



# Juvenile Justice Advisory Group



# 2021 STRATEGIC ACTION PLAN

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**Division of Criminal  
Justice Services**

**Youth Justice  
Institute**

**Juvenile Justice  
Advisory Group**

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# New York State Juvenile Justice Advisory Group

Federal law requires all states to establish an advisory group to oversee the strategic planning and federal grant funding allocation to organizations that address juvenile delinquency and prevention issues. The Juvenile Justice Advisory Group (JJAG) is required to have between 15 and 33 members who must have training, experience, or special knowledge in the areas of prevention and treatment of juvenile delinquency or the administration of juvenile justice. In New York State, the juvenile justice system serves youth between the ages of 7 and 17.

With staff support from the Division of Criminal Justice Services Office of Youth Justice, the JJAG finalizes New York’s Three-Year Juvenile Justice Plan, which identifies funding priority areas. Federal juvenile justice funds are used as seed money to establish and support new and innovative projects that seek to measurably reduce juvenile crime, promote individual accountability, enhance public protection, and prevent delinquency through positive youth development.

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# Executive Summary

## Juvenile Justice In New York

New York State has made substantial progress over the past several years in reducing youth contact with the juvenile justice system and enhancing effective services to help ensure their success. Prior to the enactment of Raise the Age (RTA) legislation, effective October 1, 2018 for 16-year-olds and October 1, 2019, for 17-year-olds, significant juvenile justice reform efforts helped pave the way for the successful implementation of the law. Collaborative efforts among state agencies and with partners across New York State have resulted in the continuation of reduced reliance on the juvenile justice system despite the inclusion of these new age groups. At the same time, there is still much work to be done to ensure that youth and families are provided the supports they need to mitigate interaction with the juvenile justice system and ensure public safety. Additionally, events over the course of 2020 have resulted in a need to re-evaluate priorities to ensure continued progress over the next three years.

In February 2020, New York City became the United States' epicenter of the COVID-19 pandemic. In New York City and across New York State, the pandemic has disproportionately impacted communities of color, highlighting the complex interplay between disparities in health access, economics, job status, and justice system involvement. The May 2020 police killing of George Floyd in Minneapolis, Minnesota resulted in global protests, and increased reflection on systemic oppression and structural racism in the United States' justice systems. In July 2020, 16-year-old Cornelius Fredericks was restrained in the cafeteria of a Michigan residential facility, where he became unresponsive and later died. The current moment has amplified calls for racial justice and reinvigorated the multi-disciplinary commitment to eliminate racial and ethnic disparities at all juvenile justice decision points. It is clear this Strategic Action Plan must result in meaningful, effective, and concrete



positive change on behalf of the most vulnerable youth and families in New York State. The major themes and actions at the foundation of this call are distilled below.

## Procedure

The New York State Juvenile Justice Advisory Group's Strategic Action Plan was written with considerations drawn from interviews with JJAG members and other key state and national stakeholders, a national survey of juvenile justice specialists, a New York State-hosted COVID-19 and Youth forum, a range of supporting documents, and the September 2020 JJAG Strategic Action Planning retreat.

## Major Themes and Actions

The JJAG has committed itself to supporting state and local efforts in the following areas:

**Eliminating Racial and Ethnic Disparities by** renewing its commitment to implement specific actions designed to reduce racial and ethnic disparities through its investments and analyzing their impacts through enhanced data collection efforts.

**Sustaining Positive Outcomes in Pandemic-Related Changes by** supporting the sustainment of the adaptations and innovations leading to reductions in systems involvement, while maintaining and building upon community safety and system response effectiveness.

**Increasing Prevention Efforts and Youth-Centered Service Delivery by** working through a social determinants of health framework to ensure youth-centered prevention and early diversion services are delivered in a seamless, more accessible manner.

**Increasing Access to Trauma, Healing, and Behavioral Health by** expanding local access to effective mental health, substance use, and trauma supports, and building on this long-standing work to integrate a healing framework for youth and their families.

**Supporting the Centrality of Schools by** committing to supporting creativity and innovations as schools establish new mechanisms for reaching and serving vulnerable youth during the pandemic and beyond.

**Improving Police and Community Partnerships by** revisiting relationships between law enforcement and communities, as well as concerns about the school-to-prison pipeline and working in support of police reform in New York State.

**Supporting Raise the Age Implementation by** encouraging partner efforts to further refine the successful implementation of New York’s Raise the Age reforms including addressing processing inefficiencies, protecting continuity of services for 16- and 17-year-olds moving between systems, and increasing access to age- and need- appropriate services for the full age continuum of youth involved with the justice system.

**Expanding Implementation Science, Translational Efforts, and Effective Outcomes by** supporting technical assistance on implementation science and data translation, as well as the integration of more qualitative research measure.



**Increasing Meaningful Youth, Family, and Community Engagement by** emphasizing the need for system stakeholders to approach their work in a collaborative, inspirational manner for youth, families, and communities; and to implement or expand meaningful engagement opportunities such as professionalized peer/mentor roles.

**Integrating Procedural Justice at All System Points by** implementing these best practices, which require fairness, respect, and transparency by youth justice professionals at all system points.

**Supporting the Alignment of the Regional Youth Justice Teams (RYJTs) and the New York State Youth Justice Institute by** fostering RYJT cross-region collaboration efforts and amplifying their statewide impacts; encouraging the development of a statewide RYJT strategic planning process; expanding cross-region connections with new alignments based on population density and/or interests in similar program and policy strategies; and other relevant actions. Supporting the Youth Justice Institute’s role as an information hub that conducts program evaluation, quantitative and qualitative research; coordinates cross-county collaborations, convenings, and trainings; builds a dynamic database to track RYJT membership; and supports data translation and visualization, efforts to eliminate racial and ethnic disparities, and the meaningful engagement of youth, families and communities.

## Implementation Steps

The JJAG has identified the following implementation steps for the next three-year period.

**JJAG Expenditure of Funds:** Allocate funding in a way that specifically addresses the vision, goals, and action steps of the Strategic Action Plan. Staff will work with the JJAG to identify and develop funding proposals designed to prioritize and maximize the impact of the Plan on the youth justice system.

**JJAG Purpose and Strategy:** Disseminate the Strategic Action Plan among key juvenile justice stakeholders across New York State, and highlight its purpose.

**Data and Narrative Utilization:** Utilize data to support implementation efforts in ways that are effective and measurable and affirm the validity of narrative attributed to the juvenile justice system.

**Information Dissemination:** Disseminate effective youth justice system planning and implementation strategies across the field for knowledge and consistency purposes.





# Purpose and Overview

## Statement of Purpose

As a condition for receiving formula grants from the federal Office of Juvenile Justice and Delinquency Prevention (OJJDP), states must submit a plan for carrying out Formula Grants Program activities applicable to a three-year period. The New York State Juvenile Justice Advisory Group (JJAG) has traditionally engaged in a strategic planning process to develop each three-year plan prior to its submission. The next three-year plan cycle begins in January 2021.

The JJAG meets quarterly to administer the formula grants funds, analyze the impact of the awards that have been made, and provide guidance and direction for the implementation of effective improvements to the juvenile justice system in New York State. This Strategic Action Plan (Plan) will be used to help guide deliberations of the JJAG and prioritize its actions. The Plan will provide a snapshot of what is happening across the country in the area of juvenile justice, a summary of major themes in New York, and a vision, goals, and action steps to help guide effective change over the next three years.

At its June 2020 quarterly meeting, the JJAG was presented with a recommended timeline and course of action for completing this Plan, which covers calendar years 2021 through 2023. It was noted this process was especially important given the appointment of a new chair and six new members in November 2019. In addition, the COVID-19 global pandemic and renewed national and state focus on systemic oppression and structural racism in justice systems have contributed to the need to reassess JJAG priorities.

This Plan is structured to outline major themes prevalent in New York State that have inhibited greater levels of functioning and effectiveness across the juvenile justice system in recent years, those that have been exacerbated by the current pandemic and social and racial climate of our country, and how the JJAG would like to address them over the course of the next three years. Much progress has been made in recent years in reducing youth contact at all system points, raising the age of criminal responsibility, and implementing diversion and other services demonstrated to be more effective than previous efforts. There is much more work to do, however, to reduce racial and ethnic disparities, and implement system changes based on scientific advancements in adolescent brain development, trauma response, and behavioral health.

The Plan includes a vision, goals, and action steps derived from the major themes, and specific implementation steps the JJAG expects will result in positive outcomes and progress on behalf of youth, families, and communities across New York State. The JJAG intends to utilize the Plan as an anchor in its quarterly meetings as it considers funding and administrative actions and will review and assess progress to determine whether any amendments to the Plan are necessary throughout the course of the next three years.

## Timeline and Deliverables

The three-year Plan and associated updates are typically due as part of the application process for the OJJDP Formula Grants Program. While the most recent application was due at the end of March 2020, the process can vary from year to year. As a result, to provide ample time to integrate its components into the next Formula Grants Program application, the JJAG decided its

strategic planning process needed to be completed by the end of 2020. The facilitation and compilation of this Plan and its components was led by the Division of Criminal Justice Services Office of Youth Justice (DCJS OYJ) and the Youth Justice Institute (YJI). Below are the actions undertaken in the development of the plan:

**Interviews** – Several interviews were conducted over the course of Summer 2020 to gather information about the current state of the youth justice system and its challenges. Fifteen of the seventeen JJAG members were individually interviewed, and group interviews were conducted with state agency staff, other key stakeholders, and the research teams of the DCJS, Office of Court Administration (OCA), and Office of Children and Family Services (OCFS). Interview sessions were also held with the Regional Youth Justice Team (RYJT) co-chairs, Partnership for Youth Justice (PYJ) co-chairs, and the Coalition for Juvenile Justice (CJJ) Executive Director. The information gathered from these interviews has been the primary source for the priorities outlined in this plan.

**National Survey of Juvenile Justice Specialists** – In addition to the interviews, a survey of juvenile justice specialists from other states was conducted to obtain a sense of youth justice system priorities from across the country. The results from the survey provided key information about the top areas of focus and priority populations in the area of youth justice.

**COVID-19 and Youth Forum** – In June 2020, the YJI sponsored a series of panel discussions to explore the pandemic's current and foreseeable impacts on children, teens, and young adults, as well as innovative approaches to the present crisis. Experts from diverse fields examined these issues, with a focus on the disparate impacts of COVID-19 on historically disenfranchised populations. The information gathered from the forum has been integrated into the contents of this document.

**Review of Supporting Documents** – Several key documents are included in the appendix of this Strategic Plan and were used to inform key components of the Plan. The documents collectively contain current information necessary for decision-making about the operations and effective functioning of the youth justice system in New York State, including strategies to reduce racial and ethnic disparities (R.E.D.), and an assessment of youth justice system plans, practices, and priorities in other states.

**Strategic Planning Retreat** – To obtain feedback on a draft version of the Plan, the JJAG held a two-session Strategic Planning retreat in September 2020.

## Previous Three-Year Plans

Below is a brief summary of the main components of the previous three-year plans:

### 2018 – 2020

Seeking Statewide Alignment

High-Priority Populations and Problems  
Accountability: Process and Measurement

JJAG Optimal Functioning and Effectiveness

### 2015 – 2017

Implement a Best Practices Institute

Address the Intersection of Education & Juvenile Justice

Narrow the Front Door at All System Points

Include the Voices of Affected People

Incorporate DMC (now known as R.E.D.) into All Activities

### 2012 – 2014

Promote Early Diversion of Appropriate Youth from Deep End System Involvement

Further Successful Juvenile Re-entry

Disseminate Best Practices in Juvenile Justice

Support Data-Driven Policy Development and Program Analysis

Reduce DMC (now known as R.E.D.)



## Major Themes in New York

In February 2020, New York City became the United States' epicenter of the COVID-19 pandemic. In New York City and across New York State, the pandemic has disproportionately impacted communities of color and highlighted the complex interplay between disparities in health access, economics, job status, and justice system involvement. For families struggling to navigate the pandemic, having their children involved with the justice system added layers of concerns and fears. In addition, the May 2020 police killing of George Floyd in Minneapolis, Minnesota, resulted in global protests and, increased scrutiny and awareness of systemic oppression and structural racism in the United States' justice systems. In July 2020, 16-year-old Cornelius Fredericks was restrained in the cafeteria of a residential facility in Michigan, where he became unresponsive and later died. Children's services experts caution there may be serious long-term mental health impacts, especially for youth of color, who have been disproportionately impacted by the pandemic and racial violence, and that the need for healing-centered, support- focused responses to behavior are imperative.

The youth justice systems in New York State and across the country had already been experiencing rapid change over the past decade. However, the pandemic accelerated reductions in detention and placement, and the development of alternative virtual service options by necessity. The current historical moment has amplified calls for racial justice and has reinvigorated the multi-disciplinary commitment to eliminate racial and ethnic disparities at all system points. Raise the Age implementation and other youth justice reform efforts in recent years have also significantly informed the major themes emerging from this Strategic Planning process. Importantly, it has been made clear that this Strategic Plan must be a call to action, resulting in meaningful, effective, concrete positive change on behalf of the most vulnerable youth and families in New York State. The major themes at the foundation of this call to action are distilled below.

### Addressing Racial and Ethnic Disparities

Even with New York State's significant and long-term declines in detention and placement, racial and ethnic disparities remain glaring as Black youth are severely over-represented in many local justice systems. New York State's juvenile justice system has shown commitment to eliminating racial and ethnic disparities through equity-centered monitoring goals, training and technical assistance, implementation of the New York State Race Equity Youth Justice Policy Academy, and the implementation of the New York State Racial and Ethnic Disparities Advisory Committee priorities. The JJAG is committing to a renewed call to action to support state and local efforts to eliminate racial and ethnic disparities by continuing and building upon these efforts over the next three years as follows:

- Implementing specific actions designed to reduce racial and ethnic disparities through its investments and analyzing impacts through enhanced data collection efforts;
- Conducting ongoing, comprehensive personnel training on racial and ethnic disparities for professionals working with the juvenile justice population;
- Identifying and addressing the underlying causes of racial and ethnic disparities at all juvenile justice system points;

- Aligning efforts to reduce racial and ethnic disparities across systems, including juvenile justice, child welfare, and education; and
- Integrating an equity lens into all systems change efforts.

### **Sustaining Positive Outcomes from Pandemic-Related Changes**

The pandemic disrupted key juvenile justice processes across the state, resulting in quick and necessary changes to system response, some of which have resulted in positive outcomes. To keep juvenile justice system functions operating throughout the state, system and community stakeholders engaged in a variety of responses including pivots to tele-processes in courts, detention admission and arrest reductions, and an increased focus on community-based supports and monitoring. The JJAG intends to support and maintain pandemic-related changes that have been beneficial to youth, families, and public safety, including the following:

- Integrating the use of technology in a way that provides improved access to services and court processes without compromising their effectiveness;
- Sustaining innovations and reductions in system-involvement for youth, while ensuring and building upon community safety and system response effectiveness; and
- Considering the impact on racial and ethnic disparities in determining which pandemic-related changes are desirable to sustain.

### **Prevention Efforts and Youth-Centered Service Delivery**

New York State and its localities have progressed in their efforts to prevent youth from entering the system, and to align efforts across systems to ensuring the delivery of services is youth-centered and not system-centered. The JJAG will continue to support efforts focused on prevention and strength-based early diversion services by ensuring the essential needs of youth are met. Prevention efforts and system alignment will be considered through a race equity lens and with other equity considerations such as age, gender, gender identity, and sexual orientation. It will be important to continue to build upon the collaborative efforts started by the Regional Youth Justice Teams to provide effective connections to services such as housing, education, mental health, substance abuse, and social determinants of health. Employment assistance must be considered for older youth. Youth justice stakeholders across New York State must define “accountability” with clarity so an appropriate level of service intervention is provided and maximizes the likelihood of youth success.

## Trauma, Healing, and Behavioral Health

For the state's youth justice systems, priority foci over the next three years include ensuring access to effective services and treatments for mental health and substance use conditions that are trauma-responsive, healing oriented, and support the resilience of youth. Youth experience abuse and trauma both within and outside the system, and the JJAG is committed to supporting training for system personnel (e.g., police, court personnel, correctional officers, probation officers, etc.) on trauma and effective responses to it regardless of when or where it occurred. Building on long-standing trauma-response work in New York, systems and localities are also integrating a healing framework and improving the capacity and skillsets of their systems' professionals to use empathy and understanding to build positive relationships serving as the foundation for connecting youth and families to effective supports. As part of its work in this area, in 2020, DCJS launched regional trainings on Healing Centered Engagement, a framework supporting systems as they shift from harm, discipline, punishment and confinement to restoration, hope, and healing.

## Centrality of Schools

There are multi-disciplinary, statewide concerns about the COVID-19 pandemic's impacts on supports traditionally offered in schools. Given the pandemic's unknown duration and its severe funding impact, moving forward will require state- and local-level commitment to assist schools in the establishment of additional mechanisms for reaching and serving vulnerable youth, especially those lacking access to technology. As a primary intervention point for youth and families, during and beyond the pandemic, New York's schools must also increase their ability to meet the social and emotional learning needs of students.

## Police and Community Partnerships

Heightened racial tensions, focus on systemic oppression, and continued concerns about the school to prison pipeline have made it critical to revisit the relationships between law enforcement and communities. The state's increasing focus on police and community partnerships will require greater emphasis on police training (initial and in-service), enhanced integration of support services (e.g., behavioral health response teams), additional opportunities to develop partnerships with youth.

## Raise the Age

Youth justice stakeholders throughout New York state view Raise the Age reform and implementation as a clear success that still presents opportunities for improvement. JJAG recommendations for next steps include the following:

- Integrate more community and cross-system discussions in partnership with families and victims;
- Streamline processes to avoid processing inefficiencies<sup>1</sup>;
- Protect continuity of services for 16- and 17-year-olds moving between systems;
- Increase access to age-appropriate services and programs for the full age continuum of youth involved with the justice system including those designated as juvenile offenders, juvenile delinquents, youthful offenders, and adolescent offenders, especially early intervention supports and supports for youth with higher-level needs; and
- Identify and implement community-safety benchmarks.

<sup>1</sup>For example, after being charged and processed in a Youth Part, many adolescents are waived to the Family Court where they receive an adjournment in contemplation of dismissal (ACD).

## **Implementation Science, Translational Efforts, and Effective Outcomes**

The research teams at DCJS, OCFS, and OCA have developed a successful collaborative framework to share data across juvenile justice system points that are available to localities and grantees to use to gauge success as they seek to implement positive changes on behalf of youth, families, and communities. Challenges remain, however, around the effective implementation of positive changes helping drive the data in the right direction. The lack of translational efforts and qualitative data often results in an incomplete picture of success. Technical assistance on implementation science and data translation is a key next step for effective system change. In addition, surveys, intermittent and exit interviews, and focus groups are among some of the possible qualitative research measures that could be taken to ensure continuous system improvement.

## **Youth, Family, and Community Partnerships**

As consumers of services, youth, family, and community participation in youth justice system decision-making and functioning is critical. It is important to intentionally distinguish between these groups so needs are met from each perspective. The JJAG recommends the state and localities implement or expand opportunities for youth, family, and community support, such as peer/mentor roles requiring training in standardized core competencies. The JJAG also emphasizes the statewide need for system professionals to approach their work in a collaborative, inspirational manner for youth, families, and communities so a sense of hope for a successful future is an undertone felt during every interaction.

## **Procedural Justice at All System Points**

Procedural justice best practices require fairness, respect, and transparency be integrated at all system points. There should be partnerships developed with youth, families, and victims, and decisions should be made in an impartial manner. Focus should be placed on system flaws (e.g., service and support gaps and inadequate inter-system coordination,) as opposed to a sole focus on youth's actions and inactions; and youth should be treated with empathy and respect throughout the process.

## **Supporting the Alignment of Efforts**

JJAG alignment with New York State agencies and various youth justice system points has been enhanced in recent years, but much work remains. Knowledge sharing of existing research, initiatives, and resources was raised as an area that could be bolstered over the course of the Strategic Plan. The RYJT co-chairs expressed a desire for additional guidance on how to focus resources and prioritize needs so they are aligned with each other and at the state level.

## **The Regional Youth Justice Teams (RYJTs)**

New York has enhanced its statewide coordination efforts through the creation of its nine regional youth justice teams (RYJTs), the Partnership for Youth Justice (PYJ), and the JJAG. To deepen cross-region collaboration and amplify their statewide impacts, the JJAG is exploring the following steps:

- Increasing communication with the RYJTs regarding JJAG priorities;
- Conducting a statewide RYJT strategic planning process;
- Expanding collaborative efforts with intersecting systems;

- Implementing more multi-region convening opportunities;
- Using virtual tools to share models and provide cross-regional training; and
- Expanding cross-region connections with alignments based on population density and/or interests in similar program and policy strategies.

### **The New York State Youth Justice Institute (YJI)**

In July 2019, the YJI hired its first permanent Executive Director, and completed its foundational employee roster in April 2020. Since the hiring of the Executive Director, the YJI has begun to fulfill its mandates to engage in research and evaluation, information dissemination, and support state and regional youth justice efforts. Viewed as a success-marker for the JJAG's focus on statewide impact efforts, the JJAG is exploring mechanisms to increase the YJI's role in the following areas:

- Developing a communications strategy, functioning as an information hub, and providing assistance to the JJAG, PYJ, and juvenile justice system agencies and stakeholders;
- Evaluating programs and practices;
- Coordinating cross-county collaboration and information sharing;
- Coordinating convenings and trainings;
- Supporting regional efforts to eliminate racial and ethnic disparities;
- Developing data translation and visualization products;
- Conducting qualitative research;
- Supporting the meaningful engagement of youth and families; and
- Building a dynamic database to track RYJT membership.





# Vision, Goals, & Action Steps

## JJAG Vision

The New York State youth justice system operates with effective, safe, fair, and equitable practices that promote public safety, prevention, wellness and healing, maintain commitments to Raise the Age priorities, and align with intersecting systems.

## Goals and Action Steps

**Goal 1** Support Efficient Coordination, Alignment, and Delivery of Services that Reflect the Priorities of State Agencies and the Partnership for Youth Justice throughout New York State: Highlight successful practices and encourage the use of new tools and practices to increase system effectiveness and measure outcomes.

### Action Items:

*Sustain Positive Outcomes from Pandemic-Related Changes:* Explore virtual approaches that address implicit bias and racial and ethnic disparities into everyday practice, where possible.

*Align Efforts and Services:* Participate in regular communication, coordination and alignment of efforts across systems and between the JJAG and the Regional Youth Justice Teams. Ensure consistency with State Agency priorities, and the Partnership for Youth Justice.

*Support Implementation Science, Translational Efforts, and Effective Outcomes:* Encourage the use of effective tools and provide technical assistance to support localities in implementing effective services and quantitative and qualitative measures.



**Goal 2** Establish and Implement Youth Justice Policy Priorities: Effectively and proactively serve all youth who encounter the youth justice system, while placing an enhanced focus on prevention and the following priority areas.

**Action Items:**

*Address Racial and Ethnic Disparities:* Conduct all youth justice work using strategies that will intentionally eliminate racial and ethnic disparities and grounded in anti-racist theory.

*Focus on Trauma, Healing, and Behavioral Health:* Address systems issues related to and guide youth justice system professionals in understanding adolescent brain development, trauma and behavioral health, and in implementing effective and healing-centered responses to youth behavioral issues.

*Deliver Prevention Efforts and Youth-Centered Services:* Prevent youth from system engagement and remove youth from system involvement at the earliest point maximizing their success and public safety, with a special focus on systemically marginalized populations and a deliberate intention to engage the community for support.

*Partner with Schools:* Recognize the centrality of schools and engage districts in partnership to develop and implement effective caring and supportive educational environments and ensuring the tracking of positive youth outcomes. As the COVID- 19 pandemic evolves, commit to assisting schools as they reach and serve vulnerable youth populations.

*Establish Police and Community Partnerships:* Develop partnerships between police and communities across New York State.

*Train and Certify Youth-Serving Professionals:* Support training in effective interventions to address youth justice policy priorities, and the integration of effective interventions into certification requirements for professionals and in higher education programs.

**Goal 3** Enhance Positive Youth, Family, and Community Impacts and Outcomes: Partner with youth, families, and communities in youth justice system work to improve outcomes and create meaningful connections for positive outcomes.

**Action Items:**

*Youth-Centered Service Delivery:* Emphasize the youth and family being served by further developing collaboratives among youth, families, and professionals across youth-serving systems to increase seamless services and reduce disparities and other detrimental impacts embedded into system structure and operations.

*Youth, Family, and Community Partnerships:* Intentionally include youth, family, and community participation in determining youth justice system responses and functioning and distinguish between them so needs are met from each perspective.

*Procedural Justice at All System Points:* Integrate procedural justice best practices integrating fairness to and dignity of youth and families in the work of youth justice professionals at all system points.

# Implementation Steps

This Plan has laid out a vision, goals, and action steps based on several themes currently impacting the youth justice system in New York State. To be successful in achieving the desired changes outlined in the vision, goals, and action steps, the JJAG has identified the following plan of action for implementation during the next three-year period.

- 1. JJAG Expenditure of Funds** Allocate funding in a way that specifically addresses the vision, goals, and action steps in the Plan, and explicitly identify which goal(s) or action step(s) will be addressed during the expenditure approval process. Staff will work with the JJAG to identify and develop funding proposals designed to prioritize and maximize the impact of the Plan on the youth justice system. Where appropriate, the expertise of key stakeholders will be requested as part of funding proposal development.
- 2. JJAG Purpose and Strategy** Disseminate the JJAG Strategy and Action Plan among key juvenile justice stakeholders across New York State, and highlight its purpose.
- 3. Data and Narrative Utilization** Available data, particularly with respect to racial and ethnic disparities, should be utilized to support efforts to implement the action steps included in this plan in ways that are effective, measurable, and analyzed to affirm the validity of narrative attributed to the juvenile justice system.
- 4. Information Dissemination** Effective youth justice system planning and implementation strategies should be disseminated widely across the field for knowledge and consistency purposes.

# Appendix: Supporting Documents

[OJJDP FY 2020 Title II Program and Budget Areas](#)

[No. 203: New York State Police Reform and Reinvention Collaborative](#)

[Governor Cuomo Announces New Guidance for Police Reform Collaborative to Reinvent and Modernize Policing](#)

[Are the Kids Alright? COVID-19 & Youth Issue Brief](#)

[FY2020 R.E.D. Action Plan](#)

[New York State Raise the Age Implementation Task Force: First Annual Report](#)

[New York State Raise the Age Implementation Task Force: Raise the Age Impact by Numbers](#)

[NYS Juvenile Justice Advisory Group National Survey: Survey Instrument](#)

[Coalition for Juvenile Justice: Data Collection Requirements Under H. 6964](#)

[2018 – 2020 Strategic Plan \(State of Michigan\)](#)

[Colorado's Three-Year Juvenile Justice and Delinquency Prevention Plan \(2018 – 2020\)](#)

[2019 Pennsylvania Juvenile Justice and Delinquency Prevention Plan](#)

[California's Comprehensive State Plan FFY 2018 – 2020](#)

[New Mexico's Juvenile Justice and Delinquency Prevention Strategic Plan 2019 – 2021](#)

[Comprehensive Three-Year Plan for Juvenile Justice and Delinquency Prevention Fiscal Years 2018 through 2020 \(State of Maine\)](#)

# National Landscape

As part of the strategic planning process, the OYJ and YJI surveyed the members of the Coalition for Juvenile Justice (CJJ), a national body of State Advisory Groups (SAGs), and interviewed Naomi Smoot, Executive Director of the CJJ. Twenty-eight members responded to the survey, representing 20 states and Washington, D.C. (list of responses by request). The graphics below reflect the analyses of the responses regarding the members' top areas of focus, priority populations, and most effective youth justice interventions utilized in the past two years.

## TOP 3 Focus Areas

- 1. Race & Ethnic Disparities**
- 2. Families & Youth**
- 3. Trauma & Healing**

The top three focus areas that the survey identified were Racial & Ethnic Disparities (32%), family and youth (29%), and trauma and healing (18%). Responses also included restorative practices, school diversion, police and community partners, gender responsiveness, rural communities, and electronic monitoring.

## TOP 3 Priority Populations

- 1. Persons in Need of Supervision**
- 2. Emerging Adults**
- 3. Juvenile Delinquents in Foster Care**

The top three priority populations that the survey identified were Persons in Need of Supervision (29%), emerging adults (18%), and juvenile delinquents in foster care (11%). Responses also included Youth with Sexual Behavior Problems, LGBTQIA+ youth, girls, youth with intellectual and developmental disabilities, and youth of color.

## TOP 3 Effective Interventions

- 1. Diversion/Restorative Justice Practices**
- 2. Diverse Legislative Changes**
- 3. Mentoring and Other Vital Supports**

Per survey responses, the most effective youth justice interventions undertaken in the last two years were diversion and restorative justice practices (31%), legislative changes (17%; e.g., those pertaining to school-based offenses, the duties of juvenile intake officers, and various statutes at state and local levels), as well as mentoring programs and other vital supports for youth (17%).



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