

Building Community Capacity to Work with Youth in the Juvenile Justice System

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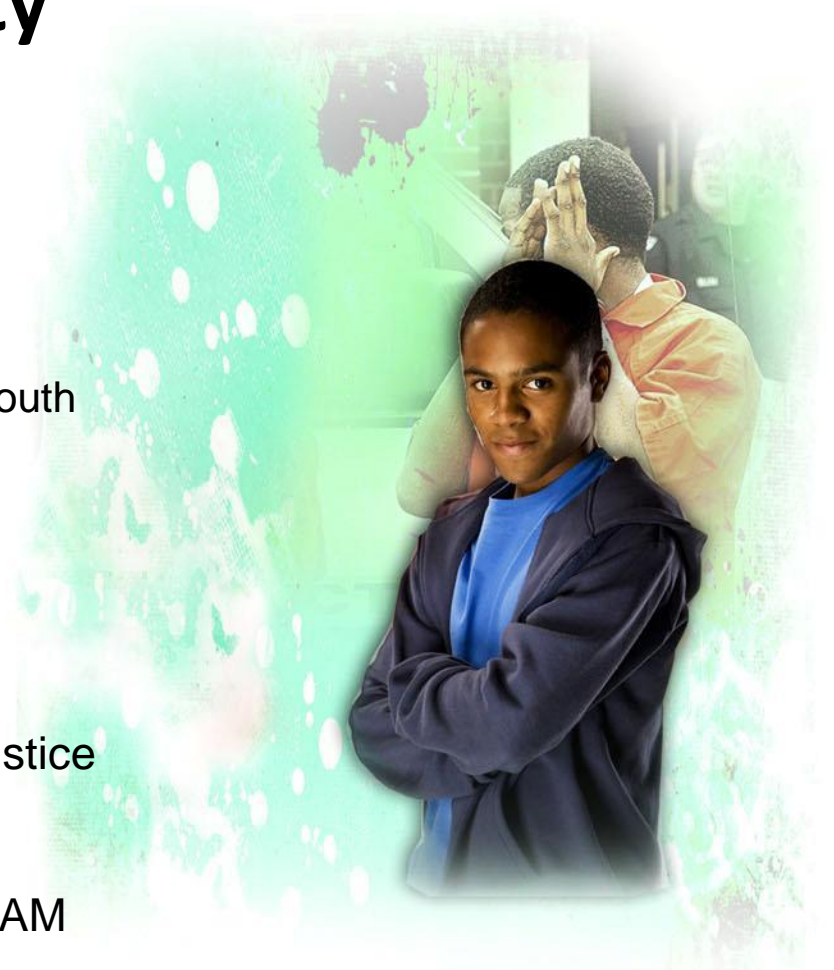
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Coalition for Juvenile Justice

Washington DC

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Workshop Outline



- Why Build Community Capacity?
- Promising Practices in Community Capacity Building
- Barriers to Community Capacity Building
- Strategies for Community Capacity Building

Question: what is the ultimate goal of our juvenile justice reform efforts?



Why Build Community Capacity?



- Getting juvenile justice back into the DNA of the local community leads to:
 - Support for young people long after their formal juvenile justice involvement ends
 - Preventative measures taken before young people have formal juvenile justice involvement
 - Support for entire families, including siblings
- A much broader cross-section of the community (CBOs, faith-based organizations, businesses, etc.) taking responsibility for young people.

Why Build Community Capacity?



- If the Ultimate Goal is Healthy Youth and Safe Communities... then Community Partnerships are a **MUST**
- System-Focused Efforts Alone will not get us where we need to go
- Community Capacity Building **is** Juvenile Justice Reform!

Why Build Community Capacity?



■ Benefits for Communities

- Community Capacity Building Restores the Ability of Community Members to Effectively Engage Youth
- Community Capacity Building Leads to Safer Neighborhoods
- Community Capacity Building Restores Youth as Community Assets
- Community Capacity Building Efforts Bring Resources into Under-Resources Communities

Why Build Community Capacity?



■ Benefits for Juvenile Justice Agencies

- Community Capacity Building Provides Systems New and Valuable Insights, Information, Perspectives and Relationships that Only Community Stakeholders Can Provide
- Community Capacity Building Injects and Develops a Heightened Sense of Urgency to Confront Major Issues
- Community Capacity Building Begins to Shift the Paradigm from “Community as Recipient of Justice Services” to “Community as Partner in Visioning What Justice Is, Defining how Justice is delivered and Determining what Impact it is Having on People’s Lives

South Bronx Community Connections



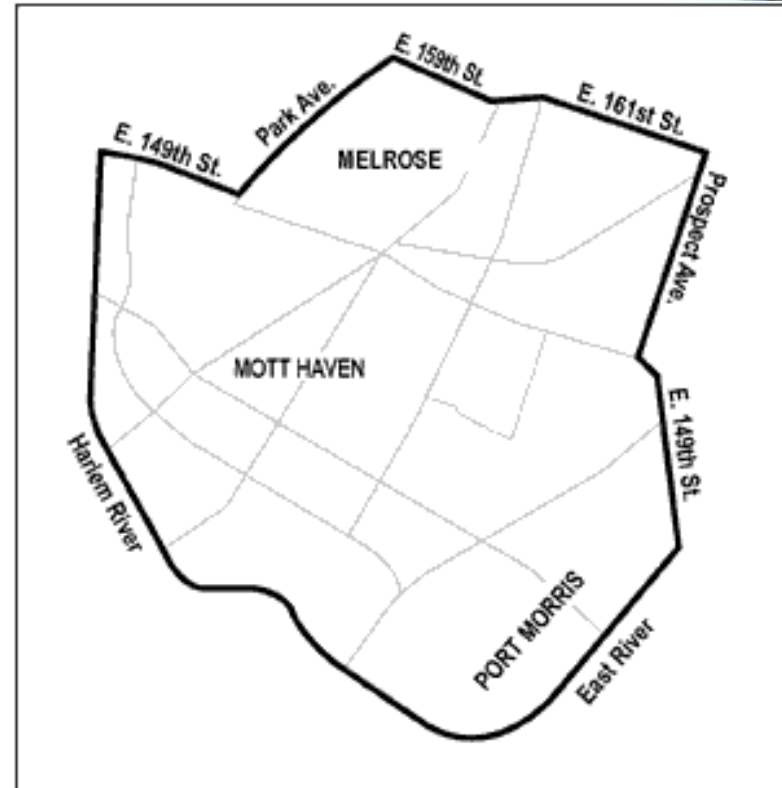
■ Program Basics

- **Target Population:** youth ages 13 – 15 arrested for low to mid-level offenses; eligible for pre-court diversion
- **Geographic Area:** South Bronx
- **System Partners:** Judges, Prosecutors, Probation, Police, Schools
- **Community Partners:** CCFY + 5 Grassroots Faith & Community Organizations
- **Services:** Community Coaching, Neighborhood Improvement Projects, Family Strengthening (SFP), Youth Development Programming

Target community # 1



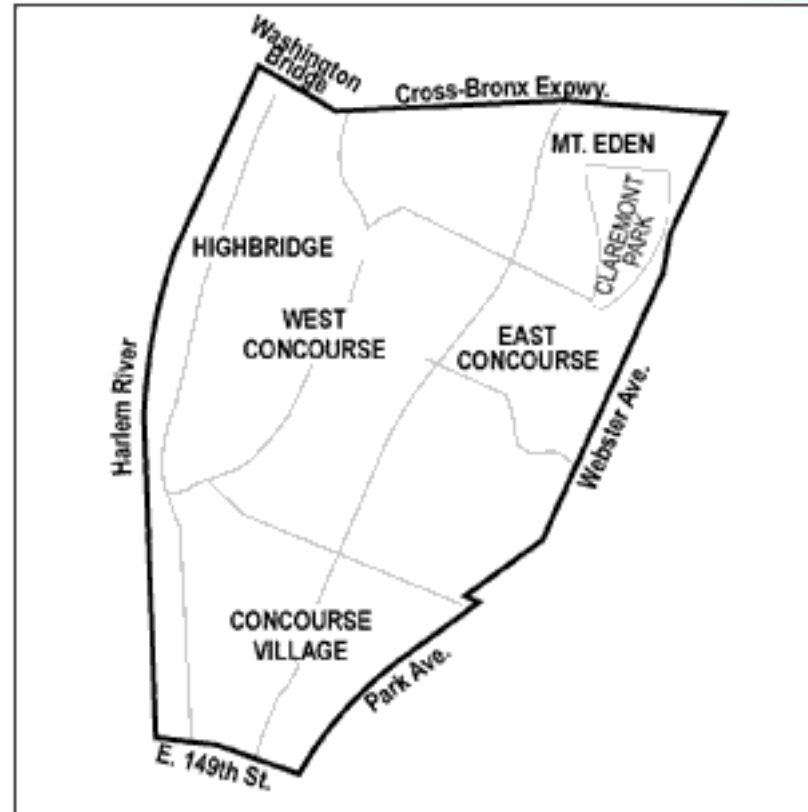
- **Mott Haven is in the 40th Police Precinct**
- **Community District 1**
- **Zip Codes 10451 (partial), 10454 (all), 10455 (partial)**
- **“149th and below”**
- **Patterson Houses, Mott Haven Houses, Mitchel Houses, Milbrook Houses, Betances Houses**



Target community # 2



- **44th Police Precinct**
- **Community District 4**
- **Zip Codes 10451 (partial), 10452 (all), 10454 (partial)**
- **Highbridge, Concourse, Morrisania**
- **2nd Highest Juvenile Referrals in NYC in 2012**
- **Primarily School Related Offenses**



Theory of change



“All youth need to develop core competencies to become productive adults. While risk factors can mitigate against doing so, exposure to and bonding with positive community role models facilitate pro-social youth development and enhances civic capacity.”

Core values: strengths



- Local Capacity Building vs. Top Down
- Grassroots Community Networks vs. Professionalized Service Delivery
- Positive Youth Development vs. Risk-Based Approach

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Site Placement
(Youth Development Programming)

Community Coaching (Mentoring)

Neighborhood Improvement Projects

Strengthening Families Program
(SFP)



Local cbos

BETANCES COMMUNITY CENTER



COMMUNITY
CONNECTIONS
for youth



FRIENDS OF BROOK PARK



Local cbos

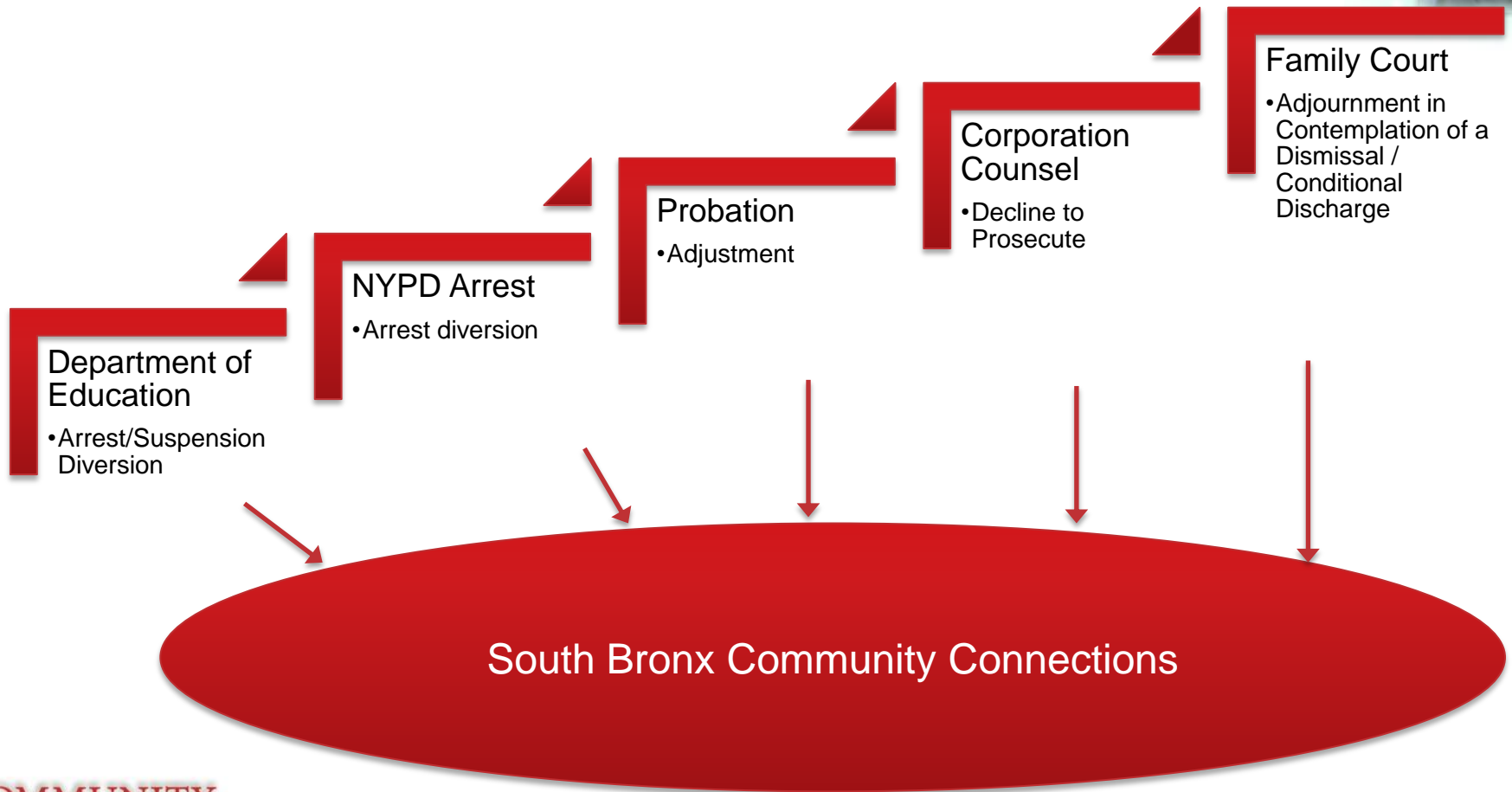


**UNITED
PLAYAZ**

COMM
CONNECTIONS
for youth



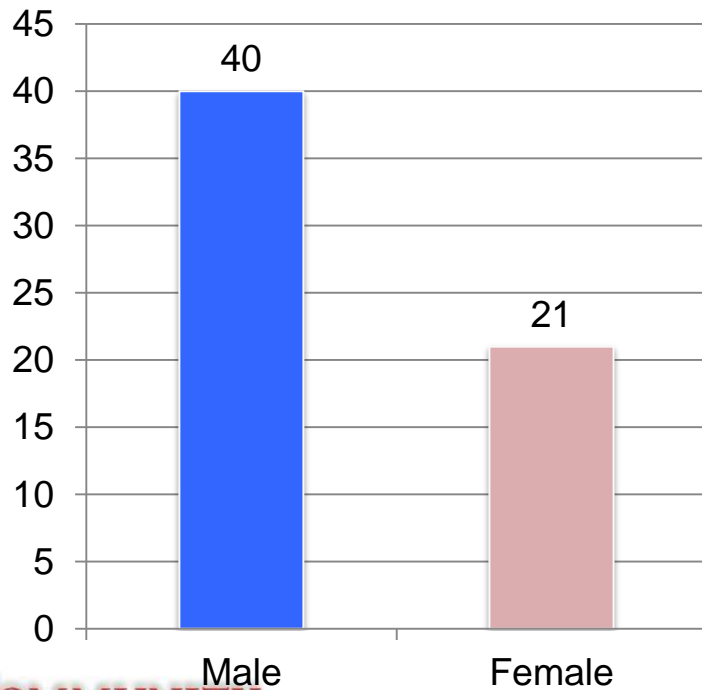
SBCC Entrance Points



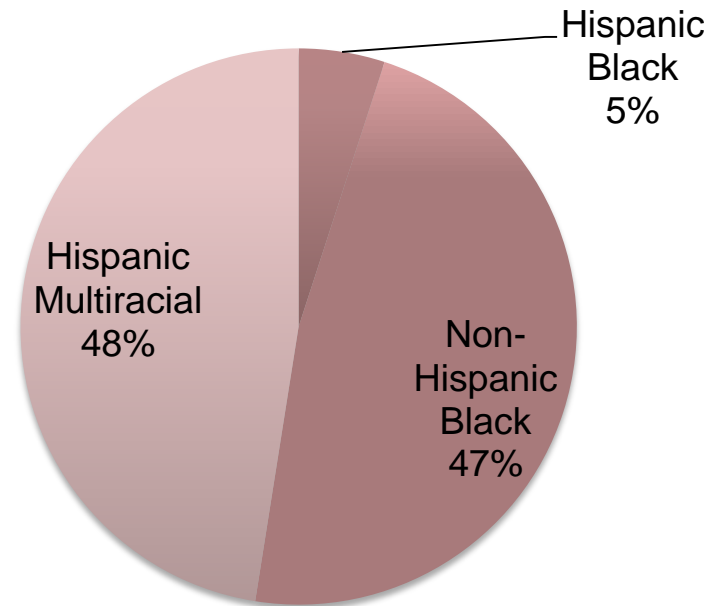
Basic Demographics



Sex of SBCC Youth



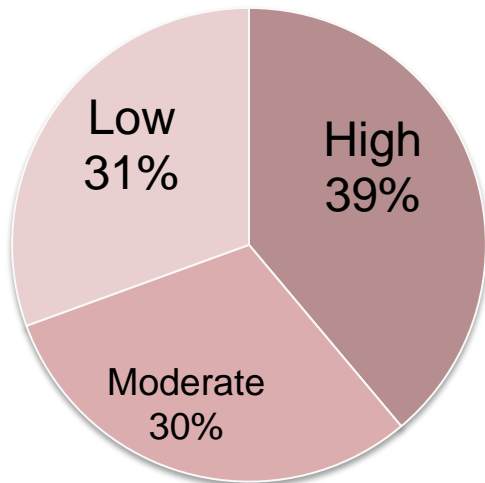
Ethnicity & Race of SBCC Youth



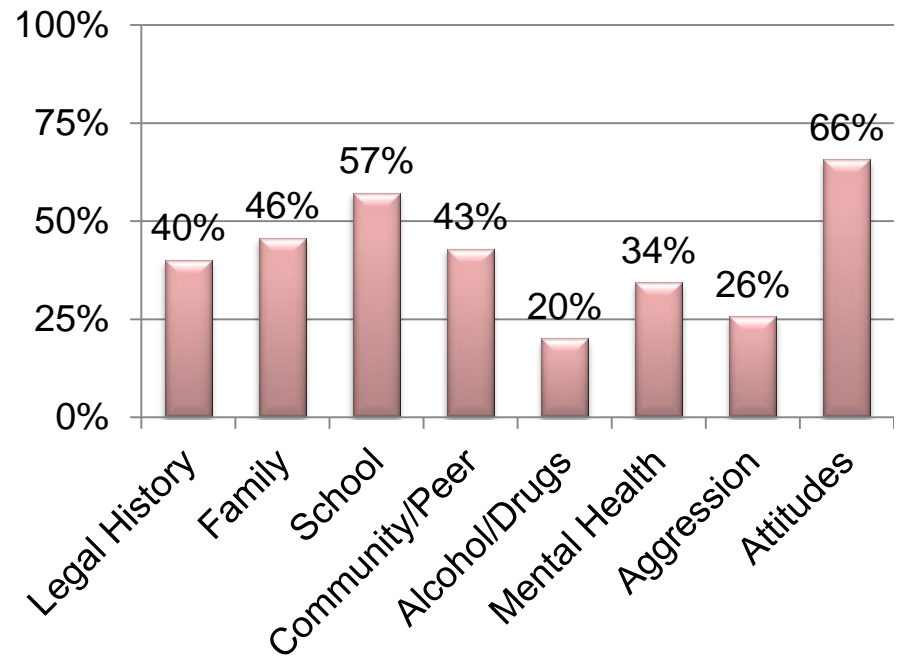
YASI Risk factors



Overall Risk Level

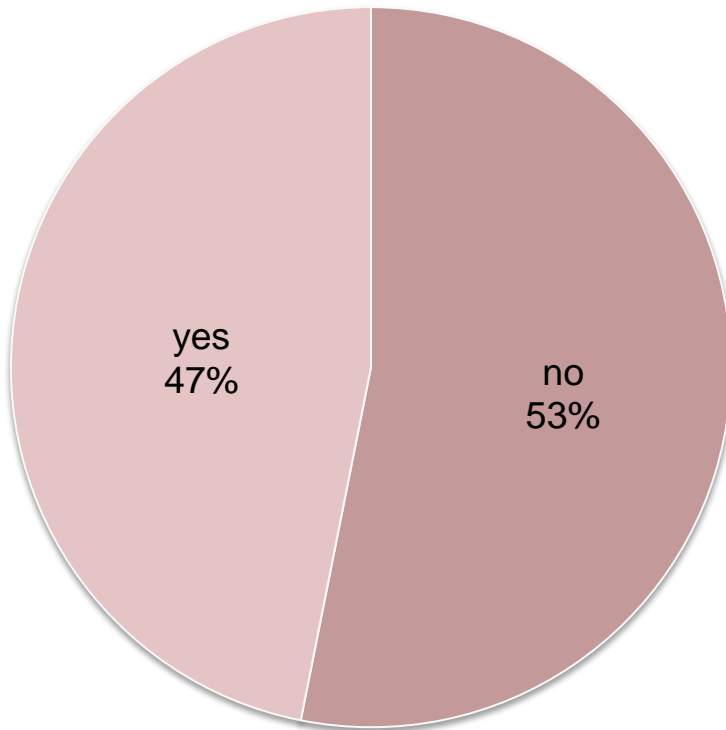


Contributing Risk Factors

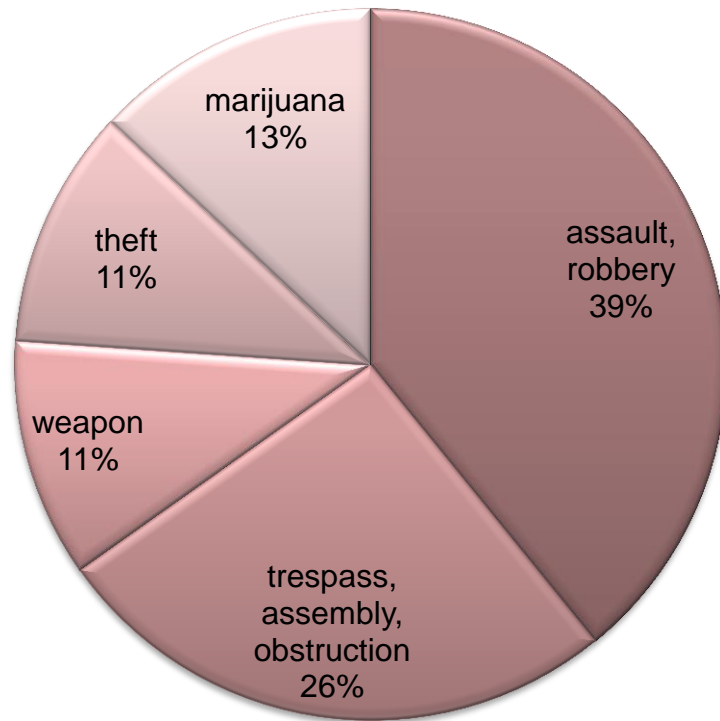


System involvement

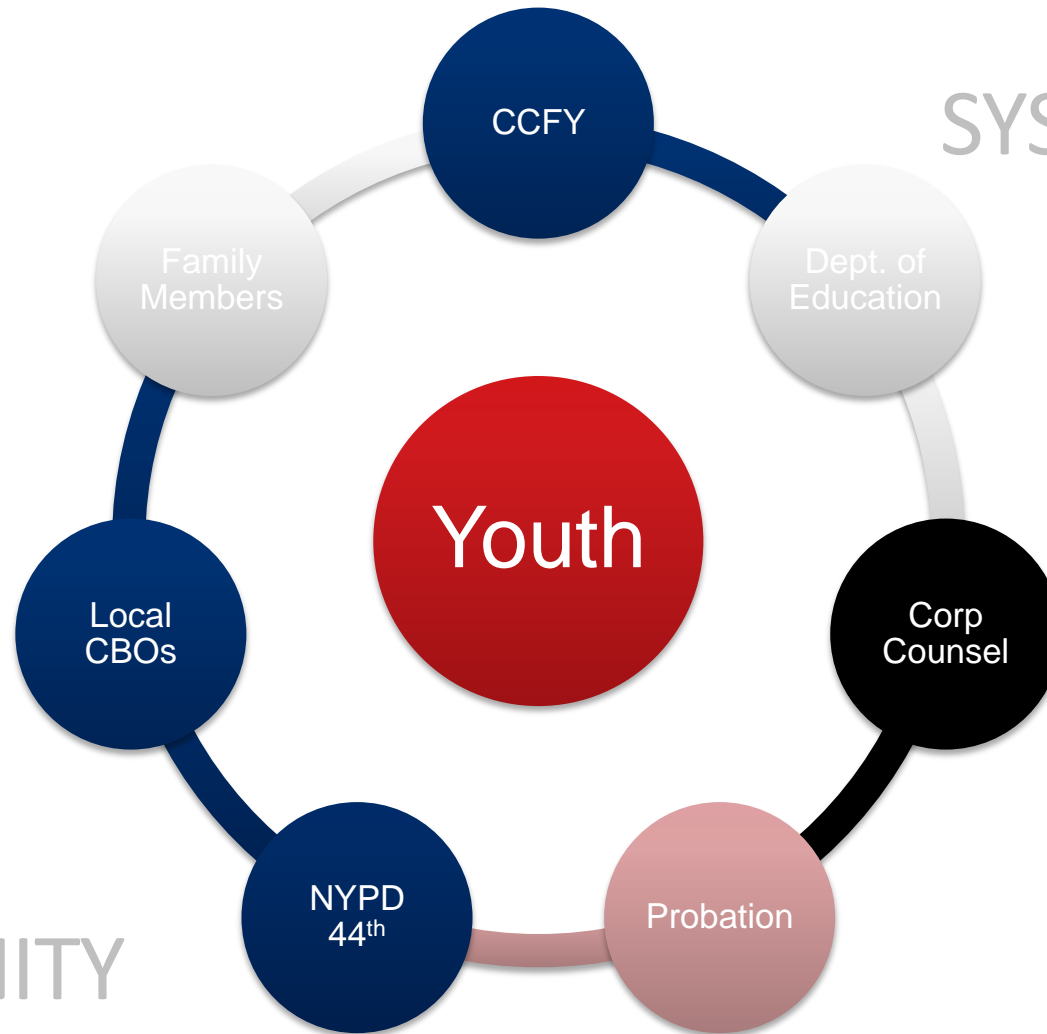
Prior Juvenile Justice Involvement



Top Charge At Arrest



Key partners



Local collaborative



- Monthly meetings with all key stakeholders to share & discuss data
- System & community stakeholders together
- Targeting “hot spots” with preventative tactics
- Restorative Practices & Peacemaking in schools & the community



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KEY OUTCOMES TO DATE

- Of the 41 youth who had mandates that ended prior to 3/31/13, 34 youth (83%) successfully completed their mandate. Six of these mandates (15%) were 6-months in duration. The remainder (85%) were only 60 days in duration.
- Of the 34 youth who successfully completed their mandates prior to 3/31/13, 19 youth (56%) participated in SBCC activities post-mandate.
- Of the 34 youth who successfully completed their mandates prior to 3/31/13, 12 (35%) are still actively participating in the program.

South Bronx Community Connections



Key Outcomes to Date

- The average (mean) duration of engagement for youth is 173 days.
- Youth have participated in an average (mean) of 23 SBCC activities, or an average (mean) of 3.2 activities per month.
- Nineteen youth showed periods of intense engagement (multiple events per week for multiple weeks). The average (mean) duration of engagement for these youth is 254 days.
- The parents/families of ten youth engaged strongly with staff and/or community partners of the SBCC initiative. The average (mean) duration of engagement for these youth is 333 days.

Asbury Park Community Intervention Coaching



PROGRAM BASICS

- Utilize data to identify the target population and develop strategic community based intervention.
- Community Coaches work with youth on probation who are having serious difficulty meeting the standards of their probation.
- County grant identified; RFP written; strategic outreach to inform organizations in the target neighborhood (very important!).
- Must build a collaborative to implement the program and make any necessary adjustments as well as monitor utilization and effectiveness.

DOP Overview



Total client population: Adult 24,800 Juvenile 2,200

Our client population is mostly:

- Young

34% 24 years old or younger

54% under the age of 30

- Male

83% of adults

81% of juveniles

- African American/Latino

85% combined adult & juvenile

Compelling Challenges:



- **Extremely difficult to engage over time**
- **Most Disconnected young people in NYC**
- **Marginalized from participation in a law abiding, pro-social, productive lifestyle**
- **Vulnerable to continued involvement and further penetration into the CJ**
- **Mental Health and Emotional Issues**
 - **Untreated Trauma**
- **Educational Barriers**
- **Chronic Unemployment**

Strengths and Assets:

- **Resiliency**
- **Talents and skills**
- **Creativity**
- **Highly Energetic**



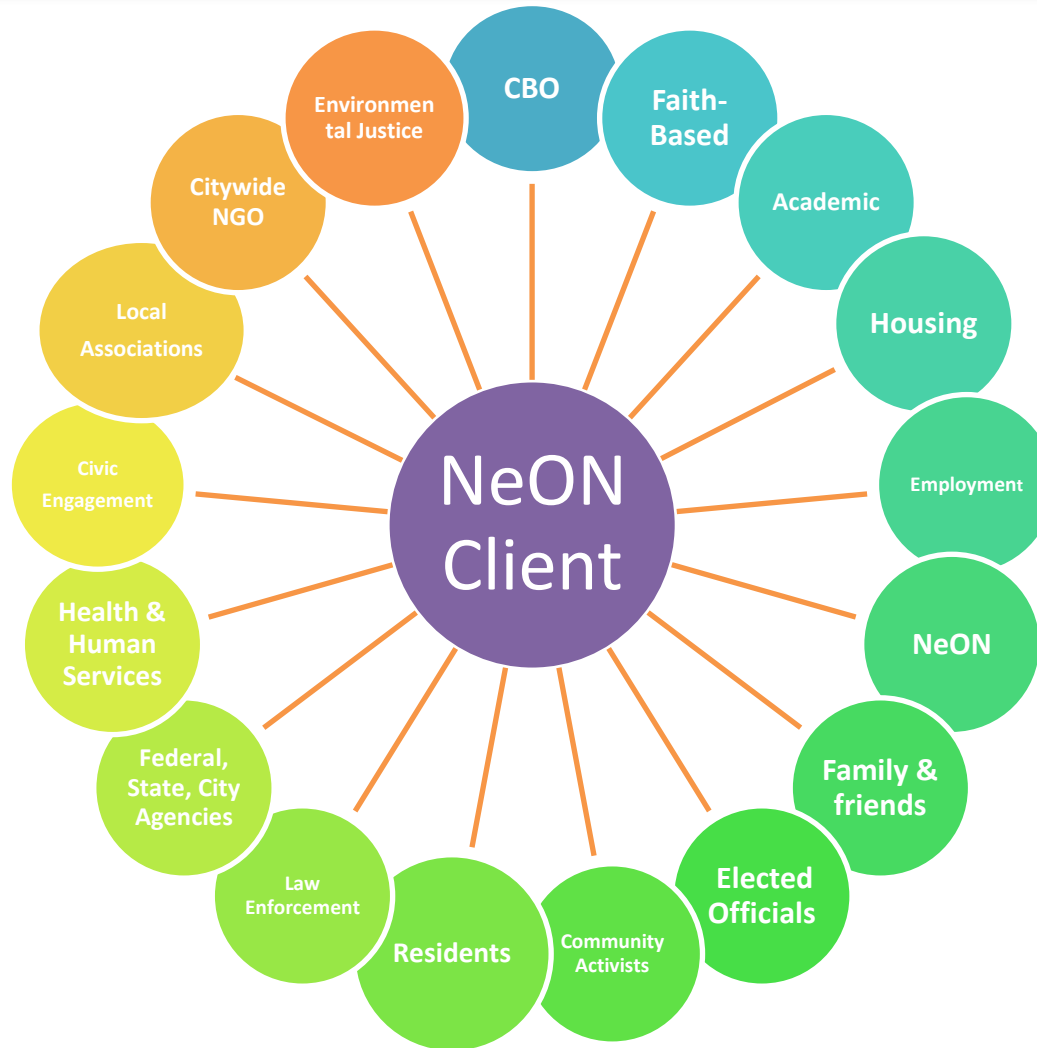
Neighborhood Opportunity Networks (NeONS)



Probation staff co-located in community-based organizations, designed to increase community engagement, enhance access to services, and promote pro-social behavior in five NYC neighborhoods with high probationer concentrations:

**Harlem
Brownsville
Bedford Stuyvesant
East New York
South Bronx
Jamaica
Staten Island**

Neighborhood Opportunity Network (NeON)



Promising Practices in Community Capacity Building



- **ARCHES:** Building Community Capacity to Provide Transformative Mentoring: a case study in progress...
 - Conceptualizing the Model
 - Face to face conversations with community based organizations
 - Issuing the RFA
 - Targeted community outreach
 - The Selection Process
 - Assessing organizational “readiness” to engage in transformative mentoring
 - Building a Learning Community
 - Getting help
 - Teachers & Learners

What Community Partnerships Offer



- In every community there are neighborhood faith and community organizations that are rich in providing:
 - Networks of Pro-Social, Caring Adults
 - “Credible Messengers”
 - Youth Development Programming
 - Employment/Internship Opportunities
 - Relational Supports for the Entire Family
- *If this is the case, why aren't there more system-community partnerships for youth in the juvenile justice system?*

Barriers to Community Capacity Building



■ The Engagement Gap

- Lack of resources to support community capacity building
- System stakeholders don't easily see the benefits of investing in community capacity building
- Frustration with the time and effort involved
- Underlying feeling or belief that the resources should go towards system capacity building
- When partnering with neighborhood organizations to build community capacity, system stakeholders default into the role of looking for failure

Effective Strategies for Building Community Capacity



■ Engaging Community Members

- Engaging Community Members requires a strategic approach and will take some additional work
- Utilize community members' knowledge to identify community resources in target neighborhoods
- Identify monetary resources including grants and fee-for-service contracts with the understanding that additional support will be needed
- Identify skills development including training and consultation

System Barriers to Partnerships



- **Bureaucratic Culture:**

- Lack of vision and imagination
- Learned Indifference (often masking sense of powerlessness)
- Distrust/disdain for young people and communities being impacted (often masking fear)
- Inadequate skill and experience
- Politics: lack of bold leadership

Effective Strategies for Building Community Capacity



■ What system stakeholders can do to build community capacity

- Make a commitment to increase and enhance community engagement
- Ask for help
- Re-introduce yourself to the communities you serve
- Expand outreach beyond current network of “usual suspects”
- Seek and identify opportunities for formal and informal partnerships
- Create vehicle/avenue to receive and utilize community voice
- Go local

Community Barriers to Partnerships



■ The Skills/Resources Gap

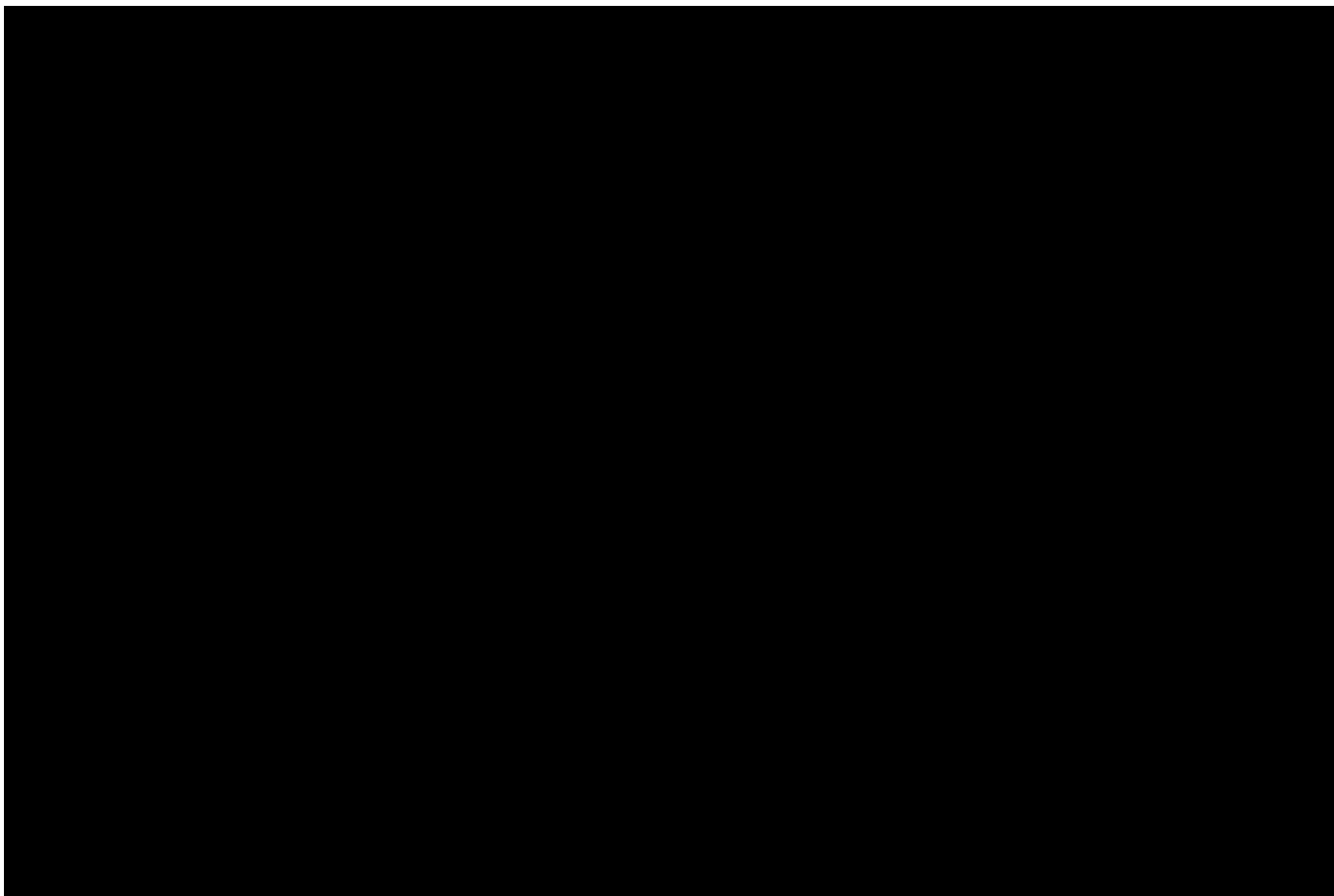
- Lack of Juvenile Justice System Knowledge
- Lack of Court Reporting Experience
- Lack of Knowledge of Specific Program Interventions
- Lack of Funding and Organizational Capacity

Effective Strategies for Building Community Capacity



- **What communities need to build their capacity to serve youth in the juvenile justice system**
 - Understanding the Juvenile Justice System
 - Matching Program Services to Risk/Needs
 - Monitoring, Documentation, and Reporting
 - Using Evidence-Based and Promising Practices
 - Ongoing Training & Technical Assistance

CCFY's ATI Training Institute



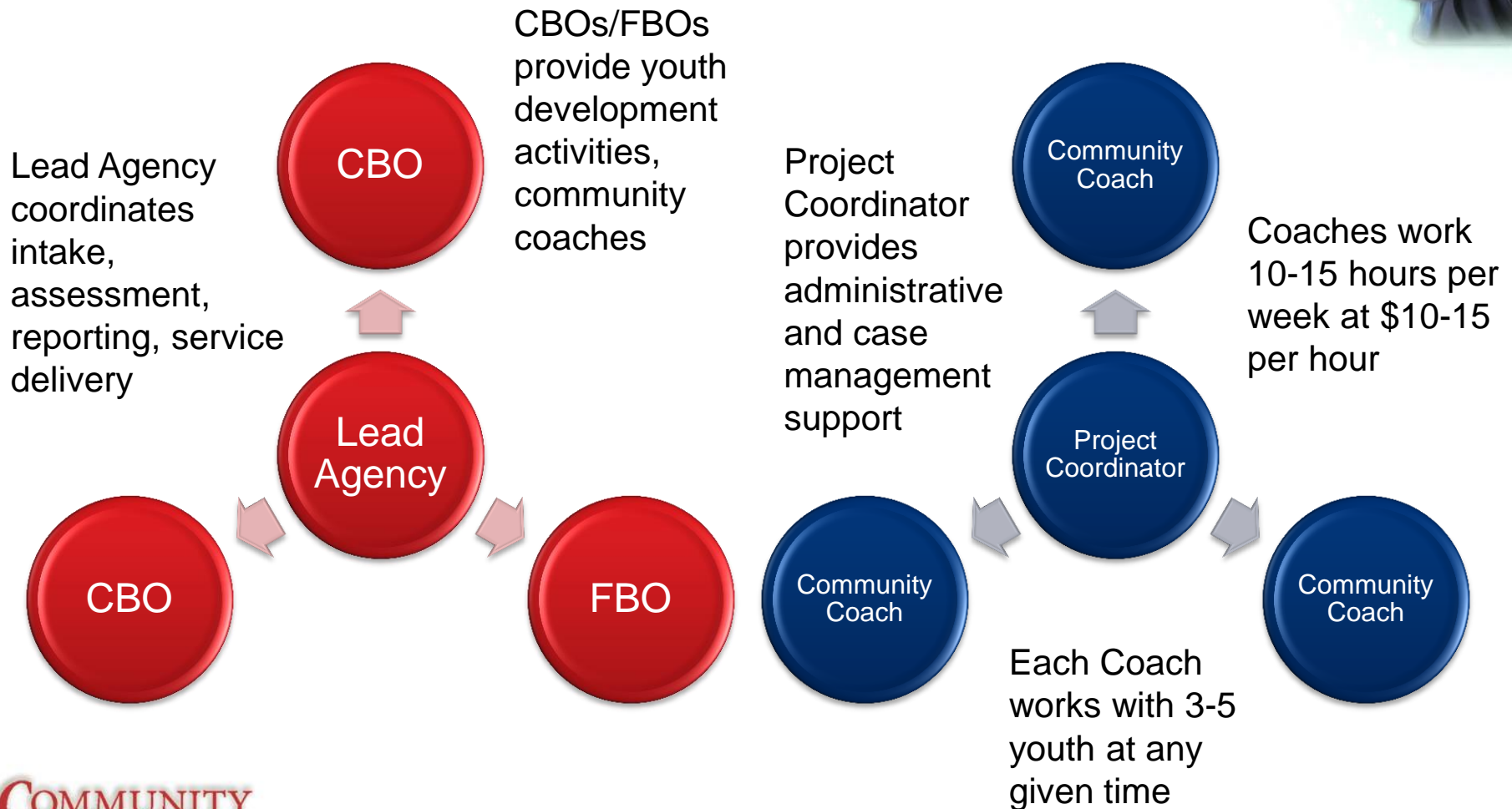
Effective Strategies for Community Capacity Building



■ Funding Considerations

- Sustainable Community Partnerships are not Free
- The Benefits Far Outweigh the Costs
- The Cost of a Pilot Community Capacity Building Project

The Community Coach Model



Contact Information



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