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Executive Summary

The Fund for the City of New York/Center for Court Innovation proposes to have 38 AmeriCorps members, including 30 Disconnected Youth members, who will improve community disaster preparedness, recovery and resiliency in Red Hook, Brooklyn and Staten Island. At the end of the first program year, the AmeriCorps members will be responsible for building resiliency against future disasters through preparedness and response activities, improving the community's health and housing stock, and supporting economic opportunity for justice-involved and at-risk young people. In addition, the AmeriCorps members will leverage an additional 500 volunteers who will be engaged in disaster preparedness, recovery and resiliency activities. This Youth Opportunity AmeriCorps program will focus on the CNCS focus area(s) of Disaster Services and Economic Opportunity. The CNCS investment of \$240,150 will be matched with \$75,940, \$46,208 in public funding and \$29,732 in private funding.

Rationale and Approach/Program Design

1. Problem/Need

When Superstorm Sandy hit New York City on October 29, 2012, many communities were devastated, including the coastal communities of Red Hook, Brooklyn and Staten Island. The storm surge reached up to 6 feet in Red Hook and 18 feet in Staten Island. Flooding swept away cars and homes, and resulted in 23 fatalities.

In Red Hook, residents of public housing were hit particularly hard. Residents of the New York City Housing Authority's (NYCHA) Red Hook Houses were without essential services such as electricity, plumbing, elevators, heat, and water for weeks following the storm. One of the first institutions to respond to the destruction was the Red Hook Community Justice Center ("the Justice Center"), which for 17 years had been a relied-upon source of neighborhood support. Justice Center staff, aided by members of the New York Juvenile Justice Corps, an AmeriCorps national service program formerly operated by the Justice Center, responded to the community's needs in the days and weeks following the storm. They assisted with meal distribution, cleared debris, and delivered emergency supplies to homebound residents. The greatest need was getting food, water and flashlights to residents of the Red Hook Houses and evacuating elderly, sick, and disabled residents. NYCHA had lists of hundreds of medically fragile and elderly residents, but had no means of contacting them. At their request, the Justice Center's AmeriCorps members established contact with these residents to address urgent needs.

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The Red Hook Houses are the second largest public housing development in New York City and one of the oldest. Superstorm Sandy exacerbated existing repair needs in the aging housing stock. More than half (55%) of Sandy-affected NYCHA tenants had repair needs prior to Sandy, and 40% developed new repair needs as a result of Sandy. In addition, mold, which was a serious problem for public housing residents prior to Sandy, has worsened since the storm -- following Sandy, 45% of residents reported visible mold in their apartments. Rodent infestation and appliance breakdowns are other common complaints.

Approximately 8,000 of Red Hook's 11,000 residents reside in public housing developments, which span 30 buildings and just under 40 acres. The poverty rate in Red Hook is 33%, far higher than most other areas along the waterfront that were impacted by Sandy, and higher than the citywide rate of 19%. Red Hook's unemployment rate is 11.2% and the median household income is \$15,200. Nearly 15% of residents receive cash assistance (2010 US Census). Similarly, 11.6% of Staten Islanders rely on food stamps and large economic disparities persist among the Island communities.

Need for Programming for Disconnected Youth: According to the Social Science Research Council, more than 350,000 New Yorkers between 16 and 24 are out of school and out of work. These "disconnected youth" -- which in some low-income communities make up over 35% of young people -- are finding themselves in the justice system in ever-increasing numbers. Without basic educational and economic opportunities, young people are at a greater risk of entering the justice system. In fact, four out of ten adult arrests and nearly half of adult violent felony arrests in NYC involve youth ages 16-25 (Schiraldi, V.).

These disconnected youth have needs related to trauma and violence. Exposure to violence is a known cause of trauma symptomology (Singer, et al, 1995) and maladaptive coping skills, such as substance use/abuse (Kilpatrick, et al, 2003). According to the final report of the United States Attorney General's Task Force on Children Exposed to Violence, "the toxic combination of exposure to family violence, child physical and sexual abuse, and exposure to community violence increases the risk and severity of posttraumatic injuries and health and mental health disorders for exposed children by at least twofold and up to tenfold." (Listenbee et al, 2012.) Trauma exposure has a long-term impact on an adolescent's trajectory, particularly on their health, educational, and employment outcomes (Sered, 2014). This trauma, particularly among young men of color, is a well-documented risk factor for later criminal justice involvement (Borum, 2000; Schaffer & Ruback, 2002). The rates of trauma exposure increase among justice involved youth, particularly those who are in detention settings (Abram, et al, 2004). Justice involved youth have higher rates of trauma exposure than community samples

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(Abram, et al, 2004; Caufmann, et al, 1998), with as many as 92% reporting a traumatic experience, half of whom witnessed violence. Clearly, disconnected youth are likely to have experienced chronic traumatic stress (Abram, et al, 2004; Caufmann, et al, 1998).

Program Approach: The Justice Center and the Staten Island Youth Justice Center ("the Youth Justice Center"), both projects of the Center for Court Innovation ("the Center"), will build on their longstanding partnerships with both the Red Hook and Staten Island communities as operating sites for the Community Resilience Corps ("the Corps"). The Corps will build on both sites' current efforts in disaster preparedness and recovery. Understanding that resilient communities are healthy communities with strong public health indicators, (US Department of Health and Human Services) the Corps will focus on improving the lives of residents and creating more resilient communities. In Red Hook, teams of mentor and mentee Corps members will be assigned to "home blocks" within NYCHA's Red Hook Houses. Teams will conduct regular door-to-door outreach and create information tables to maintain a regular presence and become easily identified community resources. The areas of focus are as follows:

Permanent and Healthy Housing: Corps members will provide outreach to NYCHA residents affected by Sandy. Members will assist residents in obtaining repairs to their homes, and documenting repair needs through written and photographic means.

Education on the Ready Red Hook Plan: Due to its vulnerability to rising sea levels, geographic isolation, and aging housing stock, Red Hook continues to be at risk of future disasters. Last year, residents and community partners developed the Ready Red Hook plan for disaster response. The plan includes communication strategies, local resources, and distribution points. The Corps will coordinate with local organizations and community leaders to support and expand preparedness and response efforts. Members will conduct outreach to NYCHA and private residences, offering disaster preparedness information. They will promote the Ready Red Hook plan, organize community preparedness days, and ensure that all residents are aware of local and city-wide systems for disaster preparedness and response. This outreach will take the form of door-to-door canvassing, community events, and workshops.

Planning for Post-Disaster Response: Following Superstorm Sandy, the Justice Center's staff and AmeriCorps program members conducted door-to-door outreach to medically fragile and at-risk residents. The list of these residents provided by NYCHA was inaccurate and out of date. Corps members will partner with local organizations to conduct a survey of NYCHA residents' needs and develop an emergency outreach list, which will be activated following any future localized emergency.

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Improving Post-Disaster Communication: Members will promote the Red Hook Hub, a hyper-local communication platform managed by local community organizations and residents. In the weeks following Superstorm Sandy, communication was difficult, due to a lack of electricity and phone service. The Red Hook Hub was developed to distribute information through a system of physical and digital platforms that serve Red Hook's diverse constituencies. Corps members will assist in information gathering and promotion of the Hub to residents.

Disaster Recovery: Corps members will assist the most vulnerable community members with their ongoing needs following Sandy. They will assess for a resident's social service and concrete needs and provide referrals as appropriate. Vulnerable Red Hook and Staten Island residents will be identified through community outreach efforts.

In Staten Island, Corps members will support ongoing disaster recovery efforts with local government and grassroots organizations who continue to assist Staten Island residents impacted by Superstorm Sandy. Projects include case management services and resource identification for underserved and vulnerable community members. The Corps will also contribute to rebuilding homes and businesses as part of the recovery process. Further, the Corps will work to support disaster preparedness efforts with a focus on the Sandy-affected low-income neighborhoods along the North Shore which are implicated in the 100-year floodplain but are not direct beneficiaries of federal- and state-funded response projects.

2. Theory of Change and Logic Model

The Corps will use a three-pronged model, with members participating in a trauma-informed mentoring model, job development, and service projects. The Corps will focus on building resiliency against future disasters through preparedness and response activities, improving the community's health and housing stock, and supporting economic opportunity for justice-involved and at-risk young people.

The Corps will build on the Justice Center's current efforts in disaster preparedness and improving the community's resiliency. Over the course of the year, members will develop relationships with community residents and see a direct impact on the quality of housing within their assigned buildings. Members will also spearhead a disaster preparedness initiative for the Red Hook Houses. Each member team will: a) ensure that residents of their "home blocks" receive detailed information on the Ready Red Hook plan, including communication strategies, food distribution locations, and public safety centers; b) conduct a survey of residents' needs and develop an emergency outreach list, which

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will be activated following any future localized emergency; c) facilitate drills to ensure that residents are prepared in the event of a future disaster; d) identify, train, and foster leadership amongst residents in the Red Hook Houses to strengthen social networks, increase community accountability, and ensure onsite expertise in the event of a future disaster; and e) provide ongoing support and case management services to residents, directly linking them to services to meet concrete needs.

The Corps will implement an evidence-based mentoring model, based in part on the Adolescent Diversion Project (ADP), an evidence-based program. As in the ADP model, mentors will divide their time between completing service activities, providing support in the work setting, and mentoring activities. During mentoring activities, mentors will work one-on-one with mentees and provide them with guidance and support tailored to their needs. These mentoring activities occur in the community, school, and home. Mentors will focus on improving mentees' skills in several areas, including family relationships, school issues, employment, and free-time activities.

Members will participate in Structured Psychotherapy for Adolescents Responding to Chronic Stress (SPARCS), a promising new evidence-based group intervention which addresses several trauma-related concerns, including anxiety, behavioral dysregulation, and interpersonal relationships (Cohen, et.al, 2010). Mentors will provide collaborative and ongoing support by modeling healthy coping skills and assisting mentees in identifying triggers and practicing coping skills.

3. Evidence Base

Although weather is frequently referred to as the "great equalizer," countless instances of extreme weather, such as storms, flooding, heat waves and blizzards, have had a disproportionate impact on low-income communities (Ross, 2013). Studies have documented a link between vulnerability to natural disasters and social indicators such as poverty levels and neighborhoods with older and poorer quality housing stock and infrastructure (Weiss, 2012). Furthermore, after destructive weather events, people in low-income communities are not able to recover as quickly as individuals who live in more financially secure communities (Ross, 2013).

There are strong correlations between social cohesion and community resilience in the wake of a natural disaster. The US Centers for Disease Control and Prevention conducted a thorough study of individual-level risk factors for heat wave victims and developed a list of indicators of vulnerability that included: living alone, not leaving home daily, and not having social contacts nearby (Klinenberg, 2002). In addition, studies have documented that social cohesion can help communities recover from disasters (Baussan, 2015) and even be a protective factor for low-income communities, mitigating the

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disproportionate impact they experience following disasters.

The importance of community cohesion in the wake of a natural disaster was demonstrated in the wake of Superstorm Sandy, where many communities did not see relief workers or government officials until days or weeks after the storm (Williams, 2011). In the absence of government officials, local community groups, neighbors, and volunteers helped fill the gaps and met critical community needs. In a survey of 600 Sandy-affected public housing residents in New York City, the majority of residents reported accessing assistance after the storm via hyper-local, personal and grassroots mechanisms. Specifically, 73% reported accessing recovery information through word of mouth, 31% from flyers, and 31% from door knocking ("Weathering the Storm" 2013).

Post-disaster studies of Hurricane Katrina and the Chicago heat wave of 1995 illustrate the mitigating effect of social cohesion. Hurricane Katrina resulted in the mass exodus of nearly 1.5 million people from Alabama, Mississippi and Louisiana; and only 25% of those evacuees later relocated to within 10 miles of their previous county of residence (Groen, 2008). Despite this widespread migration, one lower-income Katrina-displaced community managed to "retain its cohesion and turn community resilience into climate resilience" (Baussan, 2015). Two years after the hurricane, an estimated 90 percent of New Orleans' close-knit Vietnamese population returned. The resilience of the Vietnamese community was made possible by its pre-existing cohesiveness (Groen, 2008).

In July 1995, Chicago experienced one of the deadliest heat waves in American history which resulted in more than seven hundred fatalities. A comprehensive study by Eric Klinenberg investigated why two adjacent, low-income neighborhoods experienced such vast differences in the heat-related death rates (Klinenberg, 2002). Both neighborhoods were very poor, had high numbers of elderly residents living alone and were comprised predominantly of racial and ethnic minorities. Yet one had a mortality rate more than ten times the other. Klinenberg found the major factor was social cohesion and a social infrastructure that facilitated interaction and community members relying on one another. In fact, the mortality rate of the more socially cohesive neighborhood was significantly lower than higher-income communities in Chicago (ibid).

Disaster response research has identified several indicators of resilient communities, including civic engagement, community involvement, and social capital (Cutter et al, 2010; Macguire & Hagan, 2007). Building community resiliency can best be achieved on a local level (Ferrer & Conley, 2015). Working locally allows communities to build on existing assets and networks, while simultaneously strengthening opportunities to improve community outcomes (Ferrer & Conley, 2015).

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4. Notice Priority

The Community Resilience Corps will provide service that spans two CNCS focus areas --Disaster Services and Economic Opportunity. The goal of the Corps is to build community resiliency within the Superstorm Sandy affected communities of Red Hook and Staten Island. The Corps will devote substantial attention to disaster recovery and preparedness with a focus on building social networks and supports with the community's most disconnected and vulnerable members --at-risk youth, seniors, people with disabilities, and low-income public housing residents. The Corps will enhance economic opportunity by recruiting disconnected youth from the community to be Corps members and receive mentorship, life coaching, and skill-building opportunities. The Community Resilience Corps will also enhance economic opportunities for low-income residents of Red Hook public housing by helping residents obtain much needed repairs in their apartments.

5. Member Training

Members will receive intensive training in their designated service activities. Corps members will also receive daily supervision to ensure that they receive the support and guidance necessary to carry out service activities effectively. Trainings will be led by Justice Center staff and, when appropriate, other experts in the field. The Corps will have a deep well of talent to draw on for specialized training, including on-site attorneys, social workers, housing specialists, victims' services providers, disaster response coordinators, and community organizers. Specifically, the disaster preparedness training series will provide members with the knowledge and skills in emergency response needed to assist with preparedness and recovery efforts in the event of any future emergency or disaster. All members will become proficient in the Ready Red Hook plan; Ready New York (a city-wide guide for disaster preparedness created by the NYC Office of Emergency Management); extreme weather and fire safety; CPR/First Aid; mandated reporting, outreach and organizing; volunteer management and coordination; individual and family preparedness; mental health first aid; public housing tenant rights and responsibilities; community asset mapping; and social service referrals.

For Corps members serving as mentors, orientation will take place throughout the first month of the project period, one month prior to the start date of mentees, which will allow them to be trained on the mentoring model. Mentors will undergo extensive training in areas such as crisis de-escalation, motivational interviewing, mediation, and cognitive coping techniques. Mentees will be recruited on a rolling basis and trained in a cohort model. A core component of this is participation in SPARCS.

Training on AmeriCorps Rules and Regulations: The Center has nearly two decades of institutional

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experience with Corps member training, supervision, and host-site monitoring. Before the program year begins, program staff will work closely with department supervisors to create positions that are compliant with AmeriCorps regulations and ensure site supervisors are aware of prohibited activities. At the beginning of the service year, all Corps members will participate in an orientation during which AmeriCorps regulations and prohibited activities are carefully reviewed. Additionally, all Corps members will receive a comprehensive manual, which they are instructed to refer to throughout their service year. AmeriCorps program staff regularly review member activities and the work environment to further ensure compliance.

6. Member Supervision

AmeriCorps Supervisors are seasoned and skilled staff of the Red Hook Community Justice Center and Staten Island Youth Justice Center. Site supervisors are responsible for members' daily supervision, assigning tasks and activities, ensuring compliance with AmeriCorps regulations, and providing ongoing support and professional development. Each supervisor will manage one or two full-time mentor Corps members, along with their assigned mentees. Corps members will also have access to AmeriCorps program staff, including a program coordinator and staff at both sites who have experience supervising AmeriCorps members. Supervisors must have experience in supervising staff and/or AmeriCorps members and working with our target populations and community. Prior to member recruitment, site supervisors will be given in-depth training on the national service movement, AmeriCorps rules and regulations, prohibited activities, performance measure tracking, timekeeping procedures, performance evaluations, strategies for volunteer engagement, member management, and strategies for engaging disconnected youth. All supervisors will receive an AmeriCorps Site Supervisor Manual as an in-depth reference for all of the material discussed in the training.

Corps program staff and site supervisors have a coordinated approach to addressing member issues. This coordinated and early response to Corps member challenges has proven very successful in maintaining high program retention rates. AmeriCorps program staff will regularly meet with members and supervisors to solicit feedback and discuss progress and future goals. Program staff will provide Corps members with monthly updates on their progress toward completing their hours and provide frequent opportunities to earn and make up service hours.

7. Member Experience

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Building community resiliency is a hyper-local endeavor; thus, Corps members will be recruited from within the community they are serving. Residents are experts in their own community and draw upon their local knowledge and lived experiences to become change-makers. Mentee members will be recruited from the Justice Center's and Youth Justice Center's programs, along with Brooklyn and Staten Island Criminal Courts, public defense providers, the Department of Probation, and the New York City Police Department. The Center has strong relationships with all of these stakeholders. The Corps will also enroll youth who are at risk for justice-involvement based on factors such as gang-involvement, victimization, or a history of school suspensions. Mentees will also be recruited from outreach in public housing, through local community based organizations, and in print and social media outlets. Mentors will be recruited through the Justice Center and Youth Justice Center's deep networks in their communities. Recruitment will be targeted toward individuals with demonstrated civic engagement, prior youth development and mentoring experience, and experience as community leaders. To foster civic engagement, Corps members will attend local civic, precinct council, and tenant association meetings. Corps members will be introduced to local municipal leaders and elected officials to familiarize them with public systems and processes and expose the members to careers in public service. Corps members will also have opportunities to partner with other local AmeriCorps national service programs, such as Green City Force, and participate in local and regional service events. Upon completing the program, Corps members will become part of a vast network of local AmeriCorps alumni who will be invited to take part in service events and activities.

After a two-week specialized training for all Corps members, training will continue throughout the year, with a minimum of two trainings per month. Training will focus on hard and soft skills to help members be successful during the service year and become more employable. Training topics will include communication skills, reflection on service activities, leadership, problem-solving, conflict mediation, résumé writing, development of meaningful service opportunities, and trainings to strengthen members' job and/or college readiness skills. All Corps members will be trained in résumé and cover letter writing, job search strategies, networking skills, interview skills, job readiness, and financial literacy. Members will meet with their site supervisor and program staff to develop an individual plan, which may include applying to college or graduate school, initiating a job search, or preparing for job placement exams.

The Corps will engage mentees in evidence-informed transformative mentoring activities designed to develop positive attitudes, knowledge, and skills in critical areas -- such as relationships and communication; responsible behavior; handling difficult feelings; and individual change planning --

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and to strengthen their engagement in education, employment, and community. Mentoring will include group mentoring sessions, one-on-one time with mentors, individualized coaching to support participants' education and employment goals, and jointly-planned service activities. Mentoring activities will be informed by positive youth development principles and practices, a strengths-based, resilience-focused perspective grounded in the belief that all young people, no matter how many disadvantages and challenges they face, can develop positively when connected to appropriate opportunities, supports, and positive relationships.

Each mentee will be paired with a primary mentor who will provide support, advice, and guidance in areas driven by the needs and concerns of the participants. Mentors will be encouraged to meet the mentees' support systems, including friends and families. Mentors and mentees will meet in group settings weekly to increase engagement and strengthen peer-to-peer relationships. A mentor also may take mentees out for a field trip or meal. These meetings and outings will serve as an additional incentive for participation and to build mutual aid and peer-to-peer relationships. Mentors will conduct outreach to participants who have attendance issues and provide feedback to program staff about any barriers to program engagement.

Mentees will divide their time roughly equally between personal development and mentorship activities, internship-type placements with their mentor's on-site program, and community service activities focused on disaster recovery/preparedness and housing assistance. The Mentors will support mentees in practicing their new SPARCS coping skills. Additionally, the Corps will use a mentor/mentee team goal-setting model in alignment with the My Brother's Keeper Initiative to achieve personal and professional goals during their service year.

By fostering pro-social ties to the community, strengthening ties to mentees' existing support systems, promoting continued education, and orienting mentees toward future goals, the Corps hopes to overcome many of the challenges disconnected youth often face reintegrating into the community. The program will be structured to foster success while promoting accountability, which will lay the groundwork for both greater employability and reduced recidivism. The Justice Center and Youth Justice Center are also uniquely situated to provide mentees with an array of on-site social, educational and vocational services during and after their term of service.

8. Commitment to AmeriCorps Identification

The Red Hook Community Justice Center and the Red Hook community have a long and proud tradition of AmeriCorps service. Launched in 1995, the Red Hook Public Safety Corps was an

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AmeriCorps State and National service program that engaged 50 local residents in AmeriCorps service each year, repairing conditions of disorder -- cleaning parks, fixing broken windows, and painting over graffiti. Corps members also led initiatives with survivors of domestic violence, seniors and school children. In 2010, the Center took this Corps model to scale, creating the citywide New York Juvenile Justice Corps, also based out of the Justice Center. The Justice Center has a total of 18 years of experience operating an AmeriCorps program.

The Community Resilience Corps would build on this tradition by instilling a commitment to AmeriCorps identification within the new Corps members. All Corps members will be issued service gear that prominently displays the AmeriCorps logo and will wear it daily. All recruitment and promotional materials, social and print media, websites, signage and program materials are developed and updated centrally by Corps staff and, when appropriate, include the AmeriCorps logo and the Corporation on National and Community Service logos. All site supervisors receive extensive training on AmeriCorps history and appropriate terminology related to service. Corps members are identified as members of AmeriCorps to emphasize the links to a local and national service movement.

Organizational Capability

1. Organizational Background and Staffing

Experience Working with Disconnected Youth: The Center for Court Innovation is a public/private partnership that has achieved independently-documented results -- including reduced crime and incarceration and improved attitudes about the justice system. The Center has 18 years of experience running AmeriCorps programs and has managed dozens of other federal grants from such sources as the Bureau of Justice Assistance, Office on Violence Against Women, and National Institute of Justice.

For nearly two decades, the Center has worked with justice-involved individuals in high needs neighborhoods across New York City, work that has resulted in a deep understanding of the close links between poverty, education, and crime. Both Corps operating sites provide an array of services and programming designed to reach young people who are or have been justice-involved, as well as those who are at risk of justice involvement. The Justice Center offers an onsite GED program affiliated with the NYC Department of Education, serving young adults between the ages of 17 and 21. An onsite clinic team of social workers and case managers offers individual case management and a variety of psycho-educational groups specifically geared toward the young adult population, including anger management, substance abuse counseling, job readiness, and healthy decision making. The Red Hook Youth Court, launched in 1998, is a restorative justice program that emphasizes responsibility

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and leadership by empowering youth to serve as the advocates, judge and jury for their peers. Youth "respondents" appear before the Youth Court through referrals from police officers, probation officers, schools, and family court, for low level offenses such as truancy, disorderly conduct, and assault. The Justice Center was recently proven to reduce reoffending and save millions of dollars by researchers from the National Center for State Courts.

On Staten Island, the Youth Justice Center is part of a citywide strategy to provide new and better options to address the difficult challenge of juvenile offending and at-risk behaviors. The Youth Justice Center offers young people comprehensive programming, including leadership development, skills training, access to supportive services, and positive engagement with the broader Staten Island community. The Youth Justice Center's initiatives include a youth court, behavioral discussion groups, integrated recreational and educational after-school activities, individual and group mentoring, mental health case management services, service learning projects, and a job readiness program specifically designed for youth impacted by community violence. The Youth Justice Center seeks to engage all underserved Staten Island residents ages 12 to 24 years old -- even those not currently involved in the justice system -- with the goal of increasing preventative services to ensure successful lives without justice involvement. After-school program offerings include a broad array of recreational, educational, and cultural groups emphasizing positive youth development principles. In addition to the robust array of services offered onsite in Red Hook and Staten Island, the Center has formed a number of partnerships with other agencies who provide more in-depth youth-oriented services such as mental health and substance abuse treatment, and job skills training and placement. These partnerships help to enhance the Center's capacity to meet the complex needs of the youth population in the communities it serves. As a result of these existing programs, services, and partnerships, our sites are uniquely positioned to access and engage the disconnected youth who would comprise our AmeriCorps mentee members. Established partners also include probation, parole, and other justice system players with whom Corps staff will work to recruit mentee Corps members. Both sites have experience in collaborating with these agencies to share data and serve justice-involved youth in a coordinated manner.

A Program Coordinator will be hired as the primary staff member in charge of planning and running the Corps. The Coordinator will be based at the Justice Center where he/she will be trained and supervised by the Justice Center's Director, Amanda Berman; Deputy Director, Viviana Gordon; and Associate Director of Community Resilience & Restorative Services, Alison Dieguez. Amanda Berman has worked in the criminal justice field for over 10 years in holistic defense, alternatives to

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incarceration, and community-based programming. She holds a BA from Brown University and a JD from New York University. Viviana Gordon has worked for the Center in a variety of capacities since 2008, including serving as the Program Coordinator for the New York Juvenile Justice Corps. She holds a BA from Whitman College. Alison Dieguez has worked in human services for over 10 years with youth and adult crime victims, individuals with serious mental illness, and immigrant communities. She completed her undergraduate studies at SUNY Purchase and received her LMSW from the Columbia University School of Social Work. Corps members placed at the Youth Justice Center will be supervised by Beth Broderick, the Director of the Youth Justice Center. Ms. Broderick has been at the Center since 2010 in a variety of capacities, including training young people as youth court members. She also has experience as a mediation facilitator and trainer. She holds a BA from Columbia University and a JD from Brooklyn Law School.

With nearly 20 years' experience in federal grants management (including previous AmeriCorps grants), the Center is well positioned to successfully manage this grant. The Center has its own fiscal and administrative departments responsible for fiscal planning, management and oversight, contract compliance, human resources, policy and procedures, and employee relations. Grants and contracts managers monitor expenses to ensure that revenues are expended against approved budgets and work with staff on preparing reports. An independent certified public accounting firm conducts an annual audit to ensure fiscal accountability, internal controls and contract compliance. With this level of support, the Center can ensure prudent use, proper disbursement, and accurate accounting of funds.

2. Compliance and Accountability

The Corps Program Coordinator will remain in constant contact with project supervisors and staff at both sites. Years of experience in AmeriCorps program administration and member oversight provide a strong foundation for Corps staff work to ensure compliance through ongoing training and formal and informal supports. To ensure that the rules and regulations are complied with, AmeriCorps staff conduct host site monitoring visits, meeting with supervisors and members to review AmeriCorps rules and regulations, including prohibited activities; evaluate progress toward program goals; review performance measure tracking and timekeeping procedures; conduct performance evaluations; and observe members in service.

In instances of noncompliance, the discipline protocol is implemented. First, member supervisors will meet with the member to discuss the violation to improve the member's performance, clarify the nature of the violation and what constitutes proper conduct, explain the consequences of future

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misconduct, and improve understanding of rules and regulations. Supervisors will document the date, time, and purpose of the meeting and send the documentation to the Corps Program Coordinator. The documentation will be kept in the disciplined member's file. If noncompliance continues and/or the seriousness of the violation warrants a more severe response, the site may issue a formal written warning to the member to again clarify the nature of the violation, reiterate what constitutes proper conduct, and repeat the consequences of future misconduct. The member must be given an opportunity to meet with the staff member(s) who issued the written warning to eliminate any misunderstanding regarding the violation(s) or the disciplinary action. A copy of the written warning must be sent to the Corps Program Coordinator and will be kept in the member's file. If misconduct continues, the member can be terminated or suspended from the Corps. The Center's Director of Finance & Administration must be notified of any pending terminations, and involuntary terminations must be approved in advance by the Center's Director of Finance & Administration and/or General Counsel. In instances of noncompliance of site staff, the Corps Program Coordinator will meet with site staff to clarify the nature of the violation, warn of the consequences of future misconduct, and improve understanding of the rules and regulations. If noncompliance continues and/or the seriousness of the violation warrants a more severe response, the Corps Program Coordinator, with approval from the Center's Director of Finance & Administration and/or General Counsel, will remove members from site.

Cost Effectiveness and Budget Adequacy

The Corps' proposed cost per MSY is \$13,930, in alignment with the maximum cost per MSY. The Corps will enroll 17.24 Member Service Years (MSYs). The majority of the funding request will cover the required minimum member living allowance and benefits. Funds will also go to support one full time (1.0 FTE) coordinator to manage the members and coordinate program operations. An additional .20 FTE of staff time to aid with administration and supervision of the overall program will be dedicated as part of the match requirement, for a total of 1.20 FTEs. The Center's match is 24% of the full program budget; the Center has consistently met its match requirement in previous years. Cash and in-kind contributions will be provided by the NYS Unified Court System, the New York City Mayor's Office for Criminal Justice, and private sources. The Center will continue its fundraising efforts to leverage additional support for the program. The 1.20 full-time equivalent staff, including the coordinator, will be appropriate to manage the 17.24 MSYs. Dedicated staff is necessary for managing recruitment and training services, overseeing volunteer opportunities, and completing reporting and member administrative tasks.

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*8/11/2015 - TF

Corps members will receive extensive training throughout the service year in a number of areas. Trainings will be provided at no cost to the program's CNCS grant by leveraging other funding sources and the expertise of on-site staff and partner agencies who will facilitate trainings. Many of these trainings are currently offered onsite to participants in other Justice Center programs. The same staff would be available to offer their expertise and adapt training curricula as necessary to meet the needs of our AmeriCorps program and participants. In addition, the Center for Court Innovation's Director of Staff Training and Development will assist program staff in identifying low- or no-cost resources.

Evaluation Summary or Plan

N/A

Amendment Justification

*8/11/2015 - TF

Indicate how the program will collect and report on the required performance indicators:

Clear Drug Testing Record/Sanctions or Diversion Program Completion

At the beginning of the program year, as a part of the Corps member enrollment process, all Corps members will submit to urinalysis testing. Drug testing will be administered on-site at the Red Hook Community Justice Center by a toxicology technician. Corps members who test positive for illicit substances will be assessed by on-site social work staff to determine the appropriate level of care and referral services. Referrals may include psychoeducational substance abuse groups, workshops and individual sessions offered on-site or through community referrals to outpatient providers. Corps members will be retested within 30 days of completion of their sanction or diversion. Program staff will obtain status reports and/or letters of completion from drug treatment providers. Corps members who continue to test positive upon completion of the program will be re-assessed by social workers. If a Corps member's substance abuse interferes with their performance or participation in the program, they may have their service suspended until they maintain sobriety. During the course of their suspension, program staff and AmeriCorps mentors will continue to work with the Corps member to support their sobriety and re-engage them into the program. Testing results and sanction outcomes will be tracked and maintained in Corps member personnel files, which are kept in a secure location

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on-site.

Number of National Service Participants that complete job readiness training & other skill development:

All Corps members will participate in a multi-week, in-service training at the start of the service year and subsequent trainings and workshops throughout the year. Trainings will include job-readiness and skill development services in both hard and soft skills. Program staff will track Corps member participation through attendance sheets which will be filed alongside training curricula, agendas and certifications received (when relevant).

Clarification Summary

*8/11/2015 - TF

In response to the requested clarification items, the Center for Court Innovation has made the following changes/updates to our application:

- 1) "Indicate how the program will collect and report on the required performance indicators for clear drug testing, record; sanctions or diversion program completion; and number of national service participants that complete job readiness training and other skill development services." - This clarification was addressed in the "Amendment Justification" portion of the narrative section of the application.
- 2) Revisions to performance measures O4 and O11 have been made in the appropriate performance measure sections of the application. Regarding the concern for how our program will meet the required standard for performance measures, changes were made to the "description of interventions" section.
- 3) In regards to why there is no mention of training costs in the budget, this clarification has been addressed in the narrative section of the application under "cost effectiveness and budget adequacy."
- 4) The Center has addressed the budget concern of surpassing the maximum cost/MSY, reducing the cost/MSY = \$13,938 to the correct cost/MSY = \$13,930 for Opportunity Youth.

Narratives

5) Lastly, the Center requests the following grant and enrollment start dates:

Grant Award Start Date: 10/1/2015

Enrollment Start Date: 1/1/2016

Continuation Changes

N/A

Grant Characteristics