



Manhattan District Attorney's Criminal Justice Investment Initiative

PROGRESS REPORT

March 2019



CUNY INSTITUTE
FOR STATE & LOCAL
GOVERNANCE

LETTER FROM DISTRICT ATTORNEY VANCE

Since 2009, the Manhattan DA's Office has received over \$3 billion seized in international financial crime prosecutions: \$1.1 billion went directly to New York City, and \$2 billion went directly to New York State. With the \$250 million that remained with our office, my office created the Criminal Justice Investment Initiative (CJII) to invest in transformative projects that strengthen and support our youth, families, and communities in New York City.

I am pleased to share with you the progress to date of CJII, a once-in-a-lifetime opportunity to spur innovation, test new approaches, and rigorously evaluate untested models. And we are already starting to see results. More than 8,000 New Yorkers have received crucial services as a result of CJII investments so far.

I am eternally grateful to the 50 grantee organizations that are being funded through CJII. They are the ones on the frontlines, working tirelessly to ensure that New Yorkers have access to the services they need. It is a result of their deep commitment that we are making an impact with these investments. Thank you to the CUNY Institute for State and Local Governance, our technical assistance consultant, for its expert guidance and consultation, and for spearheading the management of this initiative.

We look forward to continued collaboration with stakeholders who have generously shared their expertise in helping make CJII a reality. In the years ahead, we will have additional data and research, and we are committed to sharing these findings with practitioners and policymakers to ensure that effective approaches are replicated and sustained far and wide.

By working together, we can make our city safer and help our communities build lasting change in the years and decades to come.



A handwritten signature in black ink that reads "Cyrus R. Vance, Jr." The signature is fluid and cursive, with a large, stylized "V" at the end.

Cyrus R. Vance, Jr.
Manhattan District Attorney

LETTER FROM MICHAEL JACOBSON

We began working with the Manhattan DA's Office in 2014 to put together a blueprint for its Criminal Justice Investment Initiative (CJII). Since the very beginning, the DA's Office and District Attorney Vance have been forward-thinking about their investment approach. They have focused on investments to prevent crime, and they have committed to investing both in programs that have been shown to work and in testing new ideas.

Today, we work closely with the DA's Office to help manage and support the 50 CJII grantees and more than 100 CJII subcontractors that range from community-based organizations to universities to large hospitals. Together, we have focused on engaging and building strong relationships with these grantees to support them and build their capacity.

It is a pleasure to work with these organizations that are deeply embedded in and committed to strengthening our communities. We commend the District Attorney for investing in these organizations and their programs and for investing in CJII grantee training and technical assistance to ensure sustainability long term. We look forward to continuing this work in the years to come.



A handwritten signature in black ink, appearing to read 'MJL'.

Michael Jacobson
Executive Director, CUNY Institute for State and Local Governance

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INTRODUCTION

About the Criminal Justice Investment Initiative (CJII)

Manhattan District Attorney Cyrus R. Vance, Jr. established the Criminal Justice Investment Initiative to invest \$250 million seized in international financial crime prosecutions to strengthen and support communities in New York City. CJII is a first-of-its kind effort to support innovative community projects that fill critical gaps and needs in New York City. Guided by the principle of prevention as a cornerstone of a 21st century crime-fighting strategy, the investments that have been made represent a comprehensive, forward-looking approach to improving the well-being and safety of all New Yorkers.

CJII is a laboratory for testing new and innovative approaches. Proofs-of-concepts are being generated that can provide a road map to jurisdictions near and far on how to revitalize their communities and build lasting change. Ground-breaking approaches are being evaluated and findings will be disseminated in the coming years so that experts and practitioners can learn from CJII and effective approaches can be replicated and sustained in Manhattan and beyond.

Since 2016, 50 grantees have been funded through CJII and are providing crucial services to New York City residents. This report presents the progress of CJII to date—nearly two years after the first funds became available in June 2016.¹ A summary of key performance measurement data and other indicators are included throughout the report to demonstrate early indicators of success.

CJII is organized along a continuum across three areas, all of which are focused on strengthening communities. First, CJII is supporting **young people and families** to make sure they have the

resources they need to succeed. Second, CJII is supporting people who have been **victims of crime** to address their trauma and mitigate future victimization. And third, CJII is focusing on **people who are returning home** after periods of incarceration or **diverting people from the justice system altogether**, helping to ensure that they have the resources and supports they need to be successful.

CJII investments are primarily focused on four key neighborhoods in Manhattan: East Harlem, Central & West Harlem, Washington Heights, and the Lower East Side. In comparison to other areas of Manhattan, residents in these neighborhoods experience worse economic prospects;² poorer health; lower educational attainment;³ and higher rates of prison admission.⁴ These factors contribute to heightened violence and reduced safety in homes, schools and communities, and lead to residents' increased involvement in the justice system. By focusing our resources on these neighborhoods, we can strengthen all of our communities.



These CJII investments began implementation on a rolling basis in 2017 and are currently at various stages of planning and implementation. Nevertheless, early data can demonstrate how some of these initiatives are already improving outcomes for the people they are serving.

To date, CJII funds have supported more than 8,000 people across New York City and New York State. Reflecting the diversity of investments, CJII has supported people regardless of age, ethnicity, or lived experience, including immigrants, individuals who are LGBTQ, and people with disabilities. Reflecting CJII’s emphasis on place-based strategies, two-thirds of all people supported to date live in Manhattan, including 51% in the four focus neighborhoods described above and 14% in other neighborhoods of Manhattan. The remaining 35% of participants live in other boroughs of New York City or elsewhere in New York State.

CJII seeks to ensure that the work continues for years to come and has sustained impact far beyond the length of these investments.

To do this, CJII is:

- Supporting its grantees, especially grass-roots organizations, to build or improve their internal strategies and capacity through training and technical assistance to ensure long-term sustainability.
- Fostering collaboration and partnerships among service providers and across sectors.
- Investing in capital improvements to increase the appeal and functionality of service delivery locations.
- Increasing access to services for underserved groups, including young people of color, immigrants, LGBTQ individuals, people who are D/deaf or hard of hearing, and people who have a disability.
- Rigorously evaluating untested models to determine best practices and bolster evidence-based reporting in social service programs.

FOCUS AREA 1	FOCUS AREA 2	FOCUS AREA 3
Supporting Young People and Families	Supporting Victims of Crime	Diverting People from the Justice System & Supporting Reentry to Communities
INVESTMENTS <ul style="list-style-type: none"> • Youth Opportunity Hubs • Family & Youth Development • Foster Youth Transitioning to Adulthood • Community Navigators 	INVESTMENTS <ul style="list-style-type: none"> • Increase Access to Services for Survivors of Crime • Abusive Partner Intervention Program • Center for Trauma Innovation 	INVESTMENTS <ul style="list-style-type: none"> • College-in-Prison Reentry Program • Adult Project Reset • Reentry Supports & Services • Reentry Innovation Challenge • Social Enterprises
8,000 People Served	50 Grantees	\$113,501,414 Committed*

*Note: a full overview of commitments and earmarks is included in the Appendix.

Background

STRATEGIC APPROACH

Given the unprecedented nature of this opportunity, the Manhattan DA's Office sought expert consultation from the CUNY Institute for State and Local Governance, a policy and research institute with deep expertise in criminal justice issues, to support the formation of CJII. ISLG oversees CJII on behalf of the Manhattan DA's Office and provides technical assistance for the Initiative, including managing the solicitation and contracting process, providing guidance to award recipients, and providing oversight and performance measurement throughout the lifetime of the Initiative.

ISLG managed the process of developing the CJII strategic plan and supported the Manhattan DA's Office to formulate CJII's goals and priorities. To do so, ISLG conducted a thorough analysis of the latest research on topics that

The Manhattan District Attorney's Office selected the City University of New York Institute for State and Local Governance (ISLG) through a competitive process to serve as the technical assistance consultant on CJII. ISLG provides recommendations on investment strategies to the District Attorney's Office. ISLG manages the solicitation and contracting process, provides guidance and oversight to award recipients, and conducts performance measurement throughout the initiative.

affect public safety in New York City. In addition, ISLG engaged in extensive interviews with more than 250 experts in the justice field and social and human services industry, including academics, clinical practitioners, elected officials, representatives of government agencies, and leaders from philanthropy, nonprofit, and grassroots organizations. These organizations ranged from small community-based organizations with specific expertise to large nonprofits that work across neighborhoods and substantive areas. Opportunities for investment were underscored throughout this analysis and outreach and were ultimately incorporated into CJII's strategic plan and investments. These areas included:

- Service coordination to increase collaboration among service providers and breakdown service silos
- Access to programs for underserved populations
- Cultural competency within the service sector
- Leveraging the expertise and building the capacity of grassroots service providers
- Integrated trauma-informed services

SOLICITATION & SELECTION PROCESS

CJII investments are primarily funded through public, competitive solicitations managed by ISLG. CJII releases specific requests for proposals, and responses are reviewed by a team of internal and external experts based on the criteria described in each solicitation. Applicants that are selected undergo a background check to assess their technical capacity, financial capacity, and operational integrity before any final funding decisions are made.



IMPACT TO DATE⁵

Goal 1: Supporting Young People and Families

Young people and families in all our communities are resilient and strong, but at the same time, an ample base of evidence shows that neighborhood conditions, in particular exposure to violence, can have a huge impact on young people's life trajectories and outcomes. In addition, factors related to family structure, parental incarceration, intrafamily relationships, family violence, parental supervision, and discipline have been found to be associated with eventual involvement in the justice system.⁶ Therefore, early attempts to support healthy family development can prevent subsequent child and family risk factors, including academic

problems, school dropout, antisocial behavior, and involvement in the justice system,⁷ as well as reduce recidivism.

The four CJII programs in this portfolio all attempt to build an array of community-based services that support people through positive, opportunity-based programming. They include:

- **Youth Opportunity Hubs:** Youth Opportunity Hubs provide comprehensive support to young people by linking neighborhood service providers and leveraging the expertise of grassroots organizations.
- **Family and Youth Development:** These programs support “two-generation” approaches for young people—from infancy to adulthood—and their families and caregivers.

- **Community Navigators:** Community Navigators are a network of trained peers and social workers that serve as a bridge to guide individuals across systems, city agencies, and organizations to ensure they are accessing the resources to meet their needs and achieve their goals.
- **Foster Youth Transitioning to Adulthood:** These programs seek to improve outcomes for young people aging out of foster care through targeted strategies, including coaching, educational support, workforce development, and housing.

YOUTH OPPORTUNITY HUBS

Current best practices for working with young people emphasize the importance of wrap-around approaches,⁸ which coordinate family, community, school, and agency resources based on a young person’s individualized needs. In New York City, numerous service providers seek to support young people, but they are often scattered and are not financially incentivized through typical funding structures to work together. To that end, CJII created five neighborhood-based Youth Opportunity Hubs to disrupt this pattern of disjointed service provision and improve service quality, coordination, and outcomes for youth.

Youth Opportunity Hubs are coordinated service delivery networks that include co-located services and warm hand-offs among providers to comprehensively serve young people’s needs. More than 60 service providers, including grassroots organizations, across five Hubs are receiving funds to build these “neighborhood safety nets” in East Harlem, West/Central Harlem, Washington Heights, and the Lower East Side.

Hubs provide workforce and educational opportunities, as well as mentorship, mental health support, and a wide range of enrichment activi-

ties such as sports and arts. They utilize positive youth development frameworks,⁹ which emphasize the role of assets, opportunities, and resources in healthy adolescent development.

Through September 2018, the Hubs have served 3,636 young people, ages 14 to 24; 64% are age 20 or younger.

The participants present with a range of needs and skills. Reflecting this broad approach:

- 37% of Hub participants are “disconnected,” or not engaged in school or work
- Approximately 16% had been arrested prior to engaging with the Hub

3,636

Young people served since the Hubs opened their doors in June 2017.

What will you find at a Hub?

- Educational assistance
- Mentorship
- Employment training
- Assistance securing housing
- Trauma & substance use services
- Mental health counseling
- Legal assistance
- Arts & recreational programs

HUBS PARTICIPANTS BY THE NUMBERS



72%

engage in "prosocial services"
such as mentoring



47%

receive health services



25%

receive employment support



25%

receive education support



11%

receive services to strengthen
their family supports



5%

receive other supports
related to criminal
justice involvement

"Rickie" provides an illustration of how the Hubs work in practice.

"Rickie" is 22 years old. He came to The Door seeking employment support. He has recently been street homeless and has intermittently stayed with friends throughout the city. Rickie has been arrested multiple times over the past few years and is unclear about his court status. In the past two months, as a result of targeted engagement and more accessible services from the Hub, Rickie has been connected to CASES through an internal coordinator. He is now enrolled in a high school equivalency program, where he is doing well. He is also in contact with CASES court advocates as a result of their partnership with The Door and is receiving support in navigating his case. He is utilizing the Hub's counseling services and maintaining consistent attendance, which is serving him well both personally and in court. Additionally, through a connection to another of The Door's partner organizations, he has received a state ID, vital records, and access to health insurance, which had previously prohibited him from participating in an employment program. He is now working with the Hub career coordinator, a more flexible means of engaging in career coaching that seems to work well for Rickie, and has completed his resume and gone on several job interviews.

FAMILY & YOUTH DEVELOPMENT

Families living in New York City (and, indeed, elsewhere) face stressors that can have a negative effect on children and other family members, ranging from living conditions in their communities to disruptions within their families. Interventions that support family and youth development, including bonds within the family and the ability to cope with distressing circumstances, have been found to be effective in preventing undesired life outcomes.¹⁰

This CJII investment seeks to expand the capacity of evidence-based, promising, and innovative programs serving families with children age 21 and under. CJII has invested in nine organizations across New York City to develop and expand innovative programs that support both youth and families. This “two-generation” approach provides comprehensive support to parents, guardians, other family members, and youth to help strengthen relationships and encourage healthy family functioning. This framework acknowledges both the challenges and sources of strength found in family units as a whole and seeks to support each individual within the family with tailored services.

As of September 2018, the nine Family and Youth Development programs had served 809 families, supporting young people at all ages—from early childhood (0 to 5 years old, 23%) to middle childhood (6 to 10 years old, 30%) to early adolescence (11 to 13 years old, 36%), adolescence (14 to 16 years old, 7%), and late adolescence to adulthood (17 to 21 years and older, 4%).

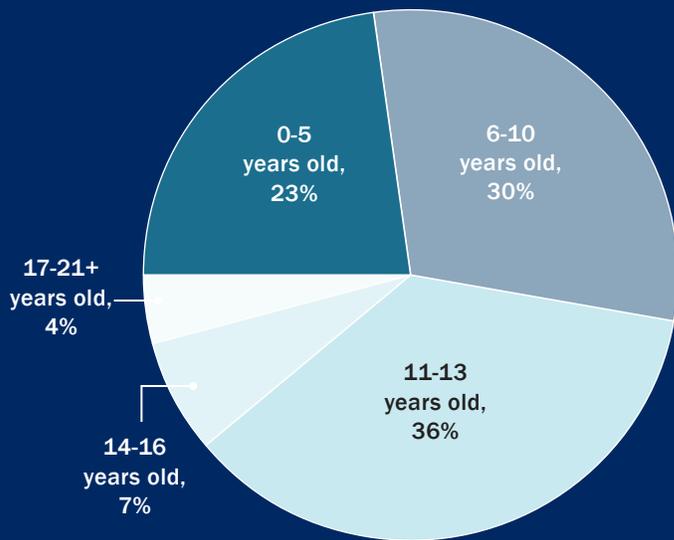
The Family and Youth Development portfolio features nine separate approaches to two-generational programming. A few programs are highlighted below.

FAMILY & YOUTH DEVELOPMENT PROGRAM HIGHLIGHT: **Legal Aid Society**

Students with disciplinary issues or learning or developmental disabilities are at higher risk of becoming involved in the criminal justice system. With CJII funds, the Legal Aid Society is providing legal advocacy for young, low-income students and their families who may be at risk of being suspended or who have disabilities. In addition to providing legal advocacy, Legal Aid is leading know-your-rights sessions for parents and guardians, as well as offering support groups for parents. To date, the program has served 67 clients.



FAMILY & YOUTH DEVELOPMENT PARTICIPANTS: AGE COMPOSITION OF PARTICIPATING CHILDREN



809
Families served
since 2017

Legal Aid represented a pre-teen girl who had initially attended public school but was homeschooled later in the school year. Her mother had pulled her out of school, believing that the school was ignoring her concerns about her daughter's academic and emotional needs. After the client began homeschooling, the mother requested a psychoeducational evaluation from the Department of Education, which revealed that her daughter had overall average cognitive ability and that she performed at average or low-average levels in almost all academic areas. Despite the fact that the client had scored at more than two years below grade level in this area, the school had never previously referred her for special education services. Legal Aid was concerned that the evaluation scores were still just enough to allow a school team to deny her special education services, especially since she had left a traditional school setting prior to the evaluation being conducted. A staff attorney attended the Individualized Education Program (IEP) meeting with the parent and helped convince the team that special education services were warranted in order to address what appeared to be a reading-related learning disability. After the IEP was developed, Legal Aid also helped the parent find a public school seat for her daughter, and from all reports, the child is happy and thriving in her new school.

FAMILY & YOUTH DEVELOPMENT PROGRAM HIGHLIGHT: **Sanctuary for Families**

The impact and trauma of domestic violence can have lasting effects on families. With CJII funds, Sanctuary for Families is supporting and strengthening families affected by domestic violence, including parents who suffer domestic abuse and the children who witness it. Sanctuary is working with STEPS to End Family Violence by providing individual and family therapy to address and reduce trauma symptoms in children and to increase parents' self-efficacy and support the healing process. This is critical in helping these children and their caregivers build stronger relationships.

To date, the program has served 206 families. Many of these families have been disrupted by interpersonal violence, and 92% are headed by a single parent or caregiver.

What do Family & Youth Development programs provide?

- Educational assistance
- Parent/caregiver education & support groups
- Mental health services for youth & caregivers
- Employment training
- Safe spaces in schools
- Youth empowerment & leadership
- Legal advocacy and know-your-rights for parents & guardians
- Trauma training
- Healthy relationships programming
- Family therapy

COMMUNITY NAVIGATORS

In spite of the many services and resources available to New York City residents, many people do not or cannot access all the resources and services that could support them. This is in part due to stigma surrounding resources, a lack of awareness of available services, bureaucratic service silos that make access difficult, and referrals that lack follow-up or engagement. To that end, CJII tested a new East Harlem pilot program in partnership with the Silberman School of Social Work at Hunter College that takes a unique approach to peer navigation.

The Community Navigators Program hires and trains people whose diverse lived experiences mirror those who are served by the program to work as navigators and connect with individuals where they work and live, helping guide them to vital services that they are not accessing. The navigators are based in neighborhoods and community organizations, but they primarily work on-the-go, connecting individuals across organizations, city agencies, and systems. This helps East Harlem residents and others who have connections to the neighborhood unlock bureaucracy within the service sector and locate, connect, engage, and stay involved with the services they need. Unlike many peer programs, the Community Navigators bring great diversity in lived experiences and offer insight and expertise in multiple New York City services areas. This peer navigation program connects underserved individuals with existing resources and services, improving coordination and collaboration among services providers, and creating employment opportunities within underserved communities.

864

People served by
Community Navigators

A mother of two with roots in East Harlem was living in a homeless shelter with her children. They entered the shelter system due to domestic violence with a boyfriend. The family moved to a number of shelters throughout their engagement with the Navigator, regularly changing neighborhoods, losing contact information, and disconnecting from support services. At each juncture, the family always knew how to find their Navigator and that their Navigator would remain a trusted ally. The Navigator served as a reliable bridge to services and supported the mother in working towards independence. Over six months, the Navigator helped the mom acquire missing documentation and understand her rights in terms of housing. The Navigator ensured that the applications to housing programs were submitted and that the mother understood the status of those applications. The Navigator has helped link the mom to a job training program, which she completed, and the Navigator is now supporting her as she finds employment. Whenever the mother struggles to cope with life's stressors, or if the children present with educational or emotional difficulties, the Navigator is there to provide support and ensure that the family knows that help is available when the timing is right. Ultimately, the Navigator and mother are working in partnership to keep the family feeling positive as they navigate the homeless system and focus on supporting the children's education and healing from domestic violence. Together, they advocate for permanent housing and work to identify pathways to independence.



FOSTER YOUTH TRANSITIONING TO ADULTHOOD

When foster youth “age out” of the child welfare system, it means they exit foster care without being adopted or without parental custody being reinstated. More than 600 young people in New York City age out of foster care each year without permanent families.¹¹ Young people who exit the foster care system without additional support are disproportionately involved in the criminal justice system and have poorer educational, employment, and housing outcomes than other youth.¹² According to one study, 15 percent of young people in New York City who were discharged from foster care between ages 13 and 18 from 2004 to 2006 had a jail stay within six years.¹³ Once in contact with the justice system, foster youth face exceptional circumstances, including bias in detention decisions and a higher likelihood of detention or jail involvement than their peers with no foster care involvement.¹⁴ Additionally, foster youth oftentimes experience poor outcomes in other areas, such as education and employment.¹⁵ As such, CJII is improving outcomes for young people aging out of foster care through the funding of educational support, workforce development, housing, and other forms of support for foster families/youth.

To support current and former foster youth, ages 16 to 24, in their transition to adulthood, CJII invested in two innovative programs: Graham Windham’s Graham SLAM program and The Door’s Manhattan Academy Plus (MAP) program.

FOSTER YOUTH TRANSITIONING TO ADULTHOOD PROGRAM HIGHLIGHT: **Graham Windham**

As a foster care agency, Graham Windham developed the Graham SLAM program to

comprehensively support youth in entering a living wage career path by age 25. For some youth, that means college. For others who are not interested in college at this time, the SLAM program connects youth to its workforce track. SLAM is primarily engaging youth between the ages of 16 and 24 in three locations: the Bronx, Harlem, and Brooklyn.

Some participants are matched with a youth coach who works with them to develop career and educational goals, as well as action plans to achieve them over time. Others may elect to be connected to targeted services, which may also serve as an entry point to coaching. All youth have access to an array of program components, including academic support, employment readiness and support, financial assistance, housing support, and referrals to substance use and mental health treatment. Graham SLAM prioritizes maintaining strong relationships between coaches and participants over a long period of time.

FOSTER YOUTH TRANSITIONING TO ADULTHOOD PROGRAM HIGHLIGHT: **The Door**

The Door’s Manhattan Academy Plus (MAP) program supports current and former foster youth to increase their economic self-sufficiency and successfully transition into adulthood by approaching each youth’s needs holistically. MAP focuses on the young person’s overall well-being, as well as their housing security, educational attainment, and employability. This is an expansion of The Door’s Bronx Academy model, which offers career and education services on-site. All youth in the MAP program have access to career and education services, robust housing services, healthcare and mental health counseling, and financial literacy and well-being workshops.



Goal 2: Supporting Survivors of Crime

Despite increased focus on survivors of crime and corresponding advances in supportive services,¹⁶ reporting of crime as well as access to and usage of services remain low. Between 2006 and 2010, 42 percent of victims did not report serious violent crime to law enforcement.¹⁷ This lack of reporting among survivors of crime highlights and likely contributes to persistent challenges in responding to victimization and providing proper treatment.¹⁸ This gap is particularly true of immigrants, LGBTQ individuals, individuals who are D/deaf or hard of hearing, individuals with disabilities, and people of color.

Through CJII, the Manhattan DA's Office is focusing on enhancing and developing new approaches for engaging survivors of crime that increase access to services and meet their needs. Individuals, particularly those in underserved populations, may be less likely to report crime and/or seek services following victimization for a number of reasons, such as stigma around seeking help, lack of awareness of available services, lack of access to and/or availability of culturally-competent services, or fear of retaliation, harassment, or deportation.

To this end, CJII created three initiatives to increase services and tailored support for survivors of crime:

- **Increasing Access to Services:** CJII is supporting programs that are focused specifically on underserved communities, including people of color, immigrants and non-native English speakers, LGBTQ individuals, individuals with disabilities and/or individuals who are D/deaf or hard of hearing, and deliver services tailored to their specific needs.
- **Abusive Partner Intervention Program:** CJII is funding a trauma-informed program that works with abusive partners by changing the justifications, attitudes, and beliefs perpetuating abuse.
- **Center for Trauma Innovation:** CJII is planning a Center for Trauma Innovation to address gaps and challenges in the existing system of services for people exposed to primary and secondary trauma, with a focus on reaching people and communities in New York City that are most impacted by violence and people who do not traditionally seek out victim services.

INCREASING ACCESS TO SERVICES FOR SURVIVORS OF CRIME

When crime survivors access needed supports and resources to address their trauma and other effects of victimization, they see better life outcomes and are more likely to cooperate with law enforcement.

Some groups of people suffer higher rates of victimization and access services at lower rates, including immigrants, LGBTQ individuals, individuals who are D/deaf/hard of hearing, individuals with disabilities, and people of color. Programs that effectively address these barriers to service access can increase service up-take and reporting of crime, both of which may improve outcomes for survivors. Given this, CJII invested in 11 programs that fill gaps

534

Survivors of crime served since 2017.

Who is the Increase Access initiative focused on?

- Immigrants
- People of color
- Individuals who are D/deaf or hard of hearing
- Individuals with disabilities
- LGBTQ individuals

in services for these underserved groups. These programs are tailored to meet individualized needs and move away from the “one size fits all” approach.

Through August 2018, the 11 programs had served 534 crime survivors. Approximately 82% of participants said they had previously been victims of crime (prior to their most recent service engagement). Nearly one-quarter (23%) said they had never engaged in survivor services before, and 13% said they had previously been refused care by a provider, due to such factors as language, gender identity, or sexual orientation. CJII’s support for survivors of crime spans from legal services to therapy to trainings. A few program examples are highlighted on the following page.

**INCREASING ACCESS FOR SURVIVORS PROGRAM HIGHLIGHT:
New York Committee for Occupational Safety & Health (NYCOSH)**

Several workers were victims of wage theft by a construction employer in New York City. These workers had already gone to a legal services provider a few months before. Since their situation had not been resolved, one worker reached out to NYCOSH to request assistance after hearing about the services through one of the consulates. NYCOSH conducted an intake and assessed the case with this one worker, and then set up a meeting with the workers together. After that, they communicated with the legal services provider to coordinate. Based on that discussion, as well as conversations with workers, NYCOSH and the legal service provider referred the case to the Manhattan District Attorney's office for possible criminal prosecutions. Most recently, NYCOSH received news that the DA's Office has added this case to its list of criminal prosecution for wage theft. While there still remains a long process before this case is prosecuted and resolved, this case exemplifies why the Manhattan Justice for Workers project was created. Without assessment and support from NYCOSH, these workers would not have known about the accessibility of the Manhattan District Attorney's office, and might never have seen a resolution to their case.

The example above illustrates why CJII invested in the Manhattan Justice for Workers Collaborative, from the New York Committee for Occupational Safety & Health (NYCOSH). NYCOSH created a coalition of workers' rights and health and safety organizations to conduct outreach and trainings for low-wage workers (across all industries, but especially construction) on reporting wage theft and health and safety violations. It has reached

nearly 900 workers through trainings conducted at community meetings and on street corners where day laborers seek work. These trainings include information on wage theft prevention, wage and hour rights, common health and safety hazards, instructions for reporting wage theft and hazards of imminent death, and how-tos for filing health and safety complaints.

Additionally, NYCOSH and its collaborative partners have conducted workers' rights assessments for 119 clients. The assessments allow NYCOSH to gather information that it can potentially use to identify cases of wage theft and/or workplace safety violations, and to help recover back wages, impose fines on employers permitting work-site hazards, and/or support increased prosecutions of exploitative companies. NYCOSH conducts ongoing case management and follow-up with workers.

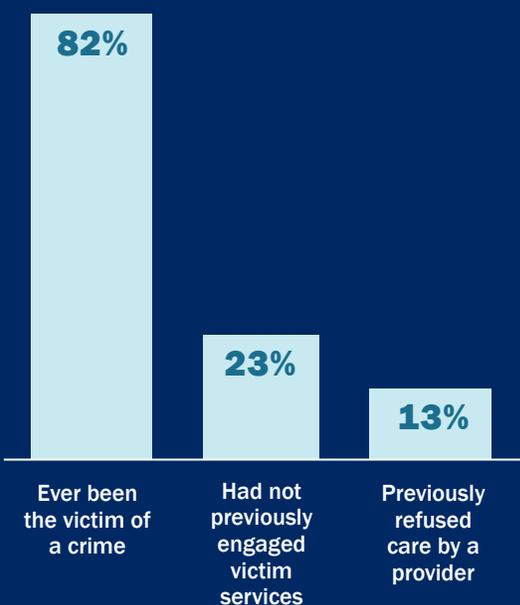
**INCREASING ACCESS FOR SURVIVORS PROGRAM HIGHLIGHT:
Anti-Violence Project**

With its CJII investment, the Anti-Violence Project (AVP) has expanded its services, focusing primarily on providing legal services, to serve more LGBTQ survivors of violence, including those who are transgender, gender non-conforming, people of color, and immigrants. While there is increased demand in the current immigration climate, many other legal service organizations are struggling to keep up with demand. AVP is one of the few LGBTQ organizations currently accepting immigration cases.

To date, AVP has provided services to 39 clients through CJII, 100% of whom identify as LGBTQ. Approximately half of clients identify as transgender and three-quarters as non-heterosexual.

“Louise” is a transgender woman from Central America. She crossed the border and told U.S. authorities that she was fleeing violence because of her gender identity—she was too afraid to tell anyone that she identified as a transgender woman. Louise was immediately placed in an immigration detention facility. She posted bond and came to NYC. She found an attorney, who charged her thousands of dollars to represent her in Immigration Court. When it came close to the court date, she discovered that her attorney had not prepared her case. The Anti-Violence Project was able to get Louise the legal and support services she needed. In only 2 months, AVP prepared her case, prepared her to testify in court about the most intimate and traumatizing events in her life, and secured two witnesses to testify on her behalf. Louise was ultimately granted asylum in Immigration Court.

PRIOR VICTIMIZATION AND SERVICE ENGAGEMENT OF SURVIVOR ACCESS PARTICIPANTS



ABUSIVE PARTNER INTERVENTION PROGRAM

Despite a decrease in violent crime over the past decade in New York City, reports of domestic violence incidents have increased in recent years. The majority of domestic violence perpetrators serve little time in jail and/or prison and rates of re-offense are high.¹⁹ New York City has historically offered court-mandated programs that focus on holding batterers accountable, but none of these have addressed the underlying reasons for abusive behavior. In response to this gap, CJII invested in the Urban Resource Institute to create a trauma-informed abusive partner intervention program that incorporates restorative justice principles and addresses the justifications, attitudes, and beliefs that perpetuate abusive behavior. This intervention, which will be available starting in April 2019, will aim to hold abusive partners accountable and reduce recidivism.



Goal 3: Enhance Diversion and Reentry Support

Each year, approximately 75,000 people return to New York City following a period of incarceration in jail or prison.²⁰ The challenges associated with reentry from incarceration are well known. Individuals who are incarcerated often enter jail or prison with complex needs across many social service sectors, such as employment, education, housing, family, and behavioral health. The experience of incarceration—conditions of confinement and removal from one’s family and community—can initiate new and exacerbate existing needs. And, far too often, individuals reentering the community are challenged by the collateral consequences of incarceration and encounter significant barriers towards achieving self-sufficiency and desisting from crime.

Further upstream, criminal justice stakeholders, including prosecutors, are developing innovative approaches to divert people from the criminal justice system altogether to lessen the criminal justice footprint, particularly for communities of color that are overrepresented in the criminal justice system.

Through CJII, the Manhattan DA’s Office has funded several initiatives to work with people at various points within the criminal justice system and after incarceration:

- **Adult Project Reset:** A diversion program that works with people after arrest to divert them from court processing and channel individuals towards effective and tailored community-based responses.
- **College-in-Prison Reentry:** College-in-Prison Reentry programs are providing college

education in 17 prisons across New York State and developing mechanisms to seamlessly transfer credits to city and state universities upon release.

- **Reentry Supports, Services, and Innovation:** These programs work to ensure that people leaving the criminal justice system have access to the resources and supports they need—such as employment training, education assistance, assistance securing housing, mental health counseling, and primary health care—to be successful back in their communities.
- **Social Enterprises:** Social enterprises provide meaningful training and career opportunities to young people and to people reentering neighborhoods from prison. These programs also generate a positive economic impact in underserved and under-resourced New York City communities.

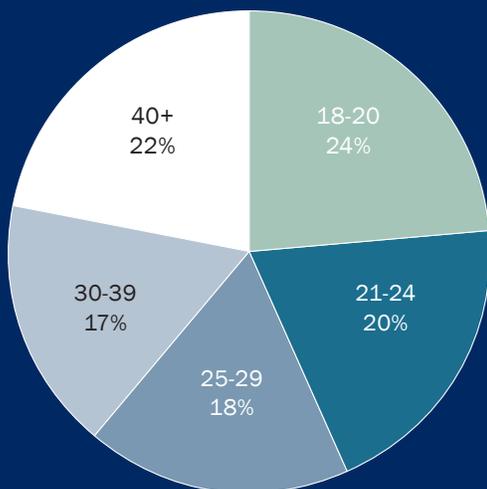
877

Individuals diverted from prosecution

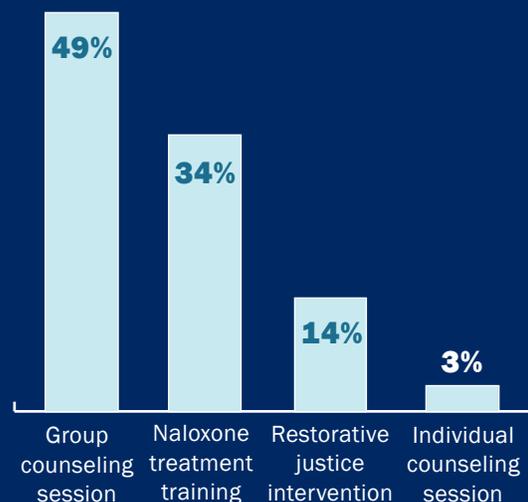
ADULT PROJECT RESET

Individuals arrested on misdemeanor charges overwhelmingly contribute to the high volume of criminal court cases in New York City, amounting to 75% of criminal court arraignments.²¹ Processing these cases through court demands significant resources and slows down dockets. At the same time, a growing body of research suggests that for people with a low-risk of reoffending, criminal court processing and exposure to associated sanctions—such as detention, intensive community supervision, or mandatory

ADULT PROJECT RESET PARTICIPANTS BY AGE



ADULT PROJECT RESET PARTICIPANTS BY INTERVENTION TYPES



services (e.g., intensive mental health treatment)—can produce unintended consequences and increase the likelihood of reoffending. Alternatives that divert individuals who do not pose a risk to public safety to community-based responses early in the process after arrest can both reduce system inefficiency and promote a more effective and proportionate response to crime than court processing.

Given this, the Manhattan DA's office, through CJII, and in partnership with the New York Police Department invested in 3 organizations to implement diversion programs after arrest and before arraignment to divert people arrested for low-level offenses who do not have a criminal record from court processing to tailored community-based responses. Since its inception in February 2018, 1,083 individuals enrolled in the program, and 877 have completed the program. All 877 participants who completed the program avoided ever stepping foot in a courtroom and had their records sealed.

The majority of the program participants were age 29 or younger (62%) and were nearly split in terms of gender—55% were male and 45% were female.

COLLEGE-IN-PRISON REENTRY PROGRAM

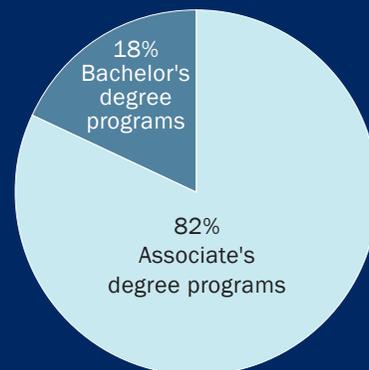
There is strong evidence that correctional education—including postsecondary education programs, adult basic education, high school/high school equivalency programs, and vocational training programs—reduces recidivism and improves employment outcomes. A study conducted by the Rand Corporation in 2013 found that individuals who participate in prison education programs were 43% less likely to recidivate and return to prison, and 13% were more likely to obtain employment after their release.²² These findings, among many others, highlight the utility and benefits of such programming, not just fiscally but also with respect to reducing crime, increasing public safety, and strengthening communities.

However, most college education programs in New York are privately funded, and those that do exist carry long wait-lists and are not standardized. Furthermore, once former prisoners return to their communities, rarely are there systematic processes for transferring credits, supporting re-enrollment in college courses, and navigating the reentry process.

PRISONS WITH COLLEGE-IN-PRISON REENTRY PROGRAMS



PERCENTAGE OF STUDENTS BY DEGREE TYPE



In light of this, in collaboration with New York State Governor Andrew Cuomo, the Manhattan DA's Office created the College-in-Prison Reentry program through CJII. This program aims to increase the availability of educational programming to incarcerated individuals, create standards for prison education curricula and credit transfers, and develop reentry support plans for participants. Seven colleges are offering college courses in 17 prisons across New York State so that people in prison can work toward getting their degrees and better positioning themselves for success once they leave prison.

These college programs are offered at prisons for both men and women and at both medium and maximum security prisons. Both the State University of New York and the City University of New York—through its Prisoner Reentry Institute—are supporting this initiative by working with the colleges to ensure that once people leave prison, they can easily transfer their credits and complete the degree programs that they started while incarcerated.

To date, the initiative has enrolled 408 students in college courses. Of the 408 students, approximately 82% are enrolled in Associate's degree programs, and 18% are enrolled in Bachelor's degree programs.

These students are making meaningful progress towards earning their degrees—Associate's degree students to date have earned approximately 44% of required credits, and Bachelor's degree students have earned approximately 60% of required credits.

REENTRY SUPPORTS & SERVICES AND INNOVATION CHALLENGE

The Manhattan DA's Office launched a reentry innovation challenge to identify, support, and test new and innovative programs to fill key gaps in the New York City reentry landscape

408

Students in prison served

What do College-in-Prison Reentry programs do?

- Provide educational programming to people incarcerated in New York State prisons
- Offers paths towards the following degrees: AA or BA in liberal arts, AS in liberal studies, BS in behavioral science, and AA in individual studies
- Develop reentry support plans
- Ensure students can transfer credits so they can complete their degrees

and, ultimately, to improve outcomes for individuals reentering the community from jail and/or prison and increase public safety in New York City. Through the Challenge, CJII aims to contribute new evidence to the field of what works in reentry.

As the Reentry Innovation Challenge winner, the Department of Health and Mental Hygiene's NYC Health Justice Network will link primary care sites to community-based organizations in Upper Manhattan to serve the primary care and social service needs of reentering justice-involved individuals. The Network will implement trauma-informed care in primary care clinics and provide trainings on the criminal justice system and associated health risks. Additionally, people with a history of involvement in the justice system will be recruited and employed

as patient advocates and navigators to primary care and other necessary services, including housing, transportation, and employment services.

In addition to the challenge winner, CJII has also invested in several programs to build on the work of the College-in-Prison Reentry program and expand services to fill gaps to better support people reentering their communities:

- **The Prisoner Reentry Institute's College Initiative (CI) Program** will assist people returning to New York City after incarceration in enrolling and succeeding in college in the community. CI will provide intensive academic counseling and mentoring services in the community to students and, to support this, expand alumni activities and develop workshops and resources to aid CI students who are parents in creating educational pathways for their children, pre-K to college.
- **College and Community Fellowship's Build-Out of Student Services (BOSS)** will help formerly incarcerated women earn their college degrees and find career pathways. BOSS will enhance its existing academic support program and peer mentoring program, as well as launch a career advancement program.

SOCIAL ENTERPRISES

We know that secure employment and career pathways are key to building strong communities, particularly for young adults or individuals who have been incarcerated in the past. Social enterprises are well-positioned to spark positive change for individuals and communities through meaningful training and career opportunities, supportive services, and job opportunities for individuals reentering communities following incarceration, who typically face significant barriers to employment, including deterioration of job-related skills and employer stigma. This, in

What are social enterprises?

Social enterprises blend the social welfare mission of a nonprofit organization with the market-driven approach of a business. Social enterprises offer positive economic impact within communities that offer fewer job opportunities, helping to curb the cycle of poverty and unemployment that often correlates with involvement in the justice system.

In addition to the subsequent positive economic impact within communities, helps to curb the cycle of poverty and unemployment.

By supporting social enterprises, CJII seeks to spark innovation and build capacity within the growing social enterprise field, which can inform future policy and funding decisions regarding effective workforce programs for individuals in under-resourced communities in New York City and nationwide.

CJII has invested in three social enterprises:

- **Drive Change's Hospitality for Social Justice (HSJ)** program works with young adults to retain stable employment in the food and hospitality sectors, particularly in positions that offer wages enabling self-sufficiency and opportunities for advancement. As a part of the HSJ program, participants receive training on a number of topics, including cooking and hospitality fundamentals, social-emotional skills, industry credentials, team building and leadership development, life skills, mindfulness, and education about issues of social justice in the criminal justice system and the food/hospitality industry. In addition, Drive Change works with food business owners and managers who commit to employing these young adults during the HSJ program. Drive



Change generates revenue by providing tiered trainings and certifications in racial bias and justice-driven management practices for managers and businesses. These trainings lay the groundwork for better job retention of the HSJ participants and all staff more generally, which is beneficial to employers who struggle with staff turnover.

- **Sweet Generation Bakery's Sweet Generation RISE** is training young people in artisanal baking and handcrafted pastries, while also teaching job-readiness, entrepreneurship skills, and fostering social-emotional development. Sweet Generation includes a revenue-generating retail bakery and wholesale operation, and RISE is providing young people with training and employment in the bakery. These young people receive training related to building motivation skills, setting priorities, time management, and goal setting; culinary training and retail skills including point-of-sale

system operation, barista skills, kitchen safety, and food safety; and entrepreneurship training such as business planning and resume building.

- **The HOPE Program's Intervine program** contracts to provide horticultural services and green infrastructure installation and maintenance, and solar PV installation. As part of this business model, the program provides training and transitional paid job opportunities to formerly incarcerated people focused on these areas, which, together, represent a significant segment of the green construction market, a growing field that develops skills that are both in demand and readily transferable across the building trades. Intervine's program blends soft skill development with on-the-job training, equipping participants with the tools needed to build foundations for long and fulfilling careers.

ENSURING LONG-TERM IMPACT

CJII's investments provide support for three to five years of programming. In order for these efforts to generate impact beyond the CJII funding period, the Manhattan DA's office and ISLG have developed a multipronged strategy for sustainability.

Much of CJII's work complements the missions of many New York City government agencies and philanthropic institutions. Strong partnership and collaboration with these organizations could help fortify CJII programs and ensure long-term sustainability.

In addition, CJII is:

- Providing capital investment where necessary to increase the appeal and functionality of physical spaces where services take place, improvements that will far outlast the programmatic investments that have been made under CJII.
- Investing in robust evaluations of many CJII initiatives. The findings from these evaluations will benefit not only New York City, but also jurisdictions nationwide seeking to make transformational change.
- Working with the funded organizations to improve their data collection and analysis capacity, which will allow them to better demonstrate the organization's value when seeking financial support.
- Building out a robust training and technical assistance consortium to strengthen CJII grantee organizations, thereby improving the landscape of social services in New York City.

Capital Investment

Improvements in physical spaces can make a dramatic difference in how people are able to access and perceive programming. Capital investments are uncommon in the social service sector, where funding is generally focused on

programmatic services. But physical space is a critical component of successfully serving the needs of people and neighborhoods. The accessibility, functionality, and appeal of space can increase client traffic and help engage young people. Given this, CJII awarded several million dollars in capital grants across the portfolios, namely in support of the Youth Opportunity Hubs and Social Enterprise grantees.

Evaluation

CJII is not only investing in innovative programs, it is also investing in measuring the results. The Manhattan DA's Office and ISLG are committed to data-driven decision-making, as well as informing the research and practice fields in New York and across the country.

CJII regularly collects data (i.e., performance metrics) on each initiative to ensure the

Which CJII initiatives are currently being evaluated?

- 4 Family & Youth Development Programs
- 5 Youth Opportunity Hubs
- 2 Programs for Foster Youth Transitioning to Adulthood
- 4 Programs to Increase Access to Services for Survivors of Crime
- 7 College-in-Prison Reentry Programs
- Community Navigator Program
- Abusive Partner Intervention Program

More evaluations of initiatives are set to roll out soon.

program is meeting its goals. It has also awarded funds to several independent research organizations to more fully evaluate some of our initiatives. These assessments are multi-year process and outcome evaluations which are used to understand how the programs are implemented and whether they are effective in reducing risk factors for criminal justice involvement (e.g., school drop-out and delinquent behavior) and increasing public safety.

With this, both the Manhattan DA's Office and the CJII programs themselves will be able to demonstrate the success of their work to policy-makers, other practitioners, future funders, and the wider public.

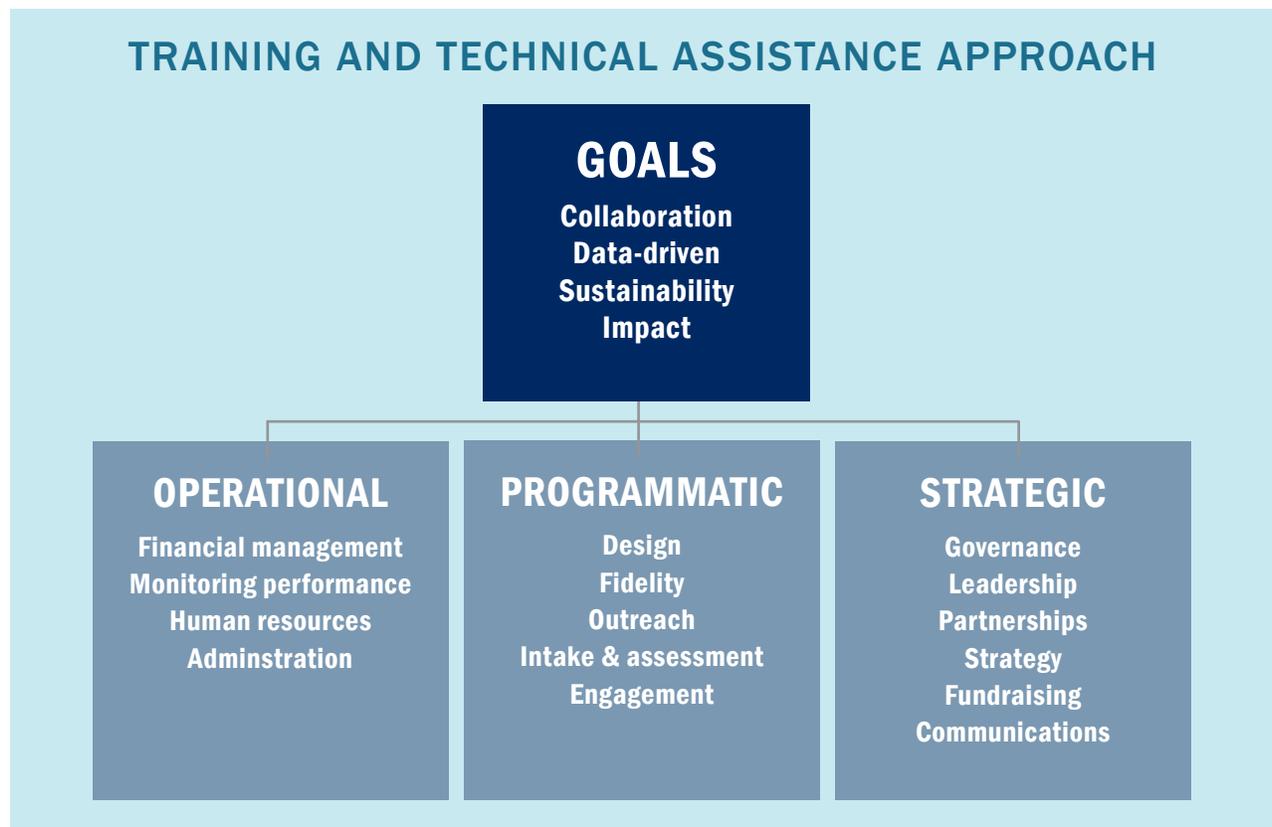
Training and Technical Assistance

CJII-funded organizations are leading experts and innovators in their fields, but they have

voiced a desire for growth, enhancement, and improvement. To ensure the maximum effectiveness of our investments for the long-term, CJII is investing in various training and technical assistance opportunities across a range of strategic, operational, and programmatic focus areas.

To inform these investments, the Manhattan DA's Office worked with ISLG to develop a strategic approach. First, ISLG developed and solicited self-assessments from the organizations CJII has funded. These assessments gathered information about each of the areas below and asked organizational leadership to identify those priority areas for improvement, as well as areas of particular expertise.

With this information, ISLG developed and released two complementary solicitations to identify and engage a pool of experts to support grantee organizations. This pool of experts draws from within the CJII-funded community and brings in outside consultants with special expertise across these areas.



APPENDIX: ALL CJII INVESTMENTS

Family & Youth Development Programs		
<i>Name of CJII grantee organization</i>	<i>Focus neighborhood</i>	<i>Funded amount</i>
Association to Benefit Children	East Harlem	\$1,329,686
Eagle Academy	Center & West Harlem	\$1,000,000
Educational Alliance	Lower East Side	\$1,329,429
Joe Torre Safe at Home Foundation	Washington Heights	\$1,329,994
Legal Aid Society	Citywide	\$1,330,000
NewYork-Presbyterian Hospital	Washington Heights; some services in East, West, and Central Harlem	\$1,327,776
Osborne Association	Central & West Harlem	\$1,330,000
Sanctuary for Families	Citywide	\$1,703,061
University Settlement	Lower East Side	\$1,330,000
American Institutes for Research	<i>Evaluating Legal Aid program</i>	\$320,000
Center for Court Innovation	<i>Evaluating Joe Torre Safe at Home Foundation program</i>	\$360,000
Urban Institute	<i>Evaluating Sanctuary for Families and Osborne Association programs</i>	\$720,000
Youth Opportunity Hubs		
<i>Name of CJII grantee organization</i>	<i>Focus neighborhood</i>	<i>Funded amount</i>
Community Connections for Youth	Central & West Harlem	\$10,325,000
The Door	Manhattan-wide	\$6,487,350
Henry Street Settlement	Lower East Side	\$8,441,086
NewYork-Presbyterian Hospital	Washington Heights	\$10,325,000
Union Settlement	East Harlem	\$10,325,000
Westat	<i>Evaluating Youth Opportunities Hubs</i>	\$1,950,000
Foster Youth Transitioning to Adulthood programs		
<i>Name of CJII grantee organization</i>		<i>Funded amount</i>
The Door		\$1,875,000
Graham Windham		\$1,875,000
Action Research Partners	<i>Evaluating Foster Youth programs</i>	
Community Navigator program		
<i>Name of CJII grantee organization</i>		<i>Funded amount</i>
Silberman School of Social Work at Hunter College		\$2,570,934
Increasing Access to Support for Survivors of Crime		
<i>Name of CJII grantee organization</i>	<i>Focus population</i>	<i>Funded amount</i>
Barrier Free Living	Survivors who are D/deaf or hard of hearing	\$1,523,304
Center for Court Innovation	Survivors who are people of color	\$1,053,431
Children's Aid Society	Survivors who are immigrants and/or people of color	\$1,120,391
Crime Victims Treatment Center	Survivors who are LGBTQ, especially transgender survivors	\$805,796
Edwin Gould Services for Children and Families	Survivors who are LGBTQ	\$1,079,848

APPENDIX: ALL CJII INVESTMENTS

Exodus Transitional Community	Survivors who are people of color	\$989,112
New York Center for Children	Survivors who are people of color	\$771,504
New York City Anti-Violence Project	Survivors who are immigrants and/or LGBTQ	\$1,012,041
New York Committee for Occupational Safety and Health	Survivors who are immigrants	\$1,589,783
Northern Manhattan Improvement Corporation	Survivors who are immigrants	\$1,139,999
Sanctuary for Families	Survivors who are immigrants and/or people of color	\$1,703,061
Icahn School of Medicine at Mount Sinai Hospital	<i>Evaluating Center for Court Innovation and Crime Victims Treatment Center</i>	\$720,000
Urban Institute	<i>Evaluating Sanctuary for Families and Barrier Free Living</i>	\$680,000
Abusive Partner Intervention Program		
<i>Name of CJII grantee organization</i>		<i>Funded amount</i>
Urban Resource Institute		\$1,475,000
Center for Trauma Innovation		
<i>Name of CJII grantee organization</i>		<i>Funded amount</i>
Common Justice		\$150,000
Early Diversion		
<i>Name of CJII grantee organization</i>		<i>Funded amount</i>
Center for Court Innovation		\$3,903,160
Osborne Association		\$3,235,000
Young New Yorkers		\$625,694
Manhattan Criminal Court Resource Center		
<i>Name of CJII grantee organization</i>		<i>Funded amount</i>
Vera Institute of Justice		\$150,000
Social Enterprises		
<i>Name of CJII grantee organization</i>		<i>Funded amount</i>
Drive Change		\$2,599,392
The HOPE Program		\$1,870,904
Sweet Generation Bakery		\$2,179,168
College-in-Prison Reentry programs		
<i>Name of CJII grantee organization</i>	<i>Location of program</i>	<i>Funded amount</i>
Bard College	Taconic, Coxsackie, Eastern, Fishkill, Green Haven, and Woodbourne facilities	\$1,300,000
Cornell University	Cayuga, Auburn, Elmira, and Five Points facilities	\$750,000
Medaille College	Albion facility	\$402,220
Mercy College	Sing Sing facility	\$750,001
Mohawk Valley Community College, SUNY	Marcy facility	\$395,767
New York University	Walkill facility	\$708,546
Jefferson Community College, SUNY	Cape Vincent, Gouverneur, and Watertown facilities	\$665,175
Prisoner Reentry Institute		\$1,217,162
SUNY		\$1,100,000

Vera Institute of Justice	Evaluating College-in-Prison Reentry programs	\$400,000
Reentry Innovation Challenge		
<i>Name of CJII grantee organization</i>		<i>Funded amount</i>
NYC Department of Health and Mental Hygiene's Health Justice Network		\$3,075,000
Osborne Association		\$75,000
Reentry Services & Supports		
<i>Name of CJII grantee organization</i>		<i>Funded amount</i>
Prisoner Reentry Institute		\$2,049,647
College and Community Fellowship		\$2,014,588
ReferNYC		
<i>Name of CJII grantee organization</i>		<i>Funded amount</i>
Civic Hall Labs		\$637,404
TOTAL		\$113,501,414
Other CJII Projects (not managed by ISLG)		
Global Cyber Alliance		\$25,000,000
Administrative Fees		\$13,500,000
Saturday Night Lights		\$5,025,000
RxStat and Drug Court Enhancements		\$3,760,000
Brotherhood Sister Sol Capital Investment		\$2,200,000
Harlem RBI Capital Investment		\$2,000,000
Project Reset (youth)		\$1,610,000
Child Violent Witness Counseling Service		\$1,050,000
Manhattan HOPE		\$440,000
ATI Court Part		\$398,000
Young Adult Electronic Monitoring Pilot		\$210,000
TOTAL		\$55,193,000
CJII Earmarks (not yet allocated and subject to change)		
Administrative Costs		\$16,000,000
Center for Trauma Innovation		\$13,350,000
Manhattan Criminal Court Resource Center		\$6,000,000
Community Navigator Program Implementation		\$4,690,000
West Harlem Community Reentry Project		\$3,000,000
Training and Technical Assistance for Grantees		\$2,500,000
Sexual Assault Response Center		\$2,000,000
Reentry Evaluation		\$1,300,000
Manhattan Court Childcare Center		\$710,000
Abusive Partner Evaluation		\$400,000
Countering Violent Extremism Planning		\$100,000
TOTAL		\$50,050,000
GRAND TOTAL		\$218,744,414
BALANCE		\$31,255,586

END NOTES

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