Stockton California

Marshall Plan

A Violence Reduction Strategy

David Bennett Consulting

in association with

Donna Lattin

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Our first recommendation has been funded by the City and is under development …
Operation Ceasefire

The Sweep

Reentry Jail/Prison

DATA & Analysis
- Hot Spots
- Hot individuals
- Gang mapping
- Case/Incident review
- Monitoring & tracking
- Evaluation

The Call-in

- The Services
- Community ‘Moral Voice’

Outreach

- Probation Services for High Violent (adult & youth)
- Peacekeepers
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)

- 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)

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 Ill

- 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
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)

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)

• 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)

“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)
High Risk Persons - Prevention

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

Images: http://www.youth-guidance.org/our-programs/b-a-m-becoming-a-man/
Prevent Violence
Oregon High Risk Youth Prevention Program

- 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)

- 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

<table>
<thead>
<tr>
<th>Hot Persons</th>
<th>Hot Places</th>
<th>Hot Situations</th>
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<td><strong>Stop Violence</strong></td>
<td><strong>Prevent Violence</strong></td>
<td><strong>Build Capacity</strong></td>
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<tr>
<td>- Ceasefire</td>
<td>- Prevention Program</td>
<td>- More Police</td>
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<tr>
<td>- Ceasefire (Re-entry)</td>
<td>- Mentors +</td>
<td>- ‘One Empty Bed’</td>
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<td>- Mentally Ill Re-entry</td>
<td>- School Aftercare</td>
<td>- Pre-Trial</td>
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<td>- Youth Accountability Board</td>
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<td>- Outreach Workers</td>
<td>- Community Corrections Center (CCC)</td>
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<td>- Ceasefire/Lifetime</td>
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<td>Philosophy - Do No Harm:</td>
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<td>- End Zero Tolerance - school</td>
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<td>- Re-examine juvenile remand</td>
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<td>Hospital Response</td>
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<td>Neighborhood Disorder Reduction Teams</td>
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<td>- Address Trauma</td>
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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

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)

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

<table>
<thead>
<tr>
<th>Traditional System</th>
<th>New</th>
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<tbody>
<tr>
<td>Punishment Focus</td>
<td>Behavior Change focus</td>
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<tr>
<td>Throw Wide Net / Zero Tolerance</td>
<td>Targeted risk-based intervention</td>
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<tr>
<td>Severe response</td>
<td>Swift &amp; short</td>
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<tr>
<td>Sporadic &amp; delayed responses</td>
<td>Certain &amp; immediate responses</td>
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<tr>
<td>Focus on individuals</td>
<td>Violence: Focus on groups</td>
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<tr>
<td>Exit Custody without a plan</td>
<td>Step-down from Jail/Prison with support</td>
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<tr>
<td>Family &amp; Community rarely involved</td>
<td>Family &amp; Community involved</td>
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<tr>
<td>Jail overcrowding undermines System Integrity</td>
<td>‘One Empty Bed’ strategy</td>
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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)

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<thead>
<tr>
<th></th>
<th>Arrests</th>
<th>Felony Convictions</th>
<th>Person Convictions</th>
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</thead>
<tbody>
<tr>
<td>N = 940</td>
<td>45%</td>
<td>53%</td>
<td>61%</td>
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**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
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

CITY OF STOCKTON

POLICE

Prevention

Problem Solving

Arrest

Peacekeepers

Community (Schools – Faith Based – Other Non Profits – Mental Health – Alcohol/Other Drugs (AODS)

Jail booking & Pre-Trial Screening

Incarceration

Pre-Trial Release

Prosecution

Courts

State Prison

Parole / Probation

Jail

Probation

Diversion

Not Guilty

Dismissed

Revocation
A Systems Violence Reduction Plan

New: Community Resource Team
New: Warrant Focus
New: Camera Rom Operator
New: Enforcement Collaborations
New: Community Advisory Board
New: Project Ceasefire
Add: 200+ Officers
Add: Fund Data Analysis Software
Add: Disorder/Code Team
Add: Sustain & expand Ceasefire (Domestic Violence, etc.)
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   ✓ 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
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

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   - 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

NEW INITIATIVES – Since start of Marshall Plan Project

STOCKTON VIOLENCE REDUCTION PLAN
(The Marshall Plan)
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)