



## Justice and Governance Partnership

**The Vision:** The Aspen Institute [Criminal Justice Reform Initiative](#)'s Justice and Governance Partnership (JGP) will support jurisdictions to improve analytical capacity and support policy improvements focused on ending overdependence on the criminal legal system, and will stimulate reinvestment in the local people, institutions and networks most knowledgeable about neighborhood safety and justice. JGP does this by convening collaborations among government and community stakeholders and creation of a **Local Justice Intermediary**, enhancing analytic capacity of partnerships through **Justice Audits**, and supporting communities and jurisdictions to improve local justice-related policy through **Justice Reinvestment Plans**.

The Justice and Governance Partnership, over time, will comprise of up to 10 jurisdictions and will generate a steady increase of data-driven, community-informed policies and practices that will improve the lives of community members and reduce public costs, producing lessons that ultimately the whole country can learn and benefit from. Working with local justice funding collaboratives, each JGP site could receive, depending on funding availability, up to 5 years of support from CJRI, including up to **\$2.85M in funding**, with **additional technical assistance from national partners** and participation in a peer learning group, the **Aspen Justice Network**.

**The Impact:** The real-world impact envisioned by JGP is a transformation in the local justice ecosystem as seen ultimately in improvements in the lives of residents. To accomplish this, improvement must be also seen in justice-related systems and in involvement of the community in this new vision of justice. The four areas of impact that JGP expects to see are:

1. **Better Lives for Individuals Through a Reduction in 'Crisis Management Governance'**
  - a. Fewer people subject to stops, summons, arrests, probation and jail time
  - b. Less emergency room use, and fewer family crises such as evictions, child welfare placements, behavioral health issues
  - c. Fewer students referred for school discipline, suspensions, expulsions
  - d. Reduction in public (and private) costs associated with all of the above
2. **A High Impact, Collaborative Local Justice Ecosystem**
  - a. Diverse community and government partners committed to justice transformation
  - b. Braided social purpose funding and coordination across government and jurisdictional departments
  - c. Shared understanding of the justice ecosystem via expansive use of data and collaboration
3. **Justice Policy Self-Determination with Increased Community Involvement and Focus on Equity**
  - a. Inclusive, community-informed local justice policies and practices
  - b. Agencies that increasingly seek community and resident perception data
  - c. Agility among cross-agency and multi-sectoral stakeholders to coordinate services and pool budgets around neighborhood priorities
  - d. Broad-based public belief in and trust in justice system legitimacy, especially among residents of neighborhoods most impacted by justice system operations
4. **Expanded Community-Led Violence Prevention and Socio-Economic Mobility**
  - a. More civic participation and associations dedicated to violence mitigation, educational advancement, vocational and career development, health education, and social wellbeing
  - b. Integrated cross-agency public services for multi-sector involved families
  - c. Criminal justice system diversion, custodial programming, and reentry partnerships
  - d. Community has equitable access to more resources, across many sectors such as education, workforce, health and more.

**The Approach:** The Justice and Governance Partnership will support participating sites through three interconnected components:

- Funding of a local justice intermediary, with new staffing focused on collaboration, data analysis, and public education

- Technical assistance from nationally recognized experts, and production of Justice Audits and Reinvestment Plans
- Participation in a national learning community through the Aspen Justice Network

These components work across a multi-stage, up to 5 year, process:

**1. Pre-JGP Stakeholder Engagement | up to 6 months**

CJRI will explore the interest and wherewithal of key stakeholders to engage in a planning process. Key stakeholders usually include representation from executive or legislative branches of government; leadership of criminal justice agencies; community-oriented organizations, institutions of higher education, and local philanthropy.

**2. Planning Period | 6-12 months | up to \$250K in planning funds**

If a Planning Grant proposal is accepted, CJRI will provide \$150-\$250K in funding, and planning-focused technical assistance to create an initial implementation proposal and select a local justice intermediary to implement JGP. Grantees will be responsible for substantially expanding recruitment of key stakeholders from the wider justice ecosystem as defined by constituencies engaged in and impacted by crisis management governance. Target stakeholders will include representatives from among executive branch officials; criminal justice system agencies; health and human services agencies; quasi-public, non-governmental organizations; and activists and interest group associations. CJRI and TA partners will work with grantee jurisdictions to identify a local justice intermediary institutional home and candidate staff. Applicants will also work with JGP to assess the institutional, cultural and political landscape germane to criminal justice reform, community advocacy and movement activism, as well as data sharing experience.

**3. Initial Implementation | 18-24 months | up to \$1.3M in funding**

If an Initial Implementation grant proposal is accepted, JGP national technical assistance providers will work closely with stakeholders to lead development and production at all stages of the inaugural Justice Audit, as well as formulate an associated Justice Reinvestment Plan. Each stakeholder will be responsible for appointing an agency or organizational point person and leadership who will participate in design of the Audit, an iterative data development process, and facilitated convenings and reviews of the completed Audit in aid of formulating and implementing a Justice Reinvestment Plan.

The local justice intermediary will hire key staff, including executive director, senior policy specialist, and lead data scientist. The local justice intermediary staff will be supported by CJRI and TA partners to learn the Justice Audit and Justice Reinvestment planning processes. Alongside the production of an initial Justice Audit, the intermediary will also be building its policy change capacity, as well as planning for financial sustainability of its work after Stage 4.

**4. Sustained Implementation | 18-24 months | up to \$1.3M in funding**

If a Sustained Implementation grant proposal is accepted, the local justice intermediary will lead production of a second Justice Audit and formulate and implement a second Justice Reinvestment Plan. JGP national technical assistance providers will support but take a back seat to the local justice intermediary operations. Most importantly, the local justice intermediary will, through its collaborative partners and as needed to local legislative bodies, advocate for changes to institutional and government discretionary administrative policies and practices that support justice reform and justice reinvestment.

**About CJRI and JGP** The Aspen Institute’s [Criminal Justice Reform Initiative](#) believes that when justice is truly realized, both safety and opportunity are defined and created *by communities themselves*, so that they may become free of the heavy weight of the criminal legal system. CJRI’s work is to support and amplify community-level policies and practices that can transform how we think of justice in the United States. The Justice and Governance Partnership was developed by CJRI Director [Dr. Douglas E. Wood](#), and Eric Cadora of [Justice Mapping](#). **Dr. Wood** was previously with the Ford Foundation’s Youth Opportunity and Learning team where he funded criminal justice reform at the national, state and local levels. He also served nearly two years as Acting Lead of the foundation’s global Higher Education for Social Justice initiative, managing grants in the U.S., Colombia, Peru, Chile, Southern Africa, Egypt and China. **Eric Cadora** has worked for criminal justice reform for 30 years. He has served as a justice reform strategist and information technology consultant to government, research institutes, and social purpose advocacy groups in pursuit of data-driven solutions to criminal and social justice challenges. Over that time, Cadora has authored the Million Dollar Blocks and Justice Reinvestment Initiatives, and launched the Justice Atlas and Justice Audit data sites.

CJRI and JGP have received initial support from many key institutional funders of justice reform, including Ascendium Education Group, Arnold Ventures, The Bank of America Charitable Foundation, the Chan Zuckerberg Initiative, the Ford Foundation and Google.