How to Make Justice Count: 
Introducing Consensus-Driven 
Metrics for Criminal 
Justice Data 

May 4, 2022
Justice Counts is led by the Bureau of Justice Assistance and The Council of State Governments Justice Center.

The U.S. Department of Justice’s Office of Justice Programs, Bureau of Justice Assistance (BJA) created the Justice Counts concept in 2019, envisioning the largest, most comprehensive effort to improve the availability and utility of criminal justice data for policymakers to date.*

In response to this need, The Council of State Governments (CSG) Justice Center assembled an unprecedented coalition of partners representing state and local leaders, national research and technical assistance organizations, technology providers, and more.

*BJA solicitation issued as "Data-Led Governing" in 2019. Project was rebranded as "Justice Counts" in 2020.
A large coalition is backing Justice Counts.
Justice Counts is charged with defining consensus-driven criminal justice metrics for policymakers.

Today’s public release is a pivotal point in bringing the future of criminal justice data to the field.
We brought together more than 100 criminal justice leaders to generate consensus-driven metrics for Justice Counts.

- Elected leadership and staff from 21 Justice Counts partners
- 27 state and local leaders from the Justice Counts National Steering Committee
- 70+ practitioners and experts in seven issue-specific subcommittees
- Justice Counts staff from BJA and the CSG Justice Center
Consensus resulted in a tiered set of metrics organized by their utility and feasibility.

Tier 1 Metrics
- Fewer in number
- Useful for policymakers
- Highly feasible for agencies

1,200 metrics initially generated by the NSC, partners and subcommittees

Focused to 65 metrics deemed essential for policymakers

Tier 2 Metrics
- More numerous and nuanced
- Highly useful for policymakers
- Feasible for more data-advanced agencies

Released TODAY!
Tier 1 metrics span seven sectors within the criminal justice system.

Law Enforcement  Prosecution  Defense  Courts & Pretrial Operations  Jails  Prisons  Community Supervision

Three new subcommittees are being formed to explore the data landscape and potential metrics in key cross-cutting areas:

Victim Services  Behavioral Health  Reentry
The metrics are organized around six categories representing key questions facing policymakers.

<table>
<thead>
<tr>
<th>Category</th>
<th>Question</th>
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</thead>
<tbody>
<tr>
<td>Capacity &amp; Costs</td>
<td>How large or expansive is our system?</td>
</tr>
<tr>
<td></td>
<td>How much are we spending?</td>
</tr>
<tr>
<td>Population Movements</td>
<td>How many people are encountering, entering, or leaving the system at various points?</td>
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<tr>
<td>Operations &amp; Dynamics</td>
<td>How are key actions or decisions affecting people at various stages of the system?</td>
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<tr>
<td>Public Safety</td>
<td>How is each area of the system affecting or contributing to public safety?</td>
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<tr>
<td>Equity</td>
<td>How is our system treating people similarly or differently by race, ethnicity, or gender?</td>
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<tr>
<td>Fairness</td>
<td>How is our system held accountable for treating people fairly?</td>
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</tbody>
</table>
Applying this framework, Justice Counts identified approximately 10 Tier 1 metrics for each sector of the criminal justice system.

These metrics leverage around 40 individual data points commonly collected by agencies in each sector of the system.
<table>
<thead>
<tr>
<th>Capacity &amp; Costs</th>
<th>Population Movements</th>
<th>Operations &amp; Dynamics</th>
<th>Public Safety</th>
<th>Equity</th>
<th>Fairness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Law Enforcement</td>
<td>Annual budget</td>
<td>Reported crime</td>
<td>Calls for service, by type</td>
<td>Arrests by race or ethnicity</td>
<td>Civilian complaints sustained</td>
</tr>
<tr>
<td></td>
<td>Police officers per capita</td>
<td>Arrests</td>
<td></td>
<td>Arrests by gender</td>
<td></td>
</tr>
<tr>
<td>Prosecution</td>
<td>Annual budget</td>
<td>Cases referred</td>
<td>Cases declined</td>
<td>Cases declined, diverted/deferred, and prosecuted by race or ethnicity ...by gender</td>
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<tr>
<td></td>
<td>Total staff</td>
<td>Caseloads</td>
<td>Cases diverted/deferred</td>
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<td></td>
<td></td>
<td>Cases disposed</td>
<td>Cases prosecuted</td>
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<tr>
<td>Defense</td>
<td>Annual budget</td>
<td>Cases appointed</td>
<td>Pretrial releases</td>
<td>New offenses while on pretrial release</td>
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<td></td>
<td>Total staff</td>
<td>counsel</td>
<td>Sentences imposed</td>
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<tr>
<td></td>
<td></td>
<td>Caseloads</td>
<td></td>
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</tr>
<tr>
<td>Courts &amp; Pretrial</td>
<td>Annual budget</td>
<td>Criminal case filings</td>
<td>Admissions</td>
<td>Average daily population by race or ethnicity</td>
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<tr>
<td></td>
<td>Total staff</td>
<td>Cases disposed</td>
<td>Average daily population</td>
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<td>Releasing rate</td>
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<td>Jails</td>
<td>Annual budget</td>
<td>Admissions</td>
<td>Readmission rate</td>
<td>Staff use-of-force incidents</td>
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<tr>
<td></td>
<td>Total staff</td>
<td>Average daily</td>
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<td></td>
<td></td>
<td>population</td>
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<td>Releases</td>
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<tr>
<td>Prisons</td>
<td>Annual budget</td>
<td>Admissions</td>
<td>Readmission rate</td>
<td>Staff use-of-force incidents</td>
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<td></td>
<td>Total staff</td>
<td>Average daily</td>
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<td>population</td>
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<td></td>
<td></td>
<td>Releases</td>
<td></td>
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<tr>
<td>Supervision</td>
<td>Annual budget</td>
<td>New supervision cases</td>
<td>Supervision violations</td>
<td>Reconviction while on supervision</td>
<td></td>
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<tr>
<td></td>
<td>Total staff</td>
<td>Individuals under supervision</td>
<td></td>
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<td></td>
<td></td>
<td>Supervision terminations</td>
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</table>
The Tier 1 metrics are now live on the Justice Counts website!

More technical tools are forthcoming over the next few months.

The **At-a-Glance Overview** provides a simple phrase to describe each metric.

The **Introductory Overview** provides details on data elements and more.

The **Technical Guide** will provide detailed definitions and formulas for calculating the metrics—help shape the guide during one of the upcoming Work Sessions!
Ways to Implement Justice Counts

**Independent State/Agency Adoptions**
Leverage resources available on the Justice Counts website to assess readiness to share data, build interest, and begin reporting Justice Counts metrics.

**Founding States Program**
Receive short-term, intensive technical assistance to gain early access to the digital infrastructure and implement Justice Counts metrics across the criminal justice system.

**Implementation Grant Program**
Apply for grants and tailored support for agency recruitment and implementation, plus assistance in using the digital infrastructure.
A suite of resources is available to any state or individual agency that wants to implement Justice Counts.

<table>
<thead>
<tr>
<th>On-Demand Resource for all Agencies/States</th>
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<tbody>
<tr>
<td><strong>Resources for all States/Agencies</strong></td>
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<tr>
<td>Justice Counts Self-Assessment</td>
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<tr>
<td>Metrics and technical specifications to produce them</td>
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<tr>
<td>Toolkit with templates and tools to mobilize states to sign on to Justice Counts</td>
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<tr>
<td>Legislative briefings</td>
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<tr>
<td>Presentations to associations and membership groups</td>
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<tr>
<td>State-specific presentations on criminal justice trends</td>
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<tr>
<td>Help desk for ad hoc questions</td>
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</table>
The interactive Justice Counts Self-Assessment will allow agencies to gauge their ability to adopt the metrics and chart their path forward.

Sample self-assessment for law enforcement agencies

<table>
<thead>
<tr>
<th></th>
<th>Reported monthly</th>
<th>Reported, but not monthly</th>
<th>Captured in agency's data system but not reported</th>
<th>Captured in a different agency's data system</th>
<th>Not captured in any data system</th>
<th>Don't know</th>
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</thead>
<tbody>
<tr>
<td>Total calls for service</td>
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<td></td>
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<tr>
<td>Emergency calls for service</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Non-emergency calls for service</td>
<td></td>
<td></td>
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</tbody>
</table>
Results will help agencies see where they can focus on improving their data capacity.

Example assessment results

Based on your responses, your agency is currently fully ready to share 2 of 6 Justice Counts metrics, partially ready to share 2 of 6 metrics, and not yet ready to share 2 of 6 metrics.

Your total readiness score is 3/6

Your agency has a wealth of data that can help policy makers make smart decisions that are responsive to the trends within your agency and that best support your work. We invite you to participate in Justice Counts!
There are two avenues with additional support to help states become a part of Justice Counts.

**Resource for all Agencies/States**

- Justice Counts
- Self-Assessment
- Metrics and technical specifications to produce them
- Toolkit with templates and tools to mobilize states to sign on to

**Resources for all States/Agencies**

- Legislative briefings
- Presentations to associations and membership groups
- State-specific presentations
- Help desk for ad hoc questions

**Opportunities for 10 States**

**Founding States Program**

- Direct assistance recruiting agencies
- Hands-on implementation support in sharing Justice Counts metrics
- Early access to the Justice Counts digital infrastructure

**Opportunities for 15 States**

**Implementation Grant Program**

- Financial support and technical assistance
- Tailored support for agency recruitment and implementation
- Tailored support to use the digital infrastructure
Founding States and Grant Program members will help develop the digital infrastructure to make sharing Justice Counts metrics quick, consistent, timely, and accurate.

**THE DIGITAL INFRASTRUCTURE:**

- **PROVIDES REGULAR REMINDERS**
- **WORKS WITH STATE-LEVEL ENTITIES**
- **IMPROVES WITH AGENCY FEEDBACK**
They will also have access to data visualizations and other tools to make Justice Counts metrics accessible to other practitioners and policymakers.

EX: JAIL READMISSION DATA

<table>
<thead>
<tr>
<th>Month</th>
<th>Data</th>
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<tbody>
<tr>
<td>OCT</td>
<td>50</td>
</tr>
<tr>
<td>NOV</td>
<td>100</td>
</tr>
<tr>
<td>DEC</td>
<td>135</td>
</tr>
<tr>
<td>JAN</td>
<td>87</td>
</tr>
<tr>
<td>FEB</td>
<td>175</td>
</tr>
<tr>
<td>MAR</td>
<td>200</td>
</tr>
</tbody>
</table>

Stars Hollow County Jail Readmission Rate

Measures the number of individuals admitted who had at least one other prison admission within the prior year.

RECENT VALUE: MARCH 2022
198 READMISSIONS

RECENT CHANGE
+21%
Learn more about these BJA-funded tracks of assistance and become a Justice Counts state today.

Learn more about the Founding State Program opportunities and apply at justice-counts.org

Learn more about the Implementation Grant Program opportunities and apply at bja.gov/funding
This project was supported by Grant No. 2019-ZB-BX-K005 awarded by the Bureau of Justice Assistance. The Bureau of Justice Assistance is a component of the Department of Justice’s Office of Justice Programs, which also includes the Bureau of Justice Statistics, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, the Office for Victims of Crime, and the SMART Office. Points of view or opinions in this document are those of the author and do not necessarily represent the official position or policies of the U.S. Department of Justice.
Appendix A: Members of the Justice Counts National Steering Committee

Michael Boggs (chair), Presiding Justice, Supreme Court of Georgia

Romain Alexander, Senior Policy Advisor, Office of the Governor, Delaware

Jennifer Bailey, Administrative Judge, 11th Judicial Circuit, Florida

Jeff Brandes, State Senator, Florida

Kathy Buckley, Director, Pennsylvania Office of Victims’ Services, Pennsylvania Commission on Crime and Delinquency

Tani Cantil-Sakauye, Chief Justice, Supreme Court of California

Bernice Corley, Executive Director, Indiana Public Defender Council

Lee Eby, Captain, Clackamas County Sheriff’s Office, Oregon
Appendix A: Members of the Justice Counts National Steering Committee

Tony Fish, Program Manager, Muscogee (Creek) Nation Reentry Program, Oklahoma

Justin Forkner, Chief Administrative Officer, Indiana Supreme Court

Claire Hall, County Commissioner, Lincoln County, Oregon

Abigale Jasinsky, Deputy Director of Policy, Office of the Governor, Tennessee

Peter John Koutoujian, Sheriff, Middlesex County, Massachusetts

Valerie Mielke, Assistant Commissioner, Division of Mental Health and Addiction Services, New Jersey Department of Human Services

Karhiton Moore, Director of the Bureau of Justice Assistance (BJA)

Michael Nail, Commissioner, Georgia Department of Community Supervision
Appendix A: Members of the Justice Counts National Steering Committee

Sheila Polk, County Attorney, Yavapai County, Arizona

Christopher Poulos, Director of Person-Centered Services, Washington State Department of Corrections

Ruby Qazilbash, Associate Deputy Director, Bureau of Justice Assistance, U.S. Department of Justice

Carlos Rivero, Chief Data Officer, Commonwealth of Virginia

Dr. Beth Skinner, Director, Iowa Department of Corrections

Nicole Sullivan, Deputy Secretary, Analysis, Programming and Policy, North Carolina Department of Public Safety

Banci Tewolde, Associate Director, Virginia Public Safety, Department of Planning and Budget

Dr. Heather Tubman-Carbone, Senior Policy Advisor, Bureau of Justice Assistance, U.S. Department of Justice
Appendix A: Members of the Justice Counts National Steering Committee

Toni Walker, State Representative, Connecticut

Paul F. Williams, Chief of Police, City of Springfield, Missouri

Bennet Wright, Executive Director, Alabama Sentencing Commission
## Appendix C: Subcommittees

Each subcommittee is composed of professionals with relevant experience and expertise. This includes leaders of state and local agencies, experts from national organizations conducting research and policy analysis, advocates, academicians, and more.

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<tr>
<td>Abdul Pridgen</td>
<td>Sheila Polk</td>
<td>Bernice Corley</td>
<td>Pamela Harris</td>
<td>Lee Eby</td>
<td>Beth Skinner</td>
<td>Michael Nail</td>
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<td>Geoff Stobart</td>
<td>Jeff Getting</td>
<td>Joanna Landau</td>
<td>Jennifer Bailey</td>
<td>Claire Hall</td>
<td>Solomon Graves</td>
<td>Nicole Sullivan</td>
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<tr>
<td>Rebecca Graham</td>
<td>Bill Helwig</td>
<td>Martesha Johnson</td>
<td>Bennet Wright</td>
<td>John Ford</td>
<td>Erin Boyar</td>
<td>Edward Dolan</td>
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<td>Theron Bowman</td>
<td>Jacqueline Perez</td>
<td>Andrew Davies</td>
<td>Neil Gupta</td>
<td>Cornita Riley</td>
<td>David Edwards</td>
<td>Stephanie Landes</td>
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<tr>
<td>Kim Buchanan</td>
<td>Whitney Walker</td>
<td>Margaret Gressens</td>
<td>Tara Boh Blair</td>
<td>Jerry Clayton</td>
<td>James Edwards</td>
<td>Julie Micek</td>
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<tr>
<td>Robin Engel</td>
<td>Kristine Hamann</td>
<td>Priya Sarathy Jones</td>
<td>Hans Jessup</td>
<td>Kash Siddiqi</td>
<td>Felicity Pagano</td>
<td>Jordan Boulger</td>
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<tr>
<td>Anthony Finnell</td>
<td>Seleeke Flingai</td>
<td>Tigran Eldred</td>
<td>Sterling Penix</td>
<td>Jessica Stroop</td>
<td>Kelly Mitchell</td>
<td>Alisha James</td>
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<tr>
<td>Sean Malinowski</td>
<td>Nicole Fortier</td>
<td>Sean Ossei-Owusu</td>
<td>Lenore Lebron</td>
<td>Beth Huebner</td>
<td>John Baldwin</td>
<td>Matthew DeMichele</td>
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<tr>
<td>James Brunet</td>
<td>Miriam Krinsky</td>
<td>Miriam Krinsky</td>
<td>Meghan Guevara</td>
<td>Chip Coldren</td>
<td>Lisa Puglisi</td>
<td>Brian Lovins</td>
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<td></td>
<td>Mikaela Rabinowitz</td>
<td>Miriam Krinsky</td>
<td>Meghan Guevara</td>
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Partners:
- IACP
- NSA
- CNA
- RAND
- JMI

Partners:
- NLADA
- NASMHPD
- RAND
- JMI

Partners:
- NCSC
- NASMHPD
- RAND
- JMI

Partners:
- AJA
- NSA
- CNA
- NACo
- NRI

Partners:
- CLA
- CNA
- NRI
- UCCI

Partners:
- APPA
- NACo
- CLA
- CNA
- UCCI

*Bold indicates members of the National Steering Committee*