

**California Violence Intervention and Prevention
(CalVIP) Grant**

CalVIP Proposal Cover Sheet

Submitted by:
City of Stockton

Grant Dollars Requested:
\$1,499,917

Date Submitted:
06/5/2020

CalVIP Proposal Checklist

A complete proposal package for funding under the CalVIP Grant Program must contain the following items:

	Required Items:	X
1	Completed Cover Sheet (previous page)	<input checked="" type="checkbox"/>
2	CalVIP Proposal Checklist (this page) <ul style="list-style-type: none"> Originally signed in blue ink by the authorized signatory (no stamped signatures) 	<input checked="" type="checkbox"/>
3	Applicant Information Form <ul style="list-style-type: none"> Originally signed in blue ink by the authorized signatory (no stamped signatures) 	<input checked="" type="checkbox"/>
4	Proposal Narrative <ul style="list-style-type: none"> 12 pages or fewer Optional: 1-page bibliography (not counted toward 12 pages) 	<input checked="" type="checkbox"/>
5	Budget Attachment (includes Budget Tables and Narrative) <ul style="list-style-type: none"> 4 pages or fewer 	<input checked="" type="checkbox"/>
	Required Attachments for <u>All Applicants</u>:	
6	Letters of Commitment from Key Partners, if applicable (Appendix F)	<input checked="" type="checkbox"/>
7	Criteria for Non-Governmental Organizations Receiving BSCC Grant Funds (Appendix B) <ul style="list-style-type: none"> Originally signed in blue ink by the authorized signatory (no stamped signatures) 	<input checked="" type="checkbox"/>
8	Certification of Compliance with BSCC Policies on Debarment, Fraud, Theft and Embezzlement (Appendix L) <ul style="list-style-type: none"> Originally signed in blue ink by the authorized signatory (no stamped signatures) 	<input checked="" type="checkbox"/>
9	CalVIP Project Work Plan (Appendix N)	<input checked="" type="checkbox"/>
	Required Attachments for <u>City Applicants ONLY</u>:	
10	Commitment to Coordinated Violence Reduction Efforts (Appendix G) <ul style="list-style-type: none"> Originally signed in blue ink by the authorized signatory (no stamped signatures) 	<input checked="" type="checkbox"/>
11	CalVIP Coordinating and Advisory Council Membership (Appendix H)	<input checked="" type="checkbox"/>
	Optional:	
12	Governing Board Resolution (Appendix K) Note: The Governing Board Resolution or other documentation of signing authority is due prior to Grant Award Agreement, <u>not</u> at time of proposal submission.	<input type="checkbox"/>

I have reviewed this checklist and verified that all required items are included in this proposal packet. *Originally signed in blue ink by the authorized signatory (no stamped signatures)*

X


Applicant Authorized Signature (see Applicant Information Form, item P, next page)

*** Attachments other than those listed above will be removed from the proposal and not considered during the proposal evaluation process. ***

CaVIP Applicant Information Form

A. APPLICANT:		B. TAX IDENTIFICATION NUMBER:	
NAME OF APPLICANT City of Stockton (City Manager's Office)		TAX IDENTIFICATION # 94-60000436	
STREET ADDRESS 425 N. El Dorado St.	CITY Stockton	STATE Ca	ZIP CODE 95202
MAILING ADDRESS (if different)	CITY	STATE	ZIP CODE
APPLICANT TYPE: <input type="checkbox"/> COMMUNITY-BASED ORGANIZATION (CBO) <input checked="" type="checkbox"/> CITY			
C. CBO APPLICANTS ONLY – LOCATION OF RESIDENTS RECEIVING SERVICES (MUST BE CITY OR CITIES LISTED IN TABLE 1):			
D. PROJECT TITLE:		The Stockton "Triple Bottom Line" Ceasefire Partnership	
E. STRATEGY TO BE IMPLEMENTED:		Focused deterrence, CBT, street outreach, intensive case mgmt., trust building	
F. PROJECT SUMMARY (100-150 words):			
OVP and its partners seek to reduce violence citywide while also minimizing incarceration and promoting opportunity for young people at highest risk of violence – and to do both while strengthening community-police relations, particularly with the residents at disproportionately high risk of violence. The strategy employs evidence-based, focused-deterrence. But, equally important, the strategy incorporates a strong commitment to violence intervention services and supports. And, both the focused-deterrence and the intervention components are coupled to a nationally recognized community-police trust building initiative – important because the population to be served "needs the protection of the police but trusts them the least." As is described below, the city's strategy is rooted in evidence of effectiveness and the project includes a rigorous evaluation of city-level, individual and trust building components by a nationally recognized evaluation team.			
G. KEY PARTNER AGENCIES (if applicable):	Name: California Partnership for Safe Communities	Letter of Commitment: <input checked="" type="checkbox"/>	
	Name: Friends Outside	Letter of Commitment: <input checked="" type="checkbox"/>	
	Name: Advance Peace Stockton	Letter of Commitment: <input checked="" type="checkbox"/>	
	Name: Northeastern University	Letter of Commitment: <input checked="" type="checkbox"/>	
	Name:	Letter of Commitment: <input type="checkbox"/>	
	Name:	Letter of Commitment: <input type="checkbox"/>	
H. TYPE OF PROJECT:		<input type="checkbox"/> NEW <input checked="" type="checkbox"/> ENHANCEMENT <input type="checkbox"/> EXPANSION	
I. GRANT FUNDS REQUESTED:		J. MATCH FUNDS:	
\$ 1,499,917		\$ 1,500,000	
K. CITY APPLICANTS ONLY – PASS-THROUGH AMOUNT:		\$ 1,150,617	77%
L. PROJECT DIRECTOR:			
NAME Daniel Muhammad	TITLE Office of Violence Prevention Director	TELEPHONE NUMBER (direct line) 209.937.5614	
STREET ADDRESS 425 N. El Dorado St.		CITY Stockton	

STATE Ca	ZIP CODE 95202	EMAIL ADDRESS daniel.muhammad@stocktonca.gov
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M. FINANCIAL OFFICER:

NAME Lindsay Brown	TITLE Management Assistant	TELEPHONE NUMBER (direct line) 209.937.7013
STREET ADDRESS 425 N. El Dorado St.		CITY Stockton
STATE Ca	ZIP CODE 95202	EMAIL ADDRESS lindsay.brown@stocktonca.gov
PAYMENT MAILING ADDRESS (if different)		CITY STATE ZIP CODE

N. DAY-TO-DAY PROGRAM CONTACT:

NAME Keiland Henderson	TITLE Community Engagement Coordinator	TELEPHONE NUMBER (direct line) 209.937.5416
STREET ADDRESS 425 N. El Dorado St.		CITY Stockton
STATE Ca	ZIP CODE 95202	EMAIL ADDRESS keiland.henderson@stocktonca.gov

O. DAY-TO-DAY FISCAL CONTACT:

NAME Lindsay Brown	TITLE Management Assistant	TELEPHONE NUMBER (direct line) 209.937.7013
STREET ADDRESS 425 N. El Dorado St.		CITY Stockton
STATE Ca	ZIP CODE 95202	EMAIL ADDRESS lindsay.brown@stocktonca.gov

P. AUTHORIZED SIGNATURE*:

By signing this application, I hereby certify I am vested by the Applicant with the authority to enter into contract with the BSCC, and the grantee and any subcontractors will abide by the laws, policies, and procedures governing this funding.

NAME OF AUTHORIZED OFFICER Harry Black	TITLE City Manager	TELEPHONE NUMBER 209.937.8294
STREET ADDRESS 425 N. El Dorado St.	CITY Stockton	STATE ZIP CODE Ca 95202
EMAIL ADDRESS harry.black@stocktonca.gov		
SIGNATURE 		DATE 6/4/20

* Authorized Signature: Must be a representative with the authority to sign documents and obligate the applicant.

CALVIP PROPOSAL NARRATIVE

1. Description of Community Need

Stockton has a long history of tough social and economic conditions. For much of the past 50 years, its homicide rate has been triple that of state and national rates. As the recession deepened in 2007 and 2008, Stockton led the nation in foreclosures, the city's finances deteriorated, and in 2012 it became the largest U.S. city to declare bankruptcy. The bankruptcy resulted in unprecedented reductions in city services and left residents concerned about their future in a city that felt so close to the edge. Though Stockton has recovered from bankruptcy, it's still a challenging community in which to live. A recent study by Brandeis University described it as one of the five worst cities for families in the country (Arango, 2019).

Stockton employs a multipronged strategy to understand and address community need – and to identify the target population. First, every three years it completes a comprehensive analysis of local violence. This analysis (a problem analysis or PA) blends quantitative data with the insights of knowledgeable field staff. It focuses on homicides because these incidents provide the most extensive and reliable data available on local violence. The 2018 PA reviewed 120 homicides that involved about 250 very-high-risk individuals. It included: (a) the characteristics and circumstances of each incident; (b) the demographics and criminal justice system experience of the people involved; (c) groups/networks at high risk of involvement in violence, including their size, relationships, and activities; and (d) the concentration of violence throughout the city. Second, the City employs weekly shooting reviews (see below) that use a version of this methodology to guide day-to-day implementation. Consistent with research findings, these reviews focus on the small number of individuals at risk of driving and/or becoming the victims of violence (Green, 2017). Third, the city continuously collects data on the service needs and priorities of young people at highest risk of violence. The City's Office of Violence Prevention (OVP) assembles this data into a dashboard that informs program design and management. Finally, OVP regularly facilitates listening sessions with young people at highest risk of

violence that provide them the opportunity to share their day-to-day lives, efforts to avoid violence, and experience of the police and the criminal justice system. It has also developed a leadership council (LC) of former clients. Among other things, the LC functions as a standing advisory council on the experience and perspective of young people at highest risk of violence.

Who is at very highest risk of violence in Stockton? The above analysis indicates that: **(1)** Young men of color are at highest risk of involvement in violence. Hispanic, black and Asian men are involved in about 90 percent of all homicides. **(2)** The average age of individuals directly involved in violence is 30, significantly higher than informal estimates – only 10% are juveniles and almost two-thirds are 18-34. **(3)** They are “over-policed” but under-protected; about 79% have been involved in the criminal justice system and they’re arrested about every 18 months. Of these almost 70% have felony convictions, 80% have been incarcerated, and almost 80% have been on parole or probation supervision. **(4)** Groups (gangs, crews, sets, etc.) are associated with at least two-thirds of the homicides in Stockton, mostly due to a variety of group or personal disputes. **(5)** At any one time, a very small percentage of the active members in these groups – *as few as 200 individuals* – are at highest risk of involvement in violence (Acevedo, 2018). **(6)** Like many cities, Stockton has neighborhoods that experience disproportionately high rates of shootings but very few are due to a conflict over turf. **(7)** The typical OVP client is in their late 20’s, has not graduated from high school, is justice involved, and has been shot or shot at (that is, is a victim of violence). They show signs of trauma and report that they are constantly worried about staying safe, are unemployed, in serious debt, “unbanked,” have poor credit, unstable housing, and experience hunger on a daily basis.

Summary. Based on the above, OVP’s strategy is tailored to two aspects of community need: first, the individuals OVP proposes to focus on are at enormous risk of violence and incarceration, have a personal history deeply marked by trauma, and struggle daily with poverty; and, second, the city’s long history of serious violence suggests that a robust, relentless response is needed to provide young people at highest risk of violence with credible pathways to safety and opportunity.

2. Project Description

Given these challenges, OVP seeks to reduce violence citywide while also minimizing incarceration and promoting opportunity for young people at highest risk of violence – and to do both while strengthening community-police relations, particularly with the residents at disproportionately high risk of violence. The city’s strategy employs evidence-based, focused-deterrence (Braga, 2018). But, equally important, the strategy incorporates a strong commitment to violence intervention services and supports. Both the focused-deterrence and the intervention components are coupled to a nationally recognized community-police trust building initiative (Lawrence, 2019) – which is important because the population to be served “desperately needs the protection of the criminal justice system the most but trusts them the least.” As is described below, the city’s strategy is rooted in evidence of effectiveness (respectively, Engel, 2018; Lynch, 2018; and Tyler, 2017). OVP plays a central role in this strategy. Over the last two years, OVP has helped reduce homicides by approximately 34 percent and non-fatal injury shootings by approximately 30 percent. Even so, gun violence is still more than double state and national rates, serious shootings are a daily occurrence in many neighborhoods, and the risk of violence for young men of color is unacceptably high. Therefore, OVP proposes a three-step plan:

Step 1: Reduce homicides and non-fatal injury shootings citywide. Strategically engage key community-based organizations in more quickly and effectively interrupting cycles of violence. Over the past 2.5 years, OVP has developed an intensive partnership-based management cycle that: (a) reviews *every* serious shooting to quickly identify young people at highest risk of violence; (b) generates an action plan specifically tailored to reduce the risk to them and the community; (c) successfully engages them in services; and (d) monitors follow-through for quality and timeliness. This process draws on the expertise and experience of the outreach team to tailor interventions to individuals at very highest risk of violence. Engagement typically begins with a strong emphasis on building trusting relationships that, in turn, serve as the foundation for successfully engaging them in interventions such as relocating individuals or families in danger or employing mediation and/or conflict resolution. These action

steps are assembled into written staff “deliverables,” – distributed to partners within a few hours – that ensure that the supports and services essential to the safety of those at most risk are quickly mobilized. This process is designed to accelerate and maximize the use of intervention services while reducing the reliance on enforcement strategies and tactics that tend to sweep young people at lower risk into the criminal justice system with little public safety benefit (and, therefore, addresses over-incarceration).

OVP will expand capacity to systematically and strategically engage key community-based and public social service agencies in this real-time management/planning cycle. The process has two steps. First, OVP will work with two local community-based agencies with extensive experience and expertise in violence intervention, Advance Peace and Friends Outside. The goal following a shooting or signs of a developing conflict will be to rapidly and strategically mobilize a wide range of relationship-building and intervention resources to reduce the probability of continued and/or escalating violence. OVP will increase the capacity of the partnership-based management cycle to fully engage these two important partners through a combination of semi-weekly meetings and weekly conference-call check-ins that blend strategy formulation and performance management (which will, in turn, be supported through joint trainings and the common program core described below). Second, once this expansion is piloted/refined, OVP will, step-by-step, include introduce additional partners such as county behavioral health services, probation and CBO's.

OVP will strengthen the Ceasefire evidence-based communication component to effectively transition those at highest risk of violence to supports and services.

The direct, respectful communication of an evidence-based “risk and opportunity” message is central to focused-deterrence (Engel, 2018). Extensive evidence (Wood, 2019) shows this messaging is highly effective in deterring violence -- and OVP has worked intensively with community leaders, service providers and outreach workers to: (a) shape messaging to be consistent with the principles of procedural justice; that is, to be respectful, to give voice, be based on data and not on bias, and to reflect the city's commitment to participants' well-being (Tyler, 2017); and (b) construct an inviting,

seamless transition to services. As a result, Stockton's service engagement rate has steadily increased over the past 2.5 years.

OVP will continue to strengthen this process by increasing its use of "credible messengers" – specially trained adults with relevant life experiences who share their background (Lynch, 2018). OVP will stipend members of the LC and employ two community leaders (half-time) to assist with each phase of the communication of the risk and opportunity message (invitation, messaging, service intake, etc.), increasing the credibility and effectiveness of these notifications as an entryway to services.

Step 2. Improve outcomes for young people at very highest risk of violence: strengthen key program activities while doubling overall program capacity. OVP is steadily building a supportive pathway that: (a) begins with an intensive focus on safety and relationship building; (b) evolves into a blend of life coaching and intensive case management; (c) transitions to participation in a cognitive-behavioral theory-based (CBT) life skills curriculum (Baldwin, 2017) that draws on a structured community of support; and, (d) provides ongoing support and opportunities such as volunteer activities, recreational and cultural events, and participation in the LC described below.

a. Building strong client relationships through consistent and frequent high-quality contacts and activities each. OVP staff have small caseloads to enable them to provide intensive, high-quality services. In addition, two weekly meetings help ensure quality casework. First, case reviews provide life coaches with the assistance and supervision they need to maintain quality case work, including factors such as the frequency and intensity of support, the caseload risk-profile (is the focus on the very highest risk?), and reduction of violence-related risk factors. Second, case conferences blend problem-solving, group learning, and training in skills essential to intervention and life coaching. Both meetings are rooted in CBT as it is incorporated into the life skills curriculum described below and are supplemented by an OVP performance management dashboard that maps where clients are in terms of housing, financial, employment and family life progress.

b. Enhancing and expanding the core life-skills curriculum. Life coaching and case management will be supplemented by an active and richly programmed community of support built on the 14-session life skills curriculum. The curriculum, known as Healthy, Wealthy and Wise (HWW), focuses on: **(1)** making informed and constructive decisions related to: (i) the risk of violence and incarceration; and (ii) longer-term goals such as education and employment; **(2)** developing a new sense of identity and purpose compatible with the young men's roles as valued community members; **(3)** understanding and overcoming trauma and pain; and **(4)** financial literacy as a foundation for self-sufficiency and personal efficacy. The curriculum, developed by the National Institute for Criminal Justice Reform (NICJR) and drawing on research evidence showing the effectiveness of CBT (Baldwin, 2017) and transformative mentoring (Lynch, 2018), employs scenario-based exercises, guest speakers and group discussions and is trauma-informed and culturally relevant (Muhammad, 2020). OVP will increase the number of times the full curriculum is offered to four cycles a year. In addition, it will increase the number of staff that actively assist in delivering/facilitating the curriculum to get as close as is possible to a 1-4 ratio of credible messengers to participants with the goal of ensuring that sessions are experienced as an engaging and supportive activity. The meeting budget will be increased so that participation is incentivized and course completion is recognized through a formal graduation ceremony.

c. Building a community of support: expanding the menu of: (i) life-skills curriculum modules, (ii) complementary cultural, recreational and volunteer service activities and opportunities: and (3) participant-driven convenings.

Employing the life-skills curriculum as a foundation and drawing on best practice research (Matthay, 2019), OVP will build a robust community of support that includes: (a) a mix of recreational and cultural activities; (b) volunteer service opportunities; (c) two new program modules – a leadership development module and a financial self-sufficiency module that focuses on employment soft skills, financial literacy, and asset development (Sherraden, 2015); and (d) client-driven meetings that draw on the format of HWW sessions but focus on topics that may, for example respond to unusual challenges (for example, the Covid pandemic) or expand on existing curriculum topics

that participants may find particularly challenging or interesting (note that OVP has been a state leader in responding to the broad needs of very highest risk young people during the Covid pandemic). These activities are organized to generate: (i) a wide variety of opportunities and supports for life skills development; (ii) multiple modes of support that can be tailored to individual needs and priorities; (iii) a variety of entry (and re-entry) points geared to personal needs and interests, and (iv) increased program engagement and retention (in part, through financial incentives and stipends). The product is a program design based on best practice and evaluation research that supports progress toward important life goals (Baldwin, 2017; Duran, 2015).

This expansion is made possible by: (i) a dedicated program coordinator (crucial to making this annual calendar of well over 70 meetings and activities come together); (ii) a budget for financial incentives sufficient for up to 60 program participants; (iii) stipends for two HWW fellows drawn from the Leadership Council; and (iv) a dedicated program analyst to track client engagement and progress.

Step 3: Strengthening the role and voice of people at very highest risk of violence in program and policy – and, specifically in strengthening community-police relations. Over the past four years, OVP has made very significant progress developing a leadership council made up of clients that are at highest risk of being involved in violence. Members of the LC play an increasingly important and prominent role in local policy and practice. They have, for example, participated in police department trainings, worked with police leaders to revise police practice and policy, and taken paid positions as violence interrupters and case managers in local programs. This project positions the LC to play a role in strengthening community-police relations through three specific measures: formalizing support to the LC, creating leadership roles that can meaningfully influence local police practice and policy, and making a system commitment to their change goals.

Formalizing support to the LC. OVP will further strengthen the LC by developing: (i) a set of structured practice opportunities, including intervention, mentoring and facilitative leadership opportunities at OVP, Friends Outside, Advance Peace and other mission-aligned private and public agencies; (ii) a set of policy and advocacy opportunities

including, for example, standing membership on the police department's community advisory board and/or the CalVIP Coordinating & Advisory Council, or (for example) an "internship" with local organizing and advocacy groups such as Californians for Safety and Justice; (iii) position descriptions, roles and responsibilities for each of these opportunities; (iv) corresponding leadership training and support, including a new HWW "leadership development" module; (v) dedicated OVP staff support for the LC; and (vi) a substantial monthly stipend designed to provide much needed financial support to the LC members that take these positions.

Making a system commitment to the LC's change goals. Generally, this measure consists of fostering the development of service/practice and leadership positions for young people formerly at highest risk of violence that offer financial compensation, relevant training and skill development, and meaningful access to career paths and organizational leadership opportunities, including those that emphasize justice system reform. Specifically, this measure targets police practices and policies that the LC views as deeply damaging to the relationship between young people at very highest risk of violence and police. Policy and practice related to police searches and stops are the most prominent examples. The related action step is to place these developing leaders in positions and processes in which they have a real influence on and play a meaningful role in policy change – and assembling key partners – SPD, OVP and CPSC – as a steering group to work with the LC (and other stakeholders) on the continued change and refining of police practice and policy – that is, to support the LC, to engineer relevant policy change, and maintain system reform as a priority.

3. Organizational Capacity and Coordination (Percent of Total Value: 20%)

OVP is designed, staffed and funded explicitly to support the implementation of evidence- and partnership-based violence reduction strategies. OVP's leadership and staff have extensive experience collaborating with a broad range of public and private criminal justice and social service agencies, including SPD. The office is directed by Daniel Muhammad, a field leader in performance- and evidence-based violence reduction program design and management. OVP has 14 staff, all city employees. Four

employees form the management team (the director, a senior program lead, a senior data analyst and an administrative assistant) and ten are violence intervention staff. OVP's program strategy includes violence intervention, life coaching and intensive case management functions, all of which draw on best practice – including trauma-informed cognitive behavioral therapy and are tailored specifically to young people at very highest risk of violence. Almost all staff have backgrounds relevant to the work they do in the community and are informal but widely-recognized community leaders.

The project enhances the coordination of existing violence prevention and intervention programs and minimizes the duplication of services in several ways.

First, OVP, as noted, employs an inclusive partnership-based approach to management through the weekly shooting reviews, coordination meetings, group strategy sessions, and performance reviews. These meetings are designed specifically to provide opportunities for the full range of stakeholders to have a voice and active role in day-to-day operations as well as in planning and oversight. **Second**, the project makes a significant investment in using quantitative and qualitative data collection and analysis to direct resources where they will be most effective in reducing violence; that is, to coordinate and align the efforts of the partners and stakeholders. The problem analysis, weekly shooting reviews and coordination meetings build on each other to collect, analyze and bring to bear data instrumental in maintaining the strategic focus of diverse partners (with differing perspectives and life experiences) on young people at highest risk of violence. Also note that each of these tools and processes is designed to incorporate the perspectives of key partners (young people at highest risk of violence, community members directly affected by violence, frontline practitioners, etc.). **Third**, the distinctive service approach of each partner is combined with the evidence-based common program core, which, as described in Section 2, is a major focus of this project. **Finally**, the partners embrace shared values and guiding principles that promote coordination and help bind them together for the long-term work needed to significantly reduce violence. The principles of procedural justice will continue to be employed as design principles for shaping programs and interventions. Relevant research indicates that police departments that incorporate the principles into departmental design,

practice and policy are able to secure the public support and cooperation needed to sustain partnership-based violence reduction initiatives (Tyler, 2017).

Involving formerly and/or currently system-involved individuals in project design and implementation. The LC was founded by an initial cohort of young men formerly involved in violence but making sustained progress toward safety and opportunity and seeking to make a contribution to community life. The planning process began with a series of discussions to get to know each other, listening sessions with SPD leadership to share their experience with police, and meetings with city and faith leaders to learn more about leadership in action. And they participated in sessions previewing leadership development curricula with experts. Even though many came from groups that had, at times, been in conflict, their discussions revealed strong commonalities that outweighed past tensions. This process generated a strong core group that has since grown into a larger and formalized leadership council. As described in Section 2 above, this proposal not only elevates the role they play in OVP management, governance and operations but also incorporates well-defined plans for strengthening the relationship between the SPD and young people at very highest risk of violence.

The California Partnership for Safe Communities (CPSC) has extensive experience successfully supporting similar violence-reduction efforts in California and nationally and will be the lead technical assistance provider. CPSC is one of a handful of organizations nationwide that the National Network for Safe Communities (NNSC) – the national community of practice for focused-deterrence strategies – identifies as capable of leading a focused-deterrence project from design to implementation. A recent evaluation by Northeastern University found that the Oakland Ceasefire strategy, for which CPSC was the lead technical assistance provider, significantly reduced homicides while OPD experienced a 70% reduction in formal complaints by citizens and made 60% fewer arrests per year than in the late 2000s. CPSC's leadership has extensive relevant expertise and experience – and has also developed procedural justice training and trust-building strategies in multiple California cities and played a central role in the California DOJ's *Principled Policing Initiative*.

4. Project Evaluation and Monitoring

(1) As a foundation for **monitoring** overall quality implementation, OVP and its partners will establish a continuous and intensive focus on monitoring and responding to violent incidents and conflicts through a “partnership-based management cycle.” Three weekly meetings – each with a primary focus on understanding and responding to violence – play a central role in partnership management. This management cycle helps maintain a continuous focus on violence; the meetings closely follow each other, happening at most just a few days apart. The focus has to be this continuous and intensive: A dangerous violent incident takes place almost every day and rapidly spurs retaliatory shootings. And research demonstrates that most retaliatory shootings take place in the weeks immediately following a violent incident and tend to “cascade,” quickly involving more victims and shooters (Green, 2017). (2) In addition, the partners will continue to develop **performance reviews** as a vehicle for holding themselves accountable for quality implementation and results. Performance reviews have a three-part agenda: First, partners assess progress toward the violence-reduction goals – for example, reductions of at least 5 percent per year in homicides and nonfatal injury shootings, fully realizing that no amount of violence is acceptable but that the impact of violence on young men of color requires concrete commitments and hard choices generated by a public commitment to measurable results. Second, they evaluate the quality of implementation based on indicators drawn from the main operational components of OVP. For each component, indicators are linked to *focus* (“Are we sustaining our focus on the small proportion of individuals actually driving violence?”), *scale* (“Are we working at a scale that promises citywide results?”), and *fidelity to the model* (“Are we carrying out this activity in a way that is consistent with evaluation findings on effectiveness?”). The data on outcome and activity indicators (objectives) is assembled into a single worksheet that quickly conveys the information to concerned stakeholders. The third element is a running conversation about the measures needed to strengthen implementation, including reallocating funding, modifying program modifications, and resetting priorities. The meetings end with a summary of these commitments that are quickly incorporated into agency and staff workplans.

Evaluation. A nationally-recognized evaluation team from the Center on Crime and Community Resilience at Northeastern University will collaborate with OVP, SPD, CPSC and local community, social service, and criminal justice partners to implement rigorous process and impact evaluations of the local partnership's efforts. The **process evaluation** will use focus groups and individual interviews with "implementers" and stakeholders to document program activities, successes, and challenges. Existing official records will also be accessed and analyzed to document relevant program activities such as social service engagement and outcomes; the delivery of the "risk and opportunity" anti-violence message; enforcement dynamics, including effectively focusing on those individuals that remain a danger to themselves and the community; and relevant aspects of trust-building. The **impact evaluation** will involve varying evaluation approaches to triangulate Ceasefire effects on Stockton violence. **First**, the evaluation team will use a cross-city quasi-experimental design to compare violence trends in Stockton to gun homicide trends in comparison California cities. **Second**, "within-city quasi-experimental designs" will be used to compare shooting trends for directly-treated groups and networks to shooting trends for comparison groups that did not directly receive the treatment. **Third**, the evaluation team will conduct an individual impact evaluation is designed to assess the extent to which OVP's service strategy is associated with reductions in violent recidivism and violent victimization for those individuals who were part of the initiative relative to untreated comparison individuals. **Fourth**, qualitative research methods, such as focus groups and structure interviews, will be used with a wide range of community stakeholders to determine whether this strategy improved police community relations.

Summary note on concrete results. Citywide: the initiative partners and stakeholders are seeking a minimum reduction in shootings (as measured by homicides and non-fatal injury shootings) of five percent each year of the initiative. Individual-level: The partners seek measureable reductions in violent recidivism and victimization and will set the baselines and indicators with the assistance of the evaluation team above. Community-police relations. Qualitative measures developed through systematic engagement with the key stakeholders such as the LC.

**CALIFORNIA PARTNERSHIP
FOR SAFE COMMUNITIES**

To: Board of State and Community Corrections

Re: California Violence Intervention & Prevention (CalVIP) Grant

Date: May 26, 2020

This letter is being submitted to document that the California Partnership for Safe Communities agrees to partner on the CalVIP grant proposal being submitted by the City of Stockton.

As a part of this grant, the California Partnership for Safe Communities (CPSC) agrees to provide comprehensive and in-depth technical assistance, training, evaluation and analysis, and related support to the City's Office of Violence Prevention and its community partners – including, in particular, OVP's leadership council – as they work together to implement evidence-based models and practices designed to reduce violence citywide, improve outcomes for young people at greatest risk of violence and build community-police trust.

CPSC will provide intensive and engaged support throughout each of the project's three stages. CPSC brings extensive expertise and hands-on experience in building, expanding and enhancing each of the operational capacities laid out in the project description and the proposal narrative, overall.

Central to this effort is the commitment of the partners – CPSC, the City and its departments, the community based agencies, the OVP leadership council, the City's political leadership and the Center for Crime and Community Resilience at Northeastern University – to sustain and institutionalize this initiative as a civic priority fully integrated into local policy and practice.

Signed by,


Stewart Wakeling
Executive Director

Address

825 Washington Street, Suite 200, Oakland, CA 94607

Phone

510.433.0228

Web

www.theCPartnership.org



To: Board of State and Community Corrections

Re: California Violence Intervention & Prevention (CalVIP) Grant

Date: May 15, 2020

This letter is being submitted to document that Friends Outside agrees to partner on the CalVIP grant proposal being submitted by the City of Stockton

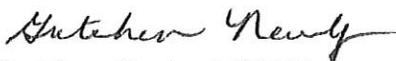
As a part of this grant, Friends Outside agrees to actively participate in and support the City's plan to do the following:

1. Respond more quickly and effectively to violent incidents – among other things, through participation in regular “group strategy” and performance review meetings.
2. Continue to strengthen the Ceasefire communication efforts – specifically call-ins and custom notifications, but also alternative communication measures crafted as a response to the Covid pandemic.
3. The City's Office of Violence Prevention (OVP) expansion and enhancement of its evidence-based service component, including specifically the Healthy, Wealthy and Wise life-skills curriculum, related activities and the weekly case reviews and case conference meetings (as indicated by OVP).
4. Continue the ongoing development and refinement of the OVP Leadership Council.
5. Evaluate the effectiveness of these efforts in partnership with Northeastern University.

Friends Outside's commitment extends beyond the specific functions bulleted above to full support of the City's “triple bottom line” goal to reduce violence citywide, promote opportunity for young people at highest risk of homicide and strengthen community-police relations, particularly as these trust-building efforts focus on young people at very highest risk of involvement in violence.

Please feel free to reach out to me if you have any questions about our commitment and role in this initiative.

Warm Regards,



Gretchen Newby, MFT MA
Executive Director
gnewby@friendsoutside.org



Northeastern University

College of Social Sciences and Humanities

To: Board of State and Community Corrections

Re: California Violence Intervention & Prevention (CalVIP) Grant

Date: May 27, 2020

This letter is being submitted to document that the Center on Crime and Community Resilience in the School of Criminology and Criminal Justice at Northeastern University agrees to partner on the CalVIP grant proposal being submitted by the City of Stockton.

As a part of this grant, the Center on Crime and Community Resilience agrees to work in close partnership with the City of Stockton to conduct:

- A process evaluation that will, among other things, employ focus groups and individual interviews with Ceasefire implementers to document key program activities, successes, and challenges. The process evaluation will also access and analyze official records to document relevant program activities such as social services delivered, call-ins and custom notifications, and enforcement actions taken. In particular, this component will focus on the Stockton initiative's procedural justice and legitimacy program components.
- An impact evaluation employing the following analyses. First, a within-city quasi-experimental design will be used to compare shooting trends for directly-treated networks and census block groups to shooting trends for comparison networks and block groups that did not directly receive the treatment. Second, we will conduct an individual impact evaluation designed to assess the extent to which the "outreach and support" intervention is associated with reductions in violent recidivism and violent victimization for those individuals who were part of the initiative relative to untreated comparison individuals. Third, qualitative research methods, such as focus groups and structured interviews, will be used with a wide range of community stakeholders to determine whether this strategy improved police community relations.

Finally, working with the local partners, the Center on Crime and Community Resilience will complete a comprehensive final report that incorporates the results of the analytic products above and speaks to the institutionalization and sustainability of the initiative.

Sincerely,

Anthony A. Braga, Ph.D.

Elmer V.H. and Eileen M. Brooks Distinguished Professor
Director, Center on Crime and Community Resilience

School of
Criminology and
Criminal Justice

204 Churchill Hall
360 Huntington Ave
Boston, MA 02115

617.373.3327
fax 617.373.8723

northeastern.edu/sccj

Advance Peace

To: Board of State and Community Corrections

Re: California Violence Intervention & Prevention (CalVIP) Grant

Date: May 15, 2020

This letter is being submitted to document that Advance Peace agrees to partner on the CalVIP grant proposal being submitted by the City of Stockton.

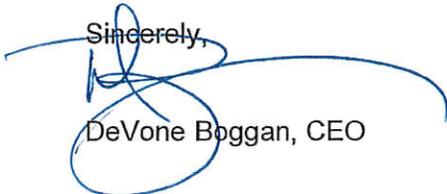
As a part of this grant, Advance Peace agrees to actively participate in and support the City's plan to do the following:

1. Respond more quickly and effectively to violent incidents – among other things, through participation in regular "group strategy" and performance review meetings.
2. The City's Office of Violence Prevention (OVP) expansion and enhancement of its evidence-based service component, including specifically the Healthy, Wealthy and Wise life-skills curriculum, related activities and the weekly case reviews and case conference meetings (as indicated by OVP).
3. Continue the ongoing development and refinement of the OVP Leadership Council.
4. Evaluate the effectiveness of these efforts in partnership with Northeastern University.

Advance Peace's commitment extends beyond the specific functions bulleted above to full support of the City's "triple bottom line" goal to reduce violence citywide, promote opportunity for young people at highest risk of homicide and strengthen community-police relations, particularly as these trust-building efforts focus on young people at very highest risk of involvement in violence.

Please feel free to reach out to me if you have any questions about our commitment and role in this initiative.

Sincerely,



DeVone Boggan, CEO

APPENDIX B to the Grant Agreement: Criteria for Non-Governmental Organizations Receiving BSCC Funds

The 2019-2020 CalVIP Request for Proposals (RFP) includes requirements that apply to non-governmental, community-based organizations. Grantees are responsible for ensuring that all contracted third parties continually meet these requirements as a condition of receiving any CalVIP funds. The RFP describes these requirements as follows:

A non-governmental organization (as either a direct grantee or subgrantee or subcontractor) must meet the following criteria:

- Have been duly organized, in existence, and in good standing at least six months before entering into a fiscal agreement with the BSCC or with the CalVIP grantee;
- In either instance (applicant or subgrantee), non-governmental entities that have recently reorganized or have merged with other qualified non-governmental entities that were in existence prior to the six-month date are also eligible, provided all necessary agreements have been executed and filed with the California Secretary of State prior to the start date of the grant agreement or subcontractor
- Be registered with the California Secretary of State's Office, if applicable;
- Have a valid business license, Employer Identification Number (EIN), or Taxpayer ID (if sole proprietorship);
- Have any other state or local licenses or certifications necessary to provide the services requested (e.g., facility licensing by the Department of Health Care Services), if applicable; and
- Have a physical address.

Non-Governmental Organizations (NGOs) include: community-based organizations (CBOs), faith-based organizations (FBOs), non-profit organizations/501(c)(3)s, evaluators (except government institutions such as universities), grant management companies and any other non-governmental agency or individual. Note: These criteria do not apply to government organizations (e.g. counties, cities, school districts).

Provide your agency name and in the table list information for all contracted parties.

Grantee: City of Stockton

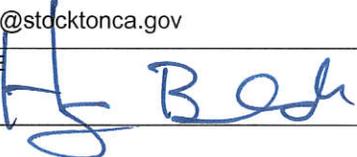
Name of Contracted Party	Address	Email / Phone	Meets All Requirements
California Partnership for Safe Communities (CPSC)	825 Washington Street, Suite 200, Oakland CA, 94607	stewart@thecapartnership.org 510.433.0228	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Friends Outside	7272 Murray Drive, Stockton CA, 95210	gnewby@friendsoutside.org 209.955.0710	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Northeastern University – School of Criminology and Criminal Justice	204 Churchill Hall, 360 Huntington Avenue, Boston MA, 02115	a.braga@northeasternu.edu 617.373.3327	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Advance Peace Stockton	343 East Main St. #512 Stockton CA, 95202	brian@advancepeace.org 209.244.0946	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
			Yes <input type="checkbox"/> No <input type="checkbox"/>

ATTACHMENT A

Grantees are required to update this list and submit it to BSCC any time a new third-party contract is executed after the initial assurance date. Grantees shall retain (on-site) applicable source documentation for each contracted party that verifies compliance with the requirements listed in the CalVIP RFP. These records will be subject to the records and retention language found in Appendices A and C of the Standard Agreement.

The BSCC will not reimburse for costs incurred by any third party that does not meet the requirements listed above and for which the BSCC does not have a signed grantee assurance on file.

A signature below is an assurance that all requirements listed above have been met.

AUTHORIZED SIGNATURE (This document must be signed by the person who is authorized to sign the Grant Agreement.)			
NAME OF AUTHORIZED OFFICER Harry Black	TITLE City Manager		TELEPHONE NUMBER 209.937.8294
STREET ADDRESS 425 N. El Dorado St.	CITY Stockton	STATE Ca	ZIP CODE 95202
EMAIL ADDRESS harry.black@stocktonca.gov			
SIGNATURE X 		DATE 6/4/20	

Appendix L: Certification of Compliance with BSCC Policies Regarding Debarment, Fraud, Theft and Embezzlement

It is the policy of the BSCC to protect grant funds from unreasonable risks of fraudulent, criminal, or other improper use. As such, the Board will not enter into contracts or provide reimbursement to applicants that have been:

1. debarred by any federal, state, or local government entities during the period of debarment; or
2. convicted of fraud, theft, or embezzlement of federal, state, or local government grant funds for a period of three years following conviction.

Furthermore, the BSCC requires grant recipients to provide an assurance that there has been no applicable debarment, disqualification, suspension, or removal from a federal, state or local grant program on the part of the grantee at the time of application and that the grantee will immediately notify the BSCC should such debarment or conviction occur during the term of the Grant contract.

BSCC also requires that all grant recipients include, as a condition of award to a subgrantee or subcontractor, a requirement that the subgrantee or subcontractor will provide the same assurances to the grant recipient. If a grant recipient wishes to consider a subgrantee or subcontractor that has been debarred or convicted, the grant recipient must submit a written request for exception to the BSCC along with supporting documentation.

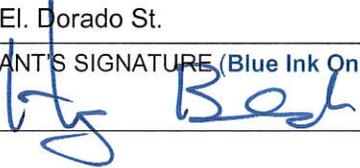
By checking the following boxes and signing below, applicant affirms that:

I/We are not currently debarred by any federal, state, or local entity from applying for or receiving federal, state, or local grant funds.

I/We have not been convicted of any crime involving theft, fraud, or embezzlement of federal, state, or local grant funds within the last three years. We will notify the BSCC should such debarment or conviction occur during the term of the Grant contract.

I/We will hold subgrantees and subcontractors to these same requirements.

A grantee may make a request in writing to the Executive Director of the BSCC for an exception to the debarment policy. Any determination made by the Executive Director shall be made in writing.

AUTHORIZED SIGNATURE (This document must be signed by the person who is authorized to sign the Grant Agreement.)			
NAME OF AUTHORIZED OFFICER	TITLE	TELEPHONE NUMBER	EMAIL ADDRESS
Harry Black	City Manager	209-937-8212	Harry.Black@stocktonca.gov
STREET ADDRESS	CITY	STATE	ZIP CODE
425 N. El. Dorado St.	Stockton	Ca	95202
APPLICANT'S SIGNATURE (Blue Ink Only)			DATE
X 			6/4/20

CALVIP PROJECT WORKPLAN

(1) Goal:	Reduce violence citywide as measured by homicides and non-fatal injury shootings (Step 1 in project desc. describes the strategy for this goal) (Eval section describes annual reduction goals)		
Objectives (A., B., C...):	A. Systematically/strategically engage key community-based and public agencies (with intervention capacity/focus) in real-time partnership-based management cycle. B. Refine communication efforts to more effectively generate longer-term service engagement supportive of violence reduction. C. Increase community/LC participation in communications (as per Credible Messenger research)		
Project activities that support the identified goal and objectives:	Responsible staff/ partners	Timeline	
		Start Date	End Date
1. Complete new hires & related internal capacity building 2. Organize goal-specific workplan with leads & partners 3. Incorporate new partners into partnership-based mgmt. cycle. 4. Review and problem-solve (as necessary) overall "expanded" process 5. As appropriate, add additional partners.	OVP mgmt. team, CPSC, Advance Peace, Friends Outside.	1. 1st quarter. 2. 2nd quarter 3. 2nd quarter 4. 3rd quarter 5. 9th quarter	1. 3rd quar. 2. 3th quar. 3. Continuing 4. Continuing 5. Continuing
(2) Goal:	Improve individual level outcomes as measured by reductions in recidivism for violent crime, reduced victimization, and evidence of financial self-sufficiency. (Step 2 describes the primary strategy for this goal) (Eval team sets baselines and measurable outcomes)		
Objectives (A., B., C...):	A. Organize case management & life coaching, life-skills curriculum, and related activities into a cohesive pathway to safety and opportunity. B. Expand calendar of activities, life coaching partnerships w/key partners, and delivery of CBT program to accommodate increased caseloads		
Project activities that support the identified goal and objectives:	Responsible staff/ partners	Timeline	
		Start Date	End Date
1. Complete new hires and develop internal capacity to support/manage expansion. 2. Develop goal-specific workplan with partners and key stakeholders (partner roles and responsibilities, design of "financial self-sufficiency" program strategy, financial self sufficiency life-skills curriculum module, activity and outcome indicators, etc.) 3. Implement plan (step by step) 4. Institute quarterly performance management/program oversight process to ensure quality implementation	OVP mgmt. team, CPSC, leads from partnering agencies (AP and Friends Outside) and relevant substance experts.	1. 1st quarter. 2. 2nd quarter 3. 3rd quarter 4. 4th quarter	1. 2nd quarter 2. 3rd quarter 3. Continuing 4. Continuing
(3) Goal:	Strengthen community-police relations, specifically as relevant to people at very highest risk of violence. (Project Desc-Step 3 describes the strategy related to this goal.)		
Objectives (A., B., C...):	A. LC is a fully developed program with a program budget, guidelines, well-defined roles and responsibilities. B. LC members are systematically incorporated into local policy and practice. C. A qualitative evaluation of the program is conducted.		
Project activities that support the identified goal and objectives:	Responsible staff/ partners	Timeline	
		Start Date	End Date
1. Complete relevant new hires, fully develop new internal capacity to support this phase of LC. 2. Collaborate w/LC on leadership development component of life skills curriculum & related program support for LC roles/responsibilities. 3. Draft goal-specific roll-out and related planning 4. Design and carry out qualitative evaluation	OVP mgmt. team, LC members, CPSC, leads from partnering agencies (AP and Friends Outside) and relevant substance experts.	1. 1st quarter. 2. 2nd quarter 3. 4th quarter 4. 4th quarter	1. 2nd quarter 2. 4th quarter 3. 6th quarter 4. Continuing as planned

Appendix G: Commitment to Coordinated Violence Reduction Efforts

For City Applicants Only

Assembly Bill 74 (Statutes of 2019, Chapter 23) mandates that: "Each city that receives a CalVIP grant shall collaborate and coordinate with area jurisdictions and agencies, including the existing county juvenile justice coordination council, with the goal of reducing violence in the city and adjacent areas." In the space below, please explain how your city will fulfill this obligation if selected for CalVIP funding:

Beginning in 2012, the City of Stockton began an unprecedented period of collaboration related to public safety with the initiation of the Marshall Plan on Crime. The City created the Marshall Plan Stakeholder Committee consisting of a cross section of community leaders to redesign the criminal justice system. As outcomes of this work, coordinating bodies have been created to implement the goals of the Marshall Plan. The Chief of Police formed the SAFE Coalition, made up of leaders in the criminal justice system to serve as a policy advisory group for restorative justice programs. The Chief of Police also formed an Advisory Board of residents to guide the work of the National Initiative on Police-Community Trust Building. The City also formed a Community Engagement Coalition to coordinate community wide efforts related to violence prevention and intervention programs. In addition, OVP has developed the Leadership Council of former clients detailed in this proposal. These efforts are coordinated with the San Joaquin County Community Corrections Partnership and the Juvenile Justice Coordinating Council. In summary, the level of coordination and collaboration over the past several years has been tremendous. Addressing the high levels of crime and generational cycles of gang violence in Stockton has necessitated a comprehensive effort. The Coordinating and Advisory Council proposed for this CalVIP grant are representative these partnerships. We will continue to coordinate our violence reduction efforts for this CalVIP grant through the partnerships and regular coordination meetings already in place.

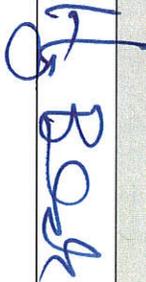
AUTHORIZED SIGNATURE (This document must be signed by the person who is authorized to sign the Grant Agreement.)			
NAME OF AUTHORIZED OFFICER	TITLE	TELEPHONE NUMBER	EMAIL ADDRESS
Harry Black	City Manager	209-937-8212	Harry.Black@stocktonca.gov
STREET ADDRESS	CITY	STATE	ZIP CODE
425 N. El Dorado St.	Stockton	Ca	95202
APPLICANT'S SIGNATURE (Blue Ink Only)			DATE
X 			6/4/20

Appendix H: CalVIP Coordinating & Advisory Council Membership

For City Applicants Only

Assembly Bill 74 (Statutes of 2019, Chapter 23) mandates that: "Each city grantee shall also establish a coordinating and advisory council to prioritize the use of the funds. Membership shall include city officials, local law enforcement, local educational agencies, local community-based organizations, and residents." This can be an existing group but must convene separately for the purpose of prioritizing the use of CalVIP funds.

Please list the members of the coordinating and advisory council that prioritized the use of CalVIP funds as reflected in this proposal. Include name, title, organization, email address and signature (e-signatures are acceptable). This document shall be considered public record. As such, do not include confidential information.

Name	Title		Business Email Address	Signature
	Organization			
1 Harry Black	City Manager	City of Stockton	Harry.Black@stocktonca.gov	
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For City Applicants Only

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Please list the members of the coordinating and advisory council that prioritized the use of CalVIP funds as reflected in this proposal. Include name, title, organization, email address and signature (e-signatures are acceptable). This document shall be considered public record. As such, do not include confidential information.

	Name	Title		Business Email Address	Signature
		Organization			
1	Trevor Womack	Deputy Chief of Police	Stockton Police Department	Trevor.Womack@stocktonca.gov	
2					
3					
4					
5					

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Please list the members of the coordinating and advisory council that prioritized the use of CalVIP funds as reflected in this proposal. Include name, title, organization, email address and signature (e-signatures are acceptable). This document shall be considered public record. As such, do not include confidential information.

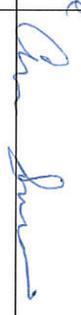
	Name	Title		Business Email Address	Signature
		Organization			
1	Eric Jones	Chief of Police	Stockton Police Department	Eric.Jones@stocktonca.gov	
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Appendix H: CalVIP Coordinating & Advisory Council Membership

For City Applicants Only

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Please list the members of the coordinating and advisory council that prioritized the use of CalVIP funds as reflected in this proposal. Include name, title, organization, email address and signature (e-signatures are acceptable). This document shall be considered public record. As such, do not include confidential information.

Name	Title		Business Email Address	Signature
	Organization			
1 Curtis Smith	Pastor/Dir. of Leadership Faith In The Valley		Curtis@faithinthevalley.org	
2 Isaiiah Battle	Member Leadership Council		Isaiiahbattle86@gmail.com	I.B. (In Proxy)
3 Paul Palacio	Member Leadership Council		PaulIpalacio@gmail.com	P.P. (In Proxy)
4 Efrain Padilla	Member Leadership Council		epadilla81@students.deltacollege.edu	E.P. (In Proxy)
5 Nuri Muhammad	Director Advance Peace		Brian@advancepeace.org	
6 DANIEL MUHAMMAD	DIRECTOR OFFICE OF VIOLENCE PREVENTION		DANIEL.MUHAMMAD@STORTONCA.GOV	
7				
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9				
10				