



# Evaluation of the New York City Justice Corps

## Final Outcome Report

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The opinions, results, findings, and/or interpretations of data contained in this report are the responsibility of Westat, and do not necessarily represent the opinions, interpretation, or policy of the New York State Department of Labor, New York State Division of Criminal Justice Services, the State of New York, or the John Jay College of Criminal Justice.

The New York State Division of Criminal Justice Services (DCJS) provided the data for this evaluation in the interest of information exchange. The opinions, findings, and conclusions expressed in this publication are those of the authors and not those of DCJS. Neither New York State nor DCJS assumes liability for its contents or use thereof. If trade or manufacturers' names or products are mentioned, it is because they are considered essential to the object of the publication and should not be construed as an endorsement.



## NYC Center for Economic Opportunity Response to Westat Evaluation of NYC Justice Corps

This evaluation report reflects the findings of an impact evaluation of the NYC Justice Corps conducted by Westat, a Maryland-based research and statistical survey organization. The evaluation included two key components: a randomized control trial on the program, as it operated between October 2008 and June 2010, and a qualitative evaluation focused on participant and community perceptions of the program, as it operated between 2008 and 2012. The evaluation identifies positive program impacts on employment and wages: participants were employed at higher rates at 12 and 24 months post-program and earned an average of approximately 44% higher wages during the two years post-program, compared to control group members. In addition, the evaluation identifies high levels of participant satisfaction, improved community perceptions of participants and positive organizational capacity building outcomes. However, the evaluation was unable to identify impacts on participant outcomes pertaining to education and recidivism. CEO attributes the absence of such findings to a central limitation in the research study design: the random assignment evaluation began at program launch without allowing for a pre-study pilot phase. As a result, the findings may reflect the effects of early implementation challenges, rather than being solely attributable to the program itself.

The NYC Justice Corps program model has undergone significant changes since it began in 2008, and funding for the program was expanded in 2011 through the NYC Young Men's Initiative (YMI), an expansive initiative of the New York City Mayor's office designed to address disparities between Black and Latino young men and their peers. As part of a new Request for Proposals, the program model was refined, and three additional new program providers were selected. Therefore, the impact findings in this evaluation report do not reflect the full scope and quality of services provided to participants under the current NYC Justice Corps program model.

NYC Justice Corps was launched in late 2008 by CEO and the City University of New York John Jay College of Criminal Justice as a workforce development pilot for formerly incarcerated and court-involved young adults, with the goal of promoting self-sufficiency, reducing recidivism and poverty, and enhancing community receptivity to and support for participants. Drawing upon the national Civic Justice Corps model, the program focused on reconnecting participants to the workforce through engagement in community benefit service projects and subsidized internships that provide practical skills, teamwork experience and leadership development opportunities.

Westat was asked to evaluate the program's impact on participant outcomes in the areas of recidivism, employment and education, as well as its effects on communities. The randomized control trial enrolled 11 cohorts of young adults; a total of 712 applicants were randomly assigned to receive program services from NYC Justice Corps or to serve as a comparison group (received "standard practice" services that would be available in the absence of NYC Justice Corps), and were followed for a period of 30 months from study enrollment to track outcomes.



Since the completion of the randomized control trial, several core programmatic enhancements and refinements have been implemented. Most prominently, education services were not included in the original NYC Justice Corps program model design and were added in the second year, and further refined in subsequent years in response to the demonstrated participant needs. Today, NYC Justice Corps participants undergo educational assessment upon program enrollment and take part in onsite educational services throughout the program. In addition, after random assignment ended, enrollment criteria were refined to target those who were most likely to benefit from the program, with an emphasis on enrolling individuals with motivation and commitment to participation. In addition, greater emphasis was placed on job readiness as part of the program model. The NYC Justice Corps participants who took part in the randomized control trial had little or no exposure to these programmatic enhancements, which were implemented beginning in year two.

Additionally, the original provider organizations did not have significant prior experience delivering services to formerly incarcerated or court-involved young adults, and therefore lacked expertise in navigating the unique challenges facing this population. The success of Phipps Community Development Corporation in building the organizational capacity necessary to effectively serve this population is among the successes documented in this report. Still, these implementation challenges are likely to have contributed to suboptimal outcomes. The new providers selected through the YMI expansion each had extensive experience working with justice-involved populations, and as a result arrived well equipped to implement the enhanced NYC Justice Corps program model.

With the extensive changes to the model after random assignment was completed, the findings contained in this report are necessarily not reflective of the NYC Justice Corps as it exists today. CEO is confident that the program has made significant gains in its capacity to provide services to its participants. Indeed, the program continues to evolve. In March 2014, all NYC Justice Corps providers implemented a risk-needs-strengths screening, assessment and case management tool intended to further enhance service delivery and ultimately to assist in greater refinement of enrollment criteria so as to optimally target services. This change, and the underlying desire for continuous programmatic improvements, will serve to ensure that the NYC Justice Corps continues to strengthen its approach and improve its effect upon the lives of the young men and women it serves.

Furthermore, in collaboration with John Jay College, Prisoner Reentry Institute, CEO is conducting a recidivism analysis of recent NYC Justice Corps participants to determine whether the current program model is having the desired effect on reducing recidivism. Results are expected in late 2014.

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## **Executive Summary**

In 2008, New York City launched an ambitious community-based program that was intended to not only improve outcomes for young adults with justice involvement, but also to benefit their communities. The New York City Justice Corps (NYCJC) offered a 6-month program of employment-related services in two communities. The program succeeded in recruiting participants who were appropriate for the Justice Corps, but the program experienced challenges in retaining the participants. Although the Justice Corps fell short on achieving desired educational outcomes,<sup>1</sup> the program improved employment-related outcomes for program participants; however, the program had no effect on criminal justice outcomes. The communities in which the participants were located appeared to have appreciated and benefited from the program; also, the participants expressed satisfaction with the program and appeared to have benefited substantially from their program participation. Although the Justice Corps successfully expanded the capacity of one of the local social service agencies to serve justice involved young adults, the other agency decided to discontinue its services focused exclusively on this population.

### ***Evaluation Background***

In response to a commission recommendation that New York City establish programming to improve the future of disconnected youth, the NYC Center for Economic Opportunity (CEO), NYC Department of Correction, and City University of New York John Jay College of Criminal Justice developed and implemented an employment-centered program that focused on young adults with criminal justice involvement as well as the communities in which the participants lived. This program, the New York City Justice Corps, enrolled 18 to 24 year old young adults in a 6-month community-based program that emphasized job readiness, community service, and hands-on employment experience. Beginning in September 2008, the Justice Corps was implemented in two communities with particularly high levels of incarceration and poverty, one in the Bronx and one in Brooklyn.

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<sup>1</sup> During Year 1, the educational offerings were limited to referrals to GED programs. However, the NYC Justice Corps managers concluded that participants could benefit from additional education-related services. Beginning in Year 2, the NYC Justice Corps Program was modified to include onsite educational services for participants. The delay in offering educational services could affect education outcomes for participants who received program services during Year 1.

CEO funded an implementation and outcome evaluation of the Justice Corps during its first few years of operation. Using information from a variety of sources, the outcome evaluation assessed outcomes for the participants, for the local social service agencies (also referred to as conveners) providing services to the participants, and for the participants' communities. The participant component of the outcome evaluation, which is the primary focus of this report, entailed random assignment of 712 applicants to one of two groups – the program group and the referral group – beginning in October 2008. Participants assigned to the program group received Justice Corps program services (JCP group,  $n=340$ ), and participants assigned to the referral group received referral information on alternative programs and “standard” practice services (JCR group,  $n=372$ ); the assessment of participant outcomes occurred over 30 months following assignment. In the remainder of this summary, we highlight key findings from the outcome evaluation.<sup>2</sup>

### ***Program Model and Implementation***

The New York City Justice Corps is based on a civic justice model for improving the education, employment, and criminal justice outcomes for young adults with criminal justice involvement and for strengthening their communities. The 6-month employment-centered program adhered well to the program model during the first year of operation (2008 to 2009); however, some program components were modified beginning in Year 2 through Year 4 to be responsive to participants' needs.

- The objectives of the New York City Justice Corps included (a) improving the employment and education outcomes of participants, (b) reducing recidivism among participants, and (c) fostering community development in participants' communities.
- The Justice Corps was based on a civic justice corps model that emphasizes partnerships among community organizations, justice agencies, and employers. Over a 6-month period, the model calls for cohorts of 18 to 24 year old young adults to complete three program phases: (a) job readiness, (b) community service, and (c) internships in public and private sector organizations. While enrolled, participants receive a modest stipend.
- The two community-based social service agencies operating the program followed the program model overall. During Year 1 of the program (2008 to 2009), they adapted some of the specific prescribed program activities, as needed. In Years 2 to 4 of the

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<sup>2</sup> Random assignment began soon after the program became operational. Hence, the early cohorts included in the evaluation were exposed to the program before it was fully and consistently implemented. See Chapter 3 for information on program implementation.

program (2009 to 2012), the program added new components or substantially strengthened original components, such as educational and vocational training. Many of these program changes occurred after most of the participants in the outcome evaluation completed services, which was during Year 2.

### ***Evaluation Participant Characteristics***

The young adults who enrolled in the evaluation presented the types of service needs that the Justice Corps intended to address, including criminal justice involvement and limited employment experience. At enrollment, the JCP and JCR groups were equivalent; over time, due to missing data, small differences between them emerged, but none of these differences appears to threaten the validity of the outcome analyses.<sup>3</sup> Characteristics of the evaluation participants presented in this section were measured at baseline.

- The 712 evaluation participants were 21 years old, on average, and English-speaking. The vast majority were male. More than three-fourths of the participants were Black or African-American, and approximately one third were Hispanic. Only one third of the participants graduated from high school or earned their GED.
- As a whole, the evaluation participants had the types of service needs that the Justice Corps was intended to meet. With regard to employment, the participants tended to not be enrolled in any type of educational or training program at the start of enrollment. Most of the evaluation participants were not employed during the month prior to enrollment. Few participants held a job for as long as one year, and one third reported never having worked for pay.
- The evaluation participants also had recent criminal justice involvement. Approximately 40 percent were referred to the program by the NYC Department of Probation and 25 percent by the New York State Division of Parole. In addition, we assume all of the participants had been arrested prior to enrollment; records indicated approximately 59 percent of participants had been convicted of an offense prior to baseline; about 45 percent of participants were convicted of a felony prior to baseline.<sup>4</sup>
- At enrollment in the evaluation, the program group (JCP) and referral group (JCR) were equivalent on measured characteristics. Over time, despite missing data, the groups remained comparable on the vast majority of measured characteristics.

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<sup>3</sup> For this evaluation, data on participants come from multiple data sources, and follow-up (post-baseline) data were not available on all participants across all data sources. Therefore, the Evaluation conducted a series of additional comparisons between JCP and JCR participants, taking the patterns of missing data into account, to ensure group equivalence at follow-up was achieved. Details on these additional comparisons are presented in Section 4.5.

<sup>4</sup> The eligibility criteria for the Justice Corps include being currently under probation or parole supervision, enrolled in an alternative-to-incarceration (ATI) program, or released from jail or prison or enrolled in an ATI program within 1 calendar year from the date of program intake

## ***Program Participation***

The Justice Corps experienced challenges in retaining participants through all three program phases. Overwhelmingly, JCP members reported satisfaction with the program and viewed program components as helpful to them.

- Eleven cohorts of young adults enrolled in the evaluation between October 2008 and December 2009. Of the 340 JCP members in the evaluation, approximately 76 percent completed two of the three program phases, and 59 percent completed services or graduated from the Justice Corps Program.<sup>5</sup> The average length of participation in the program was 78 days.
- Several variables are associated with the number of days of participation in the program, including: (a) employment in the 12 months preceding baseline, (b) participation in an early program cohort, (c) participation at the Brooklyn site (vs. Bronx site), and (d) fewer employment problems.
- The vast majority of JCP members (83%) reported they were satisfied with the Justice Corps. Also, large percentages of JCP members (over 68%) indicated specific program components were helpful to them. JCP members much more frequently reported the Justice Corps helped them with specific needs than JCR members reported for other programs.

## ***Evaluation Participant Outcomes***

The Justice Corps increased employment and wages among participants who were employed. However, it had no effect on education and criminal justice outcomes.

- The Justice Corps increased employment for participants. A larger percentage of JCP group members than JCR group members were employed in five of the post-program quarters; the groups had equivalent percentages of members employed in the other three quarters, including the first two post-program quarters. The difference between the groups on percentage employed was marginally statistically significant in only one quarter.

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<sup>5</sup> The criteria for program graduation are a Corps member must complete the first two program phases and either complete an internship (Phase 3) or be placed in a job, post-secondary education, or vocational program before the end of 6 months. The criteria for completed services are a Corps member must remain in the program for the full 6 months (24 weeks), without having completed an internship or having been placed in a job or education program, and continue to prepare for work and conduct job searches.

- The Justice Corps increased wages for participants who were employed. After the first quarter post-program, JCP members who were employed consistently earned higher wages than JCR members. The groups also differed on the total amount of wages earned during the eight quarters post-program, with the JCP group earning \$10,910 and the JCR group earning \$7,589.
- The Justice Corps fell short on achieving education outcomes. It reported placing only 11 percent of program participants in educational programs. At 12 months after enrollment, the evaluation found no differences between the JCP and JCR groups on their current educational status or future plans for education. (As mentioned, the Justice Corps began to substantially strengthen its educational and vocational programming during Year 2; therefore, the results of those efforts are not fully reflected in the outcome evaluation findings.)
- The Justice Corps had no effect on criminal justice outcomes. The evaluation found no differences between the JCP and JCR groups on arrests that led to conviction. The evaluation also found no differences between the groups on convictions for arrests that occurred after enrollment in the evaluation.

### ***Perceptions of Program Impact***

Qualitative information suggests the Justice Corps yielded positive benefits for the communities in which the program operated. The participants also seemed to benefit from the program, especially the community service component. The Justice Corps program expanded the capacity of one of the community social service agencies to serve justice involved young adults; the second agency chose to discontinue program services after Year 3.

- The Justice Corps benefited the communities in which it operated. Based on the community service projects completed by JCP members and word of mouth communication by persons associated with the program, community members developed positive perceptions of both the program and participants. The organizations that hosted community service projects highly valued the completed projects.
- Focus groups and in-person interviews with small numbers of JCP members indicated they were overwhelmingly positive about the program. The JCP members indicated the community service component was the most important one for them. They reported learning skills that increased their employability, such as communication, leadership, and teamwork skills. Program administrators cited numerous examples of young adults who benefited from the program.
- The Justice Corps achieved mixed results on building the capacity of local social service agencies to provide services to young adults with criminal justice involvement. The agency providing services in the Bronx community became well-respected for providing

services to this population. Although the services became firmly established at the Bronx agency, the Brooklyn agency chose to discontinue the Justice Corps after Year 3.

This final report examines program outcomes for the evaluation participants through the 24 month post-program follow-up period. In addition to the quantitative findings from the outcome evaluation, the final report presents qualitative results from the implementation evaluation, which not only provide context for the quantitative findings but also shed light on program implementation and the perceived effects of the program on participants, the community, and service providers.

In this chapter, we first provide a brief overview of the NYC Justice Corps Program. Next, we summarize the outcome and implementation evaluations of the Program. Finally, we briefly discuss the scope and organization of this report on the evaluation of the NYC Justice Corps Program.

## 1.1 New York City Justice Corps

In 2006, the New York City Commission for Economic Opportunity recommended a program such as the New York City Justice Corps (New York City Commission for Economic Opportunity, 2006). The Commission, which was formed to consider approaches to reducing poverty within the City, focused on several populations including “disconnected young adults.” For members of this population who have a criminal record, the Commission recommended a transitional jobs program. The City adopted the recommendation; the John Jay College of Criminal Justice and the NYC Department of Correction developed the NYC Justice Corps Program. The NYC Center for Economic Opportunity (CEO), a unit of the Office of the Mayor established to implement innovative poverty-reduction programs in New York City, provided funding for the program and the evaluation; CEO also oversaw program implementation and conducted performance monitoring to ensure the program was meeting its targets.

The recommendation that led to creation of the NYC Justice Corps recognized that individuals who have been involved in the criminal justice system encounter substantial challenges to successfully reentering their communities (Petersilia, 2004). For example, many of them have low levels of education and limited work experience, which make obtaining employment difficult (Solomon, Osborne, LoBuglio, Mellow, & Mukamal, 2008). In addition, many face the challenges of

maintaining and/or rebuilding family ties, including resolving child support and custody issues (Center for Policy Research, 2006; Horney, Osgood, & Marshall, 1995; Shapiro, 2001); securing housing (Urban Institute, 2008); managing substance abuse and mental health problems (Solomon et al., 2008; Petersilia, 2005); and maintaining physical health, which is often difficult due to the higher rates of infectious diseases among prison populations (Petersilia, 2005). Perhaps because many of these challenges are associated with increased risk of recidivism, the rates of becoming involved in the criminal justice system again are substantial. For example, based on data from a sample of felony offenders participating in one of seven alternative-to-incarceration (ATI) programs in New York City, 40.6 percent of participants who finished the program were arrested within 12 months (Savolainen, Nehwadowich, Tejaratchi, & Linen-Reed, 2002).

The NYC Justice Corps is intended to address these challenges to successful reentry, by bringing young adults involved with the criminal justice system together with their communities to identify and address unmet individual and community needs. Through service to their communities, internships, and job and educational opportunities, the NYC Justice Corps seeks to provide members with practical skills, social support, and leadership training. By actively partnering with the NYC Justice Corps, communities are expected to own the success and reintegration of their young people as contributing members of society. The NYC Justice Corps aims to improve the education and employment outcomes of Corps members, keep them out of the criminal justice system, and support community development in specific New York City neighborhoods located in the Bronx and Brooklyn.

The overall goals of the NYC Justice Corps are to: (a) reduce recidivism; (b) increase employment and improve education outcomes for participants; and (c) foster community development in Corps members' communities. To achieve these goals, the program enrolled New York City young adults (18 to 24 years) who resided in specific neighborhoods in Brooklyn (Bedford Stuyvesant) and the Bronx (Melrose, Mott Haven, and Morrisania) and who were currently under probation or parole supervision, enrolled in an alternative-to-incarceration (ATI) program, or released from jail or prison or enrolled in an ATI program within 1 calendar year from the date of program intake.<sup>6</sup>

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<sup>6</sup>The residential eligibility criterion is that, at the time of applying to the NYC Justice Corps, young adults must reside within areas with specific zip codes. Eighty percent of applicants had to reside within areas with zip codes in the target neighborhoods; the remaining applicants had to reside in areas with zip codes that are immediately adjacent to the target neighborhoods.

Participants engage in the following three program phases that last approximately 6 months overall.

- **Phase 1 (approximately 3 weeks):** Corps members complete orientation and educational assessments. Participants also receive job training and skill-building services designed to prepare them for community “service” projects and long-term employment, as well as to foster teamwork.
- **Phase 2 (minimum of 3 months):** Corps members are expected to contribute in a meaningful way to their communities through the identification and execution of local community service projects. This phase may also include work readiness training, educational services, and other program activities.
- **Phase 3 (minimum of 6 weeks):** Corps members enter paid internships in public and private sector organizations that provide marketable job skills, develop their work histories, and build their social networks. This phase may also include work readiness training, educational services, and other program activities.

While participating in Phases 1 through 3, Corps members can receive support services, including job coaching, counseling, and education services.<sup>7</sup> Also, they receive stipends, of up to \$280 for up to 35 hours each week, for the time they participate in program activities. Corps members can graduate from the program in different ways; for example, they can complete all three phases of the program, or they can complete Phases 1 and 2 and be placed in jobs or educational programs. Upon graduation, Corps members are placed in jobs and/or educational programs, and they receive retention services for up to 6 months, as needed. (For additional information on the services provided by the NYC Justice Corps, see Metis, 2009.)

## **1.2 Overview of the Evaluation of the New York City Justice Corps**

Westat and Metis Associates conducted an outcome evaluation of the NYC Justice Corps to answer the following questions.

- Does the program improve outcomes for young adults in the areas of recidivism, employment, and education?
- Does the program benefit the community?

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<sup>7</sup> Education services were formalized in spring 2010—after most program participants in the random assignment evaluation had already completed the program—and were made available to subsequent cohorts. For this reason, program participants received a range of educational services, from nothing to weekend and evening classes in everything from Adult Basic Education to post-secondary education, depending on the conveners’ access to programming in their communities.

To answer the first question, the NYC Justice Corps Evaluation compared the outcomes of one group that received NYC Justice Corps services and those of another group that may have received alternative services. This design is distinct from comparing the outcomes of one group that received services and one that received no services. Hence, the results will indicate the extent to which the NYC Justice Corps services improved outcomes above and beyond the “standard practice” services that would have been available in the absence of the NYC Justice Corps.

The evaluation formed the two groups by using a random assignment protocol to assign 712 applicants to either participate in the program (JCP group) or be referred to other services (JCR group). From October 2008 to December 2009, the evaluation implemented the protocol for 11 cohorts of young adults: six for the service provider or “convener” site in the Bronx, administered by the Phipps Community Development Corporation; and five for the convener site in Brooklyn, administered by the Bedford-Stuyvesant Restoration Corporation. The evaluation followed the young adults in both the JCP and JCR groups for approximately 30 months after they applied to the NYC Justice Corps (which is approximately 24 months after JCP members were expected to graduate from the program). Data for answering the first question are from a variety of sources, including young adult baseline and follow-up surveys, administrative databases, and the convener management information system (MIS).

To answer the second question, the evaluation used qualitative methods to assess the benefits to the communities in which the program was implemented. The implementation evaluation gathered information on the program model and program implementation over a 4-year period, beginning in 2008, as well as on perceptions of program impact, through semi-structured interviews. Semi-structured interviews were conducted with convener staff; senior administrators of the Prison Reentry Institute (PRI) of John Jay College of Criminal Justice (John Jay); NYC Justice Corps program participants; and other project stakeholders, including Community Advisory Board (CAB) members, community benefit service project (CBSP) and internship providers, and probation and parole officers. In addition to semi-structured interviews, the implementation evaluation included focus groups with NYC Justice Corps program participants and convener staff.

## **1.3 Scope and Organization of the Report**

This report presents findings for the first evaluation question (on outcomes for young adults) and the second evaluation question (on benefits to the communities). In addition, it describes the evaluation participants and the extent of JCP members' participation in the NYC Justice Corps.

For the evaluation question on outcomes for young adults, this final report presents findings on each of the 11 cohorts. Depending on the data source, the findings are based on outcomes that were measured during several discrete time periods that occurred between baseline and approximately 24 months after completion (e.g., baseline to completion, completion to 30 days after completion, completion to 90 days post completion, completion to 24 months after completion); in addition, the report examines some longer cumulative time periods (i.e., baseline to 24 months post completion). All analyses include the full sample of evaluation participants. (See Table 2-2 for further details.)

In the next chapter, we provide additional information on the methodology for the outcome and implementation evaluations. The chapters that follow present additional information on the NYC Justice Corps program model and implementation (Chapter 3); characteristics of the evaluation participants (Chapter 4); program participation for the JCP group (Chapter 5); and participant outcomes, including education, employment, and criminal justice outcomes (Chapter 6). In Chapter 7, we discuss how the community, program participants, and conveners perceived the impacts of the Justice Corps program. This report concludes with a discussion on the overall findings of the outcome and implementation evaluations in Chapter 8. Appendix A presents the implementation evaluation interview protocols and information on the data sources used; Appendix B includes the outcome evaluation Baseline and Follow-up Survey Questionnaires used in the outcome evaluation.

To answer the evaluation questions posed in Chapter 1, the Evaluation of the New York City Justice Corps gathered and analyzed quantitative and qualitative information from multiple sources. In this chapter, we describe the methodology used to develop the results reported in this final outcome report, in terms of random assignment, data sources, and analysis approaches; we also summarize the evaluation’s methodological limitations.

## 2.1 Random Assignment

As mentioned in Chapter 1, the outcome evaluation relied on random assignment for assessing program effects on individual program participants. To guide the random assignment process, Westat developed a random assignment protocol, working closely with the Prisoner Reentry Institute (PRI) of John Jay College of Criminal Justice (John Jay), the NYC Center for Economic Opportunity, and other stakeholders for the evaluation. For each of 11 cohorts of young adults applying for the NYC Justice Corps, this protocol specified procedures and roles and responsibilities for: (a) conducting several 1-day “screening/enrollment” sessions per cohort at which applicant eligibility was checked and eligible applicants were enrolled in the evaluation, (b) randomly assigning evaluation participants to either the JCP or JCR group shortly after they enrolled, (c) notifying participants quickly about their assignments, and (d) checking the equivalence of the JCP and JCR groups on their baseline characteristics.<sup>8</sup> To compensate for expected higher attrition from the JCR group, the protocol sought to assign a slightly higher proportion of participants (52%) to the JCR group. (See Table 2-1.) The cohorts were designed so that the young people entered and moved through the program as a group, in order to promote positive interactions and relationships among the program participants. Random assignment for the 11 cohorts occurred between October 2008 and December 2009.

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<sup>8</sup> JCP group members were invited to receive NYC Justice Corps program services. JCR group members were provided with written information on alternative citywide and borough-specific employment-related programs; they were prohibited from receiving NYC Justice Corps program services for the 30 months they were enrolled in the evaluation.

The original random assignment protocol was revised to add “blocking” (i.e., an assignment approach that can increase the equivalence between groups on specific known characteristics, such as sex or type of referral source). After we had implemented the protocol with the first three cohorts (Bronx 1.1 and 1.2, and Brooklyn 1.2) without blocking, stakeholders reported that some referral sources were concerned about the perceived disproportionately high assignment of their referrals to the JCR group rather than the JCP group. Hence, beginning with the fourth cohort (Brooklyn 1.3), we revised the random assignment protocol to incorporate blocking on type of referral source (probation, parole, and other) into the procedures. This adjustment to the random assignment process ensured the referral partners (e.g., probation and parole) would continue to refer individuals to the NYC Justice Corps Program.

**Table 2–1. Summary of random assignments for the analysis cohorts, by site and cohort**

<b>Cohort</b>	<b>JCP <i>n</i></b>	<b>JCR <i>n</i></b>	<b>Total <i>n</i></b>	<b>Percent in JCP</b>	<b>Percent in JCR</b>
<b>Brooklyn</b>					
Cohort 1.2	29	32	61	47.5	52.5
Cohort 1.3	31	35	66	47.0	53.0
Cohort 1.4	34	35	69	49.3	50.7
Cohort 2.1	31	33	64	48.4	51.6
Cohort 2.2	32	36	68	47.1	52.9
<b>Total</b>	<b>157</b>	<b>171</b>	<b>328</b>	<b>47.9</b>	<b>52.1</b>
<b>Bronx</b>					
Cohort 1.1	32	34	66	48.5	51.5
Cohort 1.2	25	28	53	47.2	52.8
Cohort 1.3	30	34	64	46.9	53.1
Cohort 1.4	31	33	64	48.4	51.6
Cohort 1.5	34	38	72	47.2	52.8
Cohort 2.1	31	34	65	47.7	52.3
<b>Total</b>	<b>183</b>	<b>201</b>	<b>384</b>	<b>47.7</b>	<b>52.3</b>
<b>Both sites combined</b>					
<b>Total</b>	<b>340</b>	<b>372</b>	<b>712</b>	<b>47.8</b>	<b>52.2</b>

## 2.2 Data Sources

The outcome and implementation evaluations used data from several different sources, some at the individual level and some at the program level.

## 2.2.1 Outcome Evaluation

The data sources for the outcome evaluation are at the individual level and include the Baseline and Follow-up Surveys, administrative records, and convener MIS. As indicated in Table 2-2, the time periods and sample sizes for which/whom data are available for the final report varied across data sources.

**Baseline and Follow-up Surveys.** The Baseline Survey was administered at enrollment in the evaluation, and the Follow-up Survey was administered at approximately 12 months after enrollment.<sup>9</sup> The questionnaires for these surveys are included in Appendix B. The Baseline Survey was developed to assess the areas specified in the program logic model as either outcome indicators or potential moderators/mediators of effects. For a detailed description of the logic model behind the NYC Justice Corps, see Section 3.1 of this report. The logic model is presented in Figure 3-1. The content areas assessed by the Baseline Survey include:

- Demographic characteristics,
- Education,
- Employment,
- Health,
- Community engagement,
- Pro-social and anti-social activity of young adults and peers, and
- Other programs/services received.

The Follow-up Survey included many of the same topics, plus the experience of JCP members in the NYC Justice Corps.

Baseline Survey data and Follow-up Survey data are available on all 11 cohorts. All of the evaluation participants provided baseline data ( $n=712$ ); follow-up data are available for 483 or 67.8 percent of participants from all 11 cohorts.

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<sup>9</sup> The baseline survey was self-administered to participants in small groups at convener program sites. The follow-up survey was administered by telephone by evaluation staff.

**Administrative Records.** New York State administrative data were used to assess young adults’ employment and criminal justice outcomes. Sources for these two datasets were the New York Department of Labor (DOL) for employment information and the New York Division of Criminal Justice Services (DCJS) for the criminal history information. The DOL and DCJS data are available for all 11 cohorts through 24 months after completion.

**Table 2–2. Summary of individual-level data available for outcome report, by data source**

<b>Data source</b>	<b>Time period on which data are available<sup>a</sup></b>	<b>Percent and number of participants with data</b>
Baseline Survey	Enrollment in evaluation	100%, 712 participants
Follow-up Survey	12 months after enrollment	67.8%, 483 participants
DOL	24 months after completion (Quarters 1 – 8 after completion)	74.9%, 533 participants
DCJS	24 months after completion (Quarters 1 – 8 after completion)	86.8%, 618 participants
MIS (JCP members only)	Program completion	95.0%, 323 JCP members

<sup>a</sup> Completion refers to when JCP members were expected to graduate, which is approximately 6 months after enrollment in the evaluation.

The DOL database contains information on Unemployment Insurance-covered employment and earnings in specific quarters that approximately align with the evaluation periods of interest (e.g., baseline to completion and completion to 90 days post completion). These data are available on only those participants who provided written authorization for the evaluation to obtain DOL information on them and on whom Social Security numbers were available. For this report, DOL data are available on 11 cohorts through 24 months after completion (i.e., 8 quarters after completion) for 533 or 74.9 percent of participants.

The DCJS database provides information on arrests and convictions in New York State. We obtained DCJS data on the evaluation participants in two ways. First, participants had the opportunity to provide their New York State Identification number (NYSID), which can be used to extract an individual’s criminal history information from the DCJS database. If we did not have a NYSID for a participant, DCJS conducted a name search in an attempt to match each participant to their criminal history data. We requested two rounds of name searches for this evaluation, the most recent being just prior to the full DCJS data request for this final report. The most recent name search yielded NYSIDs for an additional 35 individuals for whom we did not have a NYSID previously.

New York's sealing statutes require the sealing of all official records and papers relating to an arrest or prosecution that ends in a favorable termination or conviction of a noncriminal offense. Generally, a case is sealed if it ends in a non-conviction disposition (district attorney declines to prosecute, dismissal, acquittal after trial, etc.), in a conviction to a non-criminal offense (a violation or infraction), or in a Youthful Offender Adjudication. Generally, a case is not sealed if it ends in an adult conviction (by guilty plea or trial verdict) to a criminal offense (a felony or misdemeanor). Because this analysis used identifiable case level criminal history data, arrests that were ultimately sealed upon disposition were excluded when calculating arrest and conviction rates. In addition, because this analysis used multiple criminal history files updated over 4 years, the final criminal outcomes reported here may differ from those previously examined. More current files include a greater proportion of arrests that have been disposed. Arrests counted in previous reports that have become disposed with no criminal outcome are sealed and excluded from the most up-to-date counts. Because sufficient time has passed for cases to become disposed, the updated files also enable the examination of differences in convictions and sentencing between the participant and comparison groups. We have no reason to expect the pattern of sealed cases differs by group (JCP vs. JCR).

For this outcome report, DCJS data are available on 11 cohorts through 24 months after program completion for 618 participants (86.8%).

**Convener Management Information Systems.** Convener MIS systems capture data related to participation in the NYC Justice Corps programs. Hence, they apply only to JCP group members. Analysis variables include achievement of program milestones (e.g., completion of phases), graduation or termination, and reason for termination (if applicable). Also, the MIS provides information on some of the short-term employment and education outcomes. MIS data are available on all 11 of the cohorts through completion. These data are available for 323 or 95.0 percent of JCP participants; the remaining 17 young adults assigned to the JCP group were either “no shows” (never received services) or “low shows” (dropped out shortly after beginning to receive services).

## **2.2.2 Implementation Evaluation**

Descriptions of the initial program model and Year 1 of program implementation in 2008 were obtained from the Preliminary Implementation Report prepared in 2009 (Metis Associates, 2009). After Year 1, the implementation evaluation team continued to gather updated information on the evolution of the program and perceptions of program impact for Years 2 and 3. Year 4 evaluation

activities, which were conducted from March through August 2012, were designed to gather information on the evolution of the NYC Justice Corps over the 4 years of implementation, as well as the perceived impact of the program on participants, the host community, and Phipps Community Development Program (Phipps) as an organization.

One should note the program was initially implemented by two convener organizations, Phipps and Bedford Stuyvesant Restoration Corporation (BSRC). The program was fully implemented by Phipps in all 4 program years (from 2008-2012) and by BSRC in Years 1 and 2. BSRC only provided services to one cohort in Year 3 and did not implement the program in Year 4. Hence, findings collected from the conveners in Year 4 are based on information from Phipps only as BSRC did not have a fourth year of implementation. The findings related to BSRC are based on interviews and other data collection activities that were conducted in Years 1 through 3.

The data sources for the implementation evaluation include the following sources: (a) findings from the Year 1 (2008) implementation evaluation (see Metis, 2009), (b) convener and program staff interviews, (c) stakeholder interviews, (d) interviews with NYC Justice Corps members, and (e) program records and external sources. Appendix A includes additional details on with whom the convener and program staff interviews were conducted (Year 4), as well as the number of interviews and focus groups conducted in Years 1 to 3.

**Preliminary Implementation Evaluation Findings (Year 1).** The implementation evaluation of NYCJC was designed to assess the implementation of the program and the effects of the program on participants and the target communities. Descriptions of the initial program model and first year of program implementation (September 2008 – June 2009) were obtained from the Preliminary Implementation Report (Metis, 2009). The implementation evaluation activities in Year 1 include convener and program staff interviews, stakeholder interviews, and focus groups with NYC Justice Corps members.

**Convener Staff Interviews.** Interviews with senior managers of the convener organizations took place in Years 2, 3, and 4 of the program. The convener staff interviews gathered information about how the NYC Justice Corps program changed over time and the perceived benefits resulting from the presence and contributions of the program. Also, they provide information on whether the NYC Justice Corps could likely be sustained beyond the availability of program funding from New York City. In addition, interviews with convener staff provide insight into the convener organization's capacity to serve young adults in the criminal justice system and how this capacity changed over time. Interviews that took place in Year 4 used a semi-structured interview protocol (see Appendix

A for a copy of this protocol). The senior administrator protocol also gathered data on whether senior administrators' expectations were met or exceeded, challenges encountered, and lessons learned.

**Program Staff Interviews.** The implementation evaluation team conducted interviews with senior administrators at PRI in Year 4. Interviews with program staff from PRI used the same semi-structured interview protocol used in the convener staff interviews (see Appendix A).

**Stakeholder Interviews.** In Years 2 and 3 of the program, the implementation evaluation team conducted additional rounds of the stakeholder interviews that began in Year 1. These interviews examined how the host communities perceived the community benefit service projects and program participants. The interviews also gauged host community perceptions of the contribution of those projects and participants to any local improvements (e.g., on neighborhood "climate" and safety).

**NYC Justice Corps Members Interviews.** The implementation evaluation team conducted interviews with former NYC Justice Corps members to gather information about their experiences with the program as well as how the program impacted their lives and their community. Data were reviewed from interviews conducted with three Corps members in summer/fall 2011; pertinent findings from these interviews are included in Chapter 7 of this report. The implementation evaluation team conducted additional interviews with former NYC Justice Corps members in Year 4. The Corps member interview protocol (used in the Year 4 interviews) (see Appendix A) ascertained participants' opinions of the benefits of the program, particularly how the experience affected their lives and their community. The interviews also gauged Corps members' views of which program components were most useful to them, and their overall satisfaction with the program. For Year 4 interviews with NYC Justice Corps members, a sample of former Corps members was randomly selected to participate in face-to-face, individual interviews; the evaluation conducted two interviews. Both interviews were with program graduates and took place at Phipps in July and August of 2012.

## **2.3 Analysis**

The outcome evaluation analyses consist of descriptive analyses that describe the study variables (e.g., participant characteristics) and outcome analyses that examine treatment effects (e.g., criminal

justice and employment outcomes). The implementation evaluation relies on qualitative analyses of information, primarily collected from semi-structured interviews.

### **2.3.1 Descriptive Analysis**

Descriptive statistics include percentages and measures of central tendency. Some of the analysis variables are simple dichotomous variables. Nominal variables include items such as whether the young adult is a high-school graduate, was employed in the year prior to baseline, and was arrested in that time period. Descriptive statistics appropriate for nominal level variables are proportions or percentages.

Other variables are interval-level, having numerical properties that allow description through the use of both percentages and measures of central tendency, such as averages or modes. These include such variables as age, wages, and number of arrests.

### **2.3.2 Outcome Analysis**

The study design uses an intent-to-treat approach, whereby all young adults who are assigned to one of the two treatment groups (JCP or JCR) remain in the study throughout the entire study period. Intent to treat analysis is used to avoid various misleading artifacts that can arise in intervention research. With a study population that is likely to include no shows and low shows, this approach maintains the integrity of the random assignment design by including all young adults in the analyses. Other approaches, such as eliminating no show and low show young adults from the analysis, for example, risk comparing the most motivated JCP members with all JCP members and falsely attributing observed differences to program effects. The intent to treat design allows one to infer that observed post program differences between JCP and JCR members are, in fact, due to the program, with small and known probability of error.

For nominal-level outcome variables, bivariate analyses include *Chi-Squares* and *Fisher's Exact Tests* to determine whether the outcomes of interests vary by program group (i.e., JCP vs. JCR). For example, a Chi-Square test on a cross-tabulation of an outcome (e.g., employment) and program group (JCP and JCR) indicates whether the difference between JCP and JCR members on an outcome (e.g., employment) is statistically significant. We use logistic regressions for the multivariate analyses on nominal-level outcome variables. The logistic regressions assess whether specific

variables (i.e., independent variables) are statistically significant predictors of an outcome (i.e., dependent variable). For example, we could use a logistic regression to assess the relationship between education at baseline and job-related problems at baseline and employment during a specified time period. Logistic regressions produce *Odds Ratios* estimates, which can be used to understand and interpret the relationship between potentially predictive variables and an outcome of interest. For interval-level data, such as wages, we use *t-tests* to compare group means of an outcome variable; for example, we can use a *t-test* to determine whether JCP and JCR members statistically differ on wages earned during a specified time period. We use linear regressions to assess the effect of each variable on an interval-level outcome. For example, we could use a linear regression to assess the impact of employment prior to baseline and education at baseline on wages earned during a specified time period. Linear regressions conduct a *t-test* to determine whether each variable is a statistically significant predictor of an outcome variable.

We conducted the first set of comparisons on the baseline characteristics of the JCP and JCR groups and serve as checks on the random assignment. With random assignment to the two groups, JCP and JCR group members should be very similar on characteristics at enrollment. As indicated in Chapter 4, we found only minimal differences between the groups. However, because the availability of data from each source could vary by group (i.e., JCP vs. JCR), it is possible that differential data availability rates for JCP and JCR participants could jeopardize group equivalence at baseline. In other words, in order to establish program effects, JCP and JCR participants must be equivalent at baseline, with any differences accounted for analytically, to ensure pre-program differences are not responsible for differences between the two groups on the outcomes of interest.

In order to assess whether data availability rates by group jeopardized group equivalence at baseline, we compared JCP and JCR participants with data from each source (i.e., Follow-up Survey, DCJS, and DOL) on many characteristics at baseline. Because the response rates for the Follow-up Survey statistically differed for the JCP and JCR groups, we reexamined group differences on baseline measures for participants with Follow-up Survey data; we found minimal statistically significant differences between JCP and JCR participants with follow-up Survey data (see Section 4.5). We also conducted comparisons between the JCP and JCR groups on baseline characteristics for participants with DOL data and for participants with DCJS data. We found minimal statistically significant differences between JCP and JCR participants with data from each source.

Treatment effects were examined by comparing JCP and JCR young adults on all outcome variables during several time periods (i.e., between baseline through 24 months after program completion),

depending on the data source. As indicated in Table 2-2, the time periods in which data were available, as well as the sample size, varied across data sources.

### **2.3.3 Qualitative Analysis**

As mentioned in Section 2.2.2, the implementation evaluation includes data from various sources including convener and program staff interviews, stakeholder interviews, and interviews with NYC Justice Corps members. Interview data were summarized and content analyzed to identify common themes within and across respondent groups (e.g., convener staff, program staff) and topic areas. See Appendix A for further details on the data sources used in the qualitative analysis.

## **2.4 Limitations of the Evaluation**

The Evaluation of the New York City Justice Corps Program has several limitations that readers should consider in interpreting the results presented in this report. The limitations include: (a) start of random assignment early in program implementation, (b) possible receipt by the JCR group of services that are comparable to those received by the JCP group, (c) potential nonequivalence of the JCP and JCR groups at follow-up due to missing data, (d) data limitations, and (e) statistical power.

The first limitation is the outcome evaluation began random assignment soon after the program became operational.<sup>10</sup> Although the implementation evaluation found the program was implemented fully and well in Year 1 (Metis, 2009), this was probably less so for the earliest cohorts included in the evaluation. During the earliest cohorts, for example, the sites were still hiring and training staff, and finalizing plans for program activities. An implication of beginning random assignment so early in program implementation is that it may have dampened program effects for the early cohorts. The outcome analyses examine this possibility with findings on the association between cohort timing and outcomes.

The second limitation bears on the overall evaluation design. In order to assess whether the program improves outcomes for justice-involved young adults in the areas of recidivism, employment, and education, the evaluation compared the outcomes of one group that received Justice Corps services

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<sup>10</sup> The Brooklyn site gained a few months of experience with its first cohort before random assignment began. The Bronx site did not have that opportunity, as random assignment occurred with the start of its first cohort.

(JCP group) and those of another group that may have received alternative services (JCR group). This design is distinct from comparing the outcomes of one group that received services and one that received no services. Hence, the results of this evaluation indicate the extent to which the Justice Corps services improved outcomes above and beyond the “standard practice” services that would have been available in the absence of the Justice Corps. Because JCR members had access to “standard practice” services, differences in outcomes between the JCP and JCR groups may be less pronounced, making the detection of program effects more difficult. On a related note, the evaluation captured limited information on the alternative “standard practice” services JCR members received. Approximately one quarter of JCR members reported participating in an alternative vocational training program in the 12 months since they applied to the Justice Corps Program. Although the JCP members reported they were helped substantially more by the Justice Corps than JCR members reported they were helped by alternative programs, we do not know the duration of these programs or the intensity of services they provided. Hence, some uncertainty surrounds how the services provided to JCP members by the Justice Corps compared to the services JCR members received, and the extent to which comparable services may have hampered the detection of program effects.

The third limitation of evaluation concerns whether the patterns of missing data affect the overall results of the evaluation. For the evaluation, we obtained employment and wage data from DOL and criminal history information from DCJS; we also used data from the Follow-up Survey in our analyses. Because data from these sources were unavailable on all participants, and also varied by data source, the evaluation was at risk of losing the equivalence of the JCP and JCR groups it achieved at baseline through random assignment. Hence, we explored whether the data available from each source differed between the JCP and JCR groups. In addition, we conducted analyses to compare the two groups with data available from each source on a variety of baseline characteristics. These comparability analyses found minimal differences at baseline between the JCP and JCR groups across data sources at follow-up (see Section 4.5 for detailed results). We are confident that the patterns of missing data do not affect the overall findings of the evaluation, and that the differences in outcomes between JCP and JCR members are primarily attributable to program effects.

The fourth limitation concerns the data sources used in the evaluation. The Baseline Survey and Follow-up Survey data sources are based on self-reports. Despite assurances from the evaluators to protect the confidentiality of responses, some under-reporting of illegal activities (e.g., substance use) by participants is likely. This report used such information cautiously, to describe the participants rather than as the basis for outcome analyses. In addition, the criminal history data we

obtained from DCJS for this evaluation did not include sealed cases and therefore, may underestimate criminal activity. Also, DOL data were unavailable for a disproportionately large number of JCR members in the early cohorts. In order to obtain employment and wage data from DOL on the evaluation participants, the evaluation team was required to obtain written permission from the participants after they enrolled in the evaluation. Contacting and obtaining permission was far more difficult for JCR members than for JCP members. In order to account for such limitations of the data used in the evaluation, we conducted additional analyses to explore, when possible, whether these limitations could influence the results of the evaluation. We also accounted for the data limitations as much as possible during the analyses. However, when we were unable to account for the data limitations in the analyses, we mention them in the relevant sections of this report and discuss their possible effects on the evaluation.

The fifth limitation is statistical power. The absence of statistically significant differences between the JCP and JCR members on outcome measures could be more an indication of the small sample sizes available for analyses than the absence of program effects. These small sample sizes could lead to lower than desired “statistical power” for the analyses; that is, they could make finding a statistically significant program effect difficult, unless the effect is very large. To examine this, we conducted power analyses for the four data sources used in comparisons of the JCP and JCR groups. The power estimates, which are for detecting group differences of 10 percentage points, make assumptions about the population percentages for the different data sources.<sup>11</sup> We found the power to detect a 10 percent difference between the JCP and JCR groups, with  $p=.05$  and a two-tailed test, exceeds 80 percent (widely used benchmark for power) for all of the data sources, except the Follow-up Survey; power for the Follow-up Survey is 58 percent. However, using any of the data sources, we would be unable to detect differences between the groups as small as 5 percentage points. For example, the power to detect a difference of 5 percentage points using the DCJS data is 48 percent. For this reason, the final report highlights patterns of findings on outcomes as well as statistical differences between the JCP and JCR groups, and it reports significance levels at  $p=.10$  as well as at more stringent levels.

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<sup>11</sup> Baseline Survey and Follow-up Survey use 55 and 45 percent for group estimates, which are the worst cases for detecting differences; DOL data uses 30 and 20 percent, which are the approximate percent employed found in a specific quarter; and DCJS data uses 20 and 10 percent, which are the approximate percent arrested found in a specific quarter.

# New York City Justice Corps Program Model and Implementation

## 3

The Prisoner Reentry Institute (PRI) of the John Jay College of Criminal Justice and the NYC's Department of Correction adapted and implemented the New York City Justice Corps Program, which is based on a civic justice program model, to address the needs of young adults in two sites in New York City. Over the first 4 years of operation (2008 to 2012), the program evolved to better meet its objectives and address the unique needs of justice-involved young adults. Although this chapter encompasses those 4 years of program operation, the findings on the first 2 years are most relevant to the outcome evaluation because the evaluation participants received all of their program services during that period. The chapter describes the program model, program implementation, and changes to the model.

### 3.1 Program Model

In September 2006, the Commission for Economic Opportunity submitted a report to Mayor Bloomberg that explored strategies for alleviating poverty in New York City (Commission for Economic Opportunity, 2006). In a section of the report focused on disconnected young adults, the commission recommended that a civic justice corps (CJC) model be considered as a basis for establishing new programming that would engage and provide meaningful opportunities for court-involved youth.

The NYC Justice Corps program, which is based on a CJC model that emphasizes partnerships among community organizations, justice agencies, and employers, was conceived in response to this recommendation. Youth and community development, crime prevention, and workforce development strategies provide the framework for the model. The program aims to improve the short- and long-term employment, education, and recidivism outcomes of Corps members, improve the capacity of organizations to serve this population, and provide benefits to the community. The program model consists of recruiting and enrolling 18 to 24 year olds who had been involved in the criminal justice system within the preceding year and providing them with a six-month program experience. Criminal justice involvement was defined as being on parole or probation, in an alternative to incarceration (ATI) program, or released from prison or jail within the preceding year. Conviction of a crime was not a condition of program enrollment, and an individual may be

acquitted after spending time on Rikers Island (New York City’s jail facility) or referred by an ATI program without having been convicted.

Young adults were required to reside in specific catchment areas in order to be eligible to enroll in the program. These designated neighborhoods were targeted for program involvement due to high rates of incarceration and poverty. Ensuring that this requirement was met was essential in reengaging young adults in their communities. The program model stipulated that 80 percent of participants were required to be recruited from the targeted community districts and the remaining 20 percent from adjacent areas. Table 3-1 presents the catchment areas for each convener site, which were identified by John Jay.

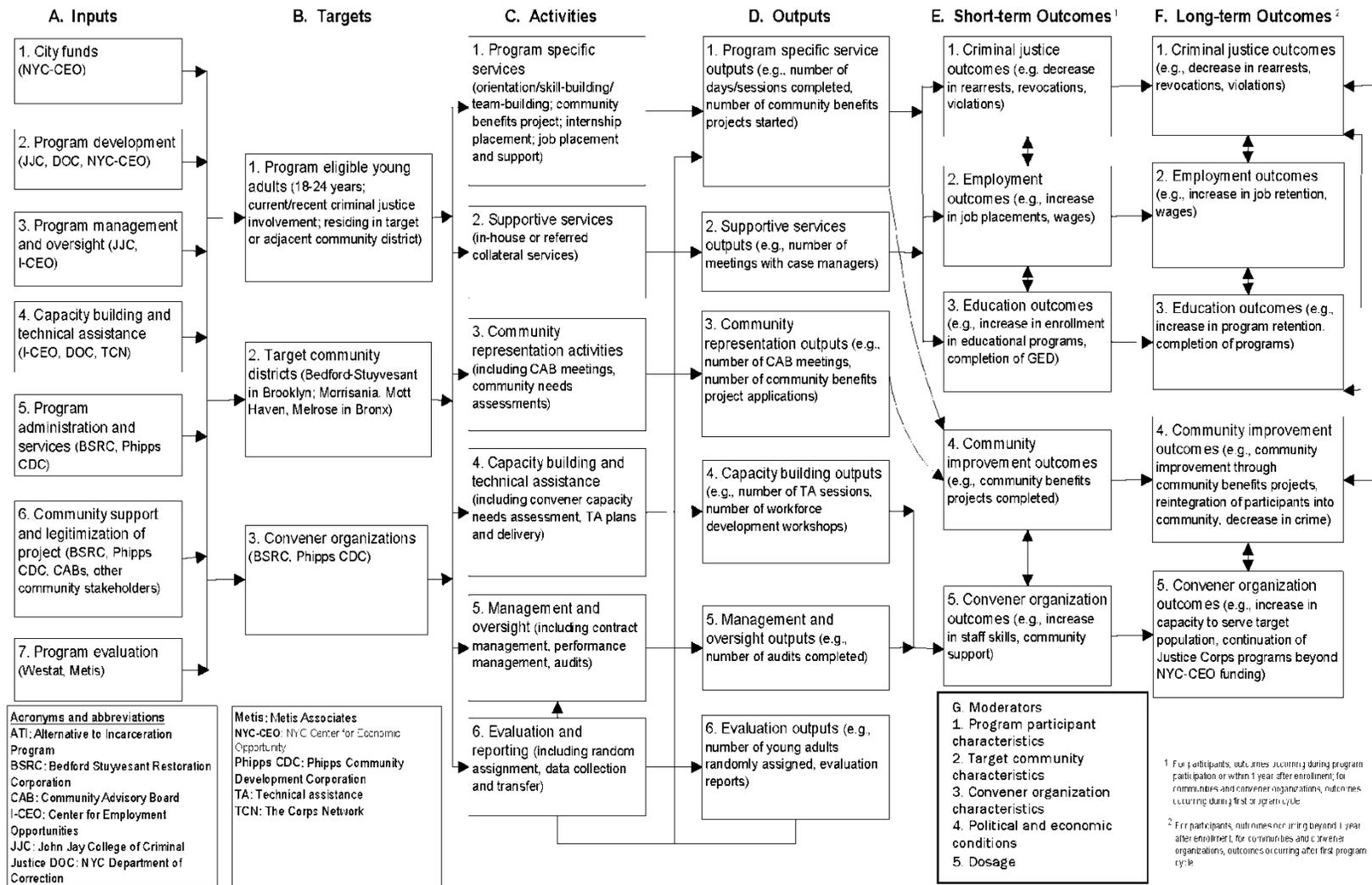
**Table 3-1. New York City Justice Corps catchment areas and zip codes**

<b>Geographic area</b>	<b>Brooklyn site</b>	<b>Bronx site</b>
<b>Targeted Community Districts (CD)</b>	<b>Brooklyn CD 3 (Bedford Stuyvesant)</b>	<b>Bronx CD 1 (Melrose, Mott Haven) and CD 3 (Morrisania)</b>
<b>Priority Zip Codes (80%)</b>	<b>11205, 11206, 11216, 11221, 11233</b>	<b>10451, 10454, 10455, 10456, 10459, 10460</b>
<b>Adjacent Community Districts</b>	<b>Brooklyn CD 1, 2, 4, 8, 16</b>	<b>Bronx CD 2, 4, 5, 6, 9</b>
<b>Adjacent Zip Codes (20%)</b>	<b>11207, 11211, 11212, 11213, 11217, 11222, 11236, 11238</b>	<b>10452, 10453, 10457, 10458, 10472, 10474</b>

The NYC Justice Corps model, including the program’s resources, target population, and goals, is summarized in a logic model—or theory of action—in Figure 3-1. For the NYC Justice Corps program, the inputs or resources include city funding through NYC Center for Economic Opportunity (CEO); organizations involved in program development, management, and technical assistance; and convener organizations that provide the program services. The Center for Employment Opportunities (I-CEO), an organization that provides employment services to formerly incarcerated individuals, served as an intermediary organization, providing technical assistance and capacity-building services, as well as data and start-up fund management and performance monitoring.

The conveners, Phipps and BSRC, are organizations with roots in the target communities that were expected to have the ability to help rebuild relationships between program participants and the community, including potential employers. Phipps Community Development Corporation was established in 1972 as the human services affiliate of Phipps Houses, a non-profit developer of affordable housing since 1905. The organization, headquartered in Manhattan, helps individuals and

Figure 3-1. New York City Justice Corps Logic Model<sup>12</sup>



<sup>12</sup> Adapted from Metis Associates (2009). Evaluation of the New York City Justice Corps: Final Report of Year 1 of New York City Justice Corps Program Implementation, page 10.

families access academic, economic, and civic opportunities that enhance their ability to succeed at school and work, raise healthy families, and become engaged members of their communities. Over 8,000 people in the West Farms, Melrose, Morrisania, and Mott Haven neighborhoods of the Bronx and in Manhattan (Bellevue South) receive services from more than 40 programs ranging from early childhood education to supportive senior services. Bedford Stuyvesant Restoration Corporation, the country's oldest community development corporation (established in 1967), serves as an economic, cultural, and educational catalyst for central Brooklyn. The organization's neighborhood revitalization efforts range from the cultivation and management of the neighborhood's sole major supermarket to the development and sale of affordable housing. BSRC has also facilitated over \$300 million of reinvestment in the community and provides financial assistance to local businesses and improvement districts. Additionally, BSRC offers social services to community residents, including employment and training, youth development, financial services, and comprehensive social work/case management. Community stakeholders serving on community advisory boards (CABs), as well as serving in other roles, are an additional input to the program model, as are the program evaluators.

One additional organization, The Corps Network (TCN), is included in the logic model. As the national technical assistance provider to civic justice corps (CJC) throughout the country, TCN promotes service and service learning as strategies to achieve positive youth development, educational advancement, and career preparation. TCN, which was consulted by John Jay and the New York City Department of Correction (DOC) during the design of the program, was contracted by I-CEO to provide additional technical assistance on the CJC model.

The NYC Justice Corps targets the young adult program participants as well as the communities in which they live. Through participation in the program, participants are expected to contribute positively to their communities. In addition, the NYC Justice Corps was designed to build the convener organizations' capacity to better serve young adults with a history of criminal justice involvement.

NYC Justice Corps activities consist of the specific program services and services provided by program staff. These services include orientation, skills building, community service benefit projects (CBSPs), internship placements, and job placement and support. In addition, the NYC Justice Corps activities include referrals for collateral services (e.g., health, housing, and legal services), activities involving the community (e.g., needs assessments and obtaining CAB input), technical assistance and management activities provided by the intermediary organization or others, and activities related

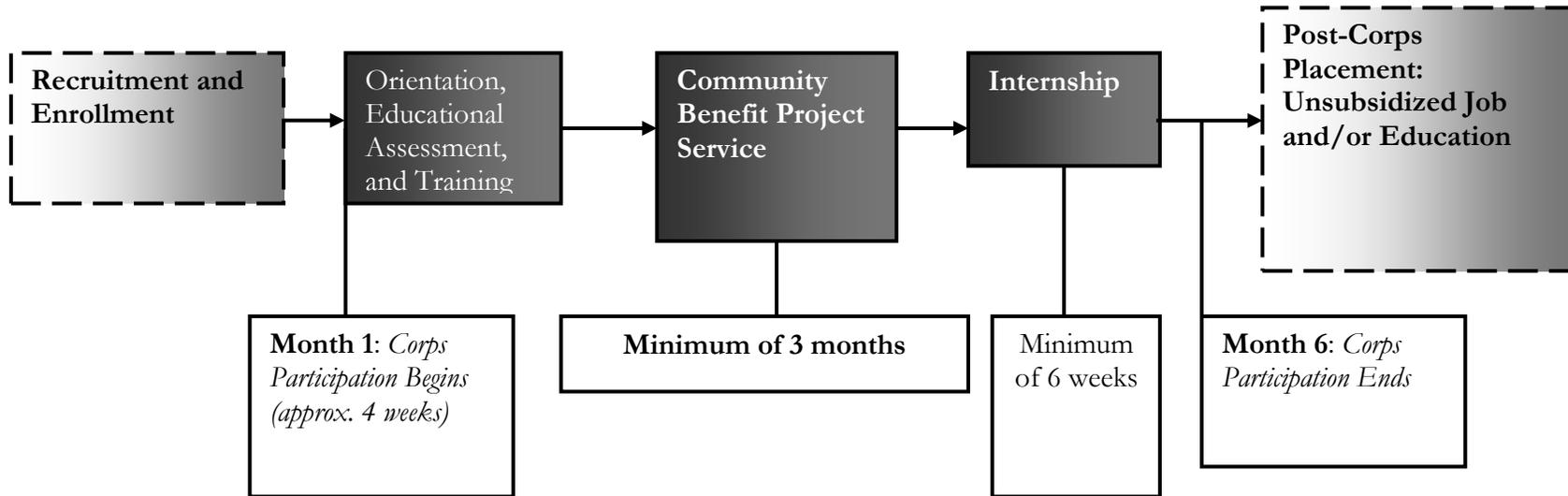
to the evaluation. Note that each activity in the logic model produces a quantifiable output related to program delivery.

The final two columns in the logic model identify the short- and long-term outcomes for program participants, communities, and the convener organizations. External variables (moderators) that may also affect program outcomes, such as participant, community, or convener characteristics and political and economic conditions, are listed at the bottom of the logic model. The NYC Justice Corps program is expected to achieve these short-term and long-term outcomes, assuming the logic behind the program model is correct.

While the logic model describes many aspects of the program, it does not describe the sequence of activities in which the young people participated. The activities in which the young people participate are displayed in Figure 3-2. Over the course of the six-month program, cohorts of young people participated in approximately 4 weeks of orientation, educational assessment, and training; a minimum of 3 months of working on CBSPs; and a minimum of 6 weeks of internship and job placement activities. During this entire time, they received a stipend. At the end of the program, graduates received post-placement support and retention services for an additional six months.

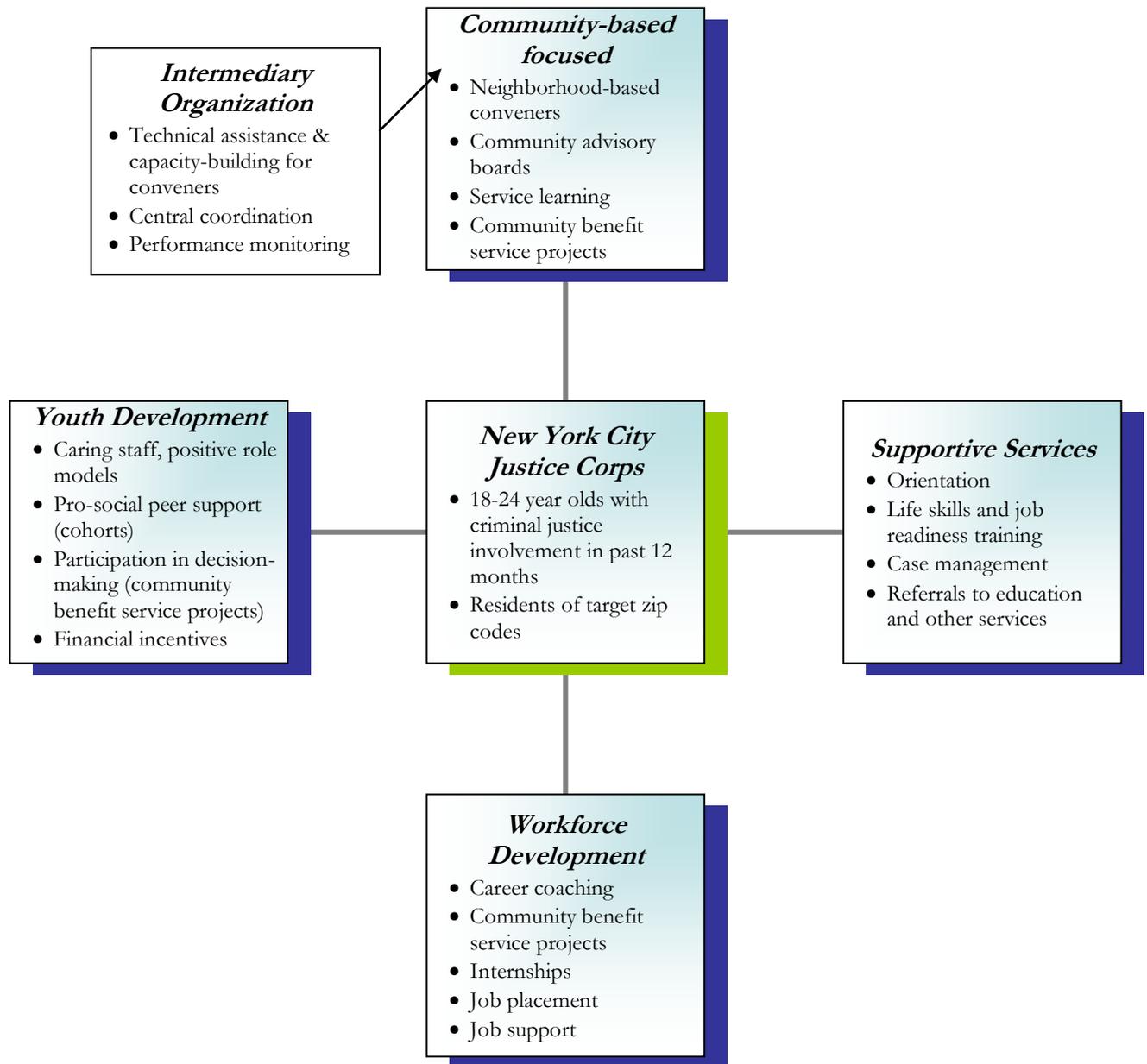
Figure 3-3 shows how the various features described in the best practices literature, including youth development, supportive services, workforce development, and community engagement, are all incorporated into the Justice Corps model.

Figure 3-2. New York City Justice Corps service delivery model<sup>13</sup>



<sup>13</sup> Metis Associates (2009). Evaluation of the New York City Justice Corps: Final Report of Year 1 of New York City Justice Corps Program Implementation, page 6.

Figure 3-3. Best practice features of the New York City Justice Corps model<sup>14</sup>



<sup>14</sup> Metis Associates (2009). Evaluation of the New York City Justice Corps: Program Development, Start-Up, and Initial Implementation, Preliminary Implementation Evaluation Report, page 10.

## **3.2 Program Implementation and Changes to Program Model**

The discussion in this section is organized by Year 1 and Years 2 through 4 of the NYC Justice Corps.

### **3.2.1 Year 1**

This section presents findings related to program implementation, challenges and lessons learned, and accomplishments during program Year 1.

#### ***Year 1 Implementation***

The description of the first year of implementation of the NYC Justice Corps program (2008) was obtained from the Preliminary Implementation Report prepared in 2009 (Metis, 2009). As discussed, the NYCJC program was established in 2008 in two New York City communities: Bedford-Stuyvesant in Brooklyn and the Melrose, Mott Haven, and Morrisania sections of the South Bronx. The program was implemented by BSRC in Brooklyn and by Phipps in the Bronx. During the first year of implementation, which began in September 2008 (when the first cohort began in Brooklyn) and was completed on June 30, 2009 (when the project fiscal year ended), four cohorts at each site were recruited into the program; a fifth cohort was recruited in the Bronx toward the end of June 2009. A new cohort began every 2 to 3 months. These initial cohorts were only partially completed in Year 1 due to mid-course changes in scheduling and the staggered start of cohorts.

The main features of the program were implemented as planned in Year 1, and many of the initial program performance targets were met (e.g., recruitment, Phase 1 and Phase 2 completion for a majority of the participants). Although both conveners experienced challenges in meeting internship and graduation goals, a high percentage (over 70%) of Corps members nevertheless remained engaged in the program as indicated by program completion results for the earliest cohorts. With the exception of Cohort 1 in Brooklyn (which was excluded from the evaluation), in order to permit random assignment of equivalent numbers of eligible applicants into the JCP and JCR groups, program staff were required to recruit approximately double the number of applicants needed to fill program slots, and they were largely successful. In fact, BSRC exceeded recruitment

and enrollment targets for three of the four cohorts, and was just shy of the targets in the remaining cohort.

BSRC and Phipps each took different approaches to organizing and staffing the program, with Phipps developing a “contained” program with all staff assigned full time to the Justice Corps at its own program space and BSRC developing a “blended” structure that used full-time program staff as well as staff from other units assigned part time to the Justice Corps or as needed. Phipps’ program space, was fully allocated to the Justice Corps program, while BSRC’s program space was located at the organization’s headquarters and, thus, shared space with numerous other programs.

The conveners and their staff brought a variety of experiences that were applicable to elements of the program, but were faced with the enormous complexity of the program model. While the conveners may have served some individuals with criminal justice history, neither had experience working directly with the criminal justice system nor with a program targeted exclusively to this group. Convener staff had to learn about the needs of the target population while they were in the process of providing each phase of the program. In addition, most of the Justice Corps staff were hired within a month of the program’s launch, so only limited program planning was possible. Refinements of each phase continued over the course of the initial program year while post-program retention strategies were still being developed.

### ***Year 1 Challenges and Lessons Learned***

While both conveners followed the program model, they modified how various phases were implemented as the first cohorts reached each new phase and as staff gained experience working with subsequent cohorts. Phase 1 activities—including orientation, life skills, job readiness, and service learning—became more interactive. As it became apparent that Corps members would not be job-ready after three or four weeks of job readiness training, the conveners streamlined Phase 1 and added more job readiness activities to other phases of the program so that participants could have a better transition from CBSPs (Phase 2) to internships (Phase 3), and be more prepared for their internships.

An emphasis on youth involvement in the process of identifying CBSPs created challenges for program implementation; it limited staff’s ability to plan ahead and required staff to learn how to temper participants’ expectations when their project ideas were not selected for presentation or did not work out. The sites required time to develop a process that balanced their desire to engage and

empower the young adults while also developing viable projects and keeping to a tight schedule. Using guidelines and a process developed by John Jay and DOC, the sites had established CABs and implemented a process for engaging board members in project selection, though the process for engaging young adults in project scoping continued to be refined.

The conveners also needed time to develop the technical skills that were required to plan and scope the CBSPs. I-CEO senior site supervisors, with experience in managing transitional work crews of formerly incarcerated adults, were critical to the development of this aspect. They provided technical assistance to convener staff on how to estimate the resources needed and determine the feasibility of projects and added the supervision of the projects to the work they did for their own organization. In addition, Phipps hired a CBSP senior site supervisor who had previously worked at I-CEO as a senior site supervisor. To maintain an acceptable staff to participant ratio on projects, the sites supplemented their own staff with consultants, such as supervising artists for the mural projects.

The conveners encountered challenges related to the sequencing and duration of the CBSP and internship phases. To address these issues, modifications were made to these program components that went into effect in Year 2. For example, conveners were given the option to provide a shortened CBSP phase in order to provide Corps members with more intensive job readiness services before the start of their internships. The length of the phase was changed from a minimum of 12 weeks to a range of 10 to 12 weeks.

Data on the first two cohorts indicated that it was challenging for the Corps members to be placed in and complete internships and/or graduate from the program (which required either completion of an internship or placement in postsecondary education or employment). Staff of both convener organizations felt that Corps members needed more preparation and support than the model initially anticipated. BSRC and Phipps used somewhat different strategies for developing internships and job placements. BSRC sought to identify internships that would convert into permanent job placements, seeing internships as an opportunity to try out jobs that might become permanent. Phipps envisioned internships as both a possible job placement as well as a stand-alone job training experience.

One way in which the need for greater support for Corps members was addressed was through the addition of an educational services component. Initially, the program's educational offerings were limited to referrals to GED programs. However, during the first program year, program administrators realized participants would require more varied and intensive options, particularly if they were going to leave the program ready for employment. Thus, the program model was

modified to include onsite educational services starting in Year 2. The evolution of this program component is described in greater detail in Section 3.2.2.

### ***Year 1 Accomplishments***

Both conveners successfully recruited a significant number of participants in Year 1—more than twice the number of eligible applicants they had the capacity to serve. Program retention was also high. Just over 70 percent of the Corps members who began the program in Cohorts 1 and 2 completed six months of engagement, a rate that is higher than the average rate of retention in other youth corps programs that serve demographically similar populations.

The conveners also increased their internal capacity to serve the target population, through training and technical assistance provided by I-CEO and other organizations. With the assistance of I-CEO and DOC, they developed relationships with criminal justice agencies (i.e., parole, probation, and ATI programs), as well as with their respective communities. They developed and implemented service learning and work readiness curricula and identified CBSPs with Corps member and community input.

Program participants gained valuable experience on CBSPs and made visible contributions to their communities. Corps members who participated in focus groups during the first program year appreciated that their work would have a long lasting positive impact in their community and that it would be attributed to the NYC Justice Corps. The CBSP process also provided Corps members with useful training and work experiences.

Interviews with community stakeholders in Year 1 revealed that these individuals held a positive view of the program and its participants. They viewed the CBSPs as a constructive and positive addition to their communities and were very supportive of the work. Internship sponsors expressed similar satisfaction.

### **3.2.2 Years 2 through 4**

This section presents findings related to the development and evolution of the NYC Justice Corps program over the course of program Years 2 through 4.

## ***Changes to Program Components and Services***

**Recruitment.** In Year 2, John Jay and the DOC worked with Phipps and BSRC to ensure they continued to target and recruit participants who were demographically similar to those served during random assignment. They established enrollment quotas based on some of the same criteria that were used for selection of participants in Year 1, including education level, area of residence, and referral source. In Years 2 and 3, BSRC and Phipps staff made a greater effort to recruit from the targeted zip codes as well as from Rikers Island. Additional efforts to recruit participants from Rikers Island were unsuccessful, largely due to the difficulty of aligning participants' release dates with the start date of new cohorts. DOC worked with both conveners to establish a system for communication and tracking, including sending letters to the homes of inmates to "welcome them home" and remind them of the NYC Justice Corps opportunity, but these strategies still fell short of increasing referrals from Rikers.

Both conveners adjusted their recruitment procedures when participant selection based on the randomized-control trial was complete (December 2009). Senior administrators at Phipps felt that the random assignment process strained relationships with partners that made referrals to the NYC Justice Corps (such as probation and parole officers), but that these relationships improved once random assignment was over. In response to this change, both organizations began interviewing potential participants to assess their level of motivation and commitment to education and work. While BSRC interviewed applicants before acceptance into the program, Phipps staff did not interview potential NYC Justice Corps members until after the applicants completed a two hour program orientation and were offered a formal one-on-one interview at a later date. If participants completed the interview process and were deemed eligible for the program, they were invited to attend the first week of Phase 1. Participants could only enroll if they maintained consistent attendance during the first week and completed all necessary tasks. Those who could not enroll were invited to try again for a future cohort.

At Phipps, this interview process was intended to narrow the pool of eligible applicants, which had expanded significantly as a result of increased community awareness of the program. This increased awareness, as well as the relationships that had developed with contacts at the NYC Department of Probation, New York State Department of Corrections and Community Supervision, NYC DOC, and various ATIs, led to a large number of referrals, with the result that Phipps was able to scale back their direct outreach and recruitment efforts. Phipps continued some outreach activities, such as periodic email blasts and program newsletters to program partners and community contacts.

**Job Readiness.** Job readiness was one of the program components that changed the most over the course of the 4 years of implementation, with each convener developing somewhat different strategies. In the initial year of the program, job readiness was implemented at the beginning of the program cycle so that NYC Justice Corps members received those services soon after they enrolled. Because program participants were forgetting the job readiness material as they progressed through the program, starting in Year 2, Phipps began to stagger the delivery of job readiness over the course of the program, so that participants received it at various points of the program cycle, including at orientation, during the CBSP process, and at the start of their internships. However, Phipps staff soon realized that providing job readiness to the entire cohort at once was challenging and “chaotic.” To address this challenge, they developed a rotating schedule so that each site supervisor brought their designated group of Corps members in from the field at separate times. One Phipps leader explained that the small-group format was a much more successful approach, resulting in focused sessions that participants “took more seriously.” Job readiness services were extended to program graduates in 2010 when Phipps added an alumni services center. (More information on the alumni services center is provided later in this section.)

One other shift that occurred after Year 1 was Phipps staff realized they lacked the expertise to deliver appropriate job readiness services to address the specific needs of the NYC Justice Corps population. In Year 2, with a grant from the NYS DOL, Phipps began utilizing the DOL’s *CareerZone* web portal<sup>15</sup> to help participants develop their career plans. Phipps also aligned their job readiness curriculum with the *National Work Readiness Credential*,<sup>16</sup> a requirement of the DOL grant.

Overall, BSRC staff found the job development component challenging, given the unique characteristics of the NYC Justice Corps participants. The BSRC staff also had difficulty keeping participants engaged in professional opportunities that were not of interest to them. Participants were hesitant to take a position simply for the sake of working and were dissatisfied with their work placement if it was not similar to a position they wanted in the future. In an effort to address some of these issues, BSRC adopted a new job readiness curriculum in Year 2 that was developed by the University of Tennessee’s Center for Literacy, Education, and Employment (formerly known as the Center for Literacy Studies) called *Equipped for the Future*.<sup>17</sup> This curriculum was selected because of

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<sup>15</sup> [www.careerzone.ny.gov](http://www.careerzone.ny.gov)

<sup>16</sup> [www.workreadiness.com](http://www.workreadiness.com)

<sup>17</sup> [eff.cls.utk.edu](http://eff.cls.utk.edu)

its focus on the development of skills needed to succeed once employed, rather than concentrating solely on skills associated with finding a job.

To help the conveners build their capacity in better providing job-readiness training to young adults with criminal justice backgrounds, I-CEO subcontracted with the Workforce Professional Training Institute to provide Phipps and BSRC staff with training and support.

**Educational and Vocational Training.** The education component of the NYC Justice Corps program was not included in the original program design or budget. However, because a substantial portion of program participants tested below the sixth-grade grade level in Year 1, program leaders recognized the need to incorporate an education component into the NYC Justice Corps program in order to meaningfully support the long-term success of participants. Although senior leaders at PRI and CEO now consider the education component to be one of the strongest aspects of the program, it took much thought and time to develop. For instance, staff from PRI began investigating best practices to determine which services would best address the needs of the NYC Justice Corps' participants. The program leaders decided investing in building the internal capacity of conveners to provide onsite education services would be most effective and minimize logistical and scheduling conflicts. Convener organizations received additional funding to hire educational staff and support added services. Phipps hired a full-time educational coordinator, who was responsible for counseling participants on setting and achieving personal education goals, and a part-time instructor to teach onsite pre-GED classes. BSRC began offering an onsite pre-GED class as well, which staff indicated was helpful but did not fully meet the needs of participants. Participants at both convener sites also had access to offsite GED classes.

At Phipps, education and vocational training took place regularly, both onsite and offsite. Approximately two weeks into the program, participants' education levels were assessed to determine the services they would receive. Participants were assigned to one of four educational/vocational "tracks" based on their assessment results and/or documentation of previous educational history. The details of this system are provided in Table 3-2.

**Table 3-2. Educational and vocational service tracks**

<b>Track</b>	<b>Reading equivalency</b>	<b>Services</b>
<b>1</b>	<b>6th grade</b>	<b>Adult Basic Education (ABE) instruction provided onsite by a literacy instructor and tutors</b>
<b>2</b>	<b>7th or 8th grade</b>	<b>Pre-GED instruction provided onsite</b>
<b>3</b>	<b>9th grade or higher, no GED/diploma</b>	<b>GED preparation and credit recovery/diploma completion provided offsite (requires a licensed proctor, which Phipps did not have). One GED preparation provider Phipps uses is Future Now at Bronx Community College.</b>
<b>4</b>	<b>GED/diploma and/or some college</b>	<b>College counseling, vocational training, provided onsite and offsite. Phipps partners with the College Initiative for college preparedness classes.</b>

In Year 3, BSRC leadership described vocational training as a challenge for their organization. Leaders noted that they were not able to provide these services themselves and had to refer participants elsewhere.

**Internships.** No major changes to the internship component were reported; however, findings indicate that, over time, this phase solidified into one of the more successful program components at both sites. Phipps built up an extensive network of internship providers over time which markedly enhanced the quality and scope of internship opportunities. Organizations were more willing to provide internships once NYCJC had established a good reputation in the community. One respondent noted that, as the program became more respected, Phipps secured internship opportunities with more high-profile providers—such as government agencies (the Departments of Parks and Recreation and Probation) and local community boards—that would have been “out of reach” in the first year. After Year 1, participants were increasingly encouraged to help identify their own internships based on their interests, and Phipps’ Employer Relations Manager would then follow-up to establish a formal relationship. Phipps did not initially have an effective system in place for monitoring participants’ internship attendance, however, by the program’s third year, they had allocated more staff to preparing participants for their internships and monitoring them while they were offsite. Also, Phipps secured private funding from the Robin Hood Foundation to establish an alumni component; this funding permitted alumni coordinators to meet with participants weekly during their internships to discuss their experiences and plans for long-term employment, and it extended program services to Corps members to 12 months.

BSRC staff initially restricted internship opportunities to those that had potential for long-term employment. However, after Year 1, the organization opted to change its approach by including internship sites that would not be able to hire participants. This change added to the responsibilities

of the job developers as they had to identify internship and job placement sites within the same time period.

**Job Development and Placement.** Phipps staff contacted potential employers on behalf of participants, but participants were tasked with identifying where they would like to work. According to Phipps leadership, this increased participants' investment in the employment process. The job development component was enhanced in Year 2 through the addition of the Alumni Center through funding from the Robin Hood Foundation, and the hiring of an additional job developer. Furthermore, as Phipps' pool of internship providers grew, it enabled them to be more selective and focus more strongly on placing participants in internships that had potential for long-term employment. One ongoing challenge related to job development at Phipps was high turnover in the job developer position. According to one senior administrator, the turnover was due in large part to the difficulty of the position, which was exacerbated by the poor economy.

In Year 3, BSRC staff reported that Corps members' ability to obtain jobs was strengthened through their interactions with CAB members. Through such meetings, CAB members worked with participants to practice presentation skills and interviewing strategies.

**Graduation.** At Phipps, the program's graduation ceremony was an important and highly anticipated milestone for program participants. The first graduation took place at a local community center and was poorly attended, but future graduations took place at the Bronx Museum of Art—more formal affairs that became increasingly well attended. Graduations featured an awards ceremony, slide show of program activities, and food. Current Corps members, as well as graduates' family members, were invited to and typically attended these ceremonies.

**Post-Program Retention Services.** BSRC and Phipps strengthened their post-program placement and retention support by tasking in-house centers (at BSRC, the Rights Center; at Phipps, the Alumni Center) to provide follow-up services for program graduates. Phipps significantly expanded its post-program retention and support services with the creation of the Robin Hood Foundation-funded Alumni Center in 2010. The alumni services component was developed by John Jay in consultation with Phipps through research on youth development organizations and their practices for keeping participants engaged post-program. John Jay and Phipps worked together to finalize the proposal to Robin Hood in late 2009. The Robin Hood contract was subsequently renewed with Phipps in 2011 and 2012. The funding helped Phipps establish the center in a storefront space located around the corner from their Bronx headquarters. An alumni relations team, which consisted

of two alumni coordinators and was supervised by the employer relations manager, was hired to staff the center.

The alumni coordinators were responsible for tracking program graduates and engaging them in various services such as resume writing and interview skill building, assisting with job searches, and providing vocational and educational counseling and referrals. The Alumni Center also sponsored a newsletter produced by and for alumni. Alumni coordinators also fostered connections between Corps members and program graduates by hosting monthly social events and inviting alumni to attend graduation ceremonies. Graduates who took advantage of alumni services could also be eligible to receive monetary incentives for post-program achievements, such as maintaining steady employment for a specific amount of time.

As one senior administrator explained, the addition of the Alumni Center “made a big difference” with regard to excitement for graduation, alumni engagement, and alumni job retention and represented “a more structured way to engage [graduates]” in a variety of services and activities. Respondents also indicated that alumni offerings have been very popular, with about 70 percent of graduates having sought services at some point.

### **Changes to Staffing**

Although staff turnover at Phipps was low during the four program years, some staff were promoted and new staff positions were added, such as the education coordinator and alumni services team. One important addition to the staff was the senior site supervisor, hired halfway through Year 1. According to one respondent, this individual possessed a set of key qualifications that the staff was lacking in the first year, including “technical expertise as well as an understanding of the population and how to run work crews on hands-on restoration and construction projects.” At the end of Year 3, the Phipps NYCJC program director, who had led the program since its inception, resigned and the assistant program director was promoted to the director position.<sup>18</sup> Senior administrators felt that the Phipps staff became more collaborative as the program progressed and “developed an understanding of how departments could work together to support one another, in different types of roles.”

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<sup>18</sup> Phipps NYC Justice Corps Program Director, Dorick Scarpelli, left to serve as Senior Advisor at CEO.

BSRC staffing was marked by changes in several key positions in Years 2 and 3. In Year 2, the case manager was promoted to program manager and the deputy director of operations was promoted to director of workforce and assets, positions that had responsibilities outside of NYCJC. In Year 3, a new program director was promoted from within the NYCJC staff.

### **3.3 Summary**

Evaluation findings reveal that both conveners implemented the program successfully in Years 1-3, resulting in positive outcomes for many justice-involved young adults in New York City. Despite some differences in how each convener implemented the program model within their respective communities (and differences within the neighborhoods themselves), findings were generally consistent across the two sites. Over the course of the 3 years, both BSRC and Phipps significantly expanded their organizational capacity to implement the program through professional development, curriculum and scheduling adjustments, and a refinement in how they target young adults.

Despite the implementation successes and benefits of the program, BSRC decided to terminate their involvement with NYCJC at the end of Year 3. According to convener leadership, the staff experienced ongoing challenges associated with incorporating the NYCJC model into the larger organizational culture of BSRC. As a result, they ultimately determined that the program was not a good fit for the organization.

Findings from the fourth year of the program indicate that Phipps implemented the NYCJC program as planned over the course of the 4 program years, while also executing a number of mid-course revisions to the model which expanded the breadth and quality of offerings. Over time, Phipps has become a well-respected member of the justice community.

## Evaluation Participant Characteristics

As described in Chapter 2, between October 2008 and December 2009, the Evaluation randomly assigned applicants to the program to a treatment group (JCP group) or comparison group (JCR group). Comparisons between the groups on numerous characteristics indicate the groups were equivalent at baseline; however, over time, due to missing data, small differences emerged between the two groups. These differences were minimal and not expected to affect the overall results of the Evaluation. At baseline, the evaluation participants presented the types of service needs that the program intended to address, including criminal justice involvement and limited employment experience. In this chapter, we describe the characteristics of the participants at baseline, and we present the results of the analyses that compare the two groups of participants on these characteristics.

### 4.1 Demographics

As seen in Table 4-1, the JCP and JCR participants were equivalent at baseline on their demographic characteristics. Both groups of evaluation participants were at least 90 percent male, about 75 percent Black, and about one third Hispanic. Approximately 8 in 10 in each group came from English-speaking homes. Very few evaluation participants were married, representing only 2.8 percent of the total sample. The JCP group was somewhat more likely than the JCR group to have children, a marginally statistically significant difference ( $\chi^2=2.82$ ;  $p<.1$ ). Just under one third of the evaluation participants had graduated from high school or received a GED at baseline, with the JCP members somewhat more likely to have done so ( $\chi^2=2.90$ ;  $p<.09$ ), and about one fifth (21.2%) had technical certificates or licenses.

Table 4-1. Demographic characteristics of evaluation participants

Demographic characteristic	Participant group				Total	
	JCP (n=340)		JCR (n=372)		(n=712)	
	Percent	Number	Percent	Number	Percent	Number
<b>Sex</b>						
Male	90.6	308	91.7	341	91.2	649
Female	9.4	32	8.3	31	8.8	63
<b>Race<sup>a</sup></b>						
Black	75.6	257	74.5	277	75.0	534
White	3.2	11	2.2	8	2.7	19
Other	22.4	76	25.5	95	24.0	171
<b>Hispanic ethnicity</b>	31.3	106	34.1	125	32.7	231
<b>Language spoken in home</b>						
English	81.7	277	80.3	297	81.0	574
Spanish	5.0	17	5.1	19	5.1	36
English and Spanish	12.1	41	13.8	51	13.0	92
Other	1.2	4	0.8	3	1.0	7
<b>Marital status</b>						
Single	80.1	269	83.2	307	81.7	576
Married	3.3	11	2.4	9	2.8	20
Unmarried living with partner	16.7	56	14.4	53	15.5	109
<b>Has children<sup>^</sup></b>	33.5	114	27.7	102	30.5	216
<b>High school graduate or GED<sup>^</sup></b>	34.3	115	28.4	105	31.2	220
<b>Have technical certificates or licenses</b>	21.1	71	21.2	79	21.2	150

Sources: Baseline Survey, Eligibility Form.

<sup>a</sup> Race categories do not sum to 100 percent because respondents could check as many options as applicable.

<sup>^</sup>.05<p<.1, \*p≤.05, \*\*p≤.01, \*\*\*p≤.001.

The next section compares the JCR and JCP participants on other characteristics at baseline.

## 4.2 Other Baseline Characteristics

At baseline, both groups provided data on a number of variables that are considered “intermediate outcomes.” Table 4-2 presents their status at baseline on some of these measures. Pro- and anti-social activities in which the young adult and his or her friends engaged were measured, and index scores created for each. Anti-social activities include activities such as assaulting or physically hurting someone, getting into a fight, and being drunk in public; pro-social activities include getting along well with family, reading a newspaper, and feeling good about oneself. Participants reported their own pro- and anti-social activities in terms of how frequently they engaged in those activities over the 30 days prior to baseline (never, sometimes, and often). Zero points were assigned for “never,” 1 point for “sometimes,” and 2 points for “often”; the scores were summed to yield a total. Friends’

activities were rated in terms of how many engaged in the activities (none, some, most). Items were scored and summed similarly to participants' own activities. The items for these scores are included in the instruments provided in Appendix B.

**Table 4-2. Other baseline characteristics**

Outcome	Participant group		
	JCP (n=340)	JCR (n=372)	Total (n=712)
<b>Participant's pro-/anti-social activities in last 30 days<sup>a</sup> (average)</b>			
Participants' anti-social activities (on 16-point scale)	1.0	.8	.9
Participants' pro-social activities (on 14-point scale)	6.8	6.6	6.7
<b>Friends' pro-/anti-social activities in last 30 days<sup>b</sup> (average)</b>			
Friends' anti-social activities (on 14-point scale)	3.7	3.8	3.7
Friends' pro-social activities (on 12-point scale)	6.1	6.1	6.1
Work self-efficacy (average) (on 16-point scale)	13.0	13.0	13.0
Barriers to employment (average number) (out of 6)	.8	.8	.8
Job Readiness Problems (average number) (out of 4)	.4	.4	.4
Community engagement (average) (on 13-point scale)	7.0	7.0	7.0

Source: Baseline Survey. <sup>^</sup>.05<p<.1, \*p≤.05, \*\*p≤.01, \*\*\*p≤.001.

<sup>a</sup> Frequency of engaging in activities (never, sometimes, often).

<sup>b</sup> Number of friends engaging in activities (none, some, most).

The 16-point work self-efficacy scale is also a sum score index.<sup>19</sup> It measures the extent to which the respondent feels that he or she controls work outcomes and can accomplish what is required on the job. Barriers to employment include such problems as lack of transportation or need to care for a relative; these barriers represent problems over which the respondent has little or no control. Job readiness problems represent difficulties over which the respondent does have control and that he or she can change; they include such things as not being able to get along with others or not being able to get up on time. Community engagement is measured on 13 items including shared values with neighbors and caring what neighbors think.

While the JCP and JCR groups were very similar at baseline overall on the demographic characteristics and intermediate outcomes, they did differ on two variables pertaining to substance

<sup>19</sup> The scale is derived from a widely-used instrument developed by Riggs, Warka, Babasa, Betancourt, and Hooker (1994). The items for it appear in the evaluation instruments as questions 49, 21, and 19 on the baseline, JCP group follow-up, and JCR group follow-up questionnaires, respectively. In order to simplify the response options for this population, we converted them from a Likert format to a true-false format.

use and mental/emotional problems, as indicated on the Baseline Survey Questionnaire (Appendix B). The JCP and JCR respondents did not differ with respect to their reported alcohol or drug use at baseline (see items 27-37 on Baseline Survey Questionnaire), but a larger proportion of young adults in the JCR group reported that using alcohol or drugs in the 30 days prior to baseline had kept them from getting things done (see item 38 on Baseline Survey Questionnaire); 11.2 percent of the JCP group indicated this, compared to 19.8 percent of the JCR group. This difference is of marginal statistical significance ( $\chi^2=3.12, p<.078$ ). The two groups did not differ with respect to whether they had ever received, been told they needed, or thought they needed treatment for substance use or mental health/emotional problems (see items 42-44 on Baseline Survey Questionnaire), but a higher percentage of JCP respondents than JCR respondents reported that they were taking medication for mental or emotional problems (see item 45 on Baseline Survey Questionnaire), at 4.1 percent and 1.1 percent, respectively (*Fisher's two-tailed Exact Test, p=.047*). Although the JCP and JCR participants differed on these two variables, we found no other statistically significant differences between the two groups on items pertaining to substance use or mental/emotional problems from the Baseline Survey. Differences between the two groups on measures of substance use and mental/emotional problems are minimal and are not expected to affect the findings of the Evaluation.

The next two sections present results of the comparisons between JCP and JCR participants' on measures of employment and criminal history during the year prior to baseline.

### **4.3 Employment**

The JCP and JCR groups were equivalent on measures of pre-baseline employment experience. Participants reported at baseline on the status of their employment in the 30 days prior to baseline (full-time, part-time, none) and the longest time during which they had previously held a job. The New York State Department of Labor provided wage data from which each respondent was coded as having been employed or not employed during any given quarter.

Table 4-3 presents evaluation participants' employment history data at baseline. No statistically significant differences emerged between JCP and JCR participants on measures of employment history prior to baseline. Almost 9 of 10 respondents (88.3%) reported that they had not worked for pay in a formal job (not an illegal job or a job that paid under the table) during the 30 days prior to baseline. Those who did report having worked for pay in a formal job were most likely to indicate that their work had been part-time, although some respondents reported both full and part-time

work. Almost 1 in 3 (28.2%) reported they had never worked for pay in a formal job at the time they applied to the NYC Justice Corps. New York State Department of Labor data indicate that only 38.5 per cent of all evaluation participants earned any wages in the 4 quarters prior to baseline.

**Table 4-3. Employment history at baseline**

Employment characteristic	Participant group					
	JCP (n=340)		JCR (n=372)		Total (n=712)	
	Percent	Number	Percent	Number	Percent	Number
<b>Status of work in the 30 days prior to baseline</b>						
Full-time	6.0	20	3.3	12	4.6	32
Part-time	7.8	26	6.6	24	7.2	50
None	86.3	289	90.1	328	88.3	617
<b>Longest job tenure</b>						
Less than 6 months	32.0	108	28.3	104	30.1	212
6–12 months	29.4	99	26.4	97	27.8	196
More than 12 months	13.1	44	14.7	54	13.9	98
Never worked for pay	25.5	86	30.7	113	28.2	199
<b>Employed any quarter during 12 months prior to baseline</b>	39.2	114	37.6	91	38.5	205

Sources: Baseline Survey, New York State Department of Labor.

^ .05<p<.1, \*p≤.05, \*\*p≤.01, \*\*\*p≤.001.

<sup>a</sup> Note that this row represents percentages of those young adults who gave the study permission to access DOL records; JCP: n = 291, JCR: n = 242, total n=533.

## 4.4 Criminal History

The JCP and JCR groups were equivalent in measures of pre-baseline criminal justice involvement. Before presenting these findings, we note two assumptions on which all analyses presented in this final report involving DCJS data are based. First, as mentioned in Chapter 2, we assumed that all participants had to have an arrest prior to baseline in order to be eligible to participate in the program. Therefore, throughout this report, the assumption is made that all participants were arrested prior to baseline, regardless of whether they have an arrest prior to baseline in the DCJS data.<sup>20</sup> For this reason, we do not present the arrests prior to baseline variables or analyses based on

<sup>20</sup> In order for participants to be eligible for the NYC Justice Corps program, we assumed that all individuals had to have an arrest prior to baseline. However, according to the DCJS data, not all participants have an arrest prior to baseline. This discrepancy is due, in part, to cases becoming sealed. New York’s sealing statutes require the sealing of all official records and papers relating to an arrest or prosecution that ends in a favorable termination or conviction of a noncriminal offense. Generally, a case is sealed if it ends in a non-conviction disposition (district attorney declines to prosecute, dismissal, acquittal after trial, etc.), or in a conviction to a non-criminal offense (a violation or infraction), or in a Youthful Offender

these variables in this report. The second assumption made regarding the DCJS data is that participants with no DCJS data did not engage in criminal activity captured by the criminal justice system. Therefore, for those participants on whom we have no DCJS data, all variables based on DCJS data are set equal to zero, rather than coded as missing.

Analyses based on “all arrests” are also conducted on a limited subset of arrests that led to a conviction, the latter of which eliminates PL 221 arrests.<sup>21</sup> In Chapters 4 and 6, we present the results of analyses on “arrests that led to a conviction.” However, we also compared results of analyses on “arrests that led to a conviction” to results of analyses on “all arrests” and note any discrepancies in the text.

For this report, we obtained DCJS data on 618 participants. For the remaining participants, variables based on DCJS data were set equal to zero. JCP and JCR participants had similar criminal histories prior to baseline. Nearly sixty percent of the evaluation participants had been convicted of any crime prior to baseline ( $n=418$ , 58.8%), and almost half ( $n=323$ , 45.4%) had been convicted of felonies. We found no statistically significant differences between the two groups on these measures.

**Table 4-4. Criminal history at baseline**

Criminal history event	Participant group					
	JCP ( $n=340$ )		JCR ( $n=371$ )		Total ( $n=711$ )	
	Percent	Number	Percent	Number	Percent	Number
Any conviction prior to baseline	56.8	193	60.6	225	58.8	418
Any felony conviction prior to baseline	43.8	149	46.9	174	45.4	323

Source: New York State Division of Criminal Justice Services.

\* $p \leq .05$ , \*\* $p \leq .01$ , \*\*\* $p \leq .001$

In addition to the measures discussed in the previous paragraph, we examined several additional criminal history variables at (or prior to) baseline to further assess whether the JCP and JCR groups had similar criminal histories at baseline. JCP participants had a similar average number of

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Adjudication. Generally, a case is not sealed if it ends in an adult conviction (by guilty plea or trial verdict) to a criminal offense (a felony or misdemeanor). Because this analysis used identifiable case level criminal history data, arrests that were ultimately sealed upon disposition are excluded. In addition to the notion of sealed cases, arrests that occurred outside of New York State are not captured by the DCJS data. Therefore, participants who have been arrested prior to baseline but do not have an arrest during this time period reflected in the DCJS data could have been arrested in a jurisdiction outside of New York State. We have no reason to expect the pattern of “missing arrests” differs by group (JCP vs. JCR).

<sup>21</sup> The “arrest that led to conviction” outcome measure was created due to concern regarding a “stop-and-frisk” policing tactic implemented in New York City. As a result of this tactic, arrests skyrocketed in New York City, raising concern that the policing tactic increased the likelihood that the Evaluation participants would be arrested. Therefore, the Evaluation replicated analyses on “all arrests” on “arrests that led to conviction” in order to account for the targeted policing tactic and to minimize its effects on criminal history outcome measures.

convictions pre-baseline (1.3,  $n=340$ ) compared to JCR participants (1.2,  $n=371$ ). A similar percentage of JCP participants had at least one open charge at baseline (18.2%,  $n=62$ ) compared to JCR participants (14.8%,  $n=55$ ). We found no statistically significant differences between JCP and JCR participants at or prior to baseline.

Table 4.5 displays JCP and JCR participants' most serious disposition charge pre-baseline. This table helps to provide some context regarding the types of offenses participants committed prior to baseline. We collapsed the offense categories into felony or misdemeanor and compared most serious disposition charge pre-baseline between JCP and JCR participants. Note percentages are calculated based on the number of participants in each group with a pre-baseline disposition charge (JCP:  $n=201$ ; JCR:  $n=235$ ). Approximately two-thirds of JCP participants, (67.2%,  $n=135$ ), the most serious disposition charge pre-baseline was a felony. Similarly, 69.8 percent of JCR participants ( $n=164$ ) also had a felony as their most serious disposition charge prior to baseline. A similar percentage of JCP (32.8%,  $n=66$ ) and JCR (30.2%,  $n=71$ ) participants had a misdemeanor offense as their most serious disposition charge before baseline. We found no statistically significant differences in most serious disposition charge pre-baseline between JCP and JCR participants.

**Table 4-5. Most serious disposition charge pre-baseline by program group**

Offense category of most serious offense	Participant group				Total	
	JCP		JCR		Frequency	Percent
	Frequency	Percent	Frequency	Percent	Frequency	Percent
A-II Felony	1	0.5	1	0.4	2	0.2
B Felony	24	11.9	37	15.7	61	14.0
C Felony	34	16.9	32	13.6	66	15.1
D Felony	69	34.3	78	33.2	147	33.7
E Felony	7	3.5	16	6.8	23	5.3
A Misdemeanor	50	24.9	58	24.7	108	24.8
B Misdemeanor	15	7.5	2	0.9	17	3.9
Unclassified misdemeanor	1	0.5	11	4.7	12	2.8
<b>Total</b>	<b>201</b>	<b>100.0</b>	<b>235</b>	<b>100.0</b>	<b>436</b>	<b>100.0</b>

Table 4.6 shows the percent of participants by group (JCP vs. JCR) sentenced to serve time (in jail or prison), sentenced to serve time in jail, and sentenced to serve time in prison for an arrest that occurred before baseline.<sup>22</sup> JCP participants were more likely to be sentenced to serve time in jail for an arrest that occurred prior to baseline (30.9%,  $n=88$ ) compared to JCR participants (24.2%,  $n=79$ ). This difference was marginally statistically significant,  $\chi^2=3.46$  ( $p=.0627$ ). The percent of JCP and

<sup>22</sup> Jails typically house individuals detained pre-trial and individuals sentenced to serve time for less than 1 year. Prisons house individuals sentenced to serve time for 1 year or more.

JCR participants sentenced to serve time overall and sentenced to serve time in prison for an arrest prior to baseline did not significantly differ between the two groups. Although JCP participants were slightly more likely to be sentenced to serve time in jail for an arrest prior to baseline than JCR participants, overall, JCP and JCR participants had very similar criminal histories at baseline and, therefore, are considered equivalent on measures of criminal history. Any differences that emerge on criminal justice outcomes after baseline cannot be attributed to pre-baseline differences between JCP and JCR participants.

**Table 4-6. Sentenced to serve time for an arrest that occurred before baseline**

Criminal history event	Participant group					
	JCP (n=285)		JCR (n=327)		Total (n=612)	
	Percent	Number	Percent	Number	Percent	Number
Sentenced to serve time for arrest pre-baseline	50.9	145	50.2	164	50.5	309
Sentenced to serve time in jail for arrest pre-baseline <sup>^</sup>	30.9	88	24.2	79	27.3	167
Sentenced to serve time in prison for arrest pre-baseline	30.5	87	32.7	107	31.7	194

Source: New York State Division of Criminal Justice Services.

<sup>^</sup>.05<p<.1, \*p≤.05, \*\*p≤.01, \*\*\*p≤.001

## 4.5 Comparability over Time

This chapter has reported on the comparability of the JCP and JCR groups at the time of random assignment (baseline). The purpose of random assignment is to produce groups that are equivalent on all important characteristics at baseline. If equivalence is achieved, group differences on outcome measures after treatment (the program) cannot be attributed to any pre-existing difference between the groups. Based on the analyses presented in Sections 4.1 through 4.4, we are confident the random assignment worked to create equivalent groups at baseline. Few statistically significant differences emerged between the JCP and JCR participants, and we can conclude the two groups were equivalent on demographic, criminal history, employment, and other characteristics at baseline. Therefore, any differences on outcome measures between JCP and JCR participants that emerge after baseline cannot be attributed to pre-existing differences between the two groups.

As planned, we also assessed the equivalence of the JCP and JCR groups at baseline again in advance of conducting outcome analyses based on the availability of Follow-up Survey data, DCJS data, and DOL data on all participants. Multivariate analyses presented in this report often include data on

participants from multiple data sources. Because data may not be available on all participants across all data sources, participants for whom data are not available from all data sources are excluded from the analysis. For example, a multivariate regression that includes data from the Baseline Survey, Followup Survey, DCJS, and DOL only include those participants for whom data are available from all four data sources. Therefore, some of the evaluation participants were excluded from those analyses because they have missing outcome data from one or more data source. The Evaluation conducted a series of additional comparisons between JCP and JCR participants, taking the patterns of missing data into account. These assessments compared the two groups on the demographic, criminal history, employment, and other characteristics discussed in Sections 4.1 through 4.4 to ascertain whether (a) differential missing data occurred (i.e., whether the data available by data source differed between the JCP and JCR groups); and (b), if the groups did differ on missing data, whether the groups were still comparable for analysis (i.e., whether the groups are still equivalent at baseline on the series of characteristics presented in Sections 4.1 through 4.4).

Of the 712 young adults included in the analyses (all 11 cohorts), we were able to collect **Follow-Up Survey** data from 483 participants (254 JCP members and 229 JCR members). The overall response rate of 67.8 percent is an average of the JCP response rate for the 11 cohorts of 74.7 percent and the JCR rate of 61.6 percent. Those two rates are statistically different;  $\chi^2=14.07$  ( $p=.0002$ ). Control or comparison group participants are typically more difficult to track for follow-up data collections, and therefore, this statistically significant difference in response rate between JCP and JCR members is not unexpected. Because the two groups dropped out at different rates, we assessed whether the JCP and JCR members who responded to the survey were still equivalent on their baseline characteristics.

We conducted a number of comparisons (before or at baseline) between the JCP and JCR young adults who provided **Follow-Up Survey data**. The groups did not significantly differ on variables collected on the Baseline Survey. JCP and JCR participants who completed the Follow-Up Survey also did not significantly differ on referral source as indicated on the Eligibility Form. In addition, the groups did not differ on criminal history variables prior to baseline, with the exception of sentenced to jail for an arrest that occurred before baseline. Specifically, JCP participants who completed the Follow-Up Survey were more likely than JCR participants to be sentenced to jail for an arrest that occurred before baseline (35.4% vs. 26.8%, respectively;  $\chi^2=2.90$   $p=.0888$ ). This difference reached marginal statistical significance. Note, however, this finding is consistent with the baseline comparisons on all participants, not limited to those JCP and JCR participants with Follow-Up Survey data only. Therefore, the difference in the “sentenced to jail for an arrest occurring before baseline” variable is not an artifact of missing Follow-Up Survey data. JCP and JCR

participants who completed the Follow-Up Survey did not significantly differ on any other criminal history variable at baseline. Also, JCP and JCR participants who completed the Follow-Up Survey were similar on employment outcomes prior to baseline. Hence, we are satisfied that any differences that appear between the JCP and JCR groups on follow-up survey outcomes are not due to pre-existing differences between the groups at baseline.

In the case of participants who had **DOL data** available at any time point, the current analysis dataset includes records on 533 participants (291 JCP members and 242 JCR members). The overall data availability rate of 74.9 percent is an average of the JCP rate for the 11 cohorts of 85.6 percent and the JCR rate of 65.1 percent. Those two rates are statistically different;  $\chi^2=39.800$  ( $p<.0001$ ). Because the availability of DOL data statistically differed between the two groups, we conducted additional analyses to determine whether JCP and JCR participants with DOL data were equivalent at baseline. JCP and JCR participants for whom DOL data was available did not significantly differ on most variables collected on the Baseline Survey. However, among JCP and JCR participants for whom we have DOL data for any time period, JCP members were slightly older than JCR members (21.0 years,  $n=291$  and 20.7 years,  $n=242$ , respectively);  $t=2.04$  ( $p=.0420$ ). The two groups also did not significantly differ on criminal history variables prior to baseline, with the exception of being sentenced to jail for an arrest occurring before baseline. JCP participants (38.2%,  $n=79$ ) were more likely to be sentenced to jail for an arrest occurring before baseline compared to JCR participants (26.6%,  $n=47$ );  $\chi^2=5.83$  ( $p=.0157$ ). Note, however, this finding is consistent with the baseline comparisons on all participants, not limited to those JCP and JCR participants with DOL data only. Therefore, the difference in the “sentenced to jail for an arrest occurring before baseline” variable is not an artifact of missing DOL data. We do not expect these differences to influence the findings of the evaluation.<sup>23</sup>

We also conducted comparisons between the JCP and JCR participants on whom we had **DCJS data** at any time point. The current DCJS dataset includes records on 618 participants (296 JCP members and 322 JCR members). The overall data availability rate of 86.8 percent is an average of the JCP rate for the 11 cohorts of 87.1 percent and the JCR rate of 86.6 percent. Those two rates are not statistically different. Hence, we expected to find few statistically significant differences on

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<sup>23</sup> Due to concerns about having more missing data for JCR participants than JCP participants in the early cohorts, we replicated all analyses on employment outcomes (based on DOL data; see Section 6.3.3) on only those participants from later cohorts to ensure the employment-related findings were not affected by patterns of missing data (later cohorts: Bronx cohorts 4, 5, 6 and Brooklyn cohorts 4, 5, 6). We conducted additional comparisons to examine whether JCP and JCR participants from the later cohorts were equivalent at baseline to ensure the findings of these analyses could not be attributed to pre-existing differences between the two groups at baseline. We found no statistically significant differences between JCP and JCR participants when limited to only those participants from the later cohorts.

baseline characteristics between JCP and JCR participants with DCJS data. Few statistically significant differences emerged between JCP and JCR participants. Among those for whom we had DCJS data at any time period, JCP participants (36.5%,  $n=88$ ) were more likely to be sentenced to jail for an arrest occurring before baseline compared to JCR participants (28.5%,  $n=79$ ); this difference reached marginal statistical significance;  $\chi^2=3.77$  ( $p=.0522$ ). Note, however, this finding is consistent with the baseline comparisons on all participants, not limited to those JCP and JCR participants with DCJS data only. Therefore, the difference in the “sentenced to jail for an arrest occurring before baseline” variable is not an artifact of missing DCJS data. We are confident this difference will not affect the overall findings of the evaluation.

In addition to comparisons between JCP and JCR participants on whom we had each of the three data sources (i.e., Follow-up Survey data, DOL data, DCJS data), we also conducted comparisons on JCP and JCR participants for whom both **DOL and DCJS data** were available. Among participants for whom we had DOL and DCJS data, 257 JCP participants (75.6%) and 205 JCR participants (55.1%) had both DOL and DCJS data available. The availability of DOL and DCJS data did significantly differ between the JCP and JCR groups;  $\chi^2=32.70$  ( $p<.0001$ ). Among participants for whom DOL and DCJS data were available, 79 (38.2%) JCP participants and 47 (26.6%) JCR members were sentenced to serve time in jail for an arrest that occurred before baseline;  $\chi^2=5.83$  ( $p=.0157$ ). JCP members were slightly older than JCR members (21.2 years,  $n=291$  and 20.9 years,  $n=242$ , respectively);  $t=1.71$  ( $p=.0879$ ). Note, however, this finding is consistent with the baseline comparisons on all participants, not limited to those JCP and JCR participants with both DOL and DCJS. Therefore, the difference in the “sentenced to jail for an arrest occurring before baseline” variable is not an artifact of missing DCJS and DOL data. We do not expect these few differences to influence the evaluation results.

The comparisons of JCP and JCR members on baseline characteristics overall and the comparisons based on the availability of data across data sources suggest the groups are equivalent at baseline and that the patterns of missing data do not affect the equivalence of the two groups on demographic, criminal history, employment, or other characteristics at baseline. In other words, any differences between the two groups after baseline in outcome measures cannot be attributed to differences between the two groups at baseline or due to patterns of missing data. We are confident the JCP and JCR participants are equivalent no matter the patterns of missing data at baseline and that the validity of the study is not compromised.

The next chapter addresses the types of referral sources for the evaluation participants, how the JCP participants progressed through the NYC Justice Corps program, their evaluations of the program,

and their reasons for leaving. It also discusses JCR participants' experience with alternative programs.

Participants in the New York City Justice Corps were referred by probation and parole agencies, as well as other sources, such as alternative-to-incarceration programs. The Justice Corps retained approximately 59 percent of participants (JCP members) through completion or graduation. The participants reported satisfaction with the program, and they believed it helped them in several respects. This chapter presents findings on the referral sources for the evaluation participants, progress of JCP members through the program, and satisfaction with the program and reasons for leaving it, as well as results on the experience of JCR members in alternative programs.

## 5.1 Type of Referral Source

Three types of sources referred evaluation participants to the NYC Justice Corps. These types were probation, parole, and “other,” which included referrals from the NYC Department of Correction, alternative to incarceration programs, community organizations, family, friends, and self. As indicated in Table 5-1, probation accounted for approximately 40 percent of referrals, parole for 25 percent, and other for 35 percent. The proportion of evaluation participants referred by a given type of source varied considerably by cohort and site.<sup>24</sup>

## 5.2 Progression through the Program

This section describes the progression of JCP participants through the program. The MIS data on successful completion of program components are presented in Table 5-2. Almost all participants (93.5%) completed Phase 1, 75.9 percent completed Phase 2, and 46.2 percent completed Phase 3. Seven individuals entered the program in one cohort, left before completion, and re-entered a later cohort. (To maintain the integrity of the evaluation design, these seven individuals remained in the JCP group; and the time periods for measuring outcomes for them were based on when they enrolled in the evaluation.)

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<sup>24</sup> Table 5-1 shows the type of referral source for evaluation participants by site, cohort, and condition based on the revised random assignment protocol, which included “blocking” by referral source (i.e., probation, parole, and other).

Table 5-1. Type of referral source for evaluation participants, by site, cohort, and condition

Cohort	Probation n (%)			Parole n (%)			Other n (%)			Total n (%)		
	JCP	JCR	Total	JCP	JCR	Total	JCP	JCR	Total	JCP	JCR	Total
<b>Brooklyn</b>												
1.2	6 (20.7)	6 (18.8)	12 (19.7)	11 (37.9)	20 (62.5)	31 (50.8)	12 (41.4)	6 (18.8)	18 (29.5)	29 (47.5)	32 (52.5)	61 (100)
1.3	8 (25.8)	9 (25.7)	17 (25.8)	10 (32.3)	11 (31.4)	21 (31.8)	13 (41.9)	15 (42.9)	28 (42.4)	31 (47.0)	35 (53.0)	66 (100)
1.4	11 (32.4)	12 (34.3)	23 (33.3)	14 (41.2)	13 (37.1)	27 (39.1)	9 (26.5)	10 (28.6)	19 (27.5)	34 (49.3)	35 (50.7)	69 (100)
2.1	13 (41.9)	13 (39.4)	26 (40.6)	4 (12.9)	5 (15.2)	9 (14.1)	14 (45.2)	15 (45.5)	29 (45.3)	31 (48.4)	33 (51.6)	64 (100)
2.2	19 (59.4)	20 (55.6)	39 (57.4)	8 (25.0)	9 (25.0)	17 (25.0)	5 (15.6)	7 (19.4)	12 (17.6)	32 (47.1)	36 (52.9)	68 (100)
<b>Subtotal</b>	<b>57 (36.3)</b>	<b>60 (35.1)</b>	<b>117 (35.7)</b>	<b>47 (29.9)</b>	<b>58 (33.9)</b>	<b>105 (32.0)</b>	<b>53 (33.8)</b>	<b>53 (31.0)</b>	<b>106 (32.3)</b>	<b>157 (47.9)</b>	<b>171 (52.1)</b>	<b>328 (100)</b>
<b>Bronx</b>												
1.1	16 (50.0)	15 (44.1)	31 (47.0)	15 (46.9)	15 (44.1)	30 (45.5)	1 (3.1)	4 (11.8)	5 (7.6)	32 (48.5)	34 (51.5)	66 (100)
1.2	9 (36.0)	14 (50.0)	23 (43.4)	7 (28.0)	3 (10.7)	10 (18.9)	9 (36.0)	11 (39.3)	20 (37.7)	25 (47.2)	28 (52.8)	53 (100)
1.3	12 (40.0)	13 (38.2)	25 (39.1)	3 (10.0)	5 (14.7)	8 (12.5)	15 (50.0)	16 (47.1)	31 (48.4)	30 (46.9)	34 (53.1)	64 (100)
1.4	13 (41.9)	13 (39.4)	26 (40.6)	5 (16.1)	5 (15.2)	10 (15.6)	13 (41.9)	15 (45.5)	28 (43.8)	31 (48.4)	33 (51.6)	64 (100)
1.5	17 (50.0)	18 (47.4)	35 (48.6)	4 (11.8)	6 (15.8)	10 (13.9)	13 (38.2)	14 (36.8)	27 (37.5)	34 (47.2)	38 (52.8)	72 (100)
2.1	13 (41.9)	13 (38.2)	26 (40.0)	3 (9.7)	4 (11.8)	7 (10.8)	15 (48.4)	17 (50.0)	32 (49.2)	31 (47.7)	34 (52.3)	65 (100)
<b>Subtotal</b>	<b>80 (43.7)</b>	<b>86 (42.8)</b>	<b>166 (43.2)</b>	<b>37 (20.2)</b>	<b>38 (18.9)</b>	<b>75 (19.5)</b>	<b>66 (36.1)</b>	<b>77 (38.3)</b>	<b>143 (37.2)</b>	<b>183 (47.7)</b>	<b>201 (52.3)</b>	<b>384 (100)</b>
<b>Overall</b>												
<b>Total</b>	<b>137 (40.3)</b>	<b>146 (39.2)</b>	<b>283 (39.7)</b>	<b>84 (24.7)</b>	<b>96 (25.8)</b>	<b>180 (25.3)</b>	<b>119 (35.0)</b>	<b>130 (34.9)</b>	<b>249 (35.0)</b>	<b>340 (47.8)</b>	<b>372 (52.2)</b>	<b>712 (100)</b>

Source: Eligibility Form, random assignment records.

The NYC Justice Corps has two different benchmarks for completing the program. To graduate, Corps members must complete the first two program phases and either complete an internship (Phase 3) or be placed in a job, post-secondary education, or vocational program before the end of six months. Almost half of all JCP members graduated (47.9%). However, an individual who remains in the program for the full six months (24 weeks), without having completed an internship or having been placed in a job or education program, but who continues to prepare for work and conduct job searches, is considered to have completed service. Approximately 10.9 percent completed service. Hence, 58.8 percent either graduated or completed service. The next section examines variables associated with successful program completion.

**Table 5-2 Completion of program components**

Program component	Percent and number completing program component	
	Percent	Number
Phase 1	93.5	318
Phase 2	75.9	258
Phase 3	46.2	157
Completed service <sup>a</sup>	10.9	37
Graduated	47.9	163

Source: New York City Justice Corps MIS.

<sup>a</sup> Completed program requirements but did not graduate.

### 5.3 Variables Associated with Graduation/Completion

Table 5-3 presents results of a logistic regression analysis on variables that may predict program graduation/completion for JCP participants. More specifically, the logistic regression model presented in Table 5-3 determines which variables (i.e., independent variables) are statistically significant predictors of JCP participants' program graduation/completion when the remaining 12 variables are held constant.

We include the following 13 independent variables in all regression models presented in this report as possible predictors of the outcomes of interest (i.e., dependent variables). More specifically, the logistic regression model presented in Table 5-3 determines which variables (i.e., independent variables) are statistically significant predictors of JCP participants' program graduation/completion when the remaining 12 variables are held constant.

- Employed any quarter during the year prior to baseline (1=Yes, 0=No),

- Early or late cohort (1=Early, 2=Late),
- Referral source: Probation (1=Yes, 0=No),
- Referral source: Parole (1=Yes, 0=No)
- Education at baseline (1=Has high school diploma, GED, technical certificate, or license; 0=No),
- Prior need or receipt of substance abuse or mental health treatment (1=Yes, 0=No),
- Site (1=Bronx, 2=Brooklyn),
- Baseline work self-efficacy,
- Age (18 – 24 years),
- Number of employment-related problems at baseline,
- Anti-social activities at baseline,
- Pro-social activities at baseline, and
- Community engagement at baseline.

We entered all terms in the model simultaneously to determine which independent variables are predictive of program graduation/completion. All 13 independent variables included in the model are displayed in Table 5-3, whether or not they were significant predictors of program graduation/completion. Statistically significant predictors are in **bold**.

Note that although 340 participants are in the JCP group,<sup>25</sup> the regression model presented is based on 280 participants, because cases with missing values on any variable are dropped completely from regression analyses. Most of those missing cases are individuals from whom the evaluation did not receive permission to access employment and wage data from DOL.

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<sup>25</sup> The 17 individuals who never received program services after being assigned are retained in the evaluation as JCP participants, to maintain the integrity of the random assignment design.

**Table 5-3. Logistic regression on variables associated with graduation/completion status (n=280)**

<b>Independent variable</b>	<b>B</b>	<b>SE</b>	<b>Odds ratio</b>
Intercept	-0.7573	1.8575	
<b>Employed any quarter prior to baseline**</b>	<b>0.4501</b>	<b>0.1523</b>	<b>2.460</b>
<b>Early or late cohort***</b>	<b>-0.5031</b>	<b>0.1489</b>	<b>0.366</b>
<b>Referral Source: Probation^</b>	<b>0.2756</b>	<b>0.1593</b>	<b>1.785</b>
Referral Source: Parole	0.2850	0.1901	1.768
<b>Education at baseline^</b>	<b>0.2397</b>	<b>0.1428</b>	<b>1.615</b>
Prior need or receipt of substance abuse or mental health treatment	-0.0516	0.1452	0.902
Site: Bronx vs. Brooklyn	-0.0335	0.1434	0.935
Baseline work self-efficacy	0.0442	0.0651	1.045
Age	0.0667	0.0762	1.069
Employment-related problems at baseline	-0.1240	0.0984	0.883
Anti-social activities at baseline	0.0388	0.0877	1.040
Pro-social activities at baseline	0.0365	0.0550	1.037
Community engagement at baseline	-0.0334	0.0493	0.967

Sources: Baseline Survey, New York City Justice Corps MIS, New York State Department of Labor.

<sup>a</sup> Completed program requirements but did not graduate.

<sup>^</sup> .05 < p < .1, \*p ≤ .05, \*\*p ≤ .01, \*\*\*p ≤ .001.

Two of the variables are statistically significant predictors of program graduation/completion. Participants who were employed during any quarter in the year prior to baseline were more likely to graduate from/complete the NYC Justice Corps program than participants who were not employed in the year prior to baseline ( $p=.0031$ ). The second statistically significant predictor of program graduation/completion is whether the participants were from the early or late cohorts. Specifically, we divided the cohorts into early cohorts (Bronx Cohorts 1.1-1.3 and Brooklyn Cohorts 1.2-1.3) and late cohorts (Bronx Cohorts 1.4-2.1 and Brooklyn Cohorts 1.4-2.2) based on start date. For reasons addressed in the discussion chapter (Chapter 8), JCP participants who were in the late cohorts were less likely than those in the early cohorts to graduate or complete service ( $p=.0007$ ). In other words, JCP participants who were in the early cohorts were more likely than those in the late cohorts to graduate from or complete the program. Two of the variables are marginally statistically significant predictors of program graduation/completion. JCP participants who referred to the NYC Justice Corps program by probation were more likely than JCP participants who were referred by an “other” source to graduate from or complete the program ( $p=.0835$ ). JCP participants with a high school diploma, GED, technical certificate or license, or who were currently enrolled in an educational program (at baseline) were more likely to graduate from or complete the program without such education ( $p=.0932$ ).

The model presented in Table 5-3 included all JCP members. Because arrest during the program period would likely have hampered their ability to complete the program, we fit another model excluding those who were arrested during the program period. This reduced the available sample size to 201. All 13 independent variables included in the model are displayed in Table 5-4, whether or not they were significant predictors of program graduation/completion. Statistically significant predictors are in **bold**. Two variables were statistically significant predictors of program graduation/completion for JCP participants who were not arrested during the program period. JCP participants who were employed during any quarter in the year prior to baseline were more likely to graduate from/complete the NYC Justice Corps program than participants who were not employed in the year prior to baseline ( $p=.0019$ ). Cohort category is the second statistically significant predictor of program graduation/completion for JCP participants who were not arrested during the program period. Those participants from the late cohorts were less likely to graduate from or complete the program when compared to participants from the early cohorts ( $p=.0222$ ). One of the variables in the model was a marginally statistically significant predictor of program graduation/completion for JCP participants who were not arrested during the program period. Those participants who reported a higher frequency of pro-social activities at baseline were more likely to graduate from or complete the NYC Justice Corps program than those with fewer pro-social activities at baseline ( $p=.0936$ ).

We present an in-depth discussion of these findings in Chapter 8.

**Table 5-4** Logistic regression on variables associated with graduation/completion status for JCP participants who were not arrested during the program period ( $n=201$ )

Independent variable	B	SE	Odds ratio
Intercept	-0.4100	2.4385	
<b>Employed any quarter prior to baseline**</b>	<b>0.6451</b>	<b>0.2078</b>	<b>3.633</b>
<b>Early or late cohort*</b>	<b>-0.4332</b>	<b>0.1894</b>	<b>0.420</b>
Referral Source: Probation	0.1634	0.2038	1.387
Referral Source: Parole	0.2755	0.2450	1.735
Education at baseline	0.1730	0.1801	1.413
Prior need or receipt of substance abuse or mental health treatment	-0.2125	0.1914	0.654
Site: Bronx vs. Brooklyn	-0.1615	0.1798	0.724
Baseline work self-efficacy	0.0342	0.0806	1.035
Age	0.0338	0.0956	1.034
Employment-related problems at baseline	-0.0254	0.1190	0.975
Anti-social activities at baseline	-0.0015	0.1117	0.998
<b>Pro-social activities at baseline<sup>a</sup></b>	<b>0.1202</b>	<b>0.0717</b>	<b>1.128</b>
Community engagement at baseline	-0.0104	0.0616	0.990

Sources: Baseline Survey, New York City Justice Corps MIS; New York Department of Labor.

<sup>a</sup> Completed program requirements but did not graduate.

<sup>^</sup>  $.05 < p < .1$ , \* $p \leq .05$ , \*\* $p \leq .01$ , \*\*\* $p \leq .001$

The next section addresses the extent of the young adults' participation in the NYC Justice Corps program, based on the days for which they were paid stipends. We use this as a proxy for days exposed to the program. The section also presents the reasons for participants leaving the program without completing it.

## 5.4 Extent of Participation and Reasons for Leaving the Program

The mean (or average) number days for which participants were paid a stipend was 78.4. This represents the average number of days that participants attended the program. The range was 1 to 129 days, the median (or midpoint/50<sup>th</sup> percentile) was 85.5 days, and the mode (or most frequent number of days for which participants were paid a stipend) was 95 days. The average stipend participants received for work in the program was \$4,596.<sup>26</sup> These figures exclude the 17 young adults who never appeared to receive services.

<sup>26</sup> Participants could receive up to \$280 per week.

Program participants who indicated on the Follow-Up Survey that they had left the NYC Justice Corps program without completing it ( $n= 67$ )<sup>27</sup> reported a number of reasons for having done so. Respondents could indicate as many reasons for leaving the program as applied from the list summarized in Table 5-5; they also could write in other reasons.

**Table 5-5. Reasons for leaving program (n=67)<sup>a</sup>**

<b>Reason</b>	<b>n</b>	<b>%</b>
Arrested or parole/probation revoked	26	38.8
Problems relating to others	18	26.9
Family or childcare problems	12	17.9
Program didn't help meet goals	10	14.9
Was bored	6	9.0
Transportation problems	4	6.0
NYCJC work too hard	3	4.5
Alcohol or drug problem	2	3.0
Physical or mental health problem	1	1.5
Other	21	31.3
Missing	0	—

Source: Follow-Up Survey.

<sup>a</sup> Responses do not sum to n because respondents could check as many reasons as applicable.

The most frequently cited reasons for leaving the program early were being arrested or having probation or parole revoked,<sup>28</sup> difficulties relating to others (either staff or other trainees), and family or childcare problems, reported by 26, 18, and 12 respondents, respectively. Some of the reasons listed as “other” reasons for leaving the program early included: no reason, just stopped ( $n=4$ , 6.0%); missed too many days ( $n=3$ , 4.5%); and moved out of the area ( $n=4$ , 6.0%).

As mentioned, the MIS data indicated that 200 participants either completed service or graduated,<sup>29</sup> leaving 140 who left the program for some other reason ( $n=123$ ) or never appeared to receive services or departed from the program soon after entering it ( $n=17$ ). Of those 123 for whom MIS data are available regarding reason for leaving the program, 54 withdrew from the program, and 69 were discharged. The most frequent reasons for discharge included excessive absence and disruptive behavior. Some of those who withdrew did so in order to take a job.

<sup>27</sup> 187 Follow-Up Survey respondents said they did complete or graduate from the NYC Justice Corps.

<sup>28</sup> According to the DCJS data, about 18 percent of JCP participants had an arrest between baseline and completion. About 14 percent of JCP participants had an arrest between baseline and completion that led to conviction.

<sup>29</sup> Note that the 187 respondents who indicated on their Follow-Up Surveys that they had graduated or completed represent 93.5% of those 200 coded in the MIS as having graduated or completed.

## 5.5 Variables Associated with Extent of Participation

Table 5-6 presents the results of a linear regression analysis on variables that may be associated with days of program attendance for JCP participants. The model included 291 cases with complete data; the same 13 variables used in the model to predict graduation/completion were used in this analysis. Statistically significant predictors are in **bold**. Four variables were statistically significant predictors of days of program attendance for JCP participants. JCP participants who were employed in any quarter during the year prior to baseline attended the NYC Justice Corps program for more days than those who were not employed in the year prior to baseline ( $p=.0203$ ). JCP participants in the late cohorts attended the program for fewer days than participants who were in the early cohorts ( $p=.0093$ ). For reasons addressed in the discussion chapter (Chapter 8), site was a statistically significant predictor of program attendance, with those participating in Brooklyn having higher attendance than those in the Bronx ( $p=.0001$ ). JCP participants who reported more job-related problems at baseline attended the program fewer days compared to those participants who reported less job-related problems at baseline ( $p=.0393$ ).<sup>30</sup> One variable was a marginally statistically significant predictor of number of days JCP participants attended the program. JCP participants with a high school diploma, GED, technical certificate or license, or who were currently enrolled in an educational program (at baseline) attended the program more days compared to those participants without such education ( $p=.0501$ ).

**Table 5-6. Linear regression on variables associated with the number of days JCP participants attended the program ( $n=291$ )**

Independent variable	B	SE
Intercept	40.5073	26.5200
<b>Employed any quarter prior to baseline*</b>	<b>-9.2176</b>	<b>3.9473</b>
<b>Early or late cohort**</b>	<b>-10.2272</b>	<b>3.9046</b>
Referral Source: Probation	0.9797	4.3266
Referral Source: Parole	-1.1479	5.1315
<b>Education at baseline^</b>	<b>7.7652</b>	<b>3.9463</b>
Prior need or receipt of substance abuse or mental health treatment	-0.8214	3.8590
<b>Site: Bronx vs. Brooklyn***</b>	<b>15.0450</b>	<b>3.8798</b>
Baseline work self-efficacy	1.0490	0.8903
Age	1.5312	1.0254
<b>Employment-related problems at baseline*</b>	<b>-2.7678</b>	<b>1.3366</b>
Anti-social activities at baseline	0.2731	1.2372
Pro-social activities at baseline	-0.5271	0.7243
Community engagement at baseline	0.4558	0.6635

Sources: Baseline Survey, New York City Justice Corps MIS, New York State Department of Labor.

^ .05 <  $p$  < .1, \*  $p$  ≤ .05, \*\*  $p$  ≤ .01, \*\*\*  $p$  ≤ .001.

<sup>30</sup> These problems included barriers (e.g., need to care for a family member or difficulty with transportation) and job-readiness problems (e.g., not knowing how to apply for a job, not being able to get up on time).

The next section focuses on the JCP participants' program experience.

## 5.6 JCP Perceptions of the Program

The Follow-Up Survey asked respondents to indicate both their degree of satisfaction with the NYC Justice Corps program and the usefulness of its program components. As shown in Table 5.7, over four out of five (82.6%) of the JCP participants said they were satisfied with the program, while only 5.9 percent said they were dissatisfied; the remaining 11.5 percent were neither satisfied nor dissatisfied. A little over two thirds (68.6%) of the participants said that the job training they received through the NYC Justice Corps was helpful. Nearly three fourths of the respondents (73.8%) said that working on a community benefit service project was useful, with a slightly higher percentage (76.1%) finding participation in an internship useful. Almost four out of five participants (78.5%) said that training on how to apply for a job was useful, and 69.0 percent said that the program's help in getting a job or going back to school was useful.

**Table 5-7. Experience in NYC Justice Corps Program (n=251-253)**

Characteristic	Percent	Number
<b>Satisfaction with program<sup>a</sup></b>		
Satisfied	82.6	209
Neither satisfied nor dissatisfied	11.5	29
Dissatisfied	5.9	15
<b>Usefulness of NYC Justice Corps components) (% very useful)</b>		
Job training <sup>b</sup>	68.6	173
Working on a community benefit service project <sup>b</sup>	73.8	186
Participating in an internship <sup>c</sup>	76.1	191
Training on how to apply for a job <sup>c</sup>	78.5	197
Help in getting a job or going back to school <sup>b</sup>	69.0	174

Source: Follow-up Survey

<sup>a</sup> 34.5% (n=87) cases missing.

<sup>b</sup> 34.9% (n=88) cases missing.

<sup>c</sup> 35.4% (n=89) cases missing.

## 5.7 JCR Participation in Alternative Programs

Approximately a quarter of JCR members (26.8%) reported participating in an alternative vocational training program in the 12 months or so since they applied to the NYC Justice Corps. Using a range of acronyms and possible agency and organization names, they identified at least 31 different

programs. However, the specific nature of the vocational training programs, and the duration and intensity of JCR member participation in them is unknown.

Among those who responded to the Follow-Up Survey, 202 JCR members appear to have participated in an alternative program of any sort since they applied to the NYC Justice Corps, representing 88.2 percent of those for whom data are available. This may be an underestimate, because the questions asked whether they had attended any program that helped them in various ways. Hence, if an individual had attended a program and deemed it not to have helped him or her, the indicator would not identify that person as having attended an alternative program. Again, the nature of the alternative programs, and the duration and intensity of JCR member participation in them is unknown.

The Follow-Up Survey framed some of the questions differently for the JCP and JCR members, to correspond to their experience in or out of the program. For the JCP members, the questions asked whether the NYC Justice Corps had helped them in a number of specific ways; for the JCR members, the questions asked whether, since applying to the NYC Justice Corps, they had attended any program that helped them in the same ways that the NYC Justice Corps might have helped the JCP members. An index based on summing the number of ways that the young adults reported that a program (NYC Justice Corps or alternative program) had helped them revealed that the JCP respondents felt that the NYC Justice Corps had helped them in more ways ( $mean=3.7$ ) than the JCR respondents reported that other programs had helped them ( $mean=3.03$ );  $t=4.01$  ( $p<.0001$ ). This suggests the NYC Justice Corps may be more helpful to young adults involved in the justice system than other “standard practice” services.

Table 5-8 presents the results for the individual items comprising that index. In four areas, JCP members’ responses differed significantly from those of JCR members. More JCP members (85.8%) than JCR members (77.7%) reported having received help setting goals;  $\chi^2=5.25$  ( $p=.0219$ ). JCP members were also considerably more likely (87.4%) than JCR members (44.5%) to report that the program had helped them to get involved in the community;  $\chi^2=99.66$  ( $p<.0001$ ). (JCP respondents were explicitly told not to include their work on community service benefit projects in their answer to this question.)

In addition, JCP members (39.5%) were much more likely to report that they received some “other” type of help from the NYC Justice Corps than JCR members (1.8%) to cite having received such help from alternative programs; (*Fishers Exact Test*  $p<.0001$ ). Other types of help cited by JCP members included: changing my life and becoming a better person ( $n=27$ ), job training ( $n=13$ ),

staying out of trouble ( $n=11$ ), learning good work ethics ( $n=6$ ), learning life skills ( $n=7$ ), learning about job interviews ( $n=5$ ), developing a resume ( $n=4$ ); learning team work and how to get along with different personalities ( $n=3$ ), learning communication skills ( $n=4$ ), and learning about different opportunities ( $n=3$ ).

**Table 5-8. Perceived benefits of participation in NYC Justice Corps (JCP) and alternative programs (JCR)**

Characteristic	Participant Group					
	JCP ( $n=253$ )		JCR ( $n=229$ )		Total ( $n=482$ )	
	Percent	Number	Percent	Number	Percent	Number
<b>Did NYC Justice Corps (JCP)/other program (JCR) help to: (% yes)<sup>a</sup></b>						
Find or keep a job <sup>b</sup>	55.3	140	52.0	119	53.7	259
<b>Set goals*</b>	<b>85.8</b>	<b>217</b>	<b>77.7</b>	<b>178</b>	<b>82.0</b>	<b>395</b>
<b>Find a place to live***</b>	<b>24.2</b>	<b>61</b>	<b>42.8</b>	<b>98</b>	<b>33.1</b>	<b>159</b>
Finish or go to school	45.4	115	49.3	113	47.3	228
Get alcohol or drug treatment	33.3	84	35.4	81	34.3	165
<b>Get involved in the community<sup>c***</sup></b>	<b>87.3</b>	<b>221</b>	<b>44.5</b>	<b>102</b>	<b>67.0</b>	<b>323</b>
<b>Anything else***</b>	<b>39.5</b>	<b>100</b>	<b>1.8</b>	<b>4</b>	<b>21.6</b>	<b>104</b>

Source: Follow-up Survey.

<sup>a</sup> JCP members were asked about their experiences in the NYC Justice Corps. JCR members were asked about their experiences with “any program” since applying to the NYC Justice Corps.

<sup>b</sup> Not including work done in the NYC Justice Corps.

<sup>c</sup> Not including community benefits work done in the NYC Justice Corps.

<sup>^</sup>  $.05 < p < .1$ ,  $*p \leq .05$ ,  $**p \leq .01$ ,  $***p \leq .001$ .

JCR members (42.8%) were more likely to report that they had received help from an alternative program in finding a place to live than were JCP members (24.2%) to report that they had received this type of help from the NYC Justice Corps;  $\chi^2 = 18.73$  ( $p < .0001$ ).<sup>31</sup>

Overall, JCP members were more likely to report they had received help from the NYC Justice Corps than were JCR members to report they had received help from an alternative program. However, because JCR members were much more likely to report they received help in finding a place to live than JCP members, perhaps housing assistance efforts should be strengthened in future implementations of the NYC Justice Corps if this is an unmet need for JCP members.

<sup>31</sup> Note only 4 JCP participants and 4 JCR participants reported being homeless on the Baseline Survey. Further, 17 JCP members and 15 JCR members reported living in short-term, emergency, or temporary housing on the Baseline Survey. By far, most JCP and JCR participants reported living with friends or family.

Another set of items asked respondents about types of positive experiences (e.g., learning a skill or making new friends) they may have had since applying to the NYC Justice Corps. Overall, JCP members said they had learned an average of 6.7 of the items listed in Table 5.9, compared to an average of 4.5 for the JCR group;  $t=11.00$  ( $p<.0001$ ). Table 5.9 presents the results for the individual items. The JCP and JCR respondents differed on every item. More than 9 out of 10 JCP members (94.5%) indicated they had learned new job skills, compared to only about half (54.0%) of the JCR members;  $\chi^2=105.75$  ( $p<.0001$ ). More JCP members reported they had received help in obtaining a job or returning to school (67.6%) than did JCR members (41.0%);  $\chi^2=34.21$  ( $p<.0001$ ). JCP members were more likely to indicate that they made new friends in the NYC Justice Corps that they still see (83.8%) than JCR members reported since applying for the NYC Justice Corps (51.5%);  $\chi^2=57.96$  ( $p<.0001$ ). More than twice as many JCP members indicated they had done work that helped their neighborhood (74.7% *vs.* 37.7%, respectively);  $\chi^2=66.99$  ( $p<.0001$ ). JCP respondents were more likely, at 90.9 percent, to report that they had learned how to get a job than JCR respondents, at 65.9%;  $\chi^2=45.25$  ( $p<.0001$ ). More JCP respondents also indicated they had met people who could help them find a job (85.8%), compared to JCR members (65.5%);  $\chi^2=27.18$  ( $p<.0001$ ). In addition, they were more likely to report they had learned things to help them stay out of trouble (83.0% of the JCP group and 60.3% of the JCR group);  $\chi^2=30.97$  ( $p<.0001$ ). Finally, 94.9 percent of the JCP members indicated they had gained skills or knowledge that would help them get ahead in life, compared to 73.8 percent of the JCR group;  $\chi^2=41.49$  ( $p<.0001$ ).

Table 5-9. Experiences of JCP and JCR respondents since applying to NYC Justice Corps

Characteristic	Participant group				Total	
	JCP (n=253)		JCR (n=229)		Total (n=482)	
	Percent	Number	Percent	Number	Percent	Number
Experience in NYC Justice Corps (JCP)/experience since applying for NYC Justice Corps (JCR) (% agreed) <sup>a</sup>						
I learned new job skills*** <sup>b</sup>	94.5	239	54.0	123	75.3	362
I received help getting a job or going back to school***	67.6	171	41.0	94	55.0	265
I made new friends that I still see***	83.8	212	51.5	118	68.5	330
I did work that helped my neighborhood*** <sup>b</sup>	74.7	189	37.7	86	57.2	275
I learned how to get a job***	90.9	230	65.9	151	79.0	381
I met people who can help me find a job***	85.8	217	65.5	150	76.1	367
I had training that will help me stay out of trouble***	83.0	210	60.3	138	72.2	348
I learned things that will help me get ahead in life***	94.9	240	73.8	169	84.8	409

Source: Follow-up Survey.

<sup>a</sup> JCP members were asked about their experiences in the NYC Justice Corps; JCR members were asked about their experiences since applying to the NYC Justice Corps. Respondents could “agree,” “neither agree nor disagree,” or “disagree.”

<sup>b</sup> n=481; data for one JCR member were missing.

\* p≤.05, \*\*p≤.01, \*\*\*p≤.001.

## Evaluation Participant Outcomes

The Evaluation of the New York City Justice Corps found few statistically significant differences between the JCP and JCR groups on education outcomes, employment (i.e., any employment during specified time periods), or criminal justice outcomes. However, the evaluation did find a consistent pattern of higher employment and wages for JCP members, relative to JCR members. This chapter presents the findings regarding both the intermediate outcomes and longer-term outcomes of primary interest to the evaluation; it includes the results of multivariate analyses that examine variables associated with those outcomes. In addition, the chapter provides an overview of findings from additional analyses conducted to assess whether the results are affected by patterns of missing data.

### 6.1 Intermediate Outcomes

Table 6-1 presents results on some intermediate outcomes. Young adults reported on both their own and their friends' pro-social and anti-social activities in the past 30 days as well as provided information on their work self-efficacy, job barriers faced, job readiness problems, and community engagement. As seen in the table, the only one of these measures on which the JCP and the JCR young adults differed was number of job readiness problems. Job readiness problems includes aspects of work life that the young person could change (such as willingness to accept authority and ability to get up and go to work on time every day), as opposed to the job barriers, which were potential issues (such as having to care for a family member or not having a place to live) that are less likely to be under an individual's control. The groups did not differ on job barriers, but the JCR respondents reported significantly more job readiness problems (mean=.7) than did the JCP group (mean=.5);  $t=2.20$  ( $p=.0284$ ). While this is a statistically significant difference, note that both groups reported, on average, fewer than 1 of these problems. Overall, JCP and JCR participants were similar on measures of self and friends' prosocial and antisocial activities, work self-efficacy, job readiness problems, and community engagement reported on the Baseline and Follow-up Surveys. This suggests participation in the NYC Justice Corps or alternative "standard practice" services did not affect these intermediate outcomes.

Table 6-1. Intermediate outcomes <sup>a</sup> – JCP versus JCR

Outcome	Participant group		Total (n=483)
	JCP (n=254)	JCR (n=229)	
<b>Participant's pro/anti-social activities in last 30 days<sup>b</sup> (average)</b>			
Participants' anti-social activities (on 16-point scale)	.8	.7	.8
Participants' pro-social activities (on 14-point scale)	10.2	10.2	10.2
<b>Friends' pro/anti-social activities in last 30 days<sup>c</sup> (average)</b>			
Friends' anti-social activities (on 14-point scale)	4.5	4.2	4.3
Friends' pro-social activities (on 12-point scale)	6.4	6.4	6.4
Work self-efficacy (average)	13.3	13.2	13.3
Barriers to employment (average number)	1.3	1.4	1.3
<b>Job Readiness Problems (average number)*</b>	<b>.5</b>	<b>.7</b>	<b>.6</b>
Community engagement (average)	7.2	7.1	7.1

Source: Follow-up Survey.

<sup>a</sup> These measures are described in Chapter 4.

<sup>b</sup> Frequency of engaging in activities.

<sup>c</sup> Proportion of friends engaging in activities.

<sup>^</sup>  $p < .05 < .1$ , \* $p \leq .05$ , \*\* $p \leq .01$ , \*\*\* $p \leq .001$

## 6.2 Education

The evaluation drew on two sources of data to assess evaluation participants' post program education. Both JCP and JCR respondents answered several questions about their education attainment and plans for future education on the Follow-Up Survey. In addition, the conveners recorded the placement of program participants into educational programs when they left the NYC Justice Corps. The conveners reported placing 38 JCP members into educational programs. Table 6-2 presents the type of educational settings into which participants were placed.

Table 6-2. JCP post program educational placements

Type of educational program	Percent and number of JCP members placed in program	
	Percent	Number
GED	5.3	18
College	2.4	8
Vocational	3.2	11
Placed but placement type missing	<.01	1
None	88.8	302

Source: New York City Justice Corps MIS.

The Follow-Up Survey asked both JCP and JCR participants about their current educational status and future plans for education. We found no differences between the JCP and JCR groups on any of these measures. Table 6.3 presents those findings.

Table 6-3. Educational progress and plans – JCP versus JCR

Characteristic	Participant group				Total	
	JCP (n=254)		JCR (n=229)		Total (n=483)	
	Percent	Number	Percent	Number	Percent	Number
<b>Current education status (%)</b>						
Has HS, GED, technical training certificate, license, or currently enrolled	76.0	193	74.7	171	75.4	364
Graduated or Received GED	42.5	108	38.9	89	40.8	197
New graduate or GED	11.4	29	11.4	26	11.4	55
Has technical training certificate or license	36.6	93	42.8	98	39.5	191
New technical certificate or license	20.1	51	23.6	54	21.7	105
<b>Current educational enrollment (%)</b>						
Currently in GED Program	18.9	48	19.2	44	19.0	92
Currently in vocational training program	15.0	38	15.3	35	15.1	73
Currently in college program	9.1	23	7.4	17	8.3	40
Currently in other education program	3.2	8	4.4	10	3.7	18
Currently in any education program	33.5	85	34.1	78	33.8	163
<b>Future education plans (% agreed)</b>						
Plan to enroll in a GED program	51.2	130	52.4	120	51.8	250
Plan to enroll in a vocational training program	73.9	187	70.8	160	72.4	347
Plan to enroll in a college program	85.1	211	89.4	203	87.2	414
Plan to enroll in other educational program	53.2	135	56.8	129	54.9	264
Plan to enroll in any education program	97.2	247	97.8	224	97.5	471

Source: Follow-up Survey.

<sup>^</sup>p<.05<.1, \*p≤.05, \*\*p≤.01, \*\*\*p≤.001

## 6.3 Employment

The New York City Justice Corps MIS included data on the numbers of JCP group members placed into jobs on leaving the NYC Justice Corps program. In addition, the New York State Department of Labor (DOL) provided wage data for the relevant quarters for all cohorts through 8 quarters after completion (24 months after completion). In order for the evaluation to access these employment data, evaluation participants had to provide signed permission forms ( $n=559$  in all 11 cohorts, of whom data were available on 533).

### 6.3.1 Quarterly and Cumulative Employment and Wages

The NYC Justice Corps MIS data indicated that 77 JCP members (22.6%) were placed into jobs on leaving the program. Twenty-eight of those individuals (36.4%) met the job retention benchmark (i.e., they remained employed for 5 days or longer).

Of the 559 evaluation participants representing all cohorts who authorized the evaluation to access their New York State Department of Labor wage files, data were available on 533 participants on employment for up to eight quarters after cohort completion.<sup>32</sup> Table 6-4 presents the employment status of evaluation participants for all 11 cohorts through the first eight quarters after cohort completion date, based on those state data. Evaluation participants were coded as employed during the quarter if they had any taxable wages during that period. Row 1 in the table includes all participants employed during the first quarter, regardless of their second quarter employment; similarly, the second row includes all employment during the second quarter, regardless of first quarter employment. The third row unduplicates these numbers, presenting employment for anyone who was employed in *either* the first or second quarter, and the fourth row shows only those who were employed in both quarters. These four rows are repeated for quarters 3 and 4, quarters 5 and 6, and quarters 7 and 8 following cohort completion date.

The groups did not differ significantly in their employment status through the third quarter. However, in the third quarter, for the first time, we see the difference between the groups moving into the expected direction, with 26.1 percent of the JCP participants compared to 21.5 percent of the JCR participants employed in the third quarter. This trend continues in the fourth quarter after

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<sup>32</sup> The analysis excludes employment during the program period, when the JCP participants were not in the labor market.

completion, with more JCP participants (26.1%,  $n=76$ ) employed than JCR participants (19.4%,  $n=47$ ); this difference is marginally statistically significant ( $\chi^2=3.34$ ,  $p=.0678$ ). The difference in employment status for quarters three *and* four after completion for JCP (20.6%,  $n=60$ ) and JCR (14.0%,  $n=34$ ) is statistically significant ( $\chi^2=3.92$ ,  $p=.0476$ ). Although a higher percentage of JCP participants—compared to JCR participants—were employed in three of the four remaining time periods through eight quarters after completion, only one of these differences reached marginal or standard statistical significance (see Table 6.4). Specifically, more JCP participants (18.6%,  $n=54$ ) were employed in both quarters 7 and 8 after cohort completion than JCR members (13.2%,  $n=32$ );  $\chi^2=2.78$  ( $p=.0956$ ).

In addition to employment status during each time period, we compared JCP and JCR participants on three cumulative employment variables: number of quarters employed out of the first four quarters after cohort completion (for all cohorts), number of quarters employed out of the second four quarters after cohort completion (quarters five through eight for all cohorts), and number of quarters employed out of the first eight quarters after cohort completion. The number of quarters employed (out of the first four) was similar for JCP (mean=0.90,  $n=291$ ) and JCR (mean=0.80,  $n=242$ ) participants. The number of quarters employed (out of quarters five through eight) was also similar for JCP (mean=0.94,  $n=291$ ) and JCR participants (mean=0.82,  $n=291$ ). On average, JCP members were employed 1.84 quarters ( $n=291$ ) (out of 8 quarters after completion), and JCR members were employed 1.63 quarters ( $n=242$ ) (out of 8 quarters after completion). Although these differences were in the expected direction (favoring the JCP participants), they are not statistically significant.

Table 6-4. Quarterly employment up to 24 months post completion – JCP versus JCR

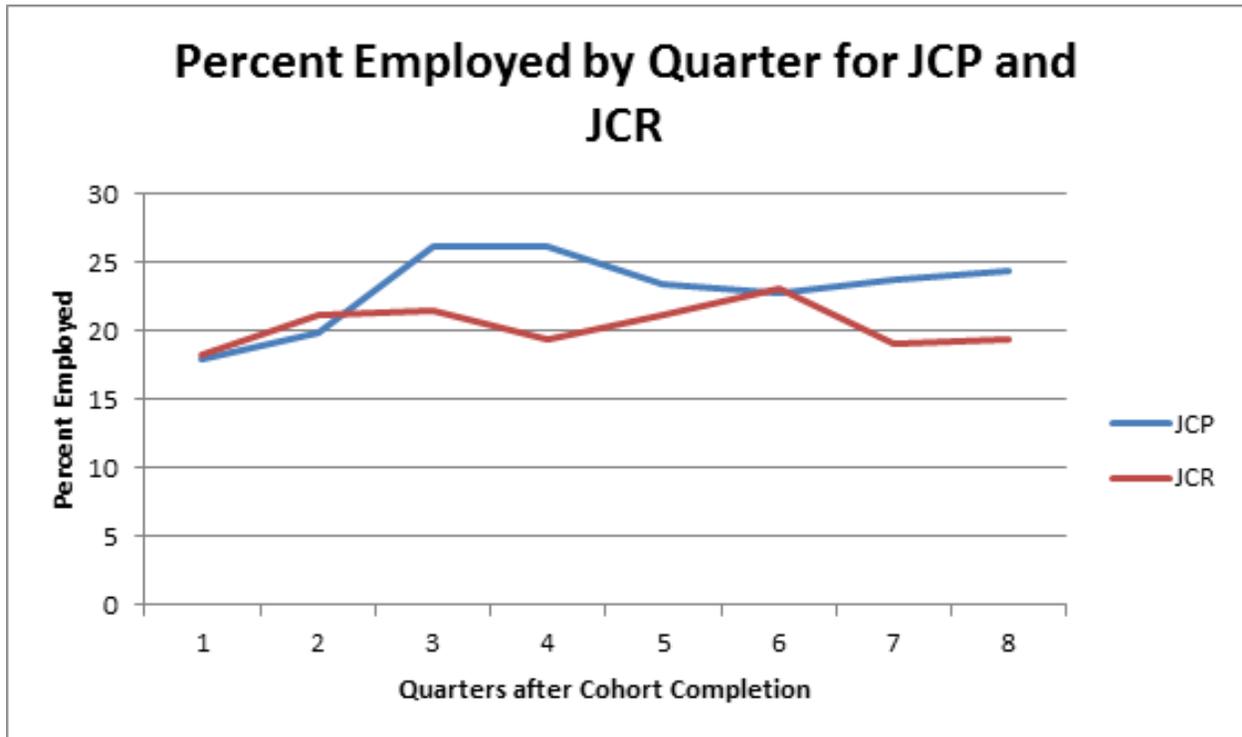
Time period of employment	Percent and number employed during period					
	JCP (n=291)		JCR (n=242)		Total (n=533)	
	Percent	Number	Percent	Number	Percent	Number
Quarter 1 after completion	17.9	52	18.2	44	18.0	96
Quarter 2 after completion	19.9	58	21.1	51	20.4	109
Either of the first two quarters after completion	27.2	79	27.3	66	27.2	145
Both Quarters 1 and 2 after completion	10.6	31	12.0	29	11.3	60
Quarter 3 after completion	26.1	76	21.5	52	24.0	128
<b>Quarter 4 after completion<sup>^</sup></b>	<b>26.1</b>	<b>76</b>	<b>19.4</b>	<b>47</b>	<b>23.1</b>	<b>123</b>
Either Quarter 3 or 4 after completion	31.6	92	26.9	65	29.5	157
<b>Both Quarters 3 and 4 after completion*</b>	<b>20.6</b>	<b>60</b>	<b>14.0</b>	<b>34</b>	<b>17.6</b>	<b>94</b>
Quarter 5 after completion	23.4	68	21.1	51	22.3	119
Quarter 6 after completion	22.7	66	23.1	56	22.9	122
Either Quarter 5 or 6 after completion	30.6	89	28.9	70	29.8	159
Both Quarter 5 and 6 after completion	15.5	45	15.3	37	15.4	82
Quarter 7 after completion	23.7	69	19.0	46	21.6	115
Quarter 8 after completion	24.4	71	19.4	47	22.1	118
Either Quarter 7 or 8 after completion	29.6	86	25.2	61	27.6	147
<b>Both Quarter 7 and 8 after completion<sup>^</sup></b>	<b>18.6</b>	<b>54</b>	<b>13.2</b>	<b>32</b>	<b>16.1</b>	<b>86</b>

Source: New York State Department of Labor. Completion refers to expected cohort completion date.

<sup>^</sup> .05<p<.1, \*p≤.05, \*\*p≤.01, \*\*\*p≤.001

The percent of participants employed in each of the eight quarters after cohort completion is depicted graphically in Figure 6-1. The blue line represents the percent of JCP participants employed, and the red line represents the percent of JCR participants employed. For the first two quarters, a higher percentage of JCR participants were employed than JCP participants. However, beginning in the third quarter after cohort completion, a higher percentage of JCP participants were employed than JCR participants. This pattern remains consistent for the remaining quarters, with the exception of the sixth quarter after cohort completion, during which a higher percentage of JCR participants were employed than JCP participants. Following the sixth quarter after cohort completion, the lines diverge again, with more JCP participants employed in the seventh and eighth quarters after cohort completion compared to JCR participants.

Figure 6-1. Percent employed by quarter for JCP and JCR



Source: New York State Department of Labor.

The findings suggest the NYC Justice Corps increased employment for program participants. The effect of the program on participants' employment begins to emerge during the third quarter post-program completion. By the fourth quarter after program completion, a marginally statistically significant difference in employment for JCP and JCR participants occurs with a higher percentage of JCP participants employed than JCR participants. Although the differences in employment between the two groups are not statistically significant for the remaining quarters, more JCP participants were employed than JCR participants, with the exception of the sixth quarter after program completion. Overall, JCP participants have higher rates of employment, beginning in the third quarter post-program completion, than JCR participants. This suggests the NYC Justice Corps is having the intended effects on employment. For an in-depth discussion on employment outcomes, refer to Chapter 8, Section 8.4.2.

Table 6-5 presents the participants' wages for each of the eight quarters after cohort completion for all 11 cohorts. In the first quarter after completion, average wages among employed JCP and JCR did not significantly differ between the two groups. However, in the second quarter after cohort completion, the JCP members who were employed ( $n=58$ ) earned more than the employed JCR members ( $n=51$ ); this difference is marginally statistically significant ( $t=1.93$ ,  $p=.0567$ ). JCP

employees earned an average of \$2,412.8 compared to \$1,723.9 for JCR members. For the third, fourth, and fifth quarters separately, average wages did not significantly differ between the two groups. In the sixth quarter, however, employed JCP participants earned, on average, more wages (\$3,360.8) compared to employed JCR participants (\$2,370.9); this difference is marginally statistically significant ( $t=1.84, p=.0685$ ).

**Table 6-5. Average quarterly wages up to 24 months post completion – JCP versus JCR**

Time period of employment	Average quarterly wages		
	JCP	JCR	Total
	Average <i>n</i>	Average <i>n</i>	Average <i>n</i>
Quarter 1 after completion	\$1,777.0 <i>n</i> =52	\$2,067.3 <i>n</i> =44	\$1,910.0 <i>n</i> =96
<b>Quarter 2 after completion<sup>^</sup></b>	<b>\$2,412.8</b> <b><i>n</i>=58</b>	<b>\$1,723.9</b> <b><i>n</i>=51</b>	<b>\$2,090.5</b> <b><i>n</i>=109</b>
Quarters 1 and 2 after completion, cumulative <sup>a</sup>	\$2,941.1 <i>n</i> =79	\$2,710.3 <i>n</i> =66	\$2,836.1 <i>n</i> =145
Quarter 3 after completion	\$2,560.6 <i>n</i> =76	\$1,950.6 <i>n</i> =52	\$2,312.8 <i>n</i> =128
Quarter 4 after completion	\$2,793.6 <i>n</i> =76	\$2,426.1 <i>n</i> =47	\$2,653.2 <i>n</i> =123
Quarters 3 and 4 after completion, cumulative <sup>a</sup>	\$4,423.1 <i>n</i> =92	\$3,314.8 <i>n</i> =65	\$3,964.2 <i>n</i> =157
Quarters 1, 2, 3, and 4 after completion, cumulative <sup>a</sup>	\$5,511.0 <i>n</i> =116	\$4,286.3 <i>n</i> =92	\$4,969.3 <i>n</i> =208
Quarter 5 after completion	\$3,076.3 <i>n</i> =68	\$2,661.9 <i>n</i> =51	\$2,898.7 <i>n</i> =119
<b>Quarter 6 after completion<sup>^</sup></b>	<b>\$3,360.8</b> <b><i>n</i>=66</b>	<b>\$2,370.9</b> <b><i>n</i>=56</b>	<b>\$2,906.43</b> <b><i>n</i>=122</b>
Quarters 5 and 6 after completion, cumulative <sup>a</sup>	\$4,842.8 <i>n</i> =89	\$3,836.1 <i>n</i> =70	\$4,399.6 <i>n</i> =159
Quarter 7 after completion	\$3,549.8 <i>n</i> =69	\$2,850.1 <i>n</i> =46	\$3,269.9 <i>n</i> =115
Quarter 8 after completion	\$3,603.2 <i>n</i> =71	\$2,968.1 <i>n</i> =47	\$3,350.2 <i>n</i> =118
Quarters 7 and 8 after completion, cumulative <sup>a</sup>	\$5,822.8 <i>n</i> =86	\$4,436.1 <i>n</i> =61	\$5,247.4 <i>n</i> =147
Quarters 5, 6, 7, and 8 after completion, cumulative <sup>a</sup>	\$8,394.3 <i>n</i> =111	\$6,126.5 <i>n</i> =88	\$7,391.4 <i>n</i> =199
<b>Quarters 1 through 8 after completion, cumulative<sup>a</sup></b>	<b>\$10,910.0</b> <b><i>n</i>=144</b>	<b>\$7,589.2</b> <b><i>n</i>=123</b>	<b>\$9,380.2</b> <b><i>n</i>=267</b>

Source: New York State Department of Labor. Completion refers to expected cohort completion date.

<sup>^</sup> .05< $p$ <.1, \* $p$ ≤.05, \*\* $p$ ≤.01, \*\*\* $p$ ≤.001

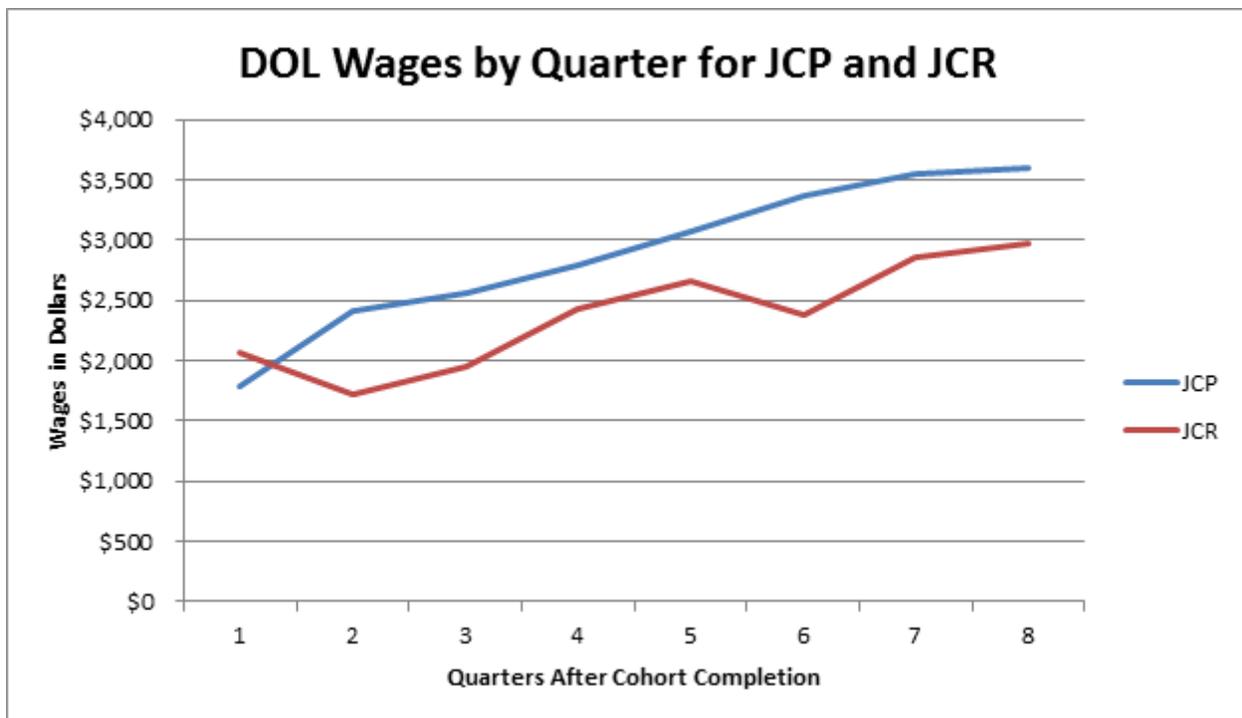
<sup>a</sup> Includes all participants who were employed in one of the quarters.

Only one of the average cumulative wage variables in Table 6-5 significantly differed between employed JCP and JCR participants. When comparing the average wages of those JCP participants

who were employed in at least one of the eight quarters following cohort completion ( $n=144$ ) with their JCR counterparts ( $n=123$ ), on average, JCP participants had higher wages (\$10,910.0) than JCR participants (\$7,589.2); this difference was marginally statistically significant ( $t=1.91, p=.0567$ ).

The relationship between program group and wages is graphically depicted in Figure 6-2. The blue line represents the JCP participants' wages, and the red line the JCR participants' wages. JCP wages began slightly lower than JCR wages for the first quarter after cohort completion; however, for the remaining follow-up periods, JCP wages were higher than JCR wages. Notably, the wages diverged for both groups at five quarters after program completion with JCP participants' wages increasing steadily and JCR participants' wages decreasing steadily in the sixth quarter post-completion, then gradually increasing again. Average wages for both group increased from 6 quarters after cohort completion through 8 quarters after cohort completion.

**Figure 6-2. Quarterly wages for JCP and JCR**



Source: New York State Department of Labor.

Overall, the findings on wages suggest the NYC Justice Corps increased wages for program participants. Although the differences in wages were not statistically significant for all quarters, the pattern is in the expected direction, with JCP participants consistently having higher wages than JCR

participants, beginning in the second quarter post-program completion. For an in-depth discussion of the findings on wages, refer to Chapter 8, Section 8.4.2.

### 6.3.2 Variables Associated with Employment

In this section, we present findings on variables that predicted employment status and wages. One must remember that variables tested in a regression model are tested in the context of the other terms in the model. Hence, a variable may be differently predictive of an outcome when tested in the context of the other variables in the model than when it is tested alone; also, variables may be differentially predictive when tested alone in univariate tests than when tested in a model that accounts for all other variables. For an in-depth discussion on the variables associated with employment and wages after program completion, refer to Chapter 8, Section 8.4.2.

The regression models for employment status included the same 13 predictor variables introduced in Chapter 5: education at baseline, employment in the year prior to baseline, whether the participant was referred by probation, parole, or other; whether the participant indicated having needed or received any mental health or substance abuse treatment at baseline, site, cohort, age, sense of community at baseline, employment-related problems at baseline, work self-efficacy at baseline, anti-social activities reported at baseline, and prosocial activities reported at baseline.

The first model is presented in Table 6-6. All 13 independent variables included in the model are displayed, whether or not they were significant predictors of any employment during the eight quarters after completion for JCP and JCR participants. Statistically significant predictors are in **bold**. Data on all model variables were available for 533 participants. Four variables were statistically significant (or marginally statistically significant) predictors of any employment in the eight quarters after cohort completion: employed in year prior to baseline, cohort category, education at baseline, and program site. Participants who were employed during any quarter in the year prior to baseline were more likely to be employed during the eight quarters after cohort completion ( $p < .0001$ ). Participants with a high school diploma, GED, technical certificate, or license were more likely to be employed during the eight quarters after cohort completion compared to participants without such education ( $p = .0319$ ). Participants from Brooklyn were less likely to be employed in the eight quarters after program completion than participants from the Bronx; this reached marginal statistical significance ( $p = .0848$ ). Further, participants in the later cohorts were less likely to be employed in the eight quarters after cohort completion than participants in the early cohorts ( $p = .0404$ ).

Table 6-6. Logistic regression on variables associated with any employment in the eight quarters post completion for JCP and JCR participants ( $n=533$ )

Independent variable	B	SE	Odds ratio
Intercept	0.4303	1.2354	
<b>Employed in year prior to baseline***</b>	<b>0.4189</b>	<b>0.0953</b>	<b>2.311</b>
<b>Early or late cohort*</b>	<b>-0.2052</b>	<b>0.1001</b>	<b>0.663</b>
Referral Source: Probation	0.0050	0.1054	1.010
Referral Source: Parole	0.0651	0.1244	1.139
<b>Education at baseline*</b>	<b>0.1999</b>	<b>0.0932</b>	<b>1.492</b>
Prior need or receipt of substance abuse or mental health treatment	0.0420	0.0932	1.088
<b>Site: Bronx vs. Brooklyn^</b>	<b>-0.1615</b>	<b>0.0937</b>	<b>0.724</b>
Baseline work self-efficacy	-0.0627	0.0431	0.939
Age	0.0166	0.0509	1.017
Employment-related problems at baseline	-0.0973	0.0632	0.907
Anti-social activities at baseline	0.0205	0.0601	1.021
Pro-social activities at baseline	0.0444	0.0366	1.045
Community engagement at baseline	0.0027	0.0339	1.003

Source: New York State Department of Labor; Baseline Survey. Completion refers to expected cohort completion date.

^ .05< $p$ <.1, \* $p$ ≤.05, \*\* $p$ ≤.01, \*\*\* $p$ ≤.001

Looking at the JCP participants only, data were available on 291 participants in the model to predict employment in at least one of the eight quarters after completion (see Table 6-7). Statistically significant predictors are in **bold**. One predictor of any employment in the eight quarters after completion for the JCP members was whether the participant had been employed in the year prior to baseline ( $p<.0001$ ). Participants with a high school diploma, GED, technical certificate, or license were more likely to be employed during the eight quarters after cohort completion compared to participants without such education ( $p=.0398$ ). Participants from Brooklyn were less likely to be employed in the eight quarters after program completion than participants from the Bronx; this reached marginal statistical significance ( $p=.0774$ ). Surprisingly, within the JCP group, the higher the work self-efficacy score at baseline, the less likely the participant was to be employed during any of the eight quarters after completion ( $p=.0279$ ).

Table 6-7. Logistic regression on variables associated with employment in the eight quarters post completion for JCP only (n=291)

Independent variable	B	SE	Odds ratio
Intercept	1.2923	1.7340	
<b>Employed in year prior to baseline***</b>	<b>0.5457</b>	<b>0.1350</b>	<b>2.978</b>
Early or late cohort	-0.1385	0.1327	0.758
Referral Source: Probation	-0.1978	0.1489	0.673
Referral Source: Parole	-0.0344	0.1736	0.934
<b>Education at baseline*</b>	<b>0.2764</b>	<b>0.1344</b>	<b>1.738</b>
Prior need or receipt of substance abuse or mental health treatment	-0.0059	0.1316	0.988
<b>Site: Bronx vs. Brooklyn<sup>^</sup></b>	<b>-0.2353</b>	<b>0.1333</b>	<b>0.625</b>
<b>Baseline work self-efficacy*</b>	<b>-0.1359</b>	<b>0.0618</b>	<b>0.873</b>
Age	-0.0018	0.0698	0.998
Employment-related problems at baseline	-0.1413	0.0937	0.868
Anti-social activities at baseline	0.0707	0.0832	1.073
Pro-social activities at baseline	0.0585	0.0492	1.060
Community engagement at baseline	0.0308	0.0455	1.031

Source: New York State Department of Labor; Baseline Survey. Completion refers to expected cohort completion date.

<sup>^</sup>.05<p<.1, \*p≤.05, \*\*p≤.01, \*\*\*p≤.001

For an in-depth discussion on the variables associated with employment after program completion, refer to Chapter 8, Section 8.4.2.

Table 6-8 provides the linear regression model for cumulative wages in the eight quarters post cohort completion for JCP and JCR participants. Data were available for the 267 JCP and JCR participants who were employed at least one of the quarters between completion and eight quarters post cohort completion. Statistically significant predictors are in **bold**. Only one of the 13 variables was a statistically significant predictor of cumulative wages in the eight quarters after cohort completion for JCP and JCR participants. Participants from Brooklyn, on average, earned less wages than participants from the Bronx in the eight quarters after cohort completion ( $p=.0191$ ).

**Table 6-8. Linear Regression on variables associated with cumulative wages earned between completion and eight quarters post completion for JCP and JCR participants (n=144)**

<b>Independent variable</b>	<b>B</b>	<b>SE</b>
Intercept	-3992.26	12241.27
Employed any quarter prior to baseline	1204.96	1792.99
Early or late cohort	-1837.57	1840.79
Referral Source: Probation	-211.04	2073.66
Referral Source: Parole	2490.34	2435.64
Education at baseline	2206.98	1859.86
Prior need or receipt of substance abuse or mental health treatment	-435.14	1812.11
<b>Site: Bronx vs. Brooklyn*</b>	<b>-4418.88</b>	<b>1873.61</b>
Baseline work self-efficacy	-81.94	387.41
Age	506.06	488.52
Employment-related problems at baseline	-682.09	617.56
Anti-social activities at baseline	-17.76	630.16
Pro-social activities at baseline	210.72	345.74
Community engagement at baseline	92.09	312.84

Source: New York State Department of Labor; Baseline Survey. Completion refers to expected cohort completion date.

^ .05>p<.1, \*p≤.05, \*\*p≤.01, \*\*\*p≤.001

When limited to the 144 JCP participants who were employed at least one quarter between completion and eight quarters post cohort completion, three variables emerged as statistically significant or marginally statistically significant predictors of cumulative wages in the eight quarter after cohort completion. See Table 6-9. Statistically significant predictors are in **bold**. Older participants earned, on average higher cumulative wages between completion and 8 quarters post cohort completion ( $p=.0290$ ). Age is the only statistically significant predictor of cumulative wages between completion and 8 quarters post cohort completion for JCP participants. JCP participants from the late cohorts earned, on average, less cumulative wages between completion and 8 quarters after cohort completion; cohort is a marginally statistically significant predictor of average cumulative wages between completion and 8 quarters post cohort completion ( $p=.0870$ ). JCP participants from Brooklyn earned, on average, less cumulative wages between completion and 8 quarters post cohort completion; site is a marginally statistically significant predictor of cumulative wages between completion and 8 quarters post cohort completion ( $p=.0804$ ).

**Table 6-9. Linear Regression on variables associated with cumulative wages earned between completion and eight quarters post completion for JCP only (n=144)**

<b>Independent variable</b>	<b>B</b>	<b>SE</b>
Intercept	-22434.49	18654.61
Employed any quarter prior to baseline	671.26	2822.37
<b>Early or late cohort<sup>^</sup></b>	<b>-4768.75</b>	<b>2765.52</b>
Referral Source: Probation	-1313.23	3168.00
Referral Source: Parole	854.57	3730.78
Education at baseline	-773.64	3007.61
Prior need or receipt of substance abuse or mental health treatment	-936.65	2732.86
<b>Site: Bronx vs. Brooklyn<sup>^</sup></b>	<b>-6440.31</b>	<b>2917.47</b>
Baseline work self-efficacy	44.77	625.16
<b>Age<sup>*</sup></b>	<b>1309.53</b>	<b>743.18</b>
Employment-related problems at baseline	-1342.38	955.98
Anti-social activities at baseline	234.16	916.93
Pro-social activities at baseline	-132.47	499.00
Community engagement at baseline	194.39	452.93

Source: New York State Department of Labor; Baseline Survey. Completion refers to expected cohort completion date.

<sup>^</sup>.05<p<.1, \*p≤.05, \*\*p≤.01, \*\*\*p≤.001

For an in-depth discussion on the variables associated with wages after program completion, refer to Chapter 8, Section 8.4.2.

### **6.3.3 Additional Analyses on Employment Outcomes**

We conducted a series of additional analyses to examine whether the results regarding employment-related outcomes are affected by the patterns of missing data. Specifically, we compared the quarterly and cumulative employment and average wages up to 24 months after cohort completion for JCP and JCR participants with both DCJS and DOL data. The results of these analyses are consistent with the findings from the comparisons of JCP and JCR participants on employment outcomes of interest, not limited to those participants with both DCJS and DOL data. In order to assess whether the results are affected by having more missing data for JCR participants than JCP participants in the early cohorts, we examined the employment outcomes up to 24 months after cohort completion for only those JCP and JCR participants from the later cohorts (i.e., Bronx cohorts 4, 5, and 6; Brooklyn cohorts 4, 5, and 6). The results of these additional analyses are consistent with the results of those analyses on all cohorts of JCP and JCR participants (participants from whom we obtained permission to request employment and wage data from DOL). This suggests the results in regards to the employment outcomes are not affected by patterns of missing data from DCJS and DOL.

## 6.4 Criminal Justice

In this section, we present the criminal justice outcomes for program (JCP) and referral (JCR) group young adults. The evaluation received criminal justice outcome data from the New York State Division of Criminal Justice Services (DCJS) from baseline to 24 months following cohort completion for all cohorts ( $n=618$ ). As mentioned in Section 2.2.1, the DCJS data are dynamic in nature and each dataset we received from DCJS was essentially a snapshot of criminal history information on a specific day at a specific time. Further, for this Evaluation, the DCJS data exclude sealed cases. New York's sealing statutes require the sealing of all official records and papers relating to an arrest or prosecution that ends in a favorable termination or conviction of a noncriminal offense. Generally, a case is sealed if it ends in a non-conviction disposition (district attorney declines to prosecute, dismissal, acquittal after trial, etc.), in a conviction to a non-criminal offense (a violation or infraction), or in a Youthful Offender Adjudication. Generally, a case is not sealed if it ends in an adult conviction (by guilty plea or trial verdict) to a criminal offense (a felony or misdemeanor). Because this analysis used identifiable case level criminal history data, arrests that were ultimately sealed upon disposition were excluded when calculating re-arrest and re-conviction rates.

As we discussed in Section 4.4, all analyses involving DCJS data presented in this report are based on two main assumptions. First, we assume that all participants were arrested prior to baseline, regardless of whether they have an arrest prior to baseline in the DCJS data. This is based on the fact that in order for an individual to be eligible for the NYC Justice Corps program, he or she must have been arrested prior to baseline.<sup>33</sup> For this reason, we do not present the arrests prior to baseline variables or analyses based on these variables in this report. We also make the assumption that individuals without DCJS data are valid cases (i.e., we assume individuals with no DCJS data have no adult criminal history and set all variables based on DCJS data to zero). Because we treat participants without DCJS data as valid cases (rather than missing), they remain in all analyses of the DCJS data.<sup>34</sup>

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<sup>33</sup> Note, for example, DCJS data do not include arrests or cases outside of New York State.

<sup>34</sup> We replicated the analyses on DCJS data with participants with no DCJS coded as missing to determine whether the general findings of the evaluation in regards to the criminal justice outcomes varied depending on how we treated those individuals without DCJS data. The results are consistent (i.e., whether participants with no DCJS data were treated as valid cases or missing).

We conducted the analyses based on the DCJS data on two sets of arrests: (1) all arrests and (2) only arrests that led to conviction. When we limit the arrests to “arrests that led to conviction,” the less serious or potentially groundless arrests are dropped from the analyses and only arrests that led to a conviction remain. In this section, we present the results of the analyses on arrests that led to conviction. However, we replicated these analyses for all arrests for comparison purposes and note any discrepancies in the text. This is the case for both the bivariate comparisons of arrest variables for JCP and JCR participants, as well as the multivariate analyses in which an arrest variable is specified as the outcome of interest.

### **6.4.1 Periodic and Cumulative Criminal Justice Events**

Table 6-10 provides the periodic arrest data for discrete periods up to 24 months after cohort completion date for all cohorts. Note the arrest data presented in Table 6-10 are limited to arrests that led to conviction. JCP and JCR participants had similar arrest rates for all time periods; we found no statistically significant differences between the two groups on arrests that led to conviction during any time period. Periodic arrests that led to conviction up to 24 months after cohort completion are depicted graphically in Figure 6-3 for JCP and JCR participants, separately.

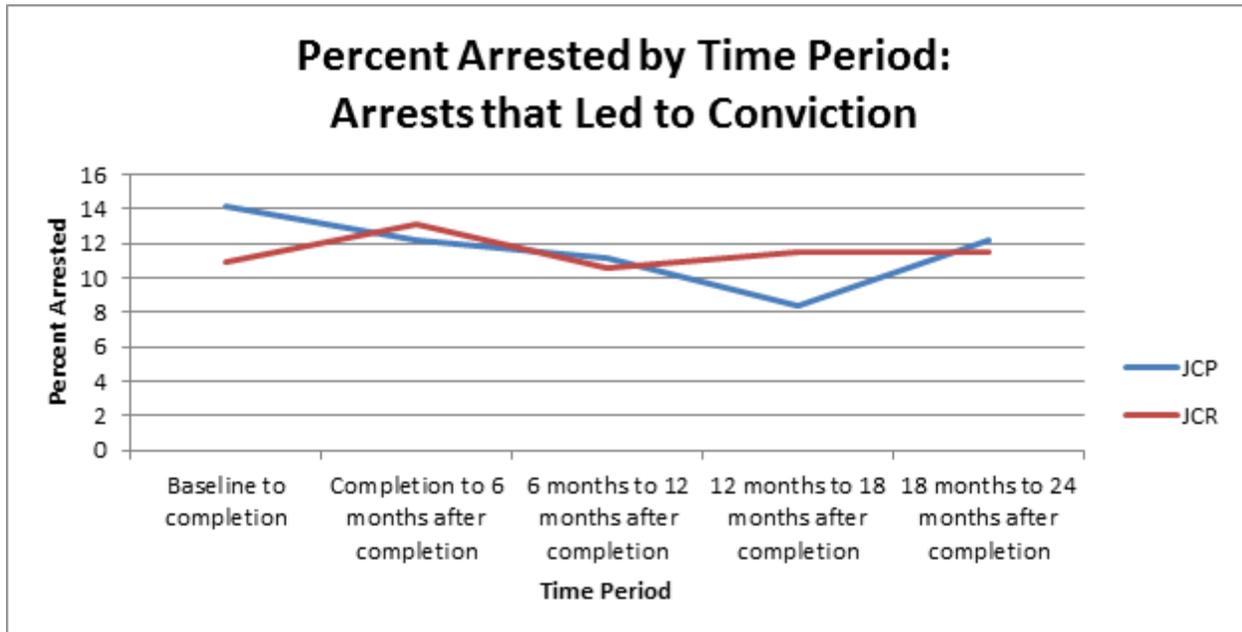
Table 6-10. Periodic arrests that led to conviction up to 24 months post completion – JCP versus JCR

Time period of arrest	Percent and number arrested during period					
	JCP (n=296)		JCR (n=321)		Total (n=617)	
	Percent	Number	Percent	Number	Percent	Number
Baseline to completion	14.2	42	10.9	35	12.5	77
Completion to 30 days after completion	2.0	6	2.8	9	2.4	15
Baseline to 30 days after completion	15.9	47	13.7	44	14.8	44
31 to 60 days after completion	3.4	10	1.2	4	2.3	14
Baseline to 60 days after completion	17.9	53	14.3	46	16.0	99
61 to 90 days after completion	2.4	7	2.8	9	2.6	16
Baseline to 90 days after completion	18.6	55	15.9	51	17.2	106
91 days to 6 months after completion	6.8	20	7.5	24	7.1	44
Baseline to 6 months after completion	22.6	67	21.2	68	21.9	135
Completion to 6 months after completion	12.2	36	13.1	42	12.6	78
6 months to 12 months after completion	11.2	33	10.6	34	10.9	67
Baseline to 12 months after completion	29.0	86	29.6	95	29.3	181
12 months to 18 months after completion	8.4	25	11.5	37	10.0	62
Baseline to 18 months after completion	32.8	97	37.1	119	35.0	216
18 months to 24 months after completion	12.2	36	11.5	37	11.8	73
Baseline to 24 months after completion	36.5	108	42.4	136	39.6	244

Source: New York State Division of Criminal Justice Services. Completion refers to expected cohort completion date.

^ .05<p<.1, \*p≤.05, \*\*p≤.01, \*\*\*p≤.001

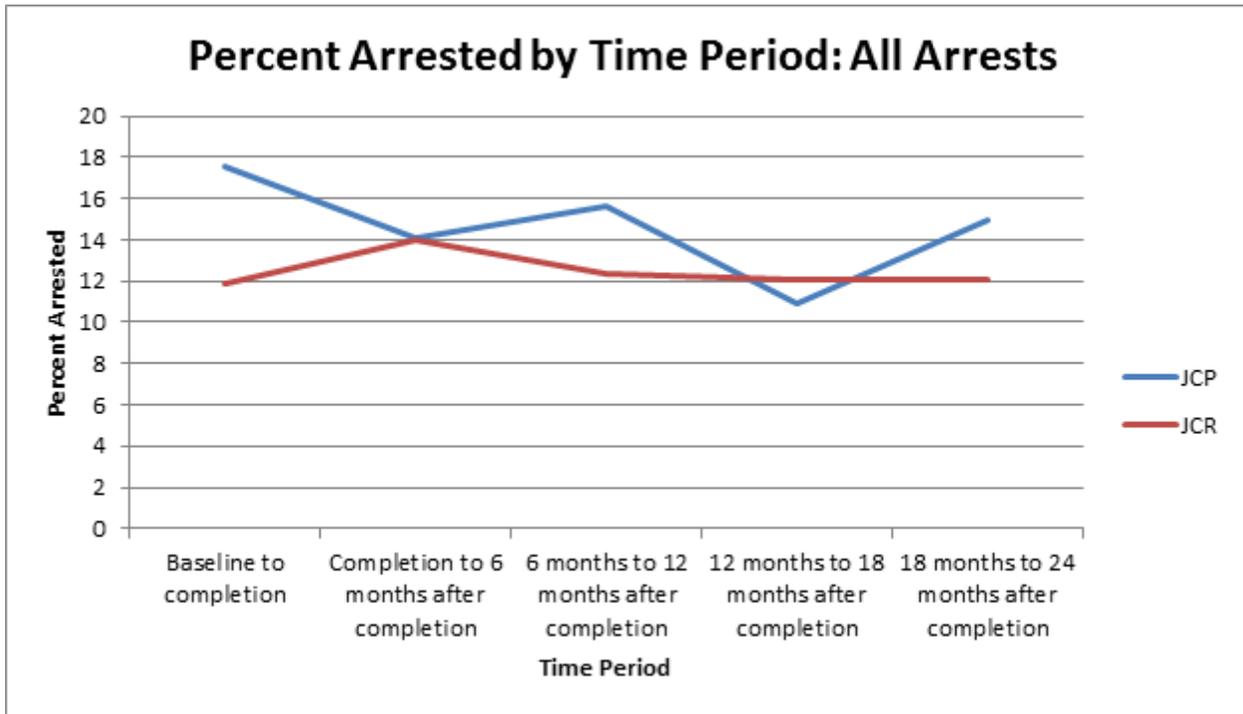
Figure 6-3. Periodic arrests that led to conviction up two 24 months post completion by program group



Source: New York State Division of Criminal Justice Services.

We also examined periodic arrest data for discrete time periods up to 24 months after cohort completion for *all arrests*, not just those that resulted in conviction, for all cohorts. JCP and JCR participants had statistically significant differences in arrest rates (for all arrests) from baseline to completion and during several cumulative time periods (e.g., baseline and 30 days after cohort completion). Table 6-11 provides the arrest data (based on *all arrests*) for JCP and JCR participants through 24 months after cohort completion. A higher percentage of JCP participants (17.6%,  $n=60$ ) were arrested between baseline and completion compared to JCR participants (11.9%,  $n=44$ ); this difference is statistically significant ( $\chi^2=4.76, p=.0292$ ). Similarly, more JCP participants (19.7%,  $n=67$ ) were arrested between baseline and 30 days after cohort completion than JCR participants (14.6%,  $n=54$ ); this difference is marginally statistically significant ( $\chi^2=3.33, p=.0679$ ). This pattern continued for the cumulative time period of baseline to 60 days after cohort completion ( $\chi^2=3.27, p=.0707$ ) and baseline to 90 days after cohort completion ( $\chi^2=3.24, p=.0716$ ); these differences are marginally statistically significant. We found no statistically significant differences in arrest rates between JCP and JCR for the remaining time periods. Periodic arrests (all arrests) up to 24 months after cohort completion for JCP and JCR participants are graphically depicted in Figure 6-4.

Figure 6-4. Periodic arrests (all arrests) up to 24 months post completion by program group



Source: New York State Division of Criminal Justice Services.

Table 6-11. Periodic arrests up to 24 months post completion (all arrests) – JCP versus JCR

Time period of arrest	Percent and number arrested during period					
	JCP (n=340)		JCR (n=371)		Total (n=711)	
	Percent	Number	Percent	Number	Percent	Number
Baseline to completion*	17.6	60	11.9	44	14.6	104
Completion to 30 days after completion	2.4	8	2.7	10	2.5	18
Baseline to 30 days after completion^	19.7	67	14.6	54	17.0	121
31 to 60 days after completion	3.5	12	2.7	9	3.0	21
Baseline to 60 days after completion^	21.8	74	16.4	61	19.0	135
61 to 90 days after completion	3.2	11	2.7	10	3.0	21
Baseline to 90 days after completion^	22.9	78	17.5	65	20.1	143
91 days to 6 months after completion	8.2	28	7.8	29	8.0	57
Baseline to 6 months after completion	27.6	94	22.6	84	25.0	178
Completion to 6 months after completion	14.1	48	14.0	52	14.1	100
6 months to 12 months after completion	15.6	53	12.4	46	13.9	99
Baseline to 12 months after completion	35.9	122	31.8	118	33.8	240
12 months to 18 months after completion	10.9	37	12.1	45	11.5	82
Baseline to 18 months after completion	40.0	136	37.7	140	38.8	276
18 months to 24 months after completion	15.0	51	12.1	45	13.5	96
Baseline to 24 months after completion	44.7	152	42.6	158	43.6	310

Source: New York State Division of Criminal Justice Services. Completion refers to expected cohort completion date.

^ .05<p<.1, \*p≤.05, \*\*p≤.01, \*\*\*p≤.001

For an in-depth discussion of the findings on arrests, refer to Chapter 8, Section 8.4.3.

In comparing JCP and JCR members on both all convictions and felony convictions, the data are limited to convictions for arrests that occurred after baseline. Table 6-12 presents the data for all cohorts, up to 24 months post cohort completion date. The JCP and JCR groups did not significantly differ on convictions during any of the time periods examined with one exception. The difference in the percent of JCP participants and JCR participants being convicted between baseline and 60 days after cohort completion for an arrest after baseline was marginally statistically significant with 8.5 percent ( $n=29$ ) of JCP members and 5.4 percent ( $n=49$ ) of JCR members; ( $\chi^2=2.72$ ,  $p=.0989$ ).

Table 6-12. Periodic convictions up to 24 months post completion – JCP versus JCR

Time period of conviction	Percent and number convicted during period					
	JCP (n=340)		JCR (n=371)		Total (n=711)	
	Percent	Number	Percent	Number	Percent	Number
Baseline to completion	5.3	18	4.0	15	4.6	33
Completion to 30 days after completion	0.9	3	0.8	3	0.8	6
Baseline to 30 days after completion	6.2	21	4.6	17	5.3	38
31 to 60 days after completion	2.6	9	1.1	4	1.8	13
<b>Baseline to 60 days after completion<sup>^</sup></b>	<b>8.5</b>	<b>29</b>	<b>5.4</b>	<b>20</b>	<b>6.9</b>	<b>49</b>
61 to 90 days after completion	2.1	7	1.4	5	1.7	12
Baseline to 90 days after completion	9.7	33	6.5	24	8.0	57
91 days to 6 months after completion	5.3	18	5.1	19	5.2	37
Baseline to 6 months after completion	13.8	47	10.0	37	11.8	84
6 months to 12 months after completion	10.6	36	7.6	28	9.0	64
Baseline to 12 months after completion	20.9	71	16.4	61	18.6	132
12 months to 18 months after completion	7.6	26	10.2	38	9.0	64
Baseline to 18 months after completion	25.6	87	24.5	91	25.0	178
18 months to 24 months after completion	8.5	29	9.2	34	8.9	63
Baseline to 24 months after completion	28.5	97	29.4	109	29.0	206

Source: New York State Division of Criminal Justice Services. Completion refers to expected cohort completion date.

<sup>^</sup> .05<p<.1, \*p≤.05, \*\*p≤.01, \*\*\*p≤.001

Table 6-13 provides the periodic and cumulative felony convictions for all cohorts up to 24 months after cohort completion date. Notably, the percent of JCP and JCR participants with a felony conviction for an arrest after baseline did not differ significantly during any time period.

Table 6-13. Periodic felony convictions up to 24 months post completion – JCP versus JCR

Time period of felony conviction	Percent and number convicted of a felony during period					
	JCP (n=340)		JCR (n=371)		Total (n=711)	
	Percent	Number	Percent	Number	Percent	Number
Baseline to completion	3.2	11	3.2	12	3.2	23
Completion to 30 days after completion	0.3	1	0.5	2	0.42	3
31 to 60 days after completion	1.5	5	1.1	4	1.3	9
61 to 90 days after completion	0.9	3	1.4	5	1.1	8
91 days to 6 months after completion	2.6	9	3.2	12	3.0	21
6 months to 12 months after completion	4.1	14	4.3	16	4.2	30
12 months to 18 months after completion	3.5	12	4.6	17	4.1	29
18 months to 24 months after completion	2.1	7	3.0	11	2.5	18
Baseline to 24 months after completion	12.4	42	15.6	58	14.1	100

Source: New York State Division of Criminal Justice Services. Completion refers to expected cohort completion date.

^. $05 < p < .1$ , \* $p \leq .05$ , \*\* $p \leq .01$ , \*\*\* $p \leq .001$

## 6.4.2 Variables Associated with Criminal Justice Events

Of the 711 evaluation participants with data available, 533 participants remained in the logistic regression model to predict arrest that led to conviction between baseline and 24 months following cohort completion (see Table 6-14). (Cases with missing data on any variables in a regression model are dropped from the analysis.) The same 13 predictor variables were entered into the regression model and are displayed in Table 6-14. Statistically significant predictors are in **bold**. Three variables are statistically significant or marginally statistically significant predictors of any arrest that led to conviction between baseline and 24 months post cohort completion. Participants who were referred to the NYC Justice Corps by probation were less likely than participants referred by an “other” source to have an arrest that led to conviction between baseline and 24 months post cohort completion ( $p=.0012$ ). Older participants were less likely to have an arrest that led to conviction between baseline and 24 months post completion than younger participants ( $p=.0806$ ). Finally, reporting more pro-social activities at baseline is associated with having an arrest that led to conviction between baseline and 24 months post completion ( $p=.0872$ ).

**Table 6-14. Logistic regression on variables associated with any arrest that led to conviction, baseline to 24 months post completion (n=533)**

<b>Independent variable</b>	<b>B</b>	<b>SE</b>	<b>Odds ratio</b>
Intercept	0.5246	1.3880	
Employed any quarter prior to baseline	-0.0035	0.1042	0.993
Early or late cohort	0.1335	0.1107	1.306
<b>Referral Source: Probation**</b>	<b>-0.3821</b>	<b>0.1178</b>	<b>0.466</b>
Referral Source: Parole	-0.1930	0.1321	0.680
Education at baseline	-0.1057	0.1016	0.810
Prior need or receipt of substance abuse or mental Health treatment	-0.0346	0.1020	0.933
Site: Bronx vs. Brooklyn	0.0414	0.1034	1.086
Baseline work self-efficacy	0.0058	0.0486	1.006
<b>Age^</b>	<b>-0.0991</b>	<b>0.0567</b>	<b>0.906</b>
Employment-related problems at baseline	0.0966	0.0694	1.101
Anti-social activities at baseline	-0.0087	0.0661	0.991
<b>Pro-social activities at baseline^</b>	<b>0.0691</b>	<b>0.0404</b>	<b>1.071</b>
Community engagement at baseline	0.0157	0.0381	1.016

Source: New York State Division of Criminal Justice Services. Completion refers to expected cohort completion date.

^.05<p<.1, \*p≤.05, \*\*p≤.01, \*\*\*p≤.001

We ran a similar logistic regression model for JCP members only with data available for 340 JCP participants; 257 JCP participants remained in the logistic regression model to predict having an arrest that led to conviction between baseline and 24 months after cohort completion. The results are shown in Table 6-15. Statistically significant predictors are in **bold**. JCP participants who graduated high school or received a GED, have a technical training certificate or license, or who are currently enrolled in an educational program are less likely to have an arrest that led to conviction between baseline and 24 months after cohort completion ( $p=.0610$ ). Also, JCP participants who were referred to the program by probation were less likely to have an arrest that led to conviction between baseline and 24 months post cohort completion ( $p=.0205$ ).

**Table 6-15. Logistic regression on variables associated with any arrest, baseline to 24 months post completion for JCP only (n=257)**

<b>Independent variable</b>	<b>B</b>	<b>SE</b>	<b>Odds ratio</b>
Intercept	0.1146	1.8920	
Employed any quarter prior to baseline	-0.2353	0.1484	0.625
Early or late cohort	-0.0353	0.1436	0.932
<b>Referral Source: Probation**</b>	<b>-0.3757</b>	<b>0.1622</b>	<b>0.472</b>
Referral Source: Parole	-0.2068	0.1816	0.661
<b>Education at baseline^</b>	<b>-0.2657</b>	<b>0.1418</b>	<b>0.588</b>
Prior need or receipt of substance abuse or mental health treatment	0.0115	0.1398	1.023
Site: Bronx vs. Brooklyn	0.0126	0.1428	1.025
Baseline work self-efficacy	0.0295	0.0667	1.030
Age	-0.0641	0.0758	0.808
Employment-related problems at baseline	0.0700	0.0981	1.072
Anti-social activities at baseline	-0.0691	0.0902	0.933
Pro-social activities at baseline	0.0399	0.0548	1.041
Community engagement at baseline	-0.0381	0.0513	0.963

Source: New York State Division of Criminal Justice Services. Completion refers to expected cohort completion date.

^ .05<p<.1, \*p≤.05, \*\*p≤.01, \*\*\*p≤.001

Of the 712 evaluation participants with conviction data available for the period of 24 months after cohort completion, data for 462 young adults were available for the regression modeling of any conviction baseline to 24 months after cohort completion *for an arrest after baseline*. As shown in Table 6-16, four variables are marginally statistically significant or statistically significant predictors of any conviction between baseline and 24 months after cohort completion for an arrest after baseline. Participants who were referred to the NYC Justice Corps program by probation were less likely to be convicted for an arrest after baseline between baseline and 24 months after cohort completion than participants referred by an “other” source ( $p=.0007$ ). The remaining three variables are marginally statistically significant predictors of conviction between baseline and 24 months post completion for an arrest after baseline. Participants referred to the program by parole were also less likely to be convicted between baseline and 24 months after cohort completion for an arrest after baseline compared to those referred by an “other” source ( $p=.0988$ ). JCP participants who graduated high school or received a GED, have a technical training certificate or license, or who are currently enrolled in an educational program are less likely to have an arrest that led to conviction between baseline and 24 months after cohort completion ( $p=.0976$ ). Finally, those participants who had more employment-related problems at baseline were more likely to have a conviction between baseline and 24 months post cohort completions compared to those with fewer employment-related problems at baseline ( $p=.0976$ ).

For an in-depth discussion on the variables predictive of arrest, refer to Chapter 8, Section 8.4.3.

**Table 6-16. Logistic regression on variables associated with any conviction, baseline to 24 months post completion for an arrest after baseline (n=462)**

<b>Independent variable</b>	<b>B</b>	<b>SE</b>	<b>Odds ratio</b>
Intercept	-1.0827	1.4672	
Employed any quarter prior to baseline	0.0131	0.1097	1.027
Early or late cohort	0.0096	0.1147	1.019
<b>Referral Source: Probation***</b>	<b>-0.4207</b>	<b>0.1247</b>	<b>0.431</b>
<b>Referral Source: Parole^</b>	<b>-0.2272</b>	<b>0.1376</b>	<b>0.635</b>
<b>Education at baseline^</b>	<b>-0.1766</b>	<b>0.1066</b>	<b>0.702</b>
Prior need or receipt of substance abuse or mental health treatment	-0.0420	0.1073	0.919
Site: Bronx vs. Brooklyn	0.0116	0.1092	1.024
Baseline work self-efficacy	0.0012	0.0518	1.001
Age	-0.0449	0.0594	0.956
<b>Employment-related problems at baseline^</b>	<b>0.1225</b>	<b>0.0719</b>	<b>1.130</b>
Anti-social activities at baseline	0.0159	0.0685	1.016
Pro-social activities at baseline	0.0678	0.0426	1.070
Community engagement at baseline	0.0440	0.0401	1.045

Source: New York State Division of Criminal Justice Services. Completion refers to expected cohort completion date.

^ .05<p<.1, \*p≤.05, \*\*p≤.01, \*\*\*p≤.001

As with arrest, we also modeled conviction for the JCP group only. The model is presented in Table 6-17. Statistically significant predictors are in **bold**. Of the 340 JCP participants with data available, 257 remained in the logistic regression model for conviction between baseline and 24 months after cohort completion for an arrest after baseline. Two variables are statistically significant and one variable is a marginally statistically significant predictor of conviction between baseline and 24 months after cohort completion for an arrest after baseline among JCP participants. JCP participants who graduated high school or received a GED, have a technical training certificate or license, or who are currently enrolled in an educational program are less likely to be convicted for an arrest that occurred after baseline up to 24 months post cohort completion than those without ( $p=.0298$ ). In addition, JCP participants who were referred to the program by probation were less likely than JCP participants who were referred to the program by an “other” source to be convicted between baseline and 24 months after cohort completion for a pre-baseline arrest ( $p=.0068$ ). Finally, JCP participants who were employed in the year prior to baseline were less likely than those who were not employed to be convicted between baseline and 24 months after cohort completion for an arrest that occurred after baseline ( $p=.0579$ ).

Table 6-17. Logistic regression on variables associated with any conviction, baseline to 24 months post completion, for an arrest after baseline for JCP only (n=257)

Independent variable	B	SE	Odds ratio
Intercept	-1.6371	1.9657	
<b>Employed any quarter prior to baseline<sup>^</sup></b>	<b>-0.2963</b>	<b>0.1562</b>	<b>0.553</b>
Early or late cohort	-0.1742	0.1490	0.706
<b>Referral Source: Probation**</b>	<b>-0.4630</b>	<b>0.1712</b>	<b>0.396</b>
Referral Source: Parole	-0.2378	0.1854	0.622
<b>Education at baseline*</b>	<b>-0.3214</b>	<b>0.1479</b>	<b>0.526</b>
Prior need or receipt of substance abuse or mental health treatment	-0.0137	0.1455	0.973
Site: Bronx vs. Brooklyn	0.0865	0.1488	1.189
Baseline work self-efficacy	0.0050	0.0685	1.005
Age	0.0166	0.0788	1.017
Employment-related problems at baseline	0.1136	0.1001	1.120
Anti-social activities at baseline	-0.0535	0.0918	0.948
Pro-social activities at baseline	0.0284	0.0571	1.029
Community engagement at baseline	-0.0149	0.0535	0.985

Source: New York State Division of Criminal Justice Services. Completion refers to expected cohort completion date.

<sup>^</sup>.05<p<.1, \*p≤.05, \*\*p≤.01, \*\*\*p≤.001.

### 6.4.3 Additional Analyses on Criminal Justice Outcomes

We conducted a series of additional analyses to further examine whether JCP and JCR differ on arrests, convictions, and/or felony convictions prior to baseline up to 24 months after cohort completion. We examined whether the results are affected by patterns of missing data from DOL and DCJS. Specifically, we compared the periodic and cumulative criminal justice events up to 24 months after cohort completion for JCP and JCR participants with (1) both DCJS and DOL data and (2) a NYSID. The results suggest the overall findings in regards to the criminal justice outcomes are not affected by the patterns of missing data.

## Perceptions of Program Impact

# 7

Community members reported the New York City Justice Corps benefited their communities in several ways. Findings based on qualitative information also indicated the program participants were satisfied with the Justice Corps, and they believed several aspects of the program were helpful to them. Although the Bronx convener enhanced its capacity to provide services to young adults with criminal justice involvement, the Brooklyn convener discontinued participation in the program after Year 3. This section presents these and other findings related to the perceived impact of the Justice Corps on the community, participants, and the Bronx convener.

### 7.1 Community

Initially, the community was mostly unfamiliar with the NYC Justice Corps program and its mission. Data from interviews with CAB members conducted in Year 2 affirmed this finding, suggesting that program visibility was somewhat lower in the early years of the program. In response to this lack of awareness, senior administrators began their efforts to inform community members about the program and its expected benefits to the participants and community as a whole.

Over the course of the 4 years, Phipps staff, CBSP providers, and CAB members reported using various means to promote community awareness of the program including clearly labeling CBSP sites with the name of the program, emphasizing the program's affiliation with Phipps (which already had a well-established reputation), recruiting local press to report on the program, and presenting at community meetings. In Year 3 alone, Phipps hosted a social service fair for community members, while John Jay helped to increase the program's online presence and listed the program sites in the city's 311 telephone directory service.

Through the CBSP component of the NYC Justice Corps program, community members had the opportunity to see young adults become involved in constructive work to benefit the community and its members. To ensure that the community benefited from the work of the Corps members, Phipps made an effort to conduct CBSPs for organizations that provide valuable services to residents (e.g., food pantries; churches; and senior, daycare, and community centers) and were in need of the type of help the NYC Justice Corps members could provide. Long-lasting “tangible

improvement” projects, including the beautification and restoration of local buildings, gardens, and other public spaces, were also a focus. Interview respondents noted that community interest in the program grew with the completion of each project, as evidenced by the increasing number of calls Phipps received from local organizations requesting projects.

Various administrators also explained how the increase in community awareness was aided by the work of the CAB. CAB members were involved in the development and selection of the projects, and remained informed as the participants completed the work. They got to know the Corps members on a personal level and “spread the word that these participants are not bad.” CAB members leveraged their personal and professional contacts to generate internship opportunities for Corps members. Internship providers spread the word about the positive experiences they had with Corps members, further strengthening community perception of the program.

Senior administrators agreed that the visibility of the projects, combined with word-of-mouth among CBSP providers, CAB members, Corps members, and other community members were influential factors in establishing the program’s presence in the South Bronx. Senior administrators described the NYC Justice Corps program as having had a significant positive impact upon the community and on community members’ perceptions of the participants. According to one Phipps leader, the program had progressed to a point where the “community is able to look at participants as not those who took away from the community but [those who] are giving back... [and who] made a change with their lives.” Another respondent agreed, noting that community members now saw young people as an asset to the community rather than as a threat.

One other way in which the program has impacted the community is by providing a positive influence that local youth can relate to. As one senior administrator stated, “Young people who aren’t in the program see other young people doing that sort of work. This influence of positive peer pressure is another way they have made their neighborhoods better.” One participant expressed a similar view, stating that other local youth “want to join the program. They see that participants are from the block.” This respondent added that the program and its participants provided a positive example by demonstrating to the community that its young adults can be successful in the program.

## **7.2 Program Participants**

When participants were asked about their experience with the program, their responses were overwhelmingly positive. One respondent praised the program, stating: “It’s so much! Justice Corps

is a beautiful, great thing. They gave us so much.” Another Corps member viewed NYCJC as a unique program, noting that one “can’t get this opportunity anywhere else. Not going to see it anywhere in New York City. Even a program with the same amenities wouldn’t be the same without this staff.” This respondent went on to state that NYCJC is a “great program for anyone willing to go far in life.”

Program participants were asked to describe how the program impacted them and if any of their goals for the future had changed as a result of their experiences. Respondents felt that because of the program, they became more patient, mature, and wise. In addition, respondents felt that the NYC Justice Corps program helped them improve their communication skills and gain the other skills and knowledge necessary to find and maintain employment after graduation. One respondent explained how NYCJC staff “show you how to write a resume, how to look for a job...how to use Excel, PowerPoint...It was really helpful...because a lot of jobs require you to learn [those programs].”

Although the two participants interviewed in Year 4 recognized that college was an option for them, they both transitioned from the program into steady employment, rather than pursuing a postsecondary degree. Through their participation in the program and subsequent employment, both participants felt they became more financially stable. For example, one respondent used the budgeting skills he learned in the program to plan for the future, while the other respondent felt better equipped to provide for his family as a result of the job he acquired through the program.

Senior administrators cited numerous success stories that they witnessed throughout the 4 years of the program. One extraordinary example cited by many respondents was a program graduate who was named National Corps Member of the Year at The Corps Network’s annual conference in Washington DC; he was later hired by NYC Justice Corps as a site supervisor. Senior administrators also spoke about how participants evolved as they progressed through the program. According to several respondents, a number of participants who were initially hesitant to engage in program activities went on to accomplish a lot as Corps members by developing meaningful relationships with peers and staff, taking on leadership roles in various phases, earning their GED, and securing employment after graduation. One way in which Phipps staff recognized progress among Corps members was by establishing the Turning Point Award. Each year, staff presented this award to one graduate who overcame substantial obstacles to complete the program.

## ***Impact of Community-Based Service Projects***

All of the senior administrators agreed that the CBSP phase of the program had the most significant effect on participants, with one respondent indicating that the experience has had a “transformative impact.” Respondents observed positive changes in participants during and after the CBSP phase, particularly with regard to their employability as well as in the quality of their relationships with peers and program staff.

Respondents attributed the effectiveness of the CBSPs to the fact that participants were highly involved in all aspects of the process—from researching potential projects, to crafting project proposals that they presented to the CAB, and eventually completing the selected project with a team of peers. Due to this high level of engagement, Corps members felt a strong connection to the work they were doing and were aware that they were “making [the community] a better place to live.” In the opinion of one senior administrator, the CBSP phase improved participants’ “attitude, behavior, self-confidence, [and] engagement” while also instilling a “sense of community responsibility” and a “community relationship” in them. This finding was also reported in Year 2, when the program was described by convener staff and community stakeholders as successfully fostering participant reengagement with the community. One respondent summarized the impact as follows: “they are coming back home and making a connection with the positive elements in the community, developing new contacts and friends within the Justice Corps, creating positive community contacts.”

Through the CBSPs, participants developed marketable skills and “social capital.” This benefit was noted by a Phipps staff member in Year 2, who explained how even though “they may not have a guaranteed job placement [when they graduate]...they’re more connected.” One participant explained some of the other benefits of participating in CBSPs: “[I] learned so many skills in projects, ways of thinking. If [I] put down all of the skills from projects on a resume, no one would believe it.” Participants who were involved in one of the many restoration projects learned various construction skills (e.g., demolition, tiling, painting, and weatherization). One such project at a local church was described by a participant as follows: “...we went in there [and] it was a total wreck. Everything...first we stripped the walls down, then we plastered, painted; we did the floors, we did the ceilings, the bathrooms. The hallways. That was real fun.”

Importantly, the project phase also helped Corps members cultivate other tangible and valuable skills such as punctuality, professionalism, and leadership. Furthermore, participants felt the team-based structure of the CBSPs helped them to develop an understanding of the value of teamwork:

“...to be honest the thing I liked the most about it is that it got everybody to work together... I would sit there and paint and see everybody working and this is nice! Everybody’s actually working together.”

“...you definitely learn how to work as a team, and if you can’t do that you can’t really succeed in life because you can’t, you’re not going to work by yourself your whole life...learn to interact with others.”

Findings also indicate that participants have a good understanding of the value of the skills they gained through the program, and how they will be able to utilize those skills in future endeavors. The connection between the NYCJC experience and planning for the future was acknowledged by both senior administrators and participants. One senior administrator noted that the program encouraged participants to “start to look at their own larger aspirations and build toward them.”

### ***Impact of Educational and Vocational Services***

The education component of the program was highlighted by some administrators as having a particularly significant impact on participants. In fact, these respondents viewed education as one of the most successful features of the program across the 4 years. One individual noted that “many participants have increased [their] reading and math levels. Some participants go to college or are in college or obtain [a] GED in the program.” An administrator also reported that “70 percent of participants” in Track 1 during Year 4 improved by one grade level by the end of the program.

Corps members also benefitted from the vocational training and services that they received, with graduates leaving the program with new certifications and qualifications for specific career paths. For example, one of the participants who was interviewed discussed how program staff helped him obtain a commercial driver’s license, which enabled him to get a good job.

### ***Impact on Relationships***

As mentioned, the CBSP phase was instrumental in helping participants develop a more positive relationship with community members. Findings indicate that the program has also helped Corps

members improve the quality of other relationships. One respondent described how some participants' familial relationships improved once their relatives became aware of their involvement in the program.

Senior administrators noted that participants were proud of their participation in the NYC Justice Corps program and wanted to share their experience in the program with the important people in their lives. This was also evident in Year 2, when Phipps staff members reported that participants were excited to share the achievement of completing the program with their families. According to one staff member, participants "are proud of this accomplishment, they're inviting their family members to it, it's a very proud moment. They see themselves in a different way."

Participants' relationships with their probation and parole officers have also been impacted. In the words of one senior administrator, "[The] relationship is adversarial by nature, on average. But the program gives [Corps members] support. They feel like they get something out of it and can report what they're doing in the program back to their probation officer." Working closely with the program staff allowed Corps members to develop stable and caring relationships with adults who they respect and can relate to. As one administrator explained, through interacting with the staff, participants "develop really trusting relationships with adults who are from the neighborhood." The significance of these relationships was noted by participants:

"Staff go the extra mile. [They] listen to you."

"I learned that they're here to help a lot of people, they're here to help the community, give back. Like, basically, you work with a bunch of role models. Everybody in here is a role model. They give you a lot of hands-on experience."

"Staff are not going to give you everything but will show you how to get it for yourself."

One senior administrator added that, at graduation, the first "thank you" from participants almost always goes to the staff. Another administrator acknowledged the enormous contributions of the program staff, noting that "they are responsible for the good things you see."

## 7.3 Convener

Through implementing the NYC Justice Corps program, Phipps has had the opportunity to develop its organizational capacity to serve a high-need population with which they had minimal experience. In the words of one senior administrator: “Before Justice Corps, Phipps didn’t have any programs or experience with justice-involved youth or young adults. The population was there in programs based [in the] community, but not exclusively.” Although the executive director of Phipps at the time of the program’s inception “was a huge champion of the program,” the program met some initial resistance from within Phipps “due to the stigma associated with the population that would be served.” However, respondents believed that such reservations were dispelled as the program progressed successfully. As one senior administrator stated, before Phipps began implementing the Justice Corps program:

“[A common image of Phipps used to be] smiling elementary school kids in a garden at a summer camp wearing Phipps shirts. [When the idea for] Justice Corps was brought to [Phipps, their initial response was] ‘What will Phipps Housing people think? How can we protect people in Phipps housing? What if there is a crime or something happens and it becomes big news for Phipps funding?’ But nothing like that happened, nothing negative in the neighborhood. Nobody questions the population now.”

Phipps has experienced several shifts in leadership since the program began. When Phipps appointed a new executive director in 2010, NYC Justice Corps staff worried that the program would not continue to receive the same amount of organizational support. However, as one respondent explained, these concerns proved to be unfounded since the incoming director viewed NYCJC as a “flagship program.” Another respondent felt that the program’s “reputation as a large program, pulling in funds spoke for itself. The new director recognized that the program was filling a gap and now [Phipps would be] able to leverage this experience to apply for additional opportunities to serve more populations.” Phipps also demonstrated its support for NYCJC by hiring program graduates to work for the organization as receptionists, maintenance workers, messengers, and as NYCJC staff.

Senior administrators characterized Phipps as a “pioneer” organization that “blazed the trail” for other agencies seeking to implement similar programs. One respondent commented that NYCJC “put Phipps on the map for others to do what they’re doing.” Furthermore, after 4 years, Phipps has become “well-respected, recognized, and trusted in the juvenile justice community.” The following

remarks, provided by one senior administrator, summarize the impact that NYCJC had on Phipps as an organization:

“It was remarkable to see an organization that had not focused on this population exclusively decide to take it on. [Since then, they] have made it a pretty core part of their identity. They have gotten buy in from their board of directors, key executive staff, and leadership. It really changed, to some extent, what they thought their mission was. They realized that if they are going to serve their community, they need to serve this part of the community as well. It’s a really inspiring thing to see and watch that transformation.”

## **7.4 Summary**

The evidence suggests that both host communities benefitted from the presence of the NYC Justice Corps program. In particular, the work completed by the Justice Corps members through the CBSPs was highly valuable to the host organizations and the community members they served. Convener staff reported growth over time in community awareness of the program, as evidenced by the fact that, by the third program year, both sites were contacted by multiple community organizations seeking an opportunity to host a CBSP.

Convener staff and stakeholders representing both sites attested to the many benefits gained by the Corps members through the program. Findings indicate that the program allowed young adults to transform their lives by providing them with valuable opportunities to further their education, gain work experiences and connect to employment opportunities, and develop productive relationships with successful members of their community. Also, some evidence suggests the program was able to help participants reconnect with their communities.

CAB members from both sites emphasized that the Corps members had positive attitudes about the program, noting that they seemed excited to improve their lives and make a contribution to their communities. In addition, both conveners felt their internship phase was more successful in the third year of the program and reported that internships seemed to have solidified as a successful aspect of NYCJC.

Findings summarized in this report reveal that the New York City Justice Corps program has undoubtedly had a positive impact on the young people who had the opportunity to participate in it.

These young people advanced their educations, learned numerous marketable skills, increased their preparedness to pursue and maintain long-term employment, and established meaningful peer and mentor relationships. Perhaps most notably, participants felt a sense of pride and purpose as a result of their involvement in the program, as well as a renewed sense of connection to their community. Senior administrators shared their most valuable “lessons learned” over the course of the program. One individual benefitted considerably from the aspects of the program that changed the most over time, particularly education and alumni services. As these components became more fully developed, this respondent noticed “marked improvement...in the way Corps members engaged with the program.” The importance of having a consistent staff over time—and staffing the program with people who understand the participant population—was also mentioned. One respondent acknowledged the importance of teamwork, stating that “we do the best work when figuring it out together.” One senior leader noted that “random assignment was difficult.” This respondent thought that it would have been easier if the program was more established before starting the random assignment process.

In this chapter, we highlight and discuss the major findings from the Evaluation of the New York City Justice Corps. Also, we present conclusions about the effects of the Justice Corps on program participants and their communities.

## 8.1 Program Model and Implementation

Examining the Justice Corps program model and its implementation is important for several reasons. Foremost among them is such an examination can help to shed light on why the program did or did not achieve desired outcomes. If the program falls short of meeting its objectives, the examination can provide leads in assessing whether the failure results from a weak model, inappropriate application of the model, and/or weak implementation.

In the case of the Justice Corps, the evaluation focused on the implementation of the program during Years 1 and 2, which is when the evaluation participants received program services. Despite facing challenges in Year 1 due to a rapid start-up, the program was implemented fully and well overall. For example, in Year 1, the main features of the program were implemented as planned and the program met many of its performance targets (e.g., recruitment, and Phase 1 and 2 completion).

During Year 1, the two sites adapted some of the program activities to better meet participant needs. These adaptations included providing additional support to participants in finding internships and jobs. Also, recognizing that participants' low education levels were an employment barrier, both sites began to enhance the educational services provided to participants.

During Year 2, the program introduced more substantial modifications to the program model. The job readiness component changed from a largely one-time component to an ongoing staggered presentation of job readiness topics across the program components. In addition, the educational enhancements that began in Year 1 grew into more substantial modifications in Year 2. Also, the program began to strengthen its job development and placement services. At most, four of the 11 cohorts in the outcome evaluation would have been exposed to these Year 2 modifications.

## 8.2 Evaluation Participant Characteristics

One purpose of the baseline comparisons between the JCP and JCR groups was to check whether random assignment met its objective, by assessing the equivalence of the JCP and JCR groups at baseline on several different characteristics. Because the young adults were randomly assigned to one of these two treatment groups, the expectation was that no meaningful statistically significant differences would be found between the JCP and JCR groups. The comparisons provided no challenge to the assumption of equivalence, indicating that random assignment was successful in creating two groups of evaluation participants who were similar on important characteristics at the time they applied to the Justice Corps Program and began participation in the evaluation.

As planned, we also assessed the equivalence of the JCP and JCR groups at baseline again in advance of conducting outcome analyses based on the Follow-up Survey data, DCJS data, and DOL data. Given that some of the evaluation participants were excluded from those analyses because they have missing outcome data, these assessments checked on the effects of exclusions on the equivalence of the groups. When we compared the JCP and JCR members on their baseline characteristics with data from the Follow-up Survey, we found no meaningful statistically significant differences. Hence, we conclude that the patterns of missing data failed to challenge the assumption of group equivalence.

However, we did find differences on baseline characteristics between the JCP and JCR groups with DCJS data at any time point and with DOL data at any time point. JCP members with DCJS data were more likely than JCR members with DCJS data to be sentenced to jail for an arrest that occurred prior to baseline. JCP members with DOL data differed from the JCR members with DOL data on this same characteristic; also, JCP members with DOL data were slightly older than the JCR members with DOL data. We conclude these differences alone do not raise concerns about group equivalence.

In addition to serving as a check on random assignment, the baseline comparisons allow us to describe the young adults who are participating in the NYC Justice Corps program and the overall evaluation. In terms of their demographic characteristics, the evaluation participants were approximately 21 years old, on average, and English-speaking. More than three fourths self-identified as Black or African-American, and approximately one third self-identified as Hispanic. For

the most part, they were U.S. citizens who were single, living with friends or family; one third had children. Only approximately one third of the evaluation participants were high-school graduates.

As a whole, at baseline, the evaluation participants had the types of service needs that the NYC Justice Corps was intended to meet. (These needs reflect many of the challenges to successful reentry that the literature summarized in Chapter 1 identifies.) On average, the participants were not enrolled in any type of educational or training program at the start of the evaluation. A large majority had not worked at all in the last month, and most had never held a job for as long as a year, with one third reporting not having held a job for even 6 months. Half of the evaluation participants reported barriers to working, such as not having transportation or appropriate clothing, or having to care for an elderly or disabled family member; more than two thirds reported job readiness problems, such as lacking skills or not being able to get along with authority figures.

At baseline, the participants also had recent criminal justice involvement, which can be a formidable barrier to steady employment. Approximately 40 percent were referred by probation, and 25 percent were referred by parole. In addition, prior to baseline, approximately 57 percent had been convicted of any offense, and 44 percent had been convicted of a felony.

Relatively few evaluation participants reported behavior problems that could potentially interfere with employment and lead to further criminal justice involvement. Very few participants admitted to using any illegal drugs, while approximately a third reported they used alcohol. The evaluation participants appeared to be more willing to ascribe anti-social activities to their friends than to themselves.

### **8.3 Program Participation**

The NYC Justice Corps participants reported that the program was helpful to them, but the program had difficulty retaining participants through the entire 6 month program period. Although over three-fourths of participants (76%) completed Phase 2 of the program, only 59 percent completed service or graduated from the program. The 323 participants who began to receive services spent an average of 78 days in the program.

The multivariate analyses identified variables that are associated with graduation/completion and length of time in the program. These include some that we might expect, including: (a) employment

in the 12 months preceding baseline, (b) fewer employment problems, and (c) higher educational level. Perhaps less intuitive are findings that indicate the earlier cohorts fared better than the later cohorts on program retention and length of time in the program. At a meeting of PRI and convener managers on April 6, 2011, the convener staff suggested that they were more likely to discharge JCP members in later cohorts due to violations of program rules; notably, weekly attendance requirements for both sites were introduced by PRI in Program Year 2. These observations could help to explain the lower program retention and length of time in the program found for the later cohorts. In addition, we speculate that the earlier cohorts differed from the later cohorts on characteristics that may be associated with retention, such as type of referral source. For example, compared with the later cohorts, the earlier cohorts had relatively more referrals from parole (32% vs. 20%) and fewer referrals from probation (35% vs. 44%). Another less intuitive finding is participation at Brooklyn site (vs. the Bronx site) was associated with remaining in the program longer. We speculate that the Brooklyn site may have been less strict than the Bronx site in discharging JCP due to violations of program rules.

Also important are participant perceptions of the program and the services they receive. The vast majority of participants (83%) who provided Follow-up Survey responses reported that they were satisfied with the NYC Justice Corps. Moreover, large percentages of respondents indicated that the program components were useful to them. In addition, JCP members much more frequently indicated that the NYC Justice Corps helped them with specific needs (e.g., set goals) than JCR members reported for other programs in which they participated.

## **8.4 Evaluation Participant Outcomes**

With regard to the first evaluation question (on whether the program improves outcomes for young adults in the areas of education, employment, and recidivism), the findings indicate the program achieved effects on some types of outcomes but not others.

### **8.4.1 Education Outcomes**

We found no effects of the Justice Corps on education outcomes. That is, we found no differences between the JCP and JCR groups on self-reported current education enrolment or future enrollment plans. This is consistent with the low levels of JCP placements in educational or vocational

programs. As mentioned, most of the JCP members concluded their Justice Corps services before the program began to implement substantially enhanced educational programming; therefore, the results do not fully reflect the potential influence of those services on educational or other outcomes.

## **8.4.2 Employment Outcomes**

We found the Justice Corps increased employment and wages. The JCP group had slightly higher employment rates during five of the eight post-program quarters. The groups were equivalent on employment during the first two quarters, then the JCP group pulled ahead. One exception is the sixth quarter, during which the JCR employment jumped then receded in the next quarter. The differences were marginally statistically significant for only one quarter (quarter 4). Overall, the program effect on employment was modest.

Mean wages for the employed JCP group members were larger than for the employed JCR group members during seven of the eight post-program quarters (though the differences were marginally statistically significant during only two quarters and the total eight quarter time period). The differences, while modest (less than \$1,000 in any one quarter), were consistent after the first quarter. The JCP members appear to have begun with lower wages immediately after program involvement, achieved higher wages than the JCR members in the second quarter, and sustained higher wages through the eighth quarter. We believe the Justice Corps, perhaps because it provided work experience and some marketable skills, is responsible for the higher wages for the JCP members.

The findings on wages are consistent with Follow-up Survey results on overcoming job readiness problems and participants' perceived benefits on the Justice Corps versus other programs. The results indicate statistically significant differences between the groups on job readiness problems: At follow-up, JCP members had fewer such problems (e.g., willingness to accept authority, and ability to get up and go to work every day) than JCR members. Also, based on the Follow-up Survey, we found that the JCP group members were much more likely than the JCR group members to report the NYC Justice Corps (JCP group) or alternative program (JCR group) was helpful in areas that we would expect to enhance employability (e.g., learn job skills and how to get a job). These findings are consistent with what we would expect if the program was effective in preparing the participants for employment.

These findings on the effects of the Justice Corps on employment and wages differ somewhat from those found on other transitional employment and youth corps programs. In an evaluation of a transitional jobs program for reentering adults in New York City, during a 36 month follow-up period, MDRC (2012) found short-term gains in employment while the program participants were enrolled in the program, but those gains dissipated after program completion. Abt Associates (1997), in its evaluation of a national youth corps program targeting disadvantaged youth and young adults over a 15-month follow-up period, found statistically non-significant differences between treatment and control groups on wages but no differences on employment. In its evaluation of a national youth corps program, Abt Associates (2011), over the course of an 18 month follow-up period, found no program effects on any employment outcomes. It did find participants earned higher wages than a comparison group, but only while the participants were enrolled in the program; the evaluation did not examine post-program differences in wages. The different findings for the Justice Corps and other programs may be due, at least in part, to differences among the populations served in those programs. For example, the participants in the program studied by MDRC tended to be older and have more extensive criminal histories than participants in the Justice Corps.

Although the stronger performance of the JCP group on wages is noteworthy, the majority of those employed would be unable to achieve financial independence. For example, if we set the bar on independence in terms of the living wage in New York City (\$10 per hour with benefits and \$11.50 per hour without benefits; Living Wage NYC, 2012), only 21 percent of JCP members would meet it, based on wages earned during cohort completion to 12 months post-completion and assuming they worked full-time for 50 weeks.

The multivariate analyses identified variables that are associated with any employment in the eight quarters after cohort completion (JCP members only) and wages for employed participants in the eight quarters (JCP members only). These variables include some that we might expect, including: (a) being older, (b) employment in the 12 months before baseline, and (c) higher education level. Perhaps less intuitive are findings that indicate: (a) earlier cohorts were associated with higher wages; (b) the Bronx site was associated with higher employment and higher wages; and (c) lower work self-efficacy was associated with employment. The work self-efficacy measure is likely to have failed, producing spurious multivariate results on employment; we hesitate to speculate on the cohort and site findings.

### 8.4.3 Criminal Justice Outcomes

We found no effects of the Justice Corps on criminal justice outcomes. That is, we found no consistent pattern of differences between the JCP and JCR groups on any of the measures examined. An exception is, during time periods that include baseline to completion, JCP members had higher levels of arrests that do not lead to a conviction than JCR members (e.g., during the baseline to program completion period, 18% of JCP members were arrested vs. 12% for JCR members); this difference disappears when we examine only arrests that lead to convictions. We speculate that JCP members, because they were more visible to law enforcement personnel (e.g., wearing Justice Corps tee-shirts), may have been at greater risk for stop-and-frisk (P.L. 221) arrests than JCR members. Finding this difference on all arrests but not on arrests that led to conviction—which would have excluded many of the stop-and-frisk arrests—supports that interpretation.

Again, these findings on criminal justice outcomes are somewhat at odds with those from the other studies mentioned earlier. In contrast to the Justice Corps evaluation findings of null effects, MDRC (2012) found modest program effects on convictions and larger effects on incarcerations over a 36 month follow-up period. The MDRC findings are strongest for participants who were recently released from prison and for “high risk” participants. Although not targeting young adults with criminal justice involvement, Abt Associates (1997) found the program group had lower arrest rates than the control group. Again, differences between the Justice Corps participants and those in the other programs studied may account for at least some of the differences in findings among the studies.

The multivariate analyses identified variables that are associated with any arrest and any conviction for an arrest that occurred after baseline, during the period baseline to 24 months after cohort completion. These include (a) being older, (b) employment in the 12 months before baseline, (c) higher education level, and (d) having probation as the referral source versus an “other” referral source. The latter finding may simply indicate a history of greater criminal justice involvement is associated with convictions.

Given the program was well-implemented during the period JCP members received Justice Corps services, the lack of program effects on criminal justice outcomes suggests the program model may need to be revised to place greater emphasis on those outcomes. For example, providing additional case management and referral to collateral services (e.g., mental health services) could help in this regard. Such services could focus on program participants who have some of the characteristics

associated with poorer outcomes (e.g., participants who are younger and without recent employment history).

Also, efforts to select participants who are more likely to benefit from the program and to retain participants in the program longer could increase effectiveness on all outcomes. In the case of selecting participants, after Year 2, the two sites began to tighten their selection criteria and enrollment processes to focus on young adults who were ready and motivated to participate in the program.

## **8.5 Perceptions of Program Impact**

With regard to the second evaluation question (on whether the program benefits the community), the findings suggest the New York City Justice Corps did benefit the community. Qualitative information suggests, based on the community service projects completed by JCP members and word of mouth communication by persons associated with the program, community members developed positive perceptions of both the program and participants. For example, some community members came to view the Justice Corps participants as assets to their communities and positive models for youth. The organizations that hosted community service projects highly valued the completed projects.

The qualitative findings on JCP member perceptions of program impact are consistent with their self-reports in the Follow-up Survey. These participants expressed high levels of satisfaction with the program and found many of the program features helpful to them. They seemed to especially value the community service component of the program.

The perceived program effects on the conveners are mixed. The Bronx site substantially enhanced its capacity to serve justice involved young adults and became well-regarded for this capacity. It also appears to have sustained program services and is committed to continuing to serve that population. On the other hand, the Brooklyn site decided to withdraw from the Justice Corps after Year 3. It concluded the program was incompatible with meeting its broader mission.

## 8.6 NYC Justice Corps: Then and Now

The Evaluation of the NYC Justice Corps examined program operations and outcomes for participants during the approximately first 2 years the program provided services (October 2008 to June 2010),<sup>35</sup> and it studied program implementation and impacts on participants' communities over the first 4 years (October 2008 to June 2012). As indicated in Chapter 3, the program changed moderately during the 2-year period of the outcome evaluation, and it continued to modify more extensively through Year 4. For example, PRI and the conveners strengthened the educational component of the program and enhanced the screening of potential participants on motivation to participate. They made additional changes to the program model and operations after Year 4.

Given the current NYC Justice Corps program differs from the original program, whether the findings of this evaluation are generalizable or extend to the current program is worth considering. We agree with CEO that the results of the evaluation may not necessarily reflect the current program. To the extent to which the key program components changed since the first 2 years of program operations, the findings are less likely to generalize. Some of those program changes, such as strengthening the educational component of the program, are meaningful enough to challenge the generalizability of the evaluation findings on the education outcomes (i.e., this evaluation found no program effects on those outcomes) to the current program.

However, because the NYC Justice Corps implemented today has many similarities with the original program model and operations, the results of the evaluation should not be ignored. For example, the results should raise questions about whether changes to the program are sufficient to achieve effects on outcomes for which no effects were detected in the evaluation (e.g., criminal justice outcomes). These questions could be best answered in an evaluation of the current program, especially now that the program is well beyond its initial start-up phase.

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<sup>35</sup> Evaluation participants enrolled in the evaluation between October 2008 and December 2009, and they were potentially exposed to the NYC Justice Corps up to 6 months as members of cohorts between October 2008 and June 2010. However, the outcome follow-up period extended through June 2012; that is, the outcomes of each participant were measured for 30 months post-enrollment in the evaluation (6 months in program and 24 months in follow-up).

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## **APPENDIX A**

### **IMPLEMENTATION EVALUATION: DATA SOURCES AND INTERVIEW PROTOCOLS**

### Senior Administrators Interviewed in Year 4

Date	Name and title	Affiliation
5/29/12	Dorick Scarpelli, former program director	
5/30/12	Angela Mayo, program director Carlyle Tom, senior site supervisor Winfred Hall, manager of employer relations Taran Brown, career counselor Melissa Pivonka, career counselor	Phipps Community Development Program
6/28/12	Rosemary Ordonez-Jenkins, assistant executive director for adult services Roxanne Delaney, policy and evaluation specialist	
5/29/12	Amelia Thompson, senior program director	Prisoner Reentry Institute of John Jay College
6/4/12	Ali Knight, former senior program director*	
7/3/12	Debbie Mukamal, founding director*	

\*Telephone interviews

### Number of Interviews and Focus Groups Conducted in Years 1-3

#### Year 1

Evaluation activity	Phipps	BSRC	John Jay	DOC	CEO	I-CEO
Stakeholder interviews <sup>a</sup>	9	10				
Convener staff interviews <sup>b</sup>						
Wave 1	13	9				
Wave 2	5	5				
Wave 3	8	8				
Corps member focus groups						
Cohort 1	2 (N = 14)	4 (N = 17)				
Cohort 2	1 (N = 8)	2 (N = 9)				
Cohort 3	2 (N = 9)	1 (N = 11)				
Senior leader interviews			3	3	1	10

<sup>a</sup> Includes CAB members, CBSP and internship providers, parole and probation officers.

<sup>b</sup> Some convener staff were interviewed more than once (for more than one wave).

#### Year 2

Evaluation activity	Phipps	BSRC
CAB member and CBSP provider interviews	14	9
Convener staff focus groups	1 (N = 3)	1 (N = 3)

#### Year 3

Evaluation activity	Phipps	BSRC
CAB member interviews	7	10
Convener staff focus groups	1 (N = 3)	1 (N = 6)

## **Senior Administrator Protocol**

1. In each year after the first year of implementation, how did the model change?  
  
*(PROBE: components/services such as recruitment, orientation, case management and referrals, job readiness, service learning, community benefit projects [including process of selection], GED and pre-GED prep and other educational/vocational training, internships, stipends, job development/placement, post-Corps placement and retention support; staffing; site/location of services; community stakeholders involved such as CAB and CBSP; participants, etc...)*
2. To what extent would you say that the fidelity of the model was maintained over the four years of implementation? What were the most important differences?
3. In your opinion, which components/services or aspects of the program do you view as having the greatest positive impact on Corps members?
4. In your opinion, how have Corps members, themselves, been impacted by their participation in the program overall? Can you share some examples of successful participants?
5. To what extent has the program helped Corps Members to reconnect to the community?
6. In your opinion, what has the program accomplished in the community? What would you say has been the impact of the program on the community?
  - a. Do you think the community's perception of the Corps members has changed as a result of the program? If so, in what way(s)?
  - b. In particular, how have the community benefit projects enhanced the community? (Refer to and review project list)
7. What would you say has been the impact of the program on Phipps as the convener organization?
8. What has/is being done, if anything, to sustain the program since the initial funding has ended?
9. What would you consider to be the most valuable lessons learned over the four years of Justice Corps implementation?

## ***Corps Member Protocol***

1. When did you participate in the Justice Corps? How did you learn about the program? Why did you decide to join?
2. What skills or strategies did you learn as a result of participating in the program?
3. Were there particular components or features of the program that you found most useful or helped you the most? If so, which ones and how or why were they useful or helpful?
4. Were you able to complete the program? If yes, what were your next steps upon finishing the program? If no, how far did you get in the program and what stopped you from finishing? Did you participate in an internship?
5. How do you think your involvement in the program changed or affected you?
6. How did the Justice Corps' activities, especially the involvement of Corps members in community projects and with community members, change the community the Corps worked in? What effect has it had on the community?
7. In what ways, if at all, did your participation in the program affect what kind of job or career you were interested in pursuing?
8. How did it affect your educational goals?
9. In what ways did your involvement affect your personal and financial goals?
10. What has being a participant in the Justice Corps program meant to you?
11. What did you do after you finished the Justice Corps program? What have you been doing since then?
12. Is there anything else about the program that you would like to share with me today that you think is important for me to understand?

**APPENDIX B**

**BASELINE AND FOLLOW-UP  
SURVEY QUESTIONNAIRES**

**EVALUATION OF THE NEW YORK CITY JUSTICE CORPS**

**BASELINE QUESTIONNAIRE**

Prepared by

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Rockville, MD 20850

and

Metis Associates  
90 Broad Street, Suite 1200  
New York, NY 10004

Thank you for being a very important part of the Evaluation of the New York City Justice Corps. This questionnaire asks some questions about you. It is not a test, and there are no right or wrong answers. Your answers to all of the questions here are totally private between you and the researchers. They will have nothing to do with whether you get into the Justice Corps.

**PLEASE ANSWER BY MARKING AN "X" IN THE CORRECT BOX.**

**1. How old are you?**

- 18 .....
- 19 .....
- 20 .....
- 21 .....
- 22 .....
- 23 .....
- 24 .....

**2. Are you Hispanic or Latino?**

- Yes .....
- No.....

**3. What is your race? Please answer even if you marked "Yes" for Hispanic or Latino in the last question. Mark all that apply.**

- White .....
- Black or African American.....
- Asian .....
- American Indian or Alaska Native .....
- Native Hawaiian or Pacific Islander.....
- Other, write here: \_\_\_\_\_

**4. What language is spoken in your home?**

English.....

Spanish .....

Other, write here: \_\_\_\_\_

**5. Are you a U.S. citizen?**

Yes .....

No.....

**6. What is your marital status?**

Married, living with spouse.....

Married, living away from spouse.....

Unmarried, living with partner .....

Single .....

**7. Do you have any children?**

Yes .....  How many of them live with you? \_\_\_\_\_

No.....

**8. Do you have a child support order?**

Yes .....

No.....

I do not have any children.....

**9. How did you find out about the NYC Justice Corps?  
Mark “Yes” or “No” on each line.**

	<b>Yes</b>	<b>No</b>
a. Probation/parole officer .....	<input type="checkbox"/>	<input type="checkbox"/>
b. Jail/prison .....	<input type="checkbox"/>	<input type="checkbox"/>
c. Alternative to Incarceration (ATI) .....	<input type="checkbox"/>	<input type="checkbox"/>
d. Advertisement or poster/flyer .....	<input type="checkbox"/>	<input type="checkbox"/>
e. Friend or family member .....	<input type="checkbox"/>	<input type="checkbox"/>
f. Another program you’re in .....	<input type="checkbox"/>	<input type="checkbox"/>
g. Radio .....	<input type="checkbox"/>	<input type="checkbox"/>
h. Other, write here: _____	<input type="checkbox"/>	<input type="checkbox"/>

**10. Why do you want to join the NYC Justice Corps?  
Mark “Yes” or “No” on each line.**

	<b>Yes</b>	<b>No</b>
a. I need the money.....	<input type="checkbox"/>	<input type="checkbox"/>
b. I could use help getting a job .....	<input type="checkbox"/>	<input type="checkbox"/>
c. I like the idea of working in the community ...	<input type="checkbox"/>	<input type="checkbox"/>
d. My probation/parole officer told me to come... ..	<input type="checkbox"/>	<input type="checkbox"/>
e. It will be good training.....	<input type="checkbox"/>	<input type="checkbox"/>
f. It’s something to do .....	<input type="checkbox"/>	<input type="checkbox"/>
g. Other, write here: _____	<input type="checkbox"/>	<input type="checkbox"/>

**11. Who encouraged you to apply for the NYC Justice Corps?  
Mark “Yes” or “No” on each line.**

	<b>Yes</b>	<b>No</b>
a. Probation/parole officer .....	<input type="checkbox"/>	<input type="checkbox"/>
b. Staff from the local Justice Corps .....	<input type="checkbox"/>	<input type="checkbox"/>
(Brooklyn’s Bedford Stuyvesant Restoration Corporation or Bronx’s Phipps Community Development Corp.)		
c. My family .....	<input type="checkbox"/>	<input type="checkbox"/>
d. My friends.....	<input type="checkbox"/>	<input type="checkbox"/>
e. An older adult in my community.....	<input type="checkbox"/>	<input type="checkbox"/>
f. My girlfriend or boyfriend .....	<input type="checkbox"/>	<input type="checkbox"/>
g. Other, write here: _____	<input type="checkbox"/>	<input type="checkbox"/>

**12. In your whole life, how many years have you lived in your current neighborhood? Please do not count any time that you lived somewhere else.  
Mark one box.**

- Less than 1 year .....
- 1 to 2 years.....
- 3 to 5 years.....
- More than 5 years.....

**13. Read each statement about your current neighborhood. On each line, mark “True” if it is mostly true or “False” if it is mostly false.**

	<b>True</b>	<b>False</b>
a. I think my neighborhood is a good place for me to live .....	<input type="checkbox"/>	<input type="checkbox"/>
b. People in my neighborhood do not share my values .....	<input type="checkbox"/>	<input type="checkbox"/>
c. My neighbors and I want the same things from the neighborhood.....	<input type="checkbox"/>	<input type="checkbox"/>
d. I can recognize most of the people who live in my neighborhood.....	<input type="checkbox"/>	<input type="checkbox"/>
e. I feel at home in my neighborhood .....	<input type="checkbox"/>	<input type="checkbox"/>
f. Very few of my neighbors know me.....	<input type="checkbox"/>	<input type="checkbox"/>
g. I am a positive influence in my neighborhood.....	<input type="checkbox"/>	<input type="checkbox"/>
h. I care about what my neighbors think of me .....	<input type="checkbox"/>	<input type="checkbox"/>
i. I have no influence over what my neighborhood is like.....	<input type="checkbox"/>	<input type="checkbox"/>
j. If there is a problem in my neighborhood, people who live here can get it solved.....	<input type="checkbox"/>	<input type="checkbox"/>
k. It is very important to me to live in my neighborhood.....	<input type="checkbox"/>	<input type="checkbox"/>
l. People in my neighborhood don't get along with each other....	<input type="checkbox"/>	<input type="checkbox"/>
m. I think I will live in my neighborhood for a long time.....	<input type="checkbox"/>	<input type="checkbox"/>

**14. Who do you live with? Mark one box.**

- I live alone .....
- I live with friends or family.....
- I live in short-term, emergency, or temporary housing .....
- I am homeless .....
- Other, write here: \_\_\_\_\_

The next question asks about things your close friends may have done. As a reminder, your answers are totally private between you and the researchers. They will have nothing to do with whether you get into the Justice Corps.

15. Think about the friends you are closest to right now. How many of them have done the following things in the last 30 days?  
Mark one box on each line.

	<u>None</u>	<u>Some</u>	<u>Most</u>
a. Used marijuana or other illegal drugs.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Tried to do well at school or work.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Sold illegal drugs.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Stole or tried to steal a car .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Attended religious services regularly.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Got arrested.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Were members of a gang.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Participated in sports.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Carried a weapon.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Made a commitment to stay alcohol or drug-free.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. Made a commitment to stay out of jail/prison .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l. Participated in school, church, or community activities such as clubs or youth groups .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m. Got suspended from school or fired from a job.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n. Did volunteer work in the community.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

16. Are you a member of a gang now?

Yes .....

No.....

17. Were you ever a member of a gang?

Yes .....

No.....

**18. Have you graduated high school or received a GED?**

Yes .....  Name of school or program \_\_\_\_\_

No.....

**19. What was the last grade you completed?  
Enter the number of the last grade you completed.**

\_\_\_\_\_

**20. Are you in an educational program now?  
Mark “Yes” or “No” on each line.**

	<b>Yes</b>	<b>No</b>
a. GED program .....	<input type="checkbox"/>	<input type="checkbox"/>
b. Vocational training program.....	<input type="checkbox"/>	<input type="checkbox"/>
c. College program.....	<input type="checkbox"/>	<input type="checkbox"/>
d. Other educational program.....	<input type="checkbox"/>	<input type="checkbox"/>

**21. Do you have any technical training certificates or licenses?**

Yes .....

No.....

**22. During the last 30 days, on how many days did you work for pay in a formal job (not an illegal job or a job that paid you “off the books”)?**

\_\_\_\_\_

**22a. Were any of the days worked in a correctional facility?**

Yes .....  How many? \_\_\_\_\_

No.....

**23. During the last 30 days, have you worked for pay in a formal job?  
Mark one box.**

Full-time (at least 35 hours a week) .....

Part-time (less than 35 hours a week).....

Not at all .....

Don't know.....

**24. For your most recent or current formal job, please write in the following information or check the box if you have never worked for pay:**

Job title: \_\_\_\_\_

Name of company: \_\_\_\_\_

Job duties/activities: \_\_\_\_\_

\_\_\_\_\_

I have never worked for pay .....

**25. For your most recent or current formal job, what was your hourly, daily, weekly, or monthly pay/salary? Fill in only one line - or check the box if you have never worked for pay:**

\_\_\_\_\_per hour

\_\_\_\_\_per day

\_\_\_\_\_per week

\_\_\_\_\_per month

\_\_\_\_\_per year

None; I have never worked for pay .....

**26. What is the longest formal job you ever had? Mark one box.**

- Less than 2 months .....
- 3 to 5 months .....
- 6 to 8 months .....
- 9 to 12 months .....
- 13 to 18 months .....
- 19 to 24 months .....
- More than 24 months .....
- Never had a job .....

**27. During the last 30 days, on how many days did you use alcohol, beer, or wine? Mark one box.**

- Never .....
- 1 or 2 days .....
- 3 to 5 days .....
- 6 to 9 days .....
- 10 to 19 days .....
- 20 to 30 days .....

**28. During the last 30 days, on how many days did you use tobacco? Mark one box.**

- Never .....
- 1 or 2 days .....
- 3 to 5 days .....
- 6 to 9 days .....
- 10 to 19 days .....
- 20 to 30 days .....

The next 9 questions ask about drugs you may have taken. As a reminder, your answers are totally private between you and the researchers. They will have nothing to do with whether you get into the Justice Corps.

29. During the last 30 days, on how many days did you use marijuana (pot, weed)? Mark one box.

- Never.....
- 1 or 2 days.....
- 3 to 5 days.....
- 6 to 9 days.....
- 10 to 19 days.....
- 20 to 30 days.....

30. During the last 30 days, on how many days did you use cocaine or any cocaine-based drug, such as crack? Mark one box.

- Never.....
- 1 or 2 days.....
- 3 to 5 days.....
- 6 to 9 days.....
- 10 to 19 days.....
- 20 to 30 days.....

31. During the last 30 days, on how many days did you use inhalants (glue, aerosol cans, paint)? Mark one box.

- Never.....
- 1 or 2 days.....
- 3 to 5 days.....
- 6 to 9 days.....
- 10 to 19 days.....
- 20 to 30 days.....

**32. During the last 30 days, on how many days did you use heroin (dope, smack, China White, junk)? Mark one box.**

Never.....

1 or 2 days.....

3 to 5 days.....

6 to 9 days.....

10 to 19 days.....

20 to 30 days.....

**33. During the last 30 days, on how many days did you use methamphetamines (crystal meth, speed, crank, ice)? Mark one box.**

Never.....

1 or 2 days.....

3 to 5 days.....

6 to 9 days.....

10 to 19 days.....

20 to 30 days.....

**34. During the last 30 days, on how many days did you use Ecstasy (MDMA, X)? Mark one box.**

Never.....

1 or 2 days.....

3 to 5 days.....

6 to 9 days.....

10 to 19 days.....

20 to 30 days.....

**35. During the last 30 days, on how many days did you use steroids (pills or shots)? Mark one box.**

- Never.....
- 1 or 2 days.....
- 3 to 5 days.....
- 6 to 9 days.....
- 10 to 19 days.....
- 20 to 30 days.....

**36. During the last 30 days, on how many days did you use prescription drugs not meant for your use? Mark one box.**

- Never.....
- 1 or 2 days.....
- 3 to 5 days.....
- 6 to 9 days.....
- 10 to 19 days.....
- 20 to 30 days.....

**37. During the last 30 days, on how many days did you use other illegal drugs? Mark one box.**

- Never.....
- 1 or 2 days.....
- 3 to 5 days.....
- 6 to 9 days.....
- 10 to 19 days.....
- 20 to 30 days.....

**38. During the last 30 days, has using alcohol or drugs kept you from getting things done at school, home, or work?**

Yes .....

No.....

I did not use any alcohol or drugs .....

**39. During the last 30 days, did you get in trouble when you were high or had been drinking?**

Yes .....

No.....

I did not use any alcohol or drugs .....

**40. How often in the last 30 days, have you been so drunk or high that you couldn't remember what happened? Mark one box.**

Never.....

Once a week or less .....

Twice a week.....

Three times a week or more .....

I did not use any alcohol or drugs .....

**41. During the last 30 days, did you ever feel so sad or hopeless almost every day for two weeks or more in a row that you stopped doing some usual activities?**

Yes .....

No.....

**42. Have you ever received treatment for:  
Mark "Yes" or "No" on each line.**

- |   | <b>Yes</b>               | <b>No</b>                |
|---|--------------------------|--------------------------|
| a. Alcohol or drug problems?.....                                     | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Mental or emotional problems, including<br>anger management? ..... | <input type="checkbox"/> | <input type="checkbox"/> |

**43. Has anyone ever told you that you needed to receive treatment for:  
Mark "Yes" or "No" on each line.**

- |   | <b>Yes</b>               | <b>No</b>                |
|---|--------------------------|--------------------------|
| a. Alcohol or drug problems?.....                                     | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Mental or emotional problems, including<br>anger management? ..... | <input type="checkbox"/> | <input type="checkbox"/> |

**44. Do you feel you need treatment for:  
Mark "Yes" or "No" on each line.**

- |   | <b>Yes</b>               | <b>No</b>                |
|---|--------------------------|--------------------------|
| a. Alcohol or drug problems?.....                                     | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Mental or emotional problems, including<br>anger management? ..... | <input type="checkbox"/> | <input type="checkbox"/> |

**45. Right now, are you taking any prescription drugs to help you with any mental  
or emotional problems?**

- Yes .....
- No.....

**46. How would you rate your overall physical health? Mark one box.**

- Excellent.....
- Good.....
- Fair .....
- Poor.....

47. Do you have any ongoing physical health problems for which you take medication on a regular basis?

Yes .....

No.....

48. Which of these might be a problem for you in getting a job or making it to work every day? Mark "Yes" or "No" on each line.

	Yes	No
a. Transportation.....	<input type="checkbox"/>	<input type="checkbox"/>
b. Child care.....	<input type="checkbox"/>	<input type="checkbox"/>
c. The right clothing .....	<input type="checkbox"/>	<input type="checkbox"/>
d. Caring for elderly, sick, or disabled family members .....	<input type="checkbox"/>	<input type="checkbox"/>
e. My own illness or physical disability .....	<input type="checkbox"/>	<input type="checkbox"/>
f. Getting up on time every day .....	<input type="checkbox"/>	<input type="checkbox"/>
g. Lack of skills .....	<input type="checkbox"/>	<input type="checkbox"/>
h. Getting along with people in authority/taking orders .....	<input type="checkbox"/>	<input type="checkbox"/>
i. Knowing how to apply for a job .....	<input type="checkbox"/>	<input type="checkbox"/>
j. Having a regular place to live .....	<input type="checkbox"/>	<input type="checkbox"/>
k. Other, write here: _____	<input type="checkbox"/>	<input type="checkbox"/>

**49. Read each statement. On each line, mark “True” if it is mostly true or “False” if it is mostly false.**

	<b>True</b>	<b>False</b>
a. I am confident that I can do the work needed for a job .....	<input type="checkbox"/>	<input type="checkbox"/>
b. Usually when I work, there are some tasks required for my job that I cannot do well .....	<input type="checkbox"/>	<input type="checkbox"/>
c. I have all the skills I need to perform work very well .....	<input type="checkbox"/>	<input type="checkbox"/>
d. Most people could do better at their jobs than I can .....	<input type="checkbox"/>	<input type="checkbox"/>
e. I am an expert at my work .....	<input type="checkbox"/>	<input type="checkbox"/>
f. I am very proud of my job skills and abilities .....	<input type="checkbox"/>	<input type="checkbox"/>
g. I don't like it when other people watch me work .....	<input type="checkbox"/>	<input type="checkbox"/>
h. I can always manage to solve difficult problems if I try hard ....	<input type="checkbox"/>	<input type="checkbox"/>
i. It is easy for me to accomplish my goals .....	<input type="checkbox"/>	<input type="checkbox"/>
j. If I am in trouble, I can usually think of a solution .....	<input type="checkbox"/>	<input type="checkbox"/>
k. Doing good work on the job is not worth the effort.....	<input type="checkbox"/>	<input type="checkbox"/>
l. Doing your job well is a sure way to get ahead on the job .....	<input type="checkbox"/>	<input type="checkbox"/>
m. Most of my good work has gone unnoticed in the past .....	<input type="checkbox"/>	<input type="checkbox"/>
n. At work, things like pay and promotions are based on how well a person does his or her job.....	<input type="checkbox"/>	<input type="checkbox"/>
o. Good work gets the same results as poor work.....	<input type="checkbox"/>	<input type="checkbox"/>
p. I must do a good job in order to get what I want .....	<input type="checkbox"/>	<input type="checkbox"/>

**50. How many people do you know right now who could help you find a job?**

**Write number:** \_\_\_\_\_

**51. How many people do you know right now who could provide a good reference for you when you apply for a job?**

**Write number:** \_\_\_\_\_

**52. Right now, are you receiving any services to help you do the following things? Mark “Yes” or “No” on each line.**

	<b>Yes</b>	<b>No</b>
a. Find or keep a job.....	<input type="checkbox"/>	<input type="checkbox"/>
b. Find a place to live .....	<input type="checkbox"/>	<input type="checkbox"/>
c. Get alcohol or drug treatment .....	<input type="checkbox"/>	<input type="checkbox"/>
d. Finish or go to school .....	<input type="checkbox"/>	<input type="checkbox"/>
e. Take care of your children .....	<input type="checkbox"/>	<input type="checkbox"/>
f. Other, write here: _____	<input type="checkbox"/>	<input type="checkbox"/>

**53. Do you think that being in the NYC Justice Corps will help you do the following things after the program? Mark “Yes” or “No” on each line.**

	<b>Yes</b>	<b>No</b>
a. Find or keep a job.....	<input type="checkbox"/>	<input type="checkbox"/>
b. Set goals .....	<input type="checkbox"/>	<input type="checkbox"/>
c. Find a place to live .....	<input type="checkbox"/>	<input type="checkbox"/>
d. Finish or go to school .....	<input type="checkbox"/>	<input type="checkbox"/>
e. Get alcohol or drug treatment .....	<input type="checkbox"/>	<input type="checkbox"/>
f. Get involved in the community.....	<input type="checkbox"/>	<input type="checkbox"/>
g. Other, write here: _____	<input type="checkbox"/>	<input type="checkbox"/>

The next question asks about things you may have done. As a reminder, your answers are totally private between you and the researchers. They will have nothing to do with whether you get into the Justice Corps.

54. How often have you done each of the following things in the last 30 days? On each line, mark one box for “Never,” “Sometimes,” or “Often.”

	<u>Never</u>	<u>Sometimes</u>	<u>Often</u>
a. Assault or physically hurt someone .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Make any new friends .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Get into a fight.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Get along well with your family.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Steal something .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Read a newspaper .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Sell drugs.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Damage or destroy property that wasn't yours.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Carry a weapon.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
j. Be drunk in public .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
k. Violate probation or parole .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
l. Feel good about yourself.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
m. Go to church or other religious services ..	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
n. Participate in community sports .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
o. Help out a church or neighborhood group for no pay.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
p. Be a mentor, big brother/sister, or buddy to a kid in the neighborhood .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
q. Help a neighbor.....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
r. Give advice to a neighbor .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
s. Go to a meeting of a club or community group .....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**55. Right now, are you enrolled in any of the following programs or services?  
Mark “Yes” or “No” on each line.**

	<b>Yes</b>	<b>No</b>
a. Getting Out Staying Out .....	<input type="checkbox"/>	<input type="checkbox"/>
b. Friends of Island Academy .....	<input type="checkbox"/>	<input type="checkbox"/>
c. La Guardia Community College.....	<input type="checkbox"/>	<input type="checkbox"/>
d. Bronx Community College .....	<input type="checkbox"/>	<input type="checkbox"/>
e. Medgar Evers Community College .....	<input type="checkbox"/>	<input type="checkbox"/>
f. Citizens Advice Bureau .....	<input type="checkbox"/>	<input type="checkbox"/>
g. Southern Queens Park Association .....	<input type="checkbox"/>	<input type="checkbox"/>
h. Federation Employment and Guidance Services .....	<input type="checkbox"/>	<input type="checkbox"/>
i. The Child Center of New York .....	<input type="checkbox"/>	<input type="checkbox"/>
j. Vanguard Urban Improvement Association ..	<input type="checkbox"/>	<input type="checkbox"/>
k. Arbor Education and Training .....	<input type="checkbox"/>	<input type="checkbox"/>
l. Mosholu Montefiore Community Center.....	<input type="checkbox"/>	<input type="checkbox"/>
m. Good Shepherd Services .....	<input type="checkbox"/>	<input type="checkbox"/>
n. Henkels & McCoy.....	<input type="checkbox"/>	<input type="checkbox"/>
o. Henry Street Settlement .....	<input type="checkbox"/>	<input type="checkbox"/>
p. Wildcat Service Corporation .....	<input type="checkbox"/>	<input type="checkbox"/>
q. Opportunities for a Better Tomorrow.....	<input type="checkbox"/>	<input type="checkbox"/>
r. NYSARC, Inc.....	<input type="checkbox"/>	<input type="checkbox"/>
s. Other, write here: _____	<input type="checkbox"/>	<input type="checkbox"/>

---

**Thank you for completing the questionnaire!**

**Please hand it to the survey monitor.**

**EVALUATION OF THE NEW YORK CITY JUSTICE CORPS**

**FOLLOW-UP QUESTIONNAIRE  
FOR PROGRAM GROUP**

**TELEPHONE ADMINISTERED**

Prepared by

Westat  
1650 Research Boulevard  
Rockville, MD 20850

and

Metis Associates  
90 Broad Street, Suite 1200  
New York, NY 10004

## **OPENING**

Hello, my name is \_\_\_\_\_ and I'm calling on behalf of the Justice Corps Evaluation that Westat and John Jay College are doing. Last week we sent you a letter to let you know that someone would be calling you to conduct a brief interview over the phone. For answering the questions over the phone, we will mail you a check for \$40. Can we begin now?

**IF RESPONDENT CANNOT TALK NOW, SCHEDULE AN APPOINTMENT FOR THE CALL.**

**I'm just going to be asking you some questions like the ones on the questionnaire you filled out when you applied for the Justice Corps. As before,**

- **All information collected in this interview will be kept confidential to the extent permitted by law;**
- **Your taking part in this interview is voluntary, but it is very important; and**
- **If you take part, you may refuse to answer any questions.**

**This is not a test and there are no right or wrong answers.**

1. **Is the neighborhood where you live now the same one that you lived in when you applied for the NYC Justice Corps?**

Yes ..... 1

No..... 2

2. **I'm going to read you statements about your neighborhood, and I want you to tell me whether each one is mostly true or mostly false about your current neighborhood – where you live now. After each statement, just tell me “true” or “false.”**

	<b>True</b>	<b>False</b>
a. I think my neighborhood is a good place for me to live ...	1 <input type="checkbox"/>	2 <input type="checkbox"/>
b. People in my neighborhood do not share my values .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
c. My neighbors and I want the same things from the neighborhood.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
d. I can recognize most of the people who live in my neighborhood.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
e. I feel at home in my neighborhood .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
f. Very few of my neighbors know me.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
g. I am a positive influence in my neighborhood.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
h. I care about what my neighbors think of me .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
i. I have no influence over what my neighborhood is like...	1 <input type="checkbox"/>	2 <input type="checkbox"/>
j. If there is a problem in my neighborhood, people who live here can get it solved.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
k. It is very important to me to live in my neighborhood.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
l. People in my neighborhood don't get along with each other .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
m. I think I will live in my neighborhood for a long time.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>

3. **Now I'm going to ask you about things your close friends may have done. As a reminder, your answers are totally private between you and the researchers. They will not affect any benefits or services you receive, and will not be disclosed to anyone, including the police.**

**Think about the friends you are closest to right now. How many of them have done the following things in the last 30 days? Would you say "none of them," "some of them," or "most of them?"**

	<b>None</b>	<b>Some</b>	<b>Most</b>
a. Used marijuana or other illegal drugs.....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
b. Tried to do well at school or work.....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
c. Sold illegal drugs.....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
d. Stole or tried to steal a car .....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
e. Attended religious services regularly.....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
f. Got arrested.....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
g. Were members of a gang.....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
h. Participated in sports.....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
i. Carried a weapon.....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
j. Made a commitment to stay alcohol or drug-free .....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
k. Made a commitment to stay out of jail or prison.....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
l. Participated in school, church, or community activities such as clubs or youth groups .....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
m. Got suspended from school or fired from a job.....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
n. Did volunteer work in the community.....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>

**4. Have you graduated high school or received a GED?**

Yes ..... 1  Name of school or program \_\_\_\_\_

No..... 2

**5. Are you in an educational program now? Just say “yes” or “no” after each program I read you.**

	<b>Yes</b>	<b>No</b>
a. GED program .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
b. Vocational training program (program that offers job training) ..	1 <input type="checkbox"/>	2 <input type="checkbox"/>
c. College program.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
d. Other educational program.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>

**6. Do you plan to continue your education in the future? Just say “yes” or “no” after each program I read you.**

	<b>Yes</b>	<b>No</b>
a. GED program .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
b. Vocational training program.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
c. College program.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
d. Other educational program.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>

**7. Do you have any technical training certificates or licenses?**

Yes ..... 1

No..... 2

**8. Since you applied to the Justice Corps, have you ever worked for pay in a “formal” job? Do not include an illegal job or a job that paid “off the books.” Also, do not include work done in any training program, including the Justice Corps.**

Yes ..... 1

No..... 2  **SKIP TO #12**

9. During the last 30 days, on how many days did you work for pay in a formal job, not including any work you did while in a training program?

\_\_\_\_\_ **IF RESPONDENT SAID 0  
DAYS, SKIP TO #11**

9a. Were any of the days worked in a correctional facility?

Yes ..... 1  How many? \_\_\_\_\_

No..... 2

10. Was this work full-time (at least 35 hours a week) or part-time?

Full-time (at least 35 hours a week) ..... 1

Part-time (less than 35 hours a week)..... 2

Not at all ..... 3

Don't know..... 8

11. For your most recent or current formal job since you applied for the NYC Justice Corps, what was your pay rate?

\$\_\_\_\_\_ per hour ..... 1

\$\_\_\_\_\_ per day..... 2

\$\_\_\_\_\_ per week ..... 3

\$\_\_\_\_\_ per month..... 4

\$\_\_\_\_\_ per year..... 5

**RECORD ONLY ONE RATE. AS NEEDED, GIVE RESPONDENT AN EXAMPLE OF A PAY RATE (FOR EXAMPLE, AMOUNT OF PAY PER HOUR).**

Now I'm going to ask you some questions related to your experience in the NYC Justice Corps and your opinions about it.

12. After I read each statement, I want you to tell me whether you agree, disagree, or neither agree nor disagree.

	Agree	Neither Agree nor Disagree	Disagree
a. I learned new job skills in the NYC Justice Corps. ....	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
b. The NYC Justice Corps helped me to get a job or go back to school.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
c. In the NYC Justice Corps, I made new friends that I still see. ....	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
d. My work for the NYC Justice Corps helped my neighborhood. ....	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
e. In the NYC Justice Corps, I learned how to get a job (for example, do a job interview) .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
f. In the NYC Justice Corps, I met people who can help me find a job. ....	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
g. My training in the NYC Justice Corps will help me stay out of trouble. ....	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
h. In the NYC Justice Corps, I learned things that will help me get ahead in life. ....	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>

OK, good. Now I'm going to ask you a couple of questions about the Justice Corps.

13. Overall, how satisfied were you with your experience in the NYC Justice Corps? Would you say you were "satisfied," "dissatisfied," or "neither satisfied nor dissatisfied?"

- Satisfied..... 1
- Neither satisfied nor dissatisfied..... 2
- Dissatisfied..... 3

14. Now I'm going to ask you how useful certain parts of the Justice Corps program were for you. After each part of the program, tell me whether that part was "very useful," "somewhat useful," or "not at all useful."

	Very useful	Somewhat useful	Not at all useful
a. Job training .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
b. Working on a community benefit service project.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
c. Training on how to apply for a job .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
d. Participating in an internship .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
e. Help in getting a job or going back to school .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>

15. Now I'm going to read you a list of things and after each one, I want you to tell me if the Justice Corps helped you to do it.

	Yes	No
a. Find or keep a job ..... (do not include work done in the NYC Justice Corps)	1 <input type="checkbox"/>	2 <input type="checkbox"/>
b. Set goals .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
c. Find a place to live .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
d. Finish or go to school .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
e. Get alcohol or drug treatment .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
f. Get involved in the community (not including community benefits work you did in the NYC Justice Corps) .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
g. Anything else you want to include that the Justice Corps helped you with?: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>

**16. Did you complete or graduate from the NYC Justice Corps?**

- Yes ..... 1  **SKIP TO #17**
- No..... 2

**I'm going to read you a list of reasons why some people didn't complete or graduate from the program. After each one, tell me if that was one of the reasons why you didn't finish the program.**

	Yes	No
The NYC Justice Corps work was too hard.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
I didn't have childcare.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
I didn't have transportation.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
I got a job before the program ended.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
I was arrested or had my parole or probation revoked before the program ended.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
I was bored.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
I had a medical problem.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
I had an alcohol or drug problem.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
I had a mental health problem.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
My family needed me at home.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
I didn't think the NYC Justice Corps would help me meet my goals.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
I didn't get along with the staff of the NYC Justice Corps.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
I didn't get along with the other trainees in the NYC Justice Corps.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
I went back to school.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
Other. Write here: _____ _____.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>

Now I'm going to ask you a couple of questions about drug use. Remember, your answers are totally confidential.

**17 During the last 30 days, on how many days did you use marijuana (pot, weed)? As I read the answer options, think of which one is closest:**

- Never.....0
- 1 or 2 days.....1
- 3 to 5 days.....2
- 6 to 9 days.....3
- 10 to 19 days.....4
- 20 to 30 days.....5

**18 During the last 30 days, on how many days did you use any other illegal drugs (besides marijuana), including prescription drugs not prescribed for you. As I read the answer options, think of which one is closest:**

- Never.....0
- 1 or 2 days.....1
- 3 to 5 days.....2
- 6 to 9 days.....3
- 10 to 19 days.....4
- 20 to 30 days.....5

**IF RESPONDENT SAID “NEVER” TO BOTH #17 AND #18, SKIP TO #20**

**19. During the last 30 days, has using alcohol or drugs kept you from getting things done at school, home, or work?**

- Yes.....1
- No.....2

**20. Now I'm going to read you a list of things that can sometimes be problems for people in getting a job or making it to work every day. After I read each one, tell me whether that might be a problem for you in getting a job or making it to work every day. Just say "yes" or "no."**

	<b>Yes</b>	<b>No</b>
a. Transportation.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
b. Child care.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
c. The right clothing .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
d. Caring for elderly, sick, or disabled family members .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
e. My own illness or physical disability .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
f. Getting up on time every day .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
g. Lack of skills .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
h. Getting along with people in authority or taking orders .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
i. Knowing how to apply for a job .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
j. Having a regular place to live .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
k. Other, write here: _____ _____.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>

**21. Now I'm going to read you some statements about how you feel about jobs and work. I want you to tell me whether each one is mostly true for you or mostly false for you. Just tell me "true" or "false."**

	<b>True</b>	<b>False</b>
a. I am confident that I can do the work needed for a job ...	1 <input type="checkbox"/>	2 <input type="checkbox"/>
b. Usually when I work, there are some tasks required for my job that I cannot do well.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
c. I have all the skills I need to perform work very well .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
d. Most people could do better at their jobs than I can .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
e. I am an expert at my work .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
f. I am very proud of my job skills and abilities .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
g. I don't like it when other people watch me work .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
h. I can always manage to solve difficult problems if I try hard .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
i. It is easy for me to accomplish my goals .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
j. If I am in trouble, I can usually think of a solution .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
k. Doing good work on the job is not worth the effort.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
l. Doing your job well is a sure way to get ahead on the job	1 <input type="checkbox"/>	2 <input type="checkbox"/>
m. Most of my good work has gone unnoticed in the past ...	1 <input type="checkbox"/>	2 <input type="checkbox"/>
n. At work, things like pay and promotions are based on how well a person does his or her job .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
o. Good work gets the same results as poor work.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
p. I must do a good job in order to get what I want .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>

**22. How many people do you know right now who could help you find a job?**

**WRITE NUMBER:** \_\_\_\_\_

**23. How many people do you know right now who could provide a good reference for you when you apply for a job?**

**WRITE NUMBER:** \_\_\_\_\_

The next two questions ask about arrests and convictions. Again, your answers are totally confidential.

**24. Since you applied to the NYC Justice Corps, have you been arrested?**

Yes.....1  Was this arrest for an act committed before or after you applied to the NYC Justice Corps?

Before I applied..... 1

After I applied.....2

No.....2

**25. Since you applied to the NYC Justice Corps, have you been convicted of any crime?**

Yes.....1  Was this crime committed before or after you applied to the NYC Justice Corps?

Before I applied.....1

After I applied.....2

No.....2

**26. Now I'm going to read you a list of things people sometimes do, and I want you to tell me after each one, how often you did that thing in the last 30 days – "never," "sometimes," or "often." Again, this is completely confidential.**

In the last 30 days, how often did you:

	<b>Never</b>	<b>Sometimes</b>	<b>Often</b>
a. Assault or physically hurt someone? .....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
b. Make any new friends? .....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
c. Get into a fight?.....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
d. Get along well with your family? .....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
e. Steal something? .....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
f. Read a newspaper? .....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
g. Sell drugs.....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
h. Damage or destroy property that wasn't yours? .....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
i. Carry a weapon?.....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
j. Be drunk in public? .....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
k. Violate probation or parole? .....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
l. Feel good about yourself?.....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
m. Go to church or other religious services?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
n. Participate in community sports? .....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
o. Help out a church or neighborhood group for no pay?.....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
p. Be a mentor, big brother or sister, or buddy to a kid in the neighborhood? .....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
q. Help a neighbor?.....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
r. Give advice to a neighbor? .....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
s. Go to a meeting of a club or community group? We do not mean a gang meeting.	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>

**CLOSING**

I'm done with asking you questions.

**FOR RESPONDENTS WITH DOL FORMS:**

We will mail you a check for \$40. Let me double-check that I have the right address for you. Is it

\_\_\_\_\_?

**CONFIRM THAT ADDRESS IS CORRECT. IF NOT, WRITE CORRECT ADDRESS HERE:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**REPEAT ADDRESS TO RESPONDENT TO MAKE SURE YOU HAVE RECORDED IT CORRECTLY.**

Thank you for answering my questions today and for being part of the Evaluation. Your participation is very important, and we appreciate it.

Goodbye.

**FOR RESPONDENTS WITHOUT DOL FORMS:**

Thank you for answering my questions today and for being part of the Evaluation. Your participation is very important, and we appreciate it.

As your letter said, you have just earned \$40 for the interview. You can get another \$40 and be in a lottery for an "iPod" for bringing your picture ID and Social Security number, and signing a form. The form will let the Evaluation get information on your employment and wages. This way, you'd get \$80 total instead of \$40.

To do this, please stop by \_\_\_\_\_. We'll be there on \_\_\_\_\_ from \_\_\_\_\_ to \_\_\_\_\_ and on \_\_\_\_\_ from \_\_\_\_\_ to \_\_\_\_\_. Please remember to bring your picture ID and Social Security number.

**REFER TO THE FLYER SENT WITH THE LETTER.**

This will take only 5 minutes.

Would you like to get your \$40 for the interview when you come in, or wait a few weeks longer to get it in the mail?

PICK UP CHECK ..... 1

MAIL CHECK ..... 2

Let me double-check that I have the right address for you. Is it

\_\_\_\_\_?

**CONFIRM THAT ADDRESS IS CORRECT. IF NOT, WRITE CORRECT ADDRESS HERE:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**REPEAT ADDRESS TO RESPONDENT TO MAKE SURE YOU HAVE RECORDED IT CORRECTLY.**

We hope you will be come in and sign the form. We'll send you a reminder about it. Do you expect to be there?

Goodbye.

**EVALUATION OF THE NEW YORK CITY JUSTICE CORPS**

**FOLLOW-UP QUESTIONNAIRE  
FOR REFERRAL GROUP**

**TELEPHONE ADMINISTERED**

Prepared by

Westat  
1650 Research Boulevard  
Rockville, MD 20850

and

Metis Associates  
90 Broad Street, Suite 1200  
New York, NY 10004

## **OPENING**

Hello, my name is \_\_\_\_\_ and I'm calling on behalf of the Justice Corps Evaluation that Westat and John Jay College are doing. Last week we sent you a letter to let you know that someone would be calling you to conduct a brief interview over the phone. For answering the questions over the phone, we will mail you a check for \$40. Can we begin now?

**IF RESPONDENT CANNOT TALK NOW, SCHEDULE AN APPOINTMENT FOR THE CALL.**

I'm just going to be asking you some questions like the ones on the questionnaire you filled out when you applied for the Justice Corps. As before,

- All information collected in this interview will be kept confidential to the extent permitted by law;
- Your taking part in this interview is voluntary, but it is very important; and
- If you take part, you may refuse to answer any questions.

**This is not a test and there are no right or wrong answers.**

1. Is the neighborhood where you live now the same one that you lived in when you applied to join the NYC Justice Corps?

Yes ..... 1

No..... 2

2. I'm going to read you statements about your neighborhood, and I want you to tell me whether each one is mostly true or mostly false about your current neighborhood – where you live now. After each statement, just tell me “true” or “false.”

	True	False
a. I think my neighborhood is a good place for me to live ...	1 <input type="checkbox"/>	2 <input type="checkbox"/>
b. People in my neighborhood do not share my values .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
c. My neighbors and I want the same things from the neighborhood.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
d. I can recognize most of the people who live in my neighborhood.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
e. I feel at home in my neighborhood .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
f. Very few of my neighbors know me.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
g. I am a positive influence in my neighborhood.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
h. I care about what my neighbors think of me .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
i. I have no influence over what my neighborhood is like...	1 <input type="checkbox"/>	2 <input type="checkbox"/>
j. If there is a problem in my neighborhood, people who live here can get it solved.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
k. It is very important to me to live in my neighborhood.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
l. People in my neighborhood don't get along with each other .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
m. I think I will live in my neighborhood for a long time.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>

3. **Now I'm going to ask you about things your close friends may have done. As a reminder, your answers are totally private between you and the researchers. They will not affect any benefits or services you receive, and will not be disclosed to anyone, including the police.**

**Think about the friends you are closest to right now. How many of them have done the following things in the last 30 days? Would you say "none of them," "some of them," or "most of them?"**

	<b>None</b>	<b>Some</b>	<b>Most</b>
a. Used marijuana or other illegal drugs.....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
b. Tried to do well at school or work.....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
c. Sold illegal drugs.....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
d. Stole or tried to steal a car .....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
e. Attended religious services regularly.....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
f. Got arrested.....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
g. Were members of a gang.....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
h. Participated in sports.....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
i. Carried a weapon.....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
j. Made a commitment to stay alcohol or drug-free .....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
k. Made a commitment to stay out of jail or prison.....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
l. Participated in school, church, or community activities such as clubs or youth groups .....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
m. Got suspended from school or fired from a job.....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
n. Did volunteer work in the community.....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>

**4. Have you graduated high school or received a GED?**

Yes ..... 1  Name of school or program \_\_\_\_\_

No..... 2

**5. Are you in an educational program now? Just say “yes” or “no” after each program I read you.**

	<b>Yes</b>	<b>No</b>
a. GED program .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
b. Vocational training program (program that offers job training) ..	1 <input type="checkbox"/>	2 <input type="checkbox"/>
c. College program.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
d. Other educational program.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>

**6. Do you plan to continue your education in the future? Just say “yes” or “no” after each program I read you.**

	<b>Yes</b>	<b>No</b>
a. GED program .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
b. Vocational training program.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
c. College program.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
d. Other educational program.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>

**7. Do you have any technical training certificates or licenses?**

Yes ..... 1

No..... 2

**8. Since you applied to the Justice Corps, have you ever worked for pay in a “formal” job? Do not include an illegal job or a job that paid “off the books.” Also, do not include work done in any training program.**

Yes ..... 1

No..... 2  **SKIP TO #12**

9. During the last 30 days, on how many days did you work in a formal job, not including any work you did while in a training program?

\_\_\_\_\_ **IF RESPONDENT SAID 0 DAYS, SKIP TO #11**

9a. Were any of the days worked in a correctional facility?

Yes .....1  How many? \_\_\_\_\_

No..... 2

10. Was this work full-time (at least 35 hours a week) or part-time?

Full-time (at least 35 hours a week) ..... 1

Part-time (less than 35 hours a week).....2

Not at all .....3

Don't know.....8

11. For your most recent or current formal job since you applied for the NYC Justice Corps, what was your pay rate?

\$\_\_\_\_\_per hour ..... 1

\$\_\_\_\_\_per day..... 2

\$\_\_\_\_\_per week ..... 3

\$\_\_\_\_\_per month..... 4

\$\_\_\_\_\_per year..... 5

**RECORD ONLY ONE RATE. AS NEEDED, GIVE RESPONDENT AN EXAMPLE OF A PAY RATE (FOR EXAMPLE, AMOUNT OF PAY PER HOUR).**

**Now we're going to ask you some questions related to your experiences since you applied for the NYC Justice Corps.**

12. Since you applied for the NYC Justice Corps, have you participated in any vocational training program?

Yes.....1  What program(s)? \_\_\_\_\_

\_\_\_\_\_

No..... 2

13. This question asks about things you may have done since you applied to the Justice Corps. I'm going to read you the statements and I want you to tell me whether you "agree," "disagree," or neither agree nor disagree" with each one.

	Agree	Neither Agree nor Disagree	Disagree
a. Since I applied for the NYC Justice Corps, I have learned new job skills.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
b. Since I applied for the NYC Justice Corps, a person or program helped me to get a job or go back to school.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
c. Since I applied for the NYC Justice Corps, I made new friends that I still see. ....	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
d. Since I applied for the NYC Justice Corps, I did work that helped my neighborhood.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
e. Since I applied for the NYC Justice Corps, I learned how to get a job (for example, do a job interview). ....	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
f. Since I applied for the NYC Justice Corps, I met people who can help me find a job.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
g. Since I applied for the NYC Justice Corps, I had training that will help me stay out of trouble.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>
h. Since I applied for the NYC Justice Corps, I learned things that will help me get ahead in life. ....	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>

**14. Think about the time since you applied for the NYC Justice Corps. Did you participate in any program that helped you do any of the following things – just say “yes” or “no” after each one:**

	<b>Yes</b>	<b>No</b>
a. Find or keep a job.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
b. Set goals .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
c. Find a place to live .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
d. Finish or go to school .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
e. Get alcohol or drug treatment.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
f. Get involved in the community.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
g. Other, write here: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>

**Now I'm going to ask you a couple of questions about drug use. Remember, your answers are totally confidential.**

**15. During the last 30 days, on how many days did you use marijuana (pot, weed)? As I read the answer options, think of which one is closest:**

- Never..... 0
- 1 or 2 days..... 1
- 3 to 5 days..... 2
- 6 to 9 days..... 3
- 10 to 19 days..... 4
- 20 to 30 days..... 5

16. During the last 30 days, on how many days did you use any other illegal drugs (besides marijuana), including prescription drugs not prescribed for you? As I read the answer options, think of which one is closest:

Never.....0

1 or 2 days.....1

3 to 5 days.....2

6 to 9 days.....3

10 to 19 days.....4

20 to 30 days.....5

**IF RESPONDENT SAID “NEVER” TO BOTH #15 AND #16, SKIP TO #18**

17. During the last 30 days, has using alcohol or drugs kept you from getting things done at school, home, or work?

Yes.....1

No.....2

**18. Now I'm going to read you a list of things that can sometimes be problems for people in getting a job or making it to work every day. After I read each one, tell me whether that might be a problem for you in getting a job or making it to work every day. Just say "yes" or "no."**

	<b>Yes</b>	<b>No</b>
a. Transportation.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
b. Child care.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
c. The right clothing .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
d. Caring for elderly, sick, or disabled family members .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
e. My own illness or physical disability .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
f. Getting up on time every day .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
g. Lack of skills .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
h. Getting along with people in authority or taking orders .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
i. Knowing how to apply for a job .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
j. Having a regular place to live .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
k. Other, write here: _____	1 <input type="checkbox"/>	2 <input type="checkbox"/>

**19. Now I'm going to read you some statements about how you feel about jobs and work. I want you to tell me whether each one is mostly true for you or mostly false for you. Just tell me "true" or "false."**

	<b>True</b>	<b>False</b>
a. I am confident that I can do the work needed for a job ...	1 <input type="checkbox"/>	2 <input type="checkbox"/>
b. Usually when I work, there are some tasks required for my job that I cannot do well.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
c. I have all the skills I need to perform work very well .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
d. Most people could do better at their jobs than I can .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
e. I am an expert at my work .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
f. I am very proud of my job skills and abilities .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
g. I don't like it when other people watch me work .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
h. I can always manage to solve difficult problems if I try hard .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
i. It is easy for me to accomplish my goals .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
j. If I am in trouble, I can usually think of a solution .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
k. Doing good work on the job is not worth the effort.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
l. Doing your job well is a sure way to get ahead on the job	1 <input type="checkbox"/>	2 <input type="checkbox"/>
m. Most of my good work has gone unnoticed in the past ...	1 <input type="checkbox"/>	2 <input type="checkbox"/>
n. At work, things like pay and promotions are based on how well a person does his or her job .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
o. Good work gets the same results as poor work.....	1 <input type="checkbox"/>	2 <input type="checkbox"/>
p. I must do a good job in order to get what I want .....	1 <input type="checkbox"/>	2 <input type="checkbox"/>

**20. How many people do you know right now who could help you find a job?**

**WRITE NUMBER:** \_\_\_\_\_

**21. How many people do you know right now who could provide a good reference for you when you apply for a job?**

**WRITE NUMBER:** \_\_\_\_\_

The next two questions ask about arrests and convictions. Again, your answers are totally confidential.

**22. Since you applied to the New York City Justice Corps, have you been arrested?**

Yes.....1  Was this arrest for an act committed before or after you applied to the NYC Justice Corps?

Before I applied..... 1

After I applied.....2

No.....2

**23. Since you applied to the New York City Justice Corps, have you been convicted of any crime?**

Yes.....1  Was this crime committed before or after you applied to the NYC Justice Corps?

Before I applied.....1

After I applied.....2

No.....2

24. Now I'm going to read you a list of things people sometimes do, and I want you to tell me after each one, how often you did that thing in the last 30 days – “never,” “sometimes,” or “often.” Again, this is completely confidential.

In the last 30 days, how often did you:

	<b>Never</b>	<b>Sometimes</b>	<b>Often</b>
a. Assault or physically hurt someone? .....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
b. Make any new friends? .....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
c. Get into a fight?.....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
d. Get along well with your family? .....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
e. Steal something? .....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
f. Read a newspaper? .....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
g. Sell drugs? .....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
h. Damage or destroy property that wasn't yours? .....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
i. Carry a weapon?.....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
j. Be drunk in public? .....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
k. Violate probation or parole? .....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
l. Feel good about yourself?.....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
m. Go to church or other religious services?	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
n. Participate in community sports? .....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
o. Help out a church or neighborhood group for no pay?.....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
p. Be a mentor, big brother or sister, or buddy to a kid in the neighborhood? .....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
q. Help a neighbor?.....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
r. Give advice to a neighbor? .....	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
s. Go to a meeting of a club or community group? We do not mean a gang meeting	0 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>

**CLOSING**

I'm done with asking you questions.

**FOR RESPONDENTS WITH DOL FORMS:**

We will mail you a check for \$40. Let me double-check that I have the right address for you. Is it

\_\_\_\_\_?

**CONFIRM THAT ADDRESS IS CORRECT. IF NOT, WRITE CORRECT ADDRESS HERE:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**REPEAT ADDRESS TO RESPONDENT TO MAKE SURE YOU HAVE RECORDED IT CORRECTLY.**

Thank you for answering my questions today and for being part of the Evaluation. Your participation is very important, and we appreciate it.

Goodbye.

**FOR RESPONDENTS WITHOUT DOL FORMS:**

Thank you for answering my questions today and for being part of the Evaluation. Your participation is very important, and we appreciate it.

As your letter said, you have just earned \$40 for the interview. You can get another \$40 and be in a lottery for an "iPod" for bringing your picture ID and Social Security number, and signing a form. The form will let the Evaluation get information on your employment and wages. This way, you'd get \$80 total instead of \$40.

To do this, please stop by \_\_\_\_\_. We'll be there on \_\_\_\_\_ from \_\_\_\_\_ to \_\_\_\_\_ and on \_\_\_\_\_ from \_\_\_\_\_ to \_\_\_\_\_. Please remember to bring your picture ID and Social Security number.

**REFER TO THE FLYER SENT WITH THE LETTER.**

This will take only 5 minutes.

Would you like to get your \$40 for the interview when you come in, or wait a few weeks longer to get it in the mail?

PICK UP CHECK ..... 1

MAIL CHECK ..... 2

Let me double-check that I have the right address for you. Is it \_\_\_\_\_?

**CONFIRM THAT ADDRESS IS CORRECT. IF NOT, WRITE CORRECT ADDRESS HERE:**

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**REPEAT ADDRESS TO RESPONDENT TO MAKE SURE YOU HAVE RECORDED IT CORRECTLY.**

We hope you will be come in and sign the form. We'll send you a reminder about it. Do you expect to be there?

Goodbye.