

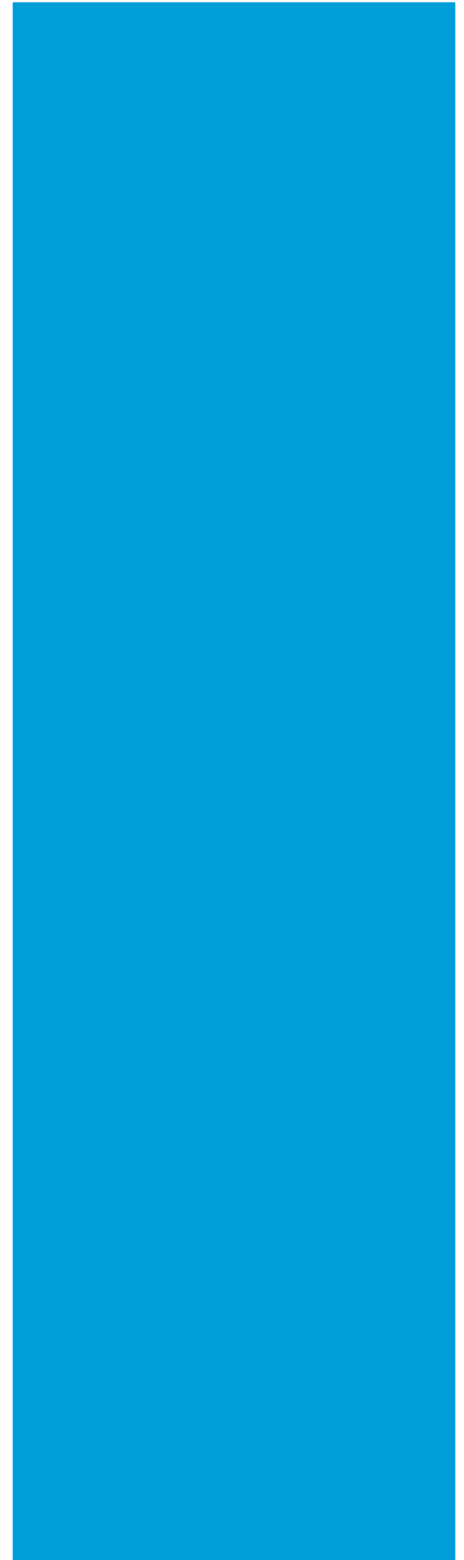
Pretrial Justice Institute 2013 Annual Report



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Washington, DC

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“The Public Welfare Foundation is proud to support the Pretrial Justice Institute as it has led the field in advancing reform. We thank Tim for his incredible leadership and look forward to PJI’s future guided by Cherise.”

~ Seema Gajwani, Program Officer for the Criminal Justice Program, Public Welfare Foundation



Dear Colleagues, Partners and Friends:

I am proud to present the Pretrial Justice Institute (PJI) Annual Report for 2013. The following pages tell of a remarkable year, full of amazing partners and accomplishments. This report also describes the work of PJI’s dedicated staff, who labor tirelessly on behalf of the principles we all hold dear. Their work is nothing short of remarkable and it is with great pride that I salute and thank them. They are truly a unique crew, unlike any other.

Of course, our work at PJI would not be possible without the continued financial and moral support of the Bureau of Justice Assistance, the Public Welfare Foundation and the Annie E. Casey Foundation. Within each of these organizations, PJI has found friendship, partnership and inspiration beyond our fondest hope.

This is the last year that I will submit our annual report as the Executive Director of PJI. Please accept my sincere thanks to all of you who have supported our work and my leadership at PJI these past eight years. This job has truly been a privilege for which I will forever be grateful.

My congratulations go out to PJI’s Board of Trustee’s upon their selection of Cherise Fanno Burdeen as my successor. I hand the leadership of PJI to my trusted and talented dear friend with admiration and deep respect and I pledge to her and to you, my continued commitment. I am happy to say that I will be remaining on staff as Director Emeritus when Cherise begins her governance of PJI later in 2014. I plan to be a part of the pretrial justice movement for a very long time!

In other news, as of December, our colleague, the Honorable James Carr, Federal District Judge for the Northern District of Ohio, retired from the PJI Board after more than 20 years of dedicated service. We are deeply grateful for his stewardship of this organization and look forward to his continued involvement in pretrial justice.

Although my history with PJI is briefer than Judge Carr’s, I would like to take a little time here to describe some of the changes in our organization in the last eight years. When I arrived at PJI in 2006, we were surviving on a single federal grant, which made it difficult to expand and re-envision our work, but thanks to the JEHT Foundation, we were able undertake the work needed to invigorate the pretrial justice movement.

Since then, a rise and diversification in funding has allowed PJI to target the whole front end of the system and to help develop and lead the way for fair, safe and effective pretrial justice. In the past seven years, we have successfully completed over 100 projects, and doubled our annual budget.

PJI's philosophy of collaboration and making connections has been a core component of this revolution. While it remains true that PJI is the only nonprofit organization that exclusively works on the full cycle of pretrial justice, in essence we measure our success by "giving the topic away." We have not just labored to expand our reach by increasing our own funding; we have also supported and advocated for increased funding for partner organizations that have unique contributions to make to our shared goals. This strategy means that the expertise of all of the pretrial justice stakeholders and partner organizations informs and frames the pretrial justice movement. In 2013, approximately 12 separate organizations obtained funding for projects that were specifically about pretrial justice. We expect that this trend will continue and the numbers of pretrial-related grants will grow in the coming years.



Despite the unprecedented progress of the work detailed in this report, the struggle remains. I invite you to join with PJI's new leadership and our growing list of partners in demanding an end to the discriminatory and dangerous policies of the past. Together, we can build pretrial justice systems that are safe, effective and fair for every member of society, regardless of their wealth or social standing.

As I write this letter, PJI is already initiating its many 2014 projects and plans. We are excited to share these with you through our Facebook page, Twitter, newsletters and presentations. Big things are coming – stay tuned! And as always, thank you for your support of this organization and pretrial justice.

Sincerely,

Tim Murray
Executive Director

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What If It Happened to You?

You're arrested. It could be for a minor traffic infraction or drug violation. You should fight your charges or take responsibility for your actions in court, right?

But if you can't afford your bond, that could mean a jail stay for several months to years while awaiting trial. Many indigent, low risk defendants aren't even able to pay \$200 in bond and are incarcerated for very long periods.

And if you are held pretrial, you are much more likely to take a plea deal than those able to purchase their freedom. You are also more likely to receive a harsher punishment.

While in jail, you could lose your job and housing and fall behind in school, and your family could suffer. And once you get out, it is hard to pick up the pieces.

The Problem of Pretrial Injustice

Currently, the U.S. system of bail is incapable of doing the job we expect from it. Those with money – regardless of where they got the money or their danger to the community or victims – can purchase their freedom while poor defendants remain in jail pending trial.

- Over 6 in 10 jail inmates in the U.S. are awaiting trial. Money is the primary factor that determines pretrial detention.
- Meanwhile, only 5% of all arrestees go to prison. This means that we are incarcerating a very high percentage of defendants for long periods before they go to trial, whereas only a small percentage of them will receive a prison sentence after trial. We are effectively denying indigent defendants the presumption of innocence.
- Unnecessary detention actually increases crime. Even brief episodes of pretrial incarceration lead to an increased likelihood of longer-term recidivism.
- With a bail system that depends on money bonds, most jurisdictions do not require a risk assessment to determine if a defendant would pose a risk to the community if they are released in the pretrial phase. Some states do not even allow for preventive detention.
- One jail bed costs an average of \$60 per day. In some jurisdictions, the cost is as high as \$200 per day. Pretrial incarceration is costing the country \$9 billion per year.
- While crime rates have been going down in the past 20 years, there has not been a corresponding decrease in pretrial detention.

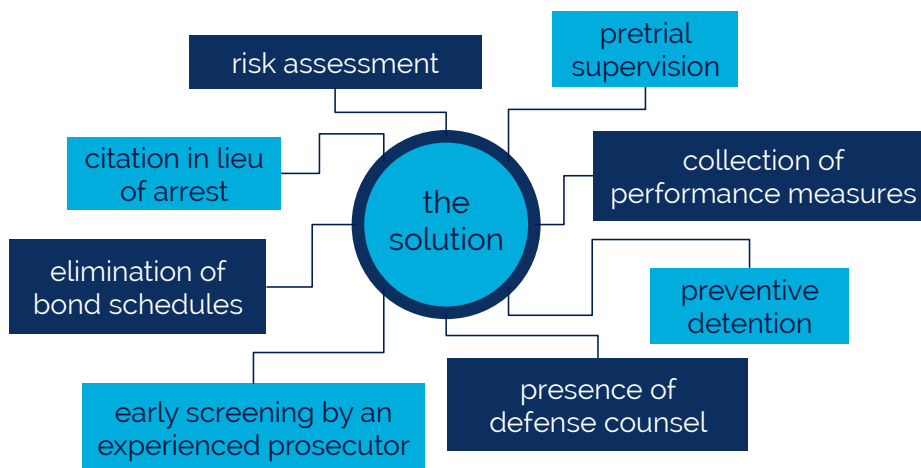
“Injustice anywhere is a threat to justice everywhere.”

~Dr. Martin Luther King

The Solution – What We Do

PJI was founded in 1977. Our mission is to advance safe, fair, and effective juvenile and adult pretrial justice practices and policies.

PJI's core strategic approach is to move policymakers and justice system stakeholders to adopt and implement best practices and policies for pretrial justice.



PJI promotes these best practices and policies by:

- Powerfully communicating in support of change and advocacy;
- Empowering key stakeholders to become champions for change;
- Delivering trainings that make a difference for people in the pretrial and juvenile justice systems;
- Creating and leading collaborative networks;
- Focusing on key states and jurisdictions to advocate for reform; and
- Connecting people to technical assistance providers who can aid them in implementing change.

PJI Values

We support the use of data-driven, evidence-informed practices and policies across the juvenile and adult pretrial justice continuum in order to eliminate outcomes that are influenced by race, gender, social class or economic status.

We support juvenile and adult pretrial detention only as the result of due process that has determined no other conditions would reasonably ensure court appearance and community safety.

We maintain a learning work environment in which collaboration, personal development and professional integrity are paramount.

We welcome partnerships with individuals and groups who support our values!

Public Polling

In 2012 - 13, the Public Welfare Foundation funded Lake Research Partners to measure the public's perceptions and opinions about pretrial justice.

In 2013, 2,233 likely voters for the 2016 general election were polled in Lake Research's second survey on the topic. This survey found that 7 out of 10 respondents supported the use of risk assessments over money bonds.

Unfortunately, 2/3 of the respondents believed that universal risk assessments are in use or answered that they did not know.

It's the ongoing challenge for PJI and our partners to address mis-conceptions like this. And it is our primary duty to leverage the popularity of the notion of universal risk assessments and to show how other improvements to pretrial justice can have deep and positive impacts on the larger criminal justice system.

Developing and Delivering the Message

As a pretrial advocacy organization, PJI centers much of its work on creating messages and communications platforms that do the most effective job of reaching and engaging broad and specialized audiences. Our words and images are all chosen to thoughtfully communicate about the front-end of the criminal justice system and the need for pretrial best practices and to empower jurisdictions by providing the tools and resources they need to make their own change.

In 2013, we published [bi-weekly newsletters](#) on pretrial justice and monthly [JDAI Helpdesk updates](#), both of which included updates on major events, research and news articles. We also featured the voices of various pretrial leaders in our [blog](#) and broadcasted pretrial justice activities through [Facebook](#) and [Twitter](#).

PJI also collaborated with IACP to create a [video](#) showcasing their new [Pretrial Justice Reform Initiative](#). And we're making additional videos for our training sessions, webinars and media outreach.

A New Look

In 2013, PJI undertook a very ambitious re-design and re-branding of our website at www.pretrial.org to reflect PJI's new role as an advocacy organization. The new website features comprehensive information about each of the primary pretrial justice recommendations; pretrial policy statements from partner organizations; an events calendar; and research and policy briefs.

We are also involved in a re-design of the JDAI Helpdesk website which we manage for the Annie E. Casey Foundation's Juvenile Detention Alternatives Initiative (JDAI).



In 2013, we also renewed our commitment to telling the human stories behind pretrial injustice by featuring them in a “[Pretrial Injustice](#)” section of our website. Like Shadu Green, one of the subjects of an NPR series on pretrial justice, they may be young men who are arrested on minor charges, and kept away from their families, jobs and communities for long periods. They are also often pressured to make plea deals to get out of jail simply because they cannot afford their money bond for pretrial release.

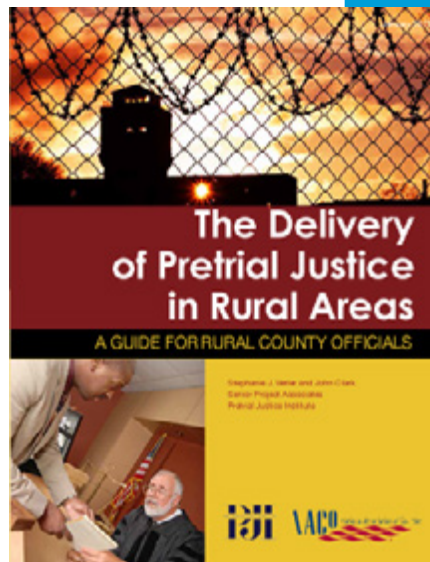


“There’s clearly a national movement, which has examined our traditional bail practices and has, across the board, called for rational, safe and effective reform.”

~Tim Murray, New York Times, February 5, 2013

The energy infused into the pretrial reform movement in the past few years can be seen in the media coverage. News outlets are becoming more knowledgeable about the topic, and an increasing number of stories are addressing the deficiencies of the current bail system and the impressive potential of validated risk assessments. In 2013, PJI identified over 300 news stories related to pretrial justice and bail.

In 2013, PJI spokespeople were featured in a variety of news media, including The Washington Post, The Baltimore Sun, The Crime Report, The New York Times and The New Jersey Star-Ledger. However, much of our energy, as you will see in the next pages, has been devoted to preparing other advocates and partners to be the faces and voices of the pretrial reform movement.



New PJI Publications

In 2013, PJI published “[Unsecured Bonds: The As Effective and Most Efficient Pretrial Release Option](#),” a groundbreaking study that compared pretrial release outcomes by money bond type. The findings support judicial officers altering their practice to issue unsecured bonds (that do not require money upfront) instead of secured bonds. In this way, they can achieve the same public safety and court appearance rates while incarcerating many fewer pretrial defendants.

In 2013, PJI and National Association of Counties also released a new guide to assist counties in planning and launching pretrial justice programs in rural communities, home to 51 million Americans. The guide, “[The Delivery of Pretrial Justice in Rural Areas: A Guide for Rural County Officials](#),” addresses the obstacles.

Primary Messengers

Lake Research Partners surveys from 2012 and 2013 found that respondents overwhelmingly identified law enforcement representatives (police, sheriffs) as the most trustworthy messengers on the issue of pretrial justice. These are the public servants who are initially and directly involved in the “front-end” or pretrial phase of the system.



IACP Immediate Past President Walt McNeil accepting the Partnership Award on behalf of IACP at the 2013 NAPSA Conference: “The champions group consists of progressive law enforcement leaders who are willing to take a stand on the officer and community safety issues in their communities and among their peers and advocate for evidence based risk assessment tools in pretrial release decision making.”

Creating Champions of Pretrial Reform

There are many important stakeholders in the pretrial justice system. By focusing on educating key pretrial stakeholders (i.e. judges, prosecutors, defense attorneys, police, sheriffs and pretrial services practitioners), PJI is working to ensure that our public servants are armed with the most up-to-date information about the best ways to achieve public safety, ensure compliance with court appearances and protect the rights of defendants. They become champions when they share what they’ve learned, recruit other leaders and develop and carry out strategies for the pretrial justice movement.

The Police

- In January, PJI, the Public Welfare Foundation (PWF), and the International Association of Chiefs of Police (IACP) launched the [Pretrial Justice Reform Initiative](#), which develops law enforcement executives for the role of educators and leaders in pretrial reform.
- Throughout the year, PJI worked with various police departments and state associations around the country, including leading a session on pretrial issues at the IACP’s Division of State Associations of Chiefs of Police midyear meeting and joining representatives from the Association of Prosecuting Attorneys for a “Pretrial Decision Making and Officer Safety Training” session to 75 police chiefs and command staff at the Mississippi Association of Chiefs of Police Winter Conference.
- In October at the IACP’s 2013 annual conference, a law enforcement champions group was convened with the help of PJI and PWF.

Sheriffs and Jail Administrators

- In March, PJI, BJA and the National Sheriffs’ Association (NSA) convened a full day Sheriffs’ Focus Group to discuss pretrial justice and the needs and insights of sheriffs and jail administrators.
- In July, PJI’s Executive Director Tim Murray, Sheriff Stan Hilkey of Mesa County, CO and Sheriff Gary Raney of Ada County, ID conducted a pretrial session at the NSA annual meeting. The session highlighted the role of sheriffs in shaping and implementing legal and evidence-based pretrial policy and practices.

As PJI trains and supports judges, defenders, prosecutors and pretrial services practitioners, it has been exciting and inspiring to witness their increasing willingness to come out of their corners and collaborate with one another to achieve shared goals of justice and public safety.

Judges

- PJI formed the National Judicial Council on Pretrial Justice in 2012. In 2013, PJI and the Council created a five-part, customizable curriculum for judges to train other judges on evidence-based pretrial decision making. In order to meet the high demand for this training, PJI and the Council held a train-the-trainers session in December.
- In June, a presentation by PJI was featured at the Arizona Supreme Court's 2013 Judicial Conference, which focused on ways to improve pretrial justice.
- In December, PJI, the National Judicial College (NJC) and other partners held two webinars about NJC's new guides for arrest, detention, supervision and treatment decisions for addicted and substance using individuals.



THE NATIONAL
JUDICIAL COLLEGE

Prosecutors and Defense

Striking the Proper Balance: Voices from "Bail Month"

In September 2013, PJI and the Justice Policy Institute showcased blogs from diverse stakeholders.

"I felt we had an obligation... to solve the problems in collaboration with community and system partners, including pretrial service professionals, police, the defense bar, courts and corrections."

~ John Chisholm, Milwaukee County District Attorney

"The denial of legal representation to indigent defendants remains a blot on our country's commitment to equal justice and falls heaviest on people of color and the economically disadvantaged."

~ Doug Colbert, Dir. of the Gideon Institute for Representation at Pretrial

Where We've Been

In 2013, PJI staff traveled across the country making pretrial presentations at conferences hosted by a variety of partners, including the following:

- American Society of Criminology
- The Brennan Center for Justice
- Drug Policy Alliance
- Human Rights First
- International Association of Chiefs of Police
- John Jay College of Criminal Justice
- The Laura and John Arnold Foundation
- Loyola Law School
- National Assn. of Attorneys General
- National Assn. of Counties
- National Assn. for Court Management
- National Assn. of Drug Court Professionals
- National Assn. of Pretrial Services Agencies
- National Center for State Courts
- National Criminal Justice Association
- National Legal Aid and Defender Assn.
- Public Welfare Foundation

Coming Together to Solve Problems

In August, PJI and the National Institute of Corrections (NIC) co- led a two-day pretrial justice workshop for 50 judges, prosecutors and defense attorneys from NIC's seven Evidence- Based Decision Making (EBDM) sites across the country.

Throughout the year, PJI also helped the eight sites from the Urban Institute and NIC's Transition from Jail to the Community (TJC) Initiative to reduce their pretrial detention populations.

PJI also co-led problem-solving sessions and trainings for a number of other regions and jurisdictions, including a meeting of Virginia pretrial directors who were developing a comprehensive plan to improve their pretrial outcomes, and an educational forum for tribal justice officials at the American Indian Justice Conference.

Leading and Mobilizing

The movement for pretrial reform has grown exponentially in the last few years. One of PJI's primary roles has been to lead and facilitate discussions among the many movement participants and to mobilize collaborative partners to work together to achieve thoughtful change.

The Pretrial Justice Working Group

- After convening the 2011 Symposium on Pretrial Justice, PJI has managed and co-led the national Pretrial Justice Working Group (PJWG) with BJA.
- In early 2013, PJI published the first progress report summarizing the pretrial justice accomplishments of working group partners from mid-2011 through 2012. The second progress report, which captures the work from 2013, will be published in early 2014.
- PJI managed the three PJWG subcommittees (Research, Communications and Criminal Justice Systems) and facilitated their meetings in April and July.
- In October 2013, PJI and BJA held the PJWG Strategic Summit, which brought together more than 60 representatives from the working group to discuss ongoing work and plans for the future.

October 2013 PJWG - Strategic Summit



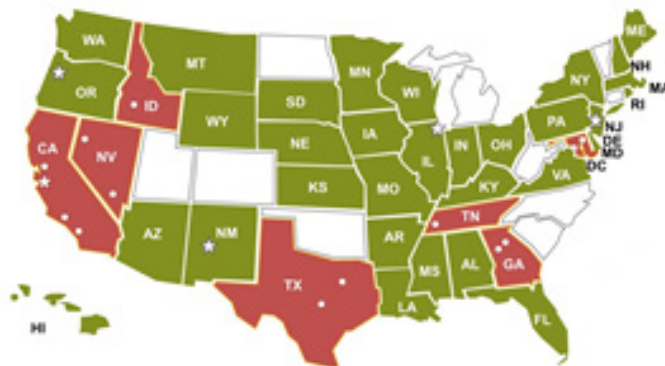
Tim Murray Speaking to attendees of the full day Strategic Summit in Washington, D.C.



Judge Eric Washington, Tim Murray, BJA Director Denise O'Donnell, and Cherise Fanno Burdeen.

Since 2006, PJI has been managing and hosting the online [Helpdesk](#) for the Annie E. Casey Foundation’s Juvenile Detention Alternatives Initiative (JDAI). In January 2013, we took an exciting new step when the Casey Foundation invited PJI to join a national partnership and to oversee training to JDAI sites across the network. This reflects PJI’s growing role within the JDAI team.

Currently, over 200 jurisdictions in 39 states and the District of Columbia are engaged in JDAI reform activities. One in four young Americans lives in a community that participates in JDAI.



Adapting the Lessons from JDAI

In the more than 20 years since its inception, the JDAI model has become the most successful juvenile justice initiative in the country.

At the same time as we must work to improve juvenile justice so that all children and youth live in jurisdictions that follow JDAI’s core strategies, PJI is committed to working with JDAI sites to transfer the knowledge, experience, best practices and success of JDAI to the adult pretrial justice systems in their jurisdictions.



The Case for Change: Kalief Browder was arrested at the age of 16 for theft of a backpack and was charged as an adult. After more than 1,000 days in jail and intense pressure to make a plea deal, his case was suddenly dropped without ever going to trial.

Juvenile Justice Partnerships

As the map shows, JDAI spans the entire country and encompasses a wide variety of participating sites. Such an ambitious and far-reaching program is very dependent on a national infrastructure that is flexible and supportive of peer-to-peer relationships and structured resource sharing. Throughout 2013, PJI has been instrumental in developing JDAI’s expansion plans, refining curriculum training, administering site evaluations and providing crucial online and e-communications resources.



Senior Project Associate Stephanie Vetter helped to coordinate the 2013 JDAI Inter-site Conference and traveled across the country throughout the year to share her juvenile justice expertise at over 35 training sessions and presentations.

Launching the Colorado Pretrial Assessment Tool

In 2013, PJI followed up on last year's introduction of the Colorado Pretrial Assessment Tool (CPAT) with an [administration, scoring and reporting guide](#) for using the tool.

Throughout the year, PJI Senior Project Associate Michael Jones also gave trainings and presentations to counties and jurisdictions all over Colorado to prepare court officers and pretrial practitioners to use the CPAT as effectively as possible. Several more counties began employing the tool in 2013.



Building State Campaigns

When we look at the landscape of pretrial laws and practices across the country, the concept of equal justice grows more remote. In the case of pretrial justice, location can mean that a defendant will be facing a long stay in jail before their court date, rather than being released on an unsecured bond, on personal recognizance or with supervision like their neighbors charged with the same offense over the border in the next state or jurisdiction. For example, in just the 15 mile radius around Washington, DC, an arrestee can experience very different treatment, depending on which of three jurisdictions they are arrested in.

PJI recognizes that in order to achieve pretrial reform, much of the work must be done on a state by state (and even jurisdiction by jurisdiction) basis and through identifying and bringing together the most organized and articulate advocates on the ground. And the patient labor of empowering stakeholders and legislators to make change has to be balanced by the flexibility to move with the rhythms of legislative sessions and political seasons.

Colorado

In May 2013, Colorado passed new legislation which prioritized the use of empirically-tested risk assessments instead of financial bond and money schedules in making pretrial release decisions. The law also urged jurisdictions to adopt empirically based pretrial services and processes.



PJI's Michael Jones, who is based in Colorado, was very instrumental in helping to draft and support this groundbreaking legislative reform, which came about as a result of collaborative work done by the state criminal justice commission. After the law went into effect, Dr. Jones and a colleague from the Center for Legal and Evidence Based Practices developed a decision tree flow chart to help court officers to understand how to apply the new law. He also incorporated information about the new statute and his study on unsecured bonds into his presentations on the Colorado Pretrial Assessment Tool.

In 2013, PJI also published "[Pretrial Performance Measurement: A Colorado Example of Going from the Ideal to Everyday Practice](#)," which shows how Colorado's process for tracking important pretrial measures can be a model for other reform-minded states.

Maryland

In 2012, the Maryland General Assembly passed a law that required a review of the state’s pretrial justice system. In 2013, PJI’s Chief Operating Officer Cherise Fanno Burdeen was appointed chairperson of the Pretrial Release Subcommittee of the Governor’s Task Force on Laws and Policies Relating to Representation of Indigent Criminal Defendants.



The subcommittee met regularly throughout the year, and, among other things, reviewed data that PJI had collected on bond review hearings in five Maryland district courts. At the end of the year, PJI’s Senior Project Associate John Clark submitted a [research paper](#) to the committee, which was used to draft six recommendations to the Governor’s Task Force. In December, the Task Force agreed to move forward with five of the recommendations.

“The longer someone stays in jail, particularly a low-risk person, the higher their likelihood of committing crimes when they’re released.”
~ PJI COO Cherise Fanno Burdeen speaking about Maryland’s pretrial study - The Baltimore Sun, November 15, 2013

Wisconsin

Early in the year, PJI hosted a “Pretrial 101” webinar for Wisconsin stakeholders which drew on the CO and DC pretrial models as a way to satisfy the public demand for “accountable justice” and address rising costs.

In the middle of the year, PJI collaborated with IACP and statewide reformers to fight an aggressive campaign by the bail bonds industry to reintroduce bail bondsmen in Wisconsin. Ultimately, the Governor vetoed this bill, keeping Wisconsin in that small minority of states without private bail bonds.

PJI and our partners continue to work on the ground to make sure that Wisconsin continues to be a target state not just for backlash and regressive legislation but for true progressive pretrial reform. During the summer, PJI COO Cherise Fanno Burdeen coordinated a panel on “Re-Designing the Front End of the System” at a symposium on treatment alternatives and diversion in Wisconsin.



Other State-Based Work

Additional examples of our state-based interventions and partnerships include:

- Collaborating closely with advocates in New Jersey who are poised to move toward constitutional and statutory changes in pretrial justice
- Meeting and working with justice stakeholders in Massachusetts to prime them for pretrial advocacy
- Supporting Delaware’s recent pretrial reform efforts led by the Vera Institute under the Justice Reform Initiative
- Promoting state Supreme Court initiatives to reform pretrial justice in Arizona

Peer-to-Peer Assistance and Model Sites

One way to increase the reach of the pretrial justice movement is to prepare and empower more jurisdictions and organizations to show their expertise and share their experience with colleagues that are seeking to implement or improve their pretrial practices and policies.

As PJI transitions away from being a direct technical assistance provider for pretrial, we are committed to promoting peer-to-peer communications, training and assistance and developing model pretrial site initiatives similar to the model juvenile justice sites currently being used by JDAI.

These strategies will supplement the more traditional site-specific technical assistance that our partners will be taking on in the next few years.

Raising the Bar for Technical Expertise

Since legislation does not exist in a vacuum, comprehensive reform is not going to take place without process development and operational “buy-in” from the people who interpret the law on a daily basis. As more states and jurisdictions seek to improve their pretrial practices and processes, the demand for good, site-specific technical assistance is rising, and we anticipate and hope that this trend will continue.

In 2013, PJI provided direct technical assistance in a few jurisdictions, and devoted even more time and resources to cultivating the technical assistance skills and infrastructure in partner organizations like the Crime and Justice Institute (CJI) and the National Association for Pretrial Services Agencies (NAPSA).

Collaborating with CJI

In California, “realignment” of prison populations is causing crowding in jails and pushing more jurisdictions to create or improve pretrial services processes that will expedite the release of pretrial defendants.



CJI rose to the challenge in California, and PJI has been working with them closely in this ambitious piloting of their pretrial technical assistance services, including helping to create Pretrial Justice System Assessment tools that ideally can be used in other jurisdictions as CJI moves forward. PJI staff members also served as faculty at CJI’s state-wide California Pretrial Executives Orientation, which was convened to help pretrial staff to respond to the challenge of “realignment.”

“At the Crime and Justice Institute (CJI) at CRJ, we value our partnership with PJI as a way to advance effective, efficient pretrial justice policy-- using resources wisely, and protecting the public and the rights of those accused--as well as assisting jurisdictions as they develop and sustain research-based, risk-driven practices.”

~ Elyse Clawson, Executive Director, CJI

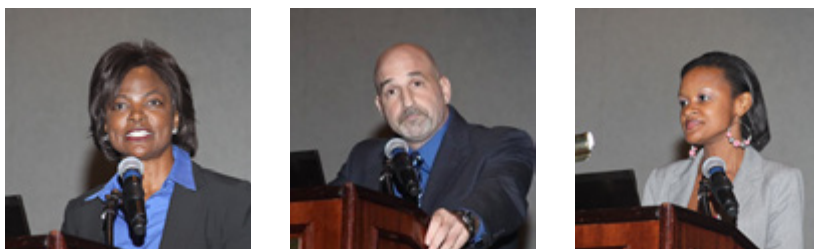
Like the other stakeholders that we've highlighted so far, pretrial services professionals—administrators and front line staff of pretrial services programs—are integral to successful pretrial reform. These practitioners are the people who administer defendant assessments, conduct interviews, make release or detention recommendations to the court and carry out supervision and monitoring of pretrial defendants.

NAPSA, their membership organization, provides educational, certification, conference and networking opportunities for individual practitioners, and in 2013, began to boost its capacity to evaluate and accredit pretrial services agencies and their programs. PJI is very committed to developing the infrastructure and increasing and diversifying the membership of this pivotal, long-term partner.

Expanding NAPSA's Reach

Throughout 2013, PJI committed significant staff resources and time to its partnership with NAPSA. PJI's COO Cherise Fanno Burdeen became the President of NAPSA's Board in January 2013, and she and the other board members worked diligently to complete and implement a rigorous strategic plan, which includes a greater role for NAPSA in the movement's legislative and state reform work. In addition, PJI Senior Project Associate John Clark helped elevate NAPSA's program and practitioner accreditation and evaluation through his leadership on the Education and Accreditation Committees and his coordination of the annual conference panels and workshops.

NAPSA's successful annual conference in September featured dozens of innovative workshops, including five sessions by the National Institute of Justice, and plenary presentations from diverse speakers, including public defenders from the HBO "Gideon's Army" documentary, researchers for the Laura and John Arnold Foundation and a defendants' advocate who shared compelling stories about her own experiences as a repeat arrestee in the criminal justice system.



Scenes from the 2013 NAPSA Conference: Val Demings, Chief, Orlando Police Department (retired); and "Gideon's Army" public defenders Jon Rapping and Brandy Alexander.

New Paths for NAPSA

In 2013, PJI helped NAPSA to obtain two grants from the Public Welfare Foundation.

One of the grants will situate NAPSA as an authority on the ways that the new Affordable Care Act can improve the whole criminal justice system by providing mental health and substance use services to pretrial defendants.

The other grant will provide crucial general operating support funding for NAPSA's infrastructure, staff expansion and strategic plans.

In 2014, this funding will allow NAPSA to hire an Executive Director, who can work closely with the Board and membership to leverage the special expertise of pretrial professionals to test and put in place the best practices and achieve the goals of the larger pretrial justice movement.

PJI's 2013 Board

Chair: The Honorable James G. Carr is the chief judge of the United States District Court for the Northern District of Ohio, having been appointed as a district judge by President Clinton in 1994.

Vice-Chair: Cliff Keenan, who is currently the director of the Pretrial Services Agency for DC, has been a police officer and prosecutor.

Dr. James F. Austin, the president of the JFA Institute, has over twenty-five years of experience in correctional planning and research.

The Honorable Bruce Beaudin (retired) was a DC superior court judge from 1984 to 1994. He was also the director of the Pretrial Services Agency for DC for 16 years.

Cynthia Jones, J.D. is an associate law professor at American University Washington College of Law who teaches courses in Evidence, Criminal Law, Criminal Procedure, and a seminar on "Race, Crime and Politics."

Doug Katz is a partner with Wasserman/Katz, a management consulting firm founded in DC, with offices currently in San Diego and Houston.

Dr. Cynthia Lum is a professor at George Mason University. Her research is primarily in the area of policing.

Bruce Orenstein, a Managing Director of Carter Goble Lee, has over 30 years of corrections experience, providing a variety of consulting services to government clients.

The Honorable Truman A. Morrison III has been a Senior Judge with the DC Superior Court since 1999.



In December 2013, The Honorable James Carr retired from the board after more than 20 years of service. Thank you so much for all of your contributions to PJI and pretrial justice, Judge Carr!



PJI's 2013 Staff



Tim Murray

As Executive Director, Tim is our primary spokesperson and the leader who defines our vision and role in pretrial reform.



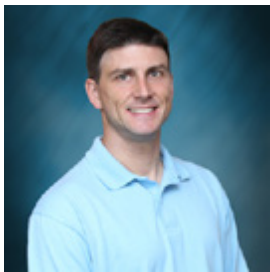
Cherise Fanno Burdeen

As Chief Operating Officer, Cherise manages staff, work plans, infrastructure, budgets, project partners and new initiatives.



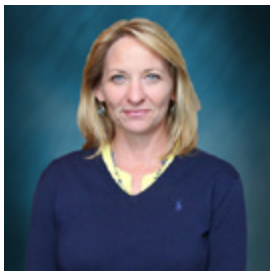
John Clark

As Senior Project Associate, John works directly with jurisdictions to support and implement pre-trial best practices.



Michael Jones

As Senior Project Associate, Michael focuses on research and drafting and implementing pretrial improvements throughout Colorado and in other jurisdictions.



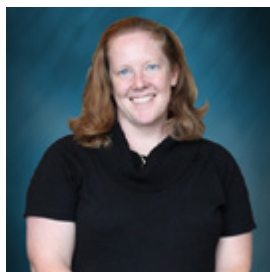
Stephanie Vetter

As Senior Project Associate, Stephanie manages all of PJI's juvenile justice initiatives and develops synergies between PJI's adult and juvenile justice work.



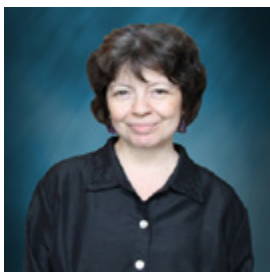
Bryan Taylor

As Communications Associate, Bryan develops and designs social media and e-communications strategies and manages the PJI website and JDAI Helpdesk.



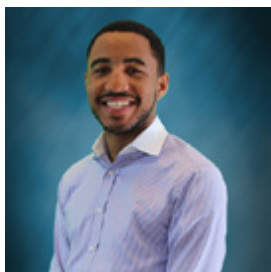
Amy DeVries

As Chief Financial Officer, Amy is responsible for developing and maintaining organizational and project budgets.



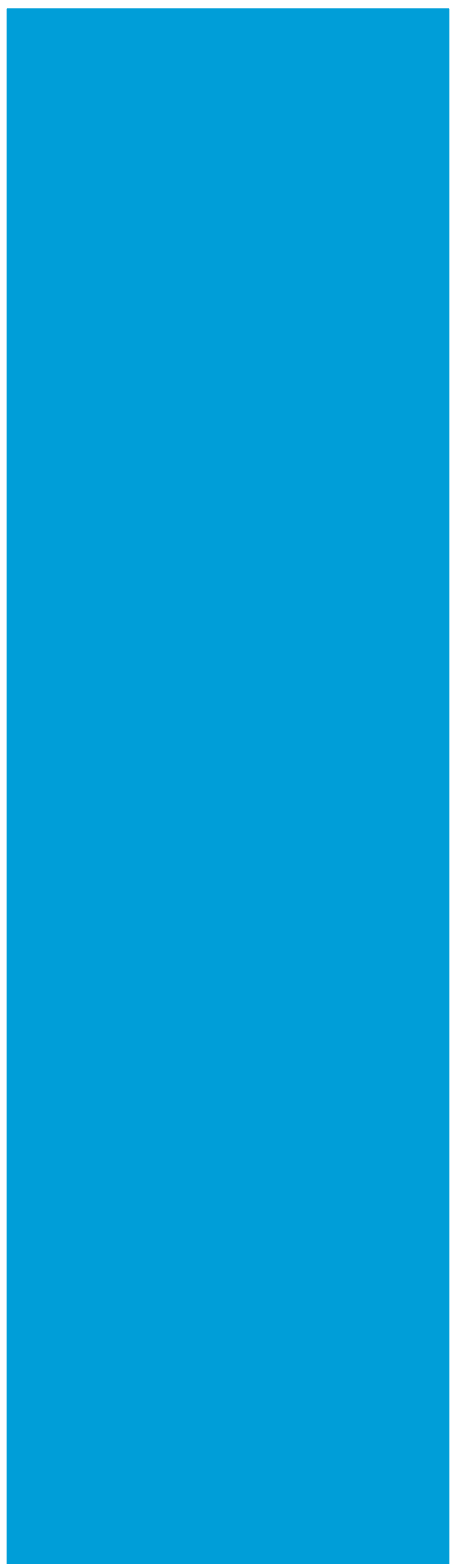
Pamela Davis

As Program Coordinator, Pamela contributes to writing, development and outreach projects and coordinates meetings and events.



Deon Jones

As Communications Fellow, Deon supports and enhances all of PJI's communications strategies.



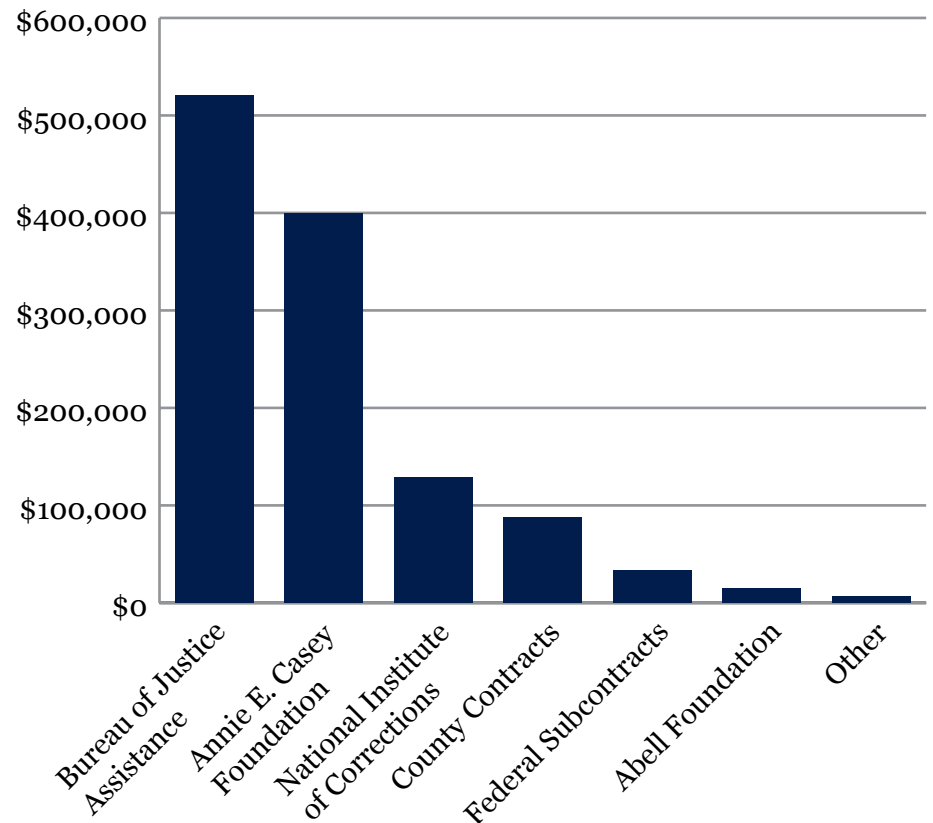
Financial Report

Fiscal Year 2013 Donors

Dr. James F. Austin
James Carr
Thomas Foster
Cynthia Jones
Doug Katz

Clifford Keenan
Cynthia Lum
Claire Murray
Truman Morrison III
Anonymous

Revenue¹

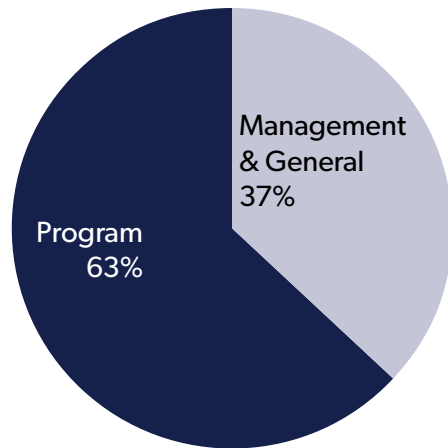


1. Current two-year grant from the Public Welfare Foundation is not reflected in the graph above because it was made in 2012.

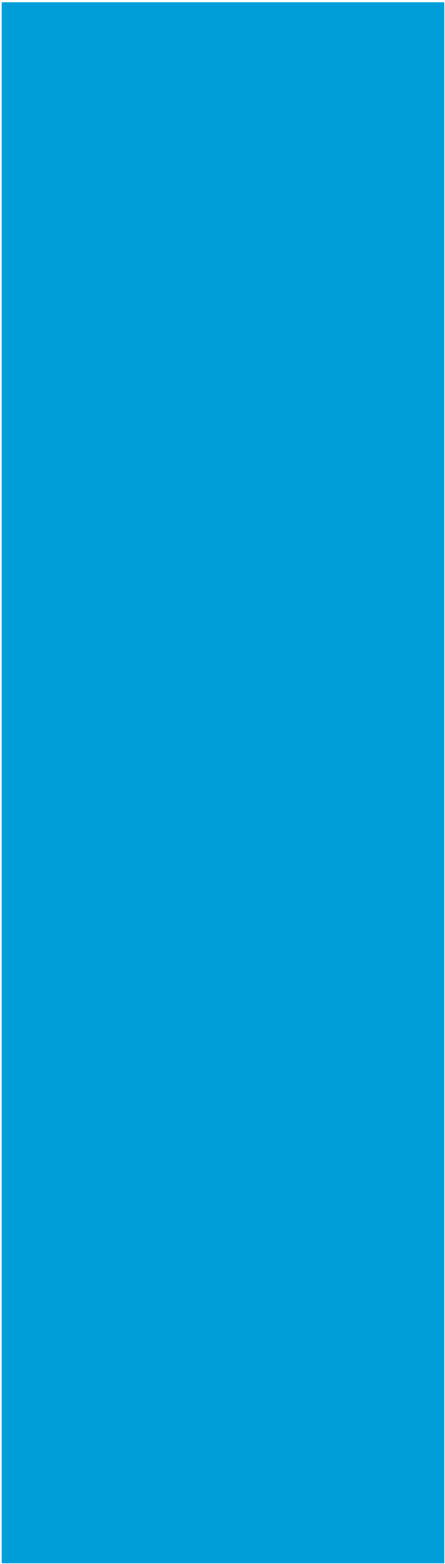
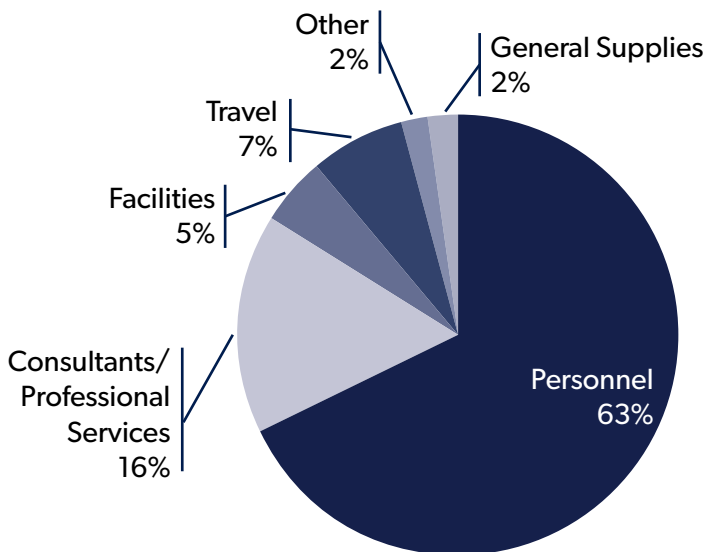
Expenses

PJI strives to keep its administrative expenses low. This year, as in prior years, general operating support from the Public Welfare Foundation underwrote a significant portion of our management and general expenses.

2013 Program & Management Expenses



2013 Functional Expenses



Moving Forward in 2014

Dear Friends and Colleagues,

I'm so thrilled that the PJI Board has demonstrated their confidence in me by appointing me to the position of Executive Director. Words cannot express the honor I feel in carrying forward the work of my mentor, colleague and friend Tim Murray. He has shaped PJI into such an exciting organization and infected me with his passion for pretrial justice, and a sense of responsibility for using my skills to contribute in a positive manner. I'm so glad that he will be working alongside us as we go forward.

In 2014, we'll be continuing our successful strategies, while focusing on the following areas:

- Developing a new training model to support advocacy efforts;
- Developing new media strategies;
- Developing measurements to gauge our progress toward pretrial justice;
- Highlighting ways to reduce racial disparities in the pretrial justice system;
- Engaging successful juvenile justice sites to adopt adult pretrial best practices; and
- Coordinating demonstration site projects.

We look forward to working with you!

Cherise Fanno Burdeen

A Final Plea for Pretrial Justice

The longer we wait to repair the broken system of pretrial justice, the farther we all move from the safe, fair and effective practices that we need and deserve.

- Donovan Drayton (top) spent nearly five years in pretrial detention even though he was a likely candidate for pretrial release.
- Victor Rivera (center) followed the path of so many pretrial detainees and took a plea deal for a charge he would have preferred to challenge in court.
- Martha Casillas (bottom) was killed by her estranged husband after he was released on \$2000 bond for an earlier violent charge.

The human cost to defendants who are unnecessarily held prior to their trial -- or to victims of dangerous defendants who were released without a risk assessment -- extends to their families and communities and to everyone who believes in justice and public safety.

