

Stockton California

Marshall Plan

A Violence Reduction Strategy

David Bennett Consulting

in association with

Donna Lattin

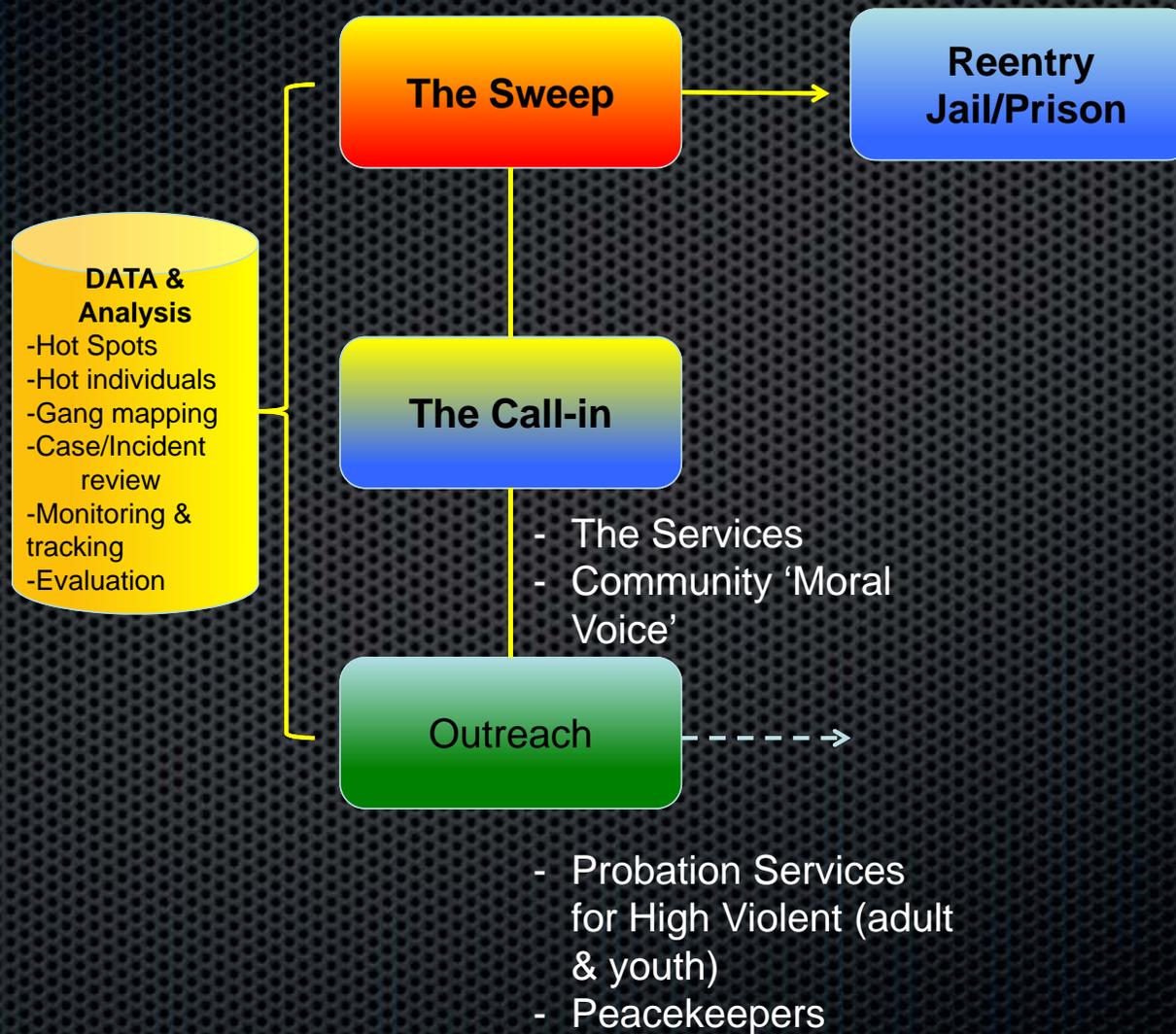
8 February 2013



RECOMMENDATIONS

Our first recommendation has been funded by the City and is under development ...

Operation Ceasefire



The Stockton Violence Reduction Plan

1. Stop Violence: Ceasefire-like Models
2. Interrupt Violence
3. Change the Norms / Reclaim the Neighborhoods
4. Address Non-group Violence
5. Capability to Identify High Risk / Violent Individuals
6. Prevent Violence
7. Address Trauma
8. Ensure System Capacity to Respond to Violence
9. Create a fair, humane and evidence-based System
10. Sustain Violence Reduction Efforts

A Good Foundation From Which to Build

- Evidence-based Probation & Mental Health
- Progressive Police Chief
- Sherriff incorporating evidence-based practices
- New law enforcement collaborations
- Funding for new initiatives: Ceasefire, Violence Court, Violence Probation Unit, Warrant Task Force, etc.
- A superb Victim Services Program
- SJCOE - A culture of innovation
- Community Initiative - Ceasefire Lifeline
- Excellent Community, Court, and University prevention programs
- Involved business community
- Politicians with passion to fix problem

The Roundtables

(What We Heard from You)

- People Change People ... It's all about relationships
- We need to better coordinate our services
- Sharing Information – We must address the 'digital divide'
- Schools need help connecting kids in need with services (A Principal)
- We need to establish mentor programs
- We need Community Ambassadors
- We need a coordinated, neighborhood level response to homicide

Stop Violence - Hot Persons

(Boston Re-entry Initiative)

	Hot Persons	Hot Places	Hot Situations
Stop Violence			
Prevent Violence			
Build Capacity			

- Target Most serious violent offenders
 - 18 - 32 years old
 - Chronic firearm & violent histories
 - Gang involvement
 - Returning to high crime neighborhood
 - High Risk
- System/Community Panel delivers message
 - DA
 - Probation & Parole
 - Community Service Organization(s)
 - Faith Community
- Family member meets inmate at release
- Follow-up: 18 months
- * **30% reduction** in violent offending at 3 years (Braga et al. 2009)

Reducing Probationer Failure (The HOPE Program)

	Hot Persons	Hot Places	Hot Situations
Stop Violence			
Prevent Violence			
Build Capacity			

Get out ahead of failure

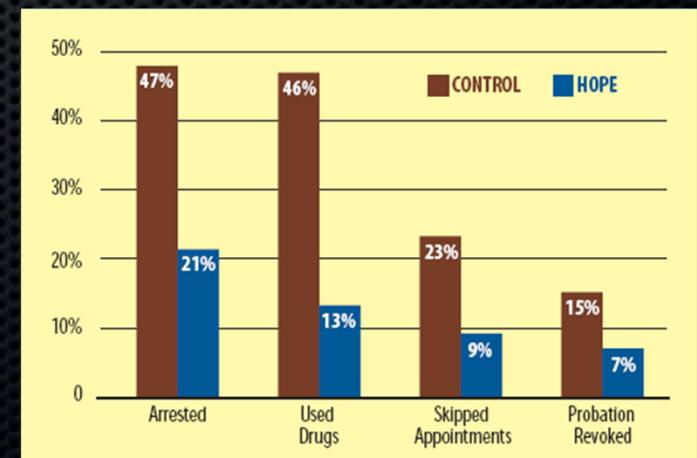
- Target most difficult High Risk probationer, including violent, domestic violence, & sex offenders

Judicial Warning Hearing:

- Communicate rules, consequences, & encourage compliance
- Monitor & make treatment available (random drug tests)
- Swift but short Jail sanctions

Outcomes:

- Significant reductions in drug use & re-arrest



Hot People – Seriously Mentally III

	Hot Persons	Hot Places	Hot Situations
Stop Violence			
Prevent Violence			
Build Capacity			

- Mentally ill are involved in 4% of violent crimes
- 11 times more likely to be victims of violence
- Targeted Prison Re-Entry with wraparound services achieves significant reductions in violence & crime

Stop Violence – Hot People

	Hot Persons	Hot Places	Hot Situations
Stop Violence			
Prevent Violence			
Build Capacity			

- Ceasefire (35 - 55% reduction)
- Ceasefire Re-entry (35%+ reduction)
- Probation HOPE (27% reduction)
- Seriously Mentally Ill Offender Program (reduction)
- Family unit Probation for multi-generational violent families

Hot Places – Blight & Disorder (Cincinnati Neighborhood Enhancement Program)

	Hot Persons	Hot Places	Hot Situations
Stop Violence			
Prevent Violence			
Build Capacity			

Coordinated 90-day disorder blitz

- Target Hot Spaces (crime, code violations, disorder calls, indicators of blight)
- Identify local stakeholders (City & Community Team)
- Create list of improvements (crime prevention information, neighborhood cleanups, code enforcement, vacant property inspection, etc.)
- 90-day follow-up and closeout press conference / 1-year follow-up



Cincinnati Neighborhood Enhancement Program Outcome:

- Reduced crime in focus areas up to 3 years after implementation of Strategic 90-day Disorder Response

Hot Situations

(Hospital Response Program)

	Hot Persons	Hot Places	Hot Situations
Stop Violence			
Prevent Violence			
Build Capacity			

- Peer-based hospital intervention program for violently injured youth
- Goals:
 - *Reduce Retaliation*
 - *Reduce re-injury*
 - *Decrease arrest rates*
- Outcomes 50% + reductions in violence

Hot Situations (Hospital Response Program)

	Hot Persons	Hot Places	Hot Situations
Stop Violence			
Prevent Violence			
Build Capacity			

“Without this program family & friends means retaliation. They stand by the bed of someone who is shot and make a plan to go get the guy who put him there to show how much they respect him.” (Sherman Spears, co-founder of Caught in the Crossfire Program)



Images: <http://www.youthalive.org/caught-in-the-crossfire/>

High Risk Persons - Prevention

	Hot Persons	Hot Places	Hot Situations
Stop Violence			
Prevent Violence			
Build Capacity			

- Youth Accountability Board + Mentors
- High Risk Afterschool program + Mentors (Becoming a Man Program)
- Expanded opportunities (Youthbuild + Business Mentors)



Prevent Violence

Oregon High Risk Youth Prevention Program

	Hot Persons	Hot Places	Hot Situations
Stop Violence			
Prevent Violence			
Build Capacity			

- ID High Risk
- Entry point: School /Juvenile Justice (60 / 40%)
- Offer range of programs
- Most effective interventions:
 - Mentors
 - School engagement
- Increased recidivism when targeting low risk

Prevent Violence - High Risk Situations (Address Trauma)

	Hot Persons	Hot Places	Hot Situations
Stop Violence			
Prevent Violence			
Build Capacity			

- Boys with an incarcerated father are 40% more likely to act out aggressively
- Chronic stress can affect brain development and the immune system.
- Chronic stress can create a state of 'High Alert'
- Research
 - *Sensitive and supportive care-giving can buffer the effects of stress*

A Targeted System-Based Violence Reduction Strategy

	Hot Persons	Hot Places	Hot Situations
Stop Violence	<ul style="list-style-type: none"> - Ceasefire - Ceasefire (Re-entry) - Mentally Ill Re-entry 	<ul style="list-style-type: none"> - Outreach Workers - Ceasefire/Lifetime 	<ul style="list-style-type: none"> - Hospital Response
Prevent Violence	<ul style="list-style-type: none"> - Prevention Program - Mentors + - School Aftercare - Youth Accountability Board 	<ul style="list-style-type: none"> - Neighborhood Disorder Reduction Teams - Neighborhood Ambassadors 	<ul style="list-style-type: none"> - Address Trauma
Build Capacity	<ul style="list-style-type: none"> - More Police - 'One Empty Bed' - Pre-Trial 	<ul style="list-style-type: none"> - Community Corrections Center (CCC) 	<ul style="list-style-type: none"> Philosophy - Do No Harm: - End Zero Tolerance - school - Re-examine juvenile remand

The Stockton Violence Reduction Plan

1. Stop Violence: Ceasefire-like Models

- ✓ Ceasefire
- ✓ HOPE Probation
- ✓ Ceasefire Re-entry

2. Interrupt Violence:

- ✓ Hospital-based peer intervention
- ✓ Street outreach workers (Peacekeepers)

3. Change the Norms / Reclaim the Neighborhoods

- ✓ 90-day Hot Spot Disorder blitz

4. Address Non-group Violence

- ✓ Seriously mentally ill re-entry
- ✓ Improve response to domestic violence

Violence Reduction Plan (continued ...)

5. Capability to Identify High Risk / Violent Individuals

- ✓ Develop Pre-trial risk tool (in-progress)
- ✓ Validate Probation risk tool
- ✓ Apply risk tool across the system (Courts, Jail, and Re-entry)
- ✓ Fund Police data software

6. Prevent Violence:

- ✓ Keep kids in school: Youth Accountability Board
- ✓ Attach high risk youth to supportive adults and opportunities (Becoming a Man Program; YouthBuild)

7. Address Trauma:

- ✓ Counseling + Mentors

8. Ensure System Capacity to Respond to Violence

9. Create a Fair, Humane and Evidence-based System

10. Sustain Violence Reduction Efforts

ENSURE CAPACITY TO
RESPOND TO VIOLENCE

System Capacity (Law Enforcement)

	Hot Persons	Hot Places	Hot Situations
Stop Violence			
Prevent Violence			
Build Capacity			

Support Dr. Braga's Recommendation for 2 Police Officers per 1000:

.Current - 344

.*Recommended* - 590

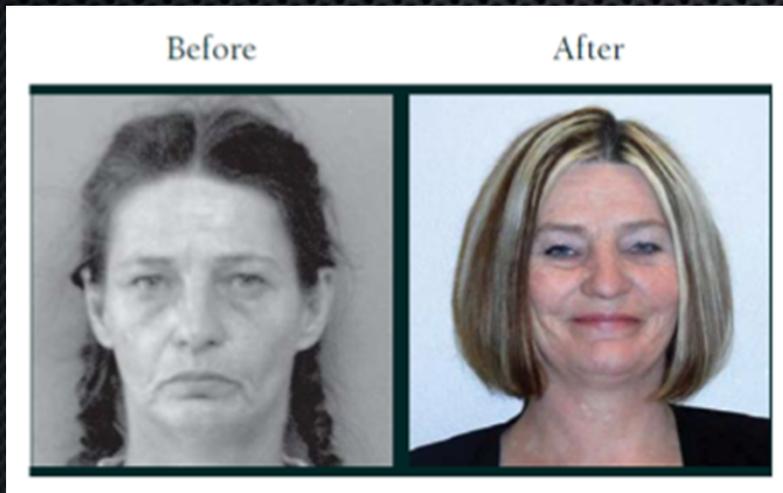
DESIGNING AN
EVIDENCE-BASED
CRIMINAL JUSTICE
SYSTEM

Creating an Evidence-Based System

Traditional System	New
▪ Punishment Focus	• Behavior Change focus
• Throw Wide Net / Zero Tolerance	• Targeted risk-based intervention
• Severe response	• Swift & short
• Sporadic & delayed responses	• Certain & immediate responses
• Focus on individuals	• Violence: Focus on groups
• Exit Custody without a plan	• Step-down from Jail/Prison with support
• Family & Community rarely involved	• Family & Community involved
• Jail overcrowding undermines System Integrity	• 'One Empty Bed' strategy

Step Violent Offenders to the Community from Custody (The Community Corrections Center – A New Paradigm)

- High Violent exit with job search skills, mentor, and continued treatment



Community Corrections Center (Success Rate)

- 87 percent of admissions successfully completed program
- Unsuccessful:
 - 9% rules violation
 - 3% walk away/escape
 - 1% new crime



Washington County, OR Jail

Jail Treatment Participants

(3 years before and 3 years after Jail treatment)

N = 940	Arrests	Felony Convictions	Person Convictions
Percent Reduction	45%	53%	61%

NOTE: A high percentage of the inmates also accessed the CCC

Policies that Support Better Offender Outcomes

- California's system is a failure
- One of highest prison return rates in nation (67.5% within 3 years)
- Realignment (AB 109): Let's not repeat failures of the State at the local level

Realignment Issues

- No change in Sentencing Policies
- Funding formula based on past use of Prison
- No outcome data required
- No State standards
- No provision for Pre-Trial Services

ENSURE CRIMINAL
JUSTICE SYSTEM CAN
DELIVER SWIFT &
CERTAIN
CONSEQUENCES

The Current System is Broken

- A 1-year sentence = 45 days in Jail
- High number of overcrowding releases
- Only 10% of inmates who start Jail treatment finish
- 47% probationers are on warrant status
- Majority of Jail beds are occupied by Pre-Trial defendants

System Integrity

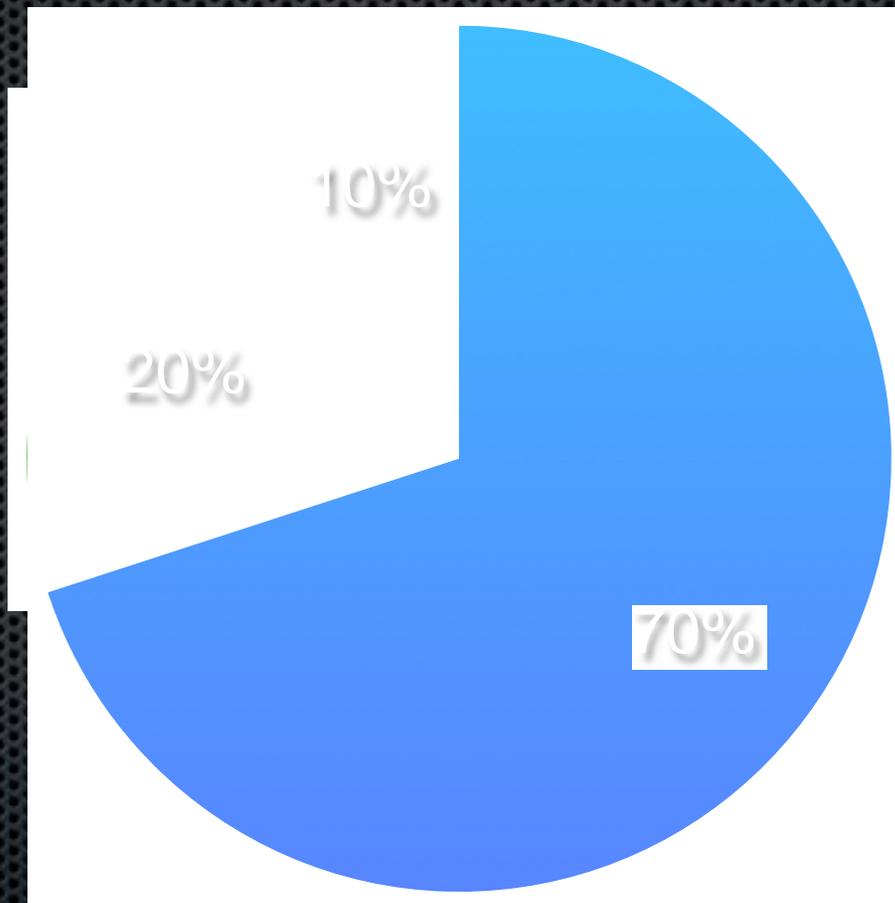
(*'The One Empty Bed' Strategy*)

- Fund Core Programs
 - Detox resources
 - Full-service Pre-Trial Program
- Create System Efficiencies: Same Justice Sooner
- Ensure Evidence-Based Policies: Realignment

System Integrity (Pre-Trial)

- Risk & violence should dictate release, not having \$\$ in pocket
- Need comprehensive Pre-Trial services program
- Goals: Violence protection, achieving 'One Empty Bed', and fair & equal justice

● Pretrial ● Post Trial ● Hold



DEVELOP CRIMINAL JUSTICE MASTER PLAN

Criminal Justice System Master Plan

- The Violence Reduction Plan should be part of a larger System Master Plan

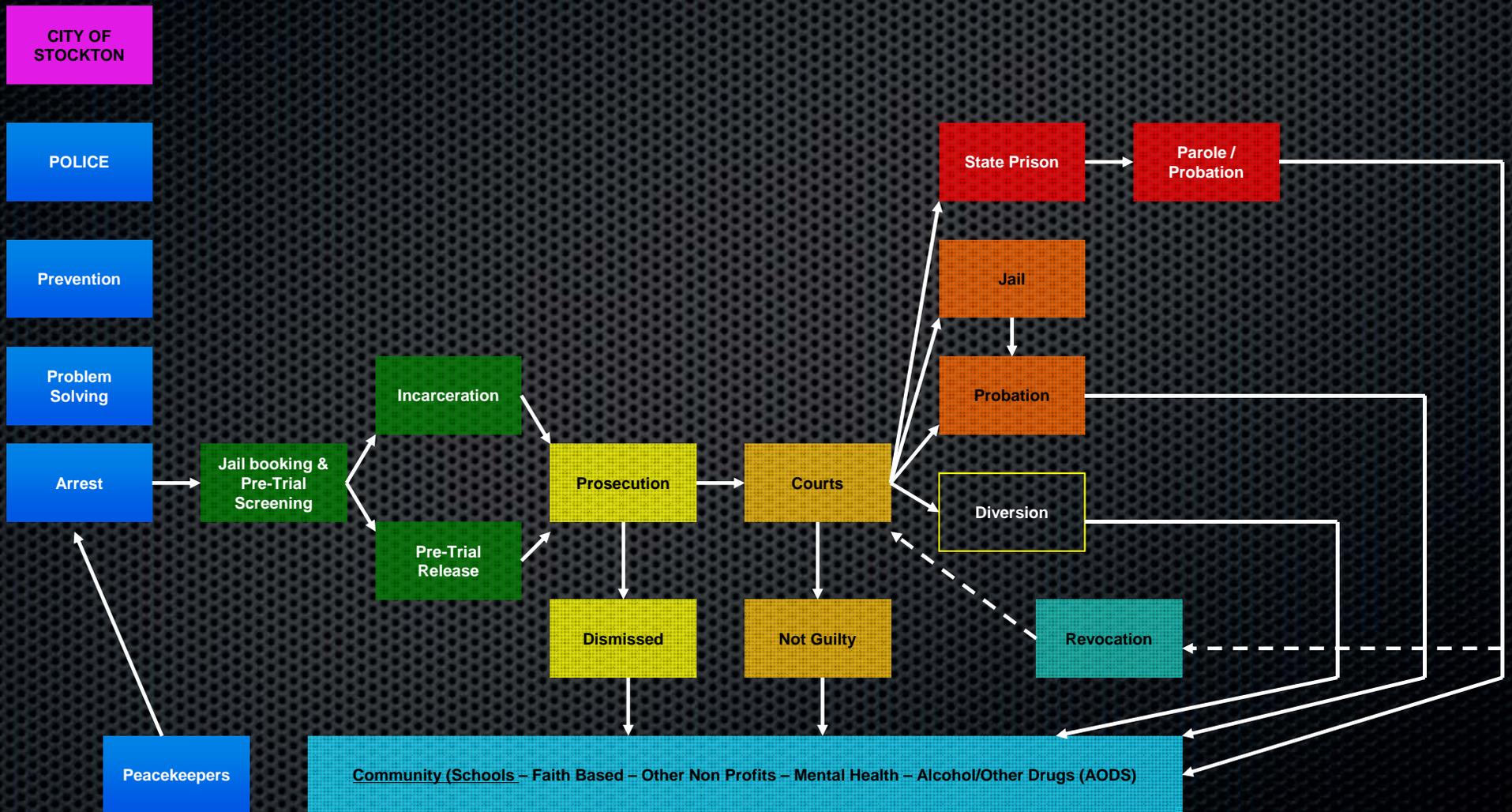
Data-Based Management of offenders across the criminal justice system

SUSTAIN VIOLENCE- REDUCTION EFFORTS

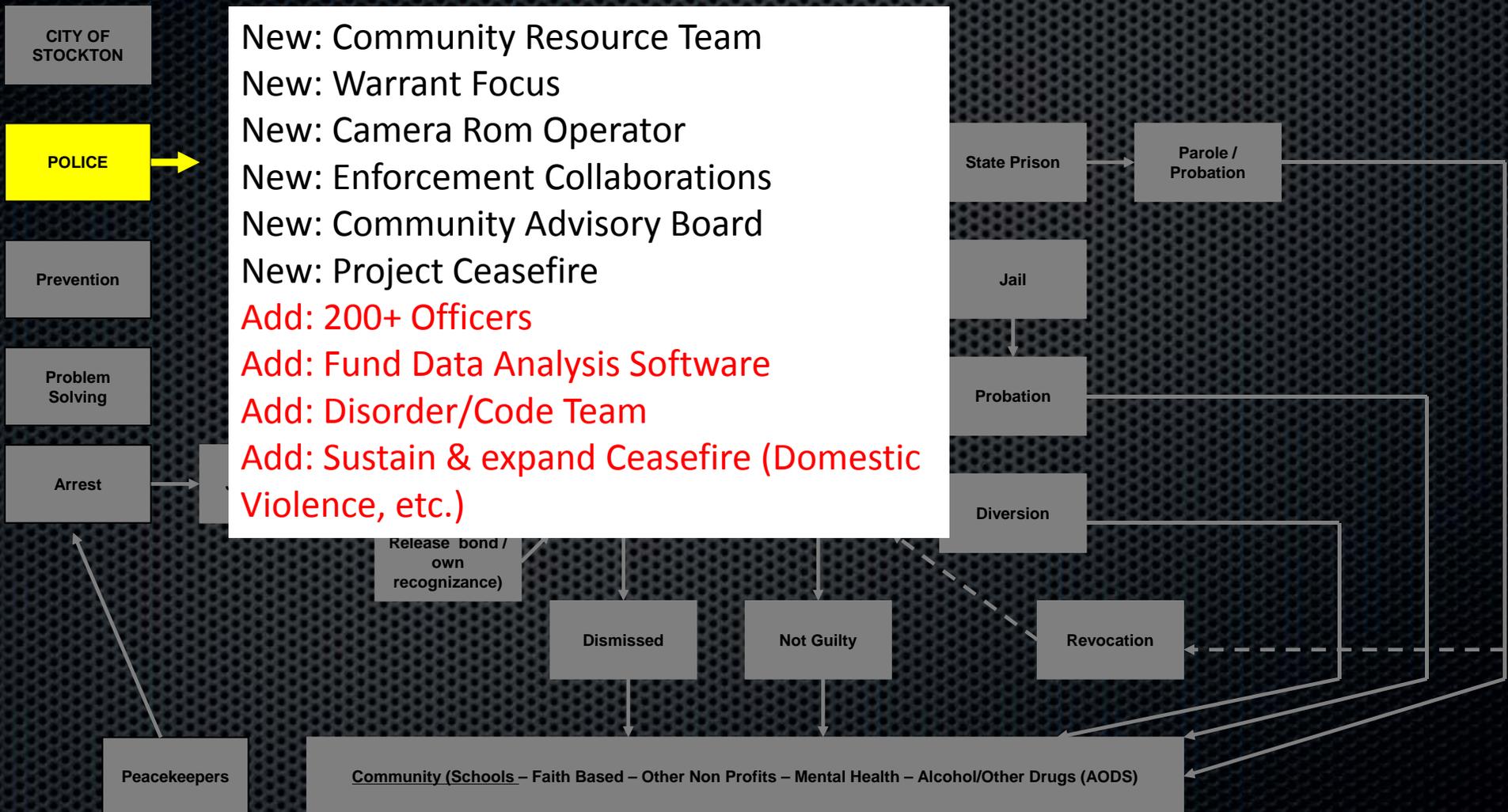
Create an Office of Violence Prevention

- Collect & analyze data
- Recruit & train outreach workers
- Recruit mentors
- Support Community blight reduction efforts
- Develop new crime education initiatives: involve youth

A Systems Violence Reduction Plan



A Systems Violence Reduction Plan



The Stockton Violence Reduction Plan

1. Stop Violence: Ceasefire-like Models

- ✓ Ceasefire
- ✓ HOPE Probation
- ✓ Ceasefire Re-entry

2. Interrupt Violence:

- ✓ Hospital-based peer intervention
- ✓ Street outreach workers (Peacekeepers)

3. Change the Norms / Reclaim the Neighborhoods

- ✓ 90-day Hot Spot Disorder blitz

4. Address Non-group Violence

- ✓ Seriously mentally ill re-entry
- ✓ Improve response to domestic violence

5. Capability to Identify High Risk / Violent Individuals

- ✓ Develop Pre-trial risk tool (in-progress)
- ✓ Validate Probation risk tool
- ✓ Apply risk tool across the system (Courts, Jail, and Re-entry)
- ✓ Fund Police data software

Violence Reduction Plan (continued ...)

6. Prevent Violence:

- ✓ Keep kids in school: Youth Accountability Board
- ✓ Attach high risk youth to supportive adults and opportunities (Becoming a Man Program; YouthBuild)

7. Address Trauma:

- ✓ Counseling + Mentors

8. Ensure System Capacity to Respond to Violence

- ✓ Add Police Officers
- ✓ 'One Empty Bed': Pre-Trial Services; Detox; System efficiencies

9. Create a fair, humane and evidence-based System:

- ✓ Community Corrections Center

10. Sustain Violence Reduction Efforts

- ✓ Office of Violence Prevention

What We've Done & Where We're Going - HANDOUTS

STOCKTON VIOLENCE REDUCTION PLAN

(The Marshall Plan)

RECOMMENDATIONS

- 1) **Stop Violence: Ceasefire-like Models**
 - ✓ Ceasefire
 - ✓ HOPE Probation
 - ✓ Ceasefire Re-entry
- 2) **Interrupt Violence**
 - ✓ Hospital-based peer intervention
 - ✓ Street outreach workers (Peacekeepers)
- 3) **Change the Norms / Reclaim the Neighborhoods**
 - ✓ 90-day Hot Spot disorder blitz
- 4) **Address Non-group Violence**
 - ✓ Seriously mentally ill re-entry
 - ✓ Improve response to domestic violence
- 5) **Capability to Identify High Risk / Violent Individuals**
 - ✓ Develop Pre-Trial risk tool (in-progress)
 - ✓ Validate Probation risk tool
 - ✓ Apply risk tool across the System (Courts, Jail, and Re-entry)
 - ✓ Fund Police data software
- 6) **Prevent Violence**
 - ✓ Keep kids in school: Youth Accountability Board
 - ✓ Attach high risk youth to supportive adults and opportunities (Becoming a Man Program; **YouthBuild**)
 - ✓ Develop a Family Probation Unit
- 7) **Address Trauma**
 - ✓ Counseling + Mentors
- 8) **Ensure System Capacity to Respond to Violence**
 - ✓ Add Police Officers
 - ✓ 'One Empty Bed': Pre-Trial Services; Detox; System efficiencies
 - ✓ Adequate prosecution & defense resources
- 9) **Create a Fair, Humane and Evidence-Based System: A New Paradigm**
 - ✓ Community Corrections Center
- 10) **Sustain Violence Reduction Efforts**
 - ✓ Office of Violence Prevention



STOCKTON VIOLENCE REDUCTION PLAN

(The Marshall Plan)

NEW INITIATIVES – Since start of Marshall Plan Project

- 1) **Stop Violence: Ceasefire-like Models**
 - ✓ Ceasefire
 - ✓ Warrant Unit
 - ✓ Community Response Teams
 - ✓ Gang Task Force
 - ✓ Police Camera Operations
 - ✓ Collaborative Sweeps & gun seizures
 - ✓ Violence Court
 - ✓ Probation Violence Unit
- 2) **Interrupt Violence**
 - ✓ Redirected Peacekeepers to focus on Street Outreach
- 3) **Change the Norms / Reclaim the Neighborhoods**
 - ✓ New Police Advisory Council
- 4) **Address Non-group Violence**
 - ✓ Expansion of crisis & support services (housing & treatment) for mentally ill
- 5) **Capability to Identify High Risk / Violent Individuals**
 - ✓ Pre-Trial risk tool development study initiated (National Institute of Corrections)
- 6) **Prevent Violence**
- 7) **Address Trauma**
- 8) **Ensure System Capacity to Respond to Violence**
 - ✓ AB109 funds dedicated to partial Pre-trial program expansion
- 9) **Create a Fair, Humane and Evidence-Based System: A New Paradigm**
 - ✓ City & County officials toured model Community Corrections Center in Oregon
- 10) **Sustain Violence Reduction Efforts**



NEXT STEPS ...

Einstein

Insanity: doing the same thing over and over again and expecting different results

Clint Eastwood (Super Bowl 2012)

".....It's half-time in America (Stockton)..... We find a way through tough times, and if we can't find a way, then we'll make one. All that matters now is what's ahead, how do we come from behind. How do we come together It's half-time America (Stockton) and our second half is about to begin."

Voltaire (Famous French Philosopher)

“No problem can withstand the assault of
sustained thinking.”

Deis (Nobody)

“No problem can withstand the assault
of sustained thinking and then sustained
execution”

Next Steps

- Written report and presentation to Project Sponsor (City Council)
- Conversation with community
- If okay, how does the City pay for it's role?
- Bankruptcy Check-In
- Execution (When & How)

