MacArthur Foundation Safety and Justice Challenge

Philadelphia's Application for Renewal Funding

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MacArthur Foundation Safety and Justice Challenge
Philadelphia Renewal Application

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CITY OF PHILADELPHIA

June 15, 2018

Transformational change is happening in Philadelphia's criminal justice system as a result of the Safety and Justice Challenge. Reform has become a part of the culture, breaking down silos to build a more equitable criminal justice system that will improve the lives of Philadelphians while keeping them safe. The criminal justice partners rose to meet the ambitious goals of the Safety and Justice Challenge, continuing to set a high standard for this city, and for jurisdictions nationwide.

In 2016, Philadelphia submitted its first application to the John D. and Catherine T. MacArthur Foundation, aiming to safely reduce its jail population by 34% over three years. Two years later, Philadelphia has not only met that goal, but has exceeded it an entire year ahead of schedule. Due to the collaborative efforts of Philadelphia's criminal justice and community partners, one of the city's six jail facilities is fully depopulated, and is now slated for closure. This is a true milestone, and reflects the level of commitment to reform in Philadelphia.

Building on the current momentum, Philadelphia proposes a new reform plan that will further drive down the jail population, while preserving public safety and reducing racial, ethnic, and economic disparities in the criminal justice system. The criminal justice partners of Philadelphia - the Managing Director's Office, the First Judicial District of Pennsylvania, the Defender Association of Philadelphia, the Philadelphia District Attorney's Office, the Philadelphia Police Department, the Philadelphia Department of Prisons, and the Philadelphia Department of Behavioral Health and Intellectual disAbility Services - are pleased to submit this renewal application for the Safety and Justice Challenge Implementation Phase. This proposal includes seven overarching strategies and twenty-three initiatives (continuing nine initiatives from the original reform plan, expanding four original initiatives, and proposing ten new initiatives) that will guide Philadelphia's reform efforts over the next two years.

In this proposal, Philadelphia aims to safely reduce its jail population by 50% over 5 years; from a baseline population of 8,082 on July 30, 2015. The new plan reflects lessons learned over the past two years of implementation. It was developed by drawing on the expertise of local criminal justice leaders and stakeholders, analyzing data to inform decisions, consulting with other jurisdictions in the SJC network, incorporating feedback from community partners, and heeding advice of the SJC technical assistance providers. This data-driven and collaborative process includes a substantial commitment to community engagement, incorporating the voices of those directly impacted by the system to strengthen the reform effort.

Philadelphia is dedicated to continued reform as evidenced by the scope of this proposal, as well as the level of financial investment it is making in the effort. Philadelphia is on the right path, and we are grateful to the MacArthur Foundation for the opportunity to continue this important work. Philadelphia remains wholeheartedly committed to criminal justice reform, to the Safety and Justice Challenge, and to a city that is safe and fair for all Philadelphians.

Mayor James F. Kenney

District Court Administrator Joseph H. Evers

District Attorney Lawrence S. Krasner

Chief Public Defender Keir Bradford-Grey

MACARTHUR FOUNDATION SAFETY AND JUSTICE CHALLENGE
RENEWAL APPLICATION- PHILADELPHIA
GRANT NARRATIVE
JUNE 15, 2018

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1. Project or Funded activities summary (Abstract)

a. Please summarize your implementation plan for the next two years.

Philadelphia has surpassed its original Safety and Justice Challenge (SJC) jail population reduction target of 34% an entire year ahead of schedule. To build upon these successes, Philadelphia proposes an ambitious new reform plan comprised of seven overarching strategies and twenty-three initiatives - continuing eight initiatives from the original reform plan, expanding five original initiatives, and proposing ten new initiatives. Philadelphia's expanded reform plan is expected to reduce the population by a total of 50% from baseline (7/30/15) over the next two years, while maintaining public safety. This plan was developed through a collaborative and data-driven process involving all of Philadelphia's criminal justice and behavioral health partners, with feedback from the community.

Over the next two years, Philadelphia will reduce the incarceration of individuals pretrial (Strategy 1), create efficiencies in case processing (Strategy 2), address violations of probation (Strategy 3), reduce racial and ethnic disparities (Strategy 4), reduce the incarceration of individuals with mental illness (Strategy 5), improve cross-system data capacity (Strategy 6), and foster meaningful community engagement to support reform (Strategy 7).

Philadelphia has committed significant funding to this effort, totaling $2,061,593 in Year 3 and $1,246,672 in Year 4. This amount reflects new funding, the reallocation of existing resources, and the reinvestment of savings from the Philadelphia Department of Prisons. To carry out this ambitious proposal, Philadelphia requests funding from the MacArthur Foundation totaling $2,000,000 in Year 3 and $2,000,000 in Year 4. Philadelphia also seeks supplemental funding for community engagement of $200,000 in Year 3 and $200,000 in Year 4. Support from the MacArthur Foundation will ensure that Philadelphia can implement the strategies outlined and reach its 50% jail reduction target in the next two years.

2. Goals

a. At the end of the two-year grant period, what will success look like for your jurisdiction's justice system? How will you know you have achieved this vision?

b. What specific goals or benchmarks do you have for the first year of work? For the second year?

The criminal justice and behavioral health partners have developed a bold new reform plan to safely reduce the local jail population and address racial, ethnic, and economic disparities. Over the next two years, Philadelphia will reduce its jail population by 50% from baseline (7/30/15) by:

- Reducing the number of individuals incarcerated pretrial;
- Creating efficiencies in case processing that reduce lengths of stay (LOS);
- Reducing the number of people held in jail on a probation detainer;
- Reducing racial and ethnic disparities (RED) across the criminal justice system;
- Reducing the number of people in jail with mental illness;
- Improving cross-system data capacity; and
- Fostering meaningful community engagement.

By implementing this plan, the following results are expected:

Fewer people will be incarcerated pretrial. The First Judicial District (FJD) will have a new empirically validated risk assessment that will eliminate the city's reliance on cash bail, preserve public safety, and reduce racial, ethnic, and economic disparities in the justice system. The Defender Association (PD) will provide meaningful advocacy in support of pretrial release at arraignment. A system of Detention Reviews will replace the current early bail review hearings after risk tool implementation. Philadelphia will establish a robust range of supervision options for those who are released, and conduct needs assessment when appropriate.

Philadelphia will substantially reduce the average length of stay (LOS) for individuals in custody. Continuance data will be regularly reviewed to identify improvements that impact both LOS and RED. This includes conducting detailed case file reviews for individuals incarcerated for substantial periods of time, and addressing systemic delays identified through those reviews.

Fewer people will be in jail on a detainer and for shorter periods. The Adult Probation Department (APPD) will build upon current initiatives that provide alternatives to incarceration (DAP, VEM, LINCS), and the PD will regularly review detainers that are keeping individuals in custody for extended periods. The overall probation caseload will decrease by resolving absconder warrants without incarceration, increasing early terminations of probation, and a collective effort to reduce probation sentences.

There will be a significant reduction in RED across the criminal justice system. Staff at every agency will be trained to combat implicit and explicit bias. Race and ethnicity data will be reviewed monthly to identify necessary corrective action. All SJC initiatives will use a racial equity lens to assess outcomes, and adjust program design as needed.

Fewer people with mental illness will be incarcerated for shorter periods. Philadelphia will divert more people with mental illness away from the criminal justice system, and enhance screening and assessment. The capacity to create meaningful linkages to treatment before, during, and after an individual's contact with the justice system will be enhanced.

The partners will engage in data-driven decision-making as a standard practice. They will use data to track progress of the reform effort and to inform program design and policy change. Data will be readily available, and the integrity of data used to generate reports will improve.

A diverse group of community members will be meaningfully engaged in the reform process to foster accountability, transparency, and shared responsibility. The public will have a greater awareness and involvement with the SJC.

Lastly, Philadelphia will have shuttered one of its oldest and largest jail facilities, and will be moving toward the closure of a second. This will allow for the realization of substantial savings that can be reinvested to sustain the reform effort and enhance community-based supports for individuals returning from incarceration.

3. Approach

a. How does the implementation plan you are proposing as part of this renewal application build on the plan you have been advancing over the last two years? Are you making adjustments to your original strategies? Why do you believe these adjustments will make your strategies more effective?

b. How is the plan you are proposing different from the plan you were advancing over the past two years? Are you proposing new strategies? If so, why do you believe they will effective?

c. How does your jurisdiction plan to address racial and ethnic disparities going forward?

d. How does your jurisdiction plan to engage the community in local system reform?

Philadelphia's new SJC reform plan includes 7 strategies and 23 initiatives (8 continuing from the original plan, 5 expanding, and 10 new). Philadelphia will also sustain 7 original initiatives.

STRATEGY 1: PRETRIAL

The proportion of Philadelphia's pretrial/non-murder jail population has declined 22% from baseline. During that time, Philadelphia implemented three major pretrial reforms that are evolving to compliment the two forthcoming initiatives.

- The successful ***Early Bail Review Program*** will expand to include additional charge and bail criteria, enhance pretrial release options, and accelerate the hearing from 5 to 3 days. With the risk tool, these hearings will serve as detention review proceedings.
- The ***Pretrial Advocates*** Program has been implemented in one police division as a pilot, and will be expanded to a second shift once a full evaluation is complete.
- Philadelphia's ***Pretrial Electronic Monitoring*** (EM) equipment has been converted to an updated system. Philadelphia continues to use EM sparingly, with current caseload levels lower than 2015. Philadelphia will maintain this system to ensure an efficient process.

The FJD is creating a new ***pretrial risk tool*** to determine the likelihood of recidivism and appearance in court. The responsible development and equitable implementation of the risk tool is taken very seriously. Given the new statistical technique and the potential pitfalls of using statistical models to aid in decision-making, the implementation has been delayed until November 2018. The FJD aims to be inclusive of agency partners and community stakeholders, but establishing trust has taken time. Internal and community stakeholder meetings are underway to ensure a thoughtful and deliberate process. Philadelphia proposes an independent evaluation as part of the risk tool development.

Creating ***robust alternatives to cash bail*** that complement the risk tool have also taken more time than anticipated. Pretrial Services will create a range of supervision levels based on the predicted outcomes of the risk tool, with the ability to increase and decrease levels depending on compliance and the amount time on supervision. These include:

- Automated court reminders;
- Phone check-ins;
- Office visits;
- Post court hearing check-ins;
- Needs assessment and referral;
- EM.

STRATEGY 2: CASE PROCESSING:

Although ALOS at the time of release has decreased from 98 days in 2015 to 88 days in 2017 (a 10.2% decrease), Philadelphia's ALOS is still 3.5 times the national average. Philadelphia is building a robust ***continuance review process and a "long stayers" case review*** (Municipal & Common Pleas Courts) to address delays, as well as racial disparities in LOS. The FJD will generate monthly continuance reports, conduct detailed case reviews, better flag old cases, and automatically notify of an individual's LOS.

As a result of this effort, the partners have recommended important policy changes. The team identified several discovery-related delays, improving how they identify and respond to discovery requests. They are revising the misdemeanor case flow to better address discovery issues before trial.

STRATEGY 3: VIOLATIONS OF PROBATION

County probation and parole detainers comprise 39.6% of the jail on a given day, including those with an open case, those without an open case, and those who are sentenced. In addition, LOS for individuals with a county detainer are too long (153 days from 4/30/18 snapshot). To address this issue, Philadelphia has enhanced its VOP strategies and proposes new initiatives.

Philadelphia has implemented the ***Detainer Alternative Program (DAP),*** for individuals who are at risk for a technical violation due to continued substance use. This program will be expanded to target individuals who have repeated contact with the system for quality of life offenses consistent with continued substance use, giving them access the treatment that could break the cycle of incarceration.

Philadelphia recently launched its ***Violation Electronic Monitoring*** (VEM) Program, but has not yet reached capacity. VEM eligibility will be expanded to include additional charges, and referrals from Detainer Review hearings (*described below*). The probation staff capacity for this initiative is being decreased and redirected to the Probation Caseload Project (*described below*).

Philadelphia seeks to reduce its ***probation caseloads*** by targeting those eligible for early termination and the absconder population. APPD will better identify those who have been on probation to be recommended for discharge. APPD will also investigate and seek surrender (without incarceration whenever possible) of individuals who have absconded. Overall, this will reduce admissions and minimize LOS for those who must be detained.

APPD will develop an electronic process to notify the PD of the individuals in custody for 6 months or more on a detainer (700 individuals on a given day). When appropriate, the PD, District Attorney's Office (DAO), and judiciary will find an alternative to continued incarceration through a substantial hearing. The initial timeframe for this ***Detainer Review*** will ensure proper capacity exists, expanding if successful.

The PD and the DAO will work together to develop recommendations for ***shorter probation sentences*** to be presented to the judiciary at sentencing. The DAO will also enact internal policy changes to limit probation terms.

STRATEGY 4: RACIAL AND ETHNIC DISPARITIES

Philadelphia has enhanced its strategy to reduce racial and ethnic disparities across the criminal justice system (outlined in the *Q4)*.

STRATEGY 5: MENTAL HEALTH

The proportion of individuals with serious mental illness (SMI) in jail has increased over the past two years (*more detail in Q10*). The ALOS of the SMI population is 30 days higher than the general population. Philadelphia is taking a public health approach to reducing this population through improved screening and assessment, increased diversions, and enhanced linkages to treatment. The Stepping Up Initiative provides a framework to enhance these efforts.

The ***LINCS*** Program provides service linkages for individuals in custody that can be safely treated in the community, but has not reached full capacity and reduced its staffing levels as a result. There remains a considerable number of individuals who could benefit from service linkages, and the partners are committed to including additional target populations to increase referrals.

Philadelphia proposes ***PASS Diversion,*** a pre-charge diversion program and service linkage for individuals who screen positive for mental illness at the police division. PASS Diversion will expand on a current pilot program where a clinician provides mental health screening, and information is shared with the PD to advocate for pretrial release or recommend an existing specialty court program.

Philadelphia will pilot a ***Police Co-Responder Program*** that would increase early intervention for individuals with mental illness by law enforcement, decreasing the likelihood that individuals will be arrested, and increase their access to community-based services.

STRATEGY 6: DATA CAPACITY:

The FJD leads an inter-agency Data Team to standardize definitions, enhance data integrity, and generate analytics. The Research Team consults with Workgroups to produce monthly dashboards with performance measures, and established an infrastructure for data sharing internally and with the public.

STRATEGY 7- COMMUNITY ENGAGEMENT:

Philadelphia has developed a formal strategy to enhance authentic community engagement (outlined in the *Supplemental Grant Application)*.

SUSTAINED LIST:

Through the SJC, Philadelphia has put programs and policy changes in place that are now incorporated into standard practice without grant funds: Early Resolution Expansion, DUI Intermediate Punishment Expansion, DUI Treatment Court Expansion, Early Parole Petitions, The Choice is Yours Expansion, Civil Code Violations for nuisance behaviors, and the Police-Assisted Diversion Program.

4. Results
    a. *How will you ensure that you reach your jail population reduction target by May 2019?*
    b. *What metrics will you track along the way to monitor the effectiveness of your strategies? Your response should correspond to the metrics proposed in the accompanying implementation plan.*
    c. *What results do you anticipate around reducing racial and ethnic disparities? How will you track results in this regard?*

Philadelphia reached its 3-year population reduction target an entire year ahead of schedule, and the population continues to decline. On May 30th, 2018, Philadelphia fully depopulated one of its six jail facilities. Today (June 15, 2018), the local jail population in Philadelphia is 5,174, which is a 36% reduction from baseline (8,082 individuals on July 30, 2015). Philadelphia has also experienced a 3.2% reduction in Part 1 Crime (violent and property crimes) from 2015 to 2017. It was only through a deep commitment to

reform, significant political and public advocacy, and strong collaboration among partner agencies that Philadelphia is able to safely reach and exceed its goals.

Over the past two years, Philadelphia implemented 16 of the 19 initiatives in its original reform plan, as well as many other complementary efforts. 7 of those initiatives that have been implemented are now part of standard practice and sustained within the City budget. Furthermore, the criminal justice and behavioral health partners built a strong infrastructure to carry out the continued reform work. The Philadelphia County Criminal Justice Advisory Board (CJAB) oversees SJC implementation efforts. CJAB is a group of top-level county officials that address criminal justice issues from a systemic and policy perspective. CJAB serves to connect the SJC with all other local criminal justice reform efforts, and fosters support for SJC efforts from the highest levels of agency leadership.

Philadelphia also established a strong SJC Implementation Team (IT). This team is responsible for day-to-day management of implementation and is comprised of seasoned leaders in each of the criminal justice agencies. The IT ensures that all the reform work is moving forward as planned through its eight standing Workgroups: Pretrial, Case Processing, Violations of Probation, Racial and Ethnic Disparities, Mental Health, Data, Community Engagement, and Communications. Each Workgroup meets on a regular basis and is chaired by a member of the IT who reports on the groups' progress at monthly meetings. Many of these Workgroups also have subcommittees focused on the implementation of specific initiatives. The IT also convenes ad-hoc committees for various efforts related to executing project-related legal agreements, budgeting and sustainability planning, and presenting at conferences or other events.

This governance structure is a noteworthy asset in Philadelphia's reform effort, creating a strong network to carry out a robust range of strategies. Philadelphia has also established norms for complex decision-making, data sharing, and public engagement that pave the way for continued progress. Philadelphia's criminal justice partners negotiated a complex memorandum of understanding (MOU) governing the way data are exchanged between agencies securely, and reported externally. This agreement created clear expectations for how data will be shared among agencies, and outlines a process for approving distribution to external organizations and the general public. The effort of all the criminal justice and behavioral health partners to develop and execute the MOU strengthened the collaborative understanding between the partners and established shared expectations for the SJC that will be leveraged to maintain reform efforts.

To establish a new reduction target for the next two years, two methods were used. First, the FJD's Department of Research and Development used an exponential smoothing forecasting method. Monthly average daily population (ADP) figures from January 2015 to April 2018 were the source data for the projection. The forecasting methodology incorporates data points from a period both prior the launch of initiatives (January – April 2015) and during initiative implementation (November 2015-April 2018). While the forecast takes seasonality into account, when generating the forecasted figures, it assumes that there will be continued productivity (policy changes, new and expanded initiatives) towards reducing the jail population. Hence, the forecast should be viewed as an estimate of the jail population with sustained efforts towards reducing the population. Using this information, the forecast estimated how the population will reduce/increase monthly throughout the two-year implementation period of this application.

Second, Philadelphia completed a set of detailed calculations based on the expected impact of each initiative included in the reform plan. 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 30th, 2015. Data from this snapshot were used to estimate the initial impact calculations for the initiatives in Philadelphia's

original reform plan. In preparing the renewal application, Philadelphia compared July 30, 2015 to an analysis of the jail population on April 30, 2018 from the newly launched Prison Population Dashboard. A comprehensive report of all impact calculations is provided in the attached implementation plan, and below is an explanation of the methodology used.

When annual capacity for an initiative is not a limiting factor, jail population snapshot data from April 30, 2018 was used to calculate impact. When annual capacity for an initiative was a limiting factor, Philadelphia used capacity data to identify target populations and compute impacts. This applies to the following initiatives:

- Strategy 3: DAP, VEM, Caseload Project, Detainer Reviews
- Strategy 5: LINCS, PASS Diversion

The Average Daily Population figure used for the impact calculations is 5,386— the population in the jail on 4/30/18. 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: # of People in the Target Population X 365 days ÷ Average Length of Stay (ALOS) = # of Annual Admissions for that Target Population
    - Part 2: # of Annual Admissions for that Target Population X Expected # 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.

The outcome of the exponential smoothing forecasting described above suggests the ADP in Philadelphia will decrease approximately 48% by the end of April 2020. The impact calculations, after taking overlapping target populations into account, also predict that the jail population will decline to approximately 50% - a jail population of 4,083 after two years. This prediction which falls well within the 95% confidence interval of the forecast. While both methodologies involve some degree of conjecture, the two approaches yielded similar results and similar figures. Based on the alignment of both methods, and the strong track record for reducing its population at a faster rate than previously predicted, Philadelphia expects its local jail population to decline 50% from baseline (July 30, 2015) by April 2020.

METRICS

To track progress, the following measures will be used:

STRATEGY	MEASURE
Strategy 1-Pretrial	1. #/% of individuals in the jail on a given day in the pretrial, non-murder, no detainer confinement category (by race/ethnicity, gender) 2. ALOS of individuals in jail on a given day in the pretrial, non-murder, no detainer confinement category (by race/ethnicity, gender) 3. Pretrial Court Appearance Rate (overall and by supervision type, race/ethnicity, gender)

	4. Pretrial Violation Rate (overall and by supervision type, race/ethnicity, gender) 5. Pretrial Re-incarceration Rate (overall and by supervision type, race/ethnicity, gender)
Strategy 2-Case Processing	1. #/% of individuals in jail on a given day per confinement category (by Counsel type, Gender, Race/Ethnicity, Lead charge, Case grade, Hearing type, Zone, Mental Health (yes/no), Bench warrant (yes/no), Detainers (yes/no), Type of Detainers) 2. ALOS of individuals in jail on a given day (by race/ethnicity, offense group, counsel type, gender)
Strategy 3-Violations of Probation	1. #/% of individuals in jail on a given day with a Philadelphia Detainer (by race/ethnicity, violation type) (by gender, race/ethnicity, risk level) 2. ALOS of individuals in jail on a given day with a Philadelphia detainer (by race/ethnicity, violation type) (by gender, race/ethnicity, risk level) 3. Violation rates (technical/direct/potential direct) (by gender, race/ethnicity, risk level) 4. Time to disposition for VOPs (by violation type, gender race/ethnicity) 5. Reincarceration Rate for those on probation (by violation type, gender, race/ethnicity) 6. Release rate for Detainer Review Hearings (by violation type, gender race/ethnicity) 7. # of people on APPD Supervision (by risk level, gender, race/ethnicity) 8. #/% of people in absconder status (by risk level, gender, race/ethnicity)
Strategy 4-Racial and Ethnic Disparities	1. #/% of people of color in jail on a given day (by gender) 2. Rate of racial and ethnic disparities at each decision point: Arrest, Charging, Declination of Charges, Arraignment, Diversion, Disposition, Sentencing, Post-Conviction Supervision, Warrants/Detainers, Prison Admissions, Prison Releases (by gender) 3. Rate of racial and ethnic disparities by initiative (by gender)
Strategy 5-Mental Health	1. #/% Individuals admitted into jail with an SMI flag (by charge, race/ethnicity, SMI status, gender) 2. #/% Individuals in jail on a given day with an SMI flag (by charge, race/ethnicity, SMI status, gender) 3. ALOS (for releases and on a given day) for individuals with an SMI flag (by charge, race/ethnicity, SMI status, gender) 4. #/% Individuals with SMI flag connected to community-based behavioral health services (by charge, race/ethnicity, SMI status, gender) 5. Recidivism rate for individuals with SMI (by charge, race/ethnicity, SMI status, gender) 6. ALOS for LINCS participants (by charge, race/ethnicity, SMI status, gender) 7. Reincarceration Rate for LINCS, PASS & Co-Responder participants (by charge, race/ethnicity, SMI status, gender) 8. Rate of service utilization for LINCS, PASS, & Co-Responder Participants (by charge, race/ethnicity, SMI status, gender)

	9. Time to service access for LINCS, PASS & Co-Responder participants (by charge, race/ethnicity, SMI status, gender)
Strategy 7- Community Engagement	1. Increased Community Awareness of SJC- Measured by: # outreach meetings, # of stories in local media, # of social media posts, # interactions with SJC social media, # of visits to public website 2. Increased Community Feedback about the SJC - Measured by: # outreach meetings held, # focus group participants, # of feedback submitted through public website 3. Increased Community Participation in SJC- Measured by: # applicants to CAC, # CAC Members (by affiliation, race and ethnicity), # CAC Meetings, # of events hosted by CAC members related to SJC, # of Art for Justice Community Dialogues, # of Art for Justice Fellowships (by topic area) 4. Increased Community Reinvestment related to the SJC- Measured by: # of grants made, types of organizations receiving grants, size of grants

RESULTS FOR RACIAL AND ETHNIC DISPARITIES

Although Philadelphia's local jail population has declined significantly, people of color remain overrepresented. Philadelphia's efforts thus far have had no measurable impact on the proportion of racial and ethnic disparities in the jail population. At the time of Philadelphia's baseline analysis, individuals of color made up 88.2% of the jail population, but only 54% of the city's population. Currently, individuals of color comprise 88.7% of the jail, and only 55% of the city's population.

To date, the criminal justice partners recognize and accept the fact that disparities exist, but have yet to fully launch strategies designed to impact those disparities. The original reform plan involved the implementation of a system-wide bias training and a Racial and Ethnic Disparities Data Diagnostic that are still in the process of being rolled-out. To provide increased capacity to this important work, the Managing Director's Office (MDO) will hire a Racial Equity Coordinator to liaise between the Racial and Ethnic Disparities Workgroup and all the SJC Workgroups. The Coordinator will support the current Racial and Ethnic Disparities Workgroup Chairs and Members in their efforts to reduce disparities across the criminal justice system.

Philadelphia is developing a multi-component ***Implicit/Explicit Bias Training*** program in collaboration with the Perception Institute. Philadelphia completed a multi-agency leadership training, supervisor training, and train-the-trainer program. Each agency is now devising a plan for tailored trainings within their organization. It is expected that the full impact of this training program will be realized once each agency trains its staff to recognize and combat implicit and explicit bias.

Going forward, the Perception Institute will provide support to the trainers for each office, individual coaching for the teams, evaluation metrics, and continuing development of strategies in response to the needs of each agency. Phase II of the Implicit Bias training will refine and focus implicit bias training to help leaders in each agency use a racial equity lens in their supervision of staff and decision making. The proposed scope of work will include:

1) Additional fidelity monitoring and mentoring for new facilitators.
2) Collaboration with the Racial Equity Coordinator to develop protocols for ongoing fidelity monitoring.

3) Development of training programs for the Office of the Sheriff, DBHIDS.
4) Work with justice partners to develop supervision protocols that are focused on racial equity, including practical training on how to promote equity in agency operations and positively affect agency culture.

Philadelphia will work towards full implementation of the ***Data Diagnostic***, which will utilize race and ethnicity data across every decision point to explore the extent to which disparities exist, and to develop corrective action. This strategy has been delayed in order to execute a complex data sharing agreement and develop a secure platform for the exchange of individual-level data. However, Philadelphia has overcome these barriers. Data are currently being shared and the data diagnostic dashboard is being developed. Beginning in the Fall of 2018, the Racial and Ethnic Disparities Workgroup will review the relative rate index on a monthly basis, dive deeper into individual level data, and develop corrective action based on the review of data. This work will be supported by the Racial Equity Coordinator and SJC technical assistance providers.

The Racial and Ethnic Disparities Data Diagnostic will be complemented by Philadelphia's newly launched Jail Population Dashboard. This Dashboard is designed to better understand who is in the jail on a given day and what the trends are in the population reduction. This dashboard breaks the population down by race and ethnicity in every confinement category, and well as length of stay and SMI status. This dashboard is a powerful tool to understand where disparities are greatest within the jail population, and how to target our reform efforts accordingly.

Through a new ***Initiative Review Series,*** the Racial Equity Coordinator will assess the extent to which the SJC initiatives are being implemented with the aim of reducing Racial and Ethnic Disparities, tracking outcomes by race and ethnicity, and are making program adjustments to ensure that Racial and Ethnic Disparities are being addressed. The Research Team will develop reports for each initiative in the SJC reform plan, with outcomes broken down by race and ethnicity. The Racial and Ethnic Disparities Workgroup will provide additional advice and feedback to improve the overall outcomes for people of color across the reform effort.

5) Context/Opportunity

a. *How will you ensure that you have the necessary political commitment and system stakeholder support to implement your strategies?*
b. *Who are the key stakeholders that have supported your work over the past two years? Do you anticipate any turnover?*
c. *How supportive are local community leaders of your jurisdiction's reform strategies? What will you do to ensure community leaders are effectively engaged?*

The SJC reform efforts have garnered substantial political support in Philadelphia from every criminal justice and local governmental partner. Leadership's commitment to reform is bolstered by a strong network of agency stakeholders carrying out the day-to-day work of implementation. Over the past two years, Philadelphia implemented 16 of the 19 initiatives in its bold and complex reform plan. Philadelphia demonstrated its ability to collaboratively develop and effectuate broad policy and program implementation across various system points. There is a valuable combination of local leadership commitment to the reform, with the dedicated attention of countless agency stakeholders to take reform ideas and transform them it into operationalized system change.

The early successes of SJC implementation have only strengthened the commitment to reducing the local jail population, reducing racial, ethnic, and economic disparities, and promoting public safety. Philadelphia will capitalize on these successes and continue the important work of cultivating political and stakeholder support over the next two years.

Mayor James F. Kenney provided unwavering support to the SJC since taking office just two days before the submission of Philadelphia's initial Implementation Phase application. He campaigned on a platform of criminal justice reform and committed to the closure of Philadelphia's oldest jail facility, the House of Correction. Due in large part to the system-wide collaborative efforts of the criminal justice partners under the SJC, Mayor Kenney recently announced his intentions to close the facility by 2020, and fully depopulated the facility only two months later (May 30, 2018). Mayor Kenney's administration has prioritized combating poverty by investing in education and other supports that enable communities to flourish. Criminal justice reform is one major policy priority needed to achieve the administration's vision for a stronger, more prosperous City.

In addition, Mayor Kenney demonstrated his commitment to criminal justice reform with the recent appointment of a new Deputy Managing Director for Criminal Justice and Public Safety, as well as creating the role of Senior Director of Criminal Justice. The Senior Director will continue to serve as Project Director for the SJC, overseeing the work of the Project Manager and other SJC-related staff within MDO.

The First Judicial District of Pennsylvania provided invaluable leadership and support for criminal justice reform in Philadelphia for many years. Judicial leadership has championed the SJC since inception, and provided strategic vision to advance reform on the Criminal Justice Advisory Board, the SJC Implementation Team, and beyond. Judicial leadership contributed expertise and guidance throughout the course of implementation. It is due to their sustained commitment that the effort has not only maintained, but also gained momentum over the past two years, and that the high-level of involvement across other agencies has not waivered. Local judicial leadership has ensured that the SJC in Philadelphia has a solid foundation and the requisite stakeholder support to carry out the work.

The present terms of local judicial leaders concludes in January 2019, at which time the Pennsylvania Supreme Court may change or retain current leadership. Philadelphia is confident that should any of the judicial leaders change in 2019, the SJC will remain a priority supported by the FJD. Philadelphia experienced a change in judicial leadership within the Court of Common Pleas early in the SJC Implementation Phase and successfully maintained substantial engagement and support for the effort. Philadelphia will take a similar approach to building buy-in should there be a change in judicial leadership in 2019.

Agency leadership has been critical to the success of Philadelphia's SJC implementation efforts. Top-level leaders from the District Attorney's Office, Defender Association, Pretrial Services Department, Adult Probation and Parole Department, Municipal Court, Court of Common Pleas, Managing Director's Office, Police Department, Department of Prisons, and Department of Behavioral Health and Intellectual disAbility Services have embraced a culture of reform and collaboration. They pushed the boundaries of established practice and ensured that the relevant SJC initiatives were implemented responsibly and successfully. Every one of the above listed agency leaders has changed the way their organization operates significantly. They shepherded the development of new programs, committed to using a racial equity lens to assess policy and practice decisions, and embraced data-driven decision-making. These leaders are critical to the success to the SJC and continually demonstrate their commitment to the effort through the bold new ideas and innovations included in this application.

The Chief of the Adult Probation and Parole Department is expected to retire by the end of the 2018 calendar year. The Deputy Chief, as well as multiple directors within APPD, have been instrumental in leading the work of the SJC to date and will continue that involvement going forward.

Philadelphia City Council, under the leadership of Council President Darrell Clarke and Public Safety Committee Chair Councilman Curtis Jones created the City Council Special Committee on Criminal Justice Reform in early 2016, which created an outlet for a variety of stakeholders to publicly discuss efforts related to safely reducing the jail population in Philadelphia. A variety of other Councilmembers have shown enthusiasm and support for the progress made over the past two years. Additionally, the recent election of the District Attorney, who ran on a platform of decarceration, shows that there is broad support for criminal justice reform among both leaders and Philadelphians. Leadership within Philadelphia's delegation to Harrisburg has also supported reform efforts, both locally and on a statewide level. Senator Sharif Street and Representatives Jordan Harris and Joanna McClinton have introduced legislation that would only accelerate Philadelphia's efforts, and Governor Wolf recently introduced a package of criminal justice reform efforts that mirror those underway in Philadelphia.

As mentioned in greater detail in the *Community Engagement Supplemental Application*, Philadelphia has a strong network of community leaders and advocates that support the work of the SJC. The partner agencies are actively engaged with a group of leaders organized as the No215Jail Coalition advocating for the elimination of cash bail, the closure of the House of Correction, and a reduction in racial, ethnic, and economic disparities in the criminal justice system. These three policy priorities directly align with the SJC and have been articulated as goals for the reform effort in Philadelphia. This Coalition is also asking for greater attention to detainers as a driver of the jail population- an area that the criminal justice partners have taken up as a priority for the SJC renewal application.

To bring a diverse range of community perspectives to the SJC reform effort, the District Attorney's Office convened a group of victim services organizations. These organizations have offered advice and guidance on how to specifically incorporate the victim's perspective into the SJC reform work through restorative justice and community reinvestment. The criminal justice partners will engage regularly with these organizations to establish a stronger relationship and increase their participation in the reform effort.

Philadelphia will be hiring a Community Engagement and Communications Coordinator who will be dedicated full-time to fostering meaningful relationships between the community and the reform work, and more effectively engage community leaders. The partners will also establish a Community Advisory Committee that will inform the implementation of new SJC initiatives, ensure they are responsive to the needs of the community, and strengthen support for the reform effort citywide.

6. Leadership

- *a. Who will be the lead agency for this project? Is this a different agency from original grant? If so, why?*
- *b. What other agencies, organizations, or individuals will participate in implementation? How would you describe their level of commitment to the implementation of your jurisdiction's plan?*
- *c. Do you currently have a dedicated project manager for your Safety and Justice Challenge work? If not, what is your jurisdiction's plan to hire one?*

The Philadelphia County Criminal Justice Advisory Board (CJAB) oversees the SJC implementation efforts 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 and public safety. The CJAB will continue to oversee implementation, while the SJC Implementation Team will continue to carry out the day-to-day work.

The SJC Implementation Team is comprised of key, seasoned leaders in each of the criminal justice agencies. The Implementation Team has regular participation from the Managing Director's Office (MDO), the Defender Association (PD), District Attorney's Office (DAO), Department of Prisons (PDP), Police Department (PPD), and Department of Behavioral Health and Intellectual disAbility Services (DBHIDS), and the First Judicial District (FJD) Municipal Court, Court of Common Pleas, Department of Research and Development, Pretrial Services Department, and Adult Probation and Parole Department (APPD). Members of CJAB and the SJC Implementation Team are committed to carrying out this reform effort with the same extraordinary level of engagement and collaboration that have been present over the past two years.

In addition to the agencies mentioned above, the SJC effort in Philadelphia has a number of formal and informal relationships with community-based service providers and organizations. These relationships include the Public Health Management Corporation, Philadelphia Mental Health Care Corporation, the Perception Institute, the Council for Southeastern Pennsylvania, the Mural Arts Program, and the University of Pennsylvania. In addition, Philadelphia has fostered several community partnerships (more detail provided in the *Community Engagement Supplement*).

The MDO will continue to serve as the lead agency and play a leadership role in coordinating the work of implementation. 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 FJD will continue to manage the data collection and reporting functions of the SJC. All agencies involved in implementation will share data with the FJD's Department of Research and Development as necessary to carry out implementation.

The MDO employs a project manager who devotes 70% of her time to coordinating the SJC implementation efforts in Philadelphia. Funding for this position is provided by the City's General Fund. The FJD utilizes grant funds to employ two designated research assistants to work exclusively on enhancing data-sharing capabilities among agencies, generating SJC-specific reports, and improving cross-system data capacity. If awarded renewal funding, the MDO will also use grant funds to hire a dedicated Community Engagement & Communications Coordinator and a Racial Equity Coordinator who will focus exclusively on SJC initiatives.

7) Policy Implications

- *a. As part of your Safety and Justice Challenge implementation plan, what local policy changes, if any, has your jurisdiction made to date?*
- b. *Do you expect additional policy changes to be made over the next two years? Please explain*.

POLICY CHANGES TO DATE

There are numerous policy changes resulting directly from the implementation of the SJC reform plan. Municipal Court, in collaboration with Pretrial Services, the DAO, and the PD, have implemented an automatic process of reviewing bail decisions within 5 days for low-level offenses with no other holding matter. The PD started interviewing individuals prior to preliminary arraignment in 1 police division, and

uses that information to enhance arguments for pretrial release. The FJD decreased the amount of time needed to secure release onto electronic monitoring (EM).

Philadelphia expanded the eligibility of certain Early Resolution, DUI Intermediate Punishment, and DUI Treatment Court programs. The amount of time between pretrial hearings was reduced by 1 week from preliminary hearing to formal arraignment, and from formal arraignment to the SMART Room. Philadelphia implemented a new system of capturing continuance reasons and generates a monthly report for the continuance review project. This report resulted in several new policy recommendations being considered to improve case processing in Municipal Court.

The partners streamlined the case consolidation process to secure resolution of probation violation cases more efficiently. APPD created an alternative to technical violation for individuals who continue to test positive for substance use. They also developed and implemented policies to release individuals on EM who would otherwise be held on a detainer.

People of color are disproportionately impacted by policing and are more likely to enter the criminal justice system for low-level behaviors. To combat these disparities, Philadelphia created a provision in the city code permitting civil citations in lieu of criminal summary citations for disorderly conduct, obstructing the highway, failure to disperse, and public drunkenness. The Police Department started diverting individuals into harm reduction services in lieu of arrest for simple possession, prostitution, and retail theft. This diversion program was piloted in a neighborhood whose residents are primarily people of color in an effort to reduce the disparate impact of arrest. The criminal justice partners committed to implementing implicit bias training across their agencies and are developing training modules tailored to each agency.

The eligibility criteria for felony diversion was expanded through The Choice is Yours Program. The Department of Behavioral Health and Intellectual disAbility Services also built the capacity to establish linkages to community-based mental health treatment for those who are incarcerated on a detainer and those who are identified on site at APPDs offices.

Lastly, to improve data capacity and enhance the quality of data that are being consumed by the partners and the public, Philadelphia executed a data-sharing agreement governing the transmission of data and establishes norms for getting accurate information to a larger audience. Monthly reports are generated to guide the reforms and track performance of initiatives.

In addition to the policy changes directly resulting from the SJC, Philadelphia's criminal justice partners have made additional efforts to enhance the reform work. The FJD reduced the overall amount of time between continuances, and reduced the amount of time to the initial violation of probation hearing (Gagnon 2) from 30 to 15 days. The Pretrial Services Department cross-trained its officers to supervise at all levels in preparation for an increase in pretrial releases. The FJD is also developing a revised protocol for Probation EM surrenders such that individuals do not need to enter PDP custody.

The DAO instituted a new internal bail policy that governs recommendations at preliminary arraignment. For charges that frequently receive low bail amounts, the DAO is now recommending pretrial release (Release on Recognizance). The charging unit is also declining to prosecute Small Amount of Marijuana charges and first or second offense prostitution charges, and is now charging retail theft as a summary. The DAO is seeking lesser probationary terms and less consecutive probationary tails on incarceration sentences.

The PD shifted the focus of its social services department to offer services at the front end of the justice system. They are utilizing the interviews conducted pursuant to the Early Bail Review program to connect individuals with services at that time. The PD established a group of provider organizations to offer additional support to individuals released pretrial.

DBHIDS has conducted a high frequency user analysis to identify those who have had the most contact with the behavioral health, jail, and shelter systems. DBHIDS is using a FUSE model to link identified individuals with permanent supportive housing vouchers.

The Philadelphia Department of Prisons (PDP) began enrolling everyone in custody for more than 3 days in Medicaid benefits. They are working with the state to streamline the process of reactivating benefits immediately upon release. PDP also started enrolling individuals with opioid use disorder into Medication Assisted Treatment.

FORTHCOMING POLICY CHANGES

The new pretrial risk tool will affect the way arraignment decisions are made and subsequently reviewed. A risk forecast will be produced to aid the Arraignment Court Magistrate in making pretrial release decisions. Alternative pretrial release conditions will be created to better manage the pretrial population in the community, while moving away from cash bail in Philadelphia. A needs assessment tool will be created to provide support for those being supervised by Pretrial Services. The new pretrial release conditions will require protocol revisions for supervision, data collection, and reporting.

The criminal justice partners will conduct case file reviews for individuals with long LOS and enhance the continuance review process. APPD will create more detainer alternatives for those who cycle in and out of the system for quality of life offenses indicative of substance use. The partner agencies will work together to develop new policies around identifying and resolving absconder warrants and increasing the number of people eligible for early termination. The PD will more regularly review cases for individuals incarcerated on a detainer for extended periods of time and make recommendations to resolve cases faster. The DAO and the PD will also work together to recommend shorter probation sentences.

Philadelphia will launch the first RED Data Diagnostic to examine race and ethnicity data across the criminal justice system, dive deep into the data where disparities are greatest, and recommend policy changes or corrective action to address disparities. The SJC Partners will also implement an initiative review series to ensure that all the SJC strategies are reducing racial and ethnic disparities, and that outcomes are being tracked by race and ethnicity.

Philadelphia recently joined the Stepping Up Initiative, a data-driven effort to reduce the number of people with mental illness in the local jail. Through this effort, Philadelphia will establish shared definitions and metrics for success. The partners will improve the process of screening and assessment across the sequential intercept model. They will also implement front end diversion efforts through the Police Co-Responder and Pre-Arraignment Screening and Services (PASS) Program. Philadelphia will better connect its efforts to improve reentry for individuals with mental illness to front-end reforms. Philadelphia also aims to engage more government and nongovernmental partners to improve housing options for this particularly vulnerable population.

8. Learning

- *a. Do you believe any of your strategies (jail population reduction, addressing racial and ethnic disparities, engaging community, etc.) have the potential to be held up as model programs and be replicated by other jurisdictions? Please explain.*
- *b. What activities, if any, has your jurisdiction participated in over the last two years to share information about your work and involvement with the Safety and Justice Challenge?*
- *c. Is your jurisdiction involved in any other criminal justice reform efforts? If so, how would you describe the level of collaboration between the efforts?*

Philadelphia is tackling 3 major challenges faced by jurisdictions nationwide that have the potential to be national models.

Police/Community Relations: Philadelphia's work through the PAD Program, based in-part on a LEAD program model, marries diversion with a deep commitment to fostering relationships between police and community. Philadelphia intentionally piloted PAD in a residential neighborhood where the majority are people of color, there are long-standing tensions between the Police Department and residents, there is a persistent level of violence, and people are struggling to cope with the conditions of poverty for multiple generations. PAD Officers are heavily invested in community engagement efforts designed to develop the trust needed for people to accept help from a police officer. PAD Officers walk in tandem with peer specialists and are provided a supplemental training that includes a neighborhood walk-through with a long-term community resident to re-introduce them as people who can be approached for help without the fear of being arrested.

Alternatives to cash bail. Philadelphia's plan to eliminate cash bail involves the development of a risk assessment tool, a robust range of alternatives to pretrial incarceration, implementing a needs assessment tool, developing a system of meaningful pretrial advocacy, and providing early review of pretrial detention decisions. If the efficacy of this new system can be demonstrated empirically, this model can be instructive for other jurisdictions. In fact, other jurisdictions have already been in contact with Philadelphia to learn more about the successful Early Bail Review Program.

Racial and Ethnic Disparities: Philadelphia's multi-pronged approach to reducing racial and ethnic disparities involves hiring a designated Racial Equity Coordinator, conducting simultaneous implicit bias training of all partners, conducting a system-wide Data Diagnostic, and using a racial equity lens to inform the implementation of reforms. If Philadelphia's approach is successful, other communities may seek to replicate these efforts.

Philadelphia is an active participant in the SJC Network and is connected to a number of jurisdictions to share information about the reform effort. Philadelphia consulted with a number of sites interested in implementing Early Bail Review Programs, Police-Assisted Diversion Programs, and case processing reforms.

The partners shared information about the reform effort at various conferences and through professional networks. Philadelphia delegates presented at SJC Network Meetings, statewide conferences, and conferences convened by strategic allies. Pretrial Services developed a video blog to share information with the broader pretrial justice community. Philadelphia also shares its work regularly through local and national media outlets through proactive media pitches around specific milestones. The SJC

Communications Team regularly responds to requests from reporters and takes every opportunity to highlight the SJC.

Philadelphia is a part of other criminal justice reform efforts as well. In February 2018, Philadelphia officially joined the Stepping Up Initiative, a nationwide effort to reduce the number of people in jail with mental illness. As reflected in this application, Philadelphia's Mental Health Strategy will leverage the Stepping Up framework to better coordinate efforts.

In addition, Philadelphia recently launched a feasibility study for Community Resource Centers (commonly known as Day Reporting Centers). The CRC project is closely connected to the SJC because it involves many of the same partners and is a coordinated effort to identify what community supports are needed for people to successfully re-enter their community after incarceration.

9. Sustainability/Next Stages

- *a. How do you plan to sustain the strategies in your proposal over the long-term, after the grant concludes?*
  - *i. Do you anticipate needing any additional partners to advance this work? Which stakeholders will be most important to have on board?*
  - *ii. Do you anticipate any gaps in funding once the grant concludes? If so, how do you plan to address these gaps?*
  - *iii. How do you plan to track the progress and impact of your continued work?*
- *b. What challenges do you anticipate in sustaining your strategies once the grant concludes? How will you address them?*
- *c. Please describe any other funding sources you have allocated toward these activities, including the source and proposed amount.*

Substantial efforts are underway in Philadelphia to sustain the programs being implemented through the SJC. Due in large part to the collaborative effort of the criminal justice partners, the City has depopulated one of its six jail facilities. The savings from this depopulation are already being reinvested to support two initiatives from the original proposal: Police-Assisted Diversion and The Choice is Yours. By continuing the collective work to safely reduce the jail population, Philadelphia expects to see even more savings from the Department of Prisons budget over time.

If reinvestment is successful, Philadelphia does not anticipate any gaps in funding once the grant period concludes. If specific funding gaps arise, the reallocation of existing resources through realized savings or operational shifts should be sufficient to adequately fill those gaps. Philadelphia will continue to pursue outside funding to support this work, including seeking grants from other foundations, state government, and federal government sources.

Sustainability is inextricably linked with long lasting system change. Philadelphia's SJC reform work depends on the realignment of resources. Philadelphia has already made several program adjustments to achieve the initiative's desired outcomes. For example, both the LINCS and VEM programs have downsized staffing levels while new target populations and referral sources are explored to increase participation. The Pretrial Advocates program has slowed the pace of expansion to complete a formal program evaluation. Philadelphia has shifted focus away from the Early Resolution and DUI Program expansion when increased participation fell short of the expected levels.

To continue the reform work in a meaningful way, Philadelphia must maintain an environment where change and innovation can flourish. System-wide culture change began well before the SJC, and must continue long after. Continued partnership among all branches of government, as well as with advocates and community members, will be essential to success. Philadelphia must maintain the ability to demonstrate success through data, and continue the important work of engaging partners, community stakeholders and the general public in the reform effort.

The City of Philadelphia has dedicated additional resources to this effort. For every City employee position funded by the SJC, the City will contribute the cost of their fringe benefits. Additionally, the City plans to reinvest prison savings to fund two of the many successful programs implemented over the past two years: $500,000 in FY19 to continue the Police-Assisted Diversion pilot, and $750,000 in FY19 to expand it to additional police districts. The City is also contributing and $500,000 in FY19 to sustain The Choice is Yours Program. These investments are expected to continue or increase in subsequent fiscal years.

Furthermore, there are staff in every agency who dedicate some or all of their time to these efforts. The City funds a project manager who dedicates 70% of her time to the Safety and Justice Challenge efforts, and will be funding a full time Stepping Up project manager. In addition, Adult Probation and Parole, Pretrial Services, and the Department of Behavioral Health have dedicated existing staff to these efforts. These are just a few examples of new funding and in-kind investment Philadelphia has contributed to the SJC reform work. Additional detail can be found in the budget narrative.

The Police Assisted Diversion pilot was initially supplemented by funding received by PRO ACT from Open Society Foundation, and complemented by research funding received by the Treatment Research Institute from the Arnold Foundation. In addition, as part of the community engagement strategy, the partners are collaborating with the Mural Arts Program, who is receiving funding for their work through the Ford Foundation's Art for Justice Fund.

10. Past Performance

- *a. How has your jurisdiction's jail population changed since the baseline measurement, and why? (Note: baseline is defined as the 6-month average of the confined jail population from November 2015 to April 2016, excluding contracted beds. Please include jail data to support your answer.)*
- *b. Which strategies have you implemented in the past two years, and how have they impacted the jail population and racial and ethnic disparities? Please include data to support your response.*
- *c. Which strategies have you been unable to implement? Please explain why.*
- *d. What have you learned over the past two years about successful strategies for reducing the overuse of jail in your jurisdiction?*
- *e. What has your jurisdiction done to address racial and ethnic disparities, and how have disparities changed as a result of this work? As applicable, please use data in response to this question.*
- *f. What has your jurisdiction done to engage local communities? How successful has your community engagement work been?*

Philadelphia reports primarily on proportional decreases in its jail population, which allow better tracking of population drivers. Unless otherwise noted, figures reported are based on a comparison between April 30th, 2018 and a baseline snapshot on July 30th, 2015.

As of today (June 15, 2018), Philadelphia's local jail population has decreased 36% from baseline. The pretrial/non-murder/no detainer confinement category has decreased from 25% (n=2018) at baseline, to 19.5 % (n=1050). And the proportion held on $50,000 or less bail decreased from 13% (n=1053) at baseline to 7.1% (n=383). The sentenced population decreased from 20.5% (n=1659) at baseline to 14.6% (n=784).

Although Philadelphia's local jail population declined significantly, the proportional representation of certain groups has not. People of color remain overrepresented *(refer to Q4 for more detail*). And while the number of individuals incarcerated on a detainer has declined, their proportion has increased from 46.4% (n=3747) at baseline, to 54.5% (n=2,935). The proportion of individuals with severe mental illness also increased from 13.5% at baseline (n=1089) to 15.4% (n=832).

To date, Philadelphia's partner agencies implemented 16 of the 19 initiatives in its original reform plan. Planning for the remaining 3 initiatives is underway and expected by the end of the original 3-year project period. Below is an outline of the reform efforts to date:

STRATEGY 1: PRETRIAL

One of the first major steps was implementing the ***Early Bail Review (EBR) Program*** in July 2016. Individuals in jail on $50,000 or less bail, charged with non-violent offenses, and have no other holds, have a hearing within 5 days of preliminary arraignment.

- 87% of defendants who receive an EBR hearing obtained release (n= 955);
- 89% of defendants released appeared at their next court date (n= 843);
- 84% of defendants ordered to Pretrial Services attend orientation (n= 370).

In April 2017, the PD launched a pilot ***Pretrial Advocates Program,*** interviewing individuals prior to preliminary arraignment to effectuate a more robust bail argument. 1620 individuals have been interviewed to date, receiving lower bail amounts and higher rates of release ROR.

In December 2017, the FJD converted its ***Electronic Monitoring*** (EM) equipment to an updated system. The EM Unit expanded to allow more releases and eliminate unnecessary delays. The partners are also updating the surrender process eliminating any time in custody.

STRATEGY 2: CASE PROCESSING

The partners implemented several changes to case processing, improving how cases are identified for diversion, scheduled, and resolved. Philadelphia expanded the ***Early Resolution Program***, ***DUI Intermediate Punishment Program***, and ***DUI Treatment Court Programs***. Although these changes have been fully implemented, they did not achieve the level of expansion anticipated due to other simultaneous efforts.

Philadelphia improved how quickly cases are scheduled during the pretrial stage. In 2017:

- 10, 939 cases had 1 week saved from preliminary hearing to formal arraignment
- 7,236 cases had 1 week saved from formal arraignment to the SMART Room

In May 2016, The Defender Association increased its capacity to file ***Early Parole Petitions***, a release mechanism that was underutilized (219 additional petitions granted).

In June 2016, the FJD launched the ***Continuance Review*** by collecting continuance data to identify trends that create delays. Upon review, the partners have recommended policy changes related to police court appearances, discovery, and seizure analyses.

STRATEGY 3: VIOLATIONS OF PROBATION

In November 2015, Philadelphia implemented a new method of ***Consolidating and Processing Cases*** when an individual on probation is detained on new misdemeanor charges (480 cases resolved in less than 3 weeks, 60 days saved per person).

In January 2017, Philadelphia launched a ***Detainer Alternative Program*** providing additional treatment opportunities for those at risk of technical violation due to continued substance use (164 individuals to date, 42 days saved per person).

In January 2018, APPD implemented a ***Violation Electronic Monitoring*** Program, increasing their capability to safely supervise individuals who would otherwise be incarcerated on a detainer (22 cases).

STRATEGY 4: RACIAL AND ETHNIC DISPARITIES

In July 2016, the PPD started issuing civil ***Code Violation Notices*** for low-level nuisance behavior rather than issuing criminal citations. This initiative aimed to reduce RED by eliminating criminal penalties for low-level charges that too often keep people of color in the criminal justice system unnecessarily (approx 1,500 per year). PPD has been unable to track data by race and ethnicity due to technological challenges.

In Spring 2017, Philadelphia partnered with the Perception Institute to develop an ***Implicit/Explicit Bias Training*** program. To provide staff with the tools to address and combat racial bias, each agency has created customized trainings and conducted a "train the trainer" in preparation for agency-wide trainings.

In December 2017, PPD launched ***Police-Assisted Diversion,*** a pre-booking diversion program in North Philadelphia, where the majority of residents are people of color (56 referrals, 40 participants, 83% people of color). The City has committed to funding the PAD Pilot as well as an expansion from the General Fund.

STRATEGY 5: SPECIAL POPULATIONS

In January 2017, ***The Choice is Yours*** felony diversion program was expanded by 50 program slots. There are currently 110 active clients, a 45% increase in capacity. Philadelphia has committed to funding the TCY Expansion from the General Fund.

In November 2017, the justice partners launched the ***LINCS Program***, connecting incarcerated individuals with mental illness under APPD supervision to community services. There have been 34 total referrals, 20 assessments completed, and 14 releases from jail.

STRATEGY 6: DATA CAPACITY

The FJD hired 2 full-time MacArthur research assistants who generated monthly data reports, conducted a concurrence analysis of race/ethnicity data, addressed data integrity issues, and met with community members.

COMMUNITY ENGAGEMENT:

Philadelphia has developed an engagement strategy and coordinated stakeholder participation in outreach efforts (More detail in the *Supplemental Application)*.

UPCOMING INITIATIVES: Philadelphia has three initiatives from its original reform plan that will be implemented in the next 6 months.

- The FJD is planning for the implementation of a new ***Pretrial Risk Tool*** (*more detail in Q3*).
- To effectively supervise a greater volume of individuals being released pretrial, the FJD will create ***robust alternatives to cash bail*** (*more detail in Q3*).
- The ***Data Diagnostic*** will compare the rates of racial and ethnic disparity at each decision point (*more detail in Q4)*.

LESSONS LEARNED

Over the past 2 years, Philadelphia has learned a great deal about how to stand up new programs, use data to track progress, and about the kinds of collaboration needed to ensure program success. Philadelphia mastered how to improve and adjust programs when initial implementation did not yield desired outcomes. Philadelphia expanded eligibility criteria to increase impact (EBR, LINCS, VEM, PAD), and downsized staffing levels when necessary (LINCS, VEM).

The partners have a renewed appreciation for how challenging it is to develop consistent data to make decisions. Every data report raises more questions, highlighting the need to better integrate data systems and improve data integrity.

Philadelphia has also learned to include diverse community voices in the reform effort, and to use a racial equity lens across the SJC. By bringing community and system stakeholders together going forward, Philadelphia will achieve its ultimate goals of reducing the local jail population, reducing racial, ethnic, and economic disparities in the criminal justice system, and preserving public safety.

1. Please summarize the community engagement activities for which you seek funding.
   a. What is the proposed budget and how do you plan to use the funds?
   b. How will you keep the Safety and Justice Challenge Pillars at the forefront of your work? What outcomes do you expect to achieve—and track—through this work?
   c. What support, if any, are you seeking from the initiative's community engagement technical assistance partners? Please cite the tier of support most appropriate for your work (see Appendix A: Tiers of Support) when crafting your response.

Philadelphia seeks $400,000 over two years to deepen its commitment to authentic community engagement through:

1) A collaboration with the Mural Arts Program's ***Art for Justice Project*** to create a public art installation, a fellowship for formerly incarcerated artists, and an expansion and evaluation of their reentry program. Through the fellowship, the partners will complete a Reentry Simulation designed to demonstrate the experience of facing systemic barriers to reentry.

2) The development of a ***Community Advisory Committee*** (CAC) to inform the implementation of new SJC initiatives, ensuring the initiatives are responsive to community needs, and strengthening support for the reform efforts. The CAC will have a valued role in the implementation effort, and will be comprised of diverse community perspectives.

3) Enhanced ***outreach and communications*** by:
   i. Launching Philadelphia's SJC website and social media;
   ii. Developing a storytelling series of individuals with lived experience;
   iii. Developing restorative justice efforts between incarcerated individuals and crime victims;
   iv. Mapping reentry service delivery;
   v. Enhancing outreach efforts.

4) Recognizing the need for ongoing ***community reinvestment***, the Managing Director's Office (MDO) and partners will establish a Criminal Justice Innovation Fund to provide microgrants to community organizations serving those impacted by the criminal justice system.

Budget Request:

Initiative	YR1	YR2	Total Budget
7A) Art for Justice			
Reentry Simulation	$5,000	$0	$5,000
7B) CAC			
(1) Community Engagement & Communications Coordinator	$60,000	$60,000	$120,000
Neutral Facilitation (12 Sessions/year)	$15,000	$15,000	$30,000
Refreshments & Supplies	$2,000	$7,000	$9,000
7C) Outreach & Communications			
Multimedia Services	$15,000	$15,000	$30,000
Community Meeting Expenses	$3,000	$3,000	$6,000
7D) Criminal Justice Innovation Fund			
Microgrant Fund	$100,000	$100,000	$200,000
TOTAL	**$200,000**	**$200,000**	**$400,000**

Adherence to the SJC's Four Pillars will be integral to advancing Philadelphia's community engagement efforts.

1) *Authenticity:*
    - Developing authentic collaboration through the CAC, giving members a powerful voice in the reform process.
    - Establishing clear roles and responsibilities for the CAC, creating accountability, cultivating integrity and public trust.
2) *Accessibility & Transparency:*
    - Ensuring access and transparency in all community engagement activities.
    - Considering language access, location, time, transportation, and childcare when convening meetings.
    - Broadening outreach, data-sharing, and communications efforts.
3) *Respect for Diversity:*
    - Engaging local neighborhood associations, community groups, faith organizations, and others that can serve as credible messengers and conveners.
    - Striving for racial, ethnic, and economic diversity in all community engagement activities, seeking a broad range of perspectives.
4) *Commitment to Ongoing Engagement:*
    - Building a community engagement framework beyond the SJC.

- Developing sustained community input and partnership to achieve a more fair and equitable criminal justice system.

Below are four key outcomes measures and how Philadelphia intends to track progress:

1) Increased Community Awareness of SJC- # outreach meetings, # stories in local media, # social media posts, # social media interactions, # website visits
2) Increased Community Feedback about the SJC- # outreach meetings, # focus group participants, # feedback submitted through website
3) Increased Community Participation in SJC- # applicants to CAC, # CAC Members (by affiliation, race, ethnicity), # CAC Meetings, # related events hosted by CAC members, # Art for Justice Community Dialogues, # Art for Justice Fellowships, # CAC recommendations, # policy changes resulting from CAC recommendations
4) Increased Community Reinvestment related to the SJC- # grants made, types of organizations receiving grants, size of grants

Philadelphia seeks Tier 2 support from SJC technical assistance providers to assist with developing its CAC with a fair selection process, membership reflective of the community, clear roles and responsibilities, and members that can effectively communicate with broader audiences.

Philadelphia will also use technical assistance in the development of the Innovation Fund, recognizing the need to be thoughtful, fair, transparent, and deliberate to build a mechanism that can be utilized for community reinvestment going forward.

2. Community engagement works best when a cross-sector, racially and economically diverse working group collaboratively conducts community engagement work. The more diverse the working group, the more likely it will be able to reach people who are most affected by racial and ethnic disparities.

a. Please identify any existing working groups that you feel can move community engagement forward in your jurisdiction.

b. If a working group does not yet exist or is not diverse enough as yet, please outline your process for creating or diversifying one (including stakeholders involved and key actions to implement the group).

Philadelphia established a Community Engagement Workgroup to develop its strategy and plan ongoing activities. This workgroup is comprised of representatives from all partners, is racially and ethnically diverse, and draws on its members' individual perspectives.

The Workgroup has established relationships with two coalitions and plans to build upon these relationships going forward:

- The No215Jail Coalition is a group of returning community members, faith organizations, re-entry leaders, advocates, and allies. The No215Jail Coalition has engaged with SJC Partners in proactive advocacy to limit pretrial detention, eliminate cash bail, close a jail, reduce incarceration due to probation detainers, and reinvest in community-based, harm-reduction services for returning community members.
- The District Attorney recently convened a group of victim services organizations. These organizations offered advice and guidance on how to incorporate the victim's perspective into the SJC reform plan through restorative justice and community reinvestment. This group will meet regularly for ongoing feedback

The establishment of a CAC is the next step in formalizing the relationships established with community stakeholders. The CAC will provide a forum to elevate community perspectives and create accountability and shared responsibility for the reform effort over the long term.

3. What is the governance structure for the community engagement work? What role will community members have in this governance and decision-making structure?

The Philadelphia County Criminal Justice Advisory Board (CJAB) oversees the SJC. The SJC Implementation Team is responsible for the day-to-day management of implementation. The Implementation Team has eight workgroups, including a Community Engagement and Communications Workgroup.

Philadelphia is also proposing a CAC, made up of agency representation, directly impacted community members, advocates, and other external stakeholders. This Committee will be managed and staffed by the MDO, and complement the work of internal workgroups. Community members on the CAC will have an equal voice in setting direction for broader external engagement, and incorporating community views on policy into the reform effort.

4. What populations do you feel are often not part of decision-making in your community when it comes to local criminal justice system reform?

a. How will you engage these populations?

b. If you have already made efforts to do so, please describe them.

Philadelphia has a very active advocacy community, including those directly impacted by incarceration, that has been pushing for greater decarceration through establishment of a community bail fund, elimination of cash bail, closing a jail, and community reinvestment. More can be done to engage meaningfully with advocacy groups, those directly impacted, victims, and residents as part of the decision-making process around reform.

Engaging geographically diverse community residents and local businesses has been challenging. Although progress has been made, more must be done to engage at the neighborhood level. Philadelphia is looking to the efforts of the Police-Assisted Diversion Program as a model. Community input was crucial during the program development process, and active engagement continues to foster positive responses.

5. How will your work allow the populations described above to lead and set priorities around local criminal justice system reform? Once priorities are identified, what is your plan over time for taking those priorities into account and continuing to engage these populations around reform efforts?

The strategy in this application will strengthen the collaboration with community by developing a framework for setting priorities and establishing accountability. Through enhanced outreach efforts, Philadelphia will hasten the pace of public education and data/information-sharing, broadening the capacity of community members to engage and advocate for their needs. Outreach will also serve as a pipeline into the CAC, whose members will have an active role in setting priorities.

Philadelphia hopes to establish a more formalized and ongoing process to accomplish this important work, to build on a willingness and existence from the agencies and advocates to move in this direction. For example, three of the policy priorities that the No215Jail Coalition--the elimination of cash bail, the closure of the House of Corrections, and reducing the detainer population--directly align with the SJC and have been articulated as goals for the next two years.

6. What experience does your jurisdiction have with dialogue about race and equity? If you don't have experience, is there openness in your jurisdiction to engage in dialogue around these issues? (194 Words)

At the beginning of the Implementation Phase, Philadelphia established a Racial and Ethnic Disparities (RED) Workgroup. This Workgroup has laid a solid foundation for two major initiatives, a system-wide Bias Training and a Data Diagnostic. Once fully implemented, the bias training program will foster meaningful dialogues about race and equity within the partner agencies. The Data Diagnostic will create new opportunities for the Workgroup to discuss disparities and take action to address them. To date, the RED Team has not had a substantive discussion about racial and ethnic disparities across the entire criminal justice system, but is requesting staff and technical assistance through the SJC to ensure that these conversations are productive and meaningful.

Philadelphia has been involved in work to reduce racial and ethnic disparities in the juvenile justice system since the late 1980s via a state Disproportionate Minority Contact Subcommittee. Philadelphia formed a local working group in 2003 that remains active today.

Philadelphia is currently working to improving racial equity through Living Cities' Racial Equity Here Initiative that has provided cities with technical assistance to create racial equity action plans and embedding a focus on racial equity into how municipal government functions.

7. To assess your jurisdiction's readiness for increased community engagement efforts, we ask that you fill out Everyday Democracy's Self-Assessment (Attached as Appendix C). Please note, this assessment is not meant to identify eligibility for the funds, but to help your site reflect on the best path forward for entering into community engagement. Once you complete the assessment, please write a short reflection (no more than 2 paragraphs) that explains why you rated your community the way you did, as well as any plans or aspirations for where you aim to be in the future.

Philadelphia has made progress in cultivating meaningful community engagement. There is a willingness to incorporate community feedback. However, there is more needed to fully achieve the SJC Four Pillars. On average, Philadelphia scored a 3 on the Self-Assessment matrix.

Philadelphia must improve opportunities for feedback from staff in the criminal justice system, and opportunities to hear from directly impacted people and their families. While progress has been made in developing a strategy and clear goals for community engagement, Philadelphia must enhance its efforts to engage frontline staff and individuals with lived experience in the reform effort. Philadelphia has built consensus around priorities, as well as the next steps to achieve them.

Everyday Democracy
Ideas & Tools for Community Change

Appendix C: Community Engagement Self-Assessment Matrix

Using the Community Engagement Self-Assessment Matrix

This Matrix is intended to encourage discussion and reflection for SJC sites who are interested in beginning community engagement around jailing change. This tool will help sites assess if they are ready to begin working with communities. The tool can be used in a variety of ways depending on the needs of the site's various stakeholders and dynamics. If sites are wondering how to prepare for community engagement, this tool may provide an assessment of where the criminal justice system and community falls on the spectrum and what steps need to happen before a large-scale community engagement effort. If a site has begun community engagement efforts, this tool can be a conversation starter and reflection for criminal justice leadership, municipal leaders, community partners, community members, and those who have been affected personally by incarceration. You can also use this tool with your site coordinator and program officer to reflect on how they can better support you in community engagement processes.

Defining Site Leadership: In this matrix, we use the term "site leadership" to represent a broad cross-section of SJC partners. Site leadership could include individuals from the jails, courts, town or city councils, municipal leaders, attorneys and public defenders, police, health and behavioral health providers, substance treatment and human service providers as well as other relevant partners. Ideally we recommend that site leadership transforms their structure to include community members, particularly those who have experienced or been affected by incarceration, in their leadership group. This assessment supports communities in achieving this goal, as well as authentic, equitable community engagement.

To use the matrix:

1) Begin by reviewing the "Criteria" column on the left hand side. The criteria revolve around three headings, with sub categories to break the idea down. The three main headings include:
   - SJC site ability and preparedness to initiate and sustain community engagement
   - Foundations within the site network to support community engagement
   - Intention and planning behind community engagement

2) Assess your site leadership's current level on the scale of 1 to 4. To determine your preparedness, score each subcategory under the three headings. So for the heading "Intention and planning behind community engagement", first score "Intentional and collaborative partnerships" and then go onto the next sub category "Plan for each phase or process…" You can write your scores in the "score" column on the right hand side. You don't need to add up your scores for each heading since these subcategories stand on their own, but each subcategory score will give you a sense of where you are overall.

3) Once your discussion group has come to an agreement about where the site leadership's current practices fall along the continuum, you can use the following guiding questions to stimulate discussion:

   - In which categories would improvements in our practices make the greatest impact on the success of community engagement and why?
   - In areas where we could be stronger, what would need to happen in order for us to improve? Is that realistic, considering where we are? If it is not realistic, are there alternatives?
   - Where do we need the most assistance? What kind of assistance do we need, and who could help us?
   - What aspects of this are still unclear or challenging?
   - What energizes or excites us about this work?

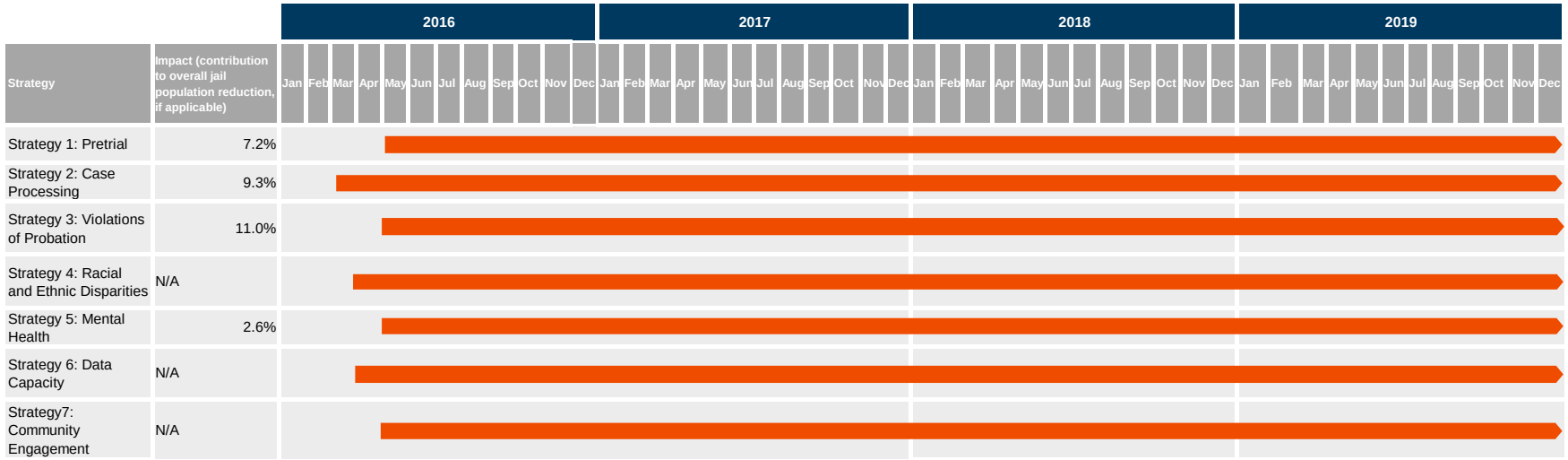
CRITERIA	RATING				score
SJC SITE ABILITY AND PREPAREDNESS TO INITIATE AND SUSTAIN COMMUNITY ENGAGEMENT	1	2	3	4	---
Shared responsibility for community engagement among a team of site leaders.	There is no team member or members responsible for engaging the community.	There are a few team members who can contribute minimally to community engagement.	There are team members from different stakeholder groups who can share responsibility for community engagement.	There is a strong team from different stakeholder groups who can share responsibility for deep community engagement.	3
Understanding of community engagement among site team leading the efforts.	Site leaders do not understand what constitutes community engagement.	Site leaders are limited or confused in their understanding of what constitutes community engagement.	Site leaders have an understanding of what constitutes community engagement.	Site leaders have a clear understanding of what constitutes authentic community engagement.	3
Support and resources from the institutions and organizations site leaders represent (i.e. the jail, the courts, or the hospital).	There is little or no institutional/organizational support for site leaders to conduct community engagement.	There is limited institutional/organizational support for site leaders to conduct community engagement and a need for more time, resources, and/or funding.	There is some institutional/organizational support for site leaders to conduct community engagement and some time, resources and funding.	There is ample institutional/organizational support for site leaders to conduct community engagement, including plenty of time, resources, and funding.	3
FOUNDATIONS WITHIN THE SITE NETWORK TO SUPPORT COMMUNITY ENGAGEMENT					---
Site leaders' quality of communication with their broader staff and constituents about community engagement. (I.E. Police chief with officers; Mayor with constituents and staff)	Site leaders have not communicated with their broader staff and constituents about the value of community engagement.	Site leaders communicate with some of their broader staff and constituents about the value of community engagement, but sends mixed or confused messages about its value.	Site leadership adequately communicates with their broader staff and constituents about the value of community engagement.	Site leadership communicate a strong message to their broader staff and constituents about the value of community engagement.	3
Engagement with staff and organizations working within the jailing and criminal justice systems about jailing improvement and change.	Within the jailing and criminal justice systems, employees and the organizations serving the incarcerated have not been asked to share their views about how to improve the jailing system.	Within the jailing and criminal justice systems, only select groups or individuals have been asked to share their views about how to improve the schools.	Within the jailing and criminal justice systems, some jailing and criminal justice employees, and/or employees of the organizations serving the incarcerated are encouraged to share their views about how to	Within the jailing and criminal justice systems, jailing and criminal justice employees, and/or employees of the organizations serving the incarcerated have been asked their views about how to	2

			improve the schools.	improve jailing.	
CRITERIA		**RATING**			**score**
Engagement with those served by jailing systems, including the incarcerated and their friends/family, about jailing improvement and change.	Site leaders have not asked the incarcerated, formerly incarcerated, and their friends/family to share their views about how to improve the jailing system.	Site leaders have made minimal effort to hear from the incarcerated, formerly incarcerated, and their friends/family to share their views about how to improve the jailing system.	Site leaders have made some effort to hear from the incarcerated, formerly incarcerated, and their friends/family to share their views about how to improve the jailing system.	Site leaders have made significant efforts to hear from the incarcerated, formerly incarcerated, and their friends/family to share their views about how to improve the jailing system.	2
INTENTION AND PLANNING BEHIND COMMUNITY ENGAGEMENT	**1**	**2**	**3**	**4**	---
Intentional and collaborative partnerships with individuals and organizations in the community (i.e. formerly incarcerated individuals or a neighborhood watch group)	Site leadership has no relationships or challenged relationships with individuals or organizations in the community.	Site leadership has limited relationships with individuals or organizations in the community.	Site leadership has some relationships with individuals or organizations in the community.	Site leadership has worked to create strong relationships with individuals and/or organizations in the community.	3
Plan for each phase or process of community engagement, including goals and steps.	Site leadership have no plan or goals for community engagement.	Site leadership have thought about community engagement but do not have an explicit plan with clear goals or steps	Site leadership have a plan for community engagement, which includes some goals and the details of steps.	Site leadership have worked together to create a clear plan for community engagement that will engage a range of voices and includes broad goals as well as details of individual steps.	4

Implementation Plan: Timeline

Philadelphia

Overall Jail Population Reduction Target: 50% from baseline (after 5.8% overlap discount)



SAFETY+JUSTICE CHALLENGE

Strategy 1 Implementation Plan:

Pretrial Workgroup | Michael Bouchard (Chair)

Initiative	Lead Agency	Initiative Lead	Owner	Sponsor
1A | Risk Tool	FJD	Jaime S. Henderson	First Judicial District of Pennsylvania	CP Administrative Judge Jacqueline Allen; CP Supervising Judge Leon Tucker; CP President Judge Sheila Woods-Skipper; MC President Judge Marsh H. Neifield
1B | Alternatives to Cash Bail	FJD	Michael Bouchard	First Judicial District of Pennsylvania	CP Administrative Judge Jacqueline Allen; CP Supervising Judge Leon Tucker; CP President Judge Sheila Woods-Skipper; Richard T. McSorley; Michael P. Bouchard, III
1C | Pretrial Advocates	Defender Association	Mark Houldin	Defender Association of Philadelphia	Keir Bradford-Grey, Chief Defender
1D | Early Bail Review	FJD	Roseanne Unger	First Judicial District of Pennsylvania's Municipal Court	President Judge Marsha H. Neifield

1A | RISK TOOL

TASK DESCRIPTION	✓	START DATE	TARGET END DATE	PERSON/S RESPONSIBLE	OTHER STAFF REQUIRED	RESOURCES NEEDED	TA NEEDS	OUTPUTS	CURRENT STATUS
Hire Researchers for Tool Development	✓	**May, 2016**	**January, 2018**	**Jaime Henderson**	**FJD Legal Department & Procurement, Pretrial Services, Richard Berk**	**Staff, Leadership, funding, academic partner**	**NA**	**Contract, MOU**	**Completed**
Create contract and MOU for researchers	✓	May, 2016	October, 2016	Jaime Henderson	FJD Legal Department & Procurement, Pretrial Services, Richard Berk		NA		
Review and revise contract and MOUs with researchers	✓	August, 2016	December, 2017	Jaime Henderson	FJD Legal Department & Procurement, Pretrial Services, Richard Berk		NA		
Finalize and sign contract and MOUs	✓	December, 2016	March, 2018	Jaime Henderson	FJD Legal Department & Procurement, Pretrial Services, Richard Berk		NA		
Development of Tool		**April, 2016**	**November, 2018**	**Jaime Henderson**	**Court Administration, Research Dept., Pretrial Services, Richard Berk**	**Staff, Leadership, academic partner**	**NA**	**Tool**	**In Progress**
Assembly of database for model/tool development	✓	April, 2016	June, 2016	Geoffrey Barnes	NA		NA		Completed
Provide database of historical Philadelphia data to Berk	✓	June, 2016	July, 2016	Richard Berk	NA		NA		An updated database was provided to Dr. Berk 4/2017
Create risk tools		July, 2017	August, 2018	Richard Berk	NA		NA		In Progress
Review and revise model iterations		September, 2017	September, 2018	Jaime Henderson	Court Administration, Research Dept., Pretrial Services, Richard Berk, Judicial Leadership		NA		

Finalize model's policy parameters		November, 2017	October, 2018	Jaime Henderson	Court Administration, Research Dept., Pretrial Services, Richard Berk, Judicial Leadership		NA		
Software creation to house tool		November, 2017	October, 2018	IT Dept.	Court Administration, Research Dept., Pretrial Services, Richard Berk, Judicial Leadership		NA		
Validate/test risk tool		**April, 2018**	**September, 2018**	**Jaime Henderson**	**Court Administration, Research Dept., Pretrial Services, Richard Berk, Judicial Leadership**	**Staff, Leadership, academic partner**	**NA**	**Testing/ Validation**	**To Commence After Tools' Parameters are Finalized**
Run the final model against historical data		April, 2018	September, 2018	Jaime Henderson	Court Administration, Research Dept., Pretrial Services, Richard Berk, Judicial Leadership		NA		In Progress
Review outcomes of forecasts vs. actual outcomes		April, 2018	September, 2018	Jaime Henderson	Court Administration, Research Dept., Pretrial Services, Richard Berk, Judicial Leadership		NA		
Revise model if needed		April, 2018	October, 2018	Jaime Henderson	Court Administration, Research Dept., Pretrial Services, Richard Berk, Judicial Leadership		NA		
Integration of Risk Tool and Release Conditions		**November, 2016**	**October, 2018**	**Michael Bouchard**	**Court Administration, Research Dept., Pretrial Services, Richard Berk, Judicial Leadership**	**Staff, Leadership, funding, academic partner**	**NA**		**Will Begin Once Tools are Validated and Finalized**
Determine pretrial release conditions		November, 2016	Ongoing	Michael Bouchard	Court Administration, Research Dept., Pretrial Services, Richard Berk, Judicial Leadership		NA	release conditions	In Progress
Marry forecasts to release conditions to make recommendations		November, 2017	Ongoing	Michael Bouchard	Court Administration, Research Dept., Pretrial Services, Richard Berk, Judicial Leadership		NA		In Progress
Create praxis/grid/table for risk forecasts and corresponding release recommendation		April, 2017	October, 2018	Michael Bouchard	Court Administration, Research Dept., Pretrial Services, Richard Berk, Judicial Leadership		NA	praxis/ grid/ table	In Progress
Monitor Risk Tool		**July, 2018**	**Ongoing**	**Jaime Henderson**	**Court Administration, Research Dept., Pretrial Services, Richard Berk, Judicial Leadership**	**Staff, Leadership, academic partner**	**NA**		**To Take Place Once Tools are Constructed**
Establish performance measures		July, 2018	Ongoing	Jaime Henderson	Court Administration, Research Dept., Pretrial Services, Richard Berk, Judicial Leadership		NA	performance measures	Draft performance measures exist but could potentially be revised
Generate monthly performance measure reports		September, 2018	Ongoing	Jaime Henderson	Court Administration, Research Dept., Pretrial Services, Richard Berk, Judicial Leadership		NA	reports	
Stakeholder Education and Feedback		**August, 2016**	**Ongoing**	**Jaime Henderson**	**Court Administration, Research Dept., Pretrial Services, Richard Berk, Judicial Leadership**	**Staff, Leadership, academic partner**	**NA**		**In Progress**
FJD prepares plan for obtaining feedback and educating stakeholders on new risk tool		July, 2016	Ongoing	Jaime Henderson	Court Administration, Research Dept., Pretrial Services, Richard Berk, Judicial Leadership		NA	draft plan for feedback	FJD in the process of developing materials and plan for educating and informing justice partners
FJD finalizes plan for feedback and education		September, 2016	Ongoing	Jaime Henderson	Court Administration, Research Dept., Pretrial Services, Richard Berk, Judicial Leadership		NA	final plan for feedback	In Progress

Engage stakeholders in education and feedback process		September, 2016	Ongoing	Jaime Henderson	Court Administration, Research Dept., Pretrial Services, Richard Berk, Judicial Leadership		NA	partner education and feedback	In Progress
Incorporate feedback (when possible and appropriate) from stakeholders		September, 2016	Ongoing	Jaime Henderson	Court Administration, Research Dept., Pretrial Services, Richard Berk, Judicial Leadership		NA		In Progress
Development of IT environment where tool will reside		**April, 2018**	**September, 2018**	**Trip Mills**	**Court Administration, Research Dept., IT Dept., Pretrial Services, Richard Berk**	**Staff, Leadership, academic partner, technology**	**NA**	**IT Environment**	**In-Progress**
Purchase server where tool will reside		April, 2018	August, 2018	Trip Mills	Court Administration, Research Dept., Pretrial Services, IT Dept., Richard Berk		NA		In-Progress
Establish live connections to all databases that feed the tool		June, 2018	August, 2018	Trip Mills	Court Administration, Research Dept., Pretrial Services, IT Dept., Richard Berk		NA		
Test environment to ensure proper functionality		July, 2018	September, 2018	Trip Mills	Court Administration, Research Dept., Pretrial Services, IT Dept., Richard Berk		NA		
Go 'live' with the tool and forecasts		August, 2018	September, 2018	Trip Mills	Court Administration, Research Dept., Pretrial Services, IT Dept., Richard Berk		NA		
Creation of user-interface		**April, 2018**	**October, 2018**	**Trip Mills**	**Court Administration, Research Dept., Pretrial Services, IT Dept., Richard Berk, Judicial Leadership**	**Staff, Leadership, academic partner, technology**	**NA**	**User-interface**	**Will begin once tools are final and the IT environment is in place**
Gather information on what the user-interface should be		December, 2017	August, 2018	Trip Mills	Court Administration, Research Dept., Pretrial Services, IT Dept., Richard Berk, Judicial Leadership		NA		In-Progress
Create the user-interface		February, 2018	October, 2018	Trip Mills	Court Administration, Research Dept., Pretrial Services, IT Dept., Richard Berk, Judicial Leadership		NA		In-Progress
Pilot the user interface - test and incorporate revisions		April, 2018	October, 2018	Trip Mills	Court Administration, Research Dept., Pretrial Services, IT Dept., Richard Berk, Judicial Leadership		NA		In-Progress
Finalize the user-interface and go 'live'		July, 2018	October, 2018	Trip Mills	Court Administration, Research Dept., Pretrial Services, IT Dept., Richard Berk, Judicial Leadership		NA		
Training for users		**April, 2018**	**November, 2018**	**TBD**	**Court Administration, Research Dept., Pretrial Services**	**Staff, technology, Leadership, partner stakeholders**	**NA**	**Training**	**Will begin once the tool is in place and functioning properly. This relates to end-users who will enter unique Identifier of individuals to generate the risk forecast.**
Create curriculum and materials for users		April, 2018	November, 2018				NA		In-Progress
Administer training to users		August, 2018	November, 2018				NA		

Technical Maintenance		**September, 2018**	**Ongoing**	**Trip Mills**	**Court Administration, Research Dept., Pretrial Services**	**Staff, Technology, Leadership, Academic partner**	**NA**		**Ongoing once the tools are in place**
Monitor software environment in which risk tool resides and functions		September, 2018	Ongoing	Trip Mills	Court Administration, Research Dept., Pretrial Services, Richard Berk		NA		
External Evaluation of Risk Tool		**July, 2018**	**Ongoing**	**Jaime Henderson**	**Court Administration, Pretrial Services, Research Dept., External Evaluator**	**Technology, Expertise**	**NA**		**Hire an evaluator and devise plan for oversight of development and monitoring for a period after implementation**
Identify evaluator candidates		July, 2018	July, 2018	Jaime Henderson	Court Administration, Pretrial Services, Research Dept.				
Obtain approval of evaluator		July, 2018	July, 2018	Jaime Henderson	Court Administration, Pretrial Services, Research Dept.				
Devise external evaluation plan		July, 2018	July, 2018	Jaime Henderson	Court Administration, Pretrial Services, Research Dept., External Evaluator				
Draft contract		August, 2018	August, 2018	Jaime Henderson	Court Administration, Pretrial Services, Research Dept., External Evaluator	Procurement			
Execute contract		August, 2108	August, 2018	Jaime Henderson	Court Administration, Pretrial Services, Research Dept., External Evaluator	Procurement			
Disseminate Data Reports		October, 2018	Ongoing	Jaime Henderson	Court Administration, Pretrial Services, Research Dept., External Evaluator				
Scientific Evaluation of Risk Tool		**January, 2018**	**Ongoing**	**Jaime Henderson**	**Court Administration, Research Dept., Pretrial Services, Richard Berk, Geoffrey Barnes**	**Staff, Leadership, Academic Partner**	**NA**	**Evaluation**	**Will be determined once tools and release conditions are finalized**
Design evaluation plan		January, 2018	August, 2018	Jaime Henderson	Court Administration, Research Dept., Pretrial Services, Richard Berk		NA		In-Progress
Begin data collection/evaluation		September, 2018	Ongoing	Jaime Henderson	Court Administration, Research Dept., Pretrial Services, Richard Berk		NA		
Disseminate Data Reports		October, 2018	Ongoing	Jaime Henderson	Court Administration, Research Dept., Pretrial Services, Richard Berk		NA		

1B | ALTERNATIVES TO CASH BAIL

TASK DESCRIPTION	✓	START DATE	TARGET END DATE	PERSON/S RESPONSIBLE	OTHER STAFF REQUIRED	RESOURCES NEEDED	TA NEEDS	OUTPUTS	CURRENT STATUS
Conversion and Expansion of EM Unit		**April, 2016**	**May, 2017**	**Court Administration, Pretrial Services Leadership, Research Department, APPD**		**Staff, Leadership, Funding, Technology**			**COMPLETED**
Development of Implementation Plan for Robust Release Conditions		**November, 2016**	**September, 2018**	**Court Administration, Pretrial Services Leadership, Research Department**		**Staff, Leadership, Technology**	**Connect with PJI, NAPSA, and other Pretrial Departments to discuss and ensure best practices**	**Implementation Plan**	**Not Applicable Until Risk Tool is Completed**
Review numbers from risk model		November, 2016	August, 2018	Jaime Henderson	Dr. Berk, Dr., Barnes, Rich McSorley, Kathy Rapone, Michael Bouchard, Sharon Malvestuto				Data are with Penn Researchers for Model Creation - See 1A
Derive meaningful supervision practices and release category capacities		November, 2017	September, 2018	Michael Bouchard	Rich McSorley, Kathy Rapone, Jaime Henderson, Sharon Malvestuto, Karleen Flowers		Connect with PJI, NAPSA, DC Pretrial, and Colorado for best practices and experience in redevelopment of supervision		In-Progress
Create praxis/grid/table for risk forecasts and corresponding release recommendation		April, 2017	September, 2018	Michael Bouchard	Rich McSorley, Kathy Rapone, Jaime Henderson, Sharon Malvestuto, Karleen Flowers		Connect with PJI, NAPSA, DC Pretrial, and Colorado for best practices and experience in redevelopment of supervision		In-Progress
Implement Robust Pretrial Supervision Alternatives		**July, 2017**	**November, 2018**	**Court Administration, Pretrial Services Leadership, Research Department**	FJD IT, FJD MIS, Dr. Berk, Dr., Barnes, Rich McSorley, Kathy Rapone, Roseanne Unger, Michael Bouchard, Sharon Malvestuto, Jaime Henderson, FJD Researchers	**Staff, Leadership, Funding, Space**	**Connect with PJI, NAPSA, and other Pretrial Departments (Colorado and DC) to discuss and ensure best practices**		**In-Progress**
Formalize the process of assigning supervision levels using risk level		July, 2017	August, 2018	Michael Bouchard	FJD IT, FJD MIS, Dr. Berk, Dr., Barnes, Rich McSorley, Kathy Rapone, Roseanne Unger, Sharon Malvestuto, Jaime Henderson, FJD Researchers				

Formalize caseload distribution methods and reporting categories		December, 2018	September, 2019	Michael Bouchard	FJD IT, FJD MIS, Dr. Berk, Dr., Barnes, Rich McSorley, Kathy Rapone, Roseanne Unger, Sharon Malvestuto, Karleen Flowers, Jaime Henderson, FJD Researchers		Connect with PJI, NAPSA, and other Pretrial Departments (Colorado and DC) to discuss and ensure best practices		
Enact the Robust Range of Release Conditions		March, 2018	November, 2018	Michael Bouchard	FJD IT, FJD MIS, Dr. Berk, Dr., Barnes, Rich McSorley, Kathy Rapone, Roseanne Unger, Sharon Malvestuto, Karleen Flowers, Jaime Henderson, FJD Researchers				
Hire Staff		**May, 2018**	**October, 2018**	**Administrative Judge Jacqueline Allen**		**Staff, Funding, Space**		**New Staff**	**In-progress**
Post Job Posting		May, 2018	August, 2018	Amy Mader	Michael Bouchard, OHR			Job Posting	In-Progress
Select and Interview Qualified Candidates		June, 2018	September, 2018	Karleen Flowers	Michael Bouchard, Sharon Malvestuto, Yvette Rawls-Guyton, Denise Lancaster				
Select and Hire New Staff		July, 2018	October, 2018	Administrative Judge Jacqueline Allen	Joe Evers, Rich McSorley, Michael Bouchard, Sharon Malvestuto, Kevin Cross, Amy Mader				
Train staff		**July, 2018**	**November, 2018**	**Karleen Flowers**	**Yvette Rawls-Guyton, Denise Lancaster, Sharon Malvestuto, Michael Bouchard, FJD Research Department**	**Staff, Funding, Space**		**New Staff**	**Not Applicable Until Risk Tool is Completed**
Train All Staff on New Conditions		July, 2018	November, 2018	Karleen Flowers	Yvette Rawls-Guyton, Denise Lancaster, Sharon Malvestuto, Michael Bouchard, FJD Research Department	**Funding**		Training	
Generating Stakeholder Buy-In		August, 2016	Ongoing	**Court Administration, Pretrial Services Leadership, Research Department**		**FJD/Partner Staff, FJD/Partner Leadership**			**Not Applicable Until Risk Tool is Completed**
FJD Internal Prep for Education of Justice Partners		August, 2016	Ongoing	Michael Bouchard/Jaime Henderson	Rich McSorley, Kathy Rapone, Sharon Malvestuto, Karleen Flowers				In-Progress
Educate all Criminal Justice partners on alternatives to cash bail and the changed process of decision making		March, 2017	Ongoing	Michael Bouchard/Jaime Henderson	Rich McSorley, Kathy Rapone, Sharon Malvestuto, Karleen Flowers				
Conduct informative sessions with Criminal Justice Partners on the new alternatives to cash bail		July, 2017	Ongoing	Michael Bouchard/Jaime Henderson	Rich McSorley, Kathy Rapone, Sharon Malvestuto, Karleen Flowers		PJI Established Trainings/Informational Sessions Exist?		

Development, Validation, Implementation and Monitoring of Needs Assessment		**June, 2018**	**December, 2019**	**Court Administration, Pretrial Services Leadership, Research Department, Hired Researchers**		**Funding, Staff, Space, Technology, Academic partner**	**Contact With Other Pretrial Entities With Needs Tool For Pretrial Population - Where/Do these exist specific to Pretrial populations**	**Needs Assessment**	**To Commence Summer 2018**
Research/Find Researchers		October, 2018	December, 2018	Jaime Henderson/Michael Bouchard	Rich McSorley, Sharon Malvestuto				
Hire researchers		December, 2018	February, 2019	Administrative Judge Jacqueline Allen	Joe Evers, Rich McSorley, Kevin Cross, Marc Flood, Jaime Henderson, Michael Bouchard, Sharon Malvestuto	**Funding**			
Develop needs assessment		February, 2019	July, 2019	Hired Researchers	Rich McSorley, Jaime Henderson, Michael Bouchard, Sharon Malvestuto				
Validate needs assessment		July, 2019	September, 2019	Hired Researchers	Rich McSorley, Jaime Henderson, Michael Bouchard, Sharon Malvestuto				
Training		September, 2019	Ongoing	TBD	Hired Researchers, Rich McSorley, Jaime Henderson, Michael Bouchard, Sharon Malvestuto, Karleen Flowers				
Implement Needs Assessment		October, 2019	December, 2019	TBD	Hired Researchers, Rich McSorley, Jaime Henderson, Michael Bouchard, Sharon Malvestuto, Karleen Flowers, Supervision				
Hire Social Worker		**July, 2019**	**October, 2019**	**Administrative Judge Jacqueline Allen**	**Joe Evers, Rich McSorley, Michael Bouchard, Sharon Malvestuto, Kevin Cross, Amy Mader**	**Funding, Staff, Space**		**New Social Worker**	**To Commence Spring 2019**
Post Job Posting		July, 2019	July, 2019	Amy Mader	Michael Bouchard				
Select and Interview Qualified Candidates		July, 2019	August, 2019	Michael Bouchard	Sharon Malvestuto, Karleen Flowers, Rosemarie Murphy				
Select, Hire, and Train Selected Candidate		August, 2019	October, 2019	Michael Bouchard	Rich McSorley, Sharon Malvestuto, Karleen Flowers, Rosemarie Murphy, Jaime Henderson				
Implementation of Needs Assessment		**January, 2019**	**Ongoing**	**Karleen Flowers**	**Rich McSorley, Michael Bouchard, Sharon Malvestuto, Jon Brady, Yvette Rawls-Guyton, Denise Lancaster, Jaime Henderson**	**Funding, Staff, Space, Leadership, Research Partner**		**Needs Assessment**	**To Commence January 2019**
Monitor software environment and technology required for pretrial initiatives		February, 2019	Ongoing	FJD IT department	Jaime Henderson, Michael Bouchard, Sharon Malvestuto, Karleen Flowers, Hired Social Worker, Hired Researcher				

1C | PRETRIAL ADVOCATES

TASK DESCRIPTION	✓	START DATE	TARGET END DATE	PERSON/S RESPONSIBLE	OTHER STAFF REQUIRED	RESOURCES NEEDED	TA NEEDS	OUTPUTS	CURRENT STATUS
Hire and Train Staff						Staff, Leadership, Funding, Space		New Staff	
Hire & Train expansion staff		September, 2017	January, 2019	Sherri, Darden Defender Association				Staff	
Collaborate with Evaluation Research Team						**Staff, Leadership, Academic Partner**		**Pilot Methodology and Data Points**	
Develop Methodology for Evaluation		July, 2016	Ongoing	Mark Houldin, Defender Association, Quattrone Center for the Fair Administration of Justice at the University of Pennsylvania					In Progress
Identify needed data points, collection methods, and evaluation design		July, 2016	Ongoing	Mark Houldin, Defender Association, Quattrone Center for the Fair Administration of Justice at the University of Pennsylvania, Jamie Henderson, FJD					In-Progress
identify Evaluator		June, 2018	Complete	Megan Stevenson with Paul Stevenson, director of Quattrone					
Start Data Collection		June, 2018	Ongoing	Roseanne Unger, MC and Mark Houldin, Defender Asso.					
Enact Pretrial Advocates Program advocates at PDU		**April, 2017**	**Ongoing**			**Staff, Leadership, Space, Funding**			**Program Launch April 12, 2017**
Enact Pretrial Advocates Program Expansion		**January, 2018**	**Ongoing**						
Identify expansion site and shifts		October, 2018	December, 2018						
Identify roll-out plan for expansion part one, including district(s) and shift(s) where representation will occur		September, 2018	Ongoing	Defender Association of Philadelphia	FJD, Magistrates, DA, Police, MacArthur Pretrial Working Group				
Engage and Share plan with Criminal Justice Stakeholders		April, 2018	Ongoing	Defender Association of Philadelphia	FJD, Magistrates, DA, Police, MacArthur Pretrial Working Group				
Review arrest types and bail decisions from potential sites		October, 2018	December, 2018						
Collaborate with PPD on logistics at the selected site		November, 2018	January, 2019						
Obtain Feedback from Stakeholders, Clients, Advocates and review any available data		**April, 2017**	**Ongoing**			**Staff, Stakeholders**		**Feedback**	

Continue to identify schedule for introduction at other shifts or police districts		April, 2017	Ongoing	Defender Association, FJD, Court Administration, DA, Police, Pre-Trial Working Group					

1D | EARLY BAIL REVIEW

TASK DESCRIPTION	✓	START DATE	TARGET END DATE	PERSON/S RESPONSIBLE	OTHER STAFF REQUIRED	RESOURCES NEEDED	TA NEEDS	OUTPUTS	CURRENT STATUS
EBR EXPANSION		**June, 2018**	**Aug-18**						
Discuss expanding to include additional charges and increase bail amount. Once charges identified run sample reports to determine expected increase for expansion.		Jun-18	Jul-18	Pretrial Workgroup					
Revise the current EBR program to select new charges and new bail amount.		Jul-18	Aug-18	FJD Programmers-Fran Demuro, and Steve Lyner					
Meet to discuss the logistics involved in conducting EBR hearings 3 working days from preliminary arraignment.		Jun-18	Aug-18	Pretrial Workgroup					
EBR TRANSITION		**Jun-18**	**Nov-18**	Pretrial Workgroup					
During testing phase of Risk Tool, meet to discuss next steps to transition EBR hearings to Detention Review hearings.									

Implementation Plan: Work streams and Tasks

Jurisdiction Name: Philadelphia

Case Processing Workgroup: Roseanne Unger (Chair)

Initiative	Lead Agency	Initiative Lead	Owner	Sponsor
2A: Continuance Review & Long Stayers Review	FJD	Keith Smith (CP), Roseanne Unger (MC)	Keith Smith (FJD), Roseanne Unger (CP)	Richard McSorley, FJD, Deputy Court Administrator Kathleen Rapone, FJD, Deputy Court Administrator

2A: Continuance & Long Stayer Review	START DATE	TARGET END DATE	PERSON RESPONSIBLE	OTHER STAFF REQUIRED	RESOURCES NEEDED	TA NEEDS	OUTPUTS	CURRENT STATUS
Continuance Review								
Meet to discuss the results of the sample report and discuss revisions based on DAO and Defender feedback.	May-18	Sep-18	Roseanne Unger, Keith Smith, DA and PD	Include MC Judiciary in reports regarding MC continuance data.				**Meetings to review data ongoing**
Review first active report with Courts, DAO, Defender	Oct-18	Dec-18	Roseanne Unger, Keith Smith, DA and PD	District Attorney and Defenders Association designees to review case level data.				
Long Stayers Case File Reviews								

Work with research and development to create a MC custody report for LOS beyond a designated threshold for "long stayers". Similar with continuance reports,	Jun-18	ongoing	Roseanne Unger	MC Criminal Listings staff, District Attorney and Defenders Association designees to review case level data.				R & D, IT will assist in identifying cases exceeding LOS threshold, also by race and ethnicity. PD, DA, Pvt. Bar and Ct. Admin will discuss issues relating to each case which may be delaying completion. After September 1, 2018, review will include homicide and waiver cases.
Meet with partners to address delays in case processing for long stayers	Jul-18	ongoing	Roseanne Unger	MC Criminal Listings staff, District Attorney and Defenders Association designees to review case level data.				
Review current practices and develop a plan with recommendations for effective case processing and scheduling.	**September, 20**	**Ongoing**	**Roseanne Unger, Keith Smith and Case Processing WG**		**staff**		**recommendations developed**	
Criminal Justice partners will meet routinely to discuss data results, current practices, and develop a strategy for recommendations to reduce delays			Roseanne Unger, Keith Smith and Case Processing Workgroup					In-Process
Share accepted recommendations with Implementation Team at regularly scheduled meetings								In-Process
Implement Approved Recommendations	**Aug-17**	**Ongoing**	**Roseanne Unger, Keith Smith and Case Processing Workgroup**		**staff, technology**			
Develop protocols for each policy recommended	Aug-17	Ongoing	Roseanne Unger, Keith Smith and Case Processing Workgroup	Administrative Office of the Pennsylvania Courts (AOPC) programmers , Judicial Leadership				

Educate Judges, Attorneys, and Court staff of policy changes	Oct-17	Ongoing	Roseanne Unger, Keith Smith and Case Processing Workgroup	Judicial Leadership, DAO leadership, and Defenders Association leadership				
Develop protocols to track the results of the policy changes	Feb-18	Ongoing	Roseanne Unger, Keith Smith and Case Processing Workgroup	FJD IT				
Once implemented, meet to monitor the progress of policy changes. Discuss possible adjustment when necessary.	Feb-18	Ongoing	Roseanne Unger, Keith Smith and Case Processing Workgroup	FJD Research and Development				

SAFETY+JUSTICE CHALLENGE

Implementation Plan: Workstreams and Tasks

Jurisdiction Name: Philadelphia

VOP Workgroup: Charlie Hoyt (Chair)

Initiative	Lead Agency	Initiative Lead	Owner	Sponsor
3A: VEM	APPD	Charlie Hoyt	Adult Probation & Parole Department Chief Charles Hoyt and Deputy Chief Darlene Miller	Director Pre-Trial Services Michael Bouchard, Prison Population Management Director Guy Garant.
3B: DAP	APPD	Charlie Hoyt	Adult Probation & Parole Department Chief Charles Hoyt and Deputy Chief Darlene Miller	Charles Hoyt - Phila. Adult Probation and Parole.
3C: Absconder Caseload Project	APPD	Charlie Hoyt	Adult Probation & Parole Department Chief Charles Hoyt and Deputy Chief Darlene Miller	Charles Hoyt - Phila. Adult Probation and Parole.
3D: Detainer Review Hearings	Defender Association	Victoria Sanita and Sarah Allen	Victoria Sanita and Sarah Allen	Keir Bradford-Gray, Chief Defender
3E: Probation Lengths Project	DAO/Defender	Liam Riley (DAO), Byron Cotter (Defender)	Liam Riley (DAO), Byron Cotter (Defender)	Keir Bradford-Gray, Chief Defender; Lawrence Krasner, District Attorney

3A: VEM	START DATE	TARGET END DATE	PERSON RESPONSIBLE	OTHER STAFF REQUIRED	RESOURCES NEEDED	TA NEEDS	OUTPUTS	CURRENT STATUS
Launch Violation Electronic Monitoring (VEM)	**Dec-17**	**Feb-18**	**Charles Hoyt, Chief APPD**		**staff, technology, funding**			**Complete - December, 2017**
Expand VEM Target Population	**Feb-18**	**Oct-18**	**Charles Hoyt, Chief APPD**		**staff, technology, funding**			**Expansion discussions underway**
Include additional charges in VEM	May-18	Sep-18						
Include VEM as option at Detainer Review Hearings	Sep-18	Oct-18						

3B: DAP	START DATE	TARGET END DATE	PERSON RESPONSIBLE	OTHER STAFF REQUIRED	RESOURCES NEEDED	TA NEEDS	OUTPUTS	CURRENT STATUS
DAP EXPANSION TO OPEN MC BILL								

Identify Target Population for	September, 201	October, 2018	Liam Riley, DAO / Sarah Allen Defender Asso. / Charlie Hoyt, Judge Neifield	VOP Workgroup				
Establish Process for Program Expansion	September, 201	October, 2018	Liam Riley, DAO / Sarah Allen Defender Asso. / Charlie Hoyt, Judge Neifield	VOP Workgroup				
Hire additional Probation & Case Management Staff	September, 201	October, 2018	Charles Hoyt (APPD), Laurie Corbin (PHMC)					
Implement program expansio	November, 201	Ongoing	Liam Riley, DAO / Sarah Allen Defender Asso. / Charlie Hoyt, Judge Neifield	VOP Workgroup				

3C: Probation Caseload Project	START DATE	TARGET END DATE	PERSON RESPONSIBLE	OTHER STAFF REQUIRED	RESOURCES NEEDED	TA NEEDS	OUTPUTS	CURRENT STATUS
Develop Absconder Caseload Officer Work Responsibilities	**October, 2018**	**January, 2019**	**Charles Hoyt, Chief APPD,**				**Protocol**	**Pending**
Outline work duties	October, 2018	November, 2018						Pending
Develop protocol	2018	December, 2018						Pending
Finalize protocol	2018	January, 2019						Pending
Hire/Train Officer Trainees	**October, 2018**	**January, 2019**	**Charles Hoyt, Chief APPD,**		**Funding, Staff, New Hires**			**Pending**
Interview Candidates								Pending
Hire Trainees								Pending
Training of new staff								Pending
Create Daily Early Termination Candidate List	**October, 2018**	**January, 2019**	**Charles Hoyt, Chief APPD,**		**Staff, Technology**			**Pending**
Daily Extract & List Development	October, 2018	January, 2019						Pending
Implementation		January, 2019						Pending
Launch Absconder Caseload		**January, 2019**	**Charles Hoyt, Chief APPD,**		**Staff, Technology, Funding**			**Pending**

3D: Detainer Reviews	START DATE	TARGET END DATE	PERSON RESPONSIBLE	OTHER STAFF REQUIRED	RESOURCES NEEDED	TA NEEDS	OUTPUTS	CURRENT STATUS
Identify Population for Detainer Review List	September, 201	October, 2018	Adult probation - Charlie Hoyt, Sarah Allen/Victoria Sanita Defender Association, Liam Riley, DAO	VOP Workgroup			Target Population identified	In Process
Establish Frequency for Detainer Review List	September, 201	October, 2018	Adult probation - Charlie Hoyt, Sarah Allen/Victoria Sanita Defender Association, Liam Riley, DAO	VOP Workgroup			Frequency established	
Share Detainer Review List with Defender on a regular basis	September, 201	October, 2018	Adult probation - Charlie Hoyt, Sarah Allen/Victoria Sanita Defender Association, Liam Riley, DAO	VOP Workgroup			List generated and shared	

Defender Review list for viability of release	October, 2018	Ongoing	Adult probation - Charlie Hoyt, Sarah Allen/Victoria Sanita Defender Association, Liam Riley, DAO	VOP Workgroup			List reviewed	
Defender to file motions for release when appropriate	October, 2018	Ongoing	Adult probation - Charlie Hoyt, Sarah Allen/Victoria Sanita Defender Association, Liam Riley, DAO	VOP Workgroup			Motions filed, Motions granted	
Defender present Outcomes of Detainer Reviews at VOP Workgroup	October, 2018	Ongoing	Adult probation - Charlie Hoyt, Sarah Allen/Victoria Sanita Defender Association, Liam Riley, DAO	VOP Workgroup			reports provided	

3E: Probation Lengths Project	START DATE	TARGET END DATE	PERSON RESPONSIBLE	OTHER STAFF REQUIRED	RESOURCES NEEDED	TA NEEDS	OUTPUTS	CURRENT STATUS
DAO Internal Directive to Limit Probation Terms and Tails	**February, 2018**	**February, 2018**	**DAO**				**Policy Memorandum**	**Complete**
Defender Association Proposal for Fixed Probationary Limits	May, 2018	May, 2018	Byron Cotter/Victoria Sanita, Defender Association				Proposal	Complete
DAO and Defender Association Propose Agreed Upon Presumptive Limits for Probationary Terms and Tails	June, 2018	August, 2018	Byron Cotter/Victoria Sanita, Defender Association, Liam Riley, DAO	VOP Workgroup			Proposal	Pending
DAO Approval and Implementation of Policy	September, 2018	September, 2018	DAO				Policy Memorandum	Pending
VOP Workgroup Adopts Recommendation to Judiciary	**September, 2018**	**October, 2018**	**Adult probation-Charlie Hoyt, Byron Cotter/Victoria Sanita Defender Association, Liam Riley, DAO**	**VOP Workgroups**			**Recommendation**	**Pending**
Build Support Amongst Judiciary	**October, 2018**	**Ongoing**	**Adult probation-Charlie Hoyt, Byron Cotter/Victoria Sanita Defender Association, Liam Riley, DAO**	**VOP Workgroup, Judicial Leadership**				**Pending**

Implementation Plan: Work streams and Tasks

Jurisdiction Name: Philadelphia

Racial and Ethnic Disparities Workgroup: Darlene Miller

Initiative	Lead Agency	Initiative Lead	Owner	Sponsor
4A: Implicit/Explicit Bias Training		Rhonda McKitten	Rhonda McKitten	RED Workgroup
4B: Data Diagnostic Review	MDO/FJD	Rachael Eisenberg & Dr. Jaime Henderson	Rachael Eisenberg & Dr. Jaime Henderson	RED Workgroup, Michael DiBerardinis & Joseph Evers
4C: Initiative Review Series	MDO	Rachael Eisenberg, (Racial Equity Coordinator once hired)	Rachael Eisenberg	RED Workgroup, Michael DiBerardinis

4A: Implicit/Explicit Bias Training	START DATE	TARGET END DATE	PERSON RESPONSIBLE	OTHER STAFF REQUIRED	RESOURCES NEEDED	TA NEEDS	OUTPUTS	CURRENT STATUS
Establish training schedule for Department/Agency	**February, 2018**	**June, 2018**	**Rhonda McKitten, Agency Trainers**	**Darlene Miller (APPD), Nena Carter (PD), Keith Smith (FJD), Rachael Eisenberg (MDO)**	**staff**	**consultation with vendor to establish training schedule**	**Training Schedule established**	**In-Process.**
Establish Schedule For FJD					Work with agency to determine timeline to train all staff	vendor to attend initial training to assess fidelity and provide feedback	Written plan for training within each agency	
Establish Schedule for PPS					Work with agency to determine timeline to train all staff	vendor to attend initial training to assess fidelity and provide feedback	Written plan for training within each agency	
Establish Schedule for DAO					Work with agency to determine timeline to train all staff	vendor to attend initial training to assess fidelity and provide feedback	Written plan for training within each agency	
Establish Schedule for Defender Association					Work with agency to determine timeline to train all staff	vendor to attend initial training to assess fidelity and provide feedback	Written plan for training within each agency	

PHASE IV: Conduct Ongoing Training at Individual Departments/ Agencies	**July, 2018**	**All Agency trainings completed no later than July, 2019 (current staff), ongoing for new hires**	**Rhonda McKitten, Racial Equity Coordinator, Agency Trainer**	**Darlene Miller (APPD), Nena Carter (PD), Keith Smith (FJD), Roseanne Unger (FJD), Liam Riley (DAO)**	**staff, space, funding, training materials**	**assistance of vendor to ensure fidelity of departmental trainings**	**Departmental Trainings Completed**	
Conduct Training Sessions					Fidelity monitoring by vendor to ensure training delivered accurately		training sessions for staff at participating agencies	
Conduct Pre-Post Surveys							Increased awareness of implicit bias in post-test	
Deliver Bias Test							Decreased bias indicators	
Mentoring and training for trainers and direct supervisors	**Sept, 2018**	**July, 2019**	**Rhonda McKitten, Racial Equity Coordinator, Agency supervisors coordinate training**	**Darlene Miller (APPD), Nena Carter (PD), Keith Smith (FJD), Roseanne Unger (FJD), Liam Riley (DAO)**		**vendor develop plan for mentoring supervisors in participant agencies and provide remote and in-person mentoring and training to assist supervisors in addressing and reducing bias**	**Training Conducted**	
Assess Outcomes of Training	**Sep-19**	**Ongoing**	**Rhonda McKitten, Racial Equity Coordinator & Training Partner**	**Darlene Miller (APPD), Nena Carter (PD), Keith Smith (FJD), Roseanne Unger (FJD), Liam Riley (DAO)**		**Vendor to develop plan to track outcomes of training program**	**Outcomes assessed**	

4B: Data Diagnostic Review	START DATE	TARGET END DATE	PERSON RESPONSIBLE	OTHER STAFF REQUIRED	RESOURCES NEEDED	TA NEEDS	OUTPUTS	CURRENT STATUS
Data Collection Preparation	**May, 2016**	**May, 2018**	**Jaime S. Henderson, FJD; SJC Research Team**	**RED Workgroup**	**Data analysis staff, Workgroup Members**	**Burns Institute**	**Data collection parameters finalized**	
Identify fields for race and ethnicity across the agencies	May, 2016	May, 2016	Jaime S. Henderson, SJC Research Team					Completed
Identify data parameters for RRI	October, 2016	December, 2016	Jaime S. Henderson, SJC Research Team					Completed

Conduct Concurrence rate analysis of race and ethnicity fields across agencies	November, 2017	March, 2017	Jaime S. Henderson, SJC Research Team					completed
Create Plan for Tracking Data	November, 2016	May, 2018	Jaime S. Henderson, SJC Research Team					In-Progress, collaborating with Burns Institute
Identify Disproportionate Representation of Minorities at All Decision Points (Relative Rate Index)	**January, 2017**	**June, 2018 (ongoing)**	**Jaime Henderson, FJD; SJC Research Team**	**RED Workgroup**	**Data Analysis Staff**	**Burns Institute**	**RRI reports created and distributed**	
Review and approval of RRI formulas at each decision point	January, 2017	January, 2017	Jaime Henderson, FJD; SJC Research Team					**Completed**
Automate data extraction and Relative Rate Index Calculations	October, 2017	May, 2018	Jaime Henderson, FJD; SJC Research Team					
Import automated Relative Rate Index monthly to the shared data forum	December, 2017	May, 2018	Jaime Henderson, FJD; SJC Research Team					
Delivery of RRI Data to Racial and Ethnic Disparity Workgroup for Review	May, 2018	Ongoing	Jaime Henderson, FJD; SJC Research Team					
Delivery of RRI Data to Implementation Team for Review	June, 2018	Ongoing	Jaime Henderson, FJD; SJC Research Team					
Access the Decision Points where racial and ethnic disparities occur/ Identify Reasons for Disparity	**May, 2018**	**Ongoing**	**Rachael Eisenberg, MDO; Implementation Team**	**RED Workgroup**	**Workgroup Members, Data Analysis Staff, MDO Leadership, Agency staff**	**Burns Institute**	**Decision point review completed, reports generated, corrective action underway**	
Generation of decision point review			Jaime Henderson, FJD; SJC Research Team					The Research team only has data from PPD and FJD. Data from partners has been requested, and SharePoint access has been granted. The researchers are working on finalizing structure and parameters of data we do have.
Quarterly internal review of decision points & corrective action			Rachael Eisenberg, MDO; Implementation Team Members					

Quarterly presentation to Implementation Team			Rachael Eisenberg, MDO; Implementation Team Members					
Quarterly Report Generated			Rachael Eisenberg, MDO; SJC Research Team, SJC Project Management Team					
Design and Implement strategies to reduce disparities	**May, 2018**	**Ongoing**	**Rachael Eisenberg, MDO; Implementation Team/ CJAB**	**RED Workgroup**	**Agency Leadership, Agency staff**		**Further corrective action underway**	
Suggest further corrective action as necessary			Rachael Eisenberg, MDO; Implementation Team/CJAB					
Monitor Effectiveness of Strategies	**August, 2018**	**Ongoing**	**Rachael Eisenberg, MDO; Implementation Team**	**RED Workgroup**	**Workgroup Members, Data Analysis Staff, MDO Leadership, Agency staff**		**Annual report generated and distributed**	
Annual Progress Report submitted to CJAB								

4C: Initiative Review Series	START DATE	TARGET END DATE	PERSON RESPONSIBLE	OTHER STAFF REQUIRED	RESOURCES NEEDED	TA NEEDS	OUTPUTS	CURRENT STATUS
Hire Racial Equity Coordinator	**Oct-18**	**Dec-18**	**Rachael Eisenberg & Julie Wertheimer, MDO**	**RED Workgroup**	**staff, space, training materials**		**Coordinator hired**	
Description	Oct-18	Oct-18						
Candidates	Nov-18	Nov-18						
Hire Coordinator	Dec-18	Dec-18						
Train Coordinator	Dec-18	Dec-18						
Initiative Reports by Race and Ethnicity					**Data analysis staff, workgroup members and chairs, racial equity staff**			
Develop Initiative Reports by Race and Ethnicity	Jul-16	July 2018 (ongoing)	Jaime Henderson, FJD; SJC Research Team					
Distribute Initiative Reports to Workgroups and IT	Jul-18	Ongoing	Jaime Henderson, FJD; SJC Research Team					

Discuss Initiative Reports at Workgroup Meetings using racial equity lens	Jan-19	Ongoing	Racial Equity Coordinator, Workgroup Chairs					
Discuss Initiative Reports at RED Meetings	Jan-19	Ongoing	Racial Equity Coordinator, RED Workgroup					
Present recommendations for program and policy changes at workgroup meetings	Jan-19	Ongoing	Racial Equity Coordinator, Workgroup Chairs					
Implement program and policy changes	Jan-19	Ongoing	Racial Equity Coordinator, Workgroup Chairs					
Recommendations for Program and Policy Changes					**racial equity staff, agency leadership, agency staff, workgroup members and chairs**		**Recommendations Developed, Policy and programming changes made**	
Develop Recommendations for Program and Policy Changes	Feb-19	Ongoing	Racial Equity Coordinator, RED Workgroup					
Present recommendations to appropriate workgroup	Feb-19	Ongoing	Racial Equity Coordinator					
Implement acceptable policy and program changes	Mar-19	Ongoing	Workgroup Chairs, Workgroup Members					
Report of policy and program changes at RED Workgroup and IT	Mar-19	Ongoing	Racial Equity Coordinator, RED Workgroup Chair					

Implementation Plan: Workstreams and Tasks

Jurisdiction Name: Philadelphia

Mental Health/Stepping Up Workgroup: President Judge Sheila Woods-Skipper, Rachael Eisenberg (Until Stepping Up PM is Hired)

Initiative	Lead Agency	Initiative Lead	Owner	Sponsor
Stepping Up	MDO	Rachael Eisenberg (Until PM hired), Christy Giallella (until PM is hired)	Rachael Eisenberg, Christy Giallella	Michael DiBerardinis (MDO), Commissioner David Jones (DBHIDS)
5A: LINCS	Defender Association, DBHIDS	Luna Pattela, Jac Rivers	Luna Pattela, Jean Wright	Keir Bradford-Grey, Defender Association; Commissioner David Jones, DBHIDS
5B: PASS Diversion	DBHIDS & DAO	Jac Rivers/Liam Riley	Jean Wright/Robert Listenbee	Commissioner David Jones (DBHIDS), Lawrence Krasner (DAO)
5C: Police Co-Responder Pilot	PPD	Francis Healy	Francis Healy	Commissioner Richard Ross (PPD)

Stepping Up	START DATE	TARGET END DATE	PERSON RESPONSIBLE	OTHER STAFF REQUIRED	RESOURCES NEEDED	TA NEEDS	OUTPUTS	CURRENT STATUS
Leadership Buy-In								
Convene Stakeholder group	**Nov-17**	**Ongoing**	**Rachael Eisenberg, MDO**	**MDO, PDP, DBHIDS, FJD, DAO, PD, PPD**	**Staff, space**			**Stakeholder group established; quarterly meeting schedule**
Conduct additional stakeholder outreach to other city agencies and governmental partners	**July, 2018**	**Ongoing**	**Rachael Eisenberg, MDO (Until PM is hired)**	**MDO, PDP, DBHIDS, FJD, DAO, PD, PPD**	**Staff, space**			**In-process**
Screening and Assessment								
Establish shared definitions	**Mar-18**	**Oct-18**	**Rachael Eisenberg, MDO; Christy Giallella, DBHIDS**	**DBHIDS, PDP**	**Staff, space**		**Shared definitions**	

Serious Mental Illness (SMI) definition	Mar-18	Jun-18	Rachael Eisenberg, MDO; Christy Giallella, DBHIDS	DBHIDS, PDP			Shared definition	SMI definition has conceptual cross-systems agreement; working on how to measure it
Mental Illness definition	Jun-18	Aug-18	Rachael Eisenberg, MDO; Christy Giallella, DBHIDS	DBHIDS, PDP			Shared definition	In process
Substance Use Disorders definition	Aug-18	Oct-18	Rachael Eisenberg, MDO; Christy Giallella, DBHIDS	DBHIDS, PDP			Shared definition of S	In process
Examine screening and assessment tools across systems and intercept points	**Mar-18**	**Mar-19**	**Christy Giallella, DBHIDS**	**DBHIDS, PDP, PPD, APPD**	**Staff, space, new tools as needed**	**Consultation with other jurisdictions on screening and assessment tools**		**In process**
Gather currently used screening and assessment tools	Mar-18	Sep-18	Christy Giallella, DBHIDS	DBHIDS, PDP, PPD, APPD, FJD				In process
Adjust tools as needed, based on validity, utility, effectiveness, best practices	Mar-18	Mar-19	Christy Giallella, DBHIDS	DBHIDS, PDP, PPD, APPD, FJD				In process - see PASS initiative
Develop mechanisms for cross-systems information sharing	**Feb-18**	**Ongoing**	**Rachael Eisenberg, MDO; Christy Giallella, DBHIDS**	**Stakeholder group, MDO, PDP, DBHIDS, FJD, DAO, PD, PPD**	**Legal expertise, software and technology upgrades/integration**	**Consultation with other jurisdictions on information sharing protocols TA on improved cross-systems information sharing**		
Submit PCCD JAG grant to seek funding and technical assistance to facilitate efficient and effective cross-systems information sharing	Feb-18	Mar-18	Rachael Eisenberg, MDO; Christy Giallella, DBHIDS	MDO, DBHIDS, PDP				Completed
Develop MOU	Oct-18	Oct-19	Rachael Eisenberg, MDO; Christy Giallella, DBHIDS	Stakeholder group, MDO, PDP, DBHIDS, FJD, DAO, PD, PPD				
Data Capacity								
Convene data subcommittee	**Mar-18**	**Ongoing**	**Rachael Eisenberg, MDO; Christy Giallella, DBHIDS; Reed Domer-Shank, PDP**	**MDO, DBHIDS, PDP, FJD, DAO**	**Staff, space**			Data subcommittee formed; ongoing monthly meetings
Establish baseline measures	Mar-18	Dec-18	Rachael Eisenberg, MDO; Christy Giallella, DBHIDS; Reed Domer-Shank, PDP	MDO, DBHIDS, PDP, FJD, DAO				In process

Establish shared definition of recidivism	May-18	Dec-18	Rachael Eisenberg, MDO; Christy Giallella, DBHIDS; Reed Domer-Shank, PDP	MDO, DBHIDS, PDP, FJD, DAO				In process
Establish routine reporting	Dec-18	Dec-19	Rachael Eisenberg, MDO; Christy Giallella, DBHIDS; Reed Domer-Shank, PDP	MDO, DBHIDS, PDP, FJD, DAO				
Service Mapping								
Merge MacArthur and SIM maps, examine gaps and opportunities	**Feb-18**	**Dec-19**	**Rachael Eisenberg, MDO; Christy Giallella, DBHIDS**	**Stakeholder group, MDO, PDP, DBHIDS, FJD, DAO, PD, PPD**	**Staff**			**In process**
Examine use of evidence-based practices across systems	**Sep-18**	**Sep-19**	**Christy Giallella, DBHIDS**	**Stakeholder group, MDO, PDP, DBHIDS, FJD, DAO, PD, PPD**	**Staff, possible training to implement new EBPs**	**Consultation with other jurisdictions, TA on EBPs**		
Policy, practice, and funding improvements								
Hire Stepping Up Project Manager	**May-18**	**Jun-18**	**Rachael Eisenberg, MDO**		**Funding identified**			**In process**
Seek additional resources for Stepping Up (e.g., grants)	**May-18**	**Dec-19**	**Rachael Eisenberg, MDO (Until PM is hired)**		**Funding opportunities**			**In-Process**
Performance Tracking								
Establish reporting structure for 4 key Stepping Up measures	**Dec-18**	**Dec-19**	**Rachael Eisenberg, MDO; Christy Giallella, DBHIDS; Reed Domer-Shank, PDP**	**MDO, DBHIDS, PDP, FJD, DAO**	**Staff**			

5A: LINCS Program	START DATE	TARGET END DATE	PERSON RESPONSIBLE	OTHER STAFF REQUIRED	RESOURCES NEEDED	TA NEEDS	OUTPUTS	CURRENT STATUS
Review of Program Implementation	**Jan-18**	**Ongoing**	**Luna Pattela, Defender Association, Department of Behavioral Health Supervision, New Staff**	**PD, DAO, PDP , APPD, Service Providers**		**consultation with other jurisdictions, outside consultants**	**Program Policies changed**	**In-Process**
Review referral processes; identified challenges; identified training and shadowing opportunities for navigators to enhance their support services; streamlined referral process and communication protocols	February, 2018	Ongoing						

Review volume of referrals; Identified need for additional referral sources to increase productivity and impact of program	Mar-18	Ongoing						
Explore and reviewing new data to identify potential clients that could be targeted for this program	Apr-18	Ongoing						
Review and solidifying metrics to track program outcomes	May-18	Ongoing						
Implement Program Changes to increase capacity	**Jan-18**	**Ongoing**	**Luna Pattela, Defender Association, Department of Behavioral Health Supervision, New Staff**	**PD, DAO, PDP , APPD, Service Providers**		**consultation with other jurisdictions, outside consultants**	**Referral capacity reached**	**Ongoing**

5B: PASS Diversion	START DATE	TARGET END DATE	PERSON RESPONSIBLE	OTHER STAFF REQUIRED	RESOURCES NEEDED	TA NEEDS	OUTPUTS	CURRENT STATUS
Data Analysis to Inform Program Development			**Jac Rivers, DBHIDS**	**BHJRS Data Team, Kurtis August (MDO)**			**analysis conducted**	**In-Process**
Analyze Data from current PACS Program and from NW Division Police	Dec-17	July, 2018						
Conduct Ongoing Data Analysis to assist in planning and Development	May-18	Ongoing						
Select Validated Screening Tools for Booking Officers & Clinicians	**Mar-18**	**Jul-18**	**Jac Rivers, DBHIDS**	**Christy Gialella, DBHIDS, Fran Healy PPD**		**PRA to consult of developing screening instrument**	**screening tool selec**	**In Process**
Meetings with FJD to discuss utilizing CCTV System	**Jan-18**	**Ongoing**	**Jac Rivers, DBHIDS**	**DBHIDS and FJD Staff**				**In-Process**
Establish Data Sharing Practices	**Apr-18**	**Ongoing**	**Jac Rivers, DBHIDS**	**City Law Department (Brad Ham), Rachael Eisenberg, Liam Riley, Sarah Allen, Fran Healy**			**Consent Approved, MOU Executed if needed**	**In-Process**
Develop Standardized Consent form and Summary Information Template	May-18	Aug-18						
Execute MOU or Data Sharing Agreement between Partner Agencies	Aug-18	Oct-18						
Complete Technological Upgrades in NW Police Division			**Jac Rivers, DBHIDS, Fran Healy PPD**	**Police IT, DBHIDS IT**			**Upgrades made**	**In-Process**
Conversations with OIT related to technological improvements to NW police Division	May-18	Dec-18						

Complete technological upgrades to NW Police Divisions	Dec-18	Dec-18						
Mapping of Data Flow and Program Process Facilitated by Vera Institute	**Jun-18**	**Aug-18**	**Jac Rivers, DBHIDS**	**PASS Workgroup, Vera Institute**		**Vera to assist with Mapping**	**mapping completed**	**Mapping session scheduled**
Establish Eligibility Criteria for Diversion Component	**May-18**	**Dec-18**	**Liam Riley, DAO**	**PASS Workgroup**			**criteria established**	**in-process**
Establish Program Protocols	**May-18**	**Dec-18**	**Jac Rivers, DBHIDS**	**PASS Workgroup**			**protocols established**	
Hire Clinician, Case Manager, Peer Specialists	**Oct-18**	**Dec-18**	**Jac Rivers, DBHIDS**	**DBHIDS Leadership**			**Staff hired**	
Draft Job Description	Oct-18	Oct-18						
Post Positions	Nov-18	Nov-18						
Hire Positions	Dec-18	Dec-18						
Convert Screening Tool to an online platform	**Jul-18**	**Dec-18**	**Jac Rivers, DBHIDS**	**DBHIDS IT**			**tool developed**	
Select Vendor								
Execute Contract								
Develop Tool								
Test Tool								
Hire ADA	**Oct-18**	**Dec-18**	**Liam Riley, DAO**	**DAO Leadership**			**ADA Hired**	
Draft Job Description	Oct-18	Oct-18						
Post Position	Nov-18	Nov-18						
Hire ADA	Dec-18	Dec-18						
Identify Service Capacity	**Jul-18**	**Ongoing**	**Jac Rivers, DBHIDS**	**DBHIDS Leadership, Office of Homeless Services**				
Pursue Supportive Housing Vouchers for Individuals Identified as appropriate								
Seek additional resources to enhance community-based service capacity								
Develop Tracking Tool	**Oct-18**	**Dec-18**	**Jac Rivers, DBHIDS**	**DBHIDS-BHJRS Data Team**			**Tracking tool developed**	
Establish Performance Indicators								
Determine Data needed to track indicators								
Develop tool to track data								
Develop progress report								
Train Program Staff, Police, DAO Designated Staff	**Dec-18**	**Dec-18**	**Jac Rivers, Liam Riley, Fran Healy**	**PASS Workgroup**			**Training completed**	
Develop training materials								
Establish training Schedule								
Conduct trainings								
Outreach to Case Management, Office of Homeless Services	**Nov-18**	**Dec-18**	**Jac Rivers, Rachael Eisenberg**	**DBHIDS & MDO Leadership**			**outreach completed**	
Initial meeting to introduce program								

Identify participation in regular workgroup meetings								
Follow-up with agency leadership on progress								
Launch Program	**Dec-18**	**Dec-18**	**Jac Rivers, DBHIDS**	**PASS Workgroup**			**program launched**	

5C: Police Co-Responder Pilot	START DATE	TARGET END DATE	PERSON RESPONSIBLE	OTHER STAFF REQUIRED	RESOURCES NEEDED	TA NEEDS	OUTPUTS	CURRENT STATUS
Select Pilot District/Division	**Oct-18**	**Nov-18**	**Francis Healy, PDP**	**PPD, DBH, MDO**			**Division Selected**	
Establish Process for Deploying Co-Responders	**Nov-18**	**Feb-19**	**Francis Healy, PDP**	**PPD, DBH, MDO**			**Process Developed**	
Draft Program Protocols								
Revise Program Protocols								
Approve Program Protocols								
Establish Process for Service Linkages	**Nov-18**	**Feb-19**	**DBHIDS**	**PPD, DBH, MDO**			**Process Developed**	
Draft Linkage Protocols								
Revise Linkage Protocols								
Approve Linkage Protocols								
Establish Staffing/Scheduling Structure	**Jan-19**	**Feb-19**	**Francis Healy, PDP**	**PPD, DBH, MDO**			**Staffing structure established**	
Hire & Train Staff	**Feb-19**	**Apr-19**	**PPD, DBHIDS**				**Staff hired and trained**	
Post Job Description								
Interview Candidates								
Hire Staff								
Train Staff								
Training Law Enforcement	**Feb-19**	**Apr-19**	**Francis Healy, PDP**	**PPD, DBHIDS, MDO**			**law enforcement trained**	
Develop Training Program								
Launch Training Program								
Community Outreach and Engagement	**Jan-19**	**Ongoing**	**Francis Healy, PDP**	**PPD, DBHIDS, MDO**			**Outreach activities completed, community meetings hosted**	
Engage neighborhood Residents								
Engage local service providers								
Information Sharing Process	**Jan-19**	**Apr-19**	**Rachael Eisenberg, MDO**	**Law Department, PPD, DBHIDS**			**Consent approved by Law**	
Develop Standardized Consent								
Launch Program	**Apr-19**	**Apr-19**	**Francis Healy, PDP**	**PPD, DBHIDS, MDO**			**program launched**	

SAFETY+JUSTICE CHALLENGE PHILADELPHIA

Strategy # 6 | Enhance Cross System Data Capacity

Initiative	Lead Agency	Initiative Lead	Owner	Sponsor
STRATEGY 6 | DATA CAPACITY	First Judicial District of Pennsylvania	Jaime S. Henderson, PhD	Jaime S. Henderson PhD, Director of Research and Development, First Judicial District of Pennsylvania	The Judiciary & Joseph H. Evers, District Court Administrator, First Judicial District of Pennsylvania

Data Team | The largest SJC committee comprised of 42 individuals who are Researchers, IT professionals, Administrators, and Legal Professionals that work with data in varying capacities. Within the Data Team there are two subgroups: SJC Research Staff and the IT Subcommittee.

TASK DESCRIPTION	✓	START DATE	TARGET END DATE	PERSON(S) RESPONSIBLE	OTHER STAFF REQUIRED	RESOURCES NEEDED	TA NEEDS	OUTPUTS	CURRENT STATUS
ASSESS NEED FOR DATA/REPORTS		**March, 2016**	**July, 2018**	**Jaime S. Henderson**	**Workgroup Chairs, Implementation Team**		**NA**		**In Progress**
Revise Performance Measure Inventory based on feedback from Working Groups, Data Team, and CUNY list of measures		November, 2016	June, 2018	Jaime S. Henderson	Workgroup Chairs, Implementation Team		na		***New draft in progress*** - Measures and what can and cannot be captured are constantly changing, addressing needs for new and expanding initiatives
Finalize and distribute Performance Measure Inventory		June, 2017	July, 2018	Jaime S. Henderson	Workgroup Chairs, Implementation Team		na		After the DUA and MOU are executed, the internal performance measures will be finalized
CREATE INITIATIVE DATA REPORTS	✓	**September, 2016**	**October, 2017 (ongoing)**	**Jaime S. Henderson**	**IT staff, Research Department, Data Team**		**NA**		**Completed/Ongoing**
Generate data/reports for SJC initiatives	✓	July, 2016	October, 2016 (ongoing)	Jaime S. Henderson	IT staff, Research Department, Data Team		na		Many reports being generated, still waiting on data for others
Upload data & reports to shared forum	✓	July, 2017	April, 2018 (ongoing)	Jaime S. Henderson	IT staff, Research Department, Data Team		na		Completed reports are being uploaded to SharePoint site.
ESTABLISH SYSTEM-WIDE PROCESS FOR STANDARDIZATION OF TERMS & MEASURES	✓	**August, 2015**	**February, 2018**	**Jaime S. Henderson**	**Data Team, Implementation Team, Workgroups, IT staff**		**NA**		**Completed/Ongoing**
RACIAL/ETHNIC DISPARITY DIAGNOSTIC		**May, 2016**	**September, 2018**	**Jaime S. Henderson**	**Implementation Team, RED workgroup, Research Department**		**NA**		**In Progress**
Receive required data from partners		April, 2018	September, 2018	Jaime S. Henderson	Implementation Team, RED workgroup, Research Department		na		In progress, we have court data, some PPD data. Several requests with other partners have been made.

~~Standardize Race/Ethnicity across the agencies' databases~~		~~August, 2016~~	~~February, 2017~~	~~Jaime S. Henderson~~	~~Implementation Team, RED workgroup, Research Department~~		~~na~~		~~When last discussed, t his was tabled due to the amount of training and efforts that would be required system-wide.~~
Finalize data extraction parameters		October, 2016	July, 2018	Jaime S. Henderson	Implementation Team, RED workgroup, Research Department		na		Currently reviewing data extracts from police and court to finalize parameters
Automate data extraction and Relative Rate Index Calculations		October, 2017	July, 2018	Jaime S. Henderson	Implementation Team, RED workgroup, Research Department		na		once parameters are finalized this will be done. A template exists in Tableau and is ready for data.
Import automated Relative Rate Index monthly to the shared data forum		December. 2017	August, 2018	Jaime S. Henderson	Implementation Team, RED workgroup, Research Department		na		Not Yet Started - will begin once measures are finalized
DEVELOP AND ENACT DATA INTEGRITY PRACTICES		**June, 2016**	**December, 2018**	**IT Subcommittee**	**Data Team, Implementation Team**		**NA**		**In Progress**
Identify process for systematically tracking data integrity issues across the agencies		June, 2016	February, 2018	IT Subcommittee	Data Team, Implementation Team		na		Subcommittee leadership has changed multiple times. Ongoing - data issues are documented as they arise
Create process to address integrity issues		September, 2016	Ongoing	IT Subcommittee	Data Team, Implementation Team		na		In-Process
Implement data integrity protocol		October, 2016	Ongoing	IT Subcommittee	Data Team, Implementation Team		na		In-Process
DATA DELIVERABLES FOR CUNY/ISLG		**June, 2016**	**August, 2018**	**Data Team**	**IT Staff, Implementation Team, Workgroup Chairs**		**NA**		**In Progress**
Midpoint case-level data extraction		August, 2017	June, 2018	Data Team	IT Staff, Implementation Team, Workgroup Chairs		na		Some agencies have provided all of the data, CUNY is prioritizing jail data currently.
Endpoint case-level data extraction		May, 2018	August, 2018	Data Team	IT Staff, Implementation Team, Workgroup Chairs		na		Some agencies have provided all of the data, CUNY is prioritizing jail data currently.
Provide CUNY with the case-level data		July, 2017	February, 2018 (ongoing)	Data Team	IT Staff, Implementation Team, Workgroup Chairs		na		Some agencies have provided all of the data, CUNY is prioritizing jail data currently.

SAFETY+JUSTICE CHALLENGE

Implementation Plan: Work streams and Tasks

Jurisdiction Name: Philadelphia

Community Engagement Workgroup: President Judge Marsha Neifield

Initiative	Lead Agency	Initiative Lead	Owner	Sponsor
7A: Art for Justice	MDO	Julie Wertheimer	Julie Wertheimer	Michael DiBerardinis, Managing Director
7B: Community Advisory Committee	MDO	Rachael Eisenberg (Until CE Coordinator Hired)	Rachael Eisenberg (Until CE Coordinator Hired)	Michael DiBerardinis, Managing Director
7C: Outreach & Communications	MDO	Julie Wertheimer	Julie Wertheimer	Michael DiBerardinis, Managing Director
7D: Criminal Justice Reinvestment Fund	MDO	Rachael Eisenberg, MDO	Rachael Eisenberg, MDO	Michael DiBerardinis, Managing Director

7A: Art for Justice	START DATE	TARGET END DATE	PERSON RESPONSIBLE	OTHER STAFF REQUIRED	RESOURCES NEEDED	TA NEEDS	OUTPUTS	CURRENT STATUS
Establish Partnership with Mural Arts Program for major public art project	**Jul-17**	**Aug-17**	**Julie Wertheimer**	**CE Workgroup, Jane Golden, Mural Arts Staff**	**Staff**		**Partnership Established**	**Complete**
Seek funding to support MAP's public art project	**Sep-17**	**Nov-17**	**Julie Wertheimer, Jane Golden**	**CE Workgroup, Mural Arts Staff**	**Staff**		**Funding secured**	**Complete**
Design Art for Justice Project with MAP	**Jul-17**	**Nov-17**	**Julie Wertheimer, Jane Golden**	**CE Workgroup, Mural Arts Staff**	**Staff, Funding**		**Project designed**	**Complete**
Artist Fellowship	**Apr-18**	**Dec-18**	**Julie Wertheimer, Jane Golden**	**CE Workgroup, Mural Arts Staff, Artist Fellows**	**Staff, Funding, Fellows**		**Fellows selected, fellowship flaunched, fellowship projects hosted**	
Meeting with Fellows and SJC Partners to discuss fellowship projects								Completed
Plan for fellowship projects in conjunction with major public art project								In-Process
Attend fellowship projects								
Host Reentry Simulation with IT								

Public Art Project	**Nov-17**	**Oct-18**	**Julie Wertheimer, Jane Golden**	**CE Workgroup, Mural Arts Staff**	**Staff, Funding**		**Public Art Project**	
Select Venue	Nov-17	May-18						Complete
Approve Concept	May-18	May-18						Complete
Plan for public art project	May-18	Oct-18						In-Process
Collaborate with MAP to host public art project	Oct-18	Oct-18						
Guild expansion	**Nov-17**	**Oct-18**	**Julie Wertheimer, Jane Golden**	**CE Workgroup, Mural Arts Staff**	**Staff, Funding, Participants**		**Guild Program Expanded**	
Identify target population for Guild expansion								Complete
Obtain stakeholder buy-in for Guild expansion								Complete
Launch Guild Expansion	Jul-18	Oct-18						

7B: Community Advisory Committee	START DATE	TARGET END DATE	PERSON RESPONSIBLE	OTHER STAFF REQUIRED	RESOURCES NEEDED	TA NEEDS	OUTPUTS	CURRENT STATUS
Hire Community Engagement Coordinator	**10/1/2018**	**12/1/2018**	**Rachael Eisenberg, Julie Wertheimer**	**CE Workgroup**	**funding, staff**		**Coordinator Hired**	
Post Job Description	Oct-18	Oct-18						
Interview Candidates	Nov-18	Nov-18						
Hire Coordinator	Nov-18	Dec-18						
Train Coordinator	Dec-18	Dec-18						
Develop Roles and Responsibilities of CAC	**7/1/2018**	**9/1/2018**	**Rachael Eisenberg (until Coordinator Hired)**	**Kelli Caldwell, Julie Wertheimer, CE Workgroup**	**staff, community input**	**Support requested from SJC Community Engagement TA Providers**	**Roles and Responsibilities Developed**	
Draft Roles and Responsibilities								
Obtain Community Feedback on Roles and Responsibilities through meetings								
Revise Roles and Responsibilities								
Approve Roles and Responsibilities								
Develop Bylaws for CAC Participation	**Jul-18**	**Sep-18**	**Rachael Eisenberg (until Coordinator Hired)**	**Kelli Caldwell, Julie Wertheimer, CE Workgroup**	**staff, community input**	**Support requested from SJC Community Engagement TA Providers**	**Participation criteria established**	
Develop Bylaws								
Obtain Community Feedback on Bylaws								
Revise Bylaws								
Approve Bylaws								

Develop Selection Process for CAC	**7/1/2018**	**9/1/2018**	**Rachael Eisenberg (until Coordinator Hired)**	**Kelli Caldwell, Julie Wertheimer, CE Workgroup**	**staff, community input**	**Support requested from SJC Community Engagement TA Providers**	**Selection process developed**	
Develop Selection Process								
Obtain Community Feedback on Selection Process through meetings								
Revise Selection Process								
Approve Selection Process								
Select CAC Members	**Sep-18**	**Sep-18**	**Rachael Eisenberg (until Coordinator Hired)**	**Kelli Caldwell, Julie Wertheimer, CE Workgroup**		**Support requested from SJC Community Engagement TA Providers**	**CAC Members selected**	
Convene CAC	**Oct-18**	**Ongoing**	**Community Engagement Coordinator**	**Kelli Caldwell, Rachael Eisenberg, CE Workgroup**		**Support requested from SJC Community Engagement TA Providers**	**CAC Convened and Launched**	
Revisit Roles and Responsibilities								
Establish mechanism for providing policy recommendations								
Establish mechanism for sharing data								
Establish mechanism for enhanced community outreach								
Establish Meeting Schedule for CAC								

7C: Outreach and Communications	**START DATE**	**TARGET END DATE**	**PERSON RESPONSIBLE**	**OTHER STAFF REQUIRED**	**RESOURCES NEEDED**	**TA NEEDS**	**OUTPUTS**	**CURRENT STATUS**
Coordinated Community Outreach	**Nov-16**	**Ongoing**	**CE Workgroup**				**participation in outreach events**	**Developed and ongoing**
Philadelphia SJC Website			**Rachael Eisenberg**	**Kelli Caldwell, CE Workgroup**				
Draft Copy For Website	Jun-17	Feb-18						Complete
Approve Copy for Website	Feb-18	May-18						Complete
Design Website	Feb-18	May-18						Complete
Approve Design of Website	May-18	Jul-18						In-Process
Launch Website	Jul-18	Jul-18						
Update Website	Jul-18	Ongoing						
Launch Social Media Presence			**Community Engagement Coordinator**	**CE Workgroup**				
Develop Social Media Proposal	Oct-18	Dec-18						

Approve Social Media Proposal	Dec-18	Dec-18						
Propose Monthly Posts	Jan-19	Ongoing						
Approve Monthly Posts	Jan-19	Ongoing						
Conduct Ongoing Press Placement			**Julie Wertheimer**	**Communications Team**				
Two-Year Article								In-Process
Coordinated Response to Requests from Reporters (Established Communications Team)	Mar-16	Ongoing						Ongoing
Coordinated Event Coverage			**Julie Wertheimer**	**Communications Team**				
City Council Special Committee on Criminal Justice	May, 2016	Ongoing						Ongoing
Budget Hearings	May, 2016	Ongoing						Ongoing
Crisis Commination's			**Julie Wertheimer**	**Communications Team**				
Develop Crisis Communications Statement	September, 2017	September, 2017						Complete
Approve Crisis Communication Statement	October, 2017	October, 2017						Complete
Employ Established Crisis Communications Strategies as Needed	October, 2017	Ongoing						Ongoing

7D: Criminal Justice Reinvestment Fund	START DATE	TARGET END DATE	PERSON RESPONSIBLE	OTHER STAFF REQUIRED	RESOURCES NEEDED	TA NEEDS	OUTPUTS	CURRENT STATUS
Establish Parameters for Reinvestment Fund	**Aug-18**	**Nov-18**	**Rachael Eisenberg, Julie Wertheimer**	**MDO Staff, CE Workgroup**	**Staff**		**parameters established**	
Review Applicable Rules and Regulations for Reinvestment Fund	Aug-18	Oct-18						
Consult with other local Microgrant funds and other jurisdictions on operations	Aug-18	Oct-18						
Draft outline of parameters for Reinvestment Fund	Oct-18	Nov-18						
Approve Parameters for Reinvestment Fund	Nov-18	Nov-18						
Establish Eligibility Criteria	**Oct-18**	**Dec-18**	**Rachael Eisenberg, Julie Wertheimer**	**CE Workgroup**	**Staff**		**criteria established**	
Draft Eligibility Criteria	Oct-18	Oct-18						
Review Eligibility Criteria with CAC	Nov-18	Nov-18						
Revise Eligibility Criteria	Dec-18	Dec-18						
Approve Eligibility Criteria	Dec-18	Dec-18						
Develop Application	**Oct-18**	**Dec-18**	**Rachael Eisenberg, Julie Wertheimer**	**CE Workgroup**	**Staff**		**application developed**	
Draft Application	Oct-18	Oct-18						
Review Application with CAC	Nov-18	Nov-18						

Revise Application	Dec-18	Dec-18						
Approve Application	Dec-18	Dec-18						
Establish Selection Panel	**Nov-18**	**Dec-18**	**CE Workgroup**		**Staff**		**Selection panel finalized**	
Establish Funding Cycle	**Nov-18**	**Dec-18**	**CE Workgroup**		**Staff**		**funding cycle finalized**	
Launch Application	**Jan-19**	**Jan-19**	**Rachael Eisenberg, Julie Wertheimer, CE Coordinator**	**MDO Staff, CE Workgroup**	**Staff, online platform**		**application launched**	
Share information about application with the public								
Review Submissions	**Feb-19**	**Mar-19**	**TBD**		**Staff, reviewers**		**submissions reviewed**	
Select Grantees	**Mar-19**	**Mar-19**	**TBD**		**Staff, reviewers**		**grantees selected**	
Administer Microgrants	**Apr-19**	**Apr-19**	**Community Engagement Coordinator**	**MDO Administrative Services Staff**	**Staff, Funding**		**microgrants administered**	

SAFETY+JUSTICE CHALLENGE

Implementation Plan: Impact Calculations

In this section sites are asked to demonstrate, through the data and calculations outlined below, the projected impact of revised implementation plan strategies. For each item, a set of instructions is provided to help guide sites through the calculation, and explain its purpose. At the end of the template, sites will find a set of additional considerations to keep in mind when estimating the impact of implementation plan strategies. At each step along the way, there is a place to provide information related to these additional considerations (or other context that will make it easier to understand the assumptions behind the numbers). Additionally, the next tab (labeled Summary Worksheet) provides a place to summarize the key numbers related to each strategy. Sites can use this as needed to organize the information provided.

Please note that while the analysis provided by the JFA Institute may be helpful in completing these calculations, it is not a substitute for the calculations. The JFA analysis is intended to help sites identify drivers of their jail populations that should be addressed by strategies. In this exercise, sites are to go a step further and estimate both how each strategy will impact bookings, releases, and lengths of stay (LOS) for these target populations, and how those impacts will reduce the average daily population (ADP). ISLG is available to help sites with these calculations during the application period. Please direct all requests for assistance to Reagan Daly (reagan.daly@islg.cuny.edu).

1. BASELINE JAIL POPULATION

1A. Estimate: *8082 (overall baseline), 5386 (renewal baseline)*

1B. Additional explanation/context:

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 30th, 2015. Data from this snapshot were used to estimate the initial impact for the initiatives in Philadelphia's original reform plan. In preparing the renewal application, Philadelphia compared the jail population snapshot form July 30, 2015 to an analysis of the jail population on April 30, 2018.

When annual capacity for an initiative was a limiting factor, Philadelphia used those data to identify target populations and compute impacts. The Average Daily Population figure used for the overall baseline is 8,082, the population in the jail on 7/30/15. The impact calculations for the renewal application were based on the daily population of 5,386 from 4/30/18. 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.

Explanation/guiding instructions:

This number should reflect the total number of people confined in the jail at the start of implementation, when Phase II (and progress tracking) officially begins. In the interest of consistency with the performance measurement baseline, sites are encouraged to use parameters for jail population baseline that are as close as possible to the following:

- Confined population only
- Contract beds excluded
- Six month average, using the six-month time frame preceding the start of the implementation phase (November 2015-April 2016)

If your site is not able to establish a baseline with these exact parameters, please use a number you feel is a close approximation to the population at this point and briefly explain the rationale.

2. PROJECTED 3-YEAR IMPACT FOR EACH STRATEGY

Strategy 1: *Pretrial*

Target population: *389*

Projected impact: *7.2% (from renewal baseline)*

Additional explanation/context:

• Target Population (snapshot): 389 (37% of 1050) (Those in custody in the pretrial, non-murder, no detainer confinement category)

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%). Since the beginning of the implementation phase, Philadelphia has decreased the number of individuals in this confinement category by 48%. With the continued implementation of initiatives in this strategy, Philadelphia aims to reduce the number of people in this confinement category by the remaining 37%.

• ALOS: 180.2 days

• Days Saved: 180.2

Impact Calculations (snapshot formula)

389 x 365 / 180.2 = 788 admissions per year

788 x 180.2 / 365 = 389 fewer people on a given day

Impact: 7.2% of total population (389 / 5,386)

Strategy 2: *Case Processing*
Target population: *Continuance Review (4,049), Long Stayers (496)*
Projected impact: *9.3% (7.5% + 1.8%) (from renewal baseline)*
Additional explanation/context:

Continuance Review

• Target Population (snapshot): 4,049 (non-sentenced individuals in custody on a given day who fit into one of 7 confinement categories: Philadelphia detainer only + Open Case (1195), Pretrial non-murder + no detainer (1050), Other jurisdiction detainer + open Case (687), Philadelphia Detainer Only + No Open Case (509), Philadelphia Detainer + Other Jurisdiction detainer + open case (256), Pretrial Murder + no detainers (247), Philadelphia Detainer + Other Jurisdiction Detainer + No Open Case (105))
• Average LOS: 178 (weighted ALOS for those in over a year in the above confinement categories)
• Days Saved: 17.8 (reduce LOS by 10%)

Impact Calculations:
(4,049 x 365 / 178)= 8303 annual admissions
(8303 x 17.8 / 365) = 405 fewer people on a given day
Impact= 7.5% of total population (405 / 5,386)

Long Stayers Review:

• Target Population (snapshot): 496 (non-sentenced individuals who have been in custody over one year who fit into one of 7 confinement categories: Pretrial + Non-murder + No detainer (145), Other Jurisdiction Detainer + Open Case (93), Philadelphia Detainer Only + Open Case (95), Pretrial + Murder + No Detainer (96), Philadelphia Detainer Only (43), Philadelphia Detainer + Other Jurisdiction Detainer + Open Case (24), Philadelphia Detainer + Other Jurisdiction Detainer + No Open Case (13)).
• ALOS: 651 days (weighted ALOS for those in over a year in the above confinement categories)
• Days Saved: 130.2 (reduce LOS by 20%)

Impact Calculations
(496 x 365 / 651) = 278 annual admissions
(278 x 130.2 / 365) = 99 Fewer people on a given day
Impact= 1.8% of total population (99 / 5,386)

Strategy 3: *Violations of Probation*
Target population: *DAP (372), VEM (222), Caseload Project (1,095), Detainer Review (140)*
Projected impact: *11.0% (0.8% + 3.3% + 5.7% + 1.15%) (from renewal baseline)*
Additional explanation/context:

DAP- Target Population (admissions): 372 (Double the one-year DAP population)
• ALOS: 144.7 (Philadelphia Detainer Only + Open Case), 122.1 (Philadelphia Detainer Only, No Open Case)
• Days Saved: 42 Days (current average days saved for DAP Participants)
Impact Calculations
(372 x 42 / 365) = 43 fewer people on a given day
Impact = 0.8% of total population (43 / 5,386)

VEM- Target Pop (snapshot): 240 (total units)- 18 (units in use) = 222
• ALOS: 144.7 (People in the Philadelphia Detainer Only + Open Case confinement category)
• Days Saved: 114.7 (approximately 30 days until release on VEM)
Impact Calculations
222 x 365 / 144.7 = 560 annual admissions
560 x 114.7 / 365 = 176 fewer people on a given day
Impact = 3.3% of total population (176 / 5,386)

Caseload Project- Target Population (admissions): 1095 (individuals incarcerated per year due to an absconder warrant- # lodged per day x 365) 164 self-surrender and 931 absconders with potential directs
• ALOS: 20 days for self-surrender, 146 for potential directs
• Days Saved: 20 days for self-surrender, 116 for potential directs, 101.6 weighted average between self-surrender and potential directs
Impact Calculations:
1095 x 101.6 / 365 = 305 people on a given day
Impact= 5.7% of total population (305 / 5,386)

Detainer Reviews- Target population (snapshot): 140 (Estimated 20% release rate of the 700 individuals incarcerated on a given day with detainer and open matter that have an LOS of over 6 months)
• ALOS: 340
• Number of days saved: 150 (340 days -180 days) – 10 days for scheduling the hearing
Impact Calculations
140 x 365 / 340 = 150.3 annual admissions
150.3 x 150 / 365 = 62 individuals on a given day
Impact= 1.15% of total population (62 / 5,386)

Strategy 5: *Mental Health*
Target population: *LINCS (125), PASS (192)*
Projected impact: *2.6% (1% + 0.76%+0.8%) (from renewal baseline)*
Additional explanation/context:

LINCS

• Target Population (Admissions): 125 (Program capacity of 125 individuals per year in the SMI Population that can be safely treated in the community.)
• ALOS: 166 (Philadelphia detainer only, no open case, SMI status)
• Days Saved: 121 (166 – 45)

Impact Calculations
125 x 121 / 365 = 41 individuals on a given day
Impact= 0.76% of total population (41.4 / 5,386)

PASS

• Target Population (Admissions): 192 (140 people eligible for diversion per month. Of those, 16 were incarcerated after preliminary arraignment. 16 x 12 = 192)
• ALOS: 102.9 days (ALOS for individuals in the one-month sample who were incarcerated but would qualify for diversion)
• Number of Days Saved: 102.9

Impact Calculations
192 x 102.9 / 365 = 54 people on a given day
Impact= 1% of total population (54 / 5,386)

Other BH Strategies under Stepping Up

• Target Population (Admissions): 528 (Program capacity of 44 per people month served successfully (62% success rate) by the PDP Reentry Pilot, Peer Team, Court BH Assessment Team, and Alternatives to Detention)
• ALOS: 219 (ALOS for the entire jail population with an SMI indicator)
• Days Saved: 30 (difference between ALOS from those with and without an SMI indicator)

Impact Calculations
528 x 30 / 365 = 43 people on a given day
Impact= 0.8% of total population (43 / 5,386)

Explanation/guiding instructions:

Here sites are asked to demonstrate how the jail population is expected to change (be reduced) as a result of each strategy, through the calculations outlined below. Note that impacts can be calculated a few different ways depending on the nature of each strategy and how it is expected to impact the jail population. Specifically:

If the strategy's impact will come from reducing admissions
*Projected jail population saved for Strategy X = Projected admissions saved for Strategy X target population * Average LoS for Strategy X target population / 365*

If the strategy's impact will come from reducing LoS
*Projected jail population saved for Strategy X = Projected admissions for Strategy X target population * Projected LoS saved for Strategy X target population / 365*

If the strategy's impact will come from both
Perform both of the calculations above, estimating jail population reductions from LoS reductions and jail population reductions from admissions reductions separately. Note that the admissions savings are expected to come before LoS savings, or vice versa, this should be factored into the calculations.

During this step it is *critical that data reflect admissions and LoS among the target populations, not the overall jail population* . Where these specific data are not available, sites should use data that are available to make logical estimates for the target populations (e.g. if the only available LoS data is for the total pretrial population and a strategy is targeting low risk misdemeanants who are cycling through the jail, the estimated length of stay should be lower for this population).

It is also critical to *factor in how strategies (and projected impacts) will be phased in over time* . For example, a strategy that is rolled out at the very beginning of implementation will have the full three years' worth of impact to take into account (and should be calculated using that time frame). A strategy that takes a year to implement, however, should be estimated using numbers that reflect a two-year period (in other words, the projected three-year impact should be based on what can be accomplished during the second and third year of the three-year period).

3. TOTAL PROJECTED JAIL POPULATION SAVED ACROSS ALL STRATEGIES

3A. Estimate: 1,309 from April 30, 2018 and 4,005 from July 30, 2015

3B. Additional explanation/context:

Strategy 1: Pretrial
• 7.2% of total population (389 / 5,386)
• Total percentage from Strategy 1: 7.2%
Strategy 2: Case Processing
• Continuance Review: 7.5% of total population (405 / 5,386)
• Long Stayers Review: 1.8% of total population (99 / 5,386)
• Total percentage from Strategy 2: 9.3%
Strategy 3: VOP
• DAP: 0.8% of total population (43 / 5,386)
• VEM: 3.3% of total population (176 / 5,386)
• Caseload: 5.7% of total population (305 / 5,386)
• Detainer Review: 1.15% of total population (62 / 5,386)
• Total percentage from Strategy 3: 10.95%
Strategy 5: Mental Health
• LINCS: 0.76% of total population (41.4 / 5,386)
• PASS: 1% of total population (54 / 5,386)
• Other MH Initiatives: 0.8% of total population (43 / 5,386)
• Total percentage from Strategy 5: 2.56%

Overall Totals (without accounting for overlap):
• 7.2% from Strategy 1
• 9.3% from Strategy 2
• 11.0% from Strategy 3
• 2.6% from Strategy 5
• Total: 30.1% reduction from total population

Total Overlap Discount: 5.8%
5.8% discount from 30.1% = 24.3%
24.3% of 5,386 (April 30, 2018 Population) = 1,309
New Target
24.3% reduction from 5,386 (April 30, 2018) for a total jail population of 4,077
49.6% reduction (rounded to 50%) from original baseline of 8082 (July 30, 2015)

Explanation/guiding instructions:
This involves adding up the impacts from Step 3. *Total projected jail population saved = Projected jail population saved for Strategy X + Projected jail population saved for Strategy Y + ……*

4. PROJECTED THREE YEAR JAIL POPULATION FOLLOWING IMPLEMENTATION OF STRATEGIES
4A. Estimate: *4,077*
4B. Additional explanation/context:
Explanation/guiding instructions:
This involves subtracting the total jail population saved from Step 3 from the total jail population baseline established in Step 1. *Projected jail population = Baseline jail population – Total projected jail population saved*

5. PROJECTED JAIL POPULATION REDUCTION AS A % OF BASELINE JAIL POPULATION

5A. Estimate: *50* % (after a 5.8 overlap discount)

5B. Additional explanation/context:

Overlap between Strategy 1 and Strategy 2

• 26% of target population for Continuance Review is Pretrial, non–Murder, No Detainer (and thus overlapping with the Pretrial Strategy)

o 1,050 pretrial – non- murder – no detainers / 4,049 total target population for Continuance Review

o 26% of 7.5% (total impact for CR) = 1.95%

• 29.2% of target population for Long Stayers is Pretrial, non–Murder, No Detainer (and thus overlapping with the Pretrial Strategy)

o 145 pretrial – non- murder – no detainers / 496 total target population

o 29.2% of 1.8% (total impact for Long Stayers) = 0.53%

Overlap within Strategy 2 for Continuance Review and Long Stayers- Although there is overlap between the parget populations for the Continuance Review and Long Stayers Review, it is expected that the impact on LOS will be distinct and thus no overlap calculation is needed.

Overlap within Strategy 3 for VEM and Detainer Review

• 63.1% of VEM overlaps with Detainer Review

o 140 (Detainer Review Target Population)/ 222 (VEM Target Population) = 63.1%

o 63.1% of 3.3% (total impact for VEM) = 2.1%

Overlap between Strategy 2 and Strategy 3

• 1.1% of the target population of the Continuance Review overlaps with DAP

o 43 (DAP Target Population) / 4,049 (CR Target Population) = 1.1%

o 1.1% of 7.5% (total percentage for CR) = 0.083%

• 5.5% of target population for Continuance Review overlaps with VEM

o 222 (VEM Target Population) / 4,049 (CR Target Population) = 5.5%

o 5.5% of 7.5% (total impact for CR) = 0.41%

• 3.5% of target population for the Continuance Review overlaps with Detainer Reviews

o 140 / 4,049 = 3.5%

o 3.5% of 7.5% (total impact for CR) = 0.26%

Overlap between Strategy 5 and Strategy 2

• 1.0% of target population for the Continuance Review overlaps with LINCS

o 41 (LINCS Target Pop)/ 4,049 (CR target Pop) = 1.0%

o 1.0% of 7.5% (total impact for CR) = 0.075%

Overlap between Strategy 5 and Strategy 1

• 5.1% overlap between PASS and Pretrial

o 54/1050 = 5.1%

o 5.1% of 7.2% (total impact for Pretrial) = 0.37%

Total Overlap Discount: 5.8% discount from 30.8% = 25%
April's Total Population: 5,386
24.3% of 5,386 = 1,309
5386-1,309 = 4,077

New Target
24.3% reduction from 5,386 (April 30, 2018) for a total jail population of 4,077
49.6% (rounded to 50%) reduction from original baseline of 8082 (July 30, 2015)

Explanation/guiding instructions:

reduction target)

*Projected percentage reduction = (Projected jail population – Baseline jail population) / Baseline jail population * 100.*

6. PLEASE USE THIS SPACE TO PROVIDE ANY ADDITIONAL EXPLANATION/CONTEXT

25% reduction from 5,386 (April 30, 2018) for a total jail population of 4,039
50% reduction from original baseline of 8082 (July 30, 2015)

Additional considerations for impact calculations

In addition to the base calculations outlined in Steps 1-5, sites should take into account the following other considerations, as relevant, and make explicit in their explanation of impact calculations how they were factored in.

1. Overlapping target populations across strategies, which may lead to double counting in impact estimates—this can be accounted for in one of two ways:
   - o Option 1: Factor it into projected bed-day reductions for individual strategies (e.g. assume that the target population will be smaller or length of stay shorter as a result of another strategy rolled out at the same time or earlier)
   - o Option 2: Discount the total projected jail population reduction at the end of the process (e.g. overlapping strategies add up to a 29% reduction, so take 10% off at the end as a buffer—this is a less precise way to do it)

2. How clearly the target population is defined for each strategy: Sites are encouraged to define target populations as specifically as possible, using, as relevant, criteria such as charge, risk level, criminal history, behavioral health status, and exclusionary criteria.

3. How each strategy will account for unforeseen challenges (e.g. pretrial cases that result in rearrests)

4. Offsets to potential jail population reductions (e.g. in the case of mental health diversion programs, net-widening may occur)

SAFETY+JUSTICE CHALLENGE

Performance Tracking: Expected and Current Progress

It is important that sites monitor progress on SJC strategies as they are implemented. Specifically, it is important to monitor, through performance metrics, both how the strategies are working on the ground, and whether or not successful implementation is associated with expected outcomes and impacts on the jail population. Performance monitoring can help sites understand what is working well and what needs improvement; it also serves as a tool for identifying where adjustments may be necessary.

For each strategy included in your SJC plan, please identify a preliminary set of metrics that you plan to track regularly to monitor progress on implementation, outcomes, and impacts. These metrics should speak to the objectives and goals of the strategy, and should be measurable with local data (measures can be supplemented with deeper quantitative and qualitative analysis as needed). Sites are encouraged to engage ISLG's assistance in this exercise during the application process. Please note that this exercise is distinct from ISLG's work to produce yearly performance measurement reports, in that the metrics identified below should be tracked on a routine basis *by members of your implementation team.*

The table below shows an example of the types of metrics that a site might identify to track the progress of implementing a new pretrial risk assessment instrument. You are encouraged to use this table, or a modified version of it, as a tool for tracking the progress of your strategies, **but you need only identify draft metrics (noted in red below) as part of your application.**

Strategy 1 Name and Description: Pretrial: Reduce the Incarceration of Individuals Pretrial through 1A) Pretrial Risk Tool, 1B) Robust Alternatives to Cash Bail, 1C) Pretrial Advocates, 1D) Early Bail Review

Chair: Michael Bouchard, Director of Pretrial Services

YEAR 1	BASELINE	EXPECTED	STATUS				
Implementation measures (i.e. What will you track to assess how successfully the strategy has been implemented?)	<Starting point>	<Year end goal>	Q1 (Jan-April)		Q2 (May-July)	Q3 (Aug-Oct)	Q4 (Nov-Dec)
#/% of risk assessments administered (overall, felony, misdemeanor, race/ethnicity, gender)			Current				
			Goal				
Recommendation by risk level (overall and by felony/misdemeanor, race/ethnicity, gender)			Current				
			Goal				
#/% of individuals interviewed via Bail Advocates(overall and by felony/misdemeanor, race/ethnicity, gender)			Current				
			Goal				
#/% of departures from risk assessment tool recommendation (overall and by reason, race/ethnicity, case grade, gender)			Current				
			Goal				
#/% of individuals receiving EBR Hearings (overall and by felony/misdemeanor, race/ethnicity, gender)			Current				
			Goal				
#/% of individuals on Pretrial EM (overall and by risk level, race/ethnicity, gender)			Current				
			Goal				
#/% of needs assessments completed (overall and by risk level, race/ethnicity, gender)			Current				
			Goal				
Outcome measures (i.e. What will you track to assess whether or not the strategy is producing the outcomes that will impact the jail population?)							
#/% of individuals arraigned and released pretrial without supervision (overall and by felony/misdemeanor, race/ethnicity, gender)*			Current				
			Goal				

#/% of individuals arraigned and detained (overall, felony/misdemeanor, by race/ethnicity, gender)			Current				
			Goal				
#/% of individuals released at Preliminary Arraignment (overall & by supervision type, felony/misdemeanor, race/ethnicity, gender)			Current				
			Goal				
% of Defendants who appear in court during case pendency (overall and by race/ethnicity, gender)			Current				
			Goal				
#/% of Defendants who violate while released pretrial (technical or new arrest, overall, by supervision type, and by race/ethnicity, gender)			Current				
			Goal				
Release Rate for Pretrial Advocate Clients (overall & by supervision type, felony/misdemeanor, race/ethnicity, gender)			Current				
			Goal				
#/% of individuals released at EBR Hearings (overall & by supervision type, felony/misdemeanor, race/ethnicity, gender)			Current				
			Goal				
EBR court appearance rates (overall & by supervision type, felony/misdemeanor, race/ethnicity, gender)			Current				
			Goal				
EBR recidivism rates(overall & by supervision type, felony/misdemeanor, race/ethnicity, gender)			Current				
			Goal				
Impact measures (i.e. What will you track to assess how jail trends are changing as a result of the strategy, especially with respect to the target population?)							
#/% of individuals in the jail on pretrial only status on a given day (by race/ethnicity, gender)			Current				
			Goal				
ALOS of individuals in jail on pretrial only status on a given day (by race/ethnicity, gender)			Current				
			Goal				
Pretrial Court Appearance Rate (overall and by supervision type, race/ethnicity, gender)			Current				
			Goal				
Pretrial Recidivism Rate (overall and by supervision type, race/ethnicity, gender)			Current				
			Goal				
Pretrial Reincarceration Rate (overall and by supervision type, race/ethnicity, gender)			Current				
			Goal				

SAFETY+JUSTICE CHALLENGE

Performance Tracking: Expected and Current Progress

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For each strategy included in your SJC plan, please identify a preliminary set of metrics that you plan to track regularly to monitor progress on implementation, outcomes, and impacts. These metrics should speak to the objectives and goals of the strategy, and should be measurable with local data (measures can be supplemented with deeper quantitative and qualitative analysis as needed). Sites are encouraged to engage ISLG's assistance in this exercise during the application process. Please note that this exercise is distinct from ISLG's work to produce yearly performance measurement reports, in that the metrics identified below should be tracked on a routine basis *by members of your implementation team.*

The table below shows an example of the types of metrics that a site might identify to track the progress of implementing a new pretrial risk assessment instrument. You are encouraged to use this table, or a modified version of it, as a tool for tracking the progress of your strategies, **but you need only identify draft metrics (noted in red below) as part of your application.**

Strategy 2 Name and Description: Case Processing : Create Efficiencies in Case Processing through 2A) Municipal Court Continuance & Long Stayer Review and 2B) CP Continuance & Long Stayer Reviews

Chair: Roseanne Unger, Director, Criminal Administration, Municipal Court

YEAR 1	BASELINE	EXPECTED	STATUS			
Implementation measures (i.e. What will you track to assess how successfully the strategy has been implemented?)	<Starting point>	<Year end goal>	Q1 (Jan-April)	Q2 (May-July)	Q3 (Aug-Oct)	Q4 (Nov-Dec)
• *average length of stay - specifically time spent in a bed on a Philadelphia matter*			Current			
			Goal			
• *average # days between continuances*			Current			
			Goal			
• *# continuances*			Current			
			Goal			
• *Reason for continuance*			Current			
			Goal			
• *Age of case*			Current			
			Goal			
• *Number of people in jail on a given day per Confinement category by: Counsel type, Gender, Race & Ethnicity, Lead charge, Case grade and type (trial, PH, status, etc.), Zone, Mental Health (yes/no), Bench warrant (yes/no), Detainers (yes/no),Type of Detainers*			Current			
			Goal			
Outcome measures (i.e. What will you track to assess whether or not the strategy is producing the outcomes that will impact the jail population?)						
• *average length of stay – By race/ethnicity, Offense group,*			Current			

and by counsel			Goal				
• Number of people in jail on a given day per Confinement category by: Counsel type, Gender, Race & Ethnicity, Lead charge, Case grade and type (trial, PH, status, etc.), Zone, Mental Health (yes/no), Bench warrant (yes/no), Detainers (yes/no),Type of Detainers			Current				
			Goal				
• time to disposition (days)			Current				
			Goal				
• #/% continuances			Current				
			Goal				
• Age of active inventory			Current				
			Goal				
Impact measures (i.e. What will you track to assess how jail trends are changing as a result of the strategy, especially with respect to the target population?)							
• Number of people in jail on a given day per Confinement category by: Counsel type, Gender, Race & Ethnicity, Lead charge, Case grade and type (trial, PH, status, etc.), Zone, Mental Health (yes/no), Bench warrant (yes/no), Detainers (yes/no),Type of Detainers			Current				
			Goal				
• average length of stay – By race/ethnicity, Offense group, and by counsel			Current				
			Goal				

SAFETY+JUSTICE CHALLENGE

Performance Tracking: Expected and Current Progress

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The table below shows an example of the types of metrics that a site might identify to track the progress of implementing a new pretrial risk assessment instrument. You are encouraged to use this table, or a modified version of it, as a tool for tracking the progress of your strategies, **but you need only identify draft metrics (noted in red below) as part of your application.**

Strategy 3 Name and Description: Violations of Probation : Address Violations of Probation through 3A) Detainer Alternative Program, 3B) Violation Electronic Monitoring, 3C) Probation Caseload Project, 3D) Detainer Review Hearings, 3E) Probation Lengths Project

Chair: Charles Hoyt, Chief, Adult Probation and Parole Department

YEAR 1	BASELINE	EXPECTED	STATUS				
Implementation measures (i.e. What will you track to assess how successfully the strategy has been implemented?)	<Starting point>	<Year end goal>		Q1 (Jan-April)	Q2 (May-July)	Q3 (Aug-Oct)	Q4 (Nov-Dec)
• # of people referred to DAP (by gender, race/ethnicity, risk level)			Current				
			Goal				
• # of people on DAP Caseload (by gender, race/ethnicity, risk level)			Current				
			Goal				
• #/% of Successful DAP Completions(by gender, race/ethnicity, risk level)			Current				
			Goal				
• #/% of DAP terminations (by gender, race/ethnicity, risk level)			Current				
			Goal				
• # of People referred to VEM (by gender, race/ethnicity, risk level)			Current				
			Goal				
• # people on VEM Caseload (by gender, race/ethnicity, risk level)			Current				
			Goal				
• #/% people released on VEM (by gender, race/ethnicity, risk level)			Current				
			Goal				
• #/% of people identified for early termination(by gender, race/ethnicity, risk level)			Current				
			Goal				
• #/% of people approved for early termination (by gender, race/ethnicity, risk level)			Current				
			Goal				
• #/% of absconder warrants resolved (by gender, race/ethnicity, risk level)			Current				
			Goal				
• # of individuals receiving detainer review hearings(by gender, race/ethnicity, risk level)			Current				
			Goal				
• #/% of individuals released at the detainer review hearing			Current				

(by gender, race/ethnicity, risk level)			Goal				
• #/% of people receiving long probation terms (by gender, race/ethnicity, risk level)			Current				
			Goal				
Outcome measures (i.e. What will you track to assess whether or not the strategy is producing the outcomes that will impact the jail population?)							
• #/% of participants terminated from program and/or denied and why (VEM, Detainer Review)(by gender, race/ethnicity, risk level)			Current				
			Goal				
• # of individuals released from jail due to program participation (DAP, VEM, Detainer Review) (by gender, race/ethnicity, risk level)			Current				
			Goal				
• # prison bed days saved for DAP Participants, VEM Participants, Detainer Review Participants (by gender, race/ethnicity, risk level)			Current				
			Goal				
• average length of stay for DAP Participants, VEM Participants, Detainer Review Participants(by gender, race/ethnicity, risk level)			Current				
			Goal				
• appearance rates DAP Participants, VEM Participants, Detainer Review Participants (by gender, race/ethnicity, risk level)			Current				
			Goal				
• # individuals awaiting final disposition on VOP hearings (Detainer Review Only)(by gender, race/ethnicity, risk level)			Current				
			Goal				
• #/% of absconder warrants resolved(by gender, race/ethnicity, risk level)			Current				
			Goal				
• #/% of people granted early termination (by gender, race/ethnicity, risk level)			Current				
			Goal				
Impact measures (i.e. What will you track to assess how jail trends are changing as a result of the strategy, especially with respect to the target population?)							
#/% of individuals in jail on a given day with a Philadelphia Detainer (by race/ethnicity, violation type) (by gender, race/ethnicity, risk level)			Current				
			Goal				
ALOS of individuals in jail on a given day with a Philadelphia detainer (by race/ethnicity, violation type) (by gender, race/ethnicity, risk level)			Current				
			Goal				
Violation rates (technical/direct/potential direct) (by gender, race/ethnicity, risk level)			Current				
			Goal				
Time to disposition for violations of probation (by violation type, gender race/ethnicity)			Current				
			Goal				
Reincarceration Rate for those on probation (by violation type, gender, race/ethnicity)			Current				
			Goal				
Release rate for Detainer Review Hearings (by violation type, gender race/ethnicity)			Current				
			Goal				
# of people on APPD Supervision (by risk level, gender, race/ethnicity)			Current				
			Goal				
# of individuals in absconder status (by risk level, gender, race/ethnicity)			Current				
			Goal				

SAFETY+JUSTICE CHALLENGE

Performance Tracking: Expected and Current Progress

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For each strategy included in your SJC plan, please identify a preliminary set of metrics that you plan to track regularly to monitor progress on implementation, outcomes, and impacts. These metrics should speak to the objectives and goals of the strategy, and should be measurable with local data (measures can be supplemented with deeper quantitative and qualitative analysis as needed). Sites are encouraged to engage ISLG's assistance in this exercise during the application process. Please note that this exercise is distinct from ISLG's work to produce yearly performance measurement reports, in that the metrics identified below should be tracked on a routine basis *by members of your implementation team.*

The table below shows an example of the types of metrics that a site might identify to track the progress of implementing a new pretrial risk assessment instrument. You are encouraged to use this table, or a modified version of it, as a tool for tracking the progress of your strategies, **but you need only identify draft metrics (noted in red below) as part of your application.**

Strategy 4 Name and Description: Racial and Ethnic Disparities: Reduce Racial and Ethnic Disparities in the criminal justice system through 4A) Implicit Bias Training, 4B) RED Data Diagnostic , 4C) Initiative Review Series

Chair: Darlene Miller, Deputy Chief, Adult Probation and Parole Department

YEAR 1	BASELINE	EXPECTED	STATUS			
Implementation measures (i.e. What will you track to assess how successfully the strategy has been implemented?)	<Starting point>	<Year end goal>	Q1 (Jan-April)	Q2 (May-July)	Q3 (Aug-Oct)	Q4 (Nov-Dec)
• *# Bias Training Programs Developed*			Current			
			Goal			
• *# Trained Facilitators for bias training*			Current			
			Goal			
• *#/% Employees that Received Bias Training*			Current			
			Goal			
• *# Fidelity Monitoring Measures and Exercises Implemented for Bias Training*			Current			
			Goal			
• *Data Diagnostic: # Relative Rate Indexes for: Arrest, Charging, Declination of Charges, Arraignment, Diversion, Disposition, Sentencing, Post-Conviction Supervision, Warrants/Detainers, Prison Admissions, Prison Releases*			Current			
			Goal			
• *Initiative Review: #/% of Initiatives/Programs Reporting Outcomes by Race/Ethnicity*			Current			
			Goal			
• *Initiative Review: #/% Workgroup Chairs and Members Working with Racial Equity Coordinator*			Current			
			Goal			
• *Initiative Review: # RED Committee Reviews*			Current			
			Goal			
Outcome measures (i.e. What will you track to assess whether or not the strategy is producing the outcomes that will impact the jail population?)						

• *Implicit Association Test (IAT) scores for Bias training*			Current				
			Goal				
• *# of Policy Changes or Corrective Actions resulting from Data Diagnostic*			Current				
			Goal				
• *Initiative Review: # Program Revisions Implemented resulting from Coordinator/ RED Committee Review Feedback*			Current				
			Goal				
Impact measures (i.e. What will you track to assess how jail trends are changing as a result of the strategy, especially with respect to the target population?)							
• *Reduction of racial and ethnic disparities in the jail population(by gender)*			Current				
			Goal				
• *Reduction of racial and ethnic disparities at each decision point: Arrest, Charging, Declination of Charges, Arraignment, Diversion, Disposition, Sentencing, Post-Conviction Supervision, Warrants/Detainers, Prison Admissions, Prison Releases (by gender)*			Current				
			Goal				
• *Reduction of racial and ethnic disparities by initiative(by gender)*			Current				
			Goal				

SAFETY+JUSTICE CHALLENGE

Performance Tracking: Expected and Current Progress

It is important that sites monitor progress on SJC strategies as they are implemented. Specifically, it is important to monitor, through performance metrics, both how the strategies are working on the ground, and whether or not successful implementation is associated with expected outcomes and impacts on the jail population. Performance monitoring can help sites understand what is working well and what needs improvement; it also serves as a tool for identifying where adjustments may be necessary.

For each strategy included in your SJC plan, please identify a preliminary set of metrics that you plan to track regularly to monitor progress on implementation, outcomes, and impacts. These metrics should speak to the objectives and goals of the strategy, and should be measurable with local data (measures can be supplemented with deeper quantitative and qualitative analysis as needed). Sites are encouraged to engage ISLG's assistance in this exercise during the application process. Please note that this exercise is distinct from ISLG's work to produce yearly performance measurement reports, in that the metrics identified below should be tracked on a routine basis *by members of your implementation team.*

The table below shows an example of the types of metrics that a site might identify to track the progress of implementing a new pretrial risk assessment instrument. You are encouraged to use this table, or a modified version of it, as a tool for tracking the progress of your strategies, **but you need only identify draft metrics (noted in red below) as part of your application.**

Strategy 5 Name and Description: Mental Health: Reduce the number of individuals with mental illness in jail through 5A) LINCS, 5B) PASS Diversion, 5C) Police Co-Responder Pilot

Chair: President Judge Sheila Woods Skipper & Rachael Eisenberg (Until PM is hired)

YEAR 1	BASELINE	EXPECTED	STATUS			
Implementation measures (i.e. What will you track to assess how successfully the strategy has been implemented?)	<Starting point>	<Year end goal>	Q1 (Jan-April)	Q2 (May-July)	Q3 (Aug-Oct)	Q4 (Nov-Dec)
# LINCS Referrals (and % of those eligible)(by charge, race/ethnicity, SMI status)			Current			
			Goal			
# LINCS Participants			Current			
			Goal			
# Completed LINCS cases (treatment plan presented)			Current			
			Goal			
PASS- # Screeners to flag people for assessments			Current			
			Goal			
PASS- # Mental Health / Substance Use assessments administered at pilot district (and % of those eligible)(by charge, race/ethnicity, SMI status)			Current			
			Goal			
PASS- # Referrals made (for each track of program)(and % of those eligible)(by charge, race/ethnicity, SMI status)			Current			
			Goal			
PASS- # Summaries provided for potential participants (and % of those eligible)			Current			
			Goal			
Police Co-Responder Program - #/% Officers trained			Current			
			Goal			
# Co-responder contacts (by charge, race/ethnicity, SMI status)			Current			
			Goal			

Outcome measures (i.e. What will you track to assess whether or not the strategy is producing the outcomes that will impact the jail population?)							
LINCS- # TIP Applications completed			Current				
			Goal				
LINCS- # MA Benefits granted/Reinstated			Current				
			Goal				
LINCS- # participants released (treatment plan accepted)- same day, within 7 days, within 14 days, within 15+ days			Current				
			Goal				
LINCS- # Successful Linkages to programs (by charge, race/ethnicity, SMI status)			Current				
			Goal				
PASS- #/% Individuals arrested but not charged as a result of PASS (by charge, race/ethnicity)			Current				
			Goal				
PASS- #/% Individuals charged but not incarcerated as a result of PASS (by charge, race/ethnicity)			Current				
			Goal				
PASS- #/% Individuals arrested and charged, but referred to an existing specialty court as a result of PASS (by charge, race/ethnicity)			Current				
			Goal				
PASS- CBH Service utilization: #/% individuals attending their first appointment post encounter with PASS/diversion (by charge, race/ethnicity)			Current				
			Goal				
PASS- #/% Competency evaluations ordered (by charge, race/ethnicity)			Current				
			Goal				
PASS- Appearance Rate: For individuals charged / referred to court program, #/% individuals that appear at next court date (by charge, race/ethnicity)			Current				
			Goal				
PASS- #/% Benefits granted/reinstated			Current				
			Goal				
PASS- #/% Successful linkages to programs			Current				
			Goal				
PASS- #/% Case management applications submitted/granted			Current				
			Goal				
Police-CoResponder- #/% encounters resulting in arrest (by charge, race/ethnicity)			Current				
			Goal				
Police-CoResponder- #/% encounters resulting in no arrest (by charge, race/ethnicity)			Current				
			Goal				
Police-CoResponder- #/% referrals made to services (by charge, race/ethnicity)			Current				
			Goal				

Impact measures (i.e. What will you track to assess how jail trends are changing as a result of the strategy, especially with respect to the target population?)							
Length of stay for LINCS participants (by charge, race/ethnicity, SMI status)			Current				
			Goal				
Recidivism rates for LINCS, PASS & CoResponder participants (new case and/or new violation) (by charge, race/ethnicity, SMI status)			Current				
			Goal				
Service utilization rate of LINCS, PASS, CoResponder participants(by charge, race/ethnicity, SMI status)			Current				
			Goal				
Reincarceration Rate for LINCS, PASS & CoResponder participants (by charge, race/ethnicity, SMI status)			Current				
			Goal				
Time to service access for LINCS, PASS & CoResponder participants in (time ranges can be amended): 7 days, 14 days, 1 month, 3 months (by charge, race/ethnicity, SMI status)			Current				
			Goal				
Rate of Service Utilization for LINCS, PASS, & CoResponder Participants in (time ranges can be amended): 7 days, 14 days, 1 month, 3 months (by charge, race/ethnicity, SMI status)			Current				
			Goal				
#/% Individuals admitted into jail with an SMI flag(by charge, race/ethnicity, SMI status)			Current				
			Goal				
#/% Individuals on a given day in jail an SMI flag(by charge, race/ethnicity, SMI status)			Current				
			Goal				
Average length of stay (for releases and on a given day) for individuals with an SMI flag (by charge, race/ethnicity, SMI status)			Current				
			Goal				
#/% Individuals with SMI flag connected to community-based behavioral health services(by charge, race/ethnicity, SMI status)			Current				
			Goal				
Recidivism for individuals with SMI (by charge, race/ethnicity, SMI status)			Current				
			Goal				

SAFETY+JUSTICE CHALLENGE

Performance Tracking: Expected and Current Progress

It is important that sites monitor progress on SJC strategies as they are implemented. Specifically, it is important to monitor, through performance metrics, both how the strategies are working on the ground, and whether or not successful implementation is associated with expected outcomes and impacts on the jail population. Performance monitoring can help sites understand what is working well and what needs improvement; it also serves as a tool for identifying where adjustments may be necessary.

For each strategy included in your SJC plan, please identify a preliminary set of metrics that you plan to track regularly to monitor progress on implementation, outcomes, and impacts. These metrics should speak to the objectives and goals of the strategy, and should be measurable with local data (measures can be supplemented with deeper quantitative and qualitative analysis as needed). Sites are encouraged to engage ISLG's assistance in this exercise during the application process. Please note that this exercise is distinct from ISLG's work to produce yearly performance measurement reports, in that the metrics identified below should be tracked on a routine basis *by members of your implementation team.*

The table below shows an example of the types of metrics that a site might identify to track the progress of implementing a new pretrial risk assessment instrument. You are encouraged to use this table, or a modified version of it, as a tool for tracking the progress of your strategies, **but you need only identify draft metrics (noted in red below) as part of your application.**

Strategy 7 Name and Description: Community Engagement: Increase Community Engagement through 7A) Art for Justice, 7B) Community Advisory Committee, 7C) Outreach & Communications, 7D) Criminal Justice Reinvestment Fund

Chairs: President Judge Marsha Neifield (Community Engagement) & Julie Wertheimer (Communications)

YEAR 1	BASELINE	EXPECTED	STATUS				
Implementation measures (i.e. What will you track to assess how successfully the strategy has been implemented?)	<Starting point>	<Year end goal>	Q1 (Jan-April)		Q2 (May-July)	Q3 (Aug-Oct)	Q4 (Nov-Dec)
Increased Community Awareness of SJC - # outreach meetings, # of stories in local media, # of social media posts, # interactions with SJC social media, # of visits to public website			Current				
			Goal				
Increased Community Feedback about the SJC - # outreach meetings held, # focus group participants, # of feedback submitted through public website			Current				
			Goal				
Outcome measures (i.e. What will you track to assess whether or not the strategy is producing the outcomes that will impact the jail population?)							
Increased Community Participation in SJC - # applicants to CAC, # CAC Members (by affiliation, race and ethnicity), # CAC Meetings, # of events hosted by CAC members related to SJC, # of Art for Justice Community Dialogues, # of Art for Justice Fellowships (by topic area)			Current				
			Goal				
Increased Community Reinvestment related to the SJC - #of grants made, types of organizations receiving grants, size of grants			Current				
			Goal				

SAFETY+JUSTICE CHALLENGE

Philadelphia Grant Budget Year 3 & 4

Strategy	Cost Category	Year 3	Year 4	Total
I. Personnel		**$1,046,689**	**$1,443,870**	**$2,490,559**
1B	7 Pretrial Officers	$0	$263,179	$263,179
1B	2 EM Officers	$66,788	$68,668	$135,456
1B	1 Pretrial Social Worker	$0	$58,436	$58,436
1B	1 Pretrial Supervisor	$53,975	$55,927	$109,902
1B	1 Pretrial IT Specialist	$44,897	$46,429	$91,326
1D	1 EBR Pretrial Officer	$37,597	$38,717	$76,314
2B	1 CP Case Processing Staff	$50,000	$50,000	$100,000
3A	1 DAP Probation Officer	$43,400	$52,080	$95,480
3A	1 DAP Expansion Probation Officer	$52,080	$52,080	$104,160
3B	4 VEM Probation Officers	$167,720	$201,264	$368,984
3B	1 VEM Admin Staff	$27,038	$32,446	$59,484
3C	2 Probation Officers	$83,860	$100,632	$184,492
4C	1 Racial Equity Coordinator	$65,000	$65,000	$130,000
5B	1 PASS ADA	$60,000	$60,000	$120,000
5C	2 Police Staff	$100,000	$100,000	$200,000
6	2 Research Analysts	$134,334	$139,012	$273,346
7B*	1 Coordinator	$60,000	$60,000	$120,000
II. Professional Services		**$1,110,435**	**$722,935**	**$1,833,370**
1A	Contract for Evaluation	$35,000	$0	$35,000
1B	EM Maintenance	$163,015	$163,015	$326,030
1B	Pretrial Case Management System	$480,000	$170,000	$650,000
3A	1 DAP Clinical Staff	$62,500	$75,000	$137,500
3A	1 DAP Expansion Clinical Staff	$75,000	$75,000	$150,000
4A	Training Contract	$50,000	$0	$50,000
5B	2 PASS Peer Specialists	$108,000	$108,000	$216,000
5B	Gift Card Incentives	$1,920	$1,920	$3,840
7A*	Reentry Simulation	$5,000	$0	$5,000
7B*	Neutral Facilitation	$15,000	$15,000	$30,000
7C*	Multimedia Services	$15,000	$15,000	$30,000
7D*	Microgrant Fund	$100,000	$100,000	$200,000
III. Data Enhancements (*e.g.* , IT system improvements, technology)		**$3,800**	**$3,075**	**$6,875**
3C	Death Master File Access	$3,800	$3,075	$6,875
IV. Equipment and Hardware		**$5,000**	**$0**	**$5,000**
5B	Pilot Site Physical Improvements	$5,000	$0	$5,000

V. Travel (*e.g.* airfare, hotel accommodations, food and incidentals)		**$19,050**	**$13,050**	**$32,100**
6	Conference Fees	$600	$0	$600
6	Per diems	$900	$0	$900
6	Hotel	$3,600	$0	$3,600
6	Train Travel	$900	$0	$900
Travel	Airfare for All Sites	$9,000	$9,000	$18,000
Travel	Per diems for All Sites	$4,050	$4,050	$8,100
VI. Meeting Expenses (*e.g.,* meeting space, food and supplies)		**$15,026**	**$17,070**	**$32,096**
7B*	CAC Refreshments and Supplies	$2,000	$7,000	$9,000
7C*	Community Meeting Expenses	$3,000	$3,000	$6,000
	General Miscellaneous Costs	$10,026	$7,070	$17,096
VII. Indirect Costs (not-to-exceed 15%)		**$0**	**$0**	**$0**
TOTAL		**$2,200,000**	**$2,200,000**	**$4,400,000**

*** Community Engagement Supplement Budget**

SAFETY+JUSTICE CHALLENGE

Philadelphia SJC Renewal- Grant Budget Detail

Strategy	Agency	Start Date	Cost Category	Year 3	Year 4	Total
1) Pretrial				**$881,272**	**$864,371**	**$1,745,643**
1A) Risk Tool						
Contract for Independent Evaluation	FJD	10/1/2018	Professional Services	$35,000	$0	$35,000
1B) Alternatives to Cash Bail						
(7) Pretrial Officer Salary	FJD	10/1/2019	Personnel	$0	$263,179	$263,179
(2) EM Officer Salary	FJD	10/1/2018	Personnel	$66,788	$68,668	$135,456
(1) Pretrial Social Worker Salary	FJD	10/1/2019	Personnel	$0	$58,436	$58,436
(1) Pretrial Supervisor Salary	FJD	10/1/2018	Personnel	$53,975	$55,927	$109,902
(1) Pretrial IT Specialist Salary	FJD	10/1/2018	Personnel	$44,897	$46,429	$91,326
EM Maintenance	FJD	10/1/2018	Professional Services	$163,015	$163,015	$326,030
Pretrial Case Management System	FJD	10/1/2018	Professional Services	$480,000	$170,000	$650,000
1C) Pretrial Advocates						
1D) Early Bail Review						
(1) EBR Pretrial Officer Salary	FJD	10/1/2018	Personnel	$37,597	$38,717	$76,314
2) Case Processing				**$50,000**	**$50,000**	**$100,000**
2A) MC Continuance & Long Stayer Review						
2B) CP Continuance & Long Stayer Review						
(1) CP Case Processing Staff	FJD	10/1/2018	Personnel	$50,000	$50,000	$100,000
3) VOP				**$515,398**	**$591,577**	**$1,106,975**
3A) DAP						
(1) DAP Probation Officer Salary	FJD	10/1/2018	Personnel	$43,400	$52,080	$95,480
(1) DAP Expansion Probation Officer Salary	FJD	10/1/2019	Personnel	$52,080	$52,080	$104,160
(1) DAP Clinical Staff Salary & Fringe	DBHIDS	10/1/2019	Professional Services	$62,500	$75,000	$137,500
(1) DAP Expansion Clinical Staff Salary & Fringe	DBHIDS	10/1/2018	Professional Services	$75,000	$75,000	$150,000
3B) VEM						
(4) VEM Probation Officer Salary	FJD	12/1/2018	Personnel	$167,720	$201,264	$368,984
(1) VEM Admin Staff Salary	FJD	12/1/2018	Personnel	$27,038	$32,446	$59,484
3C) Probation Caseload Project						
(2) Probation Officer Salary	FJD	12/1/2018	Personnel	$83,860	$100,632	$184,492
NCTIS: Limited Access Death Master File	FJD	10/1/2018	Data Enhancements	$3,800	$3,075	$6,875
3D) Timely Detainer Review Hearings						
3E) Probation Term Project						
4) RED				**$115,000**	**$65,000**	**$180,000**
4A) Bias Training						
Contract with Training Partner	MDO	10/1/2018	Professional Services	$50,000	$0	$50,000
4B) Data Diagnostic						
4C) Initiative Review						
(1) Racial Equity Coordinator	MDO	10/1/2018	Personnel	$65,000	$65,000	$130,000
5) Mental Health/Stepping Up				**$274,920**	**$269,920**	**$544,840**
5A) LINCS						
5B) PASS Diversion						
(1) PASS ADA	DAO	10/1/2018	Personnel	$60,000	$60,000	$120,000
Pilot Site Physical Modifications	PPD	10/1/2018	Equipment & Hardware	$5,000	$0	$5,000
(2) PASS Peer Specialists Salary & Fringe	DBHIDS	10/1/2018	Professional Services	$108,000	$108,000	$216,000
(192) Gift Card Incentives for Participants	DBHIDS	10/1/2018	Professional Services	$1,920	$1,920	$3,840
5C) Police Co-Responders						
(2) Police Co-Responder Staff	PPD	10/1/2018	Personnel	$100,000	$100,000	$200,000
6) Data Capacity				**$140,334**	**$139,012**	**$279,346**
(2) Research Analysts	FJD	10/1/2018	Personnel	$134,334	$139,012	$273,346
(6) FAT-ML Conference Fees	FJD	10/1/2018	Travel	$600	$0	$600
(6) Per diem	FJD	10/1/2018	Travel	$900	$0	$900
(6) Hotel	FJD	10/1/2018	Travel	$3,600	$0	$3,600
(6) Roundtrip Train Fare	FJD	10/1/2018	Travel	$900	$0	$900

7) Community Engagement				**$200,000**	**$200,000**	**$400,000**
7A) Art for Justice						
Reentry Simulation	MDO	10/1/2018	Professional Services	$5,000	$0	$5,000
7B) Community Advisory Committee						
(1) Community Engagement & Communications Coordinator	MDO	10/1/2018	Personnel	$60,000	$60,000	$120,000
Neutral Facilitation (12 Sessions/year)	MDO	10/1/2018	Professional Services	$15,000	$15,000	$30,000
Refreshments & Supplies	MDO	10/1/2018	Meeting Expenses	$2,000	$7,000	$9,000
7C) Outreach & Communications						
Multimedia Services	MDO	10/1/2018	Professional Services	$15,000	$15,000	$30,000
Community Meeting Expenses	MDO	10/1/2018	Meeting Expenses	$3,000	$3,000	$6,000
7D) Criminal Justice Innovation Fund						
Microgrant Fund	MDO	10/1/2018	Professional Services	$100,000	$100,000	$200,000
SUSTAINABILITY LIST				**$0**	**$0**	**$0**
S1) ER Expansion						
S2) DUI Programming						
S3) Parole Petitions						
S4) ARC						
S5) CVNs						
S6) PAD						
S7) TCY						
V. Travel (*e.g.* airfare, hotel accommodations, food and incidentals)				**$13,050**	**$13,050**	**$26,100**
(9) Per Diem for 2 trips per year				$4,050	$4,050	$8,100
(9) Airfare				$9,000	$9,000	$18,000
VI. Meeting Expenses (*e.g.,* meeting space, food and supplies)				**$10,026**	**$7,070**	**$17,096**
				$10,026	$7,070	$17,096
TOTAL				**$2,200,000**	**$2,200,000**	**$4,400,000**
Implementation Renewal Grant				**$2,000,000**	**$2,000,000**	**$4,000,000**
Community Engagement Supplement				**$200,000**	**$200,000**	**$400,000**

SAFETY+JUSTICE CHALLENGE

Philadelphia SJC Renewal- Match Budget Detail

Strategy	Agency	Start Date	Cost Category	Year 3	Year 4	Total
1) Pretrial				**$278,958**	**$451,314**	**$730,272**
1A) Risk Tool						
1B) Alternatives to Cash Bail						
(7) Pretrial Officer Fringe	FJD	10/1/2019	Personnel	$0	$136,853	$136,853
(2) EM Officer Fringe	FJD	10/1/2018	Personnel	$34,730	$35,707	$70,437
(1) Pretrial Social Worker Fringe	FJD	10/1/2019	Personnel	$0	$30,387	$30,387
(1) Pretrial Supervisor Fringe	FJD	10/1/2018	Personnel	$28,067	$29,082	$57,149
(1) Pretrial IT Specialist Fringe	FJD	10/1/2018	Personnel	$23,346	$24,143	$47,490
PTS Project Assistance Salary & Fringe	FJD	10/1/2018	Personnel	$82,042	$85,009	$167,051
EM Maintenance	FJD	10/1/2018	Professional Services	$90,000	$90,000	$180,000
(2) PCs	FJD	10/1/2018	Equipment & Hardware	$1,222	$0	$1,222
1C) Pretrial Advocates						
1D) Early Bail Review						
(1) EBR Pretrial Officer Fringe	FJD	10/1/2018	Personnel	$19,550	$20,133	$39,683
2) Case Processing				**$26,000**	**$26,000**	**$52,000**
2A) MC Continuance & Long Stayer Review						
2B) CP Continuance & Long Stayer Review						
(1) CP Case Processing Staff Fringe	FJD	10/1/2018	Personnel	$26,000	$26,000	$52,000
3) VOP				**$299,058**	**$332,548**	**$631,606**
(1) MacArthur VOP Supervisor Salary and Fringe	FJD	10/1/2018	Personnel	$104,527	$104,527	$209,054
3A) DAP						
(1) DAP Probation Officer Fringe	FJD	10/1/2018	Personnel	$22,568	$27,082	$49,650
(1) DAP Expansion Probation Officer Fringe	FJD	10/1/2019	Personnel	$27,082	$27,082	$54,163
3B) VEM						
(4) VEM Probation Officer Fringe	FJD	12/1/2018	Personnel	$87,214	$104,657	$191,872
(1) VEM Admin Staff Fringe	FJD	12/1/2018	Personnel	$14,060	$16,872	$30,932
3C) Probation Caseload Project						
(2) Probation Officer Fringe	FJD	12/1/2018	Personnel	$43,607	$52,329	$95,936
3D) Timely Detainer Review Hearings						
3E) Probation Term Project						
4) RED				**$26,546**	**$26,546**	**$53,092**
4A) Bias Training						
4B) Data Diagnostic						
4C) Initiative Review						
(1) Racial Equity Coordinator Fringe	MDO	10/1/2018	Personnel	$26,546	$26,546	$53,092
5) Mental Health/Stepping Up				**$336,674**	**$313,474**	**$650,148**
Stepping Up						
(1) Stepping Up Project Manager Salary & Fringe	PDP	7/1/2018	Personnel	$105,630	$105,630	$211,260
5A) LINCS						
5B) PASS Diversion						
(1) PASS ADA Fringe	DAO	10/1/2018	Personnel	$24,504	$24,504	$49,008
WIFI Upgrade	DBHIDS	10/1/2018	Professional Services	$2,000	$0	$2,000
(2) I-Pads	DBHIDS	10/1/2018	Professional Services	$1,200	$0	$1,200
(1) PASS Clinician Salary & Fringe	DBHIDS	10/1/2018	Professional Services	$82,500	$82,500	$165,000
(1) PASS Case Manager Salary & Fringe	DBHIDS	10/1/2018	Professional Services	$60,000	$60,000	$120,000
(1) Electronic Screening Tool	DBHIDS	10/1/2018	Professional Services	$20,000	$0	$20,000
5C) Police Co-Responder						
(2) Co-Responder Staff Fringe	PPD	10/1/2018	Personnel	$40,840	$40,840	$81,680
6) Data Capacity				**$69,854**	**$72,286**	**$142,140**
(2) Research Analysts Fringe	FJD	10/1/2008	Personnel	$69,854	$72,286	$142,140
7) Community Engagement				**$24,504**	**$24,504**	**$49,008**
7A) Art for Justice						
7B) Community Advisory Committee						
(1) Community Engagement & Communications Coordinator Fringe	MDO	10/1/2018	Personnel	$24,504	$24,504	$49,008
7C) Outreach & Communications						
7D) Criminal Justice Innovation Fund						

SUSTAINED LIST				**$1,000,000**	**$0**	**$1,000,000**
S1) ER Expansion						
S2) DUI Programming						
S3) Parole Petitions						
S4) ARC						
S5) CVNs						
S6) PAD						
Contract with Service Provider	MDO	7/1/2019	Professional Services	$500,000	$0	$500,000
S7) TCY						
Contract with Service Provider	DAO	7/1/2018	Professional Services	$500,000	$0	$500,000
V. Travel (*e.g.* airfare, hotel accommodations, food and incidentals)				**$0**	**$0**	**$0**
VI. Meeting Expenses (*e.g.,* meeting space, food and supplies)				**$0**	**$0**	**$0**
TOTAL				**$2,061,593**	**$1,246,672**	**$3,308,266**

MACARTHUR FOUNDATION SAFETY AND JUSTICE CHALLENGE
CITY OF PHILADELPHIA- IMPLEMENTATION PHASE RENEWAL APPLICATION
BUDGET NARRATIVE
JUNE 15, 2018

Strategy 1: Addressing Over-Incarceration of Pretrial Defendants

To better coordinate and support the efforts of Pretrial Services, the Department will dedicate one project assistant to working with several of the initiatives under this strategy. ***YR3+4***

CITY: YR3: $53,975 per assistant

YR4: $55,927 per assistant

YR3: $53,975 per assistant x 52% benefit rate = $28,067

YR4: $55,927 per assistant x 52% benefit rate = $29,082

1A: Risk Tool

The estimated cost of contracting for an external evaluation of the risk assessment tool is $35,000. ***YR3***

GRANT: $35,000 evaluation contract

1B: Alternatives to Cash Bail

1B1) Robust Alternatives

With anticipation of more releases from arraignment to pretrial supervision, a more robust Pretrial Services Department is needed. This includes hiring 7 additional Pretrial Officers to oversee individuals in the community, 1 supervisor for the additional officers, and 1 social worker.

The City of Philadelphia will cover fringe benefits from its own budget in years three and four at the calculated rate of 52%. ***YR3+4***

GRANT: YR4: $37,597 per pretrial officer x 7 officers x 1 year = $263,179

YR4: $58,436 per social worker x 1 social worker x 1 year = $58,436

YR3: $53,975 per supervisor YR4: $55,927 per supervisor

CITY: YR4: $37,597 per pretrial officer x 52% benefit rate x 7 officers x 1 year = $136,853

YR4: $58,436 per social worker x 52% benefit rate x 1 social worker x 1 year = $30,387

YR3: $53,975 per supervisor x 52% benefit rate x 1 supervisor = $28,067

YR4: $55,927 per supervisor x 52% benefit rate x 1 supervisor = $29,082

To successfully use data to track Pretrial Service outcomes, the FJD will update a decades-old case management system. Additionally, an IT professional is needed who can work with Pretrial full time to customize reports to inform the delivery of services. The City of Philadelphia will cover fringe benefits for staff from its own budget in years three and four at the calculated rate of 52%. ***YR3+4***

GRANT: YR3: $480,000 YR4: $170,000 cost of new case management system

YR3: $44,897 per IT specialist YR4: $46,429 per IT specialist

CITY: YR3: $44,897 per IT specialist x 52% benefit rate = $23,346

YR4: $46,429 per IT specialist 52% benefit rate = $24,143

1B2) Pretrial EM

The upgrading of the FJD's EM equipment was successful and was funded through the first round of funding. Moving forward, the FJD hopes to continue utilizing EM equipment which requires maintenance, software updates, and a cellular subscription. This will ensure individuals can be placed on EM and removed from the prison in a timely fashion. The City will offset the annual maintenance costs with an existing budget line dedicated to maintenance. ***YR3+4***

GRANT: YR3+4: $163,015 per year x 2 years = $326,030 annual maintenance costs

CITY: YR3+4: $90,000 per year x 2 years = $180,000 annual maintenance costs

Due to the update and expansion of EM capabilities, 2 additional pretrial EM officers are necessary, as are computers. The City of Philadelphia will cover fringe benefits from its own budget in years three and four at the calculated rate of 52%, as well as the computers. ***YR3+4***

GRANT: YR3: $33,394 per EM officer x 2 officers x 1 year = $66,788

YR4: $34,334 per EM officer x 2 officers x 1 year = $68,668

CITY: YR3: $33,394 per officer x 52% benefit rate X 2 officers x 1 year = $34,730

YR4: $34,334 per officer x 52% benefit rate X 2 officers x 1 year = $35,707

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

<u>1C: Pretrial Advocates</u>

This initiative through the Defender Association is still in its pilot phase. As such, only a no-cost extension is needed and no new funds have been requested.

<u>1D: Early Bail Review</u>

Early Bail Review was one of the first initiatives launched. Costs associated with this initiative are for one Pretrial Services officer to handle the caseload of pretrial releases in YR3+4. The City of Philadelphia will cover fringe benefits from its own budget in years three and four at the calculated rate of 52%. ***YR3+4***

GRANT: YR3: $37,597 per officer YR4: $38,717 per officer

CITY: YR3: $37,597 per officer x 52% benefit rate = $19,550

YR4: $38,717 per officer x 52% benefit rate = $20,133

Strategy 2: Case Processing

The FJD will continue to collect continuance data to identify trends or patterns that create delays in case processing. Upon review of the data, the FJD will work with the criminal justice partners to develop and recommend policy changes to address delays. The justice partners will also conduct a case review of the "long stayers" currently confined in county custody on both Municipal Court and Court of Common Pleas matters, with a specific aim of reducing both length of stay and racial and ethnic disparities. The FJD will also update the current process of flagging old cases in need of disposition, and create a more automatic method to notify all parties as to the amount of time an individual has spent in custody. An analyst to support these efforts will be needed in years three and four. The City of Philadelphia will cover fringe benefits from its own budget in years three and four at the calculated rate of 52%. ***YR3+4***

GRANT: $50,000 per analyst per year x 2 years = $100,000

CITY: $50,000 per analyst x 52% benefit rate X 2 years = $52,000

Strategy 3: Addressing Violations of Community Supervision

To better coordinate and support the efforts to address violations of probation, the Adult Probation and Parole Department will dedicate one Supervisor to working with several of the initiatives under this strategy. ***YR3+4***

CITY: $68,768 per supervisor x 2 years = $137,536

$68,768 per supervisor x 52% benefit rate x 2 years = $71,518

3A: DAP

Philadelphia has successfully implemented the Detainer Alternative Program, an alternative to incarceration for individuals who are at risk for a technical violation of their probation due to continued substance abuse. This program will be expanded to specifically target individuals who have frequent and repeated contact with the criminal justice system for quality of life offenses consisted with continued substance use. The program expansion includes a specially assigned probation officer, as well as a PHMC case manager, in addition to sustaining the existing DAP staff. The City of Philadelphia will cover fringe benefits from its own budget at the calculated rate of 52% for the probation officers; the grant will cover fringe benefits for the clinical staff at a rate of 50%. ***YR3+4***

GRANT: $52,080 per probation officer per year x 1.83 years = 95,480

$52,080 per expansion probation officer per year x 2 years = $104,160

$50,000 per clinical staffer per year x 1.83 years = $91,667

$50,000 per clinical staffer per year x 50% benefit rate x 1.83 years = $45,833

$50,000 per expansion clinical staff per year x 2 years = $100,000

$50,000 per expansion clinical staff per year x 50% benefit rate x 2 years = $50,000 per year

CITY: $52,080 per probation officer x 52% benefit rate x 1.83 years = $49,650

$52,080 per expansion probation officer x 52% benefit rate x 2 years = $54,163

3B: VEM

The Violation Electronic Monitoring (VEM) program is an alternative to incarceration for supervision offenders who meet specific eligibility requirements and are awaiting final disposition of Violation of Probation hearings. Sustaining this program involves funding for 4 dedicated probation officers and 1 dedicated admin staff. While partners work together to increase referrals, two of the original officers in this VEM Program have been reassigned to the Probation Caseload Project described below. The City of Philadelphia will cover fringe benefits from its own budget at the calculated rate of 52%. ***YR3+4***

GRANT: 4 APPD officers x $50,316 per officer per year x 1.83 years = $368,984

1 clerical staff x $32,446 per clerical staff x 1.83 years = $59,484

CITY: $50,316 per probation officer x 52% benefit rate x 4 officers x 1.83 years = $191,872

$59,484 per clerical staff x 52% benefit rate x 1 staff = $30,932

3C: Probation Caseload Project

In an effort to minimize the number of individuals that enter the local jail or expedite the violation process to minimize LOS, APPD proposes the creation of a 2 probation officer positions to investigate, research and actively seek surrender of individuals in absconder status. Rather than focusing officer time and energy on those who have demonstrated successes under supervision, APPD also aims to increase its capacity to identify individuals for early termination of their probation. Additionally, APPD staff will need access to electronic files to determine if probationers are deceased. The City of Philadelphia will cover fringe benefits from its own budget at the calculated rate of 52%. ***YR3+4***

GRANT: 2 APPD officers x $50,316 per officer per year x 1.83 years = $184,492

NCTIS Death Master File License = $6,875

CITY: $50,316 per probation officer x 52% benefit rate x 2 officers x 1.83 years = $95,936

Strategy 4: Address Racial and Ethnic Disparities

As the goals of the Safety and Justice Challenge are to reduce racial and ethnic disparities across the criminal justice system, at every decision point. The RED Team seeks additional staffing to create a system to review racial and ethnic disparities across all 23 initiatives in the SJC reform plan. The City of Philadelphia will cover fringe benefits from its own budget at the calculated rate of 40.84%. ***YR3+4***

GRANT: $65,000 per coordinator per year x 2 years = $130,000

CITY: $65,000 per coordinator x 40.84% benefit rate x 2 years = $53,092

4A: Implicit/Explicit Bias Training

As part of Phase I, the RED workgroup selected Perception Institute to develop and implement a multi-component training program that would enable the Philadelphia partner agencies to train their staffs on concepts related to implicit/explicit bias and stereotype threat in a way that is tailored to the role of each agency in the justice system. Philadelphia will expand its work with the Perception Institute to provide support to the trainers for each office, individual coaching, evaluation metrics, and continuing development of strategies in response to the needs of each agency. *YR3*

GRANT: $50,000 training

Strategy 5: Mental Health/Stepping Up

The proportion of individuals with serious mental illness in the local jail has gone up over the past two years and the average LOS of the SMI population in jail is 30 days higher than the general population. The Stepping Up Initiative provides a framework that will enhance longstanding efforts to reduce this population through a data-driven and collective process. To better coordinate all of these efforts, as well as fulfill the goals of the SJC and the Stepping Up Initiative, the City will fund the salary and fringe benefits, at a rate of 40.84%, for a dedicated Project Manager. *YR3+4*

CITY: $75,000 per project manager per year x 2 years = $150,000

$75,000 per project manager x 40.84% benefit rate x 2 years = $61,260

5A: LINCS

LINCS (Linkages for Individuals in Need of Community Supports) is an alternative to incarceration program designed to meet the needs of individuals who are currently incarcerated who require mental health, substance use and other support services in order to be safely released into the community. The program officially launched in November of 2017, has two years of funding, and has underspent those funds to date. As such, LINCS program requests only a no-cost extension of the original grant award.

5B: PASS Diversion

To better identify and divert individuals with mental illness away from the criminal justice system, Philadelphia proposes PASS Diversion, a pre-charge diversion program and service linkage for individuals who screened positive for mental illness in one police division. PASS Diversion builds on a current pilot program where a clinician provides mental health screening and where the partners will soon introduce a continuum of behavioral health screenings shared with the Public Defender to advocate for pretrial release or recommend an existing specialty court program.

This initiative will build upon Philadelphia's Post Arrest Screening & Supports (PASS) pilot initiative—currently in the planning and development stage—designed to introduce a continuum of screenings to detect physical and behavioral health needs of people awaiting arraignment in the NW Division. For PASS Diversion, one dedicated Assistant District Attorney is needed, as well as 2 peer specialists. Additionally, $10 gift cards to assist with transportation needs and incentivize participation are necessary, as well as modest modifications to the pilot site. The City of Philadelphia will cover fringe benefits from its own budget at the calculated rate of 40.84% for the ADA; the grant will cover the salaries and fringe benefits, at 50% benefit rate, for the clinician and case manager. The City will also cover technological needs, such as Wi-Fi and iPads, and an electronic screening tool to assist in the assessments. *YR3+4*

GRANT: $60,000 per ADA per year x 2 years = $120,000

$36,000 per peer specialist per year x 2 staff x 2 years = $144,000

$36,000 per peer specialist per year x 50% benefit rate x 2 staff x 2 years = $72,000

192 gift cards per year x $10 per card x 2 years = $3,840

YR3: $5,000 for minor modifications to pilot site

CITY: $60,000 per ADA x 40.84% benefit rate x 2 years = $49,008

$55,000 per clinician x 2 years = $110,000

$55,000 per clinician x 50% benefit rate x 2 years = $55,000

$40,000 per case manager x 2 years = $80,000

$40,000 per case manager x 50% benefit rate x 2 years = $40,000

YR3: WiFi upgrade = $2,000

YR3: $600 per iPad x 2 iPads = $1,200

YR3: $20,000 for electronic screening tool

5C: Police Co-Responder Program

The Philadelphia Police Department and Department of Behavioral Health and Intellectual disAbilities Services seeks resources to pilot a Police Co-Responder Program that would increase early identification and intervention for individuals with mental illness who have contact with law enforcement. The goal is to decrease the likelihood that those individuals will be arrested and enter into the criminal justice system because of behaviors related to their mental illness. It would also provide an opportunity to assist individuals within a pilot district who are in crisis and link them to treatment and resources that can have a positive impact on their life. The City of Philadelphia will cover fringe benefits from its own budget at the calculated rate of 40.84% for the staff. ***YR3+4***

GRANT: $50,000 per staff per year x 2 staff x 2 years = $200,000

CITY: $50,000 per staff x 2 staff x 40.84% benefit rate x 2 years = $81,680

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

Two Research & Information Analysts will be sustained on the First Judicial District Staff. The City of Philadelphia will cover fringe benefits from its own budget in years three and four at the calculated rate of 52%. The FJD also intends to send 6 representatives to the FAT-ML conference in 2019. ***YR3+4***

GRANT: YR3: $67,167 per analyst x 2 analysts = $134,334 per year

YR4: $69,506 per analyst x 2 analysts = $139,012 per year

YR3: $75.00 average per diem X 6 people x 2 days = $900

YR3: $150 average roundtrip train ticket x 6 people = $900

YR3: $100 registration fee x 6 people = $600

YR3: $300 per night per hotel room x 6 people x 2 nights = $3,600

CITY: YR3: $67,167 per analyst x 52% benefit rate X 2 analysts = $69,854 per year

YR4: $69,506 per analyst x 52% benefit rate X 2 analysts = $72,286 per year

Strategy 7: Community Engagement

7A: Art for Justice

Mural Arts Philadelphia is an inaugural grantee of the Ford Foundation's Art for Justice Fund. The funding from the Art for Justice Fund will support the following four program components:

a. A major **public art project** focused on issues related to the SJC- located at the Municipal Services Building Plaza;
b. A new fellowship program titled: ***Reimagining Reentry*** that will support five formerly incarcerated artists working across multiple disciplines, to support the creation of artwork focused on strategies to reduce the city's jail population (including ending cash bail, reducing probation violations, and reimagining diversion and re---entry programs).
c. **Expand the Guild program** to include a cohort composed of people diverted from the county jail system

In addition to these elements, the City proposes to work with a formerly incarcerated artist to conduct a reentry simulation for criminal just leadership. ***YR3***

GRANT: $5,000 contract to conduct reentry simulation

7B: Community Advisory Committee

The Criminal Justice partners will establish a Community Advisory Committee (CAC) that will inform the implementation of new jail reduction initiatives, ensure that they responsive to the needs of diverse community stakeholders, and strengthen support for the city's criminal justice reform efforts. A Community Engagement and Communications Coordinator is needed to staff the committee and serve as the liaison between the MacArthur Implementation Team and CAC. The City of Philadelphia will cover fringe benefits from its own budget at the calculated rate of 40.84% for the staff. Additionally, approximately one session per month requiring outside facilitation, whether with the CAC or other external stakeholders, is anticipated, as well as miscellaneous refreshments and supplies. ***YR3+4***

GRANT: $60,000 per coordinator per year x 2 years = $120,000

$1,250 per neutral facilitation session/per month x 24 months = $30,000

$9,000 in miscellaneous supplies, mostly for YR4 as activity increases

CITY: $60,000 per staff x 40.84% benefit rate x 2 years = $49,008

7C: Outreach and Communications

The Community Engagement and Communications teams will bolster the work they are doing to share the message of the SJC across the city through enhanced outreach efforts and a more robust messaging strategy. A multimedia consultant is needed to develop a storytelling series for individuals directly impacted by the crime and the criminal justice system. Additionally, general expenses for holding a variety of community meetings in expected. ***YR3+4***

GRANT: $1,250 per month for multimedia consultant x 24 months = $30,000

$250 per month for community meeting expenses x 24 months = $6,000

7D: Criminal Justice Innovation Fund

The Managing Director's Office, in collaboration with the criminal justice partner agencies, will establish a Criminal Justice Innovation Fund. This fund will provide microgrants to community-based organizations that are doing innovative work to across the city to further the goals of the SJC and support formerly incarcerated individuals as they reenter the community. ***YR3+4***

GRANT: $10,000 average grant x 10 grants/year x 2 years = $200,000

Travel

Travel is estimated for 9 people to attend two all-sites meetings per year for both years three and four, both requiring airplane travel. ***YR3+4***

GRANT: $75.00 average per diem X 9 people x 3 days x 2 trips per year = $4,050 per year

$400 average roundtrip airfare x 9 people x 2 trips per year = $9,000 per year

Total per year = $13,050 x 2 years = $26,100

Meetings and Expenses

In addition to explicit expenses outlined otherwise in this request, miscellaneous costs to host meetings, site visits, technical assistance, and other functions often arise. This may range from refreshments to supplies to rental space. Flexible funding is requested to cover these needs in both years three and four. ***YR3+4***

GRANT: YR3: $10,026 YR4: $7,070

Sustained Initiatives

Many of the original initiatives can and will be sustained without additional funding. Two initiatives, Police Assisted Diversion and The Choice is Yours, will be sustained with City funding on the General Fund that has been identified for Fiscal Year 2019. Fiscal Year 2020 funding will be determined at a later date. ***YR3***

S6: Police Assisted Diversion

An additional $500,000 has been allocated for the contract with the service provider partner, the Council for Southeast Pennsylvania. The contract includes clinical and peer staff, operating costs, and a 8% indirect cost rate, for a total cost of $500,000. *YR3*

CITY: $500,000 in contract costs

S7: The Choice is Yours

The Choice Is Yours (TCY) plans to serve 100 felony drug offenders per year. The cost to support a TCY participant is approximately $5,000 per year each, an average based on the cost of existing contracts. *YR3*

CITY: $5,000 per participant x 100 participants per year = $500,000 per year

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, other grants will supplement or complement the strategies described in this application.

As mentioned in the Community Engagement section, the Mural Arts Program, in partnership with the City, was the recipient of an inaugural grant from the Ford Foundation's Art4Justice Fund. This money will be used to both create programmatic opportunities that are alternatives to incarceration through an expansion of the Guild program, and to create meaningful community engagement and public dialogue opportunities, through public art and facilitated discussion. The new Community Engagement funding will enhance and supplement the efforts in which the City is engaging with Mural Arts.

In December of 2015, the Council for Southeast Pennsylvania, in collaboration with the Philadelphia Police Department, had been awarded a US Programs' Drug Policy Project planning grant from the Open Society Foundation. That award was followed shortly thereafter by an implementation award of $100,000 for one year. These funds have supplemented funding from the Safety and Justice Challenge from the launch and through the first year of implementation of the Police Assisted Diversion program. The Treatment Research Institute was also awarded a grant from the Arnold Foundation to research the effectiveness of the risk and needs triage at the pre-booking decision point.

MACARTHUR FOUNDATION SAFETY AND JUSTICE CHALLENGE
IMPLEMENTATION PHASE RENEWAL APPLICATION- PHILADELPHIA
LOBBYING STATEMENT
JUNE 15, 2018

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.