



Strategies for Youth

Strategies for Youth CONNECTING COPS & KIDS®

FOUNDED: 2009
CURRENT ANNUAL BUDGET: \$870,000
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Investment Opportunity

Strategies for Youth (SFY) seeks an investment of \$2M over the next two years in order to reach more police departments and youth-serving organizations nationally and increase policy-making and public awareness of evidence-based solutions to youth/police conflict. Over the next two years, SFY will expand its training, program management, policy development, and fundraising capacity. These investments will enable senior leadership to devote more time to cultivating new relationships with local and state government decision-makers to increase program adoption and advocate nationally for changes to youth policing policies and practices.

Strategies for Youth (SFY) strengthens communities by transforming interactions between youth and police. SFY trains police to use developmentally appropriate, trauma-informed, equitable approaches when interacting with youth. Officers learn to recognize trauma, de-escalate encounters, and find alternatives to arrest. SFY also teaches youth to understand the legal consequences of their actions and to stay calm and composed when interacting with police to avoid arrest or violence. SFY helps police agencies develop policies based on best practices to guide officers. As a result, arrests of youth for minor offenses decrease, especially for youth of color, and the safety of youth, police, and the community is increased.

The increasing burden on police to handle complex interactions with youth, along with misconceptions among youth about the law, create contentious, high-risk encounters. Knowledge- and capacity-building programs can change outcomes for everyone.

- An estimated 40% of youth arrests are for minor offenses, including “contempt of cop” and “disorderly conduct;” youth detained for minor offenses are seven times more likely to reoffend;
- Police training and policies for youth have not kept pace with current understanding of best practices;
- Communities that invest in SFY training report up to an 85% reduction in juvenile arrests for minor offenses.

Two-Year Goals

- Increase states served from 19 to 26
- Increase *Policing the Teen Brain™* train-the-trainer sessions delivered annually from 5 to 9
- Increase youth advocates trained in *Juvenile Justice Jeopardy™* annually from 300 to 400
- Increase number of police academies using the SFY curriculum from 2 to 4
- Increase SFY media coverage (TV, radio, print) from 20 to 50 stories/articles

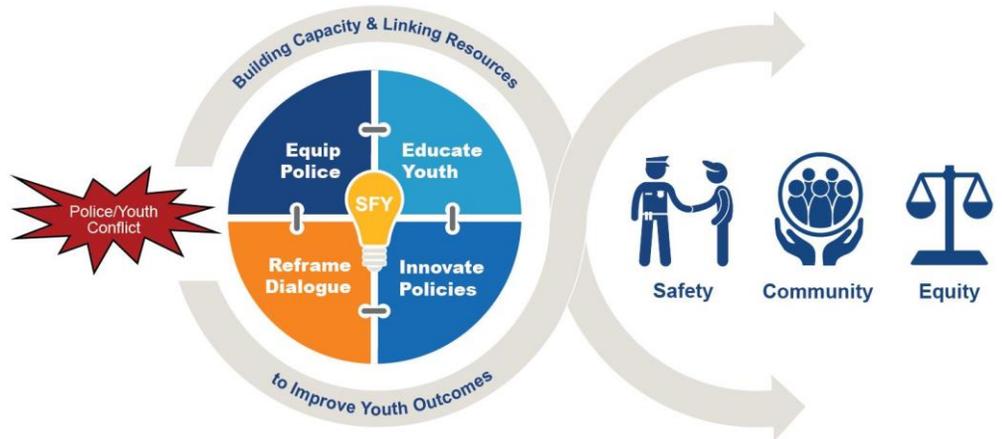
Ways to Invest

- | | |
|---|---|
| <p>FINANCIAL</p> <ul style="list-style-type: none"> ▪ \$30,000 funds a four-day <i>Policing the Teen Brain™</i> session, serving approximately 100 police officers ▪ \$15,000 funds program support to customize and deliver <i>Juvenile Justice Jeopardy™</i> in a new community to hundreds of youth ▪ \$1,000 funds printing of “Be Smart with Police” pamphlets | <p>IN-KIND</p> <ul style="list-style-type: none"> ▪ Legal services to research cases and laws regarding youth and police ▪ Public relations services to assist in raising the profile of the issue of youth/police violence and the SFY solution to address it ▪ Membership on the SFY Board of Directors |
|---|---|

Leadership & Governance

Lisa H. Tharau, Esq., Founder and Executive Director, holds degrees from Barnard College, Columbia University, and Yeshiva University, and has devoted her career to legal advocacy on behalf of vulnerable youth at risk of becoming court-involved. David Walker, a former law enforcement officer, serves as COO and Training Director. The lean SFY team includes lawyers, trainers, and psychologists and is supported by a 15-member board of directors with representatives from the legal, law enforcement, higher education, consulting, and mental health fields.

THE STRATEGIES FOR YOUTH MODEL



“

Strategies for Youth is a great advocate and colleague in promoting the constitutional, respectful treatment of youth by law enforcement.

”

RICHARD COHEN

President, Southern Poverty Law Center



TRANSFORMING YOUTH/POLICE INTERACTIONS

Strategies for Youth actively engages police, youth, and youth-serving community-based organizations in an interdisciplinary approach to addressing several problems: the proliferation of contentious encounters between police and youth, unnecessary arrests of youth for minor offenses, and disproportionate police contact with youth of color. SFY engagements begin with an assessment of local law enforcement agency practices and policies, an inventory of community organizations serving youth, and identification of specific community attributes and needs. Within this context, SFY tailors its training and education programs for maximum effectiveness and serves to connect disparate community resources to strengthen the network of support for vulnerable youth.

Equipping Police through *Policing the Teen Brain Training™*

Through its *Policing the Teen Brain™ (PTB)* training, SFY trains law enforcement in effective strategies for positive interactions with youth. Psychologists who specialize in adolescent behavior teach officers about teen brain development, including how to recognize signs of mental illness and trauma. The training offers practical application of de-escalation techniques, asserting authority effectively with youth, and ways to avoid use of force. Delivered in both stand-alone sessions and a train-the-trainer model, *Policing the Teen Brain™* can be tailored for patrol officers or school resource officers, and is customized to reflect the unique needs of a community.

Educating Youth through *Juvenile Justice Jeopardy™*

Through its *Juvenile Justice Jeopardy™ (JJJ)* game, SFY educates youth on the potentially life-changing impacts of negative interactions with law enforcement. *JJJ* teaches youth about the legal consequences of their behavior, and how to engage with law enforcement officers. SFY partners with youth-serving organizations in the community and configures the game to address specific local challenges. Youth advocates, including trained police officers and juvenile defenders, serve as game leaders, opening a dialogue with teens about their views and fears.



The *Policing the Teen Brain™* training was a big eye opener. We had to rethink our approach. Once we did, the effects were immediate: fewer juvenile arrests, fewer runaways, and better relationships with kids. SFY's work helped us to become a national model.



LEONARD DIPIETRO

**Superintendent
Cambridge Police Department**

Key Investors

- ANNIE E. CASEY FOUNDATION
- THE CALIFORNIA ENDOWMENT
- CAMBRIDGE COMMUNITY FOUNDATION
- EASTERN BANK CHARITABLE FOUNDATION
- FOREST FOUNDATION
- GEORGE GUND FOUNDATION
- HYAMS FOUNDATION
- ISLAND FOUNDATION
- GARDINER HOWLAND SHAW FOUNDATION
- OPEN SOCIETY FOUNDATIONS
- OSTERMAN FOUNDATION
- ROSE HILLS FOUNDATION
- SHERWOOD FOUNDATION
- SILLS FAMILY FOUNDATION
- ZELLERBACH FAMILY FOUNDATION

State Partners

- JUVENILE JUSTICE DELINQUENCY PREVENTION ACT FUNDING FROM IDAHO, INDIANA, MAINE, NEW YORK, PENNSYLVANIA, WISCONSIN

Building Capacity and Innovating Policies

Strategies for Youth builds capacity of local law enforcement agencies by conducting an assessment of agency policies, data collection systems, internal information sharing, and juvenile interrogation practices. From this assessment, SFY helps law enforcement agencies update or create policies for policing youth. New policies provide the foundation necessary to support implementation of best practices for effective youth policing approaches in the field.

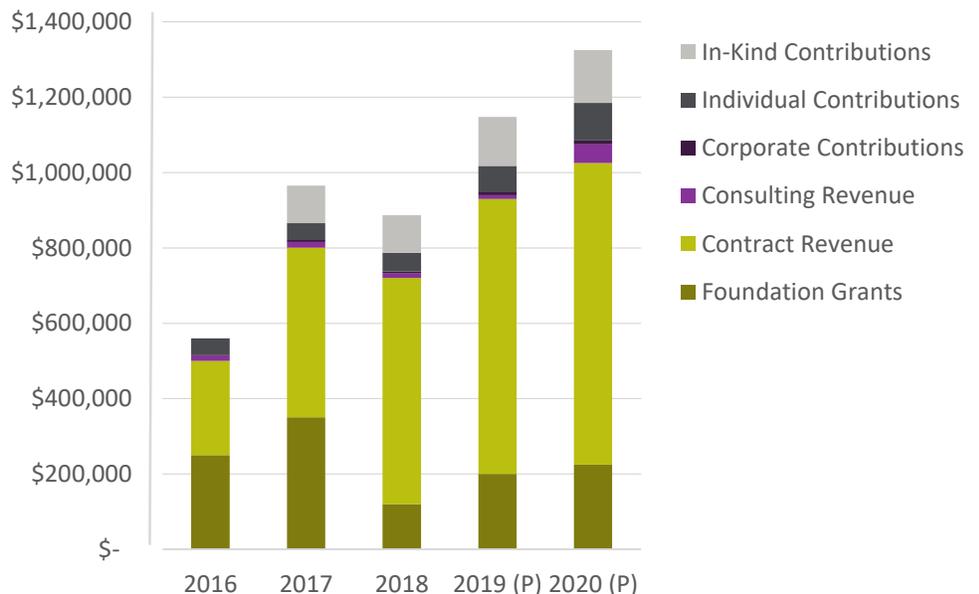
Reframing the Public Dialogue

Strategies for Youth offers a common sense public perspective to contentious issues surrounding police and teen encounters in schools and the community that focuses on research, evidence, and finding common ground. SFY's advocacy and original research on the structural factors impeding progress to improving youth/police interactions increases public support for implementing developmentally-appropriate, trauma-informed, and equitable policing policies and practices. SFY's advocacy changes minds and its results are changing communities.

FINANCIAL SUSTAINABILITY

Since its launch in 2009, Strategies for Youth has grown steadily, successfully bringing its training/education programs, technical assistance, and public policy advocacy to states and communities across the country. In response to government funding becoming unreliable, SFY is investing in developing relationships with private foundations, cultivating individual contributions, and expanding its capacity in order to deliver more programs and continue to increase contract revenue.

Revenue by Source



Success Story: Tippecanoe County, IN

In 2013, Rebecca Humphrey, the Executive Director of the Cary Home for Children in Indiana - a residential program for youth in the juvenile justice system - noticed a disturbing pattern. Teens in the community were being charged with “resisting arrest” with no underlying offense. Why were so many kids getting arrested without actually committing crimes? She discovered that police officers received no training on how to interact positively with adolescents or how to defuse potentially volatile situations. As a result, many were routinely escalating minor encounters, and the youth were pushing back, running away, or angrily confronting police. Each encounter reinforced the negative stereotypes police and youth held toward one another. Humphrey and her colleagues researched programs that could address this training and communication gap and partnered with SFY to bring together complementary programs for law enforcement—*Policing the Teen Brain*—and for youth—*Juvenile Justice Jeopardy*™.

Three years later, the results speak for themselves. There has been a 44% reduction in resisting arrest, disorderly conduct, and simple battery charges brought by police against teens in the community. Recidivism rates are down dramatically as well. Rebecca notes that she hears fewer complaints by youth about the police. Most importantly, she adds, “I hear police tell other police officers that they have to take this training.”

Tippecanoe County serves as a national model on youth policing and local law enforcement representatives have testified before Congress on reducing arrest rates.



PROGRAM PERFORMANCE AND ORGANIZATIONAL HEALTH

Strategies for Youth has learned that, when the organization is able to obtain a mandate at the state level, it is better able to engage local jurisdictions in that state to deliver its training, education, and capacity-building programs. Key to SFY’s growth and increased impact will be to increase its organizational capacity in the areas of training, program management, and fundraising.

| | FY 2018 | FY 2019 (P) | FY 2020 (P) |
|--|--|------------------------------------|--|
| PROGRAM PERFORMANCE | | | |
| Number of States Served | 19 | 24 | 26 |
| <i>Policing the Teen Brain</i> ™ Train the Trainer Sessions Delivered | 5 | 7 | 9 |
| Youth Workers Trained to Lead <i>Juvenile Justice Jeopardy</i> ™ Games | 300 | 350 | 400 |
| Police Academies Using SFY Curriculum | 2 | 3 | 4 |
| Publications (Reports, Op-Eds, Letters to the Editor) | 7 | 10 | 15 |
| Media Coverage | 15 | 20 | 25 |
| ORGANIZATIONAL HEALTH/CAPACITY-BUILDING | | | |
| Expand SFY Capacity | Training Coordinator + add'l Trainers Total FTE=6 | Program Assistant Total FTE=7.5 | Manager of Policy Dev. & Research Total FTE=8 |
| Total Revenue | \$870,000 | \$1,100,000 | \$1,300,000 |

SOCIAL IMPACT

SFY seeks to measure the immediate and longer-term impact of their training programs. Pre- and post-training surveys are administered both to law enforcement agencies receiving *Policing the Teen Brain*™ training, and to youth playing the *Juvenile Justice Jeopardy*™ game. In addition, while collecting data is challenging and relies on the ability of local jurisdictions to supply information, SFY collects information on youth arrest rates subsequent to local law enforcement receiving *Policing the Teen Brain*™ training.

| IMPACT INDICATORS TO BE MAINTAINED | MEASUREMENT |
|---|-------------|
| Percent of officers who report feeling equipped after PTB training to recognize and work with youth who have experienced trauma | >90% |
| Percent of officers who report feeling equipped after PTB training to refer youth to resources in their community for support | >90% |
| Percent of youth who, after playing JJJ, can identify three actions that could lead to an arrest | >50% |
| Percent of youth who, after playing JJJ, say they will change how they interact with police | >50% |
| Rate at which youth arrests decline in a community within two years of local law enforcement receiving PTB training | >30% |