

DESCRIPTION OF FUNDED ACTIVITIES

The Foundation asks that grantees complete applications for funding in English. You may upload a document in another language to the project document library as a supplement.

The information requested in this section is to describe how you would use grant funds should the foundation approve your application. Please be as specific as possible when answering the questions that follow. If you have any questions, please contact your program officer.

Grant Title: Safety and Justice Challenge Implementation Site

Proposed Start Date: 10/1/2018

Proposed End Date: 9/30/2020

Amount Requested from MacArthur (USD \$ only): \$1,997,002.00

Funded Activity Details

Overall Project Budget: \$2,000,000.00

(If you are applying for general operating support, the Overall Project Budget field is not required.)

Significant Other Funders:

FUNDED ACTIVITY NARRATIVE

SUMMARY OF PROJECT:

Despite a significant drop in San Francisco's incarceration rate, and exemplary advancements in the county's custodial programs and community-based alternatives, young adults of color and those with behavioral health needs remain overrepresented in our jails. What's more, both populations experience excessive lengths of stay (LOS) due to systematic problems in the criminal justice and behavioral health systems. These ongoing challenges motivated the City and County of San Francisco (CCSF) to participate in the Safety and Justice Challenge (SJC). With the MacArthur Foundation's continued investment, CCSF will continue to demonstrate that jail population reduction strategies can and should move beyond the easiest to reach populations. This work requires a holistic approach, ensuring fair, expeditious, and parallel justice for those engaging in harmful criminal activity, survivors of crime, and our communities.

According to JFA's recent analysis, the key drivers of our jail population fall into 3 categories: (1) those booked and released within a few hours or under 3 days; (2) those booked and released more than once in a year with short LOS; and, (3) those who spend many weeks and months in custody before their cases are resolved, or their jail sentences completed. CCSF proposes to use the SJC investment to enhance data driven decision making, create transparency, and increase information sharing; establish new standards for criminal court case processing; increase linkages to community based treatment; and, increase jail health clinical capacity. CCSF proposes to do this with 3 new full time positions, training, data improvements, and enhancing analytical capacity. The project will be coordinated by the SJC Manager housed at the District Attorney's Office, under the auspice of the Sentencing Commission. These strategies are aimed to produce a 15% reduction in the average daily population of the San Francisco County Jail System.

ORGANIZATION OVERVIEW:

The mission of the San Francisco District Attorney's Office is to investigate, charge and prosecute all criminal violations of the laws of California occurring within San Francisco County, on behalf of the people of the State of California, and to provide support services to victims of violent crimes.

Article XL, Section 1, of the California Constitution mandates that each county have an elected District Attorney. Under California Government Code section 26500, the District Attorney acts as the public prosecutor for all crimes

committed in the county. By law, the District Attorney is the chief law enforcement officer for CCSF.

In carrying out its mission, the SFDA Office interacts with various internal and external stakeholders. Internal stakeholders include all law enforcement partners including Police, Probation, Sheriff and other law enforcement agencies operating within CCSF. Other internal criminal justice partners include the Courts, Public Defender, and the Defense bar.

CONTEXT:

Starting in 2014 San Francisco's average daily jail population is the lowest it has been since 1982. Despite the historically low population, there are still too many prisoners to be housed in the current jail system if County Jails 3 and 4, located in the seismically unfit Hall of Justice are permanently closed. In 2015, San Francisco found itself at a critical juncture: should we, a jurisdiction that has successfully ended mass incarceration, build a new facility to replace the unsafe and antiquated jail in the Hall of Justice; or should we continue to lead the state and the nation in finding sustainable alternatives? We chose the latter, and in January 2016, the Board of Supervisors passed a resolution urging the Director of the Department of Public Health and the Sheriff to convene a work group to plan for the permanent closure of County Jails 3 and 4 in the Hall of Justice, and any corresponding investments in new mental health facilities and current jail retrofits needed to uphold public safety and better serve at-risk individuals. The Work Group to Re-envision the Jail Replacement Project was formed in response to this resolution.

In October 2016, the Work Group completed a 9 month planning project utilizing the Sequential Intercept Model to assess opportunities for system improvement and reform. The process was a vibrant cross-agency and community informed dialogue about jail capacity, projected needs, and the challenge to be both fiscally and socially responsible as we plan for our use of confined space and maintain public safety. One Strategy strongly prioritized by the Workgroup is a continued investment in data collection, data sharing, quality, and transparency. In 2017, Mayor Ed Lee made several investments in response to the Work Group's recommendations, including additional investments in pretrial risk assessment and supervision; funding DA staff to perform charging decisions 7 days per week; and early representation staffing in the Public Defender's Office. While these interventions have had varying degrees of success in reducing incarceration, the jail population remains stubbornly high, and we have yet to address the primary contributors as identified by JFA: (1) those booked and released within a few hours or under 3 days; (2) those booked and released more than once in a year with short LOS; and, (3) those who spend many weeks and months in custody before their cases are resolved, or their jail sentences completed. After, 3 years of assessment and planning, with additional SJC funding, CCSF is motivated, focused, and ready to embrace the steps needed to address entrenched institutional challenges to obviate the need for a new jail once and for all.

Existing Jail Reduction Strategies

LEAD SF

In August 2017, the City received a 26-month grant award from the Board of State and Community Corrections to implement Law Enforcement Assisted Diversion San Francisco (LEAD SF) as a multi-agency collaborative project. LEAD SF is an innovative pre-booking diversion program that refers repeat, low-level drug offenders, at the earliest contact with law enforcement to community-based health and social services, as an alternative to jail and prosecution. LEAD SF focuses on the Tenderloin and Mission districts where a significant percentage of the City's drug incidents occur. Rather than making arrests, LEAD SF diverts eligible participants at the point of contact with law enforcement into the City's expansive network of harm reduction-based rehabilitation services, including behavioral health services (substance use disorder and mental health treatment), physical health services, transitional housing, employment, and other relevant services.

DESCRIPTION OF FUNDED ACTIVITIES:

Reduction Target

The jail facilities in the seismically unfit Hall of Justice are slated for closure. Once closed, SF's jail system will comprise 1,238 useable beds. However, due to peaking and classification factors used by the Sheriff's Department, as well as widely accepted standards of jail design and management, those beds can only accommodate an ADP of 1,064 to 1,126 people.

By comparison, the ADP for the 6 months preceding this application was 1,268. Thus, the current ADP must drop by 142 to 204 for the City to be able to close County Jail 4 without needing to construct a replacement facility or re-open other existing facilities. To negate the need for a replacement facility, the 7 SJC Strategies are targeted to reduce in the ADP to 1,044 (16%).

Goals

CCSF's holistic approach emphasizing the least restrictive form of correctional control, while preserving public safety moves beyond punishment to include rehabilitation, reintegration, and victim support. Further, CCSF has a long history of integrating restorative justice principles into alternatives to traditional criminal case processing and reentry programming that prioritize the voices of survivors.

The goals of CCSF's SJC project are to;

- Develop evidence based criminal sentencing and correctional strategies that emphasize rehabilitation and reduce recidivism,
- Emphasize fairness,
- Root out disparity and racial bias
- Prioritize public safety and victim protection,
- Support Children of Incarcerated Parents
- Efficiently utilize criminal justice resources.

Racial and Ethnic Disparities

The most alarming findings of the Jail Workgroup and JFA analyses illustrate the disproportionate representation of people of color in CCSF's criminal justice system: the per capita incarceration rate of African Americans is 17 times that of Caucasians. Further, those that remain in custody for the greatest length of stay are young men of color. A commitment to equitable justice requires that we further challenge ourselves to uncover the structural and institutional biases that drive these disparities and generate solutions to narrow and ultimately eliminate the disparity.

In 2017, researchers Raphael and MacDonald completed a decision point analysis looking into potential racial disparities in CCSF's criminal case processing. They found that racial and ethnic disparities in case outcomes tend to disfavor people of color relative to white suspects arrested. However, for the most part, these disparities are driven by characteristics determined prior to the DA's handling of the case. Significantly, the study found that California Proposition 47 in 2014 narrowed racial disparities for nearly all of the outcomes measured. Prop 47 narrowed the racial gap associated with a criminal history and being detained pretrial, which led to a 50% decrease in the black/white sentence disparity in San Francisco.

This study furthers DA Gascón's commitment to better understand inequities in the criminal justice system and develop tangible solutions. The effects of Prop 47 affirm that legislative action can play a significant role in reform efforts, including reducing racial disparity in criminal case outcomes. Moving forward CCSF will implement the activities outlined in the Approach section under Strategy 5 to root out implicit bias and ensure the proposed reduction strategies do not exacerbate disparities.

Community Engagement

Community engagement is an essential component of a holistic approach to jail reduction and meaningfully addressing racial and ethnic disparities. The Sentencing Commission (SC) will serve as the host oversight body for the SJC. Quarterly meetings are open to the public. Additionally, CCSF proposes the following;

- Move SC meetings out of the DA's Office to locations throughout the City;
- Create an SJC webpage for public documents and link to relevant public data.
- Hold 3 listening sessions throughout the project, 1 of which will be facilitated by held in a county jail facility.

CCSF has successfully reduced the presence of low-risk individuals and those with limited criminal histories from our jails. However, individuals in regular contact with the system, who have longer criminal histories, and more criminogenic needs remain in our local county jails. According to JFA, the key drivers of CCSF's jail are: (1) those booked and released within a few hours or under 3 days; (2) those booked and released more than once in a year with short LOS; and, (3) those who spend many months in custody before their cases are resolved, or jail sentences completed, CCSF therefore proposes 7 evidenced informed strategies.

Strategy 1: Enhance Data Driven Decision Making

Update the Justice Dashboard (JD) created as a part of the Innovation Fund.

The JD working group determined that measuring subsequent criminal justice contact at multiple points was the best way to capture the complexities and nuances of the system's performance. CCSF will modify the JD to incorporate a desistance framework, which views reduction in criminal activity as a complex process and allows for degrees of success. As an example, a misdemeanor theft committed by someone formerly convicted of robbery would be counted as a failure under the recidivism model, but could be viewed as an indicator of progress. To shift to a desistance framework, CPL will explore the extent to which positive outcomes can be measured, including: social integration, economic security, housing, and health.

Strategy 2: Transparency and Accountability

Create transparency and increase criminal justice agency information sharing.

The Sheriff's Department will hire a Jail Population Liaison (JPL) to provide regular reports to criminal justice stakeholders on the identified target populations. Reports will include: aggregate demographic (gender, age, race/ethnicity), age of case, case type, and length of stay by custody status. This enhanced information sharing will include the San Francisco Superior Court, District Attorney, Public Defender, Conflict Attorney Panel and Police Department. The JPL will develop these reports utilizing jail, prosecution and court data. CPL will support the development of the reporting *code book* to ensure the accuracy and quality of the data. In addition, CPL will assist with integrating risk information from the PSA, which is currently housed in a database operated by the San Francisco Pretrial Diversion Project. CCSF will develop an internal dashboard that lists inmates by their classification and risk levels.

RESULTS:

While San Francisco has successfully reduced the jail population, the category of individuals that remain has distilled into the hardest to treat populations. Those with complex behavioral health problems, long disconnected from the labor market, who have experienced homelessness, and who do not possess strong networks of social or familial support tend to cycle through our jails for repeat low-level non-violent offenses. Policing, arresting, and prosecuting persons who suffer from behavioral health issues and who commit low-level crimes is expensive and ineffective. Providing treatment for individuals with behavioral health needs and addressing their housing needs promotes community safety, individual wellness, and equity. Ultimately, CCSF expects that the measureable results from this investment will include reductions in the use of incarceration, and result in better use of public resources, improved individual and family outcomes, decreased recidivism, and increased public safety.

This vision will serve as a national example towards truly understanding the use of confinement and all forms of correctional control, and addressing the most challenging populations that remain in our jails. By the end of this 2 year investment, CCSF will have reduced the ADP by 16% and set the course for safe closure of CJ 4. Analytical tools will be standardized to ensure that agreed upon case processing goals are met. The continuity of care for criminal justice involved persons will be strengthened assuring expedited linkages from assessment to disposition to transfer to treatment. Victims will be made financially whole at the earliest point possible. Family connections will be maintained maximizing opportunities for successful reentry. CCSF will have continued to narrow the racial and ethnic disparities gap with established training curriculum, and decision making checklists.

CCSF will use the following key principles guide the metric tracking for the vision for continued change that will be achieved through the SJC.

(1) Context Matters- regular review of local data involving those responsible for the data is essential to address potential technological and database systems issues and ultimately ensure accurate information dissemination.

(2) Plan Collaboratively- CCSF has several criminal justice coordinating bodies managing projects considering strategies from arrest to supervision. Staff from the Sentencing Commission will work with staff from the Reentry Council and CCP to avoid duplication of efforts and leverage resources.

(3) Define Success Holistically- While there will be agency specific goals and objectives established through this project, CCSF will also create system wide objectives. This combination of micro and macro goals maintains

accountability while creating the opportunity for collective success. These lessons learned and history of successful collaboration has positioned CCSF to engage in this challenge grant as a catalyst for change to establish a model criminal justice response.

(4) Racial and Ethnic Representation-Communities of color have borne the burdens of inequitable social, environmental, economic and criminal justice policies, practices and investments. The legacy of these government actions has caused disproportionate representation of communities of color in San Francisco's criminal justice system. Racial Equity is realized when race can no longer be used to predict life outcomes, and outcomes for all groups are improved. All San Francisco criminal justice departments must prioritize racial equity so that all people may thrive. To do so, metrics must be disaggregated by race and ethnicity to monitor trends and ensure that strategies are not resulting in unintended consequences.

CCSF SJC team will meet quarterly under the auspice of the SC to receive regular report outs on status toward the outcomes identified in the proposal. These reports will be provided by the SJC Director and be made available to the public under the Brown Act.

The Metrics

Strategy 1: Enhance Data Driven Decision Making

Objective: Update and Improve the Justice Dashboard created as a part of the Innovation Fund.

Reports from the Haywood Burns Institute, the SC, and JFA Associates all concluded that significant gaps in CCSF data collection, sharing, and analysis inhibit the equitable and efficient administration of justice. Reviewing the underlying data generated from the DA's and Sheriff's case management systems has raised important questions that require more sophisticated programming skills to answer. As an example, the current cohort excludes individuals who were sentenced to state prison, but actually served their time in the county jail ("paper commitments"). CPL can help answer these questions by using text analysis to extract information about paper commitments and other data points from the court comments field. Additionally, SFDA & CPL plan to incorporate research regarding the effect of pretrial diversion and Collaborative Courts on desistance into the Dashboard.

Lead: SFDA, CPL

Activities:

- Provide updated local arrest and case disposition summary dataset to CPL (SFDA)
- Conduct updated Cohort Analysis based on data transfer (CPL)
- Incorporate desistance framework into the Dashboard (CPL)
- Provide draft updates to criminal justice partners for review (SFDA, CPL)
- Incorporate Feedback into Justice Dashboard (CPL)
- Publish annual update of the Justice Dashboard Measures to the Power BI interface. (CPL)
- Finalize workplan for public version of the interface (SFDA, CPL)
- Complete transition plan for Dashboard to JUSTIS (SFDA)

Measures:

- Updated analysis completed- Annually
- Proposal for desistance framework presented to SFDA and SC-Year One
- Dashboard Update Completed-Annually
- Workplan and interagency agreements for public interface completed-Year One
- Transition Plan Completed-Year Two

- Number and type of projects informed by the Justice Dashboard- Annually

Strategy 2: Transparency and Accountability

Objective: Create transparency and increase criminal justice agency information sharing.

Lead: SFSD, CPL

Activities:

- Hire a 1.0 FTE Jail Population Liaison (SFSD)
- Create code book to ensure data accuracy and validity of population reports (SFSD, SFDA, CPL)
- Migrate PSA risk scores into the Jail Population Dashboard (SFSD, CPL)
- Develop standard population report highlighting primary population drivers and including key demographic information to monitor racial and ethnic disparities (SFSD)
- Release the standard population weekly report (SFSD)
- Coordinate Weekly population check in meetings with Jail Health, Discharge planners and other relevant cj partners to discuss opportunities to expedite case processing and linkages to treatment (SFSD)

Measures:

- JPL hired
- Code book completed
- PSA risk score migration completed
- Standard population reports created
- Number of population reports created and released.
- Number of Population checkin meetings conducted
- Number and types of cases discussed.
- Number of individuals expedited to treatment (expect some duplication with Behavioral health totals)
- Number of individuals with cases expedited.

LEADERSHIP:

Lead Agency

The San Francisco District Attorney's Office (SFDA), CCSF's chief law enforcement agency, will serve as the lead for the Safety and Justice Challenge Implementation phase. With a broad view of the prosecutor's role in crime enforcement and prevention, and the unique dual responsibility to represent the interest of public safety and serve victims of crime, our Office is best suited to lead this cross-agency initiative. SFDA is the founder and chair of the San Francisco Sentencing Commission (SC), the proposed convener for this project. The SC, established in 2012, has held several hearings including expert testimony on promising programs that safely and effectively reduce the use of confinement, such as the Law Enforcement Assisted Diversion (LEAD) project in Seattle. In these roles, SFDA has marshalled consensus, advanced strategic planning, and ultimately implemented significant policy reforms. As such, SFDA is most suited to lead San Francisco's implementation of the Safety and Justice Challenge.

Project Director

The SJC Project Director, a 1.0 FTE housed in SFDA, will be supervised by the Director of Policy and regularly report to the SC. This will be a new position.

Data Coordinator

As outlined in Strategies 1 and 2 above, key personnel in the SFDA, Sheriff's Department and CPL will have regular data extraction and analytical responsibilities. Given the diversity of agencies, data systems, and expertise, a single City point of contact has been identified for the SJC to serve as the primary data liaison between local partner agencies, CPL and ISLG: Maria McKee, SFDA Principal Analyst. Ms. McKee has over 10 years of experience managing complex data systems and engaging with researchers analyzing criminal justice data. She has successfully brokered data use agreements and produced data for projects with Stanford, UC Berkeley, Public Policy Institute of California, and RAND. In addition Ms. McKee is the author of the basic data sharing template that is used by the City Attorney's Office as a gold standard in CCSF. Approximately 0.10 FTE of her time in-kind will be devoted to SJC efforts. CPL's primary point of contact for the project will be PhD candidate Alissa Skog, the author and researcher of the Justice Dashboard, which was created with the Innovation Fund investment. Ms. Skog will be

allocated at 0.50 FTE for SJC efforts. Responsibilities will include maintenance of the Justice Dashboard, data transfers to ISLG, and support in the development of the Jail Population Liaison reporting code book. San Francisco is fortunate to have this combined expertise to facilitate data collection and all activities related to the initiative's performance measurement and evaluation.

Lead Partner Agencies and Primary Contacts

The following key stakeholders are integral to the success of this reform effort and have committed to the implementation of the identified strategies;

Sheriff's Department, Ali Riker, Director of Programs

Department of Public Health, Tanya Mera, Director, Jail Behavioral Health & Reentry Services

Adult Probation Department, Tara Agnese, Director of Research-Strategy

Superior Court, Mark Culkins, Court Administrator

Police Department, Commander Greg McEachern

Public Defender's Office, Simin Shamji, Deputy Public Defender, Director, Specialty Courts & Reentry Programs

Data Sharing

The data elements required to identify the full scope of the issues driving San Francisco's 3 population drivers are currently available in the SFDA and SFSD case management systems. These systems receive regular feeds from the Court's case management system. Both agencies are committed to providing data as described in the draft DUA, and as permitted by California Penal Code Sections 13201 and 13202.

LEARNING & EVALUATION:

Conceptually, the most important thing that CCSF expects to learn through the implementation of our plan is a way to sustainably and decisively end mass incarceration and reduce persistent racial disparities, while maintaining public safety. CCSF has led the nation in adopting significant reforms, however no jurisdiction has completely mastered the playbook for ending mass incarceration. Racial and ethnic disparities endure, and individuals still spend significant portions of time in local county jail facilities, at great cost to their families, the community, and taxpayers. The suite of support and the national momentum of the SJC investment offers CCSF the opportunity to roll up our sleeves to uncover and address the hardest to treat problems. More specifically, we will determine the most efficient ways to engage in resource pairing for client success; define the true scope of San Francisco's case processing challenges; establish guidelines that move San Francisco closer to criminal case processing goals set out in the California Rules of Court.

While CCSF is exceptionally poised to maximize the benefits of the SJC investment, the challenges we experience are all too common in America's local jail systems. We propose solutions that can be replicated broadly to address these issues, specifically, decision point analysis of racial disparities; the children of incarcerated parents fund; and the victim restitution fund. Decision point analysis of racial disparities requires access to administrative datasets and complex statistical analysis. While criminal justice agencies almost uniformly possess the former, analytical capacity is often severely limited. However, independent researchers, particularly from local universities and colleges are often willing to step in to assist. Researcher-practitioner collaborations, such as the one between UC Berkeley and SFDA to undertake a case processing analysis of racial disparities in San Francisco, offer mutual benefits. Researchers are able to gain access to rich and informative datasets, and practitioners acquire analytical capacity that is both neutral as well as highly skilled.

Both the children of incarcerated parents fund and the victim restitution fund are ideal candidates for justice reinvestment. As jurisdictions reduce their reliance on incarceration, the most expensive of interventions, funds should be made available to support initiatives that both make victims and communities whole, and reduce recidivism. In doing so, these funds redouble the impact of the initial investment.

SUSTAINABILITY / NEXT STAGES:

CCSF is committed to continuing high impact strategies beyond the project period, and the work of our Jail Population Liaison and SJC Project Manager in partnership with CPL and ISLG will be critical in determining the efficacy of our various strategies. At the same time, a significant part of the proposed project is focused on building infrastructure, knowledge and data sharing that will remain after the grant period without additional funding. Allocations for our CPL partnership, and Project Manager will not continue past the project period – but will have a continuing positive impact on the long-term jail reduction goals.

CCSF anticipates that the allocations for the Behavioral Health Clinician and Jail Population Liaison, if proven successful, will be fully supported by San Francisco's General Fund at the close of the project period. San Francisco has a long history of proof in concept budgeting, where by initial grant investments are later supported by general fund dollars. For example in 2014 the SFDA was able to secure a grant for an analyst fellowship to advance the DA Stat, a prosecutorial performance review program. After the funding concluded in 2016 the position was funded by the general fund due to the demonstrated successful contributions made by the position. More recently the Sheriff's Department was able to successfully advocate for additional funding for Pretrial Services due to the increased responsibilities associated with administering the PSA and increased demand for pretrial case management services. In addition as a result of the recommendations from the Work Group to Re-envision the Jail Replacement Project, described in Section 5. Context, the Board of Supervisors has extended recent budget allocations for interventions focused on safely reducing the jail population for two-years. The Board of Supervisors has demonstrated a clear commitment to fund strategies that successfully contribute toward the safe reduction of the jail population and allow of the closure of County Jail 4.

Three of the key criminal justice partner agencies, SFDA, Court, and SFSD are scheduled to have new case management systems that will come online during the 24 month project period. To sustain the information sharing that will inform decision making during the project period it is essential that these systems automate report summaries that will be developed as a part of the SJC Project and create variable fields that will ease future analysis. For example, to further define the scope of San Francisco's continuance problem and monitor success we will be completing text analysis of a general comment field in the courts case management system. This is cumbersome and leads to underrepresentation of the true scope of the problem. However, this court event will have its own reliable code in the new version of the Court's case management system. This is just one small example of the data improvements that will have a long-term impact on sustaining SJC strategies. More have been identified and more will certainly be identified during the project period. In anticipation of this CCSF will utilize existing collaborative meetings and planning processes to ensure data enhancements continue.

All criminal justice agencies meet on a monthly basis to discuss policy and information systems as a part of the citywide criminal justice data integration project the Justice Tracking Information System (JUS.T.I.S.). JUSTIS is connecting criminal justice agencies' case management systems and replace a 35+ year old mainframe CABLE CMS applications system. It allows public safety departments to gather and share information with each other automatically through a centralized hub, and expedite individual department processes.

PAST PERFORMANCE:

By participating in the Safety and Justice Challenge, San Francisco has become a model for other jurisdictions to engage in similar strategies to deflect/divert people away from system involvement, a significant outcome that we value tremendously. Our participation has also inspired the jurisdiction to reach further to safely and effectively reduce the jail population. San Francisco is truly grateful for the package of resources that have been made available through the Safety and Justice Challenge. The semiannual convenings have provided the opportunity to network across the country and across disciplines. The meeting agendas are curated to maximize a jurisdiction's learning experience while meeting the jurisdiction where they are at regardless of what the identified reduction goal is. Speakers have challenged us to be mindful to not merely replace one form of correctional control for another. The SJC Partners and Strategic Allies have been available and responsive to our questions and the multimedia approach from the phone application to the Exchange all enhance the power of the learning community. This group is exceptional, representing some of the greatest expertise in the field. The significance of this collection of resources and networking opportunities is the demonstration that mass incarceration is a complex social problem that can be addressed with targeted investments and collaboration.

San Francisco's criminal justice system has improved three –fold since becoming an Innovation Fund site. 1) created a new needed resource for all criminal justice decision makers, 2) further normalized the use of data in decision making, 3) demonstrated that administrative data, though imperfect, can be used to help policymakers better understand incarceration, supervision, and criminal justice contact trends. Prior to the Innovation Fund investment, there had been no comprehensive analysis of justice system outcomes in San Francisco. Recidivism

analysis is essential to develop an understanding of the effectiveness of various crime prevention, diversion and rehabilitation efforts. The recidivism data that San Francisco did have was not packaged in a way to maximize impact and grab the attention of key decision makers. The completed comprehensive and dynamic Justice Dashboard was the first of its kind for San Francisco and not only has prompted further analysis detailed below it has inspired the development of other criminal justice dashboards for police use of force. It has become clear that this resource is essential to ensure long-term structural improvements to our criminal justice system, most notably meaningfully reduce reliance on jail.

The Justice Dashboard is a collaborative data sharing project developed in partnership with the District Attorney's Office (SFDA), San Francisco Sheriff's Department (SFSD), Adult Probation Department (APD), and City's Justice Tracking Information System (JUSTIS). All agencies participated in the development of the cohort methodology, design of the Justice Dashboard, and review of the analysis has been critical for data quality control and to build confidence in the results. Indeed, even the initial results have spurred discussions on possible pilot programs and policy modifications.

Examples include:

Programming and Desistance Trends: Both the DA's Office and Sheriff's Department are interested in incorporating programming data into the Dashboard and tracking how these different interventions may correlate with desistance rates. The DA's Office has formally entered into partnership with CPL to analyze outcomes of diversion programs. The Sheriff's Department has expressed interest in similar research for in-custody programs.

Juvenile Criminal History: Understanding how the trends in juvenile criminal involvement continue into adulthood, particularly for TAY, was a common question posed during the Dashboard review. The DA's Office, SFSD and Juvenile Probation Department (JPD) are committed to exploring opportunities to incorporate juvenile data into the Dashboard, ultimately aiming to help criminal justice stakeholders understand these trends and design better programming and policies to limit the continuation of criminal justice contact into adulthood.

Demonstrating the pilot Dashboard was also instrumental in securing a commitment from the Sentencing Commission to advocate for additional resources for JUS.T.I.S so that it can eventually host the Dashboard. Furthermore, representatives from the Mayor's Office attended the public Dashboard presentation and have since indicated their willingness to help identify funding opportunities to build the necessary staff and data warehouse capacity within JUS.T.I.S.

San Francisco has thrived as an Innovation Fund site and has taken full advantage of the technical assistance provided by the Urban Institute throughout the course of the project. The project has complete all but one of the primary objectives identified in the initial application. Ultimately, CCSF planned to launch a public version of the Justice Dashboard by the end of the grant period. However, efforts are still underway to agree upon the specific information that would be publicly available, and the precise wording of the definitions used in the Dashboard and a public disclaimer page. A draft public Dashboard, along with public disclaimer language, was presented to representatives from the District Attorney's Office, Sheriff's Department, Adult Probation, and Juvenile Probation for review in April. The Research Team now housed at CPL is incorporating the feedback into the Dashboard, including requesting updated statewide criminal record information from Cal-DOJ in order to fully account for the 2014 cohort's recidivism window. The DA's Office, along with CPL, will reconvene the group to review the updated Dashboard and make plans for the public launch later this summer. CCSF proposes continuing to fund this work as a part of Strategy 1.

The success of the Justice Dashboard Innovation Fund investment extends beyond CCSF as the project was selected by the Urban Institute to be profiled in a forthcoming issue brief. In addition, CCSF staff were asked to participate in a recent webinar educating current Innovation Fund Applicants about the thought process CCSF used to craft the fund application and direct experience completing the micro investment objectives. CCSF has provided a compelling and exciting depiction of using the project to leverage ongoing and new opportunities.

San Francisco has many initiatives engaging in work complementary to the Safety and Justice Challenge. Additional initiatives not identified in the Context Opportunity summary include; San Francisco's Fine and Fees Taskforce, and District Attorney's Office and Adult Probation Department participation in the Government Alliance on Race and Equity.

RETIRED FIELDS

On June 2, 2017 we updated our application form. The sections below will no longer be used for new applications. However, if you submitted yours prior to June 2, we have retained your responses below. If you have any questions or need assistance, please contact GMSHelp@macfound.org.

APPROACH:

POLICY IMPLICATIONS:

QUESTIONS REGARDING USE OF FUNDS

Please note that the Foundation's Intellectual Property policy applies to all grantees. We recommend that you review the policy, which is posted in the portal Document Library, as you complete your application.

The questions in the following section are about how grant funds may be distributed, how research will be conducted and where grant activity will take place. They may not be applicable to your proposed work, but in cases in which they are, your answers will assist foundation staff in understanding the documentation and oversight your grant may require.

Re-Grants

Will MacArthur funds be used to support individuals or organizations whose work is not under the supervision of your organization?

Funds support unsupervised entities: No

Scholarships / Awards

Will MacArthur funds support scholarships or awards?

Fund scholarships / awards: No

Travel

Will MacArthur funds reimburse travel costs of meeting participants?

Fund personal travel reimbursement: No

Geographic Focus of Work

The city and County of San Francisco.

Locations Under Sanction

Will MacArthur funds support activities taking place in locations under US sanction? (See <http://www.treasury.gov/resource-center/sanctions/Programs/Pages/Programs.aspx> for a complete list of countries.)

Locations under US sanction: No

Research

Will this project support research? No

Activities in the US / Non-US Organizations

For organizations NOT based in the US, will grant funds be used to perform activities in the US such as fiscal agent duties, meetings, research or conferences?

If you are a U.S. based organization, select "No".

Funds for fiscal agent duties, research or conferences: No