

Common Sense, Common Ground, Common Goals

Working with Police, Youth and the Community for the Common Good



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Strategy for Youth Case Examples

Tippecanoe, Indiana

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. Many teenagers in the community were being charged with “resisting arrest,” with no underlying offense. Why, she wondered, are so many kids getting arrested without actually committing crimes? She discovered that police officers received no training in how to interact positively with adolescents or how to defuse potentially volatile situations. As a result, many were routinely escalating minor skirmishes, 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. They partnered with Strategies for Youth (SFY) because its innovative approach features separate, but complementary, programs for law enforcement—*Policing the Teen Brain*—and for youth—*Juvenile Justice Jeopardy*.



31% REDUCTION

in teens charged with resisting arrest, disorderly conduct and simple battery.

Three years later, the results speak for themselves. There has been a 40% 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 teenagers about the police. Most importantly, she adds, “I hear police tell other police officers that they have to take this training.”

Los Angeles, California



Juvenile Justice Jeopardy at the Al Wooten Heritage Center, Los Angeles, CA.

The Al Wooten Heritage Center provides tutoring, mentoring, college preparation and other services for more than 500 youth per year in south central Los Angeles. It was identified by Strategies for Youth as a potential resource for police working in the area. SFY brought Center staff into its police training and asked them to discuss how they would handle a crisis that police might encounter. Now, the Center provides every youth who comes through its doors with a program identification card. “When the police stop them, our kids will be able to show officers that they belong to our Center and the officers can get in touch with one of us who knows the kids,” explained Naomi McSwain the Center’s Executive Director. “It’s another way of connecting the community to the officers and vice versa.”

The common denominator in both of these examples is Strategies for Youth, founded in 2010. SFY is the only organization in the country dedicated exclusively to improving relationships between youth and police. Its goals are to:

- 1 decrease unnecessary arrests,
- 2 reduce the frequency of incidences of violent and traumatic encounters between police and youth, and
- 3 strengthen overall community networks of support for youth.

SFY’s full-service model approaches change from three sides—the community, youth, and law enforcement—through an integrated, mutually-reinforcing set of strategies, programs and partnerships. While building stronger relationships one community at a time, SFY’s strategies simultaneously promote system-wide changes to the ways in which police are recruited, trained, evaluated and supervised.

The Distinctive Qualities of the Strategies for Youth Approach

It's Comprehensive

SFY actively engages police, youth, and youth-serving community-based organizations. No other intervention uses an interdisciplinary approach to reach out to and educate all three constituencies, constantly evaluating, refining, and strengthening its programs. In addition, SFY offers technical assistance to reform the policies and practices of law enforcement agencies.

It's Integrated

SFY's signature program for police—*Policing the Teen Brain*—trains law enforcement officers in strategies for interacting effectively with youth. It re-orientes them to view arrests as the least effective intervention for low level offending, one that should be used as a last resort. SFY's

complementary program for youth—*Juvenile Justice Jeopardy*—offers young people new ways to navigate their interactions with police and teaches them about the potentially life altering consequences of arrests. While both components can be effective as stand-alone entities, they are most powerful when put to work in tandem.

It Builds from Individual to Institutional

While SFY changes police and youth relations one encounter at a time, it simultaneously builds evidence and the case for system-wide change and policy reform locally and nationally. SFY's model, both cost effective and sustainable, is designed to become a permanent part of the training structure of law enforcement agencies.

Vision and Mission

Our Vision

SFY's vision is to expand and strengthen the network of support for youth, particularly those living in disadvantaged communities. It seeks to reorient the role of law enforcement officers to "guardians" who work in partnership with community-based organizations to address the social, emotional, and health needs of families and youth. Ultimately, SFY sees itself as a system change agent and as a means to improve overall public safety and community well-being.

Our Mission

SFY's mission is to build strong and trusting relationships between police and the youth they serve. SFY promotes a developmentally-appropriate trauma-informed, system-wide approach to the way police interact with youth. Specifically, SFY:

- identifies and engages community-based organizations to partner with law enforcement to expand the network of services supporting youth and their families;

“For those who are concerned about the evolving culture in our country, I encourage you to consider this training. It is a unique opportunity to shape the cultures of your respective cities through positive community engagement with an emphasis on the future, our young people.”

— ASST. CHIEF JAMES WATERS, INDIANAPOLIS METROPOLITAN POLICE DEPT.

- trains law enforcement in effective strategies for interacting positively with youth. SFY teaches officers about adolescent psychology, including how to recognize signs of mental illness and trauma, and how to de-escalate situations and avoid use of force.
- educates youth on the potentially life-changing consequences of negative interactions with law enforcement. SFY's *Juvenile Justice Jeopardy* teaches youth about the legal consequences of their behaviors,

and how to engage effectively and peacefully with law enforcement officers.

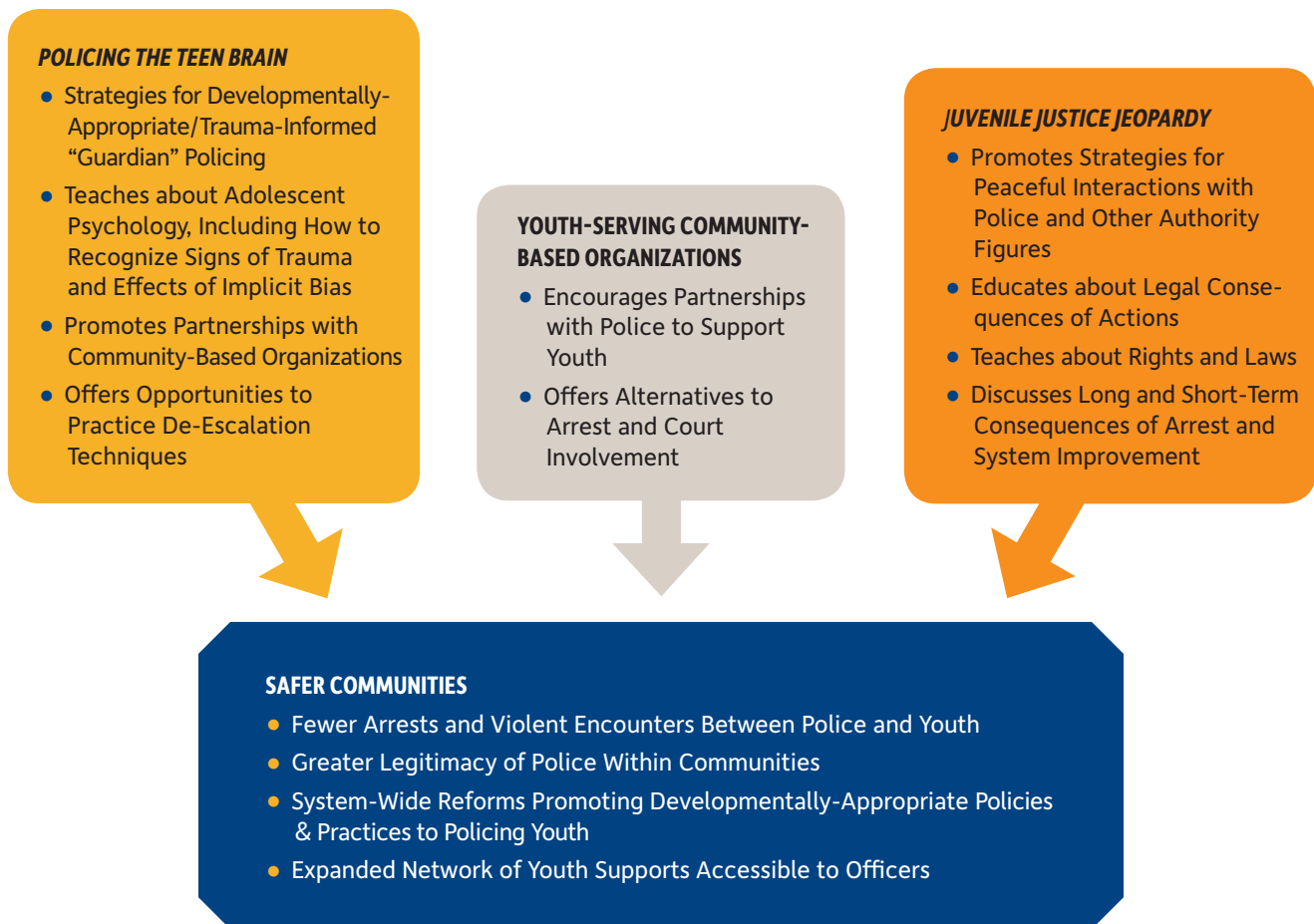
- builds public momentum for policy reforms that institutionalize a positive youth development approach in law enforcement.

SFY places a priority on improving outcomes for youth—particularly youth of color—who are at high risk of arrest and violent encounters with law enforcement officials. SFY weaves issues related to racial bias (both implicit and explicit) and racial disproportionality into its trainings.



Officers in a *Policing the Teen Brain* Training.

SFY'S Framework For Change



Closing The Gap Between Training And Public Expectations

SFY's Origins

In 1998, the Boston Public Schools directed students to take public transportation to school. Within one year, 40,000 students used the public transit on a daily basis. The Massachusetts Bay Transit Authority (MBTA) Police implemented a “zero tolerance” policy that led to the arrest of 646 juveniles in 1999, mostly for minor offenses such as disorderly conduct or trespassing.

In response, Lisa Thureau, then a juvenile justice attorney, devised and offered a two-day training with an adolescent psychiatrist to help officers respond more effectively to low-level offenses. During the first three years after the training, juvenile arrests made by MBTA police decreased from 646 to 74.



After training, juvenile arrests decreased dramatically.

646 → 74
arrests arrests

For years prior to this, Lisa had noted the growing gap between public expectations of police officers and the training they receive. She observed that, increasingly, Americans turn to the police to address what they perceive to be problems with youth, even when no criminal activity is taking place. They call police when their children are disobedient, experiencing mental health breakdowns, or making too much noise outside. Schools often expect police to serve as disciplinarians when teenagers won't put away their cell phones, fight, talk back or swear at teachers. An estimated 60% to 80% of calls to police agencies involve matters that are not criminal in nature.¹

Police are constantly put in situations that require a nuanced understanding of adolescent psychology and the effects of trauma and violence. Yet, this is not how they are trained. Too often, police academies give officers one tool—arrest—to deal with situations that require specialized skills and

knowledge, as well as a wide network of support services. It is as if police are expected to navigate treacherous terrain with an antiquated bicycle that has only one gear—arrest. This deficient training puts youth at risk, keeps officers from performing their job well, and entrenches adversarial relationships.

The situation is no more promising when the focus shifts to youth. They are dangerously unprepared for encounters with law enforcement. Developmentally, they have a strong need to look good and “save face” in front of their peers. Too often they become victims of their coping mechanisms. Believing that the best defense is a tough offense, they frequently adopt an outwardly cocky and dismissive attitude toward law enforcement officers that escalates otherwise minor incidents. Many youth possess little understanding of their legal rights and responsibilities, and even less awareness of how an arrest record can derail their education and job prospects, and curtail their freedom.

The statistics attest to the serious harm caused by the lack of understanding on both sides, and by the mismatch

“If we’ve gone to the house 17 times for a kid who keeps running away, it’s clear that the approach we are using is not working and it’s time to figure out why she is running away and get her some help.”

— INDIANAPOLIS POLICE OFFICER

“Every societal failure, we put it off on the cops to solve. Not enough mental health funding, let the cop handle it. Not enough drug addiction funding, let’s give it to the cops. Schools fail, give it to the cops.”

— DAVID BROWN, DALLAS CHIEF OF POLICE

1. *Police Assisted Referrals: Empowering Law Enforcement to Be First Social Responders*. Law Enforcement Executive Forum, 2013 •13(4). Jenni M. B. Bartholomew, Mark I. Singer, Andres Gonzalez, Chief of Police, Cuyahoga Metropolitan Housing Authority Police Department, Michael Walker, Executive Director, Partnership for a Safer Cleveland.



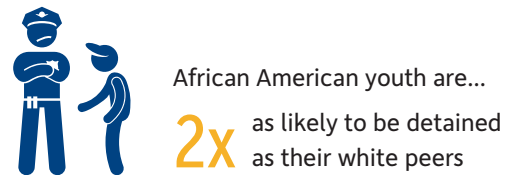
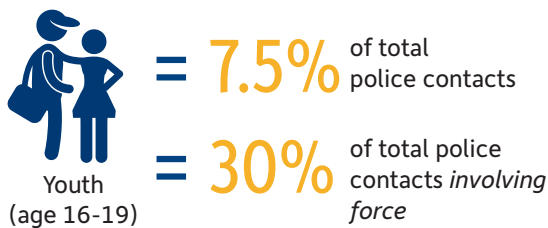
MBTA Officers interacting with youth, Boston, MA.

between expectations, training, and developmental impulses. Arrests for public order offenses, which run the gamut from swearing at an officer to making too much noise on public property, rose 108% from 1985 to 2009.² Increased arrests in turn have led to an increased use of detention for youth, from 72% between 1985 and 1995, to 140% between 1995 and 2005.³ Youth of color and those

with mental health problems represent the vast majority of detained youth nationally. This myopic overemphasis on arrest is not only ineffective and harmful, it is also expensive. A detention bed can cost a state between \$75,000 and \$232,000 a year. Approximately 70% of youth in custody in the U.S. today, are incarcerated for probation violations (e.g. failing to obey a curfew or missing school) and non-violent offenses.

At the national level, a need for a change in approach has been recognized and promoted. The National Academy of Sciences, the Office of Juvenile Justice and Delinquency Prevention, President Obama's 21st Century Task Force on Policing, and the International Association of Chiefs of Police have all recognized the importance of training officers to work knowledgeably with youth so that arrest and detention are used only as a last resort.

The High Risk Of Police Encounters For Youth



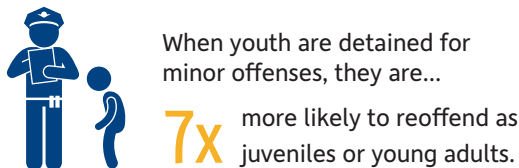
When an incident involves force...
80% of the time the force is initiated by the police, not the youth.



The overall rate of police contact for black youth is **1 in 10**



and ...
1 in 4 of those encounters *involves force*



- Knoll, Crystal, and Melissa Sickmund. *Delinquency Cases in Juvenile Court*, 2009. Oct. 2012. Juvenile Offenders and Victims National Report Series: Fact Sheet. U.S. Department of Justice: Office of Juvenile Justice and Delinquency Prevention.
- And Justice for Some: Differential Treatment of Youth of Color in the Juvenile Justice System*, Poe-Yamagata, E. and Jones, M. (2000); National Disproportionate Minority Contact Databook, National Center for Juvenile Justice for the Office of Juvenile Justice and Delinquency Prevention, 2008, Puzzanchera, C. and Adams, B.

New Math: Police + Youth + Community Organizations = Improved Public Safety And Better Outcomes For Youth

SFY's complementary programs for police and youth are geared to ensure that encounters between police and youth are respectful and that youth receive the support they need to succeed.

Policing the Teen Brain

Policing the Teen Brain is SFY's signature law enforcement training program. It provides officers with insights into adolescent development and behavior, teaches them how to peacefully defuse a situation before it escalates, and connects them with service providers with whom they can partner to benefit youth. PTB's approach has two major components:

ASSESSMENT

Prior to the training, SFY assesses the strengths and weaknesses of a law enforcement agency's policies and practices regarding officer/youth interactions. During this phase, SFY staff and consultants:

- observe police/youth interactions, participate in ride-alongs, conduct interviews and reviews arrest data and surveys;
- review agency policies and standards and issue recommendations;
- identify Youth-Serving Community-Based Organizations (YSCBO) that meet the selection criteria described in the sidebar on page 9.

SFY invites YSCBOs to participate in the second day of training and builds informal networking time into the program. All participating law enforcement officers are provided with a list of organizations with contact information. One Virginia police officer developed and distributed to officers and dispatchers an app listing all the YSCBO services in his city and their locations. SFY now showcases this app at all of its trainings. In Sacramento, the YSCBO listing was uploaded into the computers in patrol cars, with the district identified, so that officers can refer youth and families to the organizations closest to their homes.

**Don't Arrest Distress
Call 211, Not 911**

“When community leaders and police talk sense together with some of our city's most vulnerable youth, the outcomes for public safety improve dramatically.”

— CHARLIE BECK, CHIEF OF POLICE, LOS ANGELES, CA



Officers in Training.

POLICING THE TEEN BRAIN TRAINING

After the assessment is complete, SFY conducts two types of trainings:

(a) Two-Day Law Enforcement Officer Training: On Day 1, officers learn how the teen brain's structure changes during adolescence and how those changes affect the teen's actions and thoughts. On Day 2, officers learn about environmental factors that affect teen's interactions with adults and each other. At the end of the day, youth from the community participate in skits illustrating why certain kinds of assertion of authority are more effective than others.

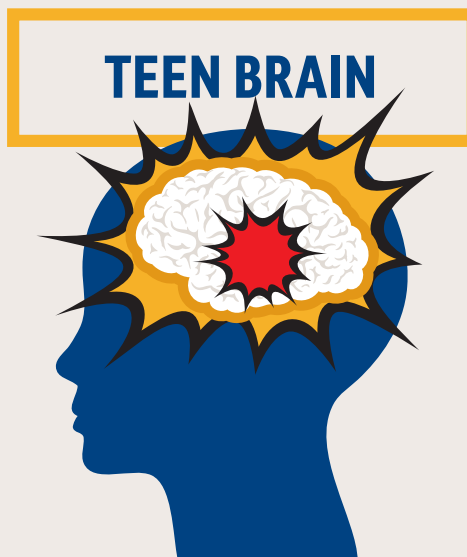
On Day 2, SFY introduces officers to YSCBO providers in the community. Trainers create scenarios involving a family in crisis, and each YSCBO describes the kinds of services it could provide. SFY trainers then offer opportunities for officers and program staff to network informally. SFY makes information about each YSCBO available to all participants.

SFY has developed the *Policing the Teen Brain in Schools* specifically for school resource officers (SROs) and school personnel. Like *Policing the Teen Brain*, it teaches about adolescent psychology, the effects of exposure to trauma, and useful resources available in the community. In addition, this 3-day training includes sections on special education law, school codes of conduct and information-sharing rules, and effective school interventions.

(b) Train the Trainer: To promote the long-term integration and enduring effect of SFY's training, SFY uses a train-the-trainer model in which officers learn how to train their peers. These trainings are conducted by teams of psychologists, psychiatrists, clinical social workers, patrol officers, former law enforcement commanders, and SFY staff.

“I had no idea how many people cared for kids in this community and were watching how we do our job.”

— LOS ANGELES POLICE OFFICER



After receiving the *Policing the Teen Brain* training, 98% of participating officers in Seattle reported having a better understanding of how adolescents process interactions with the police. Officers renamed that city's trouble spot "Amygdala Park."

SFY CATEGORIES OF YOUTH-SERVING COMMUNITY-BASED ORGANIZATIONS

Supervised Engagement

This organization is staffed by adults who provide homework help, sports, entertaining activities or "drop in centers."

Competence Building

This organization helps youth develop and master a skill, including artistic endeavors, dancing, sports not offered in school (e.g. boxing), job skills, and trades.

Constructive Leadership

This organization teaches youth constructive ways to articulate and express opinions and anger.

Mental Health Intervention Services

This organization provides individual, family, and wrap around therapy services.

Immigrant Services

This organization helps those seeking a new life in America become productive members of their new community.

Agenda for SFY's Two-Day Law Enforcement Training

Training—Day 1

INTRODUCTION TO TRAINING & OVERVIEW

- Goals of Training
- Review Results of Assessment Interviews
- Vision Statement Development for Goals of Policing
- Value of Developmental Competence
- Introduction of Body • Language • Timing (BLT) mnemonic device

THE TEEN BRAIN

- How the teen brain works, with emphasis on differences in the way teens P>P>R: Perceive, Process, Respond
- Key elements of adolescent development
- Impacts of Peer Pressure on Behavior
- Communication Styles
- Tactics for de-escalation and face-saving in public situations

RECOGNIZING & RESPONDING EFFECTIVELY TO YOUTH WITH MENTAL HEALTH ISSUES

- The prevalence of mental health issues in teens and it's impact on the juvenile justice system.
- Recognizing common mental health issues among teens
- Tactics for de-escalation of interactions with teens

RECOGNIZING & RESPONDING EFFECTIVELY TO TRAUMATIZED YOUTH

- The role of trauma in youths' reactions to authority.
- Sources of trauma and the impact of trauma on youths' brain functions, psyche, and behavior.
- Tactics psychologists use to respond effectively to youth and promote trauma-sensitive approaches.

TRYING IT ON FOR SIZE

- Skits in which local youth enact typical school-based scenarios.
- Q&A about the skits to ask students why they responded to authority in the manner they did.
- Facilitated conversation between youth and law enforcement officers.

ASK THE GOOD DOCTOR

Q&A with psychologist/psychiatrist questions about youth behavior and handling situations with youth.

Training—Day 2

COMMUNITY DEMOGRAPHICS & IMPLICATIONS FOR SCHOOL SECURITY OFFICERS

- Risk factors and top predictors for involvement in delinquency.
- Protective factors and safety nets.

CULTURAL FACTORS AFFECTING TEENS' BEHAVIORS

- Parenting
- Cultural views on conflict resolution
- Emphasis on manhood being a function of power/force
- Increased sexualization of youth
- The role and power of social media
- Bullying

JUVENILE JUSTICE FOR LAW ENFORCEMENT PART I

Research on Impacts of Policing Approaches on Youth Offending

- U.S. Supreme Court Adoption of Developmental Approach
- State Court interpretation of Supreme Court post-JDB v. North Carolina
- Federal Policy trends and Pressures
- State Policy trends
- Implications for Law Enforcement

JUVENILE JUSTICE FOR LAW ENFORCEMENT PART II

Research on what works best with teens.

- Impacts of Policing Approaches on Youth Offenders
- Pathways to Desistance studies & Aging Out
- Effective Programming

CONNECTING YOUTH TO YOUTH-SERVING COMMUNITY BASED PROGRAMS

- Identify community-based assets
- Demonstrate impact of assets on offending
- Showcase youth-serving community based organizations and 4 program types

ASSERTING AUTHORITY EFFECTIVELY WITH TEENS

Summary of research and evidenced-based best practices for officers working with youth.

CONCLUSION & EVALUATION

Juvenile Justice Jeopardy

Juvenile Justice Jeopardy (JJJ) is a scenario-based game for youth. To teach them how to think about the choices they make when interacting with police, it uses situations youth are likely to recognize and experience. Designed to be entertaining, lively and informative, *JJJ* provides youth with accurate, relevant information about legal concepts and about how their conduct is perceived by law enforcement authorities. The game is played on interactive software in schools, after-school programs, community centers and juvenile detention facilities.

Similar in its approach to *Policing the Teen Brain*, SFY tailors *Juvenile Justice Jeopardy* to local conditions and state law, using a three pronged approach:



According to national data,

25-40%

of all juvenile arrests are for “contempt of cop” offenses.

- 1 **Assessment:** SFY staff identify the positive and negative aspects of current officer/youth interactions, common misunderstandings that youth hold about the operation of law (such as the frequency with which youth are arrested) and the most pressing issues affecting youth within that locality (such as prescription drug abuse or gang involvement).
- 2 **Game Development:** A first draft of the game tailored to the specific locality is sent for review to an ad hoc committee of local stakeholders, including juvenile court judges, police, prosecutors, defenders, probation, detention staff and youth program leaders. The committee vets the questions to ensure pressing legal issues are addressed and the legal information is accurate and conforms to relevant state laws. This process helps to establish SFY’s legitimacy within the juvenile justice community. Once consensus is reached, SFY inputs the questions into the *Jeopardy* software and hosts the game on a cloud platform.

- 3 **Train-the-Trainer:** SFY makes a two-day on-site visit to conduct identical *Jeopardy* training sessions for game leaders, followed by a pilot with youth. Future game leaders attend the training and observe the pilot games. During the trainings, leaders are provided a game license and related documents to download the game to their laptops.

SFY typically develops two versions of the game for each jurisdiction. One version focuses on “street” issues youth are likely to encounter. The second version uses school districts’ school code of conduct to explain rules and laws that apply in the school setting.

“Protests, vigils and marches certainly bring us together and serve as rallying points for us to speak about the changes necessary in our community. However, they don’t always provide teachable tools for us to gain a better understanding about how to prevent and avoid situations that negatively impact in our community. *Juvenile Justice Jeopardy* provides the tools to assist our youth in learning about their rights, what to expect when interacting with police, and how to avoid certain behaviors that may impact their future.

Since we have implemented the game as a strategy in our schools, several youth have approached me in the weeks following; to say they were able to recall our discussion during interactions with other students, police, and school personnel and the outcomes were positive.”

— ANTHONY MCDONALD, CHIEF JUVENILE PROBATION OFFICER
PORTER COUNTY, INDIANA

Customized versions of the *Jeopardy* game are now played in 38 jurisdictions in 18 states across the U.S. In the future, SFY hopes to obtain funding to:

- integrate new technology and enhanced youth interaction into the game, including customized film clips illustrating strategic behaviors, legal principles and explanations from experts. This next generation game will be played by youth with key pads to indicate their responses and scores.
- develop parent versions of the game for various topics and venues including how to support their children from accumulating technical violations of probation, as well as how to avoid violating technical terms of probation.



THINK ABOUT IT FIRST!

MA

Strategies for Youth CONNECTING COPS & KIDS Eastern Bank

ONCE YOU'VE BEEN ARRESTED:

- Police have your fingerprints and photo on file

GETTING A RECORD COULD MEAN:

- Losing public housing
- Being suspended or expelled from public school
- Being excluded from the military
- Losing your driver's permit
- Not getting a driver's license
- Not working in daycare and summer camps
- Putting your immigration status at risk

REMEMBER:

- Juveniles are youth aged 7 to 17
- If you are found delinquent, **don't** say you've been "convicted"
- Your record is **not** automatically sealed
- The form to seal your record is available at:

<http://www.mass.gov/courts/docs/probation/sealingpetition.pdf>

Think About It First! SFY provides officers with cards to use in educating youth about the potential consequences of arrest and court involvement on their education, employment and future opportunities.



BE SMART WITH POLICE

Be Wise—to Their Surprise!

Strategies for Youth
CONNECTING COPS & KIDS

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Do...

...BE POLITE it goes a long way.



Do...

...KNOW YOUR FULL ADDRESS
Including street number and zip code.



Do...

...FACE OFFICERS, LOOK THEM IN THE EYES
and focus on what they are saying.



Don't ...

...KEEP YOUR HANDS IN YOUR POCKET
— take them out slowly.



...MAKE QUICK MOVEMENTS
or keep moving when you are told to stop.



Don't ...

...TOUCH police officers.



Don't ...

...GET IN AN OFFICER'S FACE if you don't like the way an officer treats you. Deal with it later by speaking to an adult who can help you file a complaint.



Don't ...

...QUESTION OR MOCK an officer's authority.

...ASSUME ALL OFFICERS ARE BAD if you have a bad experience with one officer.



Don't ...

...SPEAK ON YOUR PHONE while an officer is speaking to you.



Dos & Don'ts SFY distributes written reminders to youth to make good choices when interacting with police.

Policy Reform And System-Wide Change

SFY is committed to ensuring that law enforcement agencies adopt and enforce best practices for interacting with youth. To that end:

SFY offers technical assistance to strengthen law enforcement agencies' approaches to working with youth. For example, SFY:

- conducts in-depth reviews of policies relating police interactions with youth.
- partners with community organizers committed to improving the laws, policies, and practices of law enforcement agencies.
- develops data collection and analysis systems, proposes communication initiatives, and helps strengthen police diversion programs.
- works with state law enforcement training staff to integrate the *Policing the Teen Brain* curriculum into academy and in-service programs.

SFY builds momentum for policy reform. SFY works to increase public and legislative support for a developmentally appropriate approach to policing by:

- 1 Issuing Policy Reports:** SFY conducts research and recommends evidence-based policies and practices to bring about system-level change in police practices. For example, *If Not Now, When? A Nationwide Survey of Juvenile Justice Training in America's Police Academies*, reported and analyzed the results of SFY's survey of juvenile justice training.
- 2 Advocating for Policy Change:** SFY staff provides expert testimony, drafts proposed legislation, and offers guidance to police organizations, government agencies (including the U.S. Department of Justice, the U.S. Department of Education) and national advocacy groups (including the ACLU, Advancement Project, Appleseed, Dignity in Schools Campaign, the International Association of Chiefs of Police, the Police Foundation). The U.S. Department of Justice is using SFY's model policies for patrol officer/youth interactions for the Cleveland Division of Police as a template developed for use by the Baltimore Police Department.

- 3 Providing Thought Leadership:** SFY weighs in on national debates on police-community relations and the school-to-prison pipeline through op eds, media appearances, and presentations at public forums and events. As the organization's core issues have become national priorities, SFY seeks to re-enforce, on a national stage, the urgency of adopting developmentally-appropriate, trauma-informed law enforcement training, policies and practices.

In 2015-2016, SFY's work has been featured in national news outlets and law enforcement publications, including the *New York Times*, *Associated Press*, *US News & World Report*, *The Atlantic*, *American Police Beat*, *The Crime Report*, *Mother Jones*, and the *Huffington Post*. Executive Director, Lisa Thureau, has been interviewed in segments aired by CNN, NPR, MSNBC, and Al Jazeera America.

The New York Times

AP

USNews & WORLD REPORT

the Atlantic

American PoliceBeat

THE CRIME REPORT

Mother Jones

THE HUFFINGTON POST

CNN

npr

MSNBC

ALJAZEERA AMERICA

SFY Conducts Special Campaigns

In the Presence of Children—SFY offers guidance to law enforcement about how to arrest adults in front of children so as to minimize trauma. Research indicates that the trauma children experience when witnessing a parent’s arrest can profoundly and permanently impact his or her perceptions of law enforcement.

SFY has created a training as well as a suite of materials for law enforcement agencies. The materials include a “What to Anticipate” chart to assist officers responding in a trauma-informed manner to the children they encounter at such incidents, a protocol for officers to follow to protect children’s well-being, as well as booking posters to remind parents to tell officers that their children may be unattended. SFY has created cards for officers to distribute to parents explaining the importance of addressing children’s trauma with information on where to get that care, as well as teddy bears for officers to give children as a transitional object. SFY developed a set of policies endorsed by the Office of Justice Programs of the U.S. Department of Justice.

The *In the Presence of Children* training has been presented in Cleveland, Indianapolis, Philadelphia, and Phoenix. Indiana’s Judicial Center has underwritten provision of the training for two additional counties, which like Indianapolis, have higher-than-average rates of parental arrest.

Parenting the Teen Brain Training—Across the country, law enforcement agencies complain of the high volume of parents who call for assistance with their children. While some of the calls involve dangerous behaviors, many are from parents who turn to police of support in moments of conflict, frustration and fatigue.



Parenting the Teen Brain Training.

The primary goal of the *Parenting the Teen Brain* training is to build parents’ capacity and skills to avoid escalating and to de-escalate conflicts with their children, and thereby reduce their reliance upon law enforcement to intervene in parent/child interactions. Additional objectives include:

- recognizing and responding appropriately to signs of trauma in their children’s problem behaviors,
- increasing parents’ awareness of community-based services that can help their children develop coping skills,
- providing parents with accurate data about the juvenile justice system.

SFY anticipates that this training will increase parent involvement, use of community resources and reduce calls for service to law enforcement agencies at times of family stress.



SFY Teddy Bear



SFY Report: First Do No Harm



Parent Cards

Where We Work



Since 2010, Strategies for Youth has partnered with law enforcement agencies, school districts, youth-serving community-based organizations, and other groups committed to improving police/youth interactions in 38 jurisdictions in 18 states. In 2017, we begin work in Baltimore, MD, New York, and Washington, D.C.

SFY enters communities in many ways. Law enforcement agencies and schools often contract us directly—using municipal, state, and federal funds—to provide *Policing the Teen Brain* training to patrol officers and/or school resource officers.

Youth-serving community based organizations, schools, churches, affordable housing developments, and juvenile probation and detention facilities ask us to play *Juvenile Justice Jeopardy* with the youth they serve. For example, the Kentucky Bar Association recently funded SFY to bring *Jeopardy* to 18 high need communities in Kentucky—the Ohio Bar Association has just funded SFY to develop the *Juvenile Justice Jeopardy* game for Cincinnati. Many organizations pay a fee to SFY or use their own operating support to underwrite *Jeopardy*.

In our own outreach and fundraising efforts, SFY prioritizes “Critical Mass Communities,” “Critical Incident Communities,” and opportunities to incorporate *Policing the Teen*

Brain into official policy academy curricula for new recruits. In Critical Mass Communities, a consortium— independent of one another or in collaboration—of law enforcement officers, school officials, and community leaders identify a local need and reach out to SFY. Critical Incident Communities are cities or regions in distress or on the verge of civic unrest that are identified by SFY, federal, state or local officials and communities as high priorities for intervention. **Districts that have requested SFY services, but cannot currently afford SFY’s modest fees, are listed in the Appendix on page 19.**



Officers in a *Policing the Teen Brain* Training.

Impact

Though in existence for only six years, SFY already has become a nationally recognized voice of reason in the heated debate over police-minority youth relations. SFY has won broad respect because its advocacy is grounded in experience and research. Staff regularly hear from police officers about how participation in *Policing the Teen Brain* trainings has filled a critical gap in their knowledge, changed the way they perceive the youth around them, and opened their eyes to the services available within communities. SFY staff also hear from community organizations about their new partnerships with police that reduce the risk of arrest and increase safe havens available to youth.

Unfortunately, quality data collection on youth contacts with law enforcement is less available and less “rigorous” than data on adult/police contacts. SFY is often unable to measure its full impact due to the absence or refusal of law enforcement agencies to disclose data on juvenile arrests, citations, and referrals. Consider for instance, this recent email from an advocacy group that brought to SFY in to a school district to train SROs and reduce the use of arrest:

“We implemented some officer enforcement guidelines this year and combined with the training you brought to our officers, we have seen some remarkable results. We are down in arrests from 402 this time last year to 50 arrests this year so far. We have had only 21 reported uses of force by officers and this of course is down because we are not making as many arrests. Understanding why kids respond the way they do has been a great tool for us!”

— CHIEF MATT STERK, SPOKANE PUBLIC SCHOOLS PUBLIC SAFETY CHIEF

SFY measures impacts in the communities we serve through:

- 1 **Ongoing Assessments:** Continual evaluations and assessments are a critical component of SFY and built into every aspect of programming. At the comple-

tion of each training, SFY staff ask for a detailed evaluation of the specific skills and new concepts developed. The staff also solicit recommendations for improvements. SFY uses the responses to revise and improve the training curriculum and its delivery.

- 2 **Tracking Reduced Rates of Arrest:** Whenever possible, SFY works with law enforcement and community partners to track how its trainings contribute to reductions in arrests for minor offenses such as “resisting officers” and “disorderly conduct.”

In the aftermath of training for School Resource Officers in Charlotte-Mecklenburg, North Carolina, there was a 32% reduction in school-based arrests despite a 24% increase in calls for service. In other words, while the police were called into the schools more often, they arrested fewer students. This suggests they were finding alternatives to arrest to deal with the situations. In Ohio, a statewide training of 90 Student Resource Officers trained reported a better understanding of the connection between teens’ brain development and their behaviors. SFY seeks to strengthen its evaluative capacity, so that it can track short-term and long-term gains in a comprehensive fashion.

Indiana offers a compelling example of the dramatic results that can be achieved through SFY’s ongoing partnerships with agencies and departments. Researchers at the University of Indiana conducted a rigorous independent analysis of the impact of the *Policing the Teen Brain* training in two Indiana counties. The analysis found that after participating in a officers were more likely to endorse positive attitudes toward adolescents, endorsed less punitive attitudes toward youth and reported that their knowledge about de-escalation skills had increased.

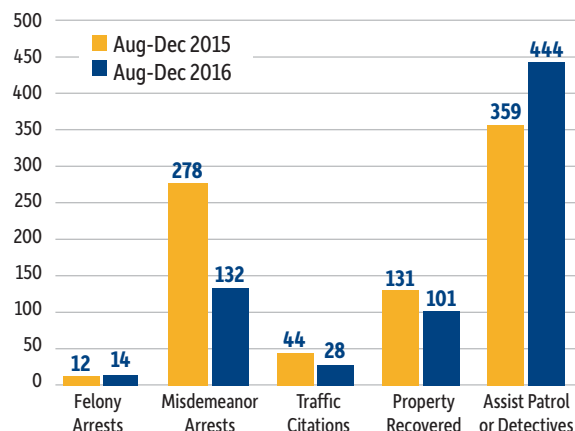
For several years, SFY has partnered with the state’s Juvenile Detention Alternative Initiative (JDAI) to offer *Policing the Teen Brain* training in a growing number of counties. Several of these counties have also implemented *Juvenile Justice Jeopardy*.

Building on the success of these trainings, Indiana is currently collaborating with SFY to develop and implement *Teaching the Teen Brain* for educators and will soon be expanded into five additional school districts.

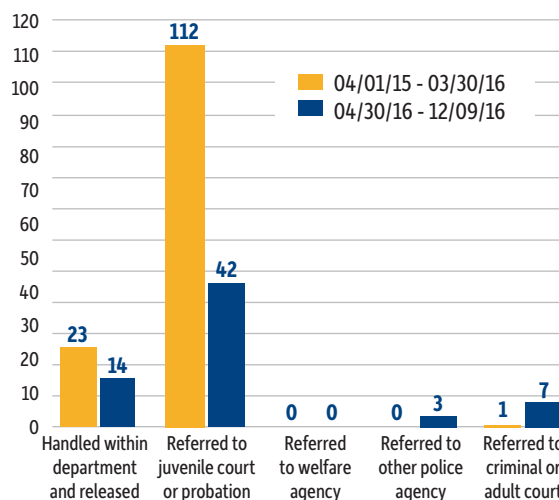
- 3 **Increasing Demand for Services:** Requests for SFY services have dramatically increased in the past year. SFY can no longer meet the demand without expanding its core staff and organizational capacity. Requests used to trickle in haltingly. Today, SFY averages 7 requests

a week. These requests for service come from law enforcement and educational institutions, as well as from youth-serving community based organizations.

OMAHA, NE, POLICE DEPARTMENT SRO STATS



LEWISTON, ME, POLICE DEPARTMENT SRO STATS



Tippecanoe County, IN, JDAI Impact Data

2013 TOTAL ARRESTS	2013 ARRESTS FOR RLE, DC AND BATTERY AGAINST LE	2015 TOTAL ARRESTS	2013 ARRESTS FOR RLE, DC AND BATTERY AGAINST LE	% CHANGE IN TOTAL ARRESTS 2013 TO 2015	% CHANGE IN TOTAL RLE, DC, BATTERY AGAINST LE 2013 TO 2015
880	63	778	43	-11.6%	-31.7%

Definitions: RLE = resisting law enforcement, DC = Disorderly Conduct; LE = Law Enforcement.

Impact of *Policing the Teen Brain* Training

COMMUNITY	TRAINING INITIATED	TRAINING PARTICIPANTS	DATA COLLECTED	FINDINGS
MBTA	2004	190 Officers	1999-2009	Juvenile arrests decreased 85%
Cambridge, MA, Police	2004	250 Officers	2006-2012	Juvenile arrests decreased 71%
Everett, MA, Police	2007	100 Officers	2007-2010	Juvenile arrests decreased 52%
Nantucket, MA, Police	2009	40 Officers and 90 Community Safety Officers	2009-2012	Juvenile arrests decreased 30% and change in police staff to address adolescents
Charlotte-Mecklenburg, NC, Police	2012	65 SROs	2012-2013	30% decrease in school-based arrests despite 24% increase in calls for service

• Table Source: *Policing the Teen Brain* by Jeff Q. Bostic, MD, EDD, Lisa Thureau, JD, Mona Potter, MD, Stacy S. Drury, MD, PhD. Journal Of The American Academy Of Child & Adolescent Psychiatry: Volume 53 Number 2 February 2014.

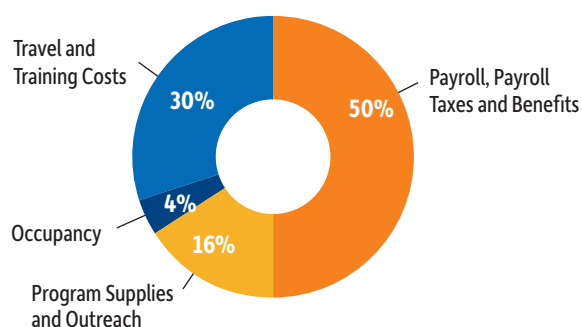
• Definitions: MBTA = Massachusetts Bay Transit Authority; SROs = School Resource Officers.

Sustaining Change And Building For The Future: Financial Goals

In FY 2016, SFY's annual operating budget was \$800,000. This budget supports 3 full-time staff and 4 part-time staff, supported by a cadre of highly qualified psychologists and law enforcement trainers and coaches.

OPERATING EXPENSES, 2016

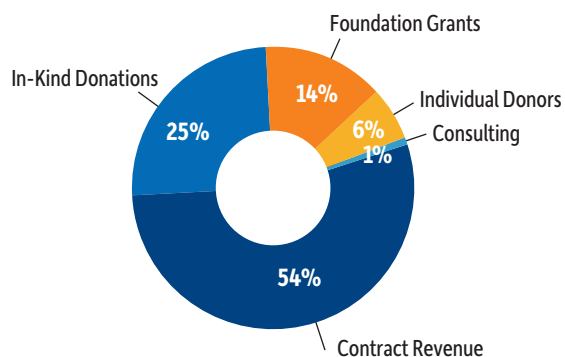
Total Expenses \$1,027,046



SFY's income comes from: contracts with police forces and community agencies; consulting; and individual and institutional gifts. Currently, contract revenue makes up approximately 54%, in-kind donations 25%, foundation support 14%, individual donations 6%, and consulting 1%.

SOURCES OF FUNDING, 2016

Total Income \$1,089,872



SFY's most urgent need is to increase its individual and foundation donor base. This is crucial if SFY is to help communities in greatest need and serve as a national voice for comprehensive police reform and youth advocacy. Flexible operating support from individuals, foundations, and corporations will allow SFY to:

- build sufficient organizational capacity to meet the growing demand for training and education. This means hiring an additional police trainer, a business manager, a policy director and a communications and fund-raising professional.
- conduct rigorous ongoing evaluations to demonstrate the effectiveness of SFY programs and to ensure and improve their effectiveness. SFY needs funding to conduct comprehensive evaluations using a variety of quantitative and qualitative measures. SFY is aggressively reaching out to independent researchers at universities to analyze the impacts of SFY's interventions.
- serve communities in greatest need. Every day SFY receives calls from communities requesting its services—to work with police, to develop new guidelines, to draft legislation, to inform youth about their rights. Unfortunately, many of the most urgent requests come from communities with few resources. A pool of reserved, undesignated funds would allow SFY to devote resources to such communities.

In order to achieve these goals SFY is focusing on the following fund-raising strategies:

- 1 putting in place a more robust and aggressive grant-seeking program; one highly effective at identifying and cultivating foundation opportunities for multi-year and core operating support.
- 2 increasing efforts to secure sufficient small and major individual gifts to bolster the pool of flexible operating funds to be used for organizational priorities.
- 3 devising new strategies to engage the business community in fund-raising efforts, including creating sponsorship opportunities, partnerships, and in-kind support programs.

Support Our Mission

During its brief history, SFY has quickly emerged as a national recognized voice of reason in the heated debate over police/youth relations. The organization has won broad respect among law enforcement, youth and police reform advocates because its research and advocacy are grounded in extensive on-the-ground contact and engagement. Executive Director Lisa Thureau is increasingly being called upon to serve as a national thought leader to promote best practices and policies in policing and youth development.

Please consider making a tax-deductible contribution to Strategies for Youth. The organization's most pressing need is for operating and flexible support to build staff capacity, expand assessment mechanisms and measures, and serve high need communities lacking financial resources. Your contribution will allow Strategies for Youth to continue to make our communities safer, increase the legitimacy of police within communities and improve outcomes for our most vulnerable youth. THANK YOU FOR YOUR GENEROUS SUPPORT OF THIS IMPORTANT WORK.

Appendix: Wait List

Many police departments and communities that have requested SFY services, but are unable to pay the modest fees charged to cover SFY costs, including:

Arizona:

Phoenix

Connecticut:

Bridgeport, New Haven, Winsted

Florida:

Ft. Lauderdale, Jacksonville

Georgia:

Clayton, DeKalb, and Gwinnett Counties

Massachusetts:

Brockton, Berkshire County, Worcester

Missouri:

St. Louis

New Mexico:

Albuquerque

Ohio:

Columbus, Dayton

South Carolina:

Charleston and Richland County

Texas:

Austin, Duncanville, Magnolia

Wisconsin:

Milwaukee and Racine

“We implemented some officer enforcement guidelines this year and with that, combined with the training you brought to our officers, we have seen some remarkable results. We are down in arrests from 402 this time last year to 50 arrests this year so far. We have had only 21 reported uses of force by officers and this of course is down because we are not making as many arrests. Understanding why kids respond the way they do has been a great tool for us!”

— CHIEF OF SECURITY, SPOKANE, WA, PUBLIC SCHOOLS



Strategies for Youth
CONNECTING COPS & KIDS®

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