

2018

ANNUAL REPORT

Center
for
Court
Innovation

Programs

Bronx Child Trauma Support
Bronx Community Solutions
Brooklyn Justice Initiatives
Brooklyn Mental Health Court
Brooklyn Treatment Court
Brooklyn Young Adult Court
Brownsville Community Justice Center
Civil Alternatives
Domestic Violence Court
Harlem Community Justice Center
Harlem Reentry Court
Legal Hand
Make It Happen
Mayor's Action Plan for Neighborhood Safety
Midtown Community Court
Neighbors In Action
Newark Community Solutions
Parent Support Program
Peacemaking Program
Poverty Justice Solutions
Project Reset
Queens Youth Justice Center
Red Hook Community Justice Center
Save Our Streets (S.O.S.)
Staten Island Justice Center
Strong Starts Court Initiative
Supervised Release
Syracuse Office
UPNEXT
Westchester Court Education Initiative
Youth Court
Youth Justice Board

National Initiatives

Community Court Grant Program
Domestic Violence Mentor Courts
Judicial Engagement Network
Justice for Families
MacArthur Foundation's Safety and Justice Challenge
Mentor Community Courts
Minority Youth Violence Prevention Initiative
Police-Youth Dialogues
Price of Justice
Project SAFE
Treatment Courts Online

The Center for Court Innovation is a non-profit organization that seeks to create safer and healthier neighborhoods and a more effective, fair, and humane justice system. It accomplishes these goals by designing and implementing operating programs, performing original research, and providing reformers around the world with the tools they need to launch new strategies. This report offers some highlights of our work in 2018.



Our Impact

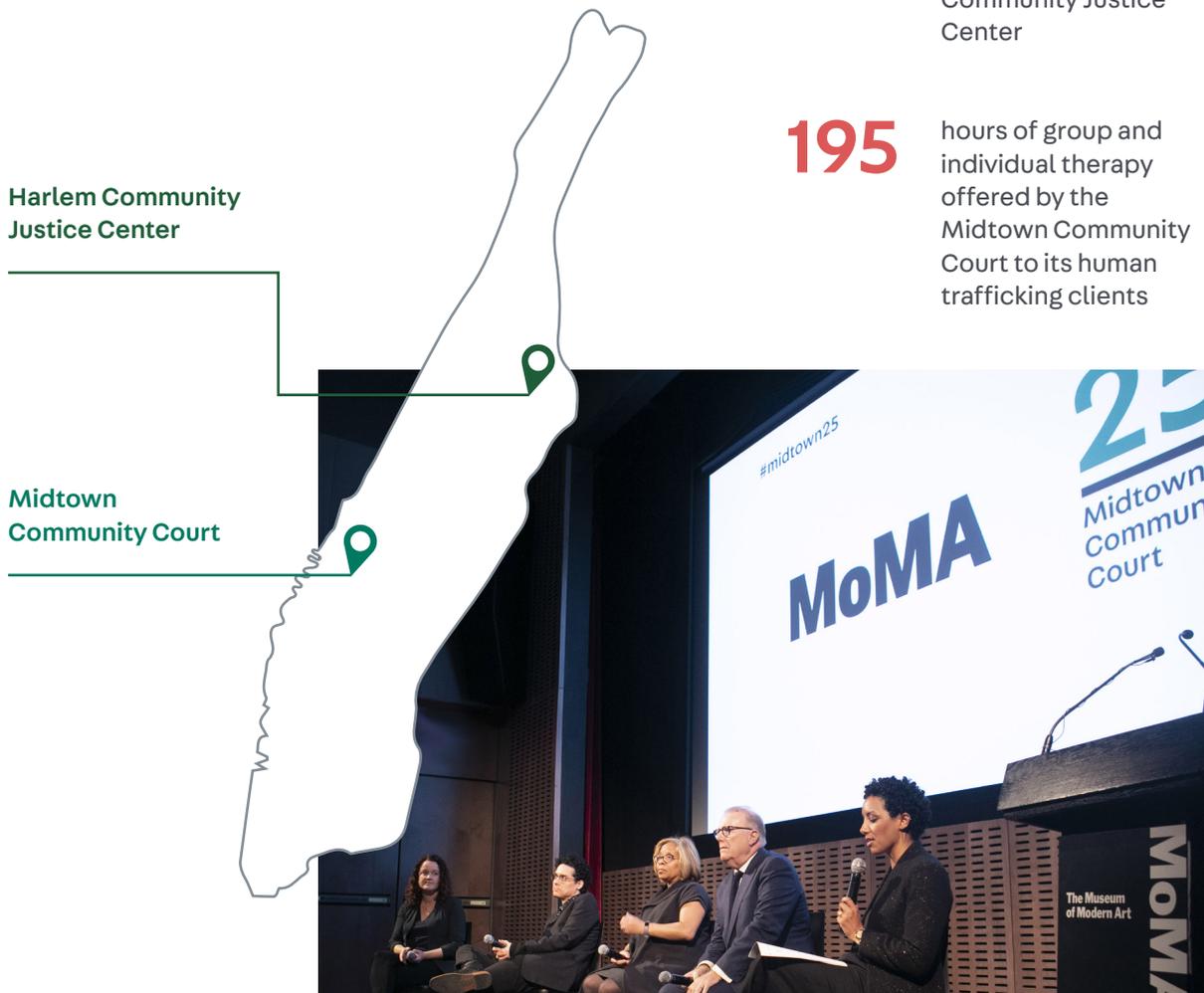
The Center for Court Innovation employs over 500 people in a wide range of roles. Many of our staff work in communities, providing services and resources to improve safety and well-being. Others work within the justice system, attempting to enhance daily practice. Our team of researchers focuses on analyzing data, identifying effective practices, and spreading them to the world.

« I came to Midtown Community Court about two decades ago. I was getting into some trouble, and I was lucky that this court was around. They helped me get my life on track. — Elvin, client

The best way to capture our accomplishments in 2018 is through both numbers and stories. Taken together, they paint a picture of change at multiple levels. This includes individuals who found healing, avoided being caught unnecessarily in the justice system, and are building

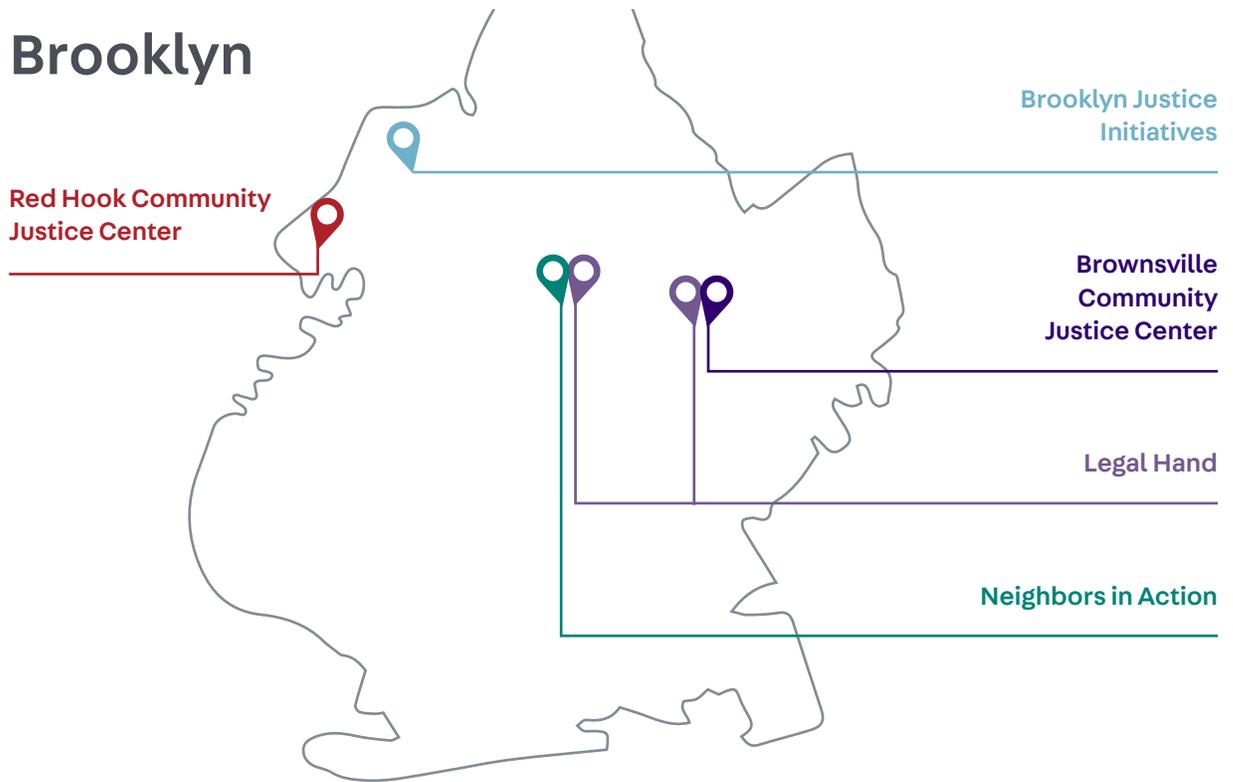
better lives. It includes neighborhoods that are moving toward safety and well-being. And it includes government systems that have refined their practice and become more responsive to community concerns.

Manhattan



The Midtown Community Court celebrated its 25th anniversary at the Museum of Modern Art. Sherene Crawford moderates a discussion among John Feinblatt, Karol Mason, Calder Zwicky, and Rachel Barnard.

Brooklyn



83% of community members in Red Hook report positive feelings about having a community-based court in their neighborhood, according to the report *Perceptions of Safety, Community, and the Criminal Justice System in Red Hook, Brooklyn*

40 young people enrolled in a youth employment program by Neighbors in Action

1,150 Brooklyn students participated in workshops on topics such as conflict de-escalation and community organizing led by Neighbors in Action

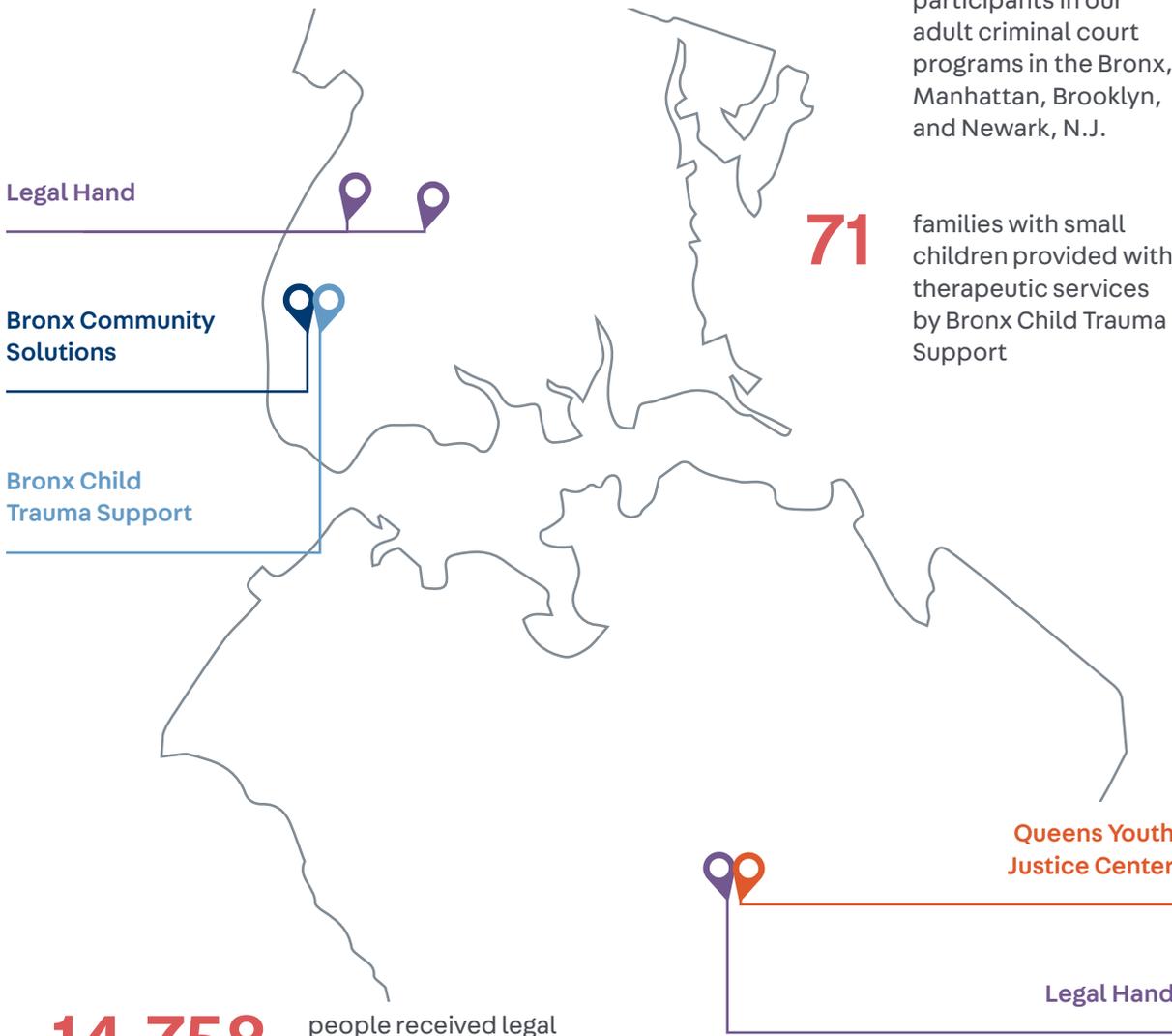
97% compliance rate among defendants at the Red Hook Community Justice Center engaged in short- and long-term services

106 conflicts interrupted by Save Our Streets in central Brooklyn

Bronx and Queens

51,830

community service hours completed by participants in our adult criminal court programs in the Bronx, Manhattan, Brooklyn, and Newark, N.J.



71

families with small children provided with therapeutic services by Bronx Child Trauma Support

14,758

people received legal information, resources, and referrals from five storefront Legal Hand centers in Brooklyn, Queens, and the Bronx

6,806

cases of New Yorkers who participated in Supervised Release, avoiding bail or pretrial detention, through our programs since 2016



Maria Almonte of Bronx Community Solutions, Bronx D.A. Darcel Clark, and Bronx Criminal Court Supervising Judge George A. Grasso introduce the new opioid treatment court in the Bronx. (Photo: Bronx D.A.'s Office)

Staten Island

Janice Johnson
of the Staten Island
Justice Center meets
with participants.



Staten Island
Justice Center

449 young people offered alternatives to incarceration by the Staten Island Justice Center

589 people participated in Driver Accountability Programs at the Red Hook Community Justice Center and the Staten Island Justice Center

128 Staten Island youth received intensive mentorship, vocational training, restorative practices, alternative-to-detention services, or leadership training

Beyond New York City

2,044

justice practitioners from across the United States were trained by members of our domestic violence expert assistance team

15 jurisdictions across the United States worked on community court projects thanks to the Community Court Grant Program of the U.S. Department of Justice's Bureau of Justice Assistance

42 states have jurisdictions that received strategic advice and technical support from experts at the Center for Court Innovation



« We looked at various models and worked with the Center for Court Innovation. They were very helpful. We went to New York and their courts are amazing. — Judge Rosemary Collins, Winnebago County (Illinois) Domestic Violence Coordinated Courts



Judge Catherine Pratt presides over STAR Court in Los Angeles, one of three innovative courts featured in our video about human trafficking produced with the support of the State Justice Institute.

Spotlight:
Erika McSwain



Director, Queens Youth Justice Center

Erika McSwain has filled many roles since coming to the Center for Court Innovation five years ago. At the Brownsville Community Justice Center, she worked directly with youth and young adult clients before taking on administrative and supervisory responsibilities. She now serves as director of the Queens Youth Justice Center, which provides a range of youth development services to young people.

Can you share a bit about your background and the path you took to get to the Center for Court Innovation?

I grew up in Massapequa, Long Island, and still live there with my dad and son. Career-wise,



I've always known I wanted to help people. At Spelman in Atlanta, I took a psychology elective and the information grabbed me. Understanding people's mental states and how that affects their lives was very interesting to me, so I ended up switching from pre-med to psychology. Junior year, I interned with a group that worked with women with HIV. That solidified for me that I wanted to work in social services.

I did case management for five years, and I worked in a supported housing apartment building for adults with mental illness before coming to the Brownsville Community Justice Center.

Do you find working with adults very different than working with younger clients?

Many adults are set in their ways, and it's very difficult to get them to change. Younger ones are willing to try the things you suggest and take what you're saying to heart.

What roles did you fill at the Brownsville Community Justice Center?

I became a case manager and then coordinator of the Justice Community Program. After that I was the office and facilities manager, and then operations manager, where I learned about grants, budgeting, and how to keep a program going. After that, I became associate director of operations and legal services. That is when Legal Hand opened a storefront in Brownsville. I learned so much in terms of working with architects and working with construction companies—basically, all the parts of opening a business.

To-do lists became my life. It was funny because staff would come and tell me something. I'm like "Look, I heard you, but I'm probably going to forget, so send it to me in an email or this conversation never happened." The Brownsville Community Justice Center felt like a family. At the end of the day, everyone supported each other.

How did you come to be director of the Queens Youth Justice Center?

James Brodick [the Center for Court Innovation's director of community development and crime prevention] asked me to fill in temporarily. And then it went from interim to permanent. The most challenging thing about being director, is

that you make the final decisions. Fortunately, the staff here is great and very supportive as I grow into this role.

Did you feel you had to prove yourself in your new role?

Whenever you come into a new position, especially when you are the leader, you have to show that you are capable. Staff needs to trust that you will do the right things, not for them, but for the youth that are here.

You've been in your new role at the Queens Youth Justice Center for six months. How are things going?

After having conversations with the staff and seeing how programming went, we all agreed that there could be more community outreach. So every Thursday, when the weather is nice, we put on our orange sweatshirts and go out and talk with young people in the parks or on Jamaica Avenue and introduce ourselves. We bring the young people in our programs with us and have them explain what they're doing there. And we've opened up gender-specific programming for kids that are not involved with the system. We wanted to have more preventative services, offering kids a place to go and things that are positive to do before they ever touch Family Court.

Why have you stayed at the Center for Court Innovation for five years and counting?

What's great about the Center for Court Innovation is there is always space to be creative and put your own ideas out there. Nothing is ever a hard "No." It's "OK, that's a nice idea. Let's talk about it." That positive mindset is what's kept me here, along with the young people we work with. I think one word that summarizes everyone that works at the Center for Court Innovation is dedication. We're all dedicated to making sure, when all is said and done, that there has been a positive change in the justice system.

Have you changed since coming to Center?

I've grown a lot, both personally and professionally. I used to be very shy and quiet, and I've learned that my opinions count and not to be afraid to just get out there and see what happens.

Spotlight: Olivia Dana



Deputy Director, Research-Practice Strategies

Justice Center. And then I asked to be placed there. Normally, a junior prosecutor assigned to Red Hook—you stay for a year. I loved it so much I tried to never leave. If you sat down and said, “What should the criminal justice system look like? Or what should a courthouse feel like?” It would be that, I think. As a prosecutor, it felt like the relationships that I had—with the defense attorneys, with the judge, and with the service providers—were a collaboration that allowed you to do your work in a way that you otherwise couldn’t.

How did you end up at the Center?

I think I just was so impressed with the Center. It felt like there was a whole group of people who were smart and thoughtful, and thinking about things in new ways without any of the baggage or pessimism that sometimes exists when you’re working within the system. When I would come with an idea, the response would be, “Yeah, let’s see if we can figure out how we can do that.” That felt productive and exciting, and it just felt good to be around that. And I thought, “Oh, I could just have that all the time if I tried to go work for them.”

What was it like taking over as director of the Staten Island Justice Center?

A lot of what I did when I first started was just building relationships with judges and the district attorney—who’s now a really strong partner of ours—and with elected officials there who can be a little bit more law-and-order conservative, but who are very interested in the work that we do.

The way that I think about that work is that it’s just applying the same common sense that we apply to every other situation: if there’s a reason why somebody has committed a crime, and entered the criminal justice system, it makes more sense to address that reason than to ignore that reason, right?

I think that approach opened a door for us on Staten Island to be able to provide those programs a little bit more. We’re at the point now,

Olivia Dana was recently named a deputy director of Research-Practice Strategies at the Center for Court Innovation. Her first job at the Center was as the director of the Staten Island Justice Center. Prior to that, she served as an assistant district attorney at the Kings County District Attorney’s Office in Brooklyn, New York.

You got your start in criminal justice in 2014 working for then-Brooklyn D.A. Ken Thompson. What made you want to be a prosecutor?

I applied to be a prosecutor out of law school. Really, I was struck by how much power prosecutors had. I remember thinking, “even if in only one out of 10 of my cases I am able to do something that is a little bit more thoughtful than what another prosecutor would do, I will have done a lot of net good.”

How did you first encounter the work of the Center for Court Innovation?

As a new assistant district attorney, I went through this month of training, and they take you for a visit to the Red Hook Community



I think, where people there say, “Okay, we want to do something differently in the court, I wonder what the Staten Island Justice Center can do?”

Talk about your work now, consulting with jurisdictions on reforms to their justice system as part of the MacArthur Foundation’s Safety and Justice Challenge.

The Safety and Justice Challenge is such a unique initiative where jurisdictions are being given the opportunity and the mandate of thinking about: how are we using our jails? And how can we decrease the number of people we’re sending into them? And it’s not abstract—it’s a very real, time-constrained, but funded task. And it’s really hard, because it requires what is, essentially, culture change within these systems. But it’s also an incredible opportunity for really long-lasting, meaningful change.

Part of what attracts me to this work is that I have this unique vantage point, having been in both the direct service role on Staten Island and the prosecutorial role. The people I work with now, judges and prosecutors, they’re human beings and they want to figure out a way to make this work better. I know that being part of a system that is sometimes dehumanizing and sometimes unfair doesn’t feel good for them



either. I think it’s often about how you approach folks who are working within the system—with respect and understanding, and also with ideas of how things could go differently.

But the fact that my job now is to have some small role in how jurisdictions in another part of the country are thinking about criminal justice, that’s crazy! Who gets to go to work every day and say, “My whole reason for coming to work is to help people figure out how to safely use jail less?”

But it sounds like that’s what you’ve been doing from the start! It’s what you were trying to do as a prosecutor.

But no one liked me when I was a prosecutor!
And now folks generally think I’m all right.

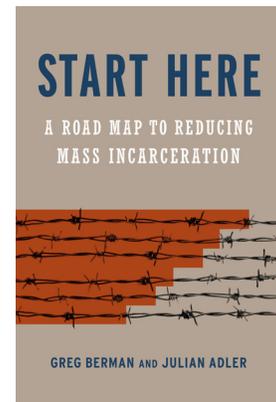


Midtown Community Court

Improving Fairness

Since our first program, the Midtown Community Court, launched in 1993, we have created more than three dozen unique initiatives that have touched hundreds of thousands of lives. And after testing our ideas locally, we have shared them with practitioners around the world, seeding reforms that have reached thousands more.

« *Our correctional facilities are accelerants of human misery. If you are poor or mentally ill or struggling to keep your family together when you enter, the chances are that all of these conditions will be markedly worse when you come out.* — Greg Berman and Julian Adler, **Start Here: A Road Map to Reducing Mass Incarceration** (The New Press)



One of our most important goals is improving fairness. For us, fairness means improving access to justice, addressing bias, and ensuring that court outcomes are proportionate and restorative.

Every day, we are striving to reduce the justice system's footprint. This includes seeking to prevent crime before it happens, creating off-ramps to divert cases out of the system, and offering meaningful alternatives to conventional sanctions like fines and jail sentences.

Neighbors in Action works to make the central Brooklyn neighborhoods of Crown Heights and Bedford-Stuyvesant safer and healthier for all. We launched the program as the Crown Heights Community Mediation Center out of storefront offices in 1998, but we renamed the program Neighbors in Action in 2018 to better reflect its varied efforts to promote community cohesion. Among its initiatives is Make It Happen, which offers supportive services to young men of color who have been negatively impacted by community violence. In 2018, Make It Happen held 352 therapy group sessions for participants. Neighbors in Action also empowers young people to become peer educators and community organizers around issues of violence, trauma, and conflict mediation. In 2018, Neighbors in Action enrolled 184 young people in job training or internship programs and served over 1,100 high and middle schoolers in workshops. Neighbors in Action also operates credible messenger programs that promote peaceful conflict resolu-

tion. All of these investments are geared toward enhancing local health and safety without conventional law enforcement responses.

Our Brownsville Community Justice Center is a multi-faceted initiative that seeks to prevent crime by investing in local youth and improving the physical landscape of the neighborhood. The Justice Center also seeks to forge better responses after crime occurs, offering meaningful alternatives to incarceration. In 2018, it helped 118 young adults and 25 adults avoid jail.

We have also implemented restorative justice programs in five New York City high schools aimed at strengthening relationships school-wide. In partnership with New York City's Department of Education, our Restorative Justice in Schools project operates in schools with elevated suspension rates whose students



More than 300 people from around the world attended our Community Courts and Public Safety conference in Birmingham, Ala.

overwhelmingly come from communities of color. The program works with school staff and students to build relationships, address conflicts, and reduce exclusionary discipline. Center researchers are evaluating the initiative's effectiveness through a randomized controlled trial, assessing whether it improves overall school climate and culture and reduces inequities.

Project Reset is a key effort to divert low-level cases out of the system. Launched as a pilot program in 2015, Project Reset initially worked only with 16- and 17-year-olds, allowing them to complete a modest intervention (such as group workshops, restorative circles, arts programming, and/or individual counseling sessions) to avoid a criminal conviction or even the need to appear in court. With support from the Manhattan D.A.'s Office, the program was expanded to serve all age groups in Manhattan. The D.A.'s Office has estimated that the expansion will end the criminal prosecution of approximately 20,000 cases annually. An evaluation completed at the

end of 2018 found that Project Reset participants were significantly less likely (2% vs. 8%) than comparison defendants to be convicted on a new arrest at one year following the initial arrest. The evaluation also found that 96 percent of participants would recommend the program to others and their cases were resolved 72 percent faster than conventional cases.

The Center has also promoted fairness by helping New York City expand the availability of Supervised Release, reducing the number of people held in jail simply because they can't afford bail. In 2018, our Supervised Release programs in the Bronx, Brooklyn, and Staten Island worked with 2,827 clients. Citywide, the program reached 10,000 enrollees by September 2018. Participants are able to remain in their communities and meet with an assigned social worker while their case is pending, without ever having to post monetary bail to maintain their freedom pretrial. Eighty-four percent of clients never missed a court date while on Supervised Release.

At our Celebrating Innovators benefit, we honored, from left, New York Chief Judge Janet DiFiore, Made in Brownsville's Quardean Lewis-Allen, Propel Capital's Sarah Williams, and L&L MAG's MaryAnne Gilmartin.



For defendants found ineligible for Supervised Release, we are planning, with support from the Art for Justice Fund, a series of judicial trainings for 2019 to encourage the use of alternative, less onerous forms of bail (such as a partially secured bond) and lower bail amounts that are responsive to defendants' ability to pay. For those still held in jail, we are exploring ways to get cases ready for trial more quickly.

The Center has invested in new strategies to improve access to justice. Through Legal Hand, we operate five neighborhood storefront centers across New York City, including two centers in the Bronx that opened in 2018. Volunteers provide free legal information, assistance, and referrals to help members of low-income communities resolve issues affecting their lives in areas like housing, family law, immigration, divorce, domestic violence, and benefits.

The Center promotes fairness by reducing unnecessary burdens on those passing through the justice system. Fines and fees are one such burden that disproportionately affect defendants who cannot afford them, often impacting lives long after a case has been resolved.

Through the Bureau of Justice Assistance-funded Price of Justice initiative, the Center has been working with court systems in California, Louisiana, Texas, Missouri, and Washington State to help them develop alternatives to fines and fees and eliminate unnecessary incarceration for nonpayment.

Locally, many of our programs are also pursuing alternatives to fines. In 2018, Newark Community Solutions worked with over 1,000 clients, the large majority of whom faced drug-related charges that can carry fines of up to \$1,000 plus court costs, or up to six months in jail. Close to 90 percent of participants worked with us on a pre-plea basis so their case was dismissed upon completion.

« I learned to not take life for granted, and to think about your future when you do certain stuff that you know is going to jeopardize your future. — Jay, participant, Project Reset



Crown Heights Community Mediation Center gets a new name—Neighbors in Action. Lavon Walker Jr., whose late father worked for the program as an anti-violence advocate, cuts the ribbon.



The Rev. Dr. Cheryl Dudley speaks at a roundtable held by Project SAFE, which seeks to improve services offered to criminalized black women.



How The World Sees Us Media Coverage

« When I visited Midtown Community Court, I was really amazed by the programs and the excellent results. People were given real assistance that helped divert them from the criminal justice system, which is exactly what we want. — Corey Johnson, New York City Council Speaker

The work of the Center and our operating programs was regularly featured in the media in 2018, in outlets from *Al Jazeera* and *The Scotsman*, to NPR's 'Fresh Air' and *The New York Times*. Here are a few highlights.

- *Urban Omnibus*, ‘Location of Justice: The People’s Court’
The **Red Hook Community Justice Center** and **Near Westside Peacemaking Project** viewed through the lens of building design and improving defendant outcomes.
- WNYC, ‘Seeing the Light in Brownsville’
New York Public Radio profiles the oral history work of the young coders at the **Brownsville Community Justice Center**.
- *Open Democracy*, ‘New York Empties Its Jails’
Featuring our **Bronx Community Solutions**, an investigation of the factors driving New York City’s historic reductions in incarceration and crime.
- *Bloomberg*, ‘NYC Dives Into Tough Neighborhoods, Emerges as Safest Big City’
An exploration of the “credible messenger” approach to violence prevention citing the success of our **Save Our Streets** program.
- *New York Law Journal*, ‘Chief Judge Tackles Opioid Addiction in State of Our Judiciary Speech’
New York Chief Judge Janet DiFiore says the Bronx’s new opioid court—offering services through our **Bronx Community Solutions**—will be expanded across New York.
- *Urban Omnibus*, ‘Retrofit for Fairness’
An interview with the team involved in our **procedural justice** project at Manhattan Criminal Court.
- *Staten Island Advance*, ‘You’ve Never Seen a Court Like This...’
A profile of the **Red Hook Community Justice Center** and the campaign to bring community justice to Staten Island.
- *City & State*, ‘How New York City Became the Envy of Reformers’
Greg Berman and **Julian Adler** explain New York City’s historic reductions in crime and incarceration.
- *Chalkbeat*, ‘These Brooklyn Teens are Battling Gun Violence—And Now They’re Headed to D.C.’
A profile of our **Youth Organizing to Save Our Streets** program.
- *Al Jazeera*, ‘Community-Based ‘Interrupters’ Help Cut Crime’
Save Our Streets is credited with reducing crime by police and researchers.
- WNYC, ‘Book Maps New Path for Criminal Justice Reform’
New York Public Radio interviews Julian Adler, co-author of **Start Here**.
- *Gotham Gazette*, ‘The Justice System Case for Radical Incrementalism’
Greg Berman and **Julian Adler** argue that new legislation isn’t required to achieve lasting reform of the justice system.
- *Curbed New York*, ‘How a Brooklyn Art Gallery Is Fighting Mass Incarceration’
A feature on an arts-based diversion program for young people run in part by our **Brooklyn Justice Initiatives**.
- *AM New York*, ‘A Simple Project Wants to Give Folks a Second Chance’
A profile of **Project Reset**, our diversion program for low-level offenses, as it expanded Manhattan-wide.
- *PBS NewsHour*, ‘Schools Resolve Conflicts by Getting Kids to Talk Things Out’
A feature report on our **Restorative Justice in Schools** program, an effort to transform school culture and reduce suspension rates.
- *The New York Times*, ‘Trying to Cut Crime in Public Housing by Making It More Livable’
A look at the **Mayor’s Action Plan for Neighborhood Safety**, which seeks to improve life in New York City public housing with help from the Center for Court Innovation.

« *The Midtown Community Court has proven that we can reduce the use of jail and, at the same time, improve public safety. It has helped develop smarter and more compassionate approaches to human trafficking, opioid use, and even courthouse design, making it a shining example of what courts and communities can accomplish when they work together.* — Janet DiFiore, New York State Chief Judge

- *BBC News*, ‘London Violence: Could UK Capital Learn from New York?’
As London grappled with an increase in violent crime, a profile of **Save Our Streets’** public-health approach to preventing gun violence.
- *Fresh Air*, ‘How Can America Reduce Mass Incarceration?’
Terry Gross interviews Judge Victoria Pratt, who helped launch **Newark Community Solutions**, and Julian Adler about **Start Here**.
- *News 12 The Bronx*, ‘March For Our Lives’ Tour Makes Stop in the Bronx’
Survivors of the Parkland, Florida, school shooting visit our **Save Our Streets** program in the Bronx.
- *AM New York*, ‘Supervised Release Hits Milestone as City Works Toward Closing Rikers’
A report on **Supervised Release** as the program hits the milestone of 10,000 participants. We operate the program in three of New York City’s five boroughs.
- *The Scotsman*, ‘Scottish Justice Reformers Draw Lessons from Red Hook, Brooklyn’
A report on the visit and testimony before Parliament of our director, **Greg Berman**.
- *US News & World Report*, ‘Benevolence at the Bench’
Citing the pioneering success of the **Midtown Community Court**, a profile of community justice programs across the country, calling the Center for Court Innovation the “nonprofit engine of the community court movement.”
- *BBC Radio 4*, ‘Native American Peacemaking in the Courts of New York’
The well-known British legal commentator Joshua Rozenberg profiles the **Peacemaking Program** at our **Red Hook Community Justice Center**.
- *New York Law Journal*, ‘After 25 Years, Midtown Community Court Still Takes “Problem-Solving” Approach to Low-Level Crime’
A profile of **Midtown Community Court** as it celebrates its first quarter-century.
- *Los Angeles Review of Books*, ‘A Road to Ending Mass Incarceration?’
Praising its “balanced prescriptions throughout,” a review of our book **Start Here**.
- *PBS NewsHour*, ‘Newark Youth Court Gives Juvenile Offenders a Jury of Their Peers’
A video profile of our **Newark Youth Court**, where young people hear low-level cases involving their peers.

Our Finances

Statement of Expenditures

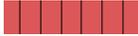
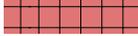
October 1, 2017 - September 30, 2018

Operating Programs	Expenditures	Technical Assistance	Expenditures
Access to Justice Programs (Legal Hand, Poverty Justice Solutions)	2,055,000	Domestic Violence and Family Court	2,313,000
Bronx Child Trauma Support	116,000	Treatment Courts	1,125,000
Bronx Community Solutions	5,216,000	Community Justice	3,240,000
Brooklyn Justice Initiatives	5,571,000	Jail Reduction	142,000
Brooklyn Mental Health Court	494,000	Research-Practice Strategies	2,997,000
Brownsville Community Justice Center	3,151,000	Procedural Justice in New York City Courts	603,000
Civil Alternatives	818,000	Tribal Justice	357,000
Early Diversion / Project Reset	719,000	Youth Justice Programs	301,000
Harlem Community Justice Center	1,646,000	Subtotal	11,078,000
Midtown Community Court	2,632,000	Research	
Nassau Adolescent Diversion Program	158,000	Domestic Violence and Family Court	34,000
Neighborhood Safety Initiatives	2,220,000	Community Justice	298,000
Neighbors In Action	3,541,000	Treatment Courts	129,000
Newark Community Solutions	1,487,000	Tribal Justice	20,000
Parent Support Programs	376,000	Youth Justice	578,000
Queens Trafficking - Hidden Victims Program	130,000	Subtotal	1,059,000
Queens Youth Justice Center	744,000	Administration	
Red Hook Community Justice Center	2,280,000	Includes Administration, Technology, Planning and Oversight	3,375,000
South Bronx Save Our Streets	1,923,000	Subtotal	3,375,000
Staten Island Justice Center	1,788,000		
Strong Starts Court Initiative	480,000		
Syracuse Programs	650,000		
Westchester Court Education Initiative	124,000		
Youth Justice Board	147,000		
Subtotal	38,466,000	TOTAL	53,978,000

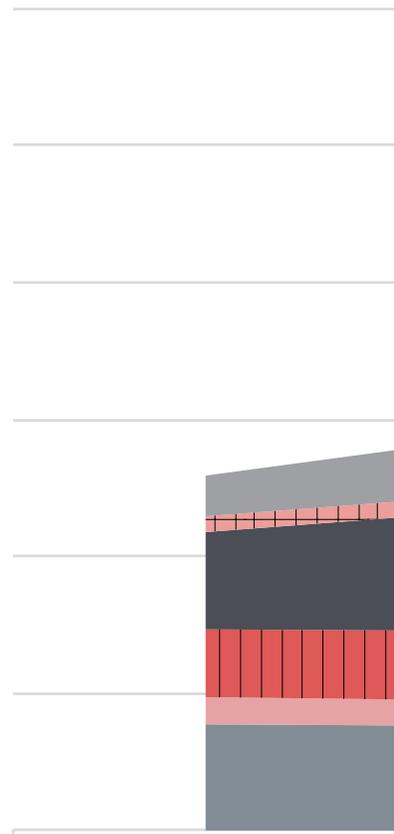
Our Finances

Annual Funding By Source 2014-2018

KEY

-  New York City
-  Federal
-  Private and Fee-for-Service
-  NYS Unified Court System
-  Other Government Sources
-  Other NYS Agencies

\$60,000,000
 \$50,000,000
 \$40,000,000
 \$30,000,000
 \$20,000,000
 \$10,000,000
 \$0

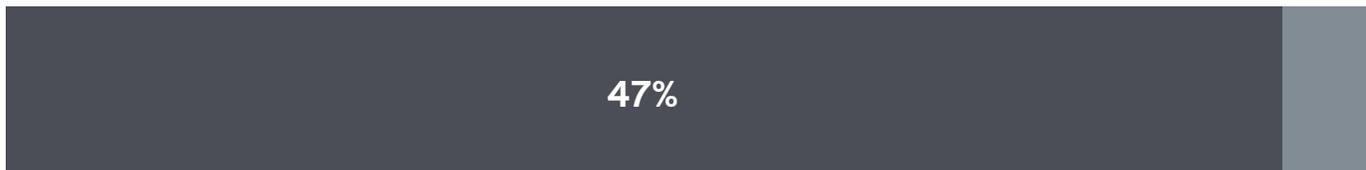


FY 2014

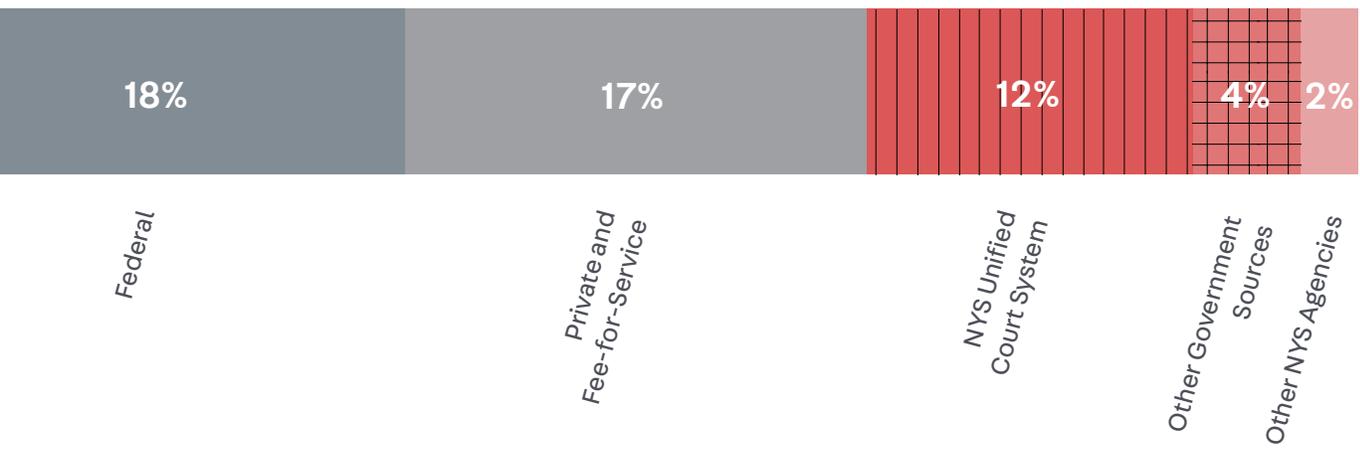
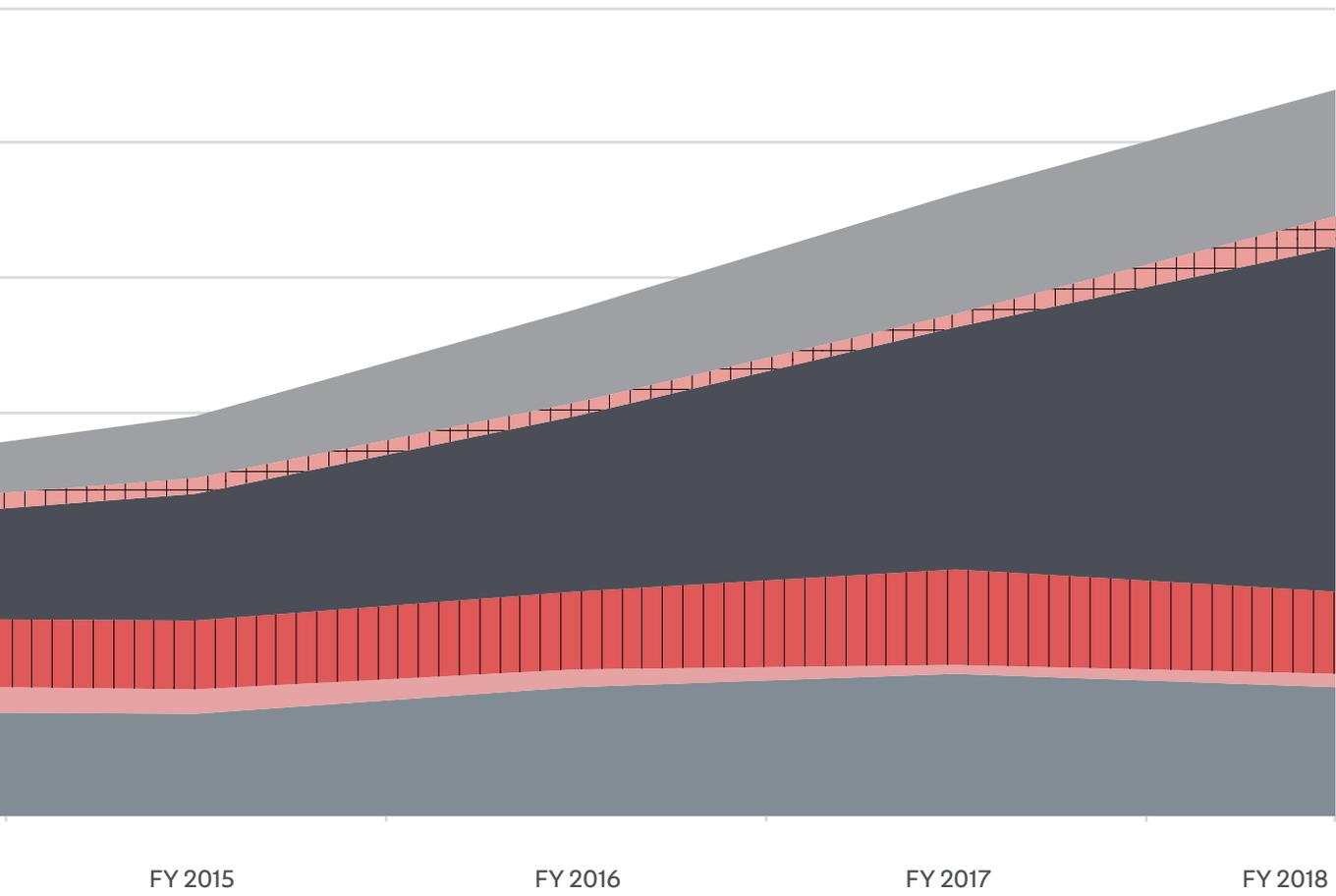
Sources of Funding

October 1, 2017 - September 30, 2018

TOTAL: \$54,000,000



New York City





Center
for
Court
Innovation

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courtinnovation.org