

Targeting High Risk Offenders: A Violence Reduction Strategy



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

Prepared by
Corey Matthews
Graduate Student
Goldman School of Public Policy
University of California Berkeley

Agenda



- Policy Question
- Methodology
- Background
- Findings
- Recommendations

Policy Question and Intended Outcome

**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



Violent Crime in Oakland, California



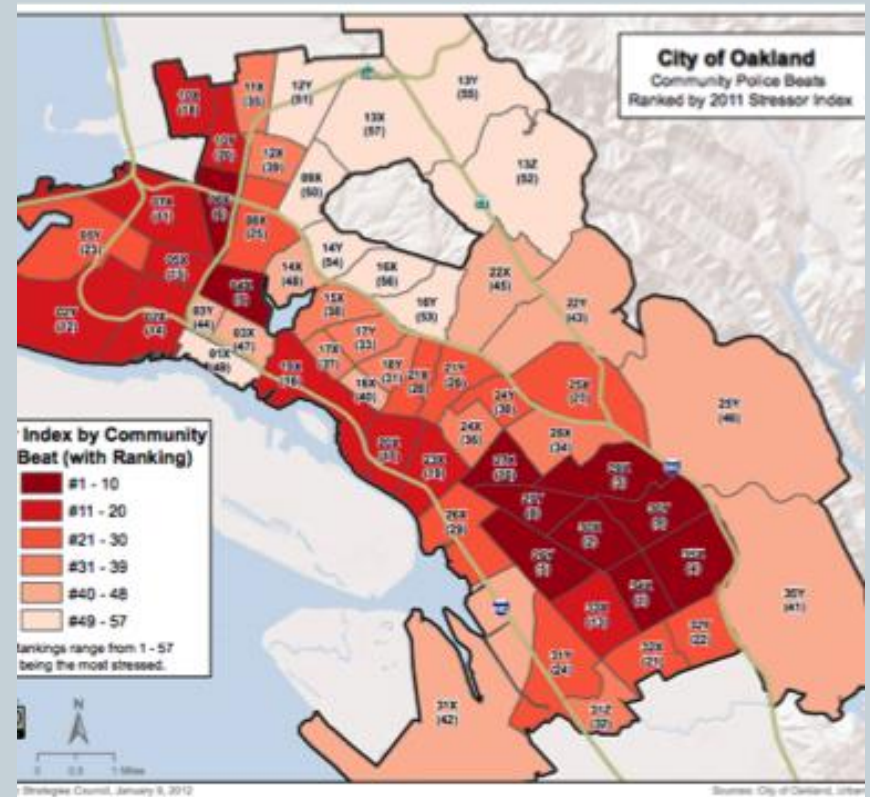
2011 Crime Stats

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

2011 Crime Rate

Oakland	U.S. Average
937.3	214.1

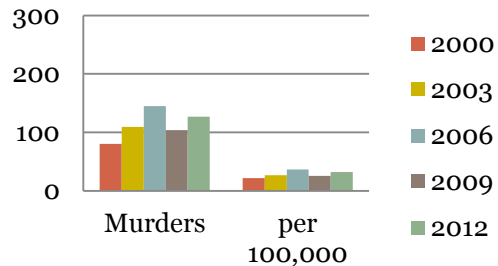
2011 High Crime Areas



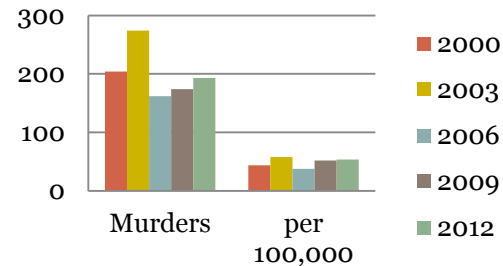
Situating Violence Over Time



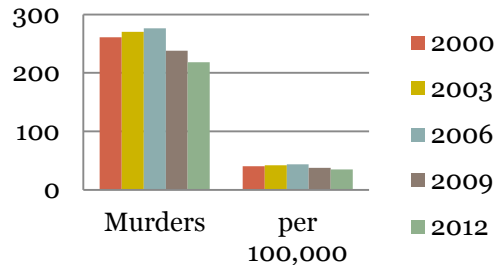
Oakland, California



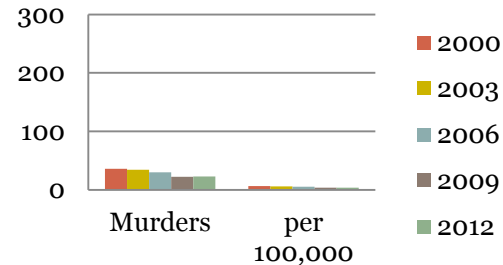
New Orleans, Louisiana



Baltimore, Maryland



Seattle, Washington



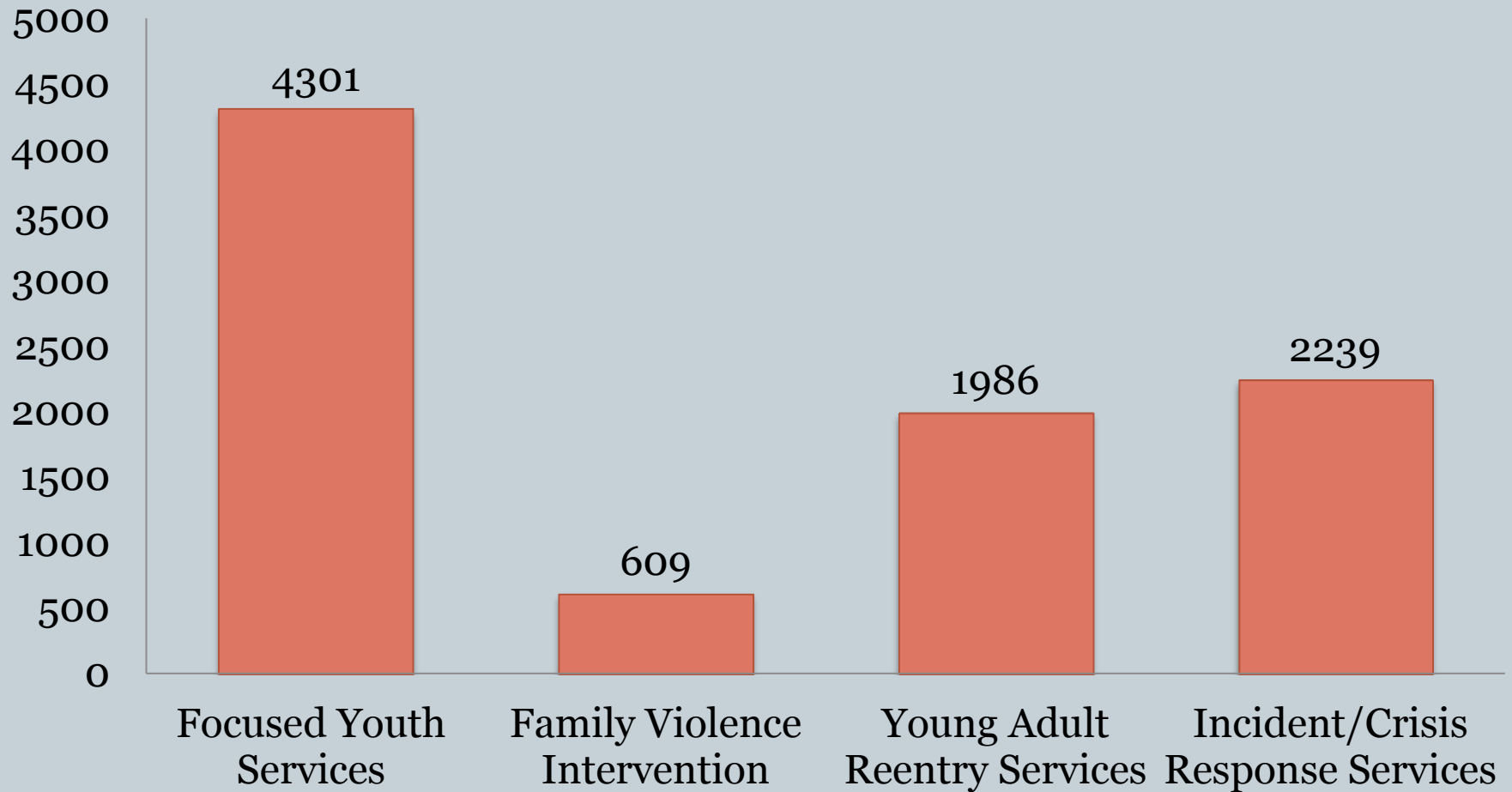


Oakland Unite

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

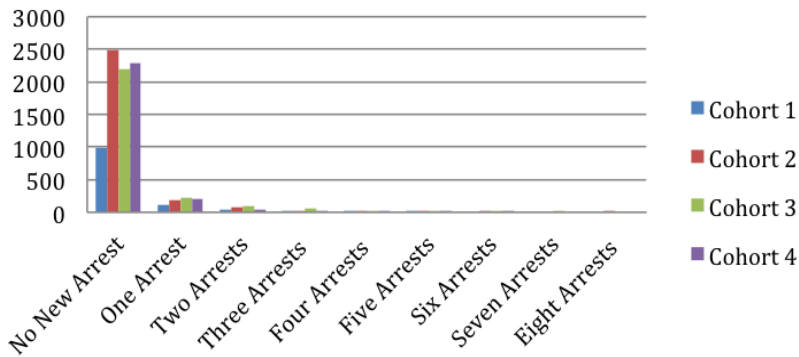
Oakland Unite Breakdown by Strategy



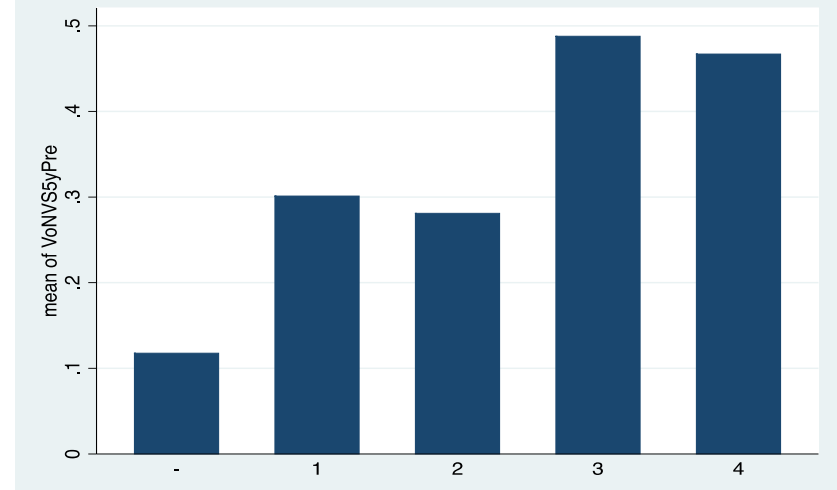
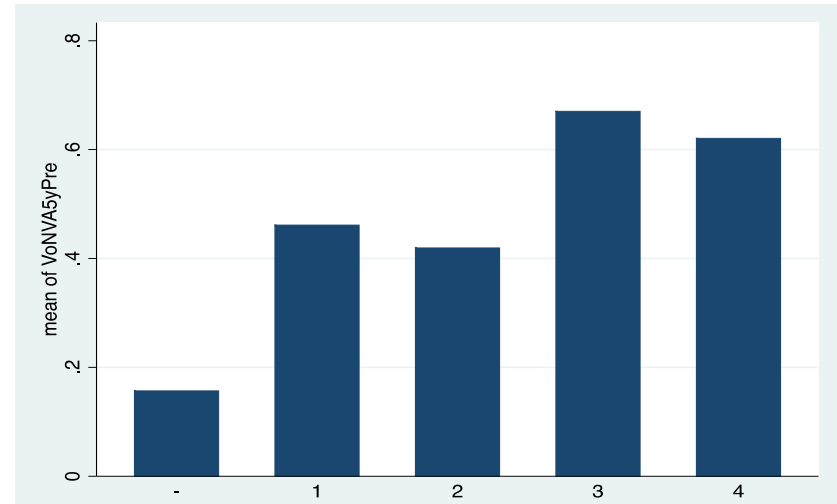
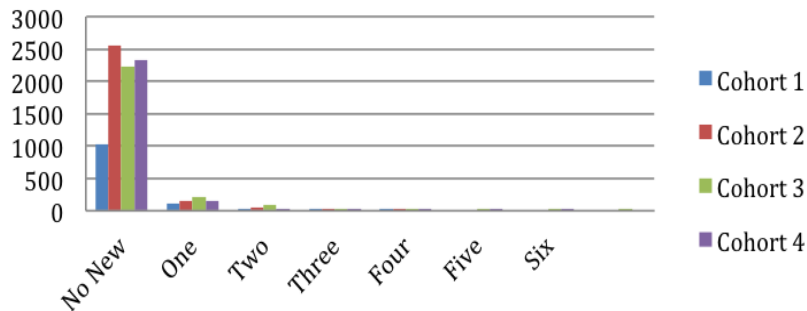
Oakland Unite Success



Oakland Unite Post Enrollment Arrest Rates



Oakland Unite Post Enrollment Conviction Rates

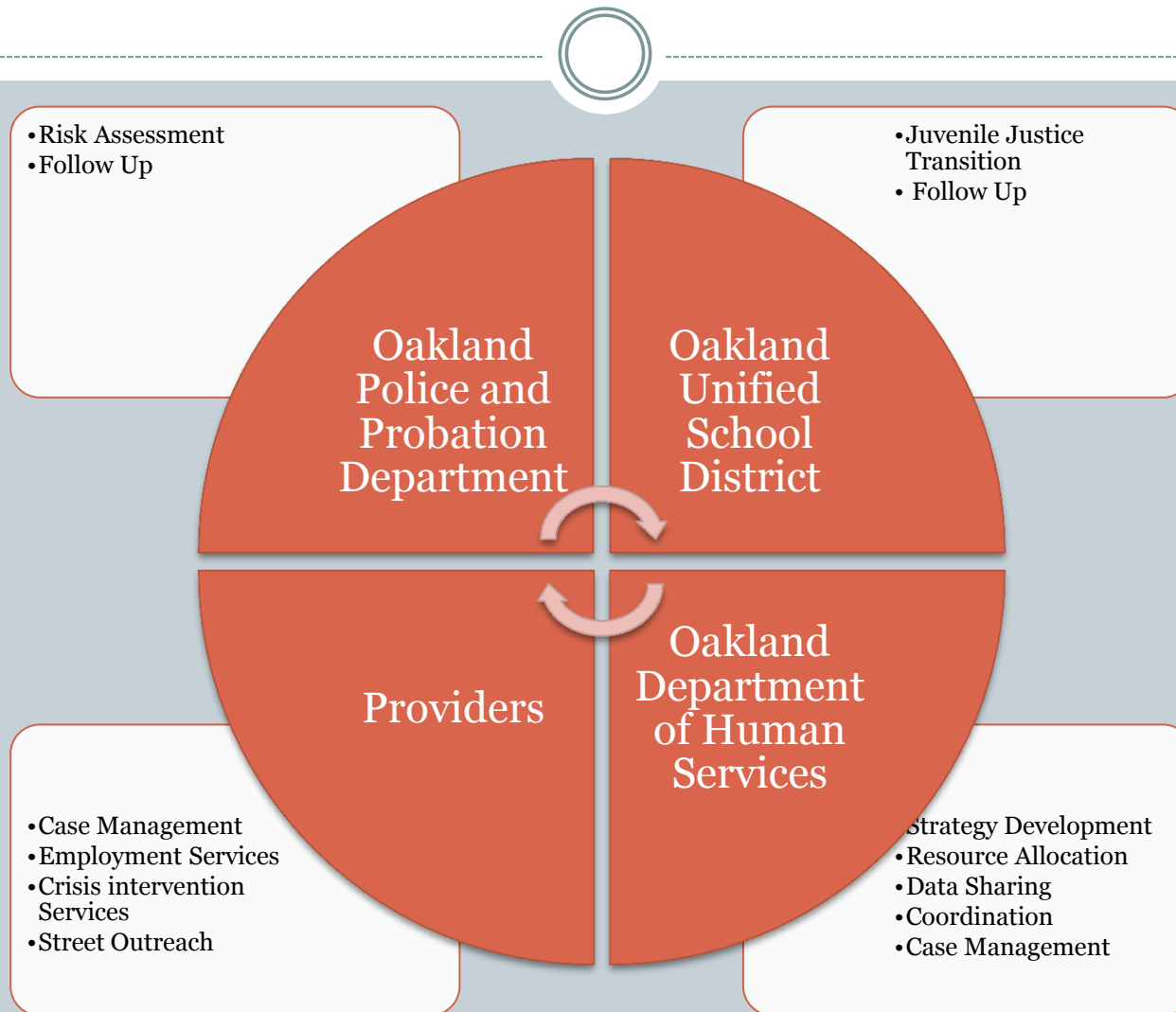


Insights



**THEMATIC ANALYSES
&
LESSONS FROM THE FIELD**

What is Working?: System Integration



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

Family Violence Intervention



Providers have very limited support for housing

Case management is crisis response centered

Family relationships present challenges in service delivery

Young Adult Reentry Services



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

Safe Streets Baltimore



Neighborhoods	Data Outcomes	Model	Funding
<ul style="list-style-type: none"> Cherry Hill Elwood Park McElderry Park 	<ul style="list-style-type: none"> Number of Clients In-Person Contacts with Participants Community Events Held - number of People attending each event Community Responses to Shootings Incidents Mediated 	<ul style="list-style-type: none"> Three sites in East Baltimore occupy a single office Cherry Hill is the only site in West Baltimore Uses survey data to capture attitudes about youth violence Participants meet with outreach workers 3 or more times per week for more than an hour - Job Placement - Job Interviewing Skills - Job Training - School or GED - Family Conflict 	<ul style="list-style-type: none"> Site Director Violence Prevention Coordinator Outreach Workers (4 per site) Outreach Supervisor

Chicago One Summer Plus Program



Neighborhoods	Data Outcomes	Model	Funding
<p>1,634 Youth in grades 8th - 12th attending 13 high-violence Chicago Schools</p>	<ul style="list-style-type: none"> • Randomized controlled trial to test impact of One Summer Plus program • Key Measures: <ul style="list-style-type: none"> - Violent Crime arrests - Drug Arrests - Property Arrests - Other Arrests - School Attendance 	<ul style="list-style-type: none"> • 8 week program • Youth are paid \$8.25 per hour • Wraparound services <ul style="list-style-type: none"> - Youth are assigned job mentors that are expected to make job visits - Social Emotional Learning Therapy • 1634 participants in three groups <ul style="list-style-type: none"> - Jobs only - Jobs and Social Emotional Learning - Control Group 	<p>3,000 per participant</p>

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



CRITERIA based on Scale (Low, Medium, High)

	Efficiency	Effectiveness	Feasibility	Integration
Leverage Schools	MEDIUM	MEDIUM	LOW	LOW
Standardize Risk Assessment	HIGH	LOW	MEDIUM	MEDIUM
Neighborhood Hub Model	MEDIUM	LOW	MEDIUM	LOW
Fill Service Gaps	LOW	HIGH	MEDIUM	MEDIUM

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

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

CONTACT INFORMATION:
COREY MATTHEWS
COREY.MATTHEWS06@GMAIL.COM
323.445.1833