NYC | YOUNG MEN'S INITIATIVE | Department of Correction

# Adolescent Behavioral Learning Experience (ABLE)

## Quick Stats

| Agency | Program/Policy Start Date | Number Served Annually | Annual Budget |
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| Department of Correction | Public Announcement August 2, 2012 | Over 3,000 | $2,400,000 |

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| **Problem Statement** | Those who enter jail as adolescents have a high likelihood of re-entering the system in the years following their release. In fact, nearly 50% of adolescents who leave Rikers return within one year |
| **Research and Evidence** | Cognitive Behavioral Therapy (CBT) is an evidence based intervention that has been tested in multiple settings with differing populations for decades. Outcome studies on CBT-treated youth in juvenile facilities as well as various juvenile probation sites show that participants have lower recidivism than control groups. A meta-analysis on CBT conducted by Mark Lipsey in 2007, found a 20%-30% reduction in recidivism attributable to CBT interventions. |
| **Program Description** | The goal of the ABLE program is to decrease participants' likelihood of future criminal behavior and reincarceration. The project is being funded as part of the nation's first social impact bond and is using private financing that will be repaid by the government if the outcomes are met.<br><br>**Program**: Adolescent Behavioral Learning Experience ("ABLE")<br>• Provide evidence-based intervention in-jail and post release to 16-18 year olds in DOC custody at Rikers Island<br>• Improve social skills, problem solving, self-control and impulse management.<br>• The Osborne Association and Friends of Island Academy will deliver the intervention through trained facilitators working closely with DOE and DOC staff |
| **Implementation Timeline** | The project is currently being ramped up with full implementation expected to start in January 2013. |
| **Target Population** | According to DOC estimates, over 3,000 youth (aged 16-18) would be eligible for CBT per year. The CBT program will serve adolescents admitted into the city's jail system as detainees or sentenced inmates for more than four days. |
| **Expected Outcomes** | • The goal of the program is to reduce overall readmission to DOC by at least 10%<br>• The program is also expected to contribute to a reduction in the number and severity of in-facility incidents of acting-out and impulsiveness |

# Advocate, Intervene, Mentor

## Quick Stats

| Agency | Program/Policy Start Date | Number Served Annually | Annual Budget |
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| Department of Probation | Summer 2012 | 100 | $2,000,000 |

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| **Problem Statement** | Disconnected young people, defined as not in school and not working, who are also currently involved in harmful/risky behaviors, require interventions far more intensive than traditional youth programs to achieve significant results. These young people are often involved in high-risk street activity within their communities. As a result, youthful probation clients between the ages of 14 and 18 are likely to be deeply involved in the criminal/juvenile justice system. In addition to community safety concerns, they are among the most expensive population to serve from a taxpayer perspective, in policing, incarceration, hospitalization and social services. Enabling them to improve their life trajectories will have positive effects on their communities, families and peers, in addition to saving taxpayer dollars. |
| **Research and Evidence** | Criminal behavior and repeat arrests are not only harmful to communities but serve as obvious obstacles for high-risk youth in turning their lives around. Forty-five percent of all out-of-home-placements of juvenile delinquents are the result of violations of the conditions of probation. A study funded by the National Institute of Justice found that 63% of young people sent to Office of Children and Family Services facilities are rearrested within two years of their release, with 43% of those arrests involving felony charges.[i] Young people involved with the criminal justice system also face other barriers, such as educational deficits, that hinder their progress. For example, nearly 60% of adolescents age 16-18 in New York City jails read below a fifth grade level[ii] and two thirds of them will not return to school after their release.[iii]<br><br>Despite these alarming statistics, there are approaches that have proven effective in serving this group of young people. The Coalition for Juvenile Justice recently released a comprehensive review of the research surrounding Positive Youth Development (PYD) and its application in the Juvenile Justice System.[iv] As the report outlines, rigorous research has established strong evidence in support of the efficacy of youth development programs. Key elements include: frequent and consistent mentoring, strengthening relationships between youth and their families/educational institutions, and participation in structured extracurricular activities.<br><br>The same report found that some adolescents who are unresponsive to other interventions may be more tolerant of services to the family depending on the family situation. The youth's family can provide expanded opportunities for interactions with the youth that would not be possible were the approach simply a youth advocate-adolescent pairing. |
| **Program Description** | AIM (Advocate, Intervene, Mentor) is an Alternative to Placement program that seeks to enhance community safety by providing intensive mentoring and advocacy to increase the positive outcomes for adolescents on juvenile probation who are in jeopardy of being incarcerated due to a probation revocation. Utilizing an intervention strategy that pairs youth with paid advocates, the AIM Program seeks to provide participants with the structure |

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| | and guidance they need for success.<br><br>Advocates will educate and empower participating adolescents and their families to foster alternative behaviors more conducive to personal and social success. In addition to one-on-one mentoring, advocates will build and strengthen social bonds between the young probationer and the community in which he or she lives. Advocates will play the role of a connector, linking clients with community-based resources and facilitating healthier relationships with known institutions, such as school. This model works best when all involved are committed to family involvement and support. Supervision of the youth must always remain the primary responsibility of the family, not the advocate, so it is essential that the youth and the advocate come to see themselves as part of a team effort. |

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| **Implementation Timeline** | • Three contracts awarded in June 2012 to begin in July 2012<br>• Two contracts awarded in July 2012 to begin in September 2012<br>• Family Court began making referrals in July 2012 |

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| **Target Population** | Program participants are adolescents on juvenile probation, between the ages of 13-18. Program participants must be facing a violation of probation due to chronic absenteeism and/or unresponsiveness to interventions and engagement strategies, and/or facing a violation of probation due to a felony re-arrest or who are facing institutional placement as a result of a Family Court disposition. AIM targets neighborhoods with high percentages of juveniles on probation in all five boroughs. |

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| **Expected Outcomes** | • 75% of the participants will not be arrested for a felony while in the AIM program;<br>• 60% of program completers will remain felony arrest-free for a period of 12 months after program completion.<br>• 85% of program completers will have an identifiable positive social support system outside of the family unit when they complete the program–e.g. school/education, employment, pro-social use of leisure time;<br>• 85% of program completers will be reconnected to their family support system or develop a viable one. |

[i] Susan Mitchell-Herzfeld, Vajeera Dorabawila, Leigh Bates, and Rebecca Colman, "Juvenile Recidivism Study: Patterns and Predictors of Re-Offending Among Youth Reentering the Community From OCFS Facilities and Voluntary Agencies," PowerPoint presentation. At the New York State Division of Criminal Justice Services, April 27, 2010.
[ii] Vera Institute of Justice, Just 'Cause, Vol. 15, No. 3, fall (2008).
[iii] Public Private Ventures. (2000). *Getting Back to Work: Employment Programs for Ex-Offenders.* Philadelphia, PA: Buck, Maria.
[iv] The Coalition for Juvenile Justice (2010). *Positive Youth Justice: Framing Justice Interventions Using the Concepts of Positive Youth Development*. Washington D.C.: Butts, Jeffrey A., Gordon Bazemore, & Aundra Saa Meroe

# Arches – Transformative Mentoring

## Quick Stats

| Agency | Start Date | Number Served Annually | Annual Budget |
|---|---|---|---|
| Department of Probation | July 2012 | 840 | $4,700,000 |

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| **Problem Statement** | With 27,000 people on probation city-wide, almost one-third of whom (approximately 8,000) are between the ages of 16 and 24, probation is by far the City's largest alternative-to-incarceration. Of the young adult clients on probation, about 2,700 live in five neighborhoods: Brownsville, Harlem, Jamaica, East New York, and the South Bronx. Eighty-four percent are men, 50% are black and 30% are Latino. In order to improve public safety and reduce crime and incarceration, DOP is implementing evidence-based, cost-effective policies and practices and putting resources in the communities most heavily involved with criminal justice systems. To this end, DOP is developing Neighborhood Opportunity Networks (NeONs) in six neighborhoods where large numbers of people on probation live. Over the next few years, DOP staff will co-locate with neighborhood-based organizations in each NeON community and join or work to develop effective networks of community organizations, government agencies, local businesses and residents to expand client access to the kinds of quality opportunities, resources, and services that build on their strengths and reduce their involvement with the criminal justice system. |
| **Research and Evidence** | Many young adults on probation need intensive interventions to help them desist from criminal activity and strengthen their attachment to education, employment and community. Arches is designed to meet young people where they are in this process of pro-social engagement, focusing on changes in cognition and thinking that often precede the ability to achieve concrete successes in education and employment. Research consistently finds that pro-criminal attitudes are a major predictor of future criminal behavior (Andrews, 1995).[i] The good news is that attitudes are productive targets for intervention, with changes in values and beliefs resulting in marked changes in behavior (Krosmick, 1988).[ii] To date, the most promising interventions for justice-involved young adults involve the use of behavioral, cognitive, and social learning principles. (Andrews et al., 1990; Andrews & Bonta, 1994).[iii] Cognitive behavioral approaches are designed to help people become aware of and positively change those thought processes that lead to maladaptive behaviors and interfere with successful attainment of personal goals (Meichenbaum, 1977).[iv] Research finds that group cognitive-behavioral treatment approaches are effective at reducing future criminal behavior among young adult offenders.[v]<br><br>The Arches group mentoring program is based both on cognitive restructuring of the thoughts and attitudes that put one at risk of engaging in criminal behavior and on improving problem solving and social skills. It draws on principles of effective mentoring programs: a 1:4 mentor/young adult ratio for group mentoring interventions, groups that meet at least once a week, group meetings that are combined with case management, and group processes focused on the emotional development of young adults and the professional development of mentors. |
| **Program Description** | The core components of the Arches transformative mentoring intervention include (1) a group process where participants become an important support |

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| | system for each other; (2) an evidence-based curriculum centered on cognitive behavioral principles delivered by culturally appropriate mentors; (3) case management provided by DOP probation officers; (4) mentors who are available for support, advice, and guidance; and (5) incorporation of positive youth development values, principles and practices. The focus is on the achievement of developmental outcomes that prepare young people to succeed at education, work, and civic participation.<br><br>In each Arches mentoring group, a team of five paid mentors deliver a cognitive behavioral curriculum to a group of 20 young adults once or twice a week for six months. The evidence-based curriculum is "Interactive Journaling," which was developed by The Change Companies.[vi] Interactive Journaling (IJ) uses journaling to assess client's readiness to change and provides strategies that lead an individual successfully through the process of change, action, and maintenance of prosocial behavior. The curriculum is age-appropriate, suitable for use by young adult populations, and requires a third grade reading level. In addition to weekly group sessions, mentors are available to meet one-on-one with the young adults and are also available for support, advice and guidance. In conjunction with the mentoring, participating young adults work one-on-one with their probation officer, who is trained in the Arches transformative mentoring approach and provides complementary case management. DOP will also make provisions for ongoing training and technical assistance to mentors, participating nonprofit organizations, and DOP staff in order to ensure that the model is implemented well and consistently across the participating nonprofit organizations. |

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| **Implementation Timeline** | • Request for Applications was released in February, 2012<br>• 14 providers were selected to begin in July, 2012<br>• 5 providers were selected to begin in September, 2012 |

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| **Target Population** | The target population is young adults between the ages of 16 and 24 who are serving a sentence of probation and are referred to Arches by their probation officer. |

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| **Expected Outcomes** | • Behavioral changes such as increased well-being, decreased substance abuse and violent behaviors, and decreased self-harm<br>• attitudinal changes including better personal and family relationships, increased self-esteem, self-efficacy and social competence<br>• Improved skills for avoiding risky behaviors and engaging in positive behaviors.<br>• Reductions in recidivism |

[i] Golden, Lori, "Evaluation of the Efficacy of a Cognitive Behavioral Program for Offenders on Probation: *Thinking For A Change*," University of Texas Southwestern Medical Center at Dallas, 2002. Pro-criminal attitudes and antisocial beliefs have been characterized by distrust of authority figures (e.g., police, judges), perceptions of the world as hostile and unsafe, endorsement of aggressive solutions, and identification with criminal peers.

[ii] Id.

[iii] Id.

[iv] Id.

[v] Id.

[vi] Proctor, S., Hoffmann, N., & Allison, S. (Feb 2011). The effectiveness of interactive journaling in reducing recidivism among substance-dependent jail inmates. *International Journal of Offender Therapy and Comparative Criminology*, 1-16; Davidson, J., Crawford, R., & Kerwood, E. (2008). Constructing an EBP Post-Conviction Model of Supervision in United States Probation, District of Hawaii: A Caset Study. *Federal Probation*, 72(2); Parks, G. A., & Woodford, M. S. (2005). CHOICES about alcohol: A brief alcohol abuse Parks, G. A., & Woodford, M. S. (2005). CHOICES about alcohol: A brief alcohol abuse prevention and harm

reduction program for college students. In G. R. Walz & R. K. Yep (Eds.), *VISTAS: Compelling perspectives on counseling, 2005* (pp.171-174). Alexandria, VA: American Counseling Association.

# Community Education Pathways To Success (CEPS)

## Quick Stats

| Agency | Start Date | Number Served Annually | Annual Budget |
|---|---|---|---|
| Department of Probation | February, 2012 | 146 | $1,000,000 |

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| **Problem Statement** | GED programs generally serve participants reading at the eighth grade level or above and very little is available for young people with fourth to eighth grade reading skills. The Commission for Economic Opportunity identified basic literacy services as a crucial need for young adults and the working poor – CEO's primary target populations. In New York State, approximately 30% of young adults between the ages of 16 and 18 and 22% of young adults between the ages of 19 and 24 have "below basic" literacy skills.[i]<br><br>Court involved young adults face even more challenges when they return to their communities, frequently confronting the same issues that led them to an arrest. In the absence of intervention, these young people are likely to recidivate, particularly if they return to neighborhoods entrenched in poverty, crime, and record levels of unemployment. Many of these young adults have poor literacy skills and low educational attainment.<br><br>The Vera Institute of Justice reports that up to 60% of adolescents ages 16-18 in New York City jails read below a fifth grade reading level.[ii] A research study by Public Private Ventures has demonstrated that two-thirds of young adults returning from New York State prisons never return to school.[iii] Of the 27,000 people on probation citywide, approximately 8,000—or almost one third—are teens and young adults between the ages of 16 and 24. Of these 8,000, 84% are male; almost half are Black and nearly one-third Latino.[iv] Evidence indicates that post-release education has a significant impact on reducing recidivism. |
| **Research and Evidence** | Community Education Pathways for Success (CEPS) is a lifelong learning model that uses evidence-based practices to increase the literacy and math levels for young adults. It was created by the Youth Development Institute in 2005 to reconnect at-risk young adults to learning and get them on the path to education and productive employment.<br><br>According to the 2009 Final Evaluation Report of CEPS by Campbell-Kibler Associates, Inc., the program has been effective in helping youth move toward self sufficiency.[v] Even though students came into CEPS with 6th grade reading levels, during the 2008-09 school year, 30% of them were able to move on to GED programs and 7.5% went from entering a pre-GED program to getting a GED in one academic year. And, in a little more than four months time, students achieved literacy gains of 1.7 grade equivalents and math gains of 1.2 grade equivalents. While students were developing skills and credentials, they were also developing habits of responsibility. Over 60% of students who came into CEPS stayed with it. |
| **Program Description** | The Department of Probation (DOP) is partnering with a variety of other City agencies, community-based organizations and foundations on a number of innovative projects to be launched in conjunction with YMI and DOP's Neighborhood Opportunity Networks (NeONs). The NeONs will join or work to |

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| | develop effective networks of community organizations, government agencies, local businesses and residents in order to expand clients' access to the kinds of quality opportunities, resources, and services that build on their strengths and reduce their involvement with the criminal justice system. DOP is developing NeONs in communities where large numbers of people on probation live. One of the programs for young probationers being launched in the NeONs is CEPS.<br><br>The CEPS program uses a highly structured approach for youth services. It focuses on those youth who are ineligible for GED preparation due to low academic skills, and builds the capacity of organizations to serve them effectively. Additionally, CEPS develops partnerships with colleges so that young people with GEDs or those who were marginalized in high school—but completed through a special program—can enter and remain in college.<br><br>To implement the program, DOP will identify young adults who are on probation and in need of literacy instruction and help them assess and clarify what the CEPS program can do for them. These young adults will be from the NeON neighborhoods. DOP contracts with community-based organizations to deliver the program to DOP referred clients. Young adults will make an informed and active choice to enroll. CEPS programs use rolling admissions and have new cohorts every few months. |

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| **Implementation Timeline** | Existing CEPS and Young Adult Literacy providers began integrating probationers into classes starting in February, 2012. |

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| **Target Population** | The program targets 17.5 to 24 year olds on probation with reading skills between the fourth and eighth grade level, with a particular focus on those who read between the fourth and sixth grade level. CEPS targets the following NeONs: Brownsville, East New York, Harlem, Jamaica, and South Bronx. |

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| **Expected Outcomes** | • Improved attendance and persistence<br>• Literacy and numeracy gains<br>• Successful transition of participants into GED programs, employment, or employment training |

[i] "Highlights from the 2003 New York State Assessment of Adult Literacy 13." (2007) Washington D.C.: American Institutes for Research: http://www.air.org/publications/documents/SAAL_NY_web.pdf.
[ii] Vera Institute of Justice, *Just 'Cause, Vol. 15, No. 3, fall (2008).*
[iii] Public Private Ventures. *(2008). Disconnected Young People in New York. Philadelphia, PA: Wyckoff, Cooney, S.M., Djakovic, D.K., McClanahan, W.S.*
[iv] NYC Department of Probation.
[4] Campbell-Kibler Associates, Inc., *October (2009). Youth Development Institute: Community Education Pathways to Success (CEPS) Final Evaluation Report, Groton, MA, Campbell, Patricia B., Kibler, Tom R., & Weisman, Jennifer L.*

NYC | YOUNG MEN'S INITIATIVE | Administration for Children's Services

# Close to Home

## Quick Stats

| Agency | Program/Policy Start Date | Number Served Annually | Annual Budget |
|---|---|---|---|
| Administration for Children's Services<br><br>Department of Probation | October 2012 | Approximately 600 non-secure and limited secure | $58 Million (non-secure placement only) |

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| **Problem Statement** | Over 400 young people from New York City are currently held in juvenile placement facilities operated by the State. Because the vast majority of these facilities are located in Upstate areas, NYC youth are often cut off from their families and communities while in State custody. Their prospects for successful community reintegration are further damaged by the fact that the State schools are not accredited, so that work they have completed while in State custody may not be credited in NYC. Not surprisingly, despite very high costs to both the City and the State, outcomes are poor, with 75% or more being re-arrested within 3 years of release. |
| **Research and Evidence** | Keeping youth close to home will allow them to maintain or establish positive ties with their families and communities.<br><br>The NYC Department of Education will provide continuous schooling in order to minimize disruption in education and ensure that youth receive academic credit for their work in custodial settings.<br><br>Moreover, the City has an obligation to keep its residents safe, and it can better achieve this by running its own system in ways that focus on preventing adjudicated youth from re-offending. |
| **Program Description** | The ACS Division of Youth and Family Justice (DYFJ) is responsible for Children's Services' juvenile justice programming. DYFJ operates placement programs, detention facilities and prevention programs for alleged and adjudicated juvenile delinquents (JDs), alleged and adjudicated juvenile offenders (JOs) and Persons in Need of Supervision (PINS). The cases of JDs are heard in Family Court, whereas the cases of JOs are heard in Criminal and Supreme Courts.<br><br>Non-Secure Placement (NSP) and Limited-Secure Placement (LSP) will be part of a residential care continuum for adjudicated JDs in New York City overseen by the Administration for Children's Services.<br><br>The juvenile justice residential continuum will be operated utilizing the following principles:<br>• *Continuum of Care:* Residential placements will be part of a continuum of services for juvenile justice-involved youth that also includes community-based services, out-of-home services, and aftercare programming.<br>• *Models of Care Will Focus on Rehabilitative Outcomes:* Contractors will be able to articulate fundamental principles that will guide their residential work, and that are rooted in youth development and evidence-based or evidence-informed modalities. Discharge planning will begin as soon as a |

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| | youth is placed in the program. Lessons and skills taught in the residential setting will be easily transferable upon the youth's return to the community. Each youth's care and behavior change plan will be specific to the youth, and will take into account the youth's strengths and special needs.<br>• *Connection to Community and Family Engagement:* Placed youth from New York City will stay in facilities in or close to New York City, with the opportunity to take advantage of local programs and opportunities.<br>• Improved Educational Outcomes: Youth will attend and receive credits from New York City public schools or schools in which they can earn credits that readily transfer.<br>• *Culturally Responsive:* Protocols and training for facility staff will promote cultural competence and sensitivity, and staff members will model the attitudes and behaviors we expect from youth.<br>• Safer Communities: Residential care will be the latest expansion of a series of juvenile justice reform initiatives that have successfully reduced institutionalization while simultaneously reducing recidivism.<br>• *Outcome Measurement and Strengthened Oversight:* ACS will draw upon robust quality assurance systems already in place to oversee juvenile justice placements. |

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| **Implementation Timeline** | Effective September 1, 2012 |

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| **Target Population** | Adjudicated Juvenile Delinquents in New York City |

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| **Expected Outcomes** | • *Improved Public Safety*: Youth will be redirected from ineffective State placements towards local placements or other interventions proven to reduce crime and recidivism.<br>• *Significant Cost Savings for City and State*: Reducing overcapacity at State facilities will provide savings to the City and the State. Locally-operated programs are more cost-effective than State placements.<br>• *Positive Outcomes for Youth*: High-quality programming will better integrate youth into their families, schools and communities. |

NYC | YOUNG MEN'S INITIATIVE | Department of Correction

# Dialectical Behavioral Therapy

## Quick Stats

| Agency | Program/Policy Start Date | Number Served Annually | Annual Budget |
|---|---|---|---|
| Department of Correction | September 2011 | ~700 | N/A |

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| **Problem Statement** | Adolescents in DOC's custody are disproportionately charged with violent crimes (76%) and diagnosed with mental illness (42%). They have high rates of readmission, institutional violence and substance use and many are academically delayed. Most are released to the community despite the severity of their criminal charges; 49% are readmitted within a year. |
| **Research and Evidence** | Cognitive Behavioral Therapy (CBT) is an evidence based intervention that has been tested in a number of settings with a variety of hard-to-reach populations. CBT blends cognitive and behavioral theory, to address both external behaviors and internal thought processes and foster the development of pro-social skills to live violation-free in jail and crime-free in the community. Outcome studies on CBT-treated youth in juvenile facilities and various juvenile probation sites show that participants have lower recidivism than control groups. Integrating CBT into the activities of daily living increases the dosage otherwise provided in several group sessions weekly and affords everyday opportunities to apply CBT problem-solving strategies to real-life situations that inmates face in jail and after release. |
| **Program Description** | DOHMH mental health staff, supported by the private mental health provider and local graduate programs in forensic and behavioral health, conduct daily on-site cognitive behavioral group therapy sessions with the mental observation population at RNDC. This programming includes a structured curriculum, incentive system for program adherence and participation, inclusion of the DOC officers as members of the treatment team and individual mental health care. Program participants are evaluated regularly and have their treatment plans updated by clinicians as necessary. They are encouraged to model pro-social behavior at all times in the housing area, including zero-tolerance for violence. |
| **Implementation Timeline** | The program has been in operation since September 2011 and is in the process of being enhanced to include the same program components (including incentives, milestone achievements, etc.) as the adult units that have been operational for longer. This conversion is expected to occur in the fall of 2012. |
| **Target Population** | The program targets adolescent males who require mental observation housing based on a clinical assessment. Approximately 700 inmates per year are eligible. |
| **Expected Outcomes** | • The goal of the program is to improve mental health outcomes and assist participants with re-integration into the community<br>• The program is also expected to contribute to a reduction in the number and severity of in-facility incidents, particularly fights and related incidents, compared to youth in jail who does not participate in the program. |

# ECHOES

## Quick Stats

| Agency | Start Date | Number Served Annually | Annual Budget |
|---|---|---|---|
| Department of Probation | Spring 2012 | 70 | $300,000 (CBO Component) |

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| **Problem Statement** | For highly disengaged youth who are currently involved in harmful/risky behaviors, interventions far more intensive than traditional youth programs are needed to achieve significant results. These young people are often involved in high-risk activities within their communities and/or the juvenile justice system, tend to be distrustful of adults, and do not engage in traditional youth programming easily. In addition to community safety concerns, they are among the most expensive population to serve in policing, incarceration, hospitalization and social services. Enabling them to right their life trajectory will have collateral and positive effects on their communities, families and peers, in addition to saving taxpayer dollars.<br><br>In order to develop long-lasting employment competencies, disengaged youth need intensive coaching and program completion standards that reward effort and/or persistence. In addition, these young people need to develop better conflict management skills. |
| **Research and Evidence** | Being literate, holding a legitimate job, and maintaining stable and positive personal relationships have been identified as critical in making successful transitions to adulthood and law abidance.[i]<br><br>There are research-informed approaches that can serve a population of youth who were previously placement-bound but who could be rehabilitated in community through rigorous programming. The Coalition for Juvenile Justice recently released a comprehensive review of the research surrounding Positive Youth Development (PYD) and its application in the Juvenile Justice System.[ii] As the report outlines, rigorous research has established strong evidence in support of the efficacy of youth development programs.<br><br>The program design is informed by such evidence in the field of life coaching and work-readiness for disconnected and disaffected youth. In order to develop long-lasting competencies that will make them marketable, participants in such interventions need intensive coaching and program completion standards that reward persistence and emphasize the ability to manage conflict. Accordingly, DOP staff, in partnership with a community-based organization (CBO) will use evidence-based practices to build community and foster motivation for success, as well as to overcome resistance to program engagement and teach conflict management skills<br><br>The evidence-based methods utilized in ECHOES include Motivational Interviewing, the Stages of Change model, and Restorative Practices. |
| **Program Description** | ECHOES is an alternative-to-placement program that will serve youth on Family Court probation citywide, but will only be available to those youth who are considered to be placement bound, as identified by DOP's validated risk / |

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| | needs assessment tool and who require a high level of intervention. ECHOES represents the highest level of Juvenile Probation supervision and has three main goals: to create a transformational relationship with an adult in a life coaching model, to increase social and emotional competencies and to increase the employability of every participant.<br><br>Each participant will have a Probation Officer, who will use these practices to first develop a transformational relationship with each of the youth in his/her cohort. As the relationship with the youth becomes stronger, the Probation Officer will monitor and assess the stage of change in which the youth is in relative to the key life domains that affect successful community integration: education, employment and social/emotional competencies (a.k.a. healthy life choices). Probation officers will have face to face contact with participants four times per week through individual life coaching meetings, group work and community outreach.<br><br>Through YMI, the Robin Hood Foundation will fund the first year of the life skills, work development, and service learning program for ECHOES that will be delivered by a local CBO. The CBO will conduct this program that is closely tied to the life coaching approach and uses the same evidence-based practices. Department of Probation and CBO staff will jointly work on this aspect of the program by co-managing weekend and summer-time work teams.<br><br>There will be a continuum of services available through community-based partners to provide services from the very basic levels of job readiness, life skills training, and group service projects to the highest level of paid internship experience, with all phases providing the support necessary to ensure the youths' success. |

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| **Implementation Timeline** | Program launched in Harlem in the May of 2012.<br>A concept paper for the program will be released in fall 2012 followed by an RFP in the winter. |

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| **Target Population** | ECHOES will target 70 youth in Family Court who are 14 years of age and older and are at risk of placement. |

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| **Expected Outcomes** | **Juvenile Justice/Criminal Justice Outcomes:**<br>• No more than 30% of young people in the program will recidivate, measured by re-arrest for one year after enrollment in the ECHOES program, and no more than 20% of youth in the program will be arrested for a violent felony offense for one year after enrollment.<br>**Youth Development Outcomes**<br>• Improved conflict management<br>• Ability to set and meet discreet goals<br>• Increased ability to stay out of harm's way<br>• Attainment of marketable work skills. |

[i] Altschuler, D.M. and Brash, R. (2004), "Adolescent and Teenage Offenders: Confronting the Challenges and Opportunities of Reentry," *Youth Violence and Juvenile Justice* 2004 2: 72-87.

[ii] The Coalition for Juvenile Justice (2010). *Positive Youth Justice: Framing Justice Interventions Using the Concepts of Positive Youth Development*. Washington D.C.: Butts, Jeffrey A., Gordon Bazemore, & Aundra Saa Meroe

NYC | YOUNG MEN'S INITIATIVE

# Executive Order 151

## Quick Stats

| Agency | Program/Policy Start Date | Number Served Annually | Annual Budget |
|---|---|---|---|
| Department of Citywide Administrative Services | 8/4/11 | N/A | N/A |

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| **Problem Statement** | Over one in four adults in the U.S. have criminal records. Requesting information regarding criminal background history in the initial stages of the application process creates unnecessary barriers to employment for qualified candidates. |
| **Research and Evidence** | Currently, twenty-six major US cities have implemented 'ban the box' policies. Removing conviction history inquiries from the employment application to the final stages of the hiring process gives those with a criminal background a fair opportunity to compete in the job market and supports successful re-entry by removing unnecessary barriers to employment. In Minneapolis, the number of applicants hired with a potentially disqualifying record increased from 5.7% to 60% following a 'ban the box' policy. |
| **Program Description** | Executive Order 151 was launched on August 4, 2011. The goal of the Order is for the City of New York to safely remove barriers that impede otherwise qualified individuals from obtaining employment with Agencies of the City of New York, while still affirming the right of all City agencies to deny candidates employment for legally valid reasons. The order limits City agencies from asking questions regarding an applicant's prior criminal convictions on any preliminary employment application documents, or to ask about an applicant's prior criminal convictions before or during the first interview with the applicant (for those agencies and positions not granted a waiver). The Department of Citywide Administrative Services' Human Capital Division will undertake a two-year pilot program to perform periodic operational reviews of Agency practices to ensure compliance with this order. NYC will also seek to develop metrics in order to monitor the impact of the policy. NYC is also in the process of drafting language to extend the provisions of Executive Order 151 to human service contracts. |
| **Implementation Timeline** | Executive Order training for agency staff delivered– (Fall 2011)<br>Applications revised – (October 2011)<br>Establish tracking metrics – Winter 2012<br>Monitor impact - Ongoing |
| **Target Population** | Qualified individuals with a criminal history applying for employment with the City of New York. |
| **Expected Outcomes** | Expand pool of diverse, qualified applicants |

NYC | YOUNG MEN'S INITIATIVE | Department of Correction

# Individualized Correction Achievement Network (I-CAN)

## Quick Stats

| Agency | Program/Policy Start Date | Number Served Annually | Annual Budget |
|---|---|---|---|
| Department of Correction | October 2012 | 2,270 | $3,600,000 |

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| **Problem Statement** | Inmates between the ages of 16 and 24 in DOC custody are readmitted at a rate of 44% within a year of discharge. The existing program to provide re-entry services to inmates is restricted to sentenced inmates and is provided to those inmates who volunteer to be in the program, self-selecting those most likely to succeed without government intervention. |
| **Research and Evidence** | The risk-need-responsivity theory suggests that successful programming for criminal justice involved individuals requires 1) matching the level of service with the risk for reoffending, 2) assessing and targeting criminogenic needs, 3) tailoring the intervention to the individual, and 4) matching the intensity of the intervention (or dosage) with risk level and expected time in detention. |
| **Program Description** | The Individualized Correction Achievement Network (I-CAN) will use a comprehensive, standardized risk and needs assessment tool to target high risk of readmission, high need young adults over the age of 19 (both detained and sentenced) with lengths of stay of 20 days or more for services targeted to the individual's criminogenic needs. An additional screen for amenability for treatment will be administered by providers. Providers will work with this population to address the specific needs of the individual, as identified by DOC staff in an Individualized Correction Plan. Providers will be reimbursed for achieving the specific milestones identified by DOC for each individual inmate while the inmate is in jail or up to six months post discharge. |
| **Implementation Timeline** | I-CAN is scheduled to commence in October of 2012. |
| **Target Population** | I-CAN will serve 2,270 inmates annually, targeting high risk of readmission, high need inmates over the age of 19 (both detained and sentenced) with lengths of stay of 20 days or more. |
| **Expected Outcomes** | The goal of the program is to reduce overall readmissions to DOC by targeting those inmates at high risk of readmission with high needs and with more significant lengths of stay, to allow more time for effective in-jail interventions. |

NYC | YOUNG MEN'S INITIATIVE

# Increase Voting and Civic Participation Among Individuals with Criminal Records

## Quick Stats

| Agency | Program/Policy Start Date | Number Served Annually | Annual Budget |
|---|---|---|---|
| Office of the Mayor<br>Department of Probation<br>Department of Correction | Fall 2011 | TBD | N/A |

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| **Problem Statement** | In New York State, people in jail that are convicted of a misdemeanor or charged with a felony and awaiting trial or disposition have the right to vote. People on probation are eligible to vote. However, people in prison or on parole do not have the right to vote in New York State. Voting rights are restored upon completion of a maximum prison sentence or upon discharge from parole. According to the Brennan Center for Justice, 30 percent of people with felony convictions believe they have permanently lost their right to vote. Thirty percent of New Yorkers surveyed believed that arrests alone result in loss of voting rights. |
| **Research and Evidence** | Studies have shown that the benefits of voting are numerous. Individuals who vote generally help to make their communities safer and more vibrant by giving to charity, volunteering, attending school board meetings, serving on juries and participating more actively in their communities. Research has also shown that individuals who vote are less likely to be rearrested.[1] |
| **Program Description** | The Mayor's Office in partnership with the Department of Probation and Department of Correction will increase outreach and education efforts to their respective clients about voting rights. DOC and DOP will post information about voting on their websites 311 will answer questions about voting rights. Language about voting rights will be including in justice involved youth programming funded through YMI and CEO. |
| **Implementation Timeline** | Fall 2011<br>• 311 able to answer questions about voting rights<br>• DOC and DOP posted frequently asked questions about voting on their websites |
| **Target Population** | Voting age individuals with criminal records not currently registered to vote |
| **Expected Outcomes** | Increase in registered voters with criminal records |

[1] http://www.aclu.org/voting-rights/voter-disfranchisement

# Justice Community

## Quick Stats – Expanded Program

| Agency | Start Date | Number Served Annually | Annual Budget |
|---|---|---|---|
| Department of Probation | January 2012 | 242 | $1,000,000* |

*Does not includes $800,000 CEO innovation funds

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| **Problem Statement** | Court involved[i] young adults face a multitude of challenges returning to their communities, frequently confronting the same issues that led them to an arrest. In the absence of intervention, these young people are likely to recidivate, particularly if they return to neighborhoods entrenched in poverty, crime, and record levels of unemployment. Many of these young adults have poor literacy skills and require job-readiness training for employability. Evidence indicates that post-release education or employment has a significant impact on reducing recidivism.<br><br>Yet, in New York City and other jurisdictions across the country, too few programs focus adequately on the young adult age group who, without assistance, find barriers to education and legitimate work insurmountable, particularly in the current labor market. Employers who are otherwise hesitant to hire individuals previously involved in the criminal justice system, are more willing to consider it where there is evidence that someone is highly motivated and reliable, qualities best "demonstrated by high attendance [in youth development programs] and short stays in transitional work."[ii] |
| **Research and Evidence** | Justice Community evolved out of several Center for Economic Opportunity (CEO) programs that serve court involved youth. The NYC Justice Corps is a program that prepares young adults who have been involved in the criminal justice system to succeed in the labor market while giving back to their communities. The program is currently undergoing a random assignment evaluation with results expected in 2012. The model appears promising with participants having a 70% engagement rate for the entire six months of the program.[iii]<br><br>Another promising CEO program is Employment Works, which helps probationers secure employment. Since the launch of the program in August 2008, more than 1,200 people on probation have gained meaningful employment at an average salary of more than $10 per hour.[iv] Over one-third of the participants were young adults.[v]<br><br>A Mathematica Policy Research study of six major transitional job programs across the country, including the Transitional Work Corporation program in Philadelphia and the Community Jobs Program in San Francisco found that between 81% and 94% of participants who successfully completed one of these programs were placed in unsubsidized employment after their transitional jobs ended.[vi] However, program retention was a problem and on average, only half of participants completed the program. |
| **Program Description** | Justice Community engages participants in community benefit projects, education, subsidized work and civic engagement, as well as youth leadership, peer mentorship, life skills and case management. The program also promotes an understanding of participants' legal rights as a means of reducing barriers to future gainful employment. The program model adapts to the current status of each participant, whether in need of education or |

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| | employment services, and uses the participant's community as an integral component of the intervention. The program will maintain an open enrollment policy, making the terms and length of participation flexible enough to allow participants to enter, leave and/or return to the program as needed.<br><br>Justice Community offers a range of employment and career related opportunities and services, including, but not limited to: career exploration services, career awareness, job readiness training, internships and apprenticeships, job fairs, school and college visits, unsubsidized jobs, community benefit projects, job search/placement assistance, job placement, retention services (and replacement as needed), and financial literacy. Justice Community also offers financial incentives that will help motivate participants' engagement, including stipends to support subsidized jobs, promote sustained participation, and recognize achievement milestones.<br><br>The community benefit component of the program helps establish a positive local peer group and team experience so that participants develop meaningful alternatives to negative social networks and acquire collaborative, goal oriented skills. Community engagement and community benefit projects – based on restorative justice principles – help participants become better integrated into their communities and develop a sense of ownership, commitment and pride that will encourage sustained community engagement.<br><br>Justice Community also offers experiential and service learning opportunities, basic education and GED classes, and encourages postsecondary academic education, technical education and/or occupational training leading to nationally recognized credentials. Each participant will be assessed to determine his/her individual needs, interests and appropriate educational setting. |

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| **Implementation Timeline** | • Programs launched in January, 2012 |

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| **Target Population** | The program targets court involved young adults who are aged 16-24 at the time of enrollment. Forty percent of participants will be probationers. The program targets the following communities: the South Bronx, Harlem, East New York, Brownsville, and South Jamaica. |

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| **Expected Outcomes** | • 100% of the participants engage in community projects.<br>• At least 50% of participants receiving educational services demonstrate improvements in literacy and numeracy skill levels based on nationally recognized assessment tools.<br>• At least 50% of all participants are placed into unsubsidized employment or continue their academic or vocational activities.<br>• Less than 15% of those who complete the program will be reconvicted on any type of offense within one year of program intake. |

[i] *Court involved refers to individuals who may have been arrested but not necessarily convicted of a crime.*
[ii] Public Private Ventures. *(2000). Getting Back to Work: Employment Programs for Ex-Offenders. Philadelphia, PA: Buck, Maria*
[iii] NYC Center for Economic Opportunity, Westat/ Metis Associates. *(2009). Evaluation of NYC Justice Corp: Final Report of Year one of Justice Corps Program Implementation.*
[iv] Department of Probation. *(2010). Commissioner Schiraldi and Team Testify before the City Council.*
[v] NYC Center for Economic Opportunity. *Performance Monitoring Data.*
[vi] Ibid.

# Justice Scholars

## Quick Stats-Expanded Program

| Agency | Start Date | Number Served Annually | Annual Budget |
|---|---|---|---|
| Department of Probation | January 2012 | 272 | $1,578,387* |

*Does not include $800,000 CEO innovation funds

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| **Problem Statement** | Court involved[i] young adults face a multitude of challenges returning to their communities, frequently confronting the same issues that led them to an arrest. In the absence of intervention, these young people are likely to recidivate, particularly if they return to neighborhoods entrenched in poverty, crime, and record levels of unemployment. Many of these young adults have poor literacy skills and require job-readiness training for employability. Evidence indicates that post-release education or employment has a significant impact on reducing recidivism.<br><br>Yet, in New York City and other jurisdictions across the country, too few programs focus adequately on the young adult age group who, without assistance, find barriers to education and legitimate work insurmountable, particularly in the current labor market. Employers who are otherwise hesitant to hire individuals previously involved in the criminal justice system, are more willing to consider it where there is evidence that someone is highly motivated and reliable, qualities best "demonstrated by high attendance [in youth development programs] and short stays in transitional work."[ii] |
| **Research and Evidence** | According to the Vera Institute of Justice, up to 60% of adolescents ages 16-18 in New York City jails read below a fifth grade reading level.[iii] A research study by Public Private Ventures has demonstrated that two-thirds of young adults returning from New York State prisons never return to school.[iv] Of the 27,000 people on probation citywide, approximately 8,000—or almost one third—are teens and young adults between the ages of 16 and 24. Of these 8,000, 84% are male; almost half are Black and nearly one-third Latino.[v]<br><br>Justice Scholars evolved out of several NYC Center for Economic Opportunity (CEO) programs that serve disconnected and court involved youth. One of the CEO programs that recognize the need for educational services is the Young Adult Literacy program. This program creates pre-GED level literacy projects for young adults based on best practices including targeted instruction, work readiness and support services. A report by Westat and Metis Associates examined the literacy and numeracy gains for the young adults enrolled in the Young Adult Literacy program who were also offered a paid internship. Using a cluster randomized design, the study suggested that adding paid internships conditioned on attendance in education services led to increased attendance and program retention, as well as an increase in participants' math gains.<br><br>Another promising CEO program is NYC Justice Corps, which prepares young adults who have been involved in the criminal justice system to succeed in the labor market while giving back to their communities. An educational component was added to address the needs of this population. The program is currently undergoing a random assignment evaluation with results expected in 2012. The model appears promising with participants having a 70% engagement rate for the entire six months of the program.[vi] |

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| **Program Description** | Justice Scholars is an education-based program serving court involved young adults living in communities with high rates of poverty and incarceration and low rates of high school completion. The program offers multiple educational tracks depending on the particular needs of the program participants. At the start of the program and upon completion of an initial assessment of educational and other needs, participants will review options and finalize a plan of action. The program will place youth into one or more of the following educational tracks based on age and an educational assessment at intake, with a preference to serve those most at need: Post-secondary Track, GED Track, Basic Education Track, and High School Track.<br><br>Justice Scholars also provides career exploration services to encourage participants to establish individual goals and plans. The program emphasizes job-readiness, explains the educational requirements for a variety of careers and discusses the steps needed to attain a specific career. The program uses a dynamic system of support to meet participants' needs on an ongoing basis, including assessment, goal setting, basic case management services, and follow up services. The program will offer individual and/or group counseling sessions to discuss progress, obstacles to compliance, and on-going issues. In addition, the program will encourage positive interactions among participants, with methods including seminars and peer mentorship.<br><br>Justice Scholars offers financial incentives during the program and follow-up period based on: attendance rates, educational accomplishments, weekly meetings and monthly follow-up meetings. Participants will be afforded the opportunity to gain critical information regarding their legal rights, and viable pathways to enhance their ability to become contributing members of their communities. Justice Scholars is a six month program with a minimum of six months follow-up service period for all participants. |

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| **Implementation Timeline** | Programs launched in January, 2012. |

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| **Target Population** | The program targets court involved young adults who are ages 16-24 at the time of enrollment. Forty percent of participants will be probationers. The program targets several communities with high rates of poverty and incarceration in NYC, as well as low rates of high school completion. |

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| **Expected Outcomes** | • 70% of participants are retained during the first six months of the program.<br>• Of those in basic education track, at least 50% of participants demonstrate improvements in literacy skill and numeracy skill levels of one or more grade levels, based on nationally recognized assessment tools.<br>• At least 50% of all participants are placed into continued education activities or unsubsidized employment.<br>• At least 30% of all participants earn a GED or high school diploma within 12 months of program start.<br>• At least 30% of all participants who do not earn a GED or high school diploma within 12 months of program start are still enrolled in educational programming.<br>• Less than 15% of those who remain engaged for a minimum of one year will be reconvicted of new offense within one year of program intake. |

[i] *Court involved refers to individuals who may have been arrested but not necessarily convicted of a crime.*
[ii] Public Private Ventures. *(2000). Getting Back to Work: Employment Programs for Ex-Offenders. Philadelphia, PA: Buck, Maria.*
[iii] Vera Institute of Justice, *Just 'Cause, Vol. 15, No. 3, fall (2008).*

[iv] Public Private Ventures. *(2008). Disconnected Young People in New York. Philadelphia, PA: Wyckoff, Cooney, S.M., Djakovic, D.K., McClanahan, W.S.*
[v] NYC Department of Probation.
[vi] NYC Center for Economic Opportunity, Westat/ Metis Associates. *(2009). Evaluation of NYC Justice Corp: Final Report of Year one of Justice Corps Program Implementation.*

NYC | YOUNG MEN'S INITIATIVE | Department of Probation

# Neighborhood Opportunity Networks

## Quick Stats

| Agency | Program/Policy Start Date | Number Served Annually | Annual Budget |
|---|---|---|---|
| Department of Probation | Policy: Aug 2010<br>Program: Dec 2011 | All DOP clients under direct supervision | Redistributing existing DOP staff |

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| **Problem Statement** | People on probation are more likely to be successful if they have access to a wide range of opportunities that build on their strengths, needs and interests. The NeON approach maximizes use of valuable resources and services in the neighborhoods where clients live, and engages with community partners in supporting clients, their families and community efforts |
| **Research and Evidence** | This approach is consistent with Justice Reinvestment[i] principles as well as grounded in the eight principles of Evidence-Based Policies and Practices supported by the federal Bureau of Justice Administration and the National Institute of Corrections[ii]:<br>1. Assess Risk and Needs<br>2. Build Motivation<br>3. Target Interventions (Including Treatment and Sanctions) Based on Risk and Needs<br>4. Use Cognitive Behavioral Techniques to Teach and Practice New Skills.<br>5. Increase Positive Reinforcement<br>6. Engage Ongoing Support in Natural Communities<br>7. Measure Relevant Processes/Practices<br>8. Provide Measurement Feedback |
| **Program Description** | DOP is relocating probation services out of court houses into neighborhoods with large concentrations of people on probation. It is joining local networks in these communities and will work with them to address the needs of clients on Probation and, at the same time, work with clients and community partners in efforts to benefit the community. While some sites will be opened in communities with high a high volume of clients, the goal is to support a "community-focused" mindset in the supervision of clients on probation, regardless of the location. The model NeONs will be most visible, but relationship-building with community partners will promote opportunities for a community presence to serve probationers in multiple settings. |
| **Implementation Timeline** | The Brownsville site opened in12/11, the Harlem site on 6/12, and the South Jamaica site on 7/12. South Bronx is scheduled to open 8/12, Staten Island 9/12, and East NY late fall of 2012. |
| **Target Population** | All probationers under direct supervision in New York City. Some exceptions might need to be made but the idea is to apply this concept to everyone except the lowest risk population which is reporting electronically. |
| **Expected Outcomes** | Fully functional NeON system, base line research plan in place to begin collecting data and measuring outcomes. |

[i] Justice Reinvestment: a data-driven approach to reduce corrections spending and reinvest savings in strategies that can decrease crime and strengthen neighborhoods

[ii] Adapted from Crime and Justice Institute (2009). Implementing Evidence-Based Policy and Practice in Community Corrections, 2nd ed., Washington, DC: National Institute of Corrections.

# NYC Justice Corps

## Quick Stats-Expanded Program

| Agency | Program/Policy Start Date | Number Served Annually | Annual Budget |
|---|---|---|---|
| City University of New York (CUNY) | September, 2008 | 160 (FY11) | $3,000,000 (FY11) |
| YMI Expansion | August, 2012 | 300 | $2,000,000* |

*Does not include $3,100,000 CEO innovation funds

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| **Problem Statement** | Among young adults aged 18 to 24 who are in poverty, youth exiting detention and young adults returning from incarceration are at particularly high risk of becoming disconnected from school and work. The majority of individuals with criminal records returning to NYC come back to poverty-stricken neighborhoods with few job opportunities and little social capital. Without intervention, two-thirds are likely to be re-arrested.[i] |
| **Research and Evidence** | The Civic Justice Corps (CJC) concept was piloted several years ago in Oregon. The Community Justice Department for Deschutes County, Oregon, organized probationers and parolees into a workforce team available for public, community based projects. The goals of this program were two-fold: to teach court-involved individuals new skills and to host a highly visible illustration of these individuals' contributions to the local community.[ii] This intervention was quickly recognized as promising for court involved youth, and, in 2006, the U.S. Department of Labor funded the expansion of the project to 11 sites. Researchers Gordon Bazemore and David Karp describe CJC programs as having the following core attributes:<br><br>• Community service acts as a restorative practice that repairs harm caused by persons under criminal justice supervision to victims and communities and provides a tangible public benefit;<br>• Persons under criminal justice supervision benefit from participating in community service, enhancing their ability to be law-abiding and productive citizens; and<br>• Service is a mechanism to rebuild severed relationships between lawbreakers and community members, and re-establish trust and positive status of offenders in the community.[iii]<br><br>In an evaluation of a Canadian juvenile offender community service program, researchers found that participants often maintained relationships with supervising agencies and a few were hired after completing required service hours.[iv] Studies that compare community service participation with alternative sentences document some reduction in recidivism, or at the very least, no increase in recidivism.[v]<br><br>A Mathematica Policy Research study of six major transitional job programs across the country, including the Transitional Work Corporation program in Philadelphia and the Community Jobs Program in San Francisco found that between 81% and 94% of participants who successfully completed one of these programs were placed in unsubsidized employment after their transitional jobs ended.[vi] |
| **Program Description** | The NYC Justice Corps brings young adults involved with the criminal justice system together with their communities to identify and address unmet |

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| | community needs. Through meaningful and reparative service to their communities, internships, and job and educational opportunities, the NYC Justice Corps provides Corps members with practical skills, social support and leadership training. By actively partnering with the NYC Justice Corps, communities own the success and reintegration of their young adults. The NYC Justice Corps aims to improve the education and employment outcomes of Corps members, keep them out of the criminal justice system, and support community development in specific New York City communities.<br><br>The initiative employs a sequenced model. The first phase includes Corps member orientation and individual assessments, skill-building and team-building activities. In the second phase Corps members engage as a team in executing projects that repair and improve the community. Through this service learning model, Corps members build individual soft skills, teamwork ability, and leadership skill, and are provided with an opportunity to connect with their communities. Corps members are then placed in a subsidized internship with job coaching and support. This phase helps Corps members assess their work-readiness by simulating real work experience and expanding their professional networks. At the end of the internship, Corps members graduate from the Justice Corps but receive continued alumni services support in pursuing employment and educational goals. In addition to expanding Corps members' long-term employment prospects, program enrollment provides Corps members with stipends and incentives.<br><br>The City University of New York (CUNY), through John Jay College of Criminal Justice, oversees all contracts. In partnership with CEO, John Jay College provides policy direction and program development support.<br><br>This program is being replicated through the Young Men's Initiative, and will build on lessons learned from the original model. |

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| **Implementation Timeline** | • RFP was launched in January, 2012; four providers selected to begin services starting in July. |

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| **Target Population** | The program serves young adults ages 18 to 24 who are on probation, parole, recently discharged from the NYC jail system or NYS prison, or currently or recently enrolled in an alternative-to-incarceration program. The program targets several communities with high rates of poverty and incarceration including the South Bronx, Harlem, East New York/Brownsville, and Jamaica. |

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| **Expected Outcomes** | • Retain Corps members in permanent, unsubsidized employment or educational activities<br>• Reduce recidivism rate among Corps members<br>• Develop the communities' capacity to provide direct services to formerly incarcerated individuals<br>• Repair relationships between formerly incarcerated young adults and their communities |

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[i] "Increasing Opportunity and Reducing Poverty in New York City." (2006) New York, N.Y.: Commission for Economic Opportunity, 33-34.

[ii] Travis, J. (2005) "But They All Come Back: Facing the Challenges of Prisoner Reentry." Washington D.C.: The Urban Institute Press, 181-182.

[iii] Bazemore, G., and Karp, D. (2004) "A Civic Justice Corps: Community Service as a Means of Reintegration." Justice Policy Journal 1, no.3, 1.

[iv] Doob, A.N., and D.P MacFarlane, D.P. "The Community Service Order for Youthful Offenders: Perceptions and Effects." Toronto, ON: Centre for Criminology, University of Toronto. In Bazemore and Karp, "A Civic Justice Corps: Community Service as a Means of Reintegration."

[v] Bazemore and Karp (2004), 11.

[vi] Ibid.

# Rap Sheet Assistance

## Quick Stats

| Agency | Program/Policy Start Date | Number Served Annually | Annual Budget |
|---|---|---|---|
| Department of Probation<br><br>Department of Corrections | TBD | 600 directly, others through trained DOP/DOC staff | $255,000 |

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| **Problem Statement** | Young people with criminal justice histories involved in YMI programs and other efforts to avoid recidivism need to thoroughly understand their RAP sheets, know how to honestly discuss them and how to get assistance when their official Record of Arrest and Prosecution contains errors that may impede their positive efforts. |
| **Research and Evidence** | It is estimated by the four major NYC service providers assisting with RAP sheet services in NYC that 40-55% of all RAP sheets contain errors that can impede efforts to obtain employment, housing, educational assistance and other necessary supports to prevent recidivism. Also, there are many individuals who may be eligible to apply for Certificate of Relief from Disabilities, but are not aware that this can be used as evidence of rehabilitation from the courts when applying for housing or employment. |
| **Program Description** | The RAP Sheet Consortium*, working with DOP and DOC, will train staff of both agencies to provide basic information and assistance and to make referrals to the consortium as necessary. Consortium members, one taking the lead in each of the four largest boroughs, with Staten Island being served through the Brooklyn provider, will provide services to those referred by taking the measures necessary to correct errors, some of which will be relatively simple for a knowledgeable staff, and others that will require extensive assistance. DOP and DOC will keep track of the services provided directly, of referrals to the Consortium and of the impact of their direct services through client report. Consortium members will document their services through mechanisms to be developed in collaboration with DOP and DOC. In addition, a workgroup has been convened to address RAP Sheet source errors with criminal justice involved agencies. |
| **Implementation Timeline** | TBD |
| **Target Population** | YMI participants and other DOP/DOC clients involved in employment, educational, vocational and other pro-social programs |
| **Expected Outcomes** | 600 clients will receive services through the Consortium, approximately 160 staff will be trained, Consortium members will provide assistance to staff as necessary, additional services delivered by the staff will be documented. All clients served will be interviewed to determine the impact of the assistance on their rehabilitative efforts and to evaluate the impact. |

*Consortium Members: Community Service Society of New York, Youth Represent, Legal Action Center, Bronx Defenders