Department Protocol & Policy	Sep-16	
Approve Policy	Dec-16	
Adopt Policy	Jan-17	
<b>Develop and Implement Auditing Mechanism</b>	<b>Jan-17</b>	<b>Charles Hoyt, Chief APPD</b>
<b>Create Daily Candidate List</b>	<b>Jan-17</b>	Charles Hoyt, Chief APPD, Guy Garant, Prison Population Management, Michael Bouchard, Pretrial Services
Daily Extract & List Development	Sep-16	
Implementation	Jan-17	
<b>New EM Equipment Training</b>	<b>Mar-17</b>	Charles Hoyt, Chief APPD
Vendor Onsite Training	Jan-17	

Equipment Testing	Feb-17	
Implementation	Mar-17	
<b>Enact EM Expansion</b>	<b>March, 2017</b>	Charles Hoyt, Chief APPD, DCA McSorley, Michael Bouchard, Pretrial Services, and Guy Garant, Prison Population Mgmt.

### Strategy #3C: Activities and Tasks

STRATEGY 3C: Treatment for Technical Violators	EXPECTED TO BE COMPLETE (MONTH, YEAR)	RESPONSIBLE
<b>Build Support Amongst Judiciary</b>		
Develop presentation explaining AMP3 to Judges	Now	Charles Hoyt, APPD / Derek Riker, DAO / Sarah Allen, Defender Association
Work with Judicial leadership to arrange for times to present program to Judges	April 2016	Judge Woods-Skipper/Judge Neifield
Meet with MC and CP judges to explain AMP3	April - May 2016	Charles Hoyt / Derek Riker / Sarah Allen
<b>Develop &amp; Implement AMP3 Protocols</b>	Now	
Determine eligibility criteria		Charles Hoyt, APPD / Derek Riker, DAO / Sarah Allen, Defender Association
Create referral process within APPD		Charles Hoyt, APPD
Develop process to address individuals held in custody and arrange for their release		Derek Riker, DAO / Sarah Allen, Defender Association / Roseanne Unger, Municipal Court
Establish length of program and courtroom procedures		Derek Riker, DAO / Sarah Allen, Defender Association / Roseanne Unger, Municipal Court / Charles Hoyt, APPD / Laurie Corbin, PHMC
<b>Develop General Agreement/MOU and reporting documents</b>	April - May 2016	

Draft MOU		Derek Riker, DAO / Sarah Allen, Defender Association
Approve MOU		Laurie Malone, DAO / Byron Cotter, Defender Association / Judge Neifield, Municipal Court / Judge Woods-Skipper, Common Pleas Court / Laurie Corbin, PHMC / Charles Hoyt, APPD
Develop and approve social services and probation reporting forms		Derek Riker, DAO / Sarah Allen, Defender Association / Charles Hoyt, APPD / Laurie Corbin, PHMC

<b>Hire &amp; Train Staff</b>		
staff for APPD and social	May 2016	Charles Hoyt, APPD / Laurie Corbin, PHMC
<b>Refer Cases from Initial Target Population</b>		
Identify Low/Medium Risk Pop.	May - June 2016	Charles Hoyt, APPD
Begin courtroom operations	June 2016	Derek Riker, DAO / Sarah Allen, Defender Association / Charles Hoyt, APPD
<b>Expansion to High Risk Population</b>		
Review program for any changes	September 2016	Derek Riker, DAO / Sarah Allen, Defender Association / Charles Hoyt, APPD / Judge Neifield, Municipal Court / Judge Woods-Skipper, Common Pleas Court / Laurie Corbin, PHMC
Implement changes	November / December 2016	Derek Riker, DAO / Sarah Allen, Defender Association / Charles Hoyt, APPD / Roseanne Unger, Municipal Court / Laurie Corbin, PHMC
Refer High Risk pop.	November / December 2016	Charles Hoyt, APPD

**Jurisdiction Name: Philadelphia**

**Strategy #4: Address Racial and Ethnic Disparities**

**Strategy #4A: Activities and Tasks**

<b>Strategy 4A:</b> <i>Implement Pre-Arrest Diversion</i>	<b>EXPECTED TO BE COMPLETE            (MONTH, YEAR)</b>	<b>RESPONSIBLE</b>
<b>Identify Summary Offenses that can be converted to Code Violations</b>	<b>April, 2016</b>	<b>Captain Fran Healy</b>
Review by Police Executive Team		Captain Fran Healy, Police Executive Team
<b>Training of Officers</b>	<b>May, 2016</b>	<b>Captain Fran Healy</b>
Distribution of Training Bulletin		
Deliver of CVN Booklets to all police personnel		
<b>Implementation of Policy Change</b>	<b>June, 2016</b>	<b>Captain Fran Healy</b>
Updating PARS		

<b>Create Tracking/Case Coordination for Pre-Arrest Pilot</b>	<b>May, 2016</b>	<b>Lieutenant Gabe Keown</b>
<b>Identify Charges and Develop Protocols for Pilot</b>	<b>May, 2016</b>	<b>Captain Fran Healy</b>
Changing of PPD Policy for Pre-Arrest Diversion		Captain Fran Healy
<b>Creation of Community-Based Services Referral System</b>	<b>May, 2016</b>	<b>PHMC Supervisor</b>
Social Service-Insured referral		PHMC Supervisor
Social Service-uninsured benefits application & referral		PHMC Supervisor
<b>Find &amp; Secure Site</b>	<b>May, 2016</b>	<b>Lieutenant Gabe Keown</b>
<b>Training of Law Enforcement</b>	May, 2016	Captain Fran Healy
<b>Hiring and Training Clinical Staff</b>	June, 2016	PHMC Supervisor
Placement of PHMC Worker at Police Facility		Lieutenant Gabe Keown
<b>Identify Researcher for Risk Assessment Tool</b>	Jun-16	David DeMatteo JD PhD-Drexel University
<b>Implementation of Program</b>	<b>July, 2016</b>	<b>Captain Fran Healy</b>
Center Established		



## Strategy #4B: Activities and Tasks

STRATEGY 4B: <i>Implicit/Explicit Bias Training</i>	EXPECTED TO BE COMPLETE (MONTH, YEAR)	RESPONSIBLE
Select Vendor for Training	April, 2016	Rachael Eisenberg, MDO; Implementation Team
Conduct Train the Trainer Session	June, 2016	Rachael Eisenberg, MDO; Implementation Team
Select Site for Training		Rachael Eisenberg, MDO
Select Date for Training		Rachael Eisenberg, MDO
Select participants from each partner agency for "Train the Trainer"		Rachael Eisenberg, MDO; Implementation Team; Training Vendor
Establish training schedule for Department/Agency	August, 2016	Rachael Eisenberg, MDO; Department/Agency Trainer
Conduct Training at Each Department/Agency	December, 2016	Rachael Eisenberg, MDO; Department/Agency Trainer

Conduct Pre-Post Surveys		Rachael Eisenberg, MDO; Department/Agency Trainer
Deliver Bias Test		Rachael Eisenberg, Department/Agency Trainer

### Strategy #4C: Activities and Tasks

<b>STRATEGY 4C</b> <i>Racial and Ethnic Disparity Audit</i>	<b>EXPECTED TO BE COMPLETE (MONTH, YEAR)</b>	<b>RESPONSIBLE</b>
<b>Identify Disproportionate Representation of Minorities at All Decision Points (Relative Rate Index)</b>	<b>December, 2016</b>	<b>Jaime Henderson, FJD; SJC Research Team</b>
Delivery of RRI Data to Implementation Team for Review	January, 2016	Jaime Henderson, FJD; SJC Research Team
<b>Access the Decision Points where racial and ethnic disparities occur/ Identify Reasons for Disparity</b>	<b>February, 2016</b>	<b>Julie Wertheimer, MDO; Implementation Team</b>
Generation of decision point review		Jaime Henderson, FJD; SJC Research Team
Quarterly internal review of decision points & corrective action		Julie Wertheimer, MDO; Implementation Team Members
Quarterly presentation to Implementation Team		Julie Wertheimer, MDO; Implementation Team Members

Quarterly Report Generated		Julie Wertheimer, MDO; SJC Research Team, SJC Project Management Team
Quarterly Report Presented to CJAB		Julie Wertheimer, MDO
<b>Design and Implement strategies to reduce disparities</b>	<b>March, 2016</b>	<b>Julie Wertheimer, MDO; Implementation Team/ CJAB</b>
Suggest further corrective action as necessary		Julie Wertheimer, MDO; Implementation Team/CJAB
<b>Monitor Effectiveness of Strategies</b>	November, 2016	Julie Wertheimer, MDO; Implementation Team
Annual Progress Report submitted to CJAB	September 1st, 2017	Julie Wertheimer, MDO

**Jurisdiction Name: Philadelphia**

**Strategy #5: Addressing Special Populations**

**Strategy #5A: Activities and Tasks**

<b>STRATEGY 5A</b> <i>Diversion for Narcotic Sale Cases</i>	<b>EXPECTED TO BE COMPLETE</b> <b>(MONTH, YEAR)</b>	<b>RESPONSIBLE</b>
<b>Streamline Referral Process</b>	<b>Completed - November 2015</b>	<i>Derek Riker, DAO  Roseanne Unger, FJD  Kirsten Heine, DAO</i>
<b>Revise Eligibility Criteria</b>	<b>January - February 2016</b>	
Finalize eligibility criteria		<i>Derek Riker, DAO  Byron Cotter, Defender Association</i>
Draft revised MOU		<i>Derek Riker, DAO</i>
Approve and Sign MOU		<i>Laurie Malone, DAO  Byron Cotter, Defender Association  Judge Neifield, Municipal Court  Jeff Booth, JEVS</i>

<b>Adjust Court Calendar for Additional Cases</b>	<b>April 2016</b>	
Review calendar options		<i>Derek Riker, DAO Byron Cotter, Defender Association Roseanne Unger, FJC</i>
Make recommendations to President Judge		<i>Roseanne Unger, FJD</i>
President Judge approval		<i>Judge Neifield, Municipal Court</i>
<b>Refer new cases to program</b>	<b>April 2016 - ?</b>	
Meet with DAO Charging Unit to review eligibility criteria		<i>Derek Riker, DAO Kirsten Heine, DAO</i>
Begin referring cases		<i>Kirsten Heine, DAO</i>

### **Strategy #5B: Activities and Tasks**

<b>Strategy 5B:</b> <i>Implement Continuity of Services Coordination for Inmates with Mental Illness</i>	<b>EXPECTED TO BE COMPLETE</b>  <b>(MONTH, YEAR)</b>	<b>RESPONSIBLE</b>
<b>Defining/Prioritizing Eligibility Criteria</b>	<b>July, 2016</b>	<b>Luna Pattella, Defender Association, Mental Health Workgroup</b>

Meeting with Mental Health Workgroup to gather information on eligibility criteria	April, 2016	Luna Pattella, Defender Association, Mental Health Workgroup
Draft List of Criteria	June, 2016	Luna Pattella, Defender Association
Approve List of Criteria	July, 2016	Association, Mental Health Workgroup
<b>Develop Program Protocols</b>	<b>July, 2016</b>	<b>Association, Mental Health Workgroup</b>
Meeting with Mental Health Workgroup to gather info on Program Protocols	April, 2016	Luna Pattella, Defender Association, Mental Health Workgroup
Draft Protocols	June, 2016	Luna Pattella, Defender Association
Approve Protocols	July, 2016	Luna Pattella, Defender Association, Mental Health Workgroup
<b>Establish and Enact Data Sharing Protocols</b>	<b>September, 2016</b>	<b>Luna Pattella, Defender Association, Mental Health Workgroup</b>
Agency Review of HIPPA Requirements	April, 2016	Luna Pattella, Defender Association, Mental Health Workgroup
Agency Drafting of Data Sharing Protocols	May, 2016	Luna Pattella, Defender Association, Mental Health Workgroup
Meeting with Mental Health Workgroup to review agency drafts	June, 2016	Luna Pattella, Defender Association, Mental Health Workgroup
Draft Full Data Sharing Protocols	August, 2016	Luna Pattella, Defender Association
Approve Data Sharing Protocols	September, 2016	Luna Pattella, Defender Association, Mental Health Workgroup
<b>Develop Coordinated Release with Treatment Providers</b>	<b>September, 2016</b>	

Meeting with Treatment Providers to determine needs to ensure coordinated release	May, 2016	Luna Pattella, Defender Association, Treatment Providers
Draft Coordinated Release Guidelines	July, 2016	Luna Pattella, Defender Association
Meeting with Mental Health Workgroup to review coordinated release guidelines	August, 2016	Luna Pattella, Defender Association, Mental Health Workgroup
Approve Data Sharing Protocols	September, 2016	Luna Pattella, Defender Association, Mental Health Workgroup, Treatment Providers
<b>Hire &amp; Train Staff</b>	<b>September, 2016</b>	<b>Luna Pattella, Defender Association, Department of Behavioral Health</b>
Place staff at PPS	September, 2016	Luna Pattella, Defender Association, Department of Behavioral Health
<b>Identify and Work with Target Population</b>	<b>October, 2016</b>	<b>Luna Pattella, Defender Association, Department of Behavioral Health</b>
Implement Program Protocols		Luna Pattella, Defender Association; New Staff (Defender/DBH)

Fill out Housing applications		Luna Pattella, Defender Association; New Staff (Defender/DBH)
File new SSDI Applications or request to Suspend Benefits while in custody		Luna Pattella, Defender Association; New Staff (Defender/DBH)
Obtain Photo ID		Luna Pattella, Defender Association; New Staff (Defender/DBH)
Arrange MH Treatment upon discharge from PPS		Luna Pattella, Defender Association; New Staff (Defender/DBH)



**Jurisdiction Name: Philadelphia**
**Strategy 6: Increase Cross-System Data Capacity**
**Strategy #6: Activities and Tasks**

<b>Strategy 6:</b> <i>Increase Cross-System Data Capacity</i>	<b>Expected to be Completed (Month/Year)</b>	<b>RESPONSIBLE</b>
<b>Hire/Train New Research Staff</b>	<b>May, 2016</b>	<b>Jaime S. Henderson, Research and Information Analyst, FJD</b>
Train research staff	July, 2016	Jaime S. Henderson, FJD
<b>Assess Need for Data/Reports</b>	<b>September, 2016</b>	<b>Jaime S. Henderson, FJD; Research Department (Jaime S. Henderson &amp; research staff)</b>
<b>Develop &amp; Enact Workflow Plan</b>	<b>October, 2016</b>	<b>Jaime S. Henderson, FJD; Research Department</b>
<b>Establish Data Sharing Practices Involving All Justice Partners</b>	<b>November, 2016</b>	<b>Jaime S. Henderson, FJD; Research Department</b>

<b>Create Data Sharing Forum</b>	<b>January, 2016</b>	<b>Jaime S. Henderson, Research Department and IT from all Justice Partners</b>
Data Sharing Parameters	August, 2016	Jaime S. Henderson, Research Department, IT Departments, Principals
Create Secure Forum	January, 2016	Jaime S. Henderson, IT Departments
Provide Access to Users	January, 2016	Jaime S. Henderson, Research Department, IT Departments
Upload data & reports	Begin January, 2016 (ongoing)	Jaime S. Henderson, Research Department, IT Departments
<b>Create Initiative Data/Reports</b>	<b>Begin January, 2016 (ongoing)</b>	<b>Jaime S. Henderson, Research Department, IT Departments from all Justice Partners</b>
Assess need for data/reports	September, 2016	Jaime S. Henderson, Research Department
Create prioritized list for generating reports	October, 2016	Jaime S. Henderson, Research Department, Implementation Team, Principals

Generate data/reports for SJC initiatives	Begin October, 2016 (ongoing)	Jaime S. Henderson, Research Department, IT Departments from all Justice Partners
Upload data & reports to shared forum	Begin January, 2016 (ongoing)	Jaime S. Henderson, Research Department, IT Departments from all Justice Partners
<b>Establish System-Wide Process for Standardization</b>	<b>Ongoing</b>	<b>Jaime S. Henderson, FJD; Research Department</b>
Implement process	September, 2016	Jaime S. Henderson, Research Department
Generate list for standardization	October, 2016	Jaime S. Henderson, Research Department
Standardize Terms & Figures	December, 2016 (ongoing as initiatives expand)	Jaime S. Henderson, Research Department
<b>Create &amp; Implement Racial/Ethnic Audit Data Monitoring System</b>	<b>January, 2016</b>	<b>Jaime S. Henderson, Research Department, IT Departments from all Justice Partners</b>
Create Plan for Tracking Data	August, 2016	Jaime S. Henderson, Research Department, IT Departments from all Justice Partners

Identify data parameters	September, 2016	Jaime S. Henderson, Research Department, IT Departments from all Justice Partners
Finalize data extraction parameters	November, 2016	Jaime S. Henderson, Research Department, IT Departments from all Justice Partners
Automate data extraction and Relative Rate Index Calculations	December, 2016	Jaime S. Henderson, Research Department, IT Departments from all Justice Partners
Import automated Relative Rate Index monthly to the shared data forum	Begin January, 2016 (ongoing)	Jaime S. Henderson, Research Department, IT Departments from all Justice Partners
<b>Develop and Enact Data Integrity Practices</b>	Begin October, 2016 (ongoing)	<b>Jaime S. Henderson, Research Department, IT Departments from all Justice Partners</b>

**PHILADELPHIA IMPLEMENTATION PHASE APPLICATION  
LOGIC MODELS**

**STRATEGY 1:** Addressing Over-Incarceration of Pretrial Defendants

- **1A-** Risk Tool, **1B-** Robust Alternatives to Cash Bail, **1C-** Pretrial Advocates Program, **1D-** Early Bail Review

**RELATED CHALLENGE STATEMENTS:**

- **1A-**Pretrial detention decisions do not systemically take into account objective indicators of risk of flight or new offense.
- **1B-**Philadelphia lacks robust pre-trial alternatives to bail or jail incarceration.
- **1C-** Defendants do not have an opportunity to meet with counsel before or during preliminary arraignment, when the initial pre-trial release decision is made.
- **1D-** Except for the limited number of cases that may be eligible for special release, the earliest opportunity to review a bail decision is typically two to three weeks after preliminary arraignment.

INPUTS/RESOURCES	ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS
Resources (both financial and human), policies, practices, facilities, and capabilities	Specific steps to be implemented	Immediate results that occur as activities and strategies are implemented	Indicators or benchmarks that demonstrate changes are occurring as a result of the outputs	Long-term jail population reduction results that are anticipated
<b>1A: Risk Tool</b>	<b>1A: Risk Tool</b>	<b>1A: Risk Tool</b>	<b>1A: Risk Tool</b>	<ul style="list-style-type: none"> <li>• <b>20%</b> reduction in the local jail population.               <ul style="list-style-type: none"> <li>○ Target Population: 1,644 (85% of 1834)</li> <li>○ ALOS: 175 days</li> <li>○ Expected Number of Days Saved Per Person: 175</li> <li>○ Beds Saved on a Given Day: 1,644</li> </ul> </li> <li>• All four initiatives included in Strategy 1 will address the same target population, and together will ensure that Philadelphia reaches the 20% impact target.</li> <li>• Reduction in the overall rate of racial and ethnic disparities at admission.</li> </ul>
<ul style="list-style-type: none"> <li>• Money</li> <li>• FJD Staff (Pretrial and Court)</li> <li>• Team to Develop Tool</li> </ul>	<ul style="list-style-type: none"> <li>• Hire Researchers for Tool Development</li> <li>• Development and Testing of Tool</li> </ul>	<ul style="list-style-type: none"> <li>• Risk Tool is Developed &amp; Validated</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced admissions to Jail for Low and Moderate Risk Individuals</li> <li>• Increased Appearance Rates</li> <li>• Decrease Pretrial Re-Arrest Rate</li> <li>• Reduced LOS based on Risk Level</li> </ul>	
<ul style="list-style-type: none"> <li>• Money</li> <li>• FJD Staff</li> <li>• Work Space</li> </ul>	<ul style="list-style-type: none"> <li>• Generating Stakeholder Buy-In</li> <li>• Training</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder Buy-In</li> <li>• Individuals Trained and Using the Tool</li> </ul>	<ul style="list-style-type: none"> <li>• Rate of Racial and Ethnic Disparities</li> <li>• Number of Individuals in Each Pretrial Release Category</li> <li>• High Risk Tool Release Concurrence Rate</li> </ul>	
<ul style="list-style-type: none"> <li>• Money</li> <li>• FJD Staff (Pretrial and Court)</li> <li>• Work Space</li> </ul>	<ul style="list-style-type: none"> <li>• Development of Implementation Plan</li> <li>• Enact Implementation Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation Plan for Tool is Developed and Enacted</li> <li>• Risk Tool Implemented, Maintained, &amp; Monitored</li> <li>• Individuals Screened by Tool</li> </ul>		
<ul style="list-style-type: none"> <li>• Money</li> <li>• FJD Staff</li> <li>• Software</li> <li>• Team to Develop Tool</li> </ul>	<ul style="list-style-type: none"> <li>• Technical Maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Technical Maintenance of Tool Conducted</li> </ul>		



INPUTS/RESOURCES	ACTIVITIES	OUTPUTS	OUTCOMES
<b>1B: Robust Alternatives to Cash Bail</b>	<b>1B: Robust Alternatives to Cash Bail</b>	<b>1B: Robust Alternatives to Cash Bail</b>	<b>1B: Robust Alternatives to Cash Bail</b>
<ul style="list-style-type: none"> <li>• Money</li> <li>• FJD Staff (Pretrial and Court)</li> <li>• Work Space</li> </ul>	<ul style="list-style-type: none"> <li>• Development of Implementation Plan for Robust Range of Release Conditions</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation Plan Developed &amp; Enacted</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced Admissions to Jail for Low and Moderate Risk Individuals</li> <li>• Increased Appearance Rates</li> </ul>
<ul style="list-style-type: none"> <li>• Money</li> <li>• FJD Staff (Pretrial and Court)</li> <li>• Work Space</li> <li>• EM Units</li> </ul>	<ul style="list-style-type: none"> <li>• Hire and Train Staff</li> <li>• Conversion and Expansion of EM Unit</li> </ul>	<ul style="list-style-type: none"> <li>• Staff Hired and Trained</li> <li>• EM Unit Converted and Expanded</li> </ul>	<ul style="list-style-type: none"> <li>• Decrease Pretrial Re-Arrest Rate</li> <li>• Reduced LOS based on Risk Level</li> <li>• Rate of Racial and Ethnic Disparities</li> </ul>
<ul style="list-style-type: none"> <li>• FJD Staff (Pretrial and Court)</li> <li>• Staff from Justice Partner Agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Generating Stakeholder Buy-In via ongoing information sharing and informative sessions with Justice Partners</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder Buy-In generated via ongoing information sharing and informative sessions with Justice Partners</li> </ul>	<ul style="list-style-type: none"> <li>• Number of Individuals in Each Pretrial Release Category</li> <li>• High Risk Tool Release Concurrence Rates</li> </ul>
<ul style="list-style-type: none"> <li>• Team to Develop Needs Assessment</li> <li>• Money</li> <li>• FJD Staff (Pretrial and Court)</li> </ul>	<ul style="list-style-type: none"> <li>• Enact Robust Range of Release Conditions</li> <li>• Formalize the process of assigning supervision level using risk level</li> <li>• Formalize caseload distribution methods and reporting categories</li> <li>• Development, Validation, Implementation and Monitoring of Needs Assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Robust Range of Release Conditions Implemented</li> <li>• Needs Assessment Developed, Validated, Implemented, Monitored, &amp; Maintained</li> <li>• Staff Hired and Trained</li> <li>• People Successfully Supervised on a Robust Range of Release Conditions &amp; Engaged in Services</li> </ul>	<ul style="list-style-type: none"> <li>• Increased Compliance with Pretrial Conditions</li> </ul>
<ul style="list-style-type: none"> <li>• Team to Develop Needs Assessment</li> <li>• Money</li> <li>• FJD Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Technical Maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Technical Maintenance Conducted</li> </ul>	



INPUTS/RESOURCES	ACTIVITIES	OUTPUTS	OUTCOMES
1C: Pretrial Advocates	1C: Pretrial Advocates	1C: Pretrial Advocates	1C: Pretrial Advocates
<ul style="list-style-type: none"> <li>Staff</li> </ul>	<ul style="list-style-type: none"> <li>Generate Stakeholder Buy-in</li> </ul>	<ul style="list-style-type: none"> <li>Meetings held with each core agency</li> </ul>	<ul style="list-style-type: none"> <li>Average Bail Amount reduced by 20%</li> </ul>
<ul style="list-style-type: none"> <li>Staff</li> <li>Work Space</li> </ul>	<ul style="list-style-type: none"> <li>Develop Implementation Plan</li> </ul>	<ul style="list-style-type: none"> <li>Implementation Plan Created</li> </ul>	<ul style="list-style-type: none"> <li>Length of Stay reduced by 17.5%</li> </ul>
<ul style="list-style-type: none"> <li>Staff</li> <li>Workspace</li> <li>Money</li> </ul>	<ul style="list-style-type: none"> <li>Hire and Train Staff</li> </ul>	<ul style="list-style-type: none"> <li>Staff Hired and Trained</li> </ul>	<ul style="list-style-type: none"> <li>Admissions reduced by 25%</li> <li>Rates of Racial and Ethnic Disparity Reduced</li> </ul>
<ul style="list-style-type: none"> <li>Staff</li> <li>Work Space</li> </ul>	<ul style="list-style-type: none"> <li>Develop Protocols</li> </ul>	<ul style="list-style-type: none"> <li>Protocols for preliminary arraignment court procedure, interview cues at police districts, and information sharing with district attorneys.</li> <li>Interview Manual for Pretrial Advocates</li> </ul>	<ul style="list-style-type: none"> <li>Effectiveness of Program Based on Evaluation</li> </ul>
<ul style="list-style-type: none"> <li>Money</li> <li>Staff</li> <li>Research Team</li> </ul>	<ul style="list-style-type: none"> <li>Collaborate with Evaluation Research Team</li> </ul>	<ul style="list-style-type: none"> <li>Evaluation Conducted and Report Compiled</li> </ul>	
<ul style="list-style-type: none"> <li>Money</li> <li>Staff</li> <li>Workspace</li> <li>Technology</li> </ul>	<ul style="list-style-type: none"> <li>Obtain and Utilize Technology</li> </ul>	<ul style="list-style-type: none"> <li>Communication technology procured and set-up</li> </ul>	
<ul style="list-style-type: none"> <li>Money</li> <li>Staff</li> <li>Workspace</li> <li>Technology</li> <li>Research Team</li> </ul>	<ul style="list-style-type: none"> <li>Enact Pretrial Advocates Program</li> </ul>	<ul style="list-style-type: none"> <li>Interviews Conducted</li> <li>Hearings Occurring with Info Presented</li> </ul>	



INPUTS/RESOURCES	ACTIVITIES	OUTPUTS	OUTCOMES
1D: Early Bail Review	1D: Early Bail Review	1D: Early Bail Review	1D: Early Bail Review
<ul style="list-style-type: none"> <li>• Staff</li> <li>• Judges</li> <li>• IT support</li> </ul>	<ul style="list-style-type: none"> <li>• Development of Eligibility Criteria for creation of Bail Review Hearing list.</li> <li>• Obtain FJD IT Support to generate Eligibility list</li> </ul>	<ul style="list-style-type: none"> <li>• Eligibility Criteria for Hearing List Developed and Applied</li> <li>• Eligibility List Generated</li> </ul>	<ul style="list-style-type: none"> <li>• 80% Rate of Release at 5 Day Review</li> <li>• Increased Appearance Rates</li> <li>• Decreased LOS</li> <li>• Decreased Rate of Racial and Ethnic Disparities</li> <li>• Results of 5 Day Bail Review Decisions</li> <li>• Increased Compliance with Pretrial Conditions</li> </ul>
<ul style="list-style-type: none"> <li>• Staff</li> <li>• Judges</li> </ul>	<ul style="list-style-type: none"> <li>• Development of Protocols for the Bail Review Hearing.</li> <li>• Develop New Protocols for Defense Interviews</li> </ul>	<ul style="list-style-type: none"> <li>• Bail Review Hearings Protocols Developed, Validated, Implemented, and Monitored.</li> <li>• Defense Interview Protocols Developed, Validated, Implemented, and Monitored.</li> </ul>	
<ul style="list-style-type: none"> <li>• Staff</li> <li>• Judges</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Criminal Justice Stakeholder Buy-In with the Judges, Magistrates, DAO, Defenders Association, &amp; Private Bar Association</li> <li>• Orientation and Training for DAO, Defenders Association, Private Bar, and FJD courtroom staff</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder Buy-In, realizing the need for an early bail review process</li> <li>• Orientation and Training of Staff Completed</li> </ul>	
<ul style="list-style-type: none"> <li>• Court Rooms</li> <li>• Court Staff</li> <li>• Judges</li> <li>• IT support</li> <li>• Money</li> </ul>	<ul style="list-style-type: none"> <li>• Enact Early Bail Review Hearings</li> </ul>	<ul style="list-style-type: none"> <li>• 826 Early Bail Review Hearings Occurring Per Year (<math>172 \times 365 \div 76 = 826</math>)</li> <li>• Individuals being released on Pretrial Supervision from early Bail Review</li> <li>• Referrals to Diversion from Early Bail Review</li> </ul>	



**STRATEGY 2: Creating Efficiencies in Case Processing**

2A- Continuance Review

2B- Expedited Plea Offers

2C- Sentenced Population Case Processing (Parole Petitions & DUI Treatment Court & Intermediate Punishment)

**RELATED CHALLENGE STATEMENTS:** Philadelphia has very long lengths of stay; there are significant racial and ethnic disparities in overall lengths of stay. A trial-focused court culture, in conjunction with built-in delays in case processing from preliminary arraignment through discovery and trial, limits speedy resolution of felony cases; cases are often delayed because of the difficulty of coordinating the schedules of the courts and attorneys, but there is no enforced accountability mechanism to address repeated or unnecessary delays.

INPUTS/RESOURCES	ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS
Resources (both financial and human), policies, practices, facilities, and capabilities	Specific steps to be implemented	Immediate results that occur as activities and strategies are implemented	Indicators or benchmarks that demonstrate changes are occurring as a result of the outputs	Long-term jail population reduction results that are anticipated
<b>2A: Continuance Review</b>	<b>2A: Continuance Review</b>	<b>2A: Continuance Review</b>	<b>2A: Continuance Review</b>	<b>2A: Continuance Review</b>
<ul style="list-style-type: none"> <li>Judges</li> <li>Staff</li> <li>Space</li> <li>Data Capacity</li> </ul>	<ul style="list-style-type: none"> <li>Develop &amp; Implement Data Collection Protocol</li> </ul>	<ul style="list-style-type: none"> <li>Data Gathering Protocol Developed</li> <li>Implement Needed Program Enhancements to CPCMS</li> <li>Reports on Continuances by Program Generated</li> <li>Reports on Reasons for Continuances across Programs Generated</li> </ul>	<ul style="list-style-type: none"> <li>Length of Stay reduced 30%</li> <li>Decrease Days to Disposition from Preliminary Arraignment by 60 days</li> <li>Decrease Time Between Continuances overall by 60 days</li> <li>Decrease Disparities in Length of Stay</li> <li>More efficient case processing practices</li> </ul>	<ul style="list-style-type: none"> <li><b>13.6%</b> reduction in the jail population               <ul style="list-style-type: none"> <li>Target Population: 3655</li> <li>ALOS: 200</li> <li>Expected Number of Days Saved: 60 (30% reduction in the ALOS)</li> <li>Beds Saved on a Given Day: 1097</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Judges</li> <li>Staff</li> <li>Space</li> </ul>	<ul style="list-style-type: none"> <li>Develop Criminal Justice Stakeholder Buy-In, by Train Judges Attorneys, and Courtroom staff on continuance and scheduling policy</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder Agreement to reduce continuance delays</li> <li>Judges, Attorneys, Courtroom Staff Trained on revised continuance and scheduling policies.</li> </ul>		
<ul style="list-style-type: none"> <li>Judges</li> <li>Courtrooms</li> <li>Court Staff</li> <li>Space</li> <li>Data Capacity</li> </ul>	<ul style="list-style-type: none"> <li>Develop &amp; Seek approval for Recommendations of effective case processing and scheduling</li> <li>Implement Approved Recommendations</li> </ul>	<ul style="list-style-type: none"> <li>Recommendations approved and implemented based on results of continuance review</li> </ul>		

INPUTS/RESOURCES	ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS
2B: Expedited Plea Offers	2B: Expedited Plea Offers	2B: Expedited Plea Offers	2B: Expedited Plea Offers	2B: Expedited Plea Offers
<ul style="list-style-type: none"> <li>Judges</li> <li>Staff</li> <li>Space</li> </ul>	<ul style="list-style-type: none"> <li>Develop Criteria and Protocols for Early Resolution Expansion for Misdemeanor and Felony Offers</li> <li>Develop Protocols for Defense Interviews</li> <li>Develop Protocols for tracking outcomes in ER Expansion</li> </ul>	<ul style="list-style-type: none"> <li>Criteria and Protocols for ER Expansion Developed, Implemented and Monitored</li> <li>Protocols for Defense Interviews Developed, Implemented and Monitored</li> <li>Reports used to Track ER outcomes Developed and Monitored</li> </ul>	<ul style="list-style-type: none"> <li>Number of Cases Resolved in ER per year. Misdemeanor 321 (67 x 365 ÷ 76) Felony-300 (121 x 365 ÷ 147)</li> <li>Reduced Length of Stay by 72% for misdemeanors and by 77% for felony</li> <li>Decrease Days to Disposition from Preliminary Arraignment-Misdemeanor-55 days for Misdemeanors and 113 days for Felonies</li> <li>Decrease Disparities in Length of Stay</li> </ul>	<ul style="list-style-type: none"> <li><b>1.8%</b> reduction in the jail population             <ul style="list-style-type: none"> <li>Target Population: 188 (67 Individuals with Misdemeanors and 121 Individuals with Felonies)</li> <li>ALOS: 76 for Misdemeanors and 147 for Felonies</li> <li>Expected Number of Days Saved: 55 for Misdemeanors and 113 for Felonies</li> <li>Number of Beds Saved on a Given Day: 141 (48 for Misdemeanors + 93 for Felonies)</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Judges</li> <li>Staff</li> <li>Space</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Develop Training for Attorneys and Court Staff</li> </ul>	<ul style="list-style-type: none"> <li>Attorneys and Court Staff Trained</li> </ul>		
<ul style="list-style-type: none"> <li>Judges</li> <li>Staff</li> <li>Space</li> <li>Courtrooms</li> </ul>	<ul style="list-style-type: none"> <li>Implement Early Resolution Expansion</li> </ul>	<ul style="list-style-type: none"> <li>Cases Heard in Early Resolution Courtroom</li> <li>Defense Interviews Conducted</li> </ul>		

INPUTS/RESOURCES	ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS
<b>2C: Sentenced Population Case Processing</b> <b>Parole Petitions</b> <ul style="list-style-type: none"> <li>Staff</li> <li>Space</li> </ul>	<b>2C: Sentenced Population Case Processing</b> <b>Parole Petitions</b> <ul style="list-style-type: none"> <li>Review and Update Early Parole Petitions Protocols</li> <li>Train Legal Staff for Early Parole Petition Initiative</li> <li>Implement Expanded Early Parole Petitions Program</li> </ul>	<b>2C: Sentenced Population Case Processing</b> <b>Parole Petitions</b> <ul style="list-style-type: none"> <li>Early Parole Petitions Protocols Updated</li> <li>Paralegals Trained on Early Parole – 1 Part timer 10hrs/week</li> <li>Early Petitions Filed, Heard, and decided -767 per year, 88% successful</li> </ul>	<b>2C: Sentenced Population Case Processing</b> <b>Parole Petitions</b> <ul style="list-style-type: none"> <li>Length of Stay Reduced for Court Appointed and Private Counsel by 49 days</li> <li>Increased Number of People Released on Early Parole- 675 per year (88% of 767)</li> <li>Increased Number of Petitions Granted- 675 per year (88% of 767)</li> </ul>	<b>2C: Sentenced Population Case Processing</b> <ul style="list-style-type: none"> <li><b>2.7%</b> reduction in the jail population           <ul style="list-style-type: none"> <li>Target Population: 1169 (675 individuals in the Early Parole Petitions Initiative and 494 Individuals in the DUI Intermediate Punishment Initiative)</li> <li>ALOS:               <ul style="list-style-type: none"> <li>214 for the Parole Petitions Initiative</li> <li>For the DUI IP Initiative: 30 days for 1-month minimum, 90 days for 3-month minimum, 360 days for 12-month minimum</li> </ul> </li> <li>Expected Number of Days Saved:               <ul style="list-style-type: none"> <li>Parole Petitions Initiative: 49</li> <li>DUI IP                   <ul style="list-style-type: none"> <li>1-Month: 30</li> <li>3-Month: 80</li> <li>12-Month: 270</li> </ul> </li> </ul> </li> <li>Number of Beds Saved on a Given Day: 203               <ul style="list-style-type: none"> <li>Number of beds save for Parole Petitions Initiative: 91</li> <li>Number of beds Saved for DUI IP Initiative: 128</li> </ul> </li> </ul> </li> </ul>
<b>DUI Treatment Court &amp; Intermediate Punishment</b> <ul style="list-style-type: none"> <li>Staff</li> <li>Space</li> </ul>	<b>DUI Treatment Court &amp; Intermediate Punishment</b> <ul style="list-style-type: none"> <li>Develop Protocols for DUI TC Expansion</li> <li>Develop Protocols to Include DUI cases in IP Program</li> </ul>	<b>DUI Treatment Court &amp; Intermediate Punishment</b> <ul style="list-style-type: none"> <li>Protocols for DUI TC Expansion Implemented and Monitored</li> <li>Protocols for IP Implemented &amp; Monitored</li> </ul>	<b>DUI Treatment Court &amp; Intermediate Punishment</b> <ul style="list-style-type: none"> <li>Length of Stay Reduced for DUI Sentenced population by 30 days, 80 days, and 270 days</li> <li>Reduction in length of stay of pretrial population awaiting trial on DUI-ALOS is 217 days so we would expect to see a decrease to: 187 (30 days saved) and 137 (80 days saved)</li> </ul>	
<ul style="list-style-type: none"> <li>Staff</li> <li>Space</li> <li>Data Capacity</li> </ul>	<ul style="list-style-type: none"> <li>Request Programming in PARS and CPCMS to track referrals and outcomes of DUI TC and DUI IP</li> <li>Develop Reports on Referrals and Outcomes of DUI TC &amp; IP Expansion</li> </ul>	<ul style="list-style-type: none"> <li>Reports on referrals and outcomes of DUI TC &amp; IP expansion produced and reviewed</li> </ul>		
<ul style="list-style-type: none"> <li>Judges</li> <li>Staff</li> <li>Space</li> </ul>	<ul style="list-style-type: none"> <li>Educate and Train Judges, Attorney's, and Staff on DUI TC &amp; IP expansion</li> </ul>	<ul style="list-style-type: none"> <li>Provide education and training to Judges, Attorneys, and Court Staff.</li> </ul>		
<ul style="list-style-type: none"> <li>Judges</li> <li>Staff</li> <li>Space</li> <li>Courtrooms</li> </ul>	<ul style="list-style-type: none"> <li>Implement DUI Treatment Court and Intermediate Punishment Expansion</li> </ul>	<ul style="list-style-type: none"> <li>Individuals accepted to DUI TC and IP-94, 337, &amp; 63= 494 individuals total</li> </ul>		

**STRATEGY 3:** Addressing Violations of Community Supervision

**3A:** Expediting Cases for Individuals Arrested While on Community Supervision

**3B:** Alternatives to Incarceration for Individuals Arrested While on Community Supervision

**3C:** Treatment for Technical Violations with Substance Abuse Issues

**RELATED CHALLENGE STATEMENT:** A significant number of individuals held pre-trial are also held by detainers, which makes them ineligible for release—even if they would otherwise be given ROR, sign-on bond, or bail—or diversion.

INPUTS/RESOURCES	ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS
Resources (both financial and human), policies, practices, facilities, and capabilities	Specific steps to be implemented	Immediate results that occur as activities and strategies are implemented	Indicators or benchmarks that demonstrate changes are occurring as a result of the outputs	Long-term jail population reduction results that are anticipated
<b>3A: Expedited Detainer Review</b>	<b>3A: Expedited Detainer Review</b>	<b>3A: Expedited Detainer Review</b>	<b>3A: Expedited Detainer Review</b>	<b>3A: Expedited Detainer Review</b>
<ul style="list-style-type: none"> <li>Staff from the DAO and Defender Association</li> <li>Judges</li> </ul>	<ul style="list-style-type: none"> <li>Streamline referral process for ARC eligible cases</li> </ul>	<ul style="list-style-type: none"> <li>Streamlined Process Developed and Enacted</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in LOS for 375 individuals per year with Detainers and new Misdemeanor per year</li> <li>Reduction in LOS for those with Detainers and new Misdemeanor cases by 84% (92 ÷ 110 = 84%)</li> </ul>	<ul style="list-style-type: none"> <li><b>1.2%</b> reduction in the jail population                             <ul style="list-style-type: none"> <li>Target Population: 375</li> <li>ALOS: 110</li> <li>Expected Number of Days Saved: 92</li> <li>Beds Saved on a Given Day: 95</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Staff from the DAO and Defender Association</li> <li>Judges</li> </ul>	<ul style="list-style-type: none"> <li>Create a plan for establishing agreement by defendant for early resolution of new case</li> </ul>	<ul style="list-style-type: none"> <li>Plan for Establishing Agreement Created and Enacted</li> </ul>		
<ul style="list-style-type: none"> <li>Staff from the DAO and Defender Association</li> <li>Judges</li> </ul>	<ul style="list-style-type: none"> <li>Establish Scheduling Process in Court of Common Pleas for Felony Detainer</li> </ul>	<ul style="list-style-type: none"> <li>Scheduling Process Created and Enacted</li> </ul>		
<ul style="list-style-type: none"> <li>Staff from the DAO and Defender Association</li> <li>Judges</li> </ul>	<ul style="list-style-type: none"> <li>Implement Expedited Detainer Review</li> </ul>	<ul style="list-style-type: none"> <li>Referrals for ARC Occurring</li> </ul>		

INPUTS/RESOURCES	ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS
3B: Alternatives to Incarceration	3B: Alternatives to Incarceration	3B: Alternatives to Incarceration	3B: Alternatives to Incarceration	3B: Alternatives to Incarceration
<ul style="list-style-type: none"> <li>• Money</li> <li>• Judges</li> <li>• APPD Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Build Support Among Judiciary</li> <li>• Develop Protocol for EM Expansion</li> <li>• Develop Policies and Procedures for EM Unit</li> </ul>	<ul style="list-style-type: none"> <li>• Judiciary Briefed on Program</li> <li>• Protocol for EM Expansion Developed and Implemented</li> <li>• Policies and Procedures for EM Unit Developed and Adopted</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in LOS for 548 individuals that are awaiting Final Disposition on Violation of Probation Hearing / year (240 target x 365 days ÷ 160 ALOS= 548)</li> <li>• Reduction in LOS for individuals that are awaiting Final Disposition on Violation of Probation Hearing by 75% (120 ÷ 160 = 75%)</li> <li>• Reduction in Detainer Population by 180 individuals on a given day (548 individuals x 120 days saved ÷ 365 days = 180)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>2%</b> reduction in the jail population               <ul style="list-style-type: none"> <li>○ Target Population: 240</li> <li>○ ALOS: 160 Days</li> <li>○ Expected Number of Days Saved: 120</li> <li>○ Beds Saved on a Given Day: 180</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Money</li> <li>• Judges</li> <li>• Staff</li> <li>• EM Vendor</li> </ul>	<ul style="list-style-type: none"> <li>• Vendor Selection</li> </ul>	<ul style="list-style-type: none"> <li>• Vendor Selected</li> </ul>		
<ul style="list-style-type: none"> <li>• Money</li> <li>• Judges</li> <li>• Staff</li> <li>• EM Units</li> </ul>	<ul style="list-style-type: none"> <li>• Hire/Train Officer Trainees</li> </ul>	<ul style="list-style-type: none"> <li>• New APPD Staff Hired and Trained</li> </ul>		
<ul style="list-style-type: none"> <li>• Staff</li> <li>• Data Capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Policy for EM Unit</li> <li>• Develop &amp; Implement auditing mechanism to track the success and failure of the program.</li> </ul>	<ul style="list-style-type: none"> <li>• Policy for EM Unit Developed</li> <li>• Auditing Mechanism Developed and Implemented</li> </ul>		
<ul style="list-style-type: none"> <li>• Staff</li> <li>• Data Capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Generate Daily Candidate List</li> </ul>	<ul style="list-style-type: none"> <li>• Daily Candidate List Generated</li> </ul>		
<ul style="list-style-type: none"> <li>• Money</li> <li>• Judges</li> <li>• Staff</li> <li>• EM Units</li> </ul>	<ul style="list-style-type: none"> <li>• New Equipment Training</li> <li>• Enact EM Expansion</li> </ul>	<ul style="list-style-type: none"> <li>• APPD Staff Trained on New Equipment</li> <li>• Individuals Placed on EM with Detainers</li> </ul>		

INPUTS/RESOURCES	ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS
<b>3C: Treatment for Technical Violators</b> <ul style="list-style-type: none"> <li>Judges</li> <li>Staff from DAO, Defender Association, APPD</li> </ul>	<b>3C: Treatment for Technical Violators</b> <ul style="list-style-type: none"> <li>Build Support Among Judiciary</li> </ul>	<b>3C: Treatment for Technical Violators</b> <ul style="list-style-type: none"> <li>Judiciary Briefed on Program</li> </ul>	<b>3C: Treatment for Technical Violators</b> <ul style="list-style-type: none"> <li>Reduction in Admissions to Jail for those with Detainers by 18 individuals per year (<math>5 \times 365 \div 104 = 18</math>)</li> <li>Quicker release for individuals detained on Absconder warrants by 386 individuals per year (<math>110 \times 365 \div 104 = 386</math>)</li> <li>Reduction in LOS for individuals in AMP3 by 90% for 386 individuals</li> <li>Reduction in Detainers Overall</li> <li>Reduction in Technical Violations of Probation by successful AMP3 graduates</li> </ul>	<b>3C: Treatment for Technical Violators</b> <ul style="list-style-type: none"> <li><b>1.3%</b> reduction in the jail population               <ul style="list-style-type: none"> <li>Target Population: 115</li> <li>ALOS: 104 days.</li> <li>Expected Number of Days Saved: 104 &amp; 94</li> <li>Beds saved on a given day: 104</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Judges</li> <li>Staff from DAO, Defender Association, APPD</li> </ul>	<ul style="list-style-type: none"> <li>Develop &amp; Implement AMP3 Program Protocols</li> <li>Develop General Agreement/MOU &amp; Reporting Documents between Partner Agencies</li> </ul>	<ul style="list-style-type: none"> <li>AMP 3 Program Protocol Developed and Implemented</li> <li>General Agreement/MOU Developed and Implemented</li> <li>Reporting Documents Developed and Implemented</li> </ul>		
<ul style="list-style-type: none"> <li>Staff from APPD</li> <li>Social Services Staff</li> <li>Money</li> <li>Space</li> </ul>	<ul style="list-style-type: none"> <li>Hire &amp; Train Staff</li> </ul>	<ul style="list-style-type: none"> <li>Staff Hired &amp; Trained</li> </ul>		
<ul style="list-style-type: none"> <li>Judges</li> <li>Staff from DAO, Defender Association, APPD</li> <li>Social Services Staff</li> <li>Money</li> <li>Space</li> </ul>	<ul style="list-style-type: none"> <li>Refer Cases for Initial Target Population</li> <li>Expansion to High Risk Population</li> </ul>	<ul style="list-style-type: none"> <li>Referrals to AMP3 for Initial Target Population</li> <li>Referrals to AMP3 for Expanded Target Population</li> <li>Acceptances of AMP3</li> <li>Completions of AMP3</li> </ul>		

**STRATEGY 4: Address Racial and Ethnic Disparities**

**4A-** Implement Pre-Arrest Diversion: summary offenses & pre-arrest diversion pilot, **4B-** Implement Implicit/Explicit Bias Training, **4C-** Implement Racial & Ethnic Disparity Audit

**RELATED CHALLENGE STATEMENT:**

**4A-** Police officers lack alternatives at the point of arrest; Police contact is highest in communities of color.

**4B-** There are significant racial and ethnic disparities in overall lengths of stay.

**4C-** Data on racial and ethnic disparities in diversion and charging outcomes are not collected or reviewed; there are significant racial and ethnic disparities in overall lengths of stay.

INPUTS/RESOURCES	ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS
Resources (both financial and human), policies, practices, facilities, and capabilities	Specific steps to be implemented	Immediate results that occur as activities and strategies are implemented	Indicators or benchmarks that demonstrate changes are occurring as a result of the outputs	Long-term jail population reduction results that are anticipated
<b>4A: Pre-Arrest Diversion</b>	<b>4A: Pre-Arrest Diversion</b>	<b>4A: Pre-Arrest Diversion</b>	<b>4A: Pre-Arrest Diversion</b>	<b>4A: Pre-Arrest Diversion</b>
<b>Summary Offenses</b>	<b>Summary Offenses</b>	<b>Summary Offenses</b>	<b>Summary Offenses</b>	<ul style="list-style-type: none"> <li>• Reduction in Racial and Ethnic Disparity in Summary Cases</li> <li>• Reduction in Racial and Ethnic Disparity at Arrest</li> </ul>
<ul style="list-style-type: none"> <li>• Officers</li> <li>• PPD Leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Identifying Summary Offenses That Can Be Converted to Code Violations</li> </ul>	<ul style="list-style-type: none"> <li>• Offenses Identified</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in Criminal Summary Cases by 75%</li> <li>• Increase in Cases Diverted from Criminal to Civil by 10,114 cases</li> </ul>	
<ul style="list-style-type: none"> <li>• Officers</li> <li>• PPD Leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Training Officers</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Officers Trained</li> </ul>		
<ul style="list-style-type: none"> <li>• Officers</li> <li>• PPD Leadership</li> <li>• Data Capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Enacting Policy Change</li> <li>• Updating Data System</li> </ul>	<ul style="list-style-type: none"> <li>• Changed Police Department Policy</li> <li>• PARS Updated</li> </ul>		

Pre-Arrest Pilot	Pre-Arrest Pilot	Pre-Arrest Pilot	Pre-Arrest Pilot	
<ul style="list-style-type: none"> <li>Staff</li> </ul>	<ul style="list-style-type: none"> <li>Creating Tracking/Case Coordination System</li> <li>Identify Charges, Develop Protocols, &amp; Change Policies</li> <li>Creating System for Community-Based Services Referrals</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Establish Tracking/Case Coordination System</li> <li>Protocols Developed and Policies Changed</li> <li>Social Services Linkages Established</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in Arrests for Identified Charges in Pilot Districts by 50%</li> <li>Reduction in Arrests in Pilot District by 841/year</li> <li>Reduced Arrest Rates for People of Color</li> <li>Improved Police/Community Relations</li> </ul>	
<ul style="list-style-type: none"> <li>Money</li> <li>Space</li> <li>Staff</li> </ul>	<ul style="list-style-type: none"> <li>Find &amp; Secure Site</li> </ul>	<ul style="list-style-type: none"> <li>Building Identified &amp; Center Established</li> </ul>		
<ul style="list-style-type: none"> <li>Staff</li> <li>Team to Conduct Pilot Evaluation</li> <li>Law Enforcement Officers</li> </ul>	<ul style="list-style-type: none"> <li>Training Law Enforcement</li> <li>Hiring &amp; Training Clinical Staff</li> <li>Hiring and Collaborating with Research Partner and Evaluation Partner for Risk Assessment Tool</li> </ul>	<ul style="list-style-type: none"> <li>Law Enforcement Officers Trained</li> <li>Clinical Staff Hired &amp; Trained</li> <li>Research Partner and Evaluation Partner Identified</li> </ul>		
<ul style="list-style-type: none"> <li>Money</li> <li>Space</li> <li>Staff</li> <li>Team to Conduct Pilot Evaluation</li> <li>Law Enforcement Officers</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of Program</li> </ul>	<ul style="list-style-type: none"> <li>841 Individuals Referred to Diversion Site/year</li> <li>Evaluation Conducted</li> </ul>		



INPUTS/RESOURCES	ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS
<b>4B: Implicit/Explicit Bias Training</b>	<b>4B: Implicit/Explicit Bias Training</b>	<b>4B: Implicit/Explicit Bias Training</b>	<b>4B: Implicit/Explicit Bias Training</b>	<b>4B: Implicit/Explicit Bias Training</b>
<ul style="list-style-type: none"> <li>• Money</li> <li>• Time</li> <li>• Staff</li> <li>• Training Team</li> </ul>	<ul style="list-style-type: none"> <li>• Select Vendor</li> </ul>	<ul style="list-style-type: none"> <li>• Vendor Selected</li> </ul>	<ul style="list-style-type: none"> <li>• Staff Who Report Improved Awareness of Bias</li> <li>• Survey Responses Indicating Reduced Bias</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in Racial and Ethnic Disparities Across Decision Points</li> </ul>
<ul style="list-style-type: none"> <li>• Money</li> <li>• Time</li> <li>• Staff</li> <li>• Training Team</li> <li>• Space</li> <li>• Professional Development Requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct Train the Trainer Session</li> </ul>	<ul style="list-style-type: none"> <li>• Representatives from All Criminal Justice Partner Agencies Completed Train the Trainer Program</li> </ul>	<ul style="list-style-type: none"> <li>• IAT Scores Indicating Reduced Bias</li> </ul>	
<ul style="list-style-type: none"> <li>• Money</li> <li>• Time</li> <li>• Staff</li> <li>• Space</li> <li>• Professional Development Requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Agency-Specific Training Schedule</li> <li>• Conduct Training at Each Agency</li> <li>• Conduct Training at Each Department/Agency</li> </ul>	<ul style="list-style-type: none"> <li>• Criminal Justice Partner Agency Staff Trained</li> <li>• Pre/Post Surveys Completed</li> <li>• Implicit Association Test (IAT) Completed</li> </ul>		

INPUTS/RESOURCES	ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS
<b>4C: Racial and Ethnic Disparity Audit</b>	<b>4C: Racial and Ethnic Disparity Audit</b>	<b>4C: Racial and Ethnic Disparity Audit</b>	<b>4C: Racial and Ethnic Disparity Audit</b>	<b>4C: Racial and Ethnic Disparity Audit</b>
<ul style="list-style-type: none"> <li>• Research Staff</li> <li>• Implementation Team</li> <li>• Time</li> </ul>	<ul style="list-style-type: none"> <li>• Identify Disproportionate Representation of Minorities at All Decision Points (Relative Rate Index)</li> </ul>	<ul style="list-style-type: none"> <li>• Creation of RRI Report for Each Decision point</li> <li>• Review for RRI Report by Implementation Team</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in the RRI numbers at all decision points</li> <li>• Case Review Outcomes resulting in operational changes</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in Racial and Ethnic Disparities Across Decision Points</li> </ul>
<ul style="list-style-type: none"> <li>• Racial Auditing Template</li> <li>• Research Staff</li> <li>• Implementation Team</li> <li>• Time</li> <li>• MOU/Policy to Charge</li> <li>• Technical Assistance</li> </ul>	<ul style="list-style-type: none"> <li>• Assess Key Decision Points where disparities occur &amp; identify reasons for disparities</li> </ul>	<ul style="list-style-type: none"> <li>• Quarterly Detailed Review of Key Decision Points by Implementation Team</li> </ul>	<ul style="list-style-type: none"> <li>• Responses to Quarterly Reports indicating systematic adjustments</li> </ul>	
<ul style="list-style-type: none"> <li>• Racial Auditing Template</li> <li>• Research Staff</li> <li>• Implementation Team</li> <li>• Time</li> <li>• CJAB Oversight</li> <li>• Technical Assistance</li> </ul>	<ul style="list-style-type: none"> <li>• Design and Implement Strategies to Address Disparities</li> </ul>	<ul style="list-style-type: none"> <li>• Strategies Designed and Implemented to Address Disparities</li> <li>• Quarterly Report to CJAB</li> </ul>		
<ul style="list-style-type: none"> <li>• Racial Auditing Template</li> <li>• Research Staff</li> <li>• Implementation Team</li> <li>• Time</li> <li>• CJAB Oversight</li> <li>• Technical Assistance</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor Effectiveness of Strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Effectiveness of Strategies Monitored</li> <li>• Annual Progress Report to CJAB</li> </ul>		

**STRATEGY 5: Addressing Special Populations**

**5A:** Expanding Diversion for Narcotic Sale Cases

**5B:** Implementing Continuity of Services Coordination for Individuals with Mental Illness

**RELATED CHALLENGE STATEMENT:**

**5A:** There are limited resources to expand diversion options for certain crimes.

**5B:** There are insufficient residential community treatment slots or housing for those receiving community treatment, which limits community sentencing options for individuals with substance use disorders or mental illness.

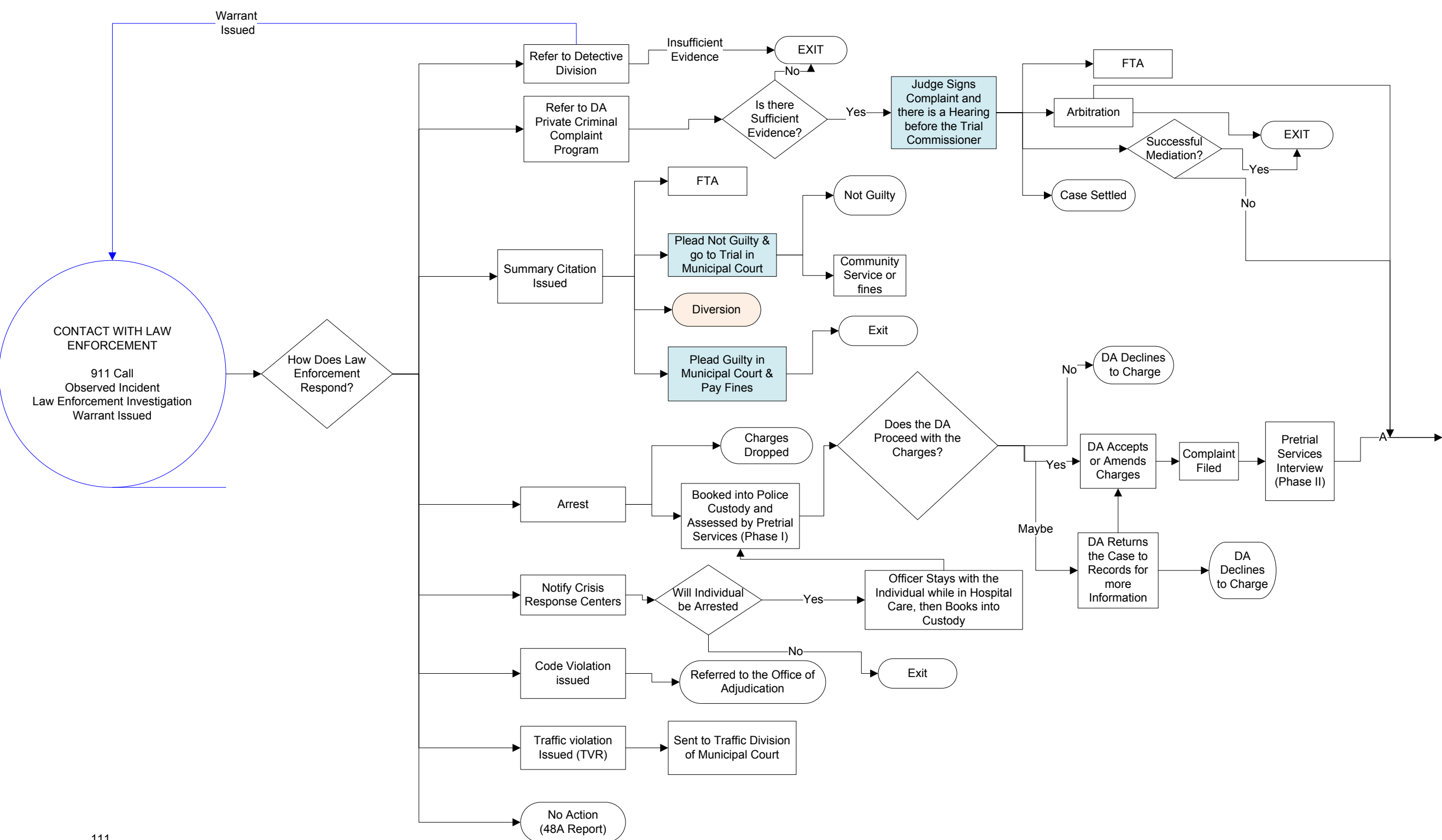
INPUTS/RESOURCES	ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS
Resources (both financial and human), policies, practices, facilities, and capabilities	Specific steps to be implemented	Immediate results that occur as activities and strategies are implemented	Indicators or benchmarks that demonstrate changes are occurring as a result of the outputs	Long-term jail population reduction results that are anticipated
<b>5A: Diversion for Narcotic Sale Cases</b>	<b>5A: Diversion for Narcotic Sale Cases</b>	<b>5A: Diversion for Narcotic Sale Cases</b>	<b>5A: Diversion for Narcotic Sale Cases</b>	<b>5A: Diversion for Narcotic Sale Cases</b>
<ul style="list-style-type: none"> <li>Staff</li> </ul>	<ul style="list-style-type: none"> <li>Streamline Referral Process</li> </ul>	<ul style="list-style-type: none"> <li>Referral Process Streamlined</li> </ul>	<ul style="list-style-type: none"> <li>Increased Number of Felony Cases Diverted by 50 per year</li> </ul>	<ul style="list-style-type: none"> <li><b>0.2%</b> reduction in the jail population                             <ul style="list-style-type: none"> <li>Target Population: 50</li> <li>ALOS: 108</li> <li>Expected Number of Days Saved: 108</li> <li>Beds Saved on a Given Day: 15</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Staff</li> </ul>	<ul style="list-style-type: none"> <li>Revise Eligibility Criteria</li> </ul>	<ul style="list-style-type: none"> <li>Eligibility Criteria Revised</li> </ul>	<ul style="list-style-type: none"> <li>Decreased One Year Recidivism Rates by 50%</li> </ul>	
<ul style="list-style-type: none"> <li>Staff</li> </ul>	<ul style="list-style-type: none"> <li>Adjust Court Calendars</li> </ul>	<ul style="list-style-type: none"> <li>Court Calendars Adjusted</li> </ul>	<ul style="list-style-type: none"> <li>Increased Number of People Employed by 35 per year</li> </ul>	
<ul style="list-style-type: none"> <li>Money</li> <li>Staff</li> </ul>	<ul style="list-style-type: none"> <li>Refer New Cases to program</li> </ul>	<ul style="list-style-type: none"> <li>Individuals Referred to Program</li> <li>Individuals Accepted into Program</li> <li>Individuals Completing Program</li> </ul>	<ul style="list-style-type: none"> <li>Decreased Number of Pretrial Felony Holds by 50 per year</li> <li>Decreased Number of County Sentences by 42.5 per year</li> <li>Increased skills and employability of participants</li> <li>Increased public safety by conserving prosecutorial resources</li> </ul>	

5B: Continuity of Services for Those with Mental Illness	5B: Continuity of Services for Those with Mental Illness	5B: Continuity of Services for Those with Mental Illness	5B: Continuity of Services for Those with Mental Illness	5B: Continuity of Services for Those with Mental Illness
<ul style="list-style-type: none"> <li>• Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Defining/Prioritizing Eligibility Criteria</li> </ul>	<ul style="list-style-type: none"> <li>• Eligibility Criteria Defined &amp; Prioritized</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced LOS for Program Participants by 85% (159 ÷ 188 = 85%)</li> <li>• 87 Participants per year Benefits Suspended while at PPS, but all 87 are restored upon release</li> <li>• 38 New Benefits Granted per year</li> <li>• All 125 Participants per year connected with Mental Health Treatment upon release from PPS.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>1%</b> reduction in the jail population               <ul style="list-style-type: none"> <li>○ Target Population: 125</li> <li>○ ALOS: 188</li> <li>○ Expected Number of Days Saved: 159</li> <li>○ Number of Beds Saved on a Given Day: 54</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Program Protocols</li> </ul>	<ul style="list-style-type: none"> <li>• Program Protocols Developed and Implemented</li> </ul>		
<ul style="list-style-type: none"> <li>• Staff</li> <li>• Treatment Providers</li> </ul>	<ul style="list-style-type: none"> <li>• Establishing Coordinated Release with treatment providers</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinated Release Established and Enacted</li> </ul>		
<ul style="list-style-type: none"> <li>• Staff</li> <li>• Data Capacity</li> </ul>	<ul style="list-style-type: none"> <li>• Establishing Data Sharing Protocols with DBH/PD</li> </ul>	<ul style="list-style-type: none"> <li>• Data Sharing Protocols Established and Enacted</li> </ul>		
<ul style="list-style-type: none"> <li>• Money</li> <li>• Staff</li> <li>• Space</li> </ul>	<ul style="list-style-type: none"> <li>• Hire and Train Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Staff Hired and Trained</li> </ul>		
<ul style="list-style-type: none"> <li>• Money</li> <li>• Staff</li> <li>• Space</li> <li>• DBH/PD database and resources</li> <li>• Public Benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Identify and Work with Target Population</li> </ul>	<ul style="list-style-type: none"> <li>• 87 Applications for Benefits Suspension Filed per year</li> <li>• 38 New Benefits Applications Filed per year</li> <li>• Linkages to Services Established for all 125 clients/year</li> </ul>		

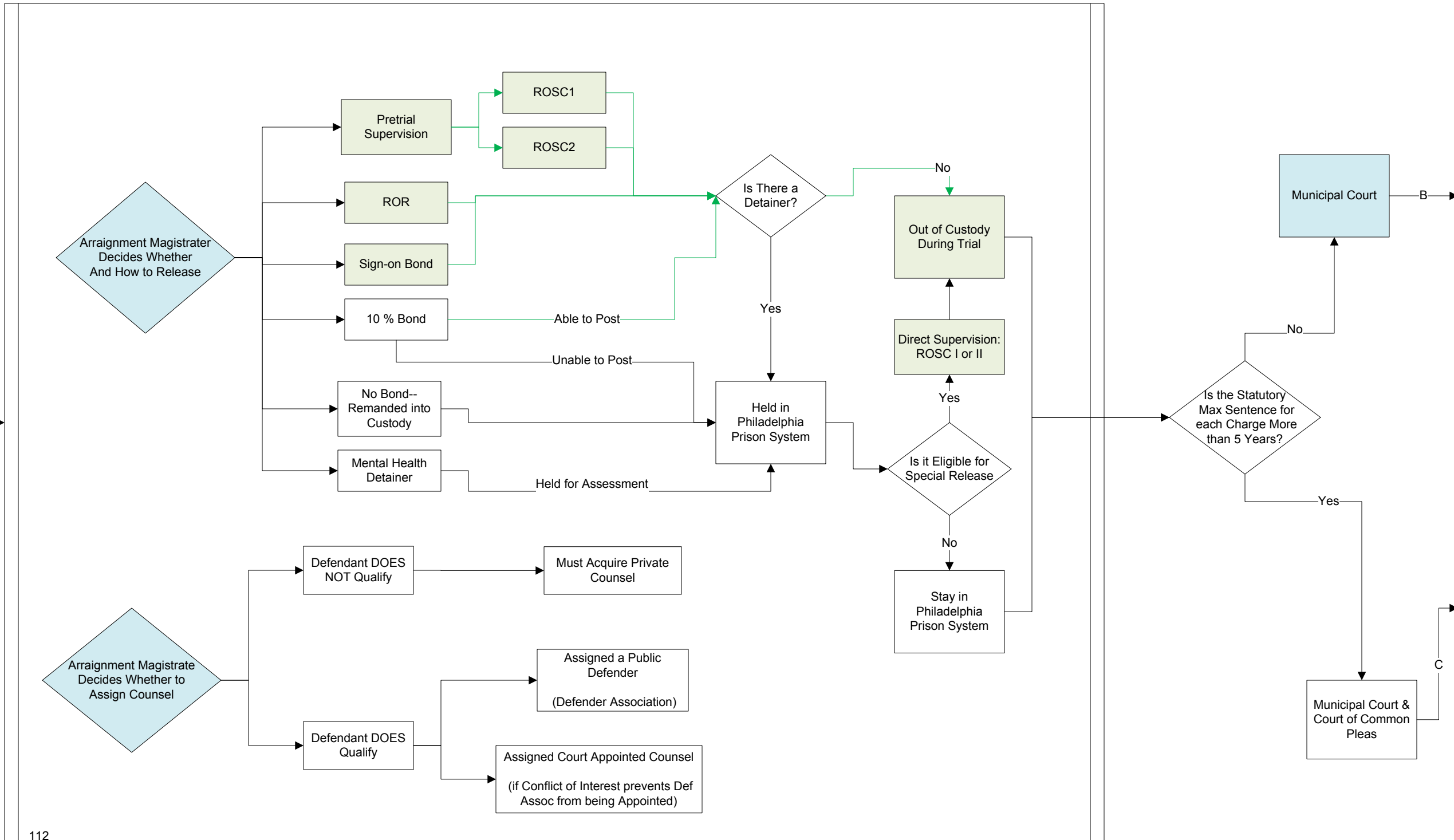
**STRATEGY 6: Increase Cross-System Data Capacity**
**RELATED CHALLENGE STATEMENTS:**

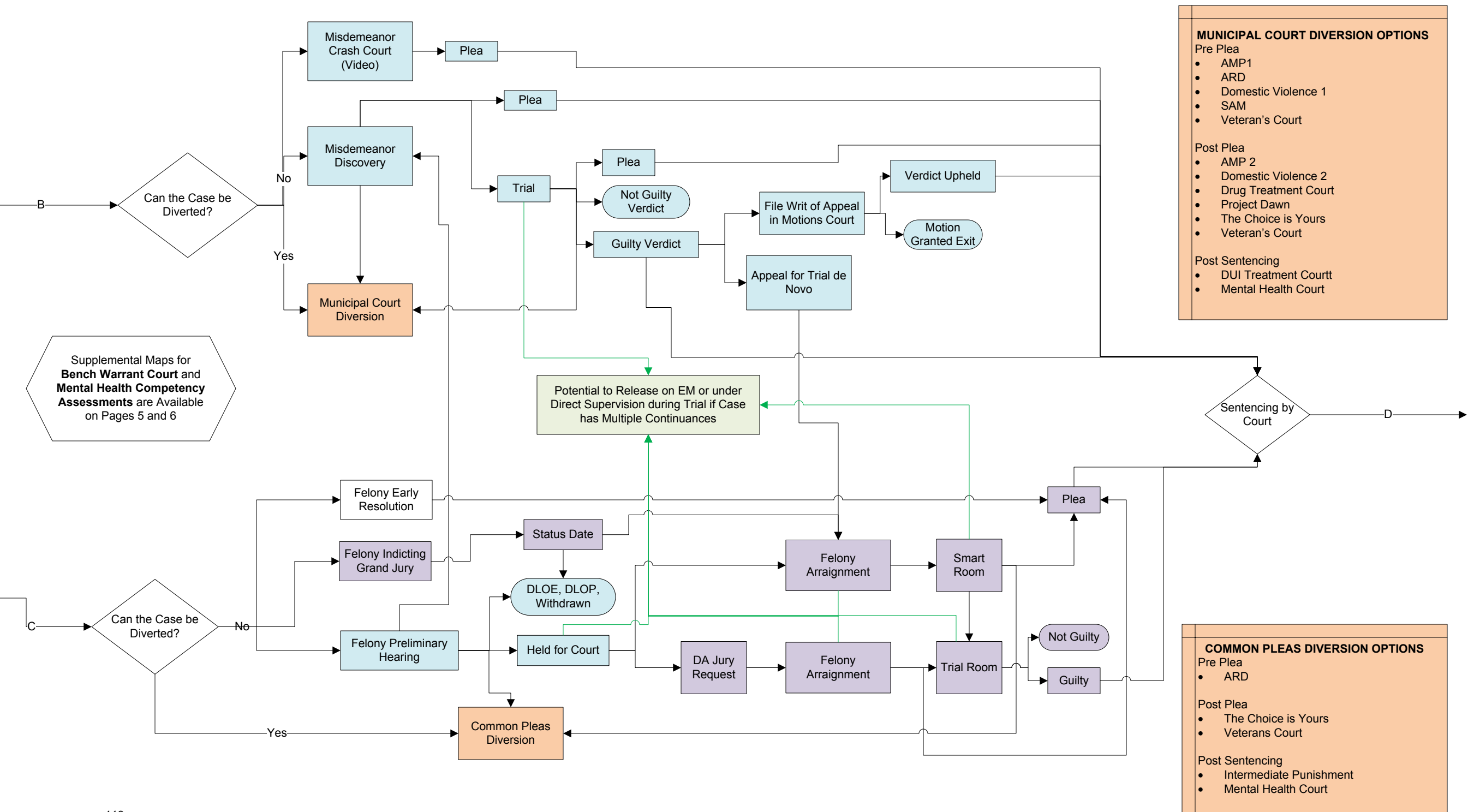
- 1) Data sharing capabilities need to be improved to provide better information to decision makers.
- 2) Data integrity needs to be improved so that up-to-date and correct data are readily available.
- 3) Data on racial and ethnic disparities are not collected or reviewed.

INPUTS/RESOURCES	ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS
Resources (both financial and human), policies, practices, facilities, and capabilities	Specific steps to be implemented	Immediate results that occur as activities and strategies are implemented	Indicators or benchmarks that demonstrate changes are occurring as a result of the outputs	Long-term jail population reduction results that are anticipated
<ul style="list-style-type: none"> <li>• Money</li> <li>• Space</li> <li>• Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Hire &amp; Train new research staff</li> </ul>	<ul style="list-style-type: none"> <li>• New research staff hired and trained</li> </ul>	<ul style="list-style-type: none"> <li>• Two full-time researchers working on SJC efforts by 7/2016</li> </ul>	<ul style="list-style-type: none"> <li>• Better data sharing practices and increased data integrity will yield better decisions potentially resulting in fewer jail admissions, shorter lengths of stay, and a reduction in racial and ethnic disparities at all stages of the system.</li> </ul>
<ul style="list-style-type: none"> <li>• Space</li> <li>• Staff (all justice partners and new hires)</li> </ul>	<ul style="list-style-type: none"> <li>• Assess need for data/reports</li> <li>• Develop &amp; Enact workflow plan</li> </ul>	<ul style="list-style-type: none"> <li>• Cumulative list of data/reports generated</li> <li>• Workflow plan developed &amp; enacted</li> </ul>	<ul style="list-style-type: none"> <li>• All Implementation Team meetings will be informed by data reports beginning 10/2016</li> </ul>	
<ul style="list-style-type: none"> <li>• Money</li> <li>• Staff (all justice partners and new hires)</li> <li>• Software</li> <li>• Technology</li> </ul>	<ul style="list-style-type: none"> <li>• Establish data-sharing practices involving all justice partners</li> <li>• Create shared data forum</li> <li>• Generate Initiative Data Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Shared data forum for all justice partners created</li> <li>• Justice partners have access to data and reports to guide decisions and monitor initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Established process for standardizing terms and figures completed by 12/2016</li> <li>• Shared data forum created by 1/2017</li> <li>• Users able to access shared data forum by 2/2017</li> </ul>	
<ul style="list-style-type: none"> <li>• Money</li> <li>• Space</li> <li>• Staff (all justice partners and new hires)</li> </ul>	<ul style="list-style-type: none"> <li>• Establish &amp; Create system-wide process for standardizing terms/definitions and figures</li> </ul>	<ul style="list-style-type: none"> <li>• Standardization of terms and figures for entire system completed</li> </ul>	<ul style="list-style-type: none"> <li>• Relative Rate Index generated at key decision points and made available to the Implementation Team by 1/2017</li> </ul>	
<ul style="list-style-type: none"> <li>• Money</li> <li>• Space</li> <li>• Staff (all justice partners and new hires)</li> </ul>	<ul style="list-style-type: none"> <li>• Create and implement racial/ethnic data monitoring system with relative rate index reported at key decision points</li> </ul>	<ul style="list-style-type: none"> <li>• Racial/ethnic data-tracking system created and implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Collective plan for data integrity practices by 10/2016</li> </ul>	
<ul style="list-style-type: none"> <li>• Money</li> <li>• Space</li> <li>• Staff (all justice partners and new hires)</li> </ul>	<ul style="list-style-type: none"> <li>• Develop &amp; Enact data integrity practices</li> </ul>	<ul style="list-style-type: none"> <li>• Data integrity practices created and enacted</li> </ul>		



Municipal Court Preliminary Arraignment





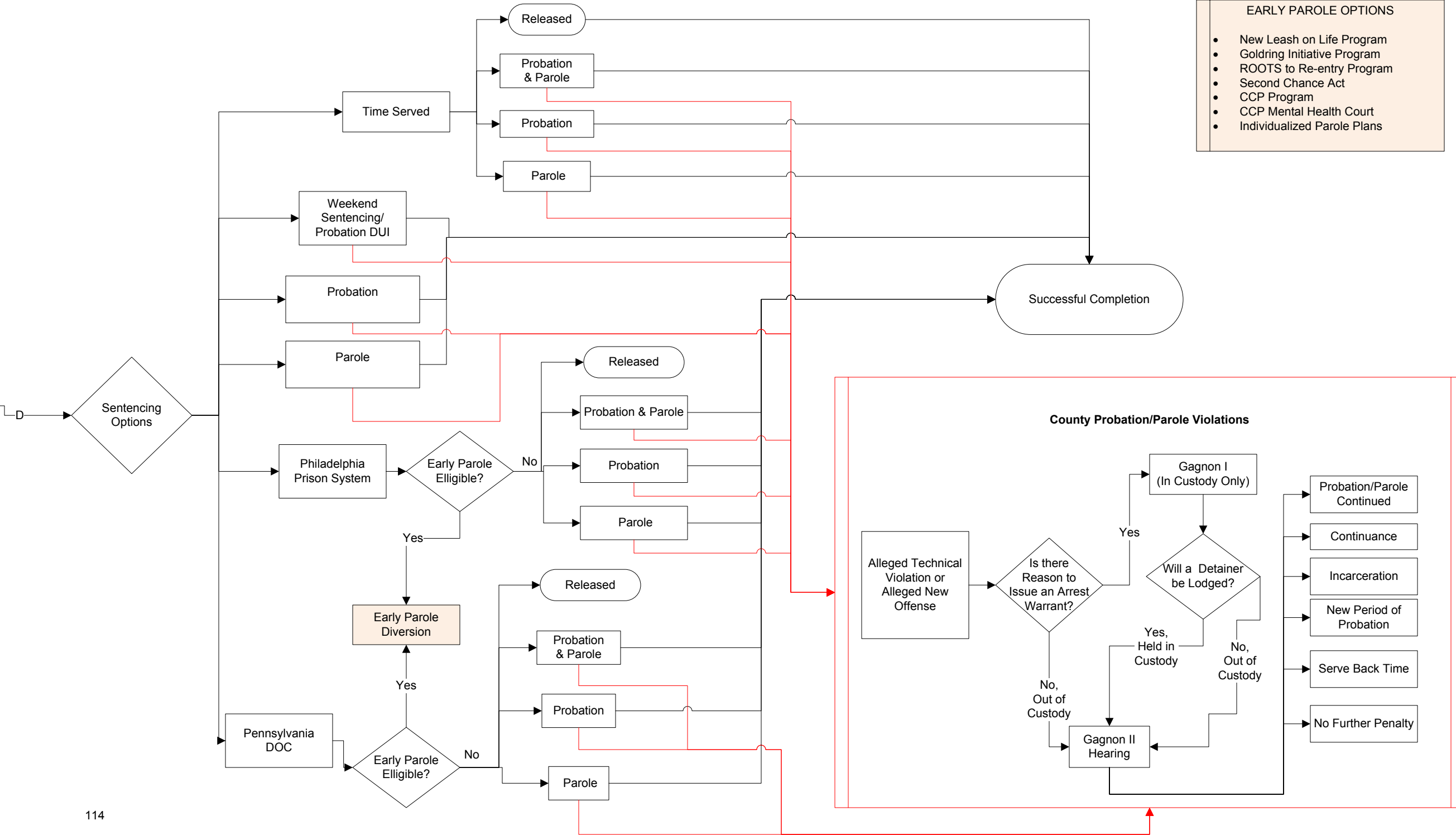
Supplemental Maps for Bench Warrant Court and Mental Health Competency Assessments are Available on Pages 5 and 6

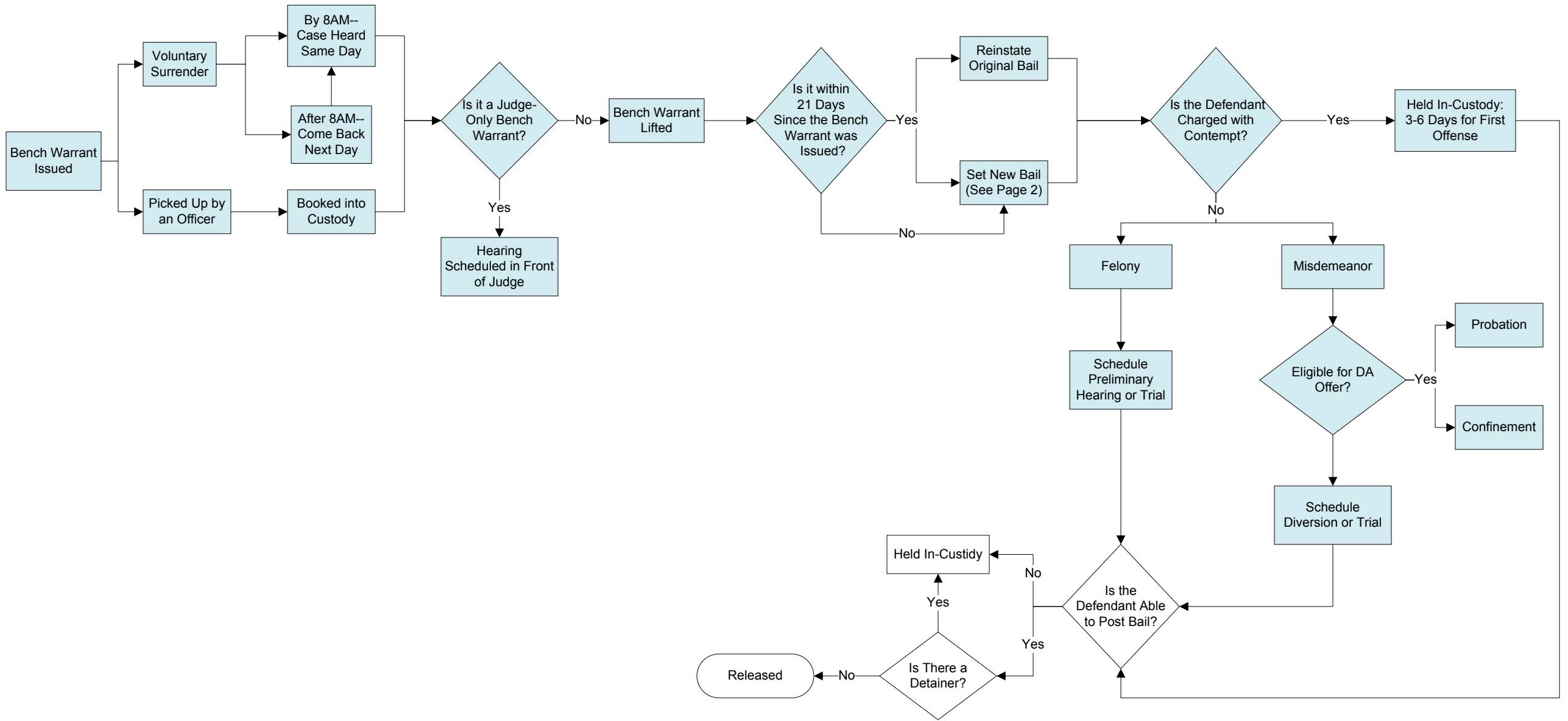
- MUNICIPAL COURT DIVERSION OPTIONS**
- Pre Plea
- AMP1
  - ARD
  - Domestic Violence 1
  - SAM
  - Veteran's Court
- Post Plea
- AMP 2
  - Domestic Violence 2
  - Drug Treatment Court
  - Project Dawn
  - The Choice is Yours
  - Veteran's Court
- Post Sentencing
- DUI Treatment Court
  - Mental Health Court

- COMMON PLEAS DIVERSION OPTIONS**
- Pre Plea
- ARD
- Post Plea
- The Choice is Yours
  - Veterans Court
- Post Sentencing
- Intermediate Punishment
  - Mental Health Court

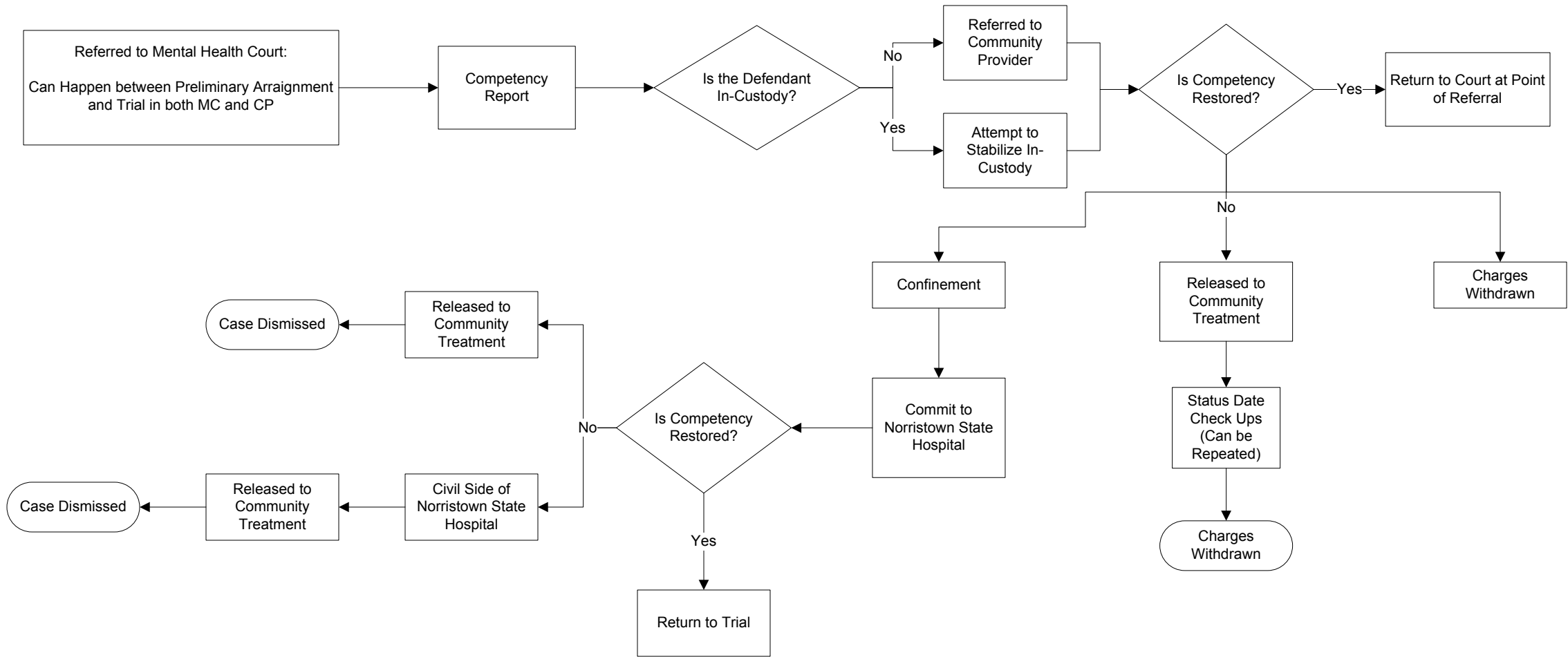


- EARLY PAROLE OPTIONS**
- New Leash on Life Program
  - Goldring Initiative Program
  - ROOTS to Re-entry Program
  - Second Chance Act
  - CCP Program
  - CCP Mental Health Court
  - Individualized Parole Plans





Supplemental Map:  
**Bench Warrant Court**  
 115





## Budget Template

Strategy	Cost Category	Year 1	Year 2	Total
<b>I. Personnel</b>		<b>\$541,815</b>	<b>\$1,352,138</b>	<b>\$1,893,953</b>
1B	Pretrial Officers (8)	\$0	\$299,424	\$299,424
1B	Pretrial Staff for EM Expansion (2)	\$0	\$64,892	\$64,892
1B	Social Worker (1)	\$0	\$56,382	\$56,382
1C	Certified Legal Interns (4)	\$90,000	\$180,000	\$270,000
1D	Pretrial Staff for Early Bail Review	\$36,481	\$0	\$36,481
2C	Alternative Sentencing Overtime	\$15,000	\$15,000	\$30,000
3B	APPD EM Officers (6)	\$0	\$301,896	\$301,896
3B	APPD Clerical Staff (1)	\$0	\$32,446	\$32,446
3C	Probation Officer (1)	\$50,316	\$52,080	\$102,396
3C	Clinical Staff (1)	\$75,000	\$75,000	\$150,000
5B	MH Caseworkers (2)	\$150,000	\$150,000	\$300,000
6	Research Staff (2)	\$125,018	\$125,018	\$250,036
<b>II. Professional Services</b>		<b>\$688,776</b>	<b>\$350,000</b>	<b>\$1,038,776</b>
1A	Development of Risk Tool	\$100,000	\$0	\$100,000
1B	Development of Needs Assessment	\$0	\$100,000	\$100,000
4A	Contract for Pre-Arrest Diversion	\$318,776	\$0	\$318,776
4B	Implicit/Explicit Bias Training	\$20,000	\$0	\$20,000
5A	TCY Contract	\$250,000	\$250,000	\$500,000
<b>III. Data Enhancements (e.g. , IT system improvements, technology)</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>IV. Equipment and Hardware</b>		<b>\$758,200</b>	<b>\$283,851</b>	<b>\$1,042,051</b>
1B	8 Computers - Pretrial Staff	\$0	\$4,888	\$4,888
1B	EM Units and Server	\$561,000	\$264,075	\$825,075
1B	2 Computers - EM Staff	\$0	\$1,222	\$1,222
3B	240 EM Units	\$187,200	\$0	\$187,200
3B	6 Computers for EM Officers	\$0	\$3,666	\$3,666
5B	Office Supplies	\$10,000	\$10,000	\$20,000
<b>V. Travel (e.g. airfare, hotel accommodations, food and incidentals)</b>		<b>\$6,440</b>	<b>\$6,440</b>	<b>\$12,880</b>
	Per Diem for 2 trips per year (8)	\$2,840	\$2,840	\$5,680
	Airfare (8)	\$2,400	\$2,400	\$4,800
	Train Travel (8)	\$1,200	\$1,200	\$2,400
<b>VI. Meeting Expenses (e.g., meeting space, food and supplies)</b>		<b>\$4,769</b>	<b>\$7,571</b>	<b>\$12,340</b>
		\$4,769	\$7,571	\$12,340
<b>VII. Indirect Costs (not-to-exceed 15%)</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>TOTAL</b>		<b>\$2,000,000</b>	<b>\$2,000,000</b>	<b>\$4,000,000</b>

Safety and Justice Challenge- City of Philadelphia Implementation Plan  
BUDGET NARRATIVE

**Strategy 1: Addressing Over-Incarceration of Pretrial Defendants**

1A: Risk Tool

The estimated cost of developing, testing, validating, and implementing this risk assessment is \$100,000. **YR1**

GRANT: \$100,000 risk assessment tool

1B: Robust Alternatives to Cash Bail

Once the risk tool is implemented, there will be a need for 8 additional pretrial officers in year two of implementation. Workstations for the new pretrial officers will need to be outfitted with computers to access the case management system as well. The City of Philadelphia will cover fringe benefits from its own budget in year two at the calculated rate of 52%, as well as a new vehicle required for the increased staffing. **YR2**

GRANT: \$37,428 per officer x 8 officers x 1 year = \$299,424

\$611 per computer x 8 computers = \$4,888

CITY: \$37,428 per officer x 52% benefit rate X 8 officers x 1 year = \$155,700

\$30,000 new vehicle estimate

Switch to a new and up-to-date server and purchase of 700 wireless units and 100 land-line units. 50 landline units were included, and an additional 50 will be purchased. The land-line units will be reserved for those defendants' residences in which wireless cellular units do not function. This increases the number of units by roughly 32%. The annual software, technical support, and licensing is included for the new units. Additionally, a new server and 4 preconfigured computers will be acquired to support the new units. While the bulk of the units will be funded through the grant, the City will fund 115.38 units. **YR1**

GRANT: \$780 per wireless unit x 584.62 units = \$456,000

\$300 per landline unit X 50 units = \$15,000

1 server and 4 preconfigured computers = \$90,000

CITY: \$780 per wireless unit x 115.38 units = \$90,000

Payment of the yearly maintenance, fees, software, technical support, and licensing for the units purchased in YR1. **YR2**

GRANT: \$85 per landline unit maintenance X 100 units = \$8,500

\$85 per wireless unit maintenance X 700 units = \$59,500

$\$0.65 \text{ per day per unit} \times 365 \text{ days} \times 700 \text{ units} = \$166,075$

General software, support, maintenance and annual fees = \$30,000

Due to the update and expansion of EM capabilities, 2 support staff who conduct home interviews, install equipment, maintain equipment, retrieve equipment, and have additional administrative duties are necessary, as are computers. The City of Philadelphia will cover fringe benefits from its own budget in year two at the calculated rate of 52%. **YR2**

GRANT:  $\$32,446 \text{ per officer} \times 2 \text{ officers} \times 1 \text{ year} = \$64,892$

$\$611 \text{ per computer} \times 2 \text{ computers} = \$1,222$

CITY:  $\$32,446 \text{ per officer} \times 52\% \text{ benefit rate} \times 2 \text{ officers} \times 1 \text{ year} = \$33,744$

The estimated cost to create and implement a needs assessment is \$100,000.00. The needs assessment will be implemented to identify the appropriate services for a defendant, thereby decreasing the risk of recidivating. A social worker will be required to implement the assessment as well. The City of Philadelphia will cover fringe benefits from its own budget in year two at the calculated rate of 52%. **YR2**

GRANT: \$100,000 needs assessment development and implementation

$\$56,382 \text{ per social worker} \times 1 \text{ year} = \$56,382$

CITY:  $\$56,382 \text{ per social worker} \times 52\% \text{ benefit rate} \times 1 \text{ year} = \$29,319$

The First Judicial District, through the planning process, has made a commitment to increase the capacity of its Pretrial Services unit, beginning in December 2015. Four additional pretrial officers and 2 support staff have been hired and will be maintained through implementation on the existing General Fund budget. **YR1+2**

CITY:  $\$37,428 \text{ per officer} \times 4 \text{ officers} = \$149,712 \text{ per year}$

$\$37,428 \text{ per officer} \times 52\% \text{ benefit rate} \times 4 \text{ officers} = \$77,850 \text{ per year}$

$\$30,837 \text{ per support staff} \times 2 \text{ staff} = \$61,674 \text{ per year}$

$\$30,837 \text{ per support staff} \times 52\% \text{ benefit rate} \times 2 \text{ staff} = \$32,070 \text{ per year}$

Additionally, the bail interviewing unit has also transitioned from being staffed by part-time employees to full-time employees in December, 2015. The yearly cost to the FJD for this transition is approximately \$131,669, and is a permanent change to the structure of Pretrial Services. This includes an increase from \$417,467 in part-time salaries to \$519,136 in fulltime salaries, as well as a part-time pool that has an annual cap of \$30,000. **YR1+2**

CITY: \$131,669 expansion of bail interviewing unit

### 1C: Pretrial Advocates

The Defender Association will hire 4 full-time certified legal interns (CLI) to serve as bail advocates for 2 of the 3 shifts, 5 days per week. An additional staffer from the Defender will cover the 3<sup>rd</sup> shift. The CLIs will start halfway through YR1 and continue through YR2. Fringe benefits will also be funded by the grant at the rate of 50%. **YR1+2**

GRANT: [\$30,000 per CLI + 50% benefit rate (\$15,000)] x 4 CLIs = \$180,000 per year

YR1 prorated to 50% time = \$90,000 in YR1; \$180,000 in YR2

### 1D: Early Bail Review

The Early Bail Review list will be added to an existing list in Municipal Court, and President Judge Marsha H. Neifield will preside. Each criminal justice partner has agreed to use their current resources to ensure cases are ready for the bail hearing five days after the preliminary arraignment. Costs associated with this initiative are for one additional Pretrial Services staffer to handle the additional caseload of anticipated pretrial release in YR1. The City of Philadelphia will cover fringe benefits from its own budget in year one at the calculated rate of 52%. **YR1**

GRANT: \$36,481 per staffer x 1 year = \$36,481

CITY: \$36,481 per staffer x 52% benefit rate x 1 year = \$18,970

### **Strategy 2: Creating Efficiencies in Case Processing**

The Alternative Sentencing Unit of the Defenders Association receives every sentencing commit, and files petitions immediately if the client is eligible for early parole or close to their minimum date. The Defender Association will increase its capacity to file early parole petitions for court-appointed and private counsel clients. Trained staff working overtime of an estimated 10 hours per week could prepare and file an estimated 767 additional petitions per year. **YR1+2**

GRANT: \$28.85 per hour x 10 hours per week x 52 weeks per year = \$15,000 per year

### **Strategy 3: Addressing Violations of Community Supervision**

#### 3B: Alternatives to Incarceration

To monitor those with technical violations, an additional 240 EM units will be purchased in YR2. Additionally, 6 new officers and 1 clerical staff will be added to support the initiative. The six new staff will require computers. The City of Philadelphia will cover fringe benefits from its own budget at the calculated rate of 52%. **YR2**

GRANT: \$780 per wireless unit x 240 units = \$187,200

6 APPD officers x \$50,316 per officer = \$301,896

6 computers x \$611 per computer = \$3,666

1 clerical staff x \$32,446 per clerical staff = \$32,446

CITY: \$50,316 per probation officer x 52% benefit rate x 6 officers = \$156,986

\$32,446 per clerical staff x 52% benefit rate x 1 staff = \$16,872

### 3C: Treatment for Technical Violators

To launch the AMP3 Program, an additional probation officer is required, as is one clinical staff. The City of Philadelphia will cover fringe benefits from its own budget at the calculated rate of 52% for the probation officer; the grant will cover fringe benefits for the clinical staff at a rate of 50%.

#### **YR1+2**

GRANT: YR1: \$50,316 per probation officer YR2: \$52,080 per probation officer

\$50,000 per clinical staff x 1 year = \$50,000 per year

\$50,000 per clinical staff x 50% benefit rate x 1 year = \$25,000 per year

CITY: YR1: \$50,316 per probation officer x 52% benefit rate = \$26,164

YR2: \$52,080 per probation officer x 52% benefit rate = \$27,082

## **Strategy 4: Address Racial and Ethnic Disparities**

### 4A: Pre-Arrest Diversion

A contract with provider PHMC will administer the clinical services for the pre-arrest diversion pilot program. The Philadelphia Police Department will also participate in the program, having patrol operations integrate it into its protocols. The contract will include 5 staff, operating costs including rent and supplies, and a 7% indirect cost rate, for a yearly cost of \$159,388. In YR1, the City will enter into a two-year contract, for a total of \$318,776. **YR1+2**

GRANT: \$159,388 per year x 2 years = \$318,776

### 4B: Implicit/Explicit Bias Training

The City will engage a vendor through a competitive bidding process to provide a one-time Implicit and Explicit Bias Training to the City of Philadelphia. An initial cost estimate of \$20,000 was received and serves as a placeholder in this budget request. This is a Train the Trainer module that will then be used to train full agencies. **YR1**

GRANT: \$20,000 training



## Strategy 5: Addressing Special Populations

### 5A: Diversion for Narcotic Sale Cases

The Choice Is Yours (TCY) plans to serve 100 felony drug offenders over two years. The cost to support a TCY participant is approximately \$5,000 per year each, an average based on the cost of existing contracts. **YR1+2**

GRANT: \$5,000 per participant x 50 participants per year = \$250,000 per year

### 5B: Continuity of Services for those with Mental Illness

Coordination of mental health services will rely on two new caseworkers that will be hired by the Defender Association at the beginning of YR1 and continue for the duration of YR2. Fringe benefits will also be funded by the grant at the rate of 50%. **YR1+2**

GRANT: \$50,000 per caseworker x 50% benefit rate x 2 caseworkers = \$150,000 per year

Additionally, operating expenses, including program supplies, office equipment, computers, local travel, and communications are projected at \$10,000 per year for both years.

GRANT: \$10,000 per year

## Strategy 6: Increasing Philadelphia's Cross-System Data Capacity

Two Research & Information Analysts will be added to the First Judicial District Staff beginning in YR1 and continuing through YR2. The City of Philadelphia will cover fringe benefits from its own budget in years one and two at the calculated rate of 52%, as well as two computers for the new staff. **YR1+2**

GRANT: \$62,509 per analyst x 2 analysts = \$125,018 per year

CITY: \$62,509 per analyst x 52% benefit rate X 2 analysts = \$65,009 per year

\$611 per computer x 2 computers = \$1,222

### **Travel**

Travel is estimated for 8 people to attend two all-sites meetings per year for both YR1 and YR2, one within train travel distance and one requiring airplane travel. **YR1+2**

GRANT: \$71.00 average per diem X 8 people x 2.5 days x 2 trips per year = \$2,840

\$300 average airfare x 8 people = \$2,400

\$150 average train travel roundtrip x 8 people = \$1,200

Total per year = \$6,440

## Governance and Operations

The City will maintain on the General Fund Budget an employee, who served as the site liaison during the Planning Phase, as Project Director for both YR1 and YR2. The Project Manager, who was funded by the planning grant during the planning phase, will be maintained on the City's General Fund budget as well for YR1 and YR2. Fringe benefits at the rate of 40.84% are included for both. **YR1+2**

CITY: \$95,000 director x 40.84% benefit rate = \$133,798 per year

\$67,500 manager x 40.84% benefit rate = \$95,067 per year

Operating costs are estimated to include printing reports and other necessary documents for meetings, as well as general office supplies. Additionally, the plan for ongoing community engagement may require space rental to facilitate such sessions, as well as refreshments. **YR1**

GRANT: \$4,769 based on the estimation of \$5,000 budgeted for in the planning phase

Similar to operating costs in YR1, but increased by a little over 50% to allow for unexpected costs once implementation is fully underway. This additional funding may also be used to offset resource needs for the racial and ethnic disparity audit. **YR2**

GRANT: \$7,571 estimate based as described above

## Other Funding

In addition to both the funding that the City and the First Judicial District will continue to maintain on the General Fund budget, as well as the new dollars outlined in this plan, there are several other grants that will supplement or complement the strategies described in this application.

In October of 2014, the City of Philadelphia was awarded a Second Chance Act Demonstration grant from the Department of Justice for \$750,000, with a \$750,000 match made by the City. The Managing Director's Office, the Philadelphia Prison System, the District Attorney's Office, the Defender Association and other partners have been working to implement this program that aims to significantly reduce recidivism, especially among high-risk individuals. A reduction in recidivism will inherently reduce future pre-trial populations.

In December of 2015, the Pennsylvania Recovery Organization – Achieving Community Together (ProAct), in collaboration with the Philadelphia Police Department, was awarded a US Programs' Drug Policy Project planning grant from the Open Society Foundation. These planning funds will be used to develop and implement a pre-arrest diversion program in a similar geographic area as the Pre-Arrest Diversion Program included in this application (Strategy 4A). Members of Philadelphia's Planning Team from the Police Department and the District Attorney's Office were involved in developing the application to the Open Society Foundation and will continue this collaboration to ensure that the two programs complement one another.

Lastly, the Pew Charitable Trusts has requested a proposal from Philadelphia for funding for efforts that would complement the work reflected in this implementation plan.

MacArthur Safety and Justice Challenge

City of Philadelphia Implementation Plan

Total Cost Proposal

GRANT FUNDING

Strategy	Budget Item	Cost Category							Total
		Personnel	Fringe Benefits	Professional Services	Data Enhancements	Equipment and Hardware	Other	Indirect Costs	
1A	Development of Risk Tool								
	Y1	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000
	Y2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
1B	8 Pretrial Officers								
	Y1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Y2	\$299,424	\$0	\$0	\$0	\$0	\$0	\$0	\$299,424
	8 Computers								
	Y1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Y2	\$0	\$0	\$0	\$0	\$4,888	\$0	\$0	\$4,888
	EM Conversion and Units								
	Y1	\$0	\$0	\$0	\$0	\$561,000	\$0	\$0	\$561,000
	Y2	\$0	\$0	\$0	\$0	\$264,075	\$0	\$0	\$264,075
	Needs Assessment								
	Y1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Y2	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0	\$100,000
2 Staff for EM Expansion									
Y1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Y2	\$64,892	\$0	\$0	\$0	\$0	\$0	\$0	\$64,892	

	2 Computers - EM Staff									
	Y1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Y2	\$0	\$0	\$0	\$0	\$1,222	\$0	\$0	\$0	\$1,222
	Social Worker									
	Y1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Y2	\$56,382	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$56,382
1C	4 Certified Legal Interns									
	Y1	\$60,000	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$90,000
	Y2	\$120,000	\$60,000	\$0	\$0	\$0	\$0	\$0	\$0	\$180,000
1D	Staff for Early Bail Review									
	Y1	\$36,481	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$36,481
	Y2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2C	Alternative Sentencing Overtime									
	Y1	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$15,000
	Y2	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$15,000
3B	240 EM Units									
	Y1	\$0	\$0	\$0	\$0	\$187,200	\$0	\$0	\$0	\$187,200
	Y2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	6 Computers									
	Y1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Y2	\$0	\$0	\$0	\$0	\$3,666	\$0	\$0	\$0	\$3,666
	6 APPD EM Officers									
	Y1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Y2	\$301,896	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$301,896

	Clerical Staff									
	Y1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Y2	\$32,446	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$32,446
3C	Probation Officer									
	Y1	\$50,316	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,316
	Y2	\$52,080	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$52,080
	Clinical Staff									
	Y1	\$50,000	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$75,000
	Y2	\$50,000	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$75,000
4A	Contract for Pre-Arrest Diversion									
	Y1	\$0	\$0	\$318,776	\$0	\$0	\$0	\$0	\$0	\$318,776
	Y2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
4B	Implicit/Explicit Bias Training									
	Y1	\$0	\$0	\$20,000	\$0	\$0	\$0	\$0	\$0	\$20,000
	Y2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
5A	TCY Contract									
	Y1	\$0	\$0	\$250,000	\$0	\$0	\$0	\$0	\$0	\$250,000
	Y2	\$0	\$0	\$250,000	\$0	\$0	\$0	\$0	\$0	\$250,000
5B	2 MH Caseworkers									
	Y1	\$100,000	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000
	Y2	\$100,000	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000
	Office Supplies									
	Y1	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0	\$10,000
	Y2	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0	\$10,000

6	Research Staff									
	Y1	\$125,018	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$125,018
	Y2	\$125,018	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$125,018
TRAVEL										
	Y1	\$0	\$0	\$0	\$0	\$0	\$0	\$6,440	\$0	\$6,440
	Y2	\$0	\$0	\$0	\$0	\$0	\$0	\$6,440	\$0	\$6,440
OPERATIONS										
	Y1	\$0	\$0	\$0	\$0	\$0	\$0	\$4,769	\$0	\$4,769
	Y2	\$0	\$0	\$0	\$0	\$0	\$0	\$7,571	\$0	\$7,571
	Y1 TOTAL	\$436,815	\$105,000	\$688,776	\$0	\$758,200	\$11,209	\$0	\$0	\$2,000,000
	Y2 TOTAL	\$1,217,138	\$135,000	\$350,000	\$0	\$283,851	\$14,011	\$0	\$0	\$2,000,000
	<b>Total</b>	<b>\$1,653,953</b>	<b>\$240,000</b>	<b>\$1,038,776</b>	<b>\$0</b>	<b>\$1,042,051</b>	<b>\$25,220</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,000,000</b>

CITY FUNDING

Strategy	Budget Item	Cost Category							Total	
		Personnel	Fringe Benefits	Professional Services	Data Enhancements	Equipment and Hardware	Other	Indirect Costs		
1B	8 Pretrial Officers									
	Y1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	Y2	\$0	\$155,700	\$0	\$0	\$0	\$0	\$0	\$0	\$155,700
	Staff for EM Expansion									
	Y1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Y2	\$0	\$33,744	\$0	\$0	\$0	\$0	\$0	\$0	\$33,744
	EM Conversion and Units*									
	Y1	\$0	\$0	\$0	\$0	\$90,000	\$0	\$0	\$0	\$90,000
	Y2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	4 Pretrial Officers*									
	Y1	\$149,712	\$77,850	\$0	\$0	\$0	\$0	\$0	\$0	\$227,562
	Y2	\$149,712	\$77,850	\$0	\$0	\$0	\$0	\$0	\$0	\$227,562
	2 Pretrial Support Staff*									
	Y1	\$61,674	\$32,070	\$0	\$0	\$0	\$0	\$0	\$0	\$93,744
	Y2	\$61,674	\$32,070	\$0	\$0	\$0	\$0	\$0	\$0	\$93,744
	Expansion of Bail Interviewing Unit*									
	Y1	\$131,669	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$131,669
	Y2	\$131,669	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$131,669
	Vehicle									
	Y1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Y2	\$0	\$0	\$0	\$0	\$0	\$30,000	\$0	\$0	\$30,000

	Social Worker									
		Y1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		Y2	\$0	\$29,319	\$0	\$0	\$0	\$0	\$0	\$0
										\$0
										\$29,319
1D	Staff for Early Bail Review									
		Y1	\$0	\$18,970	\$0	\$0	\$0	\$0	\$0	\$0
		Y2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
										\$18,970
										\$0
3B	6 APPD EM Officers									
		Y1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		Y2	\$0	\$156,986	\$0	\$0	\$0	\$0	\$0	\$0
										\$0
										\$156,986
	Clerical Staff									
		Y1	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
		Y2	\$0	\$16,872	\$0	\$0	\$0	\$0	\$0	\$0
										\$0
										\$16,872
3C	Probation Officer									
		Y1	\$0	\$26,164	\$0	\$0	\$0	\$0	\$0	\$0
		Y2	\$0	\$27,082	\$0	\$0	\$0	\$0	\$0	\$0
										\$26,164
										\$27,082
6	Research Staff									
		Y1	\$0	\$65,009	\$0	\$0	\$0	\$0	\$0	\$0
		Y2	\$0	\$65,009	\$0	\$0	\$0	\$0	\$0	\$0
										\$65,009
										\$65,009
	2 Computers for Research Unit*									
		Y1	\$0	\$0	\$0	\$0	\$1,222	\$0	\$0	\$0
		Y2	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
										\$1,222
										\$0
GOVERNANCE	Director*									
		Y1	\$95,000	\$38,798	\$0	\$0	\$0	\$0	\$0	\$0
		Y2	\$95,000	\$38,798	\$0	\$0	\$0	\$0	\$0	\$0
										\$133,798
										\$133,798



	Project Manager								
	Y1	\$67,500	\$27,567	\$0	\$0	\$0	\$0	\$0	\$95,067
	Y2	\$67,500	\$27,567	\$0	\$0	\$0	\$0	\$0	\$95,067
	Y1 TOTAL	\$505,555	\$286,430	\$0	\$0	\$91,222	\$0	\$0	\$883,207
	Y2 TOTAL	\$505,555	\$660,997	\$0	\$0	\$30,000	\$0	\$0	\$1,196,552
	<b>Total</b>	<b>\$1,011,110</b>	<b>\$947,427</b>	<b>\$0</b>	<b>\$0</b>	<b>\$121,222</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,079,759</b>

\*Already budgeted  
for in General Fund

	Y1	Y2	Total
City (new funding)	\$205,211	\$609,779	\$814,990
FJD (already budgeted)	\$434,277	\$343,055	\$777,332
City (already budgeted)	\$243,719	\$243,719	\$487,437
<b>Total</b>	<b>\$883,207</b>	<b>\$1,196,552</b>	<b>\$2,079,759</b>

**MACARTHUR FOUNDATION SAFETY AND JUSTICE CHALLENGE  
IMPLEMENTATION PHASE APPLICATION: PHILADELPHIA**

**LOBBYING STATEMENT**

MacArthur Foundation funds awarded to the City of Philadelphia through the Safety and Justice Challenge will not be used for lobbying purposes. Any lobbying activities, if necessary, will be funded through normal lobbying contracts that the City maintains as part of its general operating budget.

November 30, 2015

Dear Applicant:

## I. Introduction

This Letter of Intent to Share Data (“LOI”) must be signed by each Challenge Network site that is applying for Phase II funding from the John D. and Catherine T. MacArthur Foundation (the “Foundation”) in the Safety and Justice Challenge Initiative (“Initiative”). The signed LOI must be uploaded to the Foundation’s FluidReview platform by January 6<sup>th</sup>, 2016.

Sites that are selected to participate in Phase II will be required to share their on-going case-level criminal justice data with the Institute for State and Local Governance (ISLG). ISLG will use the data to create performance measures that will enable the sites to track their progress on the implementation of jail population reduction strategies. ISLG will share the data, as applicable, with RTI International (RTI), which will evaluate the Initiative, JFA Associates (JFA), which will project future jail populations, the Center for Court Innovation, the Justice Management Institute, Justice System Partners, and the Vera Institute of Justice (collectively, these latter four organizations are referred to as “site coordinators”), which will perform technical assistance and may use the data for research, subject to approval by ISLG and the Foundation.

Sites that are selected for Phase II will sign a Data Use Agreement (DUA) with ISLG, a legally binding agreement that addresses all aspects of data management, including the exact type of data to be shared and how it will be transferred, protected, used, and disclosed. The DUAs, which may need to be individually-tailored to reflect State and local laws and variations in the availability of data, must be executed shortly after site selection so that data collection can begin as soon as possible. (Sites that do not advance to Phase II will also be asked to share limited data sets and to sign a different agreement for that purpose.) This LOI is not a formal data use agreement, but instead serves as a precursor to the DUA. Both ISLG and Agency, as defined below, are making commitments in this LOI with the intention that those commitments will be incorporated into the DUA.

The LOI contains three parts: (a) definition of key terms (b) ISLG’s assurances regarding data protection and (c) statement of Agency’s intent to enter into a DUA.

## II. Intent to Share Data

### Definitions

- a. “Agency” is the lead entity that is the applying for Phase II funding in the Initiative.
- b. “Data” is the information that is directly transferred from the Phase II sites to ISLG in response to the ISLG’s requests for Data.

- c. “Data Work Product” is information or analysis that is derived from Data. Examples of Data Work Products are files or reports in which the Data is aggregated, matched or compared to other information gained during the Initiative.
- d. “Partner Agencies” are the specific entities whose role in the Initiative will necessitate their use of the Data. Currently, the Partner Agencies are RTI, JFA, and the site coordinators. “Partner Agencies” include any successors to RTI, JFA, and site coordinators; and may include other organizations brought into the Initiative during Phase II.
- e. “Personally Identifiable Information (PII)” is information that directly identifies or uniquely describes a particular individual (e.g., FBI number) or that might be used, either directly or in combination with other information, to ascertain the identity of a particular individual (such as place and date of birth).

#### ISLG’s Assurances

ISLG is committed to using state-of-the-art systems to provide secure Data transfer and storage. It ensures that all employees, agents, and subcontractors with access to Data are trained in security procedures, and the importance of confidentiality. The Phase II DUAs will include an attachment specifying ISLG’s technical requirements regarding data security.

ISLG, including its employees, agents and subcontractors, will not use the Data for any purpose other than carrying out its work in the Initiative, or related work in the field of criminal justice. It will limit access to the Data and Data Work Product to those employees, agents and contractors who need it in order to perform their jobs. ISLG will not use the Data to contact any individual whose PII is contained therein.

ISLG may transfer Data and Data Work Product to the Partner Agencies, as needed by those Agencies to perform their work. The Partner Agencies will be required to meet ISLG’s high standards regarding Data security. Before any such transfer occurs, ISLG will require that the Partner Agencies are contractually bound to abide by all of provisions contained in the DUA relating to use, security, and disclosure of Data and Work Product.

ISLG, RTI and JFA will use the Data, and the site coordinators may use the Data, in their creation of research products (e.g., publications and presentations). All research findings will be reported at the aggregate level, rather than at individual case-level, and research products will not contain any PII. Some research findings will be reported at the general, “macro” level (e.g., including all sites, or groups of sites), while other findings will relate to the individual sites.

In the event that ISLG or a Partner Agency receives a request from a third party for disclosure of Data, for example, a subpoena or freedom of information or other legal public information request, ISLG will promptly notify the Agency and discuss with it an appropriate response, unless prohibited from doing so by state or federal law. The DUA will include a procedure for handling such third party requests.



ISLG understands that there may be specific State or local laws regarding the disclosure of particular types of sensitive Data, such as Data derived from diversion programs. ISLG is committed to abiding by any such restrictions, and will negotiate specific provisions regarding such Data, if needed, in the DUA.

#### Agency's Assurances

##### *For Agencies Not Chosen as Project II Implementation Sites:*

The Agency agrees that if it is not chosen as a Phase II Implementation Site, it will negotiate and execute an agreement to disclose limited Data to ISLG for use by the Partner Agencies, or to disclose limited Data directly to the Partner Agencies.

##### *For Agencies Chosen as Project II Implementation Sites:*

The Agency agrees that if it is chosen as a Phase II Implementation Site, it will promptly negotiate and execute a DUA with ISLG. The DUA will be consistent with the assurances contained in this LOI. The DUA will contain a detailed list of the Data elements to be provided.

Subject to discussion between the Agency and ISLG regarding which Data is available and the potential legal and practical impediments to disclosure, the Agency will disclose Data to ISLG after receiving a written request for Data. The Agency understands that the request for Data will ask for case-level (non-aggregate)PII related to various phases of criminal case processing, including but not limited to arrest, formal charging, pretrial detention or release, assignment of counsel, case processing through the court or administrative system, disposition and sentencing, and post-sentencing supervision. The Agency understands that ISLG will not require that the Data include individual names or social security numbers, however, it will include identifier(s) that will allow the Data to be matched across entities within the site.

The Agency agrees that it will provide Data to ISLG at least three times, at baseline (start of Phase II, approximately March of 2016), midpoint (approximately March of 2017) and at the end of the Initiative (approximately March of 2018). In order to capture a time period before the start of the Initiative, the first Data pull will include cases/events from the previous three years. Each subsequent Data pull will cover cases/events from the previous year.

The Agency understands that, although Phase II Implementation is expected to last two or more years, the DUA's term will be longer than Phase II, in order to account for the potential need for additional Data, clarification of the Data supplied, or further research to identify and understand the factors that contributed to the Initiative's outcomes.

The Agency has shared and discussed this LOI with all of the governmental agencies and entities that are expected to supply Data for the Initiative in the Agency's participating jurisdiction. The Agency believes in good faith that those agencies and entities are willing to provide Data for the Initiative in accordance with the assurances set out in this LOI. (At Agency's option, those governmental agencies and/or entities may be added as signatories to this LOI.)

The Agency understands that ISLG will enter into only one DUA for each site selected in the Initiative. That DUA may be signed by the Agency upon its explicit representation that it has the legal

authority to execute the DUA on behalf of the other entities providing Data, or the DUA will be executed by the Agency and other entities supplying Data. If the DUA will be signed by multiple entities, the Agency is responsible for achieving consensus among all the entities that will be executing the DUA.

AGENCY NAME: Managing Director's Office

By: *Michael W. Gardner*

Date: January 6, 2016

Other signatories (optional):

AGENCY NAME: \_\_\_\_\_

By: \_\_\_\_\_

Date: \_\_\_\_\_

AGENCY NAME: \_\_\_\_\_

By: \_\_\_\_\_

Date: \_\_\_\_\_