



PROJECT H.E.A.L (HEALING THROUGH EMPOWERMENT AWARENESS AND LEADERSHIP  
DEVELOPMENT): PREPARING COURT INVOLVED YOUTH FOR SELF-SUSTAINABILITY

By

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## TABLE OF CONTENTS

COMMUNITY CONTEXT.....	1
Community Profile: Syracuse, New York .....	1
Disproportionate Involvement in Criminal Justice System.....	2
Local Findings.....	2
Cost Effectiveness of Community-Based Programs vs. Incarcerating Youth.....	4
PROBLEM ANALYSIS.....	5
Problem Statement.....	5
Stakeholders .....	7
Community Economic Development Aspect of the Project .....	11
LITERATURE REVIEW .....	13
Juvenile Justice and Detention .....	14
Ineffectiveness of Detention as Reform .....	16
Cost of Detention versus Alternatives to Detention.....	18
Alternatives to Detention .....	20
National Models.....	21
Local Data.....	23
Local and State Initiatives .....	23
Conclusion.....	24
PROJECT DESIGN / LOGIC MODEL.....	27
Outputs and Activities.....	29
METHODOLOGY AND IMPLEMENTATION PLAN .....	31
Project Participants and Beneficiaries .....	33
Community Role .....	34

Host Organization / Group.....	34
Project Roles and Staffing .....	35
Project Implementation – Schedule and Timeframe .....	35
Budget.....	36
MONITORING .....	38
Monitoring Indicators .....	38
Methods, Tools, Forms .....	39
Team and Tasks.....	41
Monitoring Schedule.....	42
EVALUATION .....	43
Evaluation Variables and Indicators.....	44
Data Gathering Methods, Tools, Forms.....	45
Data Analysis.....	46
Evaluation Team and Tasks.....	46
Evaluation Schedule.....	47
SUSTAINABILITY .....	48
RESULTS .....	51
CONCLUSIONS AND RECOMMENDATIONS.....	55
Prospects of Attaining Intermediate and Long-Term Outcomes.....	55
Personal Thoughts .....	55
REFERENCES.....	59
APPENDIX.....	61
Monitoring Reports.....	61
Evaluation Matrix.....	66

## **ABSTRACT**

Project H.E.A.L ( Healing through Empowerment Awareness and Leadership

Development, is a project that is designed to increase the sustainability and reduce recidivism among Court –involved youth and youth who are at high risk of becoming involved in the criminal justice system. This project primarily target young African-American males between the ages of 13 to 24, within the city of Syracuse, NY. Currently these youth experience the highest unemployment rate in New York State, and experience high levels of poverty. African-American youth in this community are at a much higher risk of becoming incarcerated than white youth due to a lack of resources; such as family support services, educational and career development opportunities, and they lack the opportunity to participate in Alternative to Detention community based programming which is a cost effective method of reforming youth. This project was designed to create a network of resources within the community, targeting both traditional and non-traditional institutions that may offer valuable services to the youth and their families. The primary focus is to improve the unemployment rate among African-American youth, increase their academic achievements; develop youth into self-sufficient and sustainable individuals through employment, vocational and trade training and entrepreneurial training.

## COMMUNITY CONTEXT

### ***Community Profile: Syracuse, New York***

The total population for the city of Syracuse is 139,386 with 38,797 (or approximately 27.8%) of the people being African-American (US Census Bureau, 2010). The city is located in upstate Central New York, in Onondaga County. The median household income in 2009 in Syracuse was estimated at \$37,485 with 25.1% of families and 30.3% of individuals living below poverty. Based on data gathered from 2009 (city-data.com, 2011), 43.3% or just over 16,000 African-Americans live in poverty versus 21.5% of white residents. As of 2008, the median household income (MHI) for African-Americans in Syracuse is \$26,812 compared to the New York State median of \$40,522. (City-data, 2011). In Syracuse, youth ages 18-24 are 17% of the population, while children under 18 make-up 24% of the population (US Census Bureau, 2010). Related children under 18 living in poverty comprise of 43% of the population in poverty, while 45% of single-parent households with no husband are below poverty (U.S. Census Bureau, 2010). The Children's Defense Fund of New York (2011) reported that nearly one in every two Black children in Syracuse are poor, making this the highest child poverty rate in New York state. Additionally, the youth jobless rate amongst Blacks is 54.4% compared to just 53.2% for the State. The astounding poverty issue for youth has led them to committing acts of delinquency, which in effect places them into the criminal justice system disproportionately, which then limits their ability to be employed and furthering the likelihood that they will become adult offenders and continue the cycle of poverty.

### ***Disproportionate Involvement in Criminal Justice System***

Due to the disproportionate numbers of African-American males in the city of Syracuse that are arrested and placed in jail, prison or placed on probation and they are limited in their opportunity for employment, this includes both adult and male youth. According to (Rosenthal, 2001) 1813 young people adjudicated to be youthful Offenders by courts, 49% were African-American and 47% were white. However, of the percentage of those given jail sentences, 77% of those given jail sentences were African-American and 19% were white. This data suggests that there is a need for intervention to help reduce the disproportionate number of African-American youth who are detained.

In 2010, 74% of youth who were admitted to secure detention in Onondaga County were Black youths although they are only 18% of the population, and most are between the ages of 10-17, (VERA Institute of Justice, 2011). The discrepancy in youth being detained has been of concern to the county, in fact it led to the creation of the Disproportionate Minority Contact (DMC) which consists of county and state officials who are looking to address what has become a problem; minority youth being disproportionately involved in the juvenile justice system and the need for alternatives to incarcerating them.

### ***Local Findings***

The VERA Institute of Justice (2011) in their findings suggested to the DMC committee that alternative to detention (ATD) programs should differ from therapeutic

alternative to placement (ATP) and that they should ensure that youth appear in court and remain free of being arrested while awaiting to return to court, they also suggested that the programs should be short-term and link families and the youth to more long-term service oriented interventions. The VERA Institute of Justice, also founded that the County needs to assess which youth are not already receiving Special Supervision Programs (SSP) and identify gaps in services that might exist, also that there is a need for coordinated services for youth and their families to be linked to services that are lacking especially for mental health and substance abuse.

*The United Way* - In their final assessment report (2010) found that workforce development and training for youth will be vital part of helping these individuals' access tools and strategies that help improve their job skills and advance their careers as well as attain job readiness/retention skills. They also founded that the issue of economic self-sufficiency needed to be targeted in two areas for youth in Syracuse to help alleviate them out of poverty, and those are, ensuring individuals are able to function at an increased level of economic self-sufficiency, and that providers of financial stability services increasingly leverage resources and create greater efficiency in their strategies through collaboration. Their findings are based on the findings that "children living in poverty are more likely to have difficulty in school, to become teen parents, and as adults earn less and be unemployed more frequently. Helping people develop their skills to acquire a good paying job, and then assisting them in retaining that job, is one way to decrease those poverty numbers." These are also correlating factors of youth becoming involved in crime.

### ***Cost Effectiveness of Community-Based Programs vs. Incarcerating Youth***

Marsha Weissman Director of The Center for Community Alternative, Inc. in Syracuse suggested that utilizing community-based programs are much more cost efficient and effective than incarcerating youth. According to Weissman (2011), over \$200,000 per youth per year is spent on incarcerating youth, yet there is a 80-90% recidivism rate, versus the cost of between \$10,000-\$18,000 for community based programs that boast less than a 20% recidivism rate. She also suggests that community based alternatives are better for families by allowing youth to remain close to their families, it builds on existing resources, its less expensive, and local control is more accountable in rehabilitating youth.

### ***The Need for Community Based Alternatives to Detention***

Seventy four percent of African-American youth are placed in detention due to disproportionate contact with the juvenile justice system as a result of the need for more community based programming to act as an alternative to detention. Alternatives have been proven to be more cost effective and reduce the likelihood that youth will become further involved in the system, therefore increasing the likelihood that they will become self-sufficient and sustaining adults. Disproportionate numbers of African-American youth who are placed in detention, lack access to community based programs, which act as alternatives to detention.

## **PROBLEM ANALYSIS**

### ***Problem Statement***

Disproportionate numbers of African-American youth are incarcerated in Syracuse. Seventy four percent of African-American youth are admitted to secured detention, while they represent only 18% of the total youth population in Syracuse, NY (Vera Institute of Justice, 2011). There are a variety of reasons as to why disproportionate numbers of these youths are in contact with the juvenile justice system. Some of the root causes that keep them marginalized; include lack of adequate job training & educational services, lack of economic opportunities, unstable family structures; need for community based programs that provide alternatives to detention; learning disabilities that impair their ability to learn and therefore lead to disconnect and disengagement from school (i.e. high drop-out rates); lack of positive male role models; low self-esteem; low income neighborhoods (dilapidated neighborhoods); and substance abuse.

Research has shown that the long term effects of juvenile delinquency and incarcerating youth can have a harmful impact on their adult lives, ( as the case short term effects are detrimental as well), with Syracuse boasting the highest youth unemployment rate among Black youth in the entire State of New York at 54.4%. (Children's Defense Fund of New York, 2011). The long-term effects of the problem of incarcerating these youth instead of providing them positive and healthy alternatives to detention include high recidivism rates, attaining low levels of education, increased chance of becoming adult criminals, reduced chance of being employable or sustainable

adults, gang involvement and continued community violence. Without this intervention, the cycle of poverty will persist and continue to perpetuate generationally.

*Table 1: Problem Analysis Matrix*

<b>EFFECTS</b>	High Unemployment rates among African-American youth (54.4%) highest in New York State. High recidivism rates, Low levels of education Increased chance of becoming adult criminals Reduced chance of being employable or sustainable adults.
<b>PROBLEM STATEMENT</b>	74% of African-American youth are admitted to secured detention, while they are only 18% of the youth population in Syracuse, NY. (Disproportionate number of African-American youth are incarcerated in the community)
<b>CAUSES</b>	Lack of Adequate job training & educational services Lack of economic opportunities Unstable family structures Need for community based programs that provide alternatives to detention Youth may have Learning disabilities that impair their ability to learn and therefore lead to disconnect and disengagement from school ( High drop-out rates) Lack of positive male role models Low self esteem Low income neighborhoods (dilapidated neighborhoods) Substance Abuse

The purpose of this project is to help develop these youths into individuals who will be employable, by providing workforce development and training so that they can become self-sustaining as they are placed with jobs and apprenticeships. Youths and their families will also be connected through a multi-systemic approach to various agencies and partners through the community to assist in meeting their needs to ensure their success. The project will also create projects and businesses which will be run by the youths and community members to promote entrepreneurships and community

economic independence, projects and ideas include: performing arts center, community garden, community store, recording studio, and so on.

### ***Stakeholders***

Stakeholder's identified for the project includes, County Court Judges, the Department of Juvenile Justice and Probation, the youth themselves, parents, the Syracuse community, community based organizations, victim advocate groups, and federal Office of Juvenile Justice and Delinquency Prevention (OJJDP) and the Homebuilder's Institute Project CRAFT initiative that targets this population and trains them on construction jobs. These stakeholders' were identified as vital to the project because their participation or lack of can greatly affect not only the implementing of the program but in ensuring success as well.

*Table 2: Stakeholder Analysis Matrix*

<b>Stakeholder</b>	<b>Stakeholder Interest(s) in the Project</b>	<b>Assessment of Impact</b>	<b>Potential Strategies for Obtaining Support or Reducing Obstacles</b>
Department of Juvenile Justice and Probation	Cost effective method to incarcerating and detaining youth disproportionately. Offers reformatory service.	A	Present project to Director of Juvenile Justice as an effective and cost efficient alternative to detention. ( He has already bought in to the proposed project)
The County Courts (Judges)	Possess the power and ability to adjudicate and refer youth to rehabilitative services.	A	Have driven through tours of areas in which youth come from; present to them the lack of support and services to youth. Explain the effectiveness of multi-systemic collaborations and workforce development.

Victim Advocate Groups	Enhance the awareness and need to reduce the likelihood of victimization.	A	Involve them in bringing about awareness of consequences to not offering youth support and services. Contact Helen Hudson Founder of The Mothers Against Gun Violence via The United Way organization.
Small and Local businesses	Can earn tax incentives for employing low-income youth. Also can increase productivity at less cost because youth will be paid through program. Contributing to job growth and improves youth workforce.	A	Youth will be provided with employment training, to reduce this cost for business, also youth's salary will be paid by program (organization), so they're receiving an employee at no expense, allowing for increased production as well as increased profit. Also tax incentives that are offered through local and state government.
Community based organizations	Increase in services provided to families, opportunity to provide intensive case management.	A	Network of services will be provided, enhancing their services that are provided, allowing for a broader and more frequent utilization. Marsha Weismann Director of Center for Community Alternatives, Inc., Syracuse Model Neighborhood Facilities, which are the major community centers.
Community Economic Development Department	Can allow for the revitalization of vacant homes in blighted areas, by providing youth an opportunity to demonstrate learned trade skills. This can lead to increased tax revenue by having home that are inhabitable, also improved physical conditions of blighted neighborhoods.	B	Contact Paul Driscoll the Commissioner of Neighborhood and Development department. Present the idea that by allowing vacant structures to be revitalized and made habitable, allows for tax revenue for the city but also improved neighborhood conditions and it reduces the cost for the city to maintain the properties.
Juveniles ( Court involved, detained, and re-integrating youth)	Their involvement will decrease their likelihood of being incarcerated, while providing them multi-systemic services that will serve as an alternative to detention. Also gain the necessary skills and training to become employable and sustainable, also will be	A	Present to them the opportunity to remain in their community, while receiving intensive services and support, instead of incarceration. Also an opportunity to learn trades and skills to help them find and sustain employment.

	connected to the workforce.		
Parents of youth	Can demonstrate that parents are making an effort to receive needed services, while receiving multi-systemic services and support needed for themselves.	A	Offer incentives for attending parent meetings, constantly engaging them in planning and keeping them aware of services that may be available for them. Intensive case management with frequent follow-up.
Project CRAFT (Homebuilders Institute)	Continuous growth of community partnerships by continuing to provide court involved youth with their trade skills classes that are offered.	A	Increase youth employment and workforce development, along with expanding their nationwide partnerships and collaborations. Improving sustainability of youth by equipping them with a trade.
Syracuse Community( Neighborhood residents)	Can illustrate the community's support of rehabilitating youth. While improving the quality of life in their neighborhoods, also will demonstrate an effort to take ownership of community issues and to help youth and families in need.	A	Involved residents can establish positive relationship with youth and their families by referring them to the services provided. Also engage community by providing awareness raising and community forums about issues in community that may be potentially affecting youth and/or their families.

The strengths, weaknesses, opportunities and threats analysis or SWOT Matrix provided valuable information as to what resources and opportunities are available for the success of the project and organization. Weaknesses and threats were also identified to inform the assessment team on areas of needed improvement. Strengths identified include: providing a multi-systemic approach to serving court involved youth and reintegrating youth with necessary services they need in order to reduce the likelihood of them becoming further involved in the juvenile justice system. The program will be offering an alternative to detaining youth, which will result in this population becoming more employable, self-sufficient and the potential to become local

business owners, enhancing the local economy with job creation and improving youth employment rates. Intensive services will ensure youth success due to collaborative efforts from other community based organizations. Indigenous community members will be involved and youth will be offered a positive alternative to being detained.

Weaknesses identified were issues such as: the compliance of being a new organization, lack of a central location, funding streams have not been identified, need for start-up capital, and the organization and project will rely heavily on collaborative partnerships, especially with local businesses. Opportunities identified included a growing need for community based alternatives to detention for the juvenile population, especially African-American youth. There is the opportunity to develop youth workforce and provide green job training as well as trade and technical skills, along with entrepreneurial and business skills. The project has the ability to reduce youth involvement in the juvenile justice system and ensure healthy and sustainable adult lives, breaking the cycle of poverty. Potential threats identified for the project were; the risk of community based organizations not working together, and instead they decide to mimic the idea and create competition for funding. Another threat is community members opposing the idea of giving juvenile youths a “second” chance and also there is the threat of not having local business support, lack of job placement for youth, and the fact that partnering agencies may lack cultural competence to sustain caseloads of this high need population.

*Table 3: SWOT Analysis Matrix*

<p>This area was the easiest to identify because currently in New York state there is so much demand for Juvenile Justice reform and strategies to reduce Disproportionate Minority Contact with the Juvenile Justice system. It was difficult on the basis of identifying opportunities that can be economically viable.</p>	<p><b><u>OPPORTUNITIES</u></b></p> <ul style="list-style-type: none"> <li>• Growing need for community based alternatives to detention for juvenile population, especially African-American youth.</li> <li>• To develop youth workforce; Green job training as well as trade and technical skills.</li> <li>• To reduce the disproportionate rate at which African-American youth are placed in detention.</li> <li>• To reduce youth involvement in juvenile justice system and ensure healthy and sustainable adult lives, and break the cycle of poverty.</li> <li>• To create a multi-systemic collaborative initiative connecting marginalized youth and their families to the resources they lack.</li> </ul>	<p><b><u>THREATS</u></b></p> <ul style="list-style-type: none"> <li>• Instead of community based organizations working together, they decide to mimic the idea and create competition for funding</li> <li>• Community members opposing the idea of giving juvenile youth a “second” chance</li> <li>• Lack of local business support</li> <li>• Lack of job placement for youth</li> <li>• Partnering agencies may lack cultural competence to sustain caseloads</li> </ul>	<p>This was the most difficult area because in thinking about creating a multi-systemic approach and utilizing many community partnerships and collaborations the realization that some organizations may not want to render their services but like the idea and may want to obtain their own separate funding to create similar services. Local businesses may not buy-in to the idea of employing youth.</p>
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### ***Community Economic Development Aspect of the Project***

The **Community** identified in this project has been African-American youth ( aged 13-21) who are involved with the juvenile justice system, in Syracuse, New York.

Community based organizations will also be engaged as an integral part of the project as well. The **Economic** condition addressed will be the inaccessibility to employment that leads to delinquency as a result. Therefore this project will provide workforce

development and training and will include the establishment of community based businesses for the youth to operate like a performing arts center, community garden and store, and other entrepreneurial projects that can promote economic independence. The ***Development*** aspect of the project includes bringing about the youths' awareness of their own personal capabilities and potential despite being involved with the court system, they will be provided with the opportunity to develop skills and abilities needed to help them become more employable and self-sustaining, so that they may lead healthy and productive adult lives and no longer have involvement in the criminal justice system.

## LITERATURE REVIEW

African-American juvenile youth are involved with the juvenile justice system and being held in detention at a disproportionate rate. According to Holman and Ziedenberg (2006), youth of color are one-third of the youth population, yet they represent 61% of the youth that are detained. The effect of their involvement in the justice system has proven to have an adverse effect on their future sustainability. Holman and Ziedenberg (2006) suggests based on an academic study with the National Bureau of Economic Research that:

*“Jailing youth (age 16-25) reduced work time over the next decade by 25-30 percent. Looking at youth age 14 to 24, Princeton University researchers found that youth who spent some time incarcerated in a youth facility experienced three weeks less work a year (for African-American youth, five weeks less work a year) as compared to youth who had no history of incarceration” (Holman & Ziedenberg, 2006, p. 10).*

The inability to become a part of the workforce, increases African-American youths likelihood of recidivism, decreases the likelihood of them earning an education, increases their chances of being adult criminals, and further leading to the creation of unstable family structures and communities. Other effects of placing these youth in detention include: costs to local governments and taxpayers, and the question on the effectiveness of secure detention. According to Mendel (2010), state institutions such as reform schools, youth correctional facilities, and training schools, housed the majority of the youth incarcerated; but they also consume a significant amount of taxpayer

spending on juvenile justice. The facilities are yielding high recidivism rates, troubled with abuse and violence, correctional incarceration costs are immeasurably higher than alternative approaches that illustrate similar if not better results, and also evidence has indicated that the incarceration of youth have negative impacts on them that lasts their entire lifetime (Mendel, 2010, p.4). There are various national models that suggest Alternatives to Detention are a viable solution for youth in order to re-integrate them back into their communities develop and prepare them for the workforce and therefore increasing the likelihood for a healthy, productive and sustainable life.

### ***Juvenile Justice and Detention***

According to Holman and Ziedenberg (2006), they define “Detention”:

*Detention: A form of locked custody of youth pre-trial who are arrested—juvenile detention centers are the juvenile justice system’s version of “jail,” in which most young people are being held before the court has judged them delinquent. Some youth in detention are there because they fail the conditions of their probation or parole, or they may be waiting in detention before their final disposition (i.e. sentence to a community program, or juvenile correctional facility) (Holman & Ziedenberg, 2006, p. 2).*

The use of detention has been proven to be a disproportionate system in which minorities; especially African-Americans are becoming overrepresented, and more likely to be detained. “Youth of color are disproportionately detained at higher rates than whites, even when they engage in delinquent behavior at similar rates as white youth”

(Holman & Ziedenberg, 2006, p. 3). Over-representation among African-American youth has been revealed across every facet of the justice system, in addition African-American youth are 15% of the juvenile population yet 44% of those that are detained, 40% of those placed in a residential placement and 58% of the youth who went to adult prisons, while 32% were delinquents that were adjudicated (The Howard University Center for Urban Progress, 2003,p. 6). With such high percentages of these youth being sent away, the question arises what type of institutions are these secure detention centers and secured confinements? Youth who are placed in secured detention centers typically are placed there for primarily two reasons; either they are being held as a measure of public safety and to keep from re-offending or they are detained to ensure they will attend to the court. Secured confined youth are placed in correctional facilities after being sentenced, with their time varying from a few months to a few years (Austin, Johnson, and Weitzer, 2005, p. 1). Detention centers, whether secured detention or secured confinement are utilized at the expense of protecting the safety of the community by placing youth in secured jail-like environments. Data has also indicated that youth are being detained at a disproportionate rate as well, which is sure to have long and short term effects for African-American male youth. So what are the secured environments themselves like? What types of services are available to youth while they are being detained and upon their release or reentry back into their communities where they come from?

### ***Ineffectiveness of Detention as Reform***

The use of detention as a means to reform youth has been of national concern due to recent studies and research revealing that this method of rehabilitating youth who are involved in the juvenile justice system, has proven to be ineffective, costly to local and state agencies, dangerous for youth, over-crowded, and over-representative of minority youth, especially African-American youth. In fact, Austin, Johnson & Weitzer (2005) suggests, that there are many reasons for the need for Alternatives to Detention, however the main two of concern are crowding and an unproven effectiveness of detention and confinement. They also indicated that dangerous conditions in facilities become detrimental to youth who are confined, due to overcrowding, youth lack the opportunity to participate in educational development programs (i.e earning their GED), and treatment programs in detention facilities do not meet the needs of youth requiring intensive and sustained programming for abuse issues, substance abuse, and other chronic illnesses that require these types of services. Crowded facilities breeds violence, these facilities are designed to institutionalize youth by designing programs that help them adjust to correctional environments. The detainment of youth further alienates them from school and family and the positive influence of each, substantial separating of youth from their communities and therefore create a problem with reentering youth back into these communities (Austin et al., 2005, p. 3). Research has further indicated that using detention as a method of reform can have harmful effects on youth. Mendel (2010) found in his study based on the evaluative research of Dr. Barry Feld that the

incarcerations of youth in juvenile facilities that are large in capacity and provide congregate care, actually does not serve to rehabilitate youth but in turn may actually harm them. The use of detention has also been a major correlating factor in recidivism rates among youth who become involved in the juvenile justice system; this is supported with research conducted by The Children's Defense Fund of Ohio (2010), in which they found that contrary to conventional perception that detention rehabilitates youth, in fact revealed that detention is actually a predictor of recidivism. They also found that

*"...youth arrested for minor offenses and held in juvenile detention were seven times more likely to be arrested and incarcerated as adults than youth who had been kept out of the juvenile court system. Those who entered the system even briefly, such as for community service, were twice as likely to be arrested as adults than those youth with the same behavior problems who remained outside the juvenile justice system" (Children's Defense Fund of Ohio., 2010, 5).*

Austin, et al (2005) also supports the ineffectiveness of detention by indicating that in large state correctional institutions that house over 100- 500 youth, not only are there high recidivism rates but also that 50-70% of youth who were confined were rearrested between their first two years of release.

Research has shown that the use of detention for reform and rehabilitation has outcomes that are more detrimental to youth who become involved in the juvenile justice system. Given the disproportionate rate of African-American youth who are in detention, this suggests that this population of youth is heavily impacted for the rest of

their lives due to involvement in the juvenile justice system, and even into their adult lives. Due to the ineffectiveness of detention currently alternatives to detention have been created and examined and have proven that are they not only more rehabilitative for youth but also reduces cost for taxpayers, as well as for state and local government agencies.

### ***Cost of Detention versus Alternatives to Detention***

The cost of detaining youth can be quite costly for communities and government agencies. The Children's Defense Fund of Ohio (2010) reports that according to the Executive Director of The National Juvenile Detention Association, Earl Dunlap, the cost of detaining youth annually costs the country more than a billion dollars while reporting that although the costs vary by region, that the average cost for maintaining one bed in detention can be anywhere from \$60-\$300 per day and annually between \$14,000 to \$65,000 per year. The public cost for operating a single bed in detention, along with the associated building, and financing costs of one bed is between \$1.25 million and \$1.5 million over the time span of twenty years (The Children's Defense Fund-Ohio, 2010, p. 6). According to Mendel (2010) the cost of detention annually on average for some states can exceed \$200,000 per bed, per year and over \$6 billion annually is spent on youth corrections. On the other hand, research has shown that Alternatives to Detention cost much less and are more effective than detention. The actual cost of Alternative interventions, range from as little as \$3.75 per day to \$50 per day, this offers a reduced reliance upon detention beds while still providing youth some form of

supervision (The Children's Defense Fund-Ohio, 2010, p. 6). Despite the fact that the cost of alternatives to detention saves local government agencies money, there is still some concern as to why more jurisdictions are not utilizing, this cost effective method. Mendel (2001) suggests that public pressure on politicians to get tough on youth crime has diverted them from "embracing" these alternative strategies. Due to states creating incentives against local investment in community based programs, local governments have declined to invest in local community based juvenile corrections that punish, supervise and rehabilitate youth without sending them to state institutions.

*"Experience shows that states and localities which overcome these obstacles can substantially reduce their reliance on incarceration – saving millions for taxpayers, increasing public safety, and sparing many youth a needless and potentially damaging experience in correction" (Mendel, 2001, p, 9).*

The ideas that community based programs are more effective and less cost effective, has also been validated by other research. According to Austin, et al (2005) community based programs are designed to be cost effective solutions for delinquent youth, reduce overcrowding in state facilities, cut the costs of operation of detention facilities, to help avoid the institutional stigmatization that are placed on offenders, to help maintain positive relationships with youths family and community, and to help avoid offenders associating with juveniles with more severe delinquents. The cost effectiveness of alternatives to detention has been a more rehabilitative and cost effective approach to dealing with youth in the juvenile justice system. With the data

given indicating, that alternatives to detention are a more effective way to rehabilitate youth, but what are these alternative services that are proposed?

### ***Alternatives to Detention***

Alternatives to detention are defined as:

*“measures that may be imposed on children who are being formally processed through the criminal justice system, at both pre-trial and sentencing stages, that do not involve deprivation of liberty...” Deprivation of liberty means “any form of detention or imprisonment or the placement of a person in a public or private custodial setting, from which this person is not permitted to leave at will, by order of any judicial, administrative or other public authority” (UNICEF, 2010).*

Alternatives to detention is used a reformatory method for rehabilitating youth, alternatives are also used to not only reduce the risk of youth becoming further involved with the juvenile justice system or to help reduce the costs of detention altogether, but as a means of change, to change the current trends of the detention process and also to reduce the disproportionate amount of youth of color who become involved in this system. This is supported by the findings that detention reform can create positive changes for states and local agencies' in the juvenile justice system by creating stronger and more positive and improved connections for family, school, and community support. Reduce recidivism and decrease the likelihood of minority youth receiving harsher and more punishing treatment. The savings of scarce public dollars and redirection of resources toward home and community based alternatives (Coalition for

Juvenile Justice, n.d). Alternatives to detention have become a reformatory method in which the idea and goal is that of change. Alternatives to detention have been proposed and utilized in order to produce effective and rehabilitative results while being proven to be a cost effective method in which juveniles and based on research primarily African-American, minority youth, likelihood of being further involved with the criminal justice system is greatly reduced. Nationally there are many models and reformatory methods that are occurring in order to help states, local, public and private institutions change the manner in which they provide juvenile justice service to youth.

### ***National Models***

Across the United States, there is a growing need and concern about detention reform and use of alternatives to detention. This need is not just based on reform of state institutions and the costs associated with operating them but actually rehabilitating youth who are in the juvenile justice system, so that they will not become further involved in the system but will be developed into healthy and productive members of their communities and society. Alternatives like youth workforce development are being created so that youth can become sustainable and employable instead of detained. Community based programs have also been utilized as a means of creating, connecting and strengthening the support systems needed in order to help youth who are juveniles become successful.

The Youth Environmental Service Initiative (YES) is a locally funded program that targets youth that range from those who live in disinvested communities to those who

are serious and violent offenders that are in secure and non-secure confinement programs. This is an initiative that is designed to increase State and local communities' capacity to rehabilitate and treat delinquent youth and to prevent those classified as "at-risk" from entering the juvenile justice system. Under YES, federal, state and local agencies work cooperatively to develop work on environmentally sensitive lands (Office of Juvenile Justice Delinquency Prevention, 2000). In Philadelphia there was an initiative launched in 2005 to enhance supervision and support of youth reentering the community after being in placement, the model program through Community Based E3 centers offer support services to youth such as; academic support, GED training, workforce preparation, job referral and placement, and life skills training.

Reintegration workers provide reintegration plans from the time youth are in placement, they communicate these plans with the court and work with youth probation officers during and after placement and the workers also support in connecting youth to multiple systems like education, behavioral health and workforce development (Hastings, Tsoi-A-Fatt, & Harris, 2010). Boston's Youth Option's Unlimited (YOU) is a workforce development program that demonstrates effective partnerships with the juvenile justice system. The YOU program serves court involved youth ages 14 to 24, mostly gang affiliated males through tight collaborations between departments of the city and local agencies who either serve or come into contact with this population, and they connect youth with case management that is intensive, educational opportunities and support and employment year round (Hastings et al, 2010). The data provided on national models that serve court involved youth and work towards reducing

delinquency, are effective and proven models that utilize and create collaborating partnerships that provide support systems within the community in order for youth to be given the opportunity to be sustainable.

### ***Local Data***

African-American youth in Syracuse, NY make-up 18% of the youth population, yet they are 74% of the youth that were admitted into detention in 2010, this according to the Vera Institute of Justice (2011). In Syracuse, nearly one in every two Black (African-American) children are poor; making this the highest child poverty rate in New York State, 54.4% of the youth ages 16 to 19 are unemployed compared to 53.2% of youth in the entire state (Children's Defense Fund of New York, 2011). This data indicates that the African-American youth in this city are involved in the cycle of poverty and are subjected to the negative effects this may have on their future.

Based on data gathered from 2009, 43.3% of African-Americans in Syracuse live in poverty versus 21.5% of white residents. With the data that has been revealed, youth here are at a high risk of becoming involved in the juvenile justice system at some point in their lives.

### ***Local and State Initiatives***

In New York State, statewide there is an initiative in which the idea for alternatives to detention, rests upon the premise of community based programming being utilized to rehabilitate youth. According to the Task Force on Transforming

Juvenile Justice (2009), in order to create a system that provides better services to youth and their families and enhances public safety, they recommend in order to reduce the number of youth incarcerated; increase the availability and use of quality alternatives to placement and to redirect cost and savings to communities.

### ***Conclusion***

Based on the data presented locally and nationally, an effective alternative to detention is essential in rehabilitating youth who are involved in the juvenile justice system. Workforce development and collaborative partnerships are needed in order to sufficiently provide youth with the adequate support systems needed to increase the likelihood of their sustainability, these alternatives are have also been proven to reduce the disproportionate number of African-American youth who are placed in detention and then are faced with the increased likelihood of not being sustainable or employable. National models have demonstrated that not only does court involved youth benefit from alternative approaches but local and state agencies can benefit as well due to the cost and rehabilitative effectiveness of these programs.

In the city of Syracuse, NY 74% of African-American youth have disproportionate contact with the juvenile justice system. This disproportionate number of youth is due to problems such as lacking the access to economic resources to help them become self-sufficient and produce sustaining families and communities. Other problems include a lack of knowledge of the mainstream business environments, lack of job trade and life skill development, and they lack access to community based organizations that can

provide culturally competent family support services. Addressing these problems can prove to have an immediate impact upon the lives of young people and their families and in the reduction of the number involved in the juvenile justice system and those that are at high risk of becoming involved. If this problem is not addressed the result for these young people as they become adults will include; decreased chance of attaining an education, increase the likelihood of recidivism among the youth, it also will affect their ability to be employable and/or self-sufficient and further lead to the perpetuating cycle of poverty that will find them engaged in criminal activity as adults.

In order to address the aforementioned problems, the H.E.A.L. project in the short term will create an immediate access to services needed and also begin to increase educational achievement and workforce development skills and training among at risk and court involved youth. The project will also work towards enhancing the youth and communities' knowledge of conducting and establishing community businesses in order to create jobs for people of the community and how to generate industry and also to increase the awareness on the importance of entrepreneurship.

Connecting the youth and their families to community based organizations that can provide culturally competent family support services can increase the awareness of needed family services. The project will work towards a vision of increasing educational attainment and workforce development skills and training for court involved and high risk youth by partnering with organizations like Jubilee Homes, Inc. which works toward developing youth for jobs in construction and green technology and the Environmental Collaborative for Urban Sustainable Employment (eCUSE) which is funded through the

New York State Department. of Labor. This project will also enhance the awareness on the importance of creating community owned businesses for job creation and community sustainability, this will be done by collaborating with federal initiatives like Project Craft which trains youth who are involved in the juvenile justice system in trade skills and partners with local employers to offer job training, as well as partnering with the city and obtaining vacant properties for the youth to revitalize and put their skills to work and also begin initiate youth run businesses.

Short term successes for the project can be measured by tracking the increase of youth who are connected to family support services and who are enrolled in educational training programs or school. Monitoring the increase of youth who are involved in workforce development trainings, reduce the number of youth who are placed in detention and who are involved in the juvenile justice system, reduce the unemployment rate of 54% in Syracuse among black youth and have a central location to act as a youth drop-in center. The project will also measure the increased number of youth who are aware of job/career opportunities and who seek to be entrepreneurs.

## **PROJECT DESIGN / LOGIC MODEL**

The H.E.A.L. Project will be implemented with the long term goal of improving the unemployment rate among African-American male youth, enhancing their educational attainment, and breaking the poverty cycle by creating self-sufficient and sustainable individuals by assisting with and encouraging workforce development, vocational and trade training, as well as business ownership. Intermediately, the goal will be to reduce the disproportionate numbers of youth who are placed in detention or court supervision. The project will also look to increase the number of youth that are involved in workforce development/ training programs and that are learning how to own and operate their own businesses, as well as looking to engage youth in needed and identified educational and family services and looking to increase their access to and creation of economic resources. The immediate goals include: increase involvement in job/career training, an increase in access to needed educational services. This will be done by first having youth identify potential career paths and setting goals to help them: 1) learn about the field of interest; and 2) have youth conduct research that entails needed education and begin to prepare them for their area of interest by seeking internships in their field of interest. Next the project will work toward gaining an increased access to organizations that will provide family support services. Memorandums of understanding will be given to participating community based agencies in order to connect youth and their families to identified needed services that the agency provides. The project will also be looking forward to imminently providing an increased utilization of community based programs as alternatives to detention. With an

increase in access to job/career opportunities, youth will be actively involved in establishing and hosting career and college fairs, they will be connected to youth job training programs and partake in internships. Through an increased awareness, about the importance of job creation and industry within their community, youth will be educated and trained about the significant economic benefit they can bring to their community by being employable and self-sufficient and sustaining, they will also learn the benefit of creating a business to employ members of their community. In doing this youth will establish a meaningful purpose of being a community member, they will also establish principles and values that lead to character development and a positive self-image.

*Table 4: Project H.E.A.L. Logic Model*

Logic Model for The H.E.A.L. Project;			
LONG TERM OUTCOME	Improved unemployment rates among African-American youth, increased academic achievements; poverty of cycle begins to be broken by developing youth into self-sufficient and sustainable individuals through employment, vocational and trade training and business ownership.		
INTERMEDIATE OUTCOME	Reduced disproportionate percentage of African-American youth that are in detention. An increased number of youth will be involved in workforce development/training programs and engaged in Youth Entrepreneurial projects, and receiving identified educational and family services. Increase access to and creation of economic resources.		
SHORT TERM OUTCOMES	<ul style="list-style-type: none"> <li>• Increase involvement in job/career training</li> <li>• Increase access to needed educational services</li> <li>• Increase access to organizations that will provide family support services</li> </ul>	<ul style="list-style-type: none"> <li>• Increase utilization of community based programs as alternatives to detention</li> <li>• Increase access to job/career opportunities</li> <li>• Increase Awareness about the importance of job creation and Industry</li> </ul>	
OUTPUTS	Provide career development and training services to Youth along with necessary educational	Youth will have access to economic resources through grants and other funding for Youth led community	Partnerships with community based organizations will provide alternatives

	services as well as tutoring, mentoring, vocation and trade apprenticeships.	Entrepreneurial projects generating income.	to detention for court involved youth as well as needed family support services
ACTIVITIES	<ul style="list-style-type: none"> <li>• Provide them with job shadowing and internship opportunities for their career of choice.</li> <li>• Have youth research and learn about their field of interest and gain an understanding of what is needed to get involved in their career of choice.</li> </ul>	<ul style="list-style-type: none"> <li>• Meet weekly with local professional ( doctors, lawyers, politicians, contractors, trade associations, etc.) and present to them the idea of providing internships and job shadowing and job training to youth who are interested in this field of choice.</li> <li>• Provide weekly job site visits as well as weekly career building workshops. (Teach resume writing, interviewing techniques and mock interviews, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Meet with County and community agencies with a plan to create a network of services for the youth who can benefit from the services various agencies offer.</li> </ul>

### ***Outputs and Activities***

The following activities will be utilized to achieve the stated outputs mentioned in the logic model. These activities include; providing youth with job shadowing and internship opportunities for their career of choice, youth will research and learn about their field of interest and gain an understanding of what is needed to get involved in their career of choice, we will meet weekly with local professional (doctors, lawyers, politicians, contractors, trade associations, etc.) and present to them the idea of providing internships and job shadowing and job training to youth who are interested in this field of choice, the program will provide weekly job site visits as well as weekly career building workshops that includes (teaching resume writing, interviewing

techniques and mock interviews, etc.) and lastly meeting with County and community agencies with a plan to create a network of services for the youth who can benefit from the services various agencies offer. The aforementioned activities will be conducted and aimed towards achieving the following projected outputs; provide career development and training services to 100% of youth along with necessary educational services as well as tutoring, mentoring, vocation and trade apprenticeships. Youth will have access to economic resources through grants and other funding for Youth led community Entrepreneurial projects generating income. Partnerships with community based organizations will provide alternatives to detention for court involved youth as well as needed family support services; this shall also result in a decreased recidivism rate and a decreased involvement in delinquent behavior. These activities and outputs will be implemented in order to achieve the short term goals of: 1) increased involvement in job/career training; 2) Increased access to needed educational services; 3) increased access to organizations that will provide family support services; 4) increased utilization of community based programs as alternatives to detention; and 5) increased access to job/career opportunities. Lastly, an increased awareness about the importance of creating jobs within their community, by owning and operating their own businesses.

## METHODOLOGY AND IMPLEMENTATION PLAN

The Project H.E.A.L Initiative will serve as an economic self-development project that will serve as an alternative to detention for court involved youth. The program will serve within the first year, approximately 21 African-American male youth, between the ages of 13 to 21 and that are court-involved youth who are at high risk of being placed in detention or at risk of recidivism. Participants will be derived from a number of sources, such as; 1) probation/parole officers, 2) family/and or criminal court judges, 3) self-referrals, and community organization referrals. The project will serve in a multi-systemic capacity, connecting youth and their families to necessary family resources and support services through collaborative efforts with various community based organizations and human service agencies. Within the first year of operating, the project plans to monitor and measure the effectiveness of the initiative through the utilization of various reporting methods. The reporting methodologies will be used to measure programmatic outputs with proposed activities that will be used to report to all major stakeholders involved. Data will be reported to help determine what strategies are working efficiently, areas of needed improvement and how to work toward implementing any proposed ideas as well, in order to ensure for successful and effective project implementation.

**Output 1:** Target stakeholders with a minimum goal of ten. This would include the Onondaga County Department of Probation, Family court Magistrates, Onondaga County District Attorney's office, Trade Associations and Minority contractors, The United Way, the City of Syracuse Department of Community and Economic

Development, The Environmental Collaborative for Urban Sustainable Employment (ECUSE), the Syracuse City School District. Services from Human Service agencies such as the Salvation Army and the Center for Community Alternatives, Inc. and the New York State Department of Labor will also be sought.

These particular stakeholders will be targeted to increase their knowledge about the cost benefit analysis of contributing their resources to the program, they also will be informed on the effect they will have on youth short term and long term by contributing resources and input that will aid in developing youth into sustainable members of the community. Stakeholders will be presented with data to illustrate their ability to have positive and negative implications economically; their involvement or lack of can have on the local economy.

**Output 2:** To engage at least eight stakeholders into the project. Upon completion of presentation, the project is working toward at least collaborating immediately with eight stakeholders at minimum. Once a collaborative partnership has been completed, the project will have a multi systemic system in which to deliver services necessary to ensure success for youth who are enrolled in the program. This engagement will lead to a utilization of resources that are otherwise inaccessible to program participants and their families. Resources that will include family therapy, assistance with healthcare needs, barriers to employment for parent, childcare, and other community based family support. The Department of Probation will have a pivotal role because they will primarily refer youth who are on their caseloads or that they feel can benefit from the initiative.

**Output 3:** To secure a location and begin recruitment of staff and youth. After working with the City of Syracuse Neighborhood and Development office, the project plans on utilizing a property in need of rehabilitation, for both work and to serve as a drop-in center for youth, similar to a community center. At these drop in centers, youth will be able to enroll in the program, utilize a computer lab/career center, check-in with their probation officers, and utilize youth rooms for recreation, and so on. This is also where workshops and some training will be held for youth and where they can meet with their Case Managers.

#### ***Project Participants and Beneficiaries***

In the first year of operation the project will target approximately twenty-one African-American male youth, between the ages of 13 to 21 and are court involved youth, meaning they are on probation, parole or have just reintegrated back into their communities from prior placement in state youth facilities. Other characteristics include youth who lack family support services and are at high risk of being involved in gangs or delinquent behaviors due to low-income and residing in high crime dilapidated neighborhoods. Majority of youth will be referred from their probation/parole officers; others can come from judge court orders, any form of an alternative to detention requirement. Self-referrals and agency referrals will be welcomed as well.

### ***Community Role***

The role of the community is essential in ensuring the success of the project and the participants. The project's goal is to promote and encourage effective engagement and support of the youth, collaborative efforts are designed and implemented so that there is not only a network of resources available but a multi-systemic support system to encourage and promote healthy development. Support is needed from all aspects of the community, from stakeholders to the participants, and especially the community residents. Community support will be gained and encouraged through awareness raising and education on the need for cost effective alternative solutions to incarcerating youth. Educating the community on these needs as well as encouraging their support of these young men can lead to an increase in volunteers and mentors.

### ***Host Organization / Group***

The Syracuse Trauma Response Team is the host community group of choice. They are a community group that works with youth and families that have been affected by the traumatic experiences of community violence and unhealthy environments that are a result of poverty and a lack of resources. This group has agreed to host the project because the target populations of Project H.E.A.L are a large portion of the victims or offenders of the community violence and gang activity that is of growing concern within the community. The Syracuse Trauma Response Team is partnered and funded through the United Way, City of Syracuse and the Syracuse Police Department.

### ***Project Roles and Staffing***

Within the first year of service, the project plans to utilize the services of three Case Managers who will be assigned seven youth to their caseload and their duties will entail: 1) enrolling youth in program, conducting intakes and interviews, plan, develop and implement personal goals with each participant; 2) case managers will also be responsible for identifying and connecting youth with needed family and/or individual support from partnering community agencies; 3) case managers will also keep progress notes and maintain contact with their clients throughout the week at least three contacts; 4) they will also ensure youth are participating in either a trade program, receiving educational training, and are actively engaged in business projects; 5) they will also encourage youth to attend different life skills workshops, etc.

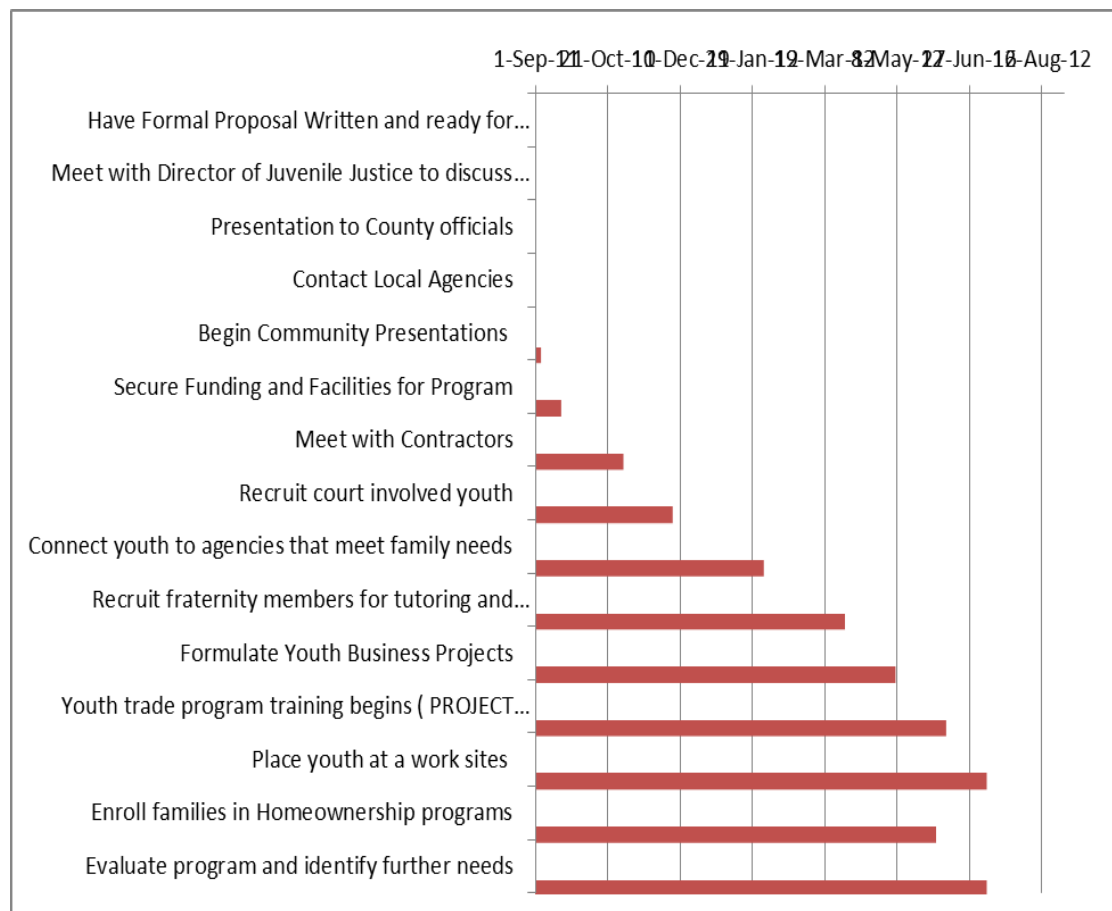
The Program Director will act in a supervision capacity to the Case Managers. They will provide support to case managers as needed. Program director responsible for ensuring the necessary data is being monitored. They will monitor and oversee the business projects that youth are involved with.

### ***Project Implementation – Schedule and Timeframe***

Project H.E.A.L was initiated in July of 2011. Presently the project is being hosted by the Syracuse Trauma Response Team. Key components for implementation include presentations to local community agencies, community members, securing funding and a central location. Currently the project has yet to be fully implemented due to lack of funding; however this is pending through the host organization. The next primary goal,

will be to secure a location and to begin recruitment of youth. Once youth have been recruited and needs identified, partnering community agencies will be sought to provide the identified services that are needed.

*Table 5: Gantt Chart*



### **Budget**

Project H.E.A.L's projected budget as shown in table 7, illustrates the cost associated with the forming and sustaining the project. The positions and cost were

estimated utilized comparative data to other agencies in the area. The overall summary of the budget demonstrates the cost effective of the project operating as an alternative to detention as well.

*Table 6: Budget*

	Item	Qty	Unit Cost	Total	Explanation
<b>Personnel</b>	Executive Director	1	\$ 75,000.00	\$ 75,000.00	Based on Average Executive Director pay in Syracuse, NY
	Program Director	1	\$ 50,000.00	\$ 50,000.00	One full-time Program Director to supervise Case Managers
	Case Manager	3	\$ 40,000.00	\$ 120,000.00	Three Full-time staff @ \$40,000/year
	Benefits			\$ 37,400.00	Employee benefit rates at 22%
	<b>Total Personnel</b>			<b>\$ 282,400.00</b>	
<b>Supplies</b>					
	Office Supplies			\$ 6,000.00	\$500 a month
	<b>Total Supplies</b>			<b>\$ 6,000.00</b>	
<b>Travel &amp; Training</b>					
	Staff Training			\$ 4,000.00	To ensure staff are equipped with best practice knowledge
	Travel			\$ 6,000.00	The cost of travel to trainings and conferences
	<b>Total Travel &amp; Training</b>			<b>\$ 10,000.00</b>	
<b>Rent &amp; Utilities</b>					
	Lease Office Space	12	\$ 2,000.00	\$ 24,000.00	Lease @ \$2,000 per month
	Utilities	12	\$ 600.00	\$ 7,200.00	\$600 a month for heat, water, electricity
	Cell Phones	12	\$ 120.00	\$ 1,440.00	3 Cell Phones @ \$40 per month
	Office Equipment Lease	12	\$ 110.00	\$ 1,320.00	Copier & Fax Machine Lease
	Internet/Phone	12	\$ 40.00	\$ 480.00	Time Warner Business Package
	<b>Total Rent &amp; Utilities</b>			<b>\$ 34,440.00</b>	
<b>Equipment</b>					
	Computers	14	\$ 600.00	\$ 8,400.00	Computers for staff and Agency Computer Lab
	Desks & Chairs	5	\$ 200.00	\$ 1,000.00	Furniture for staff
	Printers	2	\$ 500.00	\$ 1,000.00	Printers for Agency
	Filing Cabinets	4	\$ 200.00	\$ 800.00	For file storage for each client
	<b>Total Equipment</b>			<b>\$ 11,200.00</b>	
<b>Other Expenses</b>					
	Youth Stipends	42	\$ 4,800.00	\$ 201,600.00	For youth who are training.
	<b>Total Other Expenses</b>			<b>\$ 201,600.00</b>	
<b>TOTAL PROJECT BUDGET</b>				<b>\$ 545,640.00</b>	<b>\$ 12,991.43</b>

## MONITORING

### ***Monitoring Indicators***

Project H.E.A.L as a part of the monitoring process will utilize the indicators and such that have been identified in the logic model. The goal of the monitoring report is to ensure that the identified outputs of the program are being accomplished in order to ensure that the activities and outcomes are being successfully implemented. These indicators are the foundation and basis upon which the program is being monitored. The following are the identified outputs:

- ***Output 1:*** Provide career development and training services to youth along with necessary educational services also include services such as tutoring, mentoring, vocation and trade training.
- ***Output 2:*** Youth access to economic resources through grants and other funding for Youth led community Entrepreneurial projects generating income.
- ***Output 3:*** Partnerships with community based organizations that will provide alternatives to detention for court involved youth as well as provide needed family support services.

Utilizing the monitoring plan, the program will monitor and track the number and quality of services that the youth and their families will receive. The impact that these services will have on the youth and their future ability to be sustainable is another factor that the program will measure in order to determine if the correlation of the inputs, activities and outputs are effectively being implemented. This data will allow the program to further monitor quality and accessibility to these services as well. Project

H.E.A.L will bring about empowerment by providing resources and services that can allow for successful and healthy development on the behalf of the youth, while providing family support services that will allow for an environment within the community that is supportive and conducive to the development of the family institution as well. Awareness will be increased in areas of career development and an emphasis on entrepreneurial enterprises will also be provided in order to begin the development of community businesses and community economic growth through job creation and development. Leadership will be a vital development component also, youth and families will be encouraged to actively participate and form community groups that address issues pertaining to the community, such as youth and adult unemployment, need for educational resources and funding, and access to viable sustainable jobs and business development funding and opportunities.

### ***Methods, Tools, Forms***

Project H.E.A.L will keep track of data recorded by utilizing case management files of participants, self-reporting assessments completed by youth, the program will track and monitor educational performance by participants in correlation with the number of educational support services received. Each method of data gathering will be correlated with the activities and outcomes that have been identified.

***Output 1:*** Provide career development and training services to youth along with necessary educational services also include services such as tutoring, mentoring, vocation and trade training. Program will measure this indicator by creating forms that

will track the number of services youth are involved in. If they are not, program will have to evaluate and examine what are barriers and obstacles to youth accessing these services.

**Output 2:** Youth access to economic resources through grants and other funding for Youth led community Entrepreneurial projects generating income. Methods of gathering information from this indicator will be monitored with tracking measures by case managers and the program, determinant upon the number of participants that are involved in these activities and the effect access to these resources are having on youth development and participants' awareness and interest of becoming entrepreneurs. Youth will self-report using self-assessing forms that implicate and measure their level of interest and surveys regarding whether or not they have been motivated to seek their own business development. Another area of interest the program seeks to gather in regards to this indicator, is how well the youth begin to understand the importance business development has on the community.

**Output 3:** Partnerships with community based organizations that will provide alternatives to detention for court involved youth as well as provide needed family support services. The data gathered from this indicator, will be kept and monitored by management level staff. Project H.E.A.L will utilize data from partnering agencies based upon M.O.U's that will track the number of families serviced, the number of agencies that are partners and whether or not services are being adequately accessed and utilized and the program will constantly review this data to determine additional

resources that may be identified as a need along with any barriers and obstacles families may further face that limits their access to these resources.

### ***Team and Tasks***

Reporting of data is an important task along with effective monitoring and reporting. The program will be contingent upon the ability to successfully gather and track the data reported via the tools and forms that the program will utilize. Data will be reported by program participants, program case managers and program management and partnering agencies.

Participants will be responsible for self-reporting through pre/posttest questionnaires, which will gather data indicating level of interest, what they have learned and suggestions, also what they feel is the most beneficial aspect of the program. This data will be conducted by program case managers and kept on file to further monitor progress of participants. Program Case Managers will be responsible for identifying, gathering and tracking the number of services participants are actively involved in, their ability to access these resources and identifying additional resources that may be needed by participants and their families. Program Management will be responsible for gathering and analyzing all data reported and reporting to the program Stakeholders. Program Management will also be responsible for gathering the data kept on program participants and their families from partnering agencies to determine the quality and effectiveness of their services. The teams and responsibility of reporting will be essential for the sustainability, quality and success of Project H.E.A.L.

### ***Monitoring Schedule***

See monitoring reports in appendix.

## EVALUATION

In evaluating the projected outcomes from the Project H.E.A.L initiative, the program will consider important elements of the project in terms of the ability to empower and develop the target population into sustainable leaders within the community. Their ability to either find and sustain meaningful employment or establish small businesses in order to provide a means of employment, will be closely monitored and constantly evaluated in terms of the access to viable and available resources to assist in attaining program and participant projected goals. Data will be examined quantitatively as this can provide an ideal as to how effectively and successfully the program is connecting youth to the necessary resources that have been identified.

In evaluating the project, Project H.E.A.L seeks to answer three questions: 1) are youth being connected to adequate resources to ensure sustainability; 2) what are some barriers and obstacles that high risk youth and re-integrating youth are encountering that may be limiting program involvement; 3) and whether or not the program is adequately identifying the necessary services needed to assist the youth and their families to help cope with traumatic life experiences and to break the continuing cycle of poverty?

The question of whether Project H.E.A.L is adequately identifying and providing the services necessary to help youth and their families cope with traumatic life experiences and helping to alleviate the cycle of poverty, is a question that serves to the underlying premise of the project, which is to provide a multi-systemic collaborative approach utilizing and connecting court-involved youth and those who are at high risk

and their families in the community to resources that can serve to provide them means of assistance to help first cope with the traumatic life experiences that accompany the condition of poverty, and secondly allow for the access to resources to begin to work toward sustainability and break the cycle of poverty. It is from this question the program can base the quality of the resources that have been identified and whether or not they are adequate and if they are accessible? This question also serves to help quantitatively identify if the program is on target to reach the projected goals of youth that the program seeks to connect to these resources as well. Answering these questions will also allow Project H.E.A.L to identify strengths and weaknesses and help to strategically plan how to improve and to further identify and engage additional services and resources that may be needed.

### ***Evaluation Variables and Indicators***

The evaluation of Project H.E.A.L will be based upon the logic model target indicators, the long-term, intermediate and short term goals that have been identified to ensure successful implementation and monitoring.

***Table 7: Variables and Indicators***

Long Term Outcome 1: Increased employment rates among African-American male youth 16-21.	Indicator: Participants that have obtained and sustained employment, after 1 year of program involvement will be evaluated.
Long Term Outcome 2: Increased levels of educational attainment.	Indicator: Number of youth who achieve GED, High School diploma or greater.
Long Term Outcome 3: Youth developed into self-sufficient and sustainable individuals through Workforce, Trade, and Entrepreneurial training and	Indicator: Number of youth who are no longer involved in traumatic based high risk behaviors, but instead have established stable employment, have

development.	attained a trade skill or have begun microenterprises.
Intermediate Outcome 1: Reduced disproportionate percentage of African-American youth that are in detention or court adjudicated.	Indicator: The number of youth who are referred to Project H.E.A.L instead of placed in detention or other forms of court supervision.
Intermediate Outcome 2: An increased number of youth involved in workforce development, trade training programs and engagement in Youth Entrepreneurial projects.	Indicator: Enrollment of youth in one or more of the training and development opportunities.
Intermediate Outcome 3: Increased number of youth and their families that are receiving identified educational and family support services.	Indicator: Youth and families who are actively utilizing the available support services offered.
Intermediate Outcome 4: Increased access to economic resources.	Indicator: Family enrollments in financial literacy classes, and small business classes.
Short term Outcome 1: Increased involvement in job/career training.	Indicator: Participant interest and involvement in job/career training programs.
Short term Outcome 2: Increased access to needed educational services	Indicator: Number of young men that are enrolled and active in GED/ tutoring classes, trade school, and traditional schools.
Short term Outcome 3: Increased access to organizations that will provide family support services.	Indicator: Number of organizations that are engaged and which provides effective family support services.
Short term Outcome 4: Increased utilization of community based programs as alternatives to detention.	Indicator: Number of youth, who are assigned to beneficial local community rehabilitative services.
Short term Outcome 5: Increase access to job/career opportunities.	Indicator: Number of participants, who have identified and are actively researching employment in career fields they are interested in.
Short term Outcome 6: Increase Awareness about the importance of job creation and Industry	Indicator: The numbers of participants, who successfully complete Small Business ownership courses, and actually start small business enterprises.

### ***Data Gathering Methods, Tools, Forms***

The following table highlights the data gathering methods, tools and forms.

***Table 8: Data Gathering Methodology***

Long term Outcome 1	Participant surveys
Long Term Outcome 2	Pre and Post data questionnaire
Long Term Outcome 3	Pre and Post Participant Surveys
Intermediate Outcome 1	Program Intake forms which identify referral sources

Intermediate Outcome 2	Case Management files of participants and their involvements in trainings
Intermediate Outcome 3	Pre and Post program surveys
Intermediate Outcome 4	Pre and Post program surveys
Short Term Outcome 1	Participant Surveys
Short Term Outcome 2	Case Management forms
Short Term Outcome 3	Memorandums of Agreements (M.O.U's) established with agencies which will detail reporting of data from families that were referred through Project H.E.A.L
Short Term Outcome 4	M.O.U's (similar to STO3)
Short Term Outcome 5	Participant Surveys
Short Term Outcome 6	Participant pre and post evaluation/surveys

### ***Data Analysis***

Data gathered and analyzed will be gathered and reported and shared with Stakeholders, potential stakeholders, funders, research organizations and community members. Staff, volunteers and participants will also be instrumental in their input of the data presented and we will further examine areas of need and identify additional services and resources that may be needed in order to support the youth and their families in becoming sustainable and self-sufficient. Data will be shared with city and county officials as well to determine the cost effectiveness and economic impact of the program.

### ***Evaluation Team and Tasks***

The evaluation team will consist of board members, staff, volunteers, parents, participants' community members, and a local official. The design and purpose of the evaluation team will be to evaluate the services and their impact on the participants and

community aggregately. Based on data analysis, the evaluation team will be responsible for creating a SWOT Analysis and determining areas where improvement is needed and for identifying resources that could enhance the support and services we offer.

### ***Evaluation Schedule***

Long Term Outcomes will be assessed on an annual basis while intermediate outcomes will be assessed semi-annually (every six months). All short-term outcomes will be assessed monthly.

## **SUSTAINABILITY**

Successful sustainability and continued of service of Project H.E.A.L will be contingent upon the different elements that are necessary in order for a project to be sustainable. These relationships and elements are rooted in the relationships that are created and sustained from components such as the financial, political and social collaborations and partnerships that are effectively and strategically formed. Although the program cannot predict nor determine what social issues may continue to arise that have detrimental effects on young African-American males, Project H.E.A.L must remain in a position to be able to provide access to resources that are viable to their sustainability and development into productive citizens that can lead healthy lifestyles. In order to do this the program must be able to effectively engage and sustain relationships with institutions and services that are disconnected from this population and the community as a whole. Project H.E.A.L will form relationships with traditional and non-traditional institutions and agencies in order to create a vastness of resources and constantly look to address the pressing needs that require a multi-systemic collaborative effort.

Financially, funding from local and state sources will be important; because of the ever changing political landscape that can affect funding opportunities, funding will be sought from other funding sources, such as universities and research foundations. In kind donations will be sought as well. Many fund development activities will be planned and implemented, along with a youth led business project in which youth will learn how to plan, organize and operate a business. Private funding will be sought after and most

importantly the forming of relationships with financial resources of major companies, locally and nationally that seek to offer their services to youth and communities' that are marginalized and in need.

Politically, the program has begun to seek support from other community based organizations and community advocacy groups and organizations. Project H.E.A.L currently has a partnership with The Syracuse Trauma Response Team, and the United Way. Partnerships with agencies both state and local that work with these youth will be formed as well. Political relationships will be viable for sustainability because it ensures and allows the credibility and faith in the efforts that will be needed to further gain financial and community support. However continuously informing these officials and agencies of the impact that their support has on the work that project H.E.A.L does, remains a prominent aspect and vision of developing these young men, their families and the community.

Socially the program seeks to continue to bring about the awareness, importance and need to provide services and support for the young men. Utilizing community members and staff, board members, and volunteers is an important aspect of sustainability as well. Community support is essential as it furthers the role of effective communication. Conducting community forums about growing issues and trends within communities with similar demographics will allow for awareness raising and the opportunity to utilize and gain partnerships. The program will also be able to remain sustainable through social support by sustaining an ever present and reliable service to the community as a whole, so developing growth plans and continuously

keeping the community informed and aware of services that the program has chosen to provide.

The elements identified financially, politically, and socially are all vital to the sustainability of Project H.E.A.L because they contribute to the Equity of the program. These contributions allow for effective quality and service for the targeted population and community, quality that can assure all components and stakeholders involved that Project H.E.A.L is putting forth a valiant effort in addressing current and growing needs of the Juvenile population, needs that have kept them and continue to keep them marginalized. The vision of developing them into sustainable members of the community is also deeply rooted in a vision of becoming a sustainable institution providing sustainable services and support within the community as well.

## RESULTS

The results section will highlight areas of challenges that were faced during the implementation process. The logic model and evaluation plan set forth by Project H.E.A.L, the findings, analysis, evaluation of outputs and outcomes measured to provide recommendations and areas of growth as well as areas that need improvement. The Long term outcomes (LTO) were projected in the logic model and in the evaluation plan section; these outcomes, 1) increased employment rates among African-American male youth demographic, 2) increased level of educational attainment; and 3) development of youth into self-sufficient and sustainable individuals through workforce, trade or entrepreneurial training and development, are all outcomes that are to be attained through the short term outcomes (STO) activities and outputs that will be covered in this section.

- STO 1: Increase involvement in job/career training
- STO 2: Increase access to needed educational services
- STO 3: Increase access to job/career opportunities

**Output:** Provide career development services to Youth along with necessary educational services as well as tutoring, mentoring, vocation and trade training.

**Achievement:** To date Project H.E.A.L is seeking the necessary partnerships to provide these services to the identified population. Collaboration with the Syracuse Trauma Response Team, in providing services to community youth whose lives are affected by trauma based experiences and involved in gang activity. **Challenges:** The inability to engage interest from some identified stakeholders has caused some delay in providing

this service. However, a new aim is to present to the Syracuse City School district, with the goal of becoming an alternative community service. Also lack of funds also have been an obstacle the program currently seeks to address, recent inquiry of The Second Chance Act, a legislative act that provides funding to programs and agencies that serves re-entry population. Lack of funds has affected the ability to secure a location. The inability to secure space within community also became an obstacle that has been encountered. **Things Learned:** Throughout the process of forming Project H.E.A.L, I have encountered many obstacles I had not expected would be a part of the project cycle. I have sought and spoken to a number of agencies about what the program would offer, but there was little interest. Also seeking a central location and was unable to secure any space, however this has led us to seeking funding so that we may attain this goal. We have to create a more creative way to engage key stakeholders and community partnerships. We must begin to actively seek funding sources so that we may be able to contribute services to youth and their families as well.

- STO 4: Increase access to organizations that will provide family support services.
- STO 5: Increase utilization of community based programs as alternatives to detention.

**Output:** Partnerships with community based organizations will provide alternatives to detention for court involved youth as well as needed family support services. **Achievements:** To date we have partnered with the Syracuse Trauma Response Team, which is a community based action Agency that is City of Syracuse Program and

are now a United Way program. So this provides an opportunity to begin to service families and begin making referrals to youth and their families. **Challenges:** Project H.E.A.L has not had the opportunity to speak with the Executive Directors of some identified Community based agencies and local government department heads. **Things Learned:** Gain an understanding to how political structure of local government agencies operates is important in understanding whom we may present to that has the capacity to influence the utilization of Project H.E.A.L services. Project H.E.A.L now also understand the importance of taking initiative to actively engage and interest influential community members. Political partnerships are as important as funding or collaborative partnerships. In the initial stages as we have found out, little interest is shown and as a result it is now understood the importance of taking initiative and creatively seek to engage partnerships. We have also decided to reach out to youth and identify needed resources and begin to connect them until we are sustainable enough to collaborate with other agencies.

- STO 6: Increase Awareness about the importance of job creation and Microenterprise development.

**Outputs:** Youth will have access to economic resources through grants and other funding for Youth led community Entrepreneurial projects generating income.

**Achievements:** Through the Syracuse Trauma Response Team Director Timothy Jennings-Bey, the program has learned of an interest of the trade unions that they are interested in providing training to the youth we serve. **Challenges:** the challenges for this STO had not been yet experienced. **Things Learned:** The most important thing we

have gathered is that partnerships and collaborations can be effective when there is a common interest between community based services and to begin to key on and target community based agencies that may seek to target and provide services for juveniles. And those that are re-entering into the community.

## **CONCLUSIONS AND RECOMMENDATIONS**

### ***Prospects of Attaining Intermediate and Long-Term Outcomes***

The challenges presented during the initial phases of the Project H.E.A.L initiative has delayed the implementation of the project momentarily and therefore our prospects of attaining Intermediate and Long Term Outcomes has been diverted from our scheduled prospective completion dates. The need for sustainable partnerships, a location and the need to secure funding are the three key components we lack in order to work toward the achievement of some short term outcomes and thus also affecting our delay in achieving Intermediate and LTO as well. Achievement of our Intermediate and LTO also is contingent upon the ability to strategically and effectively bring about community awareness and need to address this pressing need to utilize alternative solutions to providing adequate services to youth and their families that are involved or at high risk of becoming involved with the Juvenile Justice system. Important elements that are needed to engage partners/ stakeholders and funders will be re-evaluated and different methodologies of presenting must be carefully considered in order to gain sustainable support in order for Project H.E.A.L to be successfully implemented.

### ***Personal Thoughts***

Project H.E.A.L began as an idea inspired by this author's work and experience of working with young African-American males who are either involved in the Juvenile Justice system or reside in neighborhoods and environments that are conducive to influencing unhealthy and unproductive lifestyles that correspond with criminal

behaviors. In designing this program, I was looking to address social, cultural and economic barriers to assist this population in developing into young productive adults who can contribute to their families, community and society altogether. However through strategic design I was not only able to create a model to address their needs but I also learned of the lack of accessibility to resources that may be readily available to them in the community. Other areas of concern that needed to be addressed due to marginalization of services included; lack of family support services, lack of educational support services, lack of career development training services, and the lack of microenterprise development training. After conducting a problem analysis and creating a logic model, it was during this process that I began to realize the impact the identified problems/ issues were having on the young men's inability to be sustainable and productive. I also understand that a multi-systemic and collaborative approach is needed by traditional community agencies through what research has shown.

Implementation is a stage in which I gained the most understanding and learned many valuable lessons about this stage. I was eager to seek partnerships and collaborations with the notion everyone would buy into the concept and approach that is being utilized. Unfortunately I encountered many disappointments regarding interest from other agencies' and programs, there would be discussions and meetings that occurred but little success in forming or gaining an interest. However the ironic thing that has occurred is the New York State Juvenile Justice Reform, in which the state is asking local governments and community based agencies to create local community based services that are cost effective alternatives to incarcerating juveniles, due to an

increased demand in these services. High rates of recidivism among young male African-Americans is due primarily to factors that prevent them from being employable or sustainable when they returned to their communities, so they resort back to those unproductive and high risk criminal behaviors that further marginalize them from adequate resources. Therefore government agencies and community based agencies must begin to focus upon preparing and training this demographic for sustainability and self-sufficiency. There needs to be a focus not on just job/ career development but on educational attainment and bringing about the awareness and need for promoting, encouraging and preparation of these young men on Microenterprise development as well, this way there is certainly an economic benefit to the community and at less expense to the state and local government.

With Juvenile Justice Reform becoming such a priority, the ideals and areas of focus of serving this population will have to be examined in a reformatory manner as well. Traditional methods have not been successful, so in creating more modern and effective ways to design, monitor and evaluate services provided to these young men and re-entry populations altogether, thought must be given as to how to help this population become contributors and productive members of society. If not local governments and agencies will be obligated to continue to pay increasing cost to have them incarcerated and due to lack of male presence within families and communities, the effects will continue to be cyclical with costs becoming increasingly high and more of a burden on society.

Monitoring and Evaluating are both important, as these two stages are important in determining the effectiveness and efficiency of services provided. With the understanding of the two very essential processes, It is imperative that Project H.E.A.L is evaluated and monitored in accordance with the projected outcomes and outputs that were projected in the logic model. I realized that through this process, issues, resources, critiques and criticisms are constantly being revisited and revised in order to ensure efficient and effective implementation. These two methods are not only important for efficiency and effectiveness but also for project sustainability.

Project H.E.A.L can become a sustainable project by seeking and engaging effectively in partnerships with community agencies and programs that are aligned with common goals and aims. Funding sources are also imperative and they provide the means to paying for services and resources that are valuable to participants. Sustainability for the program will also be contingent upon our ability to effectively assist the participants and their families in becoming sustainable, as this provides for a stable and committed presence within the community. In the context of CED, it is important that through participation of not only the target population, but local and outside partners and stakeholders we are able to assist the community in becoming more equitable through access to resources that can help them become economically stable and thus sustainable.

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## APPENDIX

### *Monitoring Reports*

#### *August 2011*

ACTIVITIES	DATES	STATUS	TIMELI- NESS	EXPLANATION, IF DELAYED	ALTERNATIVE ACTION, IF DELAYED	ATTAIN- MENT OF OUTPUT
Complete Project Presentation	Start: 15 Aug. '11  End: 27 Aug. '11	Partially Completed	As Planned		n/a	OUTPUT 1  Target: Present to 10 potential stakeholders  To date: 0
Begin Project Presentations	Start: 30 Aug. '11  End: TBD	Not Completed	Delayed	Presentation not yet completed	Begin presenting no later than Sept. 6, 2011	
	Start:  End:					
Meet with County and community agencies with a plan to create a network of services for the youth who can benefit from the services various agencies offer.	Start: 6 Sept. '11  End: tbd	Not Completed	Delayed	Delayed because I have yet to schedule and present to stakeholders.	Create a Model once agencies have committed to project.	OUTPUT 2  Target: To have engaged 8 stakeholders  To date: 0
Begin to contact and meet with Trade	Start: 1 Oct. 2011	Not completed	delayed	Have spoken to some members of Omega Psi Phi, Inc. as well as	Organize a formal meeting and explain their expected	

Associations and Minority contractors, and also college fraternities for mentoring services.	End: 30 Nov. 2011			some local Minority contractors but not formally. Just gave them a brief description and idea of the program.	roles if they agree to partnering.	
ACTIVITIES	DATES	STATUS	TIMELINESS	EXPLANATION, IF DELAYED	ALTERNATIVE ACTION, IF DELAYED	ATTAINMENT OF OUTPUT
Secure a location near targeted neighborhoods.	Start: 1 Dec. 2011  End: 31 Jan. 2012	Not completed	delayed	Have to first identify a specific area within the community, a target area that consist of youth who are actively involved in delinquent and/or gang activity.	To utilize space within a community center or United way.	OUTPUT 3  Target: to secure location and begin enrolling youth who are referred to program.  To date: 0
Recruitment of staff who will serve as Case Managers.	Start: 1 Feb. 2012  End: 1 March 2012	Not completed	delayed	Not yet at this step	n/a	
Begin active recruitment of youth	Start: 1 April 2012  End: tbd	Not completed	delayed	Have not reached this step	Need to secure resources and have program components in place.	

**April 2012**

ACTIVITIES	DATES	STATUS	TIMELINESS	EXPLANATION, IF DELAYED	ALTERNATIVE ACTION, IF DELAYED	ATTAINMENT OF OUTPUT
Complete Project Presentation	Start: 15 Aug. '11 End: 27 Aug. '11	Partially Completed/ As of January 2012 Not completed	As Planned	Currently revising Model of Program	n/a	OUTPUT 1  Target: Present to 10 potential stakeholders
Begin Project Presentations	Start: 30 Aug. '11 End: TBD	Not Completed	Delayed	Presentation not yet completed	Begin presenting no later than Sept. 6, 2011. As of Jan. 2012, no presentations due to revising and planning. However have spoken to 4 potential stakeholders about general project idea.	To date: 4- although no formal presentation, I have informal agreements from 4 potential stakeholders. One partnership with Syracuse Trauma Response Team is in progress.
	Start: End:					
Meet with County and community agencies with a plan to create a network of services for the youth who can benefit from the services various agencies offer.	Start: 6 Sept. '11 End: tbd	Not Completed/ Have met with 3 community agencies, no county involvement due to changes strategic approach.	Delayed	Delayed because I have yet to schedule and present to stakeholders.	Create a Model once agencies have committed to project.	OUTPUT 2  Target: To have engaged 8 stakeholders  To date: 0
Begin to contact and meet with Trade	Start: 1 Oct. 2011	Not completed/ as of Jan 2012, still not	Delayed/ expected to be complete	Have spoken to some members of Omega Psi Phi,	Organize a formal meeting and explain their	

Associations and Minority contractors, and also college fraternities for mentoring services.	End: 30 Nov. 2011	completed. Have met with a representative of a college fraternity	d by March 2012.	Inc. as well as some local Minority contractors but not formally. Just gave them a brief description and idea of the program.	expected roles if they agree to partnering.	
<b>ACTIVITIES</b>	<b>DATES</b>	<b>STATUS</b>	<b>TIMELINESS</b>	<b>EXPLANATION, IF DELAYED</b>	<b>ALTERNATIVE ACTION, IF DELAYED</b>	
Secure a location near targeted neighborhoods .	Start: 1 Dec. 2011 End: 31 Jan. 2012	Not completed/ In progress, have three potential locations, need to meet with individuals and determine the most significant location.	Delayed/ Expected to be completed by end of February 2012	Have to first identify a specific area within the community, a target area that consist of youth who are actively involved in delinquent and/or gang activity. As of January 2012 Have identified a target neighborhood on city's southwest side.	To utilize space within a community center or United way.	
Recruitment of staff who will serve as Case Managers.	Start: 1 Feb. 2012 End: 1 March 2012	Not completed	delayed	Not yet at this step	n/a	
Begin active recruitment of youth and families.	Started: February 3, 2012 End: tbd	Now in Progress	Began earlier than expected	n/a	Need to secure resources and have program components in place.	
	Start:	Not	Delayed	Goal is to	Contact	

Begin Parent Support Group (Those with Incarcerated youth)	April 2012  End: tbd	completed		recruit 15 youth and families by actively sending youth care packages as needed once per month.	parents to inform them of the services I am offering and once I reach about 15 youth begin a Parent support group and allow the parents to empower themselves and discuss how this is affecting their lives.	
No new changes	Start: Feb 18, 2012 End:					
Reach out to organizations I would like to utilize as community resources.	Start: Thursday March 22, 2012  End: tbd	In progress	On time	Waiting to hear back from SUNY EOC career opportunity center and OCM BOCES (trade and technical program)	Email and follow up with Agencies I have identified as resources and when seeking resources interest them in becoming a stakeholder or partner in project.	

### Evaluation Matrix

OUTCOMES	INDICATORS	DATA GATHERING METHOD(S)	SOURCE(S)	TIMEFRAME
LTO: Improve unemployment rates among African-American youth, increase academic achievements; poverty of cycle begins to be broken by developing youth into self-sufficient and sustainable individuals through employment, vocational and trade training and business ownership.	1) Increase in African-American youth employment rate 2) Decrease in Recidivism and the number of youth that are court involved. 3) Increase in number of youth who have jobs, a business or have attained a GED or High school diploma 4) Increase in number of youth who are training for a trade or vocation 5) Increase in income	1) Through case management reporting system, monitoring youth and their academic achievements and sustainability (employment, entrepreneurship, training, etc.) until they complete program by age 21. 2) Self-reporting by participants for income, copy of W-2 from year to year.	Case Management reporting system based on progress reports.	Annually we will conduct this evaluation to ensure that youth are indeed receiving adequate services to improve their ability to become self-sustaining. This will be a 5yr monitoring progress.

<p>IO:</p> <p>Reduce disproportionate percentage of African-American youth that are in detention. An increased number of youth will be involved in workforce development/training programs and engaged in Youth Entrepreneurial projects, and receiving identified educational and family services. Increase and creation of economic resources.</p>	<ol style="list-style-type: none"> <li>1) recidivism rates decrease among youth who are involved in program</li> <li>2) The number of youth who are placed in detention will decrease</li> <li>3) Access to workforce development for youth ages 16-21 increase</li> <li>4) Increased number of services received by youth and their families.</li> <li>5) Engagement of youth ages 13-16 in Entrepreneurial project will decrease youth involvement in delinquent behavior.</li> </ol>	<ol style="list-style-type: none"> <li>1) Case Management reporting and enrollment packets.</li> <li>2) Surveys measuring knowledge gained by participants as well as level of interest in program.</li> </ol>	<p>Case Managers and self-reporting from surveys.</p>	<p>Will be evaluated Annually .</p>
<p>STO 1:</p> <p>Increase involvement in job/career training</p>	<ol style="list-style-type: none"> <li>1) Number of youth enrolled in job/career development activities</li> <li>2) Number of youth who are involved in the planning of Youth Entrepreneur project</li> <li>3) Barriers youth may face toward earning employment</li> </ol>	<p>Pre and Post- test and focus groups.</p>	<p>Self-reporting</p>	<p>Quarterly</p>

<p>STO 2:</p> <p>Increase access to needed educational services</p>	<ol style="list-style-type: none"> <li>1) Educational levels attained and corresponding age</li> <li>2) GPA's and State test scores on state examinations</li> <li>3) Number of Disciplinary write-ups on youth</li> <li>4) Number of suspensions in prior/current school year</li> <li>5) Improvement in overall performance in school</li> </ol>	<p>Case Management enrollment.</p>	<p>School records and files. Report cards and progress reports during current school year.</p>	<p>Will be tracked daily</p>
<p>STO 3:</p> <p>Increase access to organizations that will provide family support services</p>	<ol style="list-style-type: none"> <li>1) Number of families serviced by partnering agencies</li> <li>2) Types of services needed</li> <li>3) Barriers to accessing needed family and support services</li> </ol>	<p>Surveys</p>	<p>MOU- from partnering agencies to have access to documents that validate families are actively receiving their services</p>	<p>Monthly</p>

STO 4: Increase access to job/career opportunities	1) Number of youth that find employment ( ages 16-21) 2) Number of youth that are involved with youth entrepreneur project 3) Number of youth who complete High School or GED and go on to continue education 4) Number of youth involved in Trade or vocational occupation 5) Employment barriers	Survey instruments, case management reporting and follow services.	Participants. Case files.	Monthly
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