Targeting High Risk Offenders: A Violence Reduction Strategy

STRATEGIC PLANNING REPORT FOR THE CITY OF OAKLAND HUMAN SERVICES DEPARTMENT OAKLAND UNITE PROGRAMS

Prepared by
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Agenda

- Policy Question
- Methodology
- Background
- Findings
- Recommendations
How does Oakland Unite refine its violence intervention models to target and serve those at **highest** risk for violence?
**Methodology**

**Focus Groups**
- 6 focus Groups
- Uncover Insights

**Municipality Comparison**
- 4 Interviews
- Identify Practices

**Literature Review**
- City Led Intervention Strategies
- Refine Models
2011 Crime Stats

- 104 Homicides
- 202 Rapes
- 3,365 Robberies
- 2,981 Assaults

2011 Crime Rate

<table>
<thead>
<tr>
<th></th>
<th>Oakland</th>
<th>U.S. Average</th>
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<tbody>
<tr>
<td></td>
<td>937.3</td>
<td>214.1</td>
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</tbody>
</table>
Situating Violence Over Time

Oakland, California

New Orleans, Louisiana

Baltimore, Maryland

Seattle, Washington

Introduction

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Recommendations
Oakland Unite
City of Oakland’s Violence Intervention Program

- Measure Z passed in November 2014
- Renewal of Measure Y passed in 2004
- City of Oakland Human Services Department
- 4 Strategies
  - Focused Youth Services
  - Family Violence Intervention
  - Young Adult Reentry Services
  - Incident/Crisis Response Services
Oakland Unite Breakdown by Strategy

- Focused Youth Services: 4301
- Family Violence Intervention: 609
- Young Adult Reentry Services: 1986
- Incident/Crisis Response Services: 2239

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Oakland Unite Success

**Oakland Unite Post Enrollment Arrest Rates**

- No New Arrest
- One Arrest
- Two Arrests
- Three Arrests
- Four Arrests
- Five Arrests
- Six Arrests
- Seven Arrests
- Eight Arrests

- Cohort 1
- Cohort 2
- Cohort 3
- Cohort 4

**Oakland Unite Post Enrollment Conviction Rates**

- No New
- One
- Two
- Three
- Four
- Five
- Six

- Cohort 1
- Cohort 2
- Cohort 3
- Cohort 4
Insights

THEMATIC ANALYSES

&

LESSONS FROM THE FIELD
What is Working?: System Integration

- Strategy Development
- Resource Allocation
- Data Sharing
- Coordination
- Case Management
- Juvenile Justice Transition
- Follow Up

Oakland Police and Probation Department

- Risk Assessment
- Follow Up

Oakland Unified School District

- Case Management
- Employment Services
- Crisis intervention Services
- Street Outreach

Oakland Department of Human Services

- Strategy Development
- Resource Allocation
- Data Sharing
- Coordination
- Case Management

Findings
Cross Cutting Themes/Findings

Case Management
- Crisis/Safety Planning
- Short-Term
- Client Attrition

Family/Environment
- Dysfunctional
- Intergenerational Crime
- Anti Social Peer Influence

Service Delivery
- Limited Housing Supply
- Low Employment Opportunity
- Access to Mental Health Services

Risk Assessment
- Low Educational Attainment
- Lack of work experience
- Mental Health and Trauma (abuse, distrust and fear)
Focused Youth Services

Onsite service provision reduces attrition

Partnerships help to fill service gaps

Prosocial Environments are critical to youth employment success
Providers have very limited support for housing

Case management is crisis response centered

Family relationships present challenges in service delivery
Risk Assessment is critical to service planning and delivery

Finding client interests is central to job placement

Clients often have a poor relationship with schools
Incident/Crisis Response Services

Case management is client-focused and involves families.

Coordination of resources is critical to effective service planning.

High Risk v. Over-Risk clients is an important consideration.

Poor academic outcomes create resistance to life skills training.
<table>
<thead>
<tr>
<th>Neighborhoods</th>
<th>Data Outcomes</th>
<th>Model</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cherry Hill</td>
<td>Number of Clients</td>
<td>Three sites in East Baltimore occupy a single office</td>
<td>Site Director</td>
</tr>
<tr>
<td>Elwood Park</td>
<td>In-Person Contacts with Participants</td>
<td>Cherry Hill is the only site in West Baltimore</td>
<td>Violence Prevention Coordinator</td>
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<tr>
<td>McElderry Park</td>
<td>Community Events Held - number of People attending each event</td>
<td>Uses survey data to capture attitudes about youth violence</td>
<td>Outreach Workers (4 per site)</td>
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<tr>
<td></td>
<td>Community Responses to Shootings</td>
<td>Participants meet with outreach workers 3 or more times per week for more than an hour</td>
<td>Outreach Supervisor</td>
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<tr>
<td></td>
<td>Incidents Mediated</td>
<td>- <strong>Job Placement</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Job Interviewing Skills</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Job Training</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- <strong>School or GED</strong></td>
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<tr>
<td></td>
<td></td>
<td>- <strong>Family Conflict</strong></td>
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- **Introduction**

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- **Recommendations**
# Chicago One Summer Plus Program

<table>
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<tr>
<th>Neighborhoods</th>
<th>Data Outcomes</th>
<th>Model</th>
<th>Funding</th>
</tr>
</thead>
</table>
| 1,634 Youth in grades 8<sup>th</sup> - 12<sup>th</sup> attending 13 high-violence Chicago Schools | • Randomized controlled trial to test impact of One Summer Plus program  
• Key Measures:  
  - Violent Crime arrests  
  - Drug Arrests  
  - Property Arrests  
  - Other Arrests  
  - School Attendance | • 8 week program  
• Youth are paid $8.25 per hour  
• Wraparound services  
  Youth are assigned job mentors that are expected to make job visits  
  - Social Emotional Learning Therapy  
• 1634 participants in three groups  
  - Jobs only  
  - Jobs and Social Emotional Learning  
  - Control Group | 3,000 per participant |
Recommendations

- **Leverage Schools**
  - Provide Support for After School Programs
  - Truancy Reduction Program
  - Onsite Service Delivery

- **Standardize Risk Assessment**
  - Service Planning for High Risk Clients
  - Train Providers on risk assessment tools
  - Integrate Wraparound Services for high risk clients

- **Neighborhood Hub Model**
  - Neighborhood Specific Service Delivery
  - Establish a commission with decision makers and community members
  - Network Referral Coordination

- **Fill Service Gaps**
  - Submit Foundation Grants
  - Participate in Federal/State Government Technical Assistance
## Analysis

<table>
<thead>
<tr>
<th>CRITERIA based on Scale (Low, Medium, High)</th>
<th>Efficiency</th>
<th>Effectiveness</th>
<th>Feasibility</th>
<th>Integration</th>
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</thead>
<tbody>
<tr>
<td>Leverage Schools</td>
<td>MEDIUM</td>
<td>MEDIUM</td>
<td>LOW</td>
<td>LOW</td>
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<tr>
<td>Standardize Risk Assessment</td>
<td>HIGH</td>
<td>LOW</td>
<td>MEDIUM</td>
<td>MEDIUM</td>
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<tr>
<td>Neighborhood Hub Model</td>
<td>MEDIUM</td>
<td>LOW</td>
<td>MEDIUM</td>
<td>LOW</td>
</tr>
<tr>
<td>Fill Service Gaps</td>
<td>LOW</td>
<td>HIGH</td>
<td>MEDIUM</td>
<td>MEDIUM</td>
</tr>
</tbody>
</table>

### Introduction

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#### Findings

#### Recommendations
## Conclusions

### Short-Term
- Standardize and Adopt a Risk Assessment
- Secure External funding to fill service gaps
- Increase support for After School Programs

### Long-Term
- Establish a Neighborhood Hub Model
- Implement a truancy reduction pilot program

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**Recommendations**
RECAP

Targeting High Risk Offenders
- Focus Groups
- Municipality Comparisons
- Literature Review

Service Delivery
- Leverage Schools
- Standardize Risk Assessment
- Neighborhood Hub Model
- Fill Service Gaps

Final Recommendation
- Standardize Risk Assessment
Thank You!

Q&A

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