

ANNUAL REPORT



2016

# ANNUAL REPORT 2016

The Center for Court Innovation is a non-profit organization that seeks to create a more effective and humane justice system 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 a glimpse of our work in 2016.

## HIGHLIGHTS

Over the past 12 months, we expanded our efforts to reduce unnecessary incarceration, improve access to justice, and help young people avoid criminal behavior.

The Center's investment in re-thinking jail goes back to 1993, when we established the Midtown Community Court to provide alternatives to Rikers Island for those who committed low-level offenses. Ever since, we have demonstrated that it is possible to reduce the use of jail while also reducing crime and improving public trust in justice.

In 2016, the City of New York sought to reform the bail system, which has burdened poor defendants disproportionately. Three out of four inmates on Rikers Island are there not because they have been found guilty but because they are being held while awaiting trial. Many of these inmates would be out in the community if only they could afford to post bail.

The Mayor's Office of Criminal Justice has launched supervised release programs as an alternative to bail for those accused of low-level offenses. The Center is running the programs in Brooklyn, the Bronx, and Staten Island. At **Brooklyn Justice Initiatives**, supervised release seeks to prevent eligible individuals from spending unnecessary time on Rikers Island as they await the disposition of their cases, offering community supervision to ensure that participants return to court while their cases are open. An evaluation of the Brooklyn Justice

Initiatives pilot found that participants in supervised release averaged 85 percent fewer pretrial detention days than a comparison group (4 days vs. 26 days) and that participants were less than one-third as likely as the comparison group to receive a jail sentence at the end of their case (11 percent vs. 34 percent).

To support the efforts by the Mayor's Office of Criminal Justice to reduce unnecessary incarceration, researchers at the Center for Court Innovation conducted a study of the bail payment process in New York City. Based at least in part on our recommendations, the city started planning an online bail payment system in partnership with the state courts.

In January, we hosted a roundtable discussion among jail reduction and victim advocates to explore ways to include the voices of survivors of crime in implementing supervised release programs. The roundtable was convened with the support of the John D. and Catherine T. MacArthur Foundation as part of the **Safety and Justice Challenge**, a national initiative to reduce the use of unnecessary incarceration. The Center is providing advice and assistance to five jurisdictions participating in the Challenge—Los Angeles County, New York City, the State of Connecticut, St. Louis County, and Palm Beach County.

The Center is also supporting the work of the **Independent Commission on New York City Criminal Justice and Incarceration Reform**. The blue-ribbon panel, which was created by New York City Council Speaker Melissa Mark-Viverito and is chaired by former New York State Chief Judge Jonathan Lippman, has been charged with studying the jail system with an eye toward getting the population of Rikers Island "to be so small that the dream of shutting it down becomes a reality." The Center has been coordinating a multi-agency team, overseeing research, planning, and community engagement. The Commission's report will be released in the spring of 2017.

The Center provides a range of diversion programs in an effort to help young people avoid incarceration and, in some cases, formal case processing altogether. After testing **Project Reset** as a pilot in 2015, the Center expanded the program to all of Manhattan and Brownsville, Brooklyn in 2016. Project Reset is a proportionate response to low-level crime, holding young people accountable for their actions and connecting them with needed social services while avoiding incarceration and the potential harms associated with standard case processing. Young people who successfully complete two sessions of a restorative intervention have their cases sealed and dismissed without ever stepping foot in court.

In collaboration with the Brooklyn District Attorney's Office, the Center received a grant from the U.S. Department of Justice's Bureau of Justice Assistance to create a comprehensive diversion approach for 18- to 24-year-olds arrested in Brooklyn. As part of the initiative, the **Brooklyn Young Adult Court** provides alternative interventions for young people charged with misdemeanors. In keeping with the principles of the risk-need-responsivity model, the young adult court seeks to focus on higher-risk defendants and those facing serious criminal consequences.

The Center's efforts to increase access to justice include **Poverty Justice Solutions**, which expands the pool of attorneys available to represent low-income New Yorkers in Housing Court. The initiative works with about 3,000 families a year and is a collaboration among the Center for Court Innovation, Robin Hood Foundation, the New York State Unified Court System, and the New York City Human Resources Administration. The New York



*Photo: William Harkins*

Glenn Martin, founder of JustLeadershipUSA, speaks to graduates of the Harlem Parole Reentry Court.

City Office of Civil Justice noted in its 2016 annual report that programs such as Poverty Justice Solutions have already helped dramatically increase the percentage of tenants represented by a lawyer in eviction proceedings—with 27 percent having a lawyer in 2016 compared to only 1 percent in 2013.

The Center also operates **Legal Hand**, a network of neighborhood-based storefront legal information centers in Crown Heights, Brownsville, and Jamaica. The storefront centers are staffed by trained community volunteers, who provide free legal information, assistance, and referrals to help low-income New Yorkers. In June, New York State Chief Judge Janet DiFiore formally launched Legal Hand's Brownsville office.

In the words of Judge DiFiore, “By optimizing available neighborhood resources, the Legal Hand initiative is working to bridge barriers between the justice system and historically underserved communities like Brownsville... The assistance of a trained nonlawyer to provide basic information and support can make a meaningful difference to those struggling with housing, consumer debt, immigration, and other urgent matters.”

## OPERATING PROGRAMS

The Center for Court Innovation’s operating programs seek to further justice reform and improve the quality of life in crime-plagued neighborhoods. These programs span a range of concerns—including building stronger families, reducing gun violence, and aiding troubled teens—but the approach is always the same: rigorous planning, collaboration, and an emphasis on data and accountability in monitoring results.

### Community Justice

Many of our programs seek to re-envision the role communities can play in justice. These include neighborhood-based court programs in Harlem, Midtown Manhattan, and Red Hook that serve tens of thousands of New Yorkers each year, offering alternatives to incarceration, neighborhood beautification programs, youth development projects, and other initiatives.

We also offer court-based programs that seek to re-engineer the justice system’s response to minor offending in the Bronx, Brooklyn, and Newark, N.J. In 2016, Newark Municipal Court Chief Judge Victoria Pratt helped spread the word about **Newark Community Solutions** and how it uses social services to respond to low-level, non-violent crime by appearing on the PBS television show *Due Process*.

### Restorative Justice

The Center operates two peacemaking programs modeled after Native American traditions. The peacemaking process brings together disputants, along with other members of the community, to speak about how the event in question affected each person. The goal is to heal relationships among those involved and restore balance to the community. The Center’s **Near Westside Peacemaking Project** in Syracuse, N.Y. aids dozens of local residents in conflict each year. In 2016, the Project partnered with the Syracuse Police Department and local faith agencies to facilitate a series of community-police dialogues. The Project also launched a “Take Back the Streets” campaign with a broad coalition of community partners. The **Red Hook Peacemaking Program** in Brooklyn trained two dozen new peacemakers, including four police officers, and started 132 new cases in 2016.

In June, the Association for Conflict Resolution of Greater New York honored the Center for Court Innovation for advancing creative solutions to conflict in New York, including its peacemaking work as well as its efforts to resolve disputes in Harlem and Crown Heights.

### Juvenile Justice

The **Youth Justice Board**, our after-school leadership training program for New York City teens, created a short video to educate police officers about the perspectives of youth. The board premiered the video in June at John Jay College of Criminal Justice to an audience that included officials from the New York Police Department.

In 2016, we also partnered with the New York Police Department to redesign the rooms where juveniles are held following an arrest. The project paired six police precincts with nearby programs, including the **Queens Youth Justice Center** and the **Staten Island Youth Justice Center**. We arranged for young people to work with

police to create spaces that help young people and their families feel safe and supported while allowing officers to do their jobs effectively.

In 2016, the **Brownsville Community Justice Center** engaged dozens of young people, many of them court-involved, in transforming community spaces. Efforts to improve a local business corridor included cleaning up streets and sidewalks, removing more than seven tons of illegally-dumped garbage, installing public art, greening a vacant lot, hosting a block party, and creating a permanent public plaza for community activities. In 2016, this effort, labelled the Belmont Revitalization Project, received the Center for Active Design's Excellence Award.

### Violence Prevention

**Save Our Streets** seeks to end shootings in Brooklyn (Crown Heights and Bedford-Stuyvesant) and the Bronx (South Bronx and Morrisania). Trained outreach workers—hired for their knowledge of the neighborhood and the positive changes they have made in their own lives—work evenings and nights to mediate street conflicts before they escalate into violence, and they promote their efforts to reduce violence by posting the number of days without shootings or killings in the windows of their storefront offices. The Morrisania neighborhood, for instance, experienced 385 days through September 2016 without a shooting or killing. The Save Our Streets pro-



Photo: Samiha Meah

Rapper and Queens-native Nas sold special Christmas sweaters, here worn by Sharese Crouther. A portion of the proceeds from every sweater sold helped fund the Center's work.

grams work with hundreds of young people each year, providing case management, coaching, and support. In addition, Save Our Streets engages thousands of local residents through block parties, talent shows, and other events that communicate the importance of peaceful conflict resolution.

### Reentry

The **Harlem Community Justice Center** helps parolees returning to the Harlem community make the transition from life in prison to responsible citizenship. Through its participation in the Manhattan Reentry Task Force, the Justice Center provided the cognitive behavioral program “Thinking for a Change” to dozens of high-risk parolees. The Justice Center also held several events for families, including three pre-release family orientations to engage the loved ones of **Parole Reentry Court** participants.

The Justice Center also co-hosted a community event, #KnowHarlem, to raise awareness of mass incarceration and its effects. Featuring author, lawyer, and activist Bryan Stevenson, the event drew more than 400 attendees.

### Families

The **Strong Starts Court Initiative**, which enhances the capacity of Family Court to bring positive changes to court-involved children, expanded in 2016 from Bronx Family Court to the Queens Family Court. The model provides targeted service plans and a network of community-based providers to ensure that children’s needs are being met. In most cases, the ultimate goal is expedited permanency planning.

Our **Parent Support Program**, which operates in Brooklyn and Syracuse, N.Y., works with non-custodial parents to identify and overcome barriers to providing court-ordered financial support for their children. The program attempts to strengthen the connection between parents and children. Since its inception, 206 participants have graduated from the Brooklyn program and provided approximately \$2,870,000 in child support payments.

In 2016, the Center’s **Patient Navigator Program** in Buffalo, N.Y., and Syracuse worked with more than 120 court-involved women to improve maternal and infant healthcare outcomes. Twenty-one babies were born to clients, and 20 of those births were full-term, full-birth weight and drug-free. More than 600 women in Onondaga County participated in the program’s health education series.

## RESEARCH

Research plays an essential role in the Center for Court Innovation’s vision of justice reform, helping to identify problems and opportunities for reform.

In 2016, the Center’s research department completed studies on a wide range of topics, including pre-court diversion, youth involvement in the sex trade, risk assessment, and promising prosecution strategies.

To increase knowledge regarding youth involved in the sex trade, the Center completed a major multi-year study in 2016. Nearly 1,000 young people, ages 13 to 24, were interviewed across six sites on a variety of subjects, including involvement of pimps and market facilitators, service needs, and interactions with law enforcement.



Photo: Courtesy of M. Mark-Viverito's Office

New York City Council Speaker Melissa Mark-Viverito visited Save Our Streets in the South Bronx in December to learn about the program's efforts to reduce gun violence and change community norms.

In 2016, the Center completed two studies related to police-led diversion. *Creating Off-Ramps: A National Review of Police-Led Diversion Programs* presents the results from a representative survey of almost 1,500 law enforcement agencies nationwide, along with in-depth case studies of eight promising programs. In *Risk Assessment for Police-led Diversion: A Validation Study*, researchers at the Center created a brief risk screening tool designed to inform police diversion decisions. Researchers then tested and validated the tool in Phoenix, Arizona, and Chittenden County, Vermont. In 2017, the Center expects to release a major national study of prosecutor-led diversion programs in 11 different cities across the country.

The year 2016 also saw an acceleration of the Center's work on the use of science-based risk assessment tools. *Implementing Evidence-Based Assessment and Treatment Matching: A Feasibility and Impact Study in Three New York City Drug Courts*, examines the use of validated assessment tools to improve treatment recommendations in drug courts. Study findings bring into sharp relief the challenges associated with putting evidence-based tools into practice on the ground. A companion publication, *Assessment and Treatment Matching: A Case Study of Traditional Practices in Three New York City Drug Courts*, documents treatment recommendations in drug courts.

*Evidence-Based Risk Assessment in a Mental Health Court: A Validation Study of the COMPAS Risk Assessment* documents that the COMPAS was a good predictor of re-arrest with a mentally ill population.

Researchers completed *The Intelligence-Driven Prosecution Model: A Case Study in the New York County District Attorney's Office*. This report looks at a novel prosecutorial strategy that uses enhanced intelligence gathering and technology to understand the people, places, and problems driving crime.

The Center also released surveys and reports documenting on-the-ground issues in three different neighborhoods. In *Unmasking Times Square: A Needs-Assessment Survey with Ticket Sellers, Costumed Characters, and Others*, the Center documented the perspective of street workers in Times Square, asking about their service needs as well as their perceptions of new zoning regulations. In *Understanding the Civil Legal Needs of Crown Heights Residents: A Community Survey in Brooklyn*, the Center surveyed residents concerning civil legal needs. In *The Brownsville Anti-Violence Project: Evaluation Findings*, the Center reported findings from an effort to reduce local gun violence. The evaluation included interviews with parolees from the Brownsville neighborhood regarding attitudes and experiences with carrying a gun.

In 2016, Rowman & Littlefield released a new edition of *Trial & Error in Criminal Justice Reform: Learning from Failure*, featuring an introduction by Manhattan District Attorney Cyrus Vance Jr. In the book, Greg Berman and

Aubrey Fox from the Center for Court Innovation take a hard look at the challenges of transforming our criminal justice system. They argue that the reluctance of policymakers to talk openly about failure has stunted the public conversation about crime and stifled new ideas.



Photo: Rudy Suggs

The singer Ashanti and the actor Paul Giamatti were among those who participated in “Hercules in Brooklyn” at the Brooklyn Public Library in October. Members of Save Our Streets Brooklyn attended the event, which used a reading of the Euripides tragedy “The Madness of Hercules” to inspire a discussion about community violence.

## EXPERT ASSISTANCE

The Center for Court Innovation helps criminal justice reformers around the world launch their own innovations. This includes help with research, planning, strategy, and training.

## Community Justice

In 2016, we worked with the Bureau of Justice Assistance at the U.S. Department of Justice to select 10 jurisdictions to advance community justice through the creation and enhancement of community-focused courts. The jurisdictions are: Cleveland, Ohio; Cook County, Ill.; Dallas, Texas;

Eugene, Ore.; Honolulu, Hawaii; Jersey City, N.J.; Las Vegas, Nev.; Olympia, Wash.; Philadelphia, Penn.; and Spokane, Wash.

The selected sites were announced at **Community Justice 2016**, an international summit in Chicago in April. More than 400 practitioners from over 110 jurisdictions gathered to explore topics such as community engagement, risk-needs-responsivity, procedural justice, and the latest science around addiction and drug treatment.

In September, the Center hosted its third in a series of regional trainings on alternatives to incarceration. "Justice Innovation in Times of Change: New Challenges, New Opportunities," was convened in North Haven, Conn., in partnership with the Bureau of Justice Assistance and Quinnipiac Law School. The event's keynote was delivered by Connecticut Governor, Dannel Malloy.

The Center also hosted structured site visits for more than 200 practitioners from throughout the U.S. and around the world who came to New York City to learn about the Center's operating programs. Visitors included community court planning teams from Eugene, Ore., and Las Vegas, Nev., as well as judges from Japan and attorneys from Israel.

### Domestic Violence

With the support of the Office on Violence Against Women at the U.S. Department of Justice, the Center provides assistance to practitioners around the country seeking to improve the way courts handle domestic violence cases. In 2016, the Center held 41 trainings, including open houses and webinars. We provided intensive assistance to jurisdictions in 14 states, including three sites that serve primarily tribal populations.

In partnership with the Battered Women's Justice Project and the National Council of Juvenile and Family Court Judges, the Center published *Guiding Principles for Effectively Addressing Child Custody and Parenting Time in Cases Involving Domestic Violence*.

The Center also produced, in consultation with the Asian Pacific Institute on Gender Based Violence and the National Latin@ Network, an animated video and viewers' guide to highlight culturally-responsive practices in domestic violence cases.

### Procedural Justice

In partnership with the Bureau of Justice Assistance, the Center hosted a national roundtable on promising practices in procedural justice, during which practitioners and experts, including Tom Tyler of Yale Law School, prioritized strategies to improve perceptions of fairness in criminal court.

Through the support of the State Justice Institute and the Bureau of Justice Assistance, the Center provided training and technical assistance on procedural justice to a number of jurisdictions around the country, including a two-day, multi-disciplinary train-the-trainer session in Toledo, Ohio; a statewide leadership training for public defenders in Connecticut; two system-wide webinars for the Birmingham, Ala., Municipal Court and a site assessment of the Newark, N.J., Municipal Court.

The Center also produced a guide to integrating procedural justice in domestic violence cases.



Victoria Pratt, chief judge of the Newark, N.J., Municipal Court, spoke about procedural justice at Community Justice 2016.

*Photo: R. Wolf*

### **Tribal Justice**

The Tribal Justice Exchange works with tribal communities seeking to develop or enhance their tribal justice systems. In 2016, staff from the Tribal Justice Exchange created a video about the Puyallup Tribe of Indians' initiative in Washington State to provide pro-social gang prevention activities.

The Exchange helped the Colorado River Indian Tribes plan a community court based in part on the Red Hook Community Justice Center model. Expected to launch in 2017, the community court will be the second of its kind in Indian Country. The first, also created with the Center's support, was established by the Navajo Nation in 2011.

### **Veterans Treatment Courts**

After developing the first set of screening, assessment, and case planning tools to meet the unique needs of justice-involved veterans, the Center began to pilot the tools in veterans treatment courts in Seattle, Wash., Tampa, Fla., and Billings, Mont. Once the pilot phase of the project is completed, the screening and assessment tools will be made available to veterans treatment courts around the country, providing them with the evidence-based resources they need to serve veterans as effectively as possible.

### **Violence Prevention**

The Center is working with nine jurisdictions in an effort to curb violence and reduce disparities in access to public health among at-risk minority youth. The Minority Youth Violence Prevention Initiative, funded by the Office of Minority Health of the U.S. Department of Health and Human Services and the Office of Community Oriented Policing Services at the Department of Justice, reflects an emerging body of research and practice that treats violence as a disease, linking public health agencies with law enforcement. In 2016, the Center provided the sites with resources to help them engage partners and work with victims of trauma. In addition to hosting webinars, the Center presented the initiative's work at the Healing Justice Alliance conference and the International Association of Chiefs of Police conference.

### **Racial Disparities**

In December, the Center hosted a small working session looking at recent developments in data science—machine learning, innovative data sources, and real-time computational abilities—and whether they can be used to advance the practice of risk assessment while better safeguarding against racial bias. The session brought together criminal justice experts, researchers, top data scientists, and ethicists and asked: How do we measure fairness? And can jurisdictions live with some racial bias if the use of risk assessment tools ultimately reduces everyone's risk of incarceration? The working group is part of the Center's commitment to the thoughtful and transparent implementation of risk assessment instruments.

### **Drug Treatment Courts**

In 2016, the Center and the Bureau of Justice Assistance began working with sites in Montana, West Virginia, Illinois, and Idaho that are implementing technology-based programs to extend the reach of their treatment courts. The Center helped the sites explore and implement initiatives such as video conferencing, remote treatment, and technology-based supervision techniques. In the more rural locations, technology has enabled the courts to serve more participants than ever before.

The Arizona Association of Drug Court Professionals requested assistance from the Center in leading a strategic planning initiative. Center staff met with the organization's board in Phoenix to guide a needs assessment and help the board clarify its goals and objectives.

In partnership with NPC Research, we piloted strategies to help treatment courts in New York and Washington State ensure that they are adhering to research-based best practices. The Center also helped California and Utah assess the impact of changes in criminal sentencing guidelines on drug court programs.

## **LOOKING AHEAD**

2017 promises to be an important year for the Center for Court Innovation. In the months ahead, we will work with the New York City Mayor's Office and the New York State Court System to implement procedural justice reforms in New York City Criminal Court. We will publish a review of the criminal justice system in New York

To honor our 20th anniversary, Bardo Industries created this box of postcards that tells our story in 20 unique objects. These 20 objects document the practical, real-world impact that the Center for Court Innovation has had on a daily basis, both in our home in New York and in the world beyond. View the cards at <https://courtinnovation.tumblr.com/>

*Photo: Bardo Industries*



City that identifies opportunities for reducing the use of jail. We will look to advance the idea of community justice in Staten Island, Queens, and the Bronx.

In 2016, the New York City Council passed a package of bills decriminalizing certain misdemeanor violations and moving them to the civil system under the Office of Administrative Trial and Hearings. The Center is working to develop alternative programming for any respondents who are unable or choose not to pay fines. This includes developing short community service options that are restorative to the community.

Beyond New York City, we will continue to work with reformers who are committed to improving both the fairness and effectiveness of the justice system. We look forward to reporting on this work at the end of 2017.

## **PUBLICATIONS**

The Center for Court Innovation published dozens of publications in 2016 on the following topics:

### **ACCESS TO JUSTICE**

Understanding the Civil Legal Needs of Crown Heights Residents: A Community Survey in Brooklyn

### **COMMUNITY JUSTICE**

Lessons from Community Court: Strategies on Criminal Justice Reform from a Defense Attorney

## DOMESTIC VIOLENCE

- The Windham County Integrated Domestic Violence Docket: A Process Evaluation of Vermont's Second Domestic Violence Court
- Enhancing Collaboration Between Domestic Violence Courts and Supervised Visitation Services
- Integrating Procedural Justice in Domestic Violence Cases
- Cultural Responsiveness and the Courts
- Can Restorative Practices Address Intimate Partner Violence?
- Guiding Principles for Effectively Addressing Child Custody and Parenting Time in Cases Involving Domestic Violence

## DRUG TREATMENT COURTS

- Medication-Assisted Treatment in Drug Courts: Recommended Strategies
- Sentencing Reform and Drug Courts

## JAIL REDUCTION

- Creating Off-Ramps: A National Review of Police-Led Diversion Programs
- An Experiment in Bail Reform: Examining the Impact of the Brooklyn Supervised Release Program
- Reducing Jail and Protecting Victims: A Roundtable on Pretrial Supervised Release
- Navigating the Bail Payment System in New York City: Findings and Recommendations

## PROSECUTION

- The Intelligence-Driven Prosecution Model: A Case Study in the New York County District Attorney's Office

## REDUCING VIOLENCE

- The Brownsville Anti-Violence Project: Evaluation Findings

## RISK ASSESSMENT

- Evidence-Based Risk Assessment in a Mental Health Court: A Validation Study of the COMPAS Risk Assessment
- Assessment and Treatment Matching: A Case Study of Traditional Practices in Three New York City Drug Courts
- Implementing Evidence Based Assessment and Treatment Matching: A Feasibility and Impact Study in Three New York City Drug Courts

#### TRAFFICKING

Forging Partnerships Across Court-Support Organizations: Lessons from the Human Trafficking and the State Courts Collaborative

Youth Involvement in the Sex Trade: A National Study

Experiences of Youth in the Sex Trade in Atlantic City

Experiences of Youth in the Sex Trade in Chicago: Issues in Youth Poverty and Homelessness

Experiences of Youth in the Sex Trade in North Texas: Shattered Lives

Experiences of Youth in the Sex Trade in Las Vegas

Experiences of Youth in the Sex Trade in Miami

Experiences of Youth in the Sex Trade in the Bay Area

#### YOUTH AND FAMILY ENGAGEMENT

Bridging the Gap: Strengthening LGBTQ Youth and Police Relations

Sustainability Strategies for Youth Advisory Boards: A Symposium on Youth Engagement

Responding to Trauma Among Young Men of Color

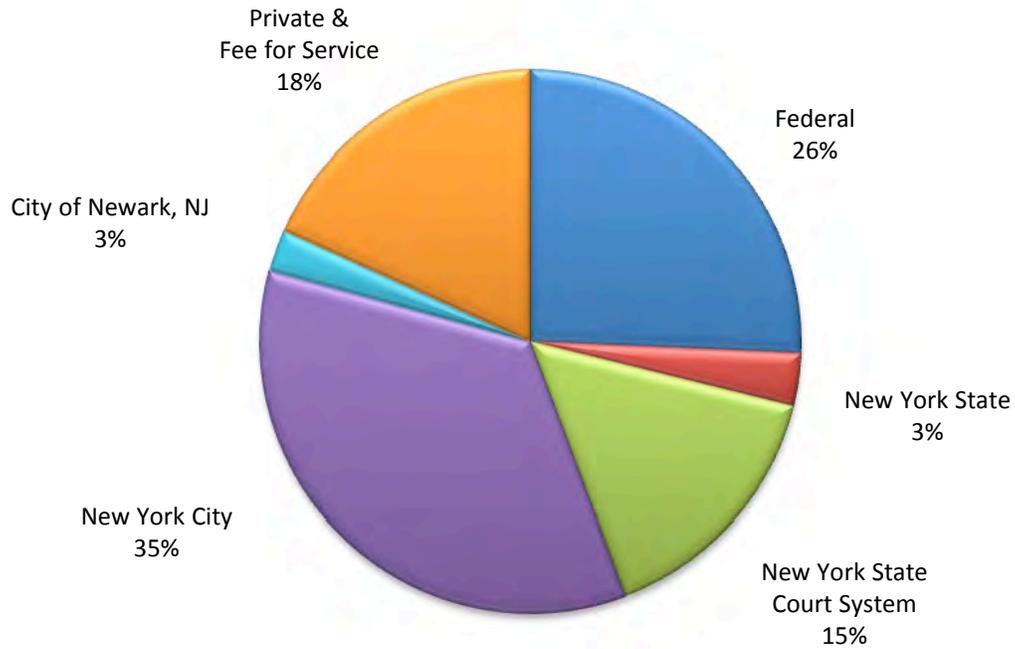
Meeting the Needs of Infants in Child Abuse and Neglect Cases: A Process Evaluation of the Strong Starts Court Initiative

UPNEXT: A Model for Increasing Financial and Emotional Support

## FINANCES

The Center for Court Innovation is supported by a mix of government and private funding. See below for a breakdown of the Center's revenues.

### Fiscal Year 2016 Total Funding = \$37.6M



**Fiscal Year 2016  
Statement of Expenditures**

**OPERATING PROGRAMS**

Access to Justice Programs	1,712,000
Bronx Child Witness Support Program	148,000
Bronx Community Solutions	2,347,000
Brooklyn Justice Initiatives	2,357,000
Mental Health	466,000
Brownsville Community Justice Center	2,533,000
Crown Heights Community Mediation Center	2,320,000
Harlem Community Justice Center	1,886,000
Midtown Community Court	2,340,000
Newark Community Solutions	1,169,000
Queens Youth Justice Center	970,000
Red Hook Community Justice Center	2,245,000
South Bronx Save Our Streets	1,206,000
Staten Island Youth Justice Center	1,170,000
Syracuse Programs	658,000
Westchester Court Education Initiative	119,000
Youth Justice Board and Youth Court	201,000
<b>Subtotal</b>	<b>23,848,000</b>

**TECHNICAL ASSISTANCE and TRAINING**

Community Justice	1,690,000
Domestic Violence and Family Courts	1,983,000
Jail Reduction	1,836,000
Treatment Courts	1,753,000
Tribal Justice	930,000
Youth Justice Programs	893,000

**RESEARCH**

Community Justice	1,435,000
Domestic Violence and Family Courts	201,000
Treatment Courts	9,000
Tribal Justice	39,000
Youth Justice Programs	166,000
<b>Subtotal</b>	<b>10,935,000</b>

**ADMINISTRATION, PLANNING, AND OVERSIGHT**

Center Core	1,899,000
Project Safe Neighborhoods	41,000
Technology	834,000
<b>Subtotal</b>	<b>2,774,000</b>

**TOTAL EXPENDITURES**

**37,557,000**

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