

# Annual Report 2017

---



Cover Image:

Trevor Powell, right, the community service site supervisor for Newark Community Solutions, lends a hand at a community vegetable garden in Newark, N.J.

To learn more about the Center for Court Innovation, visit [courtinnovation.org](http://courtinnovation.org).

2018

# Annual Report 2017

The Center for Court Innovation is a non-profit organization that seeks to create a more effective and humane justice system by designing and implementing operating programs, performing original research, and providing reformers around the world with the tools they need to launch new strategies. This report offers an overview of our work in 2017.

## Highlights

The Center for Court Innovation's commitment to reducing unnecessary incarceration dates to our first project, the **Midtown Community Court**, which links non-violent defendants to social services and requires them to perform community service instead of serving time in jail. Over the years, we have helped reduce the use of jail—and levels of crime—through numerous initiatives across New York City and the U.S.

Last year, we advanced this work by staffing the **Independent Commission on New York City Criminal Justice and Incarceration Reform**, a blue-ribbon panel that studied how to safely reduce the city's jail population. Chaired by former New York State Chief Judge Jonathan Lippman, the commission recommended closing the jails on Rikers Island—an idea that has been embraced by both New York City Mayor Bill de Blasio and New York Governor Mario Cuomo.

Closing Rikers will only be possible after careful discussion and analysis, which the Center has supported through in-depth research. Last year, we issued two reports—*Jail in New*

## Alfred Siegel Scholarships

In partnership with John Jay College of Criminal Justice, we award Alfred Siegel Scholarships every year to help students, including those with previous involvement in the justice system or the child welfare system, pay for college. The scholarships are named for our former deputy director who died in 2014. Recipients share some of the qualities that were at the center of Alfred Siegel's work—kindness, personal integrity, and devotion to public service.

The 2017 scholarship winners are:

- Devon Simmons, who after serving 15 years in prison, enrolled in John Jay College's Prison-to-College Pipeline program. Devon is the first member of his family to go to college.
- Angel Ho is a first-generation Chinese-American. In the future, she hopes to channel her passion for social work into serving neglected populations both here and abroad.
- Amarel Levy is enrolled in a dual BA/MA program. She has had to overcome several challenges in her educational journey, including battling severe dyslexia.

*York City: Evidence-Based Opportunities for Reform and Navigating the Bail Payment System*—that sought to use data to look for new ways to safely reduce the city’s historically low jail population. The Center also expanded several initiatives to provide alternatives to incarceration, including our **supervised release** programs in Staten Island, Brooklyn, and the Bronx, which provided 2,594 people in 2017 with an alternative to pretrial detention.

As part of New York City’s effort to de-criminalize selected minor offenses, we launched **Civil Alternatives**, which offers New Yorkers issued civil summonses the option to perform community service instead of paying a fine. The program includes an electronic learning module offered in seven different languages, meaningful community service options, and educational groups.



*'Bridging the Gap' brings together police and the Red Hook community for meaningful dialogue. (Photo: Lauren Henschel)*

In addition to reducing unnecessary incarceration, we have made a long-term investment in improving confidence in justice by helping justice agencies treat individual litigants and victims with dignity and respect. In 2017, we contributed several new products to the field, including a book, *To Be Fair: Conversations About Procedural Justice*, which features interviews with practitioners working on the ground to rethink business as usual, and an animated video, *What is Procedural Justice?*, that provides an introduction to the key elements of procedural justice.

Also in 2017, we introduced a new logo (designed by Bardo Industries) and new website (designed by Aten Design Group) to provide a fresh look as we enter our third decade.

## Operating Programs

The Center for Court Innovation's operating programs seek to further justice reform and improve the quality of life in crime-plagued communities. Our programs have a range of goals—including building stronger families, strengthening neighborhoods, and aiding troubled teens—but the approach is always the same: rigorous planning, collaboration, and an emphasis on data and accountability.

### Community Justice

The **Red Hook Community Justice Center** continues to reduce unnecessary incarceration and explore new ways to improve safety, handling over 10,000 court matters annually with responses that emphasize restitution and healing. In 2017, the overall compliance rate was 91 percent for

defendants engaged in both short- and long-term services. In July, the Justice Center celebrated the one-year anniversary of its 'Bridging the Gap' series, which brings together police and community members to build meaningful dialogue and positive interactions. In 2018, the Justice Center will partner with other operating programs, such as the **Harlem Community Justice Center**, to launch similar initiatives in their communities.

The **Staten Island Justice Center** provides court-involved participants with supportive services as an alternative to incarceration and engages the community in prevention programs. In 2017, it launched a program that provided 73 young adults charged with misdemeanor and non-violent felony cases with short-term diversion options, including case management and onsite groups.

Overall, the Staten Island Justice Center worked with 210 young people facing charges in Criminal Court, diverting them from the justice system, and an additional 148 young people in a range of youth-related programming. The Justice Center also diverted adults from incarceration, working with 234 new supervised release clients, and 571 clients sentenced to perform community service to resolve misdemeanor and nonviolent felony cases.

In addition, the Staten Island Justice Center launched a driver accountability program, building on a program at the Red Hook Community Justice Center. A recent data analysis suggested that participants were over 40 percent less likely to recidivate for traffic-related offenses than drivers who had not gone through the program. The Red Hook program, which started in 2015, has served over 500 participants; since launching in May, the Staten Island program has had over 280 participants.

**Newark Community Solutions**, which applies a problem-solving approach to low-level cases in Newark, New Jersey, started several new initiatives. With funding from the Healthcare Foundation of New Jersey, Newark Community Solutions started a program combining training, assessment, specialized case management, and psycho-educational groups to improve services for clients with mental health symptoms. In addition to onsite services, clients are referred to treatment in the community where they are monitored up to a year. In its first 10 months, the program served 319 participants, 150 of whom were classified as high need.

In September, Newark Community Solutions launched an initiative for young men and women who have been exposed to violence and trauma. The goal is to meet victims “where they are” and provide support to not only address grief but

*Victoria Pratt,  
formerly the  
judge at Newark  
Community  
Solutions,  
delivers a  
TED Talk, How  
Judges Can  
Show Respect.*



also end the cycle of violence. By the end of 2017, the program had already served over 30 individuals.

Also in 2017, the former presiding judge of Newark Community Solutions, Victoria Pratt, released a TED Talk entitled “How Judges Can Show Respect” that highlighted Newark Community Solutions and the principles of procedural justice. As of this writing, the talk has been viewed nearly a million times.

## **Violence Prevention**

The Center for Court Innovation runs a number of programs that seek to reduce violence. Our **Save Our Streets** initiatives—which operate in four locations in the Bronx and Brooklyn—send “violence interrupters,” who have first-hand knowledge of street and gang life, into the community to mediate conflicts before they escalate. Neighborhoods served by Save Our Streets have experienced significant drops in gun violence. In the South Bronx, for instance, shootings declined by 63 percent, according to a study released in 2017 by the Research and Evaluation Center at John Jay College of Criminal Justice.

In 2017, we signed on to help implement the Mayor’s Action Plan for Neighborhood Safety (MAP), which seeks to enhance public safety and strengthen community capacity in 15 public housing developments in New York City. MAP engages residents in solving neighborhood problems, connects them directly with key government decision-makers, and holds stakeholders accountable for increases to public safety and community well-being.

Our **Syracuse office** was chosen to serve as lead coordinator of the Take Back the Streets campaign, a grassroots effort

aimed at promoting health and safety in Syracuse's Near Westside neighborhood. A five-year grant from the New York State Health Foundation sustains the campaign, allowing over three dozen residents and 25 service providers to meet monthly to address quality-of-life issues and coordinate neighborhood improvement projects. This year we held focus groups in residents' homes around the issues of early childhood development and elder abuse, completed three neighborhood beautification projects, sponsored a costume carnival for Halloween, and hosted three movie nights in vacant lots with over 180 residents in attendance.

## **Reentry**

The **Harlem Reentry Court** helps parolees make the transition back to their community. A cooperative effort of the Harlem Community Justice Center, New York State Division of Criminal Justice Services, and the Division of Parole, the Reentry Court links parolees to a range of social services, including drug treatment, vocational services, and mental health treatment. In 2017, the Reentry Court held 688 hearings and case management services to 290 parolees. Ninety-four percent of those enrolled successfully completed the 45-day program.

## **Restorative Justice**

We launched two new programs in 2017 that are guided by the principles of restorative justice.

First, we are testing restorative justice in schools with funding from the National Institute of Justice. With support from New York's Department of Education, we are conducting

a randomized controlled trial of restorative justice programming in five Brooklyn high schools with high suspension rates. The goal is to test whether this approach improves school culture and reduces the negative impacts of exclusionary school discipline.

The Center also launched a national project to examine restorative approaches to address intimate partner violence. In 2017, we developed a preliminary compendium of alternative approaches to intimate partner violence and sexual assault. A national survey will be administered in the coming year. With many survivors of intimate partner violence asking for alternatives to conventional criminal and civil legal remedies, our goal is to raise awareness of restorative approaches while also using evaluation tools to highlight best practices in the field.

With the hands-on support of tribal communities, the Center runs peacemaking programs in Red Hook and Syracuse. In 2017, the Near Westside Peacemaking Project in Syracuse partnered with the Onondaga County OnCare Children's Mental Health Department to expand operations to Syracuse's Southside neighborhood and reach out to families whose children are involved in the juvenile justice system. Over the course of the year, the Near Westside Peacemaking Project facilitated 44 peacemaking circles with over 70 disputants and 32 community members.

The Red Hook Peacemaking Program completed 135 peacemaking sessions involving over 100 participants. In December, the program graduated its sixth class of peacemakers, a group that included several active duty New York City Police Department officers. The Red Hook Peacemaking program also led a trip to the National Museum of African American History and Culture in Washington, D.C., for 39 young people

from Red Hook’s public housing developments as well as former program participants.

## **Human Trafficking**

Our Hidden Victims Project works with victims of sexual assault, domestic violence, and trauma at the Queens Human Trafficking Intervention Court and other specialized courts. In 2017, the project provided direct services to 76 clients connecting them with counseling and services that specifically address trauma from sexual violence experiences during childhood and as adults.

## **Young People**

Every year, the **Youth Justice Board**, our afterschool leadership training program, studies a public policy issue that affects New York City teenagers. In June 2017, the board released a report, *Homeless Not Hopeless*, at an event hosted by The Door and Broome Street Academy, with a keynote address by Benita Miller, executive director of New York City’s Children’s Cabinet. The report examines the intersection between youth homelessness and the justice system. Its recommendations include policy changes to improve access to housing programs for homeless youth and support for LGBTQ youth in foster care. During the 2017–2018 school year, the board will work to implement the report’s recommendations.

The **Brownsville Community Justice Center** engages youth—both those who are justice-involved and those at risk of future justice involvement—in a range of programming and activities to help change negative narratives about Brownsville.

A key component of our work in Brownsville is our diversion and alternative-to-incarceration programming. Last year, 269 youth, ages 13 to 24, facing low-level misdemeanors to serious felony charges, resolved their cases without jail time, fines, or other traditional sanctions. Instead, we engaged them in alternative programming, including community service, psycho-educational groups, and individual support.

Also in 2017, 24 young people completed the Brownsville Justice Center’s work readiness program for youth who are not working or in school. Youth participate in workshops and paid internships, and receive individual case management. Meanwhile, 60 young women—who are at high risk of violence and justice involvement—participated in trauma-informed leadership development programs.



*Brownsville residents enjoy the revitalized Belmont Plaza, during the Be On Belmont festival.*

We also worked with 150 justice-involved Brownsville youth, providing them with leadership development workshops, paid internships, educational support, employment readiness training, and individual social work support.

Many of our youth participants also contributed to Brownsville Live, a youth-led social and cultural enterprise focused on building community and promoting healing through innovative events and initiatives. The culminating event, the [B] LIVE Music + Art Fest, sought to re-activate an intersection associated with disinvestment. The event—which included a stage for performances, a vendors market, a healing circle, a pop-up food court, and interactive arts and technology—was planned and executed by 55 youth interns, and was attended by over 800 community members.

The Justice Center also helped create a youth-led virtual reality incubator space that provides training in cutting edge technologies and connections to employment. Current participants are working on a virtual reality experience, or "docu-game," titled 'Fireflies of Brownsville.' Residents playing the game work together to explore the stories, histories, geography, and aspirations of their community.

In 2017, the **Queens Youth Justice Center**, which provides a range of programming for justice-involved young people and their families, celebrated the inaugural graduation of participants in its trauma-informed leadership development program for girls ages 12 to 15. One of the participants, who had come to the Justice Center through the alternative-to-detention program, received a full scholarship to attend college. Also in 2017, 86 participants in the alternative-to-detention program successfully completed their court mandates. The Justice Center's youth court heard 40 cases with a compliance rate of 82 percent.

The Center for Court Innovation operates six **youth courts**, which train teenagers to handle real-life cases involving their peers, offering a restorative response to misbehavior. In 2017, the Red Hook Youth Court trained over 30 new members and heard 109 new cases. In 2017, the Harlem Youth Court used restorative justice circles to resolve over 90 percent of its cases. Of 192 referrals, 189 participants successfully completed the program. All of the Harlem Youth Court members who finished high school in 2017 enrolled at full-time colleges.

The **Harlem Justice Corps** is an intensive career and life development program for justice-involved young people. In 2017, the Corps enrolled 39 participants, 13 of whom graduated by the end of the year. Another 15 are scheduled to graduate in early 2018. In addition, 15 participants found employment and 10 enrolled in school or vocational training.

## **Families**

The Center for Court Innovation works to strengthen families in a variety of ways. In 2017, UPNEXT worked with 168 non-custodial fathers, providing training and resources to help them find employment and connect with their children. With the support of the New York City Department of Youth & Community Development, UPNEXT also produced an outreach video featuring a program graduate who, after his release from incarceration, obtained employment, paid child-support arrears, and established a meaningful relationship with his daughter. In addition, the Department of Youth & Community Development selected UPNEXT as a fatherhood services provider for Manhattan for the next three years, allowing us to launch new programs, such as peer support groups, co-parenting workshops, and an alumni advisory board.

The **Parent Support Program** began in Syracuse in 2007; the following year, we brought it to Brooklyn as a partnership with the Human Resources Administration and the New York City Family Court. Staff work with non-custodial parents to identify the barriers in obtaining employment and providing financial support for their children as ordered by the court. Services can include job placement, education and training, high school equivalency prep-courses, adult literacy classes, mental health services, and other related services. Since its inception, over 300 participants have graduated from the program, which has collected approximately \$4.1 million in child support payments through September 2017. In 2018, the program will expand to the Bronx.

**Bronx Child Trauma Support** works with children 3- to 15-years-old who have been a witness to, or victim of, physical abuse, sexual abuse, domestic violence, homicide, or community violence. Working inside the Bronx District Attorney's Office, we aim to promote healthy development by helping participants overcome the negative impacts of their traumatic experiences. In 2017, we provided intensive services to 94 young people and their caregivers.

The Center also helps families with infants through the **Strong Starts Court Initiative**, which promotes a shift from an adversarial to a collaborative approach in addressing the needs of families. Infants and parents receive customized service plans and access to a network of community-based service providers. Started in Bronx Family Court in 2015, the initiative expanded to Queens in 2016 and has plans to expand to Staten Island next year. Since its launch, the initiative has worked with 70 infants and toddlers.

Also in 2017, the Center's **Patient Navigator Program** in Buffalo and Syracuse worked with 110 pregnant or parenting

women who were incarcerated or court-involved, linking them to healthcare in an effort to improve maternal and infant healthcare outcomes. Thirty-four babies were born to clients, and 33 of those births were reported as full-term and drug free. In addition, over 600 women held pre-trial in the Onondaga County jail participated in our Inmate Health Education Series.

## **Reducing Incarceration**

**Project Reset**, which we helped launch as a pilot program in 2015 in selected precincts in Manhattan and Brooklyn, offers those arrested for the first time on certain low-level misdemeanors the choice to complete programming instead of appearing in court. In 2016, the program expanded to include all of Manhattan. In 2018, the program will expand again, this time to include adults as well as teens. The Manhattan D.A.'s Office estimates the expansion will end the criminal prosecution of approximately 20,000 low-level cases over the next three years. Citywide, Project Reset enrollment doubled in 2017 with 505 participants, 98 percent of whom successfully completed the program.

With support from the U.S. Department of Justice, the Center also created "Up and Out," a series of group counseling sessions designed to reduce the risk of recidivism and offer a meaningful alternative to short-term jail for defendants with misdemeanor cases. In 2017, with support from the Mayor's Office of Criminal Justice, we expanded the program to **Brooklyn Justice Initiatives**, **Bronx Community Solutions**, and, in collaboration with CASES, to defendants from Manhattan Criminal Court, through the Midtown Community Court.

Brooklyn Justice Initiatives seeks to improve how the centralized criminal court in Brooklyn handles misdemeanor and non-violent felony cases, providing meaningful pretrial supervised release and post-conviction sentencing options to reduce the use of unnecessary incarceration.

Brooklyn Justice Initiatives saw significant growth in 2017. We handled 2,000 cases through the **Brooklyn Young Adult Court**, which works with 16-to-24 year olds. In addition, we expanded our alternative-to-incarceration services. The number of candidates screened for eligibility doubled each month after the expansion, reaching a total of 200 adults charged with misdemeanor offenses by the end of the year.

Brooklyn Justice Initiatives' supervised release program served 1,521 clients in 2017. We also began planning a pretrial supervision pilot for high-risk adolescents between the ages of 16 and 19 who are not eligible for the existing supervised release program.

Also in 2017, Brooklyn Justice Initiatives and Bronx Community Solutions—with the support of the Mayor's Office of Criminal Justice—began providing extended court coverage, allowing individuals arraigned at night or on the weekend to receive social services or complete community service in lieu of jail.

Bronx Community Solutions worked with the Bronx District Attorney's Office and the New York Court System to help launch a new opioid treatment court in December. A first in New York City, the initiative offers treatment and services in lieu of a guilty plea and incarceration for defendants judged to be at risk of an overdose.

Through a wide range of services and interventions—including community supervision, on-site social service

groups, community service, individual counseling, and mandated and voluntary linkages to outside providers—Bronx Community Solutions served over 6,000 participants in 2017, including 841 supervised release participants. In August, Bronx Community Solutions hosted a visit from New York Assembly Speaker Carl Heastie.

### **Access to Justice**

At **Legal Hand**, trained non-lawyer volunteers provide free legal information, assistance, and referrals to help community members resolve issues in housing, family law, immigration, divorce, and domestic violence. Over 9,000 people came to our three neighborhood storefront centers in Crown Heights and Brownsville, Brooklyn, and Jamaica, Queens, where we hosted over 80 workshops on a variety of legal topics.

Through **Poverty Justice Solutions**—a collaboration among the Robin Hood Foundation, the New York State Unified Court System, and the New York City Human Resources Administration—we are closing the justice gap by expanding the pool of attorneys available to represent low-income New Yorkers in Housing Court. Our third class of fellows started in September. By the end of 2017, fellows had represented New York City tenants in more than 4,600 cases and prevented over 1,380 evictions.

The Center for Court Innovation also seeks to improve access to justice by hearing Housing Court cases in Red Hook and Harlem. The resource centers in both locations provide assistance to litigants in need.

## Research

Research plays an essential role in the Center for Court Innovation's vision of justice reform.

In 2017, the Center's research department completed studies on a wide range of topics, including the New York City commercial sex trade, risk-needs assessment, jail reduction strategies, pretrial diversion, and reentry court.

In *Prosecutor-Led Pretrial Diversion: Case Studies in Eleven Jurisdictions*, researchers took an in-depth look at prosecutor-led pretrial diversion programs across the country, and in *NIJ's Multisite Evaluation of Prosecutor-Led Diversion Programs: Strategies, Impacts, and Cost-Effectiveness*, we found that diversion produced significant reductions in the probability of a conviction, jail sentence, and future re-arrest, along with sizable savings in costs and resources.

*Jail in New York City: Evidence-Based Opportunities for Reform*, a report commissioned by the Mayor's Office of Criminal Justice, identified ways of safely reducing the city's jail population. The report demonstrated that among defendants ordered to make bail at arraignment, only 11 percent could do so in time to avoid a pretrial jail stay. Our findings were extensively cited in *A More Just New York City*, the report issued by the Independent Commission on New York City Criminal Justice and Incarceration Reform.

In *Reentry Court Research: Overview of Findings from the National Institute of Justice's Evaluation of Second Chance Act Adult Reentry Courts*, we collaborated with partners at RTI International and NPC Research to examine the effectiveness of seven reentry courts across the country at reducing recidivism, improving individual outcomes, and reducing system costs. Results of the impact study were mixed. Together with three process reports describing the implementation and operations of these



*Former New York State Chief Judge Jonathan Lippman announces the release of the report by the Independent Commission on New York City Criminal Justice and Incarceration Reform.*

courts, our findings suggest components of the reentry court model that are critical for reintegrating formerly incarcerated individuals.

## **Expert Assistance**

The Center for Court Innovation helps criminal justice reformers around the world launch their own innovations. This includes help with planning, strategy, and implementation.

### **Reducing Use of Jail and Fines**

In 2017, we continued our work with the MacArthur Foundation's Safety and Justice Challenge, working across the U.S. to help cities achieve ambitious jail-reduction goals.

Our team assisted seven sites: Charleston, S.C.; Los Angeles; Lucas County, Ohio; Palm Beach County, Florida; St. Louis County, Missouri; New York City; and the entire state of Connecticut.

We also worked with five states under the U.S. Bureau of Justice Assistance's Price of Justice initiative, which seeks to reduce the overuse of justice fines and fees. Court administrators in Washington State, Texas, Missouri, Louisiana, and California worked with the Center, along with City University of New York's Institute for State and Local Governance, to put together action plans for tackling fines and fees in their states. Going forward, we hope to establish a set of performance measures to share with the field to help inspire others to undertake ambitious reform.

## **Community Justice**

With the support of the U.S. Bureau of Justice Assistance, the Center helped 10 jurisdictions launch new or enhanced community courts: Cleveland, Ohio; Cook County, Ill.; Dallas, Texas; Eugene, Ore.; Honolulu, Hawaii; Jersey City, N.J.; Las Vegas, Nev.; Olympia, Wash.; Philadelphia, Penn.; and Spokane, Wash.

Center staff also helped practitioners in the Canadian provinces of Alberta and Ontario begin rigorous planning for the development of four community courts, one in Calgary and three in Ontario. In July, the Center partnered with the Centro de Estudios de Justicia de las Américas to host a week-long training program for a class of 30 judges, prosecutors, and other justice practitioners from Latin America to learn about problem-solving justice and the community court model.

The Center hosted structured site visits for more than 500 practitioners from throughout the U.S. and around the

world who came to New York City to learn about the Center's operating programs. Visitors included community court planning teams from Cook County, Ill., and Dallas, Texas, as well as visitors from countries such as Argentina, Australia, Brazil, Canada, Ireland, Germany, Mexico, the Netherlands, New Zealand, and Ukraine.

## **Aiding Prosecutors**

Center staff worked with the Office of the Chief State's Attorney's in Connecticut to plan and launch prosecutor-led diversion efforts in Bridgeport and Waterbury. The problem-solving model pairs the creation of a charging unit with a court-based resource counselor to improve prosecutorial decision making and divert appropriate defendants to needed services.

The Center also serves as the research and administrative partner for Fair and Just Prosecution, a national initiative launched in 2017 that brings together newly-elected local prosecutors as part of a network of leaders committed to promoting a justice system grounded in fairness, equity, compassion, and fiscal responsibility. In its first year, the Center helped to identify the prosecutors who will participate, produced several publications, and established a website and social media presence.

In 2017, the Center helped host five gatherings of prosecutors from across the U.S. on topics including conviction integrity, diversionary programs, and fines and fees. The Center also provided direct assistance on community engagement and how to start a community prosecution program to offices in Jacksonville, Fla., and DeKalb County, Ga.

## Procedural Justice

Through the support of the State Justice Institute and the Bureau of Justice Assistance, the Center provided training and guidance on procedural justice to practitioners around the country, including the courts in Harris County, Tex.; the Connecticut State Public Defender's Office; and Allegheny County (Penn.) Adult Probation Services.

The Center also launched an implementation study in the Manhattan Criminal Court in New York City to test the impact of environmental and behavioral changes, including improved signage and improved courtroom communication. The results will be published in 2018.

## Domestic Violence

With the support of the Office on Violence Against Women at the U.S. Department of Justice, the Center provides assistance to practitioners around the country seeking to improve the way courts handle domestic violence cases.

Working with a number of partners, the Center launched Project SAFE: Services and Fundamental Enhancements for Justice-Involved Women to provide training and assistance to Office on Violence Against Women grantees working with justice-involved black women who have survived domestic violence and sexual assault.

We published *Integrating Procedural Justice in Domestic Violence Cases: A Practice Guide* to help courts and those who work in the domestic violence field incorporate principles of procedural justice into their work. We also published *Domestic Violence Risk Factor Guide: An Implementation Manual for Civil Courts* to increase the capacity of judges and self-represented litigants

to identify and respond to domestic violence risk factors in civil protective order hearings.

Closer to home, the Center led a New York City-wide examination of abusive partner programming and released a report of recommendations, *Seeding Generations: New Strategies Towards Services for People who Abuse*.

The Center worked with Ohio and Delaware to enhance how their courts respond to domestic violence cases. This included examining risk assessment strategies for domestic violence as Delaware works to reform its bail process.

We also held five national conferences and conducted trainings at six national and four statewide conferences. Through nine national webinars and 12 trainings in New York City, we addressed a range of issues, including domestic violence risk assessment, the impact of intimate partner



*A panel discussion with justice reformers to celebrate the launch of To Be Fair: Conversations About Procedural Justice.*

violence on children, and language access considerations in domestic violence cases.

## **Human Trafficking**

The Center is at the forefront of the justice system's increasing recognition that prostitution is often a form of human trafficking.

In 2017, we worked with 10 jurisdictions to help improve the justice system's response to these cases. The Center led dozens of customized trainings, created needs assessments, hosted structured site visits to New York's human trafficking intervention courts, and facilitated strategic planning exercises. We worked closely with the Atlantic County (N.J.) Civil Court as they started to identify delinquency and dependency cases involving sexually exploited youth and link them to services.

We also helped a number of jurisdictions create early off-ramps from the justice system. Among the jurisdictions we worked with was Montgomery County, Texas, where prosecutors are leading a multidisciplinary collaboration to divert young people at risk of being trafficked.

## **Tribal Justice**

The **Tribal Justice Exchange** works with tribal communities seeking to develop or enhance their tribal justice systems. In 2017, the Exchange partnered with Reclaiming Futures and the Yurok Tribe to adapt an evidence-based model used in state courts to identify, reduce, and prevent abuse of alcohol and illicit drugs so that it better reflects Yurok culture, traditions, values, and resources. The tribe will use the new

approach with participants in its Juvenile Healing to Wellness Court, which handles cases involving youth with substance use disorders.

The Exchange also produced a short film entitled *What Does Reintegration Mean to You? The Muscogee (Creek) Nation Reintegration Program* with funding from the U.S. Bureau of Justice Assistance to highlight strategies used by the Muscogee (Creek) Nation of Oklahoma to support tribal members returning to the community from incarceration. The film was an official selection of the 42nd annual American Indian Film Festival, which took place in San Francisco in November.

## **Treatment Courts**

The Center helps jurisdictions create and improve treatment courts, which address the problems of justice-involved individuals through a combination of community-based treatment and rigorous monitoring.

The Center formally launched the National Online Learning System ([treatmentcourts.org](http://treatmentcourts.org)), which includes training curriculums for adult drug courts, juvenile drug courts, and veterans treatment courts. Additional curriculums for Tribal Healing to Wellness Courts and other treatment court models are currently in development.

In 2017, the Center partnered with the Correctional Management Institute of Texas to create the Texas Specialty Courts Resource Center. The resource center will serve as the training and technical assistance clearinghouse for more than 100 problem-solving courts in Texas. The resource center will help the state establish performance standards for each specialty court model and ensure that courts receive the training and technical assistance they need to meet those standards.

The Center also implemented the first set of assessment tools for veterans based on the principles of risk-need-responsivity. The tools are now being used in courts in Seattle, Wash., Tampa, Fla., and Billings, Mont. We also partnered with the New York court system to create a veterans training for justice system practitioners. In 2017, 250 practitioners participated in the training.

In addition, the Center, in collaboration with the Practicing Law Institute, the Academy for Justice-Informed Practice, and the Office of Court Administration, provided training to over 500 attorneys about the intersection of mental health and criminal justice. The program has worked to forge connections to private employers and create transitional work opportunities. Creating these relationships includes educating partners on the value of working with individuals with prior criminal justice involvement.

## **Publications**

The Center for Court Innovation published a variety of research reports, case studies, fact sheets, and other materials in 2017:

### **Access to Justice**

- In Conversation with Judge Jean Schneider

### **Diversion**

- Jail in New York City: Evidence-Based Opportunities for Reform

- NIJ's Multisite Evaluation of Prosecutor-Led Diversion Programs: Strategies, Impacts and Cost-Effectiveness
- Prosecutor-Led Pretrial Diversion: Case Studies in Eleven Jurisdictions

## **Domestic Violence**

- 10 Things Courts Should Know About Their Local Intervention Programs for Abusive Partners
- Adapting Deterrence Strategies for Domestic Violence Offenders
- The Allegheny County Sex Offense Court: Using Evidence-Based Practices to Increase Accountability and Safety
- Domestic Violence Risk Factor Guide: An Implementation Manual for Civil Courts
- Intimate Partner Sexual Abuse: A Checklist for Justice-System Practitioners
- Intimate Partner Violence as a Community Problem: Community Perspectives from Bedford-Stuyvesant, Brooklyn
- Seeding Generations: New Strategies Towards Services for People Who Abuse
- Tip Sheet for Planning Court-Based Domestic Violence Training
- What Courts Should Know: Trends in Intervention Programming for Abusive Partners

## **Enhancing Courts**

- Breaking Barriers: Enhancing Responses in Veterans Treatment Courts and Domestic Violence Courts

- Fact Sheet: Statewide Strategic Planning for Problem-Solving Courts
- Felony Case Processing in New York City: Findings and Recommendations
- Teleservices: Happening Now! Using Technology to Enhance Drug Treatment Courts
- Working Together: Lessons for Prosecutors and Researchers from Four Smart Prosecution Sites

### **Human Trafficking**

- Navigating Force and Choice: Experiences in the New York City Sex Trade and the Criminal Justice System's Response

### **Procedural Justice**

- Integrating Procedural Justice in Domestic Violence Cases: A Practice Guide
- Procedural Justice in Action
- To Be Fair: Conversations About Procedural Justice

### **Reducing Violence**

- Co-Producing Public Safety: Communities, Law Enforcement, and Public Health Researchers Work to Prevent Crime Together

### **Restorative Justice**

- Inspired by Peacemaking: Creating Community-Based Restorative Programs in State Courts

## Reentry

- Reentry Court Research: Overview of Findings from the National Institute of Justice's Evaluation of Second Chance Act Adult Reentry Courts

## Risk Assessment

- A Person-Centered Approach to Risk and Need Classification in Drug Court
- Demystifying Risk Assessment: Key Principles and Controversies

## Youth Justice

- Homeless Not Hopeless: A Report on Homeless Youth and the Justice System in New York City

Authors from the Center for Court Innovation were also published in a variety of journals and periodicals in 2017, including the *New York Daily News*, *City & State New York*, *Justice Quarterly*, and *New Political Science*.

*A More Just New York City*, the report of the Independent Commission on New York City Criminal Justice and Incarceration Reform whose work we helped to coordinate, received extensive media coverage. *The Village Voice* praised the report as "thoroughly researched and compellingly presented" while *The New York Times* called the report's recommendation to close the jails on Rikers Island, "a specific, sensible, defensible plan."

## Looking Ahead

The year ahead looks to be as busy as ever. With funding from the Arnold Foundation, the Center will partner with Carnegie Mellon University to examine the risk of re-offense among a sample of more than 200,000 defendants arrested in New York City. The purpose is to explore ways to mitigate racial disparities in the application of pretrial risk assessments. In another Arnold Foundation-supported project, our researchers will conduct a national survey of the use of community service as an alternative to fees and fines in the criminal justice context.

We will continue a partnership with the U.S. Bureau of Justice Assistance, the National Legal Aid and Defender Association, and the 6th Amendment Center to provide

*Brooklyn  
Borough  
President Eric  
Adams gets an  
introduction to  
an augmented  
reality app  
created by  
young coders  
from the  
Brownsville  
Community  
Justice Center.*



expert assistance on the 6th Amendment and the right to counsel. This year, we expect to initiate an application process for sites wishing to engage in reform.

We plan to launch two new initiatives in the Bronx: **Bronx Community Justice**, created with the support of the City Council and the Bronx D.A.'s Office, will offer first-time offenders charged with low-level non-violent crimes the opportunity to participate in a restorative circle discussion rather than going to court; and the **Bronx Youth Court**, with the support of City Council Member Ritchie Torres, will serve as a meaningful and proportionate alternative to traditional forms of discipline for adolescents living or attending school within the Central Bronx.

We will also be replicating our successful **Make It Happen** program. Launched in the Brooklyn neighborhood of Crown Heights, Make It Happen helps young men between the ages of 16 and 24 who have experienced violence build the tools necessary to overcome traumatic experiences. With support from the Manhattan D.A.'s Office, we will extend Make it Happen to Harlem.

In March 2018, we will hold our first ever Innovations Award benefit, where we will honor civic leaders from a variety of fields whose ideas and hard work have improved lives for all New Yorkers. March will also see the release of *Start Here: A Road Map to Reducing Mass Incarceration*, a book published by *The New Press* that highlights a range of Center for Court Innovation programs.

## Statement of Expenditures

*October 1, 2016 to September 30, 2017*

| <u>Operating Programs</u>                   | <u>Expenditures</u> |
|---|---------------------|
| Access-to-Justice Programs                  | 1,739,000           |
| Bronx Child Trauma Support                  | 121,000             |
| Bronx Community Solutions                   | 3,249,000           |
| Brooklyn Justice Initiatives                | 3,573,000           |
| Brooklyn Mental Health Court                | 489,000             |
| Brownsville Community Justice Center        | 3,058,000           |
| Civil Alternatives                          | 526,000             |
| Crown Heights Community Mediation Center    | 3,056,000           |
| Project Reset                               | 374,000             |
| Harlem Community Justice Center             | 1,741,000           |
| Mayor's Action Plan                         | 91,000              |
| Midtown Community Court                     | 2,365,000           |
| Nassau Adolescent Diversion Program         | 168,000             |
| Newark Community Solutions                  | 1,086,000           |
| Parent Support Programs                     | 194,000             |
| Queens Trafficking - Hidden Victims Program | 107,000             |
| Queens Youth Justice Center                 | 859,000             |
| Red Hook Community Justice Center           | 2,889,000           |
| South Bronx Save Our Streets                | 1,460,000           |
| Staten Island Justice Center                | 1,428,000           |
| Strong Starts Court Initiative              | 407,000             |
| Syracuse Programs                           | 586,000             |
| Westchester Court Education Initiative      | 124,000             |
| Youth Justice Board                         | 201,000             |
| <b>Subtotal</b>                             | <b>29,891,000</b>   |

---

**Technical Assistance**

---

---

**Expenditures**

---

|                                  |                   |
|----------------------------------|-------------------|
| Domestic Violence & Family Court | 2,028,000         |
| Treatment Courts                 | 1,586,000         |
| Community Justice                | 2,246,000         |
| Jail Reduction                   | 2,033,000         |
| Research-Practice Strategies     | 1,535,000         |
| Procedural Justice               | 982,000           |
| Tribal Justice                   | 581,000           |
| Youth Justice                    | 530,000           |
| <b>Subtotal</b>                  | <b>11,521,000</b> |

---

**Research**

---

|                                  |                  |
|----------------------------------|------------------|
| Domestic Violence & Family Court | 213,000          |
| Community Justice                | 1,375,000        |
| Treatment Courts                 | 65,000           |
| Tribal Justice                   | 17,000           |
| Youth Justice                    | 264,000          |
| <b>Subtotal</b>                  | <b>1,934,000</b> |

---

**Administration**

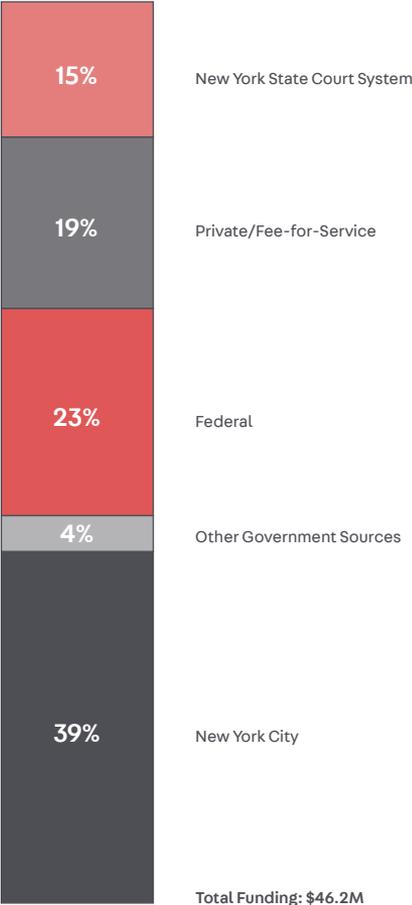
---

|   |                  |
|---|------------------|
| Includes Technology, Development, Planning<br>and Oversight | 2,874,000        |
| <b>Subtotal</b>   | <b>2,874,000</b> |

|              |                   |
|--------------|-------------------|
| <b>Total</b> | <b>46,220,000</b> |
|--------------|-------------------|

# Sources of Funding Fiscal Year 2017

October 1, 2016 to September 30, 2017









**Center  
for  
Court  
Innovation**

---

520 Eighth Avenue

New York, NY 10018

p. 646.386.3100

[courinnovation.org](http://courinnovation.org)