OFFICE OF NEIGHBORHOOD SAFETY (ONS)

2011 ANNUAL REPORT

"THE YEAR OF THE ONS FELLOW"

"Peace is a daily, a weekly, a monthly process, gradually changing opinions, slowly eroding old barriers, quietly building new structures. And, however un-dramatic the pursuit of peace, that pursuit must go on." – President John F. Kennedy
# Table of Contents

**Director’s Message**  
1

**ONS 2011 Annual Report**

- Background  
  4

- ONS Values and Beliefs  
  4

**Office of Neighborhood Safety Program Initiatives**

- Street Outreach Program  
  5

- ONS Operation Peacemaker Fellowship  
  5

- Beyond Violence Initiative  
  7

- Life Skills for Peace  
  8

- ONS Peacekeeper Program  
  8

**Office of Neighborhood Safety Coordinated Collaboration and Partnerships**

- Richmond Community Wellness Collaborative (CalGRIP)  
  9

- Ground Zero Initiative (GZI)  
  9

- County-Wide Prison Reentry Planning Initiative  
  10

- Greater Richmond Community Reintegration Planning Initiative  
  11

- Alive & Free Omega Training Institutes  
  11
Highlights for 2011

- ONS Fellowship 12
- Life Skills Training for ONS Staff & Clergy 13
- CEASEFIRE/LIFELINES for Healing 13
- Safe Return Team 14
- Reentry Solutions Group 14
- Alameda College Violence Prevention Certificate Program 15
- World Health Organization Global Campaign on Violence Prevention 15
- Conclusion 16
- Words from the Fellows 16

Appendix A – Frequently Asked Questions 17
Director's Message

The epidemic rates of gun violence in Richmond have a devastating impact on our community. The Greater Richmond Community is now poised to take decisive action towards significantly reducing the community’s level of gun violence. Together we must continue to explore, devise and revise multifaceted strategies that will effectively address and end this chronic, public health crisis. Effectively addressing gun violence and building a safe and healthy Richmond must remain our city’s top priority.

We are making progress. A year before the launch of the Office of Neighborhood Safety (“ONS”) in late 2007 a study was commissioned by the city and prepared by the Urban Strategies Council that examined the nature of gun violence in Richmond. The study found that in our city with a population of a little over 100,000 - from 1986 to 2005, the city encountered 746 homicides, an average of approximately 35 homicides per year during that period. For the little over four years now since the launch of the Office of Neighborhood Safety (“ONS”), from 2008 through 2011, 120 homicides occurred in our city. This represents a 26% reduction over the four years pre ONS (162 homicides occurred between 2004 thru 2007), and shootings where there is a victim also appear to have decreased since the ONS launch (see Figure 1 below/Data Source: Richmond Police Department).

![Chart: Total # of Homicides & Shootings: 4 Years Prior and 4 Years Since ONS](image)

(Figure 1)

However, more work needs to be done. Young African-American and Latino-American males are daily having to negotiate warlike environments. Strategies like Boston’s “Operation Ceasefire” is one example of a multi-faceted program that utilized a grass roots approach and made some notable headway against this problem. Our own unique example is the City of Richmond’s Operation Peacemaker Fellowship Program or “the Fellowship” as it is known. Funded jointly by public and private resources, the Fellowship opportunity works with and establishes meaningful relationships with those identified as catalyst and/or instigators to gun violence in our city. The Fellowship connects program participants (“Fellows”) with real alternatives to gun violence, intensive mentoring (life coaching)/healthier relational engagement and a new and positive accountability system designed to change the mentalities that give rise to destructive unhealthy behaviors. Since the Fellowship’s implementation, a significant reduction in gun violence has occurred in our city (see Figure 2 below/Data Source: Richmond Police Department).
Specifically, since the Fellowships launch in 2010, the city has experienced a significant reduction of firearm assaults where there is an injured victim. On several occasions, the question of “how does the ONS measure success” is put forward. Our answer is simple – for example, of the 43 Fellows that the ONS has served, since becoming a Fellow 42 are alive today, 39 have no gun related hospitalization or injuries 36 have no new gun charges, and 33 have no new gun/violence related arrests. We believe that these results represent the negotiation of healthier decisions about how to resolve conflict by the young men in Richmond who are most likely to pull the trigger of a gun to resolve the various tensions that arise between rival groups.

Although we are very excited and optimistic about these preliminary outcomes, still greater things are yet to come and greater things are still to be done in our city to improve the health and wellness of our communities most impacted by gun violence. Ending gun violence as we know it in Richmond is such an enormous and complex challenge. In order to be successful towards this end, the journey requires a broad range of people and organizations making commitments to work together to achieve this common vision.

I am pleased to present this report of initiatives and actions from the City of Richmond Office of Neighborhood Safety (“ONS”). This report summarizes the activities and accomplishments of the ONS and the many people and organizations that supported the efforts outlined herein during 2011. These accomplishments could not have been achieved without the many people and organizations that offered themselves as committed partners towards reducing gun violence in Richmond. For this we are very grateful.

The tremendous support of the following foundations and grants allowed the ONS to work “outside of the box” and for that we are eternally grateful:

The California Endowment
The California Wellness Foundation
The Kaiser Community Benefits Program
The East Bay Community Foundation
CHEVRON, USA
The California Gang Reduction, Intervention and Prevention Initiative administered by the California Emergency Management Agency (CalEMA)
We’d also like to especially Thank Congressman George Miller and his staff, the Brotherhood of Elders and the Brothamanhood, Mr. Michael Davenport and Mr. Joe Fisher, the Richmond Police Activities League (RPAL), Ms. Deborah Dias and the Richmond Community Foundation for their special programming PARTNERSHIP.

THANK YOU TEAM ONS...YOU ARE TRULY SPECIAL PEOPLE, INDEED CHANGE AGENTS.

Sal Garcia, Neighborhood Change Agent
Diane Gatewood, Neighborhood Change Agent
Kevin Muccular, Neighborhood Change Agent
Kim Macdonald, Neighborhood Change Agent
Tammi Edwards, Contracts Administrator
MyNesha Guerrero, Admin. Intern
TeReisha Graves, Admin. Intern
Joe McCoy, Neighborhood Change Agent
Sam Vaughn, Neighborhood Change Agent
Arlinda Love, Neighborhood Change Agent
Charles Muhammad, Sr. Peacekeeper
Sharon Scott, Administration
Trinell Graves, Admin. Intern
All ONS Peacekeepers for 2011

DeVane L. Boggan
Director, ONS

The City of Richmond Office of Neighborhood Safety (“ONS”) is a department within the governmental structure of the City of Richmond. This report represents and includes the actions of this agency and those taken collaboratively and in partnership with various community leaders and organizations.
ONS 2011 ANNUAL REPORT

Background

- The City of Richmond Police Department estimates that there are a total of approximately 20 gangs in the City of Richmond
- The City of Richmond Police Department estimates that there are between 500-1000 gang members in the City of Richmond
- The City of Richmond Police Department Reports that gun fire and fire-arm related crime occur almost daily in the City of Richmond.
- The City of Richmond Police Department reports that someone is shot in the City of Richmond almost weekly.

– Richmond Police Department

"Through the Office of Neighborhood Safety we are providing a safety net for challenged young people in Richmond, who would otherwise be trapped in unhealthy lifestyles.” – Mayor Gayle McLaughlin (2011)

The City of Richmond Office of Neighborhood Safety ("ONS") provides and coordinates targeted intervention services to and on behalf of those identified as most likely to be perpetrators and/or victims of gun violence (“the ONS population”). A priority objective of the ONS is to ensure a greater accessibility and connectivity to culturally competent human, social and economic service opportunities (real alternatives to gun violence) for those who perpetrate gun violence. Our mission is to eliminate gun violence in Richmond.

The ONS provides advocacy for Richmond’s most at-risk community for gun violence and intensive intervention to those most likely to perpetrate or be a victim of gun violence through the following

(a) Program Development and Implementation: increasing programs and service(s) opportunities;
(b) Capacity Building: strengthening the city’s ability to provide culturally competent—comprehensive, meaningful alternatives to gun violence; and
(c) Services Coordination, organization and communication;

The Goal of the Office of Neighborhood Safety is to reduce gun violence and its effects in Richmond. The difference ONS strives to make in Richmond is to establish (a) a reduction in shootings and gun related homicides, (b) a reduction in gun related hospital/trauma center re-entry, (c) a reduction of retaliatory shootings, and; (d) an effective link to culturally competent social and health related services opportunities for those most likely to be confronted by gun violence in Richmond.

ONS facilitates healthy and positive impacts with those it serves by increasing their access to consistent healthy human interaction and resources (intensive mentoring and life coaching), facilitating guided opportunities (guided referrals to social and health related services), and providing healthy exposures to a myriad of resources, people and places.

ONS VALUES AND BELIEFS:

- Victims and perpetrators of gun violence and their family members are people of value and worth;
- The power of love and listening can turn lives in a new direction;
- Trusting relationships can heal people;
• Goodwill influences behavior;
• The Relationship is the intervention, and the intervention is the Relationship.

"The bottom line is the Office of Neighborhood Safety saves lives. ONS engages the most dangerous young men in our community and gives them an alternative to a violent lifestyle. For every killing they prevent, human capital is preserved, negative social costs are minimized, and millions of dollars are saved. Like them or not, ONS has shown to be effective in saving human life and preventing violence in our city. Were it not for their efforts more young men would have been shot and killed in our city." – Gang Detective/Special Investigations Section, Richmond Police Department

Office of Neighborhood Safety Program Initiatives

Reaching, providing and/or coordinating services to and on behalf of those identified as most likely to be involved in gun violence is the cornerstone of each of the following efforts. The overarching goal of these efforts is to help youth and young adults end any further involvement in gun violence by meeting them where they are in a process of pro-social engagement.

Street Outreach Program

The City of Richmond Street Outreach program is the first program initiative of the City’s Office of Neighborhood Safety (ONS) implemented in April 2008. The city’s street outreach team (Neighborhood Change Agents) reaches out to and develops relationships with those identified as most likely to be involved in gun violence in Richmond. This is a non law enforcement based strategy dedicated to assisting and connecting those identified to culturally competent human, social and economic service opportunities.

2011 – This year ONS Neighborhood Change Agents (street outreach workers) facilitated 2,780 outreach contacts with approximately 400 different individuals most likely to be involved in gun violence in Richmond and 193 social and health related services referrals on their behalf. ONS also facilitated support for more than 350 formerly incarcerated individuals with gun related criminal charges, and through this strategy 206 individuals were provided with attention intensive support and mentoring.

ONS Operation Peacemaker Fellowship

The Office of Neighborhood Safety (ONS) Operation Peacemaker Fellowship was designed for a small number of carefully selected individuals who are identified and/or perceived to be causing a large amount of gun violence in Richmond. The primary purpose of the Office of Neighborhood Safety (ONS) Operation Peace Maker Fellowship is to save lives. The goal of the fellowship is to create a viable space for selected individuals ages 16-25 to contribute in a real way to building and sustaining community peace, and community health and well-being, with the express purpose of eliminating gun violence in Richmond, California. Through the Fellowship opportunity, the ONS works intensely with those at highest risk for gun violence to establish (a) a positive support system, (b) create a healthy sense of empowerment, (c) impart new and healthier boundaries and life expectations, (d) facilitate a constructive use of time, (e) motivate a commitment to learning, (f) instill positive/healthy values, (g) expand social competences, and encourage and celebrate positive identity.
This Fellowship opportunity is a deliberate and intentional service provision and assistance plan to a group of young adults who are traditionally isolated from social, educational, social service and economic development prospects.

The Fellowship is an opportunity of support for those who have been identified to have exceptional leadership potential and extraordinary promise for significant healthy accomplishment, but are often very isolated from positive developmental opportunities. The Fellowship is designed to expose and provide recipients with considerable opportunity for personal, social, educational and vocational growth and development. ONS works to assist each Fellow focus on building skills, credentials, experiences, degrees, and healthy social/professional networks in an effort to enhance the future economic opportunity of the Fellow.

Operation Peacemaker Fellows are individuals highly motivated to changing their lives, to work towards and dedicate themselves to participating in all activities assigned by their life management team. Operation Peacemaker Fellows are committed to promoting and advancing peace, non-violence and healthy resolutions to conflict primarily in the neighborhoods that they represent and secondarily between and amongst those in rival neighborhoods. Operation Peacemaker Fellows work to increase their understanding and effectiveness in behaving and promoting greater peace creation, community well-being and public safety city-wide. Operation Peacemaker Fellows are Leaders who are committed to promoting Life, and work to achieve and share successful, healthy and positive Life-styles.

2011 – To date their have been two (2) Fellowship Cohorts representing forty-three (43) Fellows. Each of the Fellows is provided a Case Manager/Services Coordinator and is assigned a street outreach worker (Neighborhood Change Agent)/Mentor who facilitates with each Fellow the development of a personal Life Map.

Neighborhood Change Agents (NCA) assists the Fellows with their negotiation of the life map and the goals and objectives established within the life map. Each Fellow is required to spend between 15-20 hours/week with their assigned NCA working on and fulfilling life map objectives. All Fellows are required to remain free from any involvement in gun violence to remain in the Fellowship. Each cohort of Fellows make a year commitment of which for 6 months each is provided a performance based (after accomplishing goals/objectives within their personalized life map) stipend of up to $1000.00 per month. These stipends are funded by philanthropic contributions.

The Life Map objectives include goals associated with housing, education, employment (training, subsidized and unsubsidized jobs), life skills classes, transportation, finance & financial management, safety, family relationships, parenting, medical/health, emotional/mental health, spiritual, recreational, social, substance abuse, anger management, conflict resolution and peace mediation with and between rival group members. The Fellows also attend and participate in meetings with the Neighborhood Safety Director and other public systems/civic and community leaders as a leadership development opportunity. Fellows are supported by a “Council of Elders” – a weekly group meeting with public, corporate/private sector, tenured educators/professors and philanthropic leaders.

The Fellowship provides statewide, countrywide, and international travel/excursion opportunities for those Fellows that demonstrate extraordinary commitment and dedication towards remaining alive and free from incarceration and promoting peace within and towards rival group members.
Preliminary Outcomes for the Fellows
Of the 43 total Fellows (Cohorts I & II):

- 42 are Alive;
- 36 have no new gun charges since becoming a Fellow;
- 33 have no gun violence related arrests since becoming Fellow;
- 39 have no gun related injuries or hospitalization since becoming a Fellow;
- 9 have obtained jobs;
- 9 are currently studying for their GED;
- 6 have become valid licensed drivers;
- 3 have achieved safer housing objectives;
- 3 have made spiritual commitments;
- 3 have enrolled in College;
- 2 have obtained Health Insurance;
- 2 have obtained their GED;
- 2 have achieved vocational certificates;
- 1 has reenrolled in High School;

Other positive steps:

Many Fellows now have bank accounts, several have remained drug free (based on drug testing), many with children have completed fatherhood classes, several of the Fellows have worked with rival group members to promote peaceful resolutions to street related conflict.

Currently there are 31 active Fellows representing North, Central and South Richmond enrolled in the OPF Cohort 2. OPF Cohort 2 concludes May 31, 2012.

Beyond Violence Initiative (BVI)

The Beyond Violence Initiative is a hospital-based peer intervention program. The program places trained Intervention Specialists who have overcome violence in their own lives with youth and young adults between the ages of 14-25 who are recovering from firearm related injuries at the John Muir Trauma Center. These trained Intervention Specialists offer long-term case coordination, linkages to community services, home visits, and follow-up assistance. The purpose is to promote positive alternatives to violence and to reduce retaliation, re-injury, and arrests. Intervention Specialists are called when a victim of gun violence is admitted into the hospital, and the victim or caregiver provides consent to participate in the program. Intervention Specialists work at bedside with the patient to reduce any chances of retaliation and to help facilitate social and health related services once he/she is released from the hospital. Participants work with Intervention Specialists for one year.

2011 – The Office of Neighborhood Safety’s (ONS) Neighborhood Change Agents and the Richmond Beyond Violence Initiative were highlighted at the National Network of Hospital-based Violence Intervention Programs (NNHVIP) National Conference.

NNHVIP is a partnership of programs across the country that provides intervention services to individuals being treated for violent injuries. The network believes that violence is preventable and that trauma centers and emergency rooms have an important opportunity at the hospital bedside to talk with a victim and stop the cycle of violence.

ONS Neighborhood Change Agents spotlighted the successes, challenges, and the unique characteristics of the Richmond “Beyond Violence” approach. Staff also shared ideas about how to avoid burnout and
better understand vicarious trauma, the level of commitment and compassion it takes to work with violently-injured individuals, and how to negotiate environments where violence is prevalent on a daily basis.

Twenty Four (24) Beyond Violence participants were served in 2011 by the ONS. The 2011 BVI Evaluation is forthcoming—look for it on the City’s Website in the near future.

Life Skills for Peace (LS4P)

The Office of Neighborhood Safety facilitates Life Skills opportunities for extremely difficult to serve youth and young adults between the ages of 14-25 most at-risk for being involved with and/or directly impacted by gun violence in the City of Richmond. LS4P also works with students facing suspensions for violence, youth on probation for violence and youth detained, but not arrested by local police. LS4P provides a peer facilitated (in that the facilitators have similar life experiences, rather than being the same age) transformative group mentoring dynamic designed to create an environment that teaches and provides opportunities for pro-social behavior through positive peer role modeling, healthy problem solving, conflict resolution, anger management, character development, and life skills training with the intent of fostering resilience to the risk factors associated with violence. Participating youth typically spend up to 2 hours per week for program cycles that range from 10-16 weeks. Program cycles are determined by the ONS and those organizations contracted to provide life skill training services. Participating youth are recruited by contracted service providers.

2011 – This year in partnership with Mothers Against Senseless Killings (MASK, Inc.), Opportunity West, Social Progress Inc., Incarcerated Men Putting Away Childish Things (IMPACT), UES, Inc., Richmond Healthy Communities and RPAL, the Office of Neighborhood Safety secured life skills and leadership development training opportunities for more than 240 young people.

ONS Peacekeeper Program

The Office of Neighborhood Safety annually identifies community residents to serve as ONS Peacekeepers. Peacekeepers are neighborhood members dedicated to improving the health of their community. Peacekeepers facilitate various community activities. The activities may include the following: facilitating field trips for school age children, providing program support at various Richmond recreation/community centers, facilitating school and neighborhood based conflict mediations, representing ONS at community meetings, and assisting ONS Neighborhood Change Agents with various outreach activities. This year ONS Peacekeepers worked together to host three community public forums for young people, adults and senior citizens throughout Richmond. More than 200 community members attended all forums combined. The purpose of the Peacekeeper hosted public forums was to help mend relationships of trust and to address concern about how to make each of the selected communities safer. The forums created a space for open dialogue where questions could be answered that community members may have had concerning the nature of gun violence they were experiencing. Determining roles that residents could play to reduce if not eliminate gun violence altogether in their areas were also examined. The Peacekeeper hosted public forums were held at the Nevin Community Center in Central Richmond, Monterey Pines in South Richmond, and Crescent Park/Deliverance Temple in South Richmond.

Each of the Peacekeepers is provided a small monthly stipend to support their work and its coordination with the ONS.
2011 – This year was a very exiting year for ONS Peacekeepers as they brought new challenges, strategies and programs of hope to the Richmond Community. The Peacekeepers involvement in the community became larger in scale and involved more interaction and engagement this year with those Neighborhood Council’s that had to address the reality of confronting gun violence. This included intensive outreach to families who had experienced gun violence in their communities in 2011.

The proposed Peacekeeper focus for 2012 will be hosting additional community public forums and working on coming up with strategies to minimize the current violence between a group of identified Richmond minors currently involved in ongoing retaliatory fighting (with some gun play) from north, central and south Richmond.

**Office of Neighborhood Safety Coordinated Collaboration and Partnerships**

The Office of Neighborhood Safety ("ONS") provides and coordinates services on behalf of those identified as being most likely to be involved in gun violence. Effective collaboration and strong partnerships with people and organizations that are able to demonstrate an understanding of and experience with those identified for services is critical. While each partnership may take a different approach, each of the following has a goal of enhancing community health and wellness and increasing public safety by reducing/ending any further involvement (by those identified for services) in the criminal justice system.

*Richmond Community Wellness Collaborative (RCWC) and the California Gang Reduction, Intervention and Prevention Initiative (CALGRIP)*

The RCWC is a collaborative effort that provides advocacy, service coordination, and capacity building opportunities on behalf of those most likely to be confronted by gun violence. The ONS, with the City’s Employment and Training Department, community based organizations like Neighborhood House of North Richmond, Richmond Police Activities League, The Williams Group, Opportunity West, North Richmond Young Adult Empowerment Center, and the Community Based Employment Collaborative, provided leadership and convened the RCWC in ongoing efforts to promote the education, health, well-being and economic viability of our city’s most vulnerable children, youth and families. Partnering agencies also include city and county elected officials and departments, state agencies, philanthropic entities, and private citizens.

2011 – This year the RCWC Partnership which included the City of Richmond Employment & Training Department, the City of San Pablo, Bay Area Peacekeepers, the RYSE Center and RPAL collectively provided services to more than 180 youth and young adults. These services included Gang Intervention, Re-entry, Education, Job Training/Skills Development, and family/community services. Funding for this work was provided by the Office of Neighborhood Safety through the California Gang Reduction, Intervention and Prevention Initiative administered by the State of California Emergency Management Agency. This program will conclude in March 2012.

*Ground Zero Initiative (GZI)*

Ground Zero is a public systems faith-based partnership that provides relief to communities in Richmond where gun violence is prevalent. With an initial outreach into a targeted area, ONS staff, local pastors and volunteers ask residents to identify and voice their neighborhood’s resource needs. The information is then collected and organized, and follow-up telephone calls are made to advise residents where the requested resources can be found in local nearby churches. There are currently more than 164 registered churches in the City of Richmond. These churches can be viable resource outlets for vulnerable
individuals and communities. While providing targeted outreach in the neighborhoods most likely to be involved with and/or confronted by gun violence, relationship building occurs, and an offer of care and support is provided by local pastors.

Ground Zero also sponsors events including a community block party that includes live music, free food, beverages, social services information, and activities for the neighborhood kids. The purpose of the event is to promote peace while also providing a positive and safe summertime outlet for community residents to come together around ending gun violence.

2011 – This year six (6) Ground Zero Events were held between August and October. More than 400 community members participated in these events. The events were organized and facilitated by our partner Garden of Peace Ministries under the leadership of Pastor Henry Washington and Pastor Albert Featherstone of McGlotten Temple. The events were held at the following locations in 2011: Crescent Park, Nevin Park, Pullman Point Townhouses, Las Deltas Housing Projects in North Richmond, the South Richmond Maine St. area, and Parchester Village.

County-Wide Prison Reentry Planning Initiative

In early 2011, there was no comprehensive or coordinated response to the increasing number of people who are released from prison or jail and returning to the City of Richmond and/or county community as a whole. The Countywide Reentry Planning Initiative is designed to create a coherent strategy that will help the County to reduce recidivism among its formerly incarcerated population, improve the health status of those coming home and therefore the communities they return to, and increase public safety.

Interested in addressing the issues formerly incarcerated people face upon release back to Richmond, DeVone Boggan, Director of the Richmond Office of Neighborhood Safety (ONS) and Supervisors Federal Glover and John Gioia, Chair and Vice-Chair, respectively, of the Public Protection Committee of the Contra Costa Board of Supervisors, collaborated to establish the Contra Costa County Reentry Planning Initiative (Reentry Planning Initiative). The ONS secured funding from The California Endowment and hired the Urban Strategies Council (Council) and Ijichi Perkins & Associates (IPA) to facilitate a process to develop a Reentry Strategic Plan to improve coordination and collaboration among reentry stakeholders and, ultimately, to improve outcomes for the formerly incarcerated residents of Contra Costa County. The plan includes a detailed implementation schedule as well as extensive evidence of collaboration with key public and private stakeholders. The plan also provides direction for the following: a comprehensive and coordinated countywide strategy for providing effective services to the formerly incarcerated; policy, services and funding recommendations that will benefit Richmond and Contra Costa County’s reentry population, their families and neighborhoods; current data and information on best practices and tools that inform policy makers, service providers, law enforcement and the general public about reentry in Richmond and Contra Costa County; ensure that a countywide collaborative is in place, is active and prepared to address reentry related issues as they arise; and facilitate collaboration, cooperation, and coordination between Contra Costa County reentry programs, initiatives, service providers and other community stakeholders.

2011 – This year we are pleased to announce the Contra Costa County Board of Supervisors unanimously voted to adopt the Contra Costa County Reentry Strategic Plan, with an amendment, on March 22nd, 2011. To view the plan, go to www.cocoreentry.org
Greater Richmond Community Reintegration Planning Initiative

The mission of the Greater Richmond Community Re-Integration Collaborative is to support, strengthen, and engage a community of providers, businesses, and advocates who work with and on behalf of formerly incarcerated individuals, their families, and social networks. The Collaborative pays attention to individuals' mind, body, and spirit through services that are provided along a continuum of re-integration that begins at adjudication and continues throughout the individual's life, post release. Providers, community members, and advocates seek direction and input from the formerly incarcerated, and coordinate communication networks, data, policies, and organizational supports to ensure appropriate services are provided.

2011 – (see the “Safe Return Team” and “Reentry Solutions Group” in the “Highlights for 2011” section of this report on page 14) - This year The Office of Neighborhood Safety participated in a discussion hosted by the Institute for Local Government and the Rosenberg Foundation on "Developing a California Reentry Council Network."

This meeting brought together currently operating reentry networks from various cities and counties from around the state with the purpose of considering the development of a statewide network/council of reentry councils, roundtables, and committees.

Those participating identified common issues and opportunities, both locally and statewide; got to know and learn from other communities doing similar collaborative work in reentry; and, set forth a framework for the purpose and key activities for such a statewide network. The ONS continues to provide leadership for the development of the reintegration framework for the Greater Richmond area. Partners included Ijichi Perkins and Associates, CCISCO, The Pacific Institute, the Safe Return Team, Further the Work and Bay Area Legal Aid.

Alive & Free Omega Training Institutes

At the heart of the Alive & Free Prescription is the notion that violence is a social disease with an explicit treatment process. The disease is transmitted by the germs of bad information, bad instruction, bad advice, and bad example that to young people appear to be good. Youth are exposed to these germs via their families, peers and neighborhoods; and through music, television, video games, and movies. The disease appears as techniques for survival when, in fact, the opposite is true. Infected youth do not survive, they only learn how to die or go to prison. The Alive & Free Prescription works to change beliefs, attitudes, values and actions that promote violence.

The Office of Neighborhood Safety (ONS) in partnership with Omega Boys Club (Omega), and the Healthy Richmond Initiative will launch Alive & Free Richmond - a multi-media education and training campaign focused on using urban media and training local practitioners as one of several immediate implementation strategies outlined in the City’s Violence Prevention Plan. Promoting a strong anti-violence message, Alive & Free Richmond is designed to:

1) Communicate and promote a strong anti-violence message.
2) Inspire individual behavior change; promote peace and healthy living which reduces the risky behaviors that often contribute to homicide or other violent crimes.
3) Educate youth and young adults, their families and entire communities about supporting youth and young adults to stay alive and free.
2011 – This year thirteen (13) additional Richmond Residents attended and participated in the single 3-day OMEGA Institute offered. Beginning in 2012, through a grant provided by The California Endowment (TCE) with the objective of launching a public education campaign and further build the capacity of youth service providers, partnerships, and residents in Richmond working to reduce gun-related youth violence, additional trainings and institute refreshers in the Alive & Free Prescription violence prevention methodology will be provided. Trainings will also be offered to county agencies, and North Richmond leaders and stakeholders.

HIGHLIGHTS FOR 2011

ONS FELLOWSHIP

January 2011 - Office of Neighborhood Safety (ONS) Fellows attend the National Mentoring Summit in Washington DC. MENTOR, along with the Corporation for National and Community Service, the Harvard School of Public Health, and the Office of Juvenile Justice and Delinquency Prevention hosted this first summit at the U.S. Library of Congress.

First Lady Michelle Obama spoke to a room of nearly 500 mentoring advocates, including mentor/mentee pairs and corporate executives. "Having a mentor is more important than ever before. And that's because, in many ways, being a kid today is tougher than ever before. And then when you add in the age-old struggles of just plain old growing up – the anxiety, the confusion, the academic and the social pressure – you've got an entire generation of young people truly in desperate need of a friend, someone they can trust, an example they can follow. And that's where all of you come in," she said.

Following the First Lady's address, a panel discussion ensued with U.S. Attorney General Eric Holder, Jr., U.S. Secretary of Health and Human Services Kathleen Sebelius, U.S. Secretary of Education Arne Duncan, CEO of the Corporation for National and Community Service Patrick Corvington, Chief of Staff of the White House Office of Public Engagement and Intergovernmental Affairs Mike Strautmanis, and Special Assistant to President Obama and Executive Director of the White House Office of Faith-Based and Neighborhood Partnerships Joshua DuBois.

April 2011 - Office of Neighborhood Safety (ONS) staff and the ONS Fellows were invited to present at the YouthBuild USA National Mentoring Alliance Training Institute in Washington, DC. The YouthBuild USA National Mentoring Alliance is a new effort to strengthen outcomes for YouthBuild participants. Although, the ONS Operation Peacemaker Fellows are not currently involved in YouthBuild programming, the ONS Fellowship is being recognized nationally as an innovative approach to effectively engage and create new opportunities for those most likely to be involved in and/or confronted by gun violence. The Alliance is being developed with funds from the Office of Juvenile Justice and Delinquency Prevention (OJJDP) with the goals of supporting young people with like backgrounds and experiences as that of the ONS Fellows. ONS staff and Fellows were asked to provide information that would help improve the design and implementation of mentoring services at YouthBuild sites around the country.

While in Washington, staff and Fellows also met with Congressman Miller and his staff. By continually making himself available to the program Fellows, Congressman Miller provides a very important mentoring experience that enhances the Fellowship opportunity. Pictures of this visit are up on Congressman Miller’s blog (click here) and offer an interesting perspective.

The ONS Fellows also traveled to New York City for a meeting with Dr. Pedro Noguera, the Peter L. Agnew Professor of Education and Executive Director of New York University (NYU) Metropolitan
Center for Urban Education and the Department of Teaching and Learning. The meeting provided an opportunity for the Fellows to hear directly about the importance of their getting an education from one of the most prominent and distinguished educators in the world in the field of urban education.

Finally, ONS staff and Fellows visited the organization The Brotherhood/SisterSol in Harlem. Recognized as a best practice, The Brotherhood/SisterSol was created to address the dire need for supportive programs for Black and Latino youth who are surrounded by poverty, drugs, violence, racism and lack of education which plague America’s cities. Here, ONS staff and Fellows with Brotherhood/SisterSol staff discussed, shared and learned more about a “way of life” that provides young men and women with an opportunity to explore their ideas, identity and future with new information and knowledge, resources, the love necessary to overcome the negative pressures and influences and the skill sets to combat them.

LIFE SKILLS TRAINING FOR ONS STAFF & CLERGY

Presented by Community Presbyterian Counseling Center of Danville California, this Life Skills Training opportunity provides a safe space and creates community for those who work closely and intimately with crisis and trauma related situations. The eight (8) week Life Skills Training for ONS staff and local clergy facilitates a skills building, trust building, emotional healing and reflection process that enhances skill sets in the areas of negotiating trauma, working effectively with those who are grieving or dealing with anger, abuse, domestic violence, mood disorders, addictions, and personality disorders. We have Great Appreciation for the following clergy participation, Dana Mitchell, Donnell Jones, Henry Washington, Jim Wheeler, John Jennings, Kamal Hasaan, Levon Bell, Donny Featherstone, Edwina Santiago, Arthur Warner.

CEASEFIRE/LIFELINES TO HEALING

2011 – The City of Richmond awarded the CalGRIP 2011 grant to facilitate the development and implementation of the Safe Community Partnership CEASEFIRE Gun Violence Intervention strategy. “Ceasefire/Lifelines to Healing” (as it is known in Richmond) is built on a mission-driven partnership that builds and combines community empowerment and good data to inform action about how to end gun violence in Richmond. It creates a new dynamic where police are no longer seen as an “occupying force” in neighborhoods most impacted by gun violence. CEASEFIRE promotes law enforcement focus on people who are at persistent high risk of perpetrating gun violence. The model is built on “respectful face to face communications” to deliver a message of “stop shooting”/”stop killing”, but also requires a commitment of opportunities, support and real accountability. It relies on “call ins” which are small meetings with the highest-risk young men and women, their supporters, law enforcement and community representatives. It is usually conducted in a place of community importance, such as a church or community center. It relies on narrowing enforcement and real alternative to those at highest risk of being at either end of gun violence.

The community plays a critical role in the success and sustainability of the initiative. The community has a key role in holding public officials accountable; changing the conduct of police; sustaining the effort so that communities are truly safe and secure; and building real and credible opportunities for young men and women at proven risk of violence. This initiative—when done well—results in a fundamental redefining of the relationship between communities and law enforcement; it achieves immediate reductions in gun violence; and it reduces gun related recidivism among participants. The CEASEFIRE/Lifelines to Healing strategy will engage and encourage the Richmond community to reach out to and support those young people most likely to be involved in gun violence in making a choice to step away from violence. Notably, this approach works in a way that will enable the city to achieve near-term and community-wide reductions in gun violence without heightening California’s expensive and
unsustainable reliance on incarceration. In June 2011 The Ceasefire/Lifelines to Healing Community Forum was hosted by the City’s Human Rights and Human Relations Commission.

SAFE RETURN TEAM

The Safe Return Team is a motivated group of formerly incarcerated Richmond residents working with Contra Costa Interfaith Supporting Community Organization (CCISCO), the Pacific Institute and the Richmond Office of Neighborhood Safety to carry out research, community organizing and education, and policy development and advocacy to create the right conditions for people to successfully reintegrate with the community. The project began in September, 2010, and have since then accomplished the following: Participated in the Greater Richmond Community Reintegration Collaborative with agencies and other stakeholders to develop a strategic plan for reentry in Richmond; Interviewed 450 residents about their perspectives on how Richmond can become safer, healthier, and more powerful; Designed an extensive survey using scientific methods to assess the service and employment needs and assets of people recently released to the area from incarceration; Surveyed 101 adults on probation and parole who were released within the past 3-18 months; Researched best practices for violence prevention and reentry support, and are developing specific recommendations for improving policy and programs; Participated in more than 75 hours of training on scientific research methods, community organizing strategies, and violence prevention; Planned two major events on reentry in Richmond for this past summer: an employment and housing rights training for formerly incarcerated residents in June and a community forum on reentry challenges and solutions in July; Met with 10 organizations from the Bay Area and throughout the US to learn from successful models of violence prevention, economic development, and reentry services, including the National Employment Law Project, Bay Area Legal Aid, United Way of the Bay Area, Center for Thought and Action, EPOCA, Mandela Foods Cooperative, All of Us or None, and the Omega Training Institute. For more information, email SafeReturnRichmond@gmail.com

RE-ENTRY SOLUTIONS GROUP

A two-year, place-based initiative spearheaded by Bay Area Legal Aid and Further The Work, the Richmond Reentry Project is striving to enhance our City’s ability to support community safety and justice by weaving together the complex and challenging threads of criminal behavior, incarceration, reentry, and recidivism.

Operated in partnership with the City and County as well as stakeholders of every type, over the past six months the Project has made significant progress in establishing a coordinated, widely recognized, multi-sector effort to improve public safety, advance social justice, promote healing, and foster learning.

Accomplishments to date:

- The Project has developed very strong partnerships that strengthen and support multiple other efforts across our community.

- In support of both City and County reentry strategic plans, the Project now hosts a monthly gathering known as the Reentry Solutions Group (RSG), which is intended to serve as a “big tent” for local reentry efforts. Providing ongoing, facilitated conversations and education about reentry, public safety, and police/community/corrections partnerships, the RSG serves as an important opportunity to develop, implement, and integrate local reentry efforts.

- The Project has developed an emerging plan for community training and action for 2012. Throughout 2012, the Project will convene and manage several leadership teams to undertake specific actions related to three initiatives: developing a one-stop reentry center, fostering restorative justice approaches in our community, and improving the local service system.
• With initial seed funding from LISC, The Project has since gathered substantial funding and in-kind partners, including the City of Richmond, LISC, Bay Area Legal Aid, AmeriCorps, Kaiser, Y&H Soda Foundation, and The California Endowment.

ALAMEDA COLLEGE VIOLENCE PREVENTION CERTIFICATE PROGRAM

June 2011 ONS participated in the celebration and first graduation ceremony for the Alameda College Violence Prevention Certificate Program. ONS also had four staff members graduate from the program in 2011. The Certificate in Violence Prevention is a two-semester program developed in partnership between the Peralta Community College District, East Bay Asian Local Development Corporation and community leaders and organizations, including the ONS. The Program combines education and workforce development to support and train a diverse network of community-based practitioners who will play an essential role in addressing the political, social and economic inequalities that contribute to violence in our communities. Graduates of the two-semester Certificate Program in Violence Prevention Strategies mastered a broad selection of theoretical and practical applications of community-based violence prevention.

WORLD HEALTH ORGANIZATION (WHO) GLOBAL CAMPAIGN ON VIOLENCE PREVENTION

September 2011 The Office of Neighborhood Safety (ONS) Director, DeVone Boggan, participated in the World Health Organization’s 5th Milestones Global Campaign on Violence Prevention meetings in Cape Town, South Africa.

Director Boggan was invited to attend this meeting as part of a California/West Coast USA delegation representing philanthropy, government, practitioners, evaluators, researchers and expert consultants on youth violence prevention and intervention. The California delegation was sponsored by The California Wellness Foundation (TCWF). Young adults (ONS FELLOWS) that live in North, Central and South Richmond neighborhoods who are the most likely to be confronted by gun violence, traveled with the Director to South Africa. Approximately 60 Country/Nation Delegations were represented.

As a conference delegate, Director Boggan participated in several discussions that provided opportunities to share and receive valuable information about effective violence prevention and intervention practices, current research, and future policy/advocacy opportunities. Each discussion challenged delegates to critically examine and evaluate actions, accomplishments and challenges involved with effectively engaging and addressing the needs of young men involved in gun violence.

While in South Africa, Director Boggan was also provided the opportunity to share and discuss ONS programming with both USA and international philanthropic organizations, as well as participate in visits to the city of Johannesburg and Soweto Township.

"I have a huge appreciation for the important work done by the staff of the Office of Neighborhood Safety. Their outreach and connection to the community have had a direct and positive impact on the city of Richmond's violent crime rate. This is one of the reasons our homicide rate dropped 55% in 2010. It is moving to hear the powerful messages spoken by the young people who thank ONS and the Fellowship for keeping them on the right track. This is the essence of crime prevention; it is impossible to gauge how much violence their intervention efforts have prevented.” – Captain, Richmond Police Department
CONCLUSION

The creation of the ONS and its approach represents a fundamental shift in how the City of Richmond engages individuals identified as the most likely to be involved in gun violence. Although different, the overarching public safety goal is to help those served END any further involvement in gun related activity by strengthening their attachment to healthy relationships, social networks and information. This represents our city’s belief that gun violence is not an intractable social problem or an inevitable part of this city’s condition. It demonstrates a belief in our young people to make better decisions about life and death, about addressing conflict responsibly. It is also our community’s acknowledgement that to effectively address and prevent gun violence we must apply multiple strategies to create the change we seek. The City of Richmond is making progress, we are learning, we are taking decisive action, and more often we are working and moving forward together collaboratively. We are excited about our today and tomorrow prospects of living in the reality of a beloved community free of gun violence.

WORDS FROM THE FELLOWS

The following reflections come from young men participating in the City of Richmond’s Office of Neighborhood Safety Operation Peacemaker Fellowship Program. The young men represent first and second cohort participants from North, Central, and South Richmond neighborhoods and communities.

“The ONS provides hands on work with people like me. ONS has mentors that build relationships with misled youth who were not given the opportunities to express themselves in a positive way. These mentors go inside criminally active neighborhoods to help youth that have been in and out of the justice system. The ONS is the definition of unity, peace, and love.” – D’vondre Woodards, Sr. Fellow – Second Cohort

“The ONS has been instrumental in changing my life for the better. They are good people that I can call anytime I need them and they really help. It’s like family I never had. They keep me off the streets and wit a positive attitude towards life. I am 24 years old and I have lived in Richmond my whole life. I have never seen anything like this for people like me that really works. If you want what’s best for us in these communities, then you will keep ONS open.” – Mike Gully, Fellow – First Cohort

“The ONS has played a big part in my life. It has made me look at things differently. They have taken me to places that I have never been and showed me that there are people who really care about us in the hood. I love the ONS.” – James Barker, Fellow – First Cohort

“The ONS program helped me out by showing me it’s more in life than Richmond and that I can be a person that can show other Richmond youth that there IS a way to get out the ghetto.” – Rohnell Robinson, Fellow - First Cohort

“ONS represents the community that stepped up to actually raise the child.” – Rasheed Shepherd, Sr. Fellow – First Cohort

“I’m a role model to my city because the office believed in me and helped me believe in myself.” – Kamari Ridgle, Fellow – First Cohort

“During my short stint as a fellow, the ONS has changed my view on life. By taking me to our nations capital and providing me with a job interview suit, my self esteem is raised and now I know at 24 anything is still possible.” – J.B., Fellow – Second Cohort

“I was one of the first the ONS ever reached out to in 2008. It has been a challenging for me, but over the years they have stuck with me and have given me the motivation to do right.” – Eric Welch, Fellow – Second Cohort

“The ONS and its team showed me a better way of life, a different way to live.” – Shawn Morris Jr., Sr. Fellow – First Cohort
APPENDIX A:

FREQUENTLY ASKED QUESTIONS (FAQ’S)

When was the ONS launched?

The ONS was launched October 23, 2007.

When were Neighborhood Change Agents hired and when did they begin facilitating street outreach work in Richmond?

Four (4) part time Neighborhood Change Agents were hired in February 2008. These agents began facilitating street outreach in mid-April 2008. In January 2010 three (3) additional agents were hired and all (7) are currently full time employees of the city.

What age is the “ONS Population”?

The typical age of those served by ONS is between 16-30 years old, however from time to time we see youth and young adults (who are most likely to be involved in gun violence) that are younger than 16 and slightly older than 30.

Are those served by ONS mandated to be participate in ONS programming?

NO. Those served by the ONS are not required to participate in its programming. The ONS works to convince those identified that it is in their best interests (if their interest is to stay alive and free from incarceration) to participate in ONS programming.

What services are being offered by ONS?

Street Outreach, the Fellowship Program and Services Referral (such as Education Services, Job Readiness and Training, Financial Management, Substance Abuse Counseling, Anger Management, Fatherhood/Parenting Training, etc.), Intensive Case Mgmt, Mentoring/Life Coaching, Employment Search Support Subsidized Employment, Supportive Services (such as transportation, housing, food, clothing, hygiene, etc.), Conflict Mediation, and Retaliatory Interventions.

Which ONS programs are in charge of educational, skill building, and job training services?

The ONS does not have “programs in charge of educational, skill building, and/or job training services” however we work in partnership with LEAP to provide GED prep services for the “ONS Population”, and the Richmond Employment and Training Department/RichmondWORKS to provide employment services. In previous grants, we have also worked for example with The Williams Group to provide Entrepreneurship training and KLOU Productions for music production. The ONS Street Outreach strategy coordinates services referrals, and the referral agencies utilized provide such needed services respectively to our participants.

Does ONS maintain documentation for how long participants are supported on average and the long term effects of the program on its participants?

YES.
With many youth and young adults in Richmond needing services, how are the youth and young adults served by the ONS identified?

The ONS identifies its target population by way of its street outreach assets and recommendations received from various law enforcement agencies, and at times the broader community. Those identified for ONS services must be verified as one who is most likely to be a perpetrator/victim of gun violence.

How many individuals have been served in total by ONS since its inception on October 23, 2007?

Approximately 1,493 individuals have been supported by ONS resources.

**Considering the ONS Mission and those that the ONS focuses its efforts, what strategies are working?**

(a) Targeting those individuals most responsible for gun violence in Richmond for services, (b) School based and Street Outreach, (c) Life Coaching (establishing and maintaining consistent positive relationships), (d) Intensive Case Coordination, (e) guided opportunities and (f) healthy exposures.

How can ONS gains be tracked or measured?

Consistent with the mission and goals of the ONS, ONS clients gains are tracked and measured as it relates to the following criteria: (a) is client Alive, (b) does client have additional gun charges since becoming involved with ONS, (c) has client been arrested for gun violence since becoming involved with the ONS, (d) has client suffered from gun related injuries since becoming involved with ONS?

**From the very first youth/young adult ONS provided services and/or support to, where is that individual today?**

Approximately 48 months (4 years) ago we started with three young adults identified by Richmond community members as being at high risk for gun violence. Today, of those young men, 1 is incarcerated and 2 are in College and still programming with the ONS as Fellows.

**What alternatives to gun violence are being offered?**

The Fellowship Program and social and health Services Referral (such as Education Services, Job Readiness and Training, Financial Management, Substance Abuse Counseling, Anger Management, Fatherhood/Parenting Training, etc.), Intensive Case Management, Mentoring/Life Coaching, Employment Search Support, Supportive Services (such as transportation, housing, food, clothing, hygiene, etc.), Outreach, Mediation, Intervention and Subsidized Employment.

**How many individuals take the offers and follow through with the alternatives?**

The majority of individuals that our NCAs have engaged “take the offer” for assistance. Client follow through is varied based on one’s level of need, motivation, level of street involvement and/or negative peer pressure, family/peer support, individual maturity and personal development.

**Is the ONS responsible for a drop in youth murder in Richmond?**

The ONS believes that many of the youth most likely to be involved in Richmond gun violence are making better decisions about how they respond to conflict. The ONS and its staff take great pride in knowing that our willingness to reach out to them, build long term/consistent positive relationships with
them, provide them with guided opportunities and healthy exposures has significantly contributed to these healthier decisions. Compared to the four years prior to ONS implementation (2004-07), the four years since the ONS launch (2008-11) has seen a 26% reduction in homicides and an 18% reduction in shootings where there was an injured victim (See Figure 3 and Figure 5 below/Data Source: Richmond Police Department).

![% Decrease in Homicides and Shootings: Without & With ONS](image)

Please furnish shooting and homicide rates before and after implementation of the ONS programs.

**BEFORE ONS IMPLEMENTATION:**
YR. 2004: 35 Homicides/119 Assaults with Firearm w/injury  
YR. 2005: 39 Homicides/129 Assaults with Firearm w/injury  
YR. 2006: 41 Homicides/186 Assaults with Firearm w/injury  
YR. 2007: 47 Homicides/242 Assaults with Firearm w/injury

**AFTER ONS IMPLEMENTATION:**
YR. 2008: 28 Homicides/150 Assaults with Firearm w/injury  
YR. 2009: 45 Homicides/170 Assaults with Firearm w/injury  
YR. 2010: 21 Homicides/118 Assaults with Firearm w/injury  
YR. 2011: 26 Homicides/114 Assaults with Firearm w/injury

Four years prior to ONS implementation (2004 thru 2007) the average number of homicides and shootings with an injured victim per year was 40.5 and 169 respectively. For the first two years of ONS implementation (2008 and 2009) with four (4) Neighborhood Change Agents facilitating street outreach work without the Fellowship program the average number of homicides and shootings with an injured victim per year was 36.5 and 160 respectively. With the ONS Fellowship now established and seven (7) full time Neighborhood Change Agents focusing their efforts specifically on those individuals considered catalysts to gun violence (for years 2010 and 2011) the average number of homicides and shootings with an injured victim per year was 23.5 and 116 respectively (see Figure 4 below/Data Source: Richmond Police Department).
More pointedly, since the implementation of the Fellowship Program in 2010 and ONS’ pursuing the strategy of solely focusing its efforts on those identified as catalysts to gun violence in Richmond, there has been a 36% reduction in homicides and a 28% reduction in shootings where there is an injured victim between 2010-2011 and the two years pre Fellowship Program 2008-2009 (see Figure 5 and 6 below/Data Source: Richmond Police Department).
ONS OPERATION PEACEMAKER FELLOWSHIP – The Office of Neighborhood Safety (ONS) Operation Peacemaker Fellowship was designed for a small number of carefully selected individuals who are identified and/or perceived to be causing a large amount of gun violence in Richmond.

The Fellowship provides program incentives for participation and positive behavior as a gateway to developing intrinsic motivation that arises from internal and not external rewards.

"In my opinion the impact of the ONS and the Fellowship Program cannot be overstated. Targeting individuals for services by category is not new to the city of Richmond. Meaning, most programs tend to focus on a group of subjects based on a predetermined criteria, i.e., at-risk, parolees, gang members, drug users, financial status, etc. The Fellowship has taken this targeting strategy a step further and focused on the individuals within these groups who are most likely to be catalysts or instigators of the violence. In truth, the ONS is the only program in this city that targets the “one percenters” for services. “One Percenters” are the individuals who create the risks for everyone else within the community. The benefits of the Fellowship can be felt everywhere, but nowhere is the impact more visible than in the overall reduction in violent crime in our city”. – Commander, Special Investigations Section, Richmond Police Department

![Chart: % Decrease in Homicides & Shootings: ONS & Fellowship](Figure 6)

**How much is the Fellowship stipend and how long is the stipend paid?**

The Fellowship stipend is up to $1000 per month and they are paid (depending on monthly goal achievements) for up to 6 months of each year of Fellow participation. Funding for Fellowship stipends is provided by philanthropic and other grant contributions.

**How long do Fellows go without involvement before earning the stipend?**

Fellows have the opportunity to earn a stipend for goal completion within the first month of Fellowship involvement.

**Who decides on participant eligibility for the Fellows Program?**

Eligibility to participate in the program is facilitated by ONS staff and recommendations/verifications from law enforcement.
How is length of service for Fellows decided and for how many months?

Each Fellow is assessed by a case manager and a LifeMap case plan is developed with each participant. The individualized Life Map (case plan) objectives per participant and the commitment of the participant involved dictate the length of service/participation. Each Fellowship Cohort is for one year. Program incentives/stipends are provided for six months of every program year.

Are there trends between participants who are served 6 or say 24 months?

In most cases, our experience suggest that the more time engaged with the participant (rate/length of time) equates to increased trust, improved relationships and stronger systems of relational accountability. The more time engaged, the more time we have to help the young men develop healthier coping, decision making and conflict mediation skill sets (life skills).

How does your organization know when an ONS participant can be successfully exited from services?

Participants are “exited” from our intense attention when we have evidence that he/she is no longer creating and/or responding to conflict with a gun over a consistent period of time. Here is when the intensity of our engagement may be reduced. Clients can drop out of the program at anytime, and long term incarceration will also prohibit participation. ONS NCA’s remain in close/daily contact with those we have identified for interventions. Participants are engaged for as long as they allow us to engage them and/or for as long as we know or suspect that they may be involved in gun play. This is documented. Our programming is not mandatory, participants must agree to participate.

How do you make decisions regarding ONS programs continuation, changes to, funding for? What informs these decisions?

The primary driver of all ONS strategy decisions is gun violence trends in Richmond (the nature of Richmond gun violence/who/where/why). The primary source of this information is ONS street outreach information, and local and regional law enforcement data/intelligence. Community and human/social/economic services and funding opportunities are secondary sources. Grant requirements also inform continuation of grant partners and funding availability. Client feedback informs follow up referrals and future use of identified service provider programs.

Can you provide the documentation for how long participants are supported and the long term effects of the program?

Yes –For each ONS client programming in the Fellowship Program, we have this information. Client contact sheets and case files are maintained and kept secured. The program Case Manager/Coordinator and NCA’s document client progress (programming status, life status, arrest status, incarceration status, gun related injury status, etc.). The ONS documents and maintains contact and referral information for clients provided general outreach services also. Participants are engaged for as long as they allow us to engage them and/or for as long as we know or suspect that they may be involved in gun play. This is documented. Our programming is not mandatory, participants must agree to participate.

How can higher engagement happen for those not engaging?

Increased focus, attention and support is required for these individuals, therefore the necessary staffing/program capacity to do this is required. We work with each client at the engagement level that
works for the client, staff and partners. Adequate staffing and increased programming capacity (funding) is necessary.

Additionally, it should be understood that many ONS clients (a) get motivated for a change/real alternative to gun violence right away, (b) others get motivated for a change/real alternative to gun violence later - with time, (c) some never get motivated for a change/real alternative to gun violence (they end up dead or in jail), and (d) unfortunately a small few have no interest in getting motivated for a change/real alternative to gun violence (they are committed to the gun violence lifestyle).

**Identified areas for programming growth and improvement?**

**Systemic:**

- **PROGRAM EVALUATION:** Although existing research supports ONS’ work, “until an evaluation of the ONS is conducted, skeptics and supporters of the ONS can only rely on the research and evaluation of programs and strategies that are similar to the ONS. Program evaluation is needed to provide the desired evidence base, also to better inform/allow for improved services focus, staffing levels and funding needs/requirements. ONS supports identifying resources to conduct and complete an independent and formal process and outcome evaluation of its work and strategies.

- Increased Programs and Services capacity for those most likely to be perpetrators and/or victims of gun violence in Richmond - both government-initiated and community-based. A significant shortage of programming and program staff competences currently exists that reach out to, serve and provide culturally relevant/competent service opportunities for the “ONS population”.

- Increased Funding for Services tailored for those most likely to be perpetrators and/or victims of gun violence in Richmond (the “ONS Population”)

- Job Training and Development geared specifically for those most likely to be perpetrators and/or victims of gun violence in Richmond (the “ONS Population”)

- Increase Job/Employment/Entrepreneurship opportunities for those most likely to be perpetrators and/or victims of gun violence in Richmond (the “ONS Population”)

**ONS Specific:**

- case management staff, increased staffing expertise to work with females, girlfriends, parents and guardians of the Fellows;

- increased staff and funding to deliver necessary services ourselves;

- additional management staff to assist with administrative, programmatic and personnel supervision;

**Are there services you think the program should expand and include that are currently not being offered to participants that are necessary? What are they?**

Yes – As a city we must create opportunities to increase our government-initiated and community-based street/school outreach/intervention capacity for those many kids/youth/young adults not reached by
traditional service approaches/modalities. The city has a wealth of healthy formerly incarcerated, former and reformed "gang" member community assets that need to be recycled, empowered, trained and utilized to reach youth/young adults at greatest risk of gun violence and address associated activities.

**What relationship does the ONS have with RPD?**

The ONS has a collegial relationship with RPD.

**How does the ONS interface with RPD?**

All communication between ONS and RPD is handled between the ONS Director and the assigned RPD Liaison to the ONS (per RPD/ONS Policy and Protocols – April 2008).

**THE ONS BUDGET**

**FY 2010-11**

A. **$3,160,824**: Fiscal Year 2010-11 Total Budget
   - $1,452,028: General Fund Contribution Fiscal Year 2010-11
   - $1,708,796: Grants and Private Contribution Fiscal Year 2010-11

**FY 2011-12**

B. **$2,585,504**: Fiscal Year 2011-12 Total Budget
   - $1,626,013: General Fund Contribution Fiscal Year 2011-12
   - $ 959,491: Grants and Private Contributions Fiscal Year 2011-12