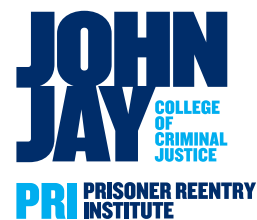


Reentry Research in the First Person

Building Communities, Changing Lives:

The NYC Justice Corps Community Benefit Projects

June 2017



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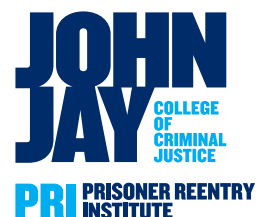
Brooklyn Justice Corps member wearing a sweatshirt designed and silkscreened by Corps members for their community benefit project that addressed homelessness. The mural was created by artist Sophia Dawson.

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About The Prisoner Reentry Institute at John Jay College of Criminal Justice

John Jay College of Criminal Justice of The City University of New York is an international leader in educating for justice, offering a rich liberal arts and professional studies curriculum to upwards of 15,000 undergraduate and graduate students from more than 135 nations. In teaching, scholarship and research, the College approaches justice as an applied art and science in service to society and as an on-going conversation about fundamental human desires for fairness, equality and the rule of law.

John Jay is a community of motivated and intellectually committed individuals who explore justice in its many dimensions. The College's liberal arts curriculum equips students to pursue advanced study and meaningful, rewarding careers in the public, private, and non-profit sectors. Its professional programs introduce students to foundational and newly emerging fields and prepare them for advancement within their chosen professions.

The Prisoner Reentry Institute (PRI) is one of twelve institutes that collectively comprise the Research Consortium of John Jay College of Criminal Justice. The mission of PRI is to spur innovation and improve practice in the field of reentry by advancing knowledge, translating research into effective policy and service delivery, and fostering effective partnerships between criminal justice and non-criminal justice disciplines. PRI works towards this mission by focusing its efforts on the following types of projects and activities:

- Developing, Managing, and Evaluating Innovative Reentry Projects
- Providing Practitioners and Policymakers with Cutting Edge Tools and Expertise
- Promoting Educational Opportunities for Currently and Formerly Incarcerated Individuals as a Vehicle for Successful Reentry and Reintegration
- Identifying “Pulse Points” and Creating Synergy Across Fields and Disciplines

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Methodology

The purpose of the Prisoner Reentry Institute’s “Research in the First Person” series is to learn what it takes for people to live successfully in the community after justice involvement from the perspective of the individuals who are most directly affected. Focus groups, a primary source of information for this report, were conducted with young adult NYC Justice Corps members in 2014 and 2015. Participation in the focus groups was voluntary, and informed consent was gained immediately prior to the start of discussion activities. Wherever possible, the voices of the Corps members are presented in their own words. Case histories are provided with the names changed. Additionally, PRI interviewed a variety of stakeholders who have direct experience with both the program and Corps members, including program staff and the liaisons at community benefit project host sites.

PRI maintains a database to record demographic, administrative, and program outcomes data. All of these data sources have informed the findings and analysis presented here. Information provided to PRI by NYC Justice Corps staff was used to compile a list of all projects completed since the program was launched. Information from program staff included the name of the community benefit project site, the address, the number of Justice Corps members completing the project, the project start and end date, and the duration of the project. Each address was geocoded and an interactive map was developed in Mapsengine. The map can be found online at www.nycjusticecorps.org/on-communities/

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Executive Summary

The NYC Justice Corps aims to change the dynamic between justice system-involved young adults and the communities in which they live. At the heart of the program are community benefit projects — from renovation and restoration projects to educational and arts initiatives — designed and carried out by Corps members. Community benefit projects promote transformation on several levels. By taking the lead in all aspects of creating and completing their service projects, Corps members learn the hard and soft skills needed for their return to education or entry into training and the workforce. As they seek input from Community Advisory Board members and carry out projects in community centers, parks, and other important local sites, Corps members come to view themselves as contributors to the vibrant fabric of their neighborhoods, developing a stronger connection to the physical landscape and people around them. As one Corps member said: “So [we] give back to them and put ourselves in a different light, definitely. It’s wonderful.”

Neighborhoods, too, benefit from transformational physical improvements and the positive engagement of their young people. One community leader noted that Justice Corps members had come at the “opportune time” and “stepped up” to complete their service project. Community benefit projects have the potential to pave the way for a shift in community members’ perception and experience of young people with criminal histories.

Young adults aged 18-24 returning to their communities after criminal justice involvement are at a turning point. As criminologist Shadd Maruna notes, individuals at the reentry “‘threshold’... shed their former identities, but what they shall become is not yet known. They stand outside the normal structures of society in a liminal state characterized by jeopardy and promise.”¹ The NYC Justice Corps offers young people a chance to change their paths through youth-led, collaborative service work in the form of community benefit projects, structuring their program participation to reduce the “jeopardy” and maximize the “promise” of reentry.

Collaboration for Change

The shifts in relationships between justice-involved young adults and their neighbors are rooted in the operational partnerships of the NYC Justice Corps. The NYC Mayor’s Office for Economic Opportunity and the NYC Young Men’s Initiative provide funding and guidance instrumental to the collaboration between the Prisoner Reentry Institute of John Jay College of Criminal Justice, which is responsible for program oversight and technical assistance, and the non-profit agencies that directly operate the programs in four boroughs. These non-profit providers, in turn, create partnerships with local organizations that serve as host sites for community benefit projects and an expanding network of employers, educational institutions, and vocational training programs.

The NYC Justice Corps currently operates in four boroughs:

- Bronx Justice Corps, operated by **Phipps Neighborhoods**, serving the South Bronx;
- Brooklyn Justice Corps, operated by the **Center for Alternative Sentencing and Employment Services (CASES)**, serving Bedford-Stuyvesant, Brownsville, Bushwick, and East New York;
- Harlem Justice Corps, operated by the **Center for Court Innovation**, serving Harlem; and
- Queens Justice Corps, operated by **CASES**, serving Jamaica.²

Program Re-Launch

Founded in 2008, the program was redesigned in 2015 and re-launched in 2016 to align with the Career Pathways approach adopted by New York City. The NYC Justice Corps carefully combines workforce development strategies with evidence-based practices to reduce the risk of renewed involvement in the justice system. With a culture of youth development infusing all program components, the unique contribution of NYC Justice Corps is demonstrating how to boost skills, behaviors, and beliefs that drive both successful participation in the workplace (or classroom) *and* successful departure from the justice system. Comprehensive services are provided for three to five months for each cohort of young adults who enter and progress together through the program.

The NYC Justice Corps Model

Community Benefit Projects

- Corps members undertake a community mapping exercise to identify unmet needs in their neighborhoods and, in a team-building process, determine their project priorities.
- Corps members present their project plans to obtain input and approval from their Community Advisory Board, comprised of local leaders, business people, and members of the faith community.
- Working at local host sites, Corps members complete their benefit projects.

Recidivism Reduction

- Standardized assessment tools identify risks, service needs, and strengths of Corps members.
- Case managers engage Corps members in collaborative goal-setting and case planning to address risks and leverage protective factors.
- Group and individual cognitive behavioral interventions and Motivational Interviewing support changes in Corps members' beliefs and behaviors.

Career Pathways and Work Readiness Services

- Community benefit projects incorporate sector-focused programming and contextualized literacy and numeracy development.
- Corps members earn a variety of entry-level work readiness credentials in areas such as construction, flagging, and digital literacy.
- Corps members develop soft skills such as communication, punctuality, teamwork, and conflict management.
- Staff build strong “bridges” to Corps member placement destinations: full- and part-time employment, education, vocational training, and work readiness or “bridge” programs.

Youth Development and Holistic, Wraparound Services

- A “primary” caring adult and all staff hold high expectations and provide high levels of support for each young person.
- Multiple opportunities for participation and leadership are open to all Corps members.
- Case management services address housing, food, medical and mental health care, family issues, and other challenges facing the Corps members.
- Modest stipends assist Corps members in meeting basic financial needs and help to teach financial literacy.

Community Benefits

More than 160 community benefit projects have been completed in NYC Justice Corps target communities: the South Bronx; the Brooklyn neighborhoods of East New York, Bushwick, Brownsville, and Bedford-Stuyvesant; Harlem; and Jamaica, Queens. Projects fall into two main categories:

- Repair and restoration of indoor and outdoor spaces that provide tangible physical improvements to neighborhood schools, parks, community centers, gardens, and social services spaces within churches; and
- Community outreach, education, and cultural activities that promote sharing of information, build community spirit, and raise awareness.

These projects represent approximately 326,475 working hours at an estimated value of \$2,611,800, all contributed by justice-involved young adults giving back to their communities.

Corps Member Benefits

Corps members report leaving the program with a changed sense of self and increased confidence as a result of completing their community benefit project. In focus groups and interviews, Corps member comments indicate that participation in NYC Justice Corps helps them to internalize a new identity, which contributes not just to success in the program, but to their positive next steps reflected in the program's outcomes:

- More than 1,900 Corps members have been served since 2008, with more than 540 placements made in jobs, education, and training.
- With greater focus on employment readiness training, entry-level credentials, and strategic partnerships, the redesigned NYC Justice Corps has boosted the number of placements made for Corps members. In 2016, after the re-launch of the program, 211 young adults were enrolled. A total of 146 placements were made in employment, education, and vocational and other training programs for 108 Corps members.³

NYC Justice Corps is a civic justice model for improving the education, employment, and criminal justice outcomes for young adults, while strengthening their communities. At the end of the program, graduation ceremonies are a joyful, public celebration of Corps members' accomplishments, attended by Corps members' families and friends, community members, staff, and representatives of criminal justice supervising agencies. The NYC Justice Corps model offers the public demarcations of change and positive identity formation that are critical to social reintegration and are "part of the process of moving away from crime."⁴

"They [Justice Corps staff] won't give up on you. They still keep pushing you, pushing you until they find you a job, until you find some success out there. That's Justice Corps. I like that."

— Justice Corps Member

Part I: Theory of Change | Reentry as a Time of Transformation for Young Adults

Young adults in the NYC Justice Corps are all involved in the justice system – the vast majority on parole or probation, some referred by specialized courts or alternative-to-incarceration programs, and some with a recent arrest and no disposition or other justice involvement. Corps members face the challenges of “reentry,” whether they are returning to the community after prison or jail time, or seeking to engage in community life after involvement in the justice system in any capacity. Such involvement with law enforcement and the justice system often has a labeling effect, reducing young people’s identity to a single, narrow characterization: “offender.”⁵ When justice system-involved young adults seek an opportunity to change, too often they experience continued stigmatization, including barriers to education, employment, and housing.

In spite of these barriers, reentry is precisely the time when justice-involved young adults may seek to make changes, as was shared during a focus group with Justice Corps members:

“I joined Justice Corps because . . . coming out of prison. . . I felt that it was time to get my life together, and Justice Corps was a start[.]” — *Justice Corps Member*

The Age for Change

Young adulthood, or late adolescence, is also an ideal time to stimulate positive life changes. The brain continues to mature “until people are in their mid-20s,” according to Dr. Laurence Steinberg, professor of psychology at Temple University:

“The brain during adolescence is very malleable or very plastic. What that means is that the brain has a heightened capacity to change in response to experience. That cuts both ways: on the one hand it means that the brain is especially susceptible to toxic experiences that can harm it, but on the other hand it means that the brain is also susceptible to positive influences that can promote growth.”⁶

This brain development research suggests that ongoing involvement in the justice system by young adults might aggravate traumas and ingrain negative behaviors, while opportunities to learn new skills and behaviors during the sensitive years from age 18-24 could set young people on a beneficial life trajectory.

Yet a young person’s desire to change is not enough. Successful exit from the justice system and reintegration into community life is a “two-way process, requiring both effort on the part of the former prisoner (e.g. desistance, repentance), but also on the part of some wider community (e.g. forgiveness, acceptance).”⁷

Most young adults involved in the justice system come from communities with high rates of poverty and unemployment, where many schools are in distress and there is not enough affordable housing. After committing crimes, these young people may be viewed as a strain on local resources and, like the Corps member quoted below, they are acutely aware of the neighborhood judgment they face:

“It was like, you know, coming home, and you know, anybody watching, ‘Oh, he’s back,’ and now they want to see what you are going to do. Are you going to be the same person or are you going to make some changes?” — *Justice Corps Member*

Background: Framing Community Benefit Projects as “Redemption Rituals”

The scholarship of Shadd Maruna⁸ offers an essential theoretical framework and insight into the particular value of community benefit projects, which can serve as a “redemption ritual” for Justice Corps members. Maruna has outlined a new, evidence-based model for understanding prisoner reentry based on an emerging body of research on how individuals are able to successfully desist from crime.

Maruna’s framework begins with the long-standing criminological tradition of labeling theory. First developed by former jail inmate Frank Tannenbaum,⁹ labeling theory posits that stigma plays a key factor in the persistence of criminal behaviors over time. Many young people experiment or dabble in deviant or criminal activities as a rite of passage of youth or a means of challenging themselves and proving their bravery or willingness to take risks. Yet those who are apprehended, processed, and (especially) imprisoned for these activities are at risk of persisting in the behaviors over time as a result of their stigmatization by the justice system. In short, criminal justice involvement triggers processes of **ritualization** (court appearances, being moved through the systems of control), **credentialism** (arrest and conviction records that are publicly available), **re-naming** (the person receives the title of “offender” and “ex-convict”), and **social segregation** (most obviously confinement with other “offenders” in prisons, jails, and juvenile detention facilities) that all impact on family and community perceptions of the young person’s character. Eventually, the young person also internalizes these negative perceptions and decides that they will never be anything other than an “offender,” so why not continue to commit crimes? Thus, the self-fulfilling prophecy is completed.



Harlem Justice Corps members painted the community room at All Souls' Episcopal Church.

Maruna argues that, in a kind of mirror image of the stigmatizing interactions that individuals undergo when they enter the justice system, labeling interactions during reentry could be structured to promote rehabilitation and desistance from crime. Young people would be **formally challenged** to earn their way back into the community through explicit acts of reparation to test their willingness to change and demonstrate their personal strengths and inherent value as members of the community. These efforts would be formally recognized by “**rituals of redemption**” or inclusive interactions that break down the “us” versus “them” barriers that commonly characterize relationships between young people and the wider community. Critical to such ritualization is the awarding of a valued **credential** recognizing these efforts (perhaps the sealing of one’s previous criminal record or its replacement with “certificates of rehabilitation” or some other certification). In doing so, the individual should be given the opportunity to escape the criminal label of “offender,” and instead establish a new, **prosocial role** for him- or herself (employee, student, graduate, leader, etc.). Lastly, this should involve a process of clear integration into **new social networks** providing connections outside of one’s immediate peer group and allowing young people to build social capital.

According to Maruna’s theory, the individual who passes through these social interactions is most likely to internalize and sustain a new social and personal identity as a changed person, worthy of the opportunity of a second chance. These new rites of redemption, then, can reverse the labeling that got them entrenched in the justice system and help individuals to desist from crime. To reduce recidivism in such a model, individuals re-entering the community would have opportunities for creating new, positive identities. Within this framework the NYC Justice Corps offers a “rite of passage” for justice-involved young adults, with community benefit projects fulfilling the functions of “redemption rituals.”



Young people are coming back to give back.

Through the NYC Justice Corps, young people announce their presence in the community as a positive force. The program supports young people in making changes by giving them structured opportunities to do good in their communities. Community benefit projects incorporate key aspects of Maruna’s “redemption rituals” or “status elevation rituals” that reverse the “de-individuation processes” inherent in all aspects of the justice system from arrest through community sanctions, incarceration, and parole.¹⁰

Corps members become change agents, working together as a cohort to make their neighborhoods better places to live. Guided by Community Advisory Board members and supportive Justice Corps staff, Corps members report undergoing pivotal personal transformations in identity as well. They attribute these internal changes to learning the skills they need to succeed on the job and in life, as well as to shifting community perspectives.

Here’s how Corps members describe the changes:

“And then being in the neighborhood, to walk by and say, ‘Hey, I did that.’ Like, you know, ‘I painted this,’ or, ‘I did that,’ or, ‘I fixed this. I did the, built the trellis.’ You know, just different things. Or, planted this. ‘Oh, I planted some squash over here.’ So, now I have the privilege and the rights to walk through and say, ‘Hey, Mrs. [name withheld] - how you doing?’ And, I could help out again whenever I want.”

— Justice Corps Member

“We’re a huge team, and that’s what we was doing here. It was based on teamwork. Be efficient, be flexible, and never give up—that’s what they taught us here.”

“I accomplished what I want to do. I’m working...”

“[Justice Corps] got us ready for the outside world, and look where we’re at now.”

“I never knew how to do construction, so that was a big goal for me...Before I never used to like to meet new people, but everybody here is warm. I really came a long way...I did a lot of jail time and this program made me realize it’s time for a change.”

Changing community perceptions of justice-involved people is central to the Justice Corps mission. Corps members become visible in their communities as individuals with the enterprise, drive, and skills to make a difference. Pastor Marva Usher-Kerr of the Tremont United Methodist Church in the South Bronx spoke of how important it was for youth in her congregation to see Corps members working to improve the building. Church youth, she said, had a chance “to learn and see young adults who are here to show the work ethic. Sometimes you can go off the path and you can come back to the path.” Outside of Justice Corps, she noted, people are “either babying [justice-involved young adults] or banging them over the head. Sometimes you’ve got to walk with them. You give them a chance to prove themselves.”

Part II: How It's Done | The NYC Justice Corps Model

The NYC Justice Corps offers workforce development strategies carefully calibrated and combined with evidence-based practices designed to reduce the risk of recidivism. The approach seeks to boost skills, behaviors, and beliefs that drive successful participation in the classroom or workplace *and* help young people live without further involvement in the justice system.

Founded in 2008, the NYC Justice Corps was the first program in New York City to adapt the national Civic Justice Corps model by offering a six-month program that combined community service and job placement specifically for a criminal justice-involved, young adult population in targeted New York City neighborhoods. Service in the form of community benefit projects is the centerpiece of the model, but the success of these projects—and of Corps members' future endeavors—is rooted in a multi-service, youth development approach that includes recidivism reduction strategies, work readiness training, case management, and connections with caring adult staff.

Several bodies of research and evidence-based practices informed the development of the NYC Justice Corps:

- Restorative justice, which “emphasizes repairing the harm caused by criminal behavior,”¹¹ is central to the program design.
- The risk-needs-responsivity model¹² also informs program design, leading to the use of a standardized risk assessment instrument and the decision to serve young adults at medium and high risk of continued criminal behavior, as well as the commitment to tailoring interventions to the strengths and needs of each young person.
- A pool of research supports the NYC Career Pathways plan, including sector-focused employment strategies and employer engagement.¹³
- A positive youth development approach guides all program practices. Key elements of this approach include engaging youth within their communities, peer networks, and families; acknowledging and building on youth strengths; and promoting positive outcomes for young people through opportunities for participation, positive relationships with caring adults and prosocial peers, and leadership.¹⁴

The “Jewels and Tools” of the NYC Justice Corps Model

One Corps member described the benefits of NYC Justice Corps as the “jewels and tools” of the program:

“[Justice Corps is] almost like you are sitting on a goldmine or something. . . . You don't even know it until you start hitting the dust off them diamonds. . . . So I think more or less, in a metaphorical term, I found the jewels of this program. The jewels and tools out of this program. And I try to embrace that and I try to capitalize off of that.”

— Justice Corps Member

These “jewels and tools” include:

- **Wraparound Services.** A significant portion of staff time is dedicated to ensuring that Corps members’ medical, mental health, and substance abuse treatment needs are met, addressing food and housing insecurity, and developing a financial plan. Each Corps member works with a case manager, also called a “life coach” or “career and life skills counselor,” to identify and address any issues that could pose barriers to participation in the program or, ultimately, in education and employment. Many youth are largely responsible for themselves and struggling to make ends meet. Therefore, Corps members receive a modest program stipend, typically \$100 per week based on full attendance. The length of the program varies across the four sites, so the maximum stipend earned by a Corps member ranges from \$1,000–\$1,500.
- **Intensive Engagement.** Another facet of the Justice Corps case management approach is maintaining connections with Corps members when they are most in jeopardy of disengagement. If Corps members stop coming to the program, staff conduct home visits and engage with them in their communities in an effort to understand and address the barriers to participation. Program staff also serve as liaisons to the justice system, advocating in court or with parole or probation officers to improve justice system outcomes for Corps members.
- **Recidivism Reduction Strategies.** Staff use the Service Planning Instrument (SPIn Reentry)¹⁵ assessment tools to identify Corps members’ risks, needs, and strengths in order to develop individualized case management plans. These plans, created through a collaborative method of setting goals and action steps by Corps members with their case managers, aim to reduce ‘risks’ and leverage the ‘strengths’ of each Corps member. Evidence-based risk reduction strategies and support for behavioral change, such as cognitive behavioral interventions and Motivational Interviewing, are also utilized.
- **Work-Readiness Services.** Corps members learn how to manage conflict within the workplace and to prepare resumes. Justice Corps staff engage in extensive mock interviews with Corps members, providing detailed critiques, an exercise members find invaluable. One member noted: “If you do not do it right the first time, [they’ll] make you redo it until you get it right.” Members learn about the need to shake hands with employers before and after interviews, to look people in the eye, and to wear appropriate interview attire. Justice Corps staff identify job openings, provide interview clothes, and escort members to job interviews as needed. One Corps member reflected on staff efforts to help with placement: “They won’t give up on you. They still keep pushing you, pushing you until they find you a job, until you find some success out there. That’s Justice Corps.”

“I was having problems with my father in the house, arguing with him and all that, fighting with him. And, like [staff member’s name], she really helped me out. She, like, she came to my house one time, had a meeting with me and my father, whatever. Like it didn’t go great, like we not the best of friends now, but we cool now.”

— Justice Corps Member

“I was recently going through a big issue...I was ready to give up on everything and just disappear off the face of the earth. I came here and I spoke to [staff member], and I spoke to [another staff member], and they actually sat there and they opened my eyes up about a lot.”

— Justice Corps Member

- **Youth Development Culture of Support and Opportunity.** Staff members go above and beyond to provide support and mentorship to Corps members – regularly telephoning early in the morning to wake members up to come to work, making home visits, and negotiating family conflicts, all with the goal of building Corps member skills to manage their responsibilities independently. Corps members also take on a variety of leadership roles over the course of their program engagement, from being a team leader on their community benefit project to returning to the program after graduation to help orient newly enrolled Corps members or join the Community Advisory Board as an alum.
- **Corrected Rap Sheets and Other Legal Benefits.** Errors in the official criminal histories – known as “rap sheets” – of NYC Justice Corps members are corrected by partner agency Youth Represent.¹⁶ These legal services have helped Corps members overcome barriers in applying for jobs, obtain employment licenses, and address housing evictions.
- **Post-Placement and Retention Services.** The staff continue to provide job readiness, placement, and retention services after graduation. Alumni return to the program – sometimes long after graduation – for ongoing case management, recreation, and skills-building activities, as well as for advice and emotional support.



Gymnasium mural at the Claremont Neighborhood Center painted by Bronx Justice Corps.

The “Pre-Bridge” Model: What Sets NYC Justice Corps Apart

The redesigned NYC Justice Corps adapts tested workforce development practices to match the particular needs and experiences of justice-involved young adults. This would appear, based on recent Justice Corps history, to be a promising approach to increasing workforce access for young adults who:

- Are on parole or probation or have other involvement in the justice system;
- Were disconnected from education and employment during periods of incarceration and prior to entering the justice system; and
- Will be entering the workforce with criminal records.

Traditional workforce development programs may not be effective for such young people. Vocational training, education, and other programs providing workforce development services often enforce strict policies, dropping participants who miss classes, show up late, or otherwise fail to meet program rules. These policies appropriately mirror the demands of the workplace. As a result, however, justice-involved young adults often fall through the cracks and find themselves excluded from services when they are unable to meet these expectations. Such young people need a supportive transitional environment focused on building skills and promoting behavioral changes in order to prepare them for mainstream education, training, and work opportunities.

Typical “bridge” programs focus on preparation for entry into a particular employment sector, with literacy and numeracy skills development contextualized to that sector. While Justice Corps members are exposed to particular sectors and have opportunities to earn entry level sector credentials, the program prizes career exploration and places participants in a variety of jobs, education, and training programs, not limited to any one sector. Developing “soft skills” such as teamwork and conflict management—applicable in any work or learning environment—is the priority. Indeed, for young people at the earliest stages of emerging work readiness, Justice Corps serves as a “bridge to a bridge,” that is, as preparation for a more typical bridge program.

“This is one of the ways to better myself. So I took the chance and came here.”

— *Justice Corps Member*



Bronx Justice Corps member clearing the New Covenant Gospel Temple basement, which will house a vocational training classroom.

Hallmarks of the NYC Justice Corps “Pre-Bridge” Model

- **Multiple opportunities to re-engage in programming.** In contrast to traditional workforce programs, NYC Justice Corps deliberately re-integrates participants who arrive late, disappear from the program for periods of time, or have disruptive behavior. When they return to the program, they can “repair” their connections with staff and peers and are given another chance to practice the desired behaviors.
- **Focus on the overlap in behaviors needed to stay out of the justice system and succeed in school or work.** Behaviors that drive the risk of recidivism are also the behaviors that frequently lead to problems in school, job loss, and other poor outcomes. NYC Justice Corps targets the overlap in “soft skills” and key criminogenic risk domains to reduce recidivism risk and increase positive outcomes for Corps members.
- **Flexible dosage.** A young adult who did not attend school regularly and has never worked is not likely to meet the demand to show up 35 hours a week, 9:00am-5:00pm, every day. The NYC Justice Corps model starts young adults with a four days per week schedule, providing flexibility to accommodate all the criminal justice, housing, and other appointments that members need to stabilize their lives. This is a sensible interim step that prepares Corps members for the even more rigorous requirements of a full-time work commitment.
- **Career exploration in addition to sector focus.** For young adults who have never had a job and may have disconnected from school at a young age, it is crucial to offer exposure to a variety of education and career pathways. Corps members leave the program with a new sense of possibility for themselves—as learners, as engaged citizens, and as members of the workforce.
- **Community benefit projects as the platform for work readiness training.** Designed as experiential learning opportunities, the service projects take young adults out of the classroom and offer hands-on preparation for future employment and engaged citizenship.
- **Youth development best practices.** The NYC Justice Corps model fully integrates workforce development and youth development best practices, including high expectations and high support, youth voice and participation, and assignment of a primary person for case management. A commitment to ongoing professional development for staff mirrors and supports a culture of youth development. *For resources about youth development principles and how they are applied in this model, see the NYC Justice Corps [Youth Development Toolbox](#), which includes video of youth development trainings for staff.*
- **Connections to “bridge” partners.** NYC Justice Corps staff cultivate strong partnerships with employers and staff at vocational and education programs that can offer placements for Corps members. Strategies developed by Justice Corps staff include hosting “employer luncheons” at the Justice Corps offices to introduce prospective employers to the program and explain how young adults are prepared for the workforce, as well as to solicit employer input about what skills and qualities they seek in their employees. Program staff also bring Corps members on visits to a variety of workplaces, college campuses, and vocational training programs, giving young people a new awareness of the opportunities open to them.
- **Early placement.** Corps members who are ready for part-time education or work are placed in these opportunities after completion of at least five weeks of Justice Corps. This gives young adults the support of ongoing case management and cognitive behavioral interventions, as well as the positive Corps social network, while they are navigating the demands of school or work. Corps members can continue their modified schedule in Justice Corps through graduation. Corps members who are not able to retain a placement have an opportunity for self-reflection and a renewed focus on skills development as well as re-placement, when they are ready, in another job, education, or training program.

Kiara's Story: Finishing probation and earning a high school equivalency

With turmoil in her family during her teenage years, Kiara had dropped out of high school. “I never had a stable environment, bouncing back and forth between mom and dad,” she recalls. “I was sleeping on friends’ couches, other family members’ couches. I moved around a lot. That’s the main reason I didn’t finish high school.” Kiara had changed schools so many times that her transcripts were lost. Although she had finished 11th grade, when she inquired about receiving her diploma, she was told she would need to complete two more years of high school. “I thought that was unnecessary,” she says, “so I left [school].”

Kiara came to NYC Justice Corps in March 2015 at 19 years old. She was on probation and had no family support. When she started, she was very motivated to attend high school equivalency preparation classes. “I figured without a GED, you won’t get anywhere,” Kiara says. “Even McDonald’s won’t look at you – imagine a big corporation.”

While she was in the program, Kiara faced a serious medical issue. She became despondent and stopped attending. Justice Corps staff stepped in. They visited her at home to provide support and case management services, even accompanying Kiara to a medical appointment. That high level of support from staff helped to re-engage Kiara in the Justice Corps program. “You have the support, you have the push, you have the one-on-one attention,” Kiara says. “If we had a bad day, we [could] sit down and talk to someone about it.” She attended classes, studied for the high school equivalency exam and, in August 2015, she earned her high school equivalency (HSE) certificate.

With that credential in hand, Kiara graduated from Justice Corps and landed a job as a cashier at McDonald’s. Justice Corps “had mock interviews so I knew exactly how to present myself and what to say,” Kiara recalls. After three months, she moved up to a new position as a sales representative at Metro PCS, which she retained for five months. She then returned to Justice Corps, using its alumni placement services to seek staff assistance in finding a better job. Kiara was able to update her resume in the Justice Corps computer lab. Based on her interest in working with children, the placement specialist sent her on an interview for a teaching assistant position. “The staff members are amazing here, that’s why I keep coming back,” Kiara says. “They push you to succeed in any aspect. They won’t let you give up – they even showed up at my house to get me out of the bed to get me to come to school. They actually cared. We’re a big family here.”

Kiara successfully completed probation while at Justice Corps and gained a new supportive social network with others in her cohort. “A lot of my cohort members I still keep in contact with – they’re working or in school and not back in the system,” she says. Perhaps the biggest impact came from giving back to her community through the community benefit project she completed: “We come up with the CBP projects on our own. We find the places to do them where they need the help. [My group] painted a church. It felt amazing just to see the smile on someone’s face and know you did something voluntarily without being asked.”

Part III: Community Benefits | The Tangible Legacy of NYC Justice Corps

Community Benefit Projects: The Legacy of NYC Justice Corps

- **More than 160 community benefit projects** completed from 2008 through 2016 across New York City.
- **326,475 working hours** contributed by Corps members giving back to their communities while developing workforce-ready skills.
- **Service work valued at \$2,611,800** contributed by justice-involved young adults to their neighborhoods.¹⁷

Developing Projects

The process of creating community benefit projects offers Corps members many opportunities for self-direction, leadership, and teamwork. Corps members embark on the projects in cohorts of about 20 young men and women who work together through two stages of project planning:

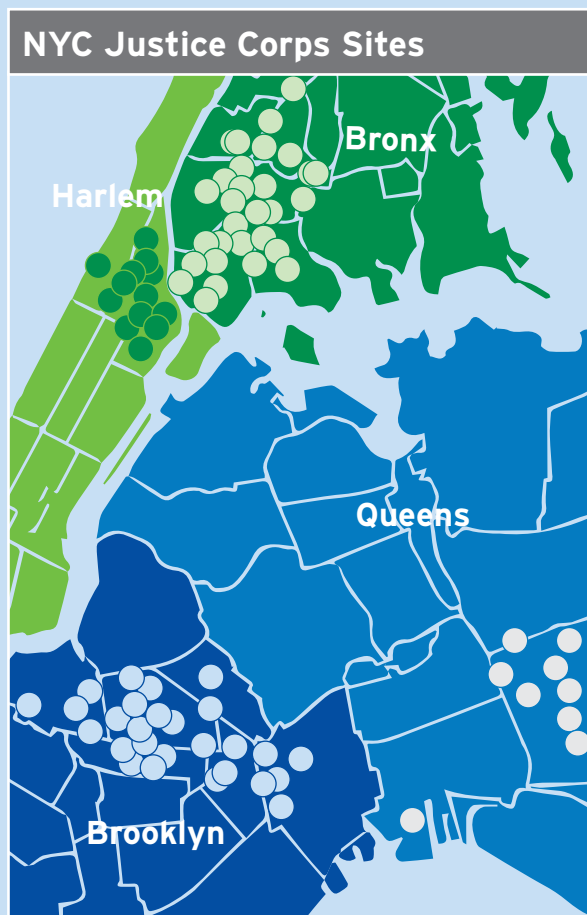
- **Community Mapping: Viewing Their Neighborhoods in a New Light.** Corps members take part in a **community mapping exercise** that encourages them to observe their community¹⁸ with fresh eyes and to think critically about local needs. On walks through the neighborhood, Corps members identify community centers, parks, and other neighborhood institutions in need of physical repair, or social issues that need to be addressed. They complete a neighborhood survey, assessing which local features they consider to be assets and what changes they might make. They also interview community members to learn their views on the most pressing community needs and how best to meet them. The community mapping process allows Corps members to gain a fuller perspective of their neighborhood's assets while choosing the pressing community need they want to address through their community benefit project.
- **Making the Case: Presenting to the Community Advisory Board.** Next, Corps members choose potential community benefit projects, identifying tasks, skills, and resources needed to complete the work, and they present project plans to their Community Advisory Board (CAB) for review and approval. The CAB is comprised of representatives from the business, political, and community sectors – including faith-based leaders, elected officials, local employers, and staff working in both community-based organizations and city agencies. For the CAB meeting, Corps members **prepare an agenda** and **presentation** with a budget and timeline and learn to use Excel spreadsheets and PowerPoint software. The program goal is for every member of the cohort to play a role in the presentation.

For all Corps members, the CAB meeting marks an important milestone in their connection with the community. CAB members dialogue with Corps members, engage them in critical thinking to strengthen the project, suggest changes as needed, and identify additional community resources. Corps members may also pose questions to CAB members, learning about their professional and personal interests. At the end of the meeting, the CAB decides whether to approve the project by assessing **its feasibility** and impact. In accord with the **Selection Guidelines**, CAB members rate each project using a **Selection Rubric**.¹⁹ CAB members often help in other ways too, by partnering to develop community benefit projects and participating in mock interview events to prepare participants for job interviews.

Community Benefit Projects Interactive Map

A comprehensive look at the 160+ projects on the interactive map below (or online at NYC Justice Corps' **Community Impact** page, www.nycjusticecorps.org/on-communities/) provides a sense of the scale of these investments in communities by their young people.

Each community benefit project completed from 2008-2016 is marked on this map. Click on the site to unlock multi-media features and find the name of the host organization and a brief description of the project. A descriptive list of all community benefit projects can also be found in Appendix 1.



Neighborhoods of Opportunity and Challenge

Community benefit projects make a real difference in the fabric of the NYC Justice Corps target neighborhoods.²⁰ By engaging local leaders, business people, and members of the faith community on Community Advisory Boards, Justice Corps builds on local activism, commitment to civil rights, and entrepreneurial spirit.

Community benefit projects are symbolic of the resilience in the thirteen Community Districts where NYC Justice Corps operates, which have been hard hit by poverty, unemployment, and crime. In some areas of the South Bronx, for example, poverty rates hover around 45%,²¹ unemployment stands at approximately 14%,²² and from one-fifth to one-third of youth are disconnected from school and work.²³ Research showing that engagement in the workforce and education had increased among 18-24 year olds in New York City in 2013-2015 also found that the East New York and South Bronx neighborhoods, along with other neighborhoods served by NYC Justice Corps, had the highest rates of out-of-school, out-of-work young adults in the City.²⁴ Serious crime rates in the Brooklyn neighborhoods NYC Justice Corps serves are as high as 20 incidents per 1000 residents, compared to a city average of 12.9.²⁵ The Justice Corps neighborhoods are also heavily policed. Even as NYPD "stop and frisk" practices changed, police presence remained high in Justice Corps communities.²⁶ In this landscape of opportunities and challenges, community benefit projects embody a commitment to neighborhood growth and vitality.

Resources: Community Benefit Project Toolbox | Implementing Projects

For a step-by-step guide to plan peer-designed service projects in your community, visit the NYC Justice Corps website [Community Benefit Project Toolbox](#). Resources and sample forms are available for all aspects of planning and implementing the projects.

- [Community Benefit Project Guidelines](#)
- [Community Benefit Projects as Experiential Learning for Young Adults](#)
- [Community Benefit Project Planning Flowchart](#)
- [Community Mapping Survey](#)
- [Sample Community Advisory Board Agenda](#)
- [Sample Community Advisory Board PowerPoint Presentation: Marcus Garvey Harlem Hawks](#)
- [Sample Community Advisory Board PowerPoint Presentation: Afrikan Poetry Theatre](#)
- [Community Benefit Project Selection Rubric](#)
- [Community Benefit Project Selection Rubric Scoring Guide](#)
- [Community Benefit Project Scope Sheet](#)
- [Community Benefit Project Scope Sheet Questions](#)
- [Community Benefit Project Intro Activity Group Resume](#)
- [Post-Community Benefit Project Transition Interview Worksheet](#)
- [Sample Post-Project PowerPoint: Afrikan Poetry Theatre+Theatre of the Oppressed](#)

Meaningful Work to Meet Real Needs

To be eligible for approval by the Community Advisory Board, community benefit projects must:

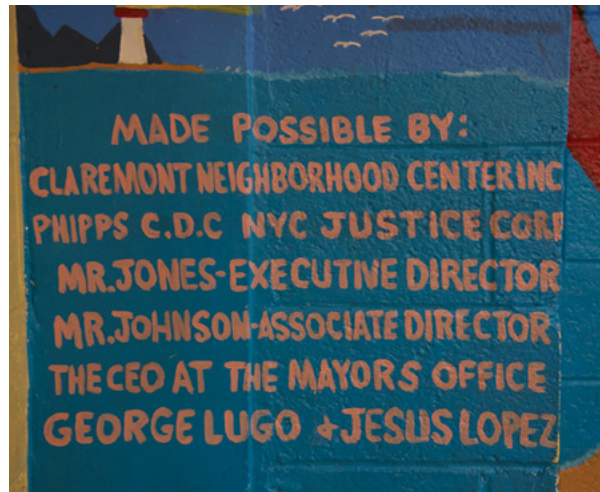
- Fulfill important, unmet community needs
- Be planned and completed by a team of Corps members
- Be located in the community where the Corps members live
- Be highly visible and environmentally sound
- Be meaningful
- Be achievable
- Have a lasting impact
- Provide a way to repair relationships between Corps members and community members
- Combine service and learning so Corps members build teamwork and job readiness skills

CAB members meet again with the young adults after the project is completed, giving Corps members an opportunity to present before-and-after photos of their work and to reflect on what they have learned as they present a [post-project PowerPoint](#).



Impact | South Bronx

As the longest running Justice Corps site, the Bronx Justice Corps has had a visible impact on the community, having completed 74 community benefit projects. Consider the mural painted on the side of Drew Educational Complex/PS 47 by Corps members in 2009: on a major thoroughfare with several bus lines and pedestrian traffic, this mural offers a colorful vision to thousands of Bronx residents and school students.



At the Claremont Neighborhood Center, where some Bronx Corps members played basketball as children, hundreds of families have benefited from several service projects, including stripping and waxing gym floors, repairing ceilings, creating murals, and laying new tile and replacing baseboards in the cafeteria and lounge.

In Words and Pictures: The Landscape of Community Benefit Projects.

Beautiful murals in the South Bronx, weatherized low-income housing in Bedford-Stuyvesant, renovated early child centers in East Harlem, and refurbished social services and cultural spaces in Jamaica provide evidence of what young adults can do for their communities.

A sampling of notable NYC Justice Corps community benefit projects includes:

Cultivation of a roof-top and other community gardens

Renovations and painting at daycare and community centers

Cleaning and repair of rooms at family shelters

Repair and renovation of social mission spaces in churches such as community rooms and food pantries

Public murals that promote education and anti-violence

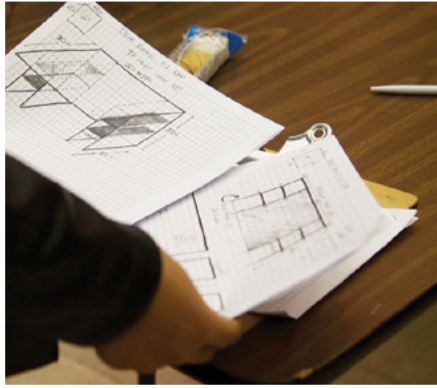
Public anti-pollution campaign

Clothing drives and community events for people and families living in shelters



Above and right: Queens Justice Corps renovated parts of the Afrikan Poetry Theatre. Corps members cleared and cleaned the basement, plastered holes and painted walls, laid carpeting, and installed a sheetrock ceiling.





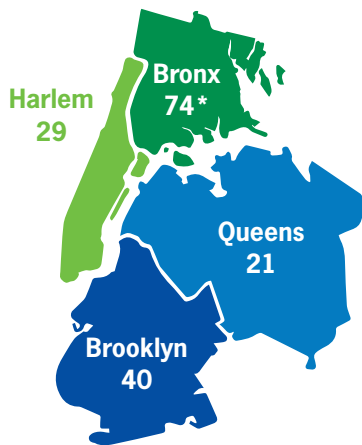
Harlem Justice Corps members used blueprints to build computer desks for a tech lab at All Souls' Episcopal Church. The goal of this community benefit project is to increase community internet access and reduce the digital divide.



Brooklyn Justice Corps community benefit project at The Kensington family shelter. Left: Corps Member dressed as a superhero entertained children at the shelter Halloween party, hosted by Justice Corps. Middle: Corps members and staff organized a clothing bank at the shelter. Right: Corps Members planted tulip bulbs in The Kensington garden.

Community Benefit Projects | A Breakdown

By Borough



Total 164
as of
December 2016

*Bronx Justice Corps is the longest-running site and thus has many more completed projects.

By Project Type



†Adds up to more than the total number of projects as some include multiple components

By Host Organization



†Adds up to less than the total number of projects as some organizations have hosted multiple projects.

Impact | Jamaica, Queens



In 2013, Queens Justice Corps members renovated sections of the Afrikan Poetry Theatre in Jamaica: they cleared and cleaned the

basement, plastered holes in the walls, laid carpeting, and installed a sheetrock ceiling (see photos, p.18). In partnership with the nonprofit **Theatre of the Oppressed**, the team also wrote, developed, and starred in a forum theatre performance entitled *Can't Get Right*, which explored the Corps members' experiences of racism and harassment on the streets and ended with audience brainstorming and reenactment of alternative approaches to counteracting harassment. Performances were held in the newly renovated Afrikan Poetry Theatre space, as well as at John Jay College of Criminal Justice.



In 2016, the Queens Corps members taught local middle school students about healthy eating and fitness

in interactive workshops, combining presentations of health information with dance and sports activities. Corps members gave students information packets and gift bags filled with jump ropes and hand sanitizer—and did push-ups with the kids.

Part IV: Corps Member Benefits | Job Readiness and A Transformed Sense of Self

Developing Hard and Soft Skills for Work Readiness

Working together on community benefit projects provides the opportunity for Corps members to practice the skills needed to succeed in the workplace, such as collaborating as a team member or being a team leader, meeting deadlines, and budgeting, as well as sector-specific skills like landscaping, carpentry, and painting. All of this is done through experiential learning as staff members and others with expertise demonstrate the skills in the real world. Corps members then practice the skills and learn from each other as members with stronger skills teach others.²⁷

Resources: Community Benefit Project Toolbox | Building Work Readiness

Community benefit projects are a platform to build both hard and soft work readiness skills. To learn more about which skills Justice Corps targets for development, as well as how Corps members' progress is measured over the course of the program, review the following NYC Justice Corps toolbox resources:

- [Community Benefit Project Target Job Readiness Skills](#)
- [Community Benefit Project Initial Job Readiness Evaluation Form](#)
- [Community Benefit Project Final Job Readiness Evaluation Form](#)

Hard Skills. Hard skills are the teachable skills related to professional knowledge that help people do their jobs. As they complete community benefit projects, Corps members learn skills²⁸ such as:

- **Site preparation**
- **Demolition**
- **Painting**
- **Tiling**
- **Finishing**
- **Landscaping**
- **Basic carpentry**

Soft Skills. Soft skills are those skills, behaviors, and attitudes that help people interact well with colleagues, supervisors, customers, and others in the workplace. Corps members develop soft skills such as:

- **Responsibility**
- **Punctuality**
- **Motivation/Positive attitudes**
- **Workplace etiquette**
- **Conflict resolution**
- **Teamwork**
- **Problem solving**
- **Meeting deadlines**

As Corps members work to fulfill the goals of their community benefit projects, they further learn how to break a task down into component parts, receive feedback from a supervisor, and think critically about their work. They are expected to arrive on time to start work and again after their lunch break, to call the staff if they are sick, and to give advance notice of scheduling conflicts. This acculturation to the expectations of the workplace is crucial, since many Corps members have not attended school regularly in the years prior to program enrollment, and the vast majority have never held a job.

Program staff use a variety of techniques, including restorative circles, to give Corps members opportunities to practice healthy conflict resolution. For example, in restorative circles, Corps members can talk about interpersonal conflicts within the group, giving those who are harmed and those who have caused harm a safe place to discuss their experiences and arrive at a mutually agreed process in which individuals are accountable for harm done and the group capacity for collaboration is restored. Corps members are also challenged to help “pull up” their peers who may be going through personal difficulties that could prevent them from completing their community benefit project responsibilities. Each young person is aware of what’s at stake for the group as a whole and how individual actions impact the group’s ability to complete the project. This is a particularly important phenomenon for Corps youth, who often experienced negative peer influence in the past, and find in Justice Corps a source of positive peer support.



Contextualized Learning: Literacy and Numeracy Development

Community benefit projects also offer hands-on opportunities for Corps members to develop basic literacy and numeracy skills essential for the workplace and for life. Math “lessons” are organic parts of the service projects as Corps members develop budgets, measure spaces in order to cut and lay tile, and determine how many gallons of paint to purchase. Similarly, Corps members perform research about the causes of homelessness before doing service in homeless shelters, or find health information for education service projects, thereby exercising and expanding their literacy skills.

Community Benefit Project Budget Sheet

Organization	Harlem Justice Corps		
Project Name	Harlem Hawks		
MATERIALS	UNIT COST	AMOUNT NEEDED	TOTAL COST (UNIT COST X AMOUNT -IN KIND CONTRIBUTION=TC)
drop cloths	\$7.33	3	\$21.99
9" roller trays	\$3.56	5	\$17.80
4" flat brush	\$9.86	10	\$98.60
2" flat brush	\$6.67	10	\$66.70
gallon black paint	\$32.72	10	\$327.20
gallon green paint	\$32.72	10	\$327.20
gallon sports coating mix	\$29.97	10	\$299.70
9" roller sleeves	\$9.17	10	\$91.70
8 pack roller tray set	\$10.96	1	\$10.96
goggles	\$2.76	18	\$49.68
cooler	\$24.99	1	\$24.99
water	\$0.97	144	\$139.68
garden gloves	\$2.00	18	\$36.00
roller handle	\$6.00	10	\$60.00
scraper 2", 3", 4"	\$2.98	6	\$17.88
ice	\$2.00	56	\$112.00
total cost=			\$1,702.08

Corps members also develop career-focused literacy and numeracy skills for particular community benefit projects. For example, with a focus on construction and maintenance, Harlem Justice Corps supports development of literacy and numeracy skills needed for jobs in those sectors. For a recent community benefit project creating an urban garden, the Harlem Justice Corps’ contextualized learning curriculum included a lesson on math (calculating the volume of planter bins in order to fill them with soil and mulch) in addition to the hard skills of building and filling garden bins and the soft skills of teamwork and problem solving.



Contextualized Learning Curriculum: Measurements and Volume
Urban Farming Community Benefit Project

Hard Skills Objective: Members will be able to determine the amount of soil needed to fill the different sized planter boxes.

Numeracy Skills Objective: Members will use a formula to determine volume (cubic feet) of each box.

Vocabulary:

Volume:

Formula:

Variable:

Materials:

Dry erase + markers, flip chart + markers, handout with diagram of each of the planter boxes.

Preparation:

Write the following on a piece of chart paper:

Formula: A mathematical relationship expressed in symbols

Variable: A value that may change and is usually expressed with a letter

Volume: The amount of space that a substance occupies.

Volume = length x width x height

Activity/Body:

Present the group with the following problem:

Jessica has been asked to bring soil from the 134th St. Farm to the Compost Lot to fill the planter boxes, but she doesn't know how much soil to bring. They are heavy, so she doesn't want to bring too many and it's a long walk, so she doesn't have to make two trips. How will she figure out how many bags to bring?

Ask the members if anyone knows how to solve this problem. Direct them to the word FORMULA (remind them that an equation is a formula with an equals sign). Review the concept of FORMULA and VARIABLE before reviewing the definition of VOLUME.

Using a dry erase marker, draw boxes on the white board, to demonstrate visually how the volume formula works. Work through each of the planter boxes as a group.

Once the volume of each of the boxes has been determined, ask members how many bags will Jessica need to bring if one bag holds 1.5 cubic feet of soil. Work this arithmetic as a group.

Closing:

As one of the members to be responsible for writing down the amount of soil needed and bringing it to the site. Distribute Bling (positive reinforcement prizes) and dismiss.



Harlem Justice Corps members developed numeracy skills and applied them in a hands-on urban farming project, a partnership with the non-profit organization Harlem Grown.

For Corps members interested in construction, maintenance, renovation, and restoration, community benefit projects offer hands-on pre-employment experience. All the Corps members, including those who wish to explore other career opportunities, come away with a renewed sense of themselves as learners who can take classroom knowledge and apply it in professional situations.

Addressing Criminogenic Factors

Extensive research shows a correlation between specific risk factors and criminal activity. These “criminogenic” factors include associating with others who engage in criminal behavior, poor problem-solving and self-control skills, anti-social beliefs, lack of empathy, substance use, and low levels of educational, vocational, or financial achievement. “All these are correlated with recidivism, and all can be targeted for change. These dynamic factors are also called criminogenic needs: crime producing factors that are strongly correlated with risk.”²⁹

The NYC Justice Corps serves individuals at medium to high risk of recidivism and, in order to decrease that risk, utilizes interventions that target criminogenic factors. Staff are trained in evidence-based practices such as cognitive behavioral interventions and Motivational Interviewing so that these can be integrated into all aspects of the program.

John's Story: Quitting the gang and going to work

Like many Justice Corps members, John grew up in a high-crime neighborhood. Indeed, John's path reflects that of many Corps members, who talk about being on the streets at a young age, dropping out of school, learning to hustle to survive, seeing family members or friends get shot, becoming homeless.

As an adolescent, John became disconnected from his family, finding instead a network and support system in his neighborhood gang. By age 14, he had already begun to use alcohol and drugs and, by 16, he was arrested for a gang-related offense. He left his family home to live with friends. Despite these challenges, John completed high school.

John's path to Justice Corps was not a straight one. At age 20, he came to the program but chose not to enroll because he felt it wasn't right for him. It wasn't until a few months later that he joined, at the urging of his friend Michael. At the time, both young men were on probation. In his first cohort at Justice Corps, John did very well, remaining substance-free and talking about his aspirations to become a truck driver. He enjoyed the opportunity to work on a community benefit project to invest in his neighborhood.

Still, his ties to his former gang held fast, and it was difficult for him to disassociate from his former lifestyle. John was almost killed in a gang-related fight, and he underwent surgery and was hospitalized for a week with multiple stab wounds to the chest and abdomen. He wanted to continue to participate in Justice Corps and to graduate – like his friend Michael – but he was physically unable to do so.

Yet John didn't give up. After his recovery, and motivated by his desire to gain employment, he re-enrolled in the program in January 2016. As a result of changes to the program design, John participated in a cognitive behavioral therapy group and a more specialized workforce development curriculum during his re-enrollment.

Then, suddenly, John faced another crisis when his friend Michael died. The entire Justice Corps community grieved Michael's death, but John was particularly affected by the loss of his friend. The day he found out, John came to the program office, sat silently, and did nothing. The staff, concerned about his well-being, provided him with resources to cope with his loss.

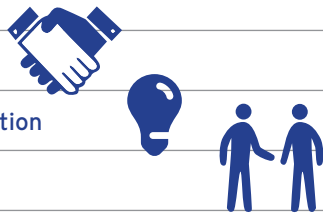
Michael's death represented a turning point for John. As he worked through his grief, he realized that he did not want his life to end the way Michael's had. He wanted to live a long and successful life. He decided that completing Justice Corps was the first step on this new journey forward. John was able to disassociate from his gang. He stayed free of the criminal justice system. He developed a positive social network. He met his girlfriend, also a Justice Corps alumnus, who has become a major positive influence in his life. With staff support, as well as the nurturing environment his fellow Corps members created, John was able to graduate from Justice Corps.

John left Justice Corps ready to find and keep a job. Equipped with soft skills such as time management, code-switching, and conflict resolution, as well as hard skills, including resume building, cover letter writing, and customer service satisfaction, he began working at a moving company while continuing to seek better opportunities with the help of the Justice Corps staff. He's even thinking about college.

Indeed, the risk reduction lens sets Justice Corps apart from other workforce development programs and sharpens the program’s work readiness training. Justice Corps goes beyond replacing anti-social associates with a positive peer network and offering structured use of time for young adults who are disconnected from school and work. *The program engages young people in the hard work of behavioral and cognitive change as the core component of job readiness.* As Corps members increase the “soft skills” they need for placements in jobs, education, and training programs, they are decreasing their risk of new involvement in the justice system. That is why the program focuses heavily on developing soft skills such as emotional resilience, awareness, and capacity for self-regulation; healthy decision-making skills; strategies to cope with anger; and teamwork and communication skills.

Teaching soft skills to reduce risk of recidivism and increase strengths

Soft skills	Criminogenic risk domains ³⁰
Conflict resolution	“Aggression”
Problem-solving & communication	“Adaptive skills”
Empathy & social awareness	“Attitudes” (anti-social beliefs)



To promote pro-social attitudes, Corps members are challenged to think about their service projects in a broader context. On a project painting a nursing home, for example, Corps members also engaged in games with senior citizens in the residence and other activities to generate empathy and a sense of connection across generations. Drawing on informal restorative practices, the community benefit projects foster a “restorative milieu” for Corps members—an environment that consistently fosters awareness, empathy, and responsibility.³¹

Making Good by Doing Good: Transformational Experiences for Corps Members

Corps members report experiencing what it feels like to have a job, status, and a positive, meaningful community role for the first time. For example, one recalled with pride how he was seen by neighbors as he set off to work on the community benefit project, wearing his work boots and Justice Corps sweatshirt, with hard hat in hand. Justice Corps participation gives members a chance to fill their time with positive, meaningful activities that are in service to others and, in so doing, transform how they view themselves. Such identity transformation takes place in the context of community service, in line with the scholarship of Gordon Bazemore and Rachel Boba, who argue “that the activity of service . . . is what accounts for the change in self-image.”³² Bazemore and Boba suggest that a desire to “make good” can become internalized through community service and helping others: “The change in self-image becomes concretely anchored in the process of ‘practicing’ new pro-social behavior.”³³ Unlike community service that is imposed by the justice system as a sanction, participation in NYC Justice Corps is voluntary.³⁴ Corps members have chosen to make this contribution to their communities. “Making good” in this self-determined way can foster a changed internal narrative, which reinforces desistance, as shown by the research of Shadd Maruna in his criminology book *Making Good: How Ex-Convicts Reform and Rebuild Their Lives*.³⁵

The words of Corps members bear out this transformation in their identities and sense of self. One Bronx Corps member described the program as a chance “to do something good with my life.” Said another participant: “It’s giving you another chance to better yourself.” A Brooklyn Corps member said, simply, “I just like to do something beneficial.” One member, remembering the renovation work he completed in a senior

citizens' community center, declared: "It felt good walking out like, 'Oh this is cool, man. I'll have to send my grandmother over here.'" For others, the community benefit project increased a sense of connection to the local community. After working on a community garden, one member recalled returning with his family to enjoy a barbecue there, his experience opening the doors to a new community resource: "So we had a little cookout in there for ourselves [with our Corps cohort], but then my family came back then. We had a whole other cookout. Like another two cookouts as a matter of fact."

Corps members also recognized that their work had impact beyond themselves, in the context of the wider community. A Bronx Justice Corps member, describing the restoration of a local church, said, "They giving back to the church, but at the same time, the church will give back to the community."

"I ain't got to worry about police knocking on my door, "Oh, you got drugs in here?" because I ain't got no drugs. I got paystubs that I can put up, I got money. Like I'm not doing nothing wrong to get... anything I need. I'm doing everything right."

— Justice Corps Member

Community benefit projects also appear to have the capacity to transform how community members view their returning youth – from those involved in criminality to civic-minded young adults. Community members are enlisted in this process of transformation – as witnesses to the work done by young people and as mentors, advisory board members, and employers. By creating such a person-to-person connection, these findings suggest that the community benefit projects allow misconceptions to be overcome and real relationships to grow.

In fact, a 2014 independent evaluation of the NYC Justice Corps found that community members developed positive perceptions of both the program and its participants, and that the organizations that hosted community service projects highly valued the completed projects.³⁶ According to one program administrator, the "community is able to look at participants as not those who took away from the community but [those who] are giving back . . . [and who] made a change with their lives."³⁷ Another responder agreed, "noting that community members now saw young people as an asset to the community rather than as a threat."³⁸

In creating a "two-way process"³⁹ of change on the part of both the justice-involved young adults and community members, community benefit projects are a powerful mechanism for the "successful reintegration" envisioned by Maruna. Indeed, community benefit projects fulfill the criteria Maruna articulates for "rituals of reintegration" that are "designed to recognize a person's efforts to 'make good' after committing an offense."⁴⁰ As Corps members host picnics and holiday parties for homeless individuals in their communities, or renovate gardens and community centers, these young adults feel that they are publicly and proudly claiming their places as members of the community. In other words, through their work on community benefit projects, Corps members appear to "send a message to the community" that they are "worthy of further support and investment in their reintegration."⁴¹

Brooklyn Corps members, in one focus group exercise, named the people who now viewed them with respect: the staff at the church they renovated, the community at large, and "even the cops." This shift in community perception in turn fosters the Corps members' shift in self-perception to respected and valuable contributors to the fabric of the community.

NYC Justice Corps Members: A Snapshot

Since its inception in 2008, more than 1,900 young adults have participated in the program. The current NYC Justice Corps model, launched in 2016, serves approximately 240 young adults annually, including new enrollees and alumni. Almost all are aged 18-24, the vast majority of them young males of color. From January 1, 2016 - December 31, 2016, there were 211 Corps members enrolled. Based on the results of the SPIn Reentry assessment, 90% of participants enrolled in 2016 were at medium or high risk of recidivism.

Data for 211 Corps members enrolled in 2016

Table 1: Gender and Age at Enrollment

Male	192 (90%)
Female	19 (10%)
Age: 18-20	89 (42%)
Age: 21-24	114 (54%)
Age: Other (six 17 year olds + two 25 year olds)	8 (4%)

Table 2: Race & Ethnicity

Asian	Black	Other	Unreported	Total
1	158	36	16	211
Hispanic	Non-Hispanic	Unreported	Total	
43	144	24	211	

All Corps members have been involved in the criminal justice system. Almost sixty percent (60%) are on parole (26%) or probation (33%) at the time of enrollment. [See Table 3].

Table 3: Criminal Justice Status at Enrollment

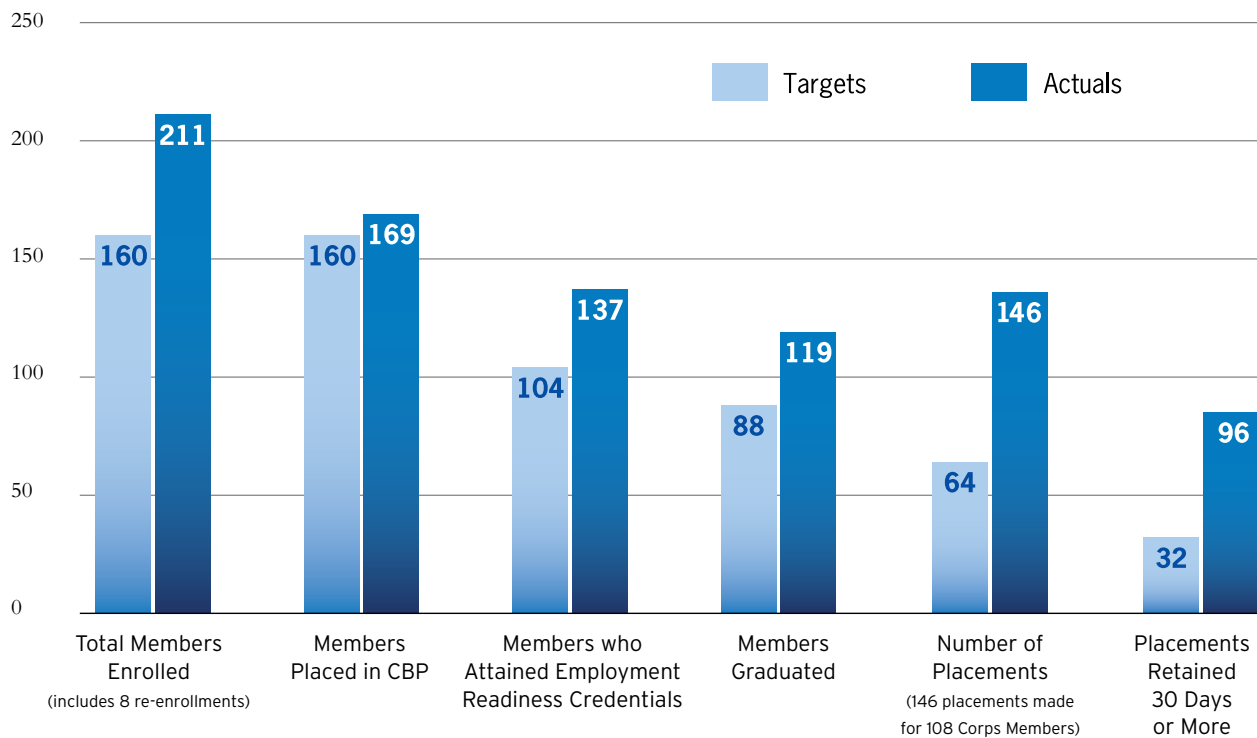
On parole	54 (26%)
On probation	69 (33%)
Arrested within last year (and no disposition or other justice system involvement)	62 (29%)
In alternative-to-incarceration (ATI) program	18 (8%)
Released from jail or prison within last year	6 (3%)
Referred by a specialized court	2 (1%)

Table 4: Education Level at Enrollment

Less than High School	16 (8%)
Some High School	126 (59%)
High School Diploma	34 (16%)
GED/HSE	27 (13%)
Some College/Vocational (no degree completed)	7 (3%)
Associate's Degree	1 (1%)

These young people have faced hardships before they reach NYC Justice Corps. About 20% of Corps members are homeless or in unstable housing, and in some cohorts the rate of homelessness is much higher. Some struggle with substance abuse and mental illness. Only 33% of Corps members had completed high school or earned an equivalency degree at the time of enrollment, and 4% had completed some post-secondary education [See Table 4, prior page]. All are facing economic hardship, and many arrive hungry each morning. Some Corps members (16%) have dependent children. Despite these difficulties, Corps members come to the program of their own initiative, bringing strengths and potential for positive change.

NYC Justice Corps Benchmarks Targets vs. Actuals January 1 - December 31, 2016



BENCHMARKS

(data as of 12/31/2016)

Part V: New Pathways Forward | Program Outcomes

The independent evaluation⁴² of the program published in 2014 identified positive program impacts on employment and wages: participants were employed at higher rates at 12 and 24 months post-program and earned an average of approximately 44% higher wages during the two years post-program compared to a control group.⁴³ In this same review, 83% of Corps members reported overall satisfaction with the program, with over 68% indicating that specific program components were helpful to them.⁴⁴ They reported that the community service component was most important, and that they learned skills that increased their employability, such as communication, leadership, and teamwork.⁴⁵

The changes to the NYC Justice Corps model implemented in 2016 were intended to retain the successful elements of the original program while strengthening program capacity to build work readiness skills and place more Corps members in jobs, education programs, and vocational/work readiness programs. In a redesign process facilitated by PRI, program funders, provider agency executive leadership, and program staff came together to develop the current Justice Corps model.

The redesign has achieved measurable results, retaining significant numbers of Corps members through graduation and setting them on pathways to jobs, education programs, and vocational training. For the 211 Corps members enrolled in calendar year 2016:

- 169 participated in community benefit projects.
- 137 earned employment readiness credentials, such as the OSHA 10 basic construction safety credential and Northstar Digital Literacy credential.
- 119 (56% of enrollees) graduated the program.
- A total of 146 placements were made in employment, education, and vocational training/work readiness programs for 108 Corps members.⁴⁶ Of the 146 placements, 96 were retained for 30 days or more.

Placement Types

Total 146



Academic 35%
(51)



Employment 47%
(69)



Vocational Training 18%
(26)

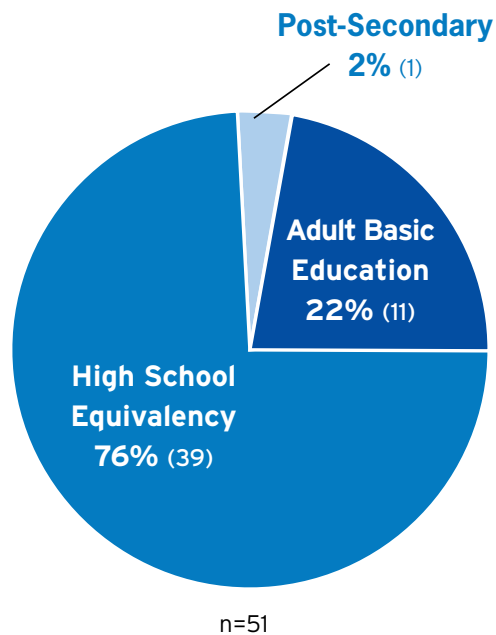
(data as of 12/31/2016)

Reducing recidivism is another key program goal. The program aims to reduce the rate of new convictions for Corps members for a three-year period from their date of program enrollment. The 2014 evaluation was unable to identify a significant impact on participant recidivism.⁴⁷ In response, it was determined that Justice Corps would focus on people with medium to high risk of reoffending and that it would implement risk assessment and risk management strategies. Efforts to reduce recidivism were further enhanced in the program design changes for the 2016 re-launch and will take time to measure.

Performance Data

For NYC Justice Corps Members Enrolled in 2016 (1/1/16-12/31/16)

Education Placements

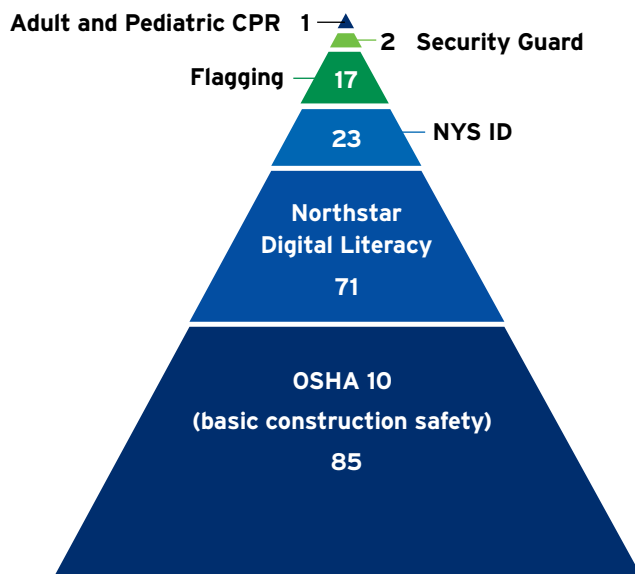


Vocational Training & Work Readiness Placements

Center for Employment Opportunities	12
Young Adult Internship Program	4
ACCES - VR	1
AmeriCorps	1
Bronx Community College Boiler Maintenance	1
Camelot	1
Drive Change	1
Mandala Kitchens/Café	1
Manhattan Institute (C.N.A. Training)	1
Project Renewal	1
Restaurant Opportunities Center United	1
YouthBuild	1
Total	26

Employment Readiness Credentials Attained

Total 199*



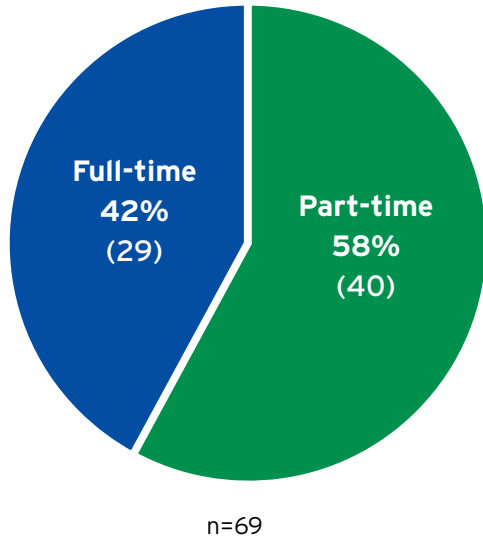
*137 Corps members attained 199 employment readiness credentials

(data as of 12/31/2016)

Performance Data

For NYC Justice Corps Members Enrolled in 2016 (1/1/16-12/31/16)

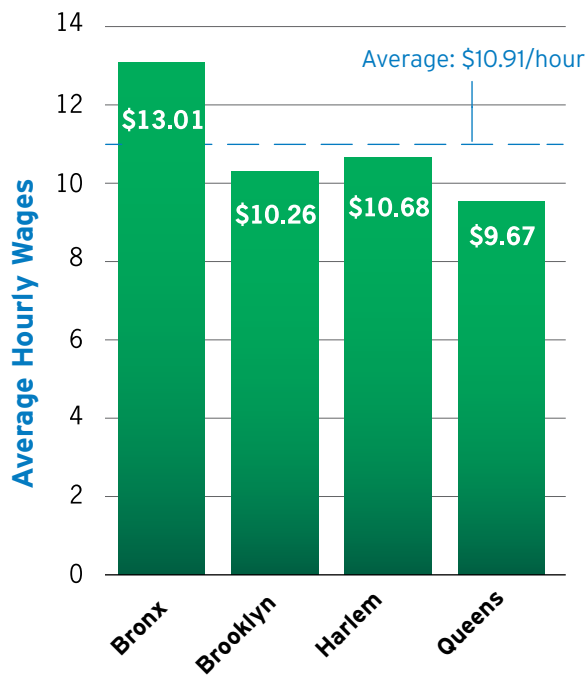
Employment Placements Full-time & Part-time



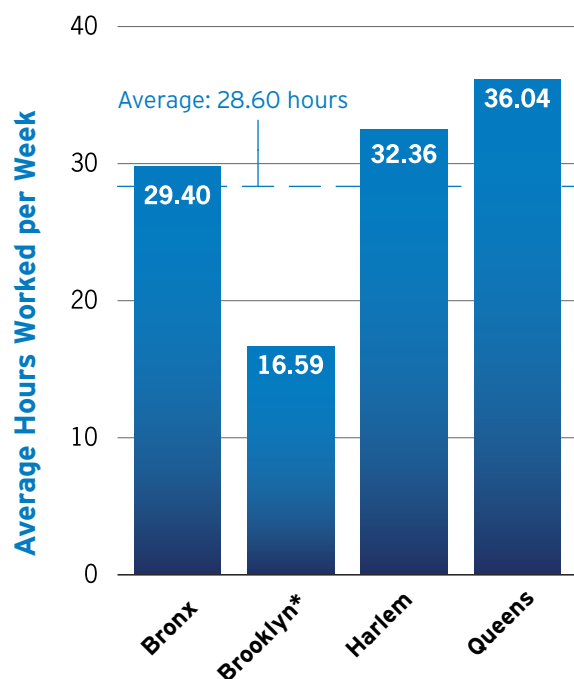
Employment Placements by Sector

Cleaning/Maintenance	5
Community Service/Nonprofit	3
Construction	10
Customer Service	2
Education	1
Environmental	2
Food Services	15
Hospitality/Tourism	11
Human Services	5
Personal/Childcare	1
Real Estate	1
Retail/Wholesale	5
Security/Police	4
Transportation/Warehousing	4
Total	69

Average Employment Placement Wages



Average Employment Working Hours



*All Brooklyn placements are part-time

Conclusion

Community benefit projects, as the centerpiece of the NYC Justice Corps since the program's founding in 2008, have had a substantial impact across all three of the project's key goals:

- **Transforming communities** through lasting projects that improve infrastructure and provide education and outreach;
- **Changing the lives of justice-involved young adults** by giving them the opportunity to redefine themselves and setting them on a trajectory toward education, training, and employment and meaningful civic engagement; and
- **Changing the dynamic** between Corps members and the communities in which they live by building relationships of mutual respect and placing young people at the forefront of making decisions about how best to give back to their communities.

NYC Justice Corps is rooted in the belief that the best hope for lasting change is a mutual transformation of both Corps members and their communities. Corps members give back to their communities in meaningful, restorative, visible, and lasting ways—changing the very landscape of their neighborhoods. In so doing, they build not only their sense of themselves as contributors to the good of the community, but the community's goodwill and capacity to welcome them home.



In the community room of the Claremont Neighborhood Center, Bronx Justice Corps members painted this mural in partnership with Groundswell, a community arts organization.

Endnotes

1. Maruna, S. “Reentry as a rite of passage.” *Punishment & Society* 13, no. 1 (2011): 3–28, at 8.
2. Complete contact information for all NYC Justice Corps sites and partner agencies is available at <http://www.nycjusticecorps.org/all-sites>. Further information about sites and partner agencies is also available in Appendix 2 to this report.
3. Fifty percent (50%) of enrollees were placed, and some individuals attained more than one placement, e.g., part-time job and high school equivalency class.
4. *Id.* at 12.
5. *Id.* at 11: “Garfinkel (1956:420) refers to punishment practices as ‘status degradation ceremonies’ or ‘communicative work directed to transforming an individual’s total identity.’ In undergoing these ritualistic interactions, a person starts out as one status (presumably a ‘person’ or ‘citizen’) and emerges at the other end as a different entity altogether – an ‘offender’ or ‘criminal.’”
6. “The New Science of Adolescence.” *Here & Now*. WBUR, <http://www.wbur.org/hereandnow/2014/12/01/science-adolescence-steinberg>.
7. Maruna, “Reentry as a rite of passage,” at 13.
8. *Id.* at 8.
9. Tannenbaum, Frank. *Crime and the Community*. Boston: Ginn, 1938.
10. For discussion of “redemption rituals” and “status elevation rituals,” see Maruna, “Reentry as a rite of passage,” at 12.
11. “Lesson 1: What is Restorative Justice?” *Centre for Justice & Reconciliation*, <http://restorativejustice.org/restorative-justice/about-restorative-justice/tutorial-intro-to-restorative-justice/lesson-1-what-is-restorative-justice/>.
12. Bonta, J. & Andrews, D. *Risk-Need-Responsivity Model for Offender Assessment and Rehabilitation 2007-06*. Public Safety Canada (2007), https://cpoc.memberclicks.net/assets/Realignment/risk_need_2007-06_e.pdf.
13. For a full description of the NYC Career Pathways approach, see <http://www1.nyc.gov/site/careerpathways/index.page>. For relevant research publications, see http://www.mdrc.org/sites/default/files/Career_Pathways_2016_Issue_Brief.pdf, http://www.nyc.gov/html/ceo/downloads/pdf/SFCC_impact_brief_5_8_2014.pdf and https://www.acf.hhs.gov/sites/default/files/opre/cp_lit_review_final_62613_edits.pdf.
14. For a full description of youth development, see “Positive Youth Development,” [youth.gov](http://youth.gov/youth-topics/positive-youth-development), <http://youth.gov/youth-topics/positive-youth-development>.
15. For information about the SPIn Reentry assessment tool and Collaborative Case Work model for case planning, developed by Orbis Partners, please see <http://orbispartners.com/assessment/spin-re-entry/>.
16. For information about partner agency Youth Represent, please see www.youthrepresent.org. In 2016, Youth Represent reviewed 193 NYC Justice Corps member rap sheets and provided error correction assistance in 83 cases.
17. These amounts were calculated as follows: From 2008–2015, Corps members spent a minimum of 14 and a maximum of 28 hours per week on community benefit projects. In 2016, after a redesign of the program model, a conservative estimate of hours spent on community benefit projects ranged from eight to twelve hours per Corps member, per week. For a ballpark estimation, the mean of the minimum and maximum hours per week was calculated, and determined that members worked a minimum of 218,221.20 and a maximum of 434,728.80 hours on community benefit projects, resulting in an average of 326,475 hours during the eight year period. At \$8 per hour, the total cost of this work would have been \$2,611,800.
18. Among one focus group of Justice Corps members, 70.4% reported that they had lived in the same neighborhood for 15 years or more, with 15 participants (40.9%) reporting that they had lived in the same neighborhood since their birth. The mean length of time living in their current neighborhood was 16.6 years.
19. The Community Advisory Board makes this assessment using a Community Benefit Project Selection Rubric, to be used in conjunction with the Community Benefit Project Selection Rubric Scoring Guide to ensure that Board members understand the criteria for project approval.
20. Target neighborhoods were identified based on a citywide analysis of rates of criminal justice involvement and poverty. The target Community Districts are:

Brooklyn
CD 3 (Bedford Stuyvesant)

Endnotes

CD 4 (Bushwick)
CD 5 (East New York/Starrett City)
CD 16 (Brownsville)

Bronx

CD 1 (Mott Haven/Melrose)
CD 2 (Hunts Point)
CD 3 (Morrisania/Crotona)
CD 4 (Highbridge/Grand Concourse)
CD 6 (East Tremont/West Farms)
CD 9 (Castle Hill/Parkchester/Soundview)

Manhattan

CD 10 (Central Harlem)
CD 11 (East Harlem)

Queens

CD 12 (Jamaica/Hollis)

21. Poverty rates in 2015 for Community Districts 1 (Mott Haven/Melrose) and 2 (Hunts Point) were 45%; rates for Community Districts 3 (Morrisania/Crotona) and 6 (East Tremont/West Farms) were 44.2%, compared to a city average poverty rate of 20.9%. Austensen, M., Ellen, I.G., Herrine, L., et al. State of New York City's Housing and Neighborhoods in 2015. New York, NY: NYU Furman Center. 2016. [*State of NYC's Housing and Neighborhoods 2015*].

22. The unemployment rate in 2015 for Community Districts 3 (Morrisania/Crotona) and 6 (East Tremont/West Farms) was 13.9% and for Community District 9 (Castle Hill/Parkchester/Soundview), 14.3%, compared to a city average unemployment rate of 5.7%. *Id.*

23. Disconnected youth rates in the Bronx community districts served by NYC Justice Corps range from 21% in Community District 5 (Fordham/University Heights) to 32.3% in Community Districts 1 (Mott Haven/Melrose) and 2 (Hunts Point). Measure for America, Data2Go.NYC, available at <http://www.data2go.nyc>. This compares with a citywide average of 7.3%. See State of NYC's Housing and Neighborhoods.

24. *Declines in New York City's Out-of-School, Out-of-Work Young Adult Population...But Numbers Remain High. New York City: JobsFirstNYC & Community Service Society. 2017*, http://www.jobsfirstnyc.org/uploads/Declines_in_New_York_Citys_OutofSchool_Outof-Work_Young_Adult_Population...But_Numbers_Remain_High_March_2017.compressed.pdf.

25. See, *supra*, State of NYC's Housing and Neighborhoods 2015.

26. Goldstein, J. "‘Stop-and-Frisk’ Ebbs, but Still Hangs Over Brooklyn Lives," *The New York Times* (Sept. 19, 2014), <https://www.nytimes.com/2014/09/20/nyregion/friskings-ebb-but-still-hang-over-brooklyn-lives.html>.

27. For a complete look at the Experiential Learning Cycle, visit NYC Justice Corps toolbox resource "Community Benefit Projects: Experiential Learning for Young Adults."

28. NYC Justice Corps does not offer certification-level training in carpentry and other construction skills. Corps members are exposed to basic skills and techniques as needed to complete their community benefit projects, which can serve as a foundational experience for individuals who wish to pursue further training and certification.

29. Latessa, E. and Lowenkamp, C. "What Are Criminogenic Needs and Why Are They Important?" *Community Corrections: Research and Best Practices, Ohio Judicial Conference, For the Record* (4th Quarter 2005), at 15, available at http://ojj.la.gov/ojj/files/What_Are_Criminogenic_Needs.pdf.

30. "Aggression," "Adaptive Skills," and "Attitudes" are domains on the SPIn Reentry assessment tool used in the NYC Justice Corps. Information about the assessment is available at <http://orbispartners.com/assessment/spin-reentry/>.

31. Wachtel, T. "Defining Restorative." *International Institute for Restorative Practices* (2013): 1-12, at 9, <http://www.iirp.edu/pdf/Defining-Restorative.pdf>.

32. Bazemore, G. and Boba, R. "‘Doing Good’ to ‘Make Good’: Community Theory for Practice in a Restorative Justice Civic Engagement Reentry Model." *Journal of Offender Rehabilitation*. 46. 1/2 (2007): 25-56.

33. *Id.*

34. Parole and probation officers may direct young people to attend NYC Justice Corps, and some Corps members are referred by specialized courts and alternative-to-incarceration programs. However, even when referrals come from these justice system sources, enrollment is not mandated and each Corps member chooses whether to make the commitment to attend the program.

It is also noteworthy that many justice-involved young adults are referred to NYC Justice Corps by friends and family members who know about the program. NYC Justice Corps has a strong “word of mouth” reputation in the target communities where the program operates.

35. Maruna, S. *Making good: How ex-convicts reform and rebuild their lives*. Washington D.C.: American Psychological Association, 2001.

36. Bauer, E., Crosse, S., McPherson, K., et al. *Evaluation of the New York City Justice Corps: Final Outcome Report*. New York: Westat/Metis Associates, 2014 [“Westat Report”], <http://www.nyc.gov/html/ceo/downloads/pdf/Westat-Justice-Corps-Evaluation.pdf>.

37. *Id.* at 95.

38. *Id.*

39. Maruna, “Reentry as a rite of passage,” at 13.

40. *Id.* at 19.

41. *Id.*

42. <http://www.nyc.gov/html/ceo/downloads/pdf/Westat-Justice-Corps-Evaluation.pdf>

43. Westat Report, *supra*, at x. NYC Justice Corps increased wages for participants who were employed, earning \$10,910 during eight quarters post-program, compared with a control group’s earnings of \$7,589. *Id.* at 5.

44. *Id.* at 4.

45. *Id.* at 5.

46. 50% of enrollees were placed, and some individuals attained more than one placement, *e.g.*, part-time job and high school equivalency class.

47. *Id.* at x (NYC Center for Economic Opportunity [CEO] Response to Westat Evaluation of NYC Justice Corps): “[T]he evaluation was unable to identify impacts on participant outcomes pertaining to education and recidivism. CEO attributes the absence of such findings to a central limitation in the research study design: the random assignment evaluation began at program launch without allowing for a pre-study pilot phase. As a result, the findings may reflect the effects of early implementation challenges, rather than being solely attributable to the program itself.”

Appendix 1: Community Benefit Projects 2008 - 2016

Bronx Community Benefit Projects

Project	Details	Year	Duration	No. of corps members
Arturo Schomburg Senior Center	The Arturo Schomburg Senior Center provides various services such as meals, activities and trips to seniors. Justice Corps members renovated the space.	2011	50 days	6
Bathgate Daycare Center	The Bathgate Daycare Center offers child care services as well as resource and referral services for families living in East Tremont. Justice Corps members renovated the space.	2010	44 days	5
Beck Memorial Presbyterian Church	Beck Memorial Presbyterian Church organizes soup kitchens for those in need. Justice Corps members helped improve the space by renovating the food pantry, kitchen, and dining area of the church.	2013	70 days	7
Betances Senior Center	Betances Senior Center provides social services to the older adults who wish to be engaged in their community and with their peers. Justice Corps members renovated parts of the center, helping to create an environment which encourages seniors to interact with one another, get out of their house on a regular basis, and enjoy themselves.	2009	305 days	1
Bronx Temple Seventh-day Adventist Church	The Bronx Seventh-day Adventist Church focuses their community development programs on serving the homeless, individuals struggling with substance abuse, single mothers and low income families. The Justice Corps team worked on two rooms on the Church's second floor. The main room was renovated for school aged children. The adjacent mother's room was renovated to provide a comfortable space for mother's to tend their younger children while the older children attend classes. The rooms also provide a play area and quiet space for children during church services.	2010	41 days	10
Bridges Community Church	Justice Corps members provided plastering, carpentry, power washing, rubbish removal, and tile work for the Bridges Community Church, a small church that serves the community through religious and social services.	2014	25 days	14
Caldwell Temple AME Zion Church	Justice Corps members provided carpentry, industrial painting, light demolition, maintenance, painting, plastering, rubbish removal, and tile work for the Caldwell Temple AME Zion Church.	2015	20 days	27
Charles R. Drew Educational Complex Outdoor Mural (@PS 47)	In collaboration with the Summer Leadership Institute of the community arts organization Groundswell, Justice Corps members worked on the Public Land Trust mural on the exterior of PS 47. This 18 x 75 foot mural, title "Nature's Garden" seeks to raise awareness of the need to preserve and restore the Bronx River.	2009	30 days	14

Project	Details	Year	Duration	No. of corps members
Children's Circle Day Care Center	Justice Corps members renovated Children's Circle, a day care center servicing communities in the Bronx. Members repainted the auditorium and replaced baseboards.	2010	25 days	11
Children's Circle Day Care Center	Justice Corps members renovated Children's Circle, a day care center servicing communities in the Bronx.	2015	18 days	28
Children's Circle Day Care	Justice Corps members renovated Children's Circle, a day care center servicing communities in the Bronx. This community benefit project focused on the back garden. Debris and weeds were removed from the backyard area. A concrete walkway was repaired and shrubs were planted.	2009	30 days	10
Christ the King	Christ the King provides shelter and food for the homeless. Justice Corps members helped remove boxes from delivery trucks, stocked food pantries, and served the homeless families in the South Bronx.	2013	70 days	11
Christ Pentecostal International Church	Justice Corps members renovated Christ Pentecostal International Church, which provides social services through Bethel Prayer Ministries International, an independent organization offering supportive services to vulnerable community members and their families.	2011	62 days	5
Christian Church of God, Sons of Zion	The Christian Church of God is a Spanish speaking church that provides social services to the Latin American community in the Bronx. Justice Corps members painted and refurbished parts of the church.	2014	20 days	14
Christian Federation Church	Justice Corps members participated in the renovation and beautification of the Christian Federation Church.	2015	32 days	28
Claremont Children's Center	The Claremont Children's Center serves children from 2-5 years and provides child-centered activities to foster the children's development. Justice Corps members repaired and beautified the Claremont Children's Center by painting the walls and doing carpentry work.	2015	40 days	24
Claremont Neighborhood Center	The Claremont Neighborhood Center provides daycare and afterschool programs, as well as a father's program and other services to the community. Justice Corps members repainted the center's interior walls, buffered, stripped and waxed the gyms floors, removed trash from the centers lowest floor and placed murals throughout the building.	2009	36 days	12

Bronx Community Benefit Projects

Project	Details	Year	Duration	No. of corps members
Claremont Neighborhood Center	Justice Corps members created a mural in the Cafeteria/Lounge of the Claremont Neighborhood Center.	2009	23 days	10
Claremont Neighborhood Center	This project focused on renovations to the cafeteria/lounge area (31'x45'), which serve as a meeting space for community-based organizations and programs, a cafeteria for after school programs and summer camps, and is occasionally rented out for private functions. Justice Corps members removed the old commercial floor tiles and adhesive; prepared the bare floor by filling holes and other recessed areas with cement type material; laid new commercial tiles; and removed and replaced existing baseboards.	2009	36 days	10
Claremont Neighborhood Center	The Justice Corps team worked on renovating the Neighborhood Center building's interior. Included in the renovations were repainting the center's interior walls, buffering, stripping and waxing the gym floors, rubbish removal in the center's lowest floor and placing murals throughout the building.	2009	305 days	12
Claremont Neighborhood Center	The Claremont Neighborhood Center provides daycare and afterschool programs, as well as a father's program and various other services to the community. Justice Corps members renovated the center by repairing floors, painting walls, and fixing the ceiling of the center.	2012	70 days	13
Claremont Neighborhood Center	Justice Corps members returned to the Claremont Neighborhood Center to restore a classroom by painting walls and repairing floor tiles.	2016	12 days	22
Crotona Park	Justice Corps members cleaned Crotona Park, known for its variety of tree species (28 in all) and gorgeous 3.3-acre lake, which serves as home to turtles, ducks, and fish, where families log many hours romping in the 11 playgrounds spread throughout the park.	2009	27 days	12
Crotona Park	Justice Corps members returned to clean Crotona Park.	2010	44 days	4
Crotona Park	Gardening was completed in Crotona Park.	2010	40 days	10
Crotona Park	Justice Corps members returned to clean Crotona Park.	2014	70 days	14
Crotona Park Zone 5	Returning to Crotona Park over the course of several community benefit projects, Corps members cleaned Zone 5 in 2008.	2008	15 days	22
East Side House Settlement Patterson Community Center	Justice Corps members renovated New York City Housing Authority's Patterson Community Center, where East Side House operates programs for children and families in the South Bronx.	2011	50 days	7

Project	Details	Year	Duration	No. of corps members
El Batey De Dona Provi	Justice Corps members worked in the El Batey de Dona Provi community garden. They created a fruit and vegetable garden, and built a swing set and hopscotch board for local children.	2010	40 days	10
Garden Of Prayer Cathedral	Justice Corps members renovated the Church's food pantry.	2011	50 days	5
George C. Koenig Memorial Building	The Justice Corps team painted, plastered and sanded all the walls. At the time of the community benefit project the space was part a church, and there were plans to turn part of the space into a daycare facility.	2014	70 days	14
Gospel Hill Baptist Church	The Gospel Baptist Church organizes food pantries, and Justice Corps members helped remove boxes from delivery trucks, stocked food pantries, painted walls and served food to homeless families in the South Bronx.	2013	70 days	10
William Hodson Senior Center	The William Hodson Senior Center is the oldest senior center in the United States. Corps members undertook an intensive clean-up campaign, restored the stage in the main dining room, and repainted the walls of the auditorium to create a vibrant atmosphere for the seniors.	2008	23 days	10
Hunts Point Recreational Facility	Justice Corps beautified Bryant Hill and Padre Plaza Gardens.	2010	40 days	10
Iglesia Adventista de Septimo Church	Justice Corps members renovated the first Adventist Hispanic Church in New York City. The scope of the project included the following activities: prepping and painting the security gates, repainting the entrance area, and partitioning and painting the basement.	2009	32 days	8
Labor Bathgate Community Childcare Center	Justice Corps members renovated Labor Bathgate Community Child Care Center, a private daycare center that serves approximately 100 young children aged 2-4 years in the Bronx. The Justice Corps team renovated ceiling tiles, walls, and the entire basement flooring.	2012	55 days	8
Labor Bathgate Community Childcare Center	The Labor Bathgate Community Child Care Center is a private daycare center that serves young children in the Bronx. The Justice Corps team repaired the decaying, water-stained walls and broken ceiling tiles making the basement safe for the children to use. After repairing the walls and ceiling, the team painted the basement and added child-appropriate decorations.	2010	53 days	10
Jardin De La Familia	Jardin De La Familia is a garden serving the Bronx community. Justice Corps members landscaped the garden, built flower boxes, and repaired and painted a fence.	2015	75 days	24

Bronx Community Benefit Projects

Project	Details	Year	Duration	No. of corps members
Little Green Garden	Justice Corps members led a community beautification project at Little Green Garden. The garden was developed in 1997 as a space for community residents to work together to and improve their neighborhood, and for the youth to get involved in gardening.	2011	55 days	7
Loyalty Daycare	Justice Corps members renovated the daycare by painting outside and inside walls, and fixing the floor inside the center.	2013	70 days	10
Melrose Houses/ Classic Center	Corps members completed a gardening project at the Melrose Houses community centers set up by the New York City Housing Authority. They offer many education programs for children, teens, and adults, varying from computer labs and teaching mathematics, to reading, writing, and chess classes.	2009	40 days	12
Melrose Mott Haven Senior Center	Justice Corps members renovated the Senior Center, which offers various programs and services to assist the elderly in the Bronx.	2010	45 days	3
Mitchell Senior Center	Justice Corps members renovated The Mitchell Senior Center, which offers a variety of programs and services designed to improve the lives of older adults in the Bronx.	2010	45 days	2
Morris Family Shelters	The Justice Corps team renovated the rooms at the Morris Family Shelter; replacing furniture, painting and performing other clean-up tasks. Between projects, participants also restored the courtyard areas. The work of the Corps members decreased the time families needed to wait to move into the shelter, which would help to decrease homelessness in the community.	2008	37 days	7
Mothers On The Move	Justice Corps members renovated the space of Mothers on the Move, a member-led social justice organization, committed to enabling low-income people of color to play a role in community decision-making.	2011	50 days	6
New Covenant Christian School	Justice Corps members renovated space at New Covenant Christian High School, founded in 1995, which provides academic, character, and spiritual guidance to its students while preparing them for college.	2012	70 days	8
New Covenant Christian School	Justice Corps members led a community beautification project at the New Covenant Christian High School, which provides academic, character, and spiritual guidance to its students while preparing them for college.	2012	50 days	10
P.A.L New South Center	Justice Corps members renovated the Police Athletic League New South Bronx Center, which provides various services to children such as after school programs and summer camps.	2011	20 days	9

Project	Details	Year	Duration	No. of corps members
P.O.T.S. Part Of The Solution	Justice Corps members renovated the organization, which provides various assistance programs. These vary from day-to-day services such as food pantry, shower program, clothing closet, and haircuts- to legal representation to families facing homelessness.	2012	49 days	4
Police Athletic League	Justice Corps members renovated the space of the Police Athletic League Center, which hosts crime prevention programs developed by law enforcement agents. Two common areas, the gymnasium and the basement recreation room were renovated. Unwanted items were cleared from the basement, and the boxing room was dismantled. The walls were then repainted, and broken floor tiles and baseboards were replaced. A 14' X 11' stage was then constructed. Finally, the walls of the basketball gym were repainted.	2009	39 days	10
Police Athletic League	Justice Corps members renovated the Police Athletic League Center, which hosts crime prevention programs by painting the walls, plastering and doing rough carpentry.	2013	65 days	7
Police Athletic League Webster Center	The gymnasium and recreation room at the Police Athletic League were the focus of the work Justice Corps members, who cleaned out the basement, dismantled an unused boxing ring, and repainted the walls. The floor was completely replaced and a dance stage was constructed for use by youth programs at the site. Corps members painted basketball court walls and replaced basketball hoops.	2011	50 days	6
Puerto Rican Family Institute	The Puerto Rican Family Institute offers culturally sensitive services to the community, such as mental health treatment, child foster care placement preventive services, HIV/AIDS mental health treatment prevention and education, as well as case management programs and residential care. Justice Corps members renovated the space by scraping, plastering and painting classrooms. They also assisted a construction company with the removal of the wood flooring in the gymnasium.	2013	65 days	5
Renaissance EMS	Justice Corps members renovated the space of the organization which provides music, sports, education and many other programs.	2011	55 days	7
Robert Fulton Terrace	The Robert Fulton Terrace was built in the 1960s. For many years, the building's backyard served as a playground, but the building and backyard deteriorated. Justice Corps members painted and completed other construction and maintenance in the community room and outdoor community space.	2016	53 days	19

Bronx Community Benefit Projects

Project	Details	Year	Duration	No. of corps members
Renaissance EMS	Justice Corps members renovated the space of the organization which provides music, sports, education and many other programs.	2011	51 days	8
Salvation Army	Justice Corps members led a community beautification at the Salvation Army. The Salvation Army is a Christian church and international charitable organization that provides services such as shelters for the homeless, as well as disaster relief and humanitarian aid.	2012	55 days	8
Soul Tabernacle	Soul Tabernacle Church serves the Bronx community. Justice Corps members put a fresh coat of paint on the walls and did carpentry, which included repairing a staircase, resurfacing the pastor's office and painting the front of the church.	2015	75 days	24
Southeast Bronx Neighborhood Center	Justice Corps members renovated the Southeast Bronx Neighborhood Center, a non-profit multiservice agency serving constituents of the Southeast Bronx.	2009	25 days (estimated)	6
St. Ann's Episcopal Church	St. Ann's provides food and assistance to the community, and developed a successful after-school program for elementary school children. Justice Corps members' project involved gardening and landscaping the Church's garden.	2009	49 days	10
St. Ann's Episcopal Church	St. Ann's provides food and assistance to the community, and provides an after-school program for elementary school children. Justice Corps members conducted indoor space renovation for the Church.	2010	41 days	10
St. Edmund's Episcopal Church	Justice Corps members renovated the Church, which was founded in 1985. The Church runs a summer camp which provides recreational activities, educational trips, meals, and a safe haven for over 30 neighborhood children.	2010	28 days	6
St. Paul's Church	Justice Corps members renovated the Church, which was founded in 1882 and relocated several times throughout the ensuing century.	2011	43 days	3
The Neighborhood Center at Saint Benedict the Moor, Inc.	The Justice Corps team completely renovated the community food pantry and soup kitchen at St. Benedict the Moor Neighborhood Center.	2009	51 days	9
Thessalonian Baptist Church	Justice Corps members provided demolition and rubbish removal services as well as industrial painting and plastering for the recreational area of the Thessalonian Baptist Church. The church provides educational events that include college fairs, workshops for job readiness, financial management, health & well-being, and community issues. Church recreational events include seasonal spa days, annual dance productions, annual music concerts, and seasonal theatrical performances	2014	70 days	12

Project	Details	Year	Duration	No. of corps members
Thessalonian Baptist Church	Justice Corps members returned to complete church renovation.	2014	25 days	14
Thorpe Family Residence Shelter	The Thorpe Family Residence Shelter provides permanent supportive housing for homeless families. The Justice Corps team scraped loose paint from walls and ceilings where needed, plastered any holes or uneven surfaces to prepare the surfaces for paint. The walls were painted in a standard, white semi-gloss paint. The basement hallway (which is approximately 40 feet long), a small office at the end of the hallway and a kitchen were painted first. An apartment on the second floor with 3 bedrooms, a bathroom, a living-room and a kitchen was painted after the basement areas.	2009	17 days	8
Tremont Community Senior Center	Justice Corps members renovated the space of the Tremont Community Senior Center, which provides social and health services to seniors.	2010	58 days	4
Tremont United Methodist Church	The Tremont United Methodist Church provides daycare services to the community. Justice Corps members provided carpentry, industrial painting, light demolition, maintenance, painting, plastering, rubbish removal, and tile work for the church.	2014	25 days	27
Tremont United Methodist Church	The Tremont United Methodist Church provides daycare services to the community. Justice Corps members are renovating the daycare facility. They are painting walls and repairing floor tiles.	2016	14 days	22
Trinity United Methodist Church	Corps members worked closely with church staff to renovate the sanctuary and basement. Corps members also landscaped a previously little-used outdoor portion of the church grounds, which the church then used for community events like barbeques and other outdoor activities. The project required renovating and refurbishing the 100 year old sanctuary. Corps members learned carpentry, industrial painting, light demolition, maintenance, painting, plastering for the indoor portion and landscaping and gardening for the outdoor portion.	2013	70 days	9

Bronx Community Benefit Projects

Project	Details	Year	Duration	No. of corps members
United House of Prayer	The Justice Corps team painted the lower half of the wood paneling in the hallway with a two-toned pattern. The conference room in the basement was scrapped, plastered, sanded and painted. The storage room in the basement was emptied and unwanted items were disposed of. Loose wall-papered areas were re-glued in the basement hallway.	2011	50 days	11
Webster Morrisania	Justice Corps members painted walls and did other construction and maintenance work.	2016	31 days	15
Women's Housing and Economic Development Corporation	In collaboration with the New York Horticultural Society the Justice Corps team helped develop a rooftop garden on a building owned by the Women's Housing and Economic Development Corporation. They planted eggplant, lettuce, broccoli, and tomatoes.	2010	40 days	7

Brooklyn Community Benefit Projects

Project	Details	Year	Duration	No. of Corps members
Anti-Gun Violence Mural Project	Working in collaboration with Groundswell Community Mural Project, the American Friends Service Committee, New Yorkers Against Gun Violence, and the Damon S. Allen Foundation this 14.5 x 100 ft. mural entitled Piece Out, depicts the history of guns in the United States, and shows the power of communities and youth to stand together to put an end to gun violence.	2009	64 days	7
Community Organizations in the Brooklyn neighborhoods of Crown Heights and Bedford-Stuyvesant	Justice Corps members developed and presented "The Pyramid of Self-Destruction," a gang, drug and crime prevention program throughout Brooklyn. Members shared personal stories of transformation and presented the key elements to overcoming self-destructive lifestyles at several community organizations, including Safe Horizon.	2015	32 days	9
Brooklyn neighborhoods of Bushwick, Brownsville, and Bedford-Stuyvesant	In the "Speak Up!/Clean Up!" project, Justice Corps members combined anti-pollution and "know your rights" campaigns. Corps members cleaned up public spaces and used their visibility to educate community youth about pollution and how to interact with the police.	2016	16 days	19
Black Veterans for Social Justice	Established in 1979, Black Veterans for Social Justice provides various services to men and women veterans, their families, and members of the community. Justice Corps members renovated the apartments at four nearby housing facilities by painting hallways and vacant apartments, and ensuring that heating and electrical systems were functional.	2009	43 days	8
Block by Block	Collaborating with Retrofit Bedford Stuyvesant Block by Block and the Pratt Center for Community Development, Justice Corps members worked on weatherizing the Friendship Baptist Church and five houses. They worked on insulation and weather stripping, installed CFL light bulbs and carbon dioxide detectors. They also put tree guards around newly planted trees on Herkimer street, between Bedford and New York Avenue.	2009	58 days	8

Brooklyn Community Benefit Projects

Project	Details	Year	Duration	No. of Corps members
Bridge Street AME Church Senior Center	The purpose of this project was to upgrade the space used by senior citizens and the boy and girl scouts. All old tiles in two hallways and a portion of the basement were removed, and replaced with new tiles.	2010	22 days	14
Brooklyn Adult Learning Center	The Brooklyn Adult Learning Center provides classes, including an ESL course, a writing lab and math lab, a computer repair course, a computer literacy course, and a Microsoft Office class. Justice Corps members scraped the chipped paint off the iron fence around the perimeter of the building. They then applied fresh paint, and landscaped the area.	2010	41 days	9
BSMC - Bedford Stuyvesant Multi-Service Center - Community Auditorium and Theater	The Bedford-Stuyvesant Multi-Service Center is a human resources administration building housing various non-for-profit agencies servicing the community. The center also has a conference room and a 480-seat auditorium. The Justice Corps team painted and renovated the auditorium space.	2010	15 days	
BSMSC - Bedford Stuyvesant Multi-Service Center - Community Conference Center	Justice Corps members engaged in minor demolition work, before putting up drywall and painting.	2010	46 days	12
BSMSC - Bedford Stuyvesant Multi-Service Center - Conference Center	The Justice Corps team installed a new floor, painted the ceiling, and repaired and painted walls.	2009	31 days	10

Project	Details	Year	Duration	No. of Corps members
Census 2010 - Bed-Stuy: You Count! - Coalition for the Improvement of Bedford Stuyvesant (CIBS)	Justice Corps members served in street teams after being trained to deliver the 2010 census. They met peers, associates and neighbors in barbershops, beauty salons, and community recreation centers, armed with census promotional materials.	2010	20 days	10
Central Brooklyn Community Services	Central Brooklyn Community Services is an organization which provides social services and welfare to the community.	2008	52 days	10
DIVAS - Digital Interactive Visual Arts Sciences for Social Justice	DIVAS for Social Justice aims to bridge the digital divide by teaching media literacy and cultural awareness amongst young women of color. Justice Corps members, renovated the space by painting the walls, buffing the floor and adding desks.	2009	20 days	8
Fulton Street Mural Project	Justice Corps members painted a mural on the corner of Marcy Ave and Fulton St. along the Underground Railroad. The mural depicted Harriet Tubman leading slaves to freedom.	2009	16 days	5
Fulton Street Revitalization	Justice Corps members participated in the beautification of the Fulton Street area, as they removed graffiti and re-painted the exterior of all storefronts.	2009	45 days	8
Future Investment Childcare	Justice Corps members renovated the daycare center, which offers developmentally appropriate activities to children in the area of physical, social, emotional, and educational growth.	2014	35 days	16

Brooklyn Community Benefit Projects

Project	Details	Year	Duration	No. of Corps members
Grace Havenwaller Learning Center, Inc.	The Grace Havenwaller Learning Center is a child care facility in Brooklyn, NYC. The Justice Corps team renovated the front outdoor area and back sitting area. The work involved trimming hedges, pruning trees, rebuilding the bench seating, pressure cleaning the concrete area, raking leaves, installing solar lights, and painting benches. In addition, the team repaired the back entrance floor, placed a door saddle, and painted the area.	2010	36 days	10
Grace Playground	Corps members beautified the playground.	2013	65 days	15
Green Gems and Crystal/Wells Community Gardens	In the Brooklyn neighborhood of East New York, Justice Corps Members renovated and assisted in creating garden structures for growing fruits and vegetables. Corps members also sponsored a Mother's Day program for local residents and families of Corps members.	2015	16 days	10
Madison Square Boy & Girls Club	Madison Square Boys and Girls Club was initially founded in 1884 as a Boys Club to address the problem of youth gangs, offering recreational and vocational programs including crafts, dramatics, sports, and lectures. It was in 1984 that the club opened to both girls and boys. Today, the organization serves over 5,000 youth at four Clubhouses and three school sites in disadvantaged communities throughout the city.	2009	48 days	5
Mount Pisgah Baptist Church	Justice Corps members renovated Mt. Pisgah Baptist Church, which was founded in 1929 and is led by Dr. Johnny Ray Youngblood, who wrote several books about the empowerment of oppressed peoples.	2010	51 days	5
Mount Pisgah Library project	Justice Corps members renovated a school library run by the Mount Pisgah Baptist Church. They fixed the walls, ceiling, and floor, installed new tiles and painted the room once the repairs were completed.	2010	22 days	5

Project	Details	Year	Duration	No. of Corps members
Neighborhood Senior Centers of the Fort Greene Council, Inc.	Justice Corps Members provided social interaction and assisted staff with a multitude of services. From game day to providing food, they interacted with seniors on a weekly basis in order to engage with them and break the barriers between young adults and elderly.	2015	32 days	7
New Bed Stuyvesant Boxing Center	The New Bedford-Stuyvesant Boxing Center was started in 1980 to provide a low-cost training facility for both amateurs and professional boxers. Justice Corps members renovated the space by repairing the hardwood floor and retiling the main floor, office and exercise room. They also repaired shower fixtures, installed a ceiling in the basement and painted the office, workout room and basement.	2008	25 days	12
PAL 75 Precinct	This project was designed to improve the facilities used by young explorers of the 75th Precinct's PAL, as well as to support a space for Unity Plaza. Corps members did painting, buffing, stripping, waxing, and building closets at the PAL.	2012	53 days	24
Paradise Community Garden Project	Justice Corps members worked on a community beautification project, hosted by Partnership for the Homeless and East New York Farms. The project entailed planting, weeding, landscaping, and restoration of the garden's gazebo through gardening, landscaping, sanding and painting.	2013	27 days	6
Prince Hall Masonic Temple (PHMT)	The Prince Hall Masonic Temple (PHMT) is a historic building site used as a meeting and conference center within the community. The project of the Justice Corps members was to renovate, restore and improve Brooklyn's PHMT by painting, buffing, stripping, waxing, scraping, molding, spackling, sanding, and priming walls, dropping ceilings, fixing cracks in the wall, and lastly by installing locks and replacing doors.	2013	58 days	27

Brooklyn Community Benefit Projects

Project	Details	Year	Duration	No. of Corps members
Project Regeneration	Project Regeneration works to provide economically disadvantaged in and out-of-school age youth with workforce development programs in a healthy competitive environment, focusing on a culture of education, interdependence, leadership, partnerships, and fitness. The Justice Corps team renovated the shared space.	2009	19 days	8
PS/IS 155	PS/IS 155 is a public school that serves about 400 students in PK through 8th grade in the Bedford-Stuyvesant area. In an effort to give back to the community and inspire the students at PS/IS 155, Justice Corps members engaged in a school remodeling project. They worked on light demolition, rubbish removal, carpentry and painting.	2015	32 days	5
PS/IS 155	Justice Corps members cleared all books off shelves and desks, package and set books in storage, cleaned and detached shelves from walls, and painted the walls.	2015	67 days	8
PS/IS 155	PS/IS 155 is a public school that serves about 400 students in PK through 8th grade in the Bedford-Stuyvesant area. Justice Corps members beautified the school by repainting the walls, cleaning and organizing the space in the library. In addition, they primed and painted the walls in the auditorium and dressing room.	2015	68 days	6
Retrofit BedStuy	Justice Corps members renovated the space of the organization which provides music, sports, education and many other programs.	2010	47 days	12
Siloam Presbyterian Church	Founded by former slave Rev. James A. Gloucester in 1849, Siloam Presbyterian Church is an African American congregation which has a long history of activism and community involvement. Justice Corps members renovated the fellowship hall, as well as the Church's pantry and choir room. This involved scrapping, plastering, priming, tiling, and painting walls.	2010	51 days	12

Project	Details	Year	Duration	No. of Corps members
Take Back the Pavement Project	Green Fort Greene & Clinton Hill is a volunteer project aimed at reducing the community's contribution to global warming. Justice Corps members worked on one of the organization's projects by leading a community beautification project, aimed at freeing mature trees that were being choked by small tree beds, thereby expanding 1,500 tree beds.	2011	22 days	3
Tompkins Resident Association	The Tompkins Houses Resident Association brings together youth and seniors to beautify the flower beds in and around the housing development. Justice Corps members improved the office by plastering and painting the space.	2009	18 days	12
United Methodist Church	This project was designed to improve the facilities used by the United Methodist church, which supports recovery efforts and community building. Justice Corps members completed tasks such as painting, buffing, stripping, waxing, and painting walls.	2012	40	24
United Methodist Church	This project was designed to renovate the church's kitchen facility and to improve the exterior landscape of the Church, which supports recovery efforts and community building. Justice Corps members renovated the space through landscaping, tilling, painting, replacing doors and handles, planting, building plant guards, as well as maintenance and general upkeep work.	2013	24 days	28
United Methodist Parish of Bushwick	This project was designed to renovate the Church's main reception hall, stage, hallway and bathrooms, as well as to improve and maintain the exterior landscape of the church. Justice Corps members renovated the space and garden through painting, maintenance and general upkeep work, as well as landscaping.	2013	62 days	16

Brooklyn Community Benefit Projects

Project	Details	Year	Duration	No. of Corps members
Von King Cultural Arts Center	Justice Corps members painted all the iron rails throughout the park, which lies in the heart of Brooklyn's Bedford-Stuyvesant neighborhood and is home to a unique Cultural Arts Center.	2008	9 days	15
Women Prison Association (WPA)	WPA helps women with criminal justice involvement by promoting alternatives to incarceration, supporting them inside prisons, and helping with reentry plans. This project was designed to renovate the reception area, hallway, conference room and basement of WPA's East New York office. Justice Corps members painted walls and doors, restored the conference room mural, installed shelving and reorganized storage room in the basement.	2013	34 days	22

Harlem Community Benefit Projects

Project	Details	Year	Duration	No. of Corps members
A.B.L.E. Upper Manhattan Health Center	A.B.L.E. House is a halfway house offering substance abuse treatment services to adult men and women. Justice Corps members renovated the facility by upgrading and repairing walls, hallways, ceiling, and floors.	2012	49 days	6
Antioch Baptist Church "Basement Rejuvenation"	Antioch Baptist Church was founded by the late Rev. Dr. Alfloyd Alston, and provides the community with day care and tutorial programs for young children. Justice Corps members renovated the Church's basement through painting and tiling.	2010	45 days	14
Antioch Baptist Church "Park Rejuvenation"	Justice Corps members helped beautify the Church's park. Justice Corps members repaired wooden benches and chairs, replaced the damaged wood in the park entrance, and stained and painted the gazebo.	2010	12 days	7
Christ Temple	Justice Corps members renovated Christ Temple, which begun as a storefront in the summer of 1958 and relocated several times throughout the ensuing decades. The Church has recently created a non-profit agency, Koinonia, in order to provide social and relief services to vulnerable communities in Harlem.	2012	53 days	4
Columba Kavanagh House	Corps members completed a beautification project at Columba Kavanagh House, which is committed to providing permanent housing and supportive social services for homeless, single adults who have a history of substance abuse and/or mental illness.	2011	44 days	7
Dempsey Garden, on W 127th St., in Collaboration with Harlem Grown	Harlem Grown is a non-profit organization that exposes youth to urban agriculture and encourages them to make healthier lifestyle choices. Justice Corps members built compost bins and new garden beds to contribute to the Dempsey Garden lot owned by Harlem Grown. Corps member work at this and other Harlem Grown gardens positively impacted the Harlem community by increasing access to fresh, local produce.	2016	12 days	20

Harlem Community Benefit Projects

Project	Details	Year	Duration	No. of Corps members
East Calvary Daycare Center	Justice Corps members renovated the East Calvary Day Care Center by fixing floors, painting walls and cleaning the daycare, thereby making it a safer place for children.	2013	29 days	12
East Harlem Block Nursery	Justice Corps members renovated the child care center, which provides services to communities in East Harlem.	2012	50 days	8
Elmendorf Reformed Church	Justice Corps members painted the walls and cleaned the Church, thereby helping to improve the space used by the homeless for shelter.	2013	38 days	10
Elmendorf Reformed Church	Founded in 1658, the Elmendorf Reformed Church is the oldest church in Harlem. It gives back to the community by offering pantry services and hosting clothing drives and probation meetings. Justice Corps members renovated the church by removing, replacing and remodeling the floor tiles in the entrance and other areas of the church. They also plastered the walls and ceilings.	2015	74 days	9
Marcus Garvey Park	Justice Corps members cleaned the park through weed whacking, painting benches, and collecting garbage. The project also involved landscaping the park and painting the pool façade.	2013	11 weeks	7
James L. Varick Community Center	The Justice Corps team cleaned, primed, and painted the walls of the community center.	2014	30 days	17
J. Rozier Hansborough Recreation Center	The J. Rozier Hansborough Recreation Center is a local sports center with a swimming pool, gymnasium and indoor basketball court. The Justice Corps team repainted the spiral staircase and safety rails, repainted stairwell walls, and assembled and painted shelving.	2014	30 days	24

Project	Details	Year	Duration	No. of Corps members
J. Rozier Hansborough Jr. Recreation Center	The Rozier Hansborough Jr. Recreation Center consists of a gymnasium, basketball court, an indoor track, and cardio, dance, fitness, multipurpose, and locker rooms. It also provides accessible fitness equipment and a computer resource center for its members. Formerly known as the Bath House, the facility was built in 1925 and used for people in the community to take baths and showers. In 1934, it was turned over to the Parks and Recreation Department and was transformed into a recreation center. Justice Corps members refurbished the space by restoring the marble stair case and cutting and installing vinyl tile flooring.	2016	64 days	21
La Guardia Memorial House	La Guardia Memorial House provides afterschool programs and activities to approximately 400 students. Justice Corps members fixed and painted the walls and floors of the center, removed bulk items and utilized the space of the gym area more efficiently.	2013	12 weeks	10
Madison Avenue United Methodist Church	The Justice Corps team renovated the playroom by cleaning, priming and painting the walls, and cleared and cleaned the storeroom	2014	65 days	14
Magnolia Tree Earth Center	The Magnolia Tree Earth Center is an environmental organization which has planted 1,500 trees in the Bedford-Stuyvesant area. The organization conducts workshops, community service projects, and tours to raises awareness about environmental concerns amongst community members. Justice Corps members renovated the center through tiling and carpeting, as well as by painting and plastering the walls, ceilings, and stairways. Finally, corps members also designed and executed a mural in the garden.	2009	67 days	30
Mount Pleasant Christian Academy	Justice Corps members renovated part of Mount Pleasant Christian Academy, performing light demolition, plastering, painting and rubbish removal. The Academy provides afterschool educational services for children and teenagers in the community.	2014	23 days	23

Harlem Community Benefit Projects

Project	Details	Year	Duration	No. of Corps members
Mount Zion African Methodist Episcopal Church	Justice Corps members renovated the church by fixing its floor, as well as repairing and painting the pantry and kitchen areas.	2013	13 weeks	6
East Calvary Daycare Center	Justice Corps members renovated the daycare center, which offers activities to children in the area of physical, social, emotional, and education growth.	2012	60 days	9
National Black Theatre	The National Black Theatre was founded by Dr. Barbara Ann Teer in 1968, and is a historic institute for African-American dramatic arts. Justice Corps members renovated the theatre by repairing its ceiling, painting the walls, stairs and piping system.	2012	10 weeks	7
New Song Church	Justice Corps members renovated the Church by fixing its ceiling, floor and walls, and painting the areas that needed it.	2013	10 weeks	7
Palladia Continuing Care Treatment	Palladia Inc. (also known as Continuing Care Treatment) is a treatment center in New York, New York that focuses on substance abuse services by providing substance abuse treatment services. The programs offered are designed for men and criminal justice clients.	2011	115 days	9
PS 305 Mural Project	Justice Corps members painted murals on the inside and exterior walls of a school, whose motto is "it Takes a Village to Raise a Child."	2009	16 days	8
Salem United Methodist Church	Justice Corps members cleaned, plastered, and painted the walls and ceiling of Salem United Methodist Church, a church which provides religious services as well as community-based programs for young people, parents, and elders.	2013	50 days	6

Project	Details	Year	Duration	No. of Corps members
Salem United Methodist Church	Justice Corps members cleaned, plastered, and painted the walls and ceiling of Salem United Methodist Church, a church that provides community-based programs for young people, parents, and elders.	2014	60 days	25
St. Nicholas Senior Citizen Center	St. Nicholas Senior Center is located in NYCHA's St Nicholas Houses. The Justice Corps team stripped and cleaned the kitchen floor, painted the ceilings, and worked in the garden.	2014	21 days	19
Trinity A.M.E. Church	Founded in 1933, Trinity A.M.E later became part of the African Methodist Episcopal Church. Justice Corps members renovated the Church by plastering and painting the walls, as well as by fixing and carpeting the floor in the sanctuary area where services are held.	2013	55 days	9
Union Baptist Church	The Union Baptist Church helps the community by providing lunch for the homeless, hosting youth meetings every Friday, collecting toys for Christmas, and doing coat drives. Justice Corps members plastered and painted the walls and cleaned the carpets with the purpose of repairing the church and enhancing its appearance.	2015	76 days	9

Queens Community Benefit Projects

Project	Details	Year	Duration	No. of Corps members
109 Avenue & Merrick Blvd Park	Park restoration: Justice Corps members cleaned up trash and raked leaves.	2013	4 days	20
Abiding Word Ministries	Justice Corps members worked together to give the walls a new fresh coat of paint, which transformed the appearance of the church's interior.	2015	83 days	3
AIDS Center of Queens County	The AIDS Center of Queens County (ACQC) is the largest Queens provider of HIV/AIDS services. It serves over 9,500 HIV+ clients and 30,000 residents. Justice Corps members dedicated their time to upgrade and renovate the space in ACQC. They cleaned, painted the walls and installed a door for the program in order to provide a better environment for the staff and clients.	2014	84 days	8
Afrikan Poetry Theatre	The Afrikan Poetry Theatre, Inc., is a non-profit organization that provides a range of cultural, educational, recreational and social development programs. The Justice Corps team cleared and cleaned the basement, plastered holes in the walls, laid carpeting and installed a sheetrock ceiling. In addition, working with Theatre of the Oppressed, the team created an original play, "Can't Get Right" and performed at the Afrikan Poetry Theatre and at John Jay College.	2013	60 days	21
Baisley Public Housing	Under the direction of Senator James Saunders, Jr., the Justice corps team cleaned up the Baisley Public Housing Projects. In addition they completed clean up in Rochdale Village and the Sutphin and Merrick intersection.	2013	22 days	24
Calvary Baptist Church	Justice Corps members cleaned the Calvary Baptist Church, which is actively supporting its community. In 1992, the Church established a senior housing center; a 100-unit, low-income apartment complex for the elderly and disabled.	2012	5 days	23
Calvalry Baptist Church	Justice Corps members renovated Calvary Baptist Church by repairing and painting its walls. The Church is actively supporting its community. In 1992, Calvary Baptist Church established a senior housing center; a 100-unit, low-income apartment complex for the elderly and disabled.	2013	2 weeks	17

Project	Details	Year	Duration	No. of Corps members
Hurricane Sandy Support	Various locations in Queens. Justice Corps members assisted FEMA, the Red Cross, and Safe Spaces, preparing emergency packages, delivering aid packages and clean up.	2012	5 days	6
Hillcrest High School Shelter	Hurricane Sandy Support Project: assisting staff in the emergency shelter.	2012	1 day	6
Hug a Senior Project	Corps members completed a social service project with a program for senior citizens.	2012	16 days	23
Homeless shelters in Jamaica, Queens	Project Helping the Homeless seeks to provide hope in time of despair for homeless people. Justice Corps members are soliciting donations from local businesses to gather hygiene kits, food and clothing to distribute at three homeless shelters in Queens.	2016	20 days	20
Neighborhood organizations in Jamaica, Queens	Justice Corps members created and delivered a series of anti-violence workshops at local organizations. With the intention of bringing awareness to and deterring violence, they used their own experiences to create a documentary style video to show the community as part of their workshops teaching conflict resolution.	2014	52 days	14
Jamaica Citadel Corps Community Center (Salvation Army)	Justice Corps Members painted and refurbished the Salvation Army Gym and Food Panty in an effort to rekindle the organization's connection to youth in the community.	2014	50 days	9
Long Island Railroad Underpass	The Justice Corps team worked to clear up the trash dumped under the Long Island Railroad Underpass.	2013	1 day	24
PS 270	Justice Corps members assessed the needs of public schools to create and carry out a restoration project. They gave back to the community by renovating schools in need of paint jobs and thus, providing students a better learning environment.	2016	42 days	18

Queens Community Benefit Projects

Project	Details	Year	Duration	No. of Corps members
PS 270 and IS 192	Justice Corps members visited public schools to engage 6th-8th graders in a very interactive nutritional workshop. They actively engaged the students by giving presentations about healthy eating habits and thus, giving the students the opportunity to reflect upon how they can make healthier eating choices. Justice Corps members also facilitated exercise activities and taught the students how incorporate exercise in their everyday lives. Students had the option of participating in dodgeball, basketball, whiffle ball, relay races and other fun activities. After participating in the sports activities, students were given gift bags with jump ropes, hand sanitizer, and health information, prepared by Justice Corps members.	2016	7 days	18
Elementary schools in Queens in collaboration with Reading Partners	Reading Partners is a program that provides elementary school children with the support they need to have strong reading skills. Justice Corps members collaborated with Reading Partners to read books with youth in the community.	2014	84 days	11
Roy Wilkins Park	Named after the famous civil rights leader and former NAACP president Roy Wilkins, the park is a unique public space that contains a 425-seat theater home to its own troupe, the Black Spectrum Theatre, as well as a four-acre vegetable garden. Justice Corps members fixed, painted and cleaned up Roy Wilkins Gazebo. In addition the team cleaned up and painted the First Church of Science, cleaned up the Long Island Railroad Underpass, and cleaned up Calvary Baptist Church. Corps members worked on these projects on Tuesday, Thursday and Friday afternoons during the first three weeks of October 2013.	2013	4 days	24
Roy Wilkins Park Recreation Center	The recreation center includes an Olympic-sized swimming pool, basketball, tennis baseball and handball courts, a 425-seat theater with piano lounge and film studio, and a four acre vegetable garden. The Justice Corps team painted benches, cleaned the facility, planted and tended trees and bushes, and assisted with elderly programs.	2014	60 days	10
Sean Bell Community Center	Serving more than 150 local children with daycare and after school programming, the Sean Elijah Bell Community Center opened in 2011. Justice Corps members helped with painting and beautifying the center. Unfortunately, the center closed in 2013 because organizers were unable to raise the funds to keep the programs running.	2013	5 weeks	28

Appendix 2: NYC Justice Corps Program Locations and Providers

Program Locations	
<p>Bronx Justice Corps</p> <p>The Bronx Justice Corps has been serving the South Bronx since 2008. Phipps Neighborhoods, a multi-service nonprofit organization, operates the program. Additional services are provided by Youth Represent, which helps Corps members with legal issues such as correcting their criminal records and housing rights. The Robin Hood Foundation has supported job placement and retention and other alumni services for the Bronx Justice Corps. A special feature of the program is the Peer Leadership Academy, which offers alumni the opportunity to continue their engagement in the Justice Corps as mentors for new Corps members.</p> <p>As the longest running NYC Justice Corps program, the Bronx Justice Corps has completed myriad service projects that have made a real difference in the community. Projects have included renovating spaces for older adults at the Betances Senior Center and Hudson Senior Center, renovating the cafeteria space used by after school programs in the Claremont Neighborhood Center, helping to paint an outdoor mural at PS 47, creating a fruit and vegetable garden at the El Batey de Dona Provi community garden, painting and working in the Gospel Baptist Church food pantry, and painting classrooms and relaying the gymnasium floor at the Puerto Rican Family Institute.</p>	<p>Queens Justice Corps</p> <p>The Queens Justice Corps serves the neighborhood of Jamaica. Launched in September 2012, the Queens Justice Corps is operated by the Center for Alternative Sentencing and Employment Services. Additional services are provided by program partner Youth Represent, which helps Corps Members with legal issues such as correcting their criminal records and housing rights.</p> <p>Queens Justice Corps members completed six Hurricane Sandy Support Projects where Corps Members helped in the aftermath of the storm, assisting organizations such as FEMA, the Red Cross, and Safe Space New York, and the office of Councilman Sanders. Members have cleaned and repainted a cherished local arts organization, the Afrikan Poetry Theatre, and worked with program partner Theater of the Oppressed to create, produce, and perform an original performance based on the Corps members' experiences of racism and harassment.</p>

Program Locations

Brooklyn Justice Corps

Since November 2014, the Center for Alternative Sentencing and Employment Services (CASES) has operated Brooklyn Justice Corps, which serves the communities of Bedford Stuyvesant, Brownsville, Bushwick, and East New York. Youth Represent provides legal information and assists Corps members in correcting errors on their criminal records. As part of the process of developing community benefit projects, Corps members conduct interviews with community members and research the underlying issues that contribute to neighborhood problems. Corps members recently researched the underlying causes of homelessness before launching a service project to benefit families living in a Brooklyn homeless shelter. Prior to 2014, the Brooklyn Justice Corps was operated by the Bedford Stuyvesant Restoration Corporation and then the Center for Community Alternatives.

Harlem Justice Corps

The Harlem Justice Corps serves the communities of East and Central Harlem. Launched in September 2012, Harlem Justice Corps is a project of the Center for Court Innovation (CCI), in collaboration with the Center for Employment Opportunities (CEO). Youth Represent provides legal information and assists Corps members in correcting errors on their criminal records.

Renovation projects undertaken by Harlem Justice Corps members have provided substantial benefit to the community. Completed projects include painting and cleaning the homeless shelter at Elmendorf Reformed Church, cleaning and landscaping at Marcus Garvey Park, and repairing the ceiling and painting the floors, walls, and pipes at the National Black Theater.

