

CENTER  
FOR  
COURT  
INNOVATION

ANNUAL REPORT



2013

*Photo: Gene Sorkin*

# ANNUAL REPORT

## 2013

As this annual report was being completed, the Center for Court Innovation's deputy director, Alfred Siegel, passed away unexpectedly from a heart attack. Over the course of his tenure at the Center, Alfred helped to plan and implement many of the initiatives that are described in this report. It is fair to say that much of the work detailed in these pages would not have been possible without Alfred's guidance and creativity. This report is dedicated to his memory.

### INTRODUCTION

The Center for Court Innovation is a public-private partnership that works to reduce crime, aid victims, and improve public trust in justice. It pursues these goals through demonstration projects that test new approaches to justice, through hands-on training and technical assistance with criminal justice reformers around the world, and through the dissemination of cutting-edge research and ideas about how to improve the justice system.

The past year was distinguished by the launching of new initiatives, and the release of groundbreaking research.

Because many defendants are jailed simply because they cannot afford small bail amounts—sometimes less than \$500—in 2013, New York State Chief Judge Jonathan Lippman asked the Center for Court Innovation to test the feasibility of a supervised release program for misdemeanor offenders. In November, the Center launched **Brooklyn Justice Initiatives**, which is designed to work with those individuals with pending misdemeanor cases who face the possibility of bail they cannot afford. Staffed by a team of court-based social workers, case managers, and court liaisons, the project offers pre-trial services and supervision in an effort to reduce the use of incarceration without jeopardizing public safety.

New research generated headlines and international attention for the **Red Hook Community Justice Center**, which has been serving southwest Brooklyn for 14 years. The study, commissioned by the National Institute of Justice and carried out by the National Center for State Courts, found that the Justice Center reduced re-offend-

ing among juveniles by 20 percent and among adults by 10 percent, saved millions of dollars a year in reduced victimization costs, and reduced the number of offenders receiving jail sentences by 35 percent.

Researchers also documented a sustained decrease in both felony and misdemeanor arrests in the police precincts served by the Justice Center. Similar phenomena were not apparent in adjacent precincts, where arrest patterns remained highly variable throughout the observation period.

An official branch of the New York State Court System, the Red Hook Community Justice Center features a multi-jurisdictional courtroom, where a single judge handles low-level criminal, housing, and juvenile delinquency cases. The Justice Center also houses an array of onsite social services, youth programs, and community outreach initiatives.

In recognition of the Center's work creating a number of innovative programs designed to reduce recidivism and help people get their lives back on track, the Robin Hood Foundation honored the Red Hook Community Justice Center and its presiding judge, Alex Calabrese, with a 2013 Heroes Award. In addition, New York City Mayor Bill de Blasio chose the Justice Center as the setting for his announcement of Bill Bratton as the new commissioner of the New York Police Department in December.

"The fundamental idea" behind the Justice Center's work, de Blasio explained, is that "the way to fight crime... is with the community. This has been epitomized here to great, great effect, and that idea really animates... my entire view of public safety and how we have to move forward as a city."

The roots of the Center for Court Innovation can be traced back to 1993, when the Center's first project, the **Midtown Community Court**, got off the ground. In October 2013, 250 supporters gathered at the Morgan Library & Museum in Manhattan to honor the Midtown Court's 20th anniversary.

The product of a unique collaboration involving government agencies, business groups, and non-profit organizations, including the New York State Court System, the City of New York, and the Fund for the City of New York, the Midtown Court emphasizes alternatives to jail for misdemeanor defendants. It has been credited with helping to improve public safety and reduce the use of incarceration.

The honorees at the 20th anniversary celebration were Jonathan Lippman, the chief judge of the State of New York; The Shubert Organization, which provided the Midtown Community Court with crucial seed funding; and, Nicole R., a victim of sex trafficking who has been re-building her life with the court's help.

Midtown's work in the area of human trafficking helped to inspire New York State Chief Judge Jonathan Lippman to launch a statewide initiative to improve court outcomes for victims. The Center has supported this effort by offering specialized services to trafficking victims at several New York City locations and by providing advice to judges and court administrators at sites across the state.

For its work to reduce poverty by offering meaningful alternatives to incarceration, the Center for Court Innovation was one of 10 nonprofits honored at Gracie Mansion in May as part of New York City Mayor Michael Bloomberg's NYC Innovative Nonprofit Awards.

What follows are highlights from the Center's work in 2013 in three principal areas: demonstration projects, technical assistance, and research.



*Photo: Benjamin Smith*

The Brownsville Community Justice Center engaged 254 young people in community restoration projects, internships, and arts programs in 2013.

## **DEMONSTRATION PROJECTS**

The Center for Court Innovation’s demonstration projects work to test new ideas and solve local problems. While these projects cover a broad range of topics—from juvenile delinquency to the reentry of parolees into New York City neighborhoods—the approach is always the same: rigorous, collaborative planning and an emphasis on using data to document results and ensure accountability.

### **Responding to Human Trafficking**

In 2013, New York State Chief Judge Lippman announced the launch of the New York court system’s Human Trafficking Intervention Initiative. This trailblazing program, which the Center for Court Innovation has helped

develop and implement, seeks to identify and assist sex trafficking victims, opening the door for thousands across the state to escape a life of abuse and torture. Many individuals who end up in New York courts on prostitution charges are victims of trafficking, recruited into the commercial sex industry by force or fraud. These defendants often have a history of sexual and physical abuse.

The Center has worked with officials at the Office of Court Administration to implement three pilot trafficking courts in Queens (N.Y.), Manhattan, and Nassau County, which served as the models for eight additional courts in the Bronx, Staten Island, Brooklyn, Westchester County, Syracuse, Buffalo, Rochester, and Suffolk County.

### **A New Approach to Misdemeanor Cases**

Three out of four cases that make it to criminal court in New York City are misdemeanors—a total of more than 235,000 cases in 2012. With **Brooklyn Justice Initiatives**, launched in 2013, the Center seeks to provide an expanded array of options for judges in Kings County Criminal Court in downtown Brooklyn. The goal is to adapt the community court approach originally developed at the Midtown Community Court and the Red Hook Community Justice Center to a busy, centralized courthouse.

Brooklyn Justice Initiatives focuses on two distinct populations: those with pending misdemeanor cases who face the possibility of bail they cannot afford and those who have been found guilty of misdemeanor offenses and are deemed appropriate for community sanctions by the judge. In its initial year, Brooklyn Justice Initiatives will work with 620 defendants and help pilot several of Judge Lippman's priorities—the adolescent diversion courtroom, the human trafficking courtroom, and most recently, bail reform. Brooklyn Justice Initiatives social workers, case managers, and resource coordinators conduct assessments and eligibility determinations, make recommendations to the court and referrals to community-based service providers, provide therapeutic counseling, and monitor and report on defendant compliance.

### **Working with Parents**

The **Brooklyn Parent Support Program** links non-custodial parents to job training and services so that they can meet their child support obligations and maintain healthy parent-child relationships. The program emerged initially in Syracuse where the Center's Upstate Office, in collaboration with the Onondaga County Family Court, Syracuse University's Family Law & Social Policy Center, and a community-based program known as the Parent Success Initiative, piloted New York State's first problem-solving child support program in 2008. Using this program as a model, the Center worked with the New York City Human Resources Administration, the New York City Family Court, and FECS to launch the Brooklyn program in 2010.

In 2013, the Brooklyn program hosted two graduation ceremonies celebrating 40 participants' success in paying support and connecting with their children. Since its start, the program has led to over \$378,000 in collections—money that can make a huge difference in the lives of children and their custodial parents.

## Stopping Violence

In 2013, the Center launched **Save Our Streets South Bronx**, a new program that seeks to use a public health approach to combat gun violence. The South Bronx program, an adaptation of the Cure Violence model, builds on the Center's **Save Our Streets Crown Heights** program, which, according to a study released in 2013, has helped reduce shootings in central Brooklyn by as much as 20 percent. Save Our Streets treats violence like a disease, seeking to halt the spread from person to person. It does this by employing "violence interrupters" to mediate street conflicts before they escalate and by mobilizing community stakeholders in opposition to violence.

Also in Brooklyn, the **Brownsville Community Justice Center** aims to reduce gun and gang violence in the neighborhood through monthly meetings that seek to deter parolees with a violent history from continued violence. Known as "call ins," these forums are based on a model developed by John Jay College professor David Kennedy and Yale Law professor Tracey Meares that was documented to reduce violence in Chicago. Every month at the local branch of the public library in Brownsville, parolees returning to the neighborhood meet with representatives of law enforcement, social service providers, and ex-offenders who have gotten their lives back on track. In 2013, 193 parolees attended the call-ins, and of them, only three have been re-arrested for gun-related offenses and none have been involved in shootings. In recent months, the forums have been augmented with a neighborhood anti-violence campaign that has engaged hundreds of local residents.



*Photo: R. Wolf*

At the February open house for Save Our Streets South Bronx, visitors learn about how the team is working to reduce gun violence.

### Peacemaking

With the help of the U.S. Department of Justice, the Center seeks to encourage the spread of ideas between tribal and non-tribal courts. The Peacemaking Program at the Red Hook Community Justice Center, which adapts traditional tribal practices to a state court system, is one example. In 2013, the Peacemaking Program expanded its caseload and trained new volunteers. Experienced peacemakers from the Navajo Nation helped train the volunteers using restorative and storytelling techniques adapted from Native American culture.

The Peacemaking Program takes a wide range of cases, from assault to shoplifting to family conflicts. Since its start, the Peacemaking Program has attempted to resolve 15 cases through consensus among all parties.

### Youth Programming

The 2012-2013 **Youth Justice Board**, an after-school leadership program for New York City teens, was devoted to studying how schools can improve attendance rates. The members of the Youth Justice Board presented their findings in person at City Hall to Schools Chancellor Dennis Wolcott.



*Photo: Ernest Owens*

Youth court members and staff from the Harlem Community Justice Center march in the African American Day Parade in September.

A new cohort of Justice Board members, who started their work in August, will develop a toolkit on police-youth relationships, with support from the U.S. Department of Justice's Community Oriented Policing Services Office.

The Center runs seven community-based **Youth Courts** that train teenagers to serve as jurors, judges, and attorneys, handling real-life cases involving their peers. In 2013, the Center's seven youth courts held a total of 631 hearings.

The **Attendance Achievement Program**—a truancy prevention program that provides students and their families with services and other resources in order to keep chronically absent students out of family court—worked with over 50 students at the South Bronx Academy for Applied Media and the Academy of Public Relations. During the 2012-2013 school year, participating students increased their attendance rates by an average of seven percent.

In September, the Center launched a new online learning system, the Youth Justice Training Collaborative. The collaborative includes a number of New York City non-profits that work with court-involved youth. The online learning system pools expertise in an effort to provide high-quality training and professional development to staff working directly with young people.

Queens Engagement Strategies for Teens, or **QUEST**, is a community-based program that provides an alternative to detention for youth who have open delinquency matters pending in Queens Family Court. QUEST provides judges with timely, accurate, and comprehensive information regarding young people assigned to the program, and offers meaningful instruction to participants and their families to help young people meet their court obligations and pursue law-abiding lives.

A related program, **QUEST Futures**, offers mental health assessment, intensive case management, and family support for young people with mental health disorders facing delinquency charges. An evaluation released in 2013 found that QUEST Futures has been effective at reducing re-offending, concluding that participants averaged significantly fewer total re-arrests and felony re-arrests than a comparison group.

QUEST Futures has served more than 350 justice-involved youths with mental health problems in the last five years. The Futures program has been replicated in the Bronx, which has served another 60 young people, and plans are underway to replicate the program on Staten Island.

In February, the **Staten Island Youth Justice Center**, in collaboration with the New York City Council and the Department of Probation, launched a project providing education support, job skills development, and employment assistance for at-risk older teens and young adults. The program, for youth ages 16 to 24 who reside on Staten Island's North Shore, uses individual case management sessions paired with community benefit projects to develop participants' skills before eventually placing them in short-term internships and/or long-term employment. In the first half of the year, 14 young people successfully completed the program; an additional 13 members began in the fall.

In partnership with the New York City Department of Probation, the **Brownsville Community Justice Center** helped more than 60 young men and women ages 16 to 24 from Brownsville with recent justice involvement



Photo: R. Wolf

The Youth Justice Board meets with Schools Chancellor Dennis M. Walcott at City Hall in June.

reach personal milestones such as obtaining a high school equivalency diploma, enrolling in college, resolving legal matters, obtaining employment, and mending relationships with family. They also gave back to the community by creating a community garden, serving meals at a local soup kitchen, and working on several mural projects. During the summer, the Brownsville Community Justice Center also ran a photography program for 20 Brownsville teens.

## RESEARCH

Research plays an essential role in the Center for Court Innovation's brand of justice reform. The Center shares its knowledge in a variety of formats, from publications geared to an academic audience, to how-to manuals for busy frontline justice system professionals, to op-eds intended for the general public.

Among the dozens of research studies published by Center researchers during 2013 was *Testing a Public Health Approach to Gun Violence: An Evaluation of Crown Heights Save Our Streets*, which found that gun violence is 20 percent lower in Crown Heights when compared to the upward trend in the surrounding precincts. The findings suggest that ground-level prevention efforts can be an effective complement to enforcement strategies.

Another study, *Testing the Effects of New York's Domestic Violence Courts*, found reduced re-arrests among offenders convicted in 24 New York domestic violence courts. The impact evaluation isolated the factors that had the greatest impact on reductions in recidivism, concluding that courts that prioritized deterring recidivism,

sanctioning noncompliant offenders, and addressing victims' safety and service needs had a greater impact on re-arrest than other courts.

A *Statewide Evaluation of New York's Adult Drug Courts: Identifying Which Policies Work Best* looked at 86 drug courts and found wide variation in impact across the sites, with the most effective courts found to reduce re-arrest by up to 21 percent. Factors associated with more positive results include targeting a high-risk offender population; targeting a population with substantial legal exposure (e.g., felony as opposed to misdemeanor defendants); establishing a formal sanctions schedule; imposing sanctions for each noncompliant act; and including prosecutors and defense counsel as active members of the drug court team.

In another major study, the Center helped investigate the impact of the repeal of the Rockefeller drug laws. The evaluation, *Testing the Cost Savings of Judicial Diversion*, found that in the first year following the repeal, New York State sent nearly 1,400 more drug-addicted offenders to treatment—an increase of 77 percent from the year before—and produced resource savings of \$5,144 per offender. These savings resulted primarily from a drop in re-offending and from the fact that community-based drug treatment is less costly than the incarceration or probation sentences that treatment participants would otherwise have received.

The study, conducted in partnership with NPC Research, also found that offenders who were enrolled in court-ordered treatment after the Rockefeller reform had more serious drug use histories and more prior convictions than those who went to treatment before the legislation was enacted. This is consistent with national research that has documented that high-risk offenders benefit more from intensive interventions such as drug court than do low-risk offenders.

The study's results were reported by *The New York Times* and the *Associated Press*. *The Albany Times Union* published an op-ed by Center Research Director Mike Rempel, who noted that the Rockefeller drug law reform was an encouraging example of the political branches making policy that reflects the latest research in the field.

In *Innovation in the Criminal Justice System: A National Survey of Criminal Justice Leaders*, Center researchers surveyed more than 600 police chiefs, state chief judges, elected prosecutors, and probation commissioners. The first-ever study of its kind found that senior criminal justice leaders are following the lead of successful businesses and increasing their investment in research. Nine out of 10 reported “always” (46 percent) or “sometimes” (43 percent) looking to research and data to guide decisions. Furthermore, many are putting their money where their mouths are, hiring in-house researchers (39 percent of those surveyed) or contracting with external researchers (50 percent). Results of the survey also named Bill Bratton, who has served as police commissioner in Los Angeles and Boston, and in 2014 began his second tour as police commissioner of New York City, the most innovative figure in criminal justice.

The study, carried out with the support of the U.S. Department of Justice's Bureau of Justice Assistance, also highlighted links between research and innovation: criminal justice leaders who strongly embraced research in their agencies were more likely to score higher on an index measuring the use of innovative practices at work. In another key finding, two-thirds of survey respondents said they had been involved in a program or initiative that did not work, and their top response was to seek to improve the program, as opposed to shutting it down. This finding suggests that trial and error is part of everyday professional life in criminal justice.

New York is one of only two states that treat 16- and 17-year-old defendants as criminally responsible adults. New York State Chief Judge Jonathan Lippman created the Adolescent Diversion Program in nine New York counties in early 2012 to link 16- and 17-year-olds to age-appropriate, community-based interventions, such as educational and mental health programs. Judge Lippman has also proposed legislation to reform how the courts handle these cases across the state.

The Center studied the program's implementation, reporting results in *The Adolescent Diversion Program: A First Year Evaluation*. According to the report, 80 percent of participants in the Adolescent Diversion Program complied with their mandates. Participants in the program were less likely than comparison cases to be re-arrested on felony charges. Consistent with other research, high-risk young people fared better in the Adolescent Diversion Program than low-risk youth.

The Center also analyzed indicators of mental health problems among 800 participants in alternative-to-detention programs in Queens, Brooklyn, and Staten Island. Program participants were screened for mental health issues with a validated instrument that assesses symptoms of specific disorders and the degree to which behavioral or emotional symptoms have led to difficulties in everyday functioning. Half of the sample was identified as having a mental disorder, and close to four in 10 showed multiple disorders. The analysis identified distinct clusters of disorders that tend to co-occur and examined the relationship between different disorders and recidivism. For example, depression and anxiety were associated with an increased likelihood of re-arrest, whereas suicidality was associated with a decreased likelihood of re-arrest.

## Publications

Articles and monographs by Center for Court Innovation authors that appeared in 2013 include:

### COMMUNITY JUSTICE

- Collaborating with Victim Service Agencies
- What is Community Prosecution? An Excerpt from Encyclopedia of Community Policing and Problem Solving
- A Community Court Grows in Brooklyn: A Comprehensive Evaluation of the Red Hook Community Justice Center
- Improving the Response to Misdemeanors by Adopting Community Court Practices
- Perceptions Matter: A Roadmap to Reducing Crime

### DOMESTIC VIOLENCE

- Testing the Efficacy of Judicial Monitoring: A Randomized Trial at the Rochester, New York Domestic Violence Courts
- Testing the Effects of New Yorks Domestic Violence Courts
- Domestic Violence Court Compliance Monitoring
- Substance Abuse and Domestic Violence
- Domestic Violence Online Petition Program

## TRIBAL JUSTICE

- Responses to Domestic Violence in Tribal Communities: A Regional Survey of Northern California
- A Different Approach to Justice: The Current Tensions between First Nations and the Canadian Government Remind Us of the Need for New Approaches to Criminal Justice
- Red Hook Peacemaking Program: A Different Voice
- Combating Domestic Violence in Indian Country: Are Specialized Domestic Violence Courts Part of the Solution?

## JUVENILE JUSTICE

- Adolescent Diversion Program: A First Year Evaluation
- Youth Court as Diversion: Outcomes for Shoplifting Cases at the Staten Island Youth Court
- Screening Juveniles under Community Supervision: The Prevalence of Mental Disorders
- From Absent to Present: Reducing Teen Chronic Absenteeism in New York City
- Mental Health and Juvenile Justice: An Impact Evaluation of a Community-Based Intervention in Queens, New York

## CRIME PREVENTION

- Testing a Public Health Approach to Gun Violence
- Seeding Change: How Small Projects Can Improve Community Health and Safety

## ADDICTION

- Testing the Cost Savings of Judicial Diversion
- From Drug Court to Classroom: Creating a Court to College Program
- Developing a Statewide Drug Court Data Tracking System
- A Statewide Evaluation of New York's Adult Drug Courts: Identifying Which Policies Work Best
- Young Participants in Adult Drug Courts: Practitioner Perspectives
- Another View of Treatment Under Drug Law Reform
- Rockefeller Drug Law Reform Put Politics, Science in Sync

## HOUSING

- Rent, Rights, and Repairs

## MENTAL HEALTH

- Predictors of Program Compliance and Re-arrest in Mental Health Courts: Results from New York

#### REENTRY

- Reentry Court Tool Kit
- The National Institute of Justice’s Evaluation of Second Chance Act Adult Reentry Courts: Program Characteristics and Preliminary Themes from Year One

#### POLICY

- Leadership and Innovation in Criminal Justice: A National Survey
- The F-Word: Learning from Failure in Criminal Justice Reform in the USA
- A Spur to Innovation: An Examination of the Bureau of Justice Assistance’s Field-Initiated Grant Program
- Alternatives to Incarceration Are Cutting Prison Numbers and Crime
- What Lessons Can Business Teach Criminal Justice? Invest in Research
- Criminal Justice Reform and Risk-Taking

All publications produced by the Center for Court Innovation are available for download free of charge at [www.courtinnovation.org](http://www.courtinnovation.org).

### EXPERT ASSISTANCE

The Center for Court Innovation provides hands-on, expert assistance to reformers around the world—judges, attorneys, criminal justice officials, community organizations, and others. Having launched dozens of innovative criminal and juvenile justice initiatives, the Center for Court Innovation knows first-hand the nuts-and-bolts steps of getting a new project off the ground, building interagency partnerships, and documenting impacts.

#### Domestic Violence and Trafficking

In 2013, the Center joined the State Justice Institute’s Human Trafficking and the State Courts Collaborative along with the Center for Public Policy Studies, the National Judicial College, the National Association of Women Judges, and Legal Momentum. The Center provides training and technical assistance to courts across the U.S. working to improve their responses to trafficking victims.

The Center was also named a national technical assistance provider by the U.S. Department of Justice’s Office of Violence Against Women on the issues of language access, cultural competency, and domestic and sexual violence. The Center hosted open houses for domestic violence court planning teams to observe best practices and engage in peer-to-peer learning in New York City and Ann Arbor, Mich.



*Photo: Gene Sorkin*

Nicole R., honoree and former client, gets a hug from her Legal Aid lawyer, Kate Mogulescu, left, and Coordinator of Trafficking Programs at the Center for Court Innovation Miriam Goodman at the 20th Anniversary of the Midtown Community Court in October.

### **Drug Courts**

The Center for Court Innovation has been closely involved in the implementation of drug courts across New York and around the world since it helped establish the Brooklyn Treatment Court—one of the first felony treatment courts in the country—in 1996.

As part of its ongoing collaboration with the New York State Office of Court Administration, the Center helped to implement a statewide project to meet the needs of adult drug court participants with trauma-related co-occurring disorders. The New York Trauma Informed Care Initiative included regional trainings in Brooklyn, Troy, and Rochester for drug court practitioners.

In 2013, the Center provided technical assistance to the states of Washington, Colorado, and Idaho, and expanded the online lessons available on the National Online Learning System. The learning system ([www.drug-courtonline.org](http://www.drug-courtonline.org)), which offers free web-based drug court training, added a new course for those interested in improving services to veterans.

### **Problem-Solving Justice**

In partnership with the Bureau of Justice Assistance, the Center helped judges, court administrators, prosecutors, defense attorneys, and other innovators around the country plan, implement, sustain, and evaluate problem-solving court initiatives.

This included assisting in the adaptation of the community court model in Wilmington, Del. (where the Justice of the Peace Court is planning a city-wide community court) and Nevada (where, for the first time, public defenders in two counties are leading community court planning efforts). With the Center's help, several jurisdictions adapted problem-solving principles for use in centralized court settings (e.g., Detroit, Mich., South Tucson, Ariz., and St. Paul, Minn.).

Center staff also helped promote countywide problem-solving court coordination (in New Castle County, Delaware, and El Paso County, Colorado, among other places) and helped practitioners tackle specific problems, such as homelessness (Hennepin County, Minn.) and the need to improve links to community-based alternatives (Cook County, Ill.).

The Center hosted over 500 visitors to the Center's problem-solving court projects in New York. Seventy percent of visitors, in post-visit surveys, said they learned new ideas that they wanted to test when they returned home.

The Center partnered with numerous agencies to help advance community justice strategies. Staff focused on community prosecution with the Association of Prosecuting Attorneys, holistic defense with the Bronx Defenders, and the intersection of public health and public safety with The California Endowment.

### **International**

The Center worked with innovators around the world to help create new responses to problems like drugs, domestic violence, and neighborhood disorder. The Center's international technical assistance initiatives included hosting over 180 visitors from 16 different countries, including Ireland, Chile, Taiwan, Australia, Mexico, Dubai, and Israel.

For example, staff from the Center facilitated a conference for the Heads of Police Components from United Nations Missions around the world. Center staff also participated in a Middle East Partnership Initiative Conference in Casablanca, Morocco, that brought together 50 judges and prosecutors from Morocco, Libya, Tunisia, Jordan, and Egypt to discuss how to implement and sustain court reform.

Center staff visited Calcutta and New Delhi, India, to meet with judges, lawyers, students, and community based service providers working to reduce gender-based violence. The project focused on highlighting strategies that have worked in the United State to reduce incidence of violence.

### Procedural Fairness

The Center—in partnership with the National Judicial College and the U.S. Department of Justice’s Bureau of Justice Assistance—has embarked on a national effort to help judges and court staff improve perceptions of fairness in criminal courts.

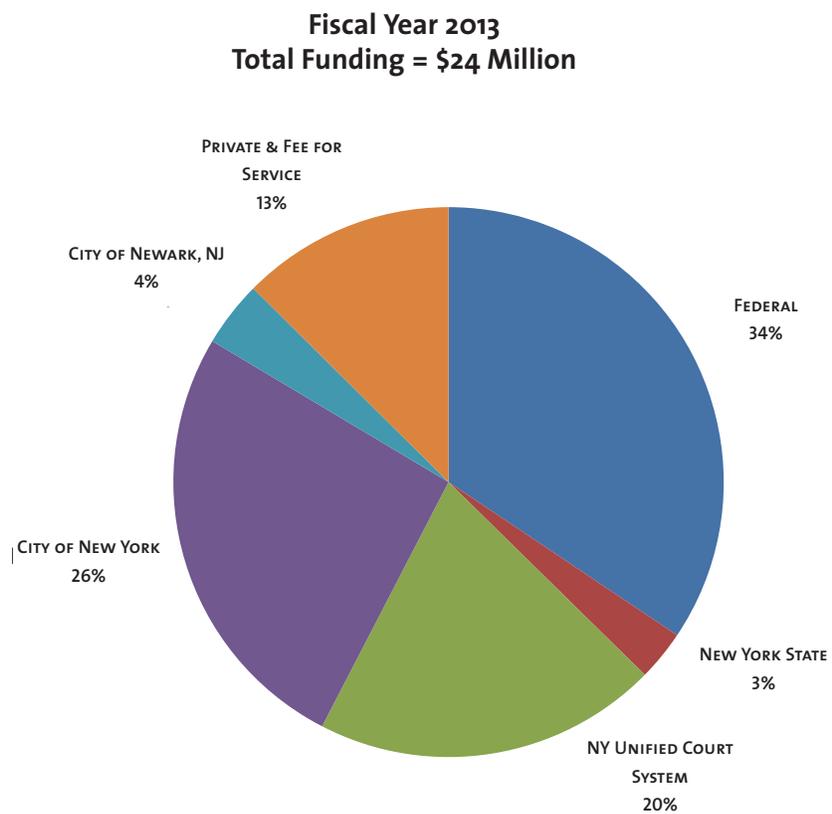
The Improving Courtroom Communication Project is based on research showing that defendants are more likely to comply with the law when they feel they are treated fairly and have a clear understanding of the process. Indeed, recent research has shown that favorable perceptions of the judge are a key factor to explaining how drug courts have reduced crime and drug use.

Working with a team of scholars, judges, court administrators, and communication specialists, the Center has created and piloted a one-day training curriculum designed to enhance procedural justice and improve courtroom communication techniques. The training offers practical tools for achieving better court outcomes based on the latest research in the field. In 2013, the Center selected three new training sites from an applicant pool of over two dozen jurisdictions: the 8th Judicial District of Colorado (Larimer and Jackson Counties), the Delaware Justice of the Peace Court, and the 11th Judicial Circuit of Florida (Miami-Dade County). Center staff will work with these jurisdictions to deliver the training in 2014, testing how the content can be adapted for jurisdictions of varying sizes and demographics.

The Center also began development of an online learning system that will make the project’s training resources—including an evaluation toolkit—available to jurisdictions free of charge.

## 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 2013  
Statement of Expenditures**

**DEMONSTRATION PROJECTS**

Attendance Achievement Program	119,000
Bronx Child Witness Support Program	144,000
Bronx Community Solutions	1,290,000
Bronx Futures	136,000
Brooklyn Justice Initiatives	433,000
Brooklyn Mental Health Court	488,000
Brownsville Community Justice Center	1,302,000
Crown Heights Community Mediation Center	1,098,000
Greenpoint Youth Court	99,000
Harlem Community Justice Center	2,400,000
Midtown Community Court	2,101,000
Newark Community Court	935,000
QUEST	702,000
QUEST Futures	350,000
Red Hook Community Justice Center	1,618,000
NYC Juvenile Justice Corps	584,000
South Bronx Save Our Streets	498,000
Staten Island Youth Justice Center	945,000
Westchester Court Education Initiative	116,000
Youth Justice Board	154,000
<b>Subtotal</b>	<b>15,512,000</b>

**TECHNICAL ASSISTANCE, TRAINING, AND RESEARCH**

Domestic Violence and Family Courts	2,262,000
Drug Courts	1,259,000
Community Justice	1,528,000
United Kingdom Office/Centre for Justice Innovation	186,000
Courtroom Communication/Procedural Justice	238,000
Trial and Error Project	304,000
Tribal Justice	940,000
Youth Justice Programs	666,000
<b>Subtotal</b>	<b>7,383,000</b>

**ADMINISTRATION, PLANNING, AND OVERSIGHT**

Project Safe Neighborhoods	143,000
New York and New Jersey Court Families Assistance Fund	113,000
Center Administration	1,016,000
<b>Subtotal</b>	<b>1,272,000</b>

**TOTAL EXPENDITURES**

**24,167,000**

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