

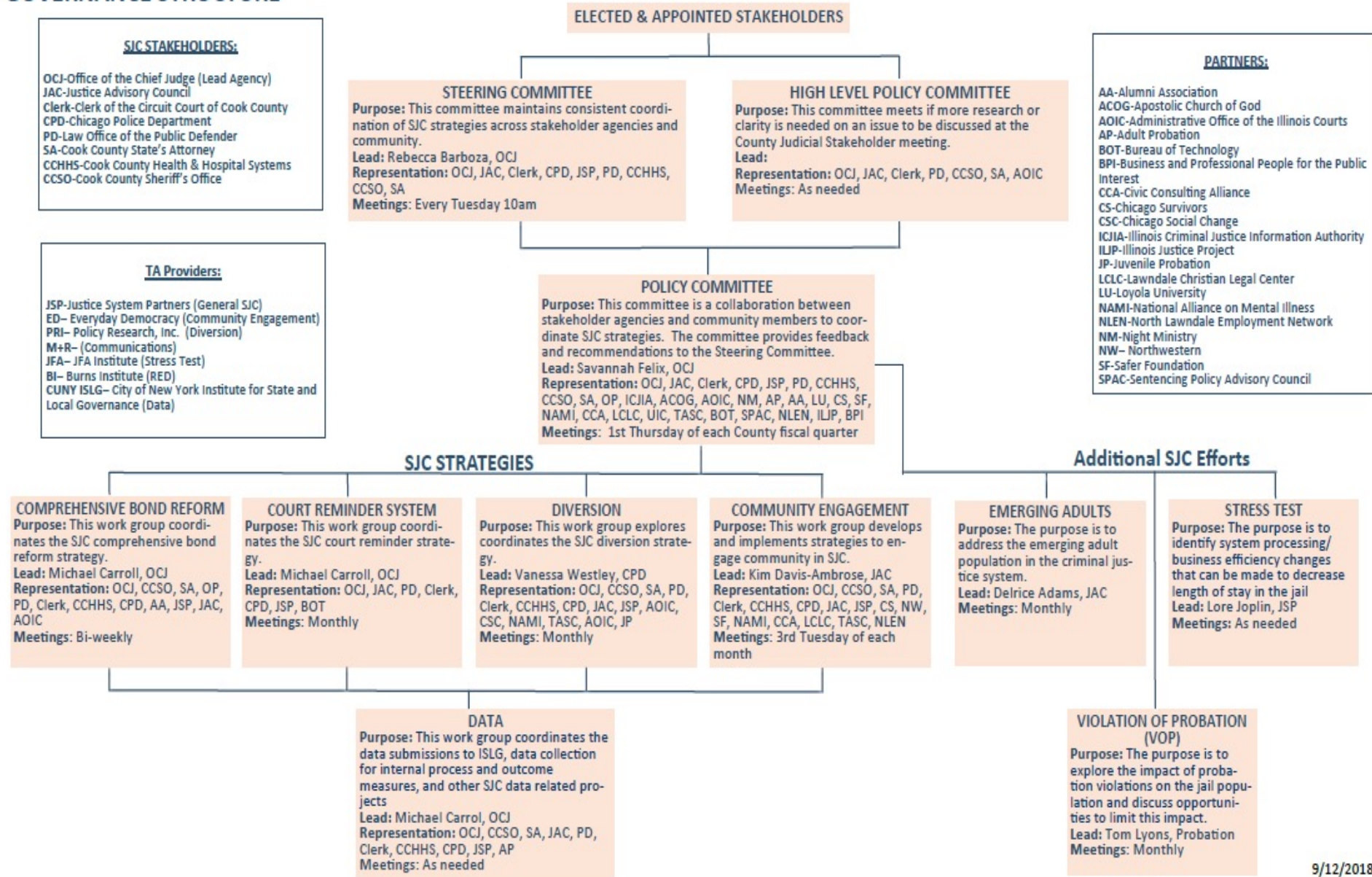
# MANAGING RELATIONSHIPS IN A COLLABORATIVE CHANGE PROCESS

Lessons from SJC Project Managers in  
Cook County, Philadelphia County, and Palm  
Beach County

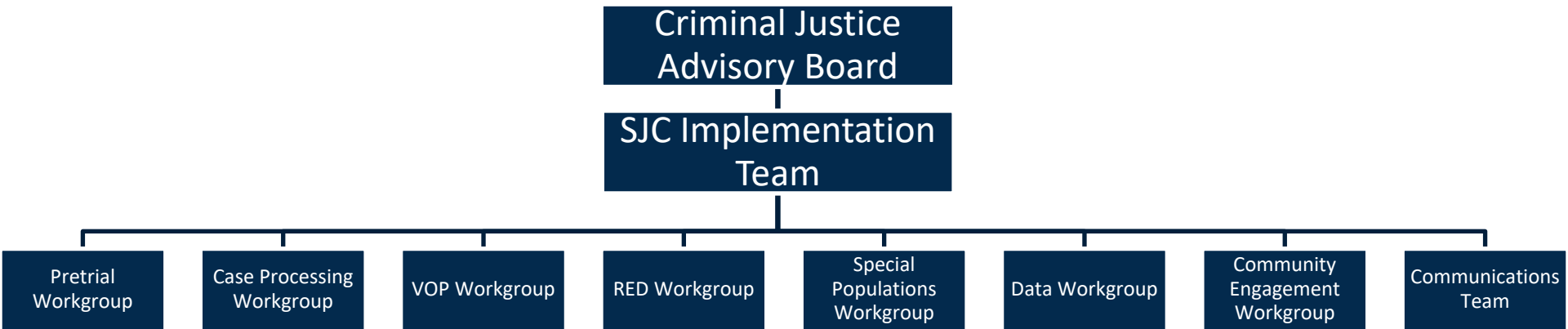


Supported by the John D. and Catherine T. MacArthur Foundation

# GOVERNANCE STRUCTURE



# PHILADELPHIA'S TEAM



# CJC HISTORY & OPERATIONS



- ▶ **Created by County Ordinance in 1988**
- ▶ **Advisory Board to Board of County Commissioners**
  - ▶ Quasi County Department
- ▶ **Funded by Board of County Commissioners**
- ▶ **Mission:** Study all aspects of the criminal justice and crime prevention systems within the federal, state, county, municipal, and private agencies within the County.
- ▶ **32 Members:**
  - ▶ 21 Public Sector
  - ▶ 11 Private Sector (10 business; 1 clergy)



# PALM BEACH COUNTY CRIMINAL JUSTICE COMMISSION

## 2018 Committee Organizational Chart



**PALM BEACH COUNTY  
BOARD OF COUNTY COMMISSIONERS**  
Honorable Mayor Melissa McKinlay

**CRIMINAL JUSTICE COMMISSION**  
Mr. Gerald Richman, Chairman

**EXECUTIVE COMMITTEE**  
Mr. Gerald Richman, Chairman

Nominating  
Barry Krischer

Bylaws  
Barry Krischer

Finance  
Joseph Ianno, Jr.

### STANDING COMMITTEES

Elder Abuse Prevention Task Force  
Barry Krischer

Law Enforcement  
Planning Council  
Chief Richard Jenkins

School Safety Subcommittee  
Judge James Martz

Community Engagement Task Force  
Chief Sarah Mooney/Barbara Cheives

Corrections Task Force/  
Public Safety Coordinating Council/  
Criminal Justice Mental Health &  
Substance Abuse Planning Council  
Douglas Duncan

Court System Task Force  
Nellie King

### PROJECTS/OVERSIGHT COMMITTEES

Program Monitoring &  
Evaluation Committee  
Christina Morrison

Citizen's Criminal  
Justice Academy

Youth Violence Law  
Enforcement Workgroup  
Asst. Chief Vanessa Snow/  
Captain Michael Wallace

Probation Advisory Board  
Judge Sheree Cunningham

Rapid Response Team

MacArthur Safety & Justice  
Challenge Grant

Core Team  
Pretrial Team  
Disparity Team  
FUSE Project Team  
Court Reminder Team  
Case Processing Team

### CJC LEGACY PROGRAMS (Collaboration Ongoing)

Pretrial Services

Drug Court Program

GREAT Program

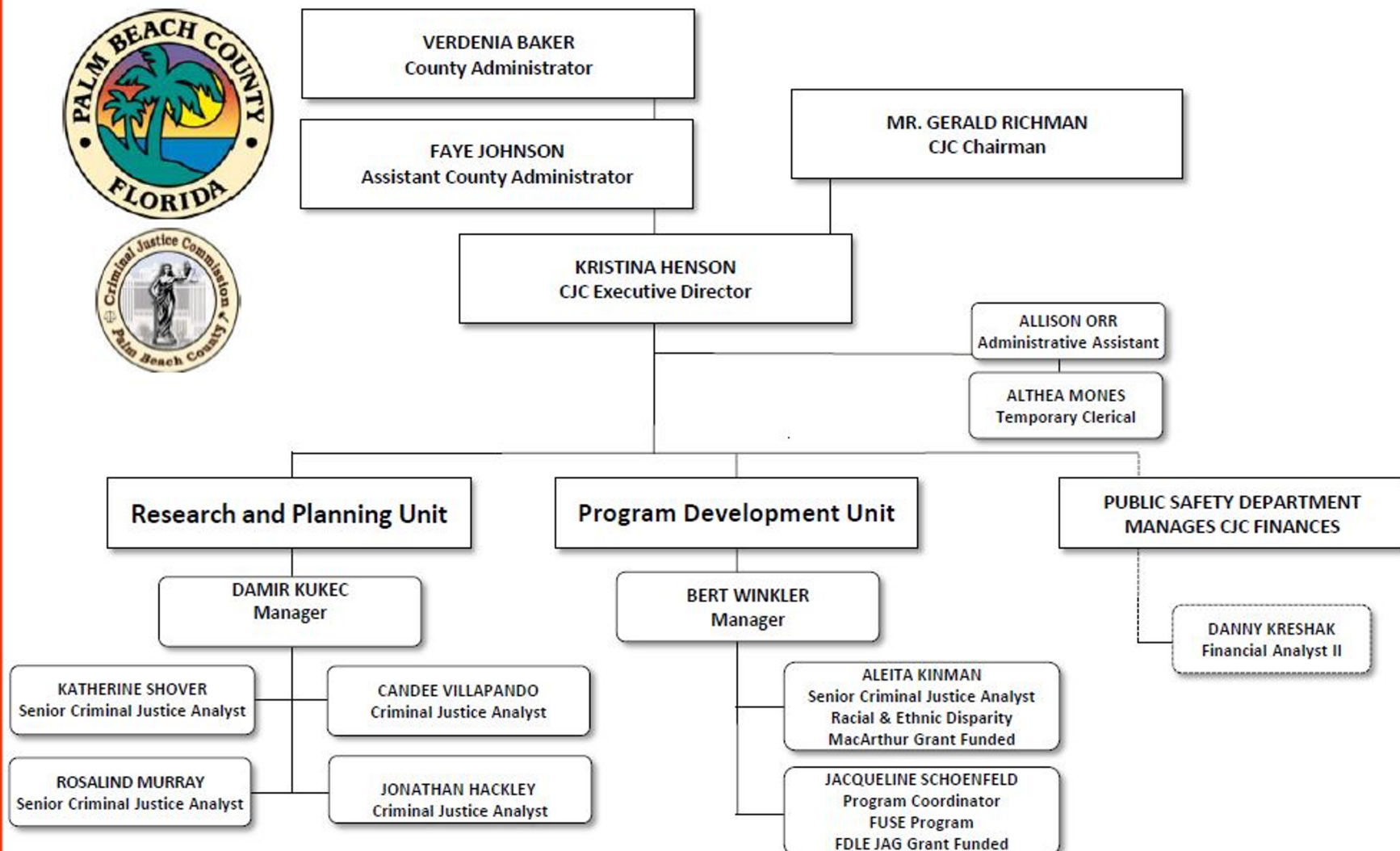
Law Enforcement  
eXchange (LEX)

Reentry Program  
& Task Force

Youth Empowerment Centers

# PALM BEACH COUNTY CRIMINAL JUSTICE COMMISSION

## 2018 Staff Organizational Chart



# PHILADELPHIA'S REFORM PLAN

## Strategy 1- Reduce Incarceration for Pretrial Defendants

- Risk Tool
- Alternatives to Cash Bail
- Pretrial Advocates\*
- Early Bail Review\*

## Strategy 2- Create Efficiencies in Case Processing

- MC Continuance & Long Stayer Review\*
- CP Continuance & Long Stayer Review

## Strategy 3- Address Violations of Probation

- Detainer Alternative Program\*
- Violation Electronic Monitoring\*
- Detainer Review Hearings (N)
- Probation Caseload Project (N)
- Probation Lengths Recommendation (N)

## Strategy 4- Reduce Racial and Ethnic Disparities

- Implicit Bias Training\*
- Disparity Data Diagnostic
- Initiative Review Series (N)

## Strategy 5- Mental Health/Stepping Up

- Linkages for Individuals in Need of Community Supports\*
- Police Co-Responder Pilot (N)
- Post-Booking Stabilization & Diversion (N)

## Strategy 6- Improve Cross-System Data Capacity\*

## Strategy 7- Community Engagement

- Art for Justice (N)
- Community Advisory Committee (N)
- Outreach and Communications (N)
- Community Innovation Fund (N)

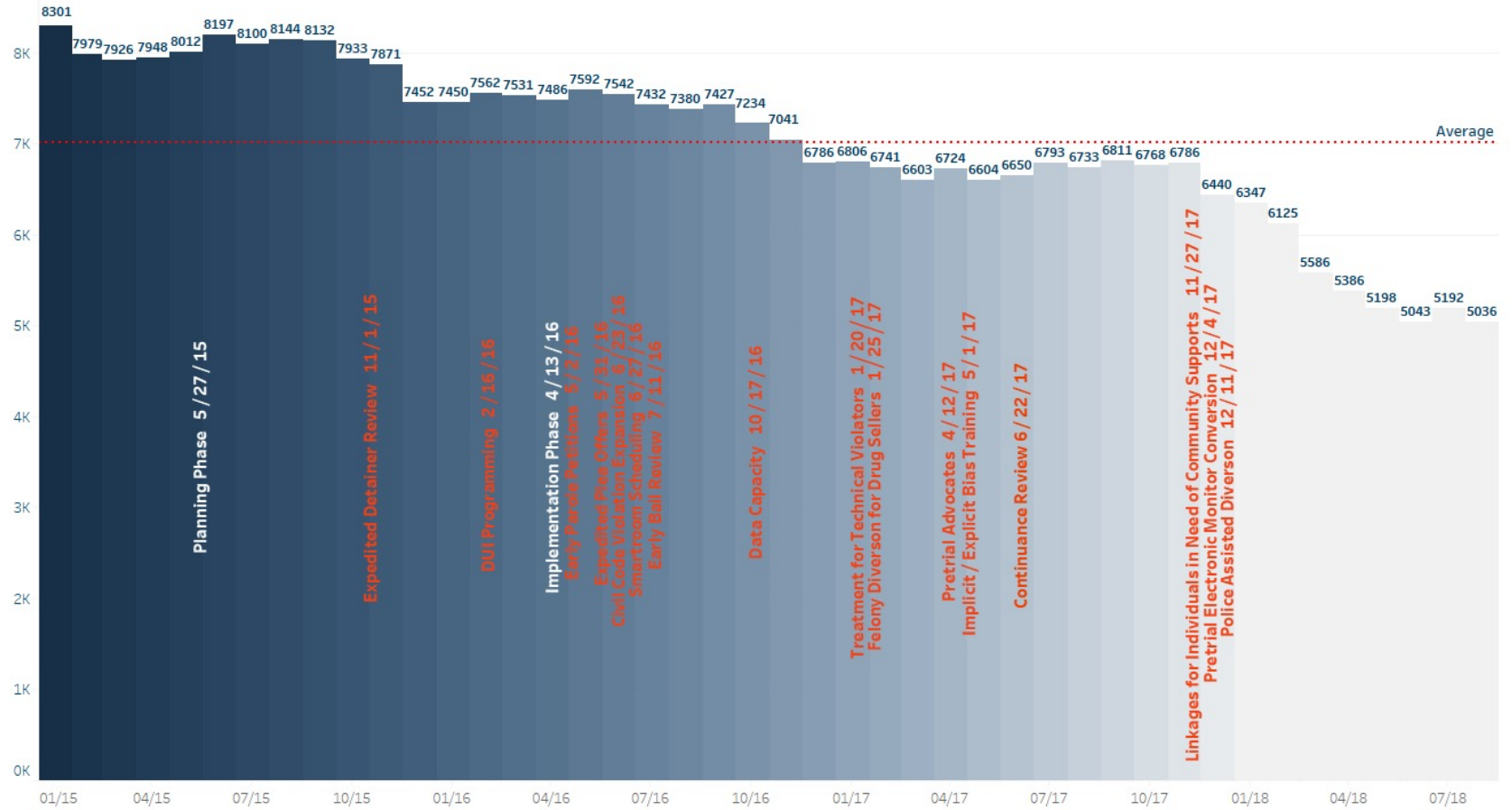
## Sustainability List\*

- ER Expansion, Smartroom Scheduling, DUI Programming, Parole Petitions, ARC, CVNs, Police-Assisted Diversion, TCY

*\*initiative has launched  
(N) New Initiative*



## Philadelphia Prison Population | January 2015 - August 2018 | MacArthur Initiative Launch Dates





# ONE SUCCESS - COLLABORATIVE APPROACH

MacArthur R.E.D. Team



Law Enforcement  
Planning Council



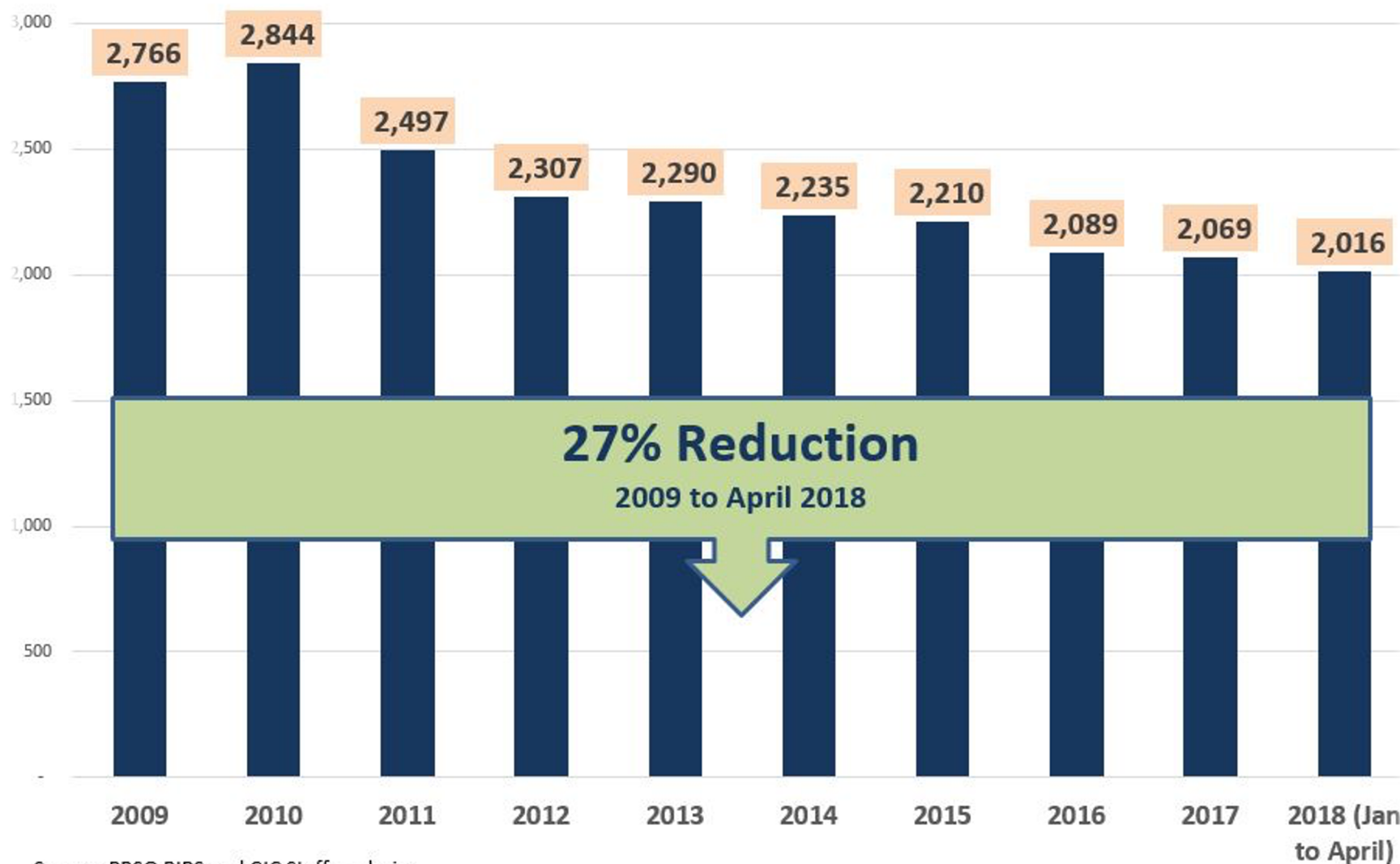


# SUCCESSFUL COLLABORATIONS



- Involve all stakeholders involved in issue
- Make sure all have an equal voice
- Facilitate sharing of ideas and information
- Dedicated professional staff to perform research/analysis, handle paperwork, write grants, manage contracts
- Insist on progress at each meeting – make it meaningful
- Highlight areas of agreement
- Build consensus around disagreements
- Know your members
- Identify stakeholders having problems and work one-on-one
  - Educate; identify their interest and benefit in project
- Do not force support – negotiate – continue steps toward goal
- Use trusted allies to build support
- Do periodic check-ins to gauge attitudes

## Palm Beach County Jail Average Daily Population



Source: PBSO BIRS and CJC Staff analysis

# CHALLENGE



## 2007 Broward County Jail Reduction

### Problem:

- Jail under federal consent decree
- 13<sup>th</sup> largest jail system in the nation with close to 6,000 ADP in 5 jails
- County Commission signed \$5-million contract for 6<sup>th</sup> 1,300 bed jail design

### Solution:

- Proposed to Sheriff to expand Pretrial Services for \$2.7 million
  - 25 new staff; \$1.3 million in GPS monitors
  - Reduction in jail of 1,000 within 3 years
- First dedicated first appearance judges and administrative order
- Implemented COMPASS Risk Assessment Instrument

### Outcome:

- County Commission passed proposal in January 2008
- By 2010 jail was down by 800
  - Closed 712 bed Stockade and cancelled 6<sup>th</sup> new jail
  - Redirected \$60 million to new courthouse
-