

Safe and Successful Youth Initiative (SSYI) Legislative Report



February 2021

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Cities with Safe and Successful Youth Initiative Programs



Executive Summary

Background

The Safe and Successful Youth Initiative (SSYI) is a youth violence prevention and intervention initiative that operates in 14 Commonwealth of Massachusetts cities with the highest juvenile crime rates. SSYI targets a small number of individuals, ages 17-24, that local police have identified as "proven risk" or "impact players." These individuals are determined by police to be substantially gang-involved, most likely to be a victim or perpetrator of a violent weapons offense, or engaged in high volume illegal activity. SSYI workers reach out and develop a relationship with these individuals and then offer them a chance to redirect their lives through educational, employment, and behavioral health services. SSYI combines public health and public safety approaches for eliminating youth violence.

The 14 SSYI programs are overseen by the Executive Office of Health and Human Services (EOHHS). Commonwealth Corporation provides program management assistance to EOHHS and technical assistance to the 14 programs. The University of Massachusetts Medical School's Commonwealth Medicine division provides data management, data reporting, and other supportive services. Each SSYI program is comprised of a Police Department, a Lead Agency, and Program Partners. Lead Agencies are community-based organizations or quasi-governmental organizations that manage and coordinate all SSYI Program activities, services, policies, operations, and reporting. Program Partners provide services or opportunities to SSYI clients. Program Partners may include community, municipal, county, state, federal, non-profit, for-profit or private sector organizations, and licensed mental health clinics.

Legislative Mandate

This report is issued pursuant to Chapter 227 of the Acts of 2020, line item: 4000-0005:

"For youth violence prevention program grants administered by the executive office of health and human services; provided, that the grants shall be targeted at reducing youth violence among young persons at highest annual risk of being perpetrators or victims of gun and community violence; provided further, that any new grants awarded from this item in fiscal year 2021 shall comply with the grant application requirements set forth in item 4000-0005 of section 2 of chapter 38 of the acts of 2013; provided further, that the executive office may select the same evaluator in fiscal year 2021 as selected in fiscal year 2020; provided further, that not later than February 15, 2021, the secretary of health and human services shall submit a report to the house and senate committees on ways and means detailing: (i) successful grant applications; (ii) the criteria used in selecting grant recipients; (iii) a set of clearly-defined goals and benchmarks on which grant recipients shall be evaluated; and (iv) outcomes and findings that demonstrate program success from the grant awards for fiscal year 2020; and provided further, that these funds shall be available to those municipalities with the highest number of annual youth homicides and serious assaults as determined by the executive office..."

SSYI Outcomes and Findings

This report details successful SSYI grant applications, program goals and benchmarks for evaluating grant recipients, and SSYI program outcomes and findings for state fiscal year 2020, which includes 14 SSYI programs.

The data provided in this report are primarily derived from the SSYI case management system referred to as the "SSYI Database." The database supports SSYI program operations and reporting across all SSYI roles, including Police Departments, Lead Agencies, and Program Partners. All SSYI sites now use this single system for youth identification, outreach and contact with youth, enrollment and case management, education,

employment, and behavioral health functions. The SSYI Database improved operations by facilitating consistency in case management and outreach processes, and it also improved reporting consistency across SSYI program locations. To ensure data security, the SSYI database is implemented within Microsoft's cloud-based Dynamics 365 CRM service. Dynamics 365 meets the compliance standards of the American Institute of Certified Public Accountants Services Organization Controls (SOC) 2.¹

During the period covered by this report, SSYI provided innovative and important services to youth who Police Departments identified as being most likely to be a victim or perpetrator of violent weapons offenses. In summary:

- A total of **2,026 youth were identified by police as eligible for SSYI** in FY20 (7% increase compared to FY19). Outreach Workers contacted youth that were identified as being most likely to be a victim or perpetrator of violent weapons offenses to solicit their participation in the SSYI Program. There were **1,228 youth contacted in FY20** (1% decrease compared to FY19).
- If a youth agreed to enroll in SSYI, a Case Manager conducted an intake interview to gather information about the client and enroll the youth in SSYI. Enrolled youth received case management services. A total of **1,030 youth were enrolled and received case management services in FY20** (12% increase compared to FY19).
- Case managers coordinated with local service providers to engage clients in education programs. Educational services primarily focused on maintaining high school or alternative high school enrollment and graduation or assisted with the attainment of HiSET (GED) qualifications. A total of **573 youth received education services in FY20** (5% increase compared to FY19).
- SSYI programs also offered occupational training and employment services to provide the youth with both the soft and hard skills necessary to succeed in the workplace. Youth that enrolled in transitional/subsidized employment received SSYI program support in obtaining and maintaining unsubsidized jobs, including ongoing communication with their case managers and assistance with problem resolution, job retention, and further career planning and skill development. A total of **665 youth participated in employment activities in FY20** (5% increase compared to FY19).
- Several SSYI youths have experienced trauma, have mental health issues, or have substance use disorders. Case Managers helped SSYI youth to access behavioral health services. A total of **674 youth participated in behavioral health services in FY20** (9% increase compared to FY19).
- Throughout the pandemic, SSYI programs have played **a critical role in their community's response to COVID-19**. Many of the SSYI services continued virtually online, through telehealth and social media. Many of the SSYI programs became hubs within their communities for providing food, personal protective equipment, clothing, diapers, and other emergency assistance items for the neediest families.
- This past summer, cities erupted in protest following the deaths of George Floyd and others at the hands of police. **SSYI is based on mutual respect and cooperation between community-based organizations and the police departments tasked with keeping their communities safe**. Despite historic mistrust, over the last ten years the SSYI program has worked to strengthen both law enforcement's trust in alternative crime reduction methods and community trust in officers that police them. SSYI supports continued dialogue between police and the community and is taking steps as a program to identify and implement initiatives that promote equity, fairness, and justice.

¹ More information about this certification is available from Microsoft, <https://www.microsoft.com/en-us/trustcenter/Compliance/SOC?Search=true>.

- Following the implementation of a female services pilot, EOHHS established the **SSYI Human Trafficking Grant Program** as a separate program under the SSYI umbrella to meet the needs of youth aged 10 to 24 who are survivors or at risk of human trafficking through **Commercial Sexual Exploitation**. In FY20, quarter 4, when the program began: 91 participants received services; four new survivor mentors were hired; an additional five were funded through this grant; 84% of participants received crisis intervention, engagement, and/or direct services support; 42% received direct financial assistance; 98% received assessments, case management, case coordination, and/or individual service plans.



SSYI Evaluation

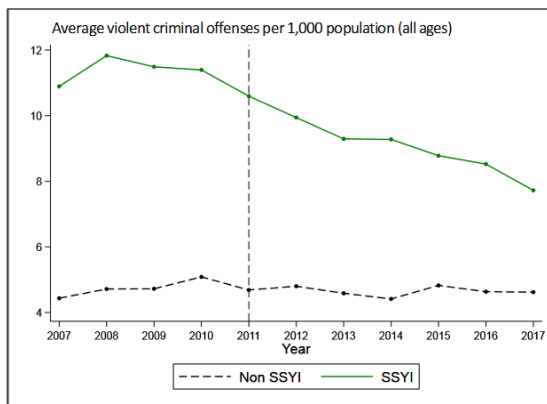
The American Institutes for Research (AIR), in partnership with WestEd, has served as the state evaluator for the Safe and Successful Youth Initiative (SSYI) since 2013. This report provides summary findings from the evaluations. Additional details on these evaluations can be found in the references listed in the References Section. In the earliest studies of SSYI, the AIR/WestEd research team found that the intervention was associated with a reduced level of victimization from violent crime in SSYI communities² and a reduced likelihood of incarceration for SSYI participants.³ An economic analysis conducted in the two largest program sites only, Springfield and Boston, Massachusetts, found that each dollar invested in these SSYI sites was associated with societal cost savings of as much as \$7.35 in 2013 dollars.⁴

In FY19, AIR-WestEd was awarded a contract by EOHHS to continue to evaluate the impact of SSYI.⁵ Findings from the current evaluation include:

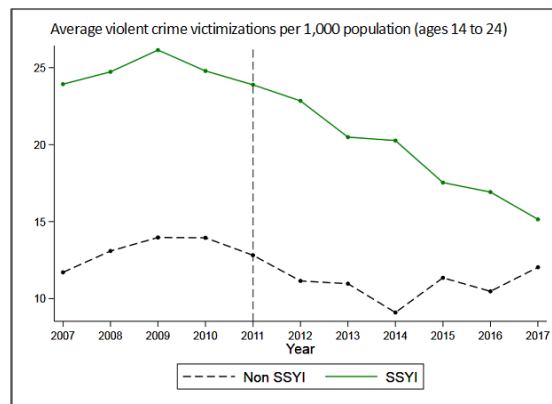
- Between 2012 and 2017, cities with SSYI funding saw annual violent offenses decrease by as many as 2.2 offenses per 1,000 population and annual violent crime victimizations decrease by almost 3.2 victimizations per 1,000 population for ages 14 to 24. While multiple efforts exist in cities to reduce violent crime, SSYI had a statistically significant impact on reducing annual violent offenses and victimization.

SSYI Evaluation results: Crime in SSYI Cities

Violent criminal offense rates, per 1,000 population (all ages) in SSYI and non-SSYI cities



Violent crime victimization rates, per 1,000 population (ages 14 to 24) in SSYI and non-SSYI cities



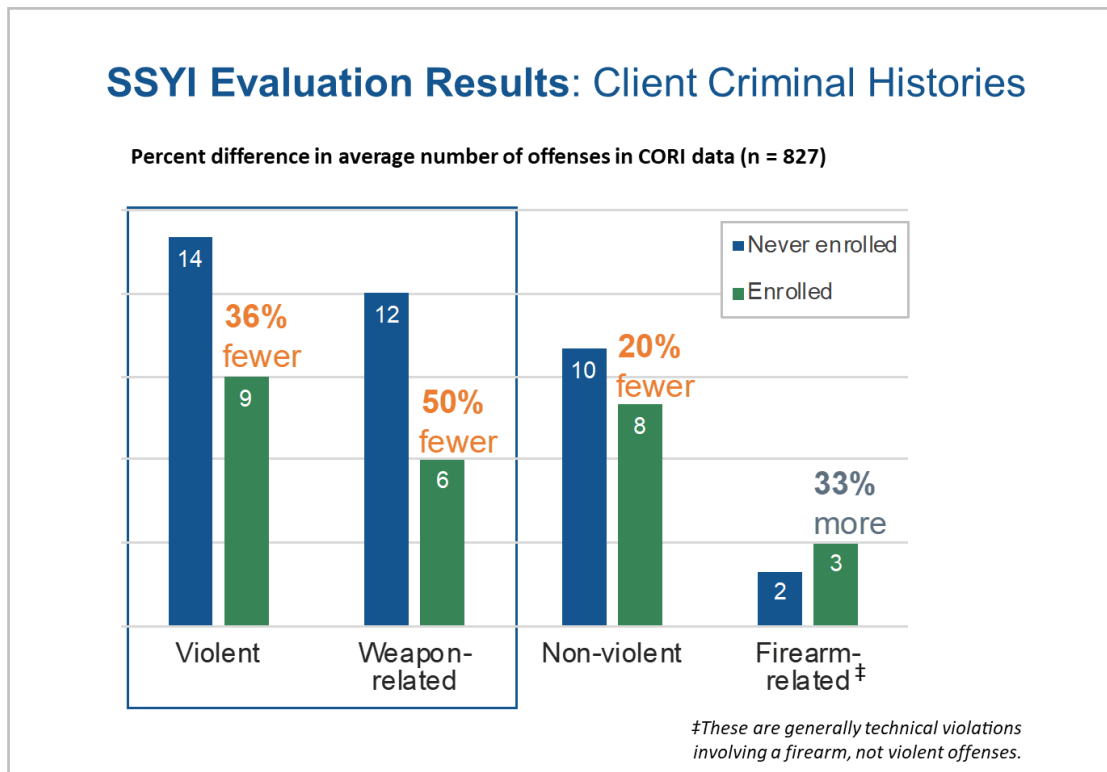
² See Petrosino et al., 2014.

³ See Campie et al., 2014

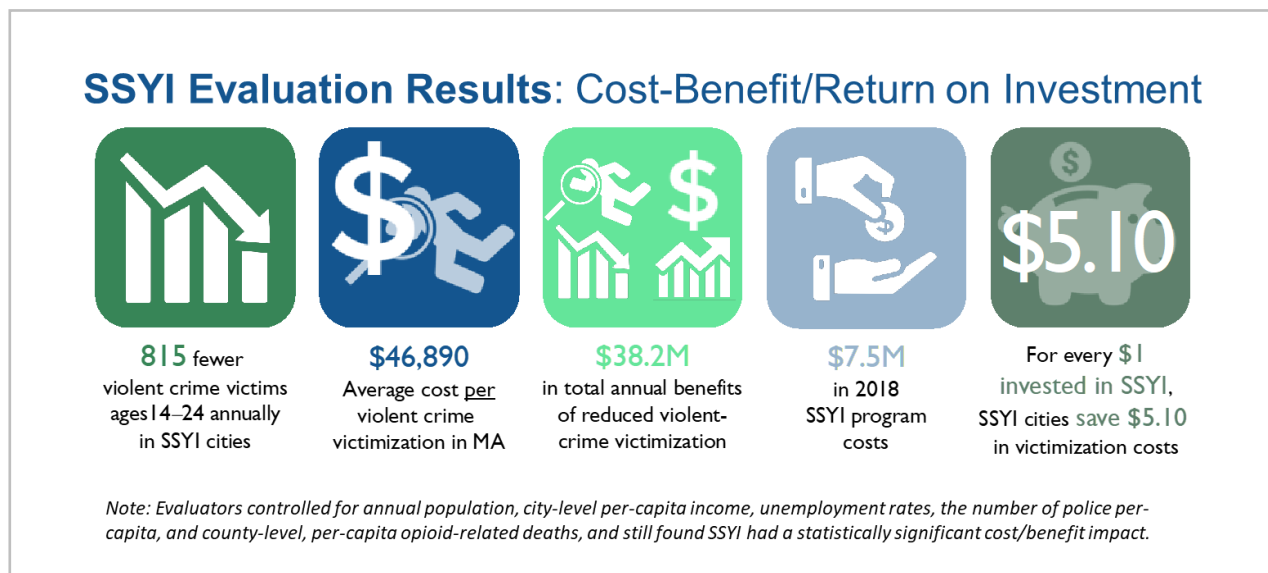
⁴ See Bradham, Campie, and Petrosino, 2014.

⁵ See Campie et al., 2020

- After 2012, clients enrolled in SSYI had 36% fewer violent offenses, including 50% fewer weapon-related offenses, and 20% fewer non-violent offenses than did young men identified for the program who never enrolled.



- There were 815 fewer violent crime victims, ages 14 to 24, in SSYI cities in 2018, resulting in annual cost savings of \$38,243,359, against program expenditures of \$7,549,079. For every \$1 the cities invested in SSYI, they saved \$5.10 in victimization costs.



Background

The Safe and Successful Youth Initiative (SSYI) is a youth violence prevention and intervention initiative that operates in cities with the highest juvenile crime rates. SSYI targets a small number of individuals, ages 17-24, that local police have identified as "proven risk" or "impact players." These individuals are determined by police to be substantially gang-involved, as most likely to be a victim or perpetrator of violent weapons offense or engaged in high volume illegal activity. SSYI reaches out to these individuals and offers them a chance to redirect their lives through educational, employment, and behavioral health services.

SSYI combines public health and public safety approaches for eliminating youth violence. The original SSYI model was driven by research conducted by the City of Boston Police Department regarding high crime neighborhoods. The program model reflects the belief that a disproportionately small number of individuals drive the majority of violent crime. By identifying these high impact players in a given community, SSYI aims to directly intervene in their lives in a positive way, and thus reduce violent crime. SSYI fills gaps in direct services currently available to such proven risk youth, as they require extensive intentional outreach and engagement and are not typically served by traditional youth-focused organizations.

The process of identifying individuals eligible for SSYI services is rigorous and is performed by local police departments, with input from other law enforcement partners, stakeholders, and service providers. Following identification, specialized outreach/street workers are tasked with contacting those high-risk young adults in an attempt to engage them in

SSYI program services.⁶ Outreach can be very challenging as the youth have typically been disconnected from school and other resources; some SSYI youth are in a House of Correction or state prison at the time of initial contact. Outreach workers may themselves have a background similar to the young adults and can frequently establish positive relationships with them and make them feel comfortable with various aspects of SSYI programming. Enrolling eligible clients into the SSYI program typically requires numerous contact attempts and ongoing support from the outreach workers throughout the program.

⁶ In FY19, EOHHS modified the program eligibility criteria to allow services for young women in addition to young men.



Once enrolled in SSYI, clients receive intensive case management. Case managers, working closely with mental health clinicians and outreach workers, stay in active contact with the young adults and assess their needs and progress on an ongoing basis. Case managers also coordinate with other service providers, specifically as it relates to education, employment, and behavioral health services. Educational services supported through SSYI focus on maintaining high school or alternative high school enrollment and graduation or assisting with attaining HiSET (GED) qualifications. The SSYI program also offers occupational training and employment services, which provide the youth with both the soft and hard skills necessary to succeed in the workplace. With proven-risk populations, there is a need for intensive soft-skill development to address the chronic underdevelopment of their professional skills and enhance their employability. Clients then enroll in transitional/subsidized employment and receive support in obtaining and maintaining unsubsidized jobs, including ongoing communication with their case managers, assistance with problem resolution, job retention, and further career planning and skill development. Another distinguishing element of the SSYI model is behavioral health services, where clients can access licensed clinicians with experience working with troubled youth and skills in trauma treatment and other appropriate therapies. Behavioral health services also reflect an awareness of substance abuse prevention, reduction, and treatment, including screening and services targeting opioid addiction and abuse.

Prior studies of the SSYI program have estimated the effects of the program on crime and incarceration by comparing SSYI cities to non-SSYI cities and comparing SSYI youth to non-SSYI youth within SSYI cities.⁷ The studies found reductions in violent crime in SSYI cities compared to non-SSYI cities and lower re-incarceration rates for youth involved in SSYI programs compared to non-involved youth.



⁷ The studies are listed in the References Section.

SSYI Program Components

The SSYI model, as described above, is comprised of six core components (Table 1)

Table 1: Core Components of SSYI Program

Program Component	Component Description
Identification	Police identify youth, most likely to be a victim or perpetrator of a violent weapons offense. These individuals comprise the "SSYI list." In FY20, an eligible individual was 17-24 years old who was known to law enforcement as meeting at least one of the following criteria*: <ul style="list-style-type: none"> • Repeatedly engages in crimes against persons, or • Repeatedly engages in weapons violence, or • Is in a leadership role in a gang, or • Is substantially involved in gang activity or street violence, or • Significantly facilitates gang activity or street violence.
Outreach/Contact	Specialized outreach/street workers contact high-risk young men on the list in an attempt to enroll them in the SSYI program.
Enrollment/Case Management	Enrolled SSYI clients receive intensive case management. Case managers work closely with mental health clinicians and outreach workers to assess client needs and progress. Case managers also coordinate with local agencies to provide education, employment, and behavioral health services to clients.
Education	Educational services are provided to youth. These services include high school, alternative high school, and HiSET (GED) programs.
Occupational Training & Employment Services	The SSYI program provides occupational training and employment services to youth, including the soft and hard skills necessary to succeed in the workplace.
Behavioral Health Services	SSYI clients have access to licensed clinicians with experience working with troubled youth, including trauma treatment and substance abuse prevention, screening, reduction, and treatment.

* These criteria were implemented in FY20 and some youth were eligible under prior-year criteria. For additional details, see the "Program Activities across the Six Core Components" section below.

Characteristics of Cities with SSYI Programs

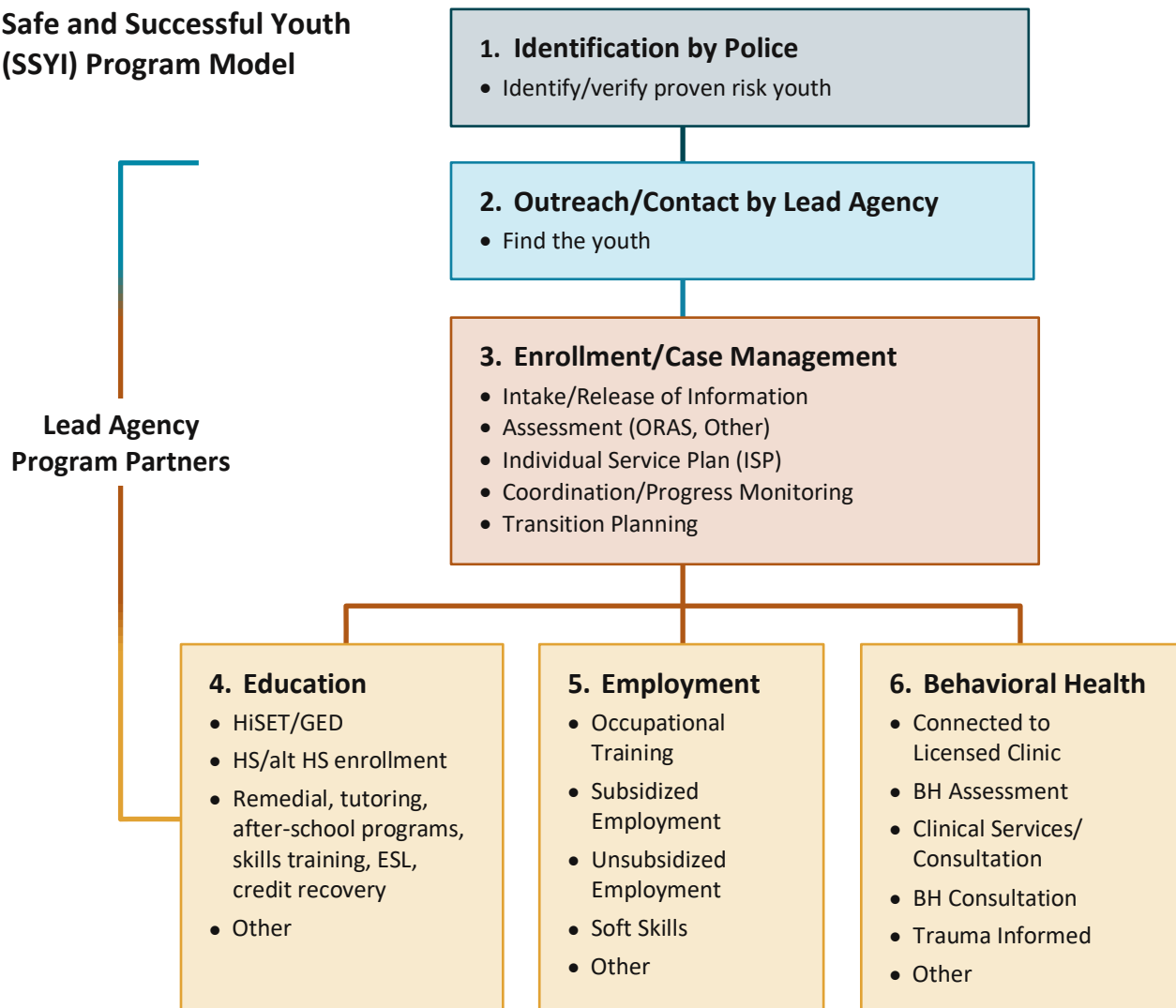
There are SSYI programs in the following 14 Massachusetts cities: Boston, Brockton, Chelsea, Fall River, Haverhill, Holyoke, Lawrence, Lowell, Lynn, New Bedford, North Adams, Pittsfield, Springfield, and Worcester. These cities have high poverty rates, ranging from 12.5% in Haverhill to 29.3% in Holyoke for the 2015 through 2019 time period (Appendix Figure B1). Many SSYI cities also have high unemployment rates, and these rates increased substantially during the COVID-19 pandemic. The Massachusetts unemployment rate in December 2020 was 7.1%, and all 14 SSYI cities have unemployment rates that exceed the state rate (Appendix Figure B2). The Commonwealth's 2015-2019 unemployment rate for persons aged 16-24 was 11.2%; nine SSYI cities have higher rates, including six cities, Lawrence, Fall River, Springfield, Brockton, Holyoke, and Boston, with rates exceeding 15% (Appendix Figure B3). Male dropout rates in 2019 ranged from 8.0% in Worcester to 22.2% in Chelsea (Appendix Figure B4). In 2019, the violent crime rates in SSYI cities ranged from 363 crimes per 100,000 residents to 905 crimes per 100,000 residents (Appendix Table B1).

SSYI Program Administration and Operations

The SSYI programs are overseen by the Executive Office of Health and Human Services (EOHHS) Office of Children, Youth, and Families. EOHHS administers the SSYI program and awards grants to Police Departments. Commonwealth Corporation supports the program's administration by providing program management support, technical assistance, professional development, and training services to the local SSYI programs. The University of Massachusetts Medical School's Commonwealth Medicine (UMMS/CWM) provides data management, information system training and support, and program reporting.

Each SSYI program (see below) is comprised of a Police Department, a Lead Agency, and Program Partners. Police Departments receive grant funding and provide overall leadership and oversight to Lead Agencies and Program Partners. Lead agencies are community-based organizations or quasi-governmental organizations that manage and coordinate all SSYI Program activities, services, policies, operations, and reporting. Program Partners provide services or opportunities to SSYI clients. Program Partners may include community, municipal, county, state, federal, non-profit, for-profit or private sector organizations, or licensed mental health clinics.

Safe and Successful Youth (SSYI) Program Model



SSYI Grantees

SSYI funds are administered by EOHHS and are available to cities with the highest annual number of youth homicides and serious assaults. SSYI completed a procurement in 2015 and reopened the procurement in 2018 and 2019 to add one additional city each year. EOHHS currently contracts with 14 SSYI grantees (municipalities/police departments) that have grant agreements through June 30, 2021, with the option to extend through June 30, 2025, in increments determined by EOHHS. This allocation additionally funds 14 Lead Agencies, 14 mental health providers, and 20 local provider agencies.

Table 2: Current SSYI Grantees

City	Grantee (FY2020 Funding)	Lead Agency	Mental Health Clinic	Program Partners that Receive SSYI Funds
Boston	Boston Police Department (\$1,150,000)	Boston Public Health Commission	Boston Medical Center	<ul style="list-style-type: none"> • Project Right • Mission SAFE • Youth Options Unlimited • STRIVE Boston • More Than Words
Brockton	Brockton Police Department (\$500,000)	Old Colony YMCA	Old Colony YMCA	<ul style="list-style-type: none"> • MassHire Greater Brockton Workforce Board • Health Imperatives
Chelsea	Chelsea Police Department (\$500,000)	Roca	North Suffolk Mental Health	
Fall River	Fall River Police Department (\$600,000)	Greater Fall River RE-CREATION	Solid Ground Psychotherapy Associates	<ul style="list-style-type: none"> • Bristol County Training Consortium • Positive Action Against Chemical Addiction (PAACA) • Bristol County Sheriff's Office • City of Fall River
Haverhill	Haverhill Police Department (\$500,000)	United Teen Equality Center (UTEK)	UTEK	
Holyoke	Holyoke Police Department (\$600,000)	Roca	River Valley Counseling Center	<ul style="list-style-type: none"> • CareerPoint
Lawrence	Lawrence Police Department (\$700,000)	Lawrence Family Development & Education Fund, Inc.	Children's Friend and Family Services	

City	Grantee (FY2020 Funding)	Lead Agency	Mental Health Clinic	Program Partners that Receive SSYI Funds
Lowell	Lowell Police Department (\$700,000)	Utec	Greater Lowell Mental Health Association	
Lynn	Lynn Police Department (\$500,000)	Roca	Children's Friend and Family Services, Inc.	<ul style="list-style-type: none"> Lynn Youth Street Outreach Advocacy
New Bedford	New Bedford Police Department (\$500,000)	United Way of Greater New Bedford	Child & Family Services, Inc.	<ul style="list-style-type: none"> Bristol County Sheriff's Office
North Adams	North Adams Police Department (\$420,000)	18 Degrees	Brien Center	
Pittsfield	Pittsfield Police Department (\$500,000)	18 Degrees	Brien Center	
Springfield	Springfield Police Department (\$650,000)	Roca	Clinical Support & Options	<ul style="list-style-type: none"> Bay State Medical Center Hampden County Sheriff's Department
Worcester	Worcester Police Department (\$700,000)	Worcester Community Action Council	Open Sky Community Services.	<ul style="list-style-type: none"> Friendly House Worcester Youth Center Worcester Public Schools Worcester Community Action Council

Goals and Benchmarks for Grant Recipients

The current grant agreements between EOHHS and SSYI grantees require grantees to demonstrate effective approaches toward meeting annual performance targets (Table 3). Grantees set individualized performance targets with a goal of meeting or exceeding statewide averages for each of the six core program components. The *Annual Target* (Table 3 below) represents the sum target for all cities.

Table 3: Annual Performance Targets by Component

Program Component	Target Description	Annual Target
Identification Target	Youth that have been identified for participation in the SSYI program	1,679
Outreach/Contact	The number of youth from the SSYI list who have been contacted by Outreach staff	1,412
Enrollment/Case Management	Youth from the SSYI list who enroll in the program	921
Education	Youth from the SSYI list who are participating in education services	602
Occupational Training and Employment Services	Youth from the SSYI list who are participating in occupational training and employment services	655
Behavioral Health Services	Youth from the SSYI list who are participating in behavioral health service	567

Progress toward annual performance targets is included in the "Program Activities across the Six Core Components" section below.



Report Methods

SSYI Database

The data provided in this report is primarily derived from the SSYI case management system referred to as the **SSYI Database**. The database supports SSYI program operations and reporting across all SSYI roles, including Police Departments, Lead Agencies, and Program Partners. All SSYI sites use this single system for youth identification, outreach, and case management functions.

The SSYI Database was implemented in 2018 by the UMMS/CWM Data Management group in collaboration with the local SSYI programs, EOHHS, and Commonwealth Corporation. This data in this report reflect the third full fiscal year of data available in the SSYI database. The SSYI database was built on the Microsoft Dynamics Customer Relationship Management (CRM) system. The SSYI Database is accessed via the internet using a web browser (via Secure Socket Layer) and includes web pages designed specifically to support the day-to-day operations of the SSYI programs.

The SSYI database includes role-based permissions where staff roles define data access and business functions. Police Officers maintain the SSYI list, enter eligibility criteria, and refer youth to Program Directors. Police Officers do not have access to youth assessment, enrollment/case management, outreach, or service data. Program Directors in Lead Agencies use the SSYI dataset to assign clients to Outreach Workers and Case Managers and track client progress. Outreach Workers use the SSYI database to track client contacts and record case notes. Using the SSYI database, Case Managers record intake and assessment information, enroll clients, track and maintain Individual Service Plans, and track and monitor progress in SSYI education, employment, and behavioral health activities.



Program Activities across the Six Core Components

Youth Identified for Services

Police departments identify the youth most likely to be a victim or perpetrator of a violent weapons offense for participation in the SSIYI programs. These individuals comprise the "SSIYI List." An eligible individual is 17–24 years old and known to law enforcement. Youth identified prior to July 1, 2019, met at least two of the following criteria (1,596 youth):

- Repeatedly engages in weapons violence or crimes against persons, or
- Was a victim of weapons violence or crimes against persons, or
- Engages in high volume drug-related criminal activity, or
- Is in a leadership role in a gang or significantly involved in gang activity.

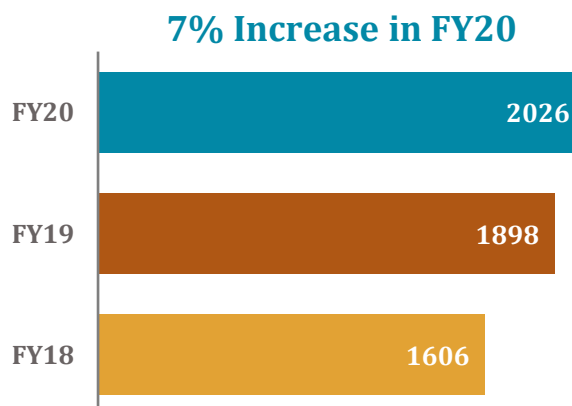
Youth identified on or after July 1, 2019, met at least one of the following criteria (430 youth):

- Repeatedly engages in crimes against persons, or
- Repeatedly engages in weapons violence, or
- Is in a leadership role in a gang, or
- Is substantially involved in gang activity or street violence, or
- Significantly facilitates gang activity or street violence.

There were 2,026 youth on the SSIYI List during FY20 (Figure 1).⁸ The number of youth on the list increased by 18% between FY18 and FY19 and 7% between FY19 and FY20 (Figure 1).

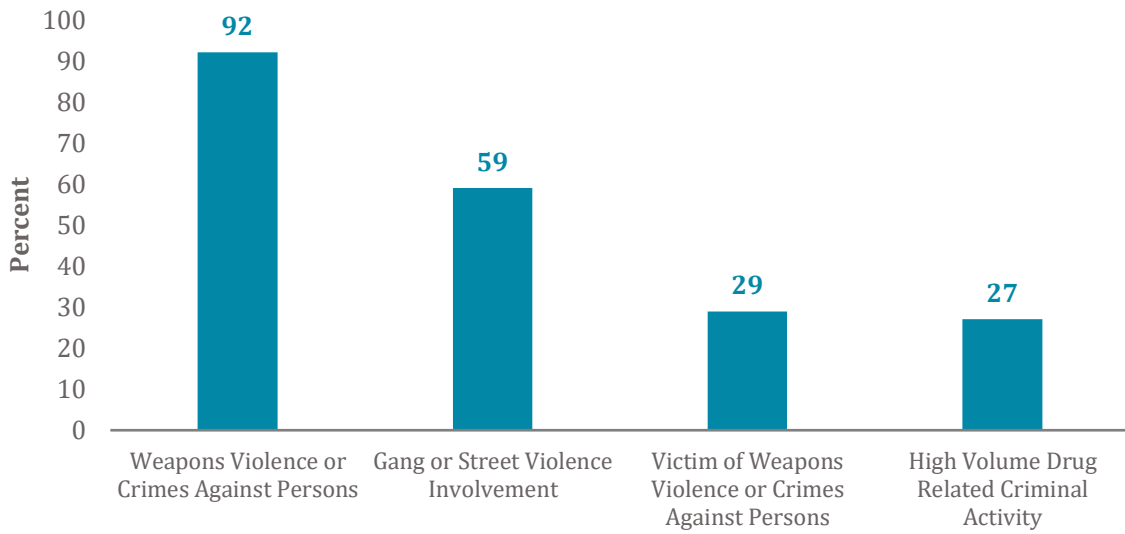
Nearly all (92%) of the youth on the list were eligible for program participation because they repeatedly engaged in weapons violence or crimes against persons (Figure 2). More than one-half (59%) were on the list because they were in a leadership role in a gang, substantially involved in gang activities or street violence, or significantly facilitated gang activity or street violence.

Figure 1: Unduplicated Youth on SSIYI List



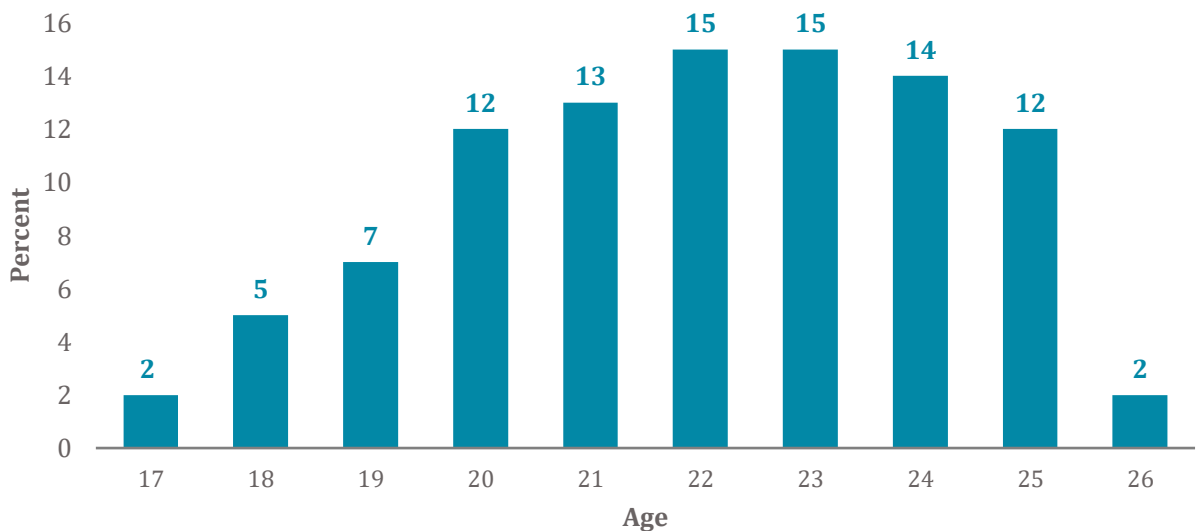
⁸ See Appendix Table A1 for the number of unduplicated Youth on the SSIYI list for each program.

Figure 2: Percent Youth by Eligibility Criteria



Youth are eligible for SSYI participation through age 24.⁹ The age distribution of youth on the list is shown in Figure 3.

Figure 3: Age Distribution (%) of Youth on SSYI List



⁹ In some cases, 25 and 26-year olds have been served as an exception, with prior EOHHS approval

SSYI youth self-report race and ethnicity data as part of the intake process. The data was collected in a two-question format with separate questions for race and ethnicity; youth may report multiple races and ethnicities. Table 4 provides race and ethnicity statistics for youth on the SSYI List as of December 2020. Data from December 2020 was reported to provide the most up-to-date race and ethnicity information.

The data is presented in two formats, a prioritization format and a combination format (Table 4).¹⁰ In the prioritization format, youth are included in a race or ethnicity category in priority order. Once a youth is counted in a category, they are not counted in lower priority categories. Thus, the categories are mutually exclusive, and the sum of the counts for each category equals the total number of youth. The priority order is as follows: Hispanic/Latinx, Black or African American, American Indian/Alaska Native, Asian, Native Hawaiian or Other Pacific Islander, and Other. With this priority order, the Hispanic/Latinx category includes 49% of youth, and the Black or African American and White categories include 34% and 11%, respectively.

In the combination format, high-frequency combinations are reported. The combinations occurring at the highest frequency are the following: Hispanic/Latinx and White (20%), Hispanic/Latinx and Other (19%), and Hispanic/Latinx and Black or African American (5%).

Table 4: Race and Ethnicity Categories

Race and Ethnicity Category	Number of Youth (%)
	Active Youth, December 2020
Total Youth*	1,423 (100)
Hispanic/Latinx	697 (49)
Black or African American	479 (34)
American Indian/Alaska Native	3 (0.2)
Asian	26 (2)
Native Hawaiian or Other Pacific Islander	1 (0.1)
White	165 (11)
Other	52 (4)
Most Frequent Reported Combinations	
Hispanic/Latinx and White	277 (20)
Hispanic/Latinx and Other	271 (19)
Hispanic/Latinx and Black or African American	66 (5)

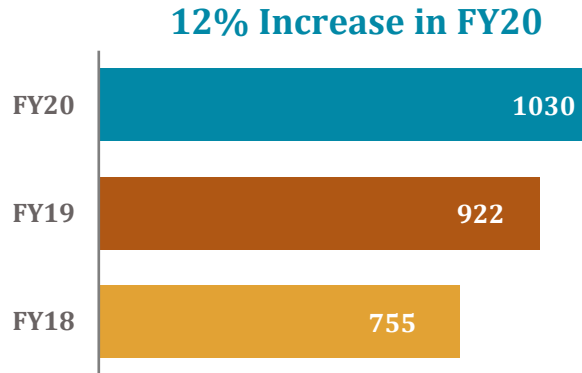
*The total does not include 170 youth with missing race or ethnicity

¹⁰ These reporting formats follow the guideline reporting standards for Race/Ethnicity developed by the Juvenile Justice Policy and Data Board Data Subcommittee.

Outreach and Case Management

Outreach workers contact youth on the SSYI list to solicit program enrollment. Once youth agree to enroll in SSYI, Case Managers have recurring contact with youth to gather intake and assessment information, develop ISPs, and coordinate and track SSYI services. Contacts occur in person, by phone (verbal or voicemail), or through social media or text messages. For this reporting period, most contacts occurred either in person (Table 5; 45%) or verbally by phone (22%).

Figure 4: Case Management Youth



Once a client agrees to enroll in SSYI, a Case Manager conducts an intake interview to gather information about them to enroll them in the program. Enrolled youth then receive case management services. There were 1,030 youth receiving case management services during FY20 (Figure 4).¹¹ The number of youth receiving case management increased by 22% between FY18 and FY19 and 12% between FY19 and FY20.

Table 5: Successful Contacts of Youth by Contact Type

Contact	Number of Contacts (%)
	FY20
In-Person	14,469 (45)
Phone (Verbal)	7,068 (22)
Phone (Voicemail)	567 (2)
Social Media	1,249 (4)
Text Message	8,644 (27)
Email	10 (0.03)
Total	32,007 (100)

¹¹ See Appendix Table A3 for the number of unduplicated youth enrolled by city.

Education, Occupational Training and Employment, and Behavioral Health Services

Case managers coordinate with local service providers to engage clients in education programs. Educational services primarily focus on maintaining high school or alternative high school enrollment and graduation or assist with the attainment of HiSET (GED) qualifications.

SSYI clients participated in 1,011 education activities FY20 (Table 6). Approximately 29% of these activities were HiSET or GED programs. There were 573 youth participating in educational activities in FY20, an increase of 5% compared to FY19 (Figure 5).¹² There was a 37% increase from FY18 to FY19.

Figure 5: Number of Youth Participating in Education

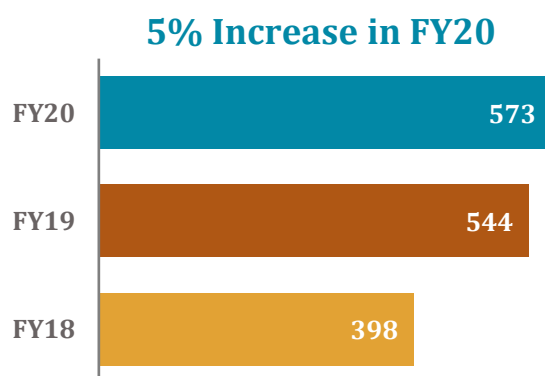


Table 6: Youth Education Activities

Education Type	Number of Activities (%)
	FY20
HiSET or GED	294 (29)
High School	59 (6)
Associates Degree	18 (2)
Bachelor's Degree	2 (0.2)
Other*	638 (63)
Total	1,011 (100)

* Other includes peer education, SSYI grantee educational programming, and life skills.

¹² See Appendix Table A4 for the number of unduplicated youth participating in education activities by city.

The SSYI program also offers occupational training and employment services, which provide the youth with both the soft and hard skills necessary to succeed in the workplace. This includes soft-skill development to enhance employability. Clients who enroll in transitional/subsidized employment receive SSYI program support to obtain and maintain unsubsidized jobs, plus ongoing communication with their case managers and assistance with problem resolution, job retention, and further career planning and skill development.

SSYI clients participated in 1,164 employment activities in FY20 (Table 7). Proportionally, the activities were divided between unsubsidized employment, subsidized employment, and occupational/job readiness training. Unsubsidized employment accounted for approximately 26% of employment activities; subsidized employment accounted for 24% of employment activities, and occupational job readiness accounted for 43%.

There were 665 youth participating in employment activities during FY20 (Figure 6).¹³ This is a 5% increase compared to FY19. There was a 31% increase in FY19 relative to FY18.

Figure 6: Number of Youth Employed or Participating in Occupational Training

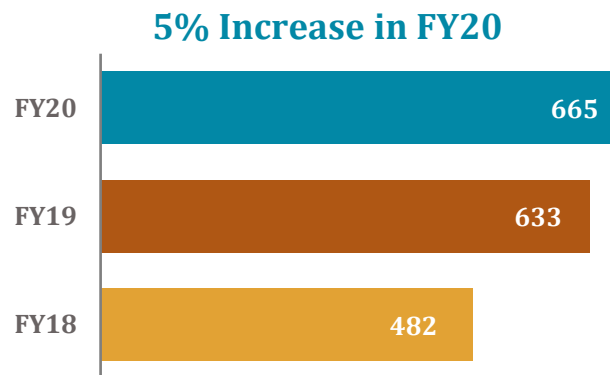


Table 7: Youth Employment

Employment Type	Number of Activities (%)
	FY20
Occupational Readiness Training	31 (3)
Job Readiness Training	467 (40)
Full Time (Unsubsidized)	164 (14)
Part Time (Unsubsidized)	144 (12)
Subsidized	281 (24)
Other*	77 (7)
Total	1,164 (100)

* Other includes identifying and collaborating with employers, client coaching and assistance with job applications and preparation for job interviews, ongoing communication with clients and their employers, as appropriate, to assist clients with problem resolution, job retention, and further career planning and skill development needs.

¹³ See Appendix Table A5 for the number of unduplicated youth participating in employment activities by city.

Several SSI youth have experienced trauma, have behavioral health issues, or have substance addiction. Case Managers and clinicians supported by SSI help SSI youth get access to behavioral health services.

SSI youth participated in 1,524 behavioral health services in FY20 (Table 8). Clinical evaluations are the first step, and there were 227 clinical evaluations. Support groups provide a space where youth can share their experiences and understand that other youth may be dealing with similar challenges. There were 107 support group activities in FY20. Many SSI clients have experienced trauma and addressing their trauma as a component of behavioral health services helps youth overcome their traumatic experiences. SSI youth participated in 436 trauma-informed services.

There were 674 youth participating in behavioral health services FY20 (Figure 7).¹⁴ This is an increase of 9% compared to FY19. There was an increase of 36% from FY18 to FY19.

Figure 7: Number of Youth Participating in Behavioral Health Services

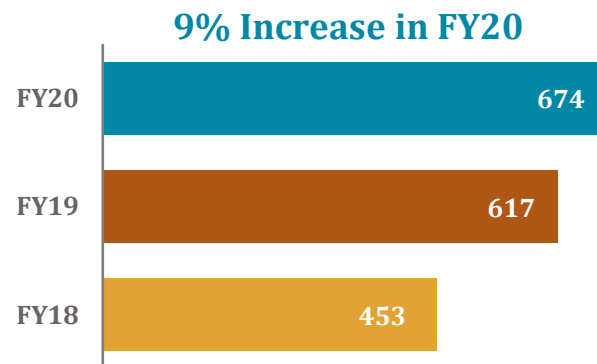


Table 8: Behavioral Health Services, FY20

Service Type	Number of Services (%)
	FY20
Anger Management Class	45 (3)
Circles	235 (15)
Clinical Evaluation	227 (15)
Fatherhood Class	5 (0.3)
Substance Abuse Services	18 (1)
Support Group	107 (7)
Trauma-Informed Services	436 (29)
Other*	451 (30)
Total	1,524 (100)

* Other includes individual counseling, peace-building skill groups, social problem-solving groups, etc.

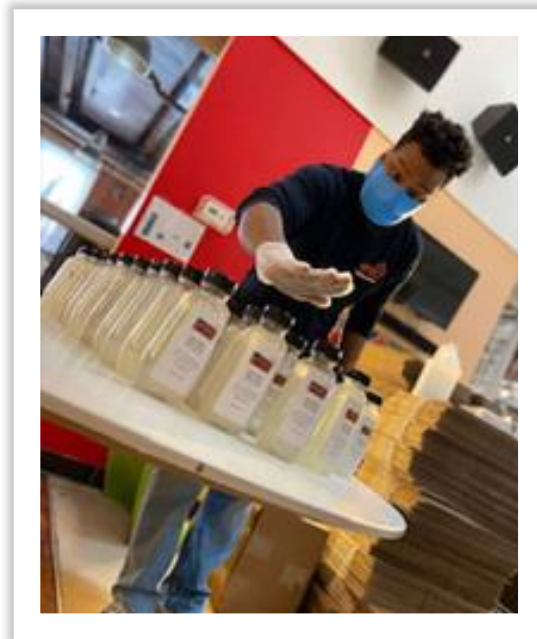
¹⁴ See Appendix Table A6 for the number of unduplicated youth participating in behavioral health services by city..

Program Participation among Young Women

The SSYI Program was expanded in FY19 to include young women. There were 69 young women on the SSYI List in FY20. Among these women, 37 were successfully contacted, and 34 completed the SSYI intake process and agreed to enroll in SSYI. Twenty-six young women participated in education, 21 in employment and 29 in behavioral health services.

Table 9: Program Participation among Young Women

Program Component	Number of Young Women
Young Women on SSYI List	69
Contacts Successful	37
Enrolled in Case Management	34
Education	26
Employment	21
Behavioral Health	29



Program Response to the COVID-19 Pandemic

COVID-19 Innovation in SSI Cities

On March 10, 2020, Governor Charlie Baker declared a State of Emergency in Massachusetts to support the Commonwealth's response to the outbreak of COVID-19 Coronavirus. On March 23, 2020, he issued an emergency order requiring all businesses and organizations that did not provide "COVID-19 Essential Services" to close their physical workplaces and facilities to workers, customers, and the public as of Tuesday, March 24. Included within the list of "Essential Services" were organizations that employ workers "...who support food, shelter, and social services, and other necessities of life for economically disadvantaged or otherwise needy individuals..." which included the SSI vendors.

Lead agencies from each of the SSI cities determined what services could be provided safely onsite and what services could be provided remotely. Throughout the pandemic, SSI programs have played a critical role in their community's response to COVID-19. Many of the SSI services continued virtually on-line, through telehealth and social media. Many of the SSI programs became hubs within their communities for providing food, diapers, personal protective equipment (PPE), clothing, and other emergency assistance items for the neediest families. There are many cases of the most reluctant young people being engaged during the pandemic. Out of a need for social and physical supports or to escape isolation, SSI staff rose to the challenge.

Below is a snapshot of COVID-19 related activities involving SSI vendors (for additional activities, see Appendix C):

Boston

- Conducted virtual case conferencing with incarcerated youth and youth who are re-entering from jails, Houses of Corrections, and Department of Correction.
- Provided education to dispel rumors and community and social media misinformation related to COVID-19.
- Supported clients and families with food supplies via food deliveries and/or incentives to local supermarkets.

Brockton

- SSI youth and staff engaged in weekly food distribution to SSI participants and families. The program established a food supply location and main pantry at the SSI program location to rapidly respond to community food and basic supply needs.
- SSI Brockton developed a unique response to COVID-19 employment and business challenges. SSI clients can now access business education and enroll in college online courses. The courses run from 6-12 weeks. The program reports it has been especially exciting to enroll SSI youth that had not yet considered a connection to college. Clients may enroll in education and business courses virtually, which helps them make progress, despite the challenges of COVID-19.
- Participants engaged with the program received over 500 basic needs and food resource packages in 2020. These services continue to be a priority need for SSI participants. Outreach workers distributed food and resources daily throughout the pandemic – not only providing health, nourishment, and wellness but a sense of support, hope, and commitment to our community.

Fall River

- SSYI provided virtual HiSET classes and tutoring to clients weekly.
- 12 youth, along with the SSYI Outreach Team, assisted United Way of Fall River to organize and distribute food and necessities to local families in need during the pandemic. The participants were assisted twice a week for 28 weeks totaling 56 food drives.

18 Degrees (North Adams and Pittsfield)

- SSYI developed an app to track dispersal and use of client incentives. The incentives were used for winter clothing (coats, hats, and gloves).
- SSYI youth volunteered at a local food pantry.
- SSYI supplied Chromebooks to several clients to help facilitate remote certificate work with the Massachusetts College of Liberal Arts Adult Basic Education program.
- SSYI offered incentives to help clients access food, winter clothing, job-specific clothing (i.e., steel-toed boots for the warehouse, black pants and white shirt for a delivery job), and items for the care of newborns (diapers, food, clothes). Incentives were tied to participation in virtual programming and risk reduction.

Roca (Chelsea, Lynn, Holyoke, and Springfield)

- Roca is deploying Hotspots and delivering Chromebooks to SSYI youth who need wireless internet access to engage in virtual programming. Roca will continue to distribute Hotspots throughout the remainder of the fiscal year.
- Stipends were provided to support the basic needs of the youth during the pandemic.
- Roca delivered 330 hot meals, 426 boxes of dry goods, and 160 articles of winter clothing to clients.
- Roca distributed more than 900 packages of food to community members across their four SSYI cities.

UTEC (Lowell and Haverhill)

- The Lowell and Haverhill SSYI sites made changes in their Food Service social enterprise, quickly pivoting operations to focus on emergency food assistance.
- Work crews provided over 1,500 meals each week to food-insecure families and delivered over 25,000 meals.
- Nearly all UTEC enrolled young adults were registered to vote; regular programming was paused for several election day activities.

Worcester

- Youth and staff participated in food/resource delivery services for Worcester area elders and families in need. Participants were instrumental in providing food and PPE resources to more than 3,900 families.
- During all programming, a clinician was present to provide support, resources, and assessment of youth's emotional needs to determine appropriate interventions.

Racial Equity

Following the deaths of Ahmaud Arbery, Breonna Taylor, and George Floyd at the hands of police, several cities, including multiple cities in Massachusetts, erupted in protest. Amid the cries of "Black Lives Matter," the deaths generated a local, national and global dialogue on what many people called the other half of a "dual pandemic" related to race, equity, injustice, and systemic racism.

Our SSYI communities and young people who live within them were not immune to either pandemic. As tensions rose between Black and Brown citizens and police in cities across the Commonwealth, SSYI stood at a crossroads. SSYI, at its core, is based upon the premise of mutual respect and cooperation between community-based organizations and the police departments tasked with keeping their communities safe. Despite historic mistrust existing on both sides of the partnership, over the last ten years the SSYI program has worked to strengthen both law enforcement's trust in alternative crime reduction methods and community trust in officers that police them. The outcomes speak for themselves, as this partnership has proven to be an effective approach to keeping young people and the communities they live in safer. As the protests evolved, SSYI communities saw the benefit of their long-standing partnerships come to light. Relationships, while strained, led to communication and discussion:

- In Pittsfield, staff organized young people to have sit-down conversations with the law enforcement leads in their communities and ask the hard questions.
- SSYI youth in Brockton took to the streets in peaceful protest with the support of their Lead Agency, which steered them away from violent interactions with local law enforcement. These efforts were detailed in the powerful short film, "8:46" (watch "8:46" on Vimeo: <https://vimeo.com/429387384>).
- In Worcester, while police relationships with other organizations faced challenges, SSYI program staff and local law enforcement engaged in a series of structured conversations geared towards strengthening their partnerships and the collective impact they have on the lives of their young people, and
- In Boston, where many young people are resistant to engaging with police, local law enforcement worked with the SSYI Lead Agency behind the scenes to divest city funds allocated to policing and invest in more community-led programs directly impacting young people enrolled in SSYI.

On the administrative side, SSYI began several important efforts to tackle equity issues. To get an accurate picture of the racial and ethnic make-up of the SSYI population, EOHHS began (and completed) a statewide canvass of its 2,000 SSYI clients – with the goal of collecting 80% of their race/ethnicity data. When the effort began, less than 20% of SSYI youth had race/ethnicity data entered into the internal SSYI database. As of this writing, 91% of SSYI youth now have race/ethnicity data recorded. This information will positively impact and improve the program's ability to ensure the provision of culturally responsive programming in each city. In addition to client-facing equity work, EOHHS has also begun to look at ways to support the growth and development of the large, diverse group of professionals working with SSYI young people, primarily in direct service roles.

In August of 2020, EOHHS brought our network of Law Enforcement Leads together to engage in conversation around various successes and challenges in the SSYI partnership amid national unrest and anti-police sentiment. Police were able to share what was working for them locally and candidly discuss challenges in their respective communities with each other's support as content experts. Additionally, EOHHS continues to host a bi-weekly meeting of law enforcement and program staff. These meetings allow for further discussion and the sharing of information and will continue throughout the fiscal year.

Success Stories

The following success stories, from Fall River, Worcester, and New Bedford, provide a snapshot of three lives impacted by the SSYI program.

Fall River Young Adult

A young man was initially referred to the SSYI program in 2012 when he was only 16 years old. At that time, he was an active Crip gang member, recently arrested and charged with illegal possession of a handgun and illegal possession of ammunition. He was placed on house arrest, probation, removed from his school, and placed at the alternative school. He eventually was expelled and removed from the day-to-day educational environment. The only educational option that was available was tutoring once a week for an hour.

At this time, gang violence escalated between two rival gangs, Bloods and Crips. This young man's entire life had changed very quickly except for one thing, his gang. He sat at home on house arrest and was basically a sitting target. His home was victim to drive-by shootings on more than one occasion, and both he and his family were extremely fearful. His outreach worker consistently visited him 2–3 times per week. They worked on the goals he had established for himself within the SSYI program: education, employment, and mental health. His outreach worker soon noticed changes in mental status. She witnessed displays of paranoia, sadness, and depression. Unfortunately, implementing counseling or supportive services outside of the program was problematic due to his probation terms and conditions.

During his probationary period, the home was raided by local law enforcement and a probation officer, resulting in a violation of probation and additional charges of possession of a sawed-off shotgun, defacing of a firearm, and illegal possession of a firearm and ammunition. He was detained, convicted, and sentenced to four years in prison without the possibility of parole. While serving three and a half years in prison, he maintained contact with the SSYI outreach program through phone calls and letters. Upon completion of his sentence, he immediately and voluntarily returned to the program. He enrolled in the HiSET, employment programs, and individual counseling. In a short time, he achieved his HiSET diploma, obtained unsubsidized full-time employment, and participated in weekly individual and group counseling sessions. In addition to these successes, he also completed his commercial driver's license through the SSYI-funded employment partner. He was then able to quickly realize his life goal of becoming a business owner. Through hard work and dedication, he successfully started his own trucking business and continues to grow professionally. He has expanded his business by adding additional vehicles and hiring his first employee. He is extremely grateful for the support and guidance he received from the SSYI Program. "I would not be where I am today without this program!"

Worcester Young Adult

The young adult was a victim of gun violence in 2020 when he went to the Worcester Youth Center (WYC) for case management services, and he soon accessed a subsidized employment opportunity. With support from his WYC case managers, he was able to get his job back, which was in jeopardy because of the gun violence incident. He was supported in getting a police report that allowed his employer to be comfortable re-hiring him because he was the victim and not the perpetrator of a violent act. During this time with WYC, he designed and implemented an athletic program as an alternative to gun violence. He decided to offer events with other youth on the streets of Worcester, MA. The program engages the Worcester community to create safe and comfortable environments that help keep youth off the streets, cultivate safe alternatives to violence, and teach youth and young adults how to resolve conflict in controlled, safe ways.

New Bedford Young Adult

In 2017 this young adult was referred to SSYI after completing his senior year of high school. Even with the power of his diploma in hand, he quickly turned his future to the streets, consistently engaging in gang activity and physical violence. For almost a year, the SSYI team worked diligently, outreaching to this young man to get him involved in services, but, unfortunately, the SSYI team was unsuccessful. It wasn't until after he was incarcerated on a gun charge and released five months later that he was focused enough to make the connection.

During his initial assessment and the development of his Individual Service Plan, he exhibited a high level of intelligence and motivation, stating that he was focused on obtaining a full-time employment position that would allow him to gain income and utilize his passion for working with his hands.

After expressing his desire for employment, the young man registered as a MassHire Career Center member and completed several job-readiness workshops, including Resume Building and Job Searching. He was then equipped to seek employment. He obtained multiple short-term positions before securing a full-time position with a home improvement store. With his new-found source of income and continued focus, the young man was able to purchase a vehicle for reliably getting to and from work.

After a few months of working, he again contacted SSYI and expressed interest in furthering his career goals and enrolling in a community college electrical program, with hopes of obtaining a position with a local energy company. With the assistance of the Workforce Development Specialist, Transitional Coach, and Therapeutic Mentor, the young man is scheduled to attend a virtual meeting with an Admissions Officer in the coming weeks.

Besides taking advantage of workforce services, he has maintained consistent engagement with his SSYI staff and has completed multiple psychosocial activities.

SSYI believes in the power and process of transformation. Although this young man was referred to SSYI in 2017, it took life experiences, including the consequences of his behavior and time for self-reflection over the course of almost two years, for him to gain the courage and drive to make the necessary changes towards a healthier future. Even when he wasn't ready, the SSYI staff understood that it was still extremely important for them to continue nurturing the seeds that had been planted when outreach to him originally began. With the young adult's determination, focus, transparency, and willingness to build strong relationships with the SSYI team, staff are confident that he will continue to raise the bar while expanding on his journey to higher education and a career.

SSYI Human Trafficking Grant Program

Background

Following the implementation of a female services pilot, EOHHS established the SSYI Human Trafficking Grant Program as a separate program under the SSYI umbrella to meet the needs of youth age 10 to 24 (male and female cisgender youth and gender non-conforming youth), who are survivors or at risk of Human Trafficking through Commercial Sexual Exploitation.

As defined in Line item 4000-0005, the Safe and Successful Youth Initiative is a violence prevention and intervention program administered by EOHHS where "...the grants shall be targeted at reducing youth violence among young persons at highest risk of being perpetrators or victims of gun and community violence..." The EOHHS Office of Children, Youth, and Families acknowledges human trafficking as a severe form of "community violence." According to the federal Administration for Children and Families, "...Human trafficking is a violent crime often connected with the experience of or exposure to other forms of interpersonal and community violence, including child abuse and neglect, interpersonal violence and sexual assault, and gang violence. Individuals who have experienced violence may be at higher risk of experiencing human trafficking and individuals who have experienced human trafficking may be at higher risk of experiencing other forms of violence later in life."

On December 20, 2019, EOHHS issued a Grant Application for vendors to operate a human trafficking grant program. EOHHS received three responses by the Grant Application response due date of February 7, 2020. An Evaluation Committee reviewed each proposal. Contracts negotiations were conducted in March, and contracts were signed on April 17, 2020.

EOHHS has allocated a total of \$1 million in grants (over FY20 and FY21) to three agencies that are providing services to survivors of human trafficking:

- Robert F. Kennedy Action Corps
- Living in Freedom Together, Inc. (LIFT)
- Justice Resource Institute/My Life My Choice (MLMC)

The funds will allow for the hiring of six survivor mentors, including at least two in Worcester and Hampden County. A survivor mentor is a trained, supervised individual who has "lived experience" related to exploitation and provides interpersonal supports for youth survivors and youth at risk of exploitation. To date, four survivor mentors have been hired.

In addition to hiring survivor mentors, the funding allows for supportive services to exploited youth, including:

- Outreach to youth and young adults
- Crisis intervention, engagement, and direct services support
- Communication or coordination with law enforcement, first respondents or other parties,
- Risk assessment and de-escalation
- Needs assessment, health and safety planning, and development of individual service plans
- Provision of supports and referrals to address immediate needs (e.g., housing, food, medical needs)
- Referrals to other services, programs, and providers
- Advocacy and referrals to other service providers
- Provide direct financial assistance to youth survivors, including food/groceries, housing-related costs, transportation, education, legal costs, child care, subsidies related to substance abuse recovery,

cell phone costs, and other expenses not covered by existing programs or federal or local funding sources.

Additionally, MLMC and LIFT are using funding to provide training and technical assistance that increases the capacity of families and service providers to effectively meet the needs of youth. The grantees are required to coordinate with other programs that focus on human trafficking and commercial sexual exploitation.

SSYI Human Trafficking Program Demographics and Program Activities

In FY20, quarter 4, when the program began, 91 participants received services. The following describes quarter 4 participant demographics and program activities:

- Participants' race:
 - 33% white
 - 67% people of color, including Latinx
- Participants' gender:
 - 96% female
 - 4% male or transgender
- Participants' age:
 - 13–17: 69%
 - 18–22: 27%
 - 23–24: 3%
- Four new survivor mentors were hired; an additional five were funded through this program.
- 84% of participants received crisis intervention, engagement, and/or direct services support.
- 98% of participants received assessments, case management, case coordination, and/or individual service plans.
- 42% of participants received direct financial assistance.
- 35% of participants received referrals to other providers.
- Program staff participated in 36 partner meetings.

Operational and Technical Support: Trainings and Meetings

Program Management Support

EOHHS, with support from Commonwealth Corporation, has monitored the operation of the SSYI programs throughout the year. The management team usually meets weekly, checks in on policy and programmatic successes and challenges, and has crafted a technical assistance, management, and oversight strategy that focuses on systems development, program improvement, data-driven decision-making, and professional development for program-based staff. Since March, with the pandemic's onset, the management team met daily from mid-March through June. Weekly Zoom meetings were also conducted with the 14 SSYI cities to talk through the challenges of engaging, supporting, and working with proven risk youth when staff could not directly engage young people in person at the beginning of the pandemic.

Management Oversight: EOHHS and Commonwealth Corporation staff work collaboratively with SSYI sites to ensure the program model is being implemented with fidelity. There are regular conference calls to discuss compliance, contract/budget review, and data. Quarterly convenings of the program administrators, representing law enforcement agencies and their lead agency partners, focus on operations, program design, and delivery – as well as policy issues. This year, these meetings were more frequent and included weekly meetings with the law enforcement and lead agency partners due to the pandemic.

Onsite and Remote Technical Assistance: Commonwealth Corporation staff have years of experience in direct service working in programs that serve the SSYI population. Regular site visits are conducted for each SSYI site. These visits are an opportunity for site program staff to get support for any programmatic challenges. Visits are also used to provide technical assistance on program design or implementation. In FY 2020, approximately 190 technical assistance in-person (pre-pandemic), as well as remote (March-June) visits and calls with the 14 sites, were conducted. Technical assistance was focused on evidence-based practice, remote delivery, and tools for engaging the service population at a time that called for a radical pivot in the service structure.

Professional Development: In order to strengthen service delivery, professional development is provided to staff within the SSYI network. The focus of these offerings in 2020 was on trauma, resiliency, and race, engagement in a remote environment, and virtual service delivery modalities. Other professional development supported the expansion of the use of evidence-based practice – as the second phase of a three-phase roll-out to all sites was underway using the Ohio Risk Assessment System (ORAS). Training provided by the University of Cincinnati on their ORAS tool, Motivational Interviewing, Case Planning embedded in the risk assessment tool system, and quality assurance trainings were also offered regularly.

Program Development Support: Staff from program sites were convened remotely to work on program development across the network. For program consistency in implementing an evidence-based risk assessment tool (ORAS), ten of the 14 sites were convened multiple times so that a consistent set of policies and protocol would be used across the programs. Additionally, sites were convened to receive training on Signal Success for the SSYI programs. Signal Success is a work-readiness/career exploration tool being used across many other programs in the state, including YouthWorks, WIOA, DESE's Innovation Pathways, and the Mass Rehabilitation Commission.

Affinity Group Meetings: Commonwealth Corporation hosted statewide meetings throughout the year to share best practices, provide updates, offer professional development, and strengthen operations. These meetings allowed SSYI program directors, law enforcement personnel, education and employment specialists, as well as case managers and behavioral health specialists, to meet with their peers from across the state, share best practices, and participate in professional development related to program service delivery. In FY 20, the focus shifted to providing technical assistance support to staff that moved from a very hands-on, in-

person service model to one that was remote and virtual for several months.

Youth Violence Prevention and Intervention State Agency Collaboration: EOHHS, with support from UMMS, convened state agency partners who also work toward youth violence prevention and reduction through grant-making and programs. Partners from the Department of Public Health, the Executive Office of Public Safety and Security and the Shannon Grant Program, the Department of Probation, the Department of Youth Services, Homeless Youth Coalition, the Department of Children and Families and the Family Resource Centers Network, the Department of Education, the Department of Career Services, and Commonwealth Corporation have been meeting to discuss initiatives and policies with the aim of finding alignment across initiatives. Planning was underway to host a conference for service providers focused on youth violence prevention and intervention in Spring 2020, which had to be postponed. The group continues to meet to support each agency's initiatives, as well as to coordinate and collaborate across initiatives.

Below is a list of many of the convenings held in FY 2020, all aimed at supporting effective practice, systems-development, and cross-initiative alignment.

Law Enforcement Personnel Meetings:

- Jan. 21, 2020

Professional Development Trainings:

- Trauma Training and the impact of racial trauma – Aug. 20, 2019
- Motivational Interviewing (postponed to early FY 21 due to COVID-19)
- Signal Success workforce preparation curriculum training – Nov. 19, 2019

Program Development Support:

- ORAS Policy and Protocol Development Working Group – met 16 times from Sept. 6, 2019 through May 22, 2020
- Strategic Service Planning, preparing for Year 10 of SSYI – June 2, June 11 and June 16, 2020

Statewide Youth Violence Prevention Partners Meetings:

- Every other Friday

Education/Employment Affinity Group:

- Oct. 15, 2019
- Nov. 19, 2019
- April 21, 2020
- May 19, 2020

Case Managers and Outreach Affinity Group:

- May 12, 2020

Clinical/ Behavioral Health Affinity Group:

- Aug. 20, 2019

Administrators' Meetings:

- Sept. 17, 2019
- Dec. 17, 2019
- Jan. 21, 2020
- June 16, 2020

Data Management and Reporting Services

UMMS provides SSYI data management and data reporting services to EOHHS and the SSYI sites. To support SSYI program staff, UMMS/CWM hosts conferences with the staff, which provide training for newly hired staff, review operational reports with program directors, and assess data integrity with program directors. Additionally, UMMS/CWM provided technical assistance via phone and email, responding to more than 1,000 phone and email questions in FY 2020. UMMS/CWM also provided the following onsite technical assistance trainings, video-conference trainings, and data integrity assessments.

On-Site SSYI Database Trainings:

- Aug. 28, 2019 – Worcester
- Aug. 29, 2019 – Fall River
- Sept. 18, 2019 – Pittsfield
- Nov. 7, 2019 – Lowell
- Jan. 3, 2020 – Lowell
- Feb. 7, 2020 – Worcester

SSYI Video-Conference (Zoom) Trainings and Data Integrity Assessments

- Feb. 21, 2020 – Pittsfield
- March 16, 2020 – Fall River
- March 26, 2020 – Pittsfield
- April 3, 2020 – North Adams
- April 8, 2020 – New Bedford
- April 14, 2020 – New Bedford
- April 15, 2020 – Lowell/Haverhill
- April 16, 2020 – Boston
- April 22, 2020 – Lawrence
- April 23, 2020 – North Adams
- April 27, 2020 – Pittsfield
- April 29, 2020 – North Adams
- May 14, 2020 – Pittsfield/ North Adams
- June 2, 2020 – New Bedford
- June 4, 2020 – New Bedford
- June 9, 2020 – North Adams
- June 10, 2020 – Boston
- June 12, 2020 – New Bedford
- June 26, 2020 – Brockton

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Appendix A: Key Performance Indicators

Table A1: Number of Unduplicated Youth on SSY List, FY20

City	Unduplicated Number of Youth
	FY20
Boston	319
Brockton	84
Chelsea	155
Fall River	174
Haverhill	86
Holyoke	130
Lawrence	148
Lowell	161
Lynn	157
New Bedford	130
North Adams	18
Pittsfield	105
Springfield	223
Worcester	136
Total	2,026

Table A2: Number of Contact Events, FY20

City	Number of Contact Events
	FY20
Boston	2,356
Brockton	398
Chelsea	3,194
Fall River	1,696
Haverhill	1,563
Holyoke	3,750
Lawrence	524
Lowell	2,637
Lynn	2,959
New Bedford	1,457
North Adams	602
Pittsfield	776
Springfield	5,501
Worcester	4,443
Total	31,856

Table A3: Number of Case Management/Enrolled Individuals, FY20

City	Number of Case Management/ Enrolled Individuals
	FY20
Boston	118
Brockton	41
Chelsea	66
Fall River	52
Haverhill	54
Holyoke	98
Lawrence	58
Lowell	111
Lynn	58
New Bedford	84
North Adams	12
Pittsfield	51
Springfield	145
Worcester	82
Total	1,030

Table A4: Number of Education Individuals, from FY20

	Education Individuals	
City	FY20	
Boston	55	
Brockton	15	
Chelsea	47	
Fall River	17	
Haverhill	55	
Holyoke	39	
Lawrence	32	
Lowell	122	
Lynn	39	
New Bedford	41	
North Adams	3	
Pittsfield	13	
Springfield	79	
Worcester	16	
Total	573	

Table A5: Number of OT/Employment Individuals, FY20

City	Number of OT/ Employment Individuals
	FY20
Boston	57
Brockton	26
Chelsea	37
Fall River	30
Haverhill	62
Holyoke	38
Lawrence	50
Lowell	118
Lynn	35
New Bedford	40
North Adams	6
Pittsfield	21
Springfield	84
Worcester	61
Total	665

Table A6: Number of Behavioral Health Individuals, FY20

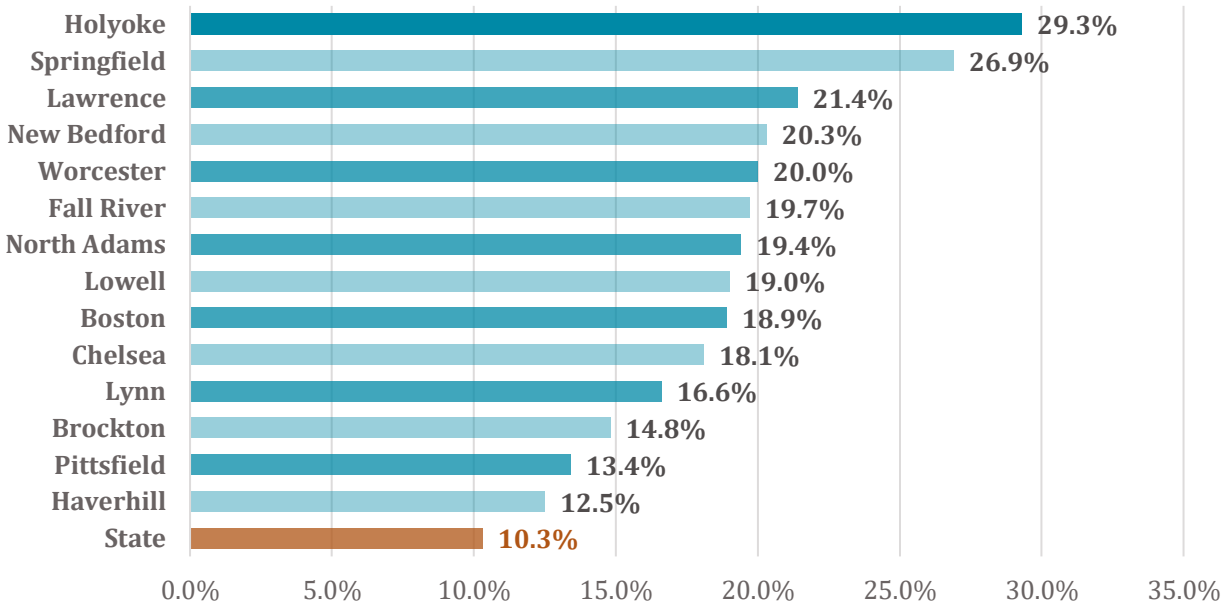
City	Behavioral Health Individuals
	FY20
Boston	64
Brockton	28
Chelsea	71
Fall River	23
Haverhill	54
Holyoke	48
Lawrence	41
Lowell	118
Lynn	52
New Bedford	39
North Adams	1
Pittsfield	14
Springfield	111
Worcester	10
Total	674

Table A7: Number of Any SSYI Related Services, FY20

	Any SSYI Related Services
City	FY20
Boston	132
Brockton	55
Chelsea	77
Fall River	70
Haverhill	79
Holyoke	112
Lawrence	80
Lowell	134
Lynn	69
New Bedford	96
North Adams	15
Pittsfield	65
Springfield	190
Worcester	130
Total	1,304

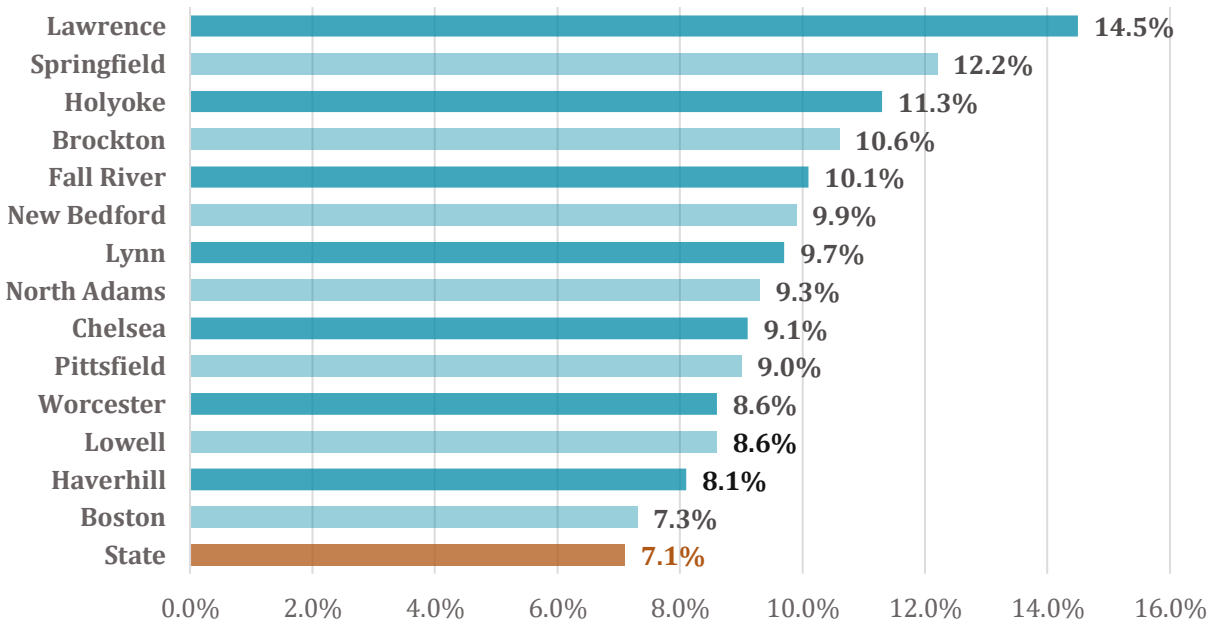
Appendix B: Characteristics of SSYI Cities

Figure B1: Estimated Percent Individuals Living in Poverty, 2015-2019



Source: 2015-2019 American Community Survey 5-Year Estimate

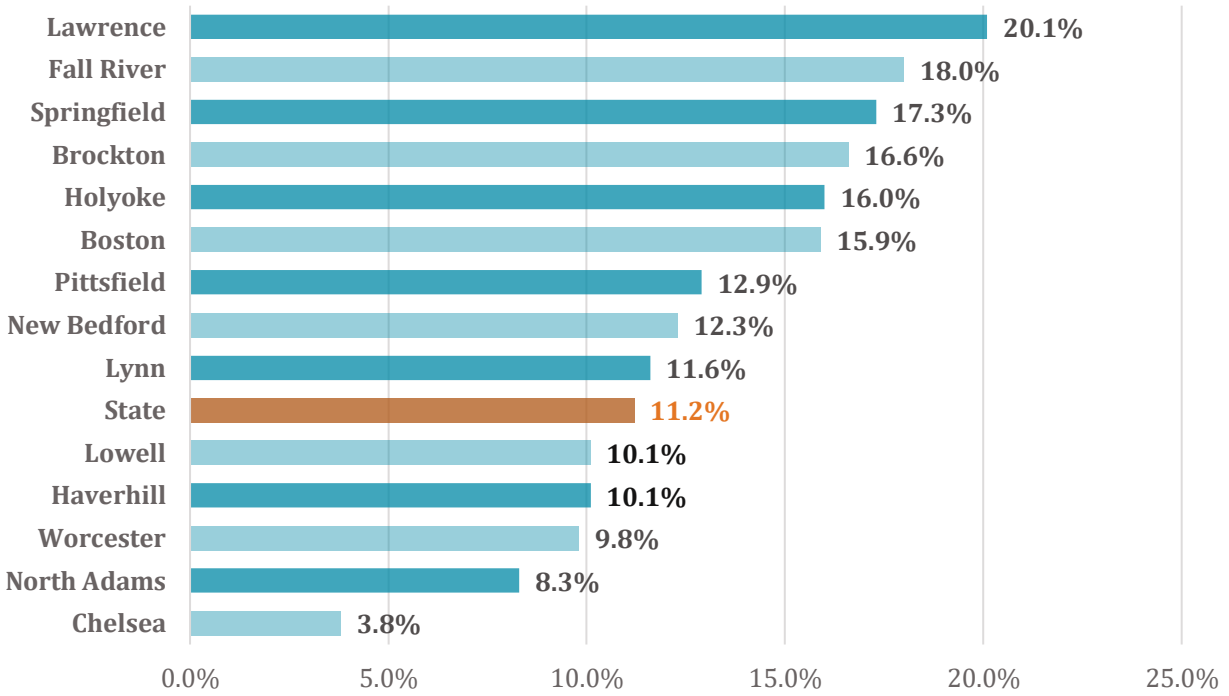
Figure B2: Unemployment Rates, December 2020



Source: Executive Office of Labor and Workforce Development

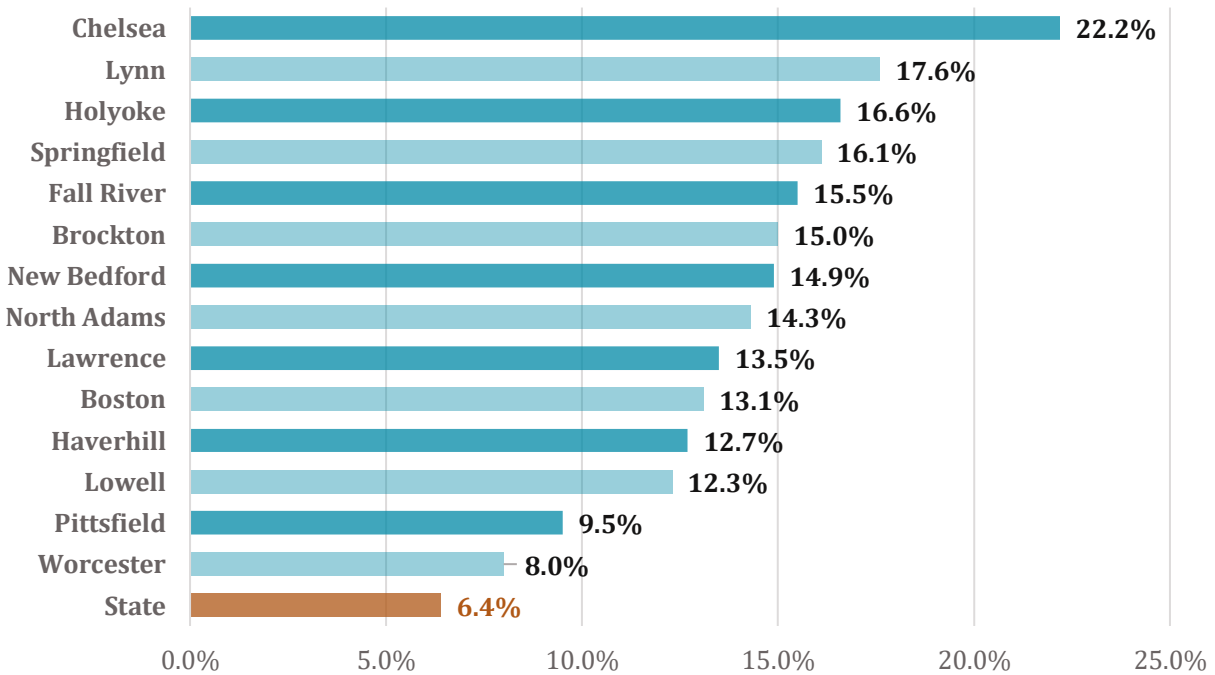
<https://lmi.dua.eol.mass.gov/lmi/LaborForceAndUnemployment/TownComparison>

Figure B3: Estimated Unemployment Rate, Ages 16-24, 2015-2019



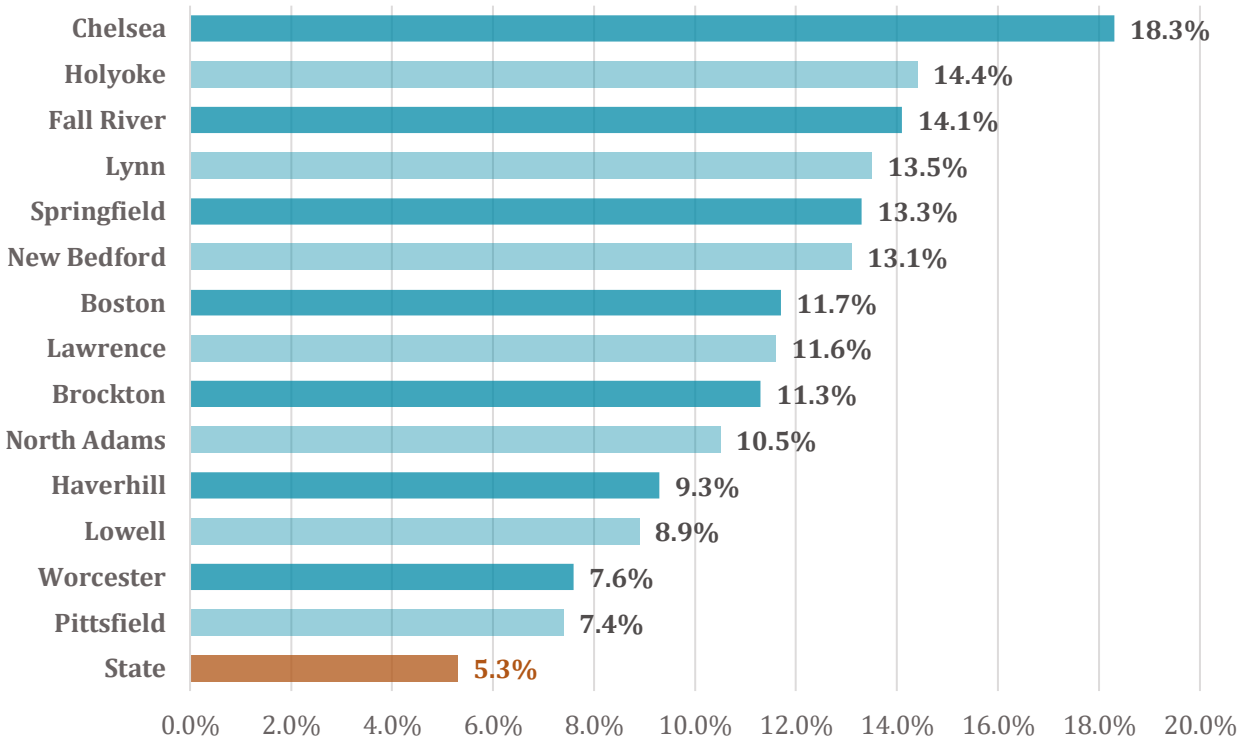
Source: 2015-2019 American Community Survey 5-Year Estimate

Figure B4: Male Dropout Rate in SSI Cities, 2019



Source: MA DESE 2018 Graduation Rate Report (DISTRICT) Male: 4-Year Graduation Rate; % Dropped Out
<http://profiles.doe.mass.edu/statereport/gradrates.aspx>

Figure B5: Dropout Rate in SSI Cities, 2019



Source: MA DESE 2018 Graduation Rate Report (DISTRICT) for All Students: 4-Year Graduation Rate; % Dropped Out (<http://profiles.doe.mass.edu/statereport/gradrates.aspx>)

Table B1: 2007 to 2019 Violent Crime Rate (per 100,000)

Agency	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Boston	1,155	1,104	992	904	845	835	782	726	707	707	669	622	607
Brockton	1,291	1,203	1,247	1,161	1,229	1,143	1,231	1,052	991	1,081	955	905	821
Chelsea	1,871	1,743	1,675	1,774	1,743	1,852	1,223	1,112	1,080	923	778	676	667
Fall River	1,194	1,200	1,183	1,224	1,218	1,063	1,059	1,167	1,141	1,093	989	1,014	868
Haverhill	605	672	542	575	591	675	670	698	542	593	618	559	524
Holyoke	1,252	1,135	987	1,196	1,007	949	1,042	967	948	1,070	1,083	966	859
Lawrence	718	653	712	826	994	1,011	997	1,094	879	741	723	619	674
Lowell	850	1,064	1,044	1,128	742	539	572	546	435	342	289	324	363
Lynn	1,062	915	901	847	885	821	889	777	777	772	715	595	492
New Bedford	1,197	1,312	1,310	1,223	1,143	1,073	1,093	1,258	N/A	866	666	634	664
North Adams	677	617	819	942	N/A	705	984	557	1,079	N/A	1490	777	563
Pittsfield	683	700	662	628	598	426	252	444	654	790	881	842	710
Springfield	1,369	1,255	1,263	1,367	1,027	1,039	1,092	1,091	1,073	1,032	874	989	905
Worcester	873	971	1,010	973	988	959	955	965	887	890	727	683	630

Uniform Crime Reporting Statistics - UCR Data Online

Notes:

This data is derived from The FBI's Uniform Crime Reporting (UCR) Program. The UCR is a nationwide, cooperative statistical effort of nearly 18,000 city, university and college, county, state, tribal, and federal law enforcement agencies voluntarily reporting data on crimes brought to their attention. The UCR Program collects statistics on the number of offenses known to law enforcement.

Violent Crime Rate (cited above) consists of rates related to murder and nonnegligent homicide, rape (legacy & revised), robbery, aggravated assault, burglary, motor vehicle theft, larceny-theft, and arson.

- When data are unavailable, the cells are blank, or the year is not presented.
- Variations in population coverage and reporting practices may cause differences in reporting from year to year.
- Crime rates are not available for agencies that report data for less than 12 months of a year.
- Consequently, their figures for aggravated assault and violent crime (of which aggravated assault is a part) are not included in this table.

- Brockton Police Dept. Massachusetts 2007 – The data collection methodology for the offense of aggravated assault used by this agency does not comply with national UCR Program guidelines.
- Brockton Police Dept. Massachusetts 2008 – The data collection methodology for the offense of aggravated assault used by this agency does not comply with national UCR Program guidelines.
- Chelsea Police Dept. Massachusetts 2006 – The data collection methodology for the offense of aggravated assault used by these agencies does not comply with national UCR guidelines. Consequently, their figures for aggravated assault and violent crime (of which aggravated assault is a part) are not included in this table.
- Holyoke Police Dept. Massachusetts 2006 – The data collection methodology for the offense of aggravated assault used by these agencies does not comply with national UCR guidelines. Consequently, their figures for aggravated assault and violent crime (of which aggravated assault is a part) are not included in this table.
- Lowell Police Dept. Massachusetts 2008 – Because of changes in the state/local agency's reporting practices, figures are not comparable to previous years' data.

Sources: FBI, Uniform Crime Reports, prepared by the National Archive of Criminal Justice Data
Date of download: Mar 06, 2018

<http://www.ucrdatatool.gov/>

2017 data source: <https://ucr.fbi.gov/crime-in-the-u.s/2017/crime-in-the-u.s.-2017/tables/table-8/table-8-state-cuts/massachusetts.xls>

2018 data source: <https://ucr.fbi.gov/crime-in-the-u.s/2018/crime-in-the-u.s.-2018/tables/table-8/table-8-state-cuts/massachusetts.xls>

2019 data source: <https://ucr.fbi.gov/crime-in-the-u.s/2019/crime-in-the-u.s.-2019/tables/table-8/table-8-state-cuts/massachusetts.xls>

Appendix C: SSYI COVID-19 Related Activity

Boston COVID-19 Response Snapshot

Innovations in Programming:

- Implemented specific programmatic focus on COVID-19.
- Established Boston Medical Center/Behavioral Health "telehealth" access at Boston Medical Center.
- Pivoted to offer case management to young people off-site and through virtual platforms.
- Held virtual staff meetings and trainings.
- Discontinued direct-contact paperwork processing and implemented a "Remote (digital) paperwork submission process." This included the following: emailing forms, screenshots of schedules, receipts, attendance records, etc.
- The Lead Agency and all five contracted partners adopted virtual programming practices.
- Technology and equipment were provided to clients. SSYI lead agency (Boston Public Health Commission) and contracted partners connected clients who are engaged in Career Development and Education services with technological support such as Chromebooks, Laptops, cellphones, and cellphone "hotspots."
- Implemented virtual case conferencing with incarcerated and re-entering clients at Jails, Houses of Corrections, and Department of Correction.

Engagement Strategy/Risk Reduction:

- Focus on COVID-19 education, safety, and compliance with all local, state, and federal directives and mandates.
- Provided education to dispel rumors and community and social media misinformation related to COVID-19.
- Distributed PPE to all SSYI clients in the community as well as clients re-entering the community from custody. This included: masks, gloves, and hand sanitizer, plus information on testing site locations and retail locations to purchase additional PPE.
- Provided technical support to all contracted and in-kind partners, which included: testing sites and associated information, shared knowledge about accessing necessary services and agencies during COVID-19 pandemic, for example, Registry of Motor Vehicles, HiSET testing, Birth Certificates, Health Insurance, Rental Assistance for Families in Transition, Emergency Sheltering, and Division of Transitional Assistance.
- Supported clients and families by providing food supplies and/or gift cards to local supermarkets.

Brockton COVID-19 Response Snapshot

Innovations in Programming:

- Offered weekly food distribution to SSYI participants and families; this included establishing a food supply location and a main pantry developed and built at the program location to respond to community food and basic supply needs rapidly.

- SSYI participants were contacted using new strategies virtually, utilizing social media and other platforms such as Zoom and FaceTime, and conducting home visits in the community outdoors at homes and parks with participants.
- Safe Corners outreach and case management staff remained in the community and at community-based offices. Outreach staff developed many unique ways to continue to work with SSYI youth- from outdoor safety checks on the weekends to using social media and FaceTime meetings.
- Access to behavioral health services was expanded, including on the street and on-site clinical sessions, meetings at the offices, regular safety checks with participants in person wherever possible, and expanded outreach schedules to focus on late-day times and at high activity times.
- SSYI Brockton developed a unique response to COVID-19 employment and business challenges. SSYI Clients can now access business education and enroll in college online courses. The courses each run from 6–12 weeks. It has been exciting to enroll SSYI youth that had not yet considered college and are enjoying the experience of working with MassHire and Massasoit Community College. Clients may enroll in education and business courses virtually, which helps them make progress despite the challenges of COVID-19.

Engagement Strategy/Risk Reduction:

- Participants engaged with the program received over 500 basic needs and food resource packages in 2020. These services continue to be a priority need area for SSYI participants. Outreach workers deployed food and resources daily throughout the pandemic to provide health, nourishment, and wellness, as well as a sense of support, hope, and commitment to our community.
- Safe Corners remained open during the pandemic via strict adherence to social distancing guidelines and use of PPE. Clients were able to access case management, clinical supports, and safety resources.
- Outreach teams mediated, intervened, and prevented conflicts in the community throughout the pandemic.

Community Service Opportunities:

- SSYI youth engaged in civic and community activities, youth voice, and feedback on what most impacts this population, including creating the powerful film "8:46."

Fall River COVID 19 Response Snapshot

Innovations in Programming:

- Utilized Zoom and FaceTime to engage participants virtually rather than traditional contact methods.
- Transitioned weekly clinical meetings to Zoom.

Engagement Strategy/Risk Reduction:

- Conducted 35 pizza nights for 29 participants. The pizza was delivered to clients at their homes. Staff and clients would then connect remotely over pizza. (Each night was themed to compliment social-emotional learning, mental health support, relationship building, self-awareness, etc.)
- Offered incentives to active and reluctant youth for participation in groups, counseling, and engagement with outreach workers.

Community Service Opportunities:

- 12 Participants and the Outreach team assisted United Way of Fall River in organizing and distributing food and necessities to local families in need during the pandemic. The participants assisted twice a week for 28 weeks, totaling 56 food drives.

18 Degrees (North Adams and Pittsfield) COVID-19 Response Snapshot

Innovations in Programming:

- Utilized Microsoft Teams and Zoom to reach out and have meetings with several clients.
- Supplied Chromebooks to several clients to help facilitate remote certificate work with Massachusetts College of Liberal Arts Adult Basic Education.
- Adopted safety measures, requiring any in-person contacts to be at a distance and for all parties to wear masks – ample supplies of wipes and gloves were used.
- Developed an app to track dispersal and use of client incentives. The incentives were used for winter clothing (coats, hats, and gloves).
- Provided virtual counseling sessions by a clinician via Zoom and/or phone to ensure social distance, enhance privacy, support, and comfort.
- Held some individual staff/client meetings when risk required alternative contact method.
- Arranged assistance via Chromebook for clients to attend virtual recovery groups.

Engagement Strategy/Risk Reduction:

- Offered incentives and supports to help clients fulfill access food, winter clothing, job-specific needs (i.e., steel-toed boots for the warehouse, black pants and white shirt for a delivery job), and items for the care of newborns (diapers, food, clothes). Incentives were tied to participation in virtual programming and risk reduction.
- Used phones more to reach clients during high-risk COVID-19 outbreaks so that both staff and clients could connect safely. Social media contact via Facebook and FB Messenger were also used.

Community Service Opportunities:

- Helped at local food pantry by off-loading truck and packing food boxes

Roca (Chelsea, Lynn, Holyoke, and Springfield) COVID-19 Response Snapshot

Innovations in Programming:

- Laptop Deployment – Surface Go 2 laptops were deployed to all program youth workers and educators, building virtual service delivery capacity.
- Chromebook Deployment (SSYI Participants) – Roca is in the process of delivering Chromebooks to SSYI participants who need a computer to engage in virtual programming. Roca will continue to distribute Chromebooks throughout the remainder of the fiscal year.
- Hotspot Deployment (SSYI Participants) – Roca will continue to distribute Hotspots throughout the remainder of the fiscal year to youth who need wireless internet access for virtual programming.
- 184 youth participated in pre-vocational training offerings, including CPR, culinary, first aid, and driver's education in a virtual platform.
- More than 4,600 sessions in the core service areas were delivered to SSYI participants across Chelsea, Lynn, Holyoke, and Springfield.

Engagement Strategy/Risk Reduction:

- Stipends were provided to support the basic needs of the youth during the pandemic.
- 330 hot meal deliveries were made to clients.

- 426 boxes of dry goods were delivered to clients.
- 160 articles of winter clothing were distributed to clients.
- Clients were trained, supported, and incentivized to participate in Roca's full programmatic offering remotely, with daily and weekly access to virtual:
 - Pre-vocational trainings
 - Behavioral health support
 - Educational classes
 - Case management services
 - Work-readiness curriculum

Community Service Opportunities:

- Engaged young people in community service activities to support local food pantries to deliver food packages to their neighbors in need.
- Roca distributed more than 900 packages of food to community members across their four SSYI cities.

UTEC (Haverhill and Lowell) COVID-19 Response Snapshot

- Lowell and Haverhill made changes in their Food Service social enterprise, quickly pivoting operations to focus on emergency food assistance.
- Work crews provided over 1,500 meals each week to food-insecure families in the region and have delivered over 25,000 meals since July.
- Nearly all UTEC enrolled young adults were registered to vote; regular programming was paused for several election day activities.

Worcester COVID-19 Response Snapshot

Innovations in Programming:

Used Zoom Video Communication software to connect with program participants virtually across all three service agencies (Worcester Community Action Council, Worcester Youth Center (WYC), and Legendary Legacies) to engage clients in the following programs:

- Virtual skills-based activity – BandLab: Used BandLab social platform for participants to record vocals, sounds, and other audio, aimed at artistic expression. This was innovated to replace WYC recording studio and to use in special projects.
- Wellness Check-in: Used Zoom to provide daily wellness check-ins for participants. This space was used for participants to debrief with staff on their thoughts, feelings, and overall wellness during COVID-19. This venue was also used to provide updates on COVID-19 and to provide risk reduction information.
- SSYI Group & Case Management: Case Managers facilitated groups for case management and meaningful conversation using the VOICES curriculum. Topics addressed were self-identity, perception and stereotypes, individual power, community power, conflict styles, and advocacy. During the group meetings, staff evaluated the participant's progress in employment, education, housing, and legal issues.
- HOPEVID-2020: This special project named HOPEVID2020 was a multimedia project including poetry, music, photography, beat making, songwriter, dancing, and film making that encouraged and

allowed participants to express their feelings and discuss what is happening in their lives; and help them develop insight into themselves and their relationships during COVID-19 in the form of expressive arts.

- Winter Jobs: This program was introduced to offer work readiness skills and taught the art of film making as part of our Violence is Not Normal campaign. Aimed at reducing violence, the winter jobs program created subsidized employment opportunities and provided a brave space for participants to discuss ways to reduce violence.

Engagement Strategy/Risk Reduction:

- During all programming, the clinician was present to provide support, resources, and assess participant's emotional needs to determine appropriate interventions.
- Provided paid workplace readiness training virtually to participants. Workplace readiness focused on teaching participants' soft skills, employability skills, and other areas to prepare participants for the workplace.
- Provided incentives for the HOPVID2020 program, Workplace Readiness trainings, and other special projects. We were able to engage with reluctant participants, as well as those who were not previously engaged at WYC before COVID-19.
- Provided subsidized employment opportunities for the Winter Jobs program. By doing so, we were able to re-engage participants. The staff also provided support to clients involved in unsubsidized employment.
- Assisted participants with technology needs by providing tablets and laptops. As a result, participants were able to engage or re-engage via Zoom.
- Leadership met with participants and community members to help guide their community program named *508 Guns Down, Gloves Up*, and provided organizing, strategizing, and marketing support.
- Continued to pay youth wages for those who were on subsidized employment and impacted by pandemic for participation in community service activities, engagement in education services, and clinical supports.
- Utilized funds to help support participants with children to meet basic needs (diapers, formula, etc.)
- Offered incentives to active youth and youth who had been reluctant to participate in groups, counseling, clinical support, and engagement with outreach workers.

Community Service Opportunities:

- Worcester Youth Center Renovations
- Opportunities for community service at WYC were offered when regular work placement was not available due to COVID-19, including some general labor at WYC. This community service offered a stipend and on-site meals. Participants and staff observed social distancing protocols during the activity.



Safe and Successful Youth Initiative Annual Report: February 2021

Prepared for the Executive Office of Health and Human Services
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