

SAFETY + JUSTICE CHALLENGE

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Site Visit 4

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Agenda

- Community Engagement Report
- Strategy Prioritization
 - Subcommittee Presentations
- Logic Models
- Next Steps: Implementation Plan & Charters

COMMUNITY OUTREACH EFFORTS

Site Visit 1

Smart Justice Representatives

- Youth advocate
- NAMI - Spokane
- Gonzaga Law School students
- Center for Justice
- Peace and Justice Action League
- Union organizer

Site Visit 2

- NAMI Spokane
- I Did the Time
- Mothers and Families (SJ)
- Smart Justice Quarterly Meeting (~50 attendees)

Site Visit 3

- NAACP community meeting (~30 attendees)
- Native Project

COMMUNITY FEEDBACK

Arrest

Challenges:

- Arrest is often the only option for MH emergencies
- Jail has become de facto MH treatment facility

Solutions:

- Expand CIT training
- Pre-booking diversion center for MH crises; treatment to address root causes of behavior
- More training for law enforcement in order to reduce use of force

Charge

Challenges:

- Social issues have been criminalized (in part due to the “tough on crime” & “war on drugs” movements)
- Prosecutors have a lot power

Assignment of Counsel

Challenges:

- Public defenders have high caseloads
- Public defenders are too overburdened to communicate adequately with family of defendants
- Lack of quality representation; quality of counsel is connected to socioeconomic status

Solutions:

- Increase funding and resources for public defenders

Pretrial Release

Challenges:

- Overall, bond amounts are too high
- Poor individuals often held in jail on low bond amounts for minor offenses
- Pretrial detention of low-income defendants exacerbates economic disparities
- FTA's can lead to unnecessary pretrial detention
- Homeless may be disadvantaged by pretrial screen

Solutions:

- Reduce or eliminate cash bonds

Case Processing

Challenges:

- Length of time for competency evaluations
- Case processing time is slow; too many continuances
- Concern that speeding up case processing will not increase procedural fairness or improve outcomes for defendants
- Court process is confusing for both defendants and their loved ones to navigate

Solutions:

- Increase procedural justice

Jail Incarceration

Challenges:

- Jail staff/operations are not trauma-informed
- Needs of detainees with disabilities are not adequately met
- Access to medication can be difficult, delayed
- Difficult to communicate with family members from jail

Solutions:

- Social workers at booking process; could help identify signs of DV, trauma, and addiction and refer to community services
- Peer-led support (support groups, support through intake process)
- Group programming - mental health and wellness groups

Disposition & Sentencing

Challenges:

- Fees and fines are too high
- Mandatory minimum sentences
- Disproportionate sentences (sentences for some crimes are too high vis-à-vis impact on community)

Solutions:

- LFO reform
- Use alternatives to incarceration for non-violent drug offenses
- Use a restorative justice approach

Post-Conviction & Supervision

Challenges:

- Treatment courts do not address trauma
- Probation officers lack understanding of Native American cultures

Solutions:

- Integrate trauma into treatment courts
- Use alternatives to incarceration as sanctions for community supervision violations

Reentry

Challenges:

- Lack of reentry planning in jail
- Collateral consequences “punish people for being punished” (esp. barriers to employment)
- Lack of affordable housing (including public housing) that will accept people with records
- Inconsistent mental health care & medication during transition from jail to community
- Legal debt can hinder reentry (esp. housing)

Solutions:

- Allow nonprofits and social services to help inmates prep for release
- Expand Ban the Box
- Restore civil rights – including voting rights – for the formerly incarcerated
- Record expungement after a certain period of time
- Increase services to aid family members of inmates; focus on fatherhood
- Increase transitional housing
- Increase opportunities for work release prior to reentry

SJ Quarterly Meeting Themes

- Criminalization of mental health issues (22)
 - Lack of assessment
 - Lack of diversion programs
- Disproportionate impact on people of color and/or the impoverished (12)
- Over-criminalization in the US
 - System is too harsh on those convicted of non-violent, minor crimes (16) and is too harsh overall (9)
 - Negative impact on families (8)
 - Veterans & people with mental illness/disabilities need special services (7)
 - LFO debt is destabilizing and overly-burdensome (7)
- Collateral consequences
 - Homelessness (8); unemployment (6)
- Law enforcement
 - Officers use excessive force (7)
- Substance abuse treatment (5)

Discussion

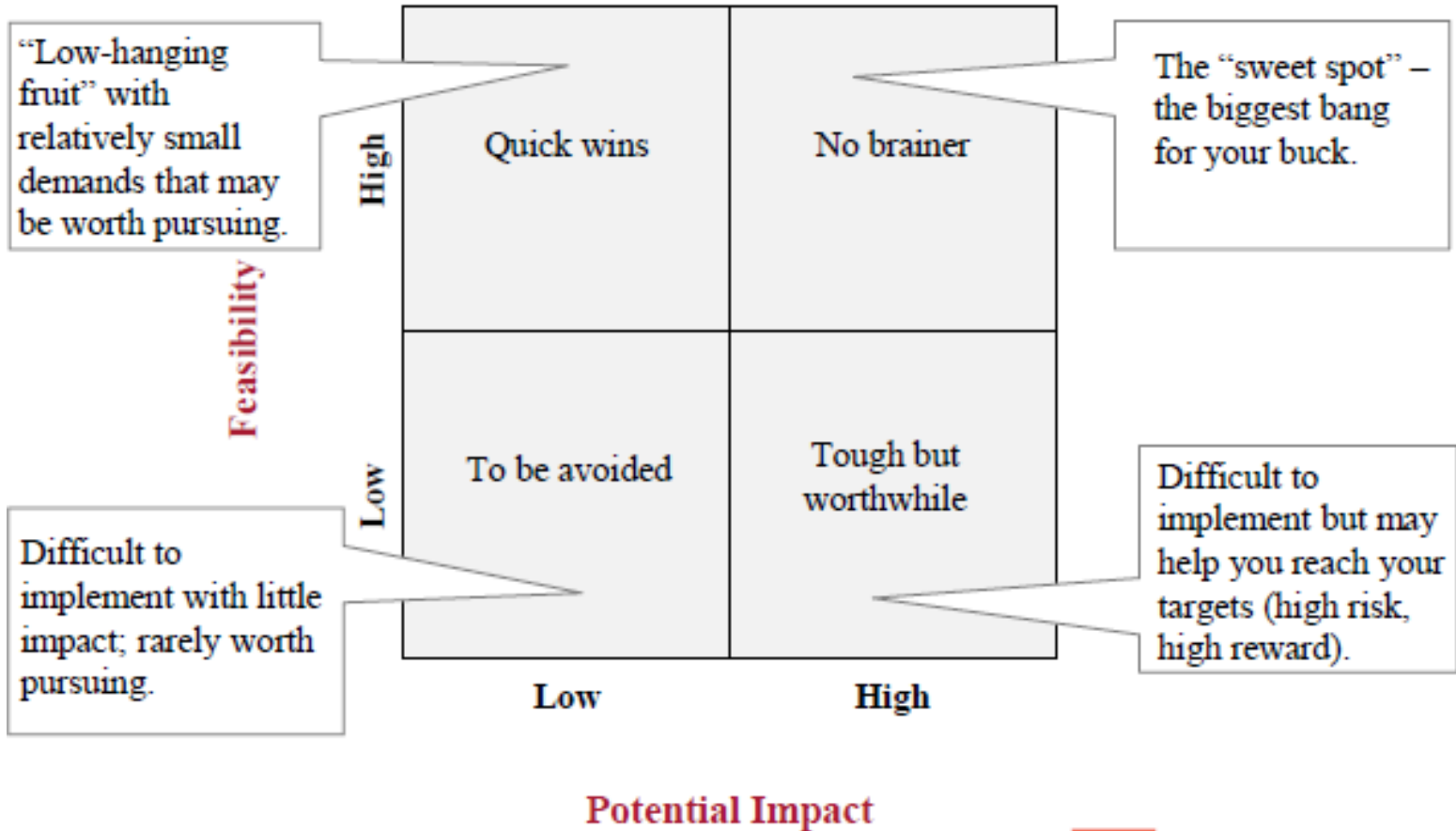
- Impressions? Surprises? Reactions?
- How do we sustain *meaningful* community engagement going forward?
- How should community feedback be used in Phase II implementation? In what areas will input be particularly helpful?
- How can we keep the community informed of updates, progress, etc.?

STRATEGY PRIORITIZATION

Phase 4 Overview

- Strategy Prioritization
- Logic Models
 - Summarize reform strategy
 - Set outcomes for expected impact
- Implementation Plan
 - Operational road map
- Charters
 - Personnel, outputs/outcomes, resources, risks

Strategy Prioritization



Impact

- How will the strategy contribute to reaching the jail population reduction benchmark?
- How will the strategy help to reduce length of stay?
- How will the strategy address racial and ethnic disparities?
- How will the strategy affect public safety?
- Will the strategy's impact be sustainable over time?

Feasibility

- Financial feasibility: Does the strategy require new investment? Does it fit the budget? If not, are there other ways to fund it?
- Operational & legal feasibility: Is it legally and practically feasible?
- Political & social feasibility: Are there political considerations that would prevent the strategy from being viable? Is it sustainable in the event of a major leadership change? Would it be acceptable to the public?
- Is there a “home” for this strategy? Are there people who will supervise and/or carry out the work, and are they and their supervisors willing to commit their time and effort?

SUBCOMMITTEE PRESENTATIONS

Subcommittee Presentations

- Bail Reform
- Case Processing
- Diversion
- Failure to Appear
- Risk/Needs/Responsivity

LOGIC MODELS

STRATEGY:
RELATED CHALLENGE STATEMENT:

INPUTS/RESOURCES	ACTIVITIES	OUTPUTS	OUTCOMES	IMPACTS
<p>Resources (both financial and human), policies, practices, facilities, and capabilities <i>Examples: Funding for development of risk tool, Space for training, Space for new pre-trial screeners</i></p>	<p>Specific steps to be implemented <i>Examples: Select risk assessment tool, Train staff on using risk assessment tool, Develop tool implementation protocols</i></p>	<p>Immediate results that occur as activities and strategies are implemented <i>Examples: Number of judges and prosecutors trained on the tool, Number or percentage of individuals screened using the tool</i></p>	<p>Indicators or benchmarks that demonstrate changes are occurring as a result of the outputs <i>Examples: Increase number of individuals given alternative to bail by 30 percent, Increase appearance rate of defendants by 15 percent</i></p>	<p>Long-term jail population reduction results that are anticipated <i>Examples: Reduce jail population by 5 percent within 3 years.</i></p>

Contextual Factors: external factors that can facilitate or hinder the ability to implement the strategy or to achieve the intended outcomes and impacts

Considerations

- Why do you want to implement the reform?
- What significant changes will occur as a result?
- What outcomes do you need to achieve?
- What information will convince you that you are achieving the desired outcomes?
- What are possible unintended consequences?
- What contextual conditions might hinder/facilitate achievement of the desired impacts?

Strategy-Level Outcomes

- Should directly contribute to overarching goal: **15-19% jail population reduction in 3 years**
- Use hard numbers to illustrate scale and impact
- Use a shorter time frame

SMART Metrics

- Simple
 - Measurable
 - Actionable
 - Relevant
 - Timely
-
- Example: Increase the number of individuals assigned to pretrial supervision from 300 to 500 in 18 months.

NEXT STEPS

Strategy Short List

- RNR System
- Robust Pretrial Services
- Portability Pilot
- MCAT + Beds + MH Coordinator
- SPD Diversion Pilot for low-level possession (through Community Court)
- County Prosecutorial Diversion
 - DWLS3
 - County Supervision

20% of Jail Population: 185

	Current Number	Current %
Pretrial	619	67.1
Convicted--locally sentenced	99	10.7
Convicted--state sentenced	5	0.5
Probation violator	47	5.1
ICE detainee	0	0.0
Warrant hold	19	2.1
Civil commitments	8	0.9
Other	76	8.2
Unknown/Missing	49	5.3
Total jail population 6/30/2015	922	100%

Finalize Logic Models – Impact

- Example: **Increase resources and opportunities for diversion.** Cityville is convinced that with an improved pretrial risk instrument and an expansion of supervised release resources that the county can divert 2,000 additional misdemeanor admissions that are currently remanded on low to medium bail (first time misdemeanor property, trespass and assault cases) and 1,000 first time felony admissions who are currently in jail for relatively low bail (e.g., first-time assault, grand larceny, drug sale).
- Average LOS for 2,000 misdemeanor cases will be (assumed b/c information on LOS by charge is not available) 15 days (close to the average LOS for misdemeanors). The pretrial diversion of misdemeanor cases will **save 2,000 X 15 = 30,000 jail days or a reduction of 82 people on a given day.**
- Average LOS for 1,000 felony admissions will be 30 days (close to the 30 day LOS for the less serious felony cases). The diversion of the low risk felonies will save **1,000 X 30 = 30,000 jail days or a reduction of 82 people, for a total pretrial diversion reduction of 164 people on a given day.**

Implementation Plan

- Translates Logic Model into an actionable step-by-step guide for deploying staff & resources to reach your benchmark
- Prompts sites to think practically about:
 - Key activities to be undertaken
 - Appropriate timeline for completing tasks
 - Leadership & partnerships to ensure effective implementation

Strategy #1: Activities and Tasks

<STRATEGY 1 NAME> <i>Implement a GIT program.</i>	EXPECTED TO BE COMPLETE (MONTH, YEAR)	RESPONSIBLE
<Activity> <i>Train officers in crisis</i>	<i>May, 2016</i>	<i>Deputy Chief of Police</i>
<Task> <i>Develop training curriculum</i>	<i>June, 2016</i>	<i>Alexander Hamilton</i>
<Task> <i>Select service provider to deliver training</i>	<i>September, 2016</i>	<i>Aaron Burr</i>
<Activity>		
<Task>		
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<Task>		

Implementation Plan: Timeline

<JURISDICTION Name>

Overall Jail Population Reduction Target: <PERCENTAGE>

Strategy	Impact (contribution to overall jail population reduction, if applicable)	2016												2017											
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<Strategy 1>																									
<Strategy 2>																									
<Strategy 3>																									
<Strategy 4 >																									
<Strategy 5 >																									

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Charters

- **What are the strategy's objectives?**
 - Broad goals
- **Who is the Owner?**
 - The Owner is responsible for day-to-day implementation
- **Who is the Sponsor?**
 - The Sponsor is accountable for the success of the strategy
- **What budget and/or resources are required?**
- **When is the expected launch?**
- **What are the outcomes/outputs?**

Jurisdiction Name: <JURISDICTION>

Strategy #1: <STRATEGY NAME>

Strategy #1: Charter

Strategy Summary	<A brief description of the strategy and its objectives>		
Owner	<The point person responsible for day-to-day implementation>	Sponsor	<The point person who is ultimately accountable for the success of the strategy>
Core people involved	<The names and titles of the people who will need to be engaged in implementation>	Other support required	<If relevant, other stakeholders needed to successfully implement the strategy>
Outputs	<Work products required to successfully implement the strategy (e.g., program plan, training curriculum, database requirements)>	Budget/ resources required	<Funding, staffing, equipment, or other resources required to successfully implement the strategy>
Outcome	<Measureable and time-bound goal for what the strategy will achieve (e.g., reduce misdemeanor arrests by 30% in two years)>	Impact	<Contribution to overall jail population reduction target>
In scope	<Activities that fall within the scope of this strategy>	Out of scope	<Activities that are explicitly not included>
Risks	<Potential roadblocks to success>		

Thank you!



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