



# Reentry: case-study for role of planning and research offices

*Law Enforcement Planning and Research  
Directors Forum*

*PERF*

*April 25, 2007*

Boston Police Department



# Areas of involvement:

1. Problem identification and Analysis
2. Strategy development
3. Program development
4. Partnership development
5. Evaluation
6. Resource Development and long term sustainability
7. Other:
  - Policy making
  - Public relations/ communication and media strategy
  - Best practices documentation/ replication
  - Intergovernmental relations
  - Adapting/ evolving to address emerging trends and issues



# Problem identification and Analysis



# Problem at Hand

- In the first 6 months of 2000, Boston experiences a 13% increase in violent crime, as compared with 1990.
- Three salient facts emerge in initial review:
  1. Incidents are concentrated in 7 or 8 hot spots in 4 neighborhoods.
  2. Small percentage responsible for majority of violence.
  3. Offenders returning from county and state facilities are resuming criminal activity – Veteran officers seeing the same names.



*Magnitude of the Problem:  
Size and Geographic Concentration of Population*

House of Corrections

250 - 300 inmates leave Suffolk HOC each month  
Most come back to Boston

Department of Corrections

Approx. 350 inmates leave MA state DOC each year and return to Boston

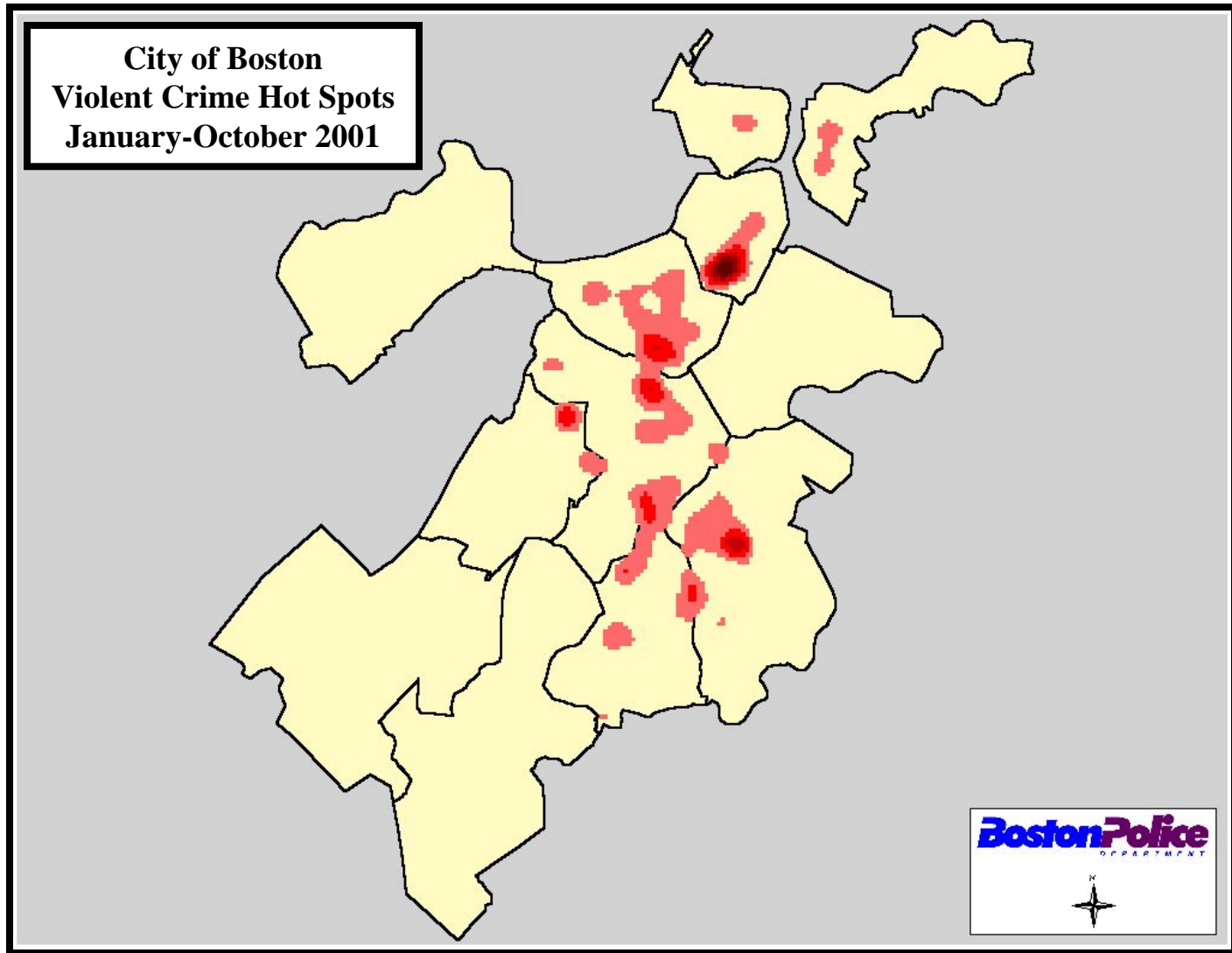
DYS

Of the approximate 600 youths released into Boston annually, 50% are considered high-risk offenders

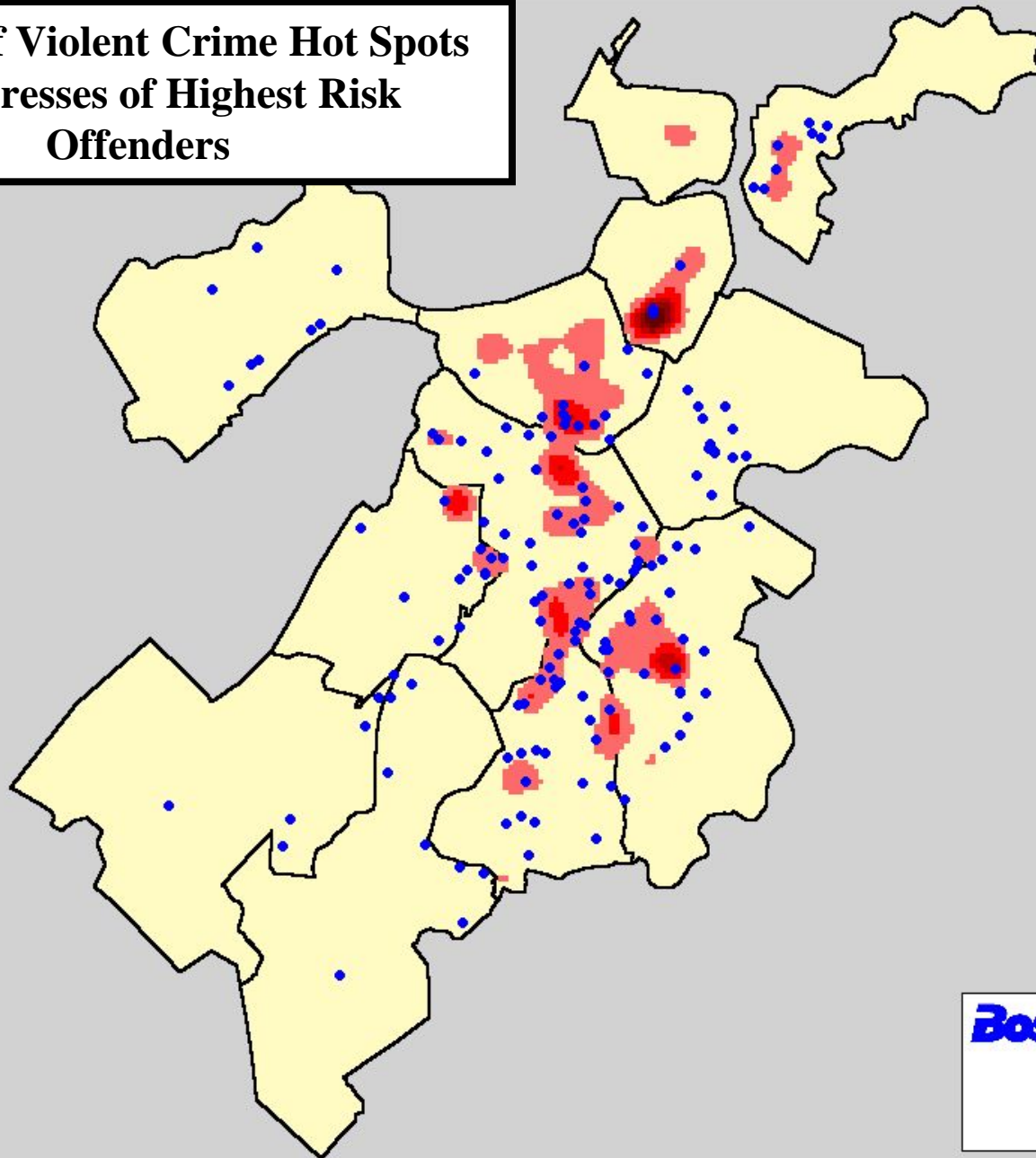
Federal Probation & Parole

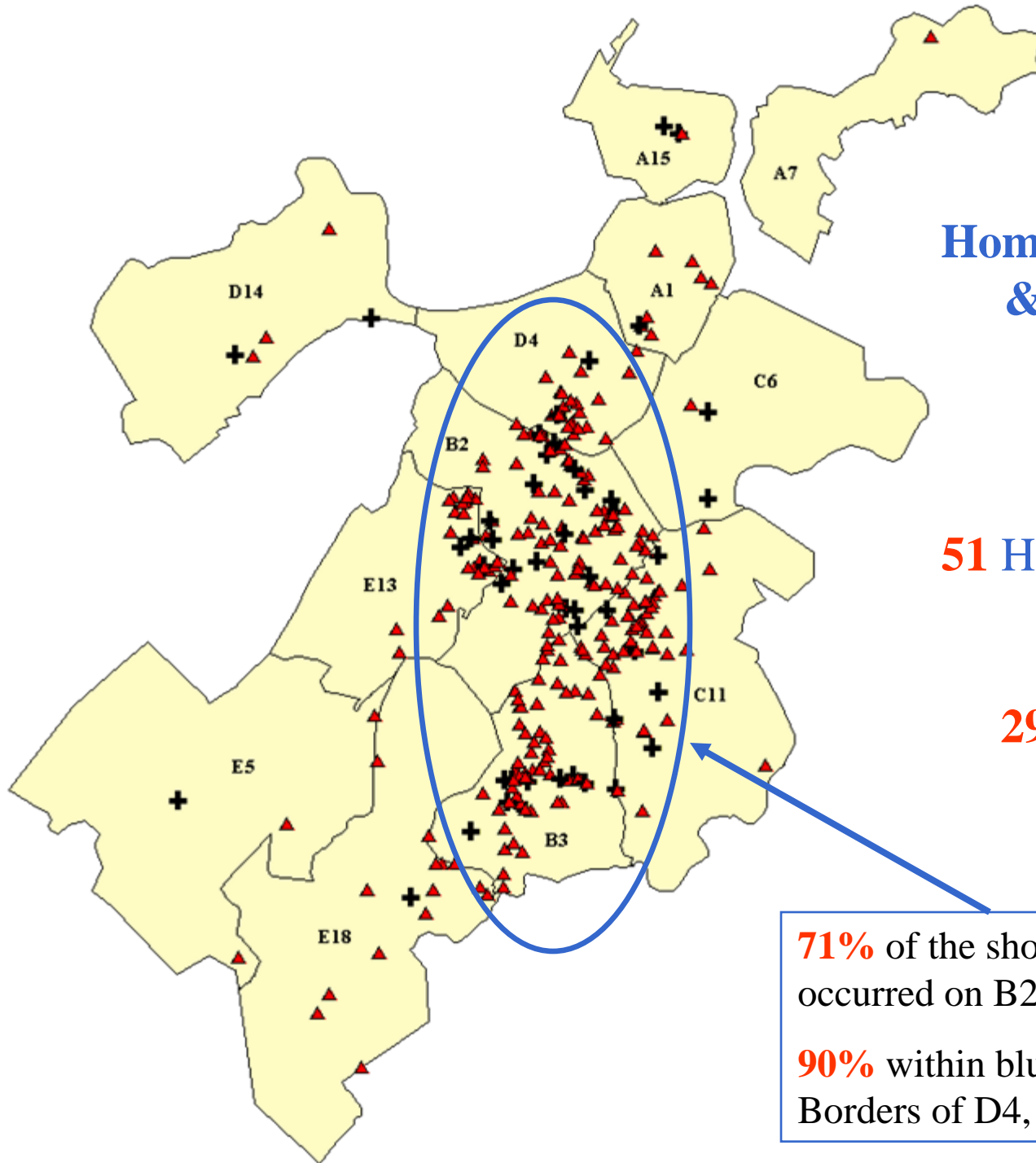
Approx. 100 federal inmates are released to Boston each year

# Violent Crime concentrations



**Overlap of Violent Crime Hot Spots  
& Addresses of Highest Risk  
Offenders**





**Citywide  
Homicides (w/Gun)  
& Non-Fatal  
Shootings**

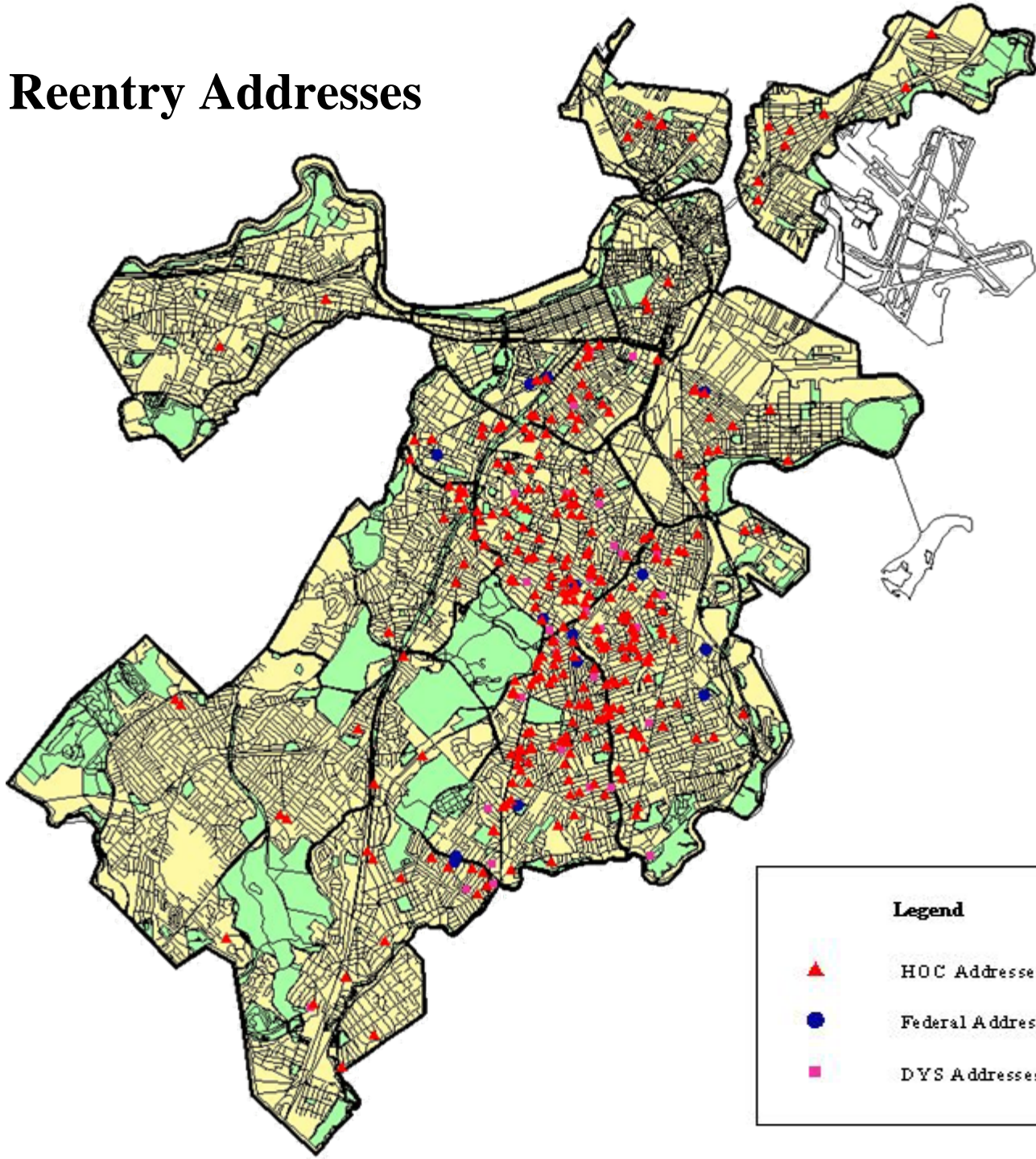
**(2005)**

**51** Homicides with a  
Firearm

**290** Non-Fatal  
Shootings

**71%** of the shootings  
occurred on B2/B3/C11.  
**90%** within blue circle  
Borders of D4, E13, E18

# Reentry Addresses



## Legend



HOC Addresses



Federal Addresses



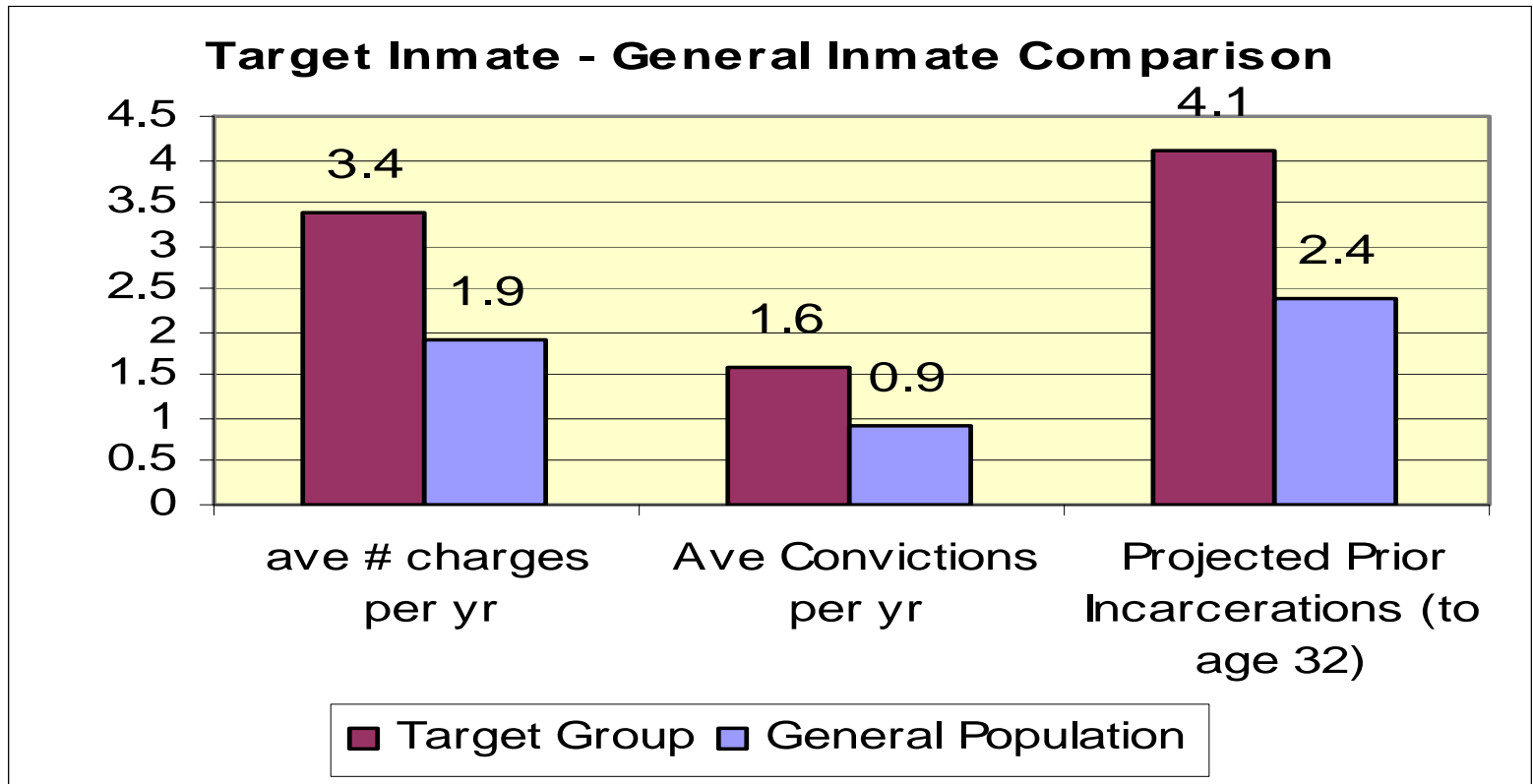
DYS Addresses



# Analysis: Impact Players

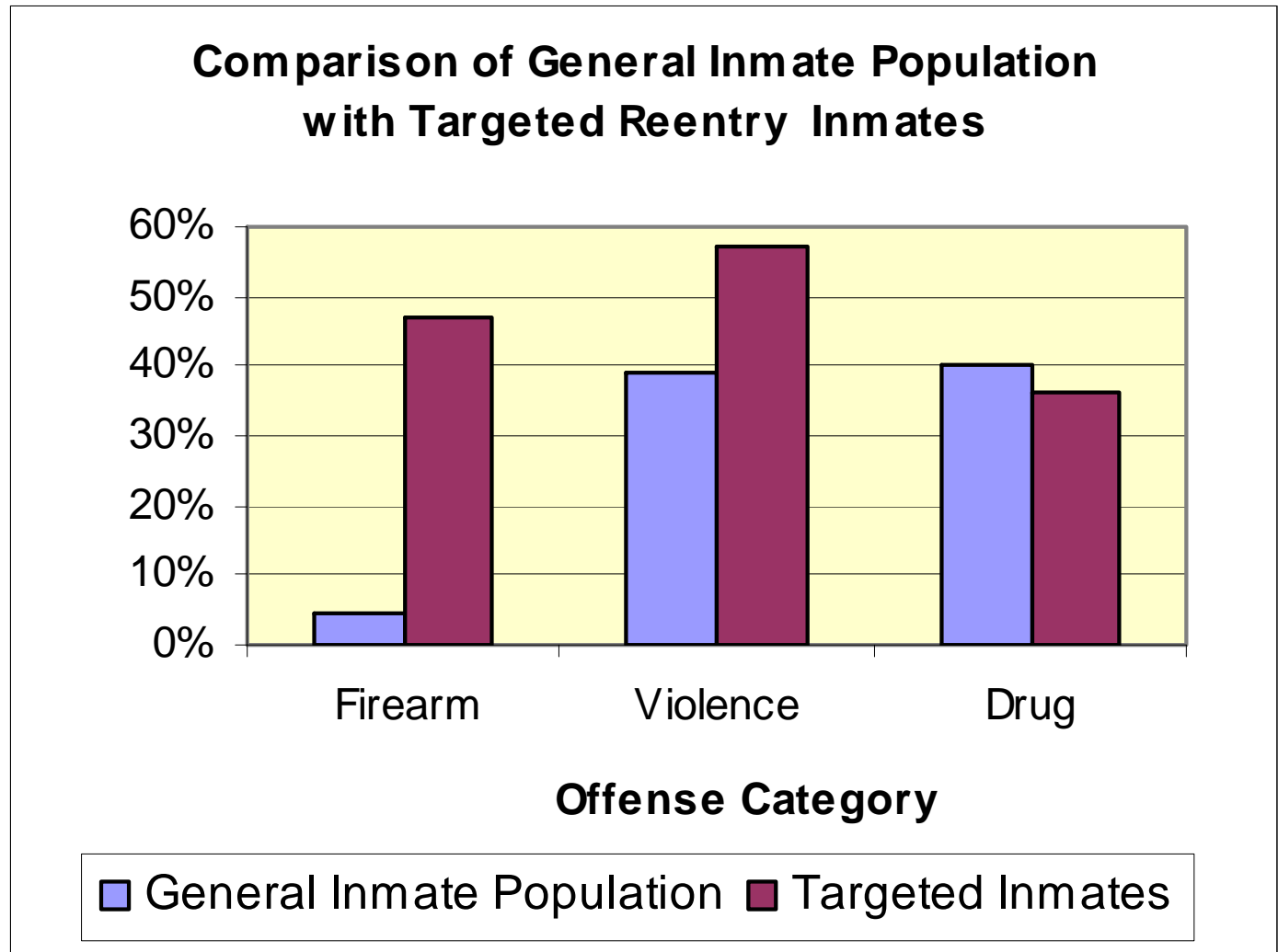
- Began with comparing monthly list of releases against gang data base
- Looked for links to violent incidents
- Gaps in service and post release supervision.
- Risk factors
  - Offense types and offense histories.
  - Ages
  - Location of offending
  - Address to which offender is to return.
  - Associations and contacts before and during incarceration

# Analysis: Target Inmates vs. General Inmate Population.



*\*If the target inmates frequency of incarceration (1.7 per year) is projected to the average inmate's age of 32, the average target group inmate will have 4.1 prior incarcerations by the age of 32, as compared with 2.4 for the average inmate.*

# Analysis continued..





# Strategy and Program Development



# Operating Principles:

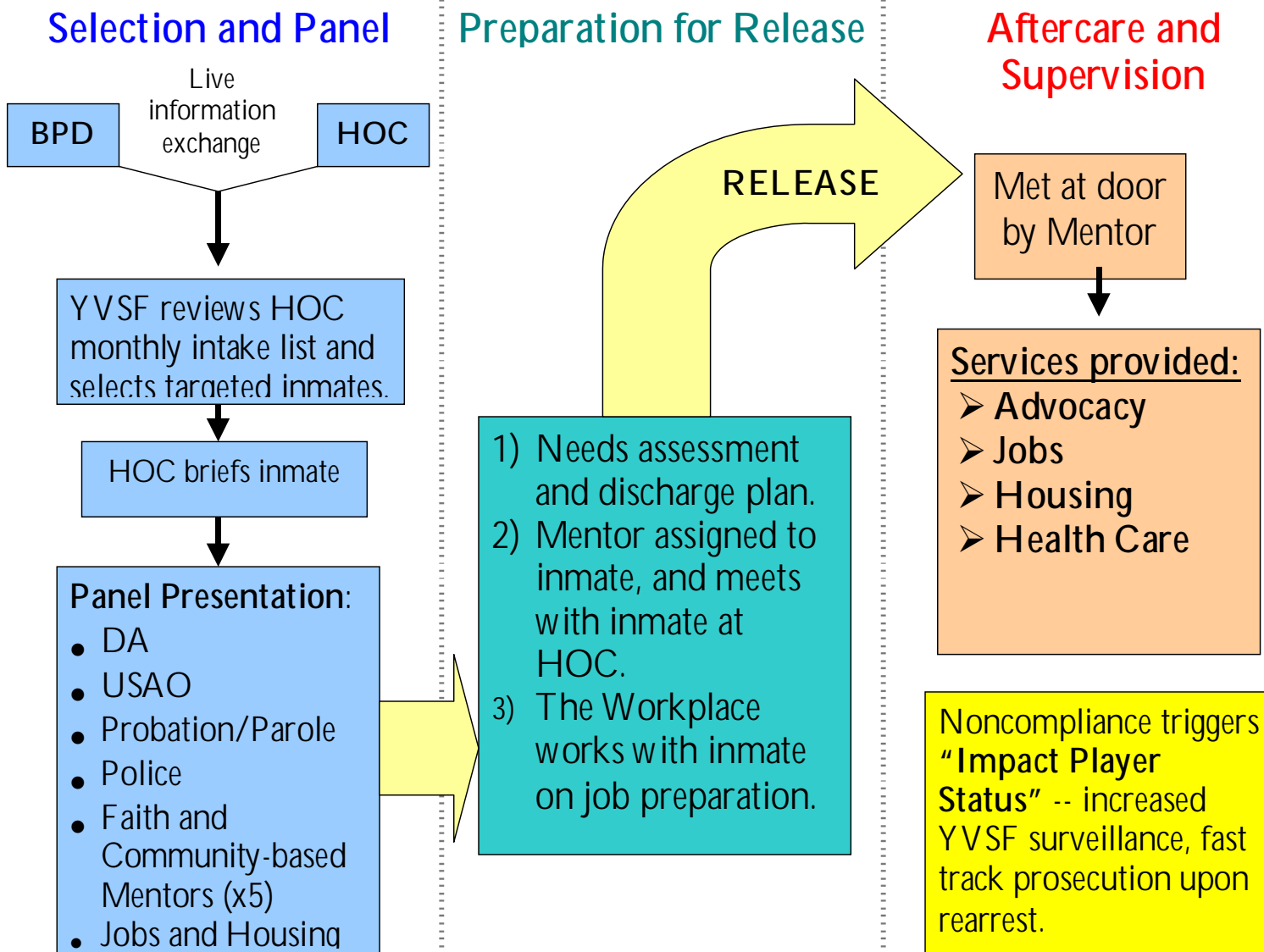
- ❑ Community-oriented :  
Involve the community in program development.
- ❑ Mutual accountability – law enforcement and community.
- ❑ No secrets: high quality information exchange among all parties
- ❑ High-level oversight; BRI under command of supts.
- ❑ Organizational flexibility across jurisdictions
- ❑ Shared, problem-oriented missions



# Boston Reentry Initiative

- Goal: Focus on those who are highest risk in order to have highest impact on violence.
- Provides:
  - Case management
  - Faith-based mentors
  - Job development
  - Health Services
- “Carrot and stick” approach, choice is on the individual
- At no cost to the offender
- Convene all partners
- Community participation certifies fairness and balance of selection.
- Faith Based mentors – many are ex-offenders and have credibility with the audience
- Law enforcement partners – provide consequences for return to violence.

# Boston Reentry Initiative Flowchart





# Partnership Development



# Boston Re-Entry Initiative Partners

## Law Enforcement

- Boston Police Department
- Boston Regional Intelligence Center
- Suffolk County House of Correction
- District Attorney's Office
- US Attorney's Office
- Department of Youth Services
- Probation
- Parole
- Department of Revenue

## Social Service

- YO Boston
- Boston Based Clergy (Case Management & Mentors)
- Whittier Street Health Center
- Community Resources for Justice
- Boston Centers for Youth & Families
- Boston Public Health Commission
- South End Neighborhood Action Program
- Bunker Hill Community College
- Dorchester Bay Neighborhood Development Corporation



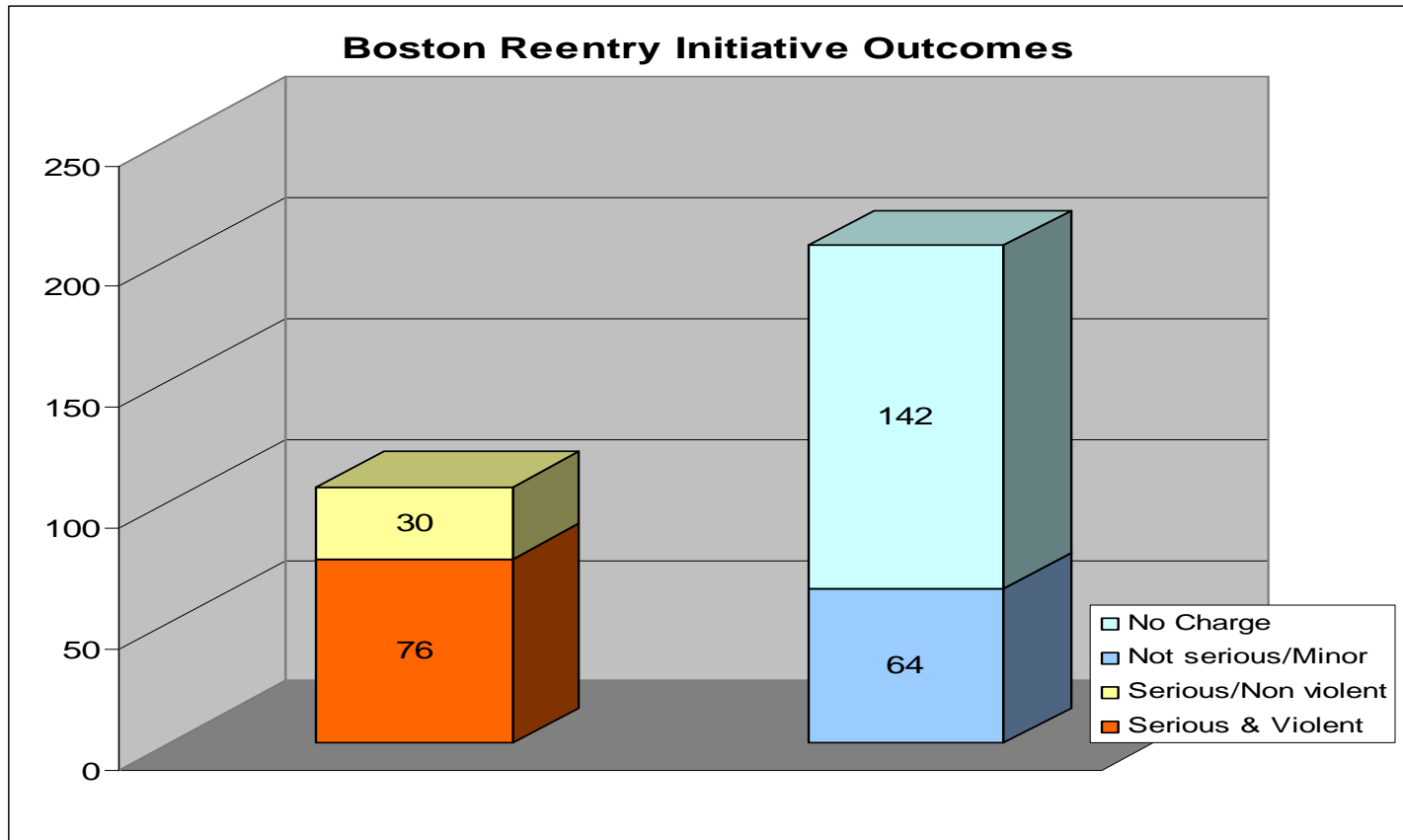
# Evaluation



# Promising Outcomes:

- Monthly reports from mentors and case managers – level of activity in program
- Correlation between participation and changes in participants' post-release criminal profiles.
  - 312 released offenders in 2004 and 2005
  - Ages 17-30
  - 100% likely to re-offend
- **66%** have remained either arrest free or have an arrest on just minor non-serious charges since their introduction to the BRI and release from the SCHOC.
- Of those who have recidivated, **less than one fifth** returned to serious and violent charges.

# BRI Outcomes: 2004 and 2005





# Resource Development and Long Term Sustainability



# Funding Status

- Annual BRI operating budget is approx. \$600,000
- Current Funding Sources:
  - Historical support from COPS Office grants (4 years)
  - Support from BJA grants
  - Currently funded through September, 2007 via Shannon Grant.
    - \$591,088.18
  - Will need to raise funding for subsequent years.



## Other:

- Policy making
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# Successes

## ■ Recognized as a national model, by:

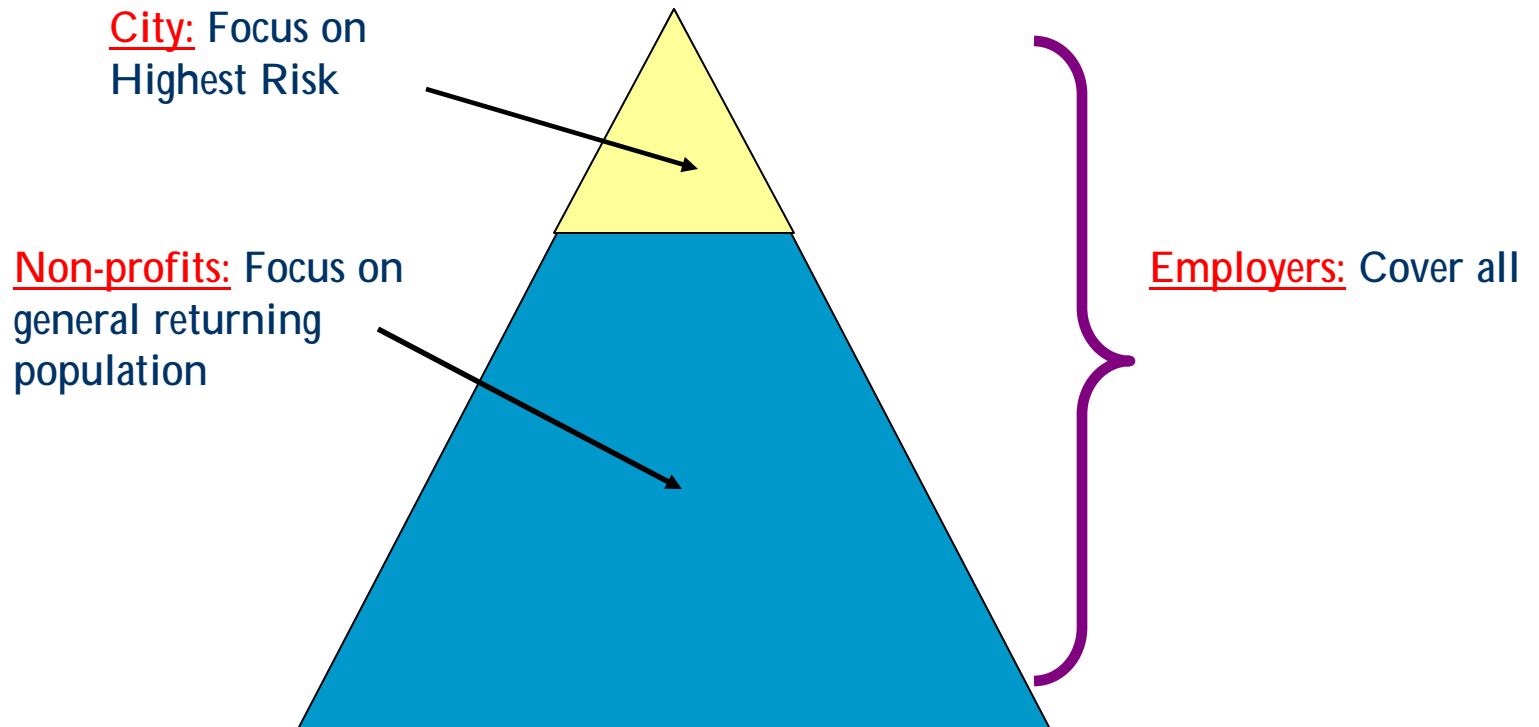
- ❖ IACP: Winner of 2003 Community Policing Award
- ❖ U.S. Dept. of Justice: *COPS Office, BJA, White House Office of Faith Based and Community Initiatives*
- ❖ Brookings Institute
- ❖ Council of State Governments
- ❖ Harvard University
- ❖ National League of Cities
- ❖ PERF
- ❖ Urban Institute
- ❖ U.S. Conference of Mayors
- ❖ Vera Institute for Justice
- ❖ others



# Policy and advocacy work

- CORI Reform
- Mandatory Post-release Supervision
- Housing policy around ex-offenders
- Reentry Roundtable
  - Coordinating services
  - Identifying national and local best practices

# Need to Focus Resources Strategically





# Expansion of City Effort

- Role of neutral convener, to better focus and coordinate resources among public, private, and non-profit sectors, through:
  1. *Quarterly Service Provider Forum*
  2. *Employers Group Recruitment Drive*
  3. *Resource Inventory and Mapping*



# Action Step #1

- Convene a quarterly meeting of non-profit service providers to identify and discuss challenges and solutions
  - ✓ *Creates accountability*
  - ✓ *Provides opportunities for networking*
  - ✓ *Sharing of resources*



## Action Step #2

- Convene an Employers Group, charged with developing an outreach and marketing strategy to recruit and support more employers for returning offenders, high-risk and general population, juvenile and adult.



# Action Step #3

- Complete a comprehensive inventory and mapping of resources, intended to serve as a resource directory for service providers, case managers, offenders and their families. This will also assist with coordination among organizations.
  
- Preliminary research indicates there are 164 organizations in Boston doing some kind of work with returning offenders, whether they explicitly acknowledge it or not. Types of Organizations:
  1. Basics (5)
  2. Education (15)
  3. Employment (46)
  4. Health care (46)
  5. Housing (64)
  6. Public Assistance (5)



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