

2012-2013 ANNUAL REPORT



gets results

In the past year, CCA programs aimed at reducing reliance on incarceration have produced significant results.

In Syracuse, our Parent Success Initiative has helped 210 noncustodial parents, many with criminal history records, to prepare for or secure jobs. Participants have paid over \$100,000 in child support. As a result of no longer being delinquent with child support payments, many have reestablished relationships with their children.

In New York City, our Crossroads program helped 53 men and 48 women who have criminal justice involvement achieve success in overcoming substance abuse addiction, as evidenced by their graduation from the program. 90% of all Crossroads participants return for follow-up services.

In Brooklyn's high-poverty communities of East New York, Bushwick, and Cypress Hills, we are working with young adults who have dropped out of school and are at risk of drifting into illegal activity. With CCA's assistance, participants have worked on community beautification projects, passed their GED exams, completed OSHA training that qualifies them to work on construction jobs, and obtained part- and full-time jobs.

In the national arena, our work to dismantle the school-to-prison pipeline attracted renewed attention. New data released by the U.S. Department of Education show that more than 70% of suspended students are African American and Latino—a figure that far exceeds their proportion in the population. CCA is partnering with the American Association of College Registrars and Admissions



*Marsha Weissman, Ph.D.
Executive Director*



*Bonnie Catone
President, Board of Directors*

Officials (AACRAO) to research the impact of these suspensions on the college admissions process. This research is targeting discrimination against youth of color in higher education to assure that they are not discouraged or deterred from going on to higher education.

We also work with families and youth to support their ability to tell their stories about how school suspension and the “school-to-prison pipeline” undermine their right to an education. In April, our staff and youth were keynote presenters at a statewide conference on school-justice partnerships, bringing the first hand experiences of youth who are suspended from school to an audience of policy makers.

In June, our youth services staff began receiving cutting-edge training from staff at Beth Israel/St. Luke's Roosevelt Hospital Center in New York City to help us infuse trauma-informed treatment into our approach. This summer, we joined with Long Island University in Brooklyn to host 14 juvenile-justice-involved girls in a two-week summer program on a college campus.

Through a new Pinkerton Graduate Research Fellowship award, we will strengthen our ability to generate meaningful data about our program successes. A team of graduate students from John Jay College will be involved with CCA for the next two years, helping to improve our data collection and analysis.

While we strive to produce quantifiable results, much of what we do cannot be measured in numbers. The renewed hope of a

210 Get Job Help, Contribute Over \$100,000 In Child Support

The Parent Success Initiative (PSI) operated by the CCA/Syracuse office has helped 210 non-custodial parents on the path to unsubsidized employment since the program was launched in July 2011. Two participants are now permanently employed by the Syracuse Housing Authority. Others have been hired by such employers in Syracuse as Byrne Dairy, Armstrong Molding, TOPS, and Price Rite.

PSI, a research project funded by the U.S. Department of Labor, gives participants job training and job placement together with supportive services, including case management, family life skills workshops, and legal services. Most participants are male, all are parents, and almost all have past criminal justice system involvement.

A total of 418 participants have enrolled since the program began in July 2011. 327 participants completed CCA's curriculum in work readiness, LEADERS. LEADERS graduates were employed by CCA in transitional jobs at the project's partner agencies—the Syracuse Housing Authority, Catholic Charities of Onondaga County or the Downtown Committee of Syracuse. Another 223 participated in family life skills classes, with 75% completing those classes.

Altogether, participants paid over \$100,000 in child support since the program began. Before enrolling in PSI, they were not able to make these child support payments. PSI staff have recently introduced retention workshops focused on helping participants keep their new jobs. Mike Pasquale, Director of Reintegration Services, said, "We know that participants are looking to improve their job retention—44 people showed up at our first workshop, and 55 at the next one. We expect that the new workshops will lead to improved retention in employment."

MDRC, a national research organization, is conducting an evaluation that will compare the long term outcomes of participants with a matched group of individuals who did not receive PSI services.

Christine Abaté, Deputy Director at CCA/Syracuse added, "The successful employment of program participants is due to their dedication to self-development and the recognition by employers of this valuable workforce. We thank the local companies for their commitment to building a strong community through their employment of our job-ready workforce."



Youth participants in Justice Community after a graffiti cleanup project in Brooklyn

Alex Preston joined a Housing Authority work crew and is now employed full-time at Cosmos Pizza in Syracuse



Patricia Taylor, Employment Trainer & LEADERS facilitator

Justice Community and Justice Corps Programs Improve Communities



In March 2013, youth participants in CCA's Justice Community Program restored a mural in East New York, showing an urban oasis through the eyes of a child. In April, they conducted a massive graffiti removal campaign in Cypress Hills.

The Justice Community Program is an alternative to placement for youth ages 13 to 18 within the family court system. Besides working on community projects, youth receive case management, vocational and job readiness workshops, financial literacy workshops, unsubsidized job placement, and, through a partnership with Good Shepherd Services, comprehensive educational services.

Michelle Neugebauer, Director of the Cypress Hills Community Development Corporation, said, "I found CCA's staff and participants to be incredibly helpful and hard-working. The staff have a great rapport with the young people and seem truly engaged in the work of giving back to the community."

One resident was pleased enough to treat the group to a pizza lunch. Another, Jason Anderson, who has lived in Cypress Hills for 15 years, said, "This is a beautiful thing these kids are doing for the community."

Justice Corps, another CCA initiative in East New York, Brooklyn, focuses on older participants, ages 18–24. Participants have not completed high school, are neither in school nor employed, and have a current or past involvement with the criminal justice system. They are required to commit to 35 hours a week for six months, followed by six months of aftercare and follow-up services.

To date, Justice Corps members have completed space renovations at United Methodist Church in East New York and at the Women's Prison Association. Several participants also completed an OSHA 10-hour construction health and safety training course and a New York City Department of Building four-hour supported scaffolding course. Some have obtained licenses, full-time unsubsidized employment, and begun college applications or training programs. All alumni of the program continue to receive educational and career support services.

103 Graduate from Crossroads Treatment Programs

From July 1, 2012 until June 30, 2013, the Crossroads program of CCA/NYC successfully graduated 53 women and 48 men, while 133 women and 188 men were enrolled in services.

Crossroads is a pioneering program in substance use disorder treatment for men and women who have criminal justice involvement. Recognizing that intimate personal relationships are often at the core of substance use, Crossroads holds separate groups for men and women to facilitate open discussion and gender-specific responses to treatment needs.

An OASAS-licensed provider, Crossroads works closely with the Departments of Probation and Parole. Staff are in frequent contact with probation and parole officers, make court reports, and visit court and parole offices.

The recent success of one participant, Ms. C.W., is an example

of what Crossroads has been able to achieve. Ms. C.W. is a 40-year old African-American woman who formerly was in the throes of cocaine and crack cocaine addiction and alcohol abuse. After 11 months of participation in Crossroads and Crossroads after-care services, with a record of daily negative toxicology reports, she achieved the milestones of discharge by her case manager and an award as "Ms. Congeniality" from the Crossroads for Women community. She also overcame her nicotine dependence, continues to communicate and interact with her peers for sobriety support, and attends community groups to maintain her sobriety. Ms. C.W. has received a New York State Vocational and Educational Services for Individuals with Disabilities (VESID) award and will soon begin training to become an alcohol/substance abuse counselor.

NYC Youth

“Soul Sisters” Build Skills, Confidence

In a health sciences classroom on the bucolic campus of Long Island University (LIU), a dozen adolescent girls worked intently on self-portraits meant to reflect their histories and emotional lives. Tanisha Douglas, CCA Clinical Director of Youth Services, paced the room, addressing the young women in an emphatic voice. “Think about your short young lives. What were the most important events? What terrible things happened to you? What good things? There are things in life we don’t want to think about but we need to be able to acknowledge them and look at them.”

It was the fourth day of CCA’s two-week long mid-summer “Soul Sisters” program, designed to challenge and stoke the ambitions of young women who have been involved in the juvenile justice system. Later in the day, the girls participated in a class called “Power, Identity and Privilege,” where they discussed the recent court decision to strike down New York City stop-and-frisk policies, a particularly resonant event for them. They also resolved to improve their study habits and ability to advocate for themselves—behaviors that would be necessary to their future success.

The next weekend featured a two-day retreat at the Princeton Blairstown Retreat Center. “We had them on ropes courses, canoes, night walks through the forest,” said Ms. Douglas. “It really challenged them! We used conflict resolution skills to get through difficult issues. They learned how they had to depend on each other.”

At the end of the two weeks, participants completed an evaluation that showed striking results. 100% either “agreed” or “strongly agreed” that they had improved in these areas: leadership; working with others; perseverance; writing; listening skills; problem-solving; handling stress; conflict resolution; confidence; knowledge of potential careers; community-building.

90% “strongly agreed and 10% “agreed” that they were more inspired to attend college, felt a sense of sisterhood, and felt more positive about their futures.

One 17-year-old participant remarked with wonder, “I’d never been on a college campus before. Being here, I see how college students represent themselves.”

The graduation ceremony in August was attended by probation officers, family members and representatives of LIU. Each young woman made an individual presentation about the challenges she overcame. They described the action groups they had formed to oppose violence against LGBTQ people, end sexual violence, and prevent teen pregnancy.

“It was a great experience for these young women,” said Rukia Lumumba, Director of Youth Services. “We had terrific outcomes, and we plan to keep bringing them together so we can reinforce the positive results.”

Four “sisters” with their graduation certificates. 90% strongly agreed and the remainder agreed that the program left them more inspired to attend college.



Left: “Soul Sisters” learn the ropes at a two-day retreat



Participants give presentations at a graduation ceremony.

CCA GETS RESULTS

continued from the front page

young person who has been spared a prison sentence—the persistence of a parent with a prison record who keeps looking for a job in spite of the odds—these too are results that speak to CCA’s success. CCA is turning lives around and having an impact on policies that translate into a substantial return on scarce resources. With your help, we can do still more.

Marsha Weissman

Marsha Weissman, Ph.D.,
Executive Director

Bonnie M. Catone

Bonnie Catone
President, Board of Directors



CCA Leaders and Youth are Keynote Speakers at State Summit Meeting

CCA staff and youth led off a New York State Permanent Judicial Commission summit conference on School-Justice partnerships held at Hofstra University in April 2013. Marsha Weissman gave the keynote address and Rukia Lumumba, Director of Youth Services, moderated a panel of youth speakers. The remarks by both staff and youth highlighted the real-life experiences of youth who had been suspended and arrested.

Dr. Weissman quoted from interviews that revealed the confusion and isolation youth experienced when suspension led to banishment from mainstream schools. Sent to “alternative” schools that felt like prison, they fell even further behind. They spoke of classrooms where no teaching or learning took place and the humiliation of invasive searches. Yet the young people continued to place a high value on education and felt it was key to improving their circumstances.

Dr. Weissman recommended replacing harsh disciplinary practices with interventions rooted in the concept of



From left: Rukia Lumumba, Marsha Weissman, Malik Gardner, Tatiana Nelson, Devin Wallace, former Chief Judge Judith Kaye

“restorative justice” that address the whole school environment. One such intervention, called Positive Behavioral Interventions and Supports (PBIS), has been introduced in 9,000 schools around the country and is proving effective in reducing discipline problems. Other best-practices and evidence-based approaches have successfully been adopted by many schools.

Dr. Weissman also cited the Dignity in Schools Campaign (DSC), which is committed to ending harsh school disciplinary policies, and its National Resolution on Ending School Pushout introduced in 2009. CCA has joined the

call by DSC to bring about a national moratorium on school suspensions.

The three members of the youth panel were Malik Gardner, Tatiana Nelson, and Devin Wallace, CCA program graduates who were formerly in trouble with the law and are now on track to complete their educations. The youth spectacularly engaged the audience made up of state policymakers and officials, including former Chief Judge Judith Kaye, Chief Judge Jonathan Lippman and Dr. Merryl Tisch, Chancellor of the State University of New York.

“Ban the Box” Gathers Support

CCA/Syracuse staffed a table at a June Fatherhood event to gather support for “banning the box” in Syracuse. “Banning the box” means removing a question about past convictions from an initial job application and deferring inquiry until later in the employment application process—usually after a conditional job offer. New York City has already “banned the box” for city employers and contractors, while Buffalo has “banned the box” for most employers. At right in the photo, Melissa Castor, Reintegration Specialist, offers a petition to a participant, while Patricia Warth, Co-Director of Justice Strategies, looks on.



Staff Get Specialized Training to Respond to Trauma

A 16-year-old girl in CCA's youth program seems bright and motivated but can't stop getting into fights at school. A 15-year-old male keeps jeopardizing his probationary status by using abusive language to teachers and classmates.

CCA/NYC youth staff are participating in a cutting-edge program to help them recognize how past traumatic experiences may be at the root of these behaviors, with the goal of providing more knowledgeable counseling and referrals for youth. Recent findings in neuroscience have localized the impact of trauma, such as sexual violence or loss of a parent, in specific areas of the brain. These changes may induce trauma survivors to respond to slight or imagined provocations with verbal or physical aggression or to withdraw into a self-protective shell. Substance use is also a frequent co-occurring disorder with trauma.

Evidence-based treatment options can help to heal young trauma survivors, according to Dr. Jacob Ham and Dr. Christopher Branson, psychologists at a program called Healing Emotions and Achieving Resilience to Traumatic Stress at Beth Israel Medical Center and St. Luke's Roosevelt Hospital Center (BI-SLR HEARTS). The program, which is supported by the U.S. Substance Abuse and Mental Health Services Administration (SAMHSA), serves children, youth and families impacted by trauma through direct service and training of other community agencies.

"We are holding regular groups with CCA staff to train them in trauma treatment. When training is complete, we will establish on-site groups for youth who have experienced trauma and co-occurring substance abuse—one for males and one for females."

Research shows that 90% of all juvenile justice involved youth have experienced at least one traumatic event in childhood. The BI-SLR HEARTS training is teaching CCA staff to understand the pathway that leads from childhood trauma to delinquency.

Dr. Branson said, "We are holding regular groups with CCA staff to train them in trauma treatment. When training is complete, we will establish on-site groups for youth who have experienced trauma and co-occurring substance abuse—one for males and one for females. Finally, we will support CCA to become a trauma-informed service provider, able to sustain the work after the one-year grant from SAMHSA is over."



Dr. Jacob Ham and Chris Branson (standing) are helping CCA staff to recognize and address trauma in participants.

The program is teaching staff practical skills to help traumatized youth 'de-escalate' and strengthen their own resilience. Without this training, staff are at high risk of suffering what psychologists call "vicarious trauma," which in turn leads to high burnout and staff turnover.

Dr. Ham said, "CCA is perfect for this project. They have a rapport with the kids and a baseline knowledge of a trauma-informed perspective. In a focus group with staff we did at the outset, they unanimously agreed that

trauma was an issue and it was hard to find treatment in the community."

Staff have responded enthusiastically. Tanisha Douglas, Clinical Director of Youth Services, said, "The staff has been able to look at maps of the brain and see how the actual impact of trauma can be located. They're really interested and excited by that."

Dr. Branson said, "Front-line staff at CCA are the gatekeepers to treatment for these youth. They have more contact with youth than we do in our clinical settings. The kids will never get to our office if front-line staff is not involved. We need to help the staff at CCA thrive so they can do good work."

Financial Statements

STATEMENTS OF FINANCIAL POSITION

FOR THE YEARS ENDED DECEMBER 31, 2012 AND 2011

ASSETS

	2012	2011
CURRENT ASSETS:		
Cash and cash equivalents	\$ 74,007	\$ 97,031
Grants and contracts receivable	1,716,535	1,879,483
Client specific planning receivables	87,867	79,876
Prepaid expenses and other current assets	51,096	87,739
Total current assets	1,929,505	2,144,129
PROPERTY:		
Furniture and equipment	161,076	161,076
Less accumulated depreciation	160,100	159,120
Property—net	976	1,956
SECURITY DEPOSITS	122,963	111,121
TOTAL	\$ 2,053,444	\$ 2,257,206

LIABILITIES AND NET ASSETS

CURRENT LIABILITIES:		
Short-term bank borrowings	\$ 232,511	\$ 751,415
Current portion of long-term debt	20,000	—
Accounts payable	302,120	121,455
Accrued payroll and payroll taxes	329,242	242,499
Deferred revenue	85,733	119,722
Total current liabilities	969,606	1,235,091
LONG-TERM DEBT, net of current portion	530,000	—
Total liabilities	1,499,606	1,235,091
NET ASSETS—UNRESTRICTED	553,838	1,022,115
TOTAL	\$ 2,053,444	\$ 2,257,206

STATEMENTS OF ACTIVITIES FOR THE YEARS ENDED DECEMBER 31, 2012 AND 2011

SUPPORT AND REVENUE

	2012	2011
PUBLIC GRANTS AND CONTRACT SUPPORT:		
City of New York	\$ 1,709,499	\$ 1,828,197
U.S. Department of Health and Human Services, Substance Abuse & Mental Health Services Administration (SAMHSA)	422,510	1,072,755
U.S. Department of Labor	1,774,909	165,716
New York State Division of Criminal Justice Services	1,205,521	1,230,212
New York State Department of Health	875,179	594,169
New York State Department of Corrections and Community Supervision	41,235	22,272
New York City Department of Probation	250,346	—
New York State Department of Labor	26,800	—
Syracuse City School District (SCSD)	57,999	53,547
New York State Office of Court Administration—CASA Programming	12,348	19,034
Public Health Solutions (PHS)/MHRA, Inc.	311,258	378,260
New York State Office of Alcoholism and Substance Abuse Services (OASAS)	257,502	264,229
New York State Office of Children and Family Services	18,199	—
Onondaga County Department of Social Services	142,542	123,009
Onondaga-Cortland-Madison BOCES	—	23,529
Total public grants and contract support	<u>\$ 7,105,847</u>	<u>\$ 5,774,929</u>
FOUNDATION:		
Open Society Foundations	\$ 210,385	\$ 166,569
Pinkerton Foundation	—	13,338
Public Interest Project—Fulfilling the Dream	48,219	51,781
Hazen Foundation	—	5,000
Central New York Community Foundation	—	22,160
Total foundation	<u>\$ 258,604</u>	<u>\$ 258,848</u>
TOTAL SUPPORT	<u>\$ 7,364,451</u>	<u>\$ 6,033,777</u>



New Computer Lab

A new computer lab is making it possible for CCA youth to do homework and learn how to use the latest technology, essential skills for their education and future working lives. Lab equipment was purchased through a generous gift from the Tin Man Fund.

OTHER REVENUE AND CONTRACTS:

	2012	2011
Client specific planning	\$ 69,702	\$ 167,146
National CASA Association	30,869	14,131
United Way of Central New York	212,791	181,495
Frank H. Hiscock Legal Aid Society	12,000	15,000
CNY Works Funding	107,929	255,593
John Jay College of Criminal Justice—CUNY	290,288	—
Fortune Society—Castle Replication Project	10,000	—
Drug Policy Alliance	—	8,398
Syracuse Housing Authority	—	19,595
Miscellaneous revenue	30,532	62,690
Contributions	49,317	54,468
Interest income	521	213
Total other revenue and contracts	<u>\$ 813,949</u>	<u>\$ 778,729</u>
TOTAL SUPPORT AND REVENUE	<u>\$ 8,178,400</u>	<u>\$ 6,812,506</u>

EXPENSES

PROGRAM SERVICES:

New York State Demonstration/Client Specific Planning	\$ 146,090	\$ 175,946
Crossroads	619,009	470,503
SAMHSA Programs	411,048	885,598
Youth Advocacy Program—Syracuse	354,475	232,533
Syracuse City School District	29,697	42,580
Youth Advocacy Program—New York City	438,267	434,938
New York City—After School/ATD—Community Monitoring	829,696	799,963
Young Adult Services—New York City	734,260	236,730
New York State Department of Health	496,004	205,138
Family Court Client Specific Planning	160,877	160,044
Court Appointed Special Advocates (CASA)	131,935	104,701
Public Health Solutions—Co-Factors/EIP	65,685	89,896
Public Health Solution—Positive Choices	199,275	208,581
U.S. Department of Labor—Parent Success Initiative	1,575,058	208,956
NYS OASAS/Medicaid	369,809	159,466
Re-entry Related Services	185,348	666,532
Rochester Recovery Community	224,173	255,537
Disproportionate Minority Contract	18,297	69,317
Open Society Foundations	190,798	148,811
Total program services	<u>\$ 7,179,801</u>	<u>\$ 5,555,770</u>
Management and general	1,466,876	1,518,174
Total expenses	<u>\$ 8,646,677</u>	<u>\$ 7,073,944</u>
CHANGE IN NET ASSETS	(468,277)	(261,438)
NET ASSETS—BEGINNING OF YEAR	\$ 1,022,115	\$ 1,283,553
NET ASSETS—END OF YEAR	<u>\$ 553,838</u>	<u>\$ 1,022,115</u>

2012 Donors & Funders

CCA is grateful to all its private and public supporters. Your belief in the work we do is vital to the struggle for reintegrative justice.

Government

U.S.

Department of Labor
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Services Administra-
tion (SAMHSA)

New York State

Department of
Corrections
and Community
Supervision
Department of Health
Department of Labor
Department of Probation
Division of Criminal
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Office of Alcoholism
and Substance Abuse
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Office of Court
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Office of Children and
Family Services

City/County

City of New York
Onondaga County
Department of
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Public Health Solutions
(PHS)/MHRA, Inc.
Syracuse City School
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Foundations, Corporations and Organizations

Over \$100,000

CNY Works
John Jay College of
Criminal Justice—CUNY
Open Society
Foundations
United Way of
Central New York

\$25,000–\$99,999

National CASA
Association
Public Interest
Project—Fulfilling
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\$10,000–\$24,999

Fortune Society—Castle
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Lynn Whittier*
Amy Wiggins*
John and Nancy Wolfe*
Lorna Woodham
Joy Yoffa*
Larry and Rosalie Young

* Board Member

CASA supporter

CASA/CCA supporter

CASA

Light of Hope Breakfast Honors Karen Dygert, Karen Docter

CCA's Court Appointed Special Advocates (CASA) program is part of a national program that recruits, trains and supervises adult volunteers to assist the courts in protecting the best interests of children. Since 1998, the CCA/CASA program has trained 159 volunteers and served 608 children and their families. It currently is able to advocate for 30% of children in placement in Onondaga County. This year, CASA presented its Light of Hope award to two dedicated advocates, Karen Dygert, a pediatric nurse with ENHANCE, and Karen Docter, J.D., a lawyer who represents children in legal proceedings.



From left, Gerri Regan, Volunteer Supervisor; Karen Dygert; Karen Docter; Betty Carroll, Program Coordinator

OUR MISSION

The Center for Community Alternatives (CCA) is a leader in the field of community-based alternatives to incarceration. Our mission is to promote reintegrative justice and a reduced reliance on incarceration through advocacy, services and public policy development in pursuit of civil and human rights.



Grant Helps CCA Oppose “School Pushout”

With the support of a two-year grant from the Open Society Foundations, CCA is contributing to the campaign against “school pushout” by investigating the use of questions about school suspension and school discipline in the college application process. The research project builds on CCA’s 2010 groundbreaking report that looked at the use of criminal history records screening in college admissions. Alan Rosenthal, Co-Director of CCA Justice Strategies, explained, “In the course of our work on the use of criminal history records, we found that colleges were also requiring applicants to disclose if they

were subject to disciplinary action any time between 9th and 12th grade—including school suspensions.”

The number of school suspensions nationally has now reached 3 million a year, according to data recently released by the U.S. Department of Education. The use of school discipline records in college admissions is problematic, according to Executive Director Marsha Weissman, for several reasons. “It undermines futures for young people who may have made mistakes at a very young age. Also, data show that school suspensions are very subjective in nature, with black young males disproportionately more likely to be suspended than any other group.”

In fact, 70% of all suspensions are levied against black and Latino males, far exceeding their proportion of the school population.

CCA is partnering with the American Association of College Registrars and Admissions Officers (AACRAO) to conduct a survey of the use of questions about school discipline in the application process. Findings from the survey will provide information to college admissions officials on the workings of the ‘school-to-prison pipeline’ and will form the basis for recommendations on fair and appropriate admissions practices. Findings will also be shared with parent and student groups, such as Dignity in Schools, who are campaigning for a moratorium on school suspensions and other limits on harsh school discipline.



At a September conference, Amelia Ryan, CCA activist (r), and Colleen Dietrich of Youth Power discuss ways to empower youth with emotional, behavioral and mental health challenges.



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