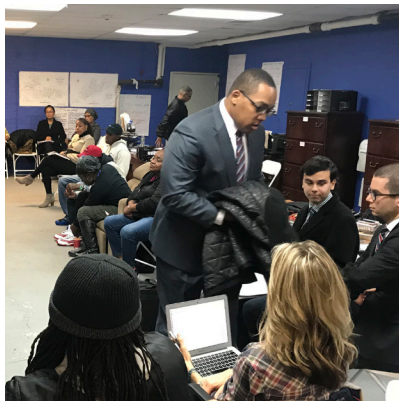


Redefining Public Safety in America

A National Scan of Community Based Public Safety Initiatives

March 2021



Presented By:

Aqeela Sherrills, Director, Newark Community Street Team

Melvyn Hayward, Head of Programs, Chicago CRED

With Assistance From:

Jennifer Gannett

Doreen Minor

Introduction

In Maslow's Hierarchy of Needs, "safety" is the second tier of human needs, just above food, water, and shelter. In the United States, we are currently faced with the realization that the very institution we have anointed to create safety - policing - makes many Americans feel very, very unsafe. In fact, for many people, including Black men, LGBTQ+ youth, undocumented people and more, police are associated with fear and harm. Police misconduct and racism has been rampant since the dawn of the profession, yet, as a result of recent incidents that were both videoed and so barbaric that they could not be dismissed, we are now thrust into a national dialogue around reforming police practices that includes a call to "defund the police." The conversation around "defunding the police" lacks concrete alternatives for where funding can be reallocated. The response for many is, "If we defund the police, how will we be safe?"

Police reform is essential, but it does not remedy all of the problems associated with aggressive (and often violent) over-policing of communities of color. Police reform or defunding the police both fail to address the desperate need to reduce violence in the communities that are also harmed by the police. If while reforming police practices, we do not *simultaneously* reduce violence, continued violence will immediately be blamed on the police reforms, despite the fact that violence existed pre-reform.

We do not need to create new solutions to those dilemmas; most cities in America already have experts on creating safety and healing the trauma that underlies violence without relying on the criminal justice system. Those experts are Community Based Public Safety professionals.

Community Based Public Safety (CBPS) is a clearly defined strategy to create safety in communities. It is a multi-pronged, relationship-based model in which residents are employed and trained as public safety professionals to create safety in their own neighborhoods. Typically, CBPS includes the following prongs:

- Mentorship through a casework model to those at greatest risk of becoming a victim or a perpetrator of violence
- High-risk intervention to mediate ongoing disputes and prevent retaliatory violence
- Safe Passage to schools to reduce school violence and improve attendance
- Support to survivors of community violence who are overlooked by traditional victims services agencies

- Culturally appropriate healing services to address generational and ongoing community trauma
- Advocacy to support community self determination

There is variation among CBPS programs, but the common theme is that individuals at greatest risk of becoming a victim or perpetrator of violence are provided with conflict resolution, mediation and casework services by trained professionals who have similar backgrounds. CBPS programs connect participants to mentors and victim services, provide them with emotional and/or economic support, assist them with navigating the criminal justice system, engage them in productive activities, and/or organize around a culture of peace, empowerment and self determination for residents. CBPS brings hope and well-being to neighborhoods.

Please see the attached case study of NCST for an in depth example of a CBPS organization.

CBPS is a model that *creates safety* in communities without over-reliance on law enforcement. CBPS rejects arrest and incarceration as a solution to violence or crime, understanding that criminal justice causes more harm than it prevents. Alternatively, CBPS views violence through a public health lens¹, stopping the contagious spread of violence through specially trained community health workers traditionally called “interventionists” or “interrupters.” The interventionist/interrupter works with influential members of the community called LTOs (called such because they have a “license to operate” in their community) to define and monitor the problem, identify risk and protective factors, and develop prevention strategies.

CBPS also creates safety by investing directly in the community and its residents; coordinating multiple service providers to respond to the needs of responsible parties and victims/survivors alike; putting victims/survivors at the center of public safety strategy; creating culturally appropriate healing spaces; and, developing authentic community empowerment and organizing forums. CBPS is at its core a restorative justice model, a decolonization model, a community empowerment and self determination model, and an anti-racist model — all in one.

It is important to note that CBPS is *not* community policing. CBPS operates in parallel to law enforcement but is not of law enforcement, nor should it be. Affiliation with law enforcement compromises the integrity of the work and CBPS should not be forced into an affiliation through legislation or funding mechanisms. The two complement one another and often establish

1 <https://1vp6u534z5kr2qmr0w11t7ub-wpengine.netdna-ssl.com/wp-content/uploads/2019/05/Nature-HB-2017.pdf>

mutually beneficial relationships while maintaining separation.

Our nation is at a pivotal moment where we are seeking a new paradigm of public safety and to advance racial equity. CBPS meets both needs.

Violence is a Public Health Issue

For decades, certain types of violence within certain neighborhoods have been normalized; in fact, language has been developed to minimize the significance of this violence: “Black on Black violence,” or “gang violence.” This type of violence was then relegated to law enforcement for response with little or no energy spent on developing holistic prevention strategies.

Violence is a public health issue and should be responded to as such. Punishment has been the sole response to street violence in America and has been utterly ineffectual as evidenced by rates of violent crime. While policymakers have doubled down on enforcement, arrest, incarceration, and reentry, violence has remained unwavering. Dr. Gary Slutkin of Cure Violence said in his interview with our team, “The idea of punishment is incorrect scientifically. It is not the way behaviors are formed, maintained or changed. People ignore the data because it contradicts what they believe. They wanted to try everything BUT this (CBPS).” The insistence on treating violence as a matter of “bad people” needing punishment is simply systemic racism draped in faux moralism.

A public health response is not concerned with morals or punishment, and public health responses engage impacted people in the solution rather than doing things to them. A public health response recognizes that the dysfunctional or dangerous behaviors associated with street violence are normal responses to people’s traumatic experiences. **CBPS is a public health response** and the interventionists/caseworkers/outreach workers are public health workers.

In his interview, David Kennedy of the National Network of Safe Communities, made a key point about why CBPS is so effective when stating, “everything that works is based on the idea that all harm is committed by a small number of people.” These are the people who have been infected by violence and are infecting others. Because CBPS is of the community, CBPS professionals know which people are committing violence, how to access them, and how to communicate with them most effectively. With proper training and resources, they have a better chance at preventing them from committing violence or becoming a victim than law enforcement does.

Guillermo Cespedes, Director of Violence Prevention for the City of Oakland, who has worked on CBPS projects globally, says that young people need to belong to something. The criminalization of Black and Brown bodies in groups (and individually) has left so many young people with nowhere to belong but violence. CBPS can serve to create a sense of community and belonging for those engaged in violence and to provide a viable pathway to a new career as a public health worker.

National Scan of the CBPS Field

In order to help guide discussion among policymakers, lawmakers, philanthropists, and others who are interested in supporting CBPS and committed to racial equity, our team undertook a scan of the CBPS field by conducting over 20 interviews with CBPS practitioners, training and technical assistance (TTA) providers, and system leaders doing complimentary work. **This report is a summary of the findings from these interviews and uses the insights of seasoned CBPS practitioners to propose a path forward to advance CBPS and to redefine public safety.**

The CBPS organizations included in the scan are programs that we know based on our collective expertise in the field are viable and credible, meaning that they are doing actual public safety work and have the support of the residents they serve. These organizations are veterans who also have more established infrastructure and more stable funding than most.

Since the mid-2000s, more municipal and state government contract work has been available to CBPS. The organizations interviewed accept and in some cases are reliant on contracts with municipal governments. While the organizations benefited from the financial stability afforded by government funding, they also spoke to the tremendous burden of administering these dollars in compliance with government rules, all while managing the huge demands of working in high stakes situations with people with high levels of trauma.

Some of the selected organizations have had formal evaluations demonstrating the value of their work but that was not a criteria for inclusion because formal evaluations are expensive, time consuming and often not feasible for smaller organizations. All of the organizations included are recognized and appreciated by the community they serve and are known to be able to prevent homicide and aggravated assault/shootings. The scan focused exclusively on BIPOC-run, grassroots organizations, for reasons we will address in more detail. There are national organizations that set up CBPS teams within communities, generally in order to study the

participants and gather data. This scan intentionally omitted these organizations and any in which the organizational funding and salaried positions are all outside of the community it serves because these practices perpetuate the exploitation of communities of color.

Overview of Key Findings in This Scan

- CBPS practitioners are residents of the communities they serve. CBPS Outreach Workers and Interventionists have highly specialized skills, expertise, backgrounds, and relationships that make them uniquely qualified as community health workers who stop the contagion of violence.
- Most CBPS organizations began with no training in organizational skills and have learned on the job, rising to the occasion with tremendous skill. While many practitioners have mastered the basics of organizational management, there is a tremendous need among organizations for capacity building.
- CBPS is significantly under-resourced and this under-resourcing is a direct continuation of systemic racism in America. The efforts of people of color working to help other people of color are not valued because the lives and talents of people of color are not valued. When adequately resourced, CBPS creates safety and well-being in communities most harmed by violence and disinvestment without displacing residents.
- CBPS is being asked to do the near impossible: reduce violence and meet the hierarchy of needs for people engaged in violence, with minimal resources.
- Across the board, there is a dire need for basic organizational infrastructure. Focusing on violence prevention, youth development and/or re-entry leaves little time or energy for administration. There is always an external pressing need, and it is often a matter of life or death. Funds are rarely available for general operating expenses such as administrative support.
- Creating viable alternatives to policing requires an investment in community infrastructure and community autonomy.
- There are significant challenges to data collection and program evaluation.
- Law enforcement sometimes sees CBPS as a threat and will attack the concept and

its practitioners.

- CBPS workers work long hours often for suboptimal pay, generally without benefits. The nature of the work is traumatizing and resourcing to support the trauma and retraumatization experienced by these men and women is limited at best.

The most imperative needs identified in the field by our interviewees yielded a long list, but the actions and suggestions listed throughout this report are the primary activities we unequivocally need to engage in and build support for in order to buttress and advance CBPS. These include, but are not limited to:

- Creation of a national umbrella network of CBPS organizations which will focus on advancing the numerous goals outlined in this report. As the concept of CBPS grows acceptance nationally, existing practitioners of color need to preserve their leadership in the work and ensure that the hands-on, on the ground workers— including Outreach Workers, High Risk Interventionists and School Passage Workers, remain prioritized.
- Creation of a fund to financially support this work. Financial and foundational support was a key concern for nearly all of our interviewees.
- Changes in philanthropic and organizational support from creating burdens for CBPS organizations, in addition to the work they already do, to alleviating them via a streamlined manner of receiving financial and other support (i.e. CRMs, accounting, grant writing/development support, technical support, software/hardware, ongoing training).

This report does not intend to examine the causes of violence. We simply second Danielle Sered of Common Justice’s (not interviewed for this project) assertion that the “core drivers of violence” are *trauma, isolation, exposure to violence, and an inability to meet one’s need for survival*. The authors accept as fact that the ongoing and persistent community violence crisis is a direct result of centuries of white supremacy and racism and the policies that emerged from both. The authors recognize that communities of color have been harmed for centuries by enslavement, forced family separation, forced displacement, and state sponsored violence, among other collective traumas. As David Kennedy, professor of criminal justice at John Jay College of Criminal Justice in New York City and the director of the National Network for Safe Communities noted, “Violence is exclusively in communities with concentrated state harm.” We recognize that deliberate policies were implemented to deny people of color access to economic, educational, and natural resources, as well as physical freedom. These policies continue to this day, and

coupled with easy access to guns, have caused the country’s street violence crisis. **CBPS is at the center of the solution to violence.**

Interviewee Organizational Snapshots

CBPS Organizations

Name of Organization	Advance Peace
City	Richmond, CA
Executive Director	DeVone Boggan
Year Created	2016
Size of Organization	15 Full time staff / 8 Part time
Annual Budget	\$2.5 million
Source of Funding	50% Local & State/25% Philanthropy/5% Individuals
Type of Model	High Risk Intervention, Violence Interruption, Street Outreach, Gang Intervention/Prevention Assertive Outreach and Case Management

Name of Organization	Chapter TWO
City	Los Angeles, CA
Executive Director	Jarald Cavitt
Year Created	2009
Size of Organization	20 Staff
Annual Budget	\$1.1 million
Source of Funding	Public Donors/Private Funds/Small Philanthropy
Type of Model	High Risk Intervention, Violence Interruption, Street Outreach, Gang Intervention/Prevention Assertive Outreach and Case Management

Name of Organization	Champions in Service (CIS)
City	San Fernando Valley
Executive Director	Blinky Rodriguez (additional staff interviewed)
Year Created	1994 (Unofficially since 1990)
Size of Organization	40 Staff
Annual Budget	\$2.2 million
Source of Funding	90% Government, State and City funded

Name of Organization	Champions in Service (CIS)
Type of Model	High Risk Intervention, Violence Interruption, Street Outreach, Gang Intervention/Prevention Assertive Outreach and Case Management

Name of Organization	H.E.L.P.E.R Foundation
City	Los Angeles, CA
Executive Director	Ansar Muhammad
Year Created	1999
Size of Organization	15 Staff
Annual Budget	\$750,000
Source of Funding	Public
Type of Model	High Risk Intervention/Violence Interruption, Street Outreach, Gang Intervention/Prevention Assertive Outreach and Case Management

Name of Organization	Homies Unidos
City	Los Angeles, CA
Executive Director	Alex Sanchez
Year Created	2000
Size of Organization	9 Full time / 6 part time
Annual Budget	\$700,000
Source of Funding	City, State, Federal / Foundations / Small Corporations
Type of Model	High Risk Intervention/Violence Interruption, Criminal Justice Work Specific to Immigration, Reentry

Name of Organization	Newark Community Street Team
City	Newark, NJ
Executive Director	Daamin Durden
Year Created	2015
Size of Organization	46 Employees / 6 Contractors
Annual Budget	\$3.4 million
Source of Funding	Federal/State/Foundation funds
Type of Model	High Risk Intervention/Violence Interruption, Safe Passage, Gang Intervention/Prevention, Victims Services, Assertive Outreach and Case Management

Name of Organization	United Playas
City	San Francisco, CA
Executive Director	Rudy Corpuz Jr
Year Created	1994
Size of Organization	20 Staff
Annual Budget	\$1.5 million
Source of Funding	City, County & State / Private funds / Donations
Type of Model	High Risk Intervention/Violence Interruption, Street Outreach, Gang Intervention/Prevention, Assertive Outreach and Case Management Prevention

Name of Organization	Urban Peace Institute
City	Los Angeles, CA
Executive Director	Fernando Rejon
Year Created	2013
Size of Organization	10 Staff
Annual Budget	\$1.8 million
Source of Funding	Public/Private Funds
Type of Model	High Risk Intervention/Violence Interruption, Street Outreach, Gang Intervention/Prevention Assertive Outreach and Case Management

Government Supported Programs

Name of Organization	Life Camp
City	New York City
Executive Director	Erica Ford
Year Created	2002
Size of Organization	23 Staff
Annual Budget	\$2 million
Source of Funding	City funding - from New York Crisis Management System
Type of Model	High Risk Intervention/Violence Interruption, Street Outreach

Name of Organization	Community Safety Program (CSP), Los Angeles Police Department
City	Los Angeles
Executive Director	Deputy Chief Emada Tingirides
Year Created	2011
Size of Organization	1 Deputy Chief, 1 Civilian Commander, 2 Captains, 3 Lieutenants, 14 Sergeants, & 92 Officers (over 9 sites)
Source of Funding	LAPD (base salaries), Housing Authority (HACLA), Ballmer Group - private funder
Type of Model	Law Enforcement

Name of Organization	City of Oakland, Chief of Violence Prevention
City	Oakland, CA
Executive Director	Chief Guillermo Cespedes
Year Created	2019 (2017, formerly Oakland Unite)
Size of Organization	19 Staff
Annual Budget	\$9 million (Measure Z)
Source of Funding	City taxes through parking tickets, shares 40% of Measure Z
Type of Model	Subcontracts with High Risk Intervention, Violence Interruption, Street Outreach, Gang Intervention/Prevention Assertive Outreach and Case Management

Name of Organization	New York Division of Criminal Justice Services, SNUG
City	New York State
Executive Director	Michael C Green
Interviewee	Damone Bacote
Year Created	2009
Size of Organization	106 (12 sites throughout the state)
Annual Budget	\$4.8 million
Source of Funding	Public/Legislative Funds
Type of Model	High Risk Intervention/ Case Management, Street Outreach, Victim Services

Name of Organization	Target Area Development Corp (CBPS is one program within a larger economic development agency)
City	Chicago, IL
Executive Director	Autry Phillips
Source of Funding	Public/Private/Government Funding
Type of Model	Prevention Assertive Outreach and Case Management

CBPS Training and Technical Assistance Providers/Organizers

Name of Organization	BUILD/Professional Community Intervention Training Institute
City	Los Angeles/Internationally
Executive Director	Aquil Basheer
Year Created	2004
Size of Organization	8 Staff
Annual Budget	\$850,000 – \$1 million
Source of Funding	Private contracts, Training component, Philanthropy, Small Government Grants
Type of Model	High Risk Intervention/Violence Interruption, Street Gang Intervention/Prevention, Training Component

Name of Organization	Chicago CRED (Creating Real Economic Density)
City	Chicago
Executive Director	Arne Duncan
Interview participant	Melvyn Hayward
Year Created	2016
Size of Organization	22 - 23 Staff
Source of Funding	Private Funder
Type of Model	Build Capacity of Other Organizations - Facilitate Training High Risk Intervention/Violence Interruption, Street Outreach, Gang Intervention/Prevention, Assertive Outreach and Case Management

Name of Organization	Live Free - Faith in Action
City	Chapters in Richmond, Oakland, CA, Sacramento CA, Stockton, Indianapolis, San Bernardino, Miami Dade, South Bend, Fresno, Chicago etc
Executive Director	Michael McBride
Interview Participant	Antonio Cediell
Year Created	2012
Annual Budget	\$11.5 million
Source of Funding	Local / State and Federal funding
Type of Model	Training Management Systems, Connecting Committees With TTA providers, Educating Communities and Implementing Strategies

Name of Organization	Institute for Nonviolence Chicago
City	Chicago IL
Executive Director	Teny Gross
Year Created	2016
Size of Organization	80-85 Staff
Source of Funding	Public/Private Funds
Type of Model	TTA and a CBPS Program providing High Risk Intervention / Violence Interruption, Street Outreach, Gang Intervention/Prevention Assertive Outreach and Case Management

Name of Organization	National Institute of Criminal Justice Reform
City	Oakland, CA
Executive Director	David Muhammad
Year Created	2015
Size of Organization	10 Staff
Annual Budget	\$1.5 million
Source of Funding	60% foundation 30% contract with city/government 10% individual donations
Type of Model	Provides Technical Assistance, Consulting, Research, and Organizational Development in the Fields of Juvenile and Criminal Justice

Name of Organization	Cure Violence
City	National/International (started in Chicago)
Executive Director	Dr. Gary Slutkin
Year Created	2000
Size of Organization	25 staff
Source of Funding	City Contracts, Foundations, Private Fundraising
Type of Model	TTA

Name of Organization	National Network for Safe Communities, John Jay College of Criminal Justice
City	New York
Executive Director	David Kennedy
Year Created	2009
Size of Organization	40 Staff
Source of Funding	City, State, Federal and Foundation Funds
Type of Model	TTA for High Risk Intervention, Violence Interruption, Street Outreach, Gang Intervention/Prevention Assertive Outreach and Case Management

Government Agency Programs

Name of Organization	Community Safety Program (CSP, works with CBPS organizations), Los Angeles Police Department
City	Los Angeles
Executive Director	Deputy Chief Emada Tingirides
Year Created	2011
Size of Organization	1 Deputy Chief, 1 Civilian Commander, 2 Captains, 3 Lieutenants, 14 Sergeants & 92 officers (over 9 sites)
Annual Budget	\$1.75 million
Source of Funding	LAPD (base salaries), Housing Authority (HACLA), Ballmer Group - private funder
Type of Model	Law Enforcement

Name of Organization	City of Oakland, Chief of Violence Prevention
City	Oakland, CA
Executive Director	Chief Guillermo Cespedes

Name of Organization	City of Oakland, Chief of Violence Prevention
Year Created	2019 (2017, formerly Oakland Unite)
Size of Organization	19 Staff
Annual Budget	\$9 million (Measure Z)
Source of Funding	City taxes through parking tickets, shares 40% of Measure Z
Type of Model	Subcontracts with High Risk Intervention, Violence Interruption, Street Outreach, Gang Intervention/ Prevention Assertive Outreach and Case Management

Name of Organization	New York Division of Criminal Justice Services, SNUG
City	New York, NY
Executive Director	Michael C. Green
Interviewee	Damone Bacote
Year Created	2009
Size of Organization	106 (12 sites)
Annual Budget	\$4.8 million (12 sites plus central office)
Source of Funding	Public/Legislative Funds
Type of Model	High Risk Intervention/ Case Management, Street Outreach, Victim Services

Name of Organization	Independent (Social Justice Research Partnership)
City	Los Angeles, CA
Executive Director	Dr. Jorja Leap
Year Created	1992
Source of Funding	Raises funds through sales of books - Community Based Participatory Research, California Wellness
Type of Model	Research

Name of Organization	Office of the New Jersey Attorney General
Interviewee	Elizabeth Ruebman, Special Advisor for Victim Services and Violence Intervention (former Deputy Director of Newark Community Street Team)

Changing the Narrative

Interviewee Dr. Gary Slutkin of CURE Violence said that CBPS is “crazily misunderstood” outside of the field. CBPS is a thriving field; the question is why isn’t the public more familiar with the work? Why do people act perplexed when someone suggests that there is an alternative to law enforcement for creating safety?

In the United States, a narrative has been artfully and effectively perpetuated for generations: policing is the sole solution to public safety. In reality, police are only one aspect of public safety. As expressed by our team member Aqeela Sherrills of Newark Community Street Team, “public safety is not simply the absence of crime and violence, it is improved overall quality of life and wellbeing for all members of the community.” **CBPS both reduces violence and increases well-being while appropriately putting public safety back in the hands of the public.**

CBPS has been operating in communities with intense violence for generations. It remains under-resourced and frequently undermined by law enforcement which sees it as a threat to its monopoly on public safety. When CBPS does flourish, it is often hijacked, often in the name of doing “evidence-based” work. Namely, large institutions such as universities, hospitals or municipalities, will absorb the work, take the resources and move BIPOC/indigenous people out of positions of power, perpetuating structural violence.

Many CBPS organizations emerge as a response to personal trauma. They are very often founded, led and supported by people who have lost a loved one to violence, have caused harm themselves and wish to repent, or who simply cannot witness anymore loss of life in their communities. Their passion for and dedication to the work is an immeasurable asset. Typically, these organizations are founded by BIPOC.

CBPS is an indigenous model that originated from impacted people trying to save their own neighborhoods. While CBPS may have originated as a do-it-yourself movement, and has numerous subtle modifications, the work long ago evolved into a profession that requires intensive and ongoing training. There are numerous professional training and technical assistance programs that can help new organizations to professionalize their work. Examples include the Professional Community Intervention Training Institute (PCITI), Urban Peace Institute, Advance Peace, Newark Community Street Team, Cure Violence, and more. Many TTA providers offer equally valuable training but it’s essential that new programs have professional training and technical assistance, ideally from multiple sources and to particular standards.

There are over 200 CBPS initiatives operating cost effective, life saving programs in dozens of cities throughout the US, including all major cities. CBPS has both evidence-based results (please see Advance Peace,² CURE Violence³ and the City of Los Angeles' Gang Reduction Youth Development Program⁴) and community support, demonstrating their effectiveness at preventing violence. Their impact is felt and witnessed by the community (and local law enforcement): everyone in these neighborhoods knows somebody whose life has been saved, has heard of a successful mediation/intervention, or knows a child who benefited from the presence of a CBPS worker at their school.

2 <https://www.advancepeace.org/about/learning-evaluation-impact/>

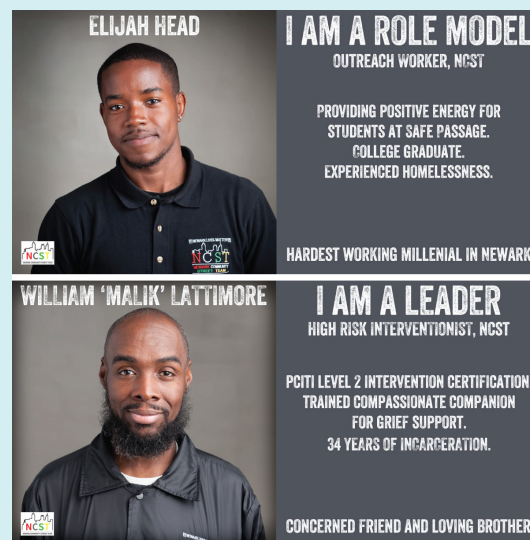
3 <https://cvg.org/impact/>

4 <https://www.juvenilejusticeresearch.com/projects/gryd/2017reports>

Case Study: Newark Community Street Team

The Newark Community Street Team (NCST) is a national model of CBPS the story of its progression from founding in 2014 to the present illustrates how this work can be supported financially and politically and what is required to operate a successful CBPS program.

In 2014, Mayor Ras J Baraka was elected in Newark during which time, after a steady increase over fifty years, the City was faced with its highest year of homicides and shootings while they declined in every other major city. The Mayor, in his previous role as a City Councilmember, had long been a critic of police practices, had supported CBPS, and declared violence a public health issue. In fact, the Mayor founded a CBPS organization and brought in members of the Grape Street Crips in Los Angeles to assist with peace negotiations in Newark. The Mayor had a vision for CBPS but the City had never invested in the work and in fact, the police had consistently undermined the work of CBPS. As violence steadily increased, local, state and federal policy makers continued to invest in heavy enforcement in Newark. The police budget was \$134,949.00,⁵ almost a quarter of the City budget, but the City had the highest number of murders (111) since 1990.⁶ Over-policing and hyper-aggressive policing practices resulted in a federal consent decree and monitor,⁷ costing the City tens of millions of additional dollars on top of legal settlements with victims of police abuse.⁸



5 <https://drive.google.com/drive/folders/0B50M0aXe70I6NFIhRWVwRUdIOTA>

6 https://www.nj.com/essex/2014/01/newark_to_hire_100_more_cops_after_deadliest_year_since_1990.html

7 https://www.nj.com/essex/2014/07/justice_department_calls_for_federal_monitor_of_newark_police_department.html

8 <https://www.aclu-nj.org/theissues/policepractices/theselementprojectcitize>

The South Ward was the epicenter of the violence, followed closely by the West Ward, and upon election, the Mayor declared his intention to create a CBPS in the South and West Wards, calling it the Newark Community Street Team. The Mayor had an unwavering commitment to community self-determination and rejected proposals from organizations proposing to parachute in. There were residents doing CBPS work but without organizational infrastructure, training or funding and the Mayor wanted to invest in their capacity. However, the philanthropic community made it clear that they did not have the appetite to invest in this work and instead supported the Rutgers University-affiliated Safer Newark Council to coordinate public safety strategy for the city.

The Mayor, faced with blood running in the streets, was not able to wait for funding and capitalized on personal relationships to bring CBPS expert Aqeela Sherrills from Los Angeles to begin training and building infrastructure. The Mayor knew that Aqeela was equally committed to community self determination. If the Mayor had not had this personal relationship, he would not have been able to readily identify a legitimate trainer nor secure its services. Cities advancing CBPS need to be connected to qualified TTA and funding to support it.

The Safer Newark Council's data analysis ended up verifying what the Mayor knew: the City's violence problem was not a matter of rival gangs "battling" for turf. The violence was caused by a small group of highly traumatized and disconnected young men who were hard to access with services. They were not operating in structured "gangs," they were simply in social circles infected with violence, both retaliatory and repetitive. The data analysis also revealed that not only was arrest and incarceration not remedying the problem, releases from incarceration were resulting in new deaths that law enforcement was helpless to prevent. As a result of the analysis, the philanthropic community was willing to invest. Cities advancing CBPS benefit from professional data analysis to make the case for the work and to guide the strategy.

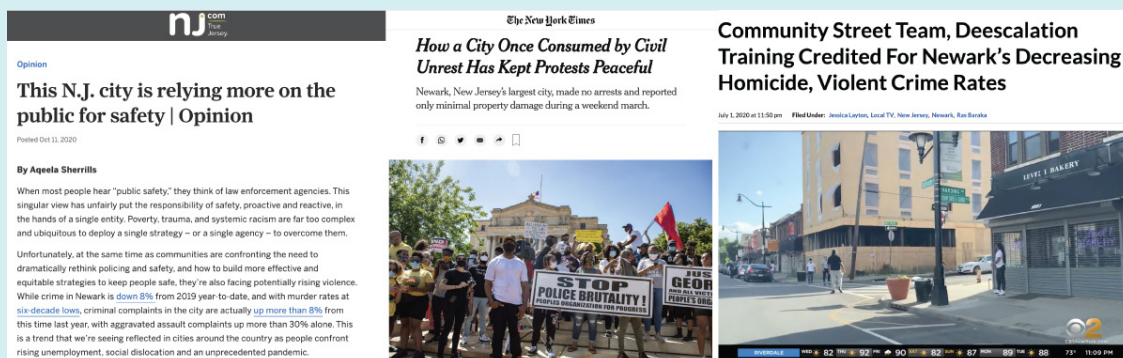
NCST received its initial investment but none of the existing grassroots CBPS organizations had the organizational infrastructure to receive and manage institutional dollars. Fiscal sponsorships are not readily available and typically take a 10% fee that is impossible for organizations that struggle to pay staff. Director Sherrills was able to capitalize on personal relationships and secure a 2% fiscal sponsorship while the organization built its capacity to manage its own finances. CBPS organizations need start up assistance with fiscal infrastructure such as fiscal sponsorship, payroll, budgeting, accounting, and more.

In winter of 2015, with \$75,000 in seed funding, NCST began to hire staff, purchase uniforms, secure donated office space and equipment, acquire liability insurance, and develop protocol.

CBPS organizations need assistance with these infrastructure expenses that are challenging to secure through grants. Tools such as sample protocols or contracts, human resources expertise and pooled services are invaluable. The Institute for Non-Violence Chicago and BUILD/ Professional Community Intervention Training Institute and the City Health Department provided training to the team at discounts through professional relationships. Jim Brown donated life skills curriculum for the team, a value of \$50,000. CBPS organizations need funding for professional training and curriculum.

Violence was continuing to spike as NCST was training and the police (and others) immediately began to criticize the organization for failing when it had not even hit the streets. It is common for CBPS to be criticized for failing to end violence, while it is being under resourced in favor of law enforcement and CBPS organizations need assistance with crisis communications to push back on attacks and ongoing communications assistance to proactively explain their work.

In Spring of 2015, NCST's high risk interventionists began to intervene in conflicts, and accomplish peaceful mediations or resolutions. In the Summer of 2015, NCST raised money to host a conference entitled "Redefining Public Safety," co-hosted by the Mayor and football great Jim Brown (a long-time organizer of CBPS) to talk about the role community plays in public safety, police reform, violence reduction and how NCST fit at the intersection of these issues. Director Sherrills flew in experts from around the country such as Sulatha Baliga (Impact Justice) and David Muhammad (National Institute for Criminal Justice Reform) and hired a PR firm. This special event attracted media attention and all of New Jersey's major funders attended. After the event, organizations and funders recognized that the team members had access to people to whom no one else in the city had access and the organization was professional and legitimate. CBPS organizations need assistance with highlighting the work and engaging in broader policy discussions such as criminal justice and police reform.



NCST was invited to apply for new funding sources and to partner on paid projects. Notably, Prudential Foundation invited NCST to submit a three year systems change proposal that provided NCST the fiscal capacity to secure state and federal funding. In 2016, NCST partnered with the largest hospital in Newark and received a grant to become the state's first Hospital Based Violence Intervention (HVIP) Program. By 2017, NCST had attracted enough funding to employ (at \$15/hour) and train 30 residents to serve as Outreach Workers, mentors and interventionists, and support at-risk/high risk youth and young adults ages 14-30 years old through a relationship-based case management model, and provide Safe Passage at schools with violence problems. This involved investing in technology such as the Apricot data management system to better track client services and outcomes and a payroll system. NCST began its community organizing/advocacy platform, the bi-weekly South Ward Public Safety Round Table (PSRT), at which residents began to identify public safety problems in the South Ward, develop solutions, exchange intelligence, and hold stakeholders accountable. The PSRT began with 7 people in a basement and now attracts hundreds of participants and has been attended by the Mayor, the State Attorney General and elected officials. The PSRT effectively advocated for changes in state law and recently drove the city's reinvestment of 5% of the police budget into a new Office of Violence Prevention and Trauma Recovery. CBPS needs assistance with community organizing and advocacy to impact policy and bring resources to the community.

The Prudential Foundation awarded the three year grant that allowed NCST to put up the 20% match needed to secure a federal Victims of Crime Act (VOCA) grant through the State of New Jersey. The VOCA funds allowed NCST to provide support to crime survivors who are overlooked by traditional victim services agencies. CBPS need assistance providing matches to secure state and federal funding.

In 2016, the City had its first decrease in violence in 50 years.

For most of NCST's employees, this is their first formal employment outside of the drug trade or incarceration. Both the employees and the people they serve have multiple and inter-generational traumas. Throughout the years, the constant triggers from the work have taken a toll on the team. They often feel under-resourced to help the participants who have tremendous need for healing. NCST secured small grants to provide healing circles and a team therapist. In reality, all CBPS organizations should have millions of dollars in funding to pay for cognitive behavioral and life skills for employees and participants alike. A CBPS organization should have a minimum of \$100,000 budget for wellness healing, and life skills.

NCST now has \$3.4 million operating budget and 47 employees and is one of the best resourced CBPS organizations in the country. In 2019, Newark celebrated a 60 years low in homicides and overall violence, building on our four consecutive years of decreases. In the South Ward where NCST concentrated its strategy, we experienced a -48% reduction in homicides and overall crime. While violence has continued to decline, crime is still unacceptably high.

In 2019, in the South Ward, according to NPD data, there were 457 aggravated assaults, 2,974 calls for service for disorder, mischief, or trespass, and 2,469 calls for service for drug related offenses. 301 concentrated abandoned properties create pockets of crime throughout the ward. There are 18 distinct hot spots in the Ward, identified by a Rutgers School of Criminal Justice Risk Terrain Modeling assessment as “high risk” for future crime. These hot spots encompass dozens of city blocks. A neighborhood needs assessment and identified public safety as the top neighborhood priority.

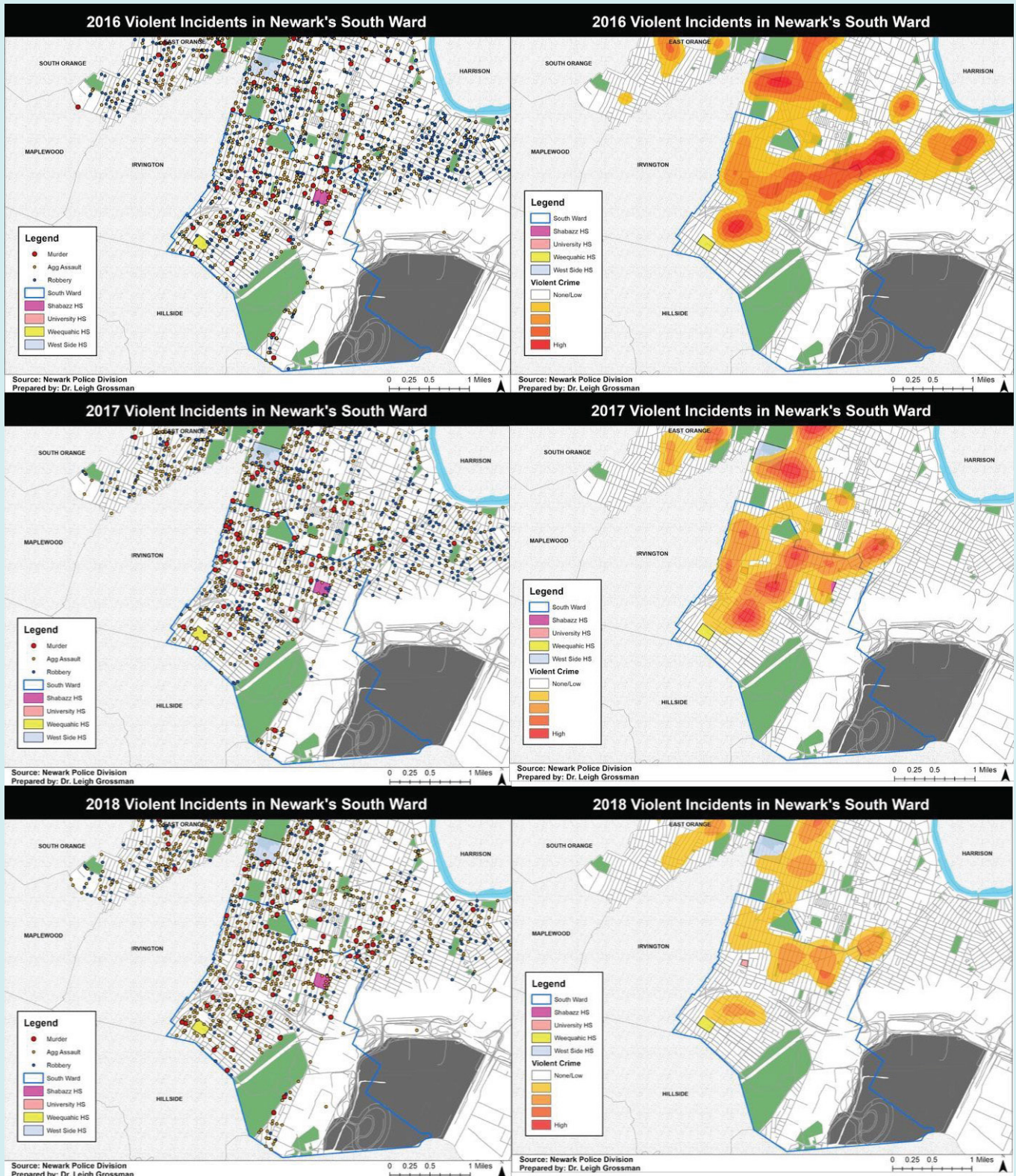
NCST, like all of CBPS organizations, operates in neighborhoods in which the residents have suffered from centuries of racism and there has been a long-term issue of inadequate investment in infrastructure, perpetuating issues around public safety and public health. The wounds from racism and the crime and violence experienced individually and collectively by the residents festers, creating ripple effects leading to both hypervigilance by the community and vicarious trauma within the neighborhood. Without the work that CBPS does, there are few structures in place to help community members embark upon or sustain their healing journeys. Effective CBPS requires multi-million dollar investment over multiple years to begin to reduce the violence that is a result of centuries of harm. We know it works. Newark Police Division Director Anthony Ambrose regularly shares his public support and acknowledges the crucial role that NCST has played in addressing the violence in the community. NCST, he says, “has trust from people that will never trust us, the police...or at least not right now.” This support is essential in our work to frame CBPS as a strategy that is complementary to law enforcement’s. NCST takes none of this for granted and continues to work on addressing the needs of the community.

APPENDIX A: Summary of Key Takeaways

- **Cities advancing CBPS need to be connected to qualified TTA and funding to support it.**
- **Cities advancing CBPS benefit from professional data analysis to make the case for the work and to guide the strategy.**

- **CBPS organizations need start up assistance with fiscal infrastructure such as fiscal sponsorship, payroll, budgeting, accounting, and more.**
- **CBPS organizations need assistance with these infrastructure expenses that are challenging to secure through grants. Tools such as sample protocols or contracts, human resources expertise and pooled services are invaluable.**
- **CBPS organizations need funding for professional training and curriculum.**
- **CBPS organizations need assistance with crisis communications to push back on attacks and ongoing communications assistance to proactively explain their work.**
- **CBPS organizations need assistance with highlighting the work and engaging in broader policy discussions such as criminal justice and police reform.**
- **This involved investing in technology such as the Apricot data management system to better track client services and outcomes and a payroll system.**
- **CBPS needs assistance with community organizing and advocacy to impact policy and bring resources to the community.**
- **CBPS need assistance providing matches to secure state and federal funding.**
- **In reality, all CBPS organizations should have millions of dollars in funding to pay for cognitive behavioral and life skills for employees and participants alike. A CBPS organization should have a minimum of \$100,000 budget for wellness healing, and life skills.**

APPENDIX B: DATA MAPS OF VIOLENT INCIDENTS IN THE SOUTH WARD 2016-18



	2017	2018
Incidents	69	68
Victims	72	69
% male	87.5%	88.4%
% black	87.5%	84.1%
% 24 and under	26.4%	14.5%
Ave Age	32.4	33.3
Prior NJ CJ History	83.3%	82.6%
Ave # Arrests	8.03	9.3
Suspects	57	57
% male	96.5%	96.5%
% black	94.7%	93.0%
% 24 and under	40.4%	40.4%
Ave Age	28.4	27.6
Prior NJ CJ History	94.7%	96.5%
Ave # Arrests	9.9	8.0

	2018	2019	% Change
Murder	31	16	-48.4%
Robbery	142	154	+8.5%
Aggravated Assault	347	316	-8.9%
Burglary	216	193	-10.6%
Theft from Auto	282	206	-27.0%
Theft	312	229	-26.6%
Auto Theft	505	405	-19.8%

CBPS in the Broader Context of Redefining Public Safety

Dismantling our failed public safety strategy will require more than police or sentencing reform, it requires rethinking what safety means and what makes a public safe. We have heavy policing and incarceration but many people don't feel safe at all. With homicide as the leading cause of death for Black men ages 0-45⁹, most people do not feel safe at all.

The Alliance for Safety and Justice coined a phrase “shared safety” and [issued a primer on the topic](#). The essence of shared safety is that instead of simply equating law enforcement to public safety, public safety is created by multiple systems that support prevention, healing and stability. Most importantly, community — in particular those who are most vulnerable — is *centered* in creating its own definition of safety. Shared safety includes healing for traumatized communities, which is central to CBPS. Shared safety requires reallocating funds to models such as CBPS. If we change the definition of public safety from law enforcement to shared safety we will (1) reduce violence, (2) liberate resources available for community investment, and (3) achieve reinvestment goals while providing support for our municipal police forces who can then focus on investigating crime after it occurs.

Reallocating funds to complementary approaches that prevent harm reduces unintended consequences like the ripple impact of incarceration on families and the impact of excessive force by police officers on taxpayers and the local economy. Communities deserve the opportunity to reduce crime and violence by giving them resources, training and services. We also need to place the *healing* of victims and survivors at the center of any public safety strategy which does not occur in the traditional law enforcement framework.

A Deeper Look at Our Key Findings

Part 1: The Cost of Violence and Policing

Violence is incredibly expensive for all of us.

Most importantly, violence harms everyone who lives in a violent community. “Communities cannot function with violence,” David Kennedy of John Jay said, “*Nothing* else works.”

Collateral damage radiates out through the community with every shooting or murder. Dr. Pat

9 <https://www.cdc.gov/healthequity/lcod/index.htm>

Sharkey of Princeton has studied the cognitive impacts of gun violence on children¹⁰ but this only captures a fraction of the tremendous harm. Economic development is limited, residents' physical health is impacted by inability to move outside, and the stress and trauma affects the physical and mental health of the entire community.¹¹

In addition to these costs to the community, there are hard costs for violence, thoroughly and expertly documented by the National Institute for Criminal Justice Reform. One averted killing saves a community \$2 million, and *therefore* a \$500,000 program cost that averted even one homicide would be a major savings for the city and state.

10 <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3519330/>

11 [How Social Factors Shape Health: Violence, Social Disadvantage and Health](#)

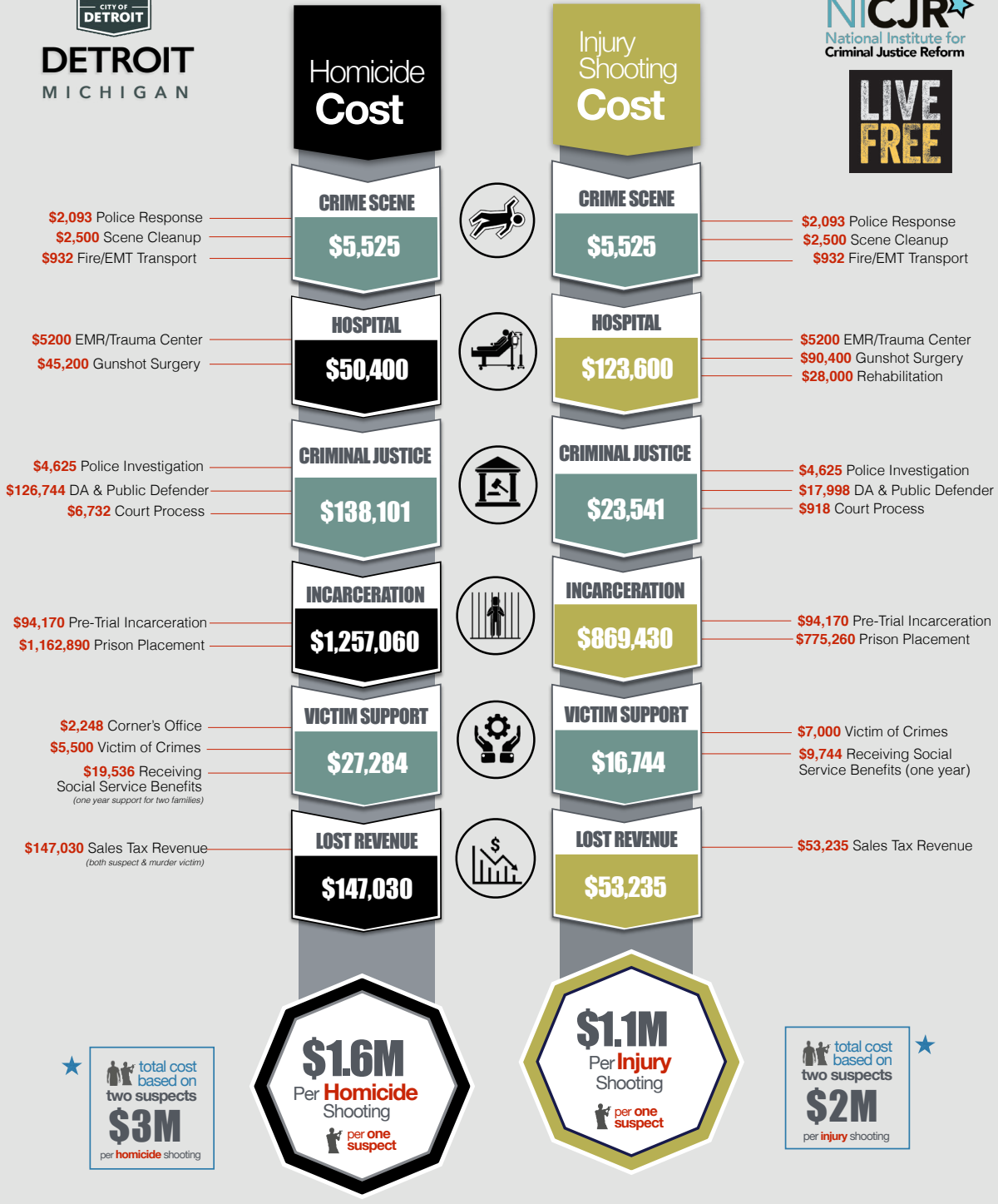


The Cost Per Shooting

The true governmental cost of gun-violence to the City, County and State.

DETROIT
MICHIGAN

NICJR
National Institute for
Criminal Justice Reform



Violence is expensive, in large part, because the current response to violence is expensive. There are the tremendous costs of incarceration, from those that are more easily measured such as court proceedings and operating jails and prisons, but also those less easily measured: the emotional and financial gaps when men (primarily) are removed from their homes and the workforce.

Policing, our primary response to violence, is expensive. In New York State, for example, a police officer's starting salary is \$57,297, with additional compensation for officers in the New York Metropolitan Area. After five years of duty, an officer's salary increases to \$97,387.¹² In addition, police officers have robust benefits and pensions. The real income, however, is in overtime, which is often virtually unlimited.¹³ For example, the City of Buffalo budgeted \$11,000,000 for overtime alone for 2016-2017¹⁴ yet ranked 15th in the country for violent crime.¹⁵ Additionally, salary, overtime and benefits are only a portion of the costs of policing. The Thurgood Marshall Project has done an excellent job of documenting the millions of dollars that taxpayers spend on lawsuits for police misconduct.¹⁶ Police misconduct is both rampant and expensive.

Part Two: CBPS is Under-Resourced

The under-resourcing of CBPS is detrimental to both the potential of the work and the practitioners themselves. This section focuses on the specific manner that the under-resourcing of CBPS work directly impacts those performing the work. We discuss other organizational concerns further in Part 6.

All interviews revealed that working in CBPS is a labor of love. The profession requires a level of selflessness not required in most occupations. It can also require a second source of income. Many organization directors have tremendous longevity in their roles at great personal sacrifice. They stay committed to the work because of the personal harm they have experienced (and often caused) and an irrepressible drive to prevent others from experiencing the same harm. As Erica Ford and numerous others stated, many would do this work for free simply because they do not want to see members of their community shot.

12 <https://joinstatepolice.ny.gov/salary-benefits>

13 <https://www.governing.com/topics/public-justice-safety/gov-police-officers-overworked-cops.html#ght>

14 <https://www.wivb.com/news/local-news/nys-uncovered-buffalo-police-salaries/>

15 <https://www.bizjournals.com/buffalo/news/2016/09/26/violentcrimes.html>

16 <https://policefundingdatabase.tminstituteldf.org/misconductsettlements>

However, as Guillermo Cespedes noted, “the instability inherent in this profession creates situations where people burn out every two years. We need to create a movement to implement a higher pay scale, increase salaries and benefits.” He suggests taking a hard look at a cost/benefit analysis of keeping (avoiding) a retaliation for 6 months and the cost of the people who are doing the work to prevent retaliation. Aquil Bashir also pointed to on-the-ground workers — most of whom are working as contractors or subcontractors — not being paid living wage, often without health or life insurance, as a primary challenge for this work.

Based on the interview, we found that CBPS organizations that have been able to secure funding, pay for caseworkers or interventionists often starts at \$15/hour. Better resourced organizations start outreach workers around \$35,000, without overtime, despite the fact that the job inevitably requires overtime. Currently, benefits are highly unusual in the profession. Many CBPS organizations are essentially volunteer-run.

Alex Sanchez of Homies Unidos shared that he is doing this work with minimal amounts of funding and is called “cheap” because he would rather pay salaries for staff than spend on other things such as office supplies or food. But even organizations that are now relatively well-funded rarely can provide health insurance, paid time off, retirement benefits or life insurance for their employees. Chicago CRED is an example of an organization considered to pay well, with outreach workers/interventionists starting at \$45,000 annually and supervisors making \$55-60,000 a year. It is important to note that these positions are not 9-5 roles— in fact, they are often far closer to 24/7 jobs; workers are often in danger, and the emotional demands of the job are intense and in fact have been known to trigger mental health crises. In Los Angeles, outreach workers in the GRYD program earn \$33,000 a year and have not received a raise in 10 years, while law enforcement professionals consistently receive their negotiated raises plus their overtime pay. The program is currently raising philanthropic dollars to augment the salaries to \$45,000 per year.

Street level outreach workers, in particular, cannot and should not be in these roles for decades with low pay and minimal benefits and without access to employer supported retirement plans and life insurance. Pay should be no less than \$60,000 annually plus benefits on par with other public servants. It is essential to create opportunities to scale up for outreach workers, high risk interventionists, and others.

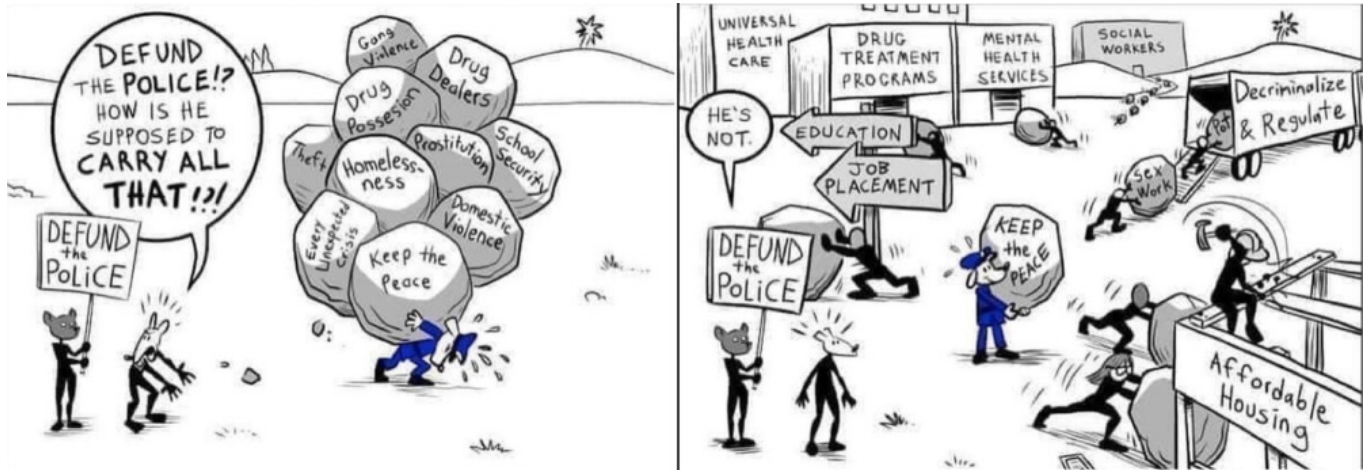
At the beginning of the Covid-19 crisis in America, healthcare workers rightfully expressed outrage that they were being asked to save human lives under inhumane working conditions

without adequate equipment or protections. This is an all too familiar feeling for practitioners of CBPS whose entire careers have been spent working to save lives and prevent harm at great risk to their physical, emotional and financial health. Relatedly, many CBPS organizations and their staffs were themselves identified as essential workers without any associated benefits or protections. They expanded their work from community-based public safety to encompass pandemic work including food distribution, wellness checks and assistance in enforcement of municipal curfews, sometimes without full PPE.



As philanthropy and the public sector increase investment in CBPS, it is an injustice to bypass the existing practitioners who have been doing this work without adequate compensation for decades. Equally important, however, is that if existing practitioners are bypassed, the work will be compromised because no one else has the expertise. It is strategic to support experienced practitioners so that they can reduce violence. Investments must have an intentional focus on including smaller organizations. Many smaller organizations have not been able to apply for funding because many grants operate on reimbursement or require that an organization has 3 months of operating expenses secured up front. These requirements perpetuate racial injustice as the smaller organizations of color are not able to apply and large institutions can, often by stealing the ideas of the smaller organizations. Smaller CBPS organizations need access to up front cash such as no interest loans, letters committing to provide a cost share if the grant is awarded, and grants and contracts that provide the first quarter of funding up front.

Part Three: Intersection and Interaction with Law Enforcement



Given that a small percentage^{17,18} of a city's population is actually engaged in violence, law enforcement and CBPS are typically focused on the same community members, with very different approaches to what is generally agreed to be the same goal of reducing violent activities; law enforcement seeks to arrest them and CBPS seeks to stop them causing harm or being harmed themselves. CBPS is often run by — and regularly hires — those who were once part of the 1% of the population contributing to violence. CBPS typically sees individuals involved in violence as worthy of redemption while law enforcement typically perceive them as deserving incarceration. This leads to a fraught relationship with law enforcement. For example, Jerald Cavitt of Chapter Two revealed in his interview that he experienced extreme harassment by law enforcement because his son was involved in violence. Antonio Cedeil of Faith in Action also pointed out that law enforcement ego is no small matter, as police do not want to feel that someone else reduced violence in the community. He additionally mentioned the need to pull focus of power away from law enforcement otherwise CPBS focuses on chasing them instead of enjoying a true collaborative relationship.

Current law enforcement response to CBPS programming widely varies. While some interview participants reported fairly amicable relationships with law enforcement, others reported outright hostility to the extent of being targeted criminally and politically. The most dramatic example was Alex Sanchez of Homies Unidos who was actually framed by the Los Angeles Police Department in what is now known as the Rampart Scandal, in retaliation for his outspoken criticism of

17 <https://nnscommunities.org/strategies/group-violence-intervention/>

18 <https://giffords.org/blog/2019/04/how-oakland-cut-homicides-in-half/>

LAPD's tactics to address violence. In Newark, when the city launched its CBPS program, a law enforcement executive was heard saying, "I guess they don't need us anymore," and the program proceeded to experience antagonism from law enforcement, ranging from command staff refusing to speak to program staff to surveillance of the office.

Police are rarely from the neighborhoods they serve and do not always know how to differentiate those who are engaged in violence from those who are residents of a violent neighborhood. They are also purposely trained to operate as if during a wartime occupation of enemy territory. Thus, they cast a wider net of suspicion than necessary, which leads to stop and frisk, inappropriate raids, and other hyper-aggressive police practices that are part of suppression strategy and cause great harm to residents. Giffords Law Center to Prevent Gun Violence has thoroughly documented the effects on bad policing on the relationship with the community.¹⁹ CBPS, however, can focus on just those directly involved in violence in a supportive way that does not cause harm to the larger community.

The work of Los Angeles's newly formed Community Safety Partnership Bureau,²⁰ a division of the LAPD, underscores the above. The CSP consists of law enforcement personnel who have gone through a selective process to be part of CSP, and engaged lengthy and rigorous training to extensively enhance their understanding of the work through a community lens. In our conversation with Deputy Chief Emada Tingrides and Retired Deputy Chief Phil Tingrides, they were candid about the long road that this work had taken to get to where it currently is while working within the LAPD, but optimistic about the role that law enforcement can play as partners with CBPS in reducing violence and strengthening communities. Notably, Deputy Chief Emada Tingrides stated that CPBS holds an important role in this work: "I [as a member of law enforcement] can't do what Melvyn [in a CBPS role] can do. I can't do what Aqeela [in a CBPS role] can do." Even with the extensive, and, for the LAPD, expensive, years-long training that hand-selected officers undergo, and with the evaluation and recommendations provided by a UCLA team headed by Jorja Leap,²¹ Deputy Chief Emada Tingrides said LAPD cannot do what intervention does in the community. Retired Deputy Chief Phil Tingrides stated that "the whole point here [of CSP] is to change the point of view of cops to community and community to cops."

According to the FBI, case closing rates in homicides and shootings are about 60% nationally, but most cities hover closer to 45%. When police do arrest a perpetrator, arrest and incarceration

19 <https://giffords.org/wp-content/uploads/2020/01/Giffords-Law-Center-In-Pursuit-of-Peace.pdf>

20 <https://www.lamayor.org/mayor-garcetti-announces-creation-lapd-community-safety-partnership-bureau>

21 See https://www.lapdonline.org/home/news_view/66780

are not the end of the incident. A shooting or homicide can start a tidal wave of harm in the form of repeat and retaliatory violence, misattributed blame, and grief and trauma. CBPS is able to bring that tidal wave down to a ripple through mediation, rumor control, and victim services in a way that law enforcement is unable to.

Law enforcement often complains that they are unfairly tasked with doing everything from being teachers to social workers to EMTs. In fact, the Law Enforcement Action Partnership (LEAP) and Center for American Progress released a report estimating that 33-66% of 911 calls do not require a police response.²² Responding to calls to which they are not properly trained or resourced, such as a mental health crisis, is a significant source of stress and trauma for police. As noted in the LEAP report, CBPS, if properly resourced, has the potential to take over many law enforcement functions that do not require an armed police response. Shifting law enforcement away from non-criminal or low level crimes would allow law enforcement to focus on addressing immediate and long term response to any violence, including detective work, and allow them to close cases more effectively.

While there are many logical ways to expand CBPS, law enforcement never advocates for shifting their budget to other institutions better suited to address particular needs. The profession works under the understanding that if CBPS is allowed to do its work, there will be less work for police. Overtime is the bread and butter of police work and being overburdened with inappropriate work, as challenging as it may be, guarantees overtime which in turn determines an officer's pension. In Chicago, the police department spent nearly \$575 million from 2011 through 2016 on police overtime alone.²³

In Watts, CA, when CBPS collaborators organized the renowned 1992 Peace Treaty between the region's gangs and violence plummeted, LAPD's CRASH unit was subsequently dismantled because it was no longer needed. Law enforcement often tries to co-opt CBPS either by launching their own poorly resourced, inadequately trained teams or by attempting to exert control over CBPS programs. As CBPS has gained momentum, police have often mobilized to attack it. In Los Angeles, the police union attempted to take over the CBPS accreditation process and control of municipal contracts with CBPS organizations. In November 2020, New York City announced its intention to expand non-police crisis response units and the police union immediately responded by saying that people will get killed if police are not present. The

22 https://lawenforcementactionpartnership.org/alternatives911/?fbclid=IwAR0NF9j_EnG4OH9Yd-tTrK-CAMdl_HwytiGgaLxQan9H4b1ESKZHbPZtoMw

23 <https://www.chicagotribune.com/opinion/editorials/ct-edit-chicago-police-overtime-20171004-story.html>

backlash to any proposal to reduce the police's role is typically swift and intense.

However, it is important to note that improving and focusing the role of law enforcement does not always have to come at the cost of firings or redundancy. As David Muhammed explained in a helpful example, in Oakland, about 60 officers leave the force annually. If there was a freeze on hiring their replacements and CBPS folks were brought in instead, not only would this advance the work of CBPS, but there would be a significant amount of money saved. Using basic numbers of a cost of \$200,000 per year (this encompasses law enforcement's salary, benefits, overtime, pension and equipment/training) per officer multiplied by all 60 officers who leave would give us a total of \$12 million. As David rightly pointed out, \$12 million goes a long way in terms of public safety.

Police have almost no ability to prevent community violence. Police definitively do not heal the harm caused by violence. Generally, the police show up after the fact and investigate a matter and try to charge the responsible party. This can be important work but it is not the totality of public safety. As Dr. Jorja Leap says, "It is time for CBPS to step out of the shadows of law enforcement. Police can't do their jobs without CBPS." Law enforcement and CBPS both have important essential roles in keeping their communities safe, and the two must co-exist as equals.

Part Four: The Persistent Challenges with Data Collection

CBPS's effectiveness is judged by its ability to prevent violence, yet as Aquil Bashir of PCITI noted in our discussion, prevention is notoriously hard to measure, as are the other qualitative values it brings to members of the communities served such as introducing hope and connection. Many organizations do not entirely understand data tracking nor do they have the funding to buy the technology to track data. Several organizations described that the work is so fast-paced and intense that it is a challenge to slow down long enough to enter the data into a system. Among those organizations with data tracking capacity, each CBPS organization is using its own metrics and tracking systems and without exception, only tracking a portion of the work. For example, many organizations only track contracted services while the daily work goes far beyond the scope of their contracts. New York State's SNUG program provides a uniform data system to all of its contracted programs and trains them on how to track key indicators. This type of investment in supporting data collection is rare.

Data is how organizations prove their worth to funders and policymakers and many find themselves passed over for support in favor of organizations that may not do the work as well

but know how to manage data. Several organizations spoke of academic institutions offering “assistance” with data yet leaving after the data was collected without any value coming to the organizations. Academics do not allow those actually doing the essential work on the ground to appear in first or second position in published reviews and the studies that take the credit away from those who actually design the strategy. Most organizations did not have the understanding needed to prevent this academic exploitation.

Organizations experienced academic data collection projects that compromised the organization’s physical safety, in particular asking CBPS practitioners to recruit for studies that asked questions about access to guns or connection to violence. The academics did not realize that if the interview participant was then arrested, they would likely assume the CBPS organization recruited them for a police trap.

Fernando Rejon of Urban Peace Institute was clear in pointing out what many others in the field know: crime numbers don’t always match perceptions of safety in community, and can be a helpful tool but not the entire story. World renowned CBPS evaluator, Dr. Jorja Leap, is adamant that CBPS should not use murder rates or violent crime rates as a measure of effectiveness. Dr. Leap advocates for radically new measures of safety, such as community feelings of safety in schools, parks, etc. Others interviewed echoed her feelings on this issue, including Blinky Rodriguez of Champions in Service, located in San Fernando Valley, who discussed looking at a broader context of community needs when considering these issues, including ensuring community residents have housing, transport and relationships with other public safety folks including fire departments. To this list, Autry Philips of the Target Area Development Corporation added a simple but essential component: walkability.

It is essential that all research around CBPS is community-based participatory research (CBPR) so that research practices are properly vetted for safety and CBPS organizations can be credited and compensated fairly for their data and research, and that evaluation can create career paths for CBPS professionals as they “age out” (this term has nothing to do with the actual age of CBPS workers) of street work. Technology, in particular phone apps, allow CBPS professionals to collect field data that a non-indigenous researcher would not have access to.

Part Five: Additional Insights

Several interviewees mentioned that one of their concerns about the effectiveness of CBPS is that by reducing violence, they then pave the way for gentrification that will eventually force

the neighborhood residents, including the CBPS professionals, from the community. Interview participants spoke of neighborhood redevelopment plans that propose to label established members of the community as public safety threats in order to push them out and pave the way for gentrification. Black people in communities like Oakwood in Venice, CA²⁴ and Hunter's Point in San Francisco have undergone forced displacement under the cover of public safety. A solution to this is to keep CBPS engaged in community development through hiring contracts and security contracts. Development and public safety go hand and hand.

In Newark, NJ, The Newark Community Street Team partners with L&M Developers in Georgia King Village on a community building project in what used to be one of the most violent housing developments in the West Ward. L&M uses new market tax credit dollars to pay for two Outreach Workers, one High Risk Interventionist and a full time Victim Advocate. The team coordinates service response with security and management and has been credited with reducing violence significantly in Georgia King Village.

Another important note is that CBPS is currently a male-dominated field and women are often overlooked for their roles both in violence and in the solutions to violence. There are many excellent CBPS professionals but it is illustrative that of twenty-one interviews, we only interviewed two females in CBPS leadership roles. Women often find themselves struggling with gender bias and toxic masculinity within their own organizations; female leadership in this space is rare. This is an area in which organizations could benefit from training and technical assistance (TTA) around this problem area.

Part Six: Next Steps to Advance CBPS

1. Meet Pressing Funding Needs

Most CBPS organizations were started with an abundance of passion and a dearth of training in organizational management. While that has had dramatic impacts in saving and changing lives in their communities, it also can mean that the organizations need foundational support.

As noted, financial strain was a pervasive theme across organizations, as were the intense time constraints, making fundraising and operationalizing development work a challenge. CBPS needs across the board investment in this work, and rapidly. This funding needs to be reliable so that this life saving work can continue without interruption. Ansar El Muhammed of H.E.L.P.E.R.

24 <https://knock-la.com/venice-oakwood-black-neighborhood-history-a270785f0a04>

Foundation, who has been doing this work for 21 years, describes the quest for financial support as “a slap in the face, after all this time, to be continuously fighting for crumbs in terms of funding.” CBPS also needs a mix of funding sources that allow it the nimbleness required to do the work. City/state funding (when available) is typically limited to specific contracts and does not cover overhead, yet the requirements of philanthropic funding are burdensome to the point of being destabilizing. CBPS organizations typically do not have access to a large base of individual donors, nor do they have capacity to manage individual donor campaigns.

There is a strong need for funders to understand how best to fund this work and recognize that it requires a collaborative effort and intensive relationship building, not a paternalistic relationship. White supremacy, dehumanization of people of color, colonization and trauma are at the root of the violence CBPS practitioners work to remedy. Therefore, perpetuating these things through grant-making processes is counterintuitive at best. Philanthropists and foundations should be trained in anti-racism and trauma informed practices. They should actively look for ways to reduce the hoops that organizations have to jump through and work hard to make grantees feel that they are trusted and their autonomy is respected — the burden should be on the funders, not the grantees. For example, funders should recognize that any wasted time for a CBPS organization is time not spent keeping people alive. Therefore, they should not ask for information, speaking engagements, in person presentations, or proposals without intending to fund.

The authors of this report also strongly recommend that funders evaluate programs that apply for funding to ensure that the funding invests in community infrastructure and resident leadership. While outside training and technical assistance providers can be of tremendous benefit to CBPS programs, and a blueprint can be of value, this work can never be done without local relationships, expertise, and leadership.

Building credibility in communities with high levels of historical and ongoing trauma is highly nuanced work. Credibility is the greatest commodity for CBPS professionals and earning credibility often involves unorthodox or unexpected work with financial costs attached that the organization, no matter how small, knows it can absorb better than the community member it is assisting. For example, providing victim services such as assistance with funerals and burials, is essential to building community trust. An interventionist may need to travel long distances to connect with a trusted messenger who is crucial to a mediation. A community member may need to leave the community for her/his own safety and need a safe place to land for the short- or

long-term. Assisting with court fees may prevent a family from losing the head of household and becoming destabilized. Restricted funding sources often force organizations and their workers to pay for these types of services from *personal funds*. Relatedly, Teny Gross suggests that what would be helpful is consideration and implementation of a broad scale microlending program folded into CBPS work to address issues of eviction, funerals, and support for community members to purchase basics like mattresses and food. Funders should keep in mind that all CBPS either hire or work directly with individuals reentering their communities after incarceration, and issues like having a bed or meal are not abstractions.

The work CBPS organizations do is traumatizing and the work often compounds existing trauma practitioners have previously experienced. For example, an interventionist may have to constantly relive their own shooting or the loss of their child. CBPS is frequently the first job in the aboveground economy for someone who is previously incarcerated and/or operating in the underground economy. These new professionals need both professional training and healing services. CBPS organizations need discretionary dollars to fund retreats, wellness services, therapy, etc, as well as professional training. Damon Bacote of New York's SNUG Program explained the importance of "investing in the people to reduce turnover," because "firing people is terrible" as it compounds their trauma symptoms and can send them back to the drug trade or incarceration.

Specific funding needs repeated throughout the interviews are:

A. Client/Participant Needs:

- Quality clinical services, in particular for trauma. This need cannot be overstated.
- Non-clinical services for healing and community empowerment. Erica Ford of Life Camp described the deep work that her organization has innovated in this space, such as Peace Mobile, which is a mobile trauma healing services vehicle. Their delivery of holistic services to the community includes not only the Peace Mobile but therapeutic offerings, healing services, political conscious raising, and nutrition and wellness education.
- Culturally appropriate activities to redirect youth.
- Support for family members of likely victims/perpetrators. As one CBPS Executive Director said, "the needs of the families are endless."

- Up-to-date, culturally appropriate books and curricula for life skills, financial literacy and personal development.

B. Capacity Building Needs:

- Ongoing training on case management, documentation, mediation and other standard procedures.
- Organizational audit. Organizations are in a catch 22 that if their organizational budgets become too large, they have to have a professional audit yet they rarely have the discretionary funds to pay for the audit. Audit costs vary widely depending on geography (large metro areas, where CBPS work tends to be concentrated, have higher audit costs) and size of the organization and can range from nearly \$10,000 for small nonprofits to over \$20,000 for larger ones with more complex financial systems. Audit requirements vary by state and funder. Several organizations spoke of being vigilant in trying to keep funding below any state limits so as not to require an audit, while others who have exceeded the limit or have foundation requirements may struggle to pay for the required audit. Either way, it is important for funders to understand the burden this requirement places on the already overloaded shoulders of CBPS groups and consider alternatives to evaluating the organization's financial position.
- Technology support and expertise to assist with setup and maintenance of IT systems; connected to this is the need for CBPS groups to be able to access high quality IT components and peripherals (software and hardware) given the nature of their work (immediate communication, remote needs, quick responses between stakeholders, data collection). While some organizations, such as Target Area Development Corporation, have donated expertise in this area (in TADC's case, IT support donated by the Chicago Bears), it is a complex and confusing landscape for those organizations who do not have such donated support.
- Support and expertise to capture and manage data. While one interviewee, Rudy Corpus of San Francisco's United Playaz, told us he was fortunate enough to be establishing a relationship with a neighbor, CRM giant Salesforce, very few organizations have this type of opportunity. More often, as with technology concerns, data management and administration can be challenges for organizations to learn about and maintain.

- Marketing materials to promote the organizations' services and offerings. Typically, there is a great deal of word of mouth involved in community resource provision and support, but marketing assistance would be very welcome in terms of reaching a broader swath of the community.
- Legal services to establish 501c3 status, assist with articles of incorporation, and any other issues that come up in the normal course of running a nonprofit.
- Human resources services such as policy and protocol development. Working with the specific populations CBPS organizations traditionally serve and hire can require a nuanced understanding of non-traditional situations.
- Financial literacy training for leadership on best practices and support implementing them for the organization.

C. Staff Needs:

- Funding for building out necessary staff. This was a pervasive theme across our interviews. As Teny Gross of the Institute for Nonviolence said succinctly, "It is hard to focus on running an organization when you are running from fire to fire." Guillermo Cespedes also made this point, saying, "We need to *fireproof* not simply put out fires," through adequate, and well trained, professional staff to support the administration and management of organizations.
- Retreats and wellness services. Aqeela Sherrills of NCST has endeavored to implement a holistic healing approach with the staff and community, including offering Outreach Workers trauma informed services, somatics therapy and yoga class offerings.
- Paid time off, related to expansion of suite of benefits and professionalization for workers as discussed in this report.
- Life skills training — including financial literacy training — as some organizations have identified this as a basic need for some community and staff who are involved in the reentry process or simply could benefit from these types of offerings.
- Leadership and skills training in areas such as restorative justice and gender socialization.

2. Organize for Reinvestment and to Maintain Reinvestment

Private funding is important but ultimately inadequate to support this work. Redefining public safety through CBPS requires an earnest reinvestment of public dollars and pushing elected officials to reinvest public dollars and maintain reinvestment requires organizing campaigns.

New York State is currently the gold standard for public dollars investment in CBPS. SNUG New York's statewide CBPS programs were developed with CURE Violence and has 11 CURE programs operating in the communities most impacted by violence throughout the state. SNUG was authorized by the state legislature in 2009 and has maintained steady funding levels ever since. There have been adaptations in the program, such as centralized training and oversight, but the model and the funding to the local organizations that do the work has stayed consistent with steady support from community, local elected officials, and state legislators. The work is only discussed with public health language.

The City of Oakland, CA is also a leader in public investment, where the Chief of Violence Prevention has status on par with the Chief of Police. Faith in Action supported and continues to support essential organizing efforts in Oakland (as well as Chicago, Orange County, FL, and other places). The Office of Violence prevention is funded with tax money and parking revenue with a 40/60 split with law enforcement. The employees are union members who benefit from labor protections, although the Office subcontracts with organizations that do not offer the same pay or benefits.

Newark, NJ founded its CBPS program because of the Mayor's personal interest but that alone was not sufficient to sustain the work. Newark is making progress towards the ideal by reallocating 5% of the City's budget (\$12 million) toward violence prevention.²⁵ The city's municipal investment is the result of years of organizing, primarily of impacted individuals, and the murders of George Floyd and Breonna Taylor were the catalyst. The Alliance for Safety and Justice funded significant organizing, while the State of New Jersey created a Violence Intervention Office but provided no funding.

Giffords is now assisting more communities to advocate for CBPS and recognize that the work requires an authentic financial investment of public dollars.

25 <https://www.newarknj.gov/news/mayor-baraka-to-introduce-an-ordinance-to-create-an-office-of-violence-prevention-in-newark-using-at-least-5-percent-of-police-budget>

Organizing efforts are advanced through substantive work such as the Cost of Violence Reports executed by National Institute for Criminal Justice Reform and Live Free: <https://nicjr.org/cost-of-violence/>

3. Build a National Collaborative Network for CBPS

While there is an established national CBPS movement, there is no formal connective tissue. All interview participants expressed concerns about exploitation and theft of their intellectual property or data, based on repeated experiences with both. However, they also expressed collegiality and a need/desire for further connection. Practitioners universally display an eagerness to connect and talk more about the work they are doing and what they are not doing because of lack of support or resources.

All participants expressed a desire to create a national association of CBPS programs (the CBPS Collaborative) to support leaders and programs across the country that are doing High Risk Intervention, Violence Interruption, Street Outreach, Gang Intervention/Prevention, Assertive Outreach and Case Management in community and institutional settings. The Collaborative could provide capacity building assistance in all the areas noted above (under organizational funding needs). Multiple interviewees identified the need to institutionalize and professionalize the work in order to guarantee its sustainability. Damon Bacote of New York's SNUG program said, "Just as you could never imagine getting rid of police departments, you should never be able to imagine getting rid of our work." National accreditation standards and other support are essential to protecting CBPS and maintaining the field's success. Accreditation standards also buffer against CBPS contracts becoming patronage jobs when funded with state or municipal funding.

Other organizations work on criminal justice reform and some advocate for the advancement of CBPS as part of a larger agenda. There are organizations that support municipal leaders of violence reduction work and those that train frontline workers who work in institutional settings. However, there is no organization of expert practitioners in CBPS, no organization that is informed by the expertise and needs of the people of color who do this work. CBPS professionals routinely see larger institutions profit off of their expertise with no benefit to them.

There is an acute need for policy and advocacy work to advance the profession and also drive reinvestment. As local, state and federal governments begin to officially endorse CBPS through legislation and policies, it is important that the CBPS movement has a unified voice to influence decisions. CBPS professionals have unique insight into policies that contribute to violence by

keeping people trapped in the underground economy and/or incarceration. These include state child support fees and fines, court penalties, unreasonable restitution, and parole and probation requirements such as stable housing. These are policy areas that traditional criminal justice reform organizations have traditionally shied away from, yet CBPS professionals know are directly connected violence. A national network could highlight these policy issues on the state and federal levels.

The need for a national network has been highlighted during the Covid 19 crisis. As noted, most CBPS worked in the field, often putting in overtime, through the pandemic but are/were not classified as first responders and no one advocated that they should be. Therefore, they have not received any compensation, protections or even accolades. To provide a recent example highlighting this disparity, the United States Department of Justice awarded millions of dollars in grants to law enforcement agencies to assist with overtime costs during the spring and summer of 2020, but CBPS organizations received nothing and in fact the awards were not open to CBPS organizations, only to law enforcement. A national network could represent CBPS to advocate for the profession and have it reclassified as a first response.

Additionally, interviewees identified the below as specific roles needed from a national network:

- Access to health insurance, life insurance and some type of retirement benefits.
- Compile a Bible of streetwork. Dr. Jorja Leap recommended that a national organization clearly define what goes into this work in order to help professionalize it and allow CBPS “to step out of the shadow of law enforcement.”
- Messaging campaigns around violence as a public health issue, reinvestment and more. Even people who live in communities with CBPS programs may not understand what CBPS is or why it is an essential complement to law enforcement. There is minimal understanding of violence as a public health issue. Nationally, CBPS professionals need to be well versed in public health language and the very specific expertise they bring to the work.
- Crisis management. When one CBPS professional is unprofessional, it is used to tarnish the reputation of the entire profession. CBPS organizations need assistance with crisis management plans.
- Development support such as sample proposals and board development guidance.
- Develop uniform data collection techniques and provide a database license and

training to all CBPS organizations.

- Vet and introduce technology innovations to support CBPS, such as Citizen and Zello.
- A speakers' bureau to provide speakers/subject matter experts who can speak to the power and promise of CBPS..
- Information exchange such as tips for accessing affordable housing, navigating governmental agencies etc.
- Technical assistance for establishing beneficial partnerships and contracts with law enforcement, academic institutions, government agencies, and other stakeholders.
- Coaching around leadership development, organizational administration, and more.
- Connect organizations in different cities and states to exchange intelligence needed for interventions and facilitate emergency relocations.
- Advocate for community based participatory research.

4. Change the Language

CBPS was once referred to as “gang intervention.” As the country has become more conscious about language choice, moving towards, for example, “people first language” and moving away from derogatory language that was once considered acceptable, it is important that this language movement is extended to violence intervention. The word “gang” is racist and dehumanizing and the term “gang violence” gave an excuse for ignoring the unfathomable loss of life in Black and Brown neighborhoods. Instead, intervention work should always be framed in the language of public health and treating/healing from trauma. CBPS is public health work led by impacted people who are indigenous to the community they serve. Cure Violence has taken the lead on promoting this paradigm shift and this effort needs to be broadened.

The most critical change in language is the definition of “public safety.” Law enforcement has executed one of the most successful branding campaigns ever, centering themselves in every discussion of safety to the point that even people who fear the police will call 911 if they feel the slightest danger. David Muhammed of Institute for Criminal Justice Reform pointed out that there is indeed a challenge in CBPS when it comes to branding. Paul Robinson of Chicago CRED suggests CBPS practitioners would benefit from media training, which seems evident when examining who controls the narrative around public safety. Paul cited the example of LAPD

having fifty public information officers, while media relations in CBPS organizations often simply consists of one of the hats a staffer or director wears.

Creating public safety is, in fact, a shared responsibility requiring the involvement of many systems. Creating public safety also requires reimagining all systems that serve people, including social services, parole, education, etc. As Guillermo Cespedes rightfully noted, “The more systems that are involved in a person’s life, the worse the outcomes.” Therefore, it is time for a radical rethinking of the social services industrial complex, as well as the entire criminal justice system, including, of course, policing.

When we shift the narrative around public safety from being a law enforcement strategy to being a shared strategy, we can:

- Improve policing, asking police only to perform the tasks for which they are trained, including responding to and investigating any violence that may have occurred, instead of attempting to unsuccessfully prevent or mediate conflicts in the community.
- Build capacity in the community, hiring and training residents in neighborhoods hit hard by disinvestment.
- Protect human life by limiting interactions with law enforcement and preventing violence through more effective strategies.
- Help communities heal from trauma by first recognizing it and then providing culturally appropriate healing services.

Conclusion

In her interview, Dr. Jorja Leap shared her analysis that as much as gang violence caused destruction in neighborhoods, “the gangs are the social services agencies for the neighborhood.” This is not surprising to anyone who has worked with community violence. In addition to caring for the community, “gang” members are revolutionaries. Dr. Leap said, “Gangs didn’t accept what society was doling out: racism, poverty, and disenfranchisement.” CBPS capitalizes on a centuries-long history of people of color policing their own neighborhoods and meeting their own needs for survival. In a colonized society, community self-determination sets off alarms to those invested in colonization. It sounds radical that residents can manage their own affairs in any way, much less by building their own systems to create safety. CBPS has proven its capability to do just that, over and over. If CBPS strays from being a resident-driven strategy, it becomes

just another system of oppression in a neighborhood of color. If community autonomy is retained and the work is properly resourced, CBPS will redefine public safety forevermore, thus reducing violence and liberating resources for community investment, and creating opportunities for healing.

References

[Healthy, Wealthy & Wise: Cognitive Behavioral Therapy and Transformative Credible Messenger Mentoring to Reduce Violence and Justice System Involvement](#)

[Contagion of Violence: Workshop Summary](#)

[The Community Responder Model](#)

[The Office of Neighborhood Safety: How Governments Can Support Community-Driven Solutions](#)

[Citywide Gang Activity Reduction Strategy: Phase III Report](#)

[Advance Peace & Focused Deterrence: What are the differences?](#)

Valuable Resources Highlighted by Interviewees

- [Independent Sector for leadership development](#)
- [TED Talk: Let's treat violence like a contagious disease](#)

Acknowledgements and Caveats

We want to thank Open Philanthropy Project Fund for their generous funding.

We recognize that this report only captures a portion of the work being done on the community level to create public safety and any omission of an organization is in no way a reflection of our view of the organization's value.

The team would like to recognize that this report was written in honor of the countless Black and Brown men and women-in particular, Black men-whose lives have been lost over decades while America was utterly indifferent because of a racist belief that victims were responsible for their own demise. This work is also done in honor of the mothers, fathers, children, friends, etc. who lost loved ones to violence yet never lost their commitment to creating safe and healed communities in the face of indescribable pain, pain made worse by the indifference of the world around them.

We thank our ally Elizabeth "E" Ruebman, former Deputy Director of the Newark Community

Street Team for her commitment to CBPS and a belief that all beings deserve to live in peace and safety. Finally, we thank the experts on Community Based Public Safety featured in this report for sharing their wisdom with us. The discussions left us humbled and inspired and we are certain readers will feel the same way.

Team

Melvyn Hayward

Melvyn Hayward is the Head of Programs for Chicago CRED, an agency dedicated to a transformative reduction of gun violence in Chicago. Melvyn oversees all of CRED's violence reduction efforts in the areas of outreach and programming. He also plays a key role in establishing and maintaining multifaceted relationships with key and potential partners in the mission of reducing gun violence.

Melvyn has been dedicated to violence prevention work for over two decades. He was an integral part of leading gang reduction efforts in Los Angeles. He is the Co-Founder and remains a Senior Advisor for H.E.L.P.E.R. Foundation in Los Angeles County. In addition, he is a Senior Advisor for Urban Peace Institute. Melvyn is committed to supporting the work of violence prevention nationally. He has traveled to over 30 cities throughout the U.S., training outreach workers, developing best practices and providing technical support to several violence-reduction agencies.

Aqeela Sherrills

Aqeela is the Director of the Newark Community Street Team. Aqeela has been creating alternative public safety strategies since 1989. In 1992, he and his brother Daude forged a historic truce between the Crips and the Bloods in Watts. Aqeela is a subject matter expert/consultant on violence intervention with the International Association of Chiefs of Police, Senior Advisor to The Alliance for Safety and Justice, and co-founder of the Crime Survivors for Safety and Justice (CSSJ).

Jennifer Gannett

Jen is a strategist, lawyer, and policy advocate. She is currently part of the management team of the Newark Community Street Team (NCST), which has been credited with reducing homicide in Newark, NJ as a complimentary strategy to law enforcement. Jen supports NCST with important development and policy work.

Doreen Minor

Doreen is part of the Executive Team for The Reverence Project, a Los Angeles-based organization serving survivors and perpetrators of community violence with culturally appropriate healing services. Doreen is also an integral part of the Los Angeles Chapter of Crime Survivors for Safety and Justice.



CHAPTER TWO INC



Appendix

Draft Five Year Plan for National CPBS Umbrella Organization

Year 1

- Establish nonprofit status
- Establish physical location
- Hire Director, Deputy Director/Policy Advocate and Outreach Coordinator (also admin)
- Identify advisory board
- Set goals and outline paths to achievement
- Identify all known CBPS organizations in each state
- Network with CBPS organizations to inform them of Network's birth and goals
- Liaise with Funders
- Create and facilitate connections between Funders, organizational leadership and on the ground workers
- Create connections between CBPS organizations
- Work with policymakers at state and national level to educate and inform them regarding CBPS work
- Do mini-scan national focused on training based on information gathered from National Scan
- Create and establish training protocols and perhaps certification based on trainings with goal of standardization and professionalization
- Apply for funding
- Identify baseline goals regarding advancing this work into governmental budgets
- Create network of safe spots for CBPS organizations to send their community members to if/when identified as a necessity
- Identify speakers and subject matter experts available to speak to CBPS at conferences, gatherings and convenings
- Identify how best to provide technical assistance and training (TTA) to CBPS orgs and

municipalities

- Establish the mini grant making process
- Draft RFP and reporting
- Other work to advance CBPS

Year 2

- Create internal and/or external Year 1 review report
- Review goals. Identify areas where pivots are needed in extant goals; add or subtract to list.
- Hire additional staff members as needed
- Identify key cities and CBPS org to advance policy work around infrastructure investment in shared safety strategy
- Identify allies for coordinated services on the ground
- Work toward CBPS in legislative and city (le) budgets
- Continue Year 1 work
- Host first annual CBPS conference
- Implement TTA

Year 3

- Establish additional office (for example, if initial office is based on east coast, consider a midwestern or west coast physical location)
- Hire additional staff as needed
- Create internal and/or external Year 2 review report
- Review goals. Identify areas where pivots are needed in extant goals; add or subtract to list.
- Identify where more outreach is needed; maintain outreach already in place
- Identify where more policy advocacy is needed; maintain policy work already in place
- Identify baseline goals regarding

- Continue Years 1-2 work
- Host annual CBPS conference
- Continue to offer meaningful TTA
- Continue to advance training options/professionalization opportunities

Year 4

- Continue Years 1-3 work
- Create internal and/or external Year 3 review report
- Review goals. Identify areas where pivots are needed in extant goals; add or subtract to list.
- Identify where more outreach is needed; maintain outreach already in place
- Identify where more policy advocacy is needed; maintain policy work already in place
- Host annual CBPS conference
- Continue to offer meaningful TTA
- Continue to advance training options/professionalization opportunities

Year 5

- Continue Years 1-4 work
- Create internal and/or external Year 4 review report
- Maintain outreach
- Identify where more policy advocacy is needed; maintain policy work already in place
- Host annual CBPS conference
- Continue to offer meaningful TTA
- Continue to advance training options/professionalization opportunities