2021 ANNUAL REPORT

Reinvesting in Community
LETTER FROM DISTRICT ATTORNEY
CYRUS R. VANCE, JR.

A 21st-century prosecutor’s mandate is to move our criminal justice system and our communities forward. This role necessitates that our work extend beyond our traditional courtroom responsibilities to achieve the greatest possible impact in the lives of the people we serve, in the neighborhoods they call home.

In 2014, I established the Criminal Justice Investment Initiative. Through CJII, my Office took $250 million forfeited in our international financial crime prosecutions, and invested it in transformative, community-grounded organizations and projects that empower young people, crime survivors, and reentering New Yorkers in underserved Manhattan neighborhoods. As I reflect upon my tenure as D.A., I consider CJII the most important work we did to build stronger and healthier communities, where fewer people come into contact with the justice system in the first place.

To date, CJII funds have supported more than 32,000 people across New York City and New York State through the initiative’s 52 programs. CJII grantees have worked diligently, particularly during the Covid pandemic of the past two years, to ensure that New Yorkers have access to the services they need. In 2021, these remarkable efforts expanded through new partnerships with the Exodus Transitional Community, to open the first-of-its-kind Exodus Center for Trauma Innovation, and The New York Foundling, to support survivors of sex trafficking through “The Phoenix Project.”

I remain deeply grateful to CJII’s grantees, as well as to the CUNY Institute for State and Local Governance, which serves as our technical assistance consultant and provides expert guidance and management of this initiative.

CJII offers a replicable blueprint for civic leaders and investors seeking to maintain public safety and reduce criminal justice involvement by utilizing existing strengths within our communities. It is my hope that this report, which contains stories and early outcomes from our programs, provides a compelling case for sustained and enhanced investment in community-grounded organizations that can deliver lasting change in the years ahead.

Cyrus R. Vance, Jr.
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INTRODUCTION
Over the past decade, the Manhattan District Attorney’s Office received a windfall of asset forfeiture funds as a result of settlements with international banking institutions that were violating U.S. law by funneling illegal monies through New York City. District Attorney Cyrus R. Vance, Jr. recognized the once-in-a-generation opportunity to carry out his public safety mandate by making significant community-based investments to keep people out of the criminal justice system. To that end, he launched the Criminal Justice Investment Initiative (“CJII”) in 2015. Although “justice reinvestment” had not yet become part of the national conversation, DA Vance began pioneering this work through CJII—a transformative justice investment approach—by partnering with communities and creating programs to prevent crime, divert people from the criminal legal system, and support people returning to New York City communities from jail or prison.

Across its investments, CJII has approached public safety holistically by identifying drivers of mass incarceration and the subsequent negative consequences for individuals, families, and communities, and re-investing in neighborhoods most affected by violence. CJII programs support access to food, safe and affordable housing, education, health, employment, and quality service delivery.¹

CJII investments support three core groups: youth and families; people involved in the justice system; and survivors of crime.

CRIMINAL JUSTICE INVESTMENT INITIATIVE FRAMEWORK
TO INVEST IN IMPACTFUL, SUSTAINABLE, AND DATA-DRIVEN IDEAS TO IMPROVE THE CRIMINAL JUSTICE SYSTEM AND THE SAFETY OF PEOPLE LIVING IN NEW YORK CITY.

MISSION

GOALS

IMPROVE PUBLIC SAFETY & ENHANCE FAIRNESS AND EFFICIENCY IN NYC’S CRIMINAL LEGAL SYSTEM

GUIDING PRINCIPLES

PORTFOLIOS OF INVESTMENT

SUPPORTING YOUNG PEOPLE AND FAMILIES

SUPPORTING SURVIVORS OF CRIME

DIVERSION AND REENTRY SUPPORT

COMMITMENT TO DATA-DRIVEN DECISION-MAKING

COLLABORATION ACROSS SECTORS

COMMITMENT TO IMPACTFUL AND SUSTAINABLE INVESTMENTS
- **Investments focused on youth and families**
  take a multi-generational and opportunity-based approach and aim to strengthen communities in the long-term.

- **Investments focused on survivors of crime**
  aim to increase access to services, especially for marginalized groups, and to develop healing-centered approaches for working with survivors of violence and crime.

- **Investments focused on diversion and reentry**
  aim to increase support for people involved in the criminal legal system to ensure that they can flourish and avoid future contact with the system.

The CJII strategy includes robust performance measurement and third-party evaluations that assess the implementation and impact of these models. Early findings from several of these evaluations are incorporated throughout this report, as well as selected performance data. In addition, the CJII strategy has focused on supporting and funding partnerships to encourage collaboration and bridge service gaps; investing in physical spaces through capital improvement funding to increase the appeal and functionality of service delivery locations; and fostering the use of peer models throughout investments wherever possible.

Across its portfolio of 52 programs, CJII has directly served more than 32,000 participants to date, and preliminary evaluation findings indicate promising results. (Also see the “Measuring CJII’s Impact” section for more details.) As a new slate of elected officials prepare to take office in New York City, we urge them to consider CJII as a blueprint for justice reinvestment. Similarly, policymakers and elected officials across the country should consider CJII’s model as they explore justice reinvestment and community partnership strategies in their own jurisdictions.
PROGRAM SPOTLIGHTS

Spotlights from each of our three core investment areas demonstrate the impact of CJII’s comprehensive approach to public safety. These case studies show how investments in community-based initiatives increase opportunities, strengthen supports, heal prior trauma and injustice, and contribute to a stronger, safer city. For an overview of each initiative, please see the CJII 2020 Annual Report.

CJII Initiatives Supporting Youth and Families*

- **9 multi-generational programs** provide strengths-based support to young people who are at higher risk of negative life outcomes and their families.

- **5 Youth Opportunity Hubs** connect services together through partnership models to achieve coordinated, comprehensive programming for adolescents and young adults. Hubs operate out of easily accessible, attractive spaces, likewise funded through CJII.

- **2 programs for foster youth transitioning to adulthood** work with young New Yorkers, ages 16-to-24, who are about to transition or have recently transitioned from foster care, providing educational support, workforce development, housing support, and more.

- **The Community Navigator Program** has established a network of peers and social workers who serve as a bridge to guide individuals across systems, city agencies, and organizations to increase access to resources that meet their needs and help them achieve their goals.

*See Appendix I for a complete list of all CJII investments.

Youth and Families

Through its programs that support young people and families, CJII aims to ensure widespread access to resources and tools needed to thrive. Supporting positive youth development and healthy relationships leads to better life outcomes and prevents interaction with the criminal legal system. These investments are key to building strong neighborhoods and achieving long-term public safety.

SPOTLIGHT: THE YOUTH OPPORTUNITY HUBS

The Youth Opportunity Hubs (Hubs) initiative reflects CJII’s emphasis on funded partnerships, welcoming spaces, and holistic service provision. Designed to draw upon the expertise and capacity of the rich landscape of youth-serving organizations in New York City, the Hubs offer comprehensive, inviting spaces where youth can access a wide range of services from high school equivalency classes to mental health counseling to recreational activities such as theater and sports—or they can serve as a safe and supportive place where young people can simply spend time.

CJII developed the Hubs initiative based on community feedback that, despite the many youth services that exist in Manhattan, services were often uncoordinated, diffuse, and administered in spaces that did not feel youth-friendly. These factors presented significant barriers to young people accessing effective support in their neighborhoods. The Hubs were created to overcome these barriers: each has one lead agency, tasked with working with partner organizations to develop one or more youth spaces in CJII’s focus neighborhoods. The Hubs investment included significant capital funds for program space renovations.

Each Hub’s model is different, but all have created joyful, uplifting spaces and programming for young people from Manhattan and across the city. Each Hub has a group of dedicated staff who provide ongoing case management or similar relation-
ship-based support to participants. At some Hubs, staff from partner organizations are co-located on site, allowing participants to seamlessly access services from organizations with specializations best suited to their interests and needs.²

The five Hubs have worked with 13,848 youth from October 2017 through June 2021. At the point of enrollment, 31% of participants were both out of school and out of work. This population is a focus for the Hubs, given that disconnected young people and adults face a higher likelihood of criminal legal system involvement.

Hundreds of participants have achieved important milestones during their engagement with the Hubs. For instance:

• At least 498 participants at The Door have obtained their high school diploma or equivalency.
• At least 98 participants at Henry Street Settlement have started a job.
• At least 60 participants at Living Redemption have earned an employment-focused credential.

These performance data are only collected one year after a participant enters the Hubs, so they represent a significant undercount of the Hubs’ impact; the final evaluation will more systematically examine outcomes at each Hub and across the initiative.

Central to the Hubs’ success is a focus on building trusting and supportive relationships with young people. As a Living Redemption staff member noted in the evaluation, “We meet them where they’re at, once they see [that’] it’s not a ‘program-program’ but that we treat them like family, that we create this living room effect where a lot of them may not have that experience, like a healthy living room where they can sit down, let their hair down, and talk about real life, what’s happening to them in real time.”³ Hub staff understand the need to create meaningful relationships within safe spaces where youth feel listened to, and not dismissed or diminished.

“IT’S NOT SCHOOL. THERE’S NO LIKE ‘HEAD COUNT NUMBERS.’ THAT ISN’T IMPORTANT. I CAN JUST GO THERE AND BE MYSELF, ASK FOR HELP, OR JUST SIT DOWN AND CHILL. I FEEL LIKE THEY’VE GIVEN ME A LOT OF WHAT I NEED, WHICH IS TO BE ABLE TO BE INDEPENDENT BUT ALSO FOCUS ON MYSELF AS WELL.”

—HENRY STREET SETTLEMENT HUB PARTICIPANT, FROM EVALUATION

CJII’s 5 Youth Opportunity Hubs

• The Door (in SoHo, serving youth citywide)
• Henry Street Settlement: Lower East Side Youth Opportunity Hub
• Living Redemption Youth Opportunity Hub (Central/West Harlem)
• Union Settlement: East Harlem Youth Opportunity Hub
• NewYork-Presbyterian Hospital: Uptown Hub (Washington Heights/Inwood)
“I FEEL REALLY LISTENED TO, AND I HAVE SO MUCH MORE CONTROL OVER MY TREATMENT. I THINK BEFORE GOING TO THE DOOR THAT WAS LIKE THE ONE THING THAT I WAS ESPECIALLY MISSING, ESPECIALLY FOR COUNSELING. AND I THINK LIKE A BIG PART OF IT IS THAT I HAVE SO MUCH MORE AGENCY HERE BECAUSE IT’S FOCUSED ON WHAT MY NEEDS ARE AND NOT WHAT MY PARENTS THINK MY NEEDS ARE.”

—DOOR HUB PARTICIPANT, FROM EVALUATION

The Hubs model demonstrates the benefits of funded partnerships. For instance, the Hub grant has allowed The Door to station staff from partner organizations on site to provide services not previously offered by The Door. University Settlement’s benefits counselor was one of the first partner staff members to co-locate at The Door. Hundreds of young people have sought their help with everything from HRA benefits to driver’s licenses. The Hub grant allowed an advocate for justice-involved youth from CASES to sit at The Door and work with young people involved with the criminal legal system. These examples and many others across the initiative showcase the power of partnership and collaboration.

Hub leaders and participants report that Hub participation is a protective factor against violence and justice involvement, and thereby improves neighborhood safety. The safe spaces developed by the Hubs are having ripple effects beyond the Hub walls—as one Living Redemption partner noted in the evaluation, “I think they’re having a massive impact in Harlem. The Hubs are meeting their goal of building public safety without incarceration or surveillance.”

“I THINK THE NUMBER ONE GOAL WOULD BE TO CREATE THAT PHYSICAL SPACE FOR THE YOUTH OF THE COMMUNITY TO BE ABLE TO FEEL LIKE THEY’RE HOME, A SPACE WHERE THEY CAN BE THEIR TRUEST AND BRAVEST SELVES, AND THEY CAN BE ENGAGED CREATIVELY IN DIFFERENT ACTIVITIES, TO FOSTER THAT SENSE OF COMMUNITY WITH THE YOUTH OF THE WASHINGTON HEIGHTS AREA.”

—NYP PARTNER, FROM EVALUATION
The successful Youth Opportunity Hubs model of coordinated service provision in youth-friendly spaces warrants close attention as the city and private funders consider ways to build a safer, more equitable city.

“CREATING A SAFE SPACE WHERE KIDS FEEL HEARD DESPITE WHATEVER DISAPPOINTMENTS OR TRAUMA THEY’VE EXPERIENCED IN THEIR PAST, THAT IN ITSELF IS A HUGE ACHIEVEMENT. BUT THEN WHEN THEY FEEL HEARD THAT’S WHEN THE HARD WORK OF TRANSFORMATION CAN BEGIN AND SELF-DISCOVERY AND SKILL ACQUISITION AND HEALING THROUGH ALL THEIR TRAUMA AND PAIN. SO, YOU START LAYERING THAT ON TOP OF THE SENSE OF OWNERSHIP THAT COMES WHEN PEOPLE ARE ACTUALLY LISTENING TO YOU AND NOT DISMISSING OR DIMINISHING YOUR STORY, WHATEVER THAT STORY IS.”

—LIVING REDEMPTION PARTNER, FROM EVALUATION

“WE’VE BEEN ABLE TO BRING PEOPLE TOGETHER FOR EVENTS WHERE FAMILIES THEN REALIZE, OH, GRAND STREET KNOWS HENRY STREET, AND CHINESE AMERICAN PLANNING COUNCIL KNOWS UNIVERSITY SETTLEMENT. I SEE TWO STAFF PERSONS THAT ARE TALKING THAT DIDN’T KNOW EACH OTHER. THAT’S MAKING THE WORLD FEEL A LITTLE SMALLER FOR FOLKS.”

—HENRY STREET SETTLEMENT STAFF, FROM EVALUATION

SPOTLIGHT: FOSTER YOUTH TRANSITIONING TO ADULTHOOD INITIATIVE

Entering the foster care system can be traumatic, and youth in foster care have a higher likelihood of interaction with the criminal legal system. Although most young people who enter foster care in New York City achieve “permanency” through kinship adoption or reunification with their parents, more than 600 young people in New York City age out of foster care each year without permanent
families. These young people are at an elevated risk of unstable housing or homelessness, mental health challenges, and interaction with the criminal legal system.\textsuperscript{5}

The Door and Graham Windham—funded through the CJII Foster Youth Transitioning to Adulthood (FYTA) initiative—work with young people ages 16–24 who are about to age out or who have recently aged out of foster care without a permanent arrangement.

- The Door’s Manhattan Academy Plus (MAP) program connects young people with a full suite of resources and wraparound supports—including academic assistance, employment and career guidance, and housing support—that help them thrive as they enter adulthood. The Door primarily serves older youth who have already exited foster care, many of whom experience housing instability.

- Graham Windham’s SLAM (Support, Lead, Achieve, Model) program provides intensive coaching that helps young people build long-term educational and career plans with the goal of achieving a living wage career. Graham Windham also provides lighter touch services for young people who are not paired with a coach. Graham SLAM mostly serves younger youth who are still in foster care.

The FYTA initiative has served 594 young people from its inception in 2018 through May of 2021. Like other foster youth transitioning out of care, the FYTA youth experienced many adverse childhood experiences: 96% of the youth eligible for FYTA had at least one substantiated neglect allegation; one in five experienced physical abuse, and one in four reported educational neglect.\textsuperscript{6} Although the evaluation is ongoing, according to preliminary data, each program has shown impact on key indicators of success. For example, at The Door, young people experience more stable living arrangements within the first year of enrollment. At Graham Windham, high school graduation and college enrollment increase within the first year of engagement.

Qualitative data point to similar findings. Alex (pseudonym) joined Graham SLAM two years ago. At first, they struggled to form a healthy relationship with their coach. But, their coach did not give up. They continued to engage with Alex, taking them to art museums and spending hours talking with Alex about life and plans for the future. Their coach’s demonstrated commitment allowed Alex to form a trusting bond. Because of that relationship, combined with Alex’s own determination and the access to the services offered by Graham SLAM, Alex graduated from high school, has held several jobs, and even started a career in music.

Jamie (pseudonym) came to The Door in 2018 seeking runaway and homeless youth services. Because they were in foster care, they were connected to the MAP career and education program. Jamie began taking career readiness workshops and worked towards an internship placement. After successfully completing the internship orientation, Jamie began their internship at a prestigious museum in Manhattan. To support Jamie during their internship, a Job Placement Specialist met with them weekly to check in on their progress and provide additional work readiness support and coaching, including connections to post-internship employment opportunities. After successfully completing their internship, Jamie enrolled in a 7-week direct support worker training program, which led to full-time employment as a direct service worker. Jamie continues to receive post-placement support and guidance from their service team and is currently saving money to move into their own apartment.

The FYTA initiative highlights the need for a continuum of supportive services for young people as they age out of care and for those who have aged out recently. The city has recently expanded supports for foster youth through the new Fair Futures initiative, which builds on the lessons learned from these programs.
Survivors of Crime

CJII has invested in supporting survivors of crime, particularly those from marginalized groups, by creating, enhancing, and expanding programming that offers holistic, trauma-informed services and supports. These tailored programs often seek to engage people who go without services because appropriate, culturally competent programs don’t exist or because they are part of a group of people whose survivorship often goes unrecognized. These investments reduce the detrimental effects of trauma and victimization, which can impact an individual’s interpersonal relationships, occupational functioning, and mental health.⁷

CJII Initiatives Supporting Survivors of Crime*

- **11 programs to increase access to services for survivors of crime** are focused specifically on providing services to survivors from underserved communities, including immigrants and non-native English speakers, LGBTQIA+ individuals, people with disabilities, and those who are D/deaf or hard of hearing.

- A **Trauma-Informed Abusive Partner Intervention Program** works with court-mandated abusive partners to address and change their attitudes and beliefs around abusive behavior in an intimate relationship.

- **The Center for Trauma Innovation** addresses the needs of people who have experienced trauma, focusing on communities of color that experience disproportionate rates of violence and have less access to trauma services, as well as other groups including LGBTQIA+ individuals and immigrants.

- **The Phoenix Project** provides trauma-informed and holistic short- and long-term mentorship and support services to youth ages 12-to-21 who have been trafficked or who are at risk of trafficking or sexual exploitation.

*See Appendix I for a complete list of all CJII investments.

SPOTLIGHT: EXODUS TRANSITIONAL COMMUNITY’S COMMON UNITY AND THE CENTER FOR TRAUMA INNOVATION

Structural violence and racism have created gross inequities in both the scale and cultural fit of services for survivors of violence from marginalized groups. Established interventions that have been developed and researched by and for majority communities may leave many needs of the most impacted groups unmet. Exodus Transitional Community is a leader in developing innovative pathways to healing for the communities of color that have been disproportionately impacted by violence and the justice system.

Grounded in the belief that effective healing practices are embedded within the community, Exodus and CJII have partnered on two initiatives: Common Unity and the Center for Trauma Innovation. Through Common Unity, which serves youth and young adults in a group setting, Exodus piloted a new approach to trauma healing that combines an evidence-based trauma recovery curriculum, the Sanctuary Institute’s S.E.L.F.,⁸ with a leadership development module and holistic peer support. Through the six-month S.E.L.F. curriculum, participants learn about trauma and examine its impact on society and on their lives. Divided into two groups based on age (17 and under, and 18-to-24 years old), participants and staff establish a safe space for engaging in discussions of trauma, abuse, and coping strategies. With newfound awareness and understanding of trauma within themselves and their communities, youth begin to identify and unpack personal and social issues that have affected their lives. The groups transition to the
two-to-four-month leadership and advocacy module and dive more deeply into social justice issues that have affected them at the personal, community, and systems levels, such as police interaction and systemic racism. Exodus also provides individual case management to Common Unity participants as a wraparound support.

Importantly, this work is led by Youth Leaders who have shared experiences with those engaged in the group. The Youth Leaders refine the program over time to reflect the voices of the young participants. Through this intentional process, Exodus has surfaced numerous lessons on healing from trauma that have strengthened Common Unity and the entire organization. The experience led Exodus to undertake a lengthy and rigorous process to become a fully trauma-informed agency, and positioned the organization to eventually implement the Center for Trauma Innovation.

From September 2018 through June 2021, Common Unity served 174 participants across four cohort cycles—49% were under the age of 18, and 51% were ages 18-to-24. The program has successfully reached Black, Indigenous, and people of color (BIPOC); nearly half (48%) of participants identify as Black/African American and another 39% as Hispanic/Latinx. In addition, Common Unity boasts strong engagement: 66% of those served to date have successfully completed the program and an additional 28% remain engaged in another program at Exodus.

Insights have emerged from the Common Unity program that demonstrate the need for healing-focused programming in northern Manhattan.

1. Many participants requested opportunities to continue engaging in healing work beyond Common Unity’s 8-10-month timeframe.

2. Exodus clients and community members over the age of 24 (ineligible for Common Unity) requested access to a similar program.

Given the success of Common Unity and the evident need for trauma services in its home community of East Harlem, Exodus launched the Center for Trauma Innovation (CTI) in the fall of 2021. This work is deeply informed by Exodus’s belief that all people are deserving of care and healing. The majority of its staff have experienced incarceration and other forms of systemic violence and bring credibility to their relationships with participants.
Additionally, community healers—community members who are currently providing healing work to their peers and neighbors—will partner with the CTI to incorporate grassroots healing practices. The CTI offers both established and innovative healing interventions for people in northern Manhattan, including young people, people who have been incarcerated or involved in the criminal legal system, and others who have experienced interpersonal, family, or community violence.

The CTI includes three components:

- First, through direct service, the CTI will provide and test tailored, established, and innovative healing modalities. Successful approaches will be promoted through its training and technical assistance program and learning community.
- Through its training and technical assistance program, the CTI will offer a range of trainings to community-based organizations and city agencies, including on trauma-informed practice and culturally competent therapeutic approaches. Additionally, the CTI will provide community education on recognizing and understanding trauma, and strategies for healing.
- The CTI’s learning community will provide a mechanism for local and national stakeholders such as grassroots agencies, community healers, mental health professionals, and service providers to contribute to and benefit from the learning taking place at the CTI.

CJII has funded the Icahn School of Medicine at Mount Sinai to comprehensively evaluate the CTI’s implementation and impact. Icahn has designed a participatory evaluation strategy; researchers are embedded within CTI operations so they can work with Exodus to reimagine how we understand and measure trauma and healing. The evaluation plan centers those affected by violence and creates a feedback loop to capture and incorporate participant input in real time.

**SPOTLIGHT: SANCTUARY FOR FAMILIES’ CAREER READINESS TRAINING PROGRAM**

Recognizing the intersection of poverty and intimate partner violence, Sanctuary for Families created the Economic Empowerment Program/Career Readiness Training Program (CRTP), a trauma-informed and comprehensive workforce development initiative for survivors of domestic violence and human trafficking. CRTP combines tangible professional development with personal growth opportunities, which help survivors heal through personal and financial empowerment.

For those who have experienced or are experiencing poverty and violence, the pathway to a living wage career can include numerous barriers such as trauma, food insecurity, and a lack of access to resources such as technology, child care, and travel. Further, many survivors have not had the opportunity to receive strong academic supports and might struggle with literacy. Given this, CRTP focuses on building pathways to living wage careers so that participants can independently provide for themselves and their families. Through CRTP, survivors also receive critical wraparound supports, including childcare, food assistance, and educational or literacy resources.

Sanctuary’s CRTP begins with a two- to three-week career readiness workshop on the fundamentals of career development, followed by a 13-week office operations workshop that provides 200 hours of
advanced technology training, including certifications in Microsoft Office Suite, literacy, writing and math instruction, and enhanced job search skills. CRTP clients have additional services available to them through Sanctuary, such as occupational training, internships, and external referrals to other service providers in New York City. CJI’s investment allowed Sanctuary for Families to expand the CRTP to a secondary location at the Manhattan Family Justice Center in lower Manhattan to reach more survivors.

From fall of 2017 through summer of 2020, Sanctuary’s CRTP served 464 clients across six English-speaking and three Spanish-speaking cohorts. Three quarters of clients identified as Hispanic/Latina (39%) or Black/African American (36%). Notably, 79% of clients were unemployed when they first began the CRTP, and 82% reported earning less than $10,000 annually. This highlights Sanctuary’s success at reaching one of the most neglected groups—lower income women of color who are survivors of abuse—and connecting them to services to address their needs.

Interim findings from the evaluation report indicate that clients made substantial progress and demonstrated gains in:

1. The use of office technology;
2. Literacy, math and language skills;
3. High school completion/equivalency;
4. Professional development and career readiness knowledge;
5. Self-esteem;
6. Confidence in their career outlook; and
7. Perceptions of personal safety.

For example, more than two-thirds of individuals who completed CRTP in the Fall 2019 and Spring 2020 cycles obtained Microsoft Office Suite Certifications in Word, Excel and PowerPoint, and one-third earned additional certifications in advanced Excel and QuickBooks. Additionally, in a post-program survey, clients were asked to rate on a scale of one to ten the level of support they received from Sanctuary to pursue a career; clients’ responses ranged from seven to ten, with 50% of clients selecting ten, demonstrating that most clients felt supported and better prepared for a career. These interim results suggest the CRTP is effective at positioning survivors of domestic violence to secure living wage jobs, gain their financial independence, and enhance their overall wellbeing.

CRTP Response to COVID-19

In early 2020, when much of New York City shut down and the pandemic exposed the outsized vulnerability of lower-income people and communities of color, CRTP pivoted quickly to ensure that their newest cohort could successfully complete the program. Through the support of CJI and other funders, CRTP gifted laptops and hotspots for each participant. To accommodate those with child care needs, CRTP’s dedicated staff adapted their 40 hour per week curriculum into a hybrid asynchronous-synchronous remote platform. By providing participants the resources they needed, these participants made incredible strides in their career pathways despite the pandemic.

People Involved in the Criminal Legal System

Each year, approximately 75,000 people return to New York City from jail or prison. By investing in programming that connects these individuals to the resources and tools they need to thrive, CJI aims to reduce the likelihood they will return to the system. These programs likewise seek to reduce the criminal legal system footprint by creating off-ramps at the point of arrest (pre-arraignment diversion) and providing light-touch sentencing alternatives that address the unmet needs of those who pass through Manhattan Criminal Court.
CJII Initiatives Supporting People Involved in the Criminal Legal System*

- **7 College-in-Prison Reentry programs** provide credit-bearing college instruction to people in prison and improve reentry by improving the colleges’ capacity to support their students’ release into the community.

- **4 programs offering reentry services** provide integrated support to people returning from incarceration, with a focus on access to healthcare and educational pathways.

- **3 pre-arraignment diversion programs** offer light-touch programming for people arrested for low-level offenses as an alternative to traditional prosecution.

- **3 social enterprises**, which use for-profit businesses as vehicles for social good, and create employment opportunities and career training for young people and formerly incarcerated New Yorkers.

- **The West Harlem Community Restoration and Reentry Project**, a local, collaborative, and community-driven initiative, promotes healing from community violence through restorative justice, credible messenger mentorship, and capacity building for grassroots organizations.

- **Manhattan Justice Opportunities**, a resource center located at Manhattan Criminal Court, provides a range of individualized diversion options for court-involved individuals, including restorative justice programming, individual and group counseling, civic engagement programs, Naloxone training, and more.

*See Appendix I for a complete list of all CJII investments.

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**SPOTLIGHT: COLLEGE-IN-PRISON REENTRY INITIATIVE**

In New York State, as in most other states, individuals who are released from state correctional facilities are at high risk of returning to prison. Research indicates that postsecondary education can be one of the strongest protectors against recidivism: individuals who participate in college instruction while in prison are approximately half as likely to recidivate compared to their peers who do not participate in such programs. Accordingly, CJII funded seven education providers to deliver college-level programming in 17 New York State prisons to increase the likelihood of successful reentry into the community and reduce recidivism across the state. In addition, CJII funded the State University of New York (SUNY) and the Institute for Justice and Opportunity to ensure that academic programming is educationally equivalent to courses that the colleges provide on campus, develop a credit transfer process, and improve academic reentry planning. From its inception in the fall of 2017 through the spring of 2021, the College-in-Prison Reentry Initiative has served 748 students. This initiative has increased the total number of available college-in-prison program spots in New York State by approximately 50%.

Many individuals enter prison as a result of systemic disinvestment in the schools in their neighborhoods, which has left them undereducated and with fewer living-wage career pathways. In New York State in particular, Black and Latinx people respectively make up 48% and 24% of the prison population despite comprising only 15% and 19% of the state population. Expanding access to educational opportunities and other supports can help address these disparate impacts, thereby promoting educational and racial equity. 80% of students served through the CIP Initiative were enrolled in college-level instruction for the first time. Of the incarcerated students that CIP has served thus far, 48% identified as Black and 16% identified as Latinx.
Higher education in prison offers many benefits to incarcerated individuals. In addition to improved future career and earning prospects, these programs build positive communities in prisons, reduce violence, and offer participants a greater sense of empowerment and motivation. CIP providers collectively offered approximately 300 college-level courses over the five-year initiative. The variety of course offerings exposed students to many disciplines and allowed them to make substantial progress toward or attain their degrees. On average, students in CIP have earned at least half of the credits needed to complete their Associate or Bachelor’s level degrees prior to release in any given semester. As of spring 2021, 49 CIP students had earned degrees prior to their release, and many others are slated to graduate soon. At least 13 others have earned degrees within 12 months post-release.

The story of Paul, a student at SUNY Jefferson, exemplifies CIP’s efforts to increase access to college in prison, establish a more coordinated system of post-secondary education in New York State, and improve reentry for incarcerated individuals. Paul was released before graduating, with 33 credits completed while incarcerated, and a 3.77 grade point average. Because he was returning to New York City, the college provider coordinated with the Institute for Justice and Opportunity’s College Initiative (CI), another CJII grantee, that supports formerly incarcerated people who wish to enroll in or continue college post-release. CI helped Paul with a scholarship, enrollment, and housing search support as he prepared to finish his degree. Paul also received scholarships and funding from the college’s foundation and Faculty-Student Association. Because of this support, Paul completed his degree with high honors and is now employed full-time in a living wage job that has allowed him to purchase a home and a car.

**SPOTLIGHT: THE HOPE PROGRAM’S INTERVINE**

CJII invested in three social enterprises—revenue generating nonprofits that provide training and employment opportunities for hard-to-employ people. The three CJII-funded social enterprises—Drive Change, Sweet Generation Bakery, and The HOPE Program—work with justice-impacted people, young people, and workers who are disconnected from the labor market.

The HOPE Program’s Intervine workforce development project is a response to two crises that disproportionately affect poor people of color: long-term disconnection from the labor market and climate change, which threatens the health and wellbeing of all New Yorkers, but especially those in lower-income neighborhoods like CJII’s focus communities. Intervine is a social enterprise based in Hunts Point, South Bronx that connects justice-impacted and disconnected individuals to careers in the green sector—the industries that reduce environmental risks and increase sustainability and environmental resilience. As a social enterprise, Intervine blends the mission of a nonprofit with the revenue-generating approach of a business, providing services for participants while generating a positive economic impact in the community.

Intervine has successfully engaged participants who are disconnected from the labor market and who may be more likely to interact with the criminal legal system. Since July 2018, Intervine has enrolled...
nearly 140 individuals, around half of whom have been incarcerated at some point in their life, and over 85% of whom were disconnected from school and/or work at the time they joined the program.

With the support of CJII, Intervine offers participants paid training and job placement services in the green sector. The program trains individuals in a variety of skillsets that will help them advance in the growing green economy, including solar power installation and maintenance, horticulture, green roofing, and green infrastructure maintenance. Intervine pairs virtual classroom learning in each of these areas with relevant certification courses, such as Occupational Safety and Health Administration (OSHA) and Construction Flagger training (which around 80% of participants successfully complete). Intervine also generates revenue through service contracts and offers hands-on experience to participants at its job sites.

The following synopsis demonstrates Intervine’s success at helping participants connect with pathways to quality employment that contributes to healthier communities.

- Despite the pandemic and the economic crisis, 42% of Intervine’s participants were employed at the 90-day mark following program completion, compared to just 8% who were employed at the program’s start.

- The program provides its alumni with lifelong career support and training in areas such as interviewing, self-advocacy, digital literacy, and leadership. For example, alumni have found that some job sites do not provide adequate safety measures, particularly during the pandemic. In these cases, Intervine has partnered with its alumni to help them advocate for a safe and supportive working environment, as well as to transition out of potentially unsafe jobs and search for new positions.

- Intervine is building pathways to environmental justice. The program equips participants with the environmental justice literacy, tangible skills, and employment connections necessary to find economic stability in jobs that build a greener New York City, and to effectively advocate for healthier communities.

This program is growing New York’s green economy by caring for the city’s trees, abating litter in green spaces, building and maintaining green roofs and rain gardens, and installing solar panels. This work is creating a more environmentally friendly and resilient city, which is critical to public safety and to the health and future of New York City’s communities. Building green infrastructure keeps us all safer and healthier, and Intervine is creating a cohort of champions to do just that.
MEASURING CJII’S IMPACT

With its holistic approach to public safety and through its large-scale investments in community-centered programming, CJII has had a strong impact on public health and safety in New York City. With more than $143 million invested in 52 organizations, CJII-funded programs have directly supported more than 32,000 people in New York City. In addition, these programs have engaged at least 55,000 additional people in one-time workshops and training. Thus, CJII’s reach has extended to nearly 100,000 New Yorkers since its inception.

Age of CJII Participants

- 41% youth <18 years old
- 25% young adults 19-24 years old
- 34% adults 25+ years old

CJII participants have been relatively evenly divided among youth, young adults, and adults, reflecting CJII’s comprehensive investment strategy:

- 41% youth <18 years old
- 25% young adults 19-24 years old
- 34% adults 25+ years old

CJII has primarily engaged people of color, who are disproportionately represented in the criminal legal system:

- 40% Black or African American
- 39% Hispanic/Latinx

- 6% Asian
- 5% White
- 6% Multiracial
- 4% American Indian or another race

Race/Ethnicity of CJII Participants

Across CJII, 38% of participants have had prior involvement with the criminal or juvenile legal system (for instance, prior arrest for some Hubs participants or prior incarceration for the reentry population) and 62% have not. This demonstrates CJII’s commitment to investing in programs that approach public safety as a continuum that requires attention not only to people who have been arrested or convicted of a crime, but also those who have survived crime, experienced violence, and young people who deserve care.

Criminal Legal System Involvement of CJII Participants

- History of CL Involvement 38%
- No History of CL Involvement 62%
## Evaluations of CJII Investments

Independent evaluators are beginning to finalize and publish their initial evaluation reports of CJII programs. The most up-to-date findings can be found at [cjii.org/resources](http://cjii.org/resources) and [islg.cuny.edu/blog](http://islg.cuny.edu/blog).

### Youth and Families

<table>
<thead>
<tr>
<th>CJII Program</th>
<th>Evaluator</th>
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<tr>
<td>5 Youth Opportunity Hubs (The Door, Henry Street Settlement, Living Redemption, NewYork-Presbyterian Hospital, Union Settlement)</td>
<td>Westat and Metis Associates</td>
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<tr>
<td>Sanctuary for Families Family Safe Project</td>
<td>Urban Institute</td>
</tr>
<tr>
<td>Osborne Association Harlem FamilyWorks</td>
<td>Urban Institute</td>
</tr>
<tr>
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<td>American Institutes for Research</td>
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<td>Joe Torre Safe at Home Margaret's Place program</td>
<td>Center for Court Innovation</td>
</tr>
<tr>
<td>2 Foster Youth Transitioning to Adulthood programs (Graham Windham Graham SLAM program and The Door Manhattan Academy Plus program)</td>
<td>Action Research</td>
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<td>The Hunter College Community Navigator Program</td>
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### Survivors of Crime

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<tr>
<td>Barrier Free Living Deaf Services Initiative</td>
<td>Urban Institute</td>
</tr>
<tr>
<td>Center for Court Innovation Men’s Empowerment Program</td>
<td>Icahn School of Medicine at Mount Sinai</td>
</tr>
<tr>
<td>Mount Sinai Trauma Healing and Resilience Initiative for Transgender Survivors of Violence (THRIV)</td>
<td>Icahn School of Medicine at Mount Sinai</td>
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<td>Urban Resource Institute Trauma-Informed Abusive Partner Intervention Program</td>
<td>Urban Institute</td>
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<tr>
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### People Involved in the Criminal Legal System

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<tr>
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</thead>
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<td>3 Project Reset programs (Center for Court Innovation, Osborne Association, Young New Yorkers)</td>
<td>RAND Corporation</td>
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<tr>
<td>College-in-Prison Reentry Program (Bard College; Cornell University; Medaille College; Mercy College; Mohawk Valley Community College, SUNY; New York University; Jefferson Community College, SUNY; State University of New York; and the CUNY Institute for Justice and Opportunity)</td>
<td>Vera Institute of Justice</td>
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<tr>
<td>College &amp; Community Fellowship BOSS Program</td>
<td>Vera Institute of Justice</td>
</tr>
<tr>
<td>NYC Health Justice Network</td>
<td>Prevention Research Center (CUNY Graduate School of Public Health &amp; Health Policy and New York University)</td>
</tr>
<tr>
<td>The Osborne Association West Harlem Community Restoration and Reentry Project</td>
<td>RTI International</td>
</tr>
</tbody>
</table>
LESSONS FOR POLICYMAKERS AND FUNDERS

CJII has provided transformative support for thousands of people and helped make New York City safer and more just. Beyond these investments, CJII aimed to create a template for change that policymakers and private funders can learn from, adapt, and implement in their own jurisdictions. At a time of fervent national conversation on how to build safe communities without relying on excessive policing and incarceration, CJII offers a valuable investment roadmap for policymakers and philanthropists looking to effectively support people, programs, and communities.

Invest Time in Developing a Plan with Community Input

CJII aimed to make strategic investments to fill critical gaps and needs across New York City. To successfully execute this vision, the Manhattan D.A.’s Office partnered with ISLG to create a strategic plan for this initiative. This planning effort combined thorough research and analysis on best practices in the field with extensive engagement of stakeholders in New York City and beyond, including community leaders and organizers, program providers, government entities, and grassroots partners. This process helped CJII develop a clear and focused investment strategy that centered community voices. It highlighted critical needs and strategies that informed CJII’s key tenets: investing in partnerships and cross-sector collaboration; supporting grassroots organizations; investing in physical spaces through capital improvement funding; and incorporating the use of peer models.

Taking this time to develop a strong, community-informed plan provided a strong foundation and framework so that the Manhattan D.A.’s Office could strategically invest in innovative ideas and test new models. By creating a clear vision and theory of change, CJII piloted new program models and leveraged established community and city buy-in to scale successful initiatives. This has allowed CJII investments such as Youth Opportunity Hubs, Manhattan Justice Opportunities, Community Navigator Program, College-in-Prison Reentry Initiative, and the Center for Trauma Innovation to grow and establish strong roots throughout the city.

Invest in Strengthening Data Capacity

From the start, CJII sought to collect and analyze data to inform programming and strengthen grantees’ data capacity. CJII worked collaboratively with its grantees to develop and tailor performance indicators that would inform programs’ day to day work. Data capacity at many nonprofit organizations is limited, primarily because of a lack of resources, and CJII worked to address this by both providing ongoing support from the ISLG data team and, when possible, connecting grantees with external technical assistance to help build their capacity. Many organizations rely on case management systems that are not mobile, accessible, or flexibly designed. Even with systems in place, some organizations struggle to allocate sufficient staff time to manage them and meaningfully incorporate data into their work. In turn, these challenges constrain organizations’ ability to obtain future support from funders that increasingly require regular data report-
ing. CJII’s approach has shown the value of investment in community-based organizations’ data infrastructure and analytic personnel, which supports more informed programmatic decision-making and enhances organizations’ ability to demonstrate their impact to future funders.

**Invest in Grassroots Organizations**

CJII’s investment portfolio includes both well-established New York City nonprofits, such as Henry Street Settlement and Graham Windham, and smaller, grassroots entities, such as the Tayshana Chicken Murphy Foundation (TCMF) and the Living Redemption Youth Opportunity Hub. This was a deliberate strategy: New York has a strong, well-sourced nonprofit community, and CJII sought to tap into this existing capacity. There are also many grassroots, hyper-local organizations doing significant on-the-ground, community-based work that are often unable to access mainstream funding sources due to onerous solicitation requirements, reporting rules, payment policies, and other factors. CJII recognized that these grassroots groups provide specialized support to their communities and fill critical gaps in service delivery. When investing in grassroots partners, CJII learned that grants must extend beyond financial payment and offer a variety of other supports to increase organizational capacity. Funders should consider the following approaches:

- **Simplify the solicitation and budget process.** CJII developed an accessible and simplified application process for several grants, including small grants to West Harlem-based community organizations as part of the West Harlem Community Restoration and Reentry Project. Once organizations received grants, CJII was also flexible and worked with grantees to modify budgets as necessary as program needs changed over time.

- **Incentivize partnerships.** CJII encouraged, and in some cases required, grant recipients to partner with other organizations. This allowed smaller organizations doing important community-based work to receive funds as subcontractors without having to go through a burdensome solicitation process themselves. It also created more fluid and connected services for members of the community. Grassroots subcontractors were critical to CJII’s success. Just recently, through the Manhattan Justice for Worker’s Collaborative (MJWC), the New Immigrant Community Empowerment (a subcontractor and partner of the New York Committee for Occupational Safety & Health, which leads MJWC) helped the Manhattan D.A.’s Office recover $112,000 in stolen wages for construction workers—an outcome that would not have been possible without the CJII partnership. Additionally, TCMF has been a critical partner on the West Harlem Community Restoration and Reentry Project, building connections with people reentering the community from incarceration and with community-based groups and individuals that might not normally feel comfortable partnering with a law enforcement-affiliated initiative.

- **Provide training and technical assistance.** Any organization can benefit from training and technical assistance, but it is often particularly transformative for smaller organizations trying to build their capacity. With funding available for organizational and professional development, CJII has offered a wide range of free capacity-building supports to grassroots organizations (see list in Appendix III). This capacity-building support has included, for example, technical assistance on fiscal sustainability and business planning support for small organizations looking to grow.

- **Focus on continuous quality improvement.** CJII functions as a partner and network facilitator, encouraging grant recipients to collaborate and share ideas and challenges. CJII approaches performance metrics and qualitative reports as opportunities for CJII to work with
grantees to identify improvements or better tell their story. This collaborative approach to quality improvement has allowed CJII and grantees to balance quantitative and qualitative data, explore challenges that the data may reveal, and pilot new approaches in response to what we learn. This is particularly important for smaller grantees, who may be particularly vulnerable to funding reductions.

**Diversify the Portfolio**

CJII aimed to invest in both existing programs and new, innovative ideas and in evaluating these untested models to bolster evidence-based reporting in social service programs. CJII has piloted several new program models—including a trauma-informed abusive partner intervention program, a community navigator program, and the Youth Opportunity Hubs initiative—and expanded the reach of many established programs.

“I DO VIEW [THE PROGRAM] AS BEING ABLE TO PROVIDE OPTIONS THAT OUR CLIENTS NEVER KNEW ABOUT. TO ME, IT TIES INTO...EMPOWERMENT OF PARENTS. I THINK WHEN YOU ARE POOR, YOU’RE NOT SUPER EMPOWERED [AND I TRY TO] MAKE IT VERY CLEAR THAT YOU HAVE THE SAME EXACT RIGHTS AS A RICH PARENT DOES.”

—LEGAL AID SOCIETY MEDICAL-LEGAL PARTNERSHIP STAFF, FROM EVALUATION

**Take a Broader View of Public Safety**

CJII embraced the premise that sustainable public safety that values protection for all people is not achieved in police precincts and courtrooms, but rather through opportunity, healing, and extending multiple chances to people who require both. As the national conversation about justice reinvestment unfolds and newly elected leaders in New York City and beyond seek a responsive framework, CJII offers the following lessons learned:

- **Invest in community infrastructure.** DA Vance established CJII with the motto that “a crime prevented is far better than a crime prosecuted.” Providing community members with an array of positive services and opportunities has the potential to reduce contact with the justice system. To start addressing the long systemic underinvestment in communities, CJII invested in building community infrastructure in health care, education, recreation, job opportunities, quality spaces for young people, and much more. Although many of CJII’s third-party evaluations are still in progress, early findings indicate that targeted and comprehensive social service investment can increase public safety. For example, Youth Opportunity Hubs staff shared with their evaluator that Hub participants are less likely to become involved in the justice
system—either as a perpetrator of harm or harmed party—and that the Hubs themselves are making communities safer. Other evaluations have surfaced similar themes:

“WE KNOW THAT A LOT OF SENSELESS VIOLENCE IS THE RESULT OF YOUTH NOT HAVING THE EMOTIONAL INTELLIGENCE AND FOR OUR YOUNG BOYS NOT HAVING AN EMOTIONAL LANGUAGE, HOW TO EXPRESS THEMSELVES. SO, THERE WOULD BE AN ACT OF VIOLENCE. SO... WE ENCOURAGE THEM... AND IT WORKS. WHEN WE GET THEM TO TALKING, THEN YOU WILL SEE THAT INSTEAD OF THEM COMMITTING A VIOLENT ACT THEY’RE ABLE TO TALK IT OUT UNTIL THE POINT WHERE THEY’RE BURSTING IN TEARS...SO THEY WOULD CRY TEARS OF PAIN AND ALSO TEARS OF JOY THAT THEY DIDN’T ACT OUT WHAT THEY WERE FEELING.”

— LIVING REDEMPTION STAFF, FROM HUBS EVALUATION

• Respond to violence and trauma with restorative approaches that do not involve incarceration. CJII created several programs that respond to violence without relying on incarceration and all its negative consequences. Manhattan Justice Opportunities, for example, offers tailored, light-touch sentencing alternatives that seek to address the root causes of an individual’s involvement in the justice system and allows most participants—even those arrested on violent charges—to leave Criminal Court without a criminal disposition. Given its early success, Manhattan Justice Opportunities expanded to serve more serious misdemeanor and felony cases, created new programming offerings (including restorative justice programming), and is on track to serve nearly double the number of estimated participants. Additionally, CJII’s Trauma-Informed Abusive Partner Intervention Program has created a pathway to respond to the intense trauma of domestic violence in a way that prioritizes survivor safety and abusive partner behavior change, without relying on jails or prisons. Another CJII program, STEPS to End Family Violence/Rising Ground’s Criminalized Survivors program, works primarily in communities, but also on Rikers Island, with justice-impacted survivors of gender-based violence who have either felony or misdemeanor charges. The program provides trauma focused counseling, case management and advocacy. These and other examples can help lead the way toward a vastly reduced carceral footprint.

• Support people re-entering from incarceration. Even as we strive for a world with less incarceration, we must also support people re-entering the community from jail or prison. CJII has taken several strategies toward addressing this challenge, all of which deserve to be scaled up and replicated:
  ▪ Increase the availability of educational resources for individuals in prison so they are better-equipped for success upon release. CJII has invested in increasing college availability for people in prison across New York State.
- Connect people reentering the community from jail or prison with employment supports. CJII social enterprises such as The HOPE Program and Drive Change have helped many formerly incarcerated people access jobs, training, and additional career pathway supports.

- Ensure that people re-entering have secure housing, healthcare, and wraparound supports. CJII invested in the Osborne Association to develop Kinship Reentry, a pilot program which helps families of returning individuals to receive financial assistance to house those individuals. Kinship Reentry is now being scaled up and expanded thanks to additional funding from Trinity Church Wall Street. CJII also funded the Health Justice Network, an innovative public health initiative coordinated by the NYC Department of Health and Mental Hygiene. It pairs community health workers with lived experience of the justice system with participants recently released from incarceration to identify and address their needs, link them to healthcare and services, and serve as mentors.
CONCLUSION

CJII was established to invest the Manhattan D.A.’s Office’s one-time asset forfeiture funds in community solutions to create a model of what holistic public safety could look like. As District Attorney Vance’s administration comes to a close at the end of 2021, CJII serves as one of his proudest legacies and as a bold demonstration of justice reinvestment.

ISLG will take on the management of CJII moving forward. ISLG will oversee the CJII contracts during their final years and continue to build capacity across these organizations. ISLG looks forward to continuing to build on the lessons learned and working with funders, new city leaders, and policymakers to build a more just, safe, and compassionate New York City that supports all its residents.
## APPENDIX I: ALL CJII INVESTMENTS

### CJII Investments

<table>
<thead>
<tr>
<th>Family &amp; Youth Development Programs</th>
<th>CJII Grantee Organization</th>
<th>Funded Amount</th>
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<td></td>
<td>Association to Benefit Children</td>
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<td>Osborne Association</td>
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<td>Sanctuary for Families</td>
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<td>University Settlement</td>
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<td>American Institutes for Research Evaluating</td>
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<td>Center for Court Innovation Evaluating</td>
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<td></td>
<td>Urban Institute Evaluating Sanctuary for Families and Osborne Association programs</td>
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<th>Youth Opportunity Hubs</th>
<th>CJII Grantee Organization</th>
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<td>Graham Windham</td>
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### Child and Youth Sex Trafficking Intervention Program (The Phoenix Project)

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<tr>
<th>CJII Grantee Organization</th>
<th>Funded Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bard College</td>
<td>$1,300,000</td>
</tr>
<tr>
<td>Cornell University</td>
<td>$750,000</td>
</tr>
<tr>
<td>Medaille College</td>
<td>$402,220</td>
</tr>
<tr>
<td>Mercy College</td>
<td>$750,001</td>
</tr>
<tr>
<td>Mohawk Valley Community College, SUNY</td>
<td>$395,767</td>
</tr>
<tr>
<td>New York University</td>
<td>$708,546</td>
</tr>
<tr>
<td>Jefferson Community College, SUNY</td>
<td>$665,175</td>
</tr>
<tr>
<td>John Jay College Institute for Justice and Opportunity</td>
<td>$1,217,162</td>
</tr>
<tr>
<td>SUNY</td>
<td>$1,100,000</td>
</tr>
<tr>
<td>Vera Institute of Justice</td>
<td>Evaluating College-in-Prison Reentry programs</td>
</tr>
</tbody>
</table>

### Reentry Innovation Challenge

<table>
<thead>
<tr>
<th>CJII Grantee Organization</th>
<th>Funded Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>NYC Department of Health and Mental Hygiene’s</td>
<td>$3,075,000</td>
</tr>
<tr>
<td>NYC Health Justice Network</td>
<td></td>
</tr>
<tr>
<td>Osborne Association</td>
<td>$75,000</td>
</tr>
<tr>
<td>Prevention Research Center (CUNY Graduate School of Public Health &amp; Health Policy and New York University)</td>
<td>Evaluating Health Justice Network</td>
</tr>
</tbody>
</table>

### Reentry Services & Supports

<table>
<thead>
<tr>
<th>CJII Grantee Organization</th>
<th>Funded Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>John Jay College Institute for Justice and Opportunity</td>
<td>$2,049,647</td>
</tr>
<tr>
<td>College and Community Fellowship</td>
<td>$2,014,588</td>
</tr>
<tr>
<td>Vera Institute of Justice</td>
<td>Evaluating College and Community Fellowship program</td>
</tr>
</tbody>
</table>

### West Harlem Community Restoration and Reentry Project

<table>
<thead>
<tr>
<th>CJII Grantee Organization</th>
<th>Funded Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Osborne Association</td>
<td>$3,000,000</td>
</tr>
<tr>
<td>RTI International</td>
<td>Evaluating Osborne Association WHCRRP</td>
</tr>
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</table>

### ReferNYC

<table>
<thead>
<tr>
<th>CJII Grantee Organization</th>
<th>Funded Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civic Hall Labs</td>
<td>$637,404</td>
</tr>
</tbody>
</table>

**TOTAL** $143,426,218
### Other CJII Projects

<table>
<thead>
<tr>
<th>Name of program</th>
<th>Funded Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Cyber Alliance</td>
<td>$25,000,000</td>
</tr>
<tr>
<td>Administrative Costs</td>
<td>$21,100,000</td>
</tr>
<tr>
<td>Saturday Night Lights</td>
<td>$5,025,000</td>
</tr>
<tr>
<td>RxStat and Drug Court Enhancements</td>
<td>$3,760,000</td>
</tr>
<tr>
<td>Brotherhood Sister Sol Capital Investment</td>
<td>$2,200,000</td>
</tr>
<tr>
<td>Training and Technical Assistance for Grantees</td>
<td>$1,700,000</td>
</tr>
<tr>
<td>Project Reset (youth)</td>
<td>$1,610,000</td>
</tr>
<tr>
<td>Felony ATI Court Part</td>
<td>$1,315,134</td>
</tr>
<tr>
<td>Manhattan Court Childcare Center</td>
<td>$1,096,865</td>
</tr>
<tr>
<td>Child Violent Witness Counseling Service</td>
<td>$1,050,000</td>
</tr>
<tr>
<td>Manhattan HOPE</td>
<td>$440,000</td>
</tr>
<tr>
<td>Young Adult Electronic Monitoring Pilot</td>
<td>$210,000</td>
</tr>
<tr>
<td>Countering Violent Extremism Planning</td>
<td>$100,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$64,606,999</strong></td>
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</table>

### CJII Earmarks (not yet allocated and subject to change)

<table>
<thead>
<tr>
<th>Name of program</th>
<th>Earmarked Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Costs</td>
<td>$7,000,000</td>
</tr>
<tr>
<td>Felony ATI Court Part</td>
<td>$1,949,346</td>
</tr>
<tr>
<td>Training and Technical Assistance for Grantees</td>
<td>$800,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$9,749,346</strong></td>
</tr>
</tbody>
</table>

**GRAND TOTAL**  $217,782,563

**BALANCE**  $32,217,437
APPENDIX II: CJII PUBLICATIONS

CJII Planning Publications
Criminal Justice Investment Initiative Strategic Plan

CJII Annual Reports
Criminal Justice Investment Initiative 2020 Annual Report
Criminal Justice Investment Initiative 2019 Progress Report

CJII Policy Briefs
Opportunity Knocks: Community Investment Provides Launching Pad for Our City’s Youth
Funding Strategic Partnerships as a Public Safety Strategy
Capacity Building for Community-Based Organizations as an Investment in Social Change
Creating a Trauma-Informed Abusive Partner Intervention Program

CJII Program Evaluations
Evaluation of the Medical Legal Partnership Program: Mid-Evaluation Summary
FamilySafe Project Evaluation: Program Implementation and Initial Lessons Learned

Articles
Addressing Trauma May Help Prevent Domestic Violence
Service Provider Strategies for Shifting Into—and Out of—the COVID-19 Pandemic
Paying Young People to Achieve Their Goals and Support Their Communities Pays Off
Using Strong Assessments and Reducing Re-Traumatization Improves Support for Families Affected by Gender-Based Violence: The FamilySafe Project Partnership
The Medical-Legal Partnership: Cross-Sector Collaboration Improves Youth and Family Outcomes
APPENDIX III: TRAINING AND TECHNICAL ASSISTANCE OVERVIEW

November 2019 – December 2021

Workshops**

<table>
<thead>
<tr>
<th>Description</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL NUMBER OF TTA WORKSHOPS</td>
<td>57</td>
</tr>
<tr>
<td>Programmatic workshops</td>
<td>46*</td>
</tr>
<tr>
<td>Executive series workshops</td>
<td>11</td>
</tr>
<tr>
<td>TOTAL NUMBER OF TTA REGISTRATIONS</td>
<td>1,355</td>
</tr>
<tr>
<td>TOTAL NUMBER OF UNIQUE PARTICIPANTS</td>
<td>607</td>
</tr>
<tr>
<td>Registrations – programmatic series</td>
<td>1,235</td>
</tr>
<tr>
<td>Unique participants registered – programmatic series</td>
<td>567</td>
</tr>
<tr>
<td>Registrations – executive series</td>
<td>120</td>
</tr>
<tr>
<td>Unique participants registered – executive series</td>
<td>61</td>
</tr>
<tr>
<td>TOTAL NUMBER OF PARTICIPATING ORGANIZATIONS (UNIQUE)</td>
<td>80</td>
</tr>
<tr>
<td>Unique participating organizations – programmatic series</td>
<td>78</td>
</tr>
<tr>
<td>Unique participating organizations – executive series</td>
<td>30</td>
</tr>
</tbody>
</table>

* Many workshops had 2-3 parts. Three have been 4+ part, cohort-based offerings

**Participant numbers do not include sessions that have yet to roll out in 2021 (current as of September 2021)

Individualized Training and Technical Assistance

<table>
<thead>
<tr>
<th>Description</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL NUMBER OF INDIVIDUALIZED TTA PROJECTS</td>
<td>29</td>
</tr>
</tbody>
</table>
TTA Programmatic Workshops

**Logic Models: How Can They Move Your Work Forward?**
Center for Court Innovation

**Building a Feedback Practice**
Center for Employment Opportunities

**Mission Measurement Basics: Using Logic Models & Theories of Change to Describe Your Work**
Center for Employment Opportunities

**Why Data Fidelity Matters: Collecting, Analyzing, & Reporting Your Data with Accuracy**
Urban Institute

**Mastermind Group on Curriculum Development & Dissemination**
MindOpen Learning Strategies

**Best Practices for Developing Intake & Assessment Tools**
Center for Court Innovation

**Start from the Heart: Incorporating Motivational Interviewing in Intake & Assessment**
MindOpen Learning Strategies

**Foundations of Intake & Assessment for Youth**
The Door

**Social Capital Builders: Maximizing Referral Networks and Effective Recruitment**
MindOpen Learning Strategies
Navigating the COVID-19 Crisis—Peer Learning Series
(JUNE–AUGUST 2020)

Workshops led by:
Exodus Transitional Community
Living Redemption Hub
New York Center for Children
Drive Change
Urban Resource Institute
The HOPE Program
Sanctuary for Families

Virtual Workshop Series
(OCTOBER–DECEMBER 2020)

From Digital Literacy to Fluency: Enhancing Online Skills for Young Adults
Workforce Professionals Training Institute

Sustaining Ourselves in Our Work: Managing Vicarious Trauma
Vibrant Emotional Health

The Impact of Intimate Partner Violence on Youth
Joe Torre Safe at Home Foundation

Victims at the Margins: Engaging Young Men of Color Healing from Trauma
Center for Court Innovation

Credible Messenger Crisis Intervention
Living Redemption Youth Opportunity Hub

Building Out Mental Health Referral Networks
Health Management Associates

Behavioral Design Communications Workshop: Stop Getting Lost in the Shuffle! Learn How to Use the Science of Human Behavior to Improve Your Outreach
ideas42

Using Labor Market Data to Inform Practice
Center for Employment Opportunities
Virtual Workshop Series
(JANUARY–MAY 2021)

Workforce Development: Engaging Employers in Inclusive Hiring
Center for Employment Opportunities

Writing Effective Resumes and Applications in the Electronic Age
Workforce Professionals Training Institute

Train-the-Trainer: Financial Literacy and Economic Empowerment
College & Community Fellowship

Becoming a Trauma-Informed Organization: Case Study
Exodus Transitional Community

Strategies for Implementing Trauma-Informed Clinical Supervision
Joe Torre Safe at Home Foundation

Effective Strategies for Engaging Young People Impacted by the Criminal Justice System
Exodus Transitional Community

Working Towards an Inclusive Anti-Oppression Framework: Integration and Inclusion of LGBTQIAGNC Communities
New School Institute for Transformative Mentoring

Youth Leadership: How to Build Successful and Impactful Youth-Led Programming
Joe Torre Safe at Home Foundation

Discovering Motivational Interviewing Intensive
MindOpen Learning Strategies

Developing Innovative, Outcome-Based Incentive Frameworks
Living Redemption Youth Opportunity Hub

Collective Leadership Supervisor Training
John Jay College Institute for Justice and Opportunity
Virtual Workshop Series
(JULY–DECEMBER 2021)

Trauma-Informed Intake & Assessment for Youth
The Door

Bringing a Social Justice Context to Trauma Work
The New School Institute for Transformative Mentoring

Behavioral Design for Effective Communications
ideas42

Essential Trauma Considerations for Youth Development Professionals
Vibrant Emotional Health

Discovering Motivational Interviewing
MindOpen Learning Strategies

Fundamentals of Harm Reduction
The New School Institute for Transformative Mentoring

Strategies for Implementing Trauma-Informed Clinical Supervision
Joe Torre Safe at Home Foundation

Mastermind Group on Curriculum Development
(Cohort 2) MindOpen Learning Strategies

Victims at the Margins: Engaging Young Men of Color Healing from Trauma
Center for Court Innovation

Approaches to Trauma-Informed Clinical Engagement
Dr. Jacob Ham

Developing the Center for Trauma Innovation: Alternative & Innovative Approaches to Healing
Exodus Transitional Community
Executive Workshop Series

**Nonprofit Governance Deep Dive**
The Urban Institute

**The Executive-Board Chair Relationship**
The Urban Institute

Virtual Executive Workshops

*(SEPTEMBER 2020–MARCH 2021)*

**Operational Assessment Peer Working Sessions**
Bennett Midland

**Forming Partnerships to Better Serve Medicaid-Eligible Populations**
Health Management Associates

**Leadership for Organizational Alignment and Equity**
Urban Institute

**Inclusive Leadership and Managing with Equity at the Center**
Urban Institute

**Built to Last: Assessing Organizational Leadership for Transformative Succession Planning**
Urban Institute

**Exploring Strategic Partnerships**
Community Resource Exchange

**Planning and Managing a Successful Collaboration**
Community Resource Exchange

**Ensuring Fit and Success in Partnerships: Strengthening Organizational Culture**
Community Resource Exchange

**Strategic Planning Toolkit**
Bennett Midland


4 Research across several states has found that 7 percent of former foster youth in their early twenties had been in jail or prison in the past year compared to only 0.1 percent of a nationally representa-

5 Ibid.


8 S.E.L.F. (Safety, Emotions, Loss, Future) is a non-linear framework that represents four foci for trauma recovery.

9 Established trauma healing interventions include EMDR, CBT, and evidence-based group curriculum.

10 J.L. Postmus, Economic Empowerment of Domestic Violence Survivors, VAWnet, a project of the National Resource Center on Domestic Violence, Pennsylvania Coalition Against Domestic Violence, 2010.

11 The Urban Institute is funded through CJII to conduct a process and outcome evaluation of the CRTP.


13 Durose, M. R., Cooper, A. D. & Snyder, H. N. (2014, Apr). Recidi-


15 The seven education providers funded under the CJII CIP initiative are Bard College, Cornell University, Medaille College, Mercy College, Mohawk Valley Community College, New York University, and SUNY Jefferson. Watertown Correctional Facility was closed in March 2021. CIP Programming continues at the remaining 16 facilities.


19 CJII has also funded the Vera Institute of Justice (Vera) to conduct an independent evaluation of the initiative to understand the short- and long-term impact of programming on student outcomes, such as those related to recidivism and employment. The interim results of their evaluation are forthcoming.


21 See Appendix III for a list of all group-based CJII TTA offerings to date.

cle/2782142); and evidence that the presence of community-based nonprofits reduces crime rates (Sharkey, et al., “Commu-

23 See Appendix III for a list of all group-based CJII TTA offerings to date.