

STSJP FY 16

Programs:	ATP or ATD	Slots	Projection	Inc/Dec	F Y16 Expenses	State Funding	City
<u>Education</u>							
PEAK (Pathways to Excellence, Achievement & Knowledge)	ATP	24	24	0	\$ 1,027,422	\$ 637,001.68	\$ 390,420.32
Educational Improvement	ATP	0	100	100	\$ 100,000	\$ 62,000.00	\$ 38,000.00
CARE (Cultural ,Arts,Recreation, and Education)	ATP	75	100	25	\$ 345,392	\$ 214,143.05	\$ 131,248.95
<u>Mental Health</u>							
Project Journey (JCCA)	ATP	120	120	0	\$ 792,995	\$ 491,656.93	\$ 301,338.07
Art Therapy	ATP	250	200	(50)	\$ 250,000	\$ 155,000.01	\$ 94,999.99
Clinical Advisors	ATP	0	125	125	\$ 105,000	\$ 65,100.00	\$ 39,900.00
<u>Prevention of Detention & Placement</u>							
E-ICM (Enhanced Intensive Community Monitoring)	ATD	225	225	0	\$ 1,005,300	\$ 623,286.04	\$ 382,013.96
AIM (Advocate, Intervene, Mentor)	ATP	50	125	75	\$ 539,914	\$ 334,746.70	\$ 205,167.30
Community Service Ambassadors	ATP		120		\$ 20,000	\$ 12,400.00	\$ 7,600.00
Youth WRAP	ATP	380	150	(230)	\$ 300,740	\$ 186,458.81	\$ 114,281.19
<u>Parent/Family Support</u>							
Parent Coaches	ATP	100	100	0	\$ 200,000	\$ 124,000.01	\$ 75,999.99
Customized Assistance	ATP	0	250	250	\$ 471,806	\$ 292,519.74	\$ 179,286.26
TOTAL		1224	1639	415	\$ 5,158,569	\$ 3,198,313	\$ 1,960,256
					100%	62%	38%

ANNUAL PLAN
SUPERVISION AND TREATMENT SERVICES FOR JUVENILES PROGRAM

Name of applicant municipality(s): New York City

Lead Agency: Administration for Children's Services

Name of contact person and lead agency (provide contact information:

For Fiscal/Claiming issues: Courtney LeBorious, Assistant Commissioner Financial Services, The Administration for Children's Services of the City of New York, 150 William Street, New York, NY 10038, (212) 676-9154, courtney.leborious@acs.nyc.gov.

For Program/Operations issues: Michael Forte, Deputy Commissioner for Administration, NYC Department of Probation, 33 Beaver Street, New York, NY 10004, (212) 232-0413, mforte@probation.nyc.gov.

Time Period Covered By This Plan: SFY 2016

Total Funds Requested: \$3,198,313 (State Share)

\$1,960,256 (Local Match)

\$5,158,569 (Total)

ANALYSIS OF COMMUNITIES

Provide an analysis that identifies the neighborhoods or communities from which the greatest number of juvenile delinquents and Persons In Need of Supervision (PINS) are remanded to detention or residentially placed:

The target communities are within the five New York City boroughs. Specifically, we will focus on the 13 community districts within the boroughs (6 in the Bronx, 3 in Brooklyn, 2 in Manhattan, 1 in Queens and 1 in Staten Island) that historically have had the highest numbers of admissions to detention. In CY 2014, these 13 community districts accounted for more than 50 percent of New York City youth placed in detention facilities.¹

¹ Please note that there were 92 youth placed in detention during CY14 for whom no geographic information was available. The youth in these 13 community districts represent more than 50 percent of only those for whom geographic information was available (and 50% of all youth).

Borough	Community District Name	Number of Detention Admissions in CY 2014
Brooklyn	East New York/Starrett City	152
Staten Island	Saint George/Stapleton	145
Queens	Jamaica/Hollis	139
Brooklyn	Brownsville	122
Bronx	Mott Haven/Melrose	121
Bronx	Highbridge/Concourse	121
Bronx	Williamsbridge/Baychester	119
Brooklyn	Bedford Stuyvesant	109
Bronx	Parkchester/Soundview	97
Brooklyn	East Flatbush	96
Manhattan	Central Harlem	89
Bronx	Fordham/University Heights	89
Manhattan	East Harlem	87
Bronx	Morrisania/Crotona	73

The target populations are as follows: (1) youth in all stages of delinquency matters, from adjustment to supervision and (2) juvenile offenders.

Mid- and high-risk delinquent probationers have higher rates of re-arrest between arrest and final disposition than low-risk probationers. Prior to the implementation of the detention risk assessment instrument (DRAI) and alternative-to-detention (ATD) continuum in 2007, 31 percent of mid-risk youth were rearrested during the pendency of their case; the percentage was even higher among high risk, at 39 percent. Among low risk youth, on the other hand, the rate was only 21 percent. Since the implementation of the tool, rates have decreased among all three groups, but still remain substantial among moderate risk youth (among high risk youth the rate has decreased because more of them are being detained through the use of the risk assessment instrument). Specifically, between 2008 and 2010, the re-arrest rate for moderate risk youth was 24 percent, compared to only 18 percent among low risk youth.

With regard to the juvenile delinquent and Juvenile Offender to be served by these funds, we have identified four areas of need--educational deficits, mental health, multiple simultaneous needs, and family support issues -- common to this population of probationers. When unaddressed, these areas of need place them at risk of remand to detention and residential placement.

Educational Deficits: Many youth enter probation or placement with educational needs, including below average reading and/or math skills, an inappropriate school placement, and/or an inadequate Individual Education Plan ("IEP"). Of the 1346 youth who were assessed with the Youth Level of Service Inventory (YLS) during Investigation and Recommendation (I&R) in

2014, 39 percent scored high on educational needs, with an additional 51 percent scoring moderate. These needs, when unaddressed, can lead to poor attendance and/or behavioral problems at school, both of which place youth at risk of re-arrest and probation condition violation.

Mental Health: Many young probationers struggle with mental health diagnoses such as conduct disorder, oppositional defiant disorder, and mood disorders. While mental health problems alone are not necessarily a risk factor for criminal behavior, when they go unaddressed it can put a young person at risk of engaging in behavior that may lead to re-arrest or a violation of probation, by making it difficult to address other criminogenic needs. This is substantiated by the fact that almost 95% of youth from New York City admitted to OCFS residential facilities in 2010 had mental health or substance abuse needs and more than two-thirds had conduct/oppositional defiant disorders. Additionally in 2014, 51 percent scored moderate or high risk in the YLS substance abuse domain.

In terms of juvenile offenders (JOs), a case study conducted by Vera in 2011 found that 39% of youth in the cases that were reviewed had documented mental health needs, with 38% in active mental health counseling and 57% with a history of counseling. In addition, JO's length of time in detention is 75 days more than three times as long as the 23 day average of juvenile delinquents.

Multiple, simultaneous needs:

Throughout the process of planning for re-alignment, the Community-Based Interventions Subcommittee of the Dispositional Reform Steering Committee spent a significant amount of time working to identify the kinds of services that the City should add to its continuum in order to effectively supervise more youth in their homes instead of sending them to out of home placement, consistent with public safety and the safety of the youth. As a result, three new Alternatives to Placement programs were established by the end of 2013. These were in addition to ACSs' Juvenile Justice Initiative and it brings the number to four Alternatives to Placement (ATPs) programs in New York City. However, there will always be a subset of youth that pose unique and exceptionally difficult challenges for systems – young people who are not high risk of reoffending but have unique or intense needs that require the kind of individualized planning that spans agencies and systems. The Customized Assistance Unit proposes a process through which the Department of Probation would still be able to serve those young people in the community, thereby avoiding the unnecessary utilization of juvenile justice placements for youth who pose little or no danger to the public but for whom, in the absence of individualized services, community placement may be unsafe or otherwise inappropriate.

Family support:

Parents of youth on probation often struggle with the management and coordination of the obligations with which the youth need to comply, as well as all the service providers that often become involved in the family's life. Their struggles often lead to frustration and a feeling of helplessness that interfere with youth's success on probation. Best practices in the social service field, particularly in the wraparound service models, indicate that having another parent who has had similar experiences as a "coach" or sounding board helps these parents stay engaged and help their children succeed while on probation. In calendar year 2014, 93 of 427 (22%) Violations of Probation petitions listed "beyond parental control" as a reason for filing the violation. Additionally, 38 percent of youth who were assessed with the YLS in 2014 scored moderate to high on the family/parenting needs domain.

DESCRIPTION OF SERVICES AND PROGRAMS TO BE FUNDED

List the name of each service and program proposed for funding with STSJP funds, along with the projected amount of STSJP funds to be used:

For the juvenile delinquents and Juvenile Offenders who will be served with programs procured through the STSJP, New York City will provide services in the four areas listed above, which will assist Probation Officers in working with their clients toward positive behavior change and better decision-making. Over the past year, New York City has increased its diversion of low risk/low severity cases so that formal case processing and its attendant resources are used instead for the young people most in need of supervision and treatment. Coupled with a 55% decline in placements from New York City since 2005, this means that Probation caseloads are increasingly comprised of higher risk youth with more complex needs. Services will be procured through a competitively awarded solicitation process by which providers with demonstrated experience in the services will be awarded contracts, and all boroughs will be served.

More specifics about the services to be procured are listed below. The total amount of STSJP funds to be expended will be approximately \$5.15 million. To ensure accountability, quality assurance, financial integrity and success outcome of the Supervision and Treatment Services for Juveniles Program, a portion of the funds will be allocated to administrative overhead.

a. Educational/Academic Deficits:

STSJP funding will be used to for a **day treatment program** in partnership with the NYC Department of Education. The program, called PEAK (Pathways to Excellence, Achievement and Knowledge) combines elements of educational enrichment, behavior modification and therapeutic services, and is provided in conjunction with ongoing probation supervision provided by DOP. The intervention will educate, instill values, improve life skills, re-build confidence and reinforce accountability in participating youth. Specifically, in New York City the day treatment model will provide differentiated education and vocational training for a flexible time period, most often in the range of 6 to 9 months. PEAK began operation at the Roads Charter School in the Bronx, where

Children's Aid Society is the service provider and has expanded to W.E.B. DuBois High School in Brooklyn, where St. John's University is the service provider. As of July 1, 2015, PEAK will no longer be in operation at Roads Charter School, but at East Bronx Academy, where Children's Aid Society will still remain the provider. From April 1, 2014 through March 31, 2015 a total of (23) youth were served.

Consistent with the goals of this solicitation, the day treatment model will result in measureable educational gains and overall school engagement, facilitate career exploration and employment attainment and increase community attachment, all of which will contribute to lower recidivism further reducing the risk of detention or placement. Academic education will be differentiated to address a wide range of learning needs but will focus on experiential learning to motivate and engage students in the learning process. The program offers credit recovery to assist students who are below grade level (including those substantially below grade level) get back on track. Woven throughout the program is an ethic of restorative justice, accountability and behavior modification.

For example, restorative justice practices are being utilized worldwide to reduce acts of juvenile delinquency and help offenders become accountable for the harm they've inflicted through their actions and make amends with the victims and others affected, all while remaining in the community. Professionals are moving towards this strategy to rebuild community support and create a more effective and responsive juvenile justice system.

STSJP funds will be used to provide **educational improvement services** comprising direct education-related assistance to youth on probation supervision. Educational enhancement services provided citywide allows the participants the opportunity to receive one to one assistance on class projects, homework assignments and test preparation. The provider of educational enhancement services will give in person, one to one assistance in addition to being available via teleconference and/or video conferencing. Providers engage with guardians and parents to keep them informed of their child's involvement with the services. Educational enhancement Services is a very valuable tool, as proven anecdotally when a youth involved in tutoring services presented with all failing grades and after two months of one on one tutoring services he was able to bring his grade point average to B+. Additionally youth have reported passing Regents exam after receiving tutoring services. Moreover, youth who initially approach tutoring over time have embraced the help and show up accordingly.

STSJP funds will be used for an **out of school time enrichment program**, the CARES (Cultural, Arts, Recreation, and Education Services) program. There are compelling views regarding the efficacy of structured and consistent activities during out of school time in deterring anti-social or delinquent behavior, and the productive use of leisure time has become a standard criminogenic factor on which to assess risk of reoffending. Young people who are given an opportunity to do something positive and creative with their talents or who have an appreciation for something enjoyable or beautiful are less likely to be involved in violent or destructive behavior. Programming that offers safe, interactive and adult supervised activities will impact recidivism of youth before the court

or on court ordered supervision. These activities act as a barrier to police contact, violence, and gang involvement.

CARES is a program which engages youth during their out of school time, i.e. holidays, summer vacation, and weekday after school hours. The juvenile probationers are introduced to a variety of programming that includes a wide array of activities such as interactive dance, fitness and artistic teachings, music and theatre performances, sporting events and instruction, visits to college campuses, restaurants and museums. Activities and programming will parallel with the time the youth are out of school. These activities will expose youth to the world of arts and culture, which will nurture a healthy existence within their communities.

The CARES summer program lasts for 6 weeks and is designed to introduce youth to the culture, arts, recreation, and education of NYC and the surrounding areas. Participants will be able to experience programming that includes a wide array of activities such as interactive dance, fitness and artistic teachings, theatre performances, sporting events and instruction, visits to college campuses, restaurants and museums. Activities and programming will take place 3 to 5 days a week. These activities will expose youth to the world of arts and culture, which will nurture a healthy existence within their communities.

In addition, a music-driven youth development program run by Carnegie Hall, called Musical Connections will be available for eligible youth. Musical Connections will provide music and mentoring services for court-involved youth under the jurisdiction of the Department of Probation. Programs will support connecting participants to their communities, as well as DOP's emphasis on positive youth development and community-based service models, as outlined in the Young Men's Initiative. Similar projects provided for at-risk youth in other NYC agency settings have demonstrated results that support reduced recidivism rates.

Musical Connections was designed with three objectives: (1) offer diverse, high quality live music experiences for people in challenging circumstances that respond to need, create new possibilities, engage creativity, and transform lives; (2) plan programs that encompasses potential impact on artists, staff, families, and the institutions themselves; and, (3) generate new learning and share that learning with the field.

b. Mental Health:

STSJP funds will be used to provide two types of mental health services for either juvenile delinquents or juvenile offenders: "traditional" verbal clinical services and art therapy. In addition, clinical advisors have been hired to assist youth and their families to develop and implement community-based mental health/behavioral health treatment plans.

Verbal therapy will be provided to probationers by the Jewish Child Care Association (JCCA), through its Project Journey. **Project Journey** provides clinical

services to 120 youth annually that are at risk of juvenile justice placement, with a maximum of 60 youth served at any given time. The youth must attend a minimum of weekly individual counseling over the course of three months and group counseling is required when appropriate. Journey is an intensive, short term program that diverts youth with mental health needs and substance abuse issues from placement. The program uses a strengths-based and family-centered approach to equip and empower families to manage their children on their own, within their own communities. The goal of the Journey Program is to maintain juvenile justice youth in the community and address the mental health and substance abuse issues that put them at risk of placement. The program seeks to build family skills, to support the youth and their families, and to work collaboratively across systems to achieve program goals. A primary focus of the work is to stabilize a child in his or her family, and then provide the child and family with linkages and referrals to a wide range of community-based services.

A second mental health service that will be procured for delinquent probationers is Art Therapy. In art therapy, the use of art materials provides an alternative environment for the participant to express his/her thoughts and experiences. The creation of artwork provides a mode of expression where the youth can be safely heard and seen. Artwork also provides a springboard for the verbally withdrawn, allows youth to process suppressed emotions, develops task persistence/frustration tolerance, and enhances communication skills. Groups are held citywide and are comprised of eight to ten young people in cycles of 12 weeks. Individual session is also provided to youth who prefer to work one on one. The total number of youth served is expected to be 200, with services provided by three providers (continuing from the prior STSJP funding cycle): The Animation Project, Artistic Noise and New York Creative Arts. Parents and families are informed of their children's involvement and at the end of the session are invited to the end of the session exhibition, where their child's art work will be showcased. Showcasing the artwork in public exhibitions allows the young people a forum to have their voices heard by the public. A number of participants have sold their artwork, and have moved on to the entrepreneurship portion of the program, where they learn valuable work skill as well as how to conduct business transactions, a very empowering experience.

Clinical Advisors: As mentioned above in the Family Support paragraph, a significant number of violations of probation petitions are filed on the basis of "beyond parental control." Much of what gives rise to these petitions results from poorly addressing the behavioral health of the youth in question. Often, these youth present moderate to low risk/severity profiles and could be served in the community. Additionally, as the City has been monitoring the use of the structured decision-making process, it has been found that the vast majority of the moderate and low risk/severity youth who end up getting placed were presenting significant behavioral health challenges

in addition to poor family support.² STSJP funds will be used to fund clinical advisors for each of our borough offices to devise community-based mental health treatment plan and coordinate the execution of such plans. On a limited basis, the clinical advisor would conduct an actual behavioral health evaluation of the youth and/or primary caregiver (the latter to ensure home stability and assess the type of services needed).

When a parent/caregiver wants to initiate a violation of probation petition because she/he believes the youth is beyond control, or when a youth's behavior becomes problematic or challenging while on probation, the assigned Probation Officer would conference the case with the clinical advisor, and the clinical advisor would help the Probation Officer assess the situation and come up with an appropriate community-based service plan to address the issues presented. To date (4) clinical advisors have been hired for Bronx, Queens, Brooklyn and Manhattan counties. We are actively recruiting to hire 1 additional clinical advisor for the borough of Staten Island. During the time period from April 1, 2014 through March 31, 2015 we provided some form of service for (237) youth. During this timeframe, (178) youth were successfully matched or provided services; such as mental health, substance abuse, and family counseling. These numbers cited have exceeded our goal/targeted number of (125).

c. Prevention of Detention and Placement:

STSJP funding will be used to continue the support of **Enhanced Intensive Community Monitoring (ICM)** services. ICM has been the City's highest level of alternative to detention servicing all (5) boroughs.

ICM is an intensive program for youth who are at higher end of the mid-risk spectrum, moderate-risk releases from detention, or youth who were unresponsive to lower level programming, and are paroled by the court to the Department of Probation. Youth and their families who are referred to ICM must sign a contractual compliance agreement to receive services. Once enrolled, a team of probation officers closely monitor the youth's activities. Youth receive frequent school and home visits, telephone check-ins, curfew monitoring, informal counseling, and referrals for outside services.

As an Alternative to Placement (ATP) corollary to ICM, STSJP funding continues to support **Advocate, Intervene, and Mentor (AIM)** --. AIM is an intensive mentoring and advocacy program for high risk youth facing the highest probability of out-of-home-placement, as a result of Family Court delinquency adjudication. These adolescents are facing institutional placement as a result of a Family Court disposition, are sentenced to probation with an explicit court order to participate in AIM as an ATP, and are facing a violation of probation due to chronic absenteeism and/or chronic unresponsiveness to interventions and engagement strategies. Probation is aware that a positive role model in a youth's life can decrease such risk factors for a youth to be a risk of placement. By

² The City is in the process of a full analysis of this data, which has to be compiled from several agencies and has not been finalized.

utilizing an intervention strategy that pairs youth with paid advocates, the AIM Program seeks to provide participants with the structure and guidance they need for success. Participants will continue to be identified through the use of DOP's Structured Decision-Making Process, much of which is rooted in the Youth Level of Service (YLS) risk/needs assessment.

Each AIM participant will be paired with an advocate who will also serve as a mentor and resource specialist. Advocates will play the role of connector, linking clients with community based resources and facilitating relationships with known institutions. Through the collaborative effort of the Family Team Conferences the basis of the youth's service plan is formed; which is guided by the family's goals, preferences, needs, and strengths. Mentors will be recruited and are associated with various Community Based Organizations (COBs) which include Youth Advocate Programs Inc. (Bronx), Good Shepherd Services (Brooklyn), Union Settlement Association Inc. (Manhattan), Community Mediation Services Inc. (Queens), and Fund for the City of New York/Center for Court Innovation (Staten Island). Each advocate will work with no more than 4 youth at a time and will be available to the youth and their families 24/7. The contact hours between each Advocate and youth could be as high as 30 hours per week with a minimum of 7 hours per week. . The goal of AIM is to enhance community safety by increasing resiliency and reducing risk factors for adolescents on probation who face the highest probability of out-of-home placement through intensive mentoring and advocacy. The main vehicle of this intervention is the use of wraparound services that are grounded in the development of engaged and sustainable family support systems.

Youth Wrap DOP will continue its NYC Youth WRAP program (originally initiated in the aftermath of Hurricane Sandy) which deployed teams of youth and DOP staff to assist in community-focused projects. Hurricane Sandy resulted in significant damage to many New York City communities. The hardest hit impoverished neighborhoods have many levels of devastation and breeds a sense of hopelessness. NYC Youth Wrap motivated our leaders/clients to complete great, valued, and meaningful work within their communities. NYC Youth WRAP deployed teams of leaders/clients and DOP staff to assist these communities with restoration.

NYC Youth WRAP aligns with our validated risk/needs assessment instrument roll-out. Key criminogenic risk factors assessed in the instrument (the youth level of services, or YLS), is "use of leisure time." Research indicates that having structure in the day beyond school hours is an important protective factor that contributes to reduced recidivism. We have recorded well over 4,450 pro-social hours and had an 84% cumulative attendance. Young adults who have to report to places at structured intervals, have to adhere to set rules and specific times, mentors set expectations in the beginning, develop life skills that foster pro-social attitudes and law abidance. These skills are reinforced at school and home improving relations coupled with reducing conflict.

STSJP-funded slots in NYC Youth WRAP enroll higher-risk/need juvenile clients sentenced to an alternative to placement (ATP) program attending an alternative to detention (ATD) program, or prosecuted as juvenile offenders. 472 leaders/clients were enrolled in the program in the past and 130 this current cohort. This concludes DOP with a total of 502 leaders/clients. DOP staff work alongside each 10-person young adult {leader} team. The ratio is 5 {five} leaders/clients to 1 {one} DOP Staff member. There is a work readiness orientation that introduces workplace etiquette, team-building, conflict resolution, restorative justice and other modules. The NYC Youth WRAP – Restorative Weekends project coordinator works with NYC DOP staff and community non-profit organizations to identify project sites. Assignments include community benefit projects directly in the communities (i.e., pantry packing, light load debris clean-up, pantry distribution, and parks) or with support organizations (food, clothing) that distribute goods and services to the impacted communities as well as communities under the revitalization zones.

Through the **Community Service Ambassadors project**, trained youth will implement a project intended to create a collaborative between youth, families, and their communities including partnering community based organizations to promote civic responsibility among youth that results in marketability for future employment opportunities. This model will infuse positive youth development principles to its work with our Non-secure placement youth in its project development and implementation. The project will serve 120 youth annually.

Customized Assistance Unit –

The Customized Assistance/Wraparound Approach

The customized assistance/wraparound approach is not a program. Instead, it comprises individualized services, flexible programming/funding, and a “never give up” philosophy in order to address the varied and often significant needs of low-to-moderate risk youth.

To this end, DOP has established a Customized Assistance Unit, staffed by licensed social workers, to whom Probation Officers can make service requests/referrals for a variety of different services for the youth, and/or their families that will enable them to remain in good standing with their probation disposition. These services, the access to which would be vetted and coordinated by the social worker, could include:

- In-home Therapy
- Medication Management
- Outpatient-Individual Family Therapy
- Alcohol/Substance Abuse Counseling

- Assessment
- Psychological Evaluation
- Housing Assistance
- Mental Health Assessment/Evaluation
- Mentoring
- Parent Aide
- Group Home Care
- Respite Care
- Child Care for Parent
- Tutor
- Specialized Camps
- Emergency Food Pantry
- Crisis Home Care
- Treatment Foster Care
- Residential Treatment
- Foster Care
- Day Treatment/Alternative School
- Nursing Assessment/Management
- Job Development/Placement
- Kinship Care
- Transportation Services
- Supervision/Observation in Home
- Afterschool Programming
- Recreation/Child-Oriented Activities
- Discretionary Funds/Flexible Funds
- Housekeeping/Chore Services
- Independent Living Support
- Psychiatric Inpatient Hospital

Because this is not a program or type of service; rather, it is a process that results in a comprehensive, individualized service plan that utilizes creative solutions to allow even the most challenging youth to safely remain in the community. The process incorporates the following elements:

- Needs driven, not service driven, and not constrained by a provider's limitations;
- Child & family centered and culturally competent;
- Include regular opportunities to review and revise the plan; and,
- Recognize struggles occur and don't necessarily warrant revocation of the plan.

Each Probation borough office is assigned a customized assistance worker who will meet regularly with probation officers to case conference (particularly high risk/high severity cases) to help the assigned probation officer(s) ascertain the range of services that would be needed to keep the youth safely in the community. The customized assistance worker would review with the PO the results of the youth's risk/needs assessment instrument to determine the primary areas for intervention -- a simple

example is a youth who needs to find structured activities to occupy his/her time and needs the funds to join a, say, football or baseball league and buy his/her equipment. The customized assistance unit worker is the conduit to accessing the service for the youth. For specialized alternative to incarceration programs under contract with DOP, such as AIM: Advocate, Intervene, Mentor ECHOES; Every Child Has an Opportunity to Excel and Succeed and PEAK; Pathways to Excellence, Achievement and Knowledge the customized assistance unit will provide funds as deemed necessary, particularly when an obstacle to community success is identified.

The customized assistance workers are establishing relationships with community-based agencies that provide services to youth and families to make appropriate referrals or “purchase” the services as appropriate. This is critical particularly in the area of parent engagement. To date (3) social workers have been hired and assigned to Brooklyn, Queens and Manhattan.

The Social Workers involvement has proven to be valuable in that their work with our most difficult cases, i.e. juveniles with multifaceted issues such as mental health and residential challenges cases and with high risk youth facing the highest probability of out-of-home placement have had initial success. Referrals and innovative interventions have aided the Department’s Alternative to Placement unit to successfully match youth to ATP programming with services identified prior to disposition and release from detention.

The Social Workers were also instrumental in implementing City-wide initiative which utilized the sport of basketball as a mentoring and bonding experience for the youth. Working closely with a team of probation staff the initiative was a huge success with more than 50 youth engaging in the education, execution and team work of basketball. Additionally the social workers have aided youth in obtaining summer jobs with the SYEP.

d. Parent/Family Support: Parent Support Program:

Parent Coaches provide critical peer support to parents and caregivers of youth going through the juvenile justice system and assist parents/caregivers in navigating the conditions that can be assigned to their children, such as mental health or substance abuse treatment, special education services and other child welfare services which parents/caregivers often find demanding and overwhelming. Through the sharing of their own experiences, Parent Coaches provide culturally sensitive, nonjudgmental support to the family to help increase family involvement and serve as liaisons with professionals to decrease unintentional bias toward parents.

The Parent Coach is available at every point of service provided by DOP. At Intake, the Parent Coach may confer with the parent/caregiver during the youth’s post-arrest meeting, to engage the parent/caregiver into listening to concerns that place their child at

risk of continued involvement in the justice system and the benefit of diversion to avoid further involvement, including the avoidance of detention.

Parent/Coach assistance at the Investigations stage may have the Parent Coach assist in outreach to families to reinforce importance of keeping court appearances and investigation interview appointments, which further reduces the risk of youth detention. If needed a Parent Coach may attend a court appearance with a youth's family to offer support and ensure the parent/caregiver understands what transpires in court.

In calendar year 2012, 101 of 503 (20%) Violations of Probation petitions listed "beyond parental control" as a reason for filing the violation. During the supervision process, the Parent/Coach in cooperation with DOP will engage parents/caregivers to actively participate in the case planning for their child throughout the term of supervision. This active participation and support of the parent/coach, will lead to a reduction in violations of supervision based on parental control and consequently reduce out of home placement.

The Department of Probation has established formal relationships with the following organizations, Good Shepard (Brooklyn), New York Center for Interpersonal Development (Staten Island) and Community Connections for Youth (Bronx), for the provision of the Parent Coach services which started February 2014. As these organizations already recruit and train system-involved parents who want to be mentors to others. As of November 2014, the Department of Probation has established formal relationships with Friends of Island (Manhattan) and Youth Justice Center (Queens) for the provision of the Parent Coach services. Therefore, to date this service is available in all 5 boroughs. The recent start date precludes measurable outcomes at this juncture. The following outcomes are anticipated as a result of parent/family participation in the Parent Support Services program:

- Fewer missed appointments
- Family satisfaction and understanding of the juvenile justice system
- Improved parental input in the DOP IAP and other case management activities
- Reduction in the number of violations of probation based on parent depositions
- Reduction in use of detention and out of home placements

The projected number of (100) youth to service, was met and exceeded. During the period from April 1, 2014 through March 31, 2015, a total of (333) youth have benefited from this service.

Projected Number of Youth to be served:

Projected Number of Youth to be Served
A. Educational/Academic Deficits

	• PEAK	24
	• Educational Improvement	100
	• CARES	100
Projected Number of Youth to be Served		224

B. Mental Health		
	• Journey Project	120
	• Art Therapy	200
	• Clinical Advisors	125
Projected Number of Youth to be Served		445
C. Prevention of Detention & Placement		
	• ICM	225
	• Customized assistance	250
	• Youth WRAP	150
	• AIM	125
	• Community Service Ambassadors	120
Projected Number of Youth to be Served		750
D. Parent/Family Support		
Projected Number of Youth to be Served		100
Total Number of Youth Projected to be Served		1,639

DISPROPORTIONALITY

- a) Provide available information (use objective data or, if none exists, you may provide anecdotal or other information) indicating whether the use of detention or residential placement in your service area shows a significant racial or ethnic disproportionality:

There is significant racial disproportionality in New York City's juvenile justice system. The degree of disproportionality is perhaps best summarized in a recent report on the subject by the Vera Institute of Justice:

"The NYC juvenile justice system is populated almost exclusively by youth of color, many of whom come from under-resourced and marginalized communities. Roughly 88 percent of the youth arrested in NYC are either Black or Latino groups that comprise

only 64 percent of the City's total youth population. These youth constitute an even larger share of the juvenile justice population at later stages of case processing: 91 percent of youth entering detention; 90 percent of youth placed with private agencies; and 97 percent of youth entering OCFS - operated facilities."

- b) If such disproportionality exists, describe how the services/programs proposed for funding will address the disproportionality:

Our service programs will address disproportionality in the juvenile justice system by focusing on youth at risk of remand and violation in the 13 New York City community districts that remand and place the majority of court-involved youth. Historically, the population of New York City youth at various points in the juvenile justice system has been disproportionately non-white. In 2014, for example, 80 percent of juvenile probation intakes whose race was identified were identified as minority status;³ and recent snapshot of juveniles under probation supervision shows that about 80 percent of youth whose race was known were non-white (33 percent also identified as Latino).⁴

Minority youth are also overrepresented among those considered for placement. In 2014, 95 percent of youth who were assessed with the YLS as part of the I&R process were non-white. A deeper analysis of a sample of youth who went through the Structured Decision-Making Process in 2014 revealed that 85 percent of youth who fell into "placement-bound" boxes on the SDM grid fell into this category as well (an additional four percent in these boxes were missing data on race/ethnicity; only four percent were white).

Finally, juvenile offenders are disproportionately minority status as well. Of the case files reviewed in the Vera Institute of Justice report regarding juvenile offenders mentioned above, 79% of the youth were identified as Black.

By encouraging community engagement and addressing four of the needs that lead to rearrests and violations among probationers and juvenile offenders, our services will help stem the tide of disproportionality in New York's juvenile justice system.

In addition to the programs outlined above, the Department of Probation's new Structured Decision Making process (SDM) is expected to reduce disproportionality in that both the risk/needs assessment instrument that will be used – the Youth Level of Service (YLS) – and the decision-making matrix will ensure that all youth, regardless of borough/judge, race, gender, or any other demographic category will face the same dispositional options when they share the same risk/offense severity profile. The City is in the process of collecting and analyzing data to assess the efficacy of the SDM process in reducing disproportionate minority confinement.

³ Race data were missing for two percent of juveniles at the time of the analysis.

⁴ Four percent of the 1717 juveniles under supervision in 2013 during this snapshot were missing data on race and ethnicity.

EFFICACY OF PROGRAMS AND SERVICES

Explain how the services will reduce the number of youth who are detained or residentially placed; how they are family-focused; and whether they are capable of being replicated across multiple sites:

The potential for the programs described above to reduce detention and/or residential placement of delinquent youth is best understood in the framework of the overall Department of Probation reforms. With the help of the Vera Institute of Justice and through a collaborative Dispositional Reform Steering Committee that included representation from the Judiciary, Law Department, Defense, ACS, NYPD, Criminal Justice Coordinator, Deputy Mayor's Office, Mental Health, Department of Education, youth and family advocates, Probation has implemented the Youth Level of Service (YLS) Risk/Needs Assessment Instrument and Structured Decision Making process, both of which have the confidence of key system stakeholders. Since the implementation of these tools, as anticipated, the process has targeted fewer youth for placement, and placed youth with greater risk and needs onto probation's caseload. The programs outlined in this plan will be critical in making the move to a more community based model a successful one.

The outlined services address four areas of need common to the growing number of medium- and high- risk juvenile probationers, a significant number of whom get rearrested while on probation or have their probation revoked. The four identified areas of need, when unaddressed, place them at risk of remand to detention or residential placement. By providing quality services in these areas, fewer youth will be detained or residentially placed.

New York City plans to institute these programs in all the Department of Probation Juvenile Operations branches across the five boroughs to the extent it is viable, as they are generally replicable across multiple sites.

All of the programs/services are client- as well as family- centered, as family involvement is a critical component of the emotional well-being and growth of young people. Families/caregivers will be strongly encouraged to participate in family groups, family orientations, and family conferences. Increasing not only the youth's but families' self-efficacy and advocacy skills will play a vital role in fostering improved behavior and decision- making, thereby reducing the likelihood of rearrests and violations of probation, and reducing the use of detention and placement.

JUSTIFICATION FOR THE PROPOSED PROGRAMS AND SERVICES

Describe the demonstrated effectiveness of the proposed services and programs, *or* provide other justification of why you are proposing these services/programs for funding:

All of the programs and services described above are consistent with New York City's efforts to continue reform of the juvenile justice system. For juvenile delinquent probationers, the Department of Probation is reforming its methods to engage youth and families and individualizing case planning. These services will allow probation officers to move from compliance/monitoring approach to working with youth on probation on sustained, positive change. In addition, these services will provide probation officers with a menu of options to address the complex needs of the increasingly higher risk and disengagement level of youth who are placed on probation.

The proposed services also address the widely accepted dynamic criminogenic factors that when altered in positive ways, result in reduced delinquent/criminal behavior: antisocial attitudes, values and beliefs; negative associates/peers; family factors; use of leisure time, and poor educational achievement and engagement. All of the services are expected to impact family factors positively; the mental health interventions will address anti-social attitudes and foster positive values and beliefs about self and community. The varied options for education initiatives will ensure that participating youth will increase their levels of educational achievement and develop positive peer cultures. Lastly, the work of the Customized Assistance Unit will allow New York City to identify service gaps and needs for youth on probation for future planning, as well as immediately address the sometimes unexpected needs that youth and their families have that, when unaddressed, result in detention and/or placement.

PERFORMANCE OUTCOMES

Provide the projected performance outcomes for your proposed services and programs, being sure to include:

- a) An estimate of the anticipated reductions in detention utilization and residential placements:**

The proposed services will enable their respective participants to improve their decision-making competencies, and thereby avoid violation of probation processes that often result in detention and/or residential placement, as well as avoid rearrests while paroled from detention. From 2008 to March 2014, the average daily population in secure detention reduced quite significantly from 320 to 118, a 63% reduction. In CY 2014, the average daily population was 107; a reduction of an additional 4%. It is expected through this expanded array of community-based options that by the end of the grant period detention utilization rates would be reduced by an additional 5%.

The number of placements at OCFS and Close-to-Home facilities for New York City youth has dropped dramatically in the last several years—from 1399 in 2006 to 354 in 2014,⁵ a drop of 75% (this includes Juvenile Offender placements in secure facilities). Additionally, since the launch of Close-to-Home in September 2012, ATP enrollments have increased—from 14 percent in CY 2012 to 25 percent in CY 2014. Given that 45% of placements typically result from violations of probation and that the Department of Probation has reduced its violation revocation rate from 60% of violation dispositions in CY2011 to 49% in CY 2014, we expect to see a further reduction in out-of-home placements through the effective utilization of this expanded continuum of services. Juvenile offenders who remain arrest-free in the community also are significantly less likely to be placed in OCFS facilities as their sentence. It is anticipated there will be an additional reduction in the number of placements by the end of the grant period of approximately 5%.

b) Other projected positive outcomes for youth who participate in the services and programs:

- Provide youth with critical thinking skills
- Improve self-advocacy for families managing school-related issues and other system services
- Improve school/academic engagement
- Strengthen families and improve the relationship between probationer and family
- Increase youth involvement in pro-social activities
- Improve conflict management skills and avoidance of violence by youth and families
- Assist youth and families in successfully managing interfamilial strife
- Reduce recidivism

ASSESSMENT OF SUCCESS ACHIEVING PREVIOUS PERFORMANCE OUTCOMES

1. What were your projected performance outcomes in your 2014-2015 STSJP Plan for your proposed services and programs:

Estimated anticipated reductions in detention utilization and residential placements:

Given the multitude of co-occurring initiatives in New York City at this time, it is extremely difficult, if not impossible, to ascertain the specific impact that the STSJP-funded projects have had on New York City's detention and placement reduction trends. For example, over SFY 2013, DOP has implemented various evidence-based practices in the areas of adjustment services and supervision (motivational interviewing, restorative practices, Individualized Action Plans, and use of the YLS and Structured Decision-

⁵ Data are available as of November 2014.

Making grid, among others), all of which have also contributed to a reduction in detention utilization and residential placements. These practices, coupled with the STSJP programming that was offered to our youth, all have contributed to the continued decline in detention and placement trends.

2. Please provide the following information for your county or the jurisdiction served by your STSJP programs for 2014-2015, indicating if the geographic area is anything other than countywide:⁶
 - a) The number of youth arrested: 6,479⁷
 - b) The number of youth placed in detention programs:
 - (1) Secure detention: 2,462
 - (2) Non-secure detention: 1,226
 - c) The number of youth placed out of their home as part of a disposition in a JD or PINS case:
 - a. JDs placed with OCFS or LDSS: 413
 - b. PINS placed:
 - d) The number of youth who participated in services and programs receiving STSJP funds: 1,922.
3. Please list each program that received STSJP funds for 2014-2015 and provide the following for each program:

CARES Program

- a) When did the program start using 2014-2015 STSJP funds, and what are the dates of the period you are reporting on? **June 2014**
- b) How many slots were created in the program with STSJP funds? **75**
- c) What was the average length of stay for youth in the program or use of the service? **22 days for the 58 summer youth; 45 youth participated in other planned activities throughout the school year.**
- d) How many youth were served in each program receiving STSJP funds in 2014-2015? **103 over the course of the entire fiscal year exceeding the projected 75.**
- e) How many youth in each program experienced each of these outcomes?
 - 1) Successfully completed the program (not re-arrested and appeared in court as directed) **103**

⁶ All the estimates in this section reflect CY2014.

⁷ Source is NYPD Criminal Justice Bureau (unaudited arrest data)

- 2) Did not appear in court when directed to do so: N/A
- 3) Re-arrested before appearing in court: **0 (although the participant did not have to appear in court, I was rearrested while participating in the summer program)**
- 4. Moved to detention because of non-compliance with the program or any reason other than re-arrest or failure to show at court: N/A

CARES was an invigorating and valuable experience for youth involved last year. More specifically, the program exposed them to activities that helped them observe, learn, and emanate compassion for others, side by side with their probation officers. On one excursion, for example youth citywide visited The Dialogues in the Dark Exhibit, where they were temporarily without sight and had to rely on a blind guide to lead them around. Their leaders provided them with security and a sense of orientation by transmitting to them a world without pictures. Youth left the excursion not only with an understanding of what it feels like to be blind, but also with great respect for their tour guides. One youth—who until then had been removed from the program—even became an active participant, verbalizing his admiration for the guide and emerging as a leader who assisted probation staff throughout the tour.

ICM

- a) When did the program start using 2014-2015 STSJP funds, and what are the dates of the period you are reporting on? **4/1/14- 3/31/15**
- b) How many slots were created in the program with STSJP funds? **225**
- c) What was the average length of stay for youth in the program or use of the service? **120 days**
- d) How many youth were served in each program receiving STSJP funds in 2013-2014 **344 citywide**
- e) How many youth in each program experienced each of these outcomes:
 - (1) Successfully completed the program (not re-arrested and appeared in court as directed) **197**
 - (2) Did not appear in court when directed to do so: N/A
 - (3) Re-arrested before appearing in court: **10**
 - (4) Moved to detention because of non-compliance with the program or any reason other than re-arrest or failure to show at court: **83**

Educational Improvement/Literacy Enhancement

- a) When did the program start using 2014-2015 STSJP funds, and what are the dates of the period you are reporting on? **April 2015**
- b) How many slots were created in the program with STSJP funds? **150**
- c) What was the average length of stay for youth in the program or use of the service? **N/A**
- d) How many youth were served in each program receiving STSJP funds in 2014-2015? **75**
- e) How many youth in each program experienced each of these outcomes: **All N/A**

Project Journey (JCCA)

- a) When did the program start using 2014 -2015 STSJP funds, and what are the dates of the period you are reporting on? *4/1/2014- 3/31/15*
- b) How many slots were created in the program with STSJP funds? *120*
- c) What was the average length of stay for youth in the program or use of the service? *7 months*
- d) How many youth were served in each program receiving STSJP funds in 2014-2015? *156*
- e) How many youth in each program experienced each of these outcomes?
 - (1) Successfully completed the program (not re-arrested and appeared in court as directed *69 of them successfully*
 - (2) Did not appear in court when directed to do so: *N/A*
 - (3) Re-arrested before appearing in court: *N/A*
 - (4) Moved to detention because of non-compliance with the program or any reason other than re-arrest or failure to show at court: *N/A*

NYC Youth WRAP

Hurricane Sandy resulted in significant damage to many New York City communities. **NYC Youth WRAP** deployed teams of youth and DOP staff to assist these communities with restoration. Storm recovery assignments included community benefit projects directly in the communities (i.e., light load debris clean-up, Parks) or with support organizations (food, clothing) that distribute goods and services to the impacted communities.

NYC Youth WRAP aligned with our validated risk/needs assessment instrument roll-out. A key criminogenic risk factors assessed in the instrument (the Youth Level of Service, or YLS), is “use of leisure time.” Research indicates that having structure in the day beyond school hours is an important protective factor that contributes to reduced recidivism. Youth who have to report to places at particular times and who have to adhere to set rules and expectations develop life skills that foster pro-social attitudes and law abidance.

As a result of the NYC Youth Wrap Weekend Restoration Assistance Program, STSJP Funds continued to support NYC Youth Wrap. These were higher-risk/need juvenile clients sentenced to an Alternative to Placement (ATP) program, attending an Alternative to Detention (ATD) program, or prosecuted as Juvenile Offenders. There was a work readiness orientation that introduced workplace etiquette, team-building, conflict resolution and other modules. The NYC Youth Wrap Project Coordinator worked with NYC Service and community non-profit organizations to identify project sites. In the current cohort, there were 78 of 130 young leaders had perfect attendance for all eight weeks of Restorative Weekend Intervention.

DOP Youth WRAP (Weekend Restoration Assistance Program) recognized participants after completion of the 8 weeks of Restorative Justice Intervention. The practice of

building community through authentic dialogue that transforms challenging behaviors of at-promise young adults into positive action that benefits the entire community.

This current winter's DOP cohort of 130 young leaders' ages 13-18 currently under probation supervision, have made noteworthy and meaningful strides toward positively changing challenging behavior while staying out of additional contact with the criminal justice system. The momentum is here and we are moving in great heights. Strategy: "Family focused and child centered". DOP observed the 4,450 pro-social hours had a tremendous outcome with an overwhelming cumulative 84% attendance rate.

Most participants live in the surrounding community, yet there are those dedicated individuals who travel three buses and a train ride to meet with their mentors and give back through service to the community. We recorded the young leaders of having 4,450 pro-social hours where they perform work in their communities. King County, Queens County, and Richmond County recorded "No New Arrests" during the 8 weeks of Restorative Justice Intervention. Bronx County and New York County had a total of 4 misdemeanor arrests. 4 of the 130 leaders/clients re-arrested, is less than 3% ratio for this DOP initiative. Hence, this type of pro-social meaningful intervention reduces the likelihood of DOP's clients from being re-arrested. Of those 4 clients re-arrested, one case was dismissed due to mistaken identity. The other 3 cases remain pending.