



RE-IMAGINING PUBLIC SAFETY IN JACKSON, MS

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JUSTICE





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EXECUTIVE SUMMARY

RE-IMAGINING PUBLIC SAFETY IN JACKSON, MS

Jackson, Mississippi is a historic and significant city. While it symbolizes the deep injustices and stains of America's past of slavery and racial segregation, it also reflects the resilient spirit of its people to persevere through adversities and stand at the forefront of challenging inequalities.

Because of its past rooted in racial divides as well as sociopolitical and economic challenges, the city now faces a new crisis. Public safety in the Jackson has become a major concern in the wake of increasing numbers of violent crimes stretching across the city.

The city has seen a record number of homicides across the last few years, 156 in 2021, and the recent tragic death of Robert Davis, founder of local violence prevention non-profit Better Men Society, serves only as a reminder of the work to be done.

"We have to begin to put healing justice work at the center so that we can get to this place where safety is not just about shifting modes of policing but is actually about shifting how we deal with each other."- Rukia Lumumba, JD

Public safety is not just a Jackson problem. It's a growing issue across America. Homicides have risen across America up 35% since 2019¹ and concerns about crime are amongst the highest levels across the last decade. This trend is mirrored in Mississippi and neighboring states Yet there is hope. The people of Jackson believe in their city and want to realize a different future by placing the needs of the community at the center of public safety concerns.

We sought to address four main questions pertaining to reimagining public safety in Jackson:

1. What ideas do we have to reimagine public safety in Jackson
2. What could an office of public safety look like for Jackson?
3. How would a Citizen Review Board could function in Jackson?
4. How can the city engage residents and supporters in violence prevention?

The project was conducted across the Spring academic term of 2022 and involved creating 6 case studies, a series of stakeholder interviews, analysis of 1,000+ questionnaire, and a two-day field trip.

The high-level recommendations are as follows (detailed further throughout the report):

- I. Jackson should establish an **Office of Violence Prevention and Trauma Recovery** based of the a participatory model
- II. Jackson should establish a **Citizen Review Board**, supported residents, to improve police transparency and accountability, based on the Review-focused model
- III. Jackson should focus on **five main evidence-based interventions**, some of which is already happening in Jackson's neighborhoods
- IV. Jackson should deliberately **build a campaign** to garner further community, political and financial support to engage residents and supporters in violence prevention.

There is a solid foundation of community activism to build from, that needs to be extended to include regional and national influencers who can help attract further political and financial support. The city should continue to seek further funding and apply for the DoJ's grant program in mid July.

PROJECT
OVERVIEW

Mayor Lumumba has big aspirations for the city and engaged the William Monroe Trotter Collaborative for Social Justice at the Harvard Kennedy School Collaborative to help the city re-imagine public safety. This engagement was to build on the momentum created by the City's public safety taskforce that was established in 2019. This taskforce, comprised of leading members from the community, developed a policy for officer involved shootings (to release information after 72 hours), made eight amendments to the use of force policy (including banning force that limits breathing, such as choke holds, and shooting at moving vehicles), and helped to create a public safety questionnaire that solicited over 1,000 responses.

The project focused on four key questions:

- I. *What ideas do we have to **re-imagine public safety** in Jackson?*
- II. *What could an **office of public safety** look like for Jackson?*
- III. *How would a **Citizen Review Board** function in Jackson?*
- IV. *How can the city **engage residents** in violence prevention?*

The project was undertaken across the course of a Spring Semester (February - May) and the methodology included a mix of inputs including: 6 city case studies, ~15 community leader interviews, ~1,000 survey responses, desktop and literature research and a two-day site visit. The outcomes and recommendations of the project are included within this long form report and a graphic report that will be shared with Mayor Lumumba and staff at the conclusion.

6

Case studies produced

15

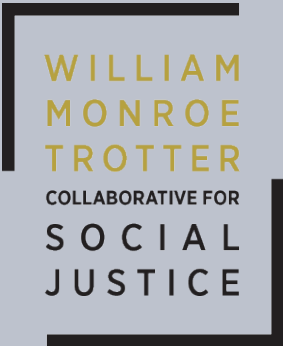
Community leaders interviewed

1,000

Survey responses analyzed

2 Day

On-the-ground visit



“ A think-and-do tank advancing social justice through education and advocacy



” The problem of crime is not going to be solved by policing alone ... we must author solutions that address the root of the problem.

GROUNDING IN JACKSON'S HISTORY

THE **NATIONAL** CONVERSATION

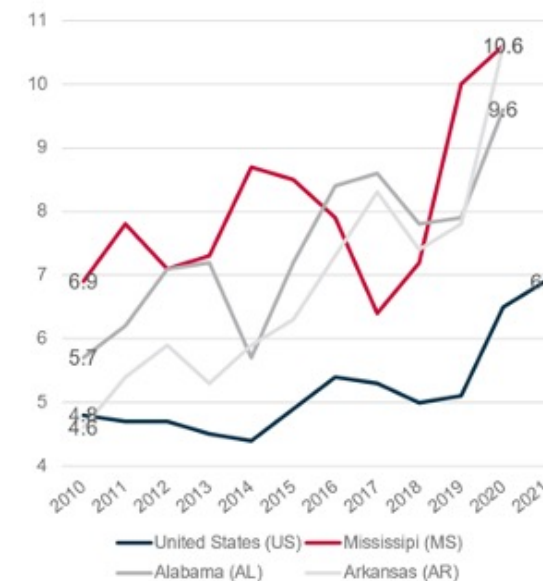
PUBLIC SAFETY IS NOT JUST A JACKSON PROBLEM. IT'S A GROWING ISSUE ACROSS AMERICA

Public safety is not just a Jackson problem, it's a national problem. Homicides have been trending up across America and neighboring states in the last few years. While concern about crime is close to the highest levels it has been in America across the last decade.¹ Policy makers and communities are all asking why this is happening and discussing what to do about it. It is a national conversation. At the same time there has been increasing public outrage towards police violence. Numerous public deaths of predominantly Black and Brown men have been broadcasted across America and the globe, including the horrific scenes of George Floyd being choked to death under arrest from multiple policemen. The #Blacklivesmatter movement began and gained national prominence

along with the campaign #DefundThePolice. The country has seen a surge of supporting posts on social media, there have been riots in the streets and front lawns have become places of advocacy. These issues have split the nation as America's politics becomes increasingly partisan. Conservatives are calling for more police, further police protection, and the prosecution of looters and rioters. While progressives have decried police violence, calling for tighter gun laws and alternatives to traditional policing models. It is within this context that the city of Jackson is trying to deal with its own public safety challenges.

Homicides are increasing in US, MS and neighboring states

Homicides per 100,000 people



Public safety is a national conversation, particularly affecting Black Americans

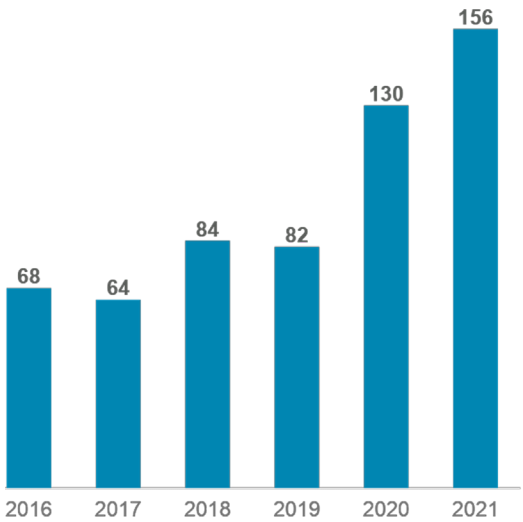
- **Over 1,000 people were shot and killed by police in 2021**
- **Black people in America are particularly impacted**
 - 2x more likely to be killed by police vs. white
 - 27% shot and killed by police vs. 13% of US pop
- **Conservatives want more policing**
- **Progressives want tighter gun laws and reform, many calling to defund the police**

UNDERSTANDING
JACKSON'S HISTORY

RECORD HOMICIDES

Homicides in Jackson have increased to record levels. The city recently eclipsed a record number of homicides when it registered 156 in 2021, exceeding the jump to 130 in 2020. Some news outlets claim the city might have one of the highest homicide rates in the nation.²

Homicides in Jackson have increased



SOCIO-ECONOMIC CHALLENGES

Jackson city faces a series of challenging socio-political and economic circumstances that shape the root causes threatening public safety.³ Jackson is the only US state capital with a majority African American population and has been a significant site of racial violence and oppression, but also radical resistance. 25% of its residents live in poverty, 5% higher than the state average and almost 40% of people under 18 live in poverty. The city has faced systemic disinvestment, white flight, underfunded infrastructure and poorly maintained public services. Jackson has a 55% employment rate, 7% below the state average and many in the city face

Significant barriers to access basic necessities. Gun laws and weapons are also a challenge as highlighted by the Mayor in his state of the city address in October, 2021, "Everyone wants to

Public safety is a big concern

“ **Safety is the biggest problem ...**

but there are also infrastructure issues ...

if we don't do something

we will have a crises ”

talk about the murder rate, but no one wants to discuss the unprecedented proliferation of illegal weapons in our communities.”⁴

This has all contributed significantly to the record levels of homicides in the city and the challenges the police force faces. While many cities are concerned that their police force doesn't reflect their communities, Jackson's police force is 90% black and closely mirrors the racial mix of the city. Yet, it is estimated that there were at least 11 officer involved shooting deaths in 2021⁵ and there is growing distrust amongst youth and police, fueled further by police resource constraints.

80%

Majority African-American

Only U.S state capital city with majority black population

Embedded history of Racial violence and oppression

Site of radical resistance: Civil Rights Movement and Black nationalist groups

25%

Residents Living in Poverty

Systemic Issues

Conservative State

White Flight

Economic divestment

Poor Infrastructure

Poorly funded social services

55%

Employment rate

US rate is 62%

Lack of opportunities

Inaccessibility to basic necessities such as healthcare, affordable food.

Increase in crime involvement

11

Officer-involved shooting deaths in 2020-2021

90% Black police force

Calls for Police Accountability

Lack of trust between law enforcement and community especially among youth.

156

Homicides in 2020-2021

Up from 68 in 2016

48% of those murdered were below the age of 30

Calls for greater law enforcement presence

Political strife on Gun laws

SAFETY AND THE NEXT GENERATION

In Jackson, data shows that youth are largely responsible for violent crimes and victims of homicides and shooting deaths. Almost half of homicide victims last year were below the age of 30, 48% of those murdered in Jackson during the 2021-2022 year.

Jaylon Arnold, a 23-year-old funeral director,

is a native of the capital city. Operating the Westhaven funeral home in Jackson, Arnold offered his thoughts on the rate of gun violence impacting youth and young adults in the city. He says, "It's crazy. My outlook on my generation is that we're dying out quickly. Somebody needs to take action. We really need to put the guns down and talk about the situations," says Arnold.⁶

"Almost half of homicide victims last year were below the age of 30, 48% of those murdered in Jackson during the 2021-2022 year."

JACKSON'S HISTORY OF RACIAL SEGREGATION HAS PLAYED A BIG ROLE

In 1860, cotton plantations established by the state of Mississippi were producing more cotton than any other state in the country. White cotton planters relied entirely on slave labor to work plantations and produce wealth for the state. As these plantations grew, so did the enslaved labor force. Records show that the enslaved population grew from 3,500 to 436,631 in the same year of 1860. A traveler from the north who came to observe the cotton industry in Mississippi commented that the aim of the white cotton planters was "to sell cotton in order to buy Negroes, to make more cotton to buy more negroes."⁷ Mississippi's history of slavery and racial violence is

greatly embedded within the societal groundings, especially within the history of the city of Jackson more specifically. After the slavery was abolished and the US was in the reconstruction period, black people were experiencing racial violence like spectated lynching's all around the country. Mississippi, it seemed, had become the country's bedrock of racial violence and terrorism against black people. In 1955, there was a shock felt around the world when Emmett Till at the age of 14, was kidnapped and violently mutilated and killed by a group white men in Money, Mississippi. In the city of Jackson, Medgar Evers, a lawyer and activist, was killed in 1963 by a member of the Klu Klux

UNDERSTANDING
JACKSON'S HISTORY

Klan in front of his home and in the presence of his wife and children. These acts are predated by public lynching's, bombings, and acts of violence against the black people for engaging in acts as simple as exercising their right to vote. In the face of racial violence, Jackson became a central site for black radical resistance and movement for equal rights. During the Civil Rights Movement, activist groups like Martin Luther King Jr and the SCLC, and The Student Non-violent Coordinating Committee (SNCC), began to mobilize the majority black population that lived within a cluster of

PREVIOUS LEADERS HAVE SET A PROGRESSIVE PRECEDENCE IN JACKSON, MS

Chokwe Lumumba, a Detroit born lawyer and activist, was elected as the mayor of Jackson in 2008. Lumumba had moved to Jackson during the 1970s with the Republic of New Afrika, a black nationalist and separatist group, where he served on the provisional The goal of the group was to establish an independent land base in the deep south. During the time that the RNA was located in Jackson, Lumumba worked to defend the group from police violence and FBI counterintelligence schemes. They faced acts of terrorism and arrest by Jackson's all white police department. In August of 1971, the local police and FBI raided the RNA compound which led into a gun battle between the two. Members of the RNA were arrested after a police officer was killed. This act of police brutality is said to be the event that sparked change in the Jackson police department and allowed more blacks to join the force.

The vision for self-determination was put into formation when Chokwe Lumumba won a city council seat in 2009 representing Ward 2. Four years later, Lumumba was elected as the Mayor of Jackson in 2013 under the campaign slogan, "Free the Land". In coordination with the Malcolm X Grassroots Movement, they established the Jackson- Kush plan that focuses on building people's assemblies in hopes to build in the future an independent black political party and

Mississippi counties. Students at Tougaloo College and Jackson State University were also very critical in challenging racial oppression and standing against police terrorism. From Medgar Evers, to Fannie Lou Hamer, black communities have experienced and continue to experience racial violence and oppression in the state. However, Mississippi and the city of Jackson have been at the forefront of attacking US state sanctioned violence and oppression throughout history.

a broad-based solidarity economy. The goals of the plan was to establish organizing projects and programs like the Amandla Education Project to organize and train youth and Operation Black Belt which is a campaign to organize the black workers within the black belt region or "Kush" region. "Kush" is a name appropriated by partisans in the New Afrikan Independence Movement from an ancient Nile based civilization which would be in present day Egypt and Sudan, to designate the span of contiguous Black majority or Black Belt counties along the Mississippi river in the states of Mississippi, Louisiana, Arkansas and Tennessee. This area has been designated or renamed the Kush District."⁸ Mayor Lumumba's election was just a part of the larger goal to build self-determination politically and economically in Jackson in the southeast region. Unfortunately, the plan would be sidetracked when Mayor Lumumba died in 2014 after only serving 8 months in office.

Yet, there is hope in Jackson. People are re-building safety in their city. Jackson has been working aggressively to address these issues in the city. The current mayor Chokwe Antar Lumumba, the former mayor's son, as well as other activists and organizers, have been speaking out about root systemic – structural issues that contribute to the increase in violent crime in the city.

COMMUNITY VIEWS ON
PUBLIC SAFETY & POLICING

COMMUNITY LEADERS HAVE A VISION FOR VIOLENCE PREVENTION IN JACKSON

Our interviews with ~15 community leaders from Jackson (detailed in the campaign section and appendix) highlighted 5 themes related to public safety. These include: fear & safety, youth opportunities & hope, Mental health & addiction, Public infrastructure and economic development and Policing & the Justice system. The visual

below includes some of the most salient quotes related to each area with further detail included in the appendix. From these discussions it was clear that public safety in Jackson is a multifaceted problem, whose root causes drive deeper than discussions over the number of police.

Fear & safety	<div>" We lost 20,000 people since the last census. White flight is a part of it, but overall it's fear, even black folk have left. (Bishop Crudup)</div> <div>" When I grew up Jackson wasn't like this, now it's just scary (Brooke, People's Assembly)</div>
Youth opportunities & hope	<div>" Children don't have hope. We've beaten down kids and now they're committing violence ... relativity is most important in reaching youth (Smoke D & Batman)</div> <div>" Kids who don't have support sometimes do eventually turn to crime we need to get back to the youth. We used to be a friend, now we are the enemy (JPD)</div>
Mental health & addiction	<div>" Gun violence is more than poverty...people need real support to overcome the level of drug addition in the community (Drug and Alcohol services Rep)</div> <div>" People prefer to call 911 than 311. Lot's of our time is spent on mental health or non-violent calls (JPD)</div>
Public Infrastructure & Economic Development	<div>" We have serious infrastructure issues, I lost running water for 30 days and I have money ... Jackson needs a \$1bn infrastructure investment (Bishop Crudup)</div> <div>" Poverty and crime are correlated (JPD)</div> <div>" We have more foreclosures than anywhere in Mississippi (Bishop Crudup)</div> <div>" It's not that businesses haven't come, but they haven't been invested or they eventually left (Mayor Lumumba)</div>
Policing & Justice system	<div>" You used to say I want to be a policeman because I love my community, now people say it's too dangerous (JPD)</div> <div>" More policing to address issues like gun violence is an easy fix, but does not address root causes (Rukia Lumumba, People's Assembly)</div> <div>" Members of law enforcement must understand the culture (Danyelle Holmes, Organizer)</div> <div>" The community can help the JPD by advocating for more police funding ... Our justice system is broke. They get people arrested but people are being let out back to the streets (Bishop Crudup)</div>

1This chart represents the most salient quotes from stakeholder interviews conducted throughout the project. A more complete chart of stakeholder feedback is available in the appendix.

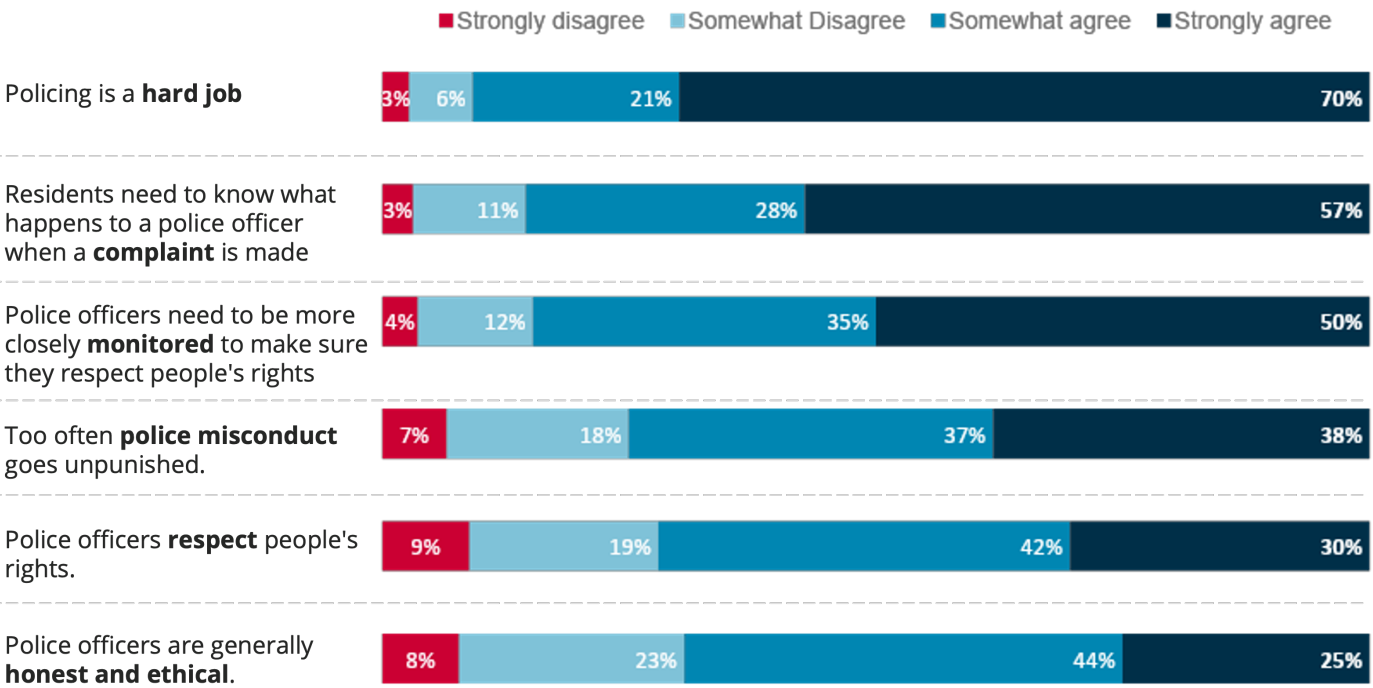
COMMUNITY VIEWS ON PUBLIC SAFETY & POLICING

SURVEY SHOWS THAT RESIDENTS WANT MORE POLICE ACCOUNTABILITY

Prior to the project, the Public Safety Taskforce and the People’s Advocacy Institute, had commissioned a public safety questionnaire seeking feedback on specific questions about the Jackson Police force and opinions about police reform occurring across the nation as relevant to Jackson. The detailed report is anticipated to be released shortly, however the data was used as an input to this project and a summary is presented within this report.

Overall, the questionnaire showed that residents believe the police have a hard job, but they want to see improvements and overwhelmingly support police reforms occurring across the nation. In particular, they want more accountability, including transparency of police complaints, more monitoring of police and punishment for police misconduct. There was overwhelming support for a Citizen Review Board that has the power to hold the Jackson Police Department Accountable.

As it relates to police officers within the Jackson Police Department, please indicate if you strongly agree, somewhat agree, somewhat disagree, or strongly disagree with each statement:



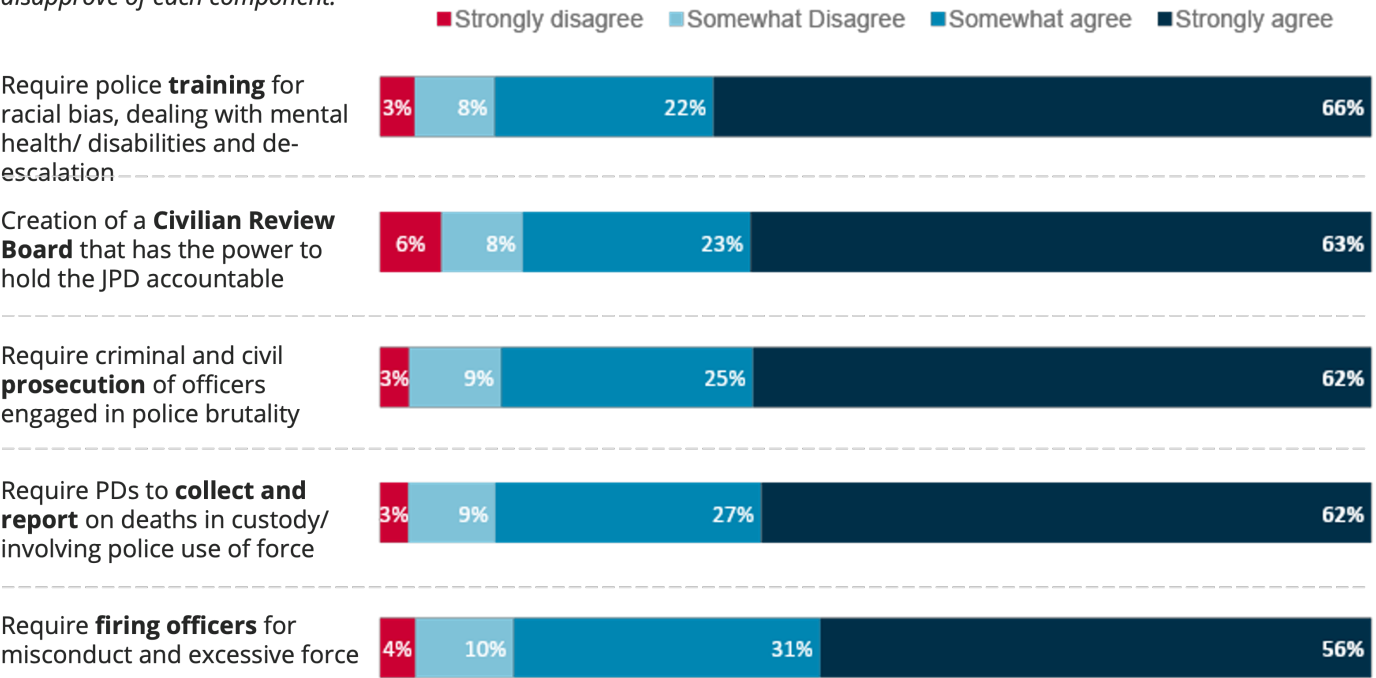
Responses (n = 1,087) were gathered across 3 separate tele surveys, number of responses differs slightly for each question, see source report for specifics
Source: People's Advocacy Institute, "Community oversight for police accountability questionnaire, 2021

COMMUNITY VIEWS ON PUBLIC SAFETY & POLICING

63% strongly agreed, while 85% agreed overall. This supports our recommendation to establish a Citizen Review Board below.

It is important to note that further demographic analysis of the respondents should be undertaken as there was an overweighting of senior folk (65 years and older) within the data. We include an analysis of a majority youth survey round in the appendix, that shows even stronger support across each question than above. Further analysis could be done to re-weight the data set to match the population age distribution to get a more representative picture of the community's views. Yet, it's unlikely to alter the picture much from the analysis provided and still has some complications due to non-responses of age-related questions. Further information can be found in the appendix and others will be in the full release of the People's Advocacy Institute Report.

The actions of police are receiving a lot of attention both nationally and locally, here are several practices that have been implemented in other cities. Indicate whether you strongly approve, somewhat approve, somewhat disapprove or strongly disapprove of each component:



Responses (n = 1,087) were gathered across 3 separate tele surveys, number of responses differs slightly for each question, see source report for specifics
Source: People's Advocacy Institute, "Community oversight for police accountability questionnaire, 2021

THE OFFICE OF VIOLENCE PREVENTION & TRAUMA RECOVERY

GUIDING PILLARS FOR THE OVPTR

In thinking through our recommendations for establishing Jackson's Office of Violence Prevention and Trauma Recovery, we focused on five guiding pillars to ensure that the office meets the highest-priority needs in Jackson, MS. These pillars were developed based on feedback we heard from the Mayor's office, community leaders, and residents.

- I. *Framing Violence as a Public Health Issue***
The office should approach violence as a public health issue, focusing on community-centered programs and trauma healing resources.
- II. *Rooting Work in Community***
The office should be community-led, engaging robustly with Jackson's People's Assemblies to design violence intervention programs that residents want to see in their communities.
- III. *Centering Young People***
The office should center the needs of Jackson's young people, acknowledging that they are at a higher likelihood of falling victim to violence and committing violence.
- IV. *Promoting Evidence-Based Solutions***
The office should employ data-driven policy solutions that are proven to decrease violence, but do so in a way that is appropriate in Jackson's unique context.
- V. *Ensuring Accountability and Transparency***
The office should enhance accountability and transparency of JPD through the establishment of a Civilian Review Board.

LESSONS FROM OTHER CITIES

WHY POLICING ALONE CANNOT SOLVE VIOLENCE

Data shows that increasing police presence in communities doesn't necessarily decrease violent crime, especially in southern cities with predominantly Black populations.

Historically, responses to calls for greater public safety have almost solely relied on increased investments in policing. Between 1984 and 2016, the number of police officers has grown by 64% across the United States and by 84% in Mississippi.⁹ Across the country, major cities have seen their police budgets increase year by year in the face of growing calls to defund police—where police spending has increased by 223% since 1984 nationwide.¹⁰

This growth in the police force has spurred a dramatic evolution of the role police play in our communities. Whereas police previously focused the majority of their resources on responding to violent crime, they are now involved in responding to and ensuring treatment for people experiencing overdoses, de-escalating mental health crises, enacting disciplinary measures in schools, and responding to homelessness.¹¹

The evolution of the police's role in our communities has put people in increased contact with police—from on our streets to in our schools. For Black, brown, and low-income communities, this has proved to have deadly consequences. Police have been responsible for the deaths of over 10,000 people since 2013 according to publicly available data.¹² In 2021 alone, police killed 1,144 people, 104 of which were in response to a mental health welfare check. People killed by police are disproportionately Black, where Black people comprised 28% of those killed by police when Black people

make up just 13% of the total population.¹³

In terms of reducing violent crime, increasing police capacity has—at best—had little positive impact. While data shows that nationwide each additional officer hired in a city is associated with a reduction of .1 homicides, in southern cities with large Black populations like Jackson, MS, these findings do not hold true. In fact, additional police officers in southern cities resulted in even more arrests of Black people for low-level crimes without reducing instances of homicides and violent crime.¹⁴ In Jackson, MS where 60% of arrests made between 2013-2020 were for low-level, non-violent offenses,¹⁵ this is a dynamic that should be interrogated.

For decades, community advocates—including those in Jackson, MS—have called for approaches to public safety that extend beyond traditional policing, to both invest in communities to reduce violence, and coordinate non-police responses to non-violent crime. This is supported by national public opinion, where a June 2020 poll showed that 95% of people think police practices need to change, and 57% of people support replacing police officers with clinicians or social workers for concerns related to mental health, substance use, domestic disputes, and school discipline.¹⁶

LESSONS FROM OTHER CITIES

THE PURPOSE OF AN OFFICE OF VIOLENCE PREVENTION

In 2007, Richmond, CA was facing the highest rates of gun violence in California at 45.9 homicides per 100,000 people. After analyzing violent crime rates in the city, Richmond identified that there were about 50 people causing most of the violent crime throughout the city, and thought if they could mobilize enough resources to target programming that reduced gun violence among these individuals, that they could severely reduce violence in their community.¹⁷ The city launched the first Office of Neighborhood Safety in 2007, and have ultimately reduced their homicide rate to just 9 per 100,000 people. Since its launch, over a dozen cities have followed suit.

Offices of this nature—often called offices

Through its establishment of an Office of Violence Prevention, Richmond decreased homicides from 45.9 per 100,000 people to just 9 per 100,000 people.

of “Violence Prevention,” “Neighborhood Safety,” “Public Safety,” or “Community Safety”—allow for a city to make a real, clear investment in the health and safety of its community through a public health approach to addressing violence. It's a clear signal to a city's residents that addressing violence requires a whole-city approach, rather than just relying on police to address safety in its communities. These offices are designed to re-imagine public safety interventions with consistent funding and support to reduce chronic violence.

Violence interventions supported by these offices also play a crucial role in coordinating non-police responses to community needs, which works to ease the burden on law enforcement and allow them to better respond to instances of violent crime. Eugene, OR launched its mental

health response program, which now diverts 40% of mental health and disorderly conduct calls and saves their police department millions annually. In Jackson alone, nearly one-third of 911 dispatch calls are for mental health or homelessness-related issues, leaving the Jackson Police Department less time and resources to address violent crime.¹⁸ For a police force that is already stretched thin, diverting response to non-violent issues, such as mental health crises or homelessness, allows a police department more resources to respond to violent crime without increasing overall police spending.

Most importantly, an Office of Violence Prevention allows a city the chance to focus on healing its community of trauma to end cycles of violence. It is no coincidence that communities with high rates of violence also have a deep legacy of racial trauma, stemming from racism that manifests as targeted over policing, intentional underinvestment in local infrastructure, and chronic poverty. Rather than further investing in policing that can lead to more distrust between government officials and the public, these offices allow investments in programs that communities want to see, whether it be youth mentorship, job training, or mental health care, that improves the community for generations to come.

LESSONS FROM
OTHER CITIES

WHAT COULD AN OFFICE OF PUBLIC SAFETY LOOK LIKE IN JACKSON?

Through our research, we identified three main structures that Jackson should consider as it creates its public safety office, mindful of research, community engagement, and budget constraints unique to Jackson, MS. Please see Appendix 1 for three case studies on offices in Richmond, Chicago, and Newark.

I. CENTRALIZED OFFICE (MODELED AFTER RICHMOND, CA)

This is a designated office where programming is run directly out of the office by the office’s staff. Decision-making regarding prioritization of public safety interventions is largely conducted under a centralized leadership team but includes a public consultation process through roundtables, Mayor’s meetings, forums, etc.

- Pros:** Gives the ultimate oversight and control over the interventions to the executive office, which allows centralized and streamlined oversight.
- Cons:** Limits community buy-in and participation and is the most costly of the models as it requires the most staff resources.

II. COORDINATION MOBILIZER (MODELED AFTER CHICAGO, IL)

In this model the office acts as a coordination entity that mobilizes and coordinates existing departmental resources and community resources. This model has a small designated staff (just one FTE with some staff resources dedicated across departments) and decision-making is done jointly through the executive office and an advisory board.

- Pros:** This option is the most cost-effective, as it is just mobilizing and coordinating existing violence prevention programs housed throughout the city’s various departments and offices and conducted by community organizations.
- Cons:** This option requires that there is already an existing, significant investment in violence prevention programs, whether through community organizations or departmental programs.

LESSONS FROM
OTHER CITIES

III. PARTICIPATORY OFFICE (MODELED AFTER NEWARK, NJ)

In this model there is a designated office similar to the centralized office model, but programming is predominantly done through grant-making to community organizations rather than out of the OVPTR itself. Decision-making is also decentralized through a participatory process to involve community leaders and residents.

- Pros:** This option creates a lot of community buy-in, and allows for greater trust-building in programming by decentralizing violence intervention initiatives to community organizations that have built greater trust in those most prone to committing violence. It also requires less staff, thus leaving more funding for grants to organizations working on violence prevention initiatives
- Cons:** Because this option is more decentralized and has structures to encourage more community participation, interventions could likely take longer to implement and the Mayor’s office would have less control over program implementation and outcomes.

01	Model 1: Centralized Office (Richmond, CA)	<ul style="list-style-type: none">A designated office where programming is run directly out of the office. Decision-making is under a centralized leadership team but includes a robust public consultation process through roundtables, etc.
02	Model 2: Coordination Entity (Chicago, IL)	<ul style="list-style-type: none">A coordination entity that mobilizes and coordinates existing departmental resources and some limited grantmaking. Decision-making is done joint through the executive office & and a participatory advisory board
03	Model 3: Participatory Office (Newark, NJ)	<ul style="list-style-type: none">A designated office where programming is predominantly done through grant-making to community organizations. Decision-making is decentralized through a participatory process

RECOMMENDATION: OFFICE OF VIOLENCE PREVENTION & TRAUMA RECOVERY

PARTICIPATORY OFFICE MODEL

We recommend that the Mayor’s office pursue the Participatory Office model to create “the office of Violence Prevention and Trauma Recovery” (OVPTR). Jackson has a long history of engaging in robust community participation through the city’s People’s Assemblies, Mayor’s forums, and other measures, which has created the infrastructure for the OVPTR to effectively and efficiently involve residents in decision-making processes to allocate grants.

As noted in the “Ideas for Realizing Public Safety in Jackson, MS,” the city already has community organizations that are doing evidence-based violence intervention programs, but they need additional funding and resources in order to scale their programs to serve the broader Jackson community. The Participatory Office approach does the best job of investing in violence prevention initiatives driven by the community within the constraints of a limited budget.

COMMUNITY-CENTERED GRANT-MAKING STRUCTURE

Throughout the consultation process, stakeholders emphasized the importance of involving the broader Jackson community in decision-making processes. The OVPTR should implement a grant-making process that centers community engagement and feedback in the decision-making process.

Phase 1: Public Consultation I
Working with the Public Safety Taskforce, the OVPTR will hold a series of People’s Assemblies & youth forums to understand residents’ top-priority concerns around violence. This will help guide priority interventions and allow residents a chance to be involved with the OVPTR’s grant-making process from the outset.

Phase 2: Identify Problems
Based on public consultation, the OVPTR will analyze feedback and identify top priority issue areas for programming. These top priority issue areas will help guide grant themes to ensure that programs are rooted in the needs and interests of community residents.

Phase 3: Solicit Grant Proposals
The OVPTR and the taskforce will solicit grant proposals based on the top priority issue areas.

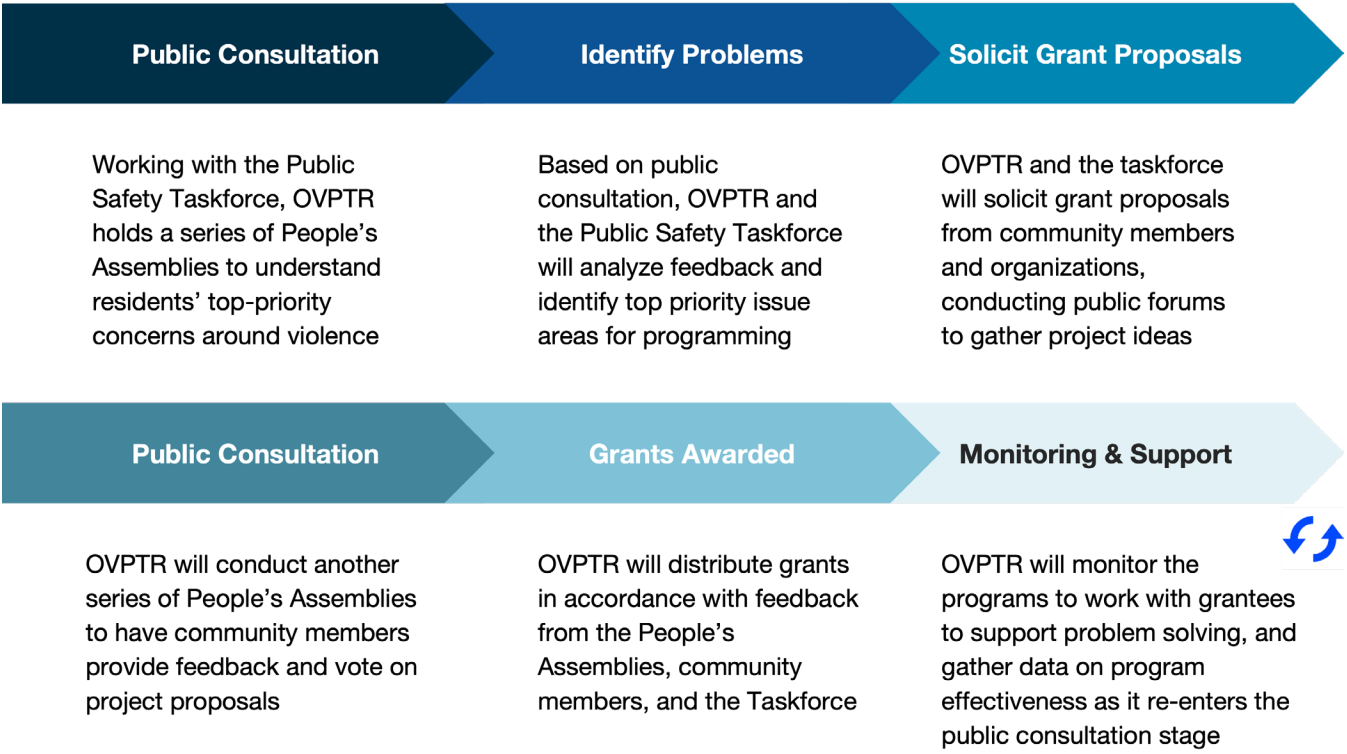
They will conduct extensive outreach and conduct public forums to gather project ideas to ensure that they receive a variety of proposals from community members and organizations.

Phase 4: Public Consultation II
The OVPTR will work with grant applicants to assess estimated costs of their programming to finalize the proposals. The OVPTR and the Taskforce will then conduct another series of People’s Assemblies, Mayor’s Town Meetings, and youth roundtables to have community members provide feedback and vote on project proposals.

Phase 5: Grants Awarded
The OVPTR will then distribute grants in accordance with feedback and assessment from the People’s Assemblies, community members, and the Taskforce.

Phase 6: Monitoring and Support
The OVPTR will monitor the programs to work with grantees to support problem solving, and gather data on program effectiveness. This data will be shared broadly to the Jackson community to continue to build trust through transparency with residents.

RECOMMENDATION: OFFICE OF VIOLENCE PREVENTION & TRAUMA RECOVERY



STRUCTURE OF THE OFFICE OF VIOLENCE PREVENTION AND TRAUMA RECOVERY

The OVPTR will serve important functions in coordinating both city resources to better prevent and respond to violence, and a grant-making program to support organizations doing violence prevention work. Based on the makeup of other cities which we set to model, we recommend allocating enough funding to support a small staff, leaving the majority of funding grant-making to community organizations doing the work.

With a small staff, specific functions are vital to the office’s success. Staff member will help monitor and evaluate programs, and raise money to support ongoing programming. Together, the staff will decipher how to maximize

the return on the dollars put into the community. We also recommend recruiting more members to Jackson’s Public Safety Taskforce to serve as an advisory board for the OVPTR—aiming to have about a 10 member board who can support the office’s work. In garnering community support, the Public Safety Taskforce should work in partnership with the office to give feedback on priorities and be another ear on the ground. It would consist of a diverse group of community members and give volunteer support to the office that can lead to the knowledge of organizations doing great work in the city or more money to support the office.

RECOMMENDATION: **OFFICE OF VIOLENCE PREVENTION & TRAUMA RECOVERY**

YEAR ONE STRUCTURE

This is based on the allocated grant money from National League of Cities of \$1 million over two years

Position	Cost
Director of the Office of Violence Prevention & Trauma Recovery	\$80,000/year
Violence Prevention Manager	\$50,000/year
Executive Secretary	\$40,000/year
Total Staffing Costs	\$170,000/year
Total Grant-Making Budget	\$330,000/year

YEAR FIVE STRUCTURE

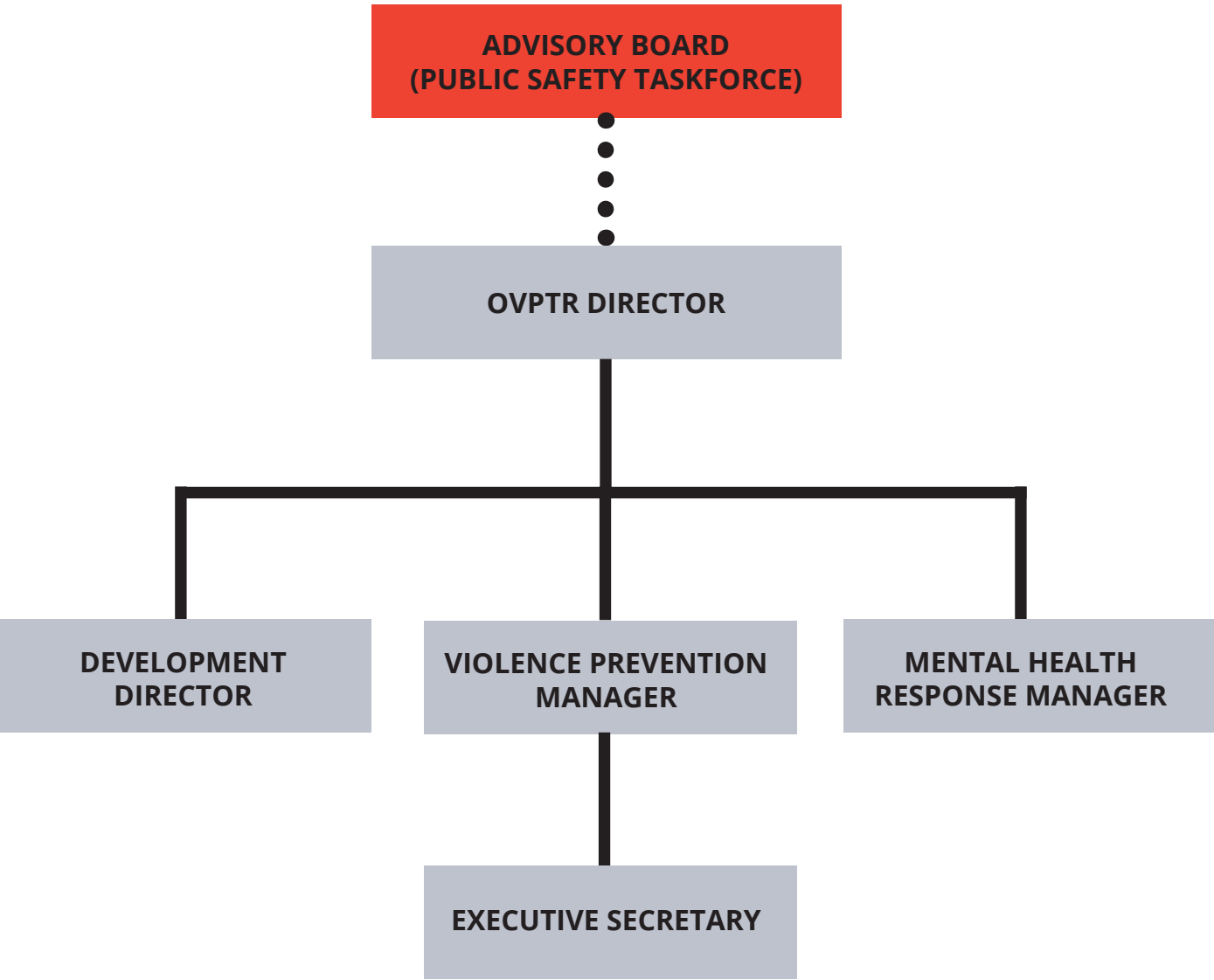
This is based on the assumption of additional funding allocated for the OVTPR to a total budget of \$1.5 million

Position	Cost
OVPTR Diretor	\$80,000/year
Violence Prevention Manager	\$50,000/year
Executive Secretary	\$40,000/year
Mental Health Support Manager	\$50,000/year
Development Director	\$60,000/year
Total Staffing Costs	\$280,000/year
Total Grant-Making Budget	\$1,200,000/year

RECOMMENDATION: **OFFICE OF VIOLENCE PREVENTION & TRAUMA RECOVERY**

ROLES AND ORGANIZATIONAL STRUCTURE

Following is a recommendation for how roles of the OVPTPR should be structured. We recommend having a community advisory board, which could be an expanded version of the Public Safety Taskforce, serve as a volunteer oversight and guiding committee to root interventions in what the community wants to see. For a full breakdown of roles and responsibilities, please see the Appendix.



INNOVATIVE APPROACHES TO **VIOLENCE PREVENTION**

IDEAS FROM RESIDENTS ON **PUBLIC SAFETY**

"Put in more **street lights** in high-crime areas."

"Build **speed bumps** in high crime areas, particularly on stretches of long, straight roads."

"Have more robust **community sports programs** for young people that build rapport between police and youth."

"Scale **violence interruption** programs like Operation Good and have more **mentorship programs** for kids."

"Host a **violence interruption summit** with local gang leaders like in Camden, NJ."

"Revamp **community centers** in high-need areas to run youth programming."

EVIDENCE-BASED PROGRAMS & SIMILAR WORK IN JACKSON

HIGH PRIORITY VIOLENCE INTERVENTION PROGRAMS & SIMILAR WORK IN JACKSON

As one of the main pillars in establishing the OVPTR is making sure that the OVPTR is led by and for the community, it is our recommendation that the city work through People’s Assemblies, Mayor’s Town Meetings, and youth forums coordinated through Strong Arms Jackson to identify the highest-priority interventions that matter most to residents when deciding how to allocate funding for violence prevention initiatives. This will ensure robust community buy-in for violence prevention, and build community ownership over making

Jackson a better, safer place for all residents.

To help guide this process, following are five main types of data-driven violence intervention initiatives that have been implemented in cities across the country, along with similar work already being done in Jackson that can be scaled with support from the OVPTR of Violence Prevention and Trauma Recovery.

1. DIVERTING MENTAL HEALTH & DISTURBANCE 9-11 CALLS TO NON-POLICE RESPONDERS

The Problem
Police departments are often inundated with mental health and welfare check calls, some of which have deadly consequences. For reference, in Jackson, Police Department officials estimate that just under one-third of 9-11 dispatch calls are related to mental health or homelessness responses. During a roundtable discussion, commanders shared that in response to a mental health call, police officers must respond on the scene, wait for emergency responders to arrive, and then stay with the individual until they are able to be admitted into the hospital.¹⁹ This process can often take hours, and divert resources that could be better used responding to violent crime.

Evidence-based Solutions
Cities including Albuquerque, NM, Eugene, OR, San Francisco, CA, Portland, OR, and Denver, CO, have instituted programs to address this issue. Programs like CAHOOTS in Eugene, OR divert 9-11 calls to mental health and social worker responders who are able to provide assistance to those in need. These programs have proven results. Eugene’s CAHOOTS program diverts 40% of mental health or disorderly conduct calls, and saves the police department upwards of \$8.5 million annually.²⁰ In Denver, its STAR program responds to 29% of welfare check, disturbance, suicidal or intoxicated person calls.²¹

Similar Programs in Jackson

Jackson already has the infrastructure that can be scaled to divert 9-11 calls. Hinds County’s Behavioral Health Services Mobile Crisis Response Team is composed of mental health professionals who are able to assess and provide face-to-face intervention for Hinds County residents in mental health crises. Currently, Hinds County Behavioral Health Services provides CIT training to officers to enhance their ability to respond to mental health crisis situations. According to staff of HCBHS, however, they have experienced issues in retaining officers through the duration of the training program and meeting metrics for training officers.²² With additional funding that would allow scaled programming, the Jackson Police Department could work with HCBHS instead to divert calls to their Mobile Crisis Response Team.

EVIDENCE-BASED PROGRAMS & SIMILAR WORK IN JACKSON

2. VIOLENCE INTERRUPTION WITH CREDIBLE MESSENGERS

The Problem
In most cities, research shows that a large percentage of violent crime can be traced back to a relatively small group of people in a given city. Among these groups that are most likely to commit violence or to fall victim to violence, there exists a deep distrust in police—which makes police an ill-suited role for engaging with these communities to interrupt violence.

Evidence-based Solutions
As Benny Ivey, one of the directors of “Strong Arms Jackson” said, “the only people that can lead kids away from a dark path is someone who has been down that dark path.” Employing “credible

messengers”—community members who are able to connect with high-risk individuals based on their shared backgrounds and life experiences—as outreach workers allows them to identify and mediate conflicts before they turn deadly.

Cities across the country have already employed this style of violence interruption, typically under the Cure Violence framework, and have had promising results. A 2018 report in NYC showed that its employment of Cure Violence led to a 63% reduction in killings and a 2016 New Orleans study showed an 85% reduction in retaliation killings.²³

Similar Programs in Jackson

With the support of People’s Advocacy Institute and Strong Arms JXN, Operation Good has already begun deploying the Cure Violence framework in Southwest Jackson—which so far has shown promising results.²⁴ Credible messengers who themselves have engaged with and been victims of violence work to identify problems and de-escalate conflicts before they happen. While Operation Good has proven to decrease violence in Southwest Jackson, this program is currently happening in just one neighborhood, and in order to scale it needs significant additional funding. Through the OVPTR’s grant-making program, the city can invest in this innovative approach to interrupt violence and create a safer Jackson.

3. TRANSFORMATIVE YOUTH MENTORSHIP

The Problem
Nationwide, with Jackson as no exception, we have seen a spike in violence among young people. According to the CDC, homicide is the leading cause of death for young Black people, and hospitals across the nation treat more than 1,000 young people for physical assault-related injuries each day.²⁵ In the wake of the 2008 financial crisis, the U.S. cut funding for after school and summer programming for youth in predominantly low-income areas, programs that still have not recovered since.²⁶ While there are a variety of reasons for a rise in

youth violence, many point to cuts in funding for programs that serve vulnerable populations, including school programs, recreational leagues, summer job programs, social services and counseling.²⁷ Throughout interviews conducted with Jackson leaders and residents, we heard one common theme: young people lack opportunities Jackson, MS. A member of the National Congress of Black Women, Jackson, MS Chapter recalled, “when I was a kid there was so much to do growing up in Jackson. Now, these kids have nothing to keep them busy.”

EVIDENCE-BASED PROGRAMS & SIMILAR WORK IN JACKSON

Evidence-based Solutions
To combat the rise in violence among young people, cities have employed transformative mentorship programs to invest in the long-term well-being of their young residents. These programs provide recipients with considerable opportunity for personal, social, educational, and vocational growth and development.

Richmond, CA has run the “Operation Peacekeeper Fellowship” in partnership with the organization Advance Peace to provide young residents with this exact opportunity. As of 2016, the fellowship had served 127 young people, two-thirds of which had not been suspected of any further firearm offenses, and less than 20 percent of which had sustained any gun-related injuries.³⁰

Similar Programs in Jackson

Strong Arms JXN is doing similar work in Jackson to mentor young residents. Strong Arms JXN recently took over the Sykes Park Community Center in Southwest Jackson in order to provide young residents with crucial services and programming. The program receives referrals through the youth court for young people at high risk of engaging in violence. Staff of Strong Arms JXN, who themselves were formerly incarcerated, serve as mentors to young people to set achievement plans and help them get the resources they need to thrive. Two days a week, Strong Arms JXN provides all local kids with free meals in a community center targeted to youth. Through this mentorship program, Strong Arms JXN teaches a curriculum from Cure Violence focused on anti-violence and self-worth principles. As Benny Ivey said, “kids feel unloved, they feel that they are worthless and don’t mean anything. We want them to know that they are loved, and that they mean something. They have value.” With additional funding, the OVPTTR could help Strong Arms JXN expand their work into other Jackson neighborhoods to help build peace throughout the community.

4. ECONOMIC AND WORKFORCE DEVELOPMENT

The Problem
It’s no secret that violent crime decreases as communities are able to build wealth and economic opportunity. Data has shown that financial and housing insecurities are drivers of violent crime in communities. Cities across the United States saw this even more acutely during the COVID-19 pandemic, which brought about higher rates of unemployment and job insecurity, and greater housing challenges. According to EveryTown for Gun Safety, “three in four big-city law enforcement agencies saw increases in firearm homicides in 2020.”²⁸ Black Americans...are 10 times as likely as white people to die by firearm homicide.”²⁹ In Jackson, MS, many residents see this operating as a vicious cycle. As white flight set in Jackson, over 20,000 white residents left the city between 2000-2010, taking what many Jackson residents saw as economic opportunity with them. With less

economic opportunity has come more violence, which has driven even more residents out of the city. As Bishop Crudup noted, “We lost 20,000 people since the last census. White flight is a part of it, but overall it’s fear. Even black folk have left.”
Evidence-Based Solutions
Cities across the country have experimented with pairing temporary paid work experiences with supportive services and training that help people at risk of violence succeed in the workplace and achieve economic and educational goals. This brings more work to young adults who are at a critical juncture, where many find themselves forced into cycles of violence because of a lack of economic opportunity. In Washington, DC, the OVPTTR of Neighborhood Safety and Engagement operates its Pathways Program, which is a transitional employment model designed to support the young adults at

EVIDENCE-BASED PROGRAMS & SIMILAR WORK IN JACKSON

high risk of being affected by violence. Young people participate in life skills and job readiness trainings, and are then placed in subsidized employment opportunities. Participants

also receive transportation benefits, housing assistance, behavioral health care, long-term job retention services, and other vital resources to help them meet their personal and professional goals.

Similar Programs in Jackson

The Mayor’s office currently runs its Summer Youth Employment program, which is designed to “offer Jackson youth paid opportunities to develop an array of work skills and experience and aims to foster an environment that teaches work ethics and life skills, while providing exposure to diverse careers in the private and public sector.”³⁴ With additional funding, the Mayor’s office could partner with local businesses to expand this initiative—potentially expanding it throughout the full calendar year for eligible young people to access stable jobs.

5. BRIDGING TRUST GAPS AND HEALING TRAUMA

The Problem
If the 2020 protests elucidated anything, it’s that there is a large trust gap between police and the communities they are supposed to serve. People across the nation have called for better accountability and restorative justice to repair the harm done by over-policing and police brutality in predominantly Black and brown communities.

In speaking with community leaders and Jackson Police Department officials, we heard repeatedly that there exist formidable gaps in trust between the police and Jackson’s young residents. Jackson experienced 11 officer-involved shooting deaths in 2020-2021,³¹ and survey results have shown that while residents appreciate police officers’ difficult job, they want to see greater accountability. Executive staff of the Jackson Police Department also shared that they want to build better, more transparent relationships with community residents, where they are seen as an ally to Jackson’s young residents.

Similar Programs in Jackson

With support from the Southern Poverty Law Center, the Jackson-based organization IDEA has coordinated meetings on restorative practices with community leaders from Jackson and Hinds County, with a commitment to initiate a series of circles discussing restorative practices in schools and court systems.³³

Evidence-Based Solutions
The establishment of Citizen Review Boards in cities nationwide have provided residents with greater community oversight of a city’s police department. If implemented correctly, Citizen Review Boards can help rebuild trust between communities and the police department and establish greater accountability for officers that engage in wrongdoing.³² Additionally, cities have had success in establishing restorative justice programs to allow pathways for communities to heal from violence without punitive punishment to build more trust between public officials and residents. Community Work West based in Oakland, CA works to divert youth facing criminal charges from traditional juvenile justice systems into an evidence-based restorative justice program. Within 12 months of completing the RCC program, youth were 44% less likely to receive a new charge than youth who were processed through the juvenile legal system.

ESTABLISHING A CITIZEN REVIEW BOARD

LESSONS FROM OTHER CITIES

CONNECTING TO THE NATIONAL CONVERSATION

There is a national conversation that challenges the trust and legitimacy of policing and law enforcement agencies in this country. Though this conversation is not a new one, it has become more prevalent and urgent after the murder of Mr. George Floyd, by a Minneapolis police officer. The implementation of Police Oversight Boards, often referred to as Citizen Review Boards have

been recommended as a mechanism to build trust, by increasing transparency and creating measures of accountability. Although the city of Jackson, MS trusts and supports the Jackson Police Department, many members of the community believe that there needs to be greater transparency and accountability within the agency. This can be done by creating a Citizen Review Board.

WHAT ARE CITIZEN REVIEW BOARDS?

Citizen Review Boards date back to the early 1900s. It is an entity external to the police department's internal affairs division and consists of members of the community who are charged with the duty of reviewing complaints and police department activities, most commonly allegations of police misconduct. Members of civilian boards are not employed by the government entity which they are reviewing. While not present everywhere, according to the National Association for Civilian Oversight of Law

Enforcement, (NACOLE), there are now more than 200 oversight boards across the nation. However, like any initiative, civilian oversight takes different forms in different jurisdictions. Several civilian oversight classification systems developed over the years because of the wide variation in approaches adopted by communities. NACOLE places civilian review in one of three classifications, with a fourth option as a combination of the models.

THREE MODELS FOR STRUCTURING A CITIZEN REVIEW BOARDS

01	Model 1: Investigation-focused (Atlanta, GA)	<ul style="list-style-type: none">Involves independent investigations of complaints against police officers, which may replace or duplicate police internal affairs processes, though non-police civilian investigators staff them.
02	Model 2: Review-focused (Cambridge, MA)	<ul style="list-style-type: none">Reviews completed investigations for quality. Recommends to executive staff including further investigation. Board composed of citizen volunteers that hold public meetings to collect community input and facilitate police-community communication.
03	Model 3: Auditor/Monitor (New Orleans, LA)	<ul style="list-style-type: none">Examines broad patterns in complaint investigations, the quality of investigations, findings, and discipline rendered. This model seeks to promote broad organizational change by conducting systematic review of policy, practices and training

LESSONS FROM OTHER CITIES

I. REVIEW-FOCUSED MODEL

The Review-Focused model is the earliest and most common form of civilian oversight. It accounts for nearly 62% of civilian oversight agencies in the United States. In their most basic form, the review-focused model provides community members, those outside of and unaffiliated with law enforcement agencies, the opportunity to review the quality of misconduct complaint investigations performed by law enforcement’s overseen department.

The level of authority given to review-focused agencies varies. In addition to reviewing completed internal investigations, review-focused models are often permitted to receive civilian complaints and forward them to the department for investigation; remand cases back to the department’s internal affairs unit for further investigation; hear appeals from complainants or subject officers; recommend case dispositions, discipline or revised departmental policies and procedures; hold public forums; and conduct community outreach.

- **Pros:** Provides greater transparency and an additional layer of civilian involvement by the community. When they make recommendations, the department may be more inclined to take action.
- **Cons:** Lacks the independence it needs to be effective. If all-volunteer, they can only review a limited number of cases. The time commitment can be overwhelming due to required systematic training.

II. INVESTIGATIVE-FOCUSED MODEL

Investigation-focused models are the second most common form of civilian oversight in the United States. Professionally trained investigative staff conduct investigations of allegations of misconduct independently of the overseen department’s internal affairs unit or replace critical functions of a standard internal affairs unit altogether. These boards tend to be the most cost- and resource-intensive forms of oversight. Investigation-focused boards typically have greater access to law enforcement records and databases than review-focused agencies, particularly with regard to body-worn camera and in-car video. They are more likely to subpoena documents and call witnesses than either review-focused or auditor/monitor-focused models.

In many jurisdictions, in addition to the investigative agencies’ professional staff, the agencies include a volunteer board or commission. The roles of these boards or commissions can vary greatly. In some cases, the board or commission acts in an advisory capacity or a leadership capacity. Some may conduct votes to initiate investigations, issue subpoenas, and determine the dispositions of misconduct allegations based on staff investigations. Elsewhere, boards or commissions hold public hearings, conduct community outreach, determine policy-related matters the agency should investigate further, or make specific policy recommendations.

- **Pros:** This model helps rebuild trust particularly in communities in which confidence in the police department’s ability to investigate itself has been compromised by a history of lackluster or inadequate investigations.
- **Cons:** This option is the most costly, tends to receive the most resistance from law enforcement, will likely require significant political will, and will only address issues related to specific, individual complaints and may not help identify root issues

LESSONS FROM OTHER CITIES

III. AUDITOR/MONITOR MODEL

The auditor/monitor-focused model is a recent innovation spurred by a desire to promote systemic change in law enforcement agencies through policy and trend analysis. These models emerged as civilian oversight agencies because of political compromises between community activists pushing for civilian oversight and law enforcement agencies opposed to civilian review boards or independent investigative agencies. Auditor/monitor-focused models tend to be less expensive than investigation-focused models, but more expensive than review-focused models.

Sometimes referred to as inspectors general or police monitors, these types of oversight agencies tend to vary more in terms of authority than organizational structure. In general, they are created to promote broad organizational change by addressing systemic issues, analyzing patterns and trends, and addressing deficiencies in policies and procedures. Their work may cover virtually any aspect of the overseen law enforcement agency such as complaints, discipline, training, staffing and recruitment, use of force, and crime prevention strategies. They can typically issue recommendations regarding any aspects of the law enforcement agency that are in their purview.³⁵

- **Pros:** Can be effective in analyzing how complaints are handled, identifying bias in investigations, spotting gaps in training, policy and supervision within the police department, providing opportunities for dialogue between the police and individuals and groups within the community.
- **Cons:** These systems are often charged with collecting data and reporting trends. Because they are almost always complaint driven, it often takes many months to collect data that is reflective of a “trend.” Staff and time are needed to track the outcomes.

HYBRID MODELS

Hybrid models are increasingly adopting forms of oversight that go beyond the traditional review-focused, investigation-focused, and auditor/monitor-focused delineations by combining functions of several models. Hybrid civilian oversight exists in two ways: Hybrid Agencies and Hybrid Systems. In the first case, an agency may primarily focus on one oversight function while also performing other functions (such as reviewing internal investigations and auditing policy compliance). In the latter case, a single authority may have multiple agencies overseeing the same department, such as an independent investigative agency and an inspector general, or a monitor agency and a civilian board acting in an advisory capacity to the law enforcement

agency and/or other civilian oversight agency. Individual agencies assuming hybrid forms are increasingly common, but several jurisdictions have also created multiple agencies responsible for performing different oversight functions of the same law enforcement department. The city of Jackson will have to carefully assess the objectives of the community and cost-benefits of the civilian review model that they choose to adopt. The key question is whether the oversight system is sufficiently independent; in terms of political, professional, and financial independence and has the authority to do what is needed and asked of it.

RECOMMENDATION:

A REVIEW-FOCUSED CIVILIAN BOARD

WHY A REVIEW-FOCUSED MODEL?

We recommend that the Mayor's office pursue the Review-focused model (model 2). This is based on the size of Jackson and the resource constraint faced by the city. The case study for this model is Cambridge, MA. While being a historically and demographically different city, the population size and budget allocation align well with Jackson, MS. If the city is intending to get more out of the review board and think it can attract further resources it may like to consider a hybrid model.

THE CAMPAIGN TO **RE-IMAGINE PUBLIC SAFETY**

GARNERING
COMMUNITY SUPPORT

LEVERAGING PRECIPITATING EVENTS AND LONG RUNNING INJUSTICES

Jackson has a history of racial inequalities and violence within the city and other surrounding, predominately black, counties. From slavery, to public lynchings, to the creation of intentional systemic racial inequalities, Jackson has felt the wrath of these interlocked forms of institutional racism. In the same measure, Jackson’s history reveals its position at the forefront of radical resistance against state forces that involved often involved the bloodshed. This aspect of Jackson history is reflected in the 1970 police shooting of Jackson State University students who were gunned down on the campus for acts of confrontations against the all-white Jackson police force.³⁶ Police fired for about 30 seconds on a group students killing two and wounding 12 others. The FBI investigation revealed that around

400 bullets were shot in Alexander Hall where JSU students were gathered. The impact of the killing continues to linger on the campus of Jackson State. A memorial on the campus plaza remembers the event and the ways it serves as a unfriendly reminder of the racial inequality and violence that pervades the state of Mississippi. Alongside racial violence, Jackson continues to suffer from deep underlying structural issues such as economic divestment and poverty. However, these events of resistance oppression has fueled more fervent and radical organizing around injustices that lay the ground for change, justice, and liberation. Such acts of terror should be used to galvanize and mobilize residents of Jackson to become aware of inequalities in the city and remain engaged.

Example: Sponsor art projects that center re-beautification through Jackson’s culture

Jackson, Mississippi has a unique southern culture that encapsulates a fusion elements a fusion of black experiences in the deep south. The OVPTTR should use culture as a way to engage in resistance. Often, this can be through the creation of murals or community art projects created by residents (especially youth and young adults). This offers residents the opportunity to strengthen their relationship to their neighborhoods through aesthetics. Often, embedded trauma can be targeted by changing rundown neighborhoods with aesthetics that reflect the skill, talents, and values of the community. Residents from all ages to explore creativity as way to engage healing and address trauma, and actively transform their neighborhoods through the talent and skills of residents. This could create more unity and community building through the creation of art, and would allow youth and young adults who are unemployed or apathetic, the opportunity to explore creative avenues for themselves that are also beneficial for neighborhoods.

IDENTIFYING THE INJUSTICE THROUGH RESEARCH, HISTORY AND MORAL FRAMING

In addressing issues of policing in Jackson and the push for a more community-based model toward policing must be supported by a strong moral framing that is grounded in socio-historical context. In the face of such grave racial inequality, an historical analysis of Jackson and the state of Mississippi creates space for a moral framing that supports racial equality and human rights more specifically. When the late Mayor Chokwe Lumumba ran his campaign on the slogan “Free

the Land”, he used a moral framing rooted in human rights principles and standards as well as faith-based understandings to address the socio-political and economic issues.

One of the unique characteristics of Jackson is its positionality underneath the bible-belt, a more socially conservative Christian region. However, we have seen how faith leaders within the black community have used religion

GARNERING
COMMUNITY SUPPORT

as a way to ground and empower their struggle through divine intervention and guidance. The faith-based aspect of the OVPTTR is important because of the ways that faith is deeply embedded into the fabric of the city. Although there is a significant amount of economic and material resources in Jackson, there are over 100 black churches within the Jackson-Kush region (surrounding predominantly black counties) that can be mobilized and organized to call out and

advocate around racial inequality. Therefore, the moral framing that centers the drive towards community building and solutions is one that is no stranger to Jackson. When the late Mayor Chokwe Lumumba ran his campaign on the slogan “Free the Land”, he used a moral framing rooted in human rights principles and standards need to address socio-political and economic issues.

BUILDING OUT A COALITION

When establishing the OVPTTR, it is important to emphasize the need to forge strong interpersonal values and skills to support the effectiveness and longevity of the OVPTTR . Close coordination between the mayoral office built on trust, respect, and compassion should be at the

forefront in ensuring the longevity of the OVPTTR . Within the function of the OVPTTR , as a central base that supports and funds programming between community organization, these values are critical in the longevity of the OVPTTR .

Example Idea: Supporting Social Events like Albert “Batman” Donelson’s Stop the Violence

Batman is a well-respected resident of the community who has dedicated his life towards helping young black men disengage from violent crime. On April 23, 2022, Albert “Batman” Donelson used his birthday celebration as a way to invite the community to engage in community building through food, drinks, outdoor activities, and music. The event was open to the entire community and free food, beverages, and music were offered. Residents were also encouraged to bring their own coolers, tents, lawn chairs, and 4 Wheelers. The event largely targeted youth and parents to encourage awareness around the increase in violent crime and the relativity needed to address many of the youth in Jackson.

Through community financial support, the event could become an annual event where Jackson’s values of community and relationship building can become more developed and widespread, laying the ground for community change. As an annual event, it could target youth on a wider scale and offer an opportunity for youth to feel supported and loved by their community.

CREATING AN ARCHITECTURE OF LISTENING

In ensuring the success and longevity of the OVPTTR, it is important to understand the differences between listening and hearing. When one is simply hearing, we fail to conceptualize the importance and value of what is being truly communicated. Listening, on the other hand, allows room for a type of communicating that promotes deep understanding and dialogue conducive for radical

imaginations around change. The OVPTTR would house various organizations in-coordination with the Mayor’s office. Because of the diversity of perspectives and positionalities, it is important to engage in the act of deep listening rather than hearing to support long-term goals and vision for eradicating senseless gun violence and crime.

GARNERING
COMMUNITY SUPPORT

Example Idea: Establish Student Internship Program Through Office for College Students
Engage Colleges and Universities in Jackson, especially Historically Black Colleges and Universities: Tougaloo College and Jackson State University to establish projects to address gun violence among youth and young adults. Many students and even staff have been victims of violent crime: (i.e. Jackson born and bred rapper Lil Lonnie was currently a Jackson State student when he was shot and killed April 29th, 2018. Jackson State Sophomore Deanne Bell was shot and killed at Club Rain on October 18, 2021. The program would offer an avenue into gaining more perspective on violent crime involving youth and young adults and ways that these issues can be addressed in innovative ways. Students bring creativity, new thought and unique experiences that could help the OVPTR.

The internship program could offer college students the opportunity to bring their firsthand experiences and perspectives of gun violence to the table and galvanize them to participate in conversations around efforts to address gun violence in Jackson and even throughout the nation. Much of the student population come from cities such as Memphis, Chicago, and New Orleans, all cities that battle with increasing violent crime, particularly among youth and young adults. Bringing them to the table, would give the more seasoned activist and community leaders insight into the impact of gun violence from the eyes of the young people who are largely impacted violence. Students could also obtain practical experience in understanding, for example, how City government and nonprofit organizations function.

CATALYZING
FUNDING

IDENTIFYING FUNDING FOR THE OVPTR

The city is short on resources - “the bench is short when it comes to doing this work”. Getting further financial support is key to unlocking this, on top of further community and political support. This sections outlines some approaches to getting further financial support, building upon the \$1 million funding from the Nation League of Cities.³⁷

There are 3 main categories of revenue raising methods that the city could use to get further financial support. These include: donations/ grants, city budget and enterprise. The table below ranks these and the specific options by feasibility with donations/ grants consisting of private grant funding, public funding and donations at the top.

CATEGORIES		EXAMPLES	FEASIBILITY	
DONATIONS/GRANTS	Private Grant funding	-Foundations -Private Organizations -Credit Unions	-Already a proven source -Need to maximize	HIGH
	Public Funding	-Neighbor cities -State government -Federal government	-DOJ grant funding is a real possibility -Others seem more difficult but not impossible	HIGH
	Donations	-Current businesses -Residents -Future businesses -High net worth people	-A viable source that needs to be tapped -Need to leverage key stakeholders and organizations to assist	MEDIUM
MUNICIPAL BUDGET	Existing city budget	-Reallocate budget -Discretionary funds -Move relevant existing services budget	-Challenging given tight city budget and relations with City Council	LOW
	Future city budget	-Allocate next year’s budget -Use new funding stream -Grow budget and commit to allocating new funds	-Possible but may take some time -Will likely need to demonstrate success first	MEDIUM
	New taxes	-New taxes -Return of previous tax	-Unlikely to be a strong appetite for this	LOW
	Debt / Equity	-Loans -Bond fundraising	-Unlikely to be a strong appetite for this	LOW
Self-funded enterprise		-Self funded operations such as pay for service	-Challenging to do given the nature of services	LOW

CATALYZING FUNDING

HOW TO PURSUE THE MOST FEASIBLE FUNDING OPPORTUNITIES

1. Establish an inner circle and build a coalition

Similar to building further community and political support, this principle is key to maximizing the chances of further financial support. On top of the universities, businesses and churches within Jackson, the City should also build a coalition with regional and national stakeholders who have interests in Jackson or supporting cities of color. The National Congress of Black Women Jackson chapter is a powerful network of highly connected activists who have already expressed an interest in being involved with the city's public safety office initiative. While such stakeholders may not always be on the ground, they are powerful allies for attracting resources to the city and uplifting the cause to more sympathetic ears across the nation. Our team has already held preliminary discussions with senior members of the National Congress of Black women Jackson chapter and are recommending a meeting with them as an immediate next step. The city should also consider how it can tap into the regional networks of local allies such as the faith and business community. These stakeholders have the ability to attract further resources or influence leaders of other cities or communities to support the cause. A benefit of having a strong inner circle and coalition is that petitions for support do not have to be made directly by Jackson. Additionally, a wider network for supporters means a wider network of potential financial benefactors.

2. Develop media and narrative campaigns

Everybody wants to fund a success story and while the current narrative surrounding public safety in Jackson isn't favorable there are lots of exciting initiatives that are making a difference and paint a different picture. The city needs to change the narrative of public safety in the city by developing media and narrative campaigns, highlighting amazing work such as Strong Arms of Jackson, Operation Good and A chance and a Choice. This is critical to positioning Jackson as a city worth investing in and a story that potential

benefactors want to be a part of. The fact that these interventions are evidence based and working presents a strong case. The Mayor is highly skilled with the media and already has a strong media presence. This is a strength that should be leveraged, and with some strategy and coordination of local players this could be a powerful vehicle to shifting the narrative. Narratives also have a powerful way of becoming self-fulfilling. A negative media cycle of gun violence and fear often drives a perception that turns to reality. This cycle can be used in a positive way too.

3. Leveraging precipitating events and long running injustices

Jackson has already demonstrated the benefit of doing this by securing funding from the National League of Cities.³⁸ As described in the section on the national conversation, re-imagining public safety, particularly in black and brown communities is of peak interest across the nation. Many are willing to take action and try something new, as the current state and future trajectory are unacceptable to many. Jackson needs to work with relevant national events to highlight the changes that need to be made and offer the city as a place to pilot and see working solutions. This can be a fine line of honoring significant events, such as another police killing of an unarmed black or brown person or a community shooting, and exploiting it for the benefit of the Jackson campaign. While it can be challenging, this must not discourage Jackson. One such event is the tragic loss of Robert Davis, the founder of the Better Men Society. Given his vision and role within the community it would be an honor to his name and memory for "the OVPTR" to attract further support for the Better Men Society and other programs interrupting and solving for peace in the community at the core of the issues.

CATALYZING FUNDING

SPECIFIC NEXT STEPS ACROSS THE MOST FEASIBLE OPTIONS

Private Grant Funding

The city must continue to pursue additional financial support from foundations/ organizations who want to invest in new approaches to public safety or are invested in the success of Jackson. There are many organizations looking for initiatives to fund and the key is to position Jackson's public safety office to align with their objectives. Locally, the most feasible option would be the Hope Credit Union. The National Congress of Black Women Jackson chapter has strong ties with the organization and could help to facilitate a funding arrangement. There are also a large number of foundations across the nation who are interested in funding violence prevention/ public safety initiatives. Inside Philanthropy has a list of these on their website and it would be worth pursuing opportunities with a number of these.³⁹ One of the biggest is the Ford Foundation, who have ties with the National Congress of Black Women Jackson chapter and should be another talking point from a meeting with them. The OVPTR should also consider how it can position itself to receive funding from foundations who would be willing to fund adjacent services related to health or education that will be a component of the OVPTR's strategy for violence prevention and trauma recovery. For example, the Build Health Challenge is seeking applications for upstream health interventions by June 30 for up to \$300,000 over three years. Furthermore, education focused foundations such as The Woodward Hines Education Foundation and the W.K. Kellogg Foundations accept rolling applications for funding related to education initiatives focused on college or early childhood. Finally, there are also some organizations who are willing to share the cost of their programs and provide partial financial support. For example, the Advance Peace's Peacemaker fellowship. The City should consider whether such programs would be appropriate and supplement local programs.

Public Funding

The City must continue to pursue additional funding opportunities from all levels of government. The City has already been the beneficiary of ARPA funds from the federal government that could be used to partially fund the OVPTR. Additionally, the city should apply for the Department of Justice's "FY 2022 Office of Justice Programs Community Based Violence Intervention and Prevention Initiative: due mid July that supports community organizations and city governments. This initiative is providing up to \$2 million dollars over 3 years and although it's very competitive (there are only 6 grants for city governments) Jackson should be able to position itself as a strong candidate. Additionally, the city should keep advocating for additional support from the state. Data shows that states who invest in gun and violence prevention see results⁴⁰ and recently the state of Pennsylvania announced a further \$15 million (on top of \$8 million already

"We need funds. We have people we can hire in every location. Sky is the limit if they have the funding to do it."
- Benny Ivey, Strong Arms JXN

committed) to gun violence intervention and prevention grants. While noting that the governor is a Democrat and the state's politics are different to Mississippi, it demonstrates a growing acknowledgment that states need to play a role. While previous efforts may have failed, further efforts must continue and leveraging a broader coalition network of supporters will be key and provide a point of difference to previous efforts. Finally, Jackson should also pursue funding partnerships with neighboring cities and counties who would benefit from the spillover of less crime and increased economic development in the city. While direct requests and agreements

CATALYZING FUNDING

based on the relationship of county and city leaders may not look promising, there may be opportunities from regional networks and other alliances as mentioned earlier, such as the faith and business communities.

Private donations and future city budgets

While these options are likely to be less feasible than those above, they should be explored further by the city. Various individuals within and connected to the Jackson community may be willing to provide modest to sizable financial support if they believe in the vision and potential of the OVPTR . The City should consider a campaign to gather this support and organizations such as Patronicity could help to provide specific community crowdfunding skills and tools. Finally, the People’s Advocacy Institute has already put forward a plan that \$700,000 of ARPA funds should be allocated to support the creation of the OVPTR of violence prevention and trauma recovery. The city should strongly consider allocating a significant portion of these funds notwithstanding other financial support. Other benefactors will be

encouraged to see the city investing its own funds into the OVPTR as it demonstrates a commitment and belief in the solution. This funding may also be allocated more speedily and without as many restrictions to get the OVPTR set up quickly, see investments flowing into the community quicker and see results faster that can be used to solicit further financial support from other sources. Made and offer the city as a place to pilot and see working solutions. This can be a fine line of honoring significant events, such as another police killing of an unarmed black or brown person or a community shooting, and exploiting it for the benefit of the Jackson campaign. While it can be challenging, this must not discourage Jackson. One such event is the tragic loss of Robert Davis, the founder of the Better Men Society. Given his vision and role within the community it would be an honor to his name and memory for “the OVPTR” to attract further support for the Better Men Society and other programs interrupting and solving for peace in the community at the core of the issues.

BUILDING POLITICAL WILL

Building political will to effectively implement the OVPTR and the Citizen Review Board must be a multilayered approach to address a wide variety of interests across government entities, including the City of Jackson, Hinds County, Mississippi State Legislature, even as far as the Federal Government, and all who are in between. In looking into what levels could potentially be the biggest barriers and what strategies should be employed to overcome, we must look closely into the City of Jackson government as well as the Mississippi State Legislature. We recommend gaining support through indirect advocacy and coalition building.

CITY OF JACKSON

City of Jackson
Mayor Lumumba and the city council do not have the strongest relationship. Due to the tense relationship, anything the Mayor proposes could be blocked by the city council. In order to build political support, calls for the OVPTR must come from the community, as opposed to the mayor. Through indirect pressure from advocacy organizations, faith leaders, higher education, and business leaders, the Mayor’s office can realize the goals of the OVPTR. In establishing these partnerships and building a coalition, each sector can play a role in support of the OVPTR as decreased violent crime rates affects everyone. The OVPTR can use entities like the Public Safety Taskforce and the People’s Assemblies to pull leaders from all of these sectors and support them to elicit support for an OVPTR.

Mississippi broadly
With Jackson being the state capital, and a democratic city in a majority Republican state, they face severe challenges in getting support on initiatives from the state. The city cannot make a direct bid to gain support from the legislature, they must find those across the aisle that face similar issues such as how to differently approach mental health support. The recommended angle is to connect with neighboring mayors who may even benefit from increased public safety in Jackson. Ridgeland, Brandon, Flowood, Clinton, Pearl, and Richland are some of the many cities that border Jackson and can benefit from investment in the metro area. Through

emphasizing this initiative is not anti-police, but supportive of law enforcement, nor something to fill a Democratic agenda, it can be easier garner support from surrounding areas. If mayor to mayor connection may not work, support from police chief to police chief can be helpful in this instance. Connection of non partisan, statewide advocacy groups can be extremely helpful to this work as well. Through these coalitions, and connections to city leaders, it will be much easier to gain support and connect with representatives and senators, who generally would oppose to engage fruitfully and ultimately support this work.

Framing
In best positioning political support for the office, the framing of it is crucial. To the legislature, it cannot seem as something that is liberal or aligned with the Democratic Party and to the council it can not just be seen as a seed of the mayor. It cannot be seen as something taking away from police, but adding additional support to help the work they already do. It is crucial in emphasizing points like “Public safety is everyone’s responsibility” or “Innovative mental health solutions save police time and get citizens back on the right track” . It is potentially best to frame it as a first of its kind solution, while highlighting the data from effective examples.

Establishing an inner circle & moral framing
Whether it is persuading the city council or gaining support from the legislature, both of these require the establishing of an inner circle. For

BUILDING
POLITICAL WILL

city council support, that will be a leader within all sectors supportive to this work. It includes but is not limited to law enforcement, nonprofit, local government, business, healthcare, higher education, and others. This inner circle can be convened by the already formed public safety taskforce. For the state legislature, it can be a convening of potential mayors who are on board, officials of advocacy organizations as well as

members of the legislature who support the work and seek to tackle strategic methods to further bipartisanship on any bills that can be in support of the OVPTR. The moral framing is the key piece to tie all of this together, when people can see how it directly affects them and others around them in positive ways that do not take away, it allows for the removal of roadblocks that may persist.

Creation of an OVPTR allows...	to...
Higher Education Institutions	Address gun violence and trauma within the student population being that there has been an increase in students who have been shot and killed over the past few years. Potentially allows students to play a role to support and be involved in the community they live in.
Businesses	Better learn how to be involved and support their community. Through increased supports of citizens and more business, employment opportunities are increased and they have avenues to give directly back to their community
Advocacy Organizations	Further their agenda and potential programming through grants geared towards violence prevention or mental health support as well as have successes in the lives of those they set out to serve.
Faith Leaders	have additional supports in place to support members of their congregation who may need guidance or further mental health support. The youth in the communities they serve will have more ways of productive engagement with one another.

RECOMMENDATIONS
SUMMARY

RECOMMENDATIONS SUMMARY

QUESTIONS

- I. WHAT COULD AN OFFICE OF PUBLIC SAFETY LOOK LIKE IN JACKSON?**
- II. HOW COULD A CITIZEN REVIEW BOARD FUNCTION IN JACKSON?**
- III. WHAT IDEAS WILL HELP JACKSON RE-IMAGINE PUBLIC SAFETY?**
- IV. HOW CAN THE CITY ENGAGE RESIDENTS IN VIOLENCE PREVENTION?**

RECOMMENDATIONS

- Create the Office of Violence Prevention and Trauma Recovery based off the Participatory Model
- Establish a Citizen Review Board based off the Investigation-Focused Model
- Scale up local evidence-based interventions based on the 5 priorities
- Build a campaign to gain further community, political, & financial support

THE OVPTR SHOULD AIM TO COMPLETE AT LEAST 10 BIG MILESTONES WITHIN THE FIRST YEAR

Activity	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Responsible
Announce the OVPTR	▲ 12 Jun 2022												Mayor
Hire the OVPTR Director		■ 13 Jun 2022 - 17 Jul 2022											Mayor
Build the coalition, getting commitment from Local, regional and national influencers.		■ 1 Jun 2022 - 30 Sep 2022											Mayor/ Director
Submit DOJ grant Application and build plan for other funding streams		▲ 15 Jul 2022											Dr Omari
Co-create OVPTR vision, principles and operating model with the community			■ 18 Jul 2022 - 30 Oct 2022										Director
Run first grant selection process and give first round of grant						■ 1 Nov 2022 - 29 Jan 2023							Director
Establish Citizen Review Board								■ 1 Jan 2023 - 28 Feb 2023					Director
Run media/ narrative campaign to broadcast the vision for the OVPTR		■ 4 Jul 2022 - 30 Apr 2023											Director
Secure additional funding			■ 29 Aug 2022 - 30 Apr 2023										Director
Celebrate 1 st birthday on significant date ¹ and announce new funding												▲ 1 May 2023	Mayor

THE APPENDIX

FURTHER
SURVEY DETAILS

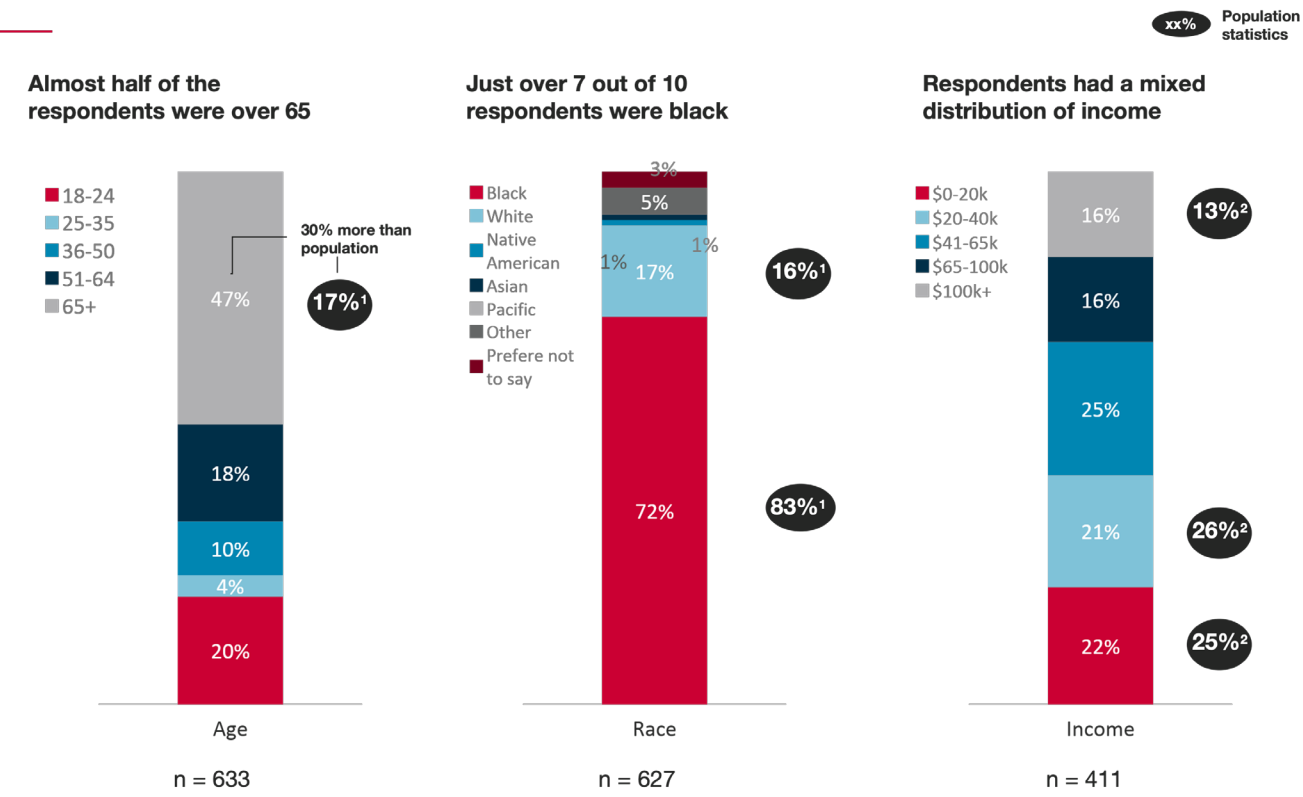
The community questionnaire/ survey was conducted across three rounds in late 2021. The first round had 758 respondents, the second round had 163 respondents and the third round had 166 respondents. The first two rounds used the same set of questions and a tele survey methodology that prompted random residents via their phone to respond to questions. The third round specifically targeted young people to try and solve for the underrepresentation of age groups in the first two rounds (only 13 respondents identified as being less than 35 out of 450, that’s less than 10% when they make up ~35% of the adult population in Jackson). This does raise questions regarding the random survey prompting using phone numbers and whether having a landline biased responses to being more senior or the time of day or style of survey.

The third survey included a slight variation in questions, additional questions related to the Civilian Review Board, and was conducted with google forms via email and text links rather than tele survey. Further analysis on the additional questions could be conducted. The third-round respondents all identified as Black, which does overweight this racial identifier. We also noted in the report that a re-weighted analysis that proportioned responses relative to the true age distribution of Jackson could give a more accurate or representative picture of the data. Although there is scope for more accuracy, we do not anticipate this to change the overall takeaways from the questionnaire. If anything, it will only strengthen the support for improvements and reform based off the insights from the majority youth survey round. The survey was reasonably representative across the other demographic dimensions. Jackson, should be encouraged at the large response rate and consider this an effective tool for getting mass public opinion going forward, noting some improvements to be made in terms of survey consistency and delivery.

Subsequent pages detail additional visualizations of key takeaways from the survey results.

FURTHER
SURVEY DETAILS

Respondents were representative of race and income but significantly over-represented senior community members



¹ Cited from 2020 census data <https://www.census.gov/quickfacts/fact/table/jacksoncitymississippi/POP010220>
² Calculated from 2019 data in <https://datausa.io/profile/geo/jackson-ms/#economy>
Note: not all respondents answered these demographic questions
Survey Source: People's Advocacy Institute, "Community oversight for police accountability questionnaire, 2021

FURTHER
SURVEY DETAILS

15 questions were asked via tele survey in relation to the Jackson police department and police reform

Bold text = Summary of question
Normal text = Question asked

1.

Respect rights - Police officers respect people’s rights¹
2.

Hard Job - Being a police officer is a hard and dangerous job that any of us wouldn’t do¹
3.

Honest and ethical - Police officers are generally honest and ethical¹
4.

Police monitoring - Police officers need to be more closely monitored to make sure they respect people’s rights¹
5.

Unpunished conduct - Too often police conduct goes unpunished¹
6.

Complaint transparency - Residents need to know what happens to a police officer when a complaint is made. (For example a complaint was dismissed, an officer was disciplined, placed on leave without pay, fired, or sued)¹
7.

Data collection - Require police departments to collect and report information on deaths in custody and incidents involving police use of force resulting in death or serious bodily injury²
8.

Racial bias training - Require training for police officers in reducing conscious or unconscious racial bias, dealing with people who are mentally ill or disabled, and the use of de-escalation tactics²
9.

Police firing - Require firing of officers for police misconduct and excessive use of force²
10.

Police prosecution - Require criminal and civil prosecution of officers engaged in police brutality²
11.

Civilian review board - Creation of a civilian review board or community oversight board that has power and ability to hold the Jackson Police Department and it's officers accountable when they engage in wrongful and illegal activity or violate a resident's rights²
12.

Zip code - What Zip Code in Jackson do you live?
13.

Age - What age group are you in?
14.

Race - What is your race?
15.

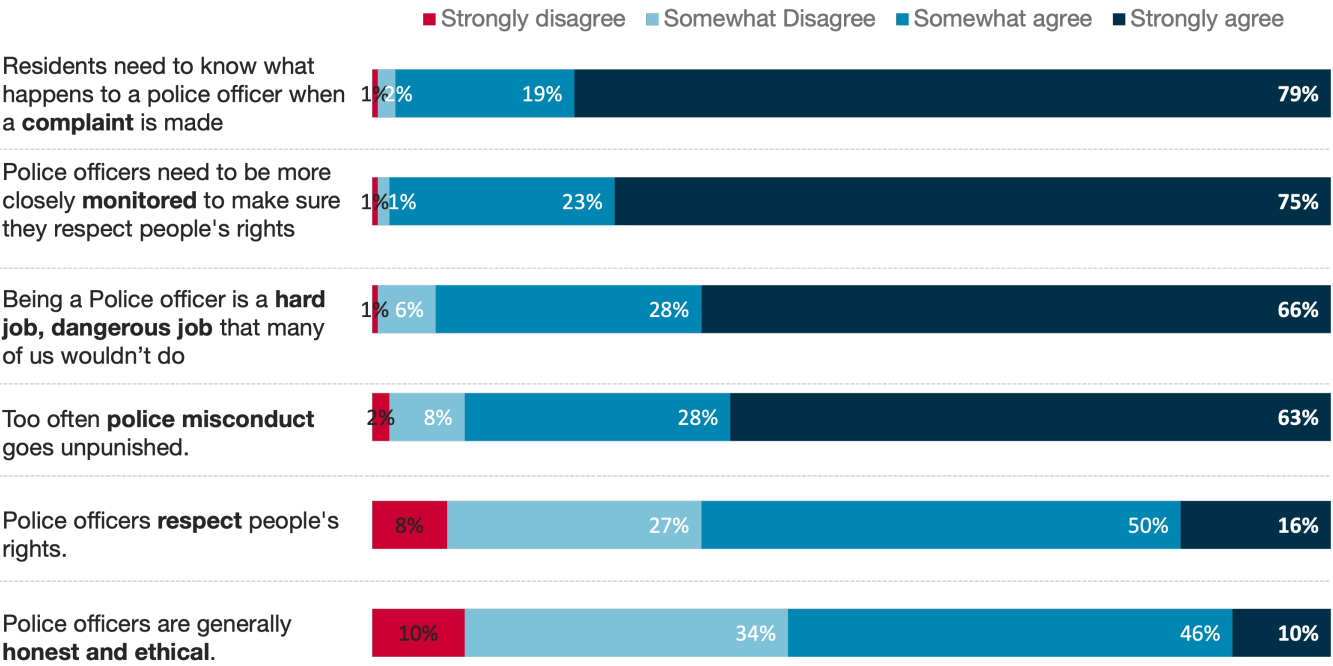
Household income - What is your household income? We ask to ensure we are surveying a diverse group.

FURTHER
SURVEY DETAILS

72% of 166 respondents were 18-24 years old

A majority youth survey shows they strongly believe in more transparency and monitoring for police

As it relates to police officers within the Jackson Police Department, please indicate if you strongly agree, somewhat agree, somewhat disagree, or strongly disagree with each statement:”



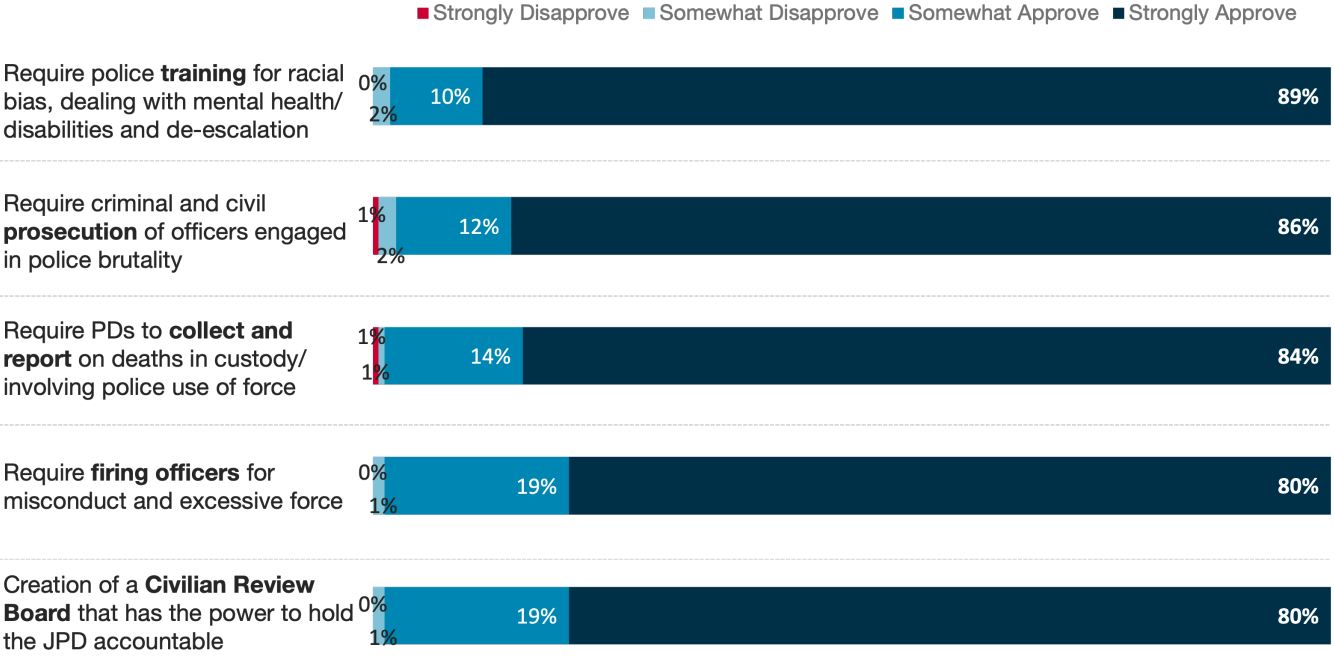
¹Responses (n = 166) gathered using google survey via email and text, see source report for specifics
Source: People’s Advocacy Institute, “Community oversight for police accountability questionnaire, 2021

FURTHER
SURVEY DETAILS

72% of 166 respondents were 18-24 years old

The majority youth survey also shows they strongly approve of police reforms across America, almost none disapprove

The actions of police are receiving a lot of attention both nationally and locally, here are several practices that have been implemented in other cities. Indicate whether you strongly approve, somewhat approve, somewhat disapprove or strongly disapprove of each component:



¹Responses (n = 166) gathered using google survey via email and text, see source report for specifics
Source: People's Advocacy Institute, "Community oversight for police accountability questionnaire, 2021

OFFICE OF PUBLIC SAFETY
CASE STUDIES

CENTRALIZED OFFICE: RICHMOND, CA CASE STUDY

City Characteristics

- Mayor: Tom Butt
- Population: 109,884
- White: 36.46%, Other race: 21.37%, Black or African American: 20.16%, Asian: 15.44%
- Budget size: \$836 million
- Political leaning: Democratic

Key Facts & Results

- In 2007 when the ONS was established, Richmond had the highest homicide rate in California at 45.9 homicides per 100,000 people. Ten years later in 2017, the city's homicide rate had fallen by 80 percent to nine per 100,000.
- ONS programming was associated with a 55 percent reduction in gun homicides and hospitalizations and a 43 percent reduction in firearm-related crimes

Administrative Breakdown of Richmond's ONS

- Established in 2007
- Total Budget: \$2,330,670
- From grant revenue: \$1,918,333
- From 2021-2022 budget: \$606,725
- Percent of total budget: .275%
- Dollar/person ratio: \$21.21/person
- 8 full-time equivalent staff

Elements of the OVPTR of Neighborhood Safety

- Street and School Based Outreach Resource Strategy: A relational, non-enforcement based strategy dedicated to assisting and connecting individuals identified by local, regional, and state law enforcement to be actively involved in shootings and killings experiences to culturally competent human, social and economic service opportunities.
- ONS Operation Peacemaker Fellowship: The Operation Peacemaker Fellowship's goal is to create a viable space for selected individuals ages 16-25 to contribute in a real way to

building and sustaining community peace, and community health and well-being, with the express purpose of eliminating gun violence in Richmond, California. This Fellowship opportunity is a deliberate and intentional service provision and assistance plan to a group of young adults who are traditionally isolated from social, educational, social service and economic development prospects.

- Richmond Community Wellness Collaborative: With support from City's Employment and Training department and community based organizations, the OVPTR of Neighborhood Safety provides leadership and convenes the RCWC in ongoing efforts to promote the education, health, well-being and economic viability of the city's most vulnerable children, youth and families.
- Life Skills for Peace: LS4P provides a peer facilitated transformative group mentoring dynamic designed to create an environment that teaches and provides opportunities for pro-social behavior through positive peer role modeling, healthy problem solving, conflict resolution, anger management, character development, and life skills training with the intent of fostering resilience to the risk factors associated with violence.
- Beyond Violence Initiative: A hospital-based peer intervention program that places trained Intervention Specialists who have overcome violence in their own lives to work with youth and young adults between the ages of 14-25 who are recovering from firearm related injuries at the John Muir Trauma Center. These trained Intervention Specialists offer long-term case coordination, linkages to community services, home visits, and follow-up assistance. The purpose is to promote positive alternatives to violence and to reduce retaliation, re-injury, and arrest.

OFFICE OF PUBLIC SAFETY
CASE STUDIES

COORDINATION ENTITY: CHICAGO, IL CASE STUDY

City Characteristics

- Mayor Lori Lightfoot
- Population: 2.71 million
- White: 49.99% Black or African American: 29.62% Other race: 10.58% Asian: 6.63%
- Budget size: \$16.7 billion

Key Facts & Results

- Chicago’s employment of the Cure Violence framework led to a 31% reduction in killings and a 19% reduction in shootings.
- The Community Safety Coordination Center is built on the model the city used for its COVID-19 response, which brought together staff from healthcare organizations, public safety agencies, infrastructure departments, faith leaders, elected officials, and community organizations to tackle COVID-19 in the city.

Administrative Breakdown of Richmond’s ONS

- Established in 2022
- Operates as a coordination center that oversees public safety projects across all departments with support from Commission for Public Safety and Accountability with the goal of create new collaboration opportunities amongst City staff, community organizations, and others with existing roles in the violence prevention and reduction space
- Total budget for projects: Estimated \$52 million across departments (1 full-time staff for center)
- Percent of Total Budget: .3%
- Dollar/person: \$19.18/person

Elements of the OVPTR of Neighborhood Safety

- External, non-profit led street outreach: The Mayor’s initiative prioritizes street outreach and violence interruption services which are often considered secondary prevention or “in the thick” strategies to reach people who may be at increased risk for involvement in violence. Conflict interruption programs reduce

violence, injury, and lethality by employing street outreach workers to detect, interrupt and de-escalate potentially violent incidents in highly impacted neighborhoods and change the thinking and behaviors of persons at the highest risk of violent involvement.

- Community-driven decision-making: Partner with community leaders to listen and respond to community-identified needs in a way that is centered around benefiting, not burdening, Black and Brown communities.
- Choose to Change(C2C): This violence prevention and youth engagement program, with \$1.1 million to serve 150 young people, is proven to reduce justice system involvement and improve educational engagement, C2C includes trauma-informed cognitive behavioral therapy (CBT), wraparound services, relentless engagement, and summer employment. The program focuses on youth who may be more difficult to engage in traditional summer and after-school programming, such as those who are disconnected from school or who have a history of justice system involvement.
- Workforce and Housing Initiatives: Create alignment across city departments to provide workforce development programs and services to specifically target those at highest risk of violence involvement and identify pathways to expand housing opportunities for returning residents and individuals with records.
- Healing Chicago: This is a strategy that focuses on racial healing and reconciliation. The OREJ is working in collaboration with the Chicago Police Department’s Restorative Justice Unit, the Mayor’s Office public safety team, and community organizations to develop a city-wide process that will begin to repair harm.

OFFICE OF PUBLIC SAFETY
CASE STUDIES

PARTICIPATORY OFFICE: NEWARK, NJ CASE STUDY

City Characteristics

- Mayor: Ras Baraka
- Population: 281,054
- Black or African American: 50.13% White: 28.58% Other race: 19.06%
- Budget size: 700 million

Key Facts & Results

- This Office is still incredibly new, but has so far catalyzed over \$19 million over the next three years.

Administrative Breakdown of Richmond’s ONS

- Established in 2020
- Designated office that utilizes a public health approach and centers healing from trauma. Programming is predominantly done through grant-making and inter-departmental resource coordination.
- Budget: \$12 million (designated funding in municipal budget and grants)
- Percent of Total Budget: 1.7%
- Dollar/person: \$42.70/person
- Seven full-time staff and a volunteer advisory board

Elements of the OVPTR of Neighborhood Safety

- Newark is releasing RFPs to community organizations to help allocate \$19 million over the next three years for investments in violence prevention and interruption programs.
- Newark Community Street Team: This program is a community-level violence interruption initiative that enlists former gang-member and returning citizens to help young people at risk of violence steer clear of trouble before it escalates into violence.
- Hospital Violence Intervention Program: Trained workers meet with victims of violence at the hospitals where they are receiving treatment to help them make changes that reduce the chances they will be re-injured.

- Newark Anti-Violence Coalition: the OVPTR brings together a diverse collection of activists, community leaders, and residents to empower residents through social and political awareness of street violence as a public health emergency.
- Brick City Peace Collaborative This is a sixteen-member collaborative working at the community-level to reduce violence and conflict.
- Public Safety Roundtables: The OVPTR brings together a public safety forum where residents interact with Police in response to policing and safety in their neighborhoods, provide direct feedback to the PD on strategies, and develop local solutions.
- Mental Health Co-Response With Police: The OVPTR is working on a strategy to minimize justice involvement of individuals experiencing mental health crisis, based in the CAHOOTS model.
- Office of Wellbeing: This office creates the necessary linkage between violence prevention in the community and the Newark Police Department. Police liaisons work out of OVPTR and while they are the first line of contact, social workers play a key role in following up to provide mental health services to victims of crime and community members.
- Equal Justice USA: This partnership employs Trauma to Trust training that bring community members and law enforcement together to foster mutual understanding of trauma through conversations about race, violence, and social and economic inequities.

CIVILIAN REVIEW BOARD
CASE STUDIES

REVIEW MODEL - CAMBRIDGE, MASSACHUSETTS POLICE REVIEW AND ADVISORY BOARD (PRAB)

The Police Review and Advisory Board (PRAB) is a civilian-staffed agency with a board of five residents that provides oversight of the Cambridge Police Department (CPD). The PRAB may receive complaints from members of the public, CPD officers, and CPD civilian employees alleging misconduct by CPD officers. Internal complaints from CPD officers are very rarely submitted to the board. The board does not have explicit authority to receive anonymous complaints; however, complaints can be filed anonymously with the CPD Professional Standards Unit (PSU). In practice, the PRAB focuses primarily on reviewing complaint investigations completed by the PSU on behalf of the Board and conduct community outreach. Following its review, it issues recommendations on investigative findings, discipline, and departmental policies and procedures. With good partnerships between its 278 sworn officers and 113,000 residents, Cambridge offers a collaborative and relationship-based approach to civilian oversight with a cooperative and receptive department. There is a five-member board composed of Cambridge residents, appointed by the city manager for five-year terms. Board members may not serve for more than two consecutive terms.

The PRAB is staffed by two individuals:

1. Executive Secretary
2. Office manager/project coordinator

The ES splits their time serving simultaneously as the executive director of the Cambridge Peace Commission. The OVPTR manager/project coordinator also works for four city agencies:

- PRAB
- Human Rights Commission
- Peace Commission
- Commission on Immigrant Rights

The PRAB's authority over complaints varies

depending on the origin of the complaint. Complaints originally filed with the board are eligible for independent investigation. Complaints originally filed with the CPD's PSU may be reviewed by the board at the conclusion of the investigation.⁴¹ It may also investigate any complaint concerning the department's policies or procedures. In practice, because the PRAB does not have dedicated investigative staff, all complaint investigations are conducted by the police department, Professional Standards, and then forwarded to the board for review once they are completed.

Budget
The city of Cambridge believed that it was not feasible to hire a full-time investigator. In 2010, a grant-funded investigative/outreach liaison was employed by the OVPTR to conduct community outreach and review investigations. The PRAB's annual budget averaged just under \$81,000; however, in 2017, because PRAB staff are shared with other city agencies, administrative funding for PRAB was transferred to the Cambridge Peace and Human Rights Commissions allocating \$154,690 and \$257,270, respectively. This transfer merely consolidated the budget line items and did not constitute a significant increase in resources allocated to PRAB.

CIVILIAN REVIEW BOARD
CASE STUDIES

INVESTIGATIVE MODEL - ATLANTA, GEORGIA CITIZEN REVIEW BOARD (ACRB)

The ACRB is authorized to receive, investigate, adjudicate, and mediate community member complaints. It is also authorized to offer disciplinary recommendations for cases it adjudicates, submit policy recommendations, review Office of Professional Standards (OPS) investigations, and conduct community outreach to inform the community of its work. It consists of a 13-member board and eight office staff responsible for advising the mayor, president of the city council, city council members, chief of police, and chief of corrections on policies and procedures that would improve the department's operations and relations with the community. The ACRB reports to the City Council's Public Safety Committee on a semi-annual basis.

There is a 13-member board who is appointed by various entities throughout the city of Atlanta with required appointments from community groups to increase the board's diversity. The enabling ordinance prescribes that:

- One member be appointed by the mayor
- One member be appointed by the city council
- One member be appointed by the president of the city council and have previous experience as a law enforcement professional (not currently a sworn member)
- Four members be appointed by the Neighborhood Planning Units
- One member be appointed by the Gate City Bar Association
- One member be appointed by the Atlanta Bar Association
- One member be appointed by the League of Women Voters
- One member be appointed by the Atlanta Business League
- One member be appointed by the Georgia Coalition for the People's Agenda
- One member be appointed by the Urban League of Greater Atlanta
- All nominees must be confirmed by the

Atlanta city council. Board members must be residents of the city of Atlanta unless an exception is granted through legislative action. Board members may not hold any public office or be employed by the City of Atlanta.

In practice, board members devote roughly 10–12 hours per month to board responsibilities, excluding the minimum of three community outreach events and are compensated at \$50 per public meeting or training session attended.

Budget
The amount of funds allocated to the ACRB by the city of Atlanta has more than tripled since the agency's inception, in part because the ACRB has developed a comprehensive plan for future operations and has garnered the trust of elected officials. Its first operating budget in 2007 was \$250,000, and the allocation increased slightly until significant increases began in 2013 through 2017. The current budget for FY 2022 is \$1,422,060. The ACRB has an Executive Director (ED) and seven staff to support the ED's work. Two senior investigators, one investigation manager, one community outreach specialist, one project manager, one executive assistant, and one administrative assistant. A volunteer program, consisting of roughly 15–20 volunteers, assists the ACRB's outreach efforts. The mayor's office, city attorney, Atlanta Police Department, and Atlanta Department of Corrections may provide additional staff support upon request by the board.

CIVILIAN REVIEW BOARD
CASE STUDIES

AUDITOR/MONITOR MODEL - NEW ORLEANS, LOUISIANA OFFICE OF INDEPENDENT MONITOR

The New Orleans Office of the Independent Police Monitor (OIPM) is an auditor/monitor focused oversight entity overseeing the New Orleans Police Department (NOPD), under federal consent decree (CD). The police department is a force of 1,158 sworn officers serving a population of 378,715.

The OIPM has the authority to actively monitor the NOPD's receipt and investigation of civilian and internally generated complaints conducted by the department's Public Integrity Bureau (PIB), critical incident investigations, and disciplinary processes. The OIPM is also authorized to review, analyze, and assess the quality of NOPD's data collection and early-warning system; mediate civilian complaints, and issue recommendations regarding NOPD policies, procedures, and training. The OIPM is now a standalone municipal agency operationally independent from any entity within the city of New Orleans. It is overseen but not governed by the New Orleans Ethics Review Board (ERB) and its composition and duties are prescribed by ordinance.

The OIPM has a total of eight staff:

- (1) Independent Police Monitor (IPM)
- (2) Deputy Police Monitor
- (3) Chief Monitor
- (4) Auditor
- (5) Complaint Intake Specialist
- (6) Community Mediation Program Director
- (7) Office Manager
- (8) General Counsel

Additionally, there are four attorneys contracted to conduct monitoring and review work. In the past, the OIPM has used law students and interns to assist the OVPTR 's research.

Budget
The OIPM has an annual budget of \$1 million and has been adopted as an annual budget line item.

Jackson has the opportunity to create and design a Review Board that is unique to their specific needs. Based on the research by the William M. Trotter Collaborative/Harvard Team, it is recommended that Jackson implement the Board using the Review Focused Model of Cambridge, MA, with the selection of the Advisory Board influenced by the process in the city of Atlanta, GA. It is also recommended that the Board create language in its agreement that allows for expansion and changes to the structure commensurate with police practices and citizen satisfaction. Operating within this model, the Citizen Review Board would consist of 5 to 7 members.

Community groups such as People's Advocacy, Poor People's Campaign, Public Safety Task Force, Strong Arms of Jackson to name a few, would select a member to serve on the board for 2-year terms. Inclusively, there should be clergy and representatives from businesses. The Review Board would be organizationally positioned under the OVPTR.

An Executive Secretary, employed by the OVPTR would have administrative responsibilities associated with operations and trainings of the Board. This model offers a cost effective, independent and community led approach to enhanced trust and transparency of the Jackson Police Department. The National Association for Civilian Oversight Enforcement offers training for Board Members. Additionally, NACOLE has grants to assist cities with the establishment of their Boards.

STAKEHOLDER
ANALYSIS

Stakeholder	Organization	Key Quotes
Mayor Chokwe Antar Lumumba & Dr. Safiya Omari	City Government	""We are advocating people to think beyond traditional means of policing" "There needs to be a crime interruption in the community, and neighbors need to come together to help make a difference."
Chief Davis	Jackson Police Department	"We want to build better relationships and partnerships with community leaders and organizations to assist with high levels of crime". "Policing has lost its joy, its actually fearful" "Addressing mental health within the community is a key problem at the core of public safety"
Pastor Dwayne K. Pickett	Pastor of New Jerusalem Church	"The community feels there is a lack of care and concern" "The integrity of the police department is in question" "A neighborhood service office is a start, must address the social ills as well"
Bishop Ronnie Crudup Sr.	Pastor of New Horizon Church	"We need more officers to address crime." "Crime in Jackson is a urgent issue that must be addressed" " Open carry law issues issued on the state level need to be addressed." "The City has tremendous opportunity for change and I'm hopeful that things will turn around"
Smoke D., Batman	A Chance and a Choice	"Mentorship is important" " Without God, nothing can be done" " We've "beaten down kids" and now they're committing violence." "We need for them to have activities that make them believe in a better future."
Citizens' Police Academy	Jackson Police Department	"We need to create more community relationships with the police department" "Media sees the police as brutality, this lets us see them as human" "We used to do our gun checks with morning hugs"

STAKEHOLDER ANALYSIS

Stakeholder	Organization	Key Quotes
Brooke M. Floyd	People's Advocacy Institute	" Covid-19 has exacerbated and exposed many of the deep systemic issues" " People's Assemblies have been one of the most important vehicles of community decision making and organizing." "The role of the church and faith more is an important factor to enacting change." "Need more EMTs, and more mental health resources"
Dr. Tiffany Anderson	Specialist at Hinds County Behavioral Health Services	"Officers who receive the CIT training should not be coerced into the training, but should be eager and invested to address mental health issues as a Jackson police officer." "Mental health training is being provided for clergy in Jackson. We hope that this will be a major step in addressing mental health challenges for youth." "Factors contributing to Gun violence in include poverty and lack resources but drug addiction is also big"
Marshand Crisler	Director of Juvenile Justice Center	"There is a lack of involvement by community within politics" "Don't take money from, but relocation of resources to mental health and social services" "We need to build trust with community and law enforcement"
Danyelle Holmes	Poor People's Campaign	"Some groups feel overpoliced" "Members of law enforcement must understand the culture." "Should be creative ways to spread awareness around community initiatives"
Rickey Thigpen	Visit Jackson	"Once you're 18, your mind is already set, we have to have more of a focus on the young children" "There is a lot of development currently happening in Jackson, public safety has to be a priority for it to be maximized"
Judge June Hardwick	June Hardwick Law P.L.L.C	"Need more social workers" "Need to be changes to Public relations/Marketing of Jackson in News" "More churches should learn and follow the community programs and initiatives at New Horizon"

STAKEHOLDER ANALYSIS

Stakeholder	Organization	Key Quotes
Rukia Lumumba	People's Advocacy Institute	"11 Officer involved shootings for a city as small as Jackson is inexcusable" "People think that more policing to address issues like Gun Violence is an easy fix but this does address root issues" "City funds office but does not control the office"
Virgil Lindsay	City Council President	"Crimes committed by youth are mostly carjackings and shootings/ murders as a result of the poverty" "Poor Education is the fundamental cause of challenges in Jackson" "The children are lost"
Benny Ivey	Strong Arms JXN	"Only people that can lead kids away from dark path is someone who has been down the dark path" "Kids need to know they have someone in their corner and they have value" "Curve violence is specific for neighborhoods, not just for the entire city. We need a program in every neighborhood"
Nsombi Lightfoot	One Voice MS	"Kids have nothing to do these days. Community centers have closed. After school programs have closed." "Infrastructure is
Janice Brooks	National Congress of Black Women - Jackson Chapter	"How can we help move this forward? Can we put on a violence prevention summit that brings gang leaders together like in Camden? " "Any intervention must be a wrap around plan that includes housing and economic development" "Money won't come from the state of MS. We need to bring Jackson to the national stage."

* We note that there are several perspectives missing from this stakeholder analysis, notably a greater perspective from the city council, which will be a necessary partner in ensuring the long-term success of the OVPTR, the youth council and young people engaged with the work of Strong Arms JXN, members of the business community, and representatives from local colleges and universities in the area. We recommend that the office start by reaching out to those stakeholders to gather greater insight.

OVPTR OVERVIEW:
ROLES AND RESPONSIBILITIES

Role and Makeup of Advisory Board
The Advisory Board will have no official governing over the office, but the office will present their work and targets and gain feedback from the board. The board will consist of leaders in the community who have a vested interest in the public safety of the city. It is the recommendation that the board meets with the office on a monthly basis to discuss current work and progress in the city.

Director of the OVPTR
For the Director of the OVPTR, the role will differ greatly from the first year to when the office is fully developed. In the first year, the director will have many hats. They will be in charge of setting the structure and goals of the newly formed office; the primary fundraiser for the office; and be a grant maker in setting relationships with organizations as well as setting goals and expectations of the grant. As the office can grow, the director will serve less as the premiere fundraiser for the office and also be relieved of duties to serve as a sole grantmaker.

- The ideal candidate:
- Has worked in the non-profit space and has proven track record of working with organizations in the geater Jackson area.
 - Is well connected or has the ability to be well connected with what is already being done in the community.
 - Has experience in strategic planning, organizational transformation, and organizational-wide goal setting
 - Has significant fundraising & grant experience

Director of Development
For the Director of Development, they likely will not be at the conception of the office, but as the office is able to expand, they will take the role of fundraising away from the Director of the OVPTR. The goal is that the Director of Development will be able to find state and federal grants; forge standing relationships with foundations and private donors; and secure a

stable, healthy financial status for the office.

- Ideal Candidate*
- Has experience applying for state or federal grants
 - Has worked with private donors and foundations and connected to those who serve the Jackson area
 - Has experience with financial planning and budgeting for organizations

Violence Prevention Manager
For the Violence Prevention Manager, their role will essentially be a program officer. In the first year, they will be the main individual sourcing organizations and making grant recommendations. As the office grows, their portfolio will be more centered around gun violence and youth engagement and allow mental health components to be supported by a Mental Health Supports Manager. They will work with the Director of the OVPTR to create a grant strategy for the office and determine which organizations to fund and how much funding to give. The Violence Prevention Coordinating Manager will also set grants goals and evaluate the impact of the organizations who are grant recipients.

- Ideal Candidate*
- Has experience working with nonprofits and community organizations
 - Can build and plan programmatic structures
 - Works well with you and building community relationships
 - Has experience in program evaluation or monitoring
 - Has experience in understanding organization financial health

Mental Health Supports Manager
The Mental Health Support Manager would also serve as a program officer, but will focus on mental health interventions. Their objectives could include to significantly reduce the amount

OVPTR OVERVIEW:
ROLES AND RESPONSIBILITIES

of calls related to mental health received by the police department; create an alternative response system to support those in a mental health crises; and put new structures in place to support those getting back to a good place when dealing with mental health issues. The relationships and partnership they create can be widespread from community organizations, hospitals, universities, and more. They will work in partnership with the Director of the OVPTR to set the goals and roles of the partnerships that are created.

- Ideal Candidate*
- Has experience working in mental health
 - Has the ability to coordinate partnerships with cross sector entities
 - Has experience in program evaluation or monitoring

Executive Secretary
For the executive secretary, they will be a lead in the organizing of the Citizen Review Board. They will support the scheduling of convenings and support materials needed for the CRB. The secretary can also be a first point of contact for the office.

- Ideal Candidate*
- Has proficiency in Microsoft Office and can send emails
 - Has the ability to keep up with multiple tasks at once
 - Has experiencing managing volunteers

Endnotes

- 1 <https://news.gallup.com/poll/391610/worry-crime-highest-level-2016.aspx>
- 2 <https://www.cnn.com/2021/12/28/us/jackson-mississippi-pandemic-homicides-gun-violence/index.html> ; <https://www.wlbt.com/2022/01/01/analysis-jacksons-rate-killings-per-capita-ranks-highest-us/> ; The project notes that comparisons of homicides per 100,000 people with much larger cities is not a like for like comparison. Smaller cities are much more likely to have higher variation leading to higher and lower ratios.
- 3 <https://www.wapt.com/article/jacksons-2021-homicide-number-roughly-the-same-as-atlanta/38914850>; <https://www.clarionledger.com/story/news/2021/11/27/jackson-mississippi-homicides-2021-police-crime-mile-stone/6369436001/>; <https://www.clarionledger.com/story/news/local/2020/01/06/gun-violence-jackson-mississippi-how-many-homicides-2019/2794601001/>
- 4 <https://www.wapt.com/article/mayor-lumumba-addresses-crime-water-issues-in-state-of-the-city-address/38073050>
- 5 Anecdotal evidence from stakeholder interviews
- 6 Ibid: Joaliyahdaughtry
- 7 <https://www.jacksonfreepress.com/news/2012/may/30/slave-ship-museum/>
- 8 <https://mronline.org/wp-content/uploads/2020/07/Jackson-KushPlan.pdf>
- 9 <https://defundpolice.org/budgeting-tools/for-spending-and-personnel-over-time/>
- 10 <https://www.nbcnews.com/news/nbcblk/cities-vowed-2020-cut-police-funding-budgets-expanded-2021-rc-na9864>
- 11 <https://www.npr.org/sections/codeswitch/2020/06/03/457251670/how-much-do-we-need-the-police>
- 12 <https://mappingpoliceviolence.org/>
- 13 <https://policeviolencereport.org/>
- 14 <https://www.nber.org/papers/w28202>
- 15 <https://policescorecard.org/ms/police-department/jackson>
- 16 <https://www.ipsos.com/en-us/news-poll/public-agenda-hidden-common-ground-police-reform>
- 17 <https://www.motherjones.com/politics/2015/07/richmond-office-neighborhood-safety-report/>
- 18 18 From interview with Jackson Police Department Officials on 3/25/22
- 19 Shared during a roundtable with Jackson Police Department Chief of Police, Deputy Chiefs, and Commanders
- 20 <https://www.cnn.com/2020/07/05/us/cahoots-replace-police-mental-health-trnd/index.html>
- 21 <https://policeviolencereport.org/>
- 22 Noted in an interview with Hinds County Behavioral Health Services CIT Director
- 23 <https://cvg.org/wp-content/uploads/2021/09/Cure-Violence-Evidence-Summary.pdf>
- 24 Based on interviews with Rukia Lumumba and Benny Ivey
- 25 <https://www.cdc.gov/violenceprevention/youthviolence/fastfact.html>
- 26 <https://www.wallacefoundation.org/knowledge-center/Documents/Tough-Times-Tough-Choices-in-After-school-Funding.pdf>
- 27 <https://news.northwestern.edu/stories/2022/01/big-spike-in-2016-chicago-youth-homicides-linked-to-pause-in-state-funding/>
- 28 <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7928485/>
- 29 <https://everytownresearch.org/report/gun-violence-and-covid-19-in-2020-a-year-of-colliding-crises/>
- 30 <https://www.americanprogress.org/article/beyond-policing-investing-offices-neighborhood-safety/>
- 31 Anecdotal evidence from community interviews
- 32 <https://scholars.org/brief/how-civilian-review-boards-can-further-police-accountability-and-improve-community-relations>
- 33 <https://democraticeducation.org/jackson-ms/>
- 34 <https://www.jacksonms.gov/mayors-summer-youth-employment-program-accepting-applications/>
- 35 Note: When communities adopt language referring to an oversight “monitor,” it should be distinguished from monitors created as the result of federal consent decrees or court ordered monitoring through litigation brought by the US Department of Justice to end “patterns and practices” of unconstitutional policing under federal law.
- 36 <https://www.npr.org/templates/story/story.php?storyId=126426361>
- 37 <https://www.jacksonms.gov/jackson-selected-to-participate-in-nlc-initiative-to-advance-community-safety/>
- 38 <https://www.nlc.org/post/2022/04/28/cities-to-advance-local-community-safety/>
- 39 <https://www.insidephilanthropy.com/grants-for-violence-prevention>
- 40 <https://giffords.org/lawcenter/report/investing-intervention-critical-role-state-level-support-breaking-cycle-urban-gun-violence/>