"I learned lots along the way, but the most important lesson that I have learned is that life is too short to be wasting time disappointing yourself. Just find something you love to do and chase it until your legs break..."

- E.D., CEP Graduation Speaker, 2007
The mission of CASES is to increase the understanding and use of community sanctions that are fair, affordable, and consistent with public safety. CASES serves 14,000 individuals annually in programs lasting anywhere from two days to more than two years. Our programs are aimed at high-need populations—including young people, adults with mental illness, and chronic misdemeanants who are homeless, drug-addicted, or underemployed. In most cases, individuals in CASES’ programs would otherwise be sent to jail, prison, juvenile detention, or placement facilities. With a combination of community supervision and critical support services, our programs seek to interrupt the cycle of arrest, incarceration, release, and recidivism and help court-involved individuals make positive choices about their futures.

As the graph below demonstrates, the daily costs of incarceration are considerable. Most CASES programs, on the other hand, operate for less than $50 a day per client, or less than half the cost of one day in prison. For each client who is able to break the cycle of recidivism, taxpayers realize an additional savings in prison and jail costs down the line. CASES works to interrupt the cycle of arrest, incarceration, release, and recidivism and help court-involved individuals make positive choices about their futures.

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YOUTH ALTERNATIVES

New Program Spotlight: Choices

Problem: Placing 13- to 15-year-olds in juvenile detention while they await a finding in Family Court separates them from their families, schools, and other community resources. Interruption of essential supports may worsen the prognosis for troubled children as well as stigmatize the child and family, making adjustment to home and school more difficult upon release. In addition to the social costs, juvenile detention is expensive: in 2007 the average daily cost for one youth in detention rose to $594, or more than $18,000 for each month a child is detained.

Solution: As part of the Mayor’s 2007 plan to reduce the number of youth sent to juvenile detention, the Office of the Criminal Justice Coordinator has partnered with several area non-profits to begin offering alternative to detention (ATD) services. CASES’ Choices program was selected as the provider of ATD services in Manhattan. Based on the level of supervision necessary, participants are placed in one of two tiers. Participants needing daily supervision meet regularly with a Choices youth worker after school, receive on-site tutoring, and take part in a variety of recreational and academic enrichment activities. Participants needing less intensive services are monitored closely through home and school visits to make sure that they stay connected to community resources and receive additional supports as needed. As in all of CASES’ programs, staff keeps the court informed of participants’ progress, making adjustments to their supervision levels if necessary.

Youth Alternatives: Recent Achievements

- CASES recently launched an initiative to enhance employment services for young people in our programs. In our first year of planning, we have developed an employment assessment for new intakes to assess program need, instituted quarterly career and college fairs, and coordinated with more than 100 community programs citywide to create a web-based directory of youth employment resources.
- Building upon the success of our education liaison in helping students stay in school, CEP hired a second liaison to conduct school visits and assist students and families with navigating school transfers and registration, obtaining special education reassessments, resolving suspensions, and building beneficial relationships with guidance counselors and other school staff essential to students’ success.
- CASES’ youth programs expanded on-site education offerings in the fine and performing arts, including classes in acting, dance, art appreciation, digital animation, film studies, creative writing, photography, and painting.
- We continued to increase participants’ exposure to cultural, educational, and recreational resources in the community. Staff accompanied groups of participants on field trips to local art galleries and museums, wilderness activities including overnight camping trips, and visits to area colleges and universities.
- CASES expanded on-site education offerings in the fine and performing arts, including classes in acting, dance, art appreciation, digital animation, film studies, creative writing, photography, and painting.
- We continued to increase participants’ exposure to cultural, educational, and recreational resources in the community. Staff accompanied groups of participants on field trips to local art galleries and museums, wilderness activities including overnight camping trips, and visits to area colleges and universities.

Court Employment Project (CEP)
- Boys Ages 16 - 21
- Six-Month Alternative to Incarceration
- Comprehensive Needs Assessment
- On-site Education Classes and GED Testing
- Mental Health and Substance Abuse Counseling
- Job Training and Supported Internships
- Referrals to Community Services
- Alumni Outreach

Choices
- Boys and Girls 15 and Under
- Alternative to Juvenile Detention in Manhattan
- After School Supervision
- Community Monitoring

GirlRising
- Girls Ages 13 - 19
- Six- to Nine-Month Alternative to Incarceration/Placement
- Gender-Specific Counseling Groups and Classes
- Integration with CEP Services

GirlRising participants worked with CASES’ artist-in-residence and art therapist this year to create dolls that will be donated to children in need through partnerships with Harlem Hospital and Cambodian NGO Agir Pour les Femmes en Situation Précaire.


Recent Achievements

- The Court Employment Project saw an increase in the number of participants accessing in-house education and employment services this year, as well as other key measures of post-program success.

AJ’s Story
AJ entered CEP on a drug possession charge carrying a maximum sentence of seven years in prison. During an assessment with a CEP substance abuse counselor, AJ described an eight-year history of marijuana use and explained that his substance use had made him an outlier in his family and had led to his expulsion from school. AJ expressed his determination to turn his life around by conquering his marijuana dependence and earning his GED, stating that he was “up for the challenge.”

Through CASES’ partnership with the Brooklyn Treatment Court, AJ was able to attend outpatient drug treatment at the PAC program five days per week, while attending education classes and one-on-one tutoring sessions at CASES. A hard worker, AJ soon demonstrated the sincerity of his commitment, making excellent progress in his academic work while consistently testing negative for drugs. Shortly before his graduation from CEP, AJ took the GED exam at CASES and passed. He has since returned to the program to receive additional education counseling and college placement assistance.
Problem: Over one-fifth of New York’s high school students are two or more years behind their peers in accumulating the credits needed for graduation. Recent research shows that these severely over-age and under-credited students have just a 19 percent chance of finishing school or earning a GED if they remain in traditional high schools. The diminished prospects for high school dropouts are well known. Drop-outs are twice as likely to fall below the poverty line from one year to the next and more than eight times as likely to be incarcerated.1

Solution: To combat the city’s serious dropout problem, the Department of Education (DOE) established the Office of Multiple Pathways to Graduation in 2005 and has partnered with a number of area non-profits to create alternative education programs for over-age and under-credited students. In partnership with the DOE, CASES opened a Learning to Work/GED Program in September 2006 that operates during evening hours at Community Prep High School. Learning to Work combines GED prep classes with academic tutoring, career and post-secondary education counseling, employment-readiness workshops, supported internships, and job placement assistance. The program offers young people who have fallen behind in traditional high schools a second chance to get ahead by earning a GED while gaining the skills needed to succeed in the workplace.2

1 Office of Multiple Pathways to Graduation, The New York City Department of Education (2006), Multiple Pathways Research and Development: Summary Strategies and Strategic Solutions For Overage, Under-Credited Youth, 3.


SM, “Family Portrait”: acrylic on found canvas

Artist’s Statement: I started doing this project when I lost my social security card. I did not draw the social security card; this canvas was found in the trash. I claimed it because it reminded me of something that I lost.

I drew two faces on both sides. On the left side is my little brother and the self portrait that he drew and mailed to me from Africa. I traced it onto my painting. On the right side I am looking at my brother who I haven’t seen for years. I made his drawing look bigger than mine because I hope that he will not go through what I have been through.

SM consistently maintained an attendance rate at Community Prep High School of over 70%—more than double his attendance at his last community school—and earned eight high school credits this year.
Mental Health Programs: New Program Spotlight: Transitional Case Management

**Problem:** The prevalence of mental illness in the jail population is estimated to be between 10 and 16 percent. Inmates with mental illness are more likely to be unemployed and nearly twice as likely to have been homeless in the year prior to their arrest compared with the general jail population. Yet, despite high service needs, people with mental illness who are sentenced to very short jail stays in New York City may not receive any medical or discharge planning services. People with mental illness are also historically less likely to be sentenced to community alternative programs, especially those with high substance use needs. Such housing instability or active substance use—since these are considered high risk factors for failure to complete community programs.

**Solution:** CASES’ Day Custody Program (DCP) offers counseling, community service, and referral services in lieu of a short jail sentence at Rikers Island. The population served are chronic misdemeanants who are homeless, unemployed, and have substance use problems. The program has a high completion rate (close to 80%) since opening its doors in September 2006. Our new Transitional Case Management (TCM) program targets those individuals who meet the criteria for DCP admission, who also have a serious mental illness and are not currently receiving mental health services in the community. The program ensures that individuals with mental illness can safely complete the three-day community sanction and are provided with voluntary aftercare services until they can be connected with appropriate mental health care in the community. TCM services include transportation, help finding employment, the support of a trained peer specialist, and connections to appropriate medical, mental health, and housing providers.

**Recent Achievements:**
- An extensive recidivism analysis of Nathaniel ACT Team consumers completed this year demonstrates judges and other stakeholders the low-risk of continued criminal involvement among consumers of CASES’ mental health services. Of all participants enrolled in the first three years of the program (2003-2006), 82 percent have had no criminal convictions since joining the program.
- CASES added the capacity for six mental health consumers to be housed in NY/NY III Supported Housing apartments. CASES rents and manages these apartments, providing safe and well-maintained community housing for adults with mental illness who are participating in supervised alternative-to-incarceration programs.
- An ACT Consumer Advisory Board (CAB) was created to provide Nathaniel ACT Team consumers with a forum to discuss their experiences and shape the future of ACT Team services at CASES. The CAB meets monthly and reports its recommendations to the ACT Governing Body.

**Case Study:**
JC, a single, homeless male, now 34, was mandated to participate in Nathaniel ACT Team services as an alternative to incarceration in March 2006, following a robbery charge. Diagnosed with schizoaffective type schizophrenia, JC worked with the ACT Team psychiatrist to adjust his medication regimen to resolve symptoms including auditory and visual hallucinations. The ACT Team also helped JC obtain benefits, maintain his sobriety from alcohol and marijuana, and apply for long-term housing. In June 2007, after sharing a CASES apartment for over 11 months, JC succeeded in obtaining his own apartment in Harlem with a state-licensed supported apartment program.

JC has learned to manage his mental illness and has been stable enough to maintain successful employment since September 2007. Although he was once facing over two years in prison, JC completed his court obligations in May and was granted a sentence of three years of probation. As he prepares to transition to a less intensive treatment program, JC continues to attend meetings of the ACT Team’s Work Readiness Group, Men’s Group, Harm Reduction Group, and Cook Shop Group, where he is learning to prepare healthy foods in order to better manage his diabetes. JC also remains an active member of the ACT Consumer Advisory Board.
Low-level drug offenses are a consistent burden on the criminal justice system. In 2006, drug offenses accounted for 34 percent of misdemeanor arrests in New York City. This year, a certificate of recognition from Council Member Andrew J. Lanza and a certificate of merit from the New York State Assembly and Assemblyman Vincent M. Ignizio.

Criminal Court/Parole Programs: Recent Achievements

- The work of the Staten Island Community Service Project to improve the Staten Island Blue Belt was recognized with two awards this year: a certificate of recognition from Council Member Andrew J. Lanza and a certificate of merit from the New York State Assembly and Assemblyman Vincent M. Ignizio.

- CASES’ Criminal Court program completed over 100,000 hours of community service in the past year, including over 200,000 hours at New York City Housing Authority sites.

- The Parole Restoration Project continued to reduce the number of days that special needs violators spend on Rikers Island before being restored to parole, resulting in greater cost savings to the City. This year, the average Parole Restoration Project client spent a record low of 36 days on Rikers, compared to the 52 days that parole violators were detained on average.¹

- Through a new partnership with the Manhattan Borough President’s Office, the Day Custody Program piloted a project to extend case management services to clients for up to six months after exit.

AF’s Story

AF, a twenty-year-old male, pled guilty to criminal possession of a forged instrument and was sentenced to the Day Custody Program (DCP). During his initial assessment, AF told his DCP caseworker that he was a frequent marijuana user and that he had dropped out of high school because he did not want his classmates to know he could not read. He said that he wanted his grandparents to be proud of him, but he frequently made bad decisions. AF also remarked that the DCP staff seemed to genuinely care about him, which was one of the reasons he felt he could tell the truth about his illiteracy.

During the three-day program, AF attended a drug education seminar to learn about the effects of drug and alcohol use and met several times with his caseworker. He also performed community service hours. Together with his grandparents and caseworker, a discharge plan was created to ensure that AF followed up on his referrals. He was given an appointment with a local CBO where he could receive counseling, employment, and literacy services. The DCP staff remained in contact with AF and his grandparents for about 30 times with his caseworker. He also performed community service hours. Together with his grandparents and caseworker, a discharge plan was created to ensure that AF followed up on his referrals. He was given an appointment with a local CBO where he could receive counseling, employment, and literacy services. The DCP staff remained in contact with AF and his grandparents for several months after his completion, during which time he continued to attend the CBO. AF recently began GED classes.


New Program Spotlight: TRP-Brooklyn

Problem: Low-level drug offenses are a consistent burden on the criminal justice system. In 2006, drug offenses accounted for 34 percent of misdemeanor arrests in New York City. The TRP presents clients with information about the causes, effects, and treatment of substance abuse and includes a four-week drug treatment facility. The program aims to prepare clients to take the first steps toward acknowledging substance use problems and accepting treatment.

TRP-Brooklyn has served over 11,000 clients with positive results. Nearly a third of those who attend classes leave the program with an appointment to attend voluntary treatment programs. The TRP staff is also available to help clients connect with community-based partner programs. The TRP staff is also available to help clients connect with community-based partner programs. The TRP staff is also available to help clients connect with community-based partner programs. The TRP staff is also available to help clients connect with community-based partner programs.

Solution: After eight years of successfully operating the Treatment Readiness Program (TRP) in Manhattan, CASES opened a second TRP in Brooklyn in April 2007 which served over 500 clients in its first three months. The TRP presents clients with information about the causes, effects, and treatment of substance abuse and includes a four-week drug treatment facility. The program aims to prepare clients to take the first steps toward acknowledging substance use problems and accepting treatment.

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Our work is relationships...

CASES’ success depends upon the quality of our relationships with judges, government partners, and other NYC social service agencies, as well as with our participants. Maintaining these relationships requires well-planned programs and a staff that is reliable, knowledgeable, consistent, and compassionate.

Our staff is our greatest asset...

• While many social service non-profits struggle with turnover rates approaching 40% annually, CASES’ 131 employees have an average tenure of nearly five years.

• CASES’ diverse staff includes career social service professionals, students, and dedicated volunteers. CASES is proud to recruit and employ staff from the Corporation for National and Community Service (Americorps VISTA Program), the Jesuit Volunteer Corps, the Princeton University Fellowship Program, and the Ivy League Tutors Foundation.

• A high retention rate means that fewer resources are expended each year on training new staff to perform the same jobs. These resources are instead invested in improving the skills of current staff and furthering the careers of existing staff. This year, CASES staff attended advanced training at 29 institutes throughout the City and participated in 17 regional and national conferences.

Alex Rosado
Senior Support Services Coordinator, Day Custody Program

Alex Rosado is one of the first faces clients see in the Day Custody Program. He assesses service needs of new participants and connects them with community agencies where they receive job training, housing assistance, legal services, and substance use and mental health treatment. Alex provides individual and group support and motivational workshops during the three-day program. Alex has 15 years of experience helping court-involved clients build community support networks, and uses his first-hand knowledge of the City’s human services agencies to help the New York Public Library produce Connections, a catalog of services available to pre-release and recently released prisoners.

While attending service appointments is not a requirement of Day Custody, Alex often escorts clients to appointments and continues to help them access needed services long after they complete the program if necessary. “We don’t just brush people off,” he says, “even if they’re released or failed in the past. It’s hard to do that with everybody, but you have to assess who is willing to make a change in their life.” He attributes his success at motivating clients to patience and persistence. “I don’t take ‘no’ for an answer easily. And, if one thing doesn’t work, I’ll try another.”

Alex was hired by the Community Service Sentencing Project (CSSP), then a program of the Vera Institute of Justice, in 1982 after attending John Jay College of Criminal Justice. He left in 1989, but was later rehired by CSSP in 2000 after it had become a CASES program. In 2005, Rosado was hired as one of the founding staff members of the Day Custody Program. “One thing I’ve noticed about this particular agency—although there are always transitions and new programs—you have staff members who care.”

Jennifer Scarborough
Team Director, Court Employment Project

“I always had an interest in criminal justice as well as doing social services,” says Jennifer Scarborough, a City College graduate who was pre-law before she decided to major in psychology. Scarborough joined CASES as a case manager in April 1998 and was later promoted to senior case manager and then team director. She was introduced to ATI programs through her previous job at a homeless shelter for young adults.

“Jennifer said her colleagues’ work ethic and dedication to their clients impressed her from the start. “Once I was here, what kept me here was our ability to be effective. I feel confident we are effective because I see the clients change from the beginning [of the program] to the end. What keeps me going every day is I think the kids need a role model. For some, this is the first time someone is genuinely interested in their success.”

Having grown up in New York City, Jennifer is familiar with the neighborhoods and schools of many CEP participants. “Some of these clients need the resources to turn their lives around,” she said. Jennifer credits CEP for having a holistic approach that addresses clients’ educational, disciplinary, and developmental needs.

“I believe that the value of ATI programs is that the money is better spent providing clients with services, providing opportunities, education, employment, and structure. [With incarceration], you’re spending more money, and they come back out without any resources and are likely to be incarcerated again.”

“Jennifer is confident that programs like CEP can make a difference. “We need to invest in our future,” she said, “and one way is with ATIs.”
### Revenues

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### Expenses

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### Net Assets

- **Beginning of Year**: $1,060,331
- **End of Year**: $1,062,714
  - **Change in Net Assets**: $2,383
  - **Net Assets Released from Restriction**: 617,207
  - **Net Assets Released from Restriction**: 617,207
  - **Net Assets Released from Restriction**: 617,207

### Additional Information

**Government Supporters**
- NYC Office of the Criminal Justice Coordinator
- NYC Department of Education
- NYC Department of Health and Mental Hygiene
- NYC Department of Youth and Community Development
- NYC Housing Authority
- New York City Council
- Office of the Manhattan Borough President
- Metropolitan Transportation Authority
- NYS Division of Criminal Justice Services
- NYS Division of Probation and Correctional Alternatives
- NYS Office of Children and Family Services
- NYS Office of Mental Health
- NYS Unified Court System
- New York State Assembly
- Corporation for National and Community Service
- Federal Emergency Management Agency
- U.S. Substance Abuse and Mental Health Services Administration

**Foundation and Corporate Supporters**
- Barker Welfare Foundation
- Bernard F. and Avis B. Gimbel Foundation
- Booth Ferris Foundation
- Butler Family Fund
- Carnegie Corporation
- Charles and Mildred Schumaner Foundation
- Colgate-Palmolive Company
- Consolidated Edison Company
- Daniel and Florence Guggenheim Foundation
- Ellen Fisher, Inc.
- Empire State Development Corporation
- Francis L. and Edwin L. Cummings Memorial Fund
- Garber Atlas Fries and Associates, Inc.
- Hyde and Watson Foundation
- Ken Harper Family Corporation
- Lily Palmer Fry Memorial Trust
- Louis and Harold Price Foundation
- Morton K. and Jane Biaustion Foundation
- New Visions for Public Schools
- New York Community Trust
- New York Times Company Foundation
- New York Women’s Foundation
- New York University Community Fund
- Patricia Foundation
- Prospect Hill Foundation
- Richmond County Savings Foundation
- Richard Salmon Family Foundation
- Robin Hood Foundation
- Staten Island Bank and Trust Foundation
- Theodore Luce Charitable Trust
- Tiger Foundation
- United Way
- Upton Partners, LLC
- Van Ameringen Foundation
- Wellmet Group

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- Additional photographs by Antonino D’Ambrosio (www.lalutta.org)
- Contributing writers: Aaron Jorgensen-Briggs, Cody Kennedy, Laura Meek, and Andy Stamp

**How You Can Help**
- **Learn More**: Visit our website at www.cases.org to learn more about CASES programs.
- **Host an Intern**: CASES continuously seeks new partnerships with area businesses, non-profits and government agencies interested in hosting interns from our Career Exploration Project and Learning to Work/GED Program.
  - We work closely with our interns and internship partners. Each intern is carefully assessed and placed in an internship that best fits his/her interests and strengths. Our staff conducts regular visits to internship sites to lend support to interns and providers.
  - By serving as mentors, internship providers play a significant role in the lives of our participants, helping these young people to learn the skills and values necessary for success in the workplace.
  - To find out more about hosting a CASES intern, please contact Jason Garry at jgarry@cases.org or 212-553-6326.
- **Make a Donation**: Individual contributions are a valuable source of support for our programs and participants. Your donation is 100 percent tax-deductible.
  - To make an online donation, visit www.networkforgood.org.
  - To mail in a donation, please make your check payable to CASES and send to:
    - **The Center for Alternative Sentencing and Employment Services**
    - 346 Broadway, 3 West
    - New York, NY 10013

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**STATEMENT OF REVENUES AND EXPENDITURES • JUNE 30, 2006 - JUNE 30, 2007**
“I learned lots along the way, but the most important lesson that I have learned is that life is too short to be wasting time disappointing yourself. Just find something you love to do and chase it until your legs break...”

- E.D., CEP Graduation Speaker, 2007