

# SHOCAP

Serious Habitual Offender  
Comprehensive  
Action Program



OJJDP

# Introductions

- Name
- Community your team represents
- Your role on the team

# SHOCAP

It is a comprehensive and cooperative case management process that enables the juvenile justice system to focus informed additional attention on youth who repeatedly commit serious crimes.

# Training Purpose

To prepare jurisdictional teams to draft new or strengthen existing Serious Habitual Offender Comprehensive Action Program (SHOCAP) development plans for the implementation of a SHOCAP within their community.

# SHOCAP Team Goals

- Commit to a comprehensive approach for working with serious habitual juvenile offenders
- Define SHOCAP for your community
- Participate in a systems approach for SHOCAP planning

# Goals – cont'd.

- Draft materials and plans to begin implementation
- Enhance leadership, problem-solving and collaboration skills
- Build team motivation
- Benefit from lessons learned
- Use available resources

# Performance Objectives

- Become familiar with other training participants.
- Begin identifying and working with your jurisdictional group as a “team”.
- Respond to the program goals and agenda.

# Performance Objectives

- Identify your team's needs and expectations for this training and how they can be met.
- Begin establishing ground rules for your team.



# Agenda – Day 1

- Introductions
- What is SHOCAP?
- The SHOCAP Team –  
Roles & Responsibilities

## Agenda - Day 2

- The SHOCAP Team  
cont'd
- Customizing SHOCAP
- Marketing your SHOCAP

# Agenda – Day 3

- Marketing your SHOCAP  
Cont'd.
- Evaluating your SHOCAP
- Resource and Development  
Planning
- Wrap-Up

# Team Expectations

Discuss in teams:

- What questions do you still have about this training?
- What are your team's priority needs or expectations?

# Facilitator Expectations

- We're here to help your teams
- Time management to complete the training
- Rotate facilitator, recorder and reporter roles in your teams
- Be concise, stay on subject
- Be kind and respectful

- Parking Lot
- Ground Rules

# Performance Objectives

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- Begin identifying and working with your jurisdictional group as a “team”.
- Respond to the program goals and agenda.

# Performance Objectives

- Identify your team's needs and expectations for this training and how they can be met.
- Begin establishing ground rules for your team.



# What is SHOCAP?

6% to 8% of male juveniles account for approximately 60% of the serious crimes committed by juveniles

# Team Exercise

1. Review the information on Appendix pp. 62-68
2. Discuss:
  - Challenges and successes working with habitual juvenile offenders in your community
  - Impact of SHO's on your community, the offenders and other youth

# Performance Objectives

- Given different forms of media, examine issues associated with juvenile crime and relate how it impacts society.
- Examine a SHOCAP concept and speculate on the benefits associated with its success.

# Performance Objectives

- Given the typical outcome of SHO's, determine how SHO CAP can impact the offender's future.
- Given the components of a SHO CAP, outline how it is similar to and how it differs from current community programs.

# What is SHOCCAP?

It is a comprehensive and cooperative case management process that enables the juvenile justice system to focus informed additional attention on youth who repeatedly commit serious crimes.

# SHOCAP Focus

- Case information
- Avoiding duplication & gaps
- Reintegration
- Preventing recidivism
- Individualized case management

# SHOCAP brings together:

- Law enforcement
- Schools
- Juvenile Corrections
- Courts
- Community Partners

To utilize all available resources to enable youth to become productive citizens.



# SHOCAP Concept

- Its foundation
- Alternatives to incarceration
- Community approach
- Cooperation
- Children can change

# Program Management

- Goals and Objectives
- Memorandums of Understanding
- Definition of SHO
- Roles & Responsibilities of Partners
- Program Evaluation
- Media Relations

# Program Management

- Committee Structure/  
Documentation
- Resource Development
- Meetings

# Case Management

- Assessing Resource Needs
- Identifying/Linking to Needs
- Data Collection and Analysis
- Selection Criteria
- JIS Management

# Collaboration/Partnership

- Community Outreach
- Knowledge of Existing Resources
- Monitoring Capability
- Community Oriented Policing

# Teams

- Selection
- Training
- Development
- Sustainability

# In your teams...

- Compare these points to what your community is doing now – similarities and differences.
- What challenges do you expect for your community?

# Benefits of SHOCCAP

In your teams:

- Develop a list of potential benefits that SHOCCAP might provide for:
  - Agencies
  - Community
  - Offenders and their families



# Performance Objectives

- Given different forms of media, examine issues associated with juvenile crime and relate how it impacts society.
- Examine a SHOCAP concept and speculate on the benefits associated with its success.

# Performance Objectives

- Given the typical outcome of SHO's, determine how SHOCCAP can impact the offender's future.
- Given the components of a SHOCCAP, outline how it is similar to and how it differs from current community programs.

# The SHOCCAP Team

# Performance Objectives

- Determine the roles and responsibilities of the community team;
- Conduct a community partnership analysis and establish the combined community team's assets;

# Performance Objectives

- Given a case study, determine how cross-agency cooperation can impact the effectiveness of SHO management;
- Facilitate the dynamics of the community partnership, according to the information in this module.

# Travis – Case Study

Review the Case Study:

- Determine what your own agency would have done, using **only** that information.

# Travis – A Case Study

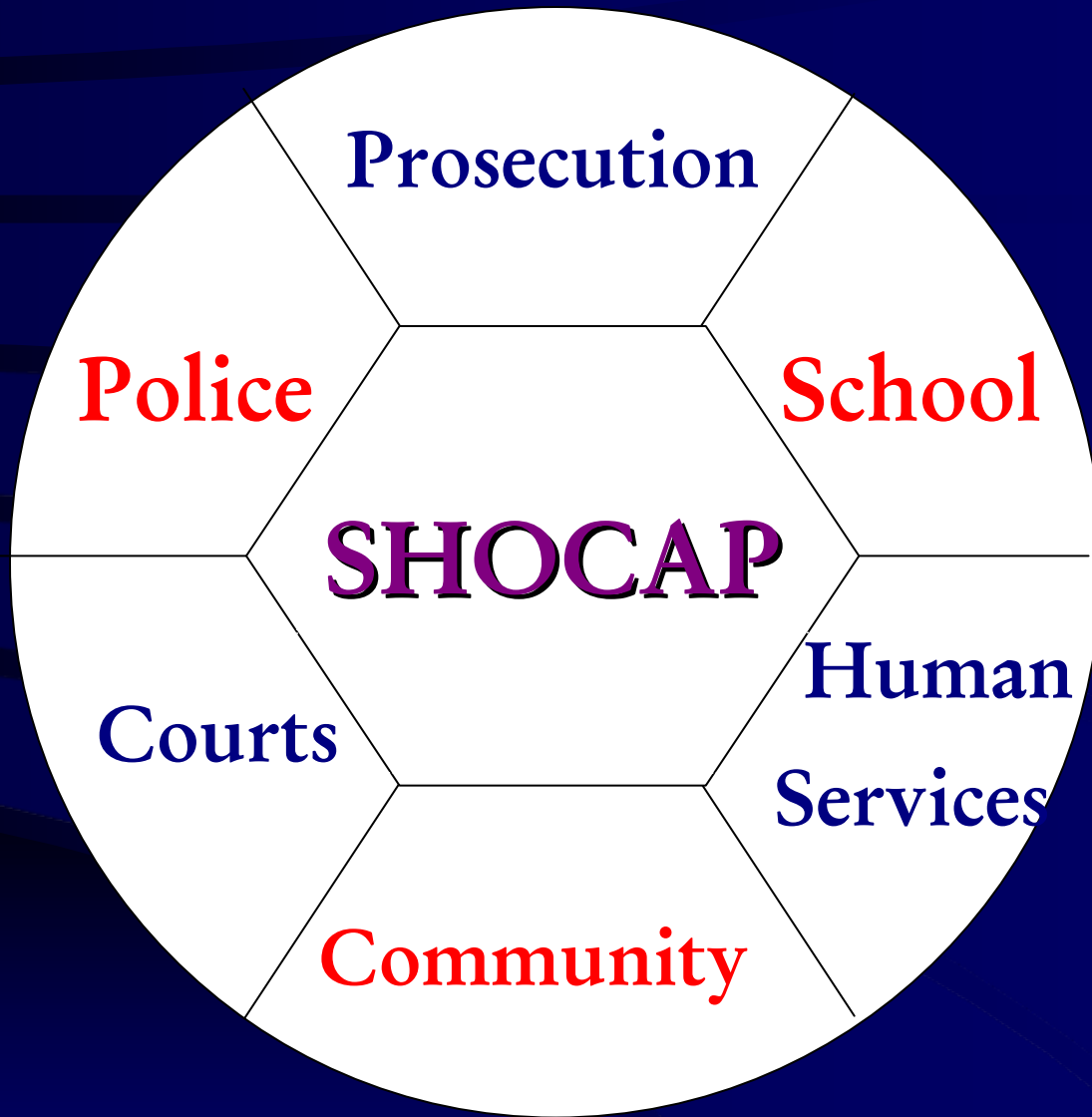
Review the full case in the Appendix:

- With your team, decide how your response would change with the **combined** information.

# SHOCAP Partners

- Law Enforcement
- Courts
- Prosecution
- Juvenile Corrections
- Social Services
- Schools





# Phase I

- In pairs:
  - Introduce yourselves -- name, position and background
  - Discuss your agency's goals and philosophies as they apply to SHOCAP
  - Identify at least **three ways** to improve cooperation between your agencies and other partners

# Phase II

- In your entire team:
  - Re-introduce yourselves -- name, position and background
  - Discuss your agency's goals and philosophies as they apply to SHOCAP
  - Identify at least **three additional ways** to improve cooperation between your agencies and other partners

# Phase III

- In your teams:
  - Discuss your own agency's goals and philosophies as they apply to SHOCAP
  - Identify at least three ways to improve cooperation between your agency and other partners

# Preparing for a Meeting

- Purpose
- Agenda
- Logistics

# Role of the Facilitator

- Agenda
- Introductions
- Be positive
- Remain neutral
- Keep the focus

# Role of Facilitator cont'd

- Encourage participation
- Protect ideas
- Do not evaluate
- Work with a recorder

# Making Decisions

- **What** are you going to decide?
- **Who** will make the decision?
- **What** criteria will you use?
- **Who** is affected by your decision?
- **When** must you make your decision?
- **What** tool will you use?
- **What** is your decision this time?



# Problem-Solving Process

- Accurate description
- Gather information
- Describe - if things were going well
- Brainstorm
- Criteria and priority
- Assessment
- Pick the best and implement

# Memos of Understanding

Identifies which agencies will be involved and specifies that they will work in cooperation with the members of the SHOCAP to coordinate and promote:

# Memos of Understanding

- Communication
- Information Sharing
- Responses to public safety
- Rehabilitation

# Roles and Responsibilities

- In your functional groups, review the roles and responsibilities identified in the example:
  - Identify any responsibilities that may not apply to your agency and any concerns
  - Add any new responsibilities that you feel may apply (with an explanation)

# Roles and Responsibilities

- In your teams:
  - Each member should share suggestions on his/her own agency's roles and responsibilities for SHOCAP. Record these.
  - Discuss responsibilities that are not addressed.
  - Discuss who will be involved from each agency and any concerns about how agencies will work together.
  - Begin to draft your MOU, including identifying the lead agency, and specific roles in the SHOCAP for team members.

# Lessons Learned

- Don't have one strong leader
- Leadership in community is key to success
- MOU's are essential
- Bring partners in up front to be part of initial decisions
- Involve the community
- SRO's can be partners

# Remembered Benefits

- Diminishes duplication of effort
- Helps address limited staff and budget
- Coordinated effort of case management and service delivery
- Better information = better decisions
- Complete profiles for prosecution

# Performance Objectives

- Determine the roles and responsibilities of the community team;
- Conduct a community partnership analysis and establish the combined community teams assets;



# Performance Objectives

- Given a case study, determine how cross-agency cooperation can impact the effectiveness of SHO management;
- Facilitate through the dynamics of the community partnership, according to the information in this module.

# Customizing SHOCAP for your Community

# Performance Objectives

- Outline the goals, objectives and guidelines for their SHO CAP;
- Given examples and parameters of the SHO, community partners will contour specifications that identify the SHO's in their neighborhood;

# Performance Objectives

- Given the roles and responsibilities of the community participants, create an organizational structure that will reinforce the SHOCAP concept;

# Performance Objectives

- Examine information sharing practices and determine how to increase communication flow between community partners, while still remaining within legal parameters.

# Mission

- Who are you?
- What business are you in?
- Who are your customers?
- Who, inside and outside of the organization, do you serve?
- What do you provide your customers?

**Mission statements** are  
brief, general statements  
of where the  
organization is going.  
They should have a long  
duration.

# Sample Mission:

The aim of the SHOCAP is to enable juvenile-related professionals to use the system more effectively to respond to serious juvenile crime.



# Goals

- Few in number;
- Critical outcomes;
- Doable in one to two years;
- General for creativity;
- Have a target date;

# Goals

- Consider:

- >customer's requirements,
- >organizations expectations,  
and
- >needs of the partners.

# Sample Goal:

To reduce serious  
juvenile crime by  
10% over the next  
two years.

# Objectives

- Specific
- Measurable
- Understandable
- Accountability
- Realistic
- Timely

# Sample Objectives:

- Establish a SHOCAP Steering Committee that represents varied perspectives by 11/30/2002;
- Develop a local SHOCAP plan by 3/31/2003;
- Set up interagency communication systems that improve SHO monitoring by 6/30/2003.

# In Your Teams:

- Draft a **Mission** statement for your SHOCAP
- Draft at least one **Goal**
- Draft at least three **Objectives** that will lead to that goal

# Organizational Structure

- You all have a role
- Your own or existing committee
- Your agency's role
- Additional representative
- Program Coordinator or Chair

# Chair/Program Coordinator

- Develop task force agendas and plan meetings
- Facilitate meetings
- Act as a liaison



# All SHOCAP Members

- Update the SHO files
- Task forces to:
  - Review collected information
  - Analyze near SHO/SHO profiles
  - Review case files

# Policy can address:

- MOU's
- Methods of early identification
- Proper placement of SHO
- Prevent inappropriate pretrial release
- Design and implement Case Management system

# Policy...

- Data collection and dissemination
- Sharing information
- Individual SHO plans
- Ensure detention
- Supervision plan
- Provide placement and aftercare
- Community based services

# In Your Teams...

- Outline an organizational structure for your SHOCAP
- Describe roles and responsibilities
- Identify policies you may need to develop

# Who is the SHO in Your Community?

There is no hard and fast rule governing the SHO criteria. You have to build the SHOCAP based on the needs of your community.

# Sample SHO Criteria

- Collier County, Florida
- Davis County and Salt Lake County, Utah
- Howard County, Indiana
- “Near SHO”

# In Your Teams

- Consider the community you live in and the needs of this community;
- Create SHO criteria based on these needs.

# SHO Profiles

- INDEPENDENTLY, read the case studies and decide if each youth meets your SHO criteria
- AS A TEAM, discuss your decisions and agree on which are SHOs
- Answer the questions at the end of the case studies



# Racial Profiling

Racial and ethnic profiling, real or imagined, strikes at the heart of any truly effective community policing strategy – **public trust.**

# Racial Profiling

The **targeting** of people based on their race or ethnic background is illegal profiling.

# IF:

Most SHO's belong to one racial or ethnic group (disproportionate to your community's population)...

Reconsider  
your SHO  
definition and  
criteria

# Disproportionate Minority Confinement

The overrepresentation of minority youth in juvenile detention and correctional facilities is the most visible manifestation of this problem.

# Suggestions to reduce the likelihood or appearance of Racial Profiling or disparate treatment

- Have minority representation on your team
- Include minority communities in the process early
- Eliminate subjective criteria for SHOs
- Use collective decision-making rather than single decision makers
- Work with local communities to determine fair responses and positive interventions to change SHOs behaviors

# Sharing Information vs. Confidentiality

# Group exercise:

- Discuss information sharing practices in your agencies
- Compare it to legal allowances (pp.37-44)
- How can your community address these issues?



# Team Reports

- What information-sharing ideas might be useful to other teams?
- What questions do you still have?

# Performance Objectives

- Outline the goals, objectives and guidelines for their SHOCCAP;
- Given examples and parameters of the SHO, community partners will identify the SHO's in their neighborhood;

# Performance Objectives

- Given the roles and responsibilities of the community participants, create an organizational structure that will reinforce the SHOCAP concept;

# Performance Objectives

- Examine information sharing practices and determine how to increase communication flow between community partners, while still remaining within legal parameters.

# Marketing Your SHOCAP

# Positive Change

- Set the stage
- Provide information
- Discuss impacts
- Analyze change
- Reach agreement
- Celebrate

# Performance Objectives

- Using the guidelines presented in this module, develop strategies to promote internal cooperation and buy-in
- Using ideas from successful SHOCAP communities, develop strategies for marketing your SHOCAP to the community.

# In your functional teams:

- Identify **who** is affected by this change.
- Identify potential **benefits** for each group.
- List things you can do to **assist** them in making the changes.



# SHOCAP Stakeholders

- Law Enforcement
- Courts – judge, PD, probation
- Prosecution
- Juvenile corrections & detention
- Social Services & CBO's
- Schools
- Others in the community

# Marketing Strategies

- Community forums
- Engaging public officials and community leaders
- Working with media representatives
- Newsletter
- Making presentations

# In Your Teams:

- Begin identifying the external “target” groups you want to reach;
- Identify the message(s) you want to send to each group, and the best strategies to reach them.

# In your teams

Create a brief “commercial” for your SHOCAP project

- Base it what will appeal to the community or group you are targeting
- It can take the form of a print advertisement, a TV skit, a radio ad, etc.

# Performance Objectives

- Used the guidelines presented in this module to develop strategies to promote internal cooperation and buy-in.
- Used ideas from successful SHOCAP communities to develop strategies for marketing SHOCAP to the community.

# Evaluating Your SHOCAP

# Your vision:

What will be happening in your community that will be a result of your SHOCAP efforts in:

- 6 months
- 1 year
- 2 years

# Performance Objective

- Using the guidelines presented in this module, develop strategies to evaluate the SHOCAP plan and program.



# Benchmarks

Measurable indicators of what  
you've accomplished

# In your teams:

Agree on a set of realistic Benchmarks for your SHOCAP development process for:

- 6 months
- 1 year
- 2 years

# In your teams:

- Identify evaluation methods you will use to measure your progress on the benchmarks

# Red Flags

- A youth falls through the cracks of the system
- One agency stops participating in information sharing
- An important team member leaves
- SHO's are predominantly from one racial or ethnic group

# In your teams

- Agree on “red flags” you’ll keep an eye out for to be sure the process is moving forward

# Performance Objective

- Using the guidelines presented in this module, develop strategies to evaluate the SHOCAP plan and program.

# Resource and Development Planning

# Performance Objective

- Given a Resource List, identify local and national resources they will need to complete their implementation plans, and determine how to locate and access them.



# National Resource List

- Office of Juvenile Justice and Delinquency Prevention
- International Association of Chiefs of Police
- Commonwealth of Virginia Dept. of Criminal Justice Services
- Grant County (Indiana) Community Corrections

# In your teams:

- Brainstorm local resources you might use
- Record them on chart paper and post them on the wall near your table
- When all the teams are finished, you'll go around to each other team's chart and pick up ideas that might work for your own community.

# Performance Objective

- Given a Resource List, identified local and national resources they will need to complete their implementation plans, and determined how to locate and access them.

# Next Steps and Training Evaluation

# Performance Objectives

- Identify first steps they will take upon returning to their own communities.
- In writing, provide feedback on the training program regarding its content, methods, usefulness and completeness.

# In your teams:

- Identify the things that need to be done and write each one on an index card
- As a team, lay out and organize the cards the way your team sees best (e.g. by type, by who's responsible, in chronological order)
- You should end up with some next steps and team member assignments

Thank you for your  
participation and  
feedback!