



# PHILADELPHIA

## MacArthur Foundation Safety and Justice Challenge

Philadelphia's Application for Sustainability Funding

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**Submitted:** September 25, 2020

**Awarded:** February 9, 2021



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



# CITY OF PHILADELPHIA

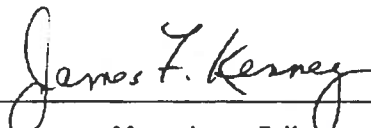
September 25, 2020

Philadelphia has significantly changed the local criminal justice system through its participation in the Safety and Justice Challenge. Over the course of five years and two grants from the John D. and Catherine T. MacArthur Foundation, Philadelphia's criminal justice partners have developed and implemented a robust set of reforms. These reforms have led to many landmark achievements, including the closure of one of oldest and largest jail facilities and the creation of the SJC Community Advisory Committee. Due to the collaborative efforts of agency and community partners, the jail population has decreased steadily since 2015, and Philadelphia recently surpassed its five-year population reduction target of fifty percent. Despite these successes, Philadelphia has not reduced racial inequity in the system. The disparities exacerbated by the COVID-19 pandemic, community uprisings sparked by the murder of George Floyd, and the stark rise in gun violence in cities nationwide have only underscored the need to tackle systemic racism while investing in community solutions that promote health and safety.

Philadelphia's partners are pleased to submit this application for the Safety and Justice Challenge Sustainability Phase. This proposal focuses entirely on racial equity and reflects the collaboration of all of Philadelphia's SJC partners, including the Community Advisory Committee, 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. This new plan was developed by drawing on the expertise of local criminal justice leaders and stakeholders, analyzing data, consulting SJC technical assistance providers, and centering the voices of those most impacted.

Philadelphia's proposal is composed of seven overarching strategies: Pretrial, Case Processing, Violations of Probation, Racial and Ethnic Disparities, Behavioral Health, Data Capacity, and Community Engagement. The proposal contains seven new initiatives, two expanded initiatives, and 25 sustained initiatives. The proposal aims to safely reduce the local jail population by 58.5% (from baseline) through significant bail reform, a behavioral health-driven alternative responder model, a scientific evaluation to identify the drivers of inequity, and expanded microgrants for community organizations, among others. These initiatives are designed to measurably reduce disparities at key decision points, support an array of innovative community solutions, and ensure that centering racial equity and community perspectives becomes a routine part of justice system policy-making going forward.

Philadelphia is committed to reshaping our justice system into one that better serves all Philadelphians through the Safety and Justice Challenge. This commitment is evidenced by our successes thus far, the ambitious scope of this proposal, the level of financial investment from the City, and the ongoing collaboration between agency and community partners. We are grateful for the MacArthur Foundation for continuing to support this deeply necessary and transformative work.

  
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Mayor James F. Kenney

  
\_\_\_\_\_  
Incoming District Court Administrator Richard T. McSorley

  
\_\_\_\_\_  
District Attorney Lawrence S. Krasner

  
\_\_\_\_\_  
Marc Flood (Sep 24, 2020 07:03 EDT)  
Acting District Court Administrator Marc Flood

  
\_\_\_\_\_  
Keir Bradford-Grey (Sep 22, 2020 18:37 EDT)  
Chief Defender Keir Bradford-Grey

  
\_\_\_\_\_  
Devren Washington (Sep 22, 2020 19:11 EDT)  
CAC Chairperson Devren Washington

MACARTHUR FOUNDATION SAFETY AND JUSTICE CHALLENGE  
CITY OF PHILADELPHIA- SUSTAINABILITY PROPOSAL  
PROPOSAL NARRATIVE

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**1. SUMMARY OF PROJECT OR FUNDED ACTIVITIES (2,000-character limit – up to half a page): (1964)**

*a. Please summarize your proposal for the next two years, including your two-year jail population reduction target, qualitative and/or quantitative targets for reducing racial and ethnic disparities, and plans for ongoing data tracking, analysis, and reporting; reflection and decision-making; and strengthening local partnerships.*

Since 2015, Philadelphia has implemented an ambitious set of reforms in the local justice system and reduced its local jail population by 48%. However, no measurable progress has been made in reducing racial and ethnic disparities. As such, this sustainability proposal focuses exclusively on racial equity.

Philadelphia's reform plan includes 7 overarching strategies: Pretrial, Case Processing, Violations of Probation, Racial and Ethnic Disparities, Behavioral Health, Data Capacity, and Community Engagement. Philadelphia is proposing 7 new and 2 expanded initiatives. 25 initiatives have been sustained, and 5 have been discontinued.

Through the proposed reform plan, Philadelphia will safely reduce its local jail population by 58.5% from baseline (see *Strategy Template for impact calculations*). Racial and ethnic disparities will be reduced by:

- Expanding opportunities for defense advocacy and due process hearings for individuals pretrial;
- Identifying and reducing disparities in pretrial detention, arrest, and violations of Probation;
- Strengthening leadership commitment to racial equity;
- Designing alternative responders for people in behavioral health crisis;
- Investigating drivers of disparities through an independent evaluation;
- Soliciting community perspectives on the drivers of disparities at key decision points; and
- Supporting a broader array of innovative community solutions.

Philadelphia has committed significant funding totaling \$1,613,256 in FY2021 and \$2,587,964 in FY2022. Funding is requested from the MacArthur Foundation totaling \$1,353,320 in Year 1 and \$1,078,323 in Year 2.

Philadelphia will continue its sustainability planning through ongoing reflection, data tracking, and formalizing partnerships. The SJC is an integral part of the local Criminal Justice Advisory Board (CJAB). The robust data-sharing and reporting infrastructure will be maintained. Collaborative working partnerships community stakeholders will be strengthened.

**2. ORGANIZATION OVERVIEW (1,000-character limit – up to a quarter page): (993)**

*a. Please briefly describe the lead agency for this grant and additional partner agencies or organizations essential to implementation. If the lead agency is a different agency from your previous grant, please explain why. Please also indicate any new partnerships that must form in order to carry out the activities described in Question 1.*

CJAB oversees implementation from a governance level. The SJC Implementation Team (IT) carries out the day-to-day work. Members of IT are seasoned leaders of the criminal justice partner agencies: the Managing Director's Office, the Defender Association, District Attorney's Office, Department of Prisons, Police Department, Department of Behavioral Health and Intellectual disAbility Services, and the First Judicial District's Municipal Court, Court of Common Pleas, Research and Development, Pretrial Services, and Adult Probation and Parole.

The SJC Community Advisory Committee (CAC) are vital members of the IT & Workgroups. The CAC advises on issues most important to people directly impacted by the justice system.

The MDO serves as the lead agency and coordinates implementation. MDO is the fiduciary and maintains its administrative function because it has a demonstrated capacity to manage large, multi-agency grants. The FJD manages the data collection and reporting functions.

### **3. CONTEXT (4,000-character limit – up to one page): (3970 Characters)**

*a. How has your jurisdiction's jail population changed since the baseline measurement, and why? In your response, please indicate changes to jail population pre-COVID and how it has been impacted as a result of the pandemic. Please explain and demonstrate with data what local efforts have contributed to changes in the jail population.*

*i. As helpful, please feel free to seek consultation and advice from CUNY ISLG in developing this analysis. (Note: baseline is defined as the six-month average of the confined jail population from November 2015 to April 2016, excluding contracted beds.)*

*b. Describe how systems change has manifested in your jurisdiction to date, whether as part of the Safety and Justice Challenge or through other, complementary efforts.*

*c. Who are the key system and community stakeholders that have supported your jail population and disparities reduction work over the past two years?*

*d. Does your jurisdiction have a criminal justice strategic plan? If so, is your Safety and Justice Challenge work included in it? If not, how will you make it so?*

**A. Baseline (July 2015) to Current Day (August 2020):** As of today (9/25/20), Philadelphia's jail population (n=4178) has decreased 48% from baseline (7/30/15). The pretrial/non-murder/no detainer category has decreased from 25% of the jail population (n=2,018) to 22.6 % (n=901). The proportion held on \$50,000 or less bail decreased from 13% (n=1,053) to 5.3% (n=212). The sentenced population decreased from 20.6% (n=1,659) to 3.8% (n=149).

People of color made up 88% of the jail population at baseline, but only 64% of the city. In 2020, people of color comprise 91% of the jail, and only 66% of the city. The proportion of individuals incarcerated on a detainer has increased from 46.4% (n=3747) to 59.8% (n=2,385). The proportion of individuals with serious mental illness increased from 13.5% (n=1,089) to 15.5% (n=618).

**Baseline (July 2015) to Pre-COVID (February 2020):** Philadelphia's jail population declined by 40.7% from baseline to February 2020. 76.4% of this decline is attributed to:

**Pretrial Non-Murder No Detainers:** Decreased by 1,050 individuals.

**Sentenced - No Open Cases:** Decreased by 881 individuals.

**Philadelphia Detainers Only - No Open Cases:** Decreased by 592 individuals.

**Pre-COVID19 (February 2020) to Current Day (August 2020):** On March 16, 2020, a city-wide stay at home order was enacted, resulting in temporary changes to system operations. The jail

population fell to a 35-year low on May 9, 2020 (n = 3,655), a 23.5% reduction pre-COVID and a 54.7% reduction from baseline. Although the population fell by over 1,000 people in the first month of COVID restrictions, racial and ethnic disparities increased. The proportion of Black people increased 5% from 69% (3/16/20) to 74% (5/15/20). The proportion of white people dropped during the same timeframe.

Since its lowest point, the jail population has increased by 9% from 3,655 (5/9/20) to 3965 (8/31/20). Black people still compose nearly three-quarters of the jail, and people of color compose 91.5%.

**B.** The review of bail decisions for those in custody on low bail amounts was expanded. The pilot pretrial advocates program was evaluated for effectiveness. A coalition of community groups was established to improve access to services. Changes were made to the DAO's bail policies for both low-level and serious cases. Capacity was increased within Pretrial Services to supervise people being released.

Discovery delays resulting from the seizure analyses backlog were resolved. The time to probation violation hearings was reduced, and a more robust hearing process was established. The number of continuances were limited in pretrial rooms. A process for tracking long lengths of stay was established.

Opportunities for early termination of probation were increased. Individuals in absconder status past the expiration were reviewed for case closure. Specialized status hearings were provided for individuals in custody on a detainer. Shorter probation sentences and shorter probationary tails were offered by DAO.

Linkages to behavioral health services are more available at the point of arrest and community supervision. Opportunities for diversion and deflection have increased at the point of law enforcement contact. Housing opportunities have been created for people in jail as an alternative to incarceration.

**C.** As described in Q2, CJAB and the IT represent key system stakeholders who have committed to advancing the SJC. The CAC is a group of 23 members with a wide range of perspectives. The CAC serves on all of the SJC Workgroups and IT to inform implementation. They host public meetings to engage a broader audience. They issue recommendations around the SJC Implementation and related issues of importance to the community.

**D.** CJAB has a Strategic Plan (2017-2021) which includes the goals of the SJC. CJAB will produce a new plan for 2022- 2027. The SJC will bring a racial equity lens to the strategic planning process and will be included in the revised Strategic Plan.

#### **4. DESCRIPTION OF FUNDED ACTIVITIES (8,000-character limit – up to two pages): (7,955)**

*a. What is the lowest ADP you have achieved over the last five years and what is your target for sustaining that jail population level? In your response, please distinguish the lowest ADP you achieved pre-COVID and the lowest recorded ADP as a result of the measures you implemented as a result of the pandemic.*

*b. What is your proposed plan to sustain reductions in your jurisdiction's jail population resulting from COVID-19? How does your proposed plan build on or improve the plan have you been advancing over the past two years? Are you proposing new strategies or adjusting your original strategies? Why do you believe this will make your plan more effective?*

c. How does your plan ensure COVID-19-related reductions are sustained? What COVID-19-response strategies had the greatest impact on jail population reduction in your jurisdiction? How do you plan on institutionalizing these measures to sustain reductions in the jail population? What other partners (e.g. law enforcement) do you need to engage to sustain these measures?

d. How does your jurisdiction plan to reduce racial and ethnic disparities and advance principles of racial equity and justice? What are the qualitative and/or quantitative targets for this work?

i. Please reference the Racial and Ethnic Disparities Guidance document appended to this application to support your response.

ii. Please note the metrics you will track to monitor the effectiveness of your racial and ethnic disparities strategies.

**A.** Philadelphia's lowest average daily population (ADP) over the past five years is 3,777 (May 2020). Prior to the COVID19 pandemic, the lowest ADP was 4,558 (April 2019). Philadelphia aims to exceed the record-low ADP from May 2020 through the implementation of the reform plan described below.

**B.** Philadelphia's sustainability proposal was designed to focus exclusively on racial equity. Each initiative aligns with Philadelphia's [Racial Equity Framework](#).

Pillar 1: Utilize Race and Ethnicity Data to Drive Collaborative Criminal Justice Reform

Pillar 2: Foster Agency and Community Leadership Commitment to Advancing Racial Equity in the Criminal Justice System

Pillar 3: Promote Agency-Specific Policy and Practice Changes Centering Racial Equity in Decision-Making

Pillar 4: Sustain and Grow the Criminal Justice Reform Effort

### **PRETRIAL STRATEGY**

After a period of stagnated implementation, Philadelphia has renewed its commitment to meaningful bail reform and the elimination of cash bail.

The PD will expand their successful **Pretrial Advocates Program** to have citywide impact. Pretrial Advocates will interview clients prior to the bail decision and information will be relayed to their attorney prior to the bail setting. (Pillars 1 & 3).

Building on the successful Early Bail Review Program, all individuals who remain in custody on bail will have a more substantive **Detention Review Hearing** within 3 days. (Pillars 1 & 3)

The Pretrial Services Department will provide **Professional Development** opportunities to staff of all levels to improve client engagement. (Pillar 3)

Sustained: Alternatives to Cash Bail, Research Advisory Council, Early Bail Review, Pretrial Electronic Monitoring

### **CASE PROCESSING STRATEGY**

There are no new funded initiatives. Efforts will be focused on sustaining the long stayer reviews for both Municipal and Common Pleas Court.

Sustained: Early Parole Petitions, Municipal Court Long Stayer Review, Common Pleas Court Long Stayer Review

### **VIOLATIONS OF PROBATION STRATEGY**

There are no new funded initiatives. Efforts will focus on sustaining the Early Termination & Absconder Reviews and the Detainer Review Hearings. Racial and ethnic disparities within the detainer population will be investigated, in collaboration with the Data Team & the Data Diagnostic Initiative

Sustained: ARC, Early Termination & Absconder Reviews, Detainer Fast Track Program, Probation Sentence Project

### **RACIAL AND ETHNIC DISPARITIES (R.E.D.) STRATEGY**

The R.E.D. Workgroup will focus on promoting the use of a racial equity lens across the SJC. The Initiative Review will focus on the Early Bail Review Program and others. The Data Diagnostic Initiative will conduct decision-point analyses of the arrest and detainer decision points.

Through the ***CJAB Leadership Initiative***, CJAB will ensure that the development of its new strategic plan centers racial equity. External expertise will be engaged to support leaders in developing their capacity to advance racial equity. (Pillar 2)

Sustained: Civil Code Violations, Police-Assisted Diversion, Bias Training, Initiative Review, Data Diagnostic.

### **BEHAVIORAL HEALTH STRATEGY**

DBHIDS will establish two ***Alternative Responder Teams*** (ART) to fill a gap in the continuum of crisis services. ART will allow the police to focus on public safety issues while appropriate responders are dispatched to behavioral health and quality of life calls. (Pillar 1 & 4)

Sustained: Alternatives to Detention (Probation & Pretrial), Post-Arrest Screening and Supports, Police Co-Responder, COVID19 Reentry Housing Project.

### **DATA STRATEGY**

A rigorous ***Scientific Evaluation*** of the impacts of the SJC initiatives on the jail population and any potential relationship to the rise in shootings and homicides will be conducted. The evaluation will employ a racial equity lens and guide local efforts to address inequities (*More detail in Q5A*). (Pillars 1, 2, 3 & 4)

Sustained: Data Capacity

### **COMMUNITY ENGAGEMENT STRATEGY**

The CAC will assess community experiences with the justice system. This ***Community Assessment Initiative*** will provide needed context by bringing to light underlying factors that drive disparities. (Pillars 1, 2, 3, 4)

The ***Microgrant Program*** will be expanded to increase investments in community-based organizations. Half of the funding will go towards General Operating Support for BIPOC-Led organizations. (Pillars 2, 4)

The partners will identify gaps in ***services for people in the community pretrial***, and provide resources to fund community-based organizations who can provide these voluntary services. (Pillars 1 & 4)

Sustained: Community Advisory Committee, Art for Justice, Outreach & Communications

**C.** The FJD, in collaboration with DAO and the Defender, conducted expedited release hearings beginning in the week of April 7, 2020. These releases reached a peak of 279 during the week of May 10, 2020 and decreased to an average of 197 per week through the second week of August 2020. The partners are continuing efforts to create and maintain avenues for release. The PD and the DAO are regularly reviewing the jail population to inform the filing of release motions. The proposed detention review hearings will create an institutionalized mechanism to review the population of individuals held on bail.

PPD's modified arrest policies also substantially contributed to the drop in the jail population. The number of arrests between March 16 and May 29 represented a 58% drop from the previous 10-week period and a 50% drop compared to the same time period from 2019. Although arrests have been rising since the PPD resumed most normal arrest practices, numerous diversion and deflection initiatives are underway to sustain lower arrest rates for individuals with behavioral health challenges.

**D.** The current SJC proposal is focused entirely on advancing racial equity, using race and ethnicity data to guide the reform effort. Currently, nearly 70% of the jail population falls into three confinement categories: pretrial non-murder, no detainers; Philadelphia Detainers Only + Open Cases; and Other Holds/Detainers Only+ Open Cases. Black people are overrepresented in each category. These trends show that addressing disparities in arrests, the pretrial detention, and detainer are priorities for the reform work.

To investigate and address disparities at arrests and detainers, Philadelphia will be conducting the Data Diagnostic process at both points. A collaborative approach will be used to do deep dives into disparities at arrest and detainers, similar to the process used at the point of diversion (Refer to Q9).

To address disparities in the pretrial population, Philadelphia will implement significant bail reform by providing detention hearings for everyone held in custody over three days. Philadelphia will be tracking the release rates from these hearings by race and ethnicity and the reasons for detention. The PD will also expand the Pretrial Advocates Program, which has already been shown to reduce disparities through an evaluation conducted by the Quattrone Center. This initiative will track pretrial detention rates, initial detention rates, and the lengths of pretrial detention across racial and ethnic groups.

As referenced above (Q4B), Philadelphia will be conducting a scientific evaluation to gain more insight into the drivers of disparities and the impacts that the funded activities have on reducing disparities.

Leadership commitment to racial equity work is crucial. The SJC will be working more closely with the Criminal Justice Advisory Board around racial equity to foster the local leadership commitment. *(More detail in Q4B)*

Philadelphia understands that reinvestment into communities that have long been stripped of services and resources is a cornerstone to genuine racial equity work. Philadelphia will expand its microgrants program. A portion of these funds will be dedicated to organizations led by Black, Indigenous, and People of Color (BIPOC) in order to directly address resource funding disparities. *(More detail in Q4B)*



## **5. RESULTS (8,000-character limit – up to two pages): (7368)**

*a. How does your jurisdiction plan to advance data-driven decision-making between system actors, community members, and political leaders?*

*b. What data infrastructure is needed to support your two-year plan? What infrastructure is already in place and how do you plan to fill gaps in data capacity locally?*

*c. How do you see your proposed plan supporting your jurisdictions' broader goals for the criminal justice system for the next two years?*

**A.** Philadelphia has established a robust set of data sharing practices that support the development of reports and analyses necessary to advance the racial equity goals of the SJC. At the beginning of the SJC, 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 the CAC, other external organizations, and the general public.

With these improvements in data sharing, numerous data reports are produced on a regular basis by the FJD Research Team. A comprehensive jail population dashboard - focused on the drivers and disparities within the jail population - is shared on a monthly basis, reviewed by the Implementation Team and various workgroups to support decision-making, and shared on the public website. During the COVID-19 period, the FJD also built a weekly COVID Dashboard to closely monitor the fluctuations of the jail population that helped guide the justice partners' response to the pandemic.

The Research Team also produced a Relative Rate Index (RRI) Data Diagnostic Dashboard which displays RRIs to inform partners where disparities are most pronounced. The tool is used to guide efforts to do a deep dive into the decisions and resulting disparate outcomes. Subsequent analyses are conducted to better identify the drivers of disparities at a particular decision point and discover areas of policy and practice change that would reduce those disparities. Findings and action steps from each decision point review will also be shared with the broader community on the City's public website.

Philadelphia is also pursuing an independent scientific evaluation with a local evaluation partner to complement the work underway within the collaborative infrastructure, with an emphasis on exploring racial and ethnic inequities throughout the system and the impacts on public safety. If funded, the goal of the upcoming scientific evaluation is to establish a relationship with a local, multi-disciplinary research team that will provide invaluable and impartial evidence to guide our efforts, and those of other jurisdictions. The scientific evaluation team will conduct needed data collection & assembly to support the review of racial disparities in system decision points. The impact of discretion at various system points will also be considered. Members of the Community Advisory Committee will participate at every step with researcher selection and in identifying project priorities. The CAC has already articulated a need to see a qualitative community surveying component to the scientific evaluation, which has been incorporated as part of the project plan.

**B.** Since the beginning of the SJC, every justice partner agency has increased their internal data capacity. All agencies now have data analysts/and or research staff which facilitates local sharing and analysis of data. Despite these advancements, capacity is still needed for more robust evaluation activities (*More detail in Q5A*).

In addition to the efforts outlined above, additional infrastructure is needed to receive data products back from CUNY. CUNY has done a tremendous amount of work to join data sets and produce analysis using Philadelphia's data. The underlying databases on which these analyses were conducted would be incredibly valuable. In order to effectuate the sharing of joined datasets back to Philadelphia, an amendment is needed to the Data User Agreement.

A long-term solution is also needed to support the complex data integration work of Philadelphia's criminal justice partner agencies. The partners have started exploring options within the City's broader data infrastructure and are assessing the viability of a partnership with an existing data warehouse.

**C.** Philadelphia, and cities across the country, are in a moment of reckoning. Communities are marching in the streets demanding racial justice, housing justice, and police reform. At the same time, Philadelphia is experiencing the crisis of gun violence that is taking the lives of residents - including many children - at staggering levels and leaving communities to grapple with the trauma. This is all happening while Philadelphia is battling the COVID-19 pandemic and the resulting economic devastation it has caused to the City's poorest residents.

The time has never been more urgent to take a holistic approach to racial equity. Racial disparities for people of color plague our City in a variety of ways, from poorer health outcomes, higher poverty levels, limited access to education, employment, social services, and of course greater involvement with the criminal justice system. All too often, proposed solutions to combating racial inequity fall short when it comes to criminal justice reform. Individuals' experiences with the justice system do not stop with their first encounter with police. Racial disparities persist and grow at every level of the justice system, and they impact the lives of too many Black and brown people in Philadelphia.

The goals for the SJC support the City's broader racial equity, police reform, and violence prevention agendas in a number of critical ways. While past SJC proposals have focused on the dual goals of reducing the jail population and reducing racial and ethnic disparities, the current version of Philadelphia's reform plan is wholly focused on reducing racial and ethnic disparities across the criminal justice system. This involves a plan for comprehensive bail reform that prioritizes reducing racial disparities at preliminary arraignment. The reform plans also involve intensive decision-point reviews for the arrest decision point (the earliest decision point where racial disparities are initiated) and the detainer decision points (which represents the largest driver of the jail population).

The SJC will also support the City's police reform and public safety goals from multiple angles. Firstly, the scientific evaluation will build on evaluation work conducted by CUNY over the last year to analyze patterns of reoffending for people released from jail during SJC implementation to identify if there was any impact on the rise in shootings and homicides. The partners will also implement critical systems reforms- from changes to the bail system to building an infrastructure for alternative responders to 911 calls- that will ensure police and criminal justice resources are used sparingly and can be focused on individuals who pose a risk to public safety.

Lastly, the City is focused now more than ever on making meaningful investments in community-based services and supports that keep neighborhoods safe and healthy. Communities have long decried, and evidence has long demonstrated, that increased investments in community services and infrastructures is what is needed to stem violence and produce safety over the long-term. In addition to directly investing SJC grant resources in community-based organizations through microgrants and services, Philadelphia is committed to

increasing investments in the communities in ways that reduce recidivism, promote community safety, advance racial equity, and reduce the need for incarceration over the long term.

**6. LEADERSHIP (4,000-character limit – up to one page): (3899)**

- a. How do you anticipate working with city, state, and county officials over the next two years?*
- b. How will leadership in your jurisdiction hold themselves publicly accountable for this work?*
- c. How does your jurisdiction plan to continue engaging the community in local system reform?*
- d. What efforts to build relationships and coalitions between agencies do you anticipate coordinating or participating in?*
- e. What other agencies, organizations, or individuals will participate in your ongoing SJC work and in what capacity?*
  - i. What is your relationship with each of these entities at present? What methods of communicating with each entity has been most effective?*
  - ii. Are there complementary efforts led by these partners that you are supporting? If so, in what capacity?*

**A.** Philadelphia’s City Council are critical partners in sustaining the SJC reform effort. The Special Committee on Criminal Justice Reform was established in 2016 and has been an important public forum for public discussions. In 2019, four new Councilmembers were elected who centered issues of criminal justice reform in their platforms. City Council has served as champions for issues of gun violence, community reinvestment, and police reform.

Through the Policy Academy, Philadelphia has fostered ongoing partnerships with state agencies related to increasing housing resources for justice-involved individuals. Key state partners include the Governor’s Office, Department of Corrections, Department of Human Services, Pennsylvania Commission on Crime and Delinquency, and others.

**B.** Local leadership hold themselves publicly accountable in a number of ways. They publish data and reports on a monthly basis that demonstrate the accomplishments made and where progress has fallen short. The IT also works collaboratively to develop joint sustainability plans for the City’s public budget process.

The partners are also held accountable by the CAC. They receive and respond to recommendations, participate in public meetings, incorporate feedback on implementation, and factored community priorities into this funding proposal. While progress has been made in the first year, improvements are needed in how partners respond to recommendations, how feedback is incorporated on issues not explicitly outlined in the reform plan, and how trust can be fostered between the CAC and agency liaisons.

**C.** The cornerstone of Philadelphia’s community engagement effort has been the establishment of the CAC. While plans for the first year of the CAC have been fundamentally altered by COVID-19, members have continued to host virtual meetings to elevate important issues and engage a broad range of community members in the reform effort. The CAC has partnered with the City’s Office of Black Male Engagement to host their virtual townhall series via Facebook Live. In addition, Philadelphia recently launched its microgrant program and will select grantees and engage meaningfully with those organizations.

**D.** Philadelphia will focus on aligning the SJC with other coalitions and large-scale reform efforts. Philadelphia has a long-established Reentry Coalition of over 115 organizations working to reduce recidivism and support people who are returning home from incarceration. The Defender Association also established a Pre-Entry Coalition of over 25 organizations that provide support services for people who have been arrested.

Greater partnership and collaboration is needed with local health and human services systems within the City. While DBHIDS has been a constant partner, more focus is needed to engage the Office of Homeless Services, the Philadelphia Department of Public Health, and the Office of Community Empowerment and Opportunity. Relationships built through the COVID Release Planning Group- established to plan for jail releases during the pandemic- will be leveraged.

**E.** Mayor Kenney signed an executive order in January 2020 that requires all City departments to conduct Racial Equity Assessments and create Racial Equity Action Plans by the end of 2023. A multi-agency leadership team has been established to set the direction and advise on the initiative. Work is underway to align the racial equity focus of the SJC with this broader citywide effort.

In response to the uprisings of the past summer, Mayor Kenney has established a Reconciliation Steering Committee of civic, faith, and community leaders to work to eliminate race-based disparities in Philadelphia communities and promote racial and social justice across institutions. SJC representatives participate in the reconciliation process to inform the development of Citywide efforts and ensure alignment with the SJC.

**7. LEARNING AND EVALUATION (6,000-character limit – up to one and a half pages): (4673)**

*a. What have you learned over your participation in the Safety and Justice Challenge about what has worked and/or not worked to achieve the goals of the Safety and Justice Challenge in your jurisdiction and catalyze systems change?*

*b. What additional skills and expertise do you hope to acquire through continued participation in the Safety and Justice Challenge? How will this learning support your proposed plan?*

**A.** Over the past five years, Philadelphia has learned a tremendous amount about what it takes to significantly reform a local criminal justice system. The partners have learned to be flexible in implementation and to continue to strive for greater impact. It is clear that the reform effort must continue to evolve and grow over time and that it must be responsive to changes happening on the ground. The partners recognize the importance of revising and recommitting to a reform agenda every few years, so that the strategies do not grow stale or fall out of sync with the needs of the community.

Policies and programs that do not consider the disparate impacts on people of color prior to implementation tend to perpetuate or worsen the racial disparities that persist in the system. This phenomenon is evidenced by the rising proportion of Black people in the local jail during the COVID-19 pandemic. The local justice system rapidly implemented race-neutral changes designed to decrease custodial arrests and increase jail releases in order to prevent the spread of the virus in the jails and allow for greater social distancing. However, without specifically considering race in the design and implementation of the crisis response, the racial disparities in Philadelphia's jails increased substantially for the first time during the reform effort. We now know that without a clear racial equity focus in design and implementation, decarceration initiatives will reproduce racial inequality. We have also learned that community members are key to developing this focus on equity. Community expertise is critical to advocate for change, understand the root causes of racial disparities, and create targeted approaches to address these causes.

Data is critical at every level of the reform effort to identify the drivers of the jail population and design reforms that combat those drivers. It is necessary for leaders, implementers, and

community members to review and utilize the same data in a coordinated fashion. Furthermore, while administrative data are powerful tools in advancing reform, they provide an incomplete picture of how the criminal justice system perpetuates inequality. It is important to include and act upon community voices and perspectives in the design and implementation of strategies to create meaningful structural change.

Lastly, while the SJC in Philadelphia is rooted in collaborative decision-making since the beginning of the reform effort, the justice partners recognize the importance of establishing consensus in everyday practice. While the various agencies and departments have their own priorities, the SJC provides a forum where agencies actively collaborate with one another, have difficult conversations, and try to reach common ground. It is not always possible, but the SJC team has remained focused on identifying areas of consensus where reform can advance and leveraging those successes to spur additional reforms.

**B.** While Philadelphia has made great strides in designing processes to review initiatives, policies, and decisions points with a racial equity lens, it is still only occurring as part of a specialized activity that is outside of standard practice. Through continued participation in the SJC, Philadelphia hopes to learn how to incorporate the review of race and ethnicity data and the incorporation of community perspectives into everyday decision-making in ways that will have a measurable impact on promoting racial equity in the criminal justice system.

Philadelphia has also progressed significantly in terms of engaging community stakeholders in the SJC reform effort. However, the relationships between the community advisors and agency representatives need to be strengthened. Philadelphia needs to bridge the gap between the agency representatives and their deep understanding of policy and operations, and the community perspectives that bring to light the lived experiences of people who have been impacted by the criminal justice system. Additional expertise is needed to bring those currently disconnected perspectives closer together and create open dialogue where government stakeholders can really hear the community, and vice versa.

As referenced in applications past, Philadelphia could benefit from a comprehensive cost-benefit analysis focused on increasing community investments as a strategy to reduce the jail population, reduce recidivism, and increase community safety. As the City moves into the sustainability phase of the SJC, a greater understanding of the costs associated with the justice system and the potential for community reinvestment is essential to long-term change.

## **8. SUSTAINABILITY AND NEXT STAGES (4,000-character limit – up to one page): (3883)**

*a. The Safety and Justice Challenge has developed a framework for ensuring sustainability of local reform efforts. This guidance aims to support jurisdictions in identifying how to continue the work started with the SJC, as well as maintain and expand successful strategies in order to meet longer-term criminal justice goals. Reflecting on the SJC sustainability guidance document attached hereto, please describe the framework elements that you imagine will require the most support and/or planning between now and when you submit your sustainability plan to the Foundation in 2021.*

*i. Which elements of sustainability (as outlined in the sustainability framework document, Appendix A) is your jurisdiction best suited to address?*

*ii. In what areas will your jurisdiction need the most support?*

*b. Please describe any other funding sources you have currently allocated toward these activities, including the source and proposed amount.*

**A.** Philadelphia is well suited to address the framework elements of the Sustainability Guidance.

1. Reflection, Decision-Making, and Strategic Planning: As referenced in Q3D, the SJC is already an integral part of the CJAB Strategic Plan. Philadelphia will need to preserve the strategy revision process of its reform plan undertaken for reapplication. The process of assessing efficacy, sustainability, and reprioritization will need to be embedded into standard practice once the requirements of foundation funding cease.
2. Data Capacity: Philadelphia has a robust data-sharing infrastructure for the SJC. The FJD has sustained the two designated research staff. The multi-agency data team can advance the data capacity goals of the SJC over the long term. What is most needed to support is the independent evaluation (more detail in Q5A).
3. Fiscal Sustainability: Philadelphia has committed to financial sustainability of the initiatives that have been implemented to date as part of the reform effort. Even while municipal budgets have been significantly impacted by COVID19, the City maintained its financial commitment to racial equity and criminal justice reform. Over the next two years, the City will focus on sustaining the new initiatives implemented through this current funding proposal by reallocation of existing resources and pursuing other grant funding.

Securing the larger investments in community-based resources will require a more robust cost-benefit analysis. Resources for this analysis through the SJC would be incredibly helpful.

4. Ownership, Partnership, & Buy-In: One of the hallmarks of Philadelphia's SJC has been extensive engagement by all of the local criminal justice partners through a consensus-driven process. Philadelphia will have to revisit the initiative infrastructure, assess the demands on implementation staff, and determine what groups and meetings are needed to advance the long-term goals of the project.
5. Adaptability: Philadelphia revised its SJC strategy to focus entirely on racial equity. This shift was critical not only to reinvigorate the reform approach, but also to align the SJC with the urgent priority of Philadelphia's governmental and community leaders to dismantle systemic racism.

One important factor in Philadelphia's SJC effort is that the collaboration, while challenging and strained at times, has insulated the reform work from the changes in agency leadership over time. Every agency has experienced at least one leadership change since 2015, but cross-system support has remained. Over the coming two years, Philadelphia will build more public and community buy-in to ensure the stability of political support.

**B.** Philadelphia has committed to providing sustainable funding to the reforms implemented as part of the SJC to date. Within its Five-Year Financial plan, the City committed \$7,367,737 in programmatic and project management resources to the SJC reform effort (\$527,109 in FY21 and \$1,496,522 in FY22). The First Judicial District committed \$761,400 over the course of the Five-Year Financial Plan to maintain data capacity for the SJC (\$152,280 in FY21 and FY22).

The City provides the fringe benefit contribution for all grant and city-funded staff associated with the SJC. This includes a match of \$156,000 in fringes for the grant-funded staff included in this proposal (Year 1 & 2), and well as \$1,829,000 in fringe costs over the Five Year Financial Plan (\$134,000 in FY21 & \$341,000 in FY22).

The City and its partner agencies have also sought additional grant resources. Philadelphia has active grants from the Pennsylvania Commission on Crime and Delinquency (\$467,500 to support Police-Assisted Diversion and Stepping Up), Bloomberg Philanthropies (\$550,000 to support Police-Assisted Diversion and Police-Coresponder), and the Center for Disease Control (\$600,000 to Support Police-Assisted Diversion).

**9. PAST PERFORMANCE (8,000-character limit – up to two pages): (7544)**

- a. Which of your jurisdiction's Safety and Justice Challenge strategies have most successfully reduced jail population? Please explain and demonstrate with data what strategies have contributed to changes in the jail population, including the policies and practices implemented in response to COVID-19. Where possible, please distinguish impacts on the jail population that occurred prior to the onset of the COVID-19 Pandemic.
- b. How much progress has your jurisdiction made in addressing racial and ethnic disparities, and how have disparities changed due to this work?
- c. What has your jurisdiction done to authentically engage local communities? How have you integrated community members, including formerly incarcerated people and community members of color, into key decision-making bodies? What has worked well and what has not worked well?
- d. How has your jurisdictions' capacity to collect, analyze, and share data changed since the start of SJC involvement?

**A.** Below are the three confinement categories that were targeted across MacArthur strategies, which resulted in large decreases to the jail population.

**Pretrial Non-Murder No Detainers:** Refer to Q3A for data. A major reason for this category's decline is the Early Bail Review (EBR) Program. As of August 2020, 2,688 people have been released through EBR.

**Sentenced - No Open Cases:** Refer to Q3A for data. Policy changes in case processing and early parole petitions have helped to diminish this population. Improvements have been made to resolve cases with long lengths of stay, reduce continuances at the pretrial stage, reduce discovery-related delays, and improve case consolidation.

**Philadelphia Detainers Only - No Open Cases:** Refer to Q3A for data. The Detainer Alternative Program (DAP), Probation Caseload Project, Detainer Review Hearings, and Alternatives to Detention (ATD) targeted this category. To date, early probation terminations have been effectuated for 504 people, and for 445 people in absconder status. As of June 30<sup>th</sup>, 2020, 134 individuals have graduated from DAP (92 days saved per person).

The strategies put in place to respond to the pandemic also resulted in substantial reductions to the jail population (described in Q5C).

**B.** Although several initiatives have been implemented around racial and ethnic disparities in Philadelphia, there was minimal change in the racial/ethnic composition of the jails prior to the COVID-19 pandemic. After the stay-at-home order was implemented, the proportional representation of people of color in custody increased. Philadelphia has made great progress in establishing the knowledge base and processes necessary to tackle this inequity. At this stage, much of the work involves diving deep into the available data at major decision points, understanding the multiple steps and considerations at each decision point, and establishing data tracking mechanisms where they do not exist. Understanding racial disparities also

involves collecting qualitative data, which is critical for illuminating *why* certain outcomes persist. Below, we have detailed three “case studies” showcasing the work to date:

1) **Racial Equity Workshops:** A workshop series consisting of three sessions on 1) core concepts related to race, ethnicity, and racism, 2) the history of racism in Philadelphia’s criminal justice system and across the country, 3) defining what “disparity” means, and 4) a summary of research on disparities across decision points. Based on their success, these workshops have been conducted for additional local groups. The workshop materials have also been shared with other SJC sites.

2) **Initiative Review:** The Initiative Review series examines each SJC initiative with a racial equity lens. The Long Stayer Initiative Review highlighted long lengths of stay for Black and Latinx people held pretrial on drug charges, as well as disparities in lengths of stay across representation types. The PAD initiative review highlighted multiple findings, such as: a) more individuals could be screened for the program than are currently screened; b) barriers such as criminal history and open cases kept people of color out of the program; and c) the program creates important opportunities for trust-building between law enforcement, service providers, and the community. Several changes have already been implemented after the review.

3) **Data Diagnostic:** The Data Diagnostic tool serves as a springboard to investigate disparities at major decision points in the system. Over the past year, this tool was used to investigate disparities at the point of post-charging diversion, identifying that Black and Latinx people were diverted at less than half the rate of White people. The group decided to do a deep dive into one of the biggest diversion programs - Accelerated Rehabilitative Disposition (ARD) - to investigate disparities in both program admissions and completions. Through numerous analyses of data from multiple agencies, group discussions, and surveys, the group found that there were racial disparities in both completion rates and time to completion, likely due to program cost. As a result, the partners are developing strategies to address barriers to program completion. The DAO has also revamped their data tracking processes and continues to review other diversion programs based on the process developed for ARD.

**C.** The focus of the SJC community engagement work has been the development of the Community Advisory Committee (CAC). Before the CAC was formed, tools were developed to set the stage for their incorporation as SJC partners, including a Racial Equity Language Guide, data sharing agreements, and a government-community survey. The process of selecting community members was designed to ensure that the final body included individuals with lived experience with the justice system and was diverse across race, ethnicity, gender, and geographical location in Philadelphia. Many of the CAC members are deeply involved with advocacy and service provision in the community. Approaching the one-year mark, the CAC has already begun conversations about how to include additional perspectives and identities.

Since its inception, the CAC has been meeting regularly. CAC members have also been regularly attending SJC workgroup meetings, which has demonstrated what parts of SJC are working well, highlighted areas of improvement, and pushed the conversations further than they would have gone without community presence.

The CAC also hosts virtual Town Halls to engage with a broader range of community members. The first Town Hall was focused on the criminal justice system’s response to the pandemic.



The CAC is hosting two Town Halls in September around the theme of “Reimagining Community Safety,” which will feature panels of community leaders and agency liaisons.

While the inclusion of the CAC has been critical to the work, it has not occurred without challenges. Part of the difficulty may come from differing expectations of the role of the CAC across agency representatives and community members. Additionally, the CAC members bring lived experiences and broader community insights to the work, which is a new and deeply needed perspective. Incorporating and valuing the importance of this rich source of information from the agency perspective will be important for the SJC going forward. Finally, there has been some frustration around the sharing of information between agency partners and the CAC. The SJC will work to set attainable expectations around information sharing that are reflective of the ongoing challenges.

**D.** Over the past five years, agencies have hired data analysts and expanded internal data capacity across the criminal justice system. All behavioral health and justice partners now have researchers and/or data analysts on staff that contribute to the SJC. The composition of the Data Team is enhanced with the addition of trained data experts, in addition to analysis and information technology staff. Data sharing has grown exponentially – both between agencies and publicly. The Philadelphia Department of Prisons shares jail population files daily with agencies, and the FJD Research Team posts reports and dashboards on both the SharePoint site and the public website. All justice partners submit data to the FJD for the Data Diagnostic so that it can be combined into a comprehensive report to investigate racial and ethnic disparities across all decision points from arrest through release from prison.

**10. BUDGET AND FINANCIAL INFORMATION (to be uploaded through the portal):**

- a. Please upload your proposed two-year grant budget.*
- b. Please prepare and upload a budget narrative. If applicable, please include a list of other funders and a brief explanation of the scope and objective of grants that relate to your Safety and Justice Challenge work.*
- c. If indirect costs are expressed as a percentage, please upload information on your organization’s current rate and review the Foundation’s indirect cost policy statement.*
- d. Please upload your organizational operating budget for the current year.*

## RACIAL EQUITY FRAMEWORK

Strategy	Initiative	Detail
<b>Strategy 1: Utilize Race and Ethnicity Data to Drive Collaborative Criminal Justice Reform Effort</b>	1A   Develop New Strategies to Address the Largest Drivers of Racial and Ethnic Disparities in the Jail Population	<b>Main Drivers of Disparities in the Jail Population (May 2020 Jail Data Reports)- Revisit Every 6 Months</b> <ul style="list-style-type: none"> <li>Pretrial, Non-Murder, No-Detainer (Pretrial Workgroup, MC Case Processing Workgroup)</li> <li>Philadelphia Detainer Only, Open Case (VOP Workgroup, CP Case Processing Workgroup)</li> <li>Other Hold/Detainer Only, Open Case (CP Case Processing Workgroup, CJAB Prison Pop Committee)</li> <li>Barriers to Release &amp; Reentry (Mental Health Workgroup, CJAB Behavioral Health Committee, COVID Release Planning Group)</li> </ul>
	1B   Investigate Disparities at Key Decision Points Across the Criminal Justice System (Data Diagnostic)	<b>Preliminary Decision Points Areas of Focus (2018 Data Diagnostic Report)- Revisit Every 1 Year</b> <ul style="list-style-type: none"> <li>Arrest</li> <li>Detainers</li> <li>Diversion</li> <li>Jail Admissions (refer to above)</li> <li>Charging</li> <li>Preliminary Arraignment</li> </ul> <b>Address Common Barriers to Successful Outcomes for People of Color</b> (i.e., resources to navigate the justice system, decision-maker discretion, timely linkages to services, economic burdens of justice system involvement, impacts of criminal history, language access)
	1C   Standardize the Review of Reform Initiatives with a Racial Equity Lens (Initiative Review)	<ul style="list-style-type: none"> <li>Ensure that each initiative is producing data to analyze and compare outcomes across racial and ethnic groups</li> <li>Review quantitative and qualitative data from each initiative</li> <li>In partnership with community members, make changes to program design to improve outcomes for people of color</li> <li>Share findings publicly and incorporate community members into further developing current and new initiatives</li> </ul>
	1D   Enhance Cross-System Data Capacity to Support Racial Equity Strategy	<ul style="list-style-type: none"> <li>Create a shared criminal justice data Infrastructure that include race and ethnicity data that is easily accessible for collaborative efforts</li> <li>Ensure that data tracking is intersectional across categories including race, ethnicity, language, gender, and sexual orientation</li> <li>Promote ongoing external evaluation of reform effort</li> <li>Foster relationships with research advisors to inform criminal-justice policy making.</li> <li>Prioritize partnerships with scholars of color, from Philadelphia, with methods training in community-based research</li> </ul>

<b>Strategy 2: Foster Agency and Community Leadership Commitment to Advancing Racial Equity in the Criminal Justice System</b>	2A   Shift the Focus of Criminal Justice Reform to Prioritize Racial Equity	<ul style="list-style-type: none"> <li>Establish a Leadership Table (as part of CJAB) focused on Racial Equity in the CJ System</li> <li>Devote additional staff capacity to carry forward racial equity priorities</li> <li>Require the use of a racial equity tools (developed as part of the SJC or established as best practices in other jurisdictions) for decisions made at the leadership level</li> </ul>
	2B   Create Accountability for Advancing Racial Equity in the Criminal Justice System	<ul style="list-style-type: none"> <li>Make a public commitment to racial equity</li> <li>Establish intentional performance reviews to ensure accountability for progress</li> <li>Increase data transparency between partners and with community related to race and ethnicity data</li> <li>Meaningfully engage community advisors into criminal justice decision-making as a standard practice</li> </ul>
<b>Strategy 3: Promote Agency-Specific Policy and Practice Changes Centering Racial Equity in Decision-Making</b>	3A   Establish Agency-Specific Infrastructure for Carrying Out Racial Equity & Community Engagement Goals	<ul style="list-style-type: none"> <li>Establish agency-specific Racial Equity and Community Engagement Working Groups with specific goals and benchmarks (or leverage existing internal workgroups addressing these issues)</li> <li>Devote internal capacity and resources to achieve goals and meet benchmarks• Incorporate racial equity and community engagement into incentive structures, performance reviews, and resource allocation</li> </ul>
	3B   Assess Racial Equity in Everyday Agency Practice & Decision-Making	<ul style="list-style-type: none"> <li>Identify major decision points of interest (including discretionary decision points) within each agency, in collaboration with community partners</li> <li>Ensure that major decision points are tracked by race, ethnicity, final decision, and reason for that decision</li> <li>Ensure that outcomes are reported on publicly by race and ethnicity</li> </ul>
	3C   Build Racial Equity Knowledge Base Across Agency	<ul style="list-style-type: none"> <li>Racial Equity Workshops</li> <li>Implicit Bias Trainings</li> <li>Facilitated Listening Sessions with Staff &amp; Community to better understand the experiences of individuals facing multiple and distinct forms of marginalization</li> <li>Regular reporting on racial equity within agency and to the public</li> </ul>
<b>Strategy 4: Sustain and Grow the Criminal Justice Reform Effort</b>	4A   Develop a Comprehensive Sustainability Plan for the SJC	<ul style="list-style-type: none"> <li>Grant requirement, must be completed by 2021</li> </ul>
	4B   Institutionalize Changes to the Criminal Justice System Through Ongoing Reinforcement	<ul style="list-style-type: none"> <li>Incorporate program and policy changes into standard operating procedures</li> <li>Ensure ongoing opportunity for training on system changes during new staff training as well as regular annual trainings and conferences</li> <li>Catalyze culture change around reducing reliance on incarceration</li> </ul>

4C | Realize Savings from Reform Effort and Reinvest in Community Based Services and Supports for those Directly Impacted by the Criminal Justice System

- Bolster current efforts to invest resources into communities as alternatives to incarceration (microgrants, violence prevention programs, fines and fees reform)
- Analyze cost savings across the criminal justice system as a result of the reform effort
- Draw on best practices from other jurisdictions in scoping out community reinvestment process
- Assess needs and gaps in community alternatives to incarceration and interventions that tackle the root causes of crime and violence (lead by community advisors)
- Activate new partnerships with existing violence prevention stakeholders and City infrastructure
- Establish funding priorities around community reinvestment in future budget cycles



**Philadelphia Grant Budget**

Strategy	Agency	Cost Category	Year 1	Year 2	Total
<b>I. Personnel</b>					
1B	DAO	(1) DAO Attorney for Detention Review	\$61,000	\$1,000	\$62,000
1B	DAO	(0.5) DAO Victim Services Staff for Detention Review	\$22,500	\$22,500	\$45,000
1B	FJD- Pretrial	(3) Pretrial Detention Review Staff	\$0	\$66,132	\$66,132
<b>II. Professional Services</b>					
1A	MDO (for Defender Association)	Contract For Pretrial Advocates (Defender Association)	\$181,500	\$180,371	\$361,871
1B	MDO (for Defender Association)	Contract for Detention Review Hearings (Defender Association)	\$157,320	\$157,320	\$314,640
1C	FJD- Pretrial	Contract for Pretrial Training	\$10,000	\$0	\$10,000
4A	MDO (for CJAB)	Contract for CJAB Racial Equity Consultant	\$20,000	\$0	\$20,000
5A	DBHIDS	Contract for ART Behavioral Health Provider	\$235,000	\$315,000	\$550,000
6A	MDO/FJD	Contract for Independent Evaluation Partner	\$200,000	\$0	\$200,000
7A	MDO (for CAC)	Contract for Community Assessment Partner	\$75,000	\$0	\$75,000
7B	MDO (for Fund for Philadelphia)	Contract for Microgrant Management	\$150,000	\$150,000	\$300,000
7C	MDO	Contract for Service Provider(s) for People Released Pretrial	\$125,000	\$125,000	\$250,000
<b>III. Data Enhancements (e.g., IT system improvements, technology, staff)</b>					
<b>IV. Equipment and Hardware</b>					
<b>V. Travel (e.g., airfare, hotel accommodations, food and incidentals)</b>					
	MDO	(9) Per Diem for All Sites- 2 trips per year	\$3,000	\$3,000	\$6,000
	MDO	(9) Travel For All-Sites- 2 Trips per year	\$5,000	\$5,000	\$10,000
<b>VI. Meeting Expenses (e.g., meeting space, food and supplies)</b>					
	MDO	Meeting Expenses (Site Visits & Community Meetings)	\$0	\$4,357	\$4,357
<b>VII. Indirect Costs (not-to-exceed 15%)</b>					
<b>Total</b>			<b>\$1,245,320</b>	<b>\$1,029,680</b>	<b>\$2,275,000</b>



**Philadelphia Safety and Justice Challenge**

**Sustainability Planning Grant Budget**

**January 2021- December 2022**

**Racial Equity Strategy Framework**

Strategy 1: Utilize Race and Ethnicity Data to Drive Collaborative Criminal Justice Reform Effort  
 Strategy 2: Foster Agency and Community Leadership Commitment to Advancing Racial Equity in the Criminal Justice System  
 Strategy 3: Promote Agency-Specific Policy and Practice Changes Centering Racial Equity in Decision-Making  
 Strategy 4: Sustain and Grow the Criminal Justice Reform Effort

FULL STRATEGY FRAMEWORK: <https://docs.google.com/spreadsheets/d/1RPFseSq5giHu2wxPC5DjGUJKy65-MZSjbiKuqzzuKF8/edit?usp=sharing>

Strategy/Initiative	Agency	Initiative Type	Racial Equity Strategy	Year 1 (Grant Dollars)	Year 2 (Grant Dollars)	Year 1 (FY21 City Match Dollars)	Year 2 (FY22 City Match Dollars)
<b>1) Pretrial Workgroup</b>				<b>\$432,320</b>	<b>\$427,323</b>	<b>\$476,614</b>	<b>\$897,005</b>
1A) Pretrial Advocates (Professional Services Contract)	Defender	Expanded	1, 3				
Professional Services Contract for Defender Association Staffing				\$181,500	\$180,371	\$245,000	\$245,000
1B) Detention Review Hearings	DAO, Defender, FJD	New	1, 3				
(1.5) DAO Staff Salary				\$83,500	\$23,500	\$0	\$60,000
(1.5) DAO Staff Fringe				\$0	\$0	\$34,235	\$34,235
(3) Pretrial Staff Salary**				\$0	\$66,132	\$0	\$0
(3) Pretrial Staff Fringe**				\$0	\$0	\$45,556	\$45,556
Defender Professional Services Contract				\$157,320	\$157,320	\$0	\$0
1C) Pretrial Professional Development	FJD-Pretrial	New	3				
Professional Services Contract for Training Vendor				\$10,000	\$0	\$10,000	\$0
S1) Alternatives to Cash Bail	FJD- Pretrial	Sustained	1, 3				
(11) Pretrial Staff Salary**				\$0	\$0	\$56,297	\$316,339
(11) Pretrial Staff Fringe**				\$0	\$0	\$23,082	\$129,699
S2) Early Bail Review	FJD-MC	Sustained	1, 3				
(1) Pretrial Staff Salary				\$0	\$0	\$44,287	\$46,934
(1) Pretrial Staff Fringe				\$0	\$0	\$18,158	\$19,243
S3) Pretrial Research Advisory Council	FJD- RAD	Sustained	1, 2				
Materials and Supplies**				\$0	\$0	\$0	\$0
Professional Services Contract for Secondary Evaluation**				\$0	\$0	\$0	\$0
S4) EM Sustainability	FJD Pretrial	Sustained	3				
Professional Services Contract for EM Vendor**				\$0	\$0	\$0	\$0

<b>2) Case Processing Workgroup</b>				<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
S5) MC Long Stayer Review	FJD- MC	Sustained	1	\$0	\$0	\$0	\$0
S6) CP Long Stayer Review	FJD-MC	Sustained	1	\$0	\$0	\$0	\$0
<b>3) VOP Workgroup</b>				<b>\$0</b>	<b>\$0</b>	<b>\$277,559</b>	<b>\$392,335</b>
S7) Early Termination & Absconder Reviews	FJD-APPD	Sustained	1, 3				
(3) APPD Staff Salary				\$0	\$0	\$142,047	\$200,798
(3) APPD Staff Fringe				\$0	\$0	\$58,239	\$82,327
S8) Detainer Review Hearings	FJD- CP	Sustained	1				
(1) CP Staff Salary				\$0	\$0	\$54,803	\$77,454
(1) CP Staff Fringe				\$0	\$0	\$22,469.23	\$31,756.14
<b>4) Racial and Ethnic Disparities</b>				<b>\$20,000</b>	<b>\$0</b>	<b>\$31,093</b>	<b>\$98,646</b>
4A) CJAB Leadership Commitment to Racial Equity	MDO/FJD	New	2				
Professional Services Contract for Racial Equity Consultant				\$20,000	\$0	\$0	\$0
S9) Data Diagnostic	MDO/FJD	Sustained	1, 3				
(1) MDO Staff Salary**				\$0	\$0	\$22,052	\$69,962
(1) MDO Staff Fringe				\$0	\$0	\$9,041.32	\$28,684.42
S10) Initiative Review	MDO	Sustained	1, 3	\$0	\$0	\$0	\$0
S11) Bias Training	MDO	Sustained	1, 3	\$0	\$0	\$0	\$0
<b>5) Behavioral Health</b>				<b>\$235,000</b>	<b>\$315,000</b>	<b>\$675,000</b>	<b>\$763,000</b>
5A) Alternative Response Team (Professional Services Contract)	DBHIDS	New	1, 4				
Professional Services Contract with Behavioral Health Provider				\$235,000	\$315,000	\$0	\$0
S12) Alternatives to Detention- Probation & Pretrial (Professional Services Contract)	DBHIDS	Sustained	1, 3				
Professional Services Contract with Behavioral Health Provider**				\$0	\$0	\$0	\$220,000
S13) Co-Responder (Professional Services Contract)	MDO	Sustained	1, 3	\$0	\$0		
Professional Services Contract with Behavioral Health Provider**				\$0	\$0	\$375,000	\$543,000
S14) SMI Reentry Housing	MDO	Sustained	1, 4				
Professional Services Contract with Homeless Services Provider**				\$0	\$0	\$300,000	\$0

<b>6) Data Capacity</b>				<b>\$200,000</b>	<b>\$0</b>	<b>\$152,280</b>	<b>\$152,280</b>
6A) Independent Scientific Evaluation (Professional Services Contract)	FJD/MDO	New	1, 2, 3 & 4				
Professional Services Contract for Independent Evaluator				\$200,000	\$0	\$0	\$0
S15) Data Capacity	FJD	Sustained	1, 2, 3 & 4				
(2) Staff Salary				\$0	\$0	\$ 108,000	\$ 108,000
(2) Staff Fringe				\$0	\$0	\$ 44,280	\$ 44,280
<b>7) Community Engagement &amp; CAC</b>				<b>\$350,000</b>	<b>\$275,000</b>	<b>\$10,710</b>	<b>\$284,697</b>
7A) Community Assessment Initiative	CAC (through MDO)	New	1, 2, 3 & 4				
Professional Services Contact for Assessment Partner				\$75,000	\$0	\$0	\$0
7B) Microgrants (Professional Services Contract)	MDO	Expanded	2, 4				
Professional Services Contract for Grants Management				\$150,000	\$150,000	\$0	\$200,000
7C) Services for Pretrial Individuals	MDO	New	1,4				
Professional Services Contact with Service Provider(s)				\$125,000	\$125,000	\$0	\$0
S16) Community Advisory Committee	CAC	Sustained	1, 2, 3 & 4				
Professional Services Contract for CAC Expenses**				\$0	\$0	\$0	\$0
(1) Staff Salary*				\$0	\$0	\$7,596	\$60,069
(1) Staff Fringe				\$0	\$0	\$3,114	\$24,628
<b>V. Travel (e.g. airfare, hotel accommodations, food and incidentals)</b>				<b>\$8,000</b>	<b>\$8,000</b>	<b>\$0</b>	<b>\$0</b>
Per Diem for All Sites				\$3,000	\$3,000	\$0	\$0
Travel For All-Sites				\$5,000	\$5,000	\$0	\$0
<b>VI. Meeting Expenses (e.g., meeting space, food and supplies)</b>				<b>\$0</b>	<b>\$4,357</b>	<b>\$0</b>	<b>\$0</b>
Meeting Expenses (Site Visits & Community Meetings)*				\$0	\$4,357	\$0	\$0
<b>TOTAL Before Offset</b>				<b>\$1,245,320</b>	<b>\$1,029,680</b>	<b>\$1,623,256</b>	<b>\$2,587,964</b>
<b>TOTAL GRANT REQUEST</b>				<b>\$2,275,000</b>			

\*Existing Grant Resources from Grant #151955 will be used to cover or offset the cost of these expenses during the sustainability grant period. More detail is provided in the Budget Narrative.



MACARTHUR FOUNDATION SAFETY AND JUSTICE CHALLENGE  
CITY OF PHILADELPHIA- SUSTAINABILITY PROPOSAL  
BUDGET NARRATIVE

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**Strategy 1- Pretrial: *To safely reduce the number of people in jail pretrial***

1A: Pretrial Advocates

The Defender Association will expand their ***Pretrial Advocates Program*** to have citywide impact. The Managing Director’s Office will enter into a professional services contract with the Defender Association, who will hire two additional pretrial advocate staff (salary and fringe benefits) and procure polycom technology through an identified vendor.

The City has provided sustainable funding to the Defender Association to maintain the staffing levels of the pilot program.

GRANT: \$181,500 in Year 1 and \$180,371 in Year 2 for a professional services contract with the Defender Association to expand pretrial advocates.

MATCH: \$245,000 in FY21<sup>1</sup> and \$245,000 in FY22<sup>2</sup> for a professional services contract with the Defender Association for existing pretrial advocates pilot.

1B: Detention Review Hearings

Building on the successful implementation of the Early Bail Review Program, all individuals who remain in custody after the initial bail setting will have a more substantive ***Detention Review Hearing*** within 3 days of arrest.

Additional Staffing (salary and fringe benefits) is needed within the Pretrial Services Department, District Attorney’s Office, and the Defender Association to support the implementation of this initiative.

**DAO Staffing:** The District Attorney’s Office will hire one full-time staff attorney and dedicate 50% of the time of a victim services coordinator to staff the detention review hearings.

GRANT: \$61,000 in salaries in Year 1 and \$1,000 in Year 2 for a full-time attorney to staff this program (\$61,000 salary rate).<sup>3</sup>

GRANT: \$22,500 in salaries for Year 1 & 2 for the allocation of 50% of a victim services coordinator position to this program (\$45,000 salary rate).

MATCH: \$61,000 in FY22 for the salary of the full-time staff attorney

MATCH: \$9,225 in fringe benefits for Year 1 & 2 for the allocation of 50% of a victim services coordinator position to this program. (41% Benefit Rate)

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<sup>1</sup> The City of Philadelphia’s Fiscal Year 2021 extends from July 1, 2020 to June 30, 2021.

<sup>2</sup> The City of Philadelphia’s Fiscal Year 2022 extends from July 1, 2021 to June 30, 2022.

<sup>3</sup> The remainder of the salary for the attorney position will be provided by the City in Year 2 of the grant.

MATCH: \$25,010 in fringe benefits for Year 1 & Year 2 for a full-time attorney to staff this program. (41% Benefit Rate)

**Pretrial Services Staffing:**

The Pretrial Services Department will hire 3 staff in their Records and Notification Unit for the Detention Review Hearings. Existing grant resources from Grant #151955 will support the full cost of the three position salaries for the three Pretrial staff in Year 1, and \$45,000 of the cost of the salaries Year 2.

GRANT: \$66,132 in salaries in Year 2 for the 3 dedicated Pretrial Services staff (\$37,044 Salary Rate).

MATCH: \$45,556 in fringe benefits in Year 1 & 2 for the 3 dedicated Pretrial Services Staff.  
(41% Benefit Rate)

**Defender Association Staffing:**

The Managing Director's Office will enter into a professional services contract with the Defender Association to hire two full-time staff attorneys (salary and fringe benefits) to the Detention Review Hearings.

GRANT: \$157,320 in Year 1 and Year 2 for a professional services contract with the Defender Association for Detention Review Hearings.

1C: Pretrial Professional Development

The Pretrial Services Department will provide *Pretrial Professional Development* opportunities to staff of all levels, increasing their capacity to meaningfully engage clients. The First Judicial District- Pretrial Services Department will enter into a professional services contract with a training vendor using their standard procurement process.

GRANT: \$10,000 in Year 1 for the FJD-Pretrial Services to enter into a professional services contract with a training vendor.

S1: Alternatives to Cash Bail

Capacity within pretrial services was enhanced to ensure that more individuals can be safely released into the community while awaiting trial. Eleven (11) new staff were hired in the Pretrial Services Department.

Existing SJC grant resources from Grant #151955 will continue to support these staff through the end of the grant period. The City of Philadelphia has committed to funding this initiative from the General Fund once the existing grant resources are expended. As such the City's contribution increases between Year 1 and Year 2 when the Grant #151955 resources are spent down.

MATCH: \$56,297 in salaries and \$23,082 in fringe benefits in FY 21. \$316,339 in salaries and \$129,699 in fringe benefits in FY22. (41% Benefit Rate)

S2: Early Bail Review

Philadelphia Municipal Court provides early bail review hearings within five days of when bail is set. One new staff member was hired in the Pretrial Services Department to support this

program. The City of Philadelphia has committed to funding this initiative from the General Fund going forward.

MATCH: \$44,287 in salaries and \$18,158 in fringe benefits in FY 21. \$46,934 in salaries and \$19,243 in fringe benefits in FY22. (41% Benefit Rate)

S3: Research Advisory Council

In October of 2019, the First Judicial District established a Pretrial Reform Research Advisory Council. This council brings practitioners and national experts together to assess the range of options for Philadelphia to use in its efforts to eliminate cash bail citywide.

Existing MacArthur grant funds from Grant #151955 are sufficient for the operations of the RAC for the coming two years. These costs include materials, supplies, travel and lodging, and resources for secondary evaluation support.

S4: EM Sustainability

Philadelphia's Pretrial Electronic Monitoring (EM) equipment has been converted to an updated system. Philadelphia continues to use EM 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 EM caseload.

Existing grant funds from Grant #151955 will be used to sustain the maintenance costs of the new EM system in Year 1. The City and the FJD will work together to secure ongoing support for this important initiative.

**Strategy 2- Case Processing: *To create efficiencies in case processing***

S5: MC Long Stayer Review

The Municipal Court and justice partners conduct case reviews for people who have long lengths of stay in custody pretrial to address delays in processing times, as well as racial and ethnic disparities in length of stay. There are no new costs associated with this initiative.

S6: CP Long Stayer Review

The Court of Common Pleas has focused its long stayer review on reducing the number of people who are in custody for long periods of time due to a probation detainer. There are no new costs associated with this initiative.

**Strategy 3- Violations of Probation: *To reduce the number of people in jail due to a violation of probation***

S7: Absconder & Early Termination Reviews

To decrease the number of people in Philadelphia on probation overall, the Probation Department developed a process to regularly identify individuals in absconder status and people who have been successful on probation for early termination. Three dedicated Probation Officers are assigned to this program. The City of Philadelphia has committed to funding this initiative from the General Fund going forward.

MATCH: \$142,047 in FY21 (9 months) and \$200,798 FY22 in salaries for three probation officers assigned to this program.

MATCH: \$58,239 in FY21 and \$82,327 in FY22 in fringe benefits for three probation

officers assigned to this program. (41% Benefit Rate)

#### S8: Detainer Review Hearings

The Court of Common Pleas established a Detainer Fast Track Program for people who have been in custody for 6 months or more on a detainer. The Court of Common Pleas have hired a dedicated Trial Commissioner to support this program and other reforms to the detainer hearing process.

The City of Philadelphia has committed to funding this initiative from the General Fund going forward.

MATCH: \$58,239 in FY21 (9 months) and \$77,454 FY22 in salaries for the dedicated staff assigned to this program (41% Benefit Rate).

MATCH: \$22,469 in FY21 (9 months) and \$31,756 in FY22 in fringe benefits for the dedicated staff assigned to this program. (41% Benefit Rate)

#### **Strategy 4- Racial and Ethnic Disparities: *To reduce racial and ethnic disparities across the criminal justice system***

##### 4A: CJAB Racial Equity Initiative

Through the **CJAB Racial Equity Initiative**, CJAB will ensure that the development of its new strategic plan centers racial equity in the process. CJAB will also engage external expertise to support leaders in developing their capacity to advance racial equity within their agency. The Managing Director's Office will bring in a consultant through a professional services contract to support CJAB in this initiative.

GRANT: \$20,000 in Year 1 for the Managing Director's Office to enter into a professional services contract with a racial equity consultant.

##### S9: Data Diagnostic

The Data Diagnostic utilizes race and ethnicity data across system decision points to explore the extent to which disparities exist, and to develop corrective action. The Managing Director's Office hired a dedicated Racial Equity Manager to support this initiative (and the reform effort overall). Existing grant resources from Grant #151955 will continue to support this staff position through the end of the grant period. The City has committed to sustaining the dedicated staff associated with this initiative from the General Fund going forward once funds from Grant #151955 are spent down.

MATCH: \$22,052 in FY21 (4 months) and \$69,692 FY22 in salaries for the dedicated staff for this program. (41% Benefit Rate)

MATCH: \$9,041 in FY21 (4 months) and \$28,684 in FY22 in fringe benefits for the dedicated staff assigned to this program. (41% Benefit Rate)

##### S10: Initiative Review

Philadelphia has started the process of assessing the extent to which reforms are being implemented with the specific aim of reducing racial and ethnic disparities, tracking outcomes by race and ethnicity, and making appropriate program adjustments to ensure that disparities are being addressed.

There are no new costs associated with this initiative.

### S11: Bias Training

Philadelphia's criminal justice partners have developed an implicit bias training program. Each partner will provide custom training for their entire agency that will identify areas of policy and practice changes that can help reduce disparities within that agency. Initial training has been provided by the Perception Institute. Any additional engagement with a training vendor will be the responsibility of the respective agency.

There are no new costs associated with this initiative.

### **Strategy 5- Behavioral Health: *To reduce the number of people in jail with mental illness, substance use disorder, and co-occurring disorders***

#### 5A: Alternative Responder Teams

The Department of Behavioral Health and Intellectual disAbilities Services (DBHIDS) will establish two **Alternative Responder Teams** (ART) to be dispatched to behavioral health crises and quality of life calls and can link individuals to appropriate behavioral health and social service supports. DBHIDS will contract with a community-based service provider to hire the staff, procure vehicles, and purchase materials and supplies for the ART Teams.

GRANT: \$235,000 in Year 1 (9 months) and \$315,000 in Year 2 for a DBHIDS professional services contract with a community-based services provider.

#### S12: Alternatives to Detention (Probation & Pretrial)

The Alternatives to Detention Program has embedded DBHIDS navigators in the Adult Probation and Parole and Pretrial Services Departments to provide linkages to behavioral health treatment and other supportive services for individuals who are on community supervision.

Existing grant resources from Grant #151955 will continue to support this program through the end of the grant period. The City of Philadelphia has committed to funding the staff associated with this initiative from the General Fund going forward.

MATCH: \$220,000 in FY22 for a DBHIDS professional services contract for a behavioral health service provider.

#### S13: Police Co-Responder

The Co-Responder Program pairs police with behavioral health professionals when law enforcement is called to respond to people with mental illness, intellectual disability, or substance use disorder. Existing grant resources from Grant #151955 will continue to support this program through the end of the grant period. The City of Philadelphia has committed to funding the staff associated with this initiative from the General Fund going forward.

MATCH: \$375,000 in FY21 and \$543,000 in FY22 for a DBHIDS professional services contract for a behavioral health service provider.

#### S14: SMI Reentry Housing

The City, in collaboration with DBHIDS and the Office of Homeless Services, has launched a one-year housing program for people in jail with serious mental illness. The program provides

supportive housing and wrap around services for people who could be released during the pandemic but are in need of both housing and services to meet their behavioral health needs.

Existing grant resources from Grant #151955 will fund a portion of the professional services contract with a housing provider through the 1-year program period. The City of Philadelphia's Office of Reentry Partnerships has contributed general fund resources in support of this program as well. The City will continue to seek additional resources to support this program beyond the current one-year funding.

MATCH: \$300,000 in FY21 for an Office of Homeless Services professional services contract with a housing service provider.

### **Strategy 6- Data Capacity: *To improve cross-system data capacity***

#### 6A: Scientific Evaluation

A rigorous ***Independent Scientific Evaluation*** of the impacts of the SJC initiatives on the jail population and any potential relationship to an uptick in shootings and homicides will be conducted. The City, in collaboration with the FJD, will contract with an independent, multidisciplinary evaluation team to conduct this evaluation

GRANT: \$200,000 in Year 1 for a professional services contract with and independent evaluator.

#### S15: Data Capacity

The First Judicial District tracks results of the SJC reforms with an intentional focus on using data to address racial and ethnic disparities. The FJD Research and Development Department hired two research staff dedicated to the SJC. The First Judicial District has committed to sustaining the two dedicated research staff associated with this initiative from the General Fund going forward and dedicating 75% of their time to the SJC.

MATCH: \$108,000 in FY21 and FY22 in salaries for 75% of the time of two dedicated research staff.

MATCH: \$44,280 in FY21 and FY22 in fringe benefits for 75% of the time of two dedicated research staff. (41% Benefit Rate)

### **Strategy 7- Community Engagement: *To foster meaningful community engagement in the criminal justice reform effort***

#### 7A: Community Assessment Initiative

The Community Advisory Committee will conduct focus groups, with the help of a consultant, to analyze community experiences with the justice system. This ***Community Assessment Initiative*** will provide needed context for the racial and ethnic disparity data by bringing to light underlying factors that drive disparities. The Managing Director's Office will contract with a consultant to conduct the community assessment.

GRANT: \$75,000 in Year 1 for a contract with a consultant to conduct focus groups and assessment.

### 7B: Microgrants

The Managing Director's Office, in collaboration with the CAC and the justice partners, will expand on the existing **Microgrant Program** to increase investments in community-based organizations supporting criminal justice reform. The Managing Director's Office will make grants to community organizations through a professional services contract with a fiscal agent, the Fund for Philadelphia. The fiscal agent will manage the funds and distribute them directly to community-based organizations. The City is also committed to sustaining the Microgrant program over the long term.

GRANT: \$150,000 in Year 1 and \$150,000 in Year 2 for a professional services contract for the Fund for Philadelphia.

MATCH: \$200,000 in FY22 or a professional services contract for the Fund for Philadelphia.

### 7C: Services for Pretrial Individuals

The criminal justice and community partners will work to identify gaps in **services for people in the community pretrial**, and provide resources to fund community-based organizations to fill those gaps. The Managing Director's Office will contract with community-based service providers to provide these voluntary services.

GRANT: \$125,000 in Year 1 & 2 for a contract with a community-based service providers

### S16: Community Advisory Committee

The criminal justice partners established a **Community Advisory Committee (CAC)** that informs the implementation of new jail reduction initiatives, ensuring that they are responsive to the needs of diverse community stakeholders, and strengthen support for the City's criminal justice reform efforts.

Existing grant funds from Grant #151955 are sufficient for the operations of the CAC for the coming two years. The City has committed to sustaining the two dedicated staff associated with this initiative from the General Fund going forward once funds from Grant #151955 are spent down.

MATCH: \$7,579 in FY21 (1.5 months) and \$60,038 FY22 in salaries for the dedicated staff for this program (41% Benefit Rate).

MATCH: \$3,114 in FY21 (1.5 months) and \$24,628 in FY22 in fringe benefits for the dedicated staff assigned to this program (41% Benefit Rate).

### **Travel & Meeting Expenses**

#### All Sites Travel & Per Diem

Travel is estimated for 9 people to attend two all-sites meetings per year for Year 1 and Year 2, both requiring airplane travel.

GRANT: \$5,000 in Year 1 and Year 2 for air, train, or car travel to All-Sites conferences for 9 attendees, 2 trips per year.

GRANT: \$3,000 in Year 1 and Year 2 for per diems for travel to All-Sites conferences for 9 attendees, 2 trips per year.

### Site Visit and Community Meetings and Expenses

In addition to explicit expenses outlined otherwise in this request, miscellaneous costs to host community meetings, site visits, technical assistance, and other functions often arise. This may range from refreshments to supplies to rental space. Existing grant resources from Grant #151955 will support the full cost the site visits in Year 1 (budgeted for \$8,00 per year), and \$3,643 of the cost of the expenses Year 2. Flexible funding is requested to cover remainder of the Year 2 site visit expenses.

GRANT:       \$4,357 in Year 2 for meeting expenses and supplies.

### **OTHER FUNDING SOURCES**

#### **Pennsylvania Commission on Crime and Delinquency**

The Managing Director's Office received a \$212,500 grant from the Pennsylvania Commission on Crime and Delinquency to support the independent evaluation of the Police Assisted Diversion Program.

The Department of Behavioral Health and Intellectual disAbilities Services received a \$255,000 grant from the Pennsylvania Commission on Crime and Delinquency to support data capacity for the Stepping Up Initiative and a robust information sharing project.

#### **Bloomberg Philanthropies**

The Managing Director's Office received a \$541,000 grant from Bloomberg Philanthropies to support the expansion of the Police-Assisted Diversion and Police Co-responder Programs.

#### **The Center for Disease Control**

The Managing Director's Office (through the Department of Public Health) received a \$600,000 grant from the Center for Disease Control to support the expansion of the Police-Assisted Diversion Program.

#### **Behavioral Health Reinvestment**

The Philadelphia Department of Behavioral Health and Intellectual disAbilities Services has committed \$364,920 of Behavioral Health Reinvestment Funding for FY21 to support the ongoing work of Police Assisted Diversion (PAD), Alternatives to Detention (ATD), and Post Arrest Screening and Supports (PASS).



## Proposed Implementation Strategies: Summary Worksheet

Strategy	Strategy name	Strategy Description	Lead Agency	Owner	Ongoing or new strategy	Strategy Impact**
Strategy 1	Pretrial	<p><b>To safely reduce the number of people in jail pretrial</b></p> <p>1A: Pretrial Advocates            1B: Detention Review Hearings            1C: Pretrial Professional Development            S1: Alternatives to Cash Bail            S2: Early Bail Review            S3: Research Advisory Council            S4: EM Sustainability</p>	<p>1A: Defender            1B: FJD-MC, DAO, Defender            1C: FJD-Pretrial            S1: FJD- Pretrial            S2: FJD-MC            S3: FJD- Research            S4: FJD-Pretrial</p>	<p>1A: Sarah Allen            1B: Roseanne Unger, Dana Bazelon, Sarah Allen            1C: Michael Bouchard            S1: Michael Bouchard            S2: Roseanne Unger            S3: Jaime Henderson            S4: Michael Bouchard</p>	<p>1A: Ongoing            1B: New            1C: New            S1: Ongoing            S2: Ongoing            S3: Ongoing            S4: Ongoing</p>	6.7%
Strategy 2	Case Processing	<p><b>To create efficiencies in case processing</b></p> <p>S5: MC Long Stayer Review            S6: CP Long Stayer Review</p>	<p>S5: FJD-MC            S6: FJD- CP</p>	<p>S5: Roseanne Unger            S6: Vincent Petri</p>	<p>S5: Ongoing            S6: Ongoing</p>	8.5%
Strategy 3	Violations of Probation	<p><b>To reduce the number of people in jail due to a violation of probation</b></p> <p>S7: Absconder &amp; Early Termination Reviews            S8: Detainer Review Hearings</p>	<p>S7: FJD-APPD            S8: FJD-CP</p>	<p>S7: Darlene Miller            S8: Vincent Petri</p>	<p>S7: Ongoing            S8: Ongoing</p>	2.8%
Strategy 4	Racial and Ethnic Dispariti	<p><b>To reduce racial and ethnic disparities across the criminal justice system</b></p> <p>4A: CJAB Leadership Initiative            S9: Data Diagnostic            S10: Initiative Review            S11: Bias Training</p>	<p>4A: FJD-CP, MDO            S9: MDO, FJD- Research            S10: MDO, FJD- Research            S11: MDO</p>	<p>4A: Supervising Judge Leon Tucker &amp; Rachael Eisenberg            S9: Shebani Rao &amp; Alyssa Balletta            S9: Shebani Rao &amp; Alyssa Balletta            S11: Shebani Rao</p>	<p>4A: New            S9: Ongoing            S9: Ongoing            S11:Ongoing</p>	N/A

Strategy 5	Behavioral Health	<b>To reduce the number of people in jail with mental illness, substance use disorder, and co-occurring disorders</b> 5A: ART S12: Alternatives to Detention S13: Police Co-Responder S14: SMI Reentry Housing	5A: DBHIDS S12: DBHIDS S13: MDO/Police S14: MDO	5A: Dave Ayers S12: Dave Ayers S13: Kurtis August/ Francis Healy S14: Monika Witt	5A: New S12: Ongoing S13: Ongoing S14: Ongoing	6.40%
Strategy 6	Data	<b>To improve cross-system data capacity</b> 6A: Scientific Evaluation S15: Data Capacity	6A: FJD-Research & MDO S15: FJD-Research	6A: Jaime Henderson & Rachael Eisenberg S15: Jaime Henderson	6A: New S15: Ongoing	N/A
Strategy 7	Community Engagement	<b>To foster meaningful community engagement in the criminal justice reform effort</b> 7A: Community Assessment Initiative 7B: Microgrants 7C: Services for Pretrial Individuals S16: Community Advisory Committee	7A: CAC (through MDO) 7B: MDO 7C: MDO S16: MDO	7A: Rachael Eisenberg & Devren Washington 7B: Rachael Eisenberg & Malik Bandy 7C: Rachael Eisenberg S16: Malik Bandy	7A: New 7B: Ongoing 7C: New S16: Ongoing	N/A
	Sustained List	<b>Other sustained initiatives/ policy changes not receiving grant or City match funding under MacArthur</b> S17: Parole Petitions S18: ARC S19: Probation Sentence Project S20: CVN S21: Police-Assisted Diversion* S22: P.A.S.S.* S23: The Choice is Yours* S24: Art for Justice S25: Outreach & Communications	S17) Defender S18) Defender S19) DAO S20) Police S21) MDO/Police S22) DBHIDS S23) DAO S24) MDO S25) MDO	S17) Byron Cotter S18) Sarah Allen S19) Liam Riley S20) Francis Healy S21) Kurtis August/Francis Healy S22) Dave Ayers S23) Liam Riley S24) Malik Bandy S25) Rachael Eisenberg	S17) Ongoing S18) Ongoing S19) Ongoing S20) Ongoing S21) Ongoing S22) Ongoing S23) Ongoing S24) Ongoing S25) Ongoing	

\*City Funding is being dedicated to these initiatives but not through the dedicated MacArthur Match

\*\* Full impact calculation methodology and overlap discount

## Full Proposal Impact (with Overlap Discount)\*\*

Current jail population for purposes of impact calculations are based on the number of people incarcerated as of August 31, 2020 (3,986).

### **Impact Totals (detail in individual strategy templates)**

6.7% from Pretrial

8.5% from Case Processing

2.8% from VOP

6.4% from Mental Health

24.4% reduction (before overlap discount) from 3,986 = 3,013

24.4% - 7.9% overlap discount = 16.5%

16.5% reduction from 3,986 (August 2020 end of month population) for a reduced jail population total of 3,328

**TOTAL:** 58.5% percent reduction from baseline (8,082)

### Overlap Discount Methodology

#### Overlap between Pretrial and Case Processing

- 21.7% of target population for Long Stayers is Pretrial, non-Murder, No Detainer with ALOS greater than 6 months (and thus overlapping with the Pretrial Strategy)
- 366 pretrial – non- murder – no detainers with ALOS over 6 months / 1,686 total target population
- 21.7% of 8.5% (total impact for Long Stayers) = 1.84% overlap discount

#### Overlap between Case Processing and VOP

- 64.5% of target population for Long Stayers is Philadelphia and/or Other/Hold Detainer and open matter that have an ALOS of over 6 months (and thus overlapping with VOP's Detainer Review)
- 1,088 Philadelphia and/or Other/Hold Detainer and open matter with ALOS of over 6 months / 1,686 total target population
- 64.5% of 8.5% (total impact for Long Stayers) = 5.48% overlap discount

#### Overlap between VOP and Mental Health

- 4.1% of target population for Long Stayers is Philadelphia Detainer Only + Open Cases with an ALOS of over 6 months (and thus overlapping with Mental Health's Alternatives to Detention)
- 69 Philadelphia Detainer Only + Open Case, SMI Status, ALOS over 6 months / 1,686 total target population
- 4.1% of 8.5% (total impact for Long Stayer) = 0.35% overlap discount

#### Overlap between VOP and Mental Health

- 6.3% of target population for Detainer Review is Philadelphia Detainer Only + Open Cases with an ALOS of over 6 months (and thus overlapping with Mental Health's Alternatives to Detention)
- 69 Philadelphia Detainer Only + Open Case, SMI Status, ALOS over 6 months / 1,088 total target population
- 6.3% of 2.8% (total impact for Detainer Review) = 0.18% overlap discount

## Proposed Implementation Strategies: Strategy 1

Strategy Name & Description	Lead Agency	Owner	Strategy Status (New or Ongoing)
<p><b>Pretrial Strategy-</b> <i>To reduce the number of people in jail pretrial through the implementation of the following initiatives:</i></p> <p>1A: Pretrial Advocates            1B: Detention Review Hearings            1C: Pretrial Professional Development            S1: Alternatives to Cash Bail            S2: Early Bail Review            S3: Research Advisory Council            S4: EM Sustainability</p>	<p>1A: Defender            1B: FJD-MC, DAO, Defender            1C: FJD-Pretrial            S1: FJD- Pretrial            S2: FJD-MC            S3: FJD- Research            S4: FJD-Pretrial</p>	<p>1A: Sarah Allen            1B: Roseanne Unger, Dana Bazelon, Sarah Allen            1C: Michael Bouchard            S1: Michael Bouchard            S2: Roseanne Unger            S3: Jaime Henderson            S4: Michael Bouchard</p>	<p>1A: Ongoing            1B: New            1C: New            S1: Ongoing            S2: Ongoing            S3: Ongoing            S4: Ongoing</p>

### Impact of strategy on ADP to date [Using data, describe how the proposed strategy has reduced your jurisdiction's jail population]

**Pretrial Strategy Overall**

Target Population (snapshot): 267 (29.6% of 901) (Those in custody in the pretrial, non-murder, no detainer confinement category, 8/31/20)  
 It is estimated that 85% of individuals will be eligible for release while in pretrial posture. Since the beginning of the implementation phase, Philadelphia has decreased the number of individuals in this confinement category by 55.4%. With the continued implementation of initiatives in this strategy, Philadelphia aims to reduce the number of people in this confinement category by the remaining 29.6%.

- ALOS: 200.3 days
- Days Saved: 200.3 days

267 x 365 / 200.3= 487 admissions per year  
 485 x 200.3 / 365 = 267 fewer people on a given day  
 Impact: 6.7% of total population (267 / 3,986)

## Plan to sustain strategy

[How does your jurisdiction plan on sustaining the strategy over the life of an anticipated two-year renewal period? What, if any, changes do you propose to the strategy moving forward?]

1A: Pretrial Advocates- The City has committed general fund resources to support the staffing associated with the pilot initiative over the long term. Over the next two years, the Defender Association will develop a long-term sustainability plan for the new staffing hired under this grant. The Defender Association will procure new technology and equipment to allow pretrial advocate interviews to be conducted citywide via polycom, which is a one-time cost.

1B: Detention Review Hearings- Over the next two years, the FJD, DAO & Defender Association will develop a long-term sustainability plan for the new staffing hired under this grant.

1C: Pretrial Professional Development- This is a one time cost. No new funding is needed for sustainability.

S1: Alternatives to Cash Bail- The City has committed general fund resources to support the sustainability of this initiative over the long term.

S2: Early Bail Review- The City has committed general fund resources to support the sustainability of this initiative over the long term.

S3: Research Advisory Council- Existing grant funds from the MacArthur Foundation are sufficient to support the cost of travel and analysis that may occur over the next two years. Aside from COVID-related delays and limits on in-person meetings, there are no other anticipated changes to this initiative. Additional grant resources will be sought for long-term costs of this initiative.

S4: EM Sustainability- Existing grant resources will be used to sustain the existing EM system over the coming year. The City and the FJD will work to secure sustainable funding for the maintenance expenses in the coming year.

## Impact measures

[What will you track to assess how jail trends are changing as a result of the strategy?]

- ▶ #/% of individuals who are interviewed by defense counsel prior to their preliminary arraignment hearing (by race/ethnicity, gender)
- ▶ ALOS of individuals in jail on a given day in the pretrial, non-murder, no detainer confinement category (by race/ethnicity, gender)
- ▶ ALOS of individuals in jail pretrial who are released on EM (by race/ethnicity, gender)
- ▶ Pretrial Detention & Release Rates (by release type, race/ethnicity, gender)
  - At Preliminary Arraignment
  - At EBR & Detention Review Hearings
- ▶ Racial Disparities in Pretrial Detention & Release Rates
  - At Preliminary Arraignment
  - At EBR & Detention Review Hearings
- ▶ Pretrial Court Appearance Rate (overall and by release type, race/ethnicity, gender)
- ▶ Pretrial Services Reporting Rates (overall and by decision point (preliminary arraignment, EBR, Detainer Review Hearings, supervision type, race/ethnicity, gender)
- ▶ Pretrial Violation Rate (overall and by supervision type, race/ethnicity, gender)
- ▶ Pretrial Re-incarceration Rate (overall and by supervision type, race/ethnicity, gender)

## Strategy's impact on racial and ethnic disparities

[What are the opportunities and anticipated impacts of implementation on racial and ethnic disparities in your jurisdiction?]

The confinement category of people held pretrial on non-murder charges and without detainers remains a significant driver of the jail population. At baseline, this population made up 25% of the total population; as of August 2020, it still comprises 22.6% of the population. People of color make up a disproportionate proportion of people within this category. As such, the multifaceted pretrial reform strategy is necessary for impacting one of the biggest drivers of disparities in the jail population. The proposed Detention Review Hearings and expansion of the Pretrial Advocates program is designed to reduce this population and the inequities it contains through more individualized, multifaceted decision-making. This approach dovetails well with research on implicit bias that emphasizes the need for slowing down decision making and allowing for the consideration of multiple factors to mitigate the impacts of racial bias.

By expanding detention review hearings to everyone in custody after three days, Philadelphia will create new opportunities for individuals to be released based on a full hearing. The design of the Detention Review Hearings will be informed by the findings from the Initiative Review of Early Bail Review, which will review release rates by race and ethnicity and identify potential barriers to release for people of color.

The Defender Association will also be expanding the Pretrial Advocates program, which will allow for individualized arguments to be made on behalf of clients at the bail setting. This approach has already been shown to reduce disparities through an evaluation conducted by the Quattrone Center. Philadelphia will track pretrial detention rates, initial detention rates, and the lengths of pretrial detention across racial and ethnic groups to ensure that the program is reducing disparities across each of these three outcomes.

### **Additional notes/context**

## Proposed Implementation Strategies: Strategy 2

Strategy Name & Description	Lead Agency	Owner	Strategy Status (New or Ongoing)
<b>Case Processing Strategy-</b> <i>To create efficiencies in case processing through the implementation of the following initiatives:</i> S5: MC Long Stayer Review S6: CP Long Stayer Review	S5: FJD-MC S6: FJD- CP	S5: Roseanne Unger S6: Vincent Petri	S5: Ongoing S6: Ongoing

### Impact of strategy on ADP to date [Using data, describe how the proposed strategy has reduced your jurisdiction's jail population]

Target Population (snapshot): 1,686 (non-sentenced individuals who have been in custody over one year who fit into one of 5 confinement categories: Pretrial + Non-murder + No detainer [366], Other Holds/Detainers Only + Open Case [452], Philadelphia Detainer Only + Open Case [488], Pretrial + Murder + No Detainer [232], Philadelphia + Other Holds/Detainers + Open Case [148]).

- ALOS: 404.1 days (weighted ALOS for those in over a year in the above confinement categories)
- Days Saved: 80.8 (reduce LOS by 20%)

$1,686 \times 365 / 404.1 = 1,522.9$  annual admissions  
 $1,522.9 \times 80.8 / 365 = 337$  fewer people on a given day  
 Impact = 8.5% of total population (337/ 3,986)

### Plan to sustain strategy [How does your jurisdiction plan on sustaining the strategy over the life of an anticipated two-year renewal period? What, if any, changes do you propose to the strategy moving forward?]

S5: MC Long Stayer Review- There is no cost associated with this initiative. This initiative can be sustained without additional funding.  
 S6: CP Long Stayer Review- There is no cost associated with this initiative. This initiative can be sustained without additional funding.

### Impact measures [What will you track to assess how jail trends are changing as a result of the strategy?]

- ▶ #/% of individuals in jail on a given day per confinement category (by Counsel type, Gender, Race/Ethnicity, Lead charge, Case grade, Hearing type, Mental Health (yes/no), Bench warrant (yes/no), Detainers (yes/no), Type of Detainers)
- ▶ ALOS of individuals in jail on a given day (by race/ethnicity, offense group, counsel type, gender)

## Strategy's impact on racial and ethnic disparities

[What are the opportunities and anticipated impacts of implementation on racial and ethnic disparities in your jurisdiction?]

Although significant progress has been made in reducing the lengths of time required to process cases in Philadelphia, racial disparities remain in average lengths of stay. The data provided below is based on a snapshot of the jail population on 8/31/20. As such, LOS figures are for those in jail on that day.

As of August 2020, Black and Latinx people have average lengths of stay of 262 and 225 days, respectively, compared to 187 days for white people. Within the “Pretrial Non-Murder No Detainers” confinement category, both Black and Latinx people have average lengths of stay of over 200 days, compared to 127 for white people. We know that an increase in the length of jail stay by even a few days has major ramifications for a person’s outcomes, across health, employment, housing, recidivism, and others. Clearly, reducing disparities in length of stay is critical for reducing inequity in the system.

Through the Long Stayer review, the Case Processing workgroup has begun identifying disparities within the “Pretrial Non-Murder No Detainers” confinement category. The workgroup has identified disparities in lengths of stay among people charged with drug crimes as well as across representation types. Going forward, the Case Processing work will conduct case level reviews to better understand the root causes of these disparities and implement practice changes to counter them. They will also investigate LOS disparities in other confinement categories including the Philadelphia Detainer Only + Open Case category.

## Additional notes/context



## Proposed Implementation Strategies: Strategy 3

Strategy Name & Description	Lead Agency	Owner	Strategy Status (New or Ongoing)
<p><b>VOP Strategy-</b> <i>To reduce the number of people in jail due to a violation of probation through the implementation of the following initiatives:</i></p> <p>S7: Absconder &amp; Early Termination Reviews S8: Detainer Review Hearings</p>	<p>S7: FJD-APPD S8: FJD-CP</p>	<p>S7: Darlene Miller S8: Vincent Petri</p>	<p>S7: Ongoing S8: Ongoing</p>

### Impact of strategy on ADP to date [Using data, describe how the proposed strategy has reduced your jurisdiction's jail population]

Detainer Review Hearings- Target population (snapshot): 218 (Estimated 20% release rate of the 1,088 individuals incarcerated on a given day with detainer Philadelphia Detainer Only + Open [488], Other Hold/Detainer Only + Open [452], Philadelphia + Other Hold/Detainer + Open [148])

- ALOS: 392 days
- Number of days saved: 202 (392 days - 180 days - 10 days for scheduling the hearing)

218 x 365 / 392 = 203 annual admissions  
203 x 202 / 365 = 112 individuals on a given day  
Impact = 2.8% of total population (112 / 3,986)

### Plan to sustain strategy [How does your jurisdiction plan on sustaining the strategy over the life of an anticipated two-year renewal period? What, if any, changes do you propose to the strategy moving forward?]

S7: Absconder & Early Termination Reviews- The City has committed general fund resources to support the sustainability of this initiative over the long term.  
S8: Detainer Review Hearings- The City has committed general fund resources to support the sustainability of this initiative over the long term.

## Impact measures

[What will you track to assess how jail trends are changing as a result of the strategy?]

- ▶ #/% of individuals in jail on a given day with a Philadelphia Detainer (by race/ethnicity, violation type) (by gender, race/ethnicity)
- ▶ ALOS of individuals in jail on a given day with a Philadelphia detainer (by gender, race/ethnicity, violation type)
- ▶ #/% of individuals receiving detainer review hearings (by race/ethnicity, violation type) (by gender, race/ethnicity)
- ▶ Release rate for Detainer Review Hearings (by violation type, gender race/ethnicity)
- ▶ #/% of people in absconder status (by gender, race/ethnicity)
- ▶ #/% of people who have been granted early termination of probation (by gender, race/ethnicity)
- ▶ Racial Disparities in Supervision, Warrants, & Detainers (by gender) (& R.E.D. Workgroup)

## Strategy's impact on racial and ethnic disparities

[What are the opportunities and anticipated impacts of implementation on racial and ethnic disparities in your jurisdiction?]

Over 50% of the jail population now consists of people being held on detainers – making this the largest driver of the jail population. Philadelphia will investigate racial and ethnic disparities within the detainer population through the Scientific Evaluation and the Data Diagnostic. The Data Diagnostic initiative has already successfully explored disparities at the point of post-charging diversion. This process has demonstrated the potential for a collaborative, problem-solving approach to tackling inequity. As we dive deeper into this work, we anticipate replicating the steps we followed for the diversion decision point: A) Use quantitative and qualitative data to unpack the drivers of probation violations for people of color; B) improve data tracking and sharing across agencies to better understand these drivers; C) develop targeted policy and practice changes; and D) develop infrastructure to continue this work.

## Additional notes/context

*Through the Early Termination and Absconder Review initiatives, steady progress is being made to reduce Probation caseloads. As of September 2020 there were 30,101 people on APPD supervision, including 22,304 on active supervision and 7,797 in absconder status. To date, early probation terminations have been effectuated for 504 people, and case closure effectuated for 445 people in absconder status.*

## Proposed Implementation Strategies: Strategy 4

Strategy Name & Description	Lead Agency	Owner	Strategy Status (New or Ongoing)
<p><b><i>Racial and Ethnic Disparities-</i></b> <i>To reduce racial and ethnic disparities across the criminal justice system through the implementation of the following initiatives:</i></p> <p>4A: CJAB Leadership Initiative            S9: Data Diagnostic            S10: Initiative Review            S11: Bias Training</p>	<p><b>4A: FJD-CP, MDO</b>  <b>S9: MDO, FJD-Research</b>  <b>S10: MDO, FJD-Research</b>  <b>S11: MDO</b></p>	<p>4A: Supervising Judge            Leon Tucker &amp; Rachael Eisenberg            S9: Shebani Rao &amp; Alyssa Balletta            S9: Shebani Rao &amp; Alyssa Balletta            S11: Shebani Rao</p>	<p>4A: New            S9: Ongoing            S9: Ongoing            S11: Ongoing</p>

### Impact of strategy on ADP to date [Using data, describe how the proposed strategy has reduced your jurisdiction's jail population]

Impact calculations are not relevant to this initiative.

### Plan to sustain strategy [How does your jurisdiction plan on sustaining the strategy over the life of an anticipated two-year renewal period? What, if any, changes do you propose to the strategy moving forward?]

4A: CJAB Leadership Initiative- The Commonwealth of Pennsylvania provides a variety of funding opportunities to support local criminal justice advisory boards on an annual basis. Philadelphia will apply for these resources as a more sustainable funding stream to resource CJAB's commitment to racial equity and the strategic planning process.

S9: Data Diagnostic- The City & the FJD have committed general fund resources to support the sustainability of this initiative over the long term. Grant/philanthropic resources will be pursued to add additional capacity to the ongoing work over the coming two years.

S10: Initiative Review- The City & the FJD have committed general fund resources to support the sustainability of this initiative over the long term. Grant/philanthropic resources will be pursued to add additional capacity to the ongoing work over the coming two years.

S11: Bias Training- There are no new costs associated with this initiative. If individual agencies wish to continue developing their Bias Training with the Perception Institute after the second phase of work is complete, they will seek additional resources to support that engagement.

## Impact measures

[What will you track to assess how jail trends are changing as a result of the strategy?]

- ▶ #/% of people of color in jail on a given day (by gender)
- ▶ Rate of racial and ethnic disparities at each decision point: Arrest, Charging, Declination of Charges, Arraignment, Diversion, Disposition, Sentencing, Warrants/Detainers, Prison Admissions, Prison Releases (by gender)
- ▶ Racial and ethnic disparities in outcomes by initiative (by gender)

## Strategy's impact on racial and ethnic disparities

[What are the opportunities and anticipated impacts of implementation on racial and ethnic disparities in your jurisdiction?]

The R.E.D. Workgroup has shifted focus away from implementing specific strategies towards promoting the use of a racial equity lens across the SJC. This approach has already shown promising results. An Initiative Review of Police-Assisted Diversion (PAD) highlighted possible avenues for increasing diversion for people of color, including increasing screening rates, reconsidering criminal history and other exclusionary criteria, and boosting trust between law enforcement, community members, and service providers. PAD has already made several program changes after the Review. In the coming year, the Initiative Review will focus on the Bail Review Program as well as other key implementation initiatives.

Through the Data Diagnostic Initiative, the SJC has built a collaborative process to investigate disparities at major decision points. The process is built around utilizing the Data Diagnostic dashboard, a powerful tool assembled by the First Judicial District's Research and Development Team that measures disparities across decision points through the Relative Rate Index. Over the past year, a cross-agency team used the dashboard to investigate disparities in post-charging diversion; this process has highlighted barriers for people of color in accessing and completing diversion programs, led to improved data-tracking practices, and resulted in collaborative problem-solving to improve diversion programs. The process will also result in the creation of tools that can be used to regularly review all diversion programs. Over the coming two years, the Data Diagnostic Initiative will conduct robust decision-point reviews of the arrest and detainer decision points.

## Proposed Implementation Strategies: Strategy 5

Strategy Name & Description	Lead Agency	Owner	Strategy Status (New or Ongoing)
<p><i>Behavioral Health Strategy- To reduce the number of people in jail with mental illness, substance use disorder, and co-occurring disorders</i></p> <p>5A: ART            S12: Alternatives to Detention (Probation &amp; Pretrial)            S13: Police Co-Responder            S14: SMI Reentry Housing</p>	<p>5A: DBHIDS            S12: DBHIDS            S13: MDO/Police            S14: MDO</p>	<p>5A: Dave Ayers            S12: Dave Ayers            S13: Kurtis August/            Francis Healy            S14: Monika Witt</p>	<p>5A: New            S12: Ongoing            S13: Ongoing            S14: Ongoing</p>

### Impact of strategy on ADP to date [Using data, describe how the proposed strategy has reduced your jurisdiction's jail population]

**Alternatives to Detention**

- Target Population (Admissions): 321 (Annual encounters of those who remained in the community, but were at risk of a detainee being lodged)
- ALOS: 199.1 days (Philadelphia Detainer Only, Philadelphia Detainer Only + Open Case, SMI Status)
  - Days Saved: 199.1

$321 \times 199.1 / 365 = 175$  individuals on a given day  
 Impact = 4.4% of total population (175 / 3,986)

**Other BH Strategies**

- Target Population: 342 (PASS [317], COVID-19 Reentry Housing Project [25])
- At baseline, 13.5% of the total population was experiencing SMI. As the jail population decreased, the proportion of those with SMI increased. To return to the same proportion as baseline, there would be 538 people experiencing SMI instead of 618 people as of August 2020. This translates to a difference of 80 people on a given day.
- Impact = 2.0% of total population (80 / 3,986)

## Plan to sustain strategy

[How does your jurisdiction plan on sustaining the strategy over the life of an anticipated two-year renewal period? What, if any, changes do you propose to the strategy moving forward?]

5A: ART- The City and DBHIDS will explore additional funding opportunities including Medicaid, City General Fund, and other grants to sustain and expand the program during and after the 2 year renewal period.

S12: Alternatives to Detention- The City has committed general fund resources to support the sustainability of this initiative over the long term.

S13: Police Co-Responder- The City has committed general fund resources to support the sustainability of this initiative over the long term. Additional resources will be pursued to further expand the the ongoing work.

S14: COVID19 SMI Reentry Housing- The City has secured recovery resources to support the sustainability of the housing project. The City, DBHIDS & OHS are exploring additional funding opportunities including Medicaid, City General Fund, and other grants to sustain and expand the program after the 1-year program period concludes.

## Impact measures

[What will you track to assess how jail trends are changing as a result of the strategy?]

- ▶ #/% Individuals admitted into jail with a serious mental illness (by charge, race/ethnicity, SMI status, gender)
- ▶ #/% Individuals in jail on a given day with a serious mental illness (by charge, race/ethnicity, SMI status, gender)
- ▶ ALOS (for releases and on a given day) for individuals with a serious mental illness (by charge, race/ethnicity, SMI status, gender)
- ▶ #/% of behavioral health crisis calls to 911 responded to by Alternative Responder Teams (by call type, race/ethnicity, gender)
- ▶ # of involuntary commitments initiated by law enforcement (by race/ethnicity, gender)
- ▶ Reincarceration Rate for ART, ATD, SMI Reentry Housing & Co-Responder participants (by charge, race/ethnicity, SMI status, gender)
- ▶ Rate of service utilization for ART, ATD, SMI Reentry Housing & Co-Responder Participants (by charge, race/ethnicity, SMI status, gender)
- ▶ Outcomes for ART Calls
- ▶ #/% Individuals with a behavioral health crisis & serious mental illness connected to community-based behavioral health services after encountering ART, ATD, SMI Reentry Housing & Co-Responder upon release (by charge, race/ethnicity, SMI status, gender)

## Strategy's impact on racial and ethnic disparities

[What are the opportunities and anticipated impacts of implementation on racial and ethnic disparities in your jurisdiction?]

The uprisings over the past summer have demonstrated the need to rethink the the range of first responders available in Philadelphia in ways that reduce the harms perpetuated in communities of color. In particular, there is a growing consensus in Philadelphia, and around the country, that developing alternative responses to mental health crises will allow for these issues to be resolved through engagement with community-based service providers. Such alternatives are critical to reducing disparities, given that the vast majority of people incarcerated with a serious mental illness in Philadelphia are people of color. The ART program is an exciting opportunity to divert calls away from police and the justice system in order to minimize contact with police and support individuals, including children and their families, with behavioral health challenges in the community. Community partners with lived experience will be centered in the design of the program.

Additionally, the Reentry Housing program is specifically being designed with a racial equity lens, to ensure that people of color are not under-represented in the group of people offered housing. This program will provide a blueprint for how race and ethnicity should be centered when developing programs throughout the justice system.

### **Additional notes/context**

## Proposed Implementation Strategies: Strategy 6

Strategy Name & Description	Lead Agency	Owner	Strategy Status (New or Ongoing)
<p><b>Data Strategy:</b> <i>To improve cross-system data capacity through the implementation of the following initiatives:</i>            6A: Scientific Evaluation            S15: Data Capacity</p>	6A: FJD-Research & MDO S15: FJD-Research	6A: Jaime Henderson & Rachael Eisenberg S15: Jaime Henderson	6A: New S15: Ongoing
<p><b>Impact of strategy on ADP to date</b>            [Using data, describe how the proposed strategy has reduced your jurisdiction's jail population]</p>			
<p>Impact calculations are not relevant to this initiative.</p>			
<p><b>Plan to sustain strategy</b>            [How does your jurisdiction plan on sustaining the strategy over the life of an anticipated two-year renewal period? What, if any, changes do you propose to the strategy moving forward?]</p>			
<p>6A: Scientific Evaluation- Those who are awarded the grant funds to complete the evaluation will be strongly encouraged to seek additional funding for a complete evaluation of all MacArthur endeavors. The City and the FJD will also seek additional grant resources to support the evaluation work.            S15: Data Capacity- FJD has committed departmental resources to support the sustainability of this initiative over the long term, and no new resources are needed.</p>			



## Impact measures

[What will you track to assess how jail trends are changing as a result of the strategy?]

The evaluation work will demonstrate ways in which the reform effort have produced both expected and unexpected results. Due to the length of time it will take to receive scientific results, there may be little impact on the jail population. However, it is standard practice to closely monitor all relevant aspects of the jail population through detailed monthly reports and dashboards. As such, trends are already closely monitored.

## Strategy's impact on racial and ethnic disparities

[What are the opportunities and anticipated impacts of implementation on racial and ethnic disparities in your jurisdiction?]

Part of the challenge in addressing racial and ethnic disparities in the system is the need to pinpoint specific drivers of disparate outcomes across decision points. The proposed Scientific Evaluation seeks to uncover these drivers through qualitative and quantitative data collection and analysis, which will be critical for driving future reform efforts. The evaluation will include a community survey, which will be conducted to assess perceptions of racial and ethnic disparities in the system and how to address those inequities. Analyses will also be done to explore the role of discretion and various system factors (e.g., type of attorney, bail amounts, etc.) and their impact on disparate outcomes.

FJD's Research and Development Team currently creates a range of regular reports summarizing trends in the jail population, including information on racial and ethnic disparities. Having these data regularly available helps inform difficult conversations around racial and ethnic disparity in the system. The reports facilitate deep dives into programs and initiatives to determine the sources of inequity. Additionally, during the COVID period, it was quickly apparent that the disproportional representation of people of color in the prison was worsening. Given that the data are updated and provided regularly, this work enables stakeholders to move quickly and re-direct efforts as needed. The continuation of this work will help normalize the inclusion of race and ethnicity data in regular decision-making processes.

## Additional notes/context

## Proposed Implementation Strategies: Strategy 7

Strategy Name & Description	Lead Agency	Owner	Strategy Status (New or Ongoing)
<p><i>Community Engagement Strategy: To foster meaningful community engagement in the criminal justice reform effort</i></p> <p>7A: Community Assessment Initiative            7B: Microgrants            7C: Services for Pretrial Individuals            S16: Community Advisory Committee</p>	<p>7A: CAC (through MDO)            7B: MDO            7C: MDO            S16: MDO</p>	<p>7A: Rachael Eisenberg &amp; Devren Washington            7B: Rachael Eisenberg &amp; Malik Bandy            7C: Rachael Eisenberg            S16: Malik Bandy</p>	<p>7A: New            7B: Ongoing            7C: New            S16: Ongoing</p>

### Impact of strategy on ADP to date [Using data, describe how the proposed strategy has reduced your jurisdiction's jail population]

Impact calculations are not relevant to this initiative.

### Plan to sustain strategy [How does your jurisdiction plan on sustaining the strategy over the life of an anticipated two-year renewal period? What, if any, changes do you propose to the strategy moving forward?]

7A: Community Assessment Initiative- This is a one-time cost. If additional resources are needed to support this work over the long term, the City and the CAC will seek additional grant resources over the coming two years.

7B: Microgrants- The City has committed general fund resources to support the sustainability of this initiative over the long term. Additional resources will be pursued to further expand the the ongoing work. An additional funding category has been added to the Microgrants program to provide general operating support to BIPOC-led organizations.

7C: Services for Pretrial Individuals- The City will seek grant and general fund resources over the coming two years in order to sustainably fund an increased investment in community-based services to support people in their communities pretrial.

S16: Community Advisory Committee- - The City will seek grant and general fund resources over the coming two years in order to sustainably fund the Community Advisory Committee.

## Impact measures

[What will you track to assess how jail trends are changing as a result of the strategy?]

- ▶ Increased Community Awareness of SJC- Measured by: # outreach meetings, # of stories in local media, # of social media posts, # of visits to public website
- ▶ Increased Community Feedback about the SJC - Measured by: # outreach meetings held, # focus group participants, # of feedback submitted through public website
- ▶ Increased Community Participation in SJC- Measured by: # applicants to CAC, # CAC Members (by affiliation, race and ethnicity, gender), # CAC Meetings, # of events hosted by CAC members related to SJC
- ▶ Increased Community Reinvestment related to the SJC- Measured by: # of grants made, types of organizations receiving grants (including BIPOC-led organizations), size of grants, # & size of contracts for community based services
- ▶ #/% of people released pretrial who are connected to community-based services (by race/ethnicity, gender, service type)

## Strategy's impact on racial and ethnic disparities

[What are the opportunities and anticipated impacts of implementation on racial and ethnic disparities in your jurisdiction?]

Centering the perspectives of community members of color and those who have lived experience is critical to any racial equity work within the criminal justice system. The uprisings of the past summer only underscore the need for power-sharing with community members and reinvestment in community alternatives to incarceration. Through the Community Assessment Initiative, community members will be invited to share their experiences of inequality and social injustice as it pertains to the criminal justice system. This Initiative will be a rich source of data to strengthen our understanding of the root causes of disparities and develop more targeted approaches to address them.

Expanding our microgrants program will allow the SJC partners to support and learn from a broader array of innovative community solutions, build new partnerships, and support local nonprofits who have lost significant funding during the pandemic. It will show the community that we have heard their calls for reinvestment and are taking tangible action to act on them. Additionally, adding a racial equity component to our microgrant process will allow us to target our resources to the organizations that need them the most. Survey data shows that nonprofit organizations that are led by people of color have greater funding challenges, less revenue, and fewer unrestricted net assets when compared to similar, white-led organizations. Philadelphia has learned from the SJC experience that race-neutral approaches do not work to reduce inequality. Focusing specifically on organizations led by Black, Indigenous, and People of Color (BIPOC) will be an important step to directly address resource disparities that hamper the efforts of BIPOC-led organizations.