

## Community Capacity Building Assessment

*This document was created by Community Connections for Youth (CCFY), a non-profit in New York City whose mission is to equip grassroots, faith and neighborhood organizations to develop effective community driven alternatives to incarceration for youth.*

CCFY's work with a jurisdiction begins with an assessment of its current progress towards building community capacity for juvenile justice reform. Specifically, we are looking to assess the extent to which directly affected community members are meaningfully involved in the planning and delivery of juvenile justice programming, and the extent to which justice funding reaches down to the grassroots community level. Through a series of interviews with system stakeholders, a review of planning documents, and a review of budgets and contracts, CCFY analyzes the extent to which one or more juvenile justice agencies are making progress towards building community capacity. CCFY looks at juvenile justice reform through a specific lens: *that of community capacity building*. This assessment is not intended to evaluate the effectiveness or impact of existing programming, but rather to examine the extent to which the current practices build the capacity of directly affected communities to engage youth impacted by the juvenile justice system. CCFY's assessment covers the five "P"s of community capacity building:

- **PHILOSOPHY:** the extent to which the community is seen as the answer.
- **PLACE:** the extent to which services are delivered in the most impacted neighborhoods and by local community stakeholders.
- **PROCUREMENT:** the extent to which funding reaches local grassroots community organizations, either by direct contract or sub-contract.
- **PLANNING:** the extent to which local community stakeholders play a leadership role in shaping, designing, and evaluating juvenile justice initiatives.
- **PROGRAMMING:** the extent to which community stakeholders are delivering interventions that are culturally appropriate and neighborhood specific.

Looking through this community capacity building lens (see the grid on the next page for scoring) provides a reference point for where a jurisdiction is at a given point in time, and provides clear benchmarks for progress for juvenile justice leaders who want to advance this approach in their systems.

## The Community Capacity Building Grid

Level	Philosophy	Place	Procurement	Planning	Programming
<b>4</b>	Juvenile Justice agencies view the community, young people and their families as the answer and as the leading/driving partner in juvenile justice reform efforts	Services are delivered in the target community <i>by</i> agencies headquartered <i>within</i> target community	The majority of funding given to neighborhood-based community organizations (more than 50 percent of total program contracts)	Community partners take a leading role in planning and decision making from the time of initial strategy development <i>and</i> provide ongoing evaluation and monitoring of strategy implementation	Services are culturally appropriate, neighborhood specific, and delivered by people <i>from</i> the target community. Services are primarily asset-based and built on strengths
<b>3</b>	Juvenile Justice agencies view the community, young people and their families as having strengths and as key partners in juvenile justice reform efforts	Services are delivered in the target community by external agencies in partnership with organizations headquartered <i>within</i> the target community	Juvenile justice services contracted out to non-profit organizations, with significant amounts of funding given to community organizations (10 to 50 percent of total program contracts)	Community partners take a major role in planning and decision making from the time of initial strategy development	Service models are culturally appropriate, neighborhood specific, and delivered by staff who are culturally competent but not from the target community. Services balance addressing needs and strengths
<b>2</b>	Juvenile Justice agencies view the community, young people and their families as broken or deficient and in need of outside services/ intervention	Services are delivered <i>in</i> the target community by agencies headquartered <i>outside</i> the target community.	Juvenile justice services contracted out to non-profit organizations, with small amounts of funding given to neighborhood-based community organizations (less than 10 percent of total program contracts)	Community partners invited to participate in planning and decision making after initial strategy development by juvenile justice agencies	Service models are culturally appropriate but not community specific and are delivered by staff who may be culturally competent but are not from the target community. Services tend to be deficit-based and focused on needs
<b>1</b>	Juvenile Justice agencies view the community, young people and their families as dangerous and see them as the problem	Services are delivered <i>outside</i> the target community	Funding for services & programming stays completely within juvenile justice agencies	Juvenile Justice agencies conduct all planning and decision making without community input	Service models are not culturally appropriate nor are they community specific. They tend to be punitive, deficit-based and focused primarily on risks