

Further Strengthening Nonprofits and Their Partners The Work

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A Closer Look: Issues of Violence, Incarceration & Reentry in Richmond, CA *A Criminal Justice/Reentry Brief*

*Written by Rebecca Brown
Further The Work, LLC*

Developed in cooperation
with Insight Prison Project

community

May 2010

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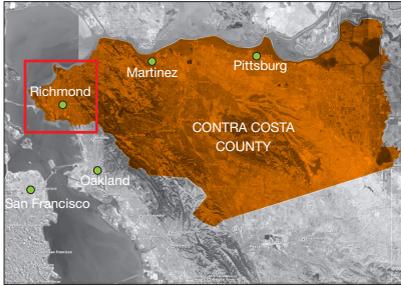
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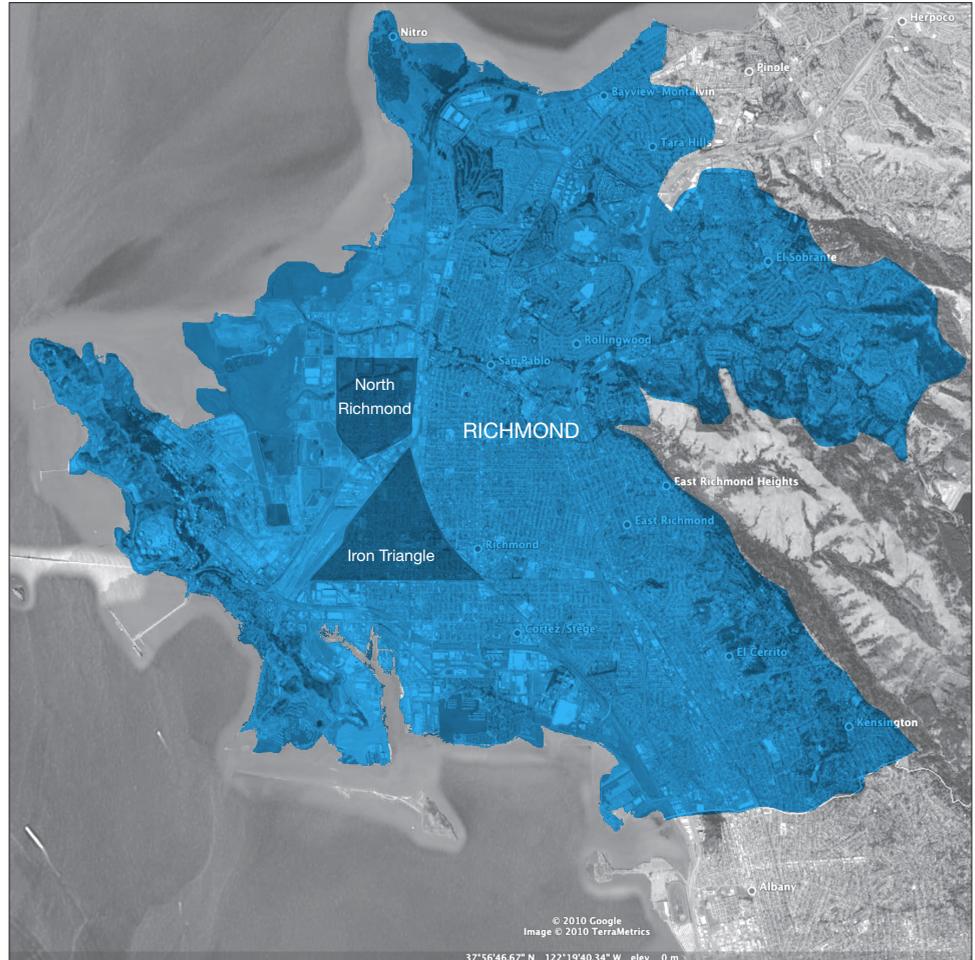
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Richmond, California



Contra Costa County



Iron Triangle and North Richmond neighborhoods in Richmond, California



I. Understanding Richmond

On those occasions when the city of Richmond, California, rises to public notice, it is generally the reports of the city's violent crime that garner the greatest attention. Whether it's yet another murder, a particularly horrifying rape, or a double shooting committed inside a church: day after day, the headlines depict a violent city out of control.

But Richmond's reputation for violence both distorts the truth and reflects much larger truths. Yes, it is true that the city's homicide rate is far higher than that of other cities of similar size. And yes, it is true that whole neighborhoods experience a level of community violence and destabilization that scars the lives of thousands of residents, whose daily decisions are all too often constrained by fear and grief. It is also true that the city's pattern of relatively localized violent crime and retaliation disproportionately concentrates city resources into specific geographic areas and focuses attention on specific populations. It is true that, given this concentrated violence, many thousands of law-abiding residents – most especially, young men of color – experience high levels of police scrutiny and intervention, after which the penal system swallows up a disproportionate percentage of our community members, only to release them back into a community that is likely no better prepared to foster their success than it was when they were first incarcerated. It is equally true that our social service systems and local leaders, however well intended, are too often overmatched by the challenges they are asked to redress. Finally, it is true that in the absence of a robust organizing framework and infrastructure sufficient to consistently reflect, promote, and reward effective approaches, our collective resources are too often put to inconsistent and sometimes inefficient use.

But these difficult truths should not obscure the positive developments possible the city of Richmond and in Contra Costa County, of which Richmond is a part. Increasingly, the region's stakeholders are working together to develop better models, identify and deploy proven approaches, integrate efforts, align resources, gather and share information, and engage in intentional, multi-sector initiatives.

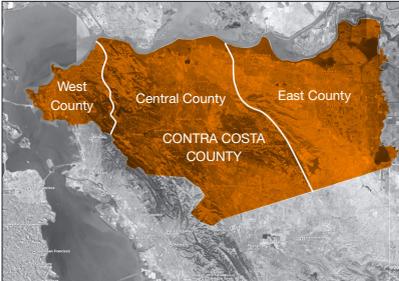
By pulling together a wide array of Richmond-specific data into one document and shaping it into this descriptive brief, we hope to support the region's stakeholders – municipal government, CBOs, public systems, businesses, and funders – in our collective efforts to advance this city and region, reduce its traumatic and traumatizing dynamics, and support the development of a safe, healthy, just, and vibrant community.

II. Regional Overview

A city of approximately 105,000 people¹ located 16 miles northeast of San Francisco, Richmond is located in Contra Costa County,² a sprawling and diverse municipality that covers 720 square miles³ and includes 19 cities⁴ and 24 unincorporated communities,⁵ with a population of just over one million people.⁶ Given its geographic size (see attached map), Contra Costa County is generally thought of as comprising three separate regions with distinct demographics and challenges:

- East County contains four cities and several unincorporated areas, has a smaller population, and is generally more rural than West County;
- Central County holds the county seat (Martinez) and is generally more affluent, less ethnically diverse, and more consistently suburban than either of the other regions;
- West County is a more densely populated cluster of five cities and numerous unincorporated areas, located along the county's western shoreline.^{7, 8}

It is the West County region that is the subject of this brief. Hugging the western shoreline of Contra Costa County along San Pablo Bay, West County has an estimated population of 232,000, about 22% of the county's total.⁹ Richmond, with a population approximately three times that of the region's next largest municipality, dominates West County.



West, Central and East Contra Costa County



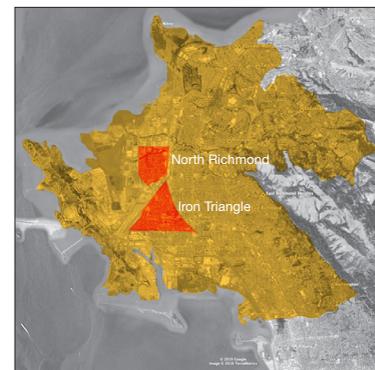
Covering 34 square miles and boasting a bay-front golf course, thousands of acres of protected open space, and 32 miles of shoreline,¹⁰ by many measures Richmond can be considered a suburban community of quiet neighborhoods. Ranked as the 56th-largest city in California,¹¹ Richmond is home to an ethnically diverse population, of which an estimated 30% are African American, 34% Latino, 19% Caucasian, 14% Asian, and 3% mixed-race or other; 31% of residents were born outside of the United States, and 44% speak a language other than English at home.¹² Slightly lagging national averages, 75% of Richmond's adults hold a high school diploma, with 22.4% holding a bachelor's degree.¹³ In 2007, the median household income for the city's residents was estimated at \$50,346,¹⁴ 17% below the state median of \$61,021.¹⁵

Concentrations of Poverty and Crime Despite the suburban quality in many areas of the city, however, Richmond has one of the highest per capita crime rates in California, with 47 homicides reported in 2009. Victims are disproportionately and increasingly young: In 2009, 19% of the city's murder victims were under 18 years of age, and 50% were under the age of 24.¹⁶

This stark reality begins to reveal that Richmond's is a story of the region-wide and massively destructive ripple effects of a terrible socioeconomic struggle concentrated in two highly delimited geographically and socially confined areas within the city as a whole. The majority of the city's violent crime occurs in and around, involves, and directly affects the residents of two embattled neighborhoods:

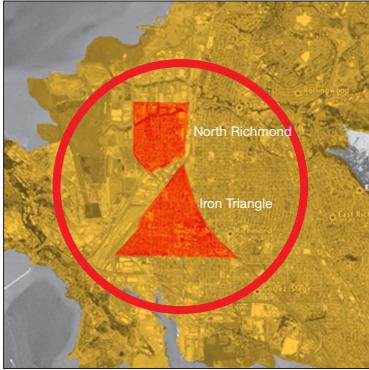
- Richmond's **Iron Triangle**, comprising three square miles named for the three major railroad tracks that define its boundaries – physical, experiential, and social – and home to approximately 22,000 people;¹⁷
- The tiny, adjacent unincorporated community of **North Richmond**, with a population of 2,300 people¹⁸ living in 1.4 square miles.¹⁹

Within these two neighborhoods, over 95% of the population are people of color,²⁰ with approximately two-thirds identifying as African-American and 30% as La-



The majority of the city's violent crime occurs in and around, involves, and directly affects the residents of Richmond's Iron Triangle and adjacent North Richmond.

Murders in Richmond, CA



Approximately half of Richmond's 47 murders last year occurred within the two neighborhoods of the Iron Triangle and North Richmond, and an estimated 75% occurred within one mile of the borders of these neighborhoods.

tino. The median household income for North Richmond is estimated at \$24,131 and for the Iron Triangle at \$26,011, 60% lower than the median income for the city as a whole.²¹ It has been estimated that nearly 50% of families in these two areas live below the poverty line. Indeed, of North Richmond's 2,300 residents, county figures report that fewer than 350 people are officially employed.²²

Lethal Violence Over the years, longstanding feuds between these two neighborhoods have escalated in intensity and consequence. Firearms are both common and readily available in Richmond, and their effects are clear: last year, 91% of the city's murders were shooting deaths.²³ The overwhelming majority of West County's homicides occur outdoors, on the streets of Richmond and North Richmond, as small numbers of residents of each neighborhood cross from one territory into the other in an endless stream of retaliatory, street-level deaths.

Five statistics indicate the sobering nature of this highly concentrated and traumatizing community violence:

1. Although Richmond contains only 10% of Contra Costa's population as a whole, in 2009 Richmond and North Richmond accounted for 48% of the 97 murders in the entire county.²⁴
2. Narrowing the lens to focus on the neighborhood level, we find that approximately half of Richmond's murders last year occurred within the two neighborhoods of the Iron Triangle and North Richmond, and an estimated 75% occurred within one mile of the borders of these neighborhoods.²⁵
3. With 47 murders in 2009, in the context of an estimated total population of 105,000 people, *Richmond's murder rate is seven times that of its neighbor, San Francisco,*²⁶ *and more than twice as high as Oakland's.*²⁷
4. When the incidence of homicide is measured in terms of the Iron Triangle and North Richmond neighborhoods themselves – perhaps 25,000 people in total – the effective homicide rate experienced by these two neighborhoods nearly doubles.²⁸



5. And in 2007, Richmond ranked third nationally – behind only New Orleans, Louisiana and Gary, Indiana – in per-capita homicides.²⁹

However pervasive the effects, these incidents of lethal violence are committed by a very small minority of residents. But in a community so tightly concentrated, where it seems everybody knows everybody else, the fear of reprisals represents a profound disincentive for community members to inform or testify against perpetrators; of the 47 murders in Richmond in 2009, arrests have been made in approximately 25% of cases, to date.³⁰ And while homicide is just one measure of community violence, Richmond fares no better in broader measures: according to the Attorney General, just over 1,400 incidents of violent crime were reported in Richmond and North Richmond in 2009, representing 32% of all violent incidents reported in the county as a whole.³¹

Although Richmond's crime is concentrated in these relatively small geographic areas and directly involves only a small subset of the city's overall population, its effects are costly and wide-ranging throughout the city, demanding high percentages of city and county services, civic attention, and collective concern. Further, the frequency and intensity of violence has profound psychosocial effects on area residents. These high levels of community violence leave, in their wake, thousands of victims, thousands of incarcerations, and a pervasive cloud of fear, grief, desperation, and deep trauma.

III. Criminal Justice Involvement

Given the high crime rates, it is no surprise that Contra Costa County as a whole, and Richmond in particular, send substantial numbers of residents to state prison, and that the communities also serve as principal areas of reentry for parolees returning from incarceration. Located only nine miles west of Richmond, San Quentin State Prison held 4,778 of California's 153,546 inmates as of 1/31/2010.³² According to data from the California Department of Corrections and Rehabilitation (CDCR), 494 individuals were committed to state prison by Contra Costa County

In 2007, Richmond ranked **third nationally** – behind only New Orleans, Louisiana and Gary, Indiana – in per-capita homicides

76% of parolees
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in 2008³³ (most of whom were sent to San Quentin), a rate of 47 incarcerations per 100,000 residents countywide. Of these, 387 (78%) were new felon admissions and 107 (22%) were recidivist parolees returning to prison with a new term of incarceration.³⁴ In addition to the state prison at San Quentin in adjacent Marin County, three correctional facilities operate inside Contra Costa County – one in Richmond; another in the county seat, Martinez; and the third in East County, in the rural community of Clayton. Together, they serve as places of incarceration for thousands of male and female county residents every year.

Criminal Convictions & Local Implications According to CDCR, of the 130,182 convicted felons paroled statewide in 2009,³⁵ 27% had been sent to prison for crimes against persons (homicide 1.8%, robbery 5.5%, assault 14%, sex crimes 6%, and kidnapping <1%). Of the remaining parolees, 29.2% were convicted of property crimes, 29.8% of drug crimes, and 13.6% of miscellaneous crimes.

Of the felons paroled statewide, 1,729 were living in Contra Costa County as of 1/31/10;³⁶ of these, 31% were paroled for the first time, while 68% were being re-paroled following a return to prison after an earlier release from incarceration.³⁷ Of the 1,729 living in the county, 36% of them (614 individuals)³⁸ resided in the Richmond Parole Division. Of those 614 parolees, an estimated 450 of them – that is, *76% of parolees in the Richmond Parole district, and 26% of all of the parolees in the entire county* – resided in the zip codes associated with the neighborhoods of the Iron Triangle and North Richmond.³⁹ The average “first-release” (male) felon had spent 4.8 months in jail, followed by 20.1 months in state prison, meaning that the average parolee had been incarcerated in a jail or prison for just over two years before being released back into his community.⁴⁰

This quartet of statistics – in which 1,700 paroled felons are living Contra Costa; of whom more than a third are living in West County; of whom nearly 30% had committed crimes against persons (as opposed to property crimes or drug offenses); and of whom 68% are returning recidivists – suggests a revolving door of high-need and high-risk men exiting San Quentin, reentering the West County community, and returning to supervision in the Richmond Parole Division. Even when the



crime of commitment is nonviolent, such as drug possession or property theft, this steady stream of incarceration, parole, and recidivism fragments the community, leaving in its wake a trail of destabilized individuals, families, and neighborhoods struggling to cope with the after-effects of constant disruption.

Given that Contra Costa sends nearly 500 people to prison each year; that ninety-five percent of inmates will eventually be released from custody and return to their communities; that the mean duration of incarceration is 24 months; and that the state of California has recently enacted new law likely to increase the number of people released on parole,⁴¹ it is reasonable to extrapolate that approximately 450-500 people will be paroled to Contra Costa annually, with more than one quarter of them (perhaps 120-180 individuals) returning to West County from state prison each year.⁴²

Recidivism Like the rest of the country, California experiences a high rate of parolee recidivism: In 2006, 40% of parolees were returned to prison within the first year after release, and a total of 52% (inclusive) had been returned within the first two years after release.⁴³ In those first two years, rates of recidivism were highest (50%-60%) for parolees with principal offenses of theft, burglary, drug possession, sex crimes, assault with a deadly weapon, other assault, or attempted murder.

But rates of recidivism were worse in Contra Costa than in California as a whole; according to a three-year study published by CDCR in July 2009, 62% of the parolees released to Contra Costa in 2005 were returned to prison on a new offense within the first two years, and 66% within the first three years.⁴⁴ If we apply these statistics to the 628 parolees released to and under the supervision of the West County/Richmond Parole as of 1/31/2010,⁴⁵ we can expect that 414 of these paroled residents (66%) will return to state prison before January 2013 – and that does not include the number of residents who will, during those three years, be sent to San Quentin for the first time, or the number of formerly incarcerated people who are sentenced to a new prison term after more than three years since their prior release.

In Contra Costa County, 62% of parolees return to prison within two years of release, as compared to 52% in California

This cycle of recidivism and incarceration takes an overwhelming toll – as measured in new victims, disrupted and traumatized families, chronically overburdened and inadequate criminal justice systems, and destabilized communities.

IV. Parolee Needs and Reentry Services

To interrupt this cycle, communities across the nation are attempting to develop a wide array of supportive programs to serve at-risk populations at all phases of the cycle, including prevention, intervention, diversion, and restorative programs. But as communities across the country have discovered, weaving these well-meaning programs into an integrated quilt of effective services, and ensuring that they are accessible to these populations, is a daunting task.

From 2002-2007, the Urban Institute conducted a national, multi-site study – the Serious and Violent Offender Reentry Initiative (SVORI) – funded by the National Institute of Justice to examine the pre- and post-release risks and needs of serious and violent offenders under age 35 exiting incarceration. The most requested reentry needs were education (94% requesting such services), financial assistance (86%), driver’s license/state ID (83%), job training (82%), and employment (80%).⁴⁶

Service Types To assess the services available to meet parolees’ needs, SVORI attempted to identify the programs that were available to the study’s participants, grouping the identified programs into four categories:

1. Coordination and Supervision, both pre- and post-release, including needs assessment, case management, treatment/release planning, and post-release re-integration support and supervision;
2. Employment, Education and Skills Building, including structured education/vocational training, work readiness training, job coaching, life-skills support, money management, and support for developing positive relationships, attitudes, and behaviors;

Most requested reentry needs:

Education	94%
Financial Assist.	86%
Driver’s Lic./ID	83%
Job Training	82%
Employment	80%



3. Health Services, including medical, dental, prescriptions, substance abuse treatment and mental health services;
4. Transition Services, including legal and benefits assistance, financial support and emergency assistance, peer support, mentoring, housing, and transportation.

Service Gaps Despite the presence of programs intended to meet the needs of the reentry population, the men included in the SVORI study reported far lower rates of success in accessing these services than the service providers themselves reported.⁴⁷ Common barriers to access included:

1. Inadequate information and referral, including outdated information, lack of awareness about available programs, inconsistent reliability of referral agreements, and poor communication among service providers regarding individual clients;
2. Programmatic barriers, including poor program quality and inadequate program capacity to meet needs in a timely way;
3. Individual-specific factors, such as lack of transportation, inadequate capacity to manage complex information, inadequate skills in coping with psychosocial challenges and frustrations, and complicating underlying factors such as serious mental health and substance abuse problems.

Service Capacity and Delivery in Contra Costa County Recognizing that the gaps and barriers such as those identified in the national SVORI study have been present in Contra Costa County as well, Contra Costa County in late 2009 developed the Reentry Planning Initiative⁴⁸ (RPI), a county-wide collaboration of county government, law enforcement, correctional facilities, county probation and parole departments, formerly incarcerated people, community-based service organizations, consultants, and funders. Initiated and overseen by county supervisors and supported by funding from The California Endowment, RPI is now completing a comprehensive, countywide strategic plan to coordinate the efforts of various reentry stakeholders in the county.

Reentering individuals report far lower rates of success in accessing services than the service providers report

Within West County, local stakeholders have traditionally developed local referral networks and partnerships to address the needs and implications of our substantial reentering populations; we expect that these local stakeholders will continue to hold prominent roles in West County, once the countywide strategic plan is completed. Contra Costa's strategic plan is scheduled for completion in 2010.

V. National Resources

National Reentry Resource Center With more than 650,000 people released from state and federal prison across the country each year,⁴⁹ issues of reentry and recidivism have gained increasing prominence in the national discourse over the past decade. In response to this developing conversation, in late 2009 the Council of State Governments launched the National Reentry Resource Center (NRRC), designed to advance the safe and successful reentry of individuals from prisons and jails into their communities. NRRC is intended to serve stakeholders of all types, including states, tribes, territories, local governments, service providers, adult/juvenile correctional institutions, and reentering individuals and their families.

Accessible via a comprehensive and continually updated website,⁵⁰ NRRC provides a wide array of information, including publications, statistics, state activities and resources, training and technical assistance, federal funding opportunities, and information about exemplary programs from across the country. In addition to information and resources that focus specifically on reentry, it also provides best practice information on related issues affecting the reentry population, such as substance abuse, housing, employment, and victimization.

Recognizing the variety of ways in which reentry touches our lives, NRRC also organizes information intended to serve specific audiences, including state/local governments, community and faith-based organizations, and people returning home. And its newsletter offers relevant, timely information, including announcements of new research, grant opportunities, events, and training webinars. It is

National Reentry
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now developing a forum capacity to allow peer-driven questions and conversations, and is also developing a “What Works” repository of identified effective programs and approaches.

NRRC also serves as a portal to a variety of additional resource sites, such as the Office of Justice Programs (OJP),⁵¹ which serves to produce and disseminate state-of-the-art knowledge and practices about justice issues and programs. OJP works in partnership with the justice community to identify the most pressing challenges confronting the justice system and to provide information, training, coordination, and innovative strategies and approaches to address these challenges.

In turn, the Office of Justice Programs website serves as the hub for additional related national service bureaus, including the Bureau of Justice Assistance, the Bureau of Justice Statistics, the Community Capacity Development Office, the National Institute of Justice, the Office of Juvenile Justice and Delinquency Prevention, the Office for the Victims of Crimes, the SMART Office (Sex Offender Sentencing, Monitoring, Apprehending, Registering, and Tracking), and the Reentry Policy Council. The Reentry Policy Council is a federal body that develops bipartisan policies and principles for elected officials and other policymakers, and facilitates coordination and information-sharing among organizations addressing reentry issues.

As has been made clear in the recent round of solicitations for proposals seeking federal funding through the Second Chance Act,⁵² the federal government is increasingly demanding a high level of evidence-based design, program rigor, and implementation fidelity in the reentry-related programs and practices it will support. The federal resources mentioned here were created by national leaders to serve as the standard-bearers to advance the field of reentry policies, initiatives, and approaches across the country, and they represent a great step forward in fostering the easy identification of and access to information about leading programs and approaches.

The federal government is increasingly demanding a high level of design, rigor, and fidelity in programs it will support

VI. Summary

As this brief suggests, Richmond’s disproportionately high rates of incarceration and recidivism are both a cause and a reflection of Richmond’s highly concentrated poverty, deep social stressors, and under-resourced and relatively fragmented offerings across the high-need service spectrum (prevention, intervention, diversion, and reentry).

Efforts to ameliorate the self-perpetuating nature of this cycle require meaningful and effective service integration, such as is being developed through Contra Costa County’s Reentry Planning Initiative, as well as a sustained and pervasive, multi-sector commitment to close service gaps and establish consistent and highly effective standards of service quality, access, referrals, and integration.

Our progress will require the active, patient, determined, and informed willingness of all stakeholders – government, funders, service providers, public systems, businesses, the formerly incarcerated, their families, and technical advisors – to surrender familiar approaches, push past simple explanations, seek out new insights, accept complexity, and maintain an unwavering focus on the greater collective good: the development of a healthy, safe, compassionate, and cooperative community.



Endnotes

- 1 Richmond City Facts Sheet
- 2 You can find a county map *here*.
- 3 http://en.wikipedia.org/wiki/Contra_Costa_County,_California
- 4 <http://www.co.contra-costa.ca.us/index.aspx?nid=1243>
- 5 http://en.wikipedia.org/wiki/Contra_Costa_County,_California
- 6 Cities of Contra Costa County
- 7 You can find a map of West County/Supervisory District 1, including the Iron Triangle and North Richmond, *here*
- 8 Op. cit. Cities of Contra Costa County
- 9 Contra Costa College Fact book 06-07
- 10 Op. cit. Richmond City Facts Sheet, p. 1
- 11 http://en.wikipedia.org/wiki/Richmond,_California
- 12 Op cit. Richmond City Facts Sheet, p. 2
- 13 US Census Bureau: State and County QuickFacts
- 14 Ibid, p. 2
- 15 City Data, Richmond CA
- 16 “Richmond Homicide Map: A Look Inside the Numbers,” *Richmond Confidential*, Alexa Vaughn, Robert Rogers, 10/19/09
- 17 Zero Homicide Program, Attachment A, page 1, produced by Richmond Improvement Association Agreement Amendment, 10/16/07
- 18 Direct communication with Luz Gomez, Deputy Chief of Staff, Office of Contra Costa County Supervisor John Gioia, 3/11/10
- 19 Contra Costa County, Redevelopment, CDBG, Housing and Finance
- 20 Pacific Institute, Measuring What Matters, p. 87
- 21 Ibid
- 22 Op. cit. Contra Costa County, Redevelopment, CDBG, Housing and Finance
- 23 Op. cit. “Richmond Homicide Map: A Look Inside the Numbers,” with specific percentage (43 shot of 47 homicides=91%) calculated by Further The Work
- 24 Contra Costa County Sheriff’s Department, Statistical Unit, direct communication, 3/31/10
- 25 Op. cit. “Richmond Homicide Maps,” with percentage estimated by Further The Work based on geographic analysis of the mapped murders
- 26 Forty-five murders in 2009 on a population of 770,000, direct communication, San Francisco Police Department Press Information Officer Lieutenant Lyn Tomiokia, 3/26/10, calculated to a homicide rate of 6.4 per 100,000 residents
- 27 108 homicides in 2009 on a population of 407,000, reported in Oakland Tribune, “Gradually, Oakland a Less Violent Place,” 3/30/10

- 28 An estimated half of the region's 47 murders take place in these two neighborhoods, in the context of estimated neighborhood populations of 25,000 = $(47/2)/25000$ or a pro rata homicide rate of 94 murders per 100,000 population, which is 14.69 times that of San Francisco's rate of 6.4 murders per 100,000 people ($94/6.4=14.69$); calculation performed by Further The Work
- 29 "Top 50 U.S. Cities Ranked by 2007 Homicide Rate," prepared by the Berkeley Center for Criminal Justice, Office of Gang and Youth Violence at the University of California at Berkeley Boalt Hall School of Law, 03/24/09, compiled from FBI Uniform Crime Data
- 30 Op. cit. "Richmond Homicide Map: A Look Inside the Numbers"
- 31 California Attorney General
- 32 "Monthly Report of Population as of Midnight 1/31/10," California Department of Corrections and Rehabilitation, produced 2/1/10
- 33 "California Prisoners & Parolees, 2008," California Department of Corrections and Rehabilitation, Table 15A: Total New Felon Admissions and Parole Violators Returned with a New Term, Number and Rate per 100,000 County Population, by County and Area of Commitment, Calendar Year 2008, p. 26
- 34 Op. cit. "California Prisoners & Parolees," Table 51: Recidivism Rates within One and Two Year Follow-up Periods for Felons Paroled to California Supervision First Released to Parole in 2006, p. 88
- 35 Ibid, "California Prisoners & Parolees," Table 40: Felon Parole Population by Offense and Gender, p. 63
- 36 "County and Region of Parole, Calendar Year 2009," California Department of Corrections and Rehabilitation, Table 1A: Total Felons Paroled and Reparoled from an Adult Institution by County of Parole, Calendar Year 2009, p. 2
- 37 Ibid
- 38 "Parolees By Region for February 2010," California Department of Corrections and Rehabilitation, Table 1: Parole Counts for Parole Statuses by Parole Region and Units for 02/28/10
- 39 Statistics derived from California Department of Corrections and Rehabilitation, gathered by the Urban Strategies Council ("Adult Parolees in Contra Costa County by Zip Code, 09/02/09")
- 40 Op. cit. "California Prisoners & Parolees," Table 45A: Total Felons First Releases to Parole by Offense and Time Served on Prison Sentence, p. 75
- 41 "California, in Financial Crisis, Opens Prison Doors," New York Times, Randal C. Archibold, 3/23/10
- 42 Op. cit. "Measuring What Matters," p. 65
- 43 "One, Two, and Three Year Follow-Up Recidivism Rates for All Paroled Felons Released from Prison for First Time in 2005," California Department of Corrections and Rehabilitation, 7/09



- 44 “One, Two, and Three Year Follow-Up Recidivism Rates for All Paroled Felons Released from Prison for First Time in 2005, by County” California Department of Corrections and Rehabilitation, 7/09
- 45 Op. cit., California Department of Corrections and Rehabilitation, Table 1, p. 3
- 46 “The Multi-Site Evaluation of SVORI: Summary and Synthesis,” Pamela K. Lattimore, Principal Investigator, RTI International, and the Urban Institute, p. 50
- 47 “Findings from the SCovi Multi-Site Evaluation,” Pamela Lattimore, a presentation made to the American Correctional Association, Tampa, FL, 1/27/2010
- 48 <http://www.cocoreentry.org/>
- 49 U.S. Department of Justice, Office of Justice Programs
- 50 National Reentry Resource Center
- 51 The Office of Justice Programs and the Office of Juvenile Justice Programs
- 52 Second Chance Act information at the National Reentry Research Center

About Further The Work

Why We Exist. The mission of Further The Work is to advance social justice by maximizing the capacity and efficacy of nonprofit organizations, and their partners, that are working for the greater good.

What We Do. At Further The Work, we advocate a place-based “whole community” approach to social change. Reflecting that belief, in our place-based work we focus primarily on West Contra Costa County and the complex issues it confronts.

By producing monographs such as this one, we strive to serve as an active thought-partner to our community, advancing the public conversation about issues of social justice.

Our comprehensive array of high-quality, adaptable, and client-responsive services includes concept development, strategic planning, grantwriting, facilitation, and training.

What We Believe.

- We believe that maintaining the status quo isn't good enough – not in a world in which suffering born of inequity is part of that status quo.
- We believe that there is no excuse to squander resources, whether of time, of attention, of wealth, or of expertise.
- We believe that for-profit organizations have an ethical obligation – and a practical opportunity – to contribute to the greater good, rather than just recirculate wealth among the traditional beneficiaries of that wealth.
- We believe in using excellence as a tool to promote social equity, bringing for-profit, market-competitive standards to our work in the nonprofit world.

Living Our Values. As a values-based Certified B Corporation, Further The Work is explicitly committed to a triple bottom line: people, place, and profit. We are proud of the fact that, from its inception, our company has focused on doing well by doing good.

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The Work

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