



## PROPOSAL SKETCH

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## Definitions of Major Terms

young offender

juvenile individuals below the age of eighteen years

juvenile delinquency

youth at multiple levels of risk

## SUMMARY

### Project Concept

This proposal is for an extended residential rehabilitation and change programme to cater to the needs of at-risk youth. The programme comprises four components:

Training, Apprenticeship, Mentorship and Family Counselling/Intervention.

### Budget (for two 6-month encampments, per year, over 3 years)

Year 1	851 000.00
Year 2	424 000.00
Year 3	<u>424 000.00</u>
Total	EC \$1 699 000.00

(see Budget on page 14 for details)

### Proposing Group: Team Rescue

#### Members

Co-ordinator Fr Franklyn Cuffy, C.S.s.R, Redemptorist

Assistant Co-ordinator Supt Nicholas George, Superintendent of Police

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Treasurer	Thomas Holmes, Education Officer/Guidance Counsellor
Public Relations Officer	Gaile Giraud-Hodge, Private Consultant
Assistant Treasurer	McMillan Cuffy, Counsellor/Welfare Officer
Secretary	Jo-Ann George, Trained Social Worker/Trainer
Assistant Secretary	Kerry Ann Remie, Youth Officer

### **Project Background/Identification and Justification**

Since January 2006, Team Rescue has run bi-annual six-day camps for at-risk youth at the former site of the Marigot Secondary School. However, a permanent site is being sought to implement an extended and more comprehensive version of Camp Rescue's programme.

Team Rescue believes that the establishment of a permanent site, with a longer programme would result in greater successes and a reduction of recidivism among the youth who participate in the programme. Instead of a six-day camp, we propose a six-month residential programme, with youth involved in academic, disciplinary, vocational and life skills training, supported by mentoring, an apprenticeship and family intervention.

The idea is to engage the youth in positive growth activities, including those with income earning potential, within a nurturing, secure and disciplined environment, which many of them lack.

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The centre is also expected to be partially self-sustainable, since youth will engage in activities for which revenue will be immediately generated, through sale to the local community. These activities include poultry farming, crop production and rabbit rearing. Additionally, in order to reduce costs and engage the public in this effort, the intention is to network with other social, government and private institutions.

Presently, there is no residential rehabilitative programme for engaging youth who have offended, or seem to be heading in the direction of criminal activities, which will have a long term effect on their behaviour.

The Social Centre's programme, **From Offending To Achieving**, implemented in collaboration with the Magistrate's Court, provides a non-residential life skills and vocational training for young offenders. This has its own challenges, mainly the lack of security and youth returning to the same environment at the end of the day's sessions. The programme is also housed in the same building as a day care centre and preschool.

Also, young offenders are currently being sent to the adult State Prison for extended periods. This obviously cannot have any positive impact, especially since youth have been known to interact with adult criminals housed on the same compound.

Camp Rescue therefore proposes an alternative to these, where youth can be taken away from their regular environments, where they are continuously exposed to the negative influences and practices. Instead, they will be privy to a stable, disciplined

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environment, on a regular basis, where they can learn positive, growth enhancing skills and behaviours.

Team Rescue is not suggesting a prison for juveniles, but rather a home which is secure and which will ensure that the residents are given a fair chance at making a change in their lives, with the support, supervision and guidance of adults (staff, volunteers, mentors etc) who care.

Research has shown that many of the youth who offend or misbehave, come from broken families, which lack supervision and meaningful relationships with adults. Current research indicates that some family factors may be associated with adolescent delinquency. There is some evidence which indicates that these youth are less carefully monitored by their parents (Steinberg, 1993). Camp Rescue therefore intends to provide this over an extended period, until such time when the youth shows progress. This progress will be indicated by a decrease in the frequency of aggressive or disruptive behaviour and reduction in conflict with others.

**Comment [p1]:** Cite sources in footnote. I would also recommend selecting an existing model that is worthwhile of mention as a good example, and indicate that this is the sort of effort that is being proposed, with some modifications – noting them briefly... Some aspects of the Blue Nile in NYC come to mind and there are several juvenile residential “development” models out there – part of the proposal should include a “fact finding mission” to help build the logistical foundation of the effort.. we can discuss further if there are interests...

### Requirements for immediate implementation:

- A suitable site, with adequate space for dormitories, cooking and dining facilities, staff quarters, training rooms/classrooms, sporting facilities (eg football field, basketball court etc); land for agricultural skills training.
- Management and Staff
- Cooking and eating utensils
- Refrigeration and Cooking equipment

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- Equipment and resource materials for skills training components
- Sporting equipment (footballs, basketballs, etc)
- Games and other items for socialising
- Funding for provision of meals and other daily needs
- Stipends for volunteers and mentors

The Government of the Commonwealth of Dominica has made available the former site of the Marigot Secondary School as a permanent location for Camp Rescue Londonderry. One acre of a combination of flat and gently sloping land, has been transferred for CRL's use, this includes the current buildings and a portion of unused agricultural land.

However, this site still needs some renovation and fencing, to enhance security and improve the existing structures. These include a kitchen, dormitories, mess hall, training/conference room, bathroom/toilet and administrative block. Some of these buildings are mostly wooden and infested with termites, hence the need in some cases, for total replacement and in others, renovation.

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## Problem Analysis

The records show (See Table 1) that juveniles for some time now are engaged in more serious crimes like robbery, sexual assault, grievous bodily harm and drug related offences. Given the overwhelming increase in crimes among our youth, much effort is required to rehabilitate those who may seem to be progressing towards criminal activity.

Based on the statistics of crimes committed by juveniles from 2000 to 2005 (See Table 1) from the Criminal Investigations Department of the Commonwealth of Dominica Police Force, , burglary, theft, wounding and to a lesser extent, robbery, seem to be prevalent among our juveniles. Other crimes, although not as prevalent, such as murder, unlawful carnal knowledge, indecent assault and possession of firearm have also been reported among our juveniles.

Crime	Number
Murder	2
Grievous Bodily Harm	4
Wounding	37
Burglary	83
Robbery	10
Theft	88
Taking Conveyance	6
Unlawful Carnal Knowledge	2
Indecent Assault	3
Illegal Entry	1
Possession of Firearms	4
Possession of Cannabis	42
Abortion	1
Total	283

Table 1: Crimes Committed by Juveniles (2000 - 2005)

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According to the Superintendent of the Dominica State Prison, Mr. Algernon Charter, as of July 2009, there were eight (8) juveniles at the State Prison. As of August 2009, this number has risen to (16) sixteen. The cell designated as the juvenile cell has a capacity of 30 inmates. It presently holds 33 inmates; out of the 33 inmates, only 8 of them are juveniles; that is, below the age of 18. This is most alarming! According to Marcus Day, DSc, director of the Caribbean Drug Abuse Research Institute, young offenders pose an increased threat to our society upon release, as a consequence of their exposure to hardened criminals and prison life in general.

**Comment [p2]:** Before mentioning Day, focus on combining the police and prison stats to drive home the need to support the appeal of this proposal. What I would like to see is a sort of trend analysis that projects where juvenile offending and incarceration is expected to be in the next decade, and make a further appeal about the urgency. If SPT George provides me with the juvenile stats from 03-08, I can work up the formula for the trend analysis and provide a projection figure and or table.

## Project Goals and Objectives

**Mission:** To address the increasing vulnerability of our youth through the establishment and maintenance of an initial 6-month residential training and rehabilitation programme, (which can be extended), supported by mentoring, apprenticeship and family counselling.

**Vision:** That youth who engage in behaviour which could lead to minor or eventually, severe criminal offences, would be motivated to change their behaviours and attitudes and engage in activities that would improve their chances of living a successful life.

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## Goals of Camp Rescue Londonderry

- ◆ To reduce the level of juvenile delinquency and the incidences of crime committed by youth.
- ◆ To reduce the level of recidivism among young persons appearing before the Courts.
- ◆ To provide a local resource/organization where at risk youth can receive the support (psychological and otherwise) they need to help them mature into responsible, productive citizens.
- ◆ To develop in youth a sense of value and motivate them towards positive decision making and goal setting.
- ◆ To provide the means where youth can build a supportive relationship with adults which will foster a positive change in their lives.
- ◆ To guide youth in the journey of self-management and discipline, to help them improve their self image and raise their self-esteem.

## Objectives:

To help participants:

- (i) improve their self-image
- (ii) build meaningful friendships,
- (iii) resist negative peer pressure,
- (iv) achieve set goals,
- (v) develop positive relationships with their parents and family
- (vi) manage their anger and resolve conflicts amicably
- (vii) develop respect for authority and law
- (viii) enhance their spirituality.
- (ix) practice healthy living and discipline
- (x) learn skills which have income earning potential

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- (xi) develop morals and a sense of civic responsibility
- (xii) build positive character

**Target**

Camp Rescue currently engages youth 12 - 17 years, both male and female, who either have offended or who are engaging in behaviours which can be described as beyond control or which may eventually lead to criminal activities, if nothing is done. Currently, participants either volunteer to attend, or are mandated by the Magistrate's Court, their schools or parents.

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## Project Description

Participation in the CRL programme will be voluntary - either the applicant willingly entering, at parents' request accompanied by a mandate from the school or the Ministry of Education (for those under the age of 16 years). It is also opened to those who may have been expelled from school, are willing to change and wish to continue their education. Youth who qualify to participate would have been previously engaged in risky behaviour and have agreed to make an effort to change.

Criteria for entry:

- between the ages of 13 and 18 years
- voluntary or mandated by Ministry of Education (for those of school age, ie below 16 years)
- parent/guardian involvement (registration of applicant and agreement to Family Intervention/Counselling)

Before commencing the CRL programme, those applicants who meet the age requirement (ie, from 13 years to 18 years), will be interviewed and undergo precounselling. Their parents/guardian/support system will be included in interviews, to discuss their background history. This will focus mainly on the areas of family relationships, behaviour patterns, educational background and goals for the future. The CRL intervention will be a collaborative effort with the participant's family, school, the community and the Ministry of Education.

Upon entry, participants will be tested in order to determine their academic and psychological status. Based on this, care plans will be developed as a guide for their

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stay at the Camp. Placement in training and skills programmes will therefore be based on this assessment, with interim reviews every six-weeks.

Before leaving CRL, participants will be engaged in a Reintegration exercise to prepare them for life in their respective communities. Mentors will be matched beforehand, and provide the necessary support which is needed by the youth, once they return home.

The Camp Rescue programme comprises four components, as described below:

## 1 Training

This component will be for a duration of 6 months, combining discipline training, and drills, with skills training (life, social and vocational, as listed below) and academic courses. Youth will be provided with a supportive environment, with structure and routine, to enable them to change from their previous patterns of dysfunctional behaviour. Important to the programme is the caring and nurturing atmosphere which will be provided by camp counsellors and staff.

If participants previously attended school before entry to CRL, they will be given the opportunity to continue their education. This tuition will be provided by teachers of the nearby North East Comprehensive School in the afternoon period. Older participants, who may not have completed secondary education will also be allowed to participate in the secondary programme. Vocational skills training, which will take place in the morning, will be mandatory for all.

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A Training programmes in the following vocational skills:

- Agriculture and Animal Husbandry
- Music and Art
- Woodwork
- ICTs
- Landscaping
- Cosmetology
- Sewing/Tailoring
- Home Maintenance (Plumbing, Electricity, etc)
- Auto Mechanics
- Cooking
- Hospitality and Tourism (Tour-guiding etc)
- Small Business Management and Accounting
- Computing/ICTs

B Life and Social Skills:

- Anger Management
- Conflict Resolution and Problem Solving
- Peace Development
- Values and Morals
- Relationship Building and Communication
- Human Sexuality
- Goal Setting and Decision Making
- Spirituality
- Personal Budgeting and Money Management
- Drug Abuse Resistance
- Personal Hygiene
- Diet and Exercise
- Civic Duty

C Academic Programme

- Basic Literacy and Numeracy
- CXC Ordinary Level
- CXC and GCE Advanced Level
- Tertiary Education (Network with external tertiary institutions)

D Sports and Discipline Training

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## 2 Mentorship

The long term aims of the Camp Rescue programme would be more successfully achieved if continued support is provided to participants, once they have completed the programme. Research shows that youth who experience a meaningful relationship with an adult are more likely to succeed and reach their full potential. This is the aim of the mentorship aspect of the Camp Rescue programme: to enable youth who participate in the programme to interact with an adult, who provides the support they need and which they may not find within their family setting.

Volunteer adults are trained to be mentors and matched with participants of the Camp. Once introduced, they are left to continue building a relationship with each other, with the guidance of Team Rescue. This has proven to be very rewarding for those mentors who have remained committed to the process.

Unfortunately, though Team Rescue has trained over 100 mentors, few have maintained their commitment. It is therefore proposed that a small stipend be provided to those who volunteer. This is not to be regarded as payment, but simply a motivator and appreciation for their willingness to assist.

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### 3 Apprenticeship

Once participants are enrolled in Camp Rescue and complete their stipulated programme, they will be given the opportunity to practice their newly acquired skills at selected corporations in the community, under supervision. Interim reports will be provided on their performance and corrective actions taken when necessary. Adult mentors will continue to provide support throughout this component of this rehabilitation programme. They may also be given an opportunity to earn a small stipend where possible.

### 4 Family Intervention and Counselling

In order for any programme of this nature to achieve its goals, family members of the youth must be included in the rehabilitation and change process. Often, poor parenting skills or inadequate parenting, are the sources of many of the problems faced by youth.

Team Rescue, the staff of Camp Rescue and other professionals in the local community will provide assistance to the family of the youth, through training sessions, counselling and the supervision of home visits during the 6-month period. The goal will be to fill some of the main gaps in the youth and family's development for long term realignment of the youth's action. Once one child in a family is affected to the point of secondary or tertiary concerns, the likelihood of other sibling involvement increases. Therefore, family involvement will not only serve the target youth but others in the family, if any.

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No youth who follows the programme will be allowed to return home without some work being done with his/her family.

### **Sustainability**

Though funding is being sought for this project, the programme is set up so that Camp Rescue will be able to sustain itself to a certain extent. The vocational skills component will be developed as a small business enterprise. Each skill area will be a means through which some level of income will be created for the center. Services and products from each will be offered to the public at reasonable cost. Youth will therefore be trained to produce quality work and provide efficient customer service. This will provide a practical implementation of small business operation training, which is included as a module of the training programme. Also, a medium term goal of CRL is a business incubator unit, where start-up human resources and grants can be provided to CRL graduates through CRL affiliates, stakeholders, mentors, and the like.

Further sustainability of the socio-emotional gains will be forged through the collaborative nature of CRL's intervention.

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## Stakeholder Participation and Networking

Stakeholders have been identified thus and have been engaged in this change effort.

They include the following groups/individuals

- Participants
- Social Welfare Division
- Ministry of Education
- Schools
- Mentors
- Volunteers (cooks, trainers/facilitators, counselors)
- Youth Division
- Magistrate's Court
- Dominica State Prison
- Family Members
- Local Government/Village Councils
- Communities
- Corporate Society

Since its inception in 2006, Camp Rescue has been run totally on a voluntary basis. Team Rescue members, Camp Counsellors and facilitators have all freely given off their time and expertise. Networking with government ministries and departments, social institutions, private sector, local communities and individuals (both locally and overseas) has always been a part of Camp Rescue's operations. Donations in cash and kind have allowed Team Rescue to run these camps, at almost no expense to parents.

Technical assistance has been and will continue to be provided by the Youth Division, the Ministry of Education and the Welfare Division, the Ministry of Agriculture, the Commonwealth of Dominica Police Force, among others. Recently, funding was also provided by the Government of Dominica.

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While this total voluntary structure has allowed the effort to evolve to its current stage, the establishment of a paid staff is critical for the program's development to the next level. The sort of commitment that is being proposed will require the sort of undivided attention that is only reasonable to expect from a paid staff. This will help ensure stability and more accountability within the growth process.

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## Cost Estimates and Budget for 6-Month Encampment

Items	Year 1	Year 2	Year 3	All Years
<b>Co-ordination and Administration</b>				
Coordination				-
Co-ordinator Salary	72,000	72,000	72,000	216,000
Administrative Asst. Salary	30,000	30,000	30,000	90,000
Administration				-
Clerical Services	12,000	12,000	12,000	36,000
Office Furniture & Equipment	20,000			20,000
Office Expenses	15,000	15,000	15,000	45,000
Promotion & Publication	10,000	10,000	10,000	30,000
Stipends				-
Stipends for mentors	18,000	18,000	18,000	54,000
Stipends for volunteers	12,000	12,000	12,000	36,000
<b>Operations</b>				
Transportation				
Hire of Transport	9,000	9,000	9,000	27,000
Purchase of Transport	100,000			100,000
Cooking Materials				-
Grocery items	216,000	216,000	216,000	648,000
Clothing				-
Clothing for participants	40,000	3,000	3,000	46,000
Facilitation & training				-
Facilitators Fees	15,000	15,000	15,000	45,000
Mentor & Volunteer Training	12,000	12,000	12,000	36,000
<b>Equipment</b>				-
Cooking Equipment				-
Kitchen Equipment	40,000			40,000
Dining Materials & Equipment	10,000			10,000
Training Equipment				-
Computer/Printer	8,000			8,000
LCD Projector & Screen	5,000			5,000
Farming Equipment	12,000			12,000
Sports Equipment	8,000			8,000
Masonary Tools	7,000			7,000
Carpentry Tools	15,000			15,000
Tailoring Tools	20,000			20,000
Electrician Tools	15,000			15,000
Other Tools & Materials	40,000			40,000
Facility Repairs & Upgrade				-
Construction Materials	50,000			50,000
Construction Services	40,000			40,000
<b>Totals</b>	<b>851,000</b>	<b>424,000</b>	<b>424,000</b>	<b>1,699,000</b>
Notes	1 Assume 30 participants per Annum			

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## Monitoring and Evaluation

The success of the programme in meeting its objectives will be monitored and evaluated on different levels and intervals, using various indicators.

- 1 National level
  - Reduction in the number of youth at the State Prison
  - Reduction in the number of youth appearing before a Magistrate
  - Reduction in juvenile crime and recidivism
  
- 2 Skills Training and Academic Components:
  - Regular assessments done by trainers/teachers
  - Apprenticeship Performance Reviews and Reports
  - Grades from class assessments
  - Practical work
  
- 3 Psychological and Emotional Wellbeing (based on individual assessments done at entry into the facility)
  - Marked changes in behaviour
  - Improved relationship with family
  - Mentors' reports
  - Interim assessments and case reviews

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