70
million
ONE ~~JAIL~~ AT A TIME.
story

EPISODE 1
Locals Divided Between Diversion and Border Security

A PODCAST BY

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MacArthur
Foundation

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Hello!

Thanks for listening to 70 Million. Whether you're a seasoned criminal justice reform advocate, private citizen, educator, public or private sector leader, we appreciate your interest in finding solutions to the incarceration quagmire.

We've assembled this 70 Million Criminal Justice Toolkit for those ready to turn interest into action.

This resource guide draws from practical tactics shared by those who launched the initiatives chronicled in our episodes, including:

-- How to access and deploy public and private sector databases and legislative bodies to build reform solutions.

-- How to highlight individual stories of the incarcerated in order to drive organizational and grassroots action.

--How to harness citizens' willingness to engage in methodical, trial-and-error pilot efforts in order to build effective reform programs and movements.

Our hope is that this Toolkit can help get you started. Keep in mind that steps do not have to happen strictly chronologically. Use them and the questions to frame and shape change in your community and let us know about it.

THE 70 MILLION TEAM

The SMART model of program development and evaluation is an open-sourced method used by public sector, nonprofit and citizen/community groups to organize solutions-oriented projects.

Specific (Steps 1-4)

Measurable (Steps 5-6)

Achievable (Steps 7-8)

Relevant (Steps 9-10)

Timebound (Step 11)

Identify & Analyze Concerns

Be specific about what you are trying to achieve

Case Study -- Episode 1 of 70 Million Podcast: Pima County, Arizona, wanted to reduce its average daily jail population, and find solutions to recidivism. An internal review of data from 2011-2014 showed that approximately 80 percent of those incarcerated in county jails were in pre-trial status.

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Identify and Convene Internal Division Representatives and External Stakeholders

What is the minimum personnel needed?

➔ List Must-Have Roles
➔ List Potential Ideal Individuals to Assume Must-Have Roles

Example: Pima officials formed a coalition, Pima County Community Collaborative (PCCC) with the help of a MacArthur Foundation grant. It is made up of a cross-section of stakeholders in and around criminal justice systems in Pima, including returning citizens. The PCCC's research and analysis led to the formation of the Crisis Response Center (CRC), and the Behavioral Health Pavilion (BHP). Their goal is to provide preventive and other services for substance abuse and other social challenges that often drive individuals to commit low-level offenses that in turn lead to incarceration. The PCCC held meetings to determine the specifications and goals of the CRC and the BHP. They integrated first-hand experiences of ex-offenders into their program planning.

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"If we were going to stop you from offending, you know, the minute before you rob that store, what would have had to been different for you to not have committed that crime? And then when you got out, what kept you from re-offending? I can't glean that by talking to a bunch of cops. I've got to talk to people that have been in the system."

Mark Napier, Pima County Sheriff, and a PCCC member

Itemize Resources, Inputs, and Assets Needed to Achieve Solutions/Outcomes

What do we want to accomplish?

➔ Why is this goal important?
➔ Who should be involved?
➔ What resources are needed?

Example: Pima County had two primary goals for forming a cross-disciplinary coalition aimed at reducing incarceration: To reduce taxpayer and institutional cost of rising incarceration (a new county jail was projected in 2015 to cost tens of millions of dollars above the available resource level); and to find humane, practical, and long-lasting alternatives for socio-economic issues that impact mass incarceration.

The PCCC looks at the full array of causal factors that over decades contributed to increasing Pima County's jail population. Internal and external stakeholders include law enforcement officials, judges, public defenders, community members, and returning citizens. One of the committees formed within the PCCC was charged with assessing the influence of Racial and Economic Disparities (RED) on incarceration rates.

Reduce cost of rising incarceration

Find alternatives for socio-economic issues that impact mass incarceration

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Develop Framework & Timeline for Achieving Goals

Example: Developed by the Pima County Community Collaborative (PCCC), the integrated strategic framework and timeline contained specific goals:

➔ Safely reduce the average daily jail population of 2136 (its 2014 average) to 1574 by 2019. A reduction of 562 individuals annually, or 26 percent.
➔ Reduce costs to taxpayers of county jails incarceration by an estimated $2 million per year.

STEP 5
Measuring Progress & Efficacy

➔ Set evaluation criteria to determine progress & success rate
➔ Assess Legislative/Funding/Regulatory Barriers & Opportunities

Example: Cost-benefit analyses by the PCCC determined that introducing new targeted efforts such as off-hours warrant court can produce gains in reducing incarceration. The off-hours court handles low-level cases like warrants issued for failure to pay traffic fines; its non-traditional schedule means that defendants do not have to miss work in order to attend hearings. The off-hours warrant court was initiated in 2016, and thus far has resolved 1,400 cases without defendants being sent to jail.

STEP 6
Support Desired Outcomes with Data and/or Metrics

Example: The Pima County Community Collaborative selected several categories of misdemeanor and lower-level felony offenses that can now be adjudicated in off-hours warrant court. They include:

➔ Shoplifting
➔ DUIs
➔ Possession of drug paraphernalia

"I have a lot of people that will either text me or message me and be like, 'Hey, do you know when the next warrant court is,' you know. They want to take care of their life."

Michele Keller, a returning citizen who is a consultant on the PCCC reform project.

Above: Michele Keller and Manny Mejias (center), at a PCCC/Safety + Justice meeting.

STEP 7
Achievability Review

➔ Revisit whether goals are realistic and introduce flexibility in goal-setting
➔ Operational Oversight Assessment

Example: The PCCC and its steering committee convene quarterly to review programs and services, and to assess outcomes; the all-volunteer reform group also evaluates resource allocations and strategic program effectiveness

STEP 8
Program(s) and Asset Resource Monitoring

Example: The Pima County Community Collaborative is conducting ongoing evaluations of financial costs of jail population reduction efforts and of the efficacy of strategic stakeholder relations.

Manny Mejias of the PCCC gives a presentation to stakeholders.

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STEP 9
Relevancy Check-Up

➔ Examine whether each milestone supports the overall vision
➔ Preliminary Outcomes Evaluation & Process Updates

Example: By aligning a behavioral counseling center with the Pima County courts system, defendants can undergo assessments by experts that divert or inform the judge's case review and sentencing.

STEP 10
Full Program Review

Example: Within two years of its formation, Pima County Community Collaborative PCCC) recommended services and programs adjacent to the existing courts and jails matrix that were then implemented. Its receipt of the MacArthur Safety and Justice grant enabled the PCCC to coordinate the various agency and community entities involved in the reform project.

"People with small drug offenses have the opportunity to meet with a behavioral health specialist instead of going to trail. So far the program has diverted over 600 people from facing jail time."

From Epi #1 of 70 Million podcast.

Ensure Reform Efforts Are Time-bound

How long does it take to achieve goals?

➔ Are established deadlines realistic?

Example: The PCCC makes regular assessments of progress against its original set of goals (reducing pre-trial and overall inmate population in Pima County jails, as well as taxpayer costs of incarceration.)

Manny Mejias presents a certificate of completion to a client in the alternative-sentencing program in Pima County.

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RESOURCES

To get started developing a reform project similar to the one in Pima County, Arizona, these resources can help:

➔ Learn more about the Pima County Community Collaborative (PCCC) jail reform project here and here.

➔ The PCCC reform project led to implementation of a warrant court designed to resolve low-level cases as a means of reducing incarceration. Learn more here.

➔ Pre-trial programs such as Crisis Response and Behavioral Counseling are aimed at resolving defendants' socio-economic challenges that can impact adjudication of their court cases and reduce their entry into jails or prisons. Learn more about the PCCC's behavioral counseling and crisis response initiatives here.

70 MILLION TEAM

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