

**PROFESSIONAL SERVICES AGREEMENT  
AMENDMENT NO. 3**

**THIS AMENDMENT NO. 3** is entered into on \_\_\_\_\_ 2015, between the CITY OF STOCKTON, a municipal corporation ("City"), and CALIFORNIA PARTNERSHIP FOR SAFE COMMUNITIES ("Consultant"), a corporation located in Oakland, California.

**RECITALS**

A. City and Consultant entered into Agreement (2012-09-25-1501-02 NP) on September 25, 2012, for the purposes of developing key operational capacities critical to the implementation of the violence reduction strategy known as Project Ceasefire.

B. City and Consultant amended the above Agreement on September 24, 2013, for the purposes of extending the term to include Phase II implementation of Project Ceasefire.

C. City and Consultant amended the above Agreement on June 10, 2014, for the purposes of extending the term to include Phase III implementation of Project Ceasefire.

D. City finds it necessary and advisable to continue to use the services of the Consultant for the purposes provided in this Amendment.

**NOW THEREFORE**, in consideration of the mutual covenants and conditions in the Agreement, as amended, City and Consultant agree to the following amendments:

1. **Consultant's Services**. Subject to the terms and conditions set forth in this Amendment, Consultant shall provide to City the services described in Exhibit 1. Consultant shall provide said services at that time, place, and in the manner specified in Exhibit 1.

2. **Term**. This Amendment shall commence on the date written above and shall expire on September 30, 2016; provided, however the parties may agree in writing to extend the Agreement, as amended, for up to two additional one-year terms. The parties may also agree in writing to change the expiration date.

3. **Compensation**. City shall pay Consultant for services rendered pursuant to this Amendment as described more particularly in Exhibit 1. The payments shall be made on a quarterly basis upon City's receipt and approval of Consultant's invoices. Compensation for consulting services concerning Project Ceasefire shall not exceed \$175,000. The total compensation for the Agreement shall not exceed \$643,750.

All other provisions contained in the aforementioned Agreement, as amended, remain the same.

**THIS AMENDMENT** is executed as of the date and year first above written.

**CITY OF STOCKTON**

**CONSULTANT**

\_\_\_\_\_  
Kurt O. Wilson, City Manager

By: \_\_\_\_\_

Signature

ATTEST:

\_\_\_\_\_  
Bonnie Paige, City Clerk

\_\_\_\_\_  
Stewart Wakeling, Director  
California Partnership for Safe  
Communities

APPROVED AS TO FORM:

\_\_\_\_\_  
City Attorney

## **EXHIBIT 1**

### **Scope of Consultant's Services**

**INTRODUCTION:** This document describes the California Partnership for Safe Communities' (CPSC) proposed scope of work and continuing role as a design and technical assistance partner in an effort to continue to reduce and sustain the reduction of serious violence in Stockton. That effort is based on what is commonly referred to as the "Boston Ceasefire" model, now implemented across the country and established as best practice through multiple evaluations. In summary, CPSC proposes to continue to support the City of Stockton and its partners in the design and implementation of this evidence- and partnership-based violence reduction strategy. A key part of this scope of work will be to support Stockton's continued incorporation of the principles of procedural justice into its policing and violence reduction efforts as well as the development of Stockton's Office of Violence Prevention (OVP), both in the service of, as above, reducing violence but also with regard to other categories of violent crime such as armed robbery.

The primary measureable outcome of the effort remains reduced gang/group-based violence as measured by injury shootings (fatal and non-fatal injury shootings) in the near-term. In addition, however, over time the effort will continue to seek to reduce recidivism and improve outcomes for those at highest risk of violence. CPSC will focus on capacity building for reducing recidivism by working with Stockton and San Joaquin County partners to develop a reentry initiative modeled after the evidence-based Boston Reentry Initiative focusing on reducing recidivism among individuals returning to the community who are at highest risk of violence.

- I. **SCOPE OF WORK: CPSC will support the development of key operational capacities critical for the continued quality implementation and sustainability of the evidence-based, violence reduction strategy referred to as "Operation Ceasefire." Because the reentry initiative in Stockton is an extension of "Operation Ceasefire" implementation, for the purposes of this scope of work, Stockton's reentry initiative is included under the umbrella of "Operation Ceasefire." In the paragraphs below we describe:**
  - a. The key capacities that we will work with the relevant City of Stockton, County of San Joaquin and partnering agencies, organizations and individuals to develop and sustain in order for the "Operation Ceasefire" framework to be effective, as well as specific tasks that we will accomplish.
  - b. The catalog of technical assistance and training tools that are likely to be utilized in this process.

- c. The phasing of this work over the course of our engagement with the City. This phasing will delineate the capacities needed to achieve:
  - i. Continued successful implementation on a near-term basis.
  - ii. Sustainability, including institutionalizing this process at the city and county level in order for both entities to maintain ongoing reductions in violence and recidivism.
- d. Note that initial implementation has proceeded on two complementary tracks (rapid implementation and capacity building with a focus on institutionalization and sustainability). There will be a continued focus on quality implementation as well as a deeper focus on institutionalization and sustainability. This is further described under Section V. below.

## 1. ANALYSIS AND USE OF DATA

- a. Institutionalization of analysis of local violence dynamics in order to construct and sustain an effective intervention. This will include routinization and refinement of shooting reviews led by the Stockton Police Department as well as shooting reviews conducted by Peacekeepers, regular “group audits” of recently active gangs and other criminally-active groups in Stockton. Additionally, CPSC will support Stockton in its utilization of social network analysis to focus its resources and efforts on those at highest risk of violence. The above will also continue to be incorporated into Stockton PD’s ICAP meetings. Together, these tools will support continued data-driven and partnership-based violence reduction within the Police Department and Peacekeepers. As staffing at OVP continues to grow, CPSC will support the ongoing use of data analysis to guide management within that office as well.
- b. Construct metrics and systems to support regular *performance management* of the intervention. Identifying, monitoring and managing towards key indicators of progress can help ensure that the intervention is managed effectively, that partners are being engaged to the greatest effect, and that key stakeholders are kept up-to-date about progress and challenges. As described in Section I., these indicators will likely include at least fatal and perhaps non-fatal shootings by group, and may also include recidivism of participants. Moving forward and pending finalization of the research and evaluation agenda, indicators regarding community relations would also support institutionalization of this work (see below).
- c. A formal evaluation is not encompassed by this scope of work but the CPSC team will consult with the City as it builds the framework for a possible evaluation and works to ensure the needed data is being routinely captured.

## 2. STRENGTHENING POLICE-COMMUNITY RELATIONS: ADVANCING PROCEDURAL JUSTICE AND PARTNERSHIP WITH COMMUNITY STAKEHOLDERS

- a. CPSC will work with the local stakeholders to support the continued development and sustainability of best practices to strengthen police-community relations. This will include a central emphasis on efforts to strengthen police-community relations—ultimately seeking a durable and effective partnership between affected communities and law enforcement. In addition to an effective operational partnership and community outreach, these efforts will focus on incorporating procedural justice into the practices of police and other public actors focused on violence reduction.
- b. The focus of these efforts will be operational and will build on the progress of the Ceasefire strategy, including its governance and the design of OVP. Objectives include ongoing sharing of information, mutual accountability for results, joint agreement on roles and responsibilities, and maintenance of working relationship despite conflicts and tensions; that is, a robust police-community partnership in the service of reducing violence. CPSC will work with the Police Chief, his designees, OVP management and staff, and relevant community stakeholders using a well-developed framework that includes specific relationship- and trust-building activities that produce the above objectives. Specific activities will focus on advancing respect and dignified treatment, listening and encouraging citizen participation, conveying neutrality and unbiased decision making, and enhancing overall trustworthiness through benevolence and communication that those tasked with public safety have the best interest of the community in mind.
- c. CPSC will continue to work with community stakeholders to strengthen and expand their operational roles in the strategy. These roles include participation in call-ins and related communications with those at highest risk of violence such as custom notifications, relationship-building events, communities of support, working group participation, and other roles. This capacity building will be vested in the Office of Violence Prevention.
- d. The result of these efforts will ideally be continued progress toward improved police-community relations, characterized by a functional operational partnership including the objectives and activities outlined in items a. b. and c. above.

## 3. COMMUNICATIONS AND MESSAGING

- a. CPSC will work with core partners to continue the crafting, development and refinement of a locally-relevant direct communication strategy for use in the intervention with Stockton's highest risk population.

- b. CPSC will work with core partners to design mechanisms to effectively deliver these key messages directly to those at highest risk. These mechanisms include call-ins, custom notifications, in-custody communication, community-led messaging, etc.
- c. In addition to designing messaging for those at highest risk of violence, CPSC will — at the City’s discretion — advise on possible information and messaging for:
  - i. The general public
  - ii. Potential public and private funders
  - iii. Key community leaders in the intervention area
  - iv. Stockton Police Department personnel

#### 4. STRATEGIC AND PRINCIPLED ENFORCEMENT

- a. CPSC will work with law enforcement partners to design and maintain the commitment of appropriate and effective enforcement strategies. Enforcement partners are likely to continue to include, but not be limited to, federal enforcement agencies, the US Attorney’s Office for the Eastern District, county and state enforcement partners such as the District Attorney’s office, the San Joaquin County Sheriff’s Office, the Probation Department and California Department of Corrections and Rehabilitation (CDCR).
- b. CPSC will work with law enforcement partners to design enforcement efforts that are economically feasible but also serve as effective deterrents for those highest risk individuals and groups that persist in violence and are a danger to themselves and the community. These actions will focus on those individuals and groups persisting in gun violence and will emphasize swiftness, certainty, and proportionality. The design of these enforcement strategies will be informed by the analysis and use of data in section 1 above and will focus on strengthening Stockton PD’s intelligence building, focused enforcement, and use of partnerships.
- c. Full implementation of the approach includes the institutionalization of procedural justice within the police department and in its missions and activities in the community (see section 5 below). Additionally, advancing the institutionalization of the above activities and capacities within partner agencies such as Probation and the District Attorney’s office will further support the sustainability of this approach to public safety.

#### 5. SUSTAINABILITY AND INSTITUTIONALIZATION

- a. CPSC will work with relevant City of Stockton agencies and other core partners to solidify the cycle of data analysis, partnership and strategy development, direct communication, and follow through as a standard of

practice for addressing violent crime. The advancement of procedural justice within this cycle and in agency practices will be a central part of this work.

- b. CPSC will develop training in conjunction with local partners to shift/change organizational culture among key partners. This could include: police, clergy, social service agencies, outreach partners such as Peacekeepers and others. Relevant activities include modification of training (field and academy) and performance evaluation metrics, as well as trainings specific to the roles that particular agencies and their personnel play in quality implementation.
- c. The establishment of Stockton's Office of Violence Prevention is an important step in sustainability and institutionalization of the full breadth of Stockton's Operation Ceasefire. The core functions of OVP are ensuring quality management of Ceasefire including the reentry initiative, Peacekeepers, mentoring and other community-based supports for those at highest risk of violence and coordination of formal services for those at highest risk of violence; supporting multi-stakeholder partnership; convening and engaging broader community stakeholders; coordinating and centralizing Stockton's public and private violence prevention grant funding, and supporting data collection and analysis to manage programs, focus resources for maximal impact, and demonstrate effectiveness. These core functions are integral to sustainability and will be developed further as staffing and capacity building of OVP proceeds.

## 6. SERVICES AND SUPPORTS

- a. CPSC will advise City of Stockton partners regarding effective coordination of existing formal and informal services and supports and related resources with the implementation of the "Ceasefire" strategy. "Services and supports" is shorthand for a harm reduction process intended to reduce violent reoffending and victimization and a successful transition to community life supported by goal development and relationship-based change.
- b. CPSC will continue to support Peacekeepers and partners in the development of management meetings and tracking mechanisms to maximize their impact and ability to focus on those at highest risk of gun violence. In terms of practice, the focus of support will be on promoting relationship building that facilitates risk reduction and engagement in supportive services and positive life outcomes, as well as direct communication that emphasizes care, concern, and information and about risk.

**II. ROLE OF CPSC:** CPSC will leverage our extensive experience implementing successful partnership-based violence reduction efforts in a variety of cities in California and nationally with the primary purpose of ensuring effectiveness in Stockton and fidelity to best practice. Specifically, CPSC will:

- a. Function as a principal design and technical assistance partner with the Stockton Police Department, the City Manager's Office, OVP, and other core stakeholders, and, if appropriate, will sit on relevant steering committees.
- b. Provide robust assistance in the key operational capacities described above in Section II, both directly and by leveraging peer assistance and expert consultants. Focus will be on program design, data collection and analysis methods, hiring, implementation timelines, staff capacity building, fundraising plans, development of training, practice and management checklists and other tools such as agendas and protocols.
- c. The work described above will include support in managing the change process at both the civic and organizational levels. This includes managing diverse partners to a collective and strategic focus on those at very highest risk of violence. For each area of practice, CPSC will draw on best practice, data, experience and research to develop working drafts/templates; facilitate the work of local partners to tailor to local priorities, resources and values; pilot test and refine; move to scale; monitor quality of implementation through performance indicators; and problem solve based on qualitative input and indicators above.
- d. Carry out much of the core capacity building directly, and will also work with the best national experts to advance the Stockton effort in specific areas. These experts may include criminologist Anthony Braga, Ph.D., legitimacy scholar Tracey Meares, Professor David Kennedy, Rev. Jeffrey Brown and Pastor Caraveo, social network analysis expert Andrew Papachristos, Ph.D., criminal justice system and violence prevention consultant David Muhammad, police consultant Robert Wasserman, and street outreach experts.
- e. Provide access to a network of peer cities in California and nationally, connecting to other cities that are working through similar implementation challenges has proven immensely valuable to cities.
- f. Develop customized hands-on practice tools including operational check lists, how to guides, talking points, agendas, management templates and a variety of other materials to guide local implementation.

**III. CONTRACT OBJECTIVES:** The specific objectives related to the above technical assistance activities are:

- a. Stockton will continue to strengthen its capacity to collect and analyze data on gun-related street violence (in the form of a "problem analysis" and related ongoing data collection and analysis functions, including social network analysis), enabling it to identify those young people at highest risk of violent



crime and more effectively address the strategic challenges of reducing violence in a context of limited resources.

- b. Stockton will have the capacity to carry out a strategic communication strategy utilizing community forums for highest risk youth often referred to as call-ins, forums, or notification sessions, customized notifications and other similar communication tools.
- c. Stockton will continue to strengthen the capacity of its street outreach program to maintain a strategic and operational focus on youth and young adults at very highest risk of violence as determined by the analytic processes described above in Section II Item 1. Key program activities will increasingly be highly coordinated with the overall approach. These activities are likely to include effectively addressing potential conflicts and tensions that might otherwise escalate into gun violence, connecting youth and young adults at highest risk of violence to needed services and opportunities, and communicating a powerful prevention message in partnership with a wide range of community stakeholders.
- d. Stockton will have improved capacity to target the joint efforts of local, county, state, and federal law enforcement agencies to those youth and/or young people found to be “driving” violence as per the problem analysis in Section II Item 1 above.
- e. Stockton will have improved/increased capacity to connect youth at highest risk of violence to viable employment opportunities, training, and support, including housing, mental health, and substance abuse resources.
- f. Stockton will have an improved police-community partnership that operates in the service of reducing violence, and will be achieved through incremental operational activities focused on advancing procedural justice to take place within the implementation framework.
- g. Stockton will have increased capacity to organize objectives a. - f. into a cohesive, strategic initiative with a clear identity and mission, incorporating well-designed street outreach, services and supports, law enforcement, and communication components.

#### **IV. PHASING & TIMELINE**

- a. Full implementation implies institutionalization of operating capacities and, therefore, sustainability of the approach, and is achieved in 24-48 months. This contract agreement refers to all the activities below with the explicit understanding that full institutionalization and the sustainability of such work extends substantially beyond the life of the present contract, which typically covers a limited time period. The challenges of realignment, other elements of

contemporary criminal justice system reform, the current national crisis in policing, and the ongoing recovery of the local economy suggest a dynamic environment that will require sustained engagement by CPSC to ensure the continued success of the Ceasefire strategy and approach and the achievement of related outcomes and objectives. In addition, while we refer to “phasing” below, we note that these are overlapping and complementary.

- b. Phase 1 (1-12 months): Objective: Continued quality implementation of strategy. At the completion of this phase, implementation can be carried out successfully with moderate CPSC support and/or assistance. This would include completion of a preliminary analysis of the local violence dynamic, an initial strategic plan rooted in that analysis, and the development of basic operational capacities (enforcement, services and communication). In addition to these basic operational capacities, key outreach efforts such as gang/street outreach and clergy outreach are in motion and, at least, functional coordination is in place. While the CPSC team will continue to engage with the local partners on a regular and frequent basis, it will also convene a review of progress with the City Manager, the Police Chief and partners to be designated by them at this point in the process. This will provide a structured opportunity to adjust implementation plans, strategies and timelines with key stakeholders.
- c. Phase 2 (12-24 months): Objective: Routinization of implementation. At the completion of this phase, SPD personnel and their partners can carry out implementation of the agreed upon strategy with limited consultation from CPSC. At this point, the project manager, relevant SPD personnel and key partners can manage the initiative mostly on their own and use CPSC staff for addressing complex or unusual challenges. During this phase, partners will also rely on CPSC for support in institutionalizing the approach in key agencies such as the police department, the district attorney’s office, etc. This will include the design and pilot of Stockton’s reentry initiative as an additional component of “Operation Ceasefire” implementation. A brief outline of these activities is included as Addendum II to this contract.

The initiative at this point would generally be characterized by a high level of coordination among the outreach, enforcement and service partners. As per Phase 1, the CPSC will convene a review of progress with the City Manager, the Police Chief and partners to be designated by them at this point in the process. This will provide a structured opportunity to adjust implementation plans, strategies and timelines with key stakeholders. This convening will have a particular focus on planning for the institutionalization of the approach.

- d. Phase 3 (1-36 months): Objective: institutionalization of strategy. Note that the overlap between Phases 2 and 3 is intentional as some of this process precedes full attention to institutionalization. At the completion of this phase SPD can sustain the strategy through leadership changes (at both the

departmental and political level) and changes in the character and distribution of local violence despite staff and leadership turnover. For example, familiarity and support for the approach might be a criteria for selection of a new chief and, possibly, for a new city manager. Initiative planning is incorporated into police policies and procedures in the same manner as are, for example, compstat-type programs.

- e. Phase 4 (12-36 months): The development of a “Boston Re-entry Initiative” pilot effort – tailored to Stockton – that includes selection, case-planning, transitional, communication, post-release services and supports, sanctions, and supervision components.

**V. PARTNERSHIP REQUIREMENTS/KEY ASSUMPTIONS:** Attainment of the above objectives requires the following:

- a. Key local leadership (Mayor and City Council, Police Chief, City Manager and others) is in full support of the initiative and considers it central to the City of Stockton’s efforts to reduce group-related violence. The primary reporting relationship regarding implementation and all related issues will be between CPSC and the City of Stockton City Manager and Police Chief and their designated staff.
- b. A successful Stockton effort will likely require 3-5 years of technical assistance support as described in this contract. CPSC is entering into this agreement with the explicit understanding that the City Manager’s Office and Stockton Police Department will work together to pursue and identify additional funding in an effort to provide continued support throughout the timeline referred to above, including potential separate funding for an evaluation as described above.

**Compensation**

**VI. CONTRACT TERMS, COST, AND PAYMENT**

- a. **Contract amount and term:** For the purposes of beginning to launch an effective violence reduction strategy in Stockton, the California Partnership for Safe Communities will enter into a three-year contract with the City of Stockton for \$175,000 each year totaling \$525,000.
- b. **Payment schedule and invoicing:** Payment shall be to California Partnership for Safe Communities, 825 Washington Street, Suite 200 Oakland, California 94607. Payment shall be made quarterly in the amount of \$43,750.

- c. **Progress Reports:** CPSC will work with city stakeholders to prepare and present progress reports as needed with the expectation that such reports will occur no more than every six months.