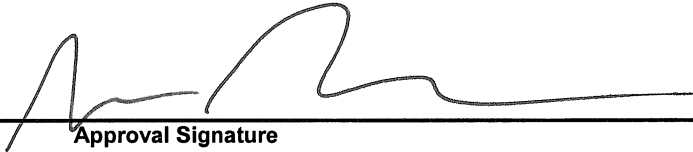
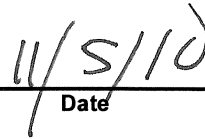


**U.S. Programs
Criminal Justice Fund
Summary of Recommended Grants
Out-of-Docket
October 25, 2010**

Program Area/Organization	Grants Totals	Grant Term
Criminal Justice Fund Grantmaking (24027)		
FSG	\$ 10,000	3 Months
National Coalition to Abolish the Death Penalty	\$ 50,000	6 Months
Total Recommended: \$		60,000

CJF GRANTMAKING TOTAL THIS DOCKET: \$ 60,000


Approval Signature


Date

Memo

To: Ann Beeson

From: Leonard Noisette; Terrance Pitts; Luisa Taveras; Allisonjoy Faelnar

Date: 25 October 2010

Re: Criminal Justice Fund Out-of-Docket Grant Recommendations

Criminal Justice Fund staff recommend two grants for funding, totaling \$60,000. These grant recommendations include:

National Coalition to Abolish the Death Penalty (NCADP) - \$50,000 general support over one year to advance NCADP's mission to abolish the death penalty. As the nation's only membership-based, national advocacy organization dedicated solely to abolishing the death penalty, NCADP provides critical technical support in the areas of grassroots organizing, membership base building, fundraising, and communications to its network of over 100 state-based affiliates, individual members, and scores of activists. The organization's annual national conference also provides much needed leadership development and movement-building opportunities through workshops, networking, and strategy sessions for advocates, attorneys, murder victim and death row family members.

FSG - \$10,000 project support grant over three months to support an unprecedented collaborative strategic planning process to create a blueprint for juvenile justice reform in New York. FSG will work with the New York State Juvenile Justice Advisory Group (JJAG), the statewide convener of juvenile justice policy leaders and the entity responsible for supervising the preparation of the New York State Juvenile Justice Plan, to assist it in spearheading the development of the statewide strategic plan for the state juvenile justice reform effort. This multi-agency, multi-county, and state effort will focus on developing a shared vision among key government agencies, internal stakeholders and external advocates and providers in order to develop a set of common goals for juvenile justice reform in the state.

If you approve, kindly sign and date the attached grant summary sheet.

Name of Organization: National Coalition to Abolish the Death Penalty

Tax Status: 501(c)(3)

Purpose of Grant: To provide general support

FPOS Grant Description: This grant will provide \$50,000 in general support to the National Coalition to Abolish the Death Penalty (NCADP) over six months, and will serve as additional support to assist NCADP and in board to close its current funding gap and support its efforts to stabilize the organization moving forward in light of a recent fundraising shortfall anticipated for the remainder of 2010. NCADP provides critical leadership development, technical assistance, membership development and campaign organizing support to its extensive network of over one hundred affiliate organizations dedicated to abolishing the death penalty. Funding support will help NCADP continue to play a leading role within the national death penalty abolition movement.

Previous OSI Support: \$215,000 Criminal Justice Fund 2010; \$250,000 Criminal Justice Fund 2009; \$80,000 U.S. Justice Fund 1997; \$10,000 Law & Society 1999; \$50,000 Gideon 2000; \$25,000 Gideon 2002

Organizational Budget: \$1,466,792

Project Budget: N/A

Sources of Support: \$200,000 Atlantic Philanthropies; \$25,000 Tides Foundation - Sheila's Fund; \$200,000 Ford Foundation; \$371,756 European Union; \$275,000 Major Gifts; \$20,000 Affiliate Dues

Amount Requested: \$50,000

Amount Recommended: \$50,000 (T1: 24027)

Term: Six months (October 2010–March 2011)

Matching Requirements: None

Description of Organization:

Founded in 1976, the National Coalition to Abolish the Death Penalty (NCADP) is a network of over 100 groups and local affiliates, including human rights, civil rights and professional organizations. NCADP is the nation's oldest organization dedicated exclusively to death penalty abolition, and unifies its extensive network of over 100 affiliate organizations, thousands of dedicated advocates and volunteers, murder victim family members, and prominent civil justice organizations in the fight to end the death penalty permanently.

As a leading national voice of the movement, NCADP engages in advocacy and public education plans and programs. Headquartered in the District of Columbia, NCADP's staff has a wide range of experience in advocating change in public policy and mobilizing institutions and individuals

against capital punishment. Executive Director Diann Rust-Tierney has over 20 years of experience as a lawyer and policy advocate on this issue and extensive experience in the legislative advocacy arena, having organized and managed the ACLU Washington legislative office as its Associate Director from 1993 to 2000.

In addition to providing leadership development and training opportunities for affiliate members, activists and attorneys, NCADP has provided intensive technical assistance to affiliates implementing death penalty reform campaigns including membership development, fundraising assistance, advice on building or strengthening grassroots campaigns, communications assistance, board development and strategic planning. In 2009, and thus far in 2010, NCADP has been on the ground providing technical assistance in Alaska, Arkansas, Colorado, Florida, Illinois, Iowa, Kansas, Kentucky, New Mexico, North Carolina, Ohio, Pennsylvania, South Carolina, Texas, Utah, and Virginia.

Description of the Project for Which Funding Is Sought:

NCADP seeks general support in the amount of \$50,000 over six months.

Rationale for Recommendation:

This grant supports the Criminal Justice Fund's goal of eliminating harsh punishment, and fully supports the goals of the Campaign to End the Death Penalty by 2025.

This grant will provide NCADP will emergency support given a recent fundraising shortfall anticipated for the remainder of 2010. Unfortunately, the downturn in the economy coupled with overly optimistic fundraising goals has placed the organization in the position of a projected budget shortfall for 2010. In response to the current situation, the organization's executive director is working with the board of directors to cut costs and to raise additional funds including major donors.

As one of the only two national anti-death penalty organizations, it is important that NCADP thrives during this economic crisis. Given several ongoing state-based campaigns, NCADP's affiliates need the organization's support and strategic advice more than ever before.

Moreover, NCADP provides critical support to the anti-death penalty movement by providing the following key resources: 1) specialized leadership training to activists providing instruction on the core elements of designing and executing a campaign to repeal or abolish the death penalty; 2) an annual training conference for advocates and affiliate executive directors; 3) technical assistance to affiliate leaders through bi-weekly conference calls; 4) communications and messaging outreach and support to affiliate members; 5) fundraising advice; and 6) intensive assistance and on-site support to affiliates leading active repeal or reform campaigns.

During the grant period, NCADP will continue to provide overall strategic leadership to the anti-death penalty movement in coordination with the Campaign to Abolish the Death Penalty by 2025. Ms. Rust-Tierney has served on the Campaign's Steering Committee and will continue to provide invaluable input to the Steering Committee. Ms. Rust-Tierney's leadership and policy acumen is bolstered by the expertise of veteran organizer Abe Bonowitz, a fundamental partner in the success of New Jersey's repeal in 2007. Mr. Bonowitz has provided invaluable, in-person support to states as disparate as Alaska, Missouri and New Mexico, and maintains essential lines of communication with state partners and the Campaign's coordinator.

Strong leadership by the board of directors and executive director place the organization on the path to close its current funding gap and stabilize the organization moving forward. Funding support

will help NCADP continue to play a leading role within the national death penalty abolition movement. For the above mentioned reasons, the Criminal Justice Fund recommends a general support grant to NCADP over six months in the amount of \$50,000.

Name of Organization: FSG, Inc.

Tax Status: 501(c)(3) public charity

Purpose of Grant: To facilitate the development of a statewide strategic plan for the New York State Juvenile Justice Advisory Group (JJAG).

FPOS Grant Description: To provide \$10,000 in project funding over three months to support the development of a statewide strategic plan for the New York State Juvenile Justice Advisory Group (JJAG), the statewide convener of juvenile justice policy leaders and the entity responsible for supervising the preparation of the New York State Juvenile Justice Plan, to develop a shared vision and a set of common goals to drive juvenile justice reform in the state. This grant will support the first phase of the project: (1) developing a common vision among key government agencies and internal stakeholders; conducting external research and stakeholder engagement; and identifying and opportunities for increased impact and to develop a shared vision of reform.

Previous OSI Support: None.

Organizational Budget: \$10,307,000

Project Budget: \$175,000

Sources of Support: \$60,000 Tow Foundation; \$45,000 NYS Division for Criminal Justice Services; \$15,000 Public Welfare Foundation (pending); \$15,000 The Pinkerton Foundation (pending); \$10,000 New York Community Trust (pending); \$10,000 The Prospect Hill Foundation (pending); \$10,000 Wellspring (pending).

Amount Requested: \$10,000

Amount Recommended: \$10,000 (Criminal Justice Fund, T1: 24027)

Term: 3 months

Matching Requirements: None

Description of Organization:

FSG is a nonprofit 501(c)(3) strategy consulting and research firm with offices in Boston, San Francisco, Seattle, and Geneva. FSG specializes in helping public agencies, for profit corporations, foundations and nonprofit enterprises increase social impact through developing strategies, tailoring operations, and measuring results. Strategic planning is one of FSG's core areas of expertise. In the past three years it has conducted strategy-focused projects with highly sophisticated organizations such as the Gates Foundation, the New York City Leadership Academy, Texas Higher Education Coordinating Board, California Department of Health Care Services, and the Chicago Public Schools Office of New Schools.

The New York State Juvenile Justice Advisory Group (JJAG) has engaged FSG to develop a statewide strategic plan for juvenile justice reform. JJAG is the statewide convener of juvenile justice policy leaders and the entity responsible for supervising the preparation of the New York State Juvenile Justice Plan to identify delinquency and prevention issues and set funding priorities, as set out by Congress and by the state's Executive Order No. 80. JJAG is the state entity spearheading the development of the statewide strategic plan for the state juvenile justice reform effort.

Jeff Kutash, Managing Director of FSG, will lead this project in consultation with Elizabeth Glazer, Chair of JJAG. Mr. Kutash has substantial experience working on policy change with state, county, and city agencies. Prior to joining FSG, Jeff was the Director of Expansion for The SEED Foundation where he worked to align the support of the California State Legislature, the California Department of Social Services, the Los Angeles County Department of Children and Family Services, the Los Angeles Unified School District, and the Los Angeles Mayor's Office of Community Partnerships for School Excellence behind an effort to improve educational outcomes for foster youth.

Description of the Project for Which Funding Is Sought:

The NYS JJAG and FSG seek project support for an unprecedented state, county, and city wide collaborative strategic planning process to create a blueprint for juvenile justice reform in New York. This multi-agency, multi-county, and state effort will focus on developing a shared vision and set of common goals for juvenile justice reform in the state. The first phase of the project will focus on (1) Developing a common vision – understanding the strengths and values of the key government agencies, perspectives of internal stakeholders, current agency strategies and evaluation findings, and opportunities for increased impact to develop a shared vision of reform and (2) Conducting external research and stakeholder engagement – bringing to bear external data and perspectives to arrive at shared solutions and develop a sense of joint ownership of the process and the outcomes. Phase one deliverables will inform the structure, work, and goals of phase two, which will be funded in its entirety by JJAG and will focus on developing a detailed implementation strategy and action plan.

A Steering Committee comprised of representatives from key government agencies¹, the Legal Aid Society/Juvenile Rights Division, and the juvenile justice advocacy community will guide FSG's work. Additionally, FSG will consult with many juvenile justice experts with deep expertise in the age of criminal responsibility, law enforcement officials, and experts in the educational, physical, and mental health needs of justice involved youth. The goal is to produce a comprehensive plan that serves as the basis for creating a coordinated reform effort with key agencies working collectively towards shared goals that improve outcomes for young people in the juvenile justice system and promotes public safety.

Rationale for Recommendation:

This grant would advance the Criminal Justice Fund's interests in reducing over reliance on incarceration, ensuring a fair and equitable system of justice, and combating the criminalization of young people and youth of color.

¹ Office of Children and Family Services (OCFS), Office of Court Administration (OCA), NYS and NYC Division of Probation and Correctional Services, Administration for Children's Services (ACS/DJJ), NYC Criminal Justice Coordinator, and other key stakeholders will comprise the steering committee.

New York State's juvenile justice system has two primary responsibilities: to keep the public safe and to care for and rehabilitate young people in its charge – on both counts the state has failed. Since the 1980s the Office of Children and Family Services (OCFS)² has relied on a punitive, corrections-based model to meet its responsibilities. More than 1,600 youth enter the state's institutional placement facilities annually with approximately 60% of incarcerated youth coming from New York City. Moreover, in 2007, 53% of youth in state custody had a misdemeanor as their most serious offense and recidivism rates for youth released from state custody hover at approximately 89%. The estimated annualized cost of incarceration per youth is \$240,000, and similar to most states, youth of color are disproportionately incarcerated at state facilities; in February 2009, 86% of youth in OCFS custody were African American, Latino, or Native American.

Additionally, many of the state's juvenile facilities are dangerous places that resemble adult prisons where physical abuse is rampant and supportive services are scant. Most facilities are located hundreds of miles away from a youth's family and community. A 2007 Department of Justice (DOJ) investigation of several state juvenile facilities found that staff consistently responded to minor incidents with excessive force resulting in broken bones, shattered teeth, concussions and other serious injuries, and the deaths of several children. Under the leadership of Commissioner Gladys Carrion, officials at OCFS began the critical work of repairing the badly broken system. In 2008, in an effort to accelerate the pace of reform, Governor Paterson formed the Task Force on Transforming Juvenile Justice to analyze the system with a particular focus on the point after a youth is adjudicated (found guilty). In December 2009, the Task Force concluded that the state's juvenile justice system was "harming children, wasting money, and endangering the public." It proposed 20 recommendations that provide a framework for an effective system.³ In July 2010, NYS and DOJ reached a settlement and four of New York's most dangerous and troubled youth prisons have been placed under federal oversight.

A major contributing factor to poor outcomes has been a lack of alignment among key government agencies and stakeholders. New York's juvenile justice system is a fragmented system comprised of multiple agencies at the state, county, and city levels. Additionally, although a multitude of public, private, and nonprofit entities provide services to youth at all points along the arrest to re-entry continuum, the services are uncoordinated. With such a complex system, it is quite difficult to have cohesion and ensure that agency commissioners and key stakeholders are working in an aligned manner toward common goals.

Nonetheless, over the past three years, leaders around the state, including New York City, and an array of organizations committed to juvenile justice reform have created a groundswell of support for the complete transformation of the state's juvenile justice system. However, reform efforts have been undertaken in an uncoordinated and ad hoc manner reflective of the fragmented system. Therefore, while recent efforts have led to critical first steps on the journey towards reform, such as the closure of several state juvenile prisons and detention reform in New York City, there is a critical need for developing a coordinated effort underscored by a common vision, goals, and a joint strategy to guide the work of the various agencies at the state, city, and county level. In 2005, a similar effort in Connecticut to coordinate stakeholders led to a shift in investments away from high incarceration towards a continuum of community-based, therapeutic alternatives for court-involved youth. It also paved the way for Connecticut's successful

² OCFS is the state agency responsible for the placement (incarceration) of juveniles (children under age 16 at time of arrest).

³ Charting a New Course: A Blueprint for Transforming Juvenile Justice in New York State. A report of Governor Paterson's Task Force on Transforming Juvenile Justice (December 2009).

campaign to raise the age of juvenile court jurisdiction. Creating a shared vision for a common strategy will make it easier for government leaders in New York to align priorities, coordinate activities, share data and resources, and create joint accountability for outcomes – and hopefully attain the levels of success that juvenile justice reformers attained in Connecticut.

The leadership at key government agencies and advocacy organizations are committed to making juvenile justice reform a reality in New York. Due to the multiplicity of players and the complexity of the system, however, the JJAG needs the assistance of an outside partner like FSG with deep experience in developing multi-actor strategies for complex systems to develop the statewide strategic plan which will build on existing reforms, accelerate the pace and quality of current reform efforts, and ensure the sustainability of the transformation of the state's juvenile justice system. In supporting this effort, we will join a public/private partnership that includes the NYS JJAG, the Division of Criminal Justice Services (DCJS), the Tow Foundation, Public Welfare Foundation, the Pinkerton Foundation, New York Community Trust, the Prospect Hill Foundation, and Wellspring. For these reasons, the Criminal Justice Fund recommends a \$10,000 project support grant to FSG, Inc. to provide technical assistance to the New York State Juvenile Justice Advisory Group.