

The Jeffries Plan

Safe Streets and Neighborhoods

Transformational Change
Collaboration
Transparency
Optimism



All In For Newark

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The residents of Newark, New Jersey



Overview

Public safety matters. It matters so much for the future of Newark because we cannot live in a city where the next shooting, murder, robbery or rape may be on our street corner; we cannot preserve existing businesses or attract new ones when crime is rampant; and we cannot effectively educate our kids – and give them every opportunity to succeed – if they are constantly living in fear. We have seen the safety of our streets and neighborhoods unravel in recent times, and it is time that we get this right. We can't fumble the ball yet again. We need proven leadership and a real plan, not more political posturing and special interest group's wish lists disguised as public safety plans. We have to do the right things because they are the right things to do. We have to put decisive and comprehensive solutions ahead of politics. That is why I have put together a bold plan to overcome our safety challenges. The Jeffries plan is based on four important principles: transformational change, collaboration, transparency, and optimism.

Transformational Change

As a foundational matter, the Jeffries Plan for Safe Streets and Neighborhoods seeks transformational change. The path to transformative change in Newark's public safety begins with broadening our horizon and redefining our crime problem. Our focus is on public safety—which includes crime, disorder, and fear-of-crime—not just crime. We can only fix problems if we understand them. We will also broaden how we hold ourselves accountable by not only measuring data about crime, but about the perception of safety—we will use surveys and other instruments to ask our residents and stakeholders about their perceptions of the safety of our neighborhoods.

Newark's public safety problems, simply put, can't be fixed by tinkering at the edges of its policing model and police department: how many more times do we do the same things expecting different results and how much longer should Newark residents have to wait for decisive action? Incremental change is not enough – transformational change is required to move from mediocrity to excellence in safety. This means altering and expanding the limiting mindset in which the police department operates; it means fundamentally changing the police department's business model, organizational structure, culture and management.

Collaboration

Neither the City of Newark, nor government in general, will solve our public safety problems alone. We will meet our challenges in partnership with county, state, and federal government, as well as our with city's greatest resources—its people and our people's community- and faith-based institutions. Achieving a truly safer Newark requires a collaborative, responsible, and accountable partnership: it requires a growing trust among city government, public, private, and faith-based institutions, and the people it serves.

Transparency

We will be upfront and honest; we won't shower our residents with fuzzy stats—people can see through the smoke and mirrors and makes them even more distrustful and resentful of government leaders. We will eagerly share our successes with you, but we will also let you know when we are not doing so well and what we intend to do about it.

We will never rely on statistics alone to determine how safe you are; we will rely on what you tell us. Our guide to what we can do to improve safety and security in your neighborhood, block, and home will be you. In addition to just walking into a police precinct, our aggressive use of technology will enable residents and stakeholders to tell us how they feel about the safety of our city and the job that our officers are doing by way of smartphone and web.

Optimism

Despite our challenges, we are immensely optimistic about our future. We are optimistic because the public safety overhaul we propose is rooted in facts and backed by solid evidence of what has worked to significantly lower crime levels in cities similar to Newark. In other words the levels of safety and security that we all want and deserve have been achieved elsewhere. Ours, is a reachable goal.

Cities like New York and East Orange, among others, attained historic levels of success in reducing murders, violence and fear-of-crime. For example, New York has experienced 78% fewer murders in the last 20 years; East Orange has seen a 67% drop in murders since 2003, and overall crime declined by over 77%. Yet, here in Newark, we reported five more murders in 2011 than in 1991.

The common thread between these successful cities has been reinvention and innovation. The barriers to our progress have been the absence of both.

We are optimistic because our plan is about innovation, creativity and transformation. It recognizes that to achieve levels of performance beyond those thought possible we as a city and our police department must be open to new ideas, open to seeing possibilities, willing to take risks, willing to challenge the status quo and commit to finishing what we start; and willing to roll up our sleeves and do the work that is required to get it done.

With these foundational principles in mind, the Jeffries Plan for Safe Streets and Neighborhoods recognizes that crime has many causes, and that the most moral and sustainable way to reduce crime is to invest in hope and opportunity for Newark's people. So the Jeffries plan contains three components—Prevention, Enforcement, and Re-Entry—each essential to our integrated, evidence-based approach to safer streets and neighborhoods.



The Plan

Our plan sets forth 22 key elements, and essential Policy Initiatives to support implementation. Its focus primarily covers 3 major areas, Prevention, Enforcement and Re-Entry.

Prevention

Our Prevention plan focuses on making smarter decisions about how to reduce crime. Drug treatment, mental-health treatment, targeted interventions for at-risk youth, and the intelligent use of evidence-based risk assessments to decide up front who poses a risk to society and should be detained and who does not and should be released or given a community-based intervention are some of the tools we will employ.

- Pretrial Reform
- Expanded Pre-Offense Drug and Mental Health Treatment
- Early, Intensive and Proven Interventions for Youth at Risk
- Child and Family Mentoring and Parent Coaching
- Expanded After-School and Summer Opportunities
- Pursuit of Innovative Pay for Success Models to Support Proven Programs While Reducing Taxpayer Risk for Failed Programs
- Coordinated, Streamlined, Transparent, and Evidenced Based Funding

Enforcement

On Enforcement, our plan focuses on identifying and locking up the most dangerous and high-risk offenders; closing open-air drug markets; community- and intelligence-based policing; aggressive actions targeting guns and gangs; and cutting-edge data and intelligence centers to arm our officers with the real-time information they need to be successful.

- Targeted Focus on Crimes and Violence Prevented, Instead of Arrests Made, Search Warrants Executed, and Drugs Seized
- Relentless Focus on Those Individuals Most Responsible for Crime
- Creation of a Special Violent Crime Task Force to Target the City's Most Violent Offenders
- Closing Open Air Drug Markets and Aggressive Pursuit of Illegal Guns
- Target Operations Focused on Street and Drug Gangs that Prey Upon Our Children
- Federal, State, and Local Task Force on Gangs
- Launch of State-of-the-Art "Real-Time" Crime Prevention Data and Intelligence Center

Re-Entry

On Re-entry, our plan emphasizes proven programs to support drug users on probation; job and vocational training; one-stop centers enabling ex-offenders to address a range of challenges in one location; effective re-entry for juvenile offenders; and targeted interventions addressing the challenges to family re-unification posed by incarceration.

- Effective, Aggressive Interventions For Offenders on Probation for Drug Offences
- Expanded Vocational and Educational Programs, both Pre-and Post-Release, to provide Re-Entering Offenders with Job Training, Certification, and Job Placement
- Re-Establishing the One-Stop Re-Entry Centers
- Intensive, Best-in-Class Customer Service and Case Management through the City One Stop
- Expanding Parent Programs Focused on the Reunification Challenges Posed by Incarceration
- Effective Juvenile Re-Entry
- Legal Support for Barriers Affecting Re-Entry



Policy Initiatives

SERVING OUR ENTIRE COMMUNITY

Seniors

Our seniors deserve to live out their lives without having to resort to fear-imposed curfews or home confinement; criminals walk our streets freely while seniors cannot. Fear-of-crime should not prevent them from living vibrant and productive lives. They should be able to gather with their friends and families; feel safe and secure in their homes; shop and walk to and from senior centers and houses of worship.

POLICY INITIATIVES:

- Safe corridors for seniors
- Increased safety measures around senior centers
- Collaborative partnerships between the police and senior residents residing in senior housing locations
- Reclaiming ownership and control of their lives - provide seniors with safe and anonymous methods of and opportunities for helping the police to make them safer
- Safety strategy for houses of worship and surrounding areas
- Personalizing the delivery of public safety - incorporating other safety concerns of seniors unveiled during listening tour into overarching public safety plan

Children

Our children should not be at increased risk of exposure to violence as compared to children living and growing up in other communities. Walking to school should not be an exercise in self-preservation; they should be able to do so without fear of victimization; their schools should be protected in a much more robust way, and they should not have to contend with the daily lure and influence of gang and drug activity in and around their schools and neighborhoods. We must provide them with the option of saying no and alternatives to a life of crime, gang, and drug activity. They are the future of Newark and deserve better. We as a city must step up to the challenge and the time is now.

POLICY INITIATIVES:

- Children safety zones for travel to and from schools
- Formulate more robust and better-coordinated school safety plans that focus on preventing school violence and mass casualty incidents, and not just on responding to them. This includes not just internal school security measures and incident response protocols, but also target-hardening the school perimeter. We want to, as much as possible, confront and diffuse potential threats to our school children before they reach school buildings.
- Effective and multi-faceted approach to dealing with open air drug markets and gang activity in neighborhoods and around schools
- Tying in prevention and intervention programs
- Take back historically high-crime areas and designate children play zones in those neighborhoods during summer months—take back our streets and return them to the rightful owners: our kids and families

Residents

Our residents deserve a safer Newark and better quality-of-life. The impact of crime and fear-of-crime has emotional and psychological, physical, financial, and social and consequences that permeate a pervasive sense of hopelessness and frustration. Newark residents are reluctant to walk our city's streets at night; they stay away from certain neighborhoods of the city, effectively surrendering the streets to the criminals.

Parents are reluctant to allow their kids to play in front of their homes or in the park; they feel a great deal of anxiety about their children walking to and from school.

Urban blight and decay invite both violent crime and property crimes. A neighborhood's physical condition is among the primary reasons why crime occurs in very specific neighborhoods. Blight and fear of crime combine to undermine community wellness and residential property values. Some property owners fail to maintain their property for fear of signaling prosperity and inviting crime. Some of our neighborhoods have gone into spirals of decline, motivating some residents and businesses that could afford to move, to do so. We are losing too many life-long Newark residents and neighbors to the suburbs and other cities. This affects not only the quality-of-life of our neighborhoods but also the city's property and commercial tax base, and hence, the ability for the City to provide the services Newark residents want and deserve.

POLICY INITIATIVES:

1. Citywide (police-oriented) and neighborhood (people-centric) proactive public safety strategies.
2. Launch Community Prosecutor program. Will work with Essex County's Prosecutor's Office to identify county prosecutors to be assigned to Newark and particular neighborhoods in Newark, so that line prosecutors develop a personal sense of the kinds of community issues underlying the cases they prosecute.

3. Ongoing collection and careful analysis of public perception of safety and fear-of-crime problems. Information to be used to customize and incorporate appropriate responses for each community and neighborhood. Will use technology, including web-based platforms and smartphone applications, to enable residents and stakeholders to report their perceptions about safety
4. Neighborhood community wellness initiatives (police combined with other city agencies, including code enforcement, fire, health, youth services, social services, outreach, public works, along with community-based and faith-based organizations).
5. Performance Management & Accountability – real-time data and metrics streamed directly into the Mayor’s office and all agency heads responsible for executing the public safety plan showing where we are at any given moment in achieving our public safety goals citywide and by neighborhood. Electronic dashboards or score cards will track important metrics that link to strategic objectives and outcomes, including: **1)** crime levels; **2)** violence rates, including gun crime; **3)** public perception of safety; fear-of-crime; **4)** quality-of-life complaints; **5)** data on foreclosed and abandoned properties; and **6)** citizen satisfaction with the police and public safety.
6. Public and virtual police/community meetings and collaboration scorecards.

Business Community

A thriving business and commercial base is one of the foundations for growth, job creation, and prosperity of our city. Crime and fear-of-crime affects all business small and large alike. When customers—and even employees—fear entering our commercial areas, the viability of businesses and commerce in our city is threatened.

Many of our residents have struggled fiercely to achieve the dream of owning their own small business, right here in Newark where they grew-up. Small businesses are particularly vulnerable to crime, as owners often cannot afford safeguards and expenses necessary to prevent crime. Many small business people are just holding on, and when they become victims of repeated criminal incidents it makes their break-even point even higher. Marking up prices to offset losses risks losing customers who can’t afford to pay the high prices for goods and the services lost through criminal victimization. What is more, there is a reluctance of insurers to insure property and goods in high-crime areas and those that do secure insurance policies receive cancellation notices following claims for losses related to crime.

POLICY IMPLICATIONS:

- 1.** Business security summit to identify, examine, and strategize on how to best deal with the most common criminal threats to our small business community, such as juvenile delinquency, burglary, robbery, shoplifting, etc.
- 2.** Business safety corridor safety
- 3.** Public, private partnerships that improve community and business district safety (e.g., ambassadors, 21st century community and business watch programs, etc.)
- 4.** Crime prevention assistance
- 5.** Police business checks, directed patrols, and virtual patrols
- 6.** Identifying and focusing on high-frequency shop lifters
- 7.** Interactive mobile business and police communications and collaboration system that link business establishments within a commercial strip with district and foot patrol officers.



Rationale



PREVENTION • ENFORCEMENT • RE-ENTRY

PREVENTION

The Prevention component of the Jeffries Plan recognizes that Newarkers filled with hope and opportunity rarely commit crime. The Plan recognizes that there are diverse risk factors that contribute to crime, including concentrated poverty, teen parenthood, single-parent families, joblessness, and school delinquency, among others. Effective approaches to not only preventing crime, but more importantly helping Newark residents to achieve their full potential, therefore involve efforts to improve schools; reduce substance abuse, child abuse, and domestic violence; lessen teen pregnancy; strengthen families and communities; address mental health challenges; and improve job readiness and provide greater job opportunities.

Research shows, for example, unquestionably that school persistence and high-school graduation dramatically decrease crime and delinquency. One report shows that school dropouts are three and a half times more likely than high school graduates to be arrested. The Alliance for Excellent Education estimates that even merely a five-percent increase in male high-school graduation rates would save the state \$120 million in crime-related costs, with additional annual earnings of over \$69 million, for a total benefit to the state economy of almost \$190 million. These earnings multiply further if we get our kids to and through college. Prevention is not only good for our children and young adults; it is also good for Newark's economy.

The Jeffries Plan addresses the risk factors contributing to crime in several ways, including pretrial reform in which we will seek to divert low-risk offenders to community-based treatment and services instead of costly and ineffective incarceration; expanded mental health and drug treatment services; early, intensive, and proven interventions for at-risk youth, including cognitive-behavioral programs and evidence-based programs like YouthBuild; expanded child, parent, and family mentoring, based on proven programs; and increased after-school and recreational programming.

The Plan also emphasizes the need to streamline and focus municipal investments in prevention, and to collaborate intentionally with county, state, and federal government, philanthropic foundations, as well as private and nonprofit resources. The Jeffries Plan recognizes that the whole will be greater than the individual parts if municipal prevention resources are leveraged with partner supports.

REFORM OF NEWARK'S PRETRIAL JUSTICE SYSTEM

We will seek to boldly reform the way in which the pretrial system engages Newarkers charged with crime. Research consistently shows that the criminal-justice system over-arrests, over-charges, over-prosecutes, and over-incarcerates people in general, and urban people of color in particular. Research generally shows that about 50% of offenders are low-risk and generally will not re-offend; about 40% pose a moderate risk of re-offending; and the remaining 10% are high-risk and generally will re-offend. This means our system should be smart about treating people proportionally based on the risk they pose. But our system does the opposite, imposing across-the-board, ineffective punishments on offenders haphazardly.

This is made worse through punitive and arbitrary bail laws, which result in thousands of offenders imprisoned on low-level offenses simply because they cannot afford bail. According to one recent study, 40% of those in jail are eligible for bail but simply can't afford it, many of whom are low-level poor offenders, for whom the county pays about \$30,000 per year to incarcerate. This makes no sense, ignores the needs of low-level offenders, and drains resources that would be better used for more effective interventions.

The City, under the Jeffries Administration, will become a national leader in pre-trial reform, working in partnership with our police, our municipal courts, our county prosecutor's office, superior courts, and other philanthropic and nonprofit partners. We will develop risk-assessment tools, based on proven models that accurately identify the nature of the safety risk posed by an individual offender. We will develop diversion programs that re-direct low-level drug and prostitution offenders to treatment and services instead of arrest, prosecution, and imprisonment. These programs, which will provide a range of emotional, mental-health, vocational, substance abuse and other supportive services, are a dramatically more cost-effective way of responding to low-level offenders than processing through criminal courts and jail. They also uphold our commitment to invest, first, in hope and opportunity and to resort to arrest and punishment only as a last resort. We will consider models like the LEAD program in Seattle in crafting a program tailored to the specific needs of the Newark community.

EXPANDED PRE-OFFENSE DRUG AND MENTAL HEALTH TREATMENT

Our jails and prisons, as discussed above, are flooded with non-violent drug users or those with suffering from mental illness whose challenges would be much more effectively, and more cheaply, addressed through treatment than incarceration. The Affordable Care Act provides federal funding to provide addicts and those suffering from mental illness with supportive services, and the City will use its resources to connect covered individuals with these services, even before contact with the police or the criminal justice system.

EARLY, INTENSIVE, AND PROVEN INTERVENTIONS FOR YOUTH AT RISK

Recognizing the need to address the varied challenges many of our city youth face, the Jeffries Administration will pursue early interventions for youth in trouble. We will lead a multi-agency, public-private, collaborative effort to provide interventions that will transform the lives of at-risk young people, particularly those arrested or who otherwise show themselves at significant risk of falling astray. Programs like YouthBuild and Massachusetts' ROCA program, which provide intensive interventions addressing the varied emotional, psychological, educational, and substance-abuse related challenges our children face, have a proven track record of success and represent the kind of intensive interventions we will pursue. These interventions will also include cognitive-behavioral programs and other evidence-based programs with a track record of success.

CHILD AND FAMILY MENTORING AND PARENT COACHING

Research shows that teenage pregnancy and single-parent households are significant risk factors for juvenile crime. Newark parents by and large are working hard and doing the best they can, but need additional support, mentoring, and coaching on ways of caring for their children, and often have had too few role models for positive parenting. The City will work with its partners to launch parent-development programs, based on proven models like the Harlem Children Zone's Baby College program or Baltimore's Incentive Mentoring Program, to provide additional support and coaching to our parents. This approach recognizes that the mentoring of individual children is not enough, but must be partnered with efforts to fortify and develop families.

EXPANDED AFTER-SCHOOL AND SUMMER OPPORTUNITIES

We know much juvenile crime occurs in the after-school hours and in the summer. In addition to the approaches the Jeffries campaign supports concerning extended learning time in our schools (forthcoming in the Jeffries Education Plan), effective after-school and summer recreational and developmental programs are key to steering our young people in a positive direction. The Jeffries Prevention Plan will prioritize investments in effective,

proven programs that engage children either in extended learning time settings (where schools extend their learning day to provide either additional academic or extra-curricular programs) or through programs running parallel or in partnership with public schools, both district and charter.

PURSUIT OF INNOVATIVE PAY FOR SUCCESS MODELS TO SUPPORT PROVEN PROGRAMS WHILE REDUCING TAXPAYER RISK FOR FAILED PROGRAMS

The Jeffries Administration will explore the use of Pay for Success models in which philanthropic and private-sector dollars incubate prevention programs, with the City only paying once programs have shown demonstrable success in preventing crime and saving taxpayer dollars.

COORDINATED, STREAMLINED, TRANSPARENT, AND EVIDENCE-BASED FUNDING

The Jeffries plan will streamline all city investments in prevention-related programs under one municipal umbrella within the Mayor’s office, and will use a transparent and evidence-based process for the investment of those dollars. Upon assuming office and evaluating the effectiveness of municipal agencies, the Jeffries Administration will determine the appropriate place to house this streamlined vehicle for making funding decisions, which at minimum will combine the prevention-related resources of recreation, economic development, and health and human services.

Enforcement

Our enforcement values emphasize excellence, innovation and integrity; mutual trust and respect; partnerships; greater transparency and responsiveness; and permanent learning and adaptation of methods and practices to constantly changing situations

We will empower our department, particularly our front-line officers who put their lives on the line for the people of Newark every day, with the competitive edge they need to be successful. This will include: **1)** fostering public-private partnerships to provide our officers with the latest tools, equipment, and technology to do their jobs effectively and safely; **2)** de-politicizing department oversight and providing local commanders with the

autonomy and authority they need to succeed, while rewarding creativity and community responsiveness; and **3**) implementing comprehensive strategies for dealing with violence, gangs, and drug trafficking.

These overarching values and methods provide the foundation for our approach to enforcement. Building on this foundation, we will also pursue the following specific efforts to restore safety to our neighborhoods.

Targeted Focus on Crimes and Violence Prevented, Instead of Arrests Made, Search Warrants Executed, and Drugs Seized

Too often police departments, including Newark's, focus on police activity—especially arrests, search warrants, and drugs seized—instead of primary outcomes concerning the prevention and reduction of crime and violence. Under the Jeffries Administration, the effectiveness of our police department will be measured by the crimes we prevent, not simply our underlying activity. We will also hold ourselves accountable for tracking the disposition concerning those arrests we make. Although we cannot control how prosecutors charge and pursue cases, we will track and when appropriate enact appropriate corrective action if the arrests we make are routinely downgraded to less serious offenses.

RELENTLESS FOCUS ON THOSE INDIVIDUALS MOST RESPONSIBLE FOR CRIME

Focused on numbers like arrests and executed search warrants, police departments often fail to strategically target their resources at those individuals most responsible for crime. Our administration will purposefully focus on intelligence gathering, investigative policing, and the smart use of technology to identify and arrest those most responsible for the violence in our community.

CREATION OF A SPECIAL VIOLENT CRIME TASK FORCE TO TARGET THE CITY'S MOST VIOLENT OFFENDERS

Crime in Newark is caused disproportionately by a small number of individuals. The Jeffries Administration will create a Violent Crime Task Force, modeled after similar units that have been successful in other cities (like Louisville and Baltimore), which will target violent crime. This unit will use cutting-edge technology, leveraging local and federal databases and other resources permitting the real-time tracking of crime data, along with good community-based police work to gather intelligence about those involved in criminal activity. Using that intelligence, this special unit, which will comprise some of the department's best officers, will aggressively target those most responsible for the violence in our city.

CLOSING OPEN AIR DRUG MARKETS AND AGGRESSIVE PURSUIT OF ILLEGAL GUNS

We will aggressively target and close the open-air drug markets that populate our city using both investigative strategies and well-targeted high impact tactical enforcement operations. These drug markets are a primary source for the gun-violence, car-jackings, and murders in our city, and we will aggressively pursue a strategy of closing them. Our strategy entails reclaiming the most violent areas in our neighborhoods quickly and decisively, while employing longer term strategies to sustain our gains and prevent future crime. Closely related, we will pursue a zero-tolerance policy on illegal guns. Any individual caught with an illegal gun, especially one used in connection with drug trafficking or gang activity, will be arrested and sent to prison. Guns and drug trafficking are a driver of crime in our city, and we will attack these crimes relentlessly.

TARGETED OPERATIONS FOCUSED ON STREET AND DRUG GANGS THAT PREY UPON OUR CHILDREN

We will conduct targeted operations focused on those street and drug gangs that lure our children into a life of crime and exploit them in peddling their wares. We will ensure our policing strategies are aligned with the county prosecutor's office, so that those who prey upon our children receive the most severe sentences and punishments.

FEDERAL, STATE AND LOCAL TASK FORCE ON GANGS

We will launch a multi-agency collaborative effort targeting gangs organized around guns, drugs, and violence. Gang activity is driving violence in our community, and we must have a targeted enforcement response. We will seek to collaborate with the Federal Bureau of Investigation, the Drug Enforcement Agency, the United States Attorney's Office, the county Sheriff's department, the county prosecutor's office, and the Newark Police department and other municipal agencies. This will be a longer-term strategic effort to reduce gang activity and associated violence in the city of Newark.

LAUNCH OF STATE-OF-THE-ART "REAL-TIME" CRIME PREVENTION DATA AND INTELLIGENCE CENTER

Police departments throughout the country are recognizing that they can amplify their impact through technology. The City will pursue a public-private partnership with private, philanthropic, and government partners to launch a best-in-class "real-time" crime prevention data and intelligence center. The primary mission of the technology and intelligence center will be to anticipate criminal activity and prevent Newark residents from becoming crime victims in the first place. This approach is a significant departure from traditional law enforcement approach that fosters reactive, after-the-fact responses and investigations. This technology and intelligence center will track, in real-time, criminal trends, help forecast future criminal activity so it can be prevented, and help the police use their resources more effectively than ever before. The center will also fuse existing and new technology platforms together to facilitate communication and collaborations between the community and its police department.

We seek strong and safe communities for all of our residents. We will work tirelessly to create this community. And we will also focus on making sure that all of our residents, and in particular our seniors and children, can walk the streets without fear of crime. Accordingly, in addition to these initiatives, which are core to our citywide strategy, we will pursue the following specific efforts focused on seniors, children, residents, and businesses.

Re-Entry

Recent data shows that nearly two-thirds of adult offenders will be rearrested within five years after being released from prison, and over one-third of juveniles will be re-incarcerated within two years of release. Efforts to address reentry must acknowledge that this issue involves significant challenges while also recognizing those models that have shown success.

The challenges should be clear. Those returning to communities from prison often face issues with substance abuse, illness, low educational achievement, and poor job skills. Even so, many model programs demonstrate that through concentrated efforts recidivism can be reduced. Drug court participants, for example, have dramatically lower recidivism rates than those convicted of comparable drug offenses and sent to prison.

The Re-Entry component of the Jeffries Plan builds work in Newark and throughout New Jersey over the last several years to focus more strategically on re-entry, including the Another Chance project implemented by the state in Newark, Trenton, and Camden, as well as the research and thinking of the Re-Entry Roundtable, convened by the New Jersey Institute for Social Justice and the Rutgers School of Criminal Justice.

Like the Prevention and Enforcement elements of the Jeffries Plan, the Re-Entry component also emphasizes the need for coordination and collaboration between Newark's re-entry-related efforts and those of the county, state, and federal government, as well as with community-based and faith-based partners. This plan also seeks to respond to the multiple risks and needs factors that contribute to recidivism, including unemployment, lack of housing, unaddressed medical needs and legal barriers to successful reentry. The plan is data-driven and focused on results.

EFFECTIVE, AGGRESSIVE INTERVENTIONS FOR OFFENDERS ON PROBATION FOR DRUG OFFENSES

Safety resources are drained through expensive and counter-productive incarceration of nonviolent drug offenders. And our streets are more dangerous as a result. The City will work with the courts as well as other county and state partners to launch an aggressive

pilot probationary program, considering programs like the HOPE project (started in Hawaii and being piloted throughout the country), that seek to more effectively address, both through treatment and, when appropriate, probation revocation, the needs of non-violent drug offenders.

EXPANDED VOCATIONAL AND EDUCATIONAL PROGRAMS, BOTH PRE- AND POST-RELEASE, TO PROVIDE RE-ENTERING OFFENDERS WITH JOB TRAINING, CERTIFICATION AND JOB PLACEMENT

Perhaps no single factor is as important to the successful community reintegration of an ex-offender as a job. The City of Newark will ensure a broad range of evidence-based training and certificate opportunities are available for Newarkers to build careers. The City, first, will work with its state and county partners to improve pre-release academic and vocational training, with a particular focus of improving access to high-quality online programming. Among other options, the City will pursue Pay for Service arrangements to spur pre-release educational and vocational programs in a cost-effective manner. The City will set the ambitious goal of ensuring all re-entering offenders have an individual plan for obtaining a GED and/or other recognized job-related credential. The City will, second, revamp its city One Stop to represent a best-in-class portal for intensive case management and job placement for ex-offenders.

RE-ESTABLISHING THE ONE-STOP RE-ENTRY CENTERS

The City of Newark experienced substantial success through its One-Stop Re-Entry Centers, funded significantly by the Nicholson Foundation. The Jeffries Administration will seek to re-establish these one-stop centers, in partnership with the philanthropic community. These centers provided one place for ex-offenders to access the range of supports—legal, social, housing, career, and family reunification, among others—required for successful re-entry and also mitigated against the effects of poor social-service coordination and bureaucracy, where ex-offenders would ride a merry-go-round in seeking to access the services they need.

INTENSIVE, BEST-IN-CLASS CUSTOMER SERVICE AND CASE MANAGEMENT THROUGH THE CITY ONE-STOP

In the Jeffries Administration, the One Stop Career Center will be a best-in-class facility for connecting Newarkers with job and career opportunities. The City will work through its One-Stop Job and Career Training Center to ensure it provides best-in-class case tracking and management to ensure all ex-offenders living in Newark have access to the training and job opportunities that undergird lasting careers. In many instances, we do not need a new program or bureaucracy, but we simply need to more effectively implement programs that we already know are successful. Our goal is not simply to ensure Newarkers find a job, but to support Newarkers in building life-long careers. The One-Stop, through effective case management, will ensure each ex-offender has a specific action plan for career-readiness, aligned with that individual's needs based on his/her particular amount of work experience and academic and skill level.

EXPANDED PARENT PROGRAMS FOCUSED ON THE REUNIFICATION CHALLENGES POSED BY INCARCERATION

Over half of incarcerated men have at least one child. Incarceration disrupts a parent's role as adult caregivers to their children, which has tremendous effects on families, communities, and neighborhoods. The City will continue to support existing effective programs and, in partnership with other government agencies and the nonprofit and foundation community, expand these programs. When successful, such programs improve offender employment, reduce offender recidivism and enhance the well-being of children involved.

EFFECTIVE JUVENILE RE-ENTRY

While the initiatives described above also include juvenile offenders, the City must take specific steps to address the particular needs of juvenile offenders. The City will work with its county and state partners to improve online-learning opportunities for young people to stay on track educationally and to keep kids from falling behind. Online programs will enable both individualized learning and support consistency of instruction as kids move through the system and transition home. Additional measures focused on juveniles will include effective transition of juveniles back into our school system; intentional focus on case management and family involvement; and specific coordination with the Juvenile Justice Commission and the local Youth Service commission to ensure successful and bureaucracy-free transitions of juvenile ex-offenders.

LEGAL SUPPORT FOR BARRIERS AFFECTING RE-ENTRY

Offenders are covered by a range of federal and state laws that make it more difficult for them to obtain social services, housing, and professional licenses. These rules, like so much of our criminal-justice system, are often counter-productive, making it much more difficult for ex-offenders to pursue lawful activities. The City's ReLease program has provided free representation to ex-offenders. This concept is well needed. Under the Jeffries Administration, the City will seek to expand this program, in partnership with legal clinics, the bar, and Legal Aid to provide as many Newarkers as possible with representation or counseling on ways to overcome these barriers to employment, social-services, and successful re-entry.

The Jeffries Plan

Safe Streets and Neighborhoods