

MACARTHUR FOUNDATION SAFETY AND JUSTICE CHALLENGE  
PHILADELPHIA RENEWAL APPLICATION SUMMARY  
AWARDED OCTOBER 24, 2018

I. INTRODUCTION

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Today, Philadelphia is one of 13 jurisdictions selected for additional funding from the MacArthur Foundation Safety and Justice Challenge- a nationwide initiative to reduce local jail populations and reduce racial, ethnic and economic disparities in the criminal justice system. Philadelphia's funding is based on progress of work to date and a clear plan for additional reforms. The new proposal aims to safely reduce its jail population by 50 percent over five years, from a baseline population of 8,082 on July 30, 2015. The City's criminal justice partners will also redouble efforts to reduce racial, ethnic, and economic disparities across the criminal justice system through focused policy and practice changes, and establish a measurable benchmark for success over the next two years.

In 2016, the John D. and Catherine T. MacArthur Foundation awarded Philadelphia's criminal justice partners \$3.5 million to implement a collaborative and data-driven reform plan to safely reducing the local jail population by 34% over three years. Two years later, Philadelphia has not only met its original jail reduction goal, but exceeded it an entire year ahead of schedule. Philadelphia has also depopulated the House of Correction, one of the City's oldest and largest jail facilities. Since beginning the Challenge in 2015, the average daily jail population has dropped from more than 8,100 inmates in 2015 to just over 5,000 in September of 2018, a decrease in the population of 36%.

- Incarceration in Philadelphia is still marked by racial disparities. People of color account for 89% of the jail population, but only 55% of the city's population. While the jail population has gone down, disparities have not changed since the City committed to reform.
- People with serious mental illness account for 16% of the jail population in Philadelphia, a percentage that is disproportionate to the city's total population.
- Women account for 8.5% of the jail population.
- 23% of the jail population is awaiting trial and have not yet been convicted of their open case(s). Approximately 7% of the population is awaiting trial in jail, because they cannot post a cash bail payment of \$5,000 (the minimum deposit needed to pay a \$50,000 fee).
- 56% of the jail population has a detainer, which means they are being held due to a violation of probation or another hold such as an outstanding warrant, whether that is from Philadelphia and/or another jurisdiction.
- 19% of the jail population has been sentenced and is serving out their time in local jail.

The MacArthur Foundation is awarding Philadelphia \$4 million over two years - with a total investment of \$7.65 million over 5 years- to support the implementation of this new reform plan. In addition, the Philadelphia has committed significant funding to the reform effort overall, totaling over \$6 million over five years. This reflects both new funding and the reallocation of existing resources. Funding from both the MacArthur Foundation and the City will ensure that Philadelphia can implement its reforms and achieve its 50% jail reduction target and a measurable reduction in racial and ethnic disparities.

## II. PROJECT LEADERSHIP & OVERSIGHT

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The Philadelphia County Criminal Justice Advisory Board (CJAB) will oversee the implementation of this reform plan from a governance level, while the City of Philadelphia Managing Director's Office will continue to administer the award. The CJAB is a group of top-level county officials that address criminal justice issues from a systemic and policy perspective, including the District Attorney, President Judges of Municipal and Common Pleas Courts, the Administrative and Supervising Judges of both Family Court and the Trial Division of Common Pleas Court, the Sheriff, the Police Commissioner, the Chief Defender, the Prisons Commissioner, and a representative from City Council. The CJAB's membership has the authority and credibility to affect the delivery of criminal justice/public safety on the county and local levels. CJAB will oversee implementation, while the SJC Implementation Team will carry out the day-to-day work.

The SJC Implementation Team is comprised of key, seasoned leaders in each of the criminal justice agencies. 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 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 Implementation Team who reports on the groups' progress at monthly meetings. Many of these Workgroups also have subcommittees focused on the implementation of specific initiatives. Philadelphia will also be establishing a Community Advisory Committee 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.

The City of Philadelphia Managing Director's Office will continue to dedicate staff and play a leadership role in coordinating the work of implementation as well as other related criminal justice reform efforts. The Managing Director's Office will maintain its administrative function, as it will continue to serve as the fiduciary. The First Judicial District will coordinate all research and data analysis.

Philadelphia will continue receiving expert technical assistance to assist in its reform effort. First and foremost, the Vera Institute of Justice will continue to work collaboratively with Philadelphia across the entire reform effort. Philadelphia will also work in specific subject areas with the Institute for State and Local Governance at the City University of New York, Policy Research, Inc., and the W. Haywood Burns Institute.

### III. SUMMARY OF THE REFORM PLAN

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Philadelphia's new SJC Reform Plan contains 7 overarching strategies and 30 initiatives to safely reduce the local jail population by a total of 50% (from 7/30/15) over the next two years, and reducing the rate of racial ethnic and economic disparities in the criminal justice system. This new plan contains:

- 8 initiatives continuing from the original reform plan (C)
- 5 Initiatives expanding from the original reform plan (E)
- 10 new initiatives being proposed (N)
- *7 initiatives sustained from the original reform plan (S)*

- 1) Pretrial
    - a. Risk Tool (C)
    - b. Alternatives to Cash Bail
      - i. Robust Alternatives (C)
      - ii. Pretrial Electronic Monitoring(C)
    - c. Pretrial Advocates (C)
    - d. Early Bail Review (E)
  - 2) Case Processing
    - a. Municipal Court Continuance & Long Stayer Review (E)
    - b. Common Pleas Court Continuance & Long Stayer Review (E)
  - 3) Violations of Probation
    - a. Detainer Alternative Program (E)
    - b. Violation Electronic Monitoring (E)
    - c. Probation Caseload Project (N)
    - d. Detainer Review Hearings (N)
    - e. Probation Sentence Project (N)
  - 4) Racial and Ethnic Disparities
    - a. Bias Training (C)
    - b. Data Diagnostic (C)
    - c. Initiative Review (N)
  - 5) Mental Health
    - a. Linkages for Individuals in Need of Community Supports (C)
    - b. PASS Diversion (N)
    - c. Police Co-Responder Program (N)
  - 6) Data Capacity (C)
  - 7) Community Engagement
    - a. Art for Justice (N)
    - b. Community Advisory Committee (N)
    - c. Outreach & Communications (N)
    - d. Criminal Justice Innovation Fund (N)
- Sustained List:*
- a. *Early Resolution Expansion (S)*
  - b. *DUI Programming (S)*
  - c. *Parole Petitions (S)*
  - d. *Case Consolidation (ARC) (S)*
  - e. *Police-Assisted Diversion (S)*
  - f. *Civil Code Violations (S)*
  - g. *The Choice is Yours (S)*

#### IV. DESCRIPTION OF INITIATIVES IN THE NEW REFORM PLAN

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

- Reducing the number of individuals incarcerated pretrial;
- Creating efficiencies in case processing that reduce overall lengths of stay (LOS);
- Reducing the number of people held in jail on a probation detainer;
- Reducing racial and ethnic disparities 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.

#### STRATEGY 1- PRETRIAL

Philadelphia has made significant progress in safely reducing the number of people in jail pretrial. During that time, Philadelphia has worked diligently to implement three major pretrial reforms that are evolving to best compliment the two forthcoming initiatives. Over the next two years Philadelphia will eliminate the use of cash bail in a way that reduces racial, ethnic and economic disparities while preserving public safety.

- One of the first major steps in the pretrial reform effort was the launch of the successful **Early Bail Review Program** in July 2016. Individuals who are in jail on \$50,000 or less bail and charged with non-violent misdemeanor or felony charges with no other holding matter are added to an early bail review list and scheduled for a hearing within 5 days of the preliminary arraignment. The program will be expanded to include additional charge and bail criteria and enhanced pretrial release options. Once the risk tool is implemented, these hearings will serve as detention review proceedings.
- The Defender Association of Philadelphia has placed an employee in the police headquarters where they interview defendants prior to arraignment in order to effectuate a more robust bail argument. 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 of the pilot is complete.
- Philadelphia's **Pretrial Electronic Monitoring** equipment has been converted to an updated system. Philadelphia continues to use Electronic Monitoring sparingly, with lower caseload levels than when the reform effort started. Philadelphia will maintain its new system to ensure an efficient process, without broadening the Electronic Monitoring caseload.

The First Judicial District is creating a new **pretrial risk tool** to determine the likelihood of recidivism and appearance in court. The responsible development and implementation of the risk tool is taken very seriously in Philadelphia. Internal and community stakeholder meetings are underway to ensure the process is thoughtful and deliberate. After careful deliberations and community feedback, Philadelphia will incorporate an independent evaluation and the establishment of a research advisory council as part of the development of the risk tool.

Pretrial Services will develop **robust alternatives to cash bail** that complement the risk tool. Pretrial Services will create a range of supervision levels, with the ability to increase and decrease the level of supervision depending on compliance and the amount of time on supervision. The First Judicial District will develop a Pretrial Services matrix based on the predicted outcomes of the risk tool which may include:

- Automated phone, text, and email court reminders;

- Phone check-ins;
- Office visits;
- Post court hearing check-ins;
- Needs assessment and referral (if applicable);
- Electronic Monitoring.

STRATEGY 2- CASE PROCESSING

While many elements of Philadelphia’s original Case Processing Strategy have already been implemented, high lengths of stay remain one of the most significant drivers of Philadelphia’s jail population. Philadelphia is building a robust ***continuance review and a “long stayers” case file review*** for both Municipal & Common Pleas Courts to address case processing delays as well as racial and ethnic disparities in length of stay.

The First Judicial District will continue to collect continuance data to identify trends or patterns that create delays in case processing. Upon review of the data, the Court will work with the criminal justice partners to develop and recommend policy changes to address delays. The Court and justice partners will also conduct a case review of the “long stayers” currently confined in county custody.

In addition to generating monthly continuance rate reports and conducting detailed case file reviews, the First Judicial District will also update its method for flagging old cases in need of disposition, and create a more automatic mechanism for notifying all parties as to the amount of time an individual has spent in custody.

STRATEGY 3- VIOLATIONS OF PROBATION

Despite significant reform efforts, county probation and parole detainers remain one of the largest drivers of Philadelphia’s jail population. In over half of these cases, individuals also have a new open case in addition to their violation, and length of stay is too long. Philadelphia has enhanced its current VOP strategies and is proposing three new initiatives.

In January 2017, the Adult Probation and Parole Department, in collaboration with the Courts, the District Attorney’s Office, and the Defender Association, launched a ***Detainer Alternative Program*** providing additional treatment opportunities for individuals on probation who continue to struggle with substance use. The Detainer Alternative Program is designed to meaningfully link individuals to treatment as an alternative to incarceration. 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. Expanding the Detainer Alternative Program in this way will ensure that individuals who are getting rearrested on low-level charges can get access to much needed treatment that could break the cycle of incarceration.

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. The VEM program officially launched in December of 2017. To increase releases and reduce the number of people incarcerated on a detainer, the VEM eligibility criteria will be expanded and additional referrals will be received from Detainer Review hearings (*described below*).

**Probation Caseload Project-** Philadelphia seeks to reduce the its probation caseload by targeting the absconder population and those eligible for early termination. To decrease the number admissions and expedite the violation process, Adult Probation and Parole will investigate, research, and actively seek surrender (without incarceration whenever possible) of individuals who have absconded from supervision. Adult Probation and Parole will also expand their use of early termination and more proactively identify individuals who have been successful for the majority of their probation for to be recommended for discharge.

To reduce length of stay for individuals with a detainer and an open matter, APPD will develop an electronic process to notify the Defender Association of the individuals in custody for 6 months or more on a detainer. Ultimately, the Defenders' Association, District Attorney's Office, and judiciary will work collectively to find an alternative to continued incarceration. The initial timeframe for this **Detainer Review** will ensure capacity exists to conduct such a large-scale endeavor, but expansion will be considered if successful.

The Defender Association and the District Attorney's Office will work to develop recommendations for shorter **probation sentences** to be presented to the judiciary for consideration. The District Attorney's Office will also enact internal policy changes to limit the probation terms they offer or request on individual cases.

#### **STRATEGY 4- RACIAL AND ETHNIC DISPARITIES**

Although Philadelphia's local jail population has declined significantly, people of color remain overrepresented. Philadelphia's efforts over the past two years have had no measurable impact on the proportion of racial and ethnic disparities in the jail population. Philadelphia will redouble its efforts to reduce racial and ethnic disparities across the criminal justice system- and are making it a central focus of the next two years of the reform effort.

To provide increased capacity to this important work, Managing Director's Office will hire a Racial Equity Coordinator to liaise between the Racial and Ethnic Disparities Workgroup and all the SJC Initiatives. 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. The criminal justice partners will also use a data-driven process to set a benchmark related to reducing racial and ethnic disparities in the jail population. This benchmark will be used to measure the success of the reform effort overall.

Philadelphia has been developing a multi-component **Implicit/Explicit Bias Training** program in collaboration with the Perception Institute. Philadelphia has 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 fully 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. The next phase 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 points to explore the extent to which disparities exist, and to develop corrective action plans. In early 2019, the criminal justice partners will begin reviewing the relative rate index on a monthly basis, dive deeper into individual level data, and develop corrective action plans based on the review of data.

Through a new *Initiative Review Series*, Philadelphia will assess the extent to which the SJC initiatives are being implemented with the specific aim of reducing racial and ethnic disparities, tracking outcomes by race and ethnicity, and are making appropriate program adjustments. The First Judicial District Department of Research and Development will be generating 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.

#### STRATEGY 5- MENTAL HEALTH

Philadelphia's criminal justice and behavioral health partners are taking a public health approach to reducing the number of individuals with mental illness in the jails by better identifying individuals, diverting them away from the criminal justice system whenever possible, and meaningfully linking individuals to treatment at every intercept point. The Stepping Up Initiative provides a framework that will enhance these longstanding efforts through data-driven collective efforts. By working together, the criminal justice and behavioral health partners will be able take a holistic approach to reform, to identify service gaps, and to develop innovative alternatives to incarceration.

The *LINCS* (Linkages for Individuals in Need of Community Supports) Program is designed to address a need to re-direct individuals with mental illness away from the Philadelphia Department of Prisons in a timely manner. The LINCS program, launched in November 2017, provides enhanced service linkages for individuals who are in the custody, under the supervision of the Adult Probation and Parole Department's Mental Health Unit, and can be safely treated in the community. The partners are committed to including additional charges and expanding to other target populations to increase referrals.

To better identify and divert individuals with mental illness away from the criminal justice system, Philadelphia proposes *PASS Diversion*, an early 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.

Philadelphia will 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 individuals will be arrested and enter into the criminal justice system because of behaviors related to their mental illness, and increase their access to community-based services.

## STRATEGY 6- DATA CAPACITY

The First Judicial District leads an inter-agency data team and has established a Research Team to enhance data capacity. Efforts are underway to standardize language and definitions, enhance data integrity, and generate reports and analytics through cross-system collaboration. The Research Team continues to produce monthly jail population and initiative dashboards with performance measures and actively consult with Workgroups. Philadelphia also established an infrastructure around data sharing internally and with the public.

## STRATEGY 7- COMMUNITY ENGAGEMENT

Since the beginning of the SJC, Philadelphia has engaged community members in the reform process in a variety of ways. Stakeholders have participated in community meetings, focus groups, and roundtable discussions on criminal justice reform. The partners have fostered ongoing relationships community advocates including those directly impacted by crime and violence, and have done direct outreach work to improve police community relations. Philadelphia has implemented a strong communications strategy to spread the message of the SJC to a broader audience of city residents, and will be launching a public website to proactively share information about the progress of the initiatives and the data used to make decisions.

However, there is more that Philadelphia's criminal justice partners must do to advance from its current activities. Philadelphia must develop a real collaboration with community, giving them a voice in the reform process. This involves having accountability with the community, creating more structured forum for community feedback, and investing in community services.

In the next phase of implementation, the Community Engagement Committee will build upon the foundation laid during the first two years, and deepen its commitment to authentic community engagement through the following initiatives:

- 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 expansion and evaluation of their reentry program. Through the fellowship program, 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* to inform the implementation of new SJC initiatives, ensuring the initiatives are responsive to community needs, and strengthening support for the reform efforts. The Community Advisory Committee 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 and partners will establish a Criminal Justice Innovation Fund to provide microgrants to community organizations serving those impacted by the criminal justice system.

SUSTAINED LIST
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Early Resolution Expansion- To expedite plea offers on felony cases, the Early Resolution Program expanded to include additional felony charges. A judge now accepts both misdemeanor and felony offers for those in custody with felony cases, disposing of the case prior to preliminary hearing.

DUI Programming- Due to recent case law, many DUI cases previously ineligible for DUI Treatment Court, and thus receiving mandatory minimum sentences, now qualify for custody alternatives through Treatment Court or Intermediate Punishment. These cases can now be disposed faster through Intermediate Punishment and Treatment Court.

Parole Petitions- Overall, inmates with a Public Defender have shorter lengths of stay than those with court-appointed or private counsel. The PD increased its capacity to file early parole petitions for non-PD clients, a release mechanism currently underutilized.

Case Consolidation- Philadelphia began expediting cases for individuals arrested while on community supervision. For those in custody with non-violent felony probation and a new misdemeanor arrest, the Public Defender immediately requests a plea offer from the District Attorney's Office to dispose the new case. If accepted, cases are consolidated before the VOP judge in less than 3 weeks.

Civil Code Violations- In July 2016, the Police Department started issuing civil code violation notices for certain types of disorderly conduct rather than issuing criminal citations. This new practice ensures that large numbers of people (1,500 per year on average) will no longer come into contact with the criminal justice system for low-level nuisance behavior.

Police Assisted Diversion- In December 2017, PPD launched *Police-Assisted Diversion*, a pre-booking diversion program in North Philadelphia. This program serves individuals whose low-level criminal behavior is primarily driven by a substance use disorder, or individuals who actively seek assistance from law enforcement. The City of Philadelphia has committed to funding the Police Assisted Diversion Program in North Philadelphia as well as an expansion into the East Division from the General Fund going forward.

The Choice is Yours- In January 2017, the successful felony diversion program, *The Choice is Yours*, was expanded by 50 program slots. This program provides intensive job training, education, and other services designed specifically for people who have been engaged in the sale of drugs. There are currently 110 clients active in the Choice is Yours program. Philadelphia has committed to funding the Choice is Yours Expansion from the General Fund going forward.

## V. BUDGET

Below is the full funding request submitted to the MacArthur Foundation, including matching funds. As Philadelphia only received \$4 million of the \$4.4 million requested from the Foundation, City agencies will work together to identify the funds for the \$400,000 gap, whether from their own budgets or outside philanthropic sources.

	Budget Year 3	Budget Year 4	Total
Strategy 1: Pretrial	\$881,272	\$864,371	\$1,745,643
1A: Pretrial Risk Tool	\$35,000	\$0	\$35,000
1B: Robust Alternatives to Cash Bail	\$808,675	\$825,654	\$1,634,329
1C: Pretrial Advocates*	\$0	\$0	\$0
1D: Early Bail Review	\$37,597	\$38,717	\$76,314
Strategy 2: Case Processing	\$50,000	\$50,000	\$100,000
2A: CP Continuance Review & Long Stayer Review	\$50,000	\$50,000	\$100,000
2B: MC Continuance Review and Long Stayer Review*	\$0	\$0	\$0
Strategy 3: Violations of Probation	\$515,398	\$591,577	\$1,106,975
3A: Detainer Alternative Program	\$232,980	\$254,160	\$487,140
3B: Violation Electronic Monitoring	\$194,758	\$233,710	\$428,468
3C: Probation Caseload Project	\$87,660	\$103,707	\$191,367
3D: Detainer Review*	\$0	\$0	\$0
3E: Probation Sentence Project*	\$0	\$0	\$0
Strategy 4: Racial and Ethnic Disparities	\$115,000	\$65,000	\$180,000
4A: Implicit/Explicit Bias Training	\$50,000	\$0	\$50,000
4B: Disparity Data Diagnostic*	\$0	\$0	\$0
4C: Initiative Review Series	\$65,000	\$65,000	\$130,000
Strategy 5: Mental Health	\$274,920	\$269,920	\$544,840
5A: Linkages for Individuals in Need of Community Supports*	\$0	\$0	\$0
5B: PASS Diversion	\$174,920	\$169,920	\$344,840
5C: Police Co-Responder	\$100,000	\$100,000	\$200,000
Strategy 6: Data Capacity	\$140,334	\$139,012	\$279,346
Strategy 7: Community Engagement	\$200,000	\$200,000	\$400,000
7A: Art for Justice	\$5,000	\$0	\$0
7B: Community Advisory Committee	\$77,000	\$82,000	\$159,000
7C: Outreach and Communications	\$18,000	\$18,000	\$36,000
7D: Community Innovation Fund	\$100,000	\$100,000	\$200,000
TRAVEL/OPERATIONS/GOVERNANCE	\$240,074	\$242,876	\$482,950
TOTAL	Grant: \$2,000,000 Match: \$2,061,593 Total: \$4,061,593	Grant: \$2,000,000 Match: \$1,246,672 Total: 3,246,672	Grant: \$4,000,000 Match: \$3,308,266 Total: \$7,308,266

\*The cost of implementation will be assumed by the various criminal justice partner agencies using existing resources. As such, no funding request was submitted to the MacArthur Foundation specific to these initiatives.

## VI. VISION FOR REFORM

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The overall vision for Philadelphia is one of systemic change in which the criminal justice system becomes data-driven, efficient, equitable, and responsive to community needs. It is expected that this reform effort will produce tangible changes in policy, practice, and organization that will significantly impact the jail population and reduce racial and ethnic disparities while preserving public safety. There will also be a notable cultural change in how business is conducted in Philadelphia, increasing the level of fairness and procedural justice across the system.

Fewer people will be incarcerated pretrial. The First Judicial District 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 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 for individuals in custody. Continuance data will be regularly reviewed to identify improvements that impact both length of stay and racial and ethnic disparities. 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 will build upon current initiatives that provide alternatives to incarceration, and the Defender Association will regularly review detainees 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 racial and ethnic disparities 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.