

CENTER  
FOR  
COURT  
INNOVATION

ANNUAL REPORT

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COURT  
INNOVATION

A photograph showing a woman on the left clapping and a man on the right holding a framed certificate. The man is smiling and looking towards the camera. The certificate has a red '10' and the word 'anniversary' on it. The background is a wood-paneled room with a microphone in the foreground.

2015

## DEDICATION



*Photo: Gene Sorkin*

*The Center for Court Innovation honors the memory of former New York State Chief Judge Judith S. Kaye, who passed away in January 2016. Judge Kaye was an essential partner in much of the Center's work, including the founding of the organization in 1996.*

# ANNUAL REPORT

## 2015

The Center for Court Innovation is a non-profit organization that seeks to reform the justice system by testing new ideas, performing original research, and providing advice to reformers around the world. This report offers a glimpse of our work in 2015.

### HIGHLIGHTS

In recent days, public attention has focused on a number of important problems in the justice system—from the “justice gap” faced by low-income people to the overuse of incarceration to divisions between police and the communities they serve. The Center for Court Innovation has sought to respond to these and other issues by performing original research, creating operating programs, and advising justice reformers around the world.

Bail reform and jail reduction have been priorities for the Center for Court Innovation for some time. The Center’s operating programs in Midtown, Red Hook, and the Bronx have been documented to reduce the use of jail as a sentence. In recent months, with support from the Probitas Foundation and the New York State court system, the Center opened **Brooklyn Justice Initiatives** in an effort to reduce the use of pretrial detention. We are also collaborating with the MacArthur Foundation and other non-profit organizations to support jurisdictions across the country as they attempt to reduce over-reliance on jail, with a particular focus on reducing racial and ethnic disparities. The Center for Court Innovation is helping five jurisdictions analyze data, target resources, develop plans, implement strategies, and document impact: New York City, Los Angeles County, State of Connecticut, St. Louis County, and Lucas County, Ohio. We are also working with the New York Unified Court System and the New York City Mayor’s Office to move cases more quickly from arraignment to final judgement and thereby reduce the number of inmates on Rikers Island who are awaiting trial on felony cases.

In 2015, the Center inaugurated two new initiatives designed to promote access to justice for New Yorkers. **Poverty Justice Solutions** places 20 newly-minted attorneys in two-year fellowships with local legal service providers. A key focus of the program is to help tenants prevent evictions and the collateral consequences, including homelessness, the disruption of schooling and employment, and long-term poverty. The attorneys are



*Photo: Raphael Pope-Sussman*

New York State Chief Judge Jonathan Lippman, who retired at the end of 2015, meets the inaugural class of Poverty Justice Solutions fellows.

also researching how to improve Housing Court and plan to test new strategies in the second year of their fellowship. In the first six months of the program, the fellows assisted nearly 600 tenants.

**Legal Hand** is a community-based program that tries to help people before they end up in court, training local volunteers who provide their neighbors with free legal information and referrals. New York State Chief Judge Jonathan Lippman was present for the opening of Legal Hand offices in Crown Heights, Brooklyn, and Jamaica, Queens. “Our goal with the Legal Hand centers is to break down barriers between the community and the justice system and to demystify some of the simple steps people can take to protect their rights under the law,” Lippman said at the Crown Heights opening in November. By bringing legal information into neighborhoods, Legal Hand makes it easier for low-income New Yorkers to access justice and equips them with the knowledge to resolve problems. In its first month, Legal Hand trained 90 volunteers and assisted more than 100 residents.

The Center worked with the New York State Court System, the State Justice Institute and other national organizations to bring leaders from around the country to New York City for the **National Summit on Human Trafficking and the State Courts** in October. The two-day gathering drew over 300 attendees, including chief justices, chief state court administrators, prosecutors, legislators, and academics to improve the judicial response to victims of trafficking, many of whom appear in court on prostitution charges.

In an effort to divert 16- and 17-year-olds out of the justice system, the Center launched **Project Reset** in Brownsville, Brooklyn, and Harlem. Created in collaboration with the New York Police Department and the Manhattan and Brooklyn District Attorneys' Offices, Project Reset offers diversion opportunities to teens who do not have a criminal record and are charged with low-level crimes, such as drug possession, trespassing, or shoplifting. Participants who successfully complete a two-session restorative intervention—which might involve counseling, letters of apology, community service, or group workshops—never have to go to court. The first program of its kind in New York City, Project Reset seeks to create a proportionate response to low-level crime, holding young people accountable for their actions and connecting them with needed social services while avoiding the use of incarceration and the potential harms associated with standard case processing.

In addition to new work, 2015 was also a year to celebrate some of our long-standing programs. The Brooklyn Museum hosted the 15th anniversary of the **Red Hook Community Justice Center**, which handles roughly 14,000 criminal, housing, and delinquency matters from southwest Brooklyn each year. The Justice Center has been documented by independent evaluators to enhance public safety, reduce the use of incarceration, and improve relations between the justice system and the local community.

Speakers at the event included Brooklyn District Attorney Ken Thompson, who used the opportunity to express his support for the planned community justice center in Brownsville. Former client Pauline Nevins, who



Photo: Gene Sorkin

Brooklyn District Attorney Ken Thompson speaks at the 15th anniversary celebration of the Red Hook Community Justice Center at the Brooklyn Museum.

was honored at the event, talked about the impact of the Justice Center’s work. “If I had not come to Red Hook, I would still be on the other side—I would still be using drugs right now, or possibly dead,” Nevins said.

**Bronx Community Solutions** celebrated its 10th anniversary with a lunch event at the Bronx Supreme Court in April. New York State Chief Judge Jonathan Lippman, City Councilwoman Vanessa Gibson, Bronx District Attorney Robert Johnson and other speakers highlighted the role of Bronx Community Solutions in reducing incarceration and reoffending. An evaluation published in 2015 found that clients who received a mental health intervention from Bronx Community Solutions were significantly less likely to be rearrested within a year than those who received no intervention. For women, the impact of the intervention was especially pronounced, with re-arrest rates that were 21 percent lower.

The **Brooklyn Integrated Domestic Violence Court** also celebrated its 10th anniversary in 2015. Over 100 attendees gathered at the Kings County Supreme Court to listen to speakers including Administrative Judge Matthew D’Emic, New York City Family Court Administrative Judge Jeanette Ruiz, and Brooklyn District Attorney Ken Thompson.

In 2015, the Center continued to advance the idea of procedural justice, encouraging justice agencies to treat individual defendants and victims with dignity and respect. This work was highlighted in *The Guardian*, which



Judge Victoria Pratt talks about procedural justice and Newark Community Solutions on MSNBC.

published a long profile of **Newark Community Solutions** presiding judge Victoria Pratt and her use of procedural justice in the courtroom. MSNBC's Melissa Harris-Perry also interviewed Judge Pratt, calling her "a pioneer in procedural justice."

At the beginning of his final year as New York State's top judge, Jonathan Lippman visited the Center for Court Innovation for an extensive one-on-one conversation with Center Director Greg Berman. Among many subjects, they talked about Lippman's commitment to justice reform and the role the Center has played in helping him advance his goals. Highlights of the interview are available on video and in the edited transcript, *Moving the Mountains: A Conversation with New York State Chief Judge Jonathan Lippman*, available on [www.courtinnovation.org](http://www.courtinnovation.org).

Three seniors at the John Jay College of Criminal Justice were the first to receive awards from the Alfred Siegel Scholarship Fund. Developed in partnership with the John Jay College of Criminal Justice, the scholarship honors Alfred Siegel, the Center for Court Innovation's deputy director who died in 2014. The goal of the program is to encourage and support students, including those with previous involvement in the justice system or the child welfare system, in achieving their higher education goals. The scholarship is given to John Jay students to help them defray tuition costs. To donate, visit <https://donatenow.networkforgood.org/scholarshipfund>.

What follows is a look at other aspects of the Center for Court Innovation's work in 2015 in three principal areas: operating programs, expert assistance, and research.

## OPERATING PROGRAMS

The Center for Court Innovation's operating programs seek to further justice reform and improve the quality of life in crime-plagued neighborhoods. These programs span a range of concerns—including police-community relations, gun violence, and child support—but the approach is always the same: rigorous planning, collaboration, and an emphasis on data and accountability in monitoring results.

### Juvenile Justice

In July, the **Youth Justice Board** published *Stepping Up: Strengthening Police, Youth, and Community Relations*, which offers recommendations for improving diversion programs and police-youth relations in New York City. The Youth Justice Board is an after-school program that brings together high school students to study and propose solutions to the public safety challenges that affect young people. As part of their research, board members interviewed dozens of police officers, prosecutors, and social service providers, and held focus groups with justice-involved youth.

They presented their findings and recommendations to an audience of policymakers at Pace University. New York Police Department Deputy Commissioner Susan Herman delivered the keynote address. "This report and the fine work of this year's Youth Justice Board ... have given us a great road map to follow," she said.

To provide more opportunities for New York City teenagers to have a voice in local policies, we launched neighborhood youth justice councils in our Queens and Staten Island Youth Justice Centers. In their first effort,



Photo: Gene Sorkin

Naushin, a member of the Youth Justice Board, speaks about the Board's report *Stepping Up: Strengthening Police, Youth, and Community Relations*.

members focused on police-youth relationships. Specifically, the Queens council published a report recommending ways to strengthen the relationship between police and LGBTQ youth, and the Staten Island council members held a Day of Dialogue to engage in conversations with local police officers about ways to improve police-youth relationships in the borough.

Beginning in late 2015, the **Midtown Community Court** partnered with Manhattan District Attorney Cyrus Vance Jr. to pilot the use of electronic monitoring technology as an alternative to incarceration for teenagers charged with low-level felonies. The project enables youth to be released from detention on Rikers Island as long as they comply with educational, counseling, and curfew requirements. Compliance is monitored using GPS technology. Participants receive support from a social worker at Midtown Community Court and must appear periodically before the judge for progress reports. We are also exploring the use of electronic notification technology to improve compliance with court orders.

Justice-involved teens from the Midtown Community Court's Adolescent Diversion Program collaborated with Groundswell, an organization that uses art as a tool for social change, to create four murals—on display at the court—showing the impact of young peoples' actions on their communities. In November, the court collabo-

rated with James Baldwin High School to host a community-police forum that gave students and law enforcement the opportunity to interact with each another in a structured educational environment.

Also in 2015, we partnered with the New York Police Department to redesign the rooms where juveniles are held at local precincts after an arrest. Members of our youth programs have been working with officers in eight precincts to create spaces that help young people and their families feel safe and supported and provide them with access to local services and resources. Design changes are expected to be complete by mid-2016.

### Families

The Center for Court Innovation is trying to improve the way courts work with their most vulnerable clients: infants. The **Strong Starts Court Initiative**, launched at the beginning of 2015, aims to enhance the capacity of the New York City Family Court to bring positive changes to court-involved babies and their families. We know that adverse experiences during infancy can result in lifelong impairments in health, social competence, and learning. Positive experiences, on the other hand, can set a secure foundation for physical and emotional well-being. Building on this insight, the Strong Starts Court Initiative provides infants and parents with comprehensive screening and assessment at entry into the child welfare system to help generate targeted service plans. The initiative also shifts from an adversarial to a collaborative approach in addressing the needs of families. Frequent court appearances permit the presiding judge to monitor service provision and work toward expedited permanency planning for infants and toddlers.

### Community Justice

In December 2015, *New York* magazine called the **Brownsville Community Justice Center's** Youth Court one of its 59 "Reasons to Love New York." The Justice Center's work was also covered by *The New York Times*, MSNBC, National Public Radio, *Al Jazeera America*, *The Crime Report*, and the *New York Law Journal* over the course of the year. In a *New York Times* column, Jim Dwyer wrote that "no neighborhood needs a community court more than Brownsville."

In 2015, the Justice Center's Belmont Revitalization Project sought to combat crime by turning a no-outlet street into a beautiful pedestrian plaza. This initiative is part of the Justice Center's commitment to reducing crime and addressing local conditions of disorder.

### Peacemaking

The Center continued to invest in restorative justice with the opening of the **Near Westside Peacemaking Project** in Syracuse, N.Y.. Peacemaking seeks to resolve problems using a Native American approach that emphasizes healing and consensus. The Center's upstate office worked with Native American experts to train local volunteers to resolve disputes within the economically depressed neighborhood of Near Westside. Peacemakers have facilitated sessions between neighbors, family members, and students and teachers and handled a wide range of issues, from custody and visitation to vandalism and truancy.



*Photo: Chanel Simpson*

New York City Mayor Bill de Blasio takes a selfie with Chanel Simpson, a youth participant at the Brownsville Community Justice Center.

### Violence Prevention

In 2015, the Center strengthened its efforts to reduce gun violence and help communities across New York City become safer places. In the Bronx, **Save Our Streets** began a collaboration with the Lincoln Medical Center to respond to trauma cases associated with gun violence or stabbings. The program seeks to prevent retaliation and repeat episodes of violent injury.

In Brooklyn, the Make It Happen program, funded by the federal Office for Victims of Crime and operated by the **Crown Heights Community Mediation Center**, works with young men of color who have been negatively impacted by community violence. In 2015, the program expanded services to Bedford-Stuyvesant and created partnerships with the Brooklyn District Attorney's Victim Services Unit and other victim service agencies. The Mediation Center also co-hosted "Paving the Way to Healing and Recovery: Conversations with Young Men of Color Who Survive Violence," the first conference to focus specifically on addressing violence against young men of color. It was attended by over 200 people.

### RESEARCH

Research plays an essential role in the Center for Court Innovation's vision of justice reform, providing feedback about what works, what doesn't, and what areas are worth exploring. We share our knowledge in a variety of formats, from publications geared to an academic audience, to how-to manuals for practitioners, to materials designed for the general public.

### Risk and Needs Assessment

In an effort to help justice practitioners make more informed decisions about defendants, the Center has developed a short risk-need assessment tool. Created with the help of the U.S. Department of Justice's Bureau of Justice Assistance, the assessment tool predicts recidivism based on both static factors, like criminal history, and dynamic factors, like substance use and problems related to employment. The tool has been field-tested in Chicago, Los Angeles, and New York City, where researchers validated its effectiveness with over 900 misdemeanor cases.

In the year ahead, we will work to develop a brief social service intervention for the misdemeanor population that targets the criminogenic risks and needs known to be associated with reoffending. The first effort of its kind, the intervention will seek to work within the limited parameters of legally-proportionate sentencing. The goal is to create a three-session, 90-minute group intervention that helps participants develop realistic strategies to avoid system contact in the future.

### Evaluations

In 2015, the Center's research department completed studies on a wide range of topics, including children's exposure to violence, reentry programming for formerly incarcerated persons, interventions for mentally-ill offenders, indigent defense reform, bail reform, and restorative justice.

*Coming Home to Harlem: A Randomized Controlled Trial of the Harlem Parole Reentry Court* looked at the impact of a program designed to help individuals transition from prison to life in the community. The evaluation found that, compared to traditional parole, the reentry court produced a 22 percent reduction in the reconviction rate and a 60 percent reduction in the felony reconviction rate over an 18-month follow-up period. The reentry court also produced a 45 percent reduction in re-incarceration due to parole revocations. Reentry court parolees were significantly less likely than parolees in the control group to report using drugs and were significantly more likely to be in school or employed.

The past year saw the completion of a series of eight evaluation reports on the U.S. Attorney General's Defending Childhood Initiative, a multi-pronged Justice Department effort that aims to reduce the prevalence and harms resulting from children's exposure to violence. Center researchers evaluated prevention strategies in Cuyahoga County, Ohio; Boston, Mass.; Shelby County, Tenn.; Grand Forks, N.D.; the Rosebud Sioux Tribe, S.D.; and the Chippewa Cree Tribe, Rocky Boy's Reservation, Mont. In *Protect, Heal, Thrive: Lessons Learned from the Defending Childhood Demonstration Program*, the Center provided policymakers and practitioners with a cross-site synthesis of major findings, including 58 recommendations for future work.

In *Targeting the Mental Health Needs of Misdemeanor Defendants: An Impact Evaluation of the Bronx Mental Health Initiative*, Center researchers found that a brief mental health intervention for misdemeanor offenders significantly reduced one-year re-arrest rates in contrast to a matched comparison group. In *New York State Mental Health Courts: A Policy Study*, researchers critically assessed the policies, practices, and treatment resources available in all 26 mental health courts in New York State.

Also in 2015, researchers from the Center completed an evaluation of a pilot initiative spearheaded by New York State Chief Judge Jonathan Lippman to implement case caps for defense attorneys throughout New York City. *Indigent Defense Reforms in Brooklyn, New York: An Analysis of Mandatory Case Caps and Attorney Workload* documented that an influx of state funding to indigent defense agencies in Brooklyn led to a dramatic reduction in attorney workload and to increased resources for social workers, investigators, and other support staff. Comparing 2009 (the last year prior to the institution of case caps) and 2014, the average misdemeanor



The Crown Heights Community Mediation Center hosted the “Arts Against Violence” exhibit.  
Photo: James Gentile

equivalent caseload per defense attorney in Brooklyn decreased from 505 to 358, representing a 29 percent reduction in workload.

In 2015, the Center completed a randomized controlled trial examining the impact of employing validated assessment tools to inform treatment matching decisions in three drug courts in New York City. The study revealed significant implementation challenges and resistance to the use of data from risk tools. These findings suggest a need for further research regarding barriers to institutional change in criminal justice—and for the development of collaborative research-practitioner models for integrating evidence-based strategies into daily practice.

In *Examining the Impact of the Brooklyn Supervised Release Program*, the Center evaluated a pilot supervised release program intended as an alternative to bail for misdemeanor defendants in Brooklyn, N.Y. The study found that supervised release participants averaged significantly less time in pretrial detention and were less likely to be convicted or to receive jail time on their case than a matched comparison sample. *Navigating the Bail Payment System in New York City: Findings and Recommendations* analyzed the process for paying bail in New York City, leading to a set of concrete recommendations for how to improve the speed, ease, and fairness of the process.

In *Peacemaking Circles: Evaluating a Native American Restorative Justice Practice in a State Criminal Court Setting in Brooklyn*, researchers evaluated the peacemaking demonstration program in Red Hook, documenting positive perceptions among those whose disputes were handled through this model.

## EXPERT ASSISTANCE

The Center for Court Innovation provides hands-on training and technical assistance to justice reformers around the world in an effort to promote innovation and spread effective practices.

### Youth and Police

The Center for Court Innovation and the U.S. Department of Justice's Office of Community Oriented Policing Services developed the *Police-Youth Dialogues Toolkit: Guide for Improving Relationships and Public Safety through Engagement and Conversation* to highlight promising dialogues from across the country.



Photo: Avni Majithia-Sejpal

Dallas Police Chief David Brown with Texas Office of Court Administration's David Slayton and Texas Indigent Defense Commission's Wesley Shackleford on a panel about race, legitimacy, and procedural justice at "Reinvesting in Justice: What Comes Next?"

## Community Justice

In November, the Center hosted “Reinvesting in Justice: What Comes Next?” in Dallas, Texas, in partnership with the Bureau of Justice Assistance and the South Dallas Community Court. The summit addressed topics such as community engagement, bail reform, the neuroscience of addiction, risk-needs-responsivity, and the intersection of race, legitimacy, and procedural justice.

In December, the Center hosted a one-day summit, “Courts, Community Engagement, and Innovative Practices in a Changing Landscape” in Anaheim, Calif. Convened in partnership with the Bureau of Justice Assistance and the Judicial Council of California, the summit was attended by more than 100 criminal justice reformers. Los Angeles City Attorney Mike Feuer and Alameda County Chief Public Defender Brendon Woods delivered keynote addresses.

With support from the Bureau of Justice Assistance, the Center provided consulting services to 11 jurisdictions across the U.S. wishing to implement community courts or other community-focused justice projects. Projects in 2015 included providing needs assessment and planning assistance for a community court in Dane County, Wisc.; a community diversion program in Yakima, Wash.; and a community court in Olympia, Wash.

## Drug Courts

The Center for Court Innovation operates the National Drug Court Online Learning System, a free website that offers in-depth training videos featuring national experts. In 2015, we added new lessons on the role of the prosecutor and implementation of evidence-based practices.

We also provided hands-on support for states around the country seeking to build or improve drug court operations. In Montana, our team helped support the development of a statewide data collection system. In California, we provided training on peer review strategies for drug courts. We also provided support and training for practitioner associations in New Jersey, Missouri, Texas, West Virginia, and the New England states.

In New York State, we supported the development of a statewide strategic plan to ensure drug court programs meet national standards and apply evidence-based treatment and supervision strategies.

We also promoted the use of technology in drug courts through webinars and the publication of the monograph *The Future is Now: Enhancing Drug Court Operations Through Teleservices*.

## Tribal Justice

The Center’s **Tribal Justice Exchange** launched the Tribal Access to Justice Innovation website at [www.tribaljustice.org](http://www.tribaljustice.org). The website offers detailed profiles of innovative programs, podcasts, videos, and a discussion forum.

The Tribal Justice Exchange also helped develop and organize a Violence Against Women Act training for tribal courts. This training, hosted by the Pascua Yaqui Tribe outside Tucson, Ariz., was designed for tribes seeking to assert criminal court jurisdiction over non-Natives who commit crimes against intimate partners on tribal land.

The Exchange facilitated a series of meetings, at the request of the Wisconsin Department of Justice, to help develop a statewide criminal justice coordinating committee for all 11 of Wisconsin's federally recognized tribes. This committee will give the tribes a stronger voice when dealing with the state on justice system issues.

The Exchange continued to work with individual tribes with the support of the Bureau of Justice Assistance and the Office of Juvenile Justice and Delinquency Prevention. For example, we helped the Mille Lacs Band of Ojibwe Indians in Minnesota revamp both their justice system and family services department. The work included helping the tribe develop a community survey, conduct focus groups, and interview key stakeholders.

In addition, the Exchange published a planning toolkit for tribes seeking to develop problem-solving justice initiatives. The toolkit offers tribal justice officials a step-by-step guide to justice system planning that draws upon the lessons we have learned from our own demonstration projects.

### **Violence Prevention**

In February 2015, the Center convened a kick-off summit in Lithonia, Ga., for the Minority Youth Violence Prevention Initiative. The Center is the site coordinator and evaluator for the initiative, which is funded by the Office of Minority Health of the U.S. Department of Health and Human Services and the Office of Community Oriented Policing Services. The summit brought together more than 30 representatives from nine grantee sites: Binghamton, N.Y.; Cincinnati, Ohio; Cabarrus County, N.C.; DeKalb County, Ga.; Hennepin County, Minn.; Oakland, Calif.; Sacramento, Calif.; Chatham County, Ga.; and West Palm Beach, Fla. Participants included police officers, hospital leaders, prosecutors, and public health and social service experts. Throughout the year, Center staff conducted site visits to the nine sites, organized two presentations about the initiative at national conferences, and produced a series of audio interviews with staff from each site for the Center's New Thinking podcast series.

### **Domestic Violence**

The Center works with practitioners in New York and around the country to help them produce better outcomes for victims and families. In 2015, this work included convening webinars on cultural competency and risk assessment in domestic violence cases, hosting open houses in Decatur, Ga., and Dallas, Texas, involving judges, lawyers, victim advocates and service providers from over two dozen jurisdictions, and providing comprehensive assistance to more than 40 grantees in the Support Families in the Justice System program. With support from the Office on Violence Against Women, this program seeks to improve the response to families with a history of domestic violence, dating violence, sexual assault, and stalking, and to cases involving allegations of child sexual abuse.

The Center collaborated with the National Center for State Courts to examine language barriers that affect victims of domestic violence and sexual assault in criminal, civil, and family cases. The resulting needs assessment, published in 2015, looks at, among other things, translation services and training for interpreters on domestic violence and sexual assault.

Afua Addo from the Center participated in the White House forum “Girls of Color and Intervening Public Systems: How Can Communities Interrupt the Sexual Abuse-to-Prison Pipeline?” The forum examined the intersection of trauma, sexual abuse, commercial sex trafficking, and the juvenile justice system.

The Center also produced two videos to highlight effective practices for courts working with victims of domestic violence. *Promoting Compliance in Domestic Violence Cases* focussed on the work of Circuit Court Judge Jerry Bowles of Louisville, K.Y., who takes a hands-on approach to monitoring civil protection orders by conducting regular compliance review hearings. *An Integrated Approach: A Court's Innovative Response to Domestic and Sexual Violence* profiles the Manhattan Integrated Domestic Violence Court, which assists families with cases in multiple courts by combining their cases in one courtroom before a single judge. By doing so, the court promotes greater victim safety and makes it easier to link litigants to services and monitor compliance with court orders.

### Procedural Justice

Following a national solicitation, the Center for Court Innovation and the U.S. Department of Justice’s Bureau of Justice Assistance selected four criminal courts to participate in a procedural justice assessment. Salem, Mass., Allegheny County, Penn., Multnomah County, Ore., and the Utah State Court System have committed to examining local operations during 2016 in an effort to advance procedural justice.

The Center also received grants from the State Justice Institute and the U.S. Department of Justice’s Bureau of Justice Assistance to enhance training, conduct research, and provide assistance on procedural justice.

### Publications

Center staff added over 150 articles, documents, videos, and podcasts to [www.courtinnovation.org](http://www.courtinnovation.org). Traffic to the Center’s website rose to over 590,000 hits, a 13 percent increase from the previous year, and users downloaded nearly 206,215 publications. Publications from 2015 include:

#### COMMUNITY JUSTICE

- Advancing Community Justice: The Challenge of Brownsville, Brooklyn

#### DOMESTIC VIOLENCE

- Examining the Association between Posttraumatic Stress Disorder and Intimate Partner Violence Perpetration
- Domestic Violence Benchbooks: A Guide to Court Intervention
- Domestic Violence Court Self-Assessment: Revisiting Goals, Challenges and Progress
- The Intersection of Domestic Violence, Sexual Assault, and Human Trafficking

#### DRUG TREATMENT COURT

- The Future is Now: Enhancing Drug Court Operations Through Technology

#### INDIGENT DEFENSE

- Indigent Defense Reforms in Brooklyn, New York: An Analysis of Mandatory Case Caps and Attorney Workload

#### MENTAL HEALTH

- When Research Challenges Policy and Practice: Toward a New Understanding of Mental Health Courts
- Targeting the Mental Health Needs of Misdemeanor Defendants: An Impact Evaluation of the Bronx Mental Health Initiative
- A Process Evaluation of the Manhattan Mental Health Court

#### PROBLEM-SOLVING JUSTICE

- The Role of the Judge in Specialized Problem-Solving Courts: Balancing Individualized Justice and Predictability
- Moving the Mountains: A Conversation with New York State Chief Judge Jonathan Lippman
- Responding to Homelessness: 11 Ideas for Justice Systems

#### PROCEDURAL JUSTICE

- Procedural Justice: Practical Tips for Courts
- Improving Courtroom Communication: A Multi-Year Effort to Enhance Procedural Justice
- Improving Courthouse Signage: Procedural Justice Through Design
- Measuring Perceptions of Fairness: An Evaluation Toolkit
- Police & Community: Strengthening Legitimacy

#### REENTRY

- Coming Home to Harlem: A Randomized Controlled Trial of the Harlem Parole Reentry Court

#### TRAFFICKING

- Responding to Sex Trafficking in Your Jurisdiction: A Planning Toolkit

#### TRIBAL JUSTICE

- Combatting Domestic Violence in Indian Country: Are Specialized Domestic Violence Courts Part of the Solution?
- Planning a Problem-Solving Justice Initiative: A Toolkit for Tribal Communities

- Peacemaking Circles: Evaluating a Native American Restorative Justice Practice in a State Criminal Court Setting in Brooklyn

#### VIOLENCE PREVENTION

- Through the NOVA Door: A Process Evaluation of Shelby County's Defending Childhood Initiative
- Nawicakiciji – Woasniye – Oaye Waste: A Process Evaluation of the Rosebud Sioux Tribe's Defending Childhood Initiative
- Love One Another and Take Care of Each Other: A Process Evaluation of the Rocky Boy's Children Exposed to Violence Project
- Tackling Urban Inequalities: A Process Evaluation of the Boston Defending Childhood Initiative
- Building a Safer Tomorrow: A Process Evaluation of Grand Forks County Defending Childhood Initiative
- 'We Have the Power to Stop the Violence': A Process Evaluation of Cuyahoga County's Defending Childhood Initiative
- Protect, Heal, Thrive: Lessons Learned from the Defending Childhood Demonstration Program
- An Outcome Evaluation of the Defending Childhood Demonstration Program
- Addressing Trauma in Violence Interrupter Programs

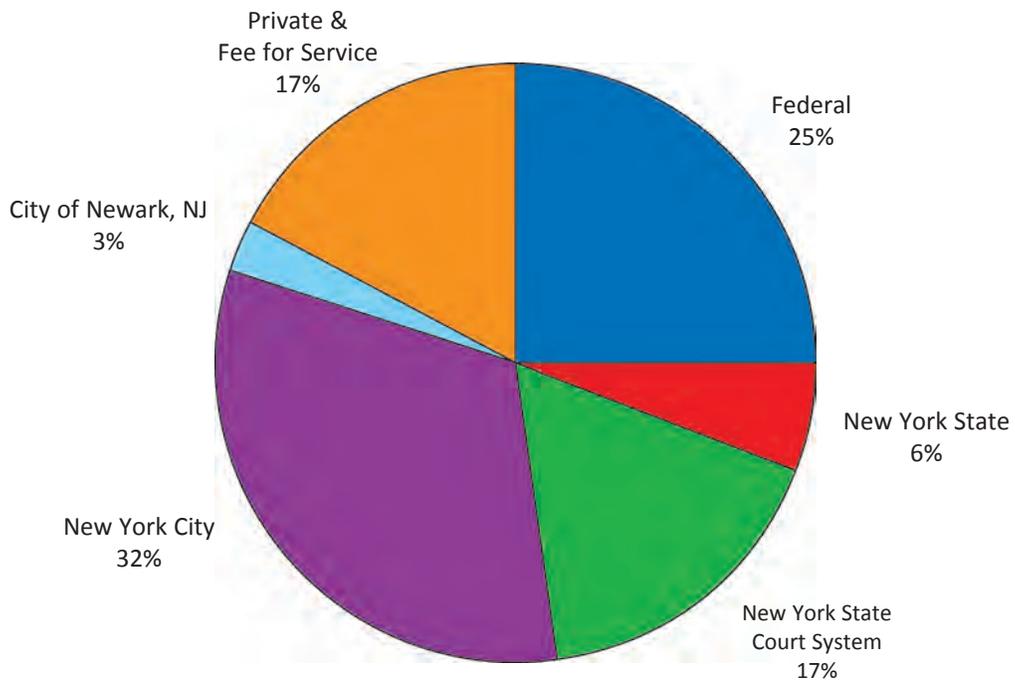
#### YOUTH JUSTICE

- Police-Youth Dialogues Toolkit: Guide for Improving Relationships and Public Safety through Engagement and Conversation
- Stepping Up: Strengthening Police, Youth, and Community Relationships
- School-Based Youth Courts: Student Perceptions of School Climate, Safety, and Disciplinary Measures
- Bridging the Gap: Strengthening LGBTQ Youth and Police Relations

## FINANCES

The Center for Court Innovation is supported by a mix of government and private funding. See below for a breakdown of the Center's revenues.

### Fiscal Year 2015 Total Funding = \$29.7M



**Fiscal Year 2015  
Statement of Expenditures**

**OPERATING PROGRAMS**

Access to Justice Programs	317,000
Bronx Child Witness Support Program	146,000
Bronx Community Solutions	1,673,000
Brooklyn Justice Initiatives	1,691,000
Brooklyn Mental Health Court	504,000
Brownsville Community Justice Center	1,776,000
Crown Heights Community Mediation Center	1,928,000
Harlem Community Justice Center	2,543,000
Midtown Community Court	2,543,000
Newark Community Solutions	1,172,000
Queens Youth Justice Center	937,000
Red Hook Community Justice Center	2,026,000
South Bronx Save Our Streets	1,114,000
Staten Island Youth Justice Center	800,000
Syracuse Programs	530,000
Westchester Court Education Initiative	119,000
Youth Justice Board/Youth Court	104,000
<b>Subtotal</b>	<b>19,625,000</b>

**TECHNICAL ASSISTANCE, TRAINING, AND RESEARCH**

Community Justice	1,451,000
Domestic Violence and Family Courts	1,640,000
Jail Reduction	666,000
Treatment Courts	1,208,000
Tribal Justice	1,068,000
Youth Justice Programs	396,000

**RESEARCH**

Community Justice	749,000
Domestic Violence and Family Courts	595,000
Treatment Courts	75,000
Tribal Justice	88,000
Violence Prevention	116,000
Youth Justice Programs	229,000
<b>Subtotal</b>	<b>8,281,000</b>

**ADMINISTRATION, PLANNING, AND OVERSIGHT** **1,770,000**

**TOTAL EXPENDITURES** **29,676,000**

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