

PART I - FACE SHEET

APPLICATION FOR FEDERAL ASSISTANCE		1. TYPE OF SUBMISSION: Application <input checked="" type="checkbox"/> Non-Construction	
Modified Standard Form 424 (Rev.02/07 to confirm to the Corporation's eGrants System)			
2a. DATE SUBMITTED TO CORPORATION FOR NATIONAL AND COMMUNITY SERVICE (CNCS):		3. DATE RECEIVED BY STATE: 20-JAN-11	STATE APPLICATION IDENTIFIER:
2b. APPLICATION ID: 11AC123073		4. DATE RECEIVED BY FEDERAL AGENCY:	FEDERAL IDENTIFIER: 09ACHNY0010014
5. APPLICATION INFORMATION			
LEGAL NAME: Fund for the City of New York DUNS NUMBER: 061085713		NAME AND CONTACT INFORMATION FOR PROJECT DIRECTOR OR OTHER PERSON TO BE CONTACTED ON MATTERS INVOLVING THIS APPLICATION (give area codes): NAME: Greg Berman TELEPHONE NUMBER: 212-373-8090 FAX NUMBER: 212-397-0985 INTERNET E-MAIL ADDRESS: gberman@courts.state.ny.us	
ADDRESS (give street address, city, state, zip code and county): 520 Eighth Avenue 18th Floor New York NY 10018 - 6551 County: New York			
6. EMPLOYER IDENTIFICATION NUMBER (EIN): 132612524		7. TYPE OF APPLICANT: 7a. Non-Profit 7b. Community-Based Organization	
8. TYPE OF APPLICATION (Check appropriate box). <input type="checkbox"/> NEW <input type="checkbox"/> NEW/PREVIOUS GRANTEE <input checked="" type="checkbox"/> CONTINUATION <input type="checkbox"/> AMENDMENT If Amendment, enter appropriate letter(s) in box(es): <input type="text"/> <input type="text"/> A. AUGMENTATION B. BUDGET REVISION C. NO COST EXTENSION D. OTHER (specify below):		9. NAME OF FEDERAL AGENCY: Corporation for National and Community Service	
10a. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:94.006 10b. TITLE: AmeriCorps State		11.a. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT: New York Juvenile Justice Corps	
12. AREAS AFFECTED BY PROJECT (List Cities, Counties, States, etc): The five boroughs of New York City		11.b. CNCS PROGRAM INITIATIVE (IF ANY):	
13. PROPOSED PROJECT: START DATE: 10/01/11 END DATE: 09/30/12		14. CONGRESSIONAL DISTRICT OF: a.Applicant <input type="text" value="NY 014"/> b.Program <input type="text" value="NY 014"/>	
15. ESTIMATED FUNDING: Year #: <input type="text" value="2"/>		16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS?	
a. FEDERAL	\$ 529,888.00	<input type="checkbox"/> YES. THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON: DATE: <input checked="" type="checkbox"/> NO. PROGRAM IS NOT COVERED BY E.O. 12372	
b. APPLICANT	\$ 201,910.00		
c. STATE	\$ 0.00		
d. LOCAL	\$ 0.00		
e. OTHER	\$ 0.00		
f. PROGRAM INCOME	\$ 0.00		
g. TOTAL	\$ 731,798.00		
17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT? <input type="checkbox"/> YES if "Yes," attach an explanation. <input checked="" type="checkbox"/> NO			
18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT, THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.			
a. TYPED NAME OF AUTHORIZED REPRESENTATIVE: Jessica Colon		b. TITLE:	c. TELEPHONE NUMBER: (718) 923-8282
d. SIGNATURE OF AUTHORIZED REPRESENTATIVE:			e. DATE SIGNED: 05/12/11

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Executive Summary

The New York Juvenile Justice Corps seeks to break the cycle of unmet educational needs and criminal justice involvement of New York City's youth. The Juvenile Justice Corps focuses on youth currently involved or at risk of becoming involved in the justice system due to factors like truancy, delinquent behavior, and detention and placement in juvenile justice facilities. Members provide services that promote educational support, community and family engagement, and career exploration.

Rationale and Approach

1. PROBLEM

Two-thirds of New York City young people will never receive a high school diploma (Urban Institute, 2001). A 2006 report by the Manhattan Institute found the graduation rate across New York State to be just 58%, among the lowest in the nation. For those young people involved in the justice system, the odds of graduating are even worse.

In a typical year, over 70,000 young people in New York City are cited for truancy and other offenses, and over 8,000 of them are arrested. A staggering number of these youths have unmet educational needs. A recent survey conducted by the New York State Office of Children and Family Services (OCFS) found that 90% of court-involved youth were behind in school, 40% required special education, and 25% read below the fifth-grade level. Strikingly, young people with low educational achievement and delinquency frequently manifest a similar constellation of underlying problems: poverty, familial dysfunction, drug addiction, and mental illness.

Frustrated by limited sentencing options and community-based resources, family court judges frequently rely on incarceration at the expense of rehabilitation, further undermining the educational prospects of these young people. In December 2009 The New York Times proclaimed an "extreme

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crisis" in New York's juvenile justice system, stating "juvenile prisons are both extremely expensive and extraordinarily ineffective." Despite spending approximately \$210,000 per youth annually, a special task force authorized by NYS Governor David Paterson discovered that most youth in residential facilities "rarely get even a basic education."

Tragically, one-third of these young people enter "youth prisons" reading at a third-grade level, only to leave with their educational needs unaddressed. Many young people are released from juvenile prisons without adequate discharge planning and community-based supports to reengage in school. Evidence can be seen in the overwhelming rates of re-arrest; one study found that almost half of the youth released from incarceration were rearrested the same year. The vast majority (89% of boys and 81% of girls) will be arrested again by age 28. Eventually, juvenile offenders enter adulthood with incomplete educations, few marketable skills, and a statistical likelihood of future justice system contact. High school dropouts are three-and-a-half times more likely to be arrested and eight times more likely to be incarcerated than are their peers who have graduated. Indeed, 70% of state inmates failed to earn their high school diploma.

The question is, what kinds of interventions can the juvenile justice system make to improve educational outcomes and prevent young people from returning to court again and again? The Center for Court Innovation (the Center) is uniquely situated to provide a comprehensive intervention for young people involved in the justice system. The Center is a non-profit think-tank that develops demonstration projects to test innovative responses to crime and delinquency. In partnership with NYS OCFS (the state agency responsible for overseeing juvenile prisons), and other agencies, the Center runs over a dozen programs -- based in high-risk neighborhoods throughout New York City -- that serve juveniles at all stages of involvement with the justice system. For example:

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*In Red Hook, Brooklyn, where almost half of the population lives below the poverty level, the Center runs the Red Hook Community Justice Center, an award winning community court that seeks to solve neighborhood problems like drugs, crime, and domestic violence and provides in-depth programming for at-risk and court-involved youth.

*In East Harlem, a part the Upper Manhattan Empowerment Zone and the community with the highest concentration of formerly incarcerated people in New York City, the Center runs the Harlem Community Justice Center. The Harlem Justice Center is a community-based court whose offerings include an attendance court, a youth court with a service-learning component, and reentry programs for ex-offenders returning to the community.

*In Jamaica Queens, which is one of the city's highest risk districts for youth according to the NYC Citizens Committee for Children, the Center runs the Queens Engagement Strategies for Teens (QUEST) program, an alternative-to-detention after-school program for young people awaiting the disposition of delinquency proceedings in Queens Family Court.

*In Staten Island, which has the third highest juvenile violent crime index arrest rate for all New York counties, the Center runs the Staten Island Youth Justice Center, which combines an alternative-to-detention program with a youth court that hears cases involving both youth in family court and older low-level offenders ages 16 to 21.

The New York City Justice Corps will serve young people at these and other Center juvenile justice projects, as well as young people in confinement in OCFS facilities based in New York City. The Corps will operate in the Education area and will use both standard and non-standard performance measures.

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2. SOLUTION

Over the past 15 years, the Center for Court Innovation has run a community-based AmeriCorps program based out of the Red Hook Community Justice Center, an award-winning community court that has been hailed as a national model of court reform by the United States Department of Justice. The Red Hook Public Safety Corps has played a critical role in transforming Red Hook from a neighborhood once notorious for crime, dysfunction and despair, to one increasingly characterized by economic development and hope for the future. The Public Safety Corps has developed an effective and community-focused model of intervention to address the complex educational needs of young people who are involved with the justice system or who are at risk of such involvement.

Working in partnership with OCFS and John Jay College of Criminal Justice, the Center now proposes to take this Public Safety Corps model of youth intervention to scale, expanding its capacity to serve young people throughout New York City. The New York City Justice Corps will intervene to break the cycle of unmet educational needs and delinquency in struggling neighborhoods citywide. The Corps will serve young people at risk of juvenile justice system involvement due to high risk factors like chronic truancy; those with first-time contact with the justice system; those with delinquency cases pending in the family court system; and those who are sent to juvenile prisons operated by OCFS or are returning from confinement. Whether youths come into contact with the Justice Corps as first time offenders or with a significant history of delinquency, members will provide wrap-around, multi-systemic services to promote educational engagement, address unmet individual and family needs with the goal of improving school attendance and achievement, and get them on track for high school graduation.

Serving under the close supervision of program staff, 35 full-time, 1 half-time and 22 minimum-time Justice Corps members will provide services for young people in juvenile justice programs. While the exact services provided will depend on the placement site, activities will include:

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- *Performing basic screening
- *Managing program referrals and admissions
- *Communicating with family members
- *Developing linkages with community service providers
- *Escorting teens to off-site service providers
- *Monitoring compliance with program requirements and court sanctions
- *Organizing and leading recreation and service-learning activities

All members also will be heavily involved in volunteer generation in the community they serve in, serving to build the local capacity to provide pro-social activities for local at-risk youth by recruiting volunteers to run sports leagues, clean local parks, hold community resource fairs, and create other positive opportunities. Specific volunteer activities will be determined in collaboration with site staff and local community partners in the neighborhoods served.

All Justice Corps members will be assigned to one of four teams devoted to the areas that are most critical to ensuring the educational success of court-involved youth: education, family engagement, clinical services and career exploration. Team skills and activities would include:

Education: Members of the Education Team will specialize in educational advocacy and school enrollment, and connecting youth to educational programming and tutoring to prepare them for post-secondary education and future employment. At their assigned program site, each Education Team member will conduct outreach to the New York City Department of Education (DOE) and local schools to facilitate the re-enrollment process for out-of-school youth; monitor school attendance and progress; assess the appropriateness of current school placements; help families to navigate the school

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bureaucracy, particularly special education; and ensure that young people and their families are conscious of their rights and responsibilities in public school settings.

Family Engagement: Family support is a critical component of success in school, and family conflict and disorganization are strong predictors of juvenile delinquency. Members of the Family Engagement Team will specialize in strengthening families by providing case management services to meet the needs of parents, guardians, or siblings. Team members will connect the family members of participating youth to a broad range of community programs and services, both on and off site, such as job training, housing assistance, immigration services, and GED classes.

Clinical Services: Members of the Clinical Services Team will assist professional program staff at each site in conducting assessments and making referrals to substance abuse and mental health treatment, as well as other related social services. Corps members will also be trained to conduct clinical service education sessions with youth and family members who might not understand what these services are or how they can be helpful. Members will also develop and share a referral database of clinical providers that specialize in treating youth.

Career Exploration: Young people who are on a career path that excites them are significantly more likely to stay motivated to get their diploma. Members will serve court-involved youth to uncover their passions, interests, and skill sets, to direct them toward appropriate vocational opportunities and foster their professional development. Members of the Career Exploration Team will serve to identify community mentors and internship opportunities; help participants think through their future goals; and lead trainings on career-building skills like resume writing, public speaking, and networking. Full-time members of the Career Exploration Team will serve alongside 28 minimum-time members from John Jay College of Criminal Justice who will serve as mentors for court-involved youth. Many John Jay

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students are graduates of New York City public schools, coming from similar backgrounds as the young people the Corps is seeking to serve.

The provision of these services on such a large scale would not be possible without the assistance these AmeriCorps members.

Members will receive specialized intensive training in their designated team, as well as ongoing supervision from senior program staff. On one Friday per month, team members will gather from across the city to receive intensive training specific to their focus area, as well as to share resources, problem-solve, and troubleshoot solutions. Members will also provide updates on progress made towards meeting program and member objectives. On a separate occasion (also on a monthly basis), the entire Justice Corps will come together to either receive cross-training or be introduced to a new topic or skill-set that will help them better serve youth at their assigned project sites.

After 15 years running an AmeriCorps program -- as well as managing numerous other federal grants from the U.S. Department of Justice, SAMHSA, and other agencies -- Center staff are well acquainted with AmeriCorps rules and regulations and have developed sufficient procedural and programmatic safeguards to ensure that the program will not run afoul of non-duplication, non-displacement, and non-supplemental requirements, and to ensure that members comply with rules concerning prohibited service activities. The Center is able to ensure proper disbursement and accurate accounting of federal funds.

Justice Corps members will provide the services and supports described above at four critical points of entry in the cycle of court-involved youth:

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Point #1: Prevention- This stage is aimed at preventing formal court involvement for young people who have had some initial contact with law enforcement.

Youth Courts

In New York City, juveniles who commit minor offenses such as shoplifting, truancy, vandalism, marijuana possession, or turnstile jumping, or who are arrested for school-related crimes such as fights or minor weapons possession, often are simply issued a Youth Delinquency (YD) card, which is placed on file at the local police precinct and which has no immediate ramifications. This sends the message that criminal behavior lacks consequences at exactly the moment in a young person's life when that idea can do the most damage. In an effort to promote early intervention and prevention, the Center runs five youth courts -- in Red Hook, Crown Heights, Greenpoint, East Harlem, and Staten Island -- that use these first encounters with law enforcement as an opportunity to link young people with the structure and services they need to change their behavior. Youth courts are composed of local teenagers trained to serve as judge, jury and advocates and are designed to use positive peer pressure to ensure that youths who have committed minor offenses both pay back the community and receive the help they need to get back on track. Typical sanctions include letters of apology; essays on relevant topics, workshops on anger management; conflict resolution; or community service projects. Corps members will play a variety of roles in youth courts: developing cases, training participants, organizing community service projects, and monitoring compliance.

Attendance Courts

Chronic absenteeism undermines the chance academic achievement and is an early predictor of delinquency, social isolation, and substance abuse. Justice Corps members will seek to reduce truancy by serving in attendance courts in Red Hook and Harlem. Attendance court provides students and their families with services in a supportive setting in order to keep chronically absent students and their

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families out of family court and improve their chances for academic success. Participants attend bi-weekly hearings led by retired judges. These hearings help to convey the message that attendance is important and truancy has consequences. The program aims to reduce unexcused absences with a strengths-based, family-focused approach that incorporates both sanctions for continued truancy and rewards for improved attendance. Acknowledging that patterns of unexcused absences often indicate larger challenges faced by families, Justice Corps members will help participating families access public benefits, education or training opportunities for adults, or counseling, tutoring, and after-school programming for students.

Point #2: Diversion- The Justice Corps seeks to provide alternative sanctions and services for young people in delinquency proceedings.

Problem-Solving Family Courts

Contact with the juvenile justice system typically does little to improve a young person's prospects for a law-abiding future. Young people who are arrested are rarely linked to meaningful interventions because judges in family court have limited access to resources and generally lack the tools to effectively monitor compliance with their orders. In contrast, the Center's problem-solving courts in Harlem and Red Hook are equipped to provide young people with a mixture of services and sanctions that will hold them accountable for their actions while addressing the underlying problems that may have contributed to the arrest. Based on the nature of the case and the young person's circumstances (particularly in those instances where substance abuse and school absenteeism are relevant issues), the judges at Red Hook or Harlem may choose to refer a young person for a comprehensive assessment that focuses on family life, school, employment, extra-curricular activities and personal interests. Based on this assessment, young people can be referred to services to address their specific needs. Off-site services can include drug treatment, mental health care, or employment training. On-site services, which will be provided with

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assistance from Justice Corps members, would include group options like young people's support groups with a focus on decision-making, healthy relationships, expressing emotions constructively, and developing career plans. All family court respondents are rigorously monitored for compliance with school attendance, court mandates, curfew, and drug or alcohol use. Justice Corps members will facilitate wrap-around interventions for young respondents and their families and ensure compliance with mandated services.

Alternative to Detention Programs

Many young people are confined in juvenile detention while their cases are pending. Juvenile detention has a deleterious impact on a young person's schooling, can expose them to more hardened juvenile offenders, and heightens their risk of recidivism. Studies consistently demonstrate that community-based services are the most effective means of improving educational outcomes for juvenile offenders and reducing recidivism. Despite the fact that research increasingly demonstrates that confinement should be reserved for only the most serious and violent juvenile offenders, a paucity of alternatives leaves many family court judges with no other option. The Center operates two alternative-to-detention (ATD) initiatives, one in Queens and one in Staten Island. ATDs are community-based after-school programs that provide family court judges an alternative to sending youth with pending juvenile delinquency cases to detention facilities. The ATD programs allow youth to remain in their neighborhoods and schools, giving them the opportunity to modify their behavior and receive professional services. The centerpiece of the ATD model is a five-day per week after-school program that provides tutoring, vocational training, recreational opportunities, and cognitive behavioral support groups for three-and-a-half hours every weekday. Mental health services are also provided. At the ATD programs, Justice Corps members will serve young people on a small group basis and provide them with the support and supervision they need. At the same time, Justice Corps members can monitor the young person's progress outside of program hours to help ensure they are attending school, complying with

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curfews, and abiding by any court orders.

Point #3: OCFS Placement

The Justice Corps will assist adjudicated youth (those found by a judge to be responsible for a crime) by providing rehabilitative services during confinement in a youth prison or other restricted setting. In partnership with OCFS, Justice Corps members will provide on-site services to young people held in facilities, including the Brooklyn Residential Facility, the Southern New York Residential Center, and the Staten Island Residential Center. Services will also be provided to young people under OCFS jurisdiction who are required to report every evening to either the Bronx Evening Reporting Center or the Brooklyn Evening Reporting Center. The vast majority of youth confined in juvenile prisons are far behind academically; a recent survey indicated that approximately 80% of young people in confinement score below grade level in reading and math. Serving in collaboration with OCFS educational coordinators, Justice Corps members will provide tutoring, homework help, and GED preparation services on-site to prepare them to reenter high school at grade level in their communities. Beyond traditional classroom learning, Justice Corps members will assist young people in developing service learning projects in accordance with a newly developed OCFS curriculum. Additionally, Justice Corps members will assist young people in thinking about and cultivating the independent living skills they will need for the future, including: financial literacy, money management, career exploration, housing, and self-care.

Point #4: Reentry

The Justice Corps will seek to improve the transition back to community life for young people leaving juvenile prisons. During the period of time immediately following reentry into the community from confinement, young people are extremely vulnerable and susceptible to innumerable negative influences and impulses. Help with school is particularly important here; youths who are released from juvenile

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prisons are more likely to succeed if they have access to services that can help them thrive in their schools. Corps members will serve as transition coordinators and advocates with particular focus on the re-enrollment and re-engagement in school for youths released from non-secure OCFS facilities. Justice Corps members will serve with professional staff to formulate aftercare strategies in accordance with best practices in school reentry, including developing mechanisms for timely transmission of school records between correctional facilities and schools; formulating individualized re-enrollment plans; encouraging youth and family involvement in planning; and ensuring that the student is returning to a school setting suitable to meet all educational needs in the least restrictive environment.

3. OUTCOMES

The New York City Justice Corps will operate in the Education area of the National Performance Measures Pilot and will use both standard and non-standard performance measures (See Performance Measure Section for more details). At the end of the three years of operation, the Juvenile Justice Corps will have intervened in the lives of hundreds of city youth currently involved in or at risk of involvement in the justice system by providing services, creating linkages between communities and youth and expanding local community capacity to serve and engage youth positively. The Justice Corps will:

- *Improve students' school attendance by providing intensive services in the areas of education, family engagement, clinical needs, and career exploration.
- *Start a significant number of students in the educational programs.
- *Ensure a significant number of students will complete Justice Corps educational programs.
- *Expand the capacity of local communities to address the unmet educational needs of court-involved youth by providing assistance with education, family engagement, clinical services, and career exploration.
- *Implement and organize youth-serving volunteer service projects that will both benefit at-risk youth

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and strengthen the wider community.

*Promote greater trust in and knowledge of the justice system by providing local youth with a wide variety of opportunities for positive interactions with justice system officials.

*Provide a variety of service opportunities for members, providing them with experiences and training to become productive and responsible members of society.

4. PLAN FOR SELF-ASSESSMENT AND IMPROVEMENT

The Justice Corps will benefit from the Center's in-house research capacity. The Center is a research-driven organization, adept at planning and evaluating demonstration projects. The Center's team of researchers gathers and analyzes data on everything from case dispositions to community perceptions of neighborhood safety. The Center also conducts independent research on problem-solving innovations across the country. Researchers at the Center have conducted a number of influential and much-cited studies, including a randomized trial on the efficacy of batterer programs, and an evaluation of court-monitored drug treatment programs in New York State.

The Justice Corps will be able to take advantage of this expertise, using the Center's social scientists to evaluate interventions, monitor emerging community needs, and drawing on new data to inform programmatic decisions and make mid-course alterations when necessary. For example, the on-site researcher at the Red Hook Community Justice Center recently collected data on the thousands of young people and their families who have come through the Justice Center because of altercations in school; this information has helped shape youth program design in Red Hook.

Since community priorities and problems change over time, the Justice Corps will serve to gather

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information and feedback from community leaders and residents on a continuous basis. This feedback and input is solicited through a variety of avenues. For example, each demonstration project has established a community advisory board to help oversee programming. The boards, which include community residents, justice system representatives, local service providers, small business owners, and others, meet quarterly to provide input on the direction of the project. Additionally, each month, Corps members' direct supervisors will complete a service summary and a site satisfaction form. Members will also fill out self and program evaluations. At the end of each month, the coordinators will meet to sift through all this data to assess the Justice Corps' effectiveness that month, to identify any issue areas, and to develop a plan for the upcoming month to ensure that the Justice Corps continues to meet community needs.

5. COMMUNITY INVOLVEMENT

The Justice Corps will place a high priority on engaging community residents and stakeholders in fashioning solutions to local problems concerning at-risk and delinquent youth. The Justice Corps will attempt to communicate with every possible community stakeholder, from law enforcement to business owners to clergy, to send the message that their voices truly count. There is no substitute for face time; it is impossible to develop meaningful partnerships without investing substantial time and energy in the relationships.

Each project site can use the authority of the justice system to engage local leaders such as tenants' association presidents, school principals, police officers and social service providers and solicit ideas, questions and suggestions for new projects. Being located in community-based projects will also help the Corps stay tuned into community needs that surface in everyday court operations. Additionally, as mentioned above, the Justice Corps will benefit from a network of community advisory boards,

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organized by the demonstration projects, consisting of representatives from the police, justice system agencies, local service organizations, local small business owners; and other community leaders. Additionally, community members provide input through the regular door-to-door surveys.

Moreover, the Justice Corps will follow the Public Safety Corps model and will target recruitment of members from within the communities to be served. Most Red Hook Public Safety Corps members grew up in and live in Red Hook, giving them firsthand knowledge of local concerns and unique insight into the particular needs of at-risk youth in the community. This level of personal investment and community ownership is one of the many things that have made the Public Safety Corps so effective and distinctive, particularly in a large urban setting like New York City. As it expands to serve all five boroughs, the Justice Corps will target community members at its new sites in recruitment efforts to help ensure that interventions fit the needs and character of the community.

6. RELATIONSHIP TO OTHER NATIONAL AND COMMUNITY SERVICE PROGRAMS

Over the years, the Center has collaborated with other National and Community Service programs through its training and technical assistance efforts. In addition to being featured in a national Public Service Announcement and conducting a presentation at the National Conference on Sustainability Communities, the Red Hook Public Safety Corps has conducted trainings and provided technical assistance to other area AmeriCorps programs, including CAMBA, Latino Pastoral Action Center, Grand Street Settlement, Jumpstart for Young Children, TASC and Phoenix House Foundation. Recently, AmeriCorps staff presented at the national Community Prosecution Conference in Los Angeles on the value of having AmeriCorps members serve clients in the criminal justice system. The New York City Justice Corps will continue to offer training and technical assistance to other AmeriCorps programs whenever requested.

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Organizational Capability

a) Sound Organizational Structure

Ability to Provide Sound Programmatic and Fiscal Oversight - The Center for Court Innovation was established over 15 years ago as a public/private partnership between the New York State Unified Court System and the Fund for the City of New York. Through new demonstration projects and original research, the Center helps courts test innovative approaches to the delivery of justice. The Center has created over a dozen demonstration projects, including the award-winning Red Hook Community Justice Center, the Midtown Community Court, Bronx Community Solutions, drug courts, domestic violence courts, mental health courts, attendance courts and youth courts. Researchers have documented that the Center's projects have helped reduce crime and substance abuse, improved communities' quality of life, and enhance public trust in justice. In addition, the Center provides technical assistance to help other jurisdictions across the country and around the world launch their own problem-solving experiments; for example, there are now several dozen courts around the world based on the Red Hook Community Justice Center model.

Many of the Center's model projects are designed to address the problems affecting at-risk youth. The Center runs a number of youth projects throughout New York, including a job training program for unemployed, out-of-school older youth; intensive monitoring and support services program for young people on probation; alternative to detention programs; youth-led community service projects; youth courts; and the Youth Justice Board, a program that aims to give New York City's young people a real voice in public safety policy debates. Whether working out of a school, a neighborhood storefront, or a courthouse, the goal is the same: to help young people avoid criminal behavior and lead law-abiding, productive lives.

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The Center has 15 years of experience running the Red Hook Public Safety Corps, a community-based AmeriCorps program, based out of the Red Hook Community Justice Center. Currently, the Center has demonstration projects located all five boroughs of New York, and the Center is well poised to bring the innovations and interventions of the Public Safety Corps to scale. Center staff remain in constant contact with project supervisors and staff at each and every project. While adhering to institution-wide policies and procedures set by Center's Human Resource Department staff, project directors are semi-autonomous in their ability to handle day-to-day operations. The exchange of information and ideas between Center and demonstration project staff is fluid.

With a current annual operating budget of over \$17 million, a staff of 160 people, and over fifteen years of experience in federal grants management (including previous AmeriCorps program grants), the Center is well positioned to successfully manage this grant. The Center is a project of the Fund for the City of New York, which provides administrative and other support to nonprofit enterprises like the Center whose existence adds value to civic life in New York. The Center is responsible for its own program development, operations, and raises all of its operating funds independently; the Fund serves as the fiscal sponsor for all revenues raised. The Center has its own fiscal and administrative department responsible for fiscal planning, management and oversight, contract compliance, human resources, policy and procedures, and employee relations. The Fund provides tax-exempt status and administrative, legal, and human resource support. Each demonstration project is assigned a grants and contracts manager, who monitors project expenses to ensure that revenues are expended against approved budgets and works with staff on preparing reports. The Fund follows the AICPA Industry Guide, "Audits of Not-for-Profit Organizations" for specific accounting policies and financial statement reporting guidelines. An independent certified public accounting firm conducts an annual audit to ensure fiscal accountability, internal controls and contract compliance. With this high level of administrative support, the Center will be able to ensure prudent use, proper disbursement, and

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accurate accounting of Federal and non-Federal funds.

The lessons learned through fifteen years of AmeriCorps program administration and oversight of member activities are a strong basis for the expansion of the Corps proposed in this application. As outlined in the "Member Development, Training and Supervision" section of this proposal, the New York City Justice Corps will develop strong connections throughout the sites through common program elements, initial and ongoing training activities as well as through formal and informal support activities. The overall mission of serving New York's most vulnerable youth, assisting them in attaining educational goals while supporting them with comprehensive wraparound services will be emphasized from the first day of member orientation through program completion, through regular meetings, supervision and training at an individual member level, a project site level and a Corps- wide level.

b) Board of Directors, Administrators, and Staff - As an incubator program of the Fund for the City of New York, the Center operates under the general supervision of the Fund's Board of Directors. The Center's operating programs are directly supervised by the Center's Director, Greg Berman. As part of Center's founding team, Mr. Berman helped to craft the Center's organizational mission and structure and now leads its criminal justice reform efforts. In 1994 he helped create the Red Hook Public Safety Corps, serving as its first director.

AmeriCorps program management staff will remain at the Red Hook Community Justice Center, a flagship project with considerable experience running an AmeriCorps program. Mr. Berman works closely with the Justice Center's Director, James Brodick. Mr. Brodick is responsible for managing the overall operations of the Justice Center, including the court, community programs and social services, as well as all the partnerships with the institutional and community partners. Prior to joining the Center, Mr. Brodick was the Community Education Project Assistant Director for ASPIRA. Mr. Brodick has a

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B.S. from St. John's University and is a New York State certified mediator.

AmeriCorps staff members include the Program Coordinator, Viviana Gordon, and Jessica Colon, Program Director at the Center for Court Innovation. Ms. Gordon manages the day-to-day operations of the Public Safety Corps, including community outreach, member development, project site supervision and the planning of Corps-wide events. Ms. Colon assists with the Corps' administrative and reporting requirements, recruitment of new members, training programs and public events, and manages the relationships between members, staff, community leaders, program partners and program funders. Ms. Gordon came to the Center as an Avodah Member, an AmeriCorps service program. She was then hired to serve as a Criminal Court case manager. Ms. Colon has nearly a decade of experience working local government and nonprofits, specifically in the fields of public administration and criminal justice reform. She has a Masters degree in Public Affairs from Princeton University. Program directors of participating youth programs and alternative to detention programs will help supervise the overall program, train members, and provide direct on-site supervision and support for all members placed at their project sites.

c) Plan for Self- Assessment or Improvement - The Center for Court Innovation is committed to an action/research model. The Center's director meets quarterly with each individual project director and researchers to discuss program operations, achievements, and problem areas. Through these regular meetings, program performance is evaluated, problem areas are identified and improvement plans agreed upon and implemented. This process of assessing performance is facilitated through data generated by the Justice Center Application, a customized technology tool used to track the cases going through the Center's community justice projects. The Center has also developed a comprehensive monitoring system for program partners and service contractors utilizing detailed linkage agreements that spell out each partner's and contractor's roles and responsibilities; trouble reports, which provide a

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mechanism for reporting problems to the attention of partners and contractors; and a performance-based review process.

d) Plan for Effective Technical Assistance - Corps staff will provide training and technical assistance to host sites through workshops and regular site visits. Before placement, staff will provide an orientation for each site to ensure they are up to date on Corps policies and procedures. Staff will also make regular site visits to check on members and assess sponsor satisfaction with the Corps, and will be available to provide technical assistance if requested. Sponsors will also complete a monthly survey evaluating member performance at their sites.

Sound Record of Accomplishment as an Organization

Successful Record of Member Recruitment and Retention - To date, all 35 full time members and 1 half time member have been recruited and retained. 18 out of 22 minimum time members have been recruited and retained. The additional minimum member slots will be recruited in Spring and Summer 2011 to assist with upcoming service initiatives. The Center is certain it will be able to maintain its strong record of high recruitment and retention rates.

Volunteer Generation and Support - The recruitment and engagement of community volunteers has been a critical part of the Red Hook Public Safety Corps' mission and the Center's operational success. The Public Safety Corps has been instrumental in bringing the idea of service to the Red Hook community, recruiting literally thousands of volunteers over the last fifteen years to be tutors, baseball coaches, mentors and mediators. Other Center projects, like the Harlem Community Justice Center and the Midtown Community Court, also have extensive experience recruiting volunteers as mentors, tutors, outreach workers, community event managers, and fundraisers. By providing these and other volunteer

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opportunities, the Center and its demonstration projects help to build community investment and civic pride while generating new and much needed local resources.

Organizational and Community Leadership - The winner of the Peter F. Drucker Award for Nonprofit Innovation and an Innovations in American Government Award from the Ford Foundation and Harvard University, the Center has worked to promote the idea that the criminal justice system should work to understand and address the issues that lead to crime and intersect with the criminal justice system, such as drug addiction and mental health issues. These ideas, which were once considered radical, have gained traction: John Feinblatt, the founding director of the Center, is now the criminal justice coordinator of New York City for the Bloomberg administration; and the Center's guiding insight -- that courts can become more problem-solving and, where appropriate, make greater use of meaningful alternatives to incarceration -- is embraced at the highest levels of the Obama administration and has influenced governments around the world.

All of the Center's community courts function as leaders in the communities they serve. In Harlem, for example, the Harlem Community Justice Center is the lead organizer of the Youth Futures Network, a coalition of over forty local stakeholders (originally funded through a federal Drug Free Communities grant) that works to prevent youth substance abuse. The Justice Center also convenes the Upper Manhattan Reentry Task Force, which is comprised of over 25 community organizations and public agencies that together work to reduce recidivism among parolees returning to Upper Manhattan neighborhoods and enhance public safety. The Midtown Community Court hosts the Community Conditions Panel, meetings of local law enforcement and community leaders to share information and promote effective collaboration in addressing community concerns. Further, the Center's deputy director, Alfred Siegel, is a member of the city's Juvenile Crime Enforcement Coalition and chaired one of two subcommittees of Governor David Paterson's Task Force on Transforming Juvenile Justice.

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Success in Securing Match Resources - In each of the past 15 years that the Red Hook Public Safety Corps has been funded by Corporation funds, the Center has been successful in not only meeting but exceeding the minimum requirement for non-federal program support. The NYS Unified Court System, as well as other New York City and State funding contracts and private foundation grants, have repeatedly supported the salaries of Justice Center staff and on-site subcontractor staff that contribute portions of their time toward the Corps, provided cash match funding for the members' living allowance, and supported the overall program evaluation. The Center continues to seek support from foundations and corporations to provide the additional cash match required for the member living allowance costs, and the lion share of the agency's indirect costs that exceed the Corporations allowed rate of 5.26%.

Success in Securing Community Support

Collaboration - At the core of the Center's work is the concept of collaboration; its achievements with community courts in New York are a direct result of strong community collaborations among residents, businesses, police, social service agencies, educators, and others. Creating a community-wide network of support is what enabled the implementation of innovative projects like the Public Safety Corps. This focus on collaboration includes faith-based institutions.

The Center's collaboration with OCFS is a crucial component of the proposed Justice Corps' work, providing the Corps with the unique opportunity to directly engage young people while in OCFS facilities. Without this collaborative work, the reach of the Center would be limited at a time when young people are most in need of the services and support that the Center's Corps members can provide.

Local Financial and In-Kind Contribution - Over the past 15 years the Red Hook Public Safety Corps has

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become an institution well known for its presence in the community, both as a promoter of public safety and as a symbol of community cohesion. The current Corps receives support from local police precincts, health and employment services providers, educational institutions, community businesses, and the Red Hook Community Justice Center. Financial support, in the form of in-kind services and direct cash contributions, is provided year after year, and in recent years has increased significantly due to popular programs like the Summer Baseball League and the Red Hook Parks Summer Movie Nights.

Wide Range of Community Stakeholders - At each of its operating sites, the Center has developed a network of community stakeholders that help guide the planning of its programs, as well as the program implementation and general operation. This feedback and input is solicited through a variety of avenues, some formal and others informal. In an effort to institutionalize the process of receiving and implementing community feedback, the Justice Center has established a community advisory board made up of local stakeholders as the governing body for the AmeriCorps program, including community residents and representatives from justice system agencies, service providers, tenants associations, and small business owners. This advisory board has quarterly meetings at which it discusses the Corps (as well as other Justice Center programs) and provides input on the direction of the Corps.

Cost Effectiveness and Budget Adequacy

1) Cost Effectiveness

Cost per Service Year - The New York City Justice Corps' proposed cost per MSY is \$13,193, below both the New York State and the federal maximum costs per MSY. The Justice Corps will enroll 40.16 Member Service Years (MSYs). While the required minimum member living allowance and benefits consume the majority of the funding request, Corporation funds will also go toward supporting one full time (1.0 FTE) Coordinator to manage the members and to coordinate program operations. An additional .175 FTE of staff time to help supervise the overall program, train members, and provide direct supervision at each project site will be dedicated as part of the match requirement.

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Diverse Non-Federal Support - At this time, the Center has leveraged over \$200,000 in cash and in-kind contributions from city, state, and private sources to support a portion of the member living allowance costs, as well as to support staff time contributions at the multiple Center projects that will host members. The Center will continue its fund-raising efforts, in both the private and public sectors, to leverage additional cash and non-cash support for the program.

Decreased Reliance on Federal Support - The Federal share of support for the Center's AmeriCorps activities will decrease each year in accordance with the federal match requirement recommendations. The Center's match in this application is 27.59% of the full program budget, above the 24% requirement for new programs. The Center expects to be able to meet its increasing match requirement through additional fundraising, as it has done consistently in the past with the Red Hook Public Safety Corps.

2) Budget Adequacy

The proposed budget includes a total of 1.175 full-time equivalent staff to administer the Corps consisting of 40.16 MSYs. Dedicated staff is necessary for managing member recruitment and training services, supervising public safety projects, overseeing volunteer opportunities, and completing necessary reporting and member administrative tasks. The Center has also requested a minimal amount of funding for program supplies, training, travel expenses, telephone service, background checks for staff and members, and insurance. Any additional program expenditures will be covered by other leveraged funds or through in-kind support.

Evaluation Summary or Plan

The New York Juvenile Justice Corps is a participant in the New York Statewide AmeriCorps evaluation, and thus is exempt from conducting a separate internal or independent evaluation. The Corps has also been conducting a separate evaluation focused on tracking members who have completed their year of

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service. Specifically, with the help of Center research staff, the Corps is looking at whether members are using their education awards, and if so, in what capacity (what type of degree or certificate program they've enrolled in and at which educational institution); the types of employment that they have secured (part-time vs. full-time, field/industry, hourly vs. salary, benefits); and if members chose to remain with the Corps for another year of service. Results will be used to generate a picture of what post Corps life is like for members who have completed.

Amendment Justification

N/A

Clarification Summary

Programmatic Clarification Items:

The application is under consideration for a grant in the amount of \$529,888, 40.16 Member Service Years (MSYs) and 58 member positions. The grant award start date is October 1, 2011, and the member enrollment period start date is October 1, 2011.

Criminal history checks are conducted on all members, employees and other individuals who receive a salary, education award, living allowance, stipend or similar payment from the grant, regardless of whether these costs are coming from federal or non-federal share. Criminal history background checks include a search of statewide criminal history repositories and the National Sex Offender Public Website for all members and employees as described above. An FBI check is also required for members, employees or other individuals with recurring access to vulnerable populations.

The budget has been revised to include criminal background checks for staff associated with this grant. Funds from the supply line of the budget have been reallocated to cover the cost of criminal background checks on the three staff members listed on the current budget.

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National Performance Measure Clarification Items:

Given the academic and social challenges faced by youth participating in the program, it is not realistic to have the same target for the intermediate outcome (ED6) as for the second output (ED2). Our AmeriCorps program operates a range projects that serve 800 young people over the course of a year; some of these projects are designed to address the immediate educational needs of participants through short-term interventions and others provide longer-term educational support services. We cannot expect that all students who complete the program will necessarily increase their attendance nor can we expect to receive consent to track attendance for all participants - especially when students are participating in short-term interventions not explicitly designed to significantly improve attendance. Thus, of the 640 young people anticipated to successfully complete an educational program, we can realistically collect attendance data for 400. Eighty (80) percent of these 400 participants, or 320 young people who successfully complete an attendance-focused education intervention, will significantly improve their attendance rate. Based on our experience serving this specific target population, we have determined that any positive percentage change in overall attendance is sufficient to be counted as "significantly improved."

According to the Corporation's list of considerations for ED9, this measure is best suited for AmeriCorps programs that primarily serve 11th and 12th graders and whose objective is to promote high school graduation. As our program primarily serves young people under the age of 16 to ensure their continuing engagement in school -- often after justice system involvement, it is a long-term goal to promote high school graduation; it is not, however, a measure that can be captured in a program year. Thus, it is our conclusion that ED9 is not an appropriate indicator for our program. Our revised National Performance Measures should be ED1, ED2, and ED6.

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Continuation Changes

Staffing Changes:

Leslie Carrasquillo was originally listed as the Program Coordinator. Viviana Gordon has replaced Ms. Carrasquillo as the Coordinator.

Jessica Colon, Program Director, was added to the budget at a 15% match. She will manage the Program Coordinator and assist in ensuring the Center meets all grant requirements. Ms. Colon has taken the role held by Shante Martin.

Budget:

Staff match increased due to a 3% cost of living increase and the addition of Jessica Colon at .15 FTE.

Cost per MSY:

As per requested modifications made in the budget on April 29, 2011, our cost per MSY in FY 2011 will be \$13,193. Thus, our cost per MSY will not in fact be increasing between FY 2010 and FY 2011 as we had previously reported.

Performance Measures

SAA Characteristics

- AmeriCorps Member Population - None
- Geographic Focus - Urban
- Geographic Focus - Rural
- Encore Program

Priority Areas

- | | |
|--|---|
| <input checked="" type="checkbox"/> Education | <input type="checkbox"/> Healthy Futures |
| <i>Selected for National Measure</i> <input checked="" type="checkbox"/> | <i>Selected for National Measure</i> <input type="checkbox"/> |
| <input type="checkbox"/> Environmental Stewardship | <input type="checkbox"/> Veterans and Military Families |
| <i>Selected for National Measure</i> <input type="checkbox"/> | <i>Selected for National Measure</i> <input type="checkbox"/> |
| <input type="checkbox"/> Economic Opportunity | <input checked="" type="checkbox"/> Other |
| <i>Selected for National Measure</i> <input type="checkbox"/> | <i>Selected for National Measure</i> <input type="checkbox"/> |

Grand Total of all MSYs entered for all Priority Areas 30.73

Service Categories

- | | | |
|-------------------------------------|---|---|
| Other Education | Primary <input checked="" type="checkbox"/> | Secondary <input type="checkbox"/> |
| Community-Based Volunteer Programs | Primary <input type="checkbox"/> | Secondary <input type="checkbox"/> |
| Juvenile Justice, Delinquency/Gangs | Primary <input type="checkbox"/> | Secondary <input checked="" type="checkbox"/> |

Promote greater trust in the justice system

Service Category: Juvenile Justice, Delinquency/Gangs

Measure Category: Not Applicable

Strategy to Achieve Results

Briefly describe how you will achieve this result (Max 4,000 chars.)

In order to promote greater trust in the justice system, the Corps will coordinate a range of activities to enable youth participants to interact positively with justice officials. For example, Corps members will generate career development opportunity conversations with project partners like judges, defense attorneys, prosecutors, social workers, and others. Their conversations will focus not only on these individuals roles within the system but on their educational and professional paths. These interactions will help youth learn how the justice system really works and understand careers in the justice system. Corps members will also help locate and manage internship and mentoring opportunities where participating young people get positive one-on-one exposure to individuals working in the justice system.

Results

Result: Output

500 young people will participate in programming (e.g. internships, mentoring, and youth court).

Indicator: Participants

Target: At-risk young people served

Target Value: 500

Instruments: Online tracking database

PM Statement: 500 young people will participate in programming (e.g. internships, mentoring and youth court)

Prev. Yrs. Data

Result: Intermediate Outcome

400 young people will demonstrate increased trust in the justice system, as indicated by a post-program survey.

Indicator: Participants

Target: 400 young people with increased trust in the justice system

Target Value: 400

Instruments: Using a post-program survey, the Corps will measure greater trust in the justice system. The post-program survey will be administered to program participants, and will rely on a subjective measurement of improvement designed to assess self-reported changes in attitudes toward the justice system. Based on 15 years of experience working to improve youth and community trust in the justice system, we believe that measuring attitudes - through subjective self-reporting - is the best way to capture this output.

PM Statement: 400 young people will demonstrate increased trust in the justice system, as indicated by a post-program survey.

Prev. Yrs. Data

National Performance Measures

Priority Area: Education

Performance Measure Title: Improve educational outcomes and successfully engage a significant number of students in the education program

Service Category: Juvenile Justice, Delinquency/Gangs

Strategy to Achieve Results

Briefly describe how you will achieve this result (Max 4,000 chars.)

Justice Corps members will be assigned to assist with juvenile justice programs based in several New York City neighborhoods including Red Hook, Harlem, Jamaica, Staten Island, and others as appropriate. While the exact services provided will depend on the placement site, activities will include performing basic screening; managing program referrals and admissions; communicating with family members; developing linkages with community service providers and scheduling appointments for participants; escorting teens to off-site service providers; monitoring compliance with program requirements and court sanctions; organizing and leading recreation and service-learning activities. Members also will be heavily involved in volunteer generation in the community they work in, working to build the local capacity to provide pro-social activities for local at-risk youth by recruiting volunteers to run sports leagues, clean local parks, hold community resource fairs, and create other positive opportunities. All Justice Corps members will be assigned to one of four teams devoted to the areas that are most critical to ensuring the educational success of court-involved youth:

Education: Members of the Education Team will specialize in educational advocacy and school enrollment, as well as connecting youth to educational programming and tutoring, monitor school attendance and progress, and helping families to navigate the school bureaucracy.

Family Engagement: Members of the Family Engagement Team will specialize in strengthening families by providing case management services to meet the needs of parents, guardians, or siblings.

Clinical Services: Members of the Clinical Services Team will assist professional program staff at each site in conducting assessments and making referrals to substance abuse and mental health treatment, as well as other related social services.

Career Exploration: Members of the Career Exploration Team will work to identify community mentors and internship opportunities; help participants think through their future goals; and lead trainings on career-building

National Performance Measures

Briefly describe how you will achieve this result (Max 4,000 chars.)
skills like resume writing, public speaking, and networking.

Result: Intermediate Outcome

Result.

300 students who successfully complete the educational intervention will significantly improve their attendance during the program intervention (measured in a positive percentage change in their attendance rates).

Indicator: (PRIORITY) ED6: Youth w/improved school attendance.

Target : 300 students who successfully complete the educational intervention

Target Value: 300

Instruments: Information from the New York City Department of Education entered into a shared program database

PM Statement: 300 students who successfully complete the educational intervention will significantly improve their attendance during the program intervention (measured in a positive percentage change in their attendance rates).

Result: Output

Result.

350 participating students will successfully complete the New York City Justice Corps educational intervention.

Indicator: (PRIORITY) ED2: Number of students who complete an AC ED program.

Target : 350 participating students

Target Value: 350

Instruments: Spreadsheets with student information filled out by program coordinators and tracked in a shared program database

PM Statement: 350 participating students will successfully complete the New York City Justice Corps educational intervention.

Result: Output

Result.

Justice Corps members will serve 400 justice system-involved young people (or those considered at risk of such involvement) who are at risk of dropping out of school or have other severe educational needs.

Indicator: ED1: Students who start in an AC ED program.

Target : 400 young people

Target Value: 400

Instruments: Spreadsheets with student information filled out by program coordinators and tracked in a shared program database

PM Statement: Justice Corps members will serve 400 justice system-involved young people (or those considered at risk of such involvement) who are at risk of dropping out of school or have other severe educational needs.

Required Documents

Document Name

Status

Evaluation

Not Applicable

Labor Union Concurrence

Not Applicable