RESOCJALIZACJA POLSKA
POLISH JOURNAL OF SOCIAL REHABILITATION
16/2018
ISSN 2081-3767 | e-ISSN 2392-2656
PROFESSIONAL EXPERIENCES
DOI 10.22432/pjsr.2018.16.13

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Individualization of social rehabilitation interventions directed to socially maladjusted young people – towards effective social readaptation conducted by the Department of Juvenile Probation in New York

Abstract: The category of juvenile delinquents in the American social rehabilitation system is subject to special interest of social services. The priority status of all juvenile affairs is reflected in the numerous proposals to support teenagers in court proceedings. They are characterized a move away from the policy of absolute punishment towards finding effective solutions enabling an individual to achieve social rehabilitation without the need to place him/her in an isolation institution. This article describes the methods of environmental work using social rehabilitation programs implemented with the participation of the local community in New York. In addition, the article discusses the classification of juvenile delinquents, to referral the procedure of legal proceedings against teenagers, and the levels of probation. The observations in the paper on the practical dimension of educational measures for socially maladjusted young people were drawn up on the basis of an internship held by the New York Juvenile Probation Department.
Keywords: Probation, social rehabilitation, juveniles, local community, social rehabilitation programs.

Introduction

The United States can undoubtedly be regarded as one of the countries whose representatives have made a significant contribution to the evolution of systems of social rehabilitation activities targeted at juveniles around the world. The development of individual social rehabilitation approaches based on institutional isolation towards socially unadapted youth was considered one of the most appropriate solutions over decades. It was understood too late that alienation leads to social exclusion and thus to the stigmatization of adolescents, especially in racially and culturally diverse societies[1] (Wołyniec, Chańko, 2016, p. 148). Problems also occur within institutions as the risk of imprisonment increases. Young people are extremely susceptible to negative peer influences and show an increased tendency to identify themselves with prison subculture. The huge costs involved in rehabilitating juveniles by placing them in a secure facility at a drastically increasing rate of return to criminality after leaving prison is leading to financial disaster for the state. The US services have therefore understood that the focus of social rehabilitation activities design should be shifted to the local community[2]. The social rehabilitation objectives should be reformulated, starting with a change of mindset in which placement in a facility is the last resort, not the standard. Inclusion into society, not exclusion from the space of social life. Allowing/identifying the development and revealing the potential of a teenager while rejecting an approach based on the use of standardized/mass solutions. Personalization of the choice

[1] The functioning of organized crime groups in the United States, from the point of view of these considerations, has one characteristic feature – the division of gangs is often determined by the ethnic origin of their members. These groups are characterized by particular brutality and a wide operating area, and their participants are prosecuted by the judiciary. Prisons for adults and juveniles in the USA are overcrowded, and a significant percentage of imprisoned people are ethnically differentiated individuals, most often creating a criminal subculture also within the penitentiary institution. Taking these premises into account, it should be stressed that designing social rehabilitation activities without taking into account cultural factors would significantly reduce the quality of remedial actions.

[2] The United States is an example of many extreme and mutually exclusive approaches to work with juvenile offenders. From a strongly punitive punitive way of punishing to a very liberal one, sometimes even taking the form of social work rather than social rehabilitation. Balancing the direction of work with the youth is not easy, but not impossible. It seems that an intermediate version is to be a solution to the problem of moving away from the isolating punishment to corrective programs implemented in the local community. Such programs are characterized by varying degrees of intensity and duration of participation. The change in the approach to juvenile social rehabilitation has resulted in the development of various prevention programs implemented in the local community. This contributes to the increase in the participation of juveniles in the design of social rehabilitation activities, which increases their responsibility for the process. The implementation of the principles of differentiated social rehabilitation activities has contributed to the change of paradigm from "Nothing Works" to "What Works", which in its essence emphasized the legitimacy of using different therapeutic forms with different types of criminals, including juveniles.

of methods and means of education taking into account any factors that may constitute a resource, while minimizing risk factors[3]. The juvenile justice system is formed by a more or less integrated networked and collaborative authorities of public order protection (courts, police), public and private social rehabilitation agencies, non-governmental institutions and organizations dealing with children and adolescents at risk of social maladjustment or already being in conflict with the law. The aim of their activities is to maintain the entities in optimal functioning condition, understood as entering the path of development and taking on age-appropriate social roles, lack of (repeated) conflict with the law, but also to compensate victims and ensure the safety of the public (Barczykowska, Dzierzyńska-Breś, 2015, p. 31).

Department of Juvenile Probation – how does the system work?

The justice system distinguishes several categories of juveniles within the jurisdiction of the courts. It is therefore worth briefly discussing this classification when starting to consider the issue of juvenile social rehabilitation.

— *PINS – Persons In Need of Supervision* Young people under the age of 18 who do not attend school or who behave in a way that is considered dangerous or who is beyond the of control of a parent/guardian/ police officer/school or judge. PINS are usually accused of "status offenses", acts considered to be violations because of the offender's juvenile status (truancy, running away from home and drinking alcohol or taking other psychoactive substances).
— *Juvenile Delinquent* Young people over 7 and under 16 years of age who commit an act that would be a criminal offense if committed by an adult, but is not considered to be a criminal responsible for his/her actions because of his/her young age. However, he/she will be held accountable for his/her actions and will be tried in a family court.
— *Juvenile Offender* Adolescents aged 13, 14 or 15 who have committed a serious crime, tried before a criminal court.
— *Youthful Offender* Any youth found to be a youthful offender between 16–18 years of age and convicted. The court may grant the status of "youthful offender" in lieu of a conviction, thus reducing the sentence (In New York: An Overview of the Juvenile Justice System across the State, 2013, p. 5).

[3] It is also worth noting that not only the Americans have made a valuable contribution to the evolution of social rehabilitation systems in the world. The list of countries that have supplemented or introduced new solutions in this area may also include the United Kingdom. The system of prevention and support for juveniles, improved by the British, also deserves recognition. The common denominator combining reflection on social rehabilitation practice in these countries may be the multi-agency and decentralized nature of these activities (Wołyniec 2016, p. 93).

The 1978 Youthful Offenders Law provides that teenagers aged 16 and above may be prosecuted as adults if the offense qualifies as a crime with particular cruelty. In American practice, there is no clearly defined lower limit of criminal liability, because in many cases it is differentiated by the legal regulations in force in a given state (Farrington et al., 2004, p. 35). In New York City, the age category for a youthful offender is between 7 and 16 years of age. Educational measures for a child of the age indicated in the above range are slightly milder than those for a juvenile who, in exceptional circumstances, may be considered to be a child from 13 to 15 years of age[4]. Following recent legislative amendments, juveniles from the age of 17 will be tried as adults for crimes with special cruelty or exceptional social harm[5]. While the establishment of a lower limit for the legal liability of juveniles may lead to certain inaccuracies, the upper limit for the age at which a teenager ceases to function as a juvenile or adolescent in the legal system ends at the age of 21. Employees of New York social services have at their disposal, within the framework of the catalog of institutional forms of activities in the field of juvenile justice, a number of alternative solutions aimed at stopping young people from identifying themselves as criminals.

It is considered a very important fact that the proposed assistance activities are based primarily on activities undertaken in the local community. A detailed discussion of the influence of the cultural and social perspective in the process of formulating identity of an individual (including deviant identity) can be found in the works of Marek Konopczyński. The cultural and social perspective assumes that in personality dimensions man is constructed by influences of a wider cultural circle and socialization influences of a narrower cultural circle. The product of culture and socialization mechanisms are patterns, norms and values that have a fundamental impact on human functioning both in internal (psychological and axiological) and external (social attitudes and behaviors) categories, (Konopczyński, 2013 p. 77–78). Wiesław Ambrozik stresses that the current social rehabilitation activities focus mainly on the correction of behavior or therapy for an individual, without any particular immersion in the biographical and environmental context of unfavorable conditions and social relations in which a person grew up (Ambrozik, 2016, p. 160).

In the American legal system, not only the age, but also the gravity of the crime committed and even the criminal biography may determine the categori-

[4] https://www.nycourts.gov/courts/nyc/family/faqs_juvenile.shtml [accessed: December 5, 2017].

[5] ttps://thinkprogress.org/new-york-will-no-longer-prosecute-16-and-17-year-olds-as-adult-criminals-d0d6b9019677/ [accessed: December 10, 2017]. In April 2017, New York MPs increased the age of legal responsibility for juveniles. Under this regulation, all cases of more serious crimes involving juveniles under 17 years of age will be referred back to family courts by October 2018, and from October 2019 all persons under 18 years of age will be tried as juveniles. Until 2016, in special cases, young people aged 16 were treated by the court as adult offenders. It was understood, however, that such a harsh approach to punishment in the case of adolescents contributed to the deepening demoralization and contradicted the cognitive abilities of adolescents.

zation of the offender. The classification of juvenile offenders and the resulting consequences are reflected in the official procedure, influencing first of all the course of the investigation and the degree of intensity of the proposed social rehabilitation activities. Differences can be seen from the outset and concern the competent judicial authority dealing with the case[6]. This can be a family court or a criminal court. In the case of a child recognized as a juvenile, the family court will have jurisdiction, in cases involving juvenile offenders, the criminal court will have jurisdiction. The American legal system is extremely strict, especially with regard to adults, and the legal responsibility of a juvenile who is considered to be of legal age can therefore result in a much heavier sentence being imposed than would be the case in a family court.

The procedure for instituting proceedings against juveniles starts in several ways. Most often, the whole process is opened up by an incident of arrest by the Police. If a child is arrested, the Police Officer may process the case in a few different ways[7]. The Police may decide to release the child directly to the parents or other legal guardians. At this stage, the Police Officer hands a so-called **Family Court Appearance Ticket** to the legal guardians, which sets a date for a meeting with the probation officer. This employee is responsible for any further necessary steps to prevent the child from behaving inappropriately again. In addition, the Police Officer has the right to bring the juvenile directly to the family court or to the criminal court, where the judge himself/herself will decide on the course of action. In this case, the juvenile remains in the ACS detention center until the first hearing. There a child is subject to appropriate/preliminary probation actions and, if the judge so agrees, may then be sent back to the parents or, where appropriate, may stay in detention until the end of the trial.

Working with juveniles in an open environment – examples of alternatives to placement facility care

Family Assessment Program (F.A.P.)

Every family can get help from the Family Assessment Scheme (F.A.P.)[8] provided by ACS at the Family Courts. A child under the age of 18 who does not attend school or behaves in a dangerous or uncontrolled way. He/she often argues with his parents or legal guardians and rebels against teachers at school. He/she may

[6] With reference to the slogan "adult crime, adult time", young people who have committed serious crimes will be treated as adults. This approach to punishment, without taking into account the age of the perpetrator and focusing on the gravity of the crime committed, has resulted in more severe penalties for juveniles.

[7] https://www1.nyc.gov/site/acs/justice/juvenile-justice-process.page [accessed: December 15, 2017].

[8] https://www1.nyc.gov/site/acs/justice/family-assessment-program.page [accessed: December 15, 2017].

be considered a Person In Need of Supervision PINS. Almost all PINS proceedings are heard in the family court. There is a possibility that PINS proceedings may be settled out of court through the Family Assessment Program (F.A.P.), which is run by the ACS and the New York Department of Probation[9]. F.A.P. provides support to families struggling with everyday challenges, contributing to strengthening the role of the family, reducing conflicts and creating a climate of trust among family members in establishing cooperation with local social institutions. It helps families cope with problems such as a child running away, skipping school or disruptive behavior without having to go to court. F.A.P. staff can redirect families to a wide range of therapeutic options such as crisis intervention, mediation, family counseling, substance abuse services, domestic violence programs, anger management programs, mental health services (Shubik et al. 2005, p. 5).

Alternatives-to-Detention

Alternatives-to-Detention (ATD) allow young people with ongoing legal proceedings to undergo social rehabilitation in the community instead of in prisons. ACS manages two ATD programs: **QUEST and Way Home**[10]. The first one is located in Queens and provides ATD services for with cases in the family court in the New York area. If necessary, young people receive counseling, career counseling, help in recovering or maintaining their mental health. In extreme cases, both young people and their caregivers, when they need a break from each other and/or need help resolving their conflicts, can use the so-called **Respite** option, which lasts up to a maximum of 21 days. During this time, the juvenile stays in a non-secure placement located in the borough where he/she lives.

Way Home is a home-based treatment program designed to work with families that are unwilling or unable to provide a home to the youth while a juvenile delinquency case is pending. Families are able to strengthen their skills and reduce conflicts through family team conferencing, intensive therapy and, where appropriate, the aforementioned 21-day Respite services. Way Home is available for youth who have juvenile delinquency in Queens or Brooklyn Family Court.

Alternatives-to-Placement: Juvenile Justice Initiative (JJI)

The hearings with the participation of the juveniles subject to the proceedings are reminiscent of those taking place in the courtroom for adults. During such hearings, the judge acquaints himself/herself with the circumstances in which the act was committed, the evidence, the criminal record of the juvenile, his/her attitude towards the act committed. He also listens to what the prosecutor, the

[9] https://www.nycourts.gov/courts/nyc/family/faqs_pins.shtml [accessed: December 15, 2017].

[10] https://www1.nyc.gov/site/acs/justice/alternatives-detention.page [accessed: December 1, 2017].

defender of the juvenile, all other potential actors involved in the event and the defendant himself/herself have to say about the crime. There is also a probation officer in the courtroom who, after the trial, passes on the findings of the verdict to the relevant services. The judge, after examining the details of the case file, may give a verdict about the decision to dismiss the charges or commit to certain actions (good behavior, regular school attendance, taking timely tests to detect psychoactive substances) and/or in combination with the supervision of a probation officer. A judge also has the right to oblige a juvenile to participate in a selected social rehabilitation program within the scope of the aforementioned **Alternatives-to-Placement (ATP**) approach. The so-called alternatives to placement include educational programs implemented in the local community – the **Juvenile Justice Initiative (JJI)** and redirecting under the supervision of a probation officer. It is an extremely intensive form of support, provided in the local community, both to juveniles and their families. This program is distinguished by the possibility of contacting the caregiver of a given family at any time of day or night and the possibility of specialists visiting the home of a given child even several times a week. The frequency of such meetings depends on the teenager's needs and the needs of individual family members. The forms of support provided include, among others, teaching of parents, providing advice on mental health promotion, undertaking therapeutic work with addicts and overcoming school difficulties. Differentiation of the probation actions takes place at the very beginning of the design of the social rehabilitation process by categorizing the juvenile case to a specific probation level and the scale of conducted actions.

— *Level 1*: One meeting per month for the first six months combined with eligibility for the relevant program. It is also possible to have two preventive meetings or two phone calls per quarter.
— *Level 2*: Two meetings per month for the first six months combined with eligibility for the relevant program. Also six additional meetings per quarter (phone calls or field visits). At least one visit to the house.
— *Level 3*: It starts with six personal meetings and eight preventive meetings per month. The frequency of visits can be gradually reduced by contact levels 1 and 2 (In New York: An Overview of the Juvenile Justice System across the State, 2013, p. 19).

In the United States, 2,458 social rehabilitation institutions operate for juveniles. The management bodies are state-owned (state, local), and private entities. Particular institutions differ in the scale of conducted interactions, characteristics of clients and the degree of isolation. Taking into account the above criteria and reservations, the following are distinguished:

— nonresidential day treatment alternatives,
— non-secure juvenile residential facilities focused on conducting social rehabilitation activities,

— secure juvenile residential facilities with a high level of security, which in addition to the social rehabilitation function, also serve a protective function for society (Barczykowska, Dzierzyńska-Breś 2015, p. 34).

Programs implemented under Juvenile Justice Initiative:

— *Pathways to Excellence, Achievement and Knowledge (PEAK)* – a day and evening program for young people who have been expelled from school. Combined the programs that the teenager is covered by.
— *Advocate Intervene Mentor (AIM),* which is the provision of social skills trainer care to young people. The trainer/caregiver contributes to the development of links between the individual and the local community.
— *Every Child Has an Opportunity to Excel and Succeed (ECHOES)*. It uses the coaching model to create a positive relationship between young people and adults and to improve the social and emotional competences of the individual (In New York: An Overview of the Juvenile Justice System across the State, 2013, p. 20).

Neighborhood Opportunity Network NeON, i.e. social rehabilitation in an open environment and an example of a multiagency system of social rehabilitation activities

NeON is a network of cooperating entities such as social organizations, government agencies, local companies and community residents. The effort of these social actors is focused on linking probation clients from given community with the opportunities, resources and services of their local environment. The NeON Initiative was launched by the New York Department of Probation in August 2011. As a decentralized, community-based probation approach that is tailored to the unique needs of boroughs with a large number of probation clients. The NeON project is designed for medium- and high-risk clients and its design is firmly rooted in the principles of community investment in social forces based on the idea of restorative justice. This approach of social reintegration of people in probation has led to the creation of a network of NeON facilities in five major boroughs of New York City. The location of the facilities in each of the five boroughs enables the probation officers to work directly with the client in his or her local community. It has also resulted in the development of formal and informal forms of social control to prevent crime and repeat offending (e.g. implementation of a formal peer mentoring program or involving the client's family in the process of corrective action); identifying and responding to the social needs of criminals and society (through measures such as drug treatment programs, graduation classes and assistance in obtaining health insurance); and promoting redress for victims and communities devastated by crime. Working in boroughs of persons under probation, probation officers have more opportunities to establish meaningful partnerships with local leaders, service providers, employers and the police.

In a sense, neighborhood becomes a client together with the probation client (McGarry et al., 2014, p. 1). The NeON initiative sets out three main elements for effective supervision: client's involvement, networking with local organizations and community involvement.

— Client's involvement. Improving the way in which officers interact with each client is the basis for client's involvement. NeON employees have been trained in various techniques for improving interaction with clients. One such technique is motivational interviewing – an organized form of communication that leads the client to reveal things and people that are important to him/her, and then it is based on engaging the client in setting and achieving goals in treatment and supervision. Probation officers are required to find resources and services that will relate to minimizing the risk of repeat offending by the client, according to a statistically established tool for risk and needs assessment.
— Local networking. NeON employees build a local network by making field visits to local social institutions. The creation and deployment of NeON premises, co-located with selected institutions, also helps to build this local network and facilitates the meeting of probation officers with clients.
— Community involvement. Community involvement takes place through meetings with elected officials, community leaders, local companies and religious and academic institutions in all locations. As part of these efforts, each NeON client creates his or her own stakeholder group. These groups usually meet monthly and consist of various community members including residents, faith-based organizations, local members of neighborhood associations, social activists, and in some cases former or current probation clients and their family members. The composition of stakeholder groups varies from center to center, but everyone acts as a resource for probation officers as well as a customer support group during the probation period (McGarry et al., 2014, p. 3–4).

NeON's approach is a change in both the place and the way in which care services are provided – one that emphasizes the "bunker mentality" of the probation and puts community involvement first as a means to the success of the client (Fox A., Lockhart G., 2011, p. 20). It is not just about creating offices that are much closer to where people under probation actually live and work, although this is very important. It is also about linking them to their closest partner organizations that can help them find work, continue education, improve health and strengthen their families and neighborhood (McGarry et al., 2014, p. 3).

Review of selected social rehabilitation programs taking into account the intensification of the proposed forms of action

Young Man's Initiative

The program was established in August 2011. It assumes increasing the educational opportunities of culturally and ethnically diverse youth, who additionally have problems with the law or exhibit behaviors characteristic for demoralization. It works like a school where men are teachers. The choice of gender of teachers was deliberate. Young people often come from dysfunctional families where the male pattern has been severely distorted. Men's teachers are often the first positive image of a man in the lives of teenagers attending classes. At the same time, they "re-shape" the image of a bad father, with whom children often associate male representatives. YMI has developed programs such as **AIM: Advocate Intervene Mentor**[11], an Intensive Mentoring and Support Program for young people during the probation period. The participants are cared for by qualified mentors which offer them support and create many situations conducive to the integration of the client into local social institutions. The age of the participants is 13–18. The type of person eligible for the program is a young person from a high-risk group, with recurring legal problems or who has participated in previous programs and has been admitted to the AIM because of insufficient involvement in previous editions of the program. Each AIM participant is paired with a mentor, who acts also as a therapist. Each mentor cooperates with no more than four young people at the same time and is available to young people and their families 24 hours a day, 7 days a week.

Arches-Transformative Mentoring[12] is a mentoring program that helps young adults aged 16–24 years to transform the attitudes and behaviors that have led to their criminal activity. The program is designed to help clients of probation centers escape judicial supervision by re-engaging them in education, work and community reintegration. The main components are a group process in which members provide support for each other and a curriculum implemented by appropriately trained mentors.

Cornerstone Mentoring, the basis of the program is to help students to go from primary to secondary school and junior high school, up to high school. The participants meet every week in order to make up for their educational backlog and conduct group interviews. During the classes numerous skills are developed,

[11] http://www.nyc.gov/html/prob/html/young_men/aim.shtml [accessed: December 10, 2017].

[12] http://www.nyc.gov/html/prob/html/young_men/arches.shtml [accessed: December 10, 2017].

such as reading poetry and trying to create one's own, tutoring, home help, preparation for high school and college tests, mathematics clubs, photography, recreational activities (dancing, wrestling, boxing, football, basketball and others), healthy eating and lifestyle, chess, martial arts, programming.

Pathways to Excellence, Achievement, & Knowledge (PEAK) – this is a targeted education. The NYC Department of Juvenile Probation cooperates with two local schools and two non-profit organizations to provide an intensive program that provides all-day and year-round support to participants. The program is open to young people between 15 and 18 years of age, in particular those who have been given an alternative to placement in a facility with a clear indication of their right to take part in the program; or those juveniles who have violated the conditions for deferring their sentence; or those who have been arrested again. The PEAK model is characterized by close cooperation between the Department of Juvenile Probation and the Department of Education with particular experience of working with high-risk students and a community-based organization (CBO). When the school is in session, PEAK will operate during school hours, as well as after-school and evening hours from 3 pm to 8 pm, five days a week. The PEAK programs combine the enrichment of the educational offer with therapeutic and behavioral resources.

ECHOES (Every Child Has an Opportunity to Excel and Succeed) is a program for a group of high-risk young people registered in a family court. By participating in the program, young people will continue to live in their communities. They have a duty to see their probation officers four times a week. The probation officers will act as trainers of social skills to strengthen social and emotional skills. ECHOES partners work with civil society organizations to help young people enter the labor market. The program is an alternative to being placed in a correctional facility and enables its clients to become engaged in paid internships to prepare for the profession and to support a suitably trained trainer of social skills. Eligible participants are probation clients aged 14–18 who have received a judge's ruling from the family court and are at risk of being sent to a secure facility. The program represents the highest level of supervision of juvenile offenders by probation services and has three main objectives: to establish a relationship with an adult using a life coaching model, to increase social and emotional competences and to increase the chances of taking up a professional position in the labor market. The ECHOES program as a whole has three levels.

— The basic level at which the contract with the participant is signed together with the team meeting, which determines the individual action plan for the juvenile (Schiraldi, 2013, p. 30)[13].

[13] Such a plan is to strengthen teenage competences in the following areas: education and employment; community programs; social responsibility; pro-social activity; family relationships; behavior.

— Supra-basic level. The participant starts a paid internship at two selectable apprenticeship venues: as an assistant at the sports venues or as a customer service representative. He makes $7 to $15 an hour. At the same time, the probation officers/trainers in charge set up meetings with the mentee, in which appropriately trained volunteers also take part. The aim of the meetings is to discuss with the mentees their problems, goals, challenges and difficulties that have arisen during the week.
— Advanced level. The participant qualifies for a 20-hour paid internship of 3 days a week. The probation officers/trainers collect information from the workplace about their behavior and commitment. The vocational counselor helps in the development of other necessary professional qualifications, and the social skills trainer meets the juvenile face-to-face and implements the previously established individual work plan.

The Harlem Justice Community Program (HJCP) provides young adults, aged 16–24 living in the Harlem district, with deferred sentences, with a chance for gaining work experience, further education and build relationships in their communities. During a one-year-long program, participants have the opportunity to create a professional portfolio and participate as a volunteer in social benefit projects, participate in literacy and education courses and participate in social skills workshops. At the same time, participants receive a scholarship and do not need to be in custody.

Cure Violence[14], a program to prevent violence in high-risk communities with high levels of armed violence. The strategy uses the experience of young men (usually former gang members) as "messengers". Municipal organizations (CBOS) take care of the training of employees from various institutions. Appropriately trained staff intervene in conflicts through mediation and encourage young people to resolve disputes without violence. It also helps to deal with the loss of a loved one shot in a gang bust. Field workers offer the highest risk youth solutions to discourage them from living in the streets by implementing a plan to reduce risk factors and integrating local communities supported by facilities from local communities.

Conclusions

Analyzing issues related to juvenile social rehabilitation described on the basis of experiences of New York social services representatives, a clear tendency to

[14] https://bronxconnect.org [accessed: November 8, 2017]. The program is being developed by the dynamically operating non-governmental organization "Bronx Connect". Its main goals are to help young people, especially the African-American community, to get out of gangs, minimize the risk of recidivism, and target prevention activities in the local community.

invest in a system of prevention and social support in local communities can be observed, developing a network of institutions in communities threatened by social marginalization processes. In a society such as the United States, particular attention should be paid to the cultural and racial diversity of its citizens. Looking at the statistics, it is clear that the representatives of the African-American and Latin American populations are in most cases the beneficiaries of the social rehabilitation. They are residents of New York City boroughs characterized by high rates of crime and poverty. The fact that institutional social rehabilitation is not delivering the expected results is made clear by the rate of recidivism, which is certainly not decreasing, and by the overcrowded prisons. The social reintegration of offenders, especially juveniles, within the local environment has many advantages, which are described in detail in this article. The implementation of solutions used by Americans may open up a space for designing social rehabilitation actions that are more integrated with the local communities of many Polish districts. In addition, the impressively diverse range of possible forms and methods of working with people in the probation period may inspire the development of highly personalized juvenile social rehabilitation programs in Poland.

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