CITY OF MONTGOMERY
OFFICE OF VIOLENCE PREVENTION

A Strategic Report of the Public Safety Landscape and Recommendations for the Future Direction of the OVP

May 2022

Dear Director Keith Moore,

Per the Memorandum of Understanding signed January 3, 2022 ("MoU"), the City of Montgomery's Office of Violence Prevention ("OVP") engaged Harvard University's William Monroe Trotter Collaborative on Social Justice ("Trotter Collaborative") to define the scope of work and metrics of success for the newly established OVP. Since then, our team has interviewed numerous stakeholders, conducted best practices research, and engaged with the greater Montgomery community to put forth several recommendations for the strategic direction of the OVP.

We wanted to take this space to thank the many contributors without whom this report would not be possible:

To Mayor Steven Reed, Chief of Staff Chip Hill, and the entire Office of the Mayor in Montgomery — for the vision and motivation to create the OVP and to welcome us to your beautiful city to continue this essential, historic work.

To the people of Montgomery and its surrounding communities — for the care, thoughtfulness, and generosity you displayed in the many conversations we had. Throughout, you held the answers to our questions, and we are confident it will be with your support and care that violence will be reduced and prevented within the city.

To the Trotter Collaborative, Professor Cornell William Brooks, Devon Jerome Crawford, Chloe Lemmel-Hay, Damarcus Bell, Samantha Fletcher, and Morgan Benson — for not only the opportunity to engage with the City of Montgomery but for the contextual and academic tools to bring the Arc of Advocacy to life in this project.

And finally, to Keith Moore and Rochelle Tyus — for your enthusiasm, patience, and the endless love you pour into the OVP and the people of Montgomery. You have shown us the true power of advocacy and coalition-building, and we are inspired by the youthful passion you both embody. It was the honor of our careers to work alongside you both over the last few months, and we look forward to continued friendships.

Forever grateful,

Oscar Boochever, Harvard Kennedy School
Auds Jenkins, Harvard Divinity School
Eoin Lyons, Harvard Divinity School
Jordan Cory, Harvard Chan School of Public Health
Bob Maginn, Harvard Kennedy School
Tony Lodge, Harvard Kennedy School

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A. Montgomery's OVP

After almost four months of diligent stakeholder conversations, in-depth comparative analyses to violence prevention efforts in other American cities, and consideration of Offices of Violence Prevention throughout America, we are excited to present this strategic landscape report and recommendations for the City of Montgomery's Office of Violence Prevention. This plan does not replace or supersede any existing effort currently adopted by the City of Montgomery; rather, the OVP is designed to work in conjunction with educational institutions, law enforcement, non-profit organizations, and other community members to understand and address the root causes of violence in the community.

In order to accomplish these goals and in recognition of the nascent status of Montgomery's OVP, we have established the following key priority recommendations that will allow the OVP to continue to mobilize, build momentum and coalitions, and establish comprehensive communication and strategic initiatives. We have split our recommendations up into three priority categories—Operations, Administration, and Communication. Please refer to the respective sections in the report for more in-depth discussion on each of these areas and the priority recommendations.

Our analysis is grounded in the Arc of Advocacy, a set of twelve principles that can promote sustainable and dynamic campaigns focused on the arc towards justice. These principles are:

- Leveraging precipitating events and long-running injustices
- Identifying the injustice through research, history and moral framing
- Establishing an inner circle
- Building out a coalition
- Establishing policy bodies: task forces – legislative, judicial, communal, etc.
- Strategically deploying/leveraging litigation
- Drafting legislation
- Developing media campaigns and narrative campaigns
- Using best practice reform
- Seeking regulatory reform
- Using moral framing
- Situating a campaign within a broader movement or history

Executive Summary

B. Recommendations

Operations	- Form Leadership Council - Establish and Expand Hub Partners - Continue and Expand Neighborhood Walks - Identify and Advertise Student Summer Programs
Administration	- Develop Objectives and Key Results Metrics - Establish Financing Means - Hire Additional Team Members and Delineate Roles - Design and Coordinate Training - Establish Data Collection and Maintenance
Communications	- Finalize OVP's Strategic Direction and Objectives - Work with Agency to Establish Comprehensive Communications Plan - Establish OVP's Online Presence - Spread Word about OVP Initiatives - Establish Feedback Loop

History and Opportunity

A. Montgomery Historical Context

History happens on Dexter Avenue.

In 1861, Alabama representatives voted to secede from the Union at the Alabama State Capitol, located on the western point of Dexter Avenue. With six other states who had seceded, they formed the Confederate States of America, selecting Montgomery as its first capital.

History happens on Dexter Avenue.

At the other end of the street lies Court Square, where Montgomery's slave auctions took place. A statue of Rosa Parks now overlooks the Court Square in recognition of her role in the civil rights movement and the Montgomery Bus Boycott. In 2020, local artist Michelle Browder coordinated the BLACK LIVES MATTER mural that now circles the Court Square Fountain.

History happens on Dexter Avenue.

Starting in 1954, Dr. Martin Luther King, Jr. led the congregation of Dexter Avenue Baptist Church, located a block from the Capitol, and collaborated on the Montgomery Bus Boycott. A decade later, Dr. King joined local civil rights leaders to protest Jim Crow laws and Black disenfranchisement. The nonviolent demonstrators marched 54 miles from Selma to Montgomery, culminating with 25,000 people on the steps of the Capitol.

History happens on Dexter Avenue.

And in 2019, Dexter Avenue served as the home of Steven Reed's campaign office, only a few blocks from the State Capitol. When Mayor Reed was sworn in as Montgomery's 57th mayor and the first African American to hold that position, he prioritized creating a safer, stronger Montgomery and committed to advancing public safety. In December 2021, Mayor Reed announced the creation of the Office of Violence Prevention (OVP), to be led by Keith Moore.

The OVP operates within the historical context of Montgomery, Alabama, a city that has experienced and been at the center of historic civil rights campaigns. From the Montgomery Bus Boycotts and Dr. King's March on the Alabama State Capitol, to the more recent movement surrounding BLACK LIVES MATTER, the city has drawn from a wide coalition of change-makers and leaders to say that the status quo is insufficient, that we must care for and value the communities most in need, and that we must confront the root causes of violence in Montgomery rather than simply serve as a reactive force.

History happens on Dexter Avenue. And the OVP is the next iteration of this historic civil rights movement.

B. Violence as a Public Health Crisis

Since 1965, homicide and suicide have consistently been in the top 15 causes of death in the United States.[1] Additionally, the risk of homicide or suicide increased starkly in the 1980s, reaching epidemic proportions; these increases were particularly poignant in certain demographics, namely young, male, and African-American communities. [2] The national health community increasingly accepted the importance of behavioral factors in the prevention of disease —such as accepting that exercise and diet factors can minimize the risk of cancer or heart disease—and public health professionals were encouraged to accomplish similar connections for behavioral changes underlying interpersonal violence. [3]

Typology of Violence

In 1979, the United States Surgeon General identified violence as a national health priority, dramatically shifting the perception of violence throughout the country. A series of similar initiatives followed (see Appendix A for a timeline). Advocates of violence prevention programs have presented many studies and substantial evidence of the positive impact on people and communities from the most productive programs.

Throughout this report, we rely on a broad definition of violence as "any action that can harm others physically or psychologically." This certainly can and often does prioritize gun violence, as addressed within the next section of this report, but also understands that other forms of violence —such as sexual violence, interpersonal disputes, conflicts among students in education, dating violence, and other forms—can often lead to gun violence if not addressed or managed appropriately. Further, while violence can impact all members of the community, the costs of violence are often disproportionately borne by communities of color and lower-income communities, where multiple forms of violence occur with generations of systemic injustice. As a social determinant of health, violence can impact physical health, mental health, and chronic disease.

A public health approach to violence focuses on the root causes and uses data as a foundation to a shared safety framework. It seeks to prevent violence, promote healing, and restore communities. [4]

The OVP is uniquely situated to take up this mantle of change within Montgomery, Alabama.
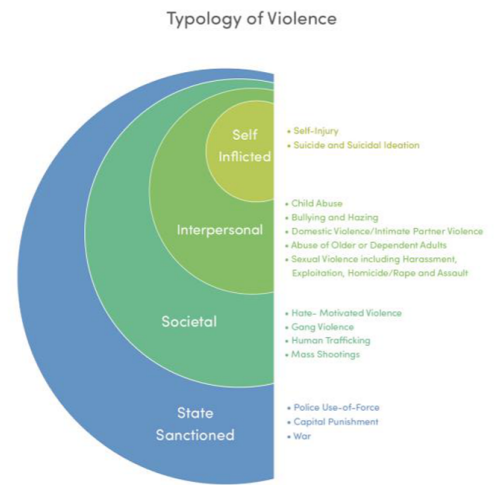
A. Demographic Overview

Statistics collected from <u>US Census Bureau</u> (2020); <u>Montgomery Chamber of Commerce Data</u> (2019).

Income & Poverty

With a median household income of $49.5k and a per capita income of $28.7k, Montgomery city has a **poverty rate of 20.1%**, almost double the national rate of 11.4%. For a population of 199k, this means that roughly **40,000 individuals are living in poverty.**

Age & Race

Montgomery is a relatively young city with 23.8% of people under 18 years old. Montgomery *Metro* statistics reveal 32.8% of people are under 24 years of age, with **13.5%** between 15 and 24 years old. **60.8% of Montgomery City residents are Black or African American**, compared to the national proportion of 13.4%, and **10.1%** combined are Hipanic/Latino, Asian, Native American, or multi-racial. Montgomery City is much more racially diverse than the metro region with 18.7% fewer white residents.

Education & Disability

13.2% of individuals 25 years of age or older in the metro region **do not have a high school diploma,** 41.6% have at most a high school diploma, and just 30% (33.4% in Montgomery city) have a bachelor's degree or higher. 12.4% of individuals under 65 have a documented disability *(across hearing, vision, cognitive, ambulatory, self-care, and independent living ability)* which is 3.7% higher than the national average.

B. Violent Crime Overview

Methodology

The first response to our initial request for crime data came from Sergeant T.O.Davis of Planning and Technology for the Montgomery Police Department on March 1st, 2022. Subsequently, Sergeant T.W. Scott of MPD Planning and Technology provided two years of crime data (January 2020 through December 2021) on March 9th, 2022.

Variables Included
- Address
- Location type
- Date & time
- Category (homicide, aggravated assault, simple assault, rape, sex crime)
- Description of incident
- Weapon used

Variables Requested but Omitted
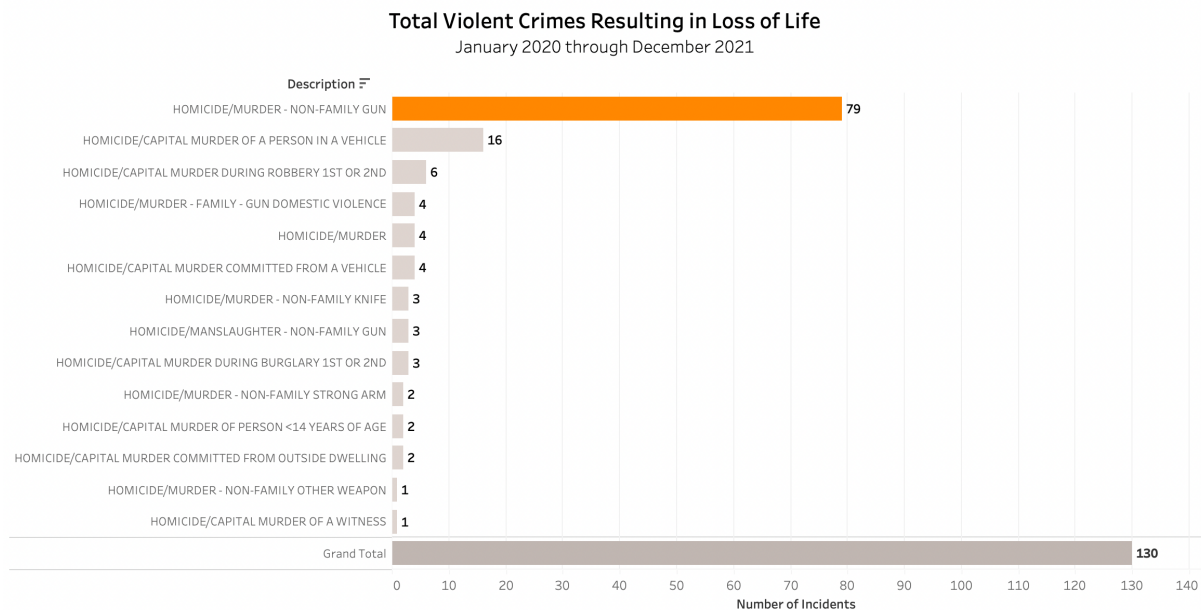- Age
- Gender
- Race

Limitations

Because age, gender, and race of both victims and perpetrators were omitted, our analysis is limited to aggregate measures. Additionally, having only two years of crime data, all of which occurred during the COVID-19 pandemic, means identifiable trends are restricted. In an ideal world, we would be able to analyze the relationship between age, gender, race, and crime, and provide disaggregated analysis as a basis for targeted interventions. Furthermore, given a longer time horizon in the data, including up until the date of this report (May 10th, 2022), longer term trend analysis, benefitting from decreased sampling fluctuations, would be possible.

Process

Raw data was received in the form of two Microsoft Excel files, one for each year provided. Harvard Kennedy MPP candidate Oscar Boochever cleaned, wrangled, and merged the datasets in the R coding language (using RStudio) to prime it for analysis. The address variable was converted to latitude and longitude variables using the online platform GeoCodio. Baseline level statistics were conducted using R, and further analyses were then done using Tableau, including the production of all original data visualizations in this report.

Overall

Total Violent Crimes Resulting in Loss of Life
January 2020 through December 2021

| Description	Number of Incidents
HOMICIDE/MURDER - NON-FAMILY GUN	79
HOMICIDE/CAPITAL MURDER OF A PERSON IN A VEHICLE	16
HOMICIDE/CAPITAL MURDER DURING ROBBERY 1ST OR 2ND	6
HOMICIDE/MURDER - FAMILY - GUN DOMESTIC VIOLENCE	4
HOMICIDE/MURDER	4
HOMICIDE/CAPITAL MURDER COMMITTED FROM A VEHICLE	4
HOMICIDE/MURDER - NON-FAMILY KNIFE	3
HOMICIDE/MANSLAUGHTER - NON-FAMILY GUN	3
HOMICIDE/CAPITAL MURDER DURING BURGLARY 1ST OR 2ND	3
HOMICIDE/MURDER - NON-FAMILY STRONG ARM	2
HOMICIDE/CAPITAL MURDER OF PERSON <14 YEARS OF AGE	2
HOMICIDE/CAPITAL MURDER COMMITTED FROM OUTSIDE DWELLING	2
HOMICIDE/MURDER - NON-FAMILY OTHER WEAPON	1
HOMICIDE/CAPITAL MURDER OF A WITNESS	1
Grand Total	130

As shown above, Montgomery had **130 violent crimes resulting in death** between January 2020 through December 2021, *before* the OVP began operations. Of these, the vast majority were the 79 non-domestic gun homicides. This troubling statistic motivates the need for an Office of Violence Prevention.

Localized Analysis

Localized analysis is critical to understand where violent crime in Montgomery has occurred. The maps below represent the 130 violent crimes resulting in death from January 2020 through December 2021, as noted in the previous "Overall" graph. In the first map, each circle represents a zip code in which a homicide occurred over the data timespan, located at the average latitude and longitude of each incident within the zip code region, sized and labeled by the number of homicides in that zip code. As noted in the demographic overview, 2020 median household income in Montgomery was $49.5k. Through comparative analysis, we observe **almost all homicides occurred in a census tract with below median income,** as seen in the second map of *individual* homicides over the timespan**.** This is not surprising, as the literature understands **poverty to be a root cause of crime** (*see Appendix C for research).*
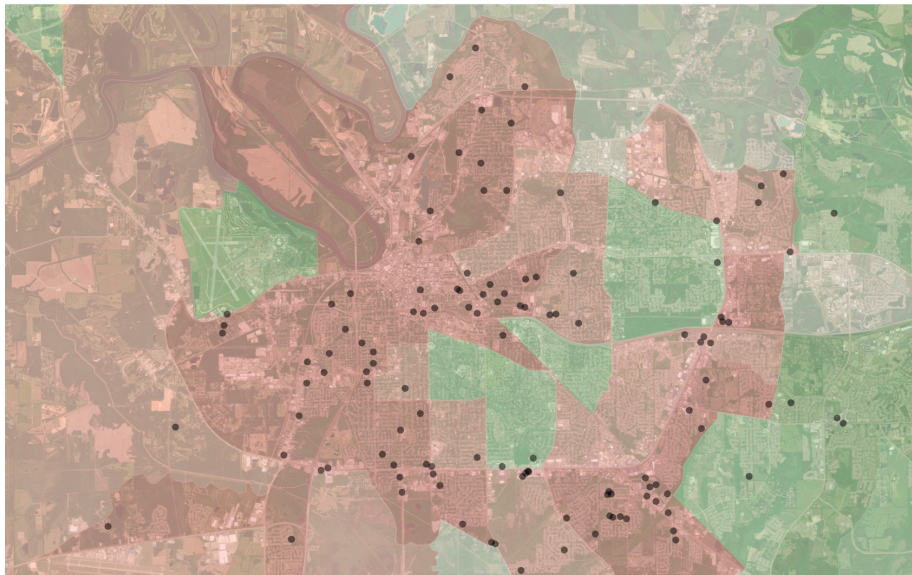
Violent Crimes Resulting in Loss of Life by **Zip Code** (Jan 2020 - Dec 2021)
Map colored by 2018 census track median household income
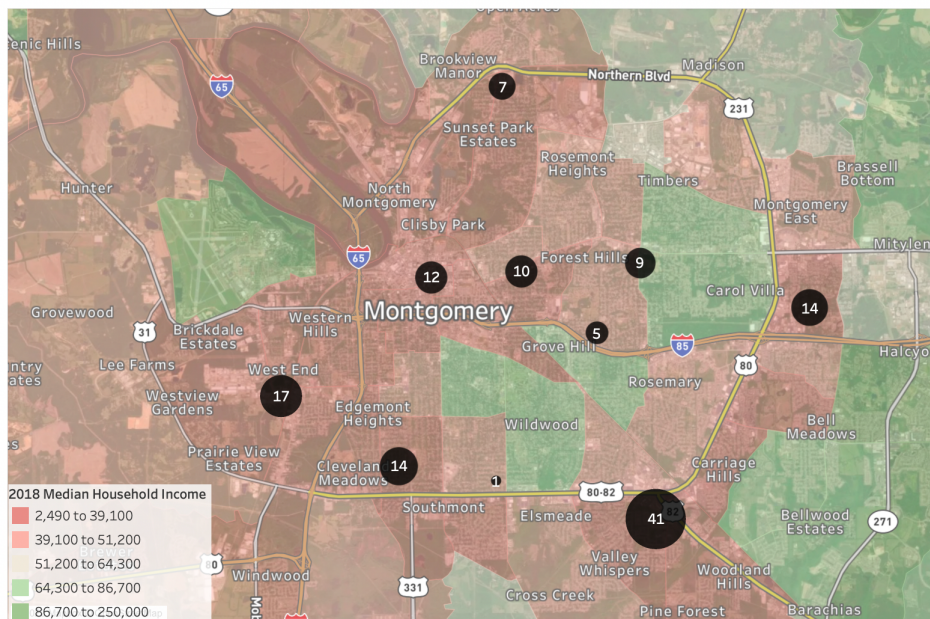
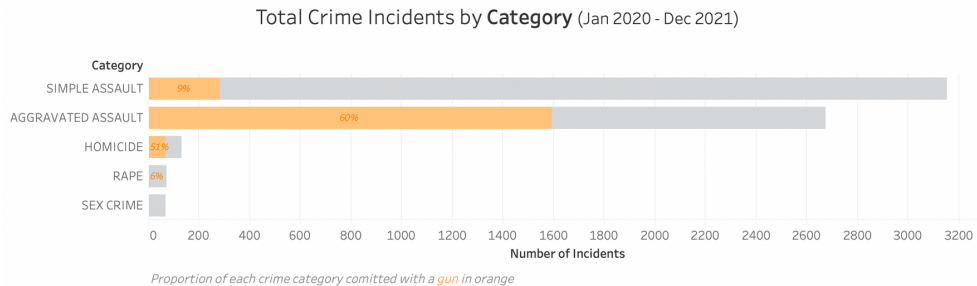*Individual* Homicides (Jan 2020 - Dec 2021)
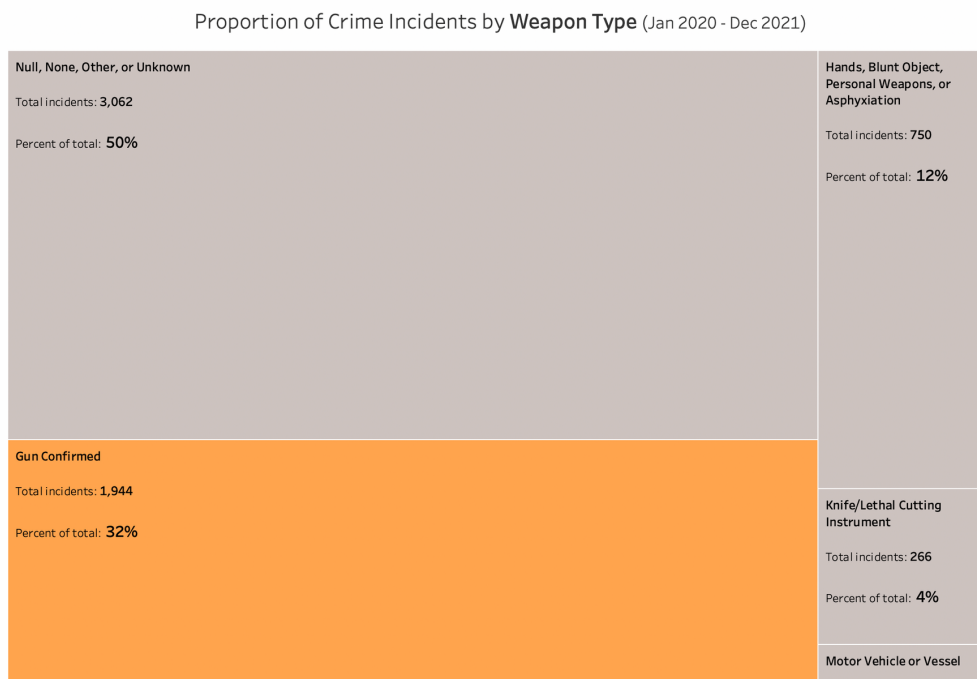*Map colored by 2018 census track median household income*

Weapon Type and Offense Category Analysis

While violent crime resulting in death, particularly homicide, is the focus of the OVP, it is important to address all forms of crime in the available data. 130 homicides in two years is undoubtedly startling, but so are the **66 rapes**, over **2600 aggravated assaults,** over **3000 simple assaults,** and almost **70 other sex crimes** shown below.

Total Crime Incidents by **Category** (Jan 2020 - Dec 2021)

Proportion of each crime category comitted with a gun in orange

However, to further address the nuanced present-day reality of violent crime in Montgomery, we must also acknowledge that a striking **51% of all** 130 **homicides involved the use of some form of gun or firearm,** as well as **60% of all aggravated assaults.** *See the above graph for the number of incidents within each offense category, and the proportion of each offense type incidents involving a gun.*

32% of all 6,095 total crimes in our dataset involved some form of gun or firearm, *shown below.*

Proportion of Crime Incidents by **Weapon Type** (Jan 2020 - Dec 2021)

Null, None, Other, or Unknown Total incidents: **3,062** Percent of total: **50%**	**Hands, Blunt Object, Personal Weapons, or Asphyxiation** Total incidents: **750** Percent of total: **12%**
Gun Confirmed Total incidents: **1,944** Percent of total: **32%**	**Knife/Lethal Cutting Instrument** Total incidents: **266** Percent of total: **4%** **Motor Vehicle or Vessel**

Note: these are only the confirmed instances of gun use, as officer-recordings are subject to imperfect information, and gun violence may have been included in Null, None, Other, or Unknown.

Temporal Analysis

Analyzing time trends in crime data is particularly useful for policy makers and agencies like the OVP to know when to target particular interventions. While more than two years of data would be necessary for deeper understanding of temporal (time-based) and seasonal trends, there is still a clear cyclical pattern with regards to the homicides which occurred from January 2020 through December 2021: **homicides peak in late Spring/early Summer,** dropping towards the end of Summer/start of Fall. This is consistent with the academic literature on crime trends *(see Appendix C for research)* and many suggest driving forces are A) improved weather inviting people to gather outside, and B) summer break allowing students the time to play and interact without much supervision. These trends reinforce our recommendations for OVP summer operations and action steps in future sections, including data collection.

Total Homicides by **Month** (Jan 2020 - Dec 2021)
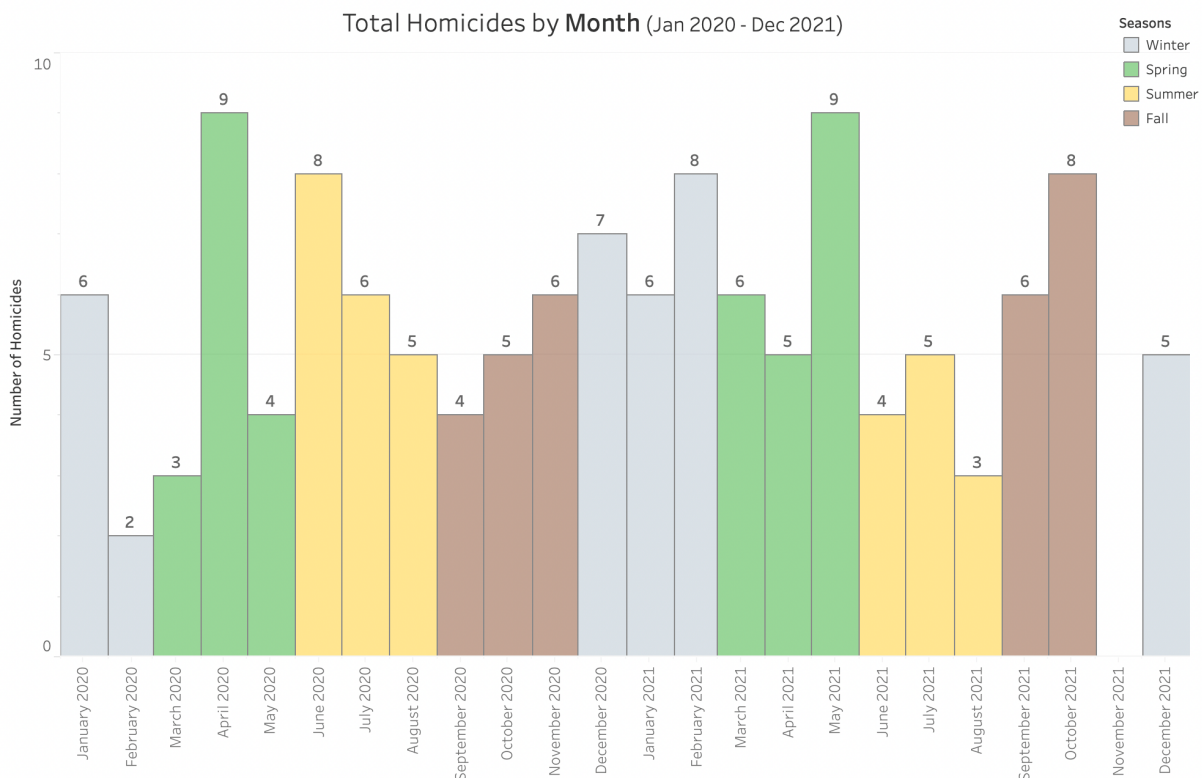
Note: COVID-19 irregularities may have contributed to the specific seasonal patterns of the timespan.

Offices of Violence Prevention

A. OVPs Nationwide

Since the creation of the first Office of Violence Prevention in 2007 in Richmond, CA, [5] similar offices have sprouted throughout the United States. OVPs now exist in various formats and iterations in thirty jurisdictions across the nation, aiming to prevent and reduce violence in their communities, particularly low-income communities. The OVP seeks to advance community safety through community-based interventions, prevention, and development, pursuing long-term solutions that address the root causes of violence. Although the OVP might interact with the Montgomery Police Department as a stakeholder, the OVP is distinctive from policing; it addresses violence in a proactive and comprehensive manner and calls for approaches to public safety that do not rely on policing or prisons.

Offices of Violence Prevention engage with a broad coalition of stakeholders—including survivors, government and community partners, advocates, and those involved in the criminal justice system —to develop a collective vision of a society with reduced violence and to promote healing across all communities. Below, we have included case studies from several Offices of Violence Prevention from throughout the nation.

B. Case Study: Los Angeles, CA

The Los Angeles OVP seeks to strengthen coordination, capacity, and partnerships to address the root causes of violence, and to advance policies and practices that are grounded in race equity, to prevent all forms of violence and to promote healing across all communities in LA County. It is also partnering up with nonprofits to implement necessary key priorities for the OVP to reach its full potential and capacity to support the community. [6]

1. Safe and Healthy Children: Increase awareness and access to opportunities and resources that help all youth, families, and community members thrive and build positive relationships free of violence and hate and the harms caused by racism.
2. Safe and Thriving Communities: Build nurturing, supportive environments for communities, including safe public spaces, resources for basic needs, community-driven safety strategies, arts and culture programs, and opportunities for neighbors to connect.
3. The Culture of Peace: Develop a communication plan that promotes a shared understanding of the root causes of violence including the connection between racism, historical oppression and violence; an understanding of trauma; the connections among multiple forms of violence; and the resources available to prevent violence.
4. Healing Informed and Equitable Systems and Policies: Develop healing informed and equitable systems that address the needs of individual and families who are exposed to violence, including survivors and perpetrators, and foster conditions that advance the well-being and empowerment of all county residents.
5. Community Relevant Accessible Data and Evaluation Support: Develop an open data portal that will provide easy access to data from multiple sources, to help understand the circumstances of violence and reflect the experience of those who have been historically marginalized. Develop standard metrics to support evaluation of strategies and policies. [7]

Structure of Los Angeles Office of Violence Prevention
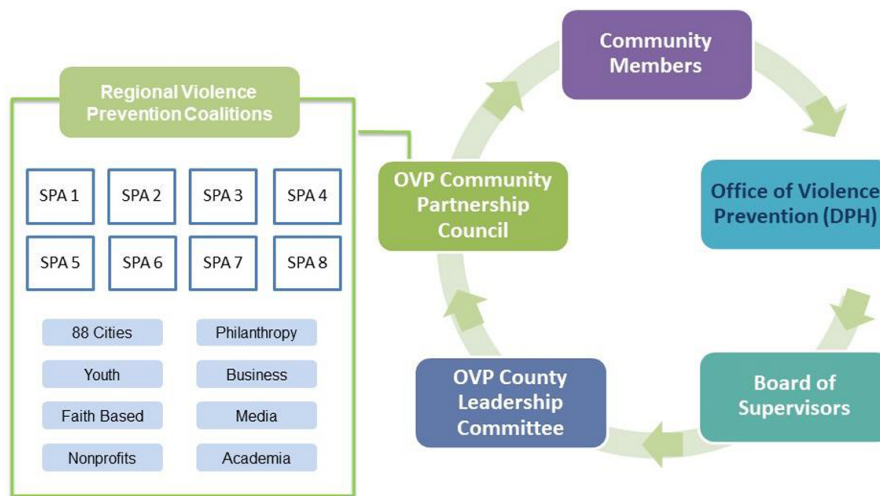
C. Case Study: Philadelphia, PA

Recently, Philadelphia's OVP office has partnered with nonprofits, particularly the Philadelphia Anti-Drug, Anti-Violence Network. [8] This is one of the Philadelphia's leading non-profit agencies dedicated to addressing drug abuse and violence among our youth and their families. They work to transform lives through drug intervention, counseling, education, job readiness, community service, academic achievement and various empowerment programs. They are also committed to creating social change by continuing to build strong relationships with our broad-based partnerships.

The Office of Violence Prevention in Philadelphia has published a Roadmap to Safer Communities and regularly publishes descriptive updates of its efforts. [9]

Focus Points:
1. Community Crisis Intervention Program (CCIP): CCIP combats violence by intervening where the violence is most prevalent. We use credible messengers who are products of Philadelphia's most violent neighborhoods as outreach workers to foster meaningful relationships with would be perpetrators as well as law abiding residents. CCIP works to provide those involved in criminal activities with positive alternatives. We respond to neighborhood crisis with mediation and resources and a willingness to support anyone looking for a peaceful alternative.
2. Intensive Prevention Services (ISP): Provides early intervention programming for boys and girls ages 10 to 17 years old who; Have been exhibiting at-risk behaviors in school, home or in the community; Are having discipline problems at school or recurring conflicts at home; Have been diverted from possible arrest or formal court involvement.
3. Community Engagement: To engage, mobilize and offer technical assistance to help community stakeholder and residents become effective change agents in their community. We will work with neighborhoods to help them develop capacities, goals, strategies, and resources. To empower communities to make good decisions and action plans to create safe and healthy environments for children, youth and families.

D. Case Study: Newark, NJ

In 2019, there was a divide in terms of race, socioeconomic placements, and a use of force displayed by police departments throughout Newark. Today that number of police engagements has significantly decreased, but the crime rate has once increased yet again. The city has become even more dangerous during the pandemic. The 57 homicides recorded as Dec. 26 represent a 6% increase over 2020, and there have been 221 non-fatal shootings this year, an increase of 13%.

Mayor Ras Baraka has suggested a new intervention aimed at curving crime rate in Newark, particularly focused on curbing gun violence. This means pushing for cultural programs that can shift the accountability towards the community. Currently, Police interactions are down 25%. Cops are being trained to be more respectful, accountable, and respectful. They believe the violence is caused by poverty, so programs are being created to get folks back on their feet. The Office of Violence Prevention in Newark also established a "Safe Summer Academy" for 120 participants around the city that provides full-time employment for the summer. [9]

E. Case Study: Chicago, IL

The Chicago Office of Violence Prevention and Behavioral Health seeks to "reduce the likelihood of violence related injury and death and support trauma recovery and healing across Chicago communities." [11] The office focuses on:
- Teaching - through violence prevention community education workshops and professional development training
- Strengthening Systems - working with national, state, city and community groups to apply a violence prevention lens to the work they do
- Reaching Community Partners - EVERYONE has a role to play in violence prevention! [12]

Organizational Structure of Chicago's Office
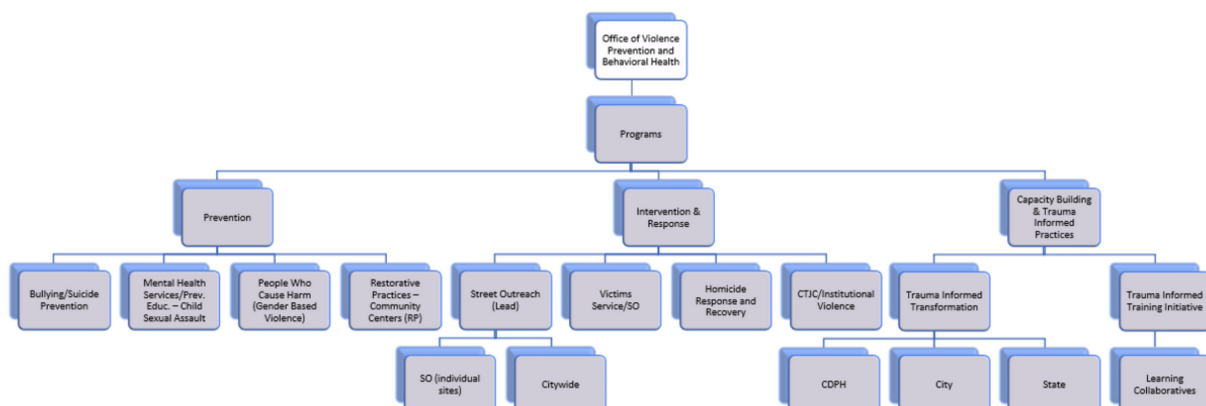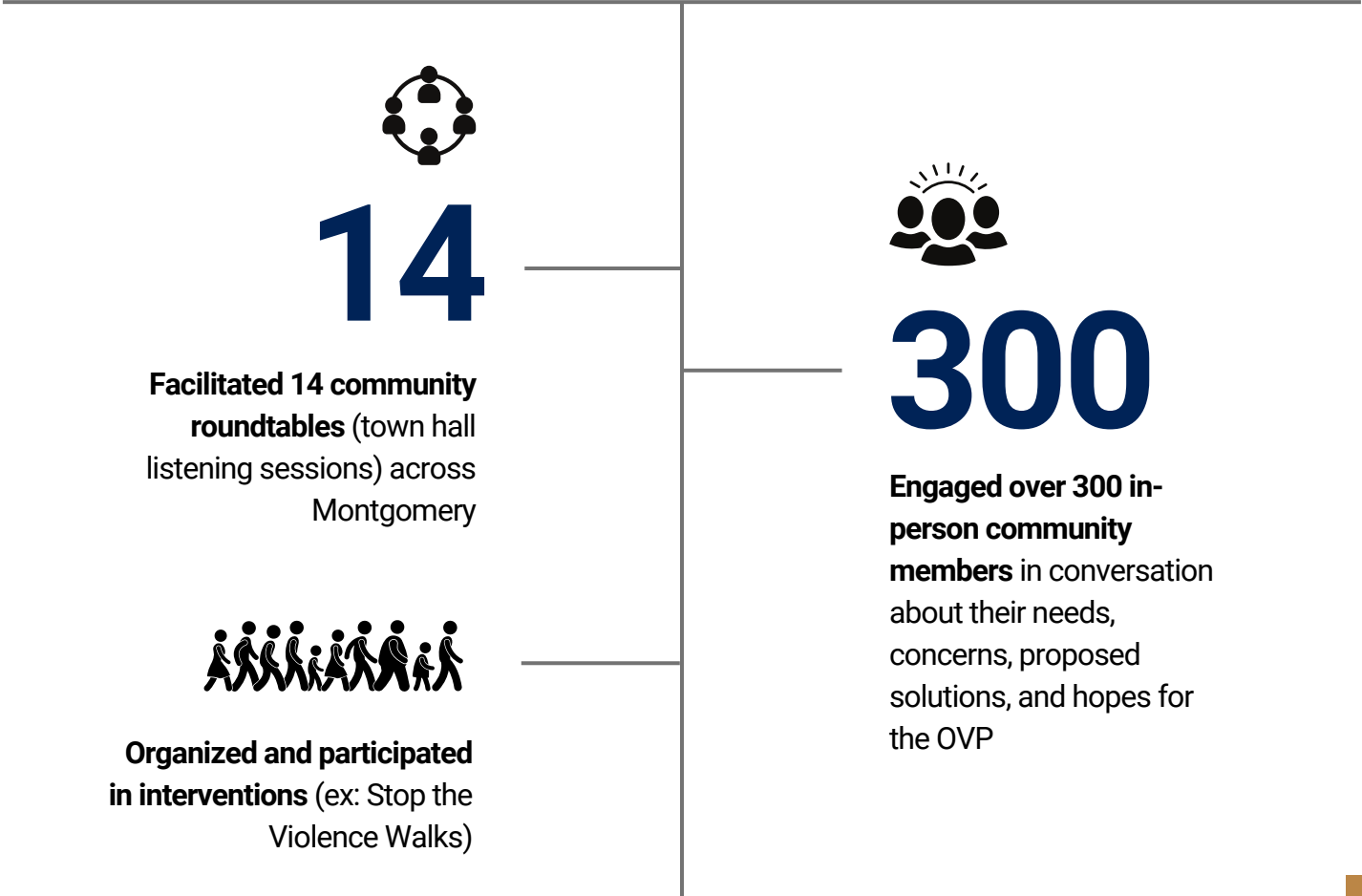
Accomplishments of the OVP

A. Accomplishments of the OVP

Overview

With financial support from the city council, the OVP began its operations in December 2021 with the hiring of Director Keith Moore and Community Liaison Rochelle Tyus. Director Moore and Liaison Tyus have laid a foundation for the OVP that draws upon the existing strengths of Montgomery and the best data-driven innovations from around the country. They have been accompanied in their work by a research team from Harvard University's William Monroe Trotter Collaborative for Social Justice, who has been tasked with supporting the development of a strategic plan for the OVP.

Thus far, the OVP has focused on engaging the community through roundtable listening sessions and stakeholder interviews, providing direct service, gathering data, and establishing key partnerships to build a coalition. Each of these efforts has contributed to developing the strategic plan and to further embedding the OVP in the community.

Engagement Summary

14

Facilitated 14 community roundtables (town hall listening sessions) across Montgomery

300

Engaged over 300 in-person community members in conversation about their needs, concerns, proposed solutions, and hopes for the OVP

Organized and participated in interventions (ex: Stop the Violence Walks)

Accomplishments of the OVP

Established partnerships with organizations and community leaders in Montgomery, including faith-based organizations, schools, city departments, and nonprofits

12

Conducted in-depth interviews with 12 key community stakeholders to gather their strategic input

Gathered and analyzed data relating to the current landscape of violence in Montgomery, as well as existing interventions

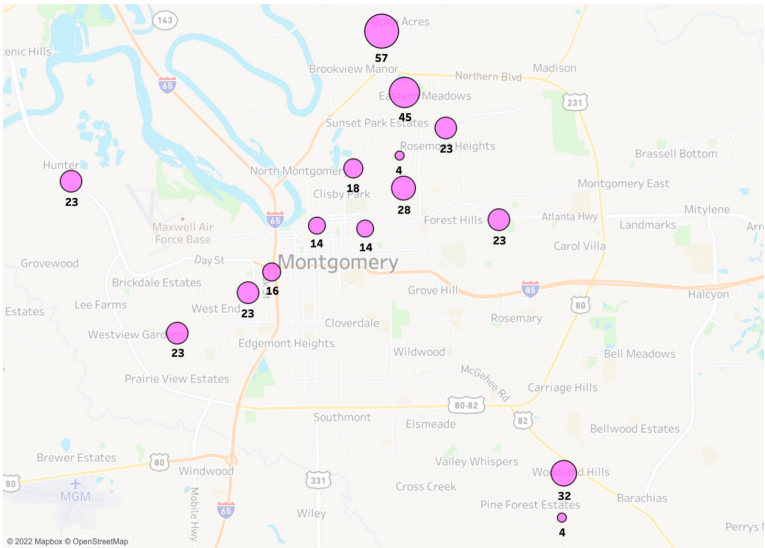**Established partnership with a communications agency** to develop a comprehensive communications and publicity plan for the OVP

Community Rountable Locations

This map shows the locations of the 14 community listening sessions. The dots are sized and labeled by *in-person attendees*.

Stakeholder Theme Analysis

A. Thematic Analysis

Over the course of three days in Montgomery, we conducted 12 interviews with key stakeholders intimately involved with the OVP and its mission. From these conversations and from the themes developed within the community town halls, we have identified 22 key themes that encapsulate the concerns of the community. Below is a brief discussion of each of the themes, as well as the most salient quotes that arose from our conversations that ultimately infomed our strategic plan recommendations.

Violence is a Byproduct

- "**Violence is a byproduct. Violence is a reaction** ... People aren't born violent, they become violent due to poverty."
- "You know what, these people **aren't violent, they're poor**"
- "Everything about violence **stems from people just needed somebody to say, 'how can I help you?** What can we do?' "
- "No one wants to take responsibility for the violence. But I feel like **we're all responsible**. Everybody, like - we all are "

Neighbourhood Divide

- "**Neighborhood[s have] kind of lost trust** in one another"
- "It's an East versus West thing, everything's moving East. And so the West side of town **feels like they're forgotten about**"
- "These neighborhoods, that **have kind of given up, they feel neglected**, and they aren't really claiming what they deserve"

Economic Justice

- ""Most children that commit violence, [because] **they're trying to get money**, [or] they're trying to maintain the money they're getting"
- "You like downtown when I came here, anybody could come get a property here. **Now most people cannot afford a one bedroom apartmen**t"

Environment Affects Hope

- "Because it's a cycle, **that's all they see, is dilapidated, and everything is falling around, falling down around them ... A lot of kids just didn't have any hope of getting out of the community, they couldn't see themselves outside of their environment**"
- "But I think **if I'm in a neighborhood where everything is so broken down, it doesn't make me feel hopeful**. And hope, I think it is the first thing to getting people to change behavior"

The Education System's Role In Violence

- "We know that in our schools, African American males in the third grade begin to be targeted for special aid, when you start to track those young men... **You classify them [for special aid] into third grade and by high school you forgotten about them, you discarded them, it's too much. Then you ask, well, where are these crimes coming from?**"
- "**You cannot pull the top 20% out of out of your traditional schools, give them their own schools and think those schools are going to be able to survive**... (then we have) charter schools. That's the next top 20% you pull them out. So we have magnet and charter and these people are asking what is the problem?**"

Stakeholder Analysis

Conflict Resolution
- "A lot of children nowadays don't have no awareness of, you know, self-awareness, resiliency, how to handle issues, it's just instinct, like impulse ... because we feel like **[violence] could be prevented if the youth were giving the tools with how to cope with frustration**"
- "There are some things that have to be worked through - **the idea that you cannot be disrespected**, that, it's almost more important to address that [through violence], and throw away your future, as well as most likely somebody else's"
- "If you haven't really learned how to behave and act in a pro-social way. You're not going to get anywhere, you know, you're never going to be able to stay in a job ... if you can't be in a group and **not be able to advocate for what your community needs if you don't learn how to be in a group** and speak your mind in a way that you know people will listen to"
- "You know **the worst thing is being disrespected, [youth] can't let that go** ... And I think there's a lot of people trying to [work on that] ... there's a lot of men that have stepped forward trying to work with young men. But **even the girls**, they need that too."

Searching for Respect and Roles
- "**Young men, I think, especially, they really don't have a role if they don't have a job.** And sometimes the women, have a role, at least as a mother, you know ... So I think getting [young men] into a track. It doesn't have to be college, but **just getting on a track where they can see a path forward** where they can be productive without illegal stuff"
- "And in many cases, in the past, there have been several young people who were [selling drugs] for their mother. And they felt like they were the man, and they had to provide for the mother ... thinking they're **taking that place that's missing in the home**"
- "For these kids, [getting a high school diploma] is a huge thing, even make it to high school sometimes. You know, it's not that you have to go to college, but you've got to get a skill, you can get out and **make decent money, because that's part of the respect thing, right?**"

Youth Justice Reform
- "You will also be surprised how much **systemic racism is happening in our juvenile facilities**"
- "The Department of Youth Services has **no transition services** ... They say well, the recidivism rate is low because they don't come back [to youth justice]. [But] they go to prison instead."

Support Improving Parenting
- "You really see that **the nucleus of the issue or problem is the parenting, it starts at home,** you know, and ... to jump on that we need to be little bit more proactive"
- "[The kid will say] **mom said, if anybody does this to me, I better hit them.** And you know, it's kind of like, but if you're in a really harsh environment ... [its easy to] judge the parent. But really, the parent is trying to keep the child safe"
- "If we can **identify at-risk kids, then we will be able to identify at-risk adults**. We know who these people are, but we as a community haven't said no."

Invocations of Faith
- "We need community leaders that l**ove God and know the streets**"
- "These are heart issues ... you got to have **passion and compassion**"

Stakeholder Analysis

Partner with Gangs to Reduce Violence
- "**There is, quote-unquote, unofficial leaders in the community**"
- "So the leaders, once we befriended them, **gave us total access in areas that we might not be able to go into [before]**. And so when they became familiar with me, there was no problem after that, because they started responding based on that connection"
- "But it's the **trust that has to be built at the ground level in order to get to the top person** ... and that top person has to trust fully and I knew what they were doing, but I never asked and they never told about their criminal activity."
- "I think you can do it with **love and kindness** and meet [the gangs] where they're at"

Mental Health Crisis
- "There are some people that have avoidable issues, that **just some counseling therapy and direction would help**"
- "We've got the mental illness crisis ... So, you know, **even in the school system they need therapists**"
- "**When police arrest people, they don't ask them. Do you have a mental health therapist? Do you have a mental health crisis? None of that**."
- "One of my dreams, was to create a one-stop shop. **Where you can get mental health support, tutoring - all those issues in a community - under one roof**, where they're not running all over town, to get support ... you know, it needs to be centralized. You know, it's transportation is an issue, [you have to help with] all those kinds of things."
- "What do people do when there are no mental health therapy or mental health [services] available? **They self-medicate. [They end up] on crack**"

Service Navigation
- "The only way we're going to be able to affect change is going to be through **[helping] the least of them that don't know the jargon. They don't know the door to knock going they don't even know the road to travel up**"
- "I think [a service directory] would help not only this young person, but maybe there's a person in their life, like their grandparent, or their mentor, or their parent **who wants to help them but has no idea how**"

Celebrate Black Achievement and Joy
- "All of our artwork are in European museums that they don't get to see [that] in Montgomery, we have [Equal Justice Initiative] to **remind them of how we were enslaved and lynched. But we don't have anything that will reflect the great empires** of the Songhai and the Empire Mansa Musa, and we don't have any of that. And you're wondering why you're getting [this] generation."

Education About Violence Prevention
- "Education is be getting people to understand **what [violence prevention] is and why it's important is step one** ... I think that's the biggest step"
- "Can you harness **everybody going in the same direction**? Like this is our issue, we've got to deal with it"
- "People see **the police and the OVP right now in people's minds is so intertwined** - they don't understand the difference"

Stakeholder Analysis

Engaging At-Risk Youth

- "As far as the young people probably getting into violence, **they're probably not in the schools**. They're probably out in the neighborhood"
- "How do you help [young people] even **feel comfortable seeking help, or even realizing they need to**, but they probably have a lot of anger, and probably a lot of reason to have a lot of anger"
- "**Everything is about a relationship**. So you've got to build a relationship before [any young person] gonna let you guide them to [programs or development] like that."
- "One thing back in the day that they did was put people around a table to flag students who were either suspended or trailing from the Montgomery public schools [for targetted programs] ... the social worker case managers to evaluate out not just the student, but the families issues, and then **sit around the table with the service providers ... and say what are we going to do to address these issues**"
- "Trying to go from community to community and having townhall meetings, trying to get people out. But like I said, **the people you want to target, you have to use a different method**"

Prioritize Partnerships

- "If the OVP have those partnerships, we have connections, and those connections will fight for this department, even when Council say they don't want to fund it ... and so, partnerships and education are priorities, but **partnerships will be the biggest thing because it will secure the OVP**"
- "You're gonna lose them as a partner, because they don't want to admit that they can't do it. So **you have to be realistic about what your partners can do, and be realistic about what you tell people you're gonna do**"
- If you are trying to work with people in crisis situations, in areas where there might not be a lot of support, **the relationship building is gonna be the most important thing, and that's gonna take time**. And, you know, most people aren't going to understand that ... because **these neighborhoods are used to people not even sticking around**"

Building Community Support

- ""I think it's i**mportant letting people know we hear you** [and your concerns]. And that is a real thing. You know, it is important work, and it's hard work."
- "It's just good to have everybody kind of realize that they have some commonality and you know, **we are working on the same team ultimately want the same thing**"
- "[When I ask] what issue matters most, most will say gun violence ... Yeah, **it really does transcend race**"

Finding Inspiration for Youth

- "The only thing we can do, I think, is to **bring in people who have made it out**. To encourage them that someday, you know, you can be able to do this. So **follow your dream**. But they need to see people out of their community that has made it out. And more of that at an early age, you know, would be good"

Community Events

- "We used to have **block parties** [run by the church] … we brought in artists to perform, and we gave out book bags, and school supplies. A free event. Free food. Everything is free … The police department, when I was a teenager, they were bringing a flatbed truck, with a DJ, into our communities. And they will we all be out in the street dancing there. I don't know why they dropped their program, because it was really, really good for community relations"

After School Programs Keep Youth Out of Trouble

- "**But I really believe if we could get a strong nucleus program back in the community centers,** that kids instead of running their streets, instead of finding those gang type situations, **so they can feel like they belong.** And then plug into athletics or fine arts and play ball and all that kind of stuff … You know, when you had a dance once a month at the community center that was … I mean, everybody went to the dances"
- "These programs - you're just **taking away their ability to get themselves in trouble**"
- "There's always the Boys and Girls Clubs, they probably need more resources. But that's a good thing, because it's always so low on fees - $5 a year. And **it's a safe place**, but we only got two now"

It Takes All Of Us

- I don't care what street you live in, what religion or race you are, **you are a Montgomerian**"
- "**It takes all of us.**"

B. Missing Voices

While we and the OVP have attempted to reach as broad of an audience and stakeholder map as possible, we do note that there are several communities that are underrepresented within our analysis.

First, the community town halls were well-attended by members of the local community but wildly lacked young individuals, namely community members between the ages of 15 and 30. We made additional attempts to reach out tho this community—such as coordinating two separate virtual town hall conversations with local college students—but attendance was limited. Second, despite attempted outreach to the Hispanic/Latinx and Asian communities, these populations are widely underrepresented within our stakeholder considerations.

We recommend the OVP makes concerted efforts to hold conversations with members of these demographics to ensure that all members of Montgomery feel heard by the OVP and that the OVP can build as wide and diverse of a coalition as needed to succeed.

STRATEGIC PLAN RECOMMENDATIONS

Operations

A. Hub Model

The OVP will innovate and reimagine how Montgomery, and Alabama, view, respond to, and address violence. The OVP, provided sufficient funding, will serve two main roles:

First, the **OVP will serve as a hub** to centralize the coordination and delivery of services by government agencies, community groups, and nonprofits related to preventing violence. These organizations will be organized under four primary pillars *(see page 28 for organizational structure diagram)*, which are informed by **cities' best practices**, **rigorously evaluated interventions** (*see Appendix C for research memo on evidence-based interventions*), and **Montgomery stakeholders' input.**

🏠 Neighborhood & Environment

🎓 Youth & Students

💼 Economic Revitalization

💗 Health & Wellbeing

Leadership council: The OVP will adopt a collaborative leadership framework under Director Keith Moore, comprised of roughly 15 stakeholders, including 6-8 representatives from government agencies whose capabilities and responsibilities support violence reduction efforts and interventions, and 6-8 representatives from key partner organizations. The leadership council will consult with Director Keith Moore on future strategic decisions, including partner organization membership and specific interventions to focus on. Four leadership council members will oversee the four pillars, serving as the point person for coordination of partner organizations within their pillar. The OVP Hub will centralize data analysis efforts for all organizations interested in violence reduction, as well as facilitate fund and grant distribution in conjunction with the Grants Department. Additionally, new organizations looking to get involved in violence prevention work will be able to turn to the OVP Hub to determine their areas of focus and promote multilateral collaboration. Partner organizations within the OVP Hub will convene annually to present violence prevention effort awards, recognize local leaders, share best practices, and collaborate on future initiatives.

Individuals seeking or referred to help (users): Through a case worker model, Montgomery residents connecting with the OVP would contact the office as a one-stop for any relevant needs, and then be directed to the best organization within the relevant pillar that can fulfill their needs – thereby addressing the desperation root cause of crime. *See page 28 for organization diagram.*

Pillar #1: Neighborhood & Environment 🏠

The first pillar focuses on nurturing community safety through A) physical environment improvements, and B) interpersonal relationships around Montgomery, bringing together community members from throughout the city, including faith and non-profit leaders. Within physical environment improvements, interventions that have seen success in other cities and have

the data-driven evidence behind them are recommended components of this pillar (*see Appendix C for evidence-based programs & interventions memo).* Environmental interventions include: reducing neighborhood foreclosures & vacant properties, creating green space such as converting old lots into parks, removing water and air pollutants, and increasing street lighting. All are causally proven to both reduce crime and increase feelings of safety. Organizations, governmental, non-profit, or private that have the capacity to work in these intervention areas should be prioritized as partner organizations, with representation in the leadership council.

Sample Partners
- Montgomery Parks and Recreation
- Montgomery Housing Authority

Improve the Physical Environment	EVIDENCE-BACKED STRATEGIES TO PREVENT AND REDUCE COMMUNITY VIOLENCE
Add tree coverage and other plants to neighborhoods, including the grounds of public housing	Kondo et al. 2017a; Kondo et. al 2017b; Kuo and Sullivan 2001a; Kuo and Sullivan 2001b
Clean up debris and add greenery to vacant lots; partner with residents to improve vacant lots	Branas et al. 2011; Branas et al. 2018; Garvin et al. 2013; Heinze et al. 2018; Kondo et al. 2016; Moyer et al. 2019
Monitor lead levels and reduce children's exposure, especially children younger than age 3	Aizer and Currie 2019; Billings and Schnepel 2018; Grönqvist et al. 2020
Reduce number of abandoned buildings, prevent foreclosure of homes and prevent foreclosed homes from becoming vacant	Branas et al. 2016; Cui and Walsh 2015; Ellen et al. 2013; Kondo et al. 2015
Fine business owners for uncovered doors and windows in occupied buildings	Kondo et al. 2015
Close streets and create cul-de-sac streets in neighborhoods affected by or at risk of violence	Southworth and Ben-Joseph 2004; Lasley 1996; Welsh and Farrington 2009a
Install surveillance cameras in subways and other public areas	Priks 2015; Welsh and Farrington 2009b
Increase street lighting in residential areas	Chalfin et al. 2019; Farrington and Welsh 2002
Increase funding for Business Improvement Districts (BIDs)	Cook and MacDonald 2011
Reduce traffic congestion	Beland and Brent 2018
Increase use of bulletproof glass	Smith 2005
Alter school district boundaries to decrease grouping of disadvantaged students within same schools	Billings et al. 2019
Increase social connectedness among neighborhood residents	Stuart and Taylor forthcoming

The neighborhood component of the first pillar relates more directly to violence interruption, and the direct services operational function of the OVP (*see Direct Service Provider on page 29).* The driving concept behind these organizations' interventions are rebuilding trust and promoting stability in interpersonal relationships to promote pro-social behavior. Engaging young people most likely to be involved in violence at the neighborhood level will allow Montgomery to effectively target individuals before they become involved with law enforcement and the legal system. Community outreach workers (eg., OVP staff, violence interventionist, and volunteers) must be known by the people whom they serve, so as to build trust and open honest dialogue – this positions the OVP, Keith Moore, Ro Tyus, and future Violence Interventionist, to be particularly effective in this capacity.

Sample Partners
- Equal Justice Initiative
- Faith in Action Alabama

Strengthen Anti-Violence Social Norms and Peer Relationships	EVIDENCE-BACKED STRATEGIES TO PREVENT AND REDUCE COMMUNITY VIOLENCE
Reduce gang violence through community engagement	Spergel and Grossman 1997; Spergel et al. 2003; Spergel et al. 2006
Partner with African American churches to sponsor community health outreach efforts	Thomas et al. 1994
Build positive adult connection	Culyba et al. 2016
Improve maternal closeness, offer social supports to families through daily support and limitations on violence exposure	Hammack et al. 2004
Support anti-violence social norms via community outreach workers and violence interrupters (e.g. Cure Violence, Advance Peace)	Butts et al. 2015; Butts and Delgado 2017; Delgado et al. 2017; Maguire at al. 2018; Milam et al. 2018; Webster et al. 2013
Offer individually tailored social service and substance abuse treatment	Huguet et al. 2016; Matthay et al. 2019
Use hospital-based interventions with recent victims of violent injuries	Becker et al. 2004; Cooper et al. 2006; Juillard et al. 2016; Zun et al. 2006

Pillar #2: Youth & Students

The second pillar focuses on the educational and childhood support perspective, ensuring that the future leaders of Montgomery are equipped with the resources and training to be resilient and responsible. The evidence-backed interventions to support and encourage relevant organizational partnerships for include school transportation-route crime monitoring (eg., Chicago's Safe Passage) to increase feelings of safety and deter potential violence, youth social skills development through Cognitive Behavioral Therapy (eg., Becoming a Man), and providing summer jobs to constructively engage students, promote financial stability, and develop career skills. *See Appendix C for evidence-based programs & interventions memo.*

Sample Partners
- Montgomery Public Schools
- Success Unlimited Academy

Engage and Support Youth	EVIDENCE-BACKED STRATEGIES TO PREVENT AND REDUCE COMMUNITY VIOLENCE
Raise minimum age for school dropout	Anderson 2014
Offer access to full-day schools	Berthelon and Kruger 2011
Provide summer working experience for high-risk youth	Davis and Heller forthcoming; Modestino 2019
Place civilian lookouts along walking routes to schools	McMillen et al. 2019
Restrict nightime driving by age (Graduated Driver Licensing)	Deza and Litwok 2016
Enforce requirements for minimum years of education	Hjalmarsson et al. 2015
Improve school quality and work with children and youth to develop positive social skills and emotional intelligence	Deming 2011; Heckman et al. 2010; Heckman et al. 2013
Provide early interventions with children, youth, and parents to improve self-control, social skills, and decision-making	Augimieri et al. 2016; Heller et al. 2017; Olds et al. 1997

Pillar #3: Economic Revitalization 💼

Violent crime in Montgomery and nationally often stem from financial hardships (ie., desperation), or interpersonal conflict relating to money. Thus, the third pillar focuses on the economic health of community members in Montgomery, to empower young adults with the job training and employment opportunities to support themselves. Specific interventions, and organizations to prioritize partnership with, include those of housing assistance to provide safe shelter, food assistance, direct financial assistance to get those in extreme need back on their feet, and job training.

Sample Partners
- Emerge Montgomery
- Heritage Training and Career Center

Mitigate Financial Stress	EVIDENCE-BACKED STRATEGIES TO PREVENT AND REDUCE COMMUNITY VIOLENCE
Reduce negative income shocks following divorce	Cáceres-Delpiano and Giolito 2012
Increase one-time, immediate financial assistance	Palmer et al. 2019
Increase short-term financial assistance and programs that support the development of emotional and social skills	Blattman et al. 2017
Increase social welfare (relief) spending that combines income and a work requirement	Fishback et al. 2010
Increase availability of high-wage entry-level jobs	Bell et al. 2018
Increase low-skilled wages for individuals returning home after periods of incarceration	Yang 2017
Offer housing voucher programs (e.g. Moving to Opportunity) with priority for residents of demolished public housing	Aliprantis and Hartley 2015; Chyn 2018; Jay et al. 2019; Ludwig et al. 2001
Increase the Low-Income Housing Tax Credit	Freedman and Owens 2011
Use electronic benefit transfer (EBT) instead of cash	Write et al. 2017
Alter the timing of income support payments to stagger them across each month	Foley 2011
Stagger the timing of delivery of federal food benefits (SNAP)	Carr and Packham 2019

Pillar #4: Health & Wellbeing 💓

The final pillar of the hub focuses on improving the physical and, more critically, the mental health of Montgomery residents, enabling individuals to live holistically healthy lives in mind, body, and spirit. Through the understanding of violence as a public heath concern, root causes are to be treated through increased city-wide counseling services, including at schools (eg., CBT, trauma-informed therapy, socio-emotional reflection circles), in addition to supporting substance abuse reduction efforts. While the OVP is not currently staffed to facilitate these roles, partner organizations in the hub will be. Ultimately a hired social worker will be imperative here as both a counselor and also manager of mental health interventions.

Sample Partners
- YMCA of Greater Montgomery
- 21 Dreams Arts & Culture

Hub Organizational Structure

OFFICE OF VIOLENCE PREVENTION

OVP LEADERSHIP COUNCIL

Data

Funding Support

Strategic Direction

COMMUNITY ORGANIZATIONS

Neighborhood and Environmental

Youth and Students

Economic Revitalization

Health and Wellbeing

B. Direct Service Provider

The OVP's second primary operating function will be direct services, particularly interventions that fall under the community engagement component of Pillar #1: Neighborhood & Environment. It is imperative that the OVP leverage existing strengths in Montgomery and take direct action within the four pillars in ways that boost external strengths while capitalizing on internal capacity. Note: the following services are not exhaustive, and additional roles, tasks, and goals will emerge as the OVP looks towards its next year(s) in operation and makes additional hires.

Student Interventions

Student interventions may include cognitive behavioral therapy, counseling, socio-emotional reflection circles, and de-escalation sessions within schools. Currently, Director Keith Moore and Community Liaison Ro Tyus are positioned well to take on these responsibilities; in the future, additional budgetary capacity will enable this category of direct service to be in the specialized skillset of a social worker.

Neighborhood Walks

The daytime Stop the Violence walks, organized and led by Ro Tyus, will continue to be an integral direct service. These engage community and provide opportunities for relationship building, positive role model influence, constructive uses of time, food and water needs, and spread pro-social norms around holistic wellbeing and how violence prevention "takes all of us." Additionally, community night walks (eg. the community stakeholders who walk in violence-prone neighborhoods at night and during school commutes as trusted individuals and beacons of safety), & school walks (eg., Safe Passage). The OVP will provide city resources and representation to an effective, proven violent crime reduction strategy, while expressing to the community that the government sees and hears the pain and fear of violence felt by many.

Community Events

The OVP will host Community Events such as an Anti-Violence Vision "block party" to bring attention to both the issue of violence and also the many individuals and organizations working towards solutions. These events will allow organizers of violence-prevention to convene in one central location, and allow the community to visualize the OVP's role as a violence prevention hub. Ro Tyus is particularly suited

C. Priority Recommendations

Recommendation 1 - Form Leadership Council (Medium)

- Identify target government agencies based on the four pillars and recruit 6-8 representatives
- Identify diverse community leaders across education, faith, and social justice backgrounds, and recruit 6-8
- Nominate one leader to oversee each pillar
- Secure written commitments and create an email group to plan first meeting before the end of the summer

Recommendation 2 - Establish and Expand Hub Partners (Ongoing)

- Formally explain hub model and pillars to all existing community partners and organizations
- Recruit additional high-impact organization partner
- Secure written commitments from organization leaders to be formal members of the OVP hub
- Create a collaborative spreadsheet database of all hub partners, their contact information, organization descriptions, and relevant pillar
  - This can be shared in the short term, and will eventually evolve into a formal website and user-friendly iterative platform for the hub caseworker model

Recommendation 3 - Continue and Expand Neighborhood Walks (Medium)

- Connect with Ralph Bush and formalize the nighttime neighborhood walks as part of the OVP direct services
  - Personally engage with these and spread their popularity
- Organize and execute at least **two Stop the Violence Walks** this summer

Recommendation 4 - Identify and Advertise Student Summer Programs (Short)

- Identify the top 5-10 summer programs for middle to high school aged students
- Communicate summer program descriptions, benefits, and sign up process via website, personal social media, and direct communication
- If applicable, transfer partial ownership of student summer programs to the Youth & Students pillar leader of the leadership council

Timeline
Short: By July 31, 2022
Medium: By October 31, 2022
Long: After November 1, 2022

Administration

A. Objectives and Key Results

The impact of the OVP will be measured against a set of objectives and key metrics to measure those objectives. This will prove essential when discussing the OVP with potential funders, OVP Hub Partners, and community stakeholders. Therefore, the OVP must establish a set of four to five larger objectives that it hopes to accomplish throughout its existence, as well as several key results for each objective that can be measured against an established timeline. These objectives should be attainable within the timeframe proposed, specific enough to constitute direction action by the OVP, and measurable by quantitative or qualitative data. The key objectives and results should be revised as necessary as additional data and context is received.

We have proposed the following objectives and key results as a starting position for the OVP's strategic direction. We recommend completing these objectives with the established leadership council and key stakeholders throughout this year.

1. Decrease Violent Crimes Resulting in Loss of Life
    a. Decrease homicides per year by ___%
    b. Decrease gun homicides per year by ___%
2. Engage the Montgomery Community
    a. Gather quantitative and qualitative data from residents of all 9 districts through town halls and surveys
    b. Increase the number of individuals reached through community listening sessions, Stop the Violence Walks, and school-based student counseling sessions
    c. Increase the number of community organizations partnerships each month to _____
3. Establish "Hub" Operations and Regional Connections
    a. Form a leadership council consisting of 6-8 government agencies and 6-8 community organizations by the end of 2022
    b. Initiate case-worker referral networks through direct contact, website, and social media
    c. Increase the number of monthly referrals to the OVP Hub throughout the first two years

B. Finance

The current fundraising landscape encourages us to seek out **larger sources of funding** while simultaneously placing a priority for **funding on the programs and organizations demonstrating the greatest impact in preventing and reducing violence**. The funding sources are dedicated in many cases to specific types of violence prevention such as gun violence, violence in schools and among youth, domestic violence, sexual assault, and crime and violence in specific geographies (state, city, neighborhood). As a result, finding money for the Office of Violence Prevention should be a team effort with different groups and organizations.

One strategy to be explored is how the new Office of Violence Prevention can coordinate efforts to identify, disseminate and obtain funding for programs helping Montgomery reduce violence in all forms. Our research has uncovered hundreds of Federal grants and thousands of private funding sources available now for violence prevention (see examples and online links below). The Office of Violence Prevention can develop a shared and optimal strategy for its limited resource of just three people by working with other leaders. Already the Office has engaged in town halls and other means of outreach to meet leaders in the community, those running current violence prevention programs, the government leaders in Montgomery on the City Council and the Mayor's office, and the government leaders at the State of Alabama and US Federal government level, going further to engage the six prominent colleges and universities in Montgomery including leading Historically Black College and University (HBCU) Alabama State University and Harvard University (Kennedy School and others). In addition to gaining insights into what is working in Montgomery and elsewhere in violence prevention these engaged resources can make important contributions to reduce violence in Montgomery. They might be asked to provide individuals (talent) with experience in writing and obtaining grant funding. This should be a priority with the potential to tap the Federal Justice Department and State of Alabama funding sources and to draw from the $5 billion called for by the Biden Build Back Better Act in Congress (assuming passage of some of this bill in some form in 2022). Expert resources with excellent track records exist in Alabama and in places focused on helping Alabama communities including Harvard resources.

One idea that is commonly used in business plan and social entrepreneurship groups at Harvard is a recognition and funding competition. Some process of competition in Montgomery for funding for local organizations might surface the most competitive programs. These organizations and programs could in turn be presented at the State and Federal level for grant funding consideration supported by the Office of Violence Prevention. The judges might be drawn from members and leaders of the community who benefit from these programs. A scoring system such as a rating, ranking or selection for recognition might be the outcome of the competition. Like university grading, the vast majority might have some positive recognition they can cite. The highest ranked may be given specific funding if available considering their impact for the community. The result may be an increase in grant funding across the board. At a minimum, this recognition would give any one organization a credential they could use to show others their effectiveness as they seek outside funding. Such a process may require support by the City Council and Mayor and while raising some political issues over who is or is not ranked higher, if the judges comprise enough members of the community, it may be difficult to criticize the recognition even by those who believe they should have ranked higher.

The largest source of funding will come from Government sources at the City, State and Federal levels. The timing for seeking more funding is now in anticipation of more funds to come from large programs announced at the Federal and State levels of government. Additionally, many sources of private funding are available, and the publicity surrounding violence prevention in all its forms has led to greater awareness nationally and locally. Specific places to apply are identified here but the large number of places prompted our recommendation to staff this important function with one or more dedicated people who can contact the many potential sources of funding.

We also need to identify a list of allies by identifying those who already care about Montgomery or would care if we approached them. Montgomery, Alabama is one of the most important cities in the history of the civil rights movement with celebrity appeal. There are many foundations, charities, celebrities (who often have their own foundations) who are investing their funds in programs that help prevent violence. Some of these programs may not even mention violence prevention, but of course do help prevent violence such as afterschool or summer jobs programs. By taking a wide-angle lens, we can see all the potential sources of money that will reduce the level of violence in Montgomery. Who are the celebrities from Montgomery or associated with the city or its historic movements? How can we and they shine a light on the efforts in Montgomery to save lives and prevent violence in all its forms? What are the specific things we ask for and what existing local or national programs can we partner with to accomplish our fundraising goals?

Federal Funding

The Federal Government is the largest single source of funding for violence prevention. The White House has announced a significant focused effort on reducing gun violence and supporting violence prevention programs:

During President Biden's first year in office, the Biden-Harris Administration has made more progress on executive actions to reduce gun violence than any other Administration has in its first year. The President is using the tools at his disposal to address the epidemic of gun violence that our country has faced for far too long – including stepped-up law enforcement efforts, cracking down on ghost guns, and directing historic levels of funding to put more cops on the beat for community-oriented policing and expanding community violence interventions (CVI) – neighborhood-based programs proven to combat gun violence… The President's Build Back Better Act includes a transformational $5 billion for community violence interventions – evidence-based strategies to reduce community gun violence disproportionately impacting Black and brown individuals. [13]

The Justice Department has made supporting violence prevention programs a high priority:

The Department of Justice's Office of Justice Programs (OJP) today announced nearly $444 million in grant awards to support a wide range of violence reduction efforts, including community-based violence intervention and prevention strategies, youth and school violence prevention programs and evidence-based police and prosecution practices. Funding will also support research on civil disturbances, school safety and violence against women. [14]

Administration

Local Funding

Montgomery has taken advantage of Department of Justice funding to stop violence in the schools and communities, including an almost $1 million grant for the Alabama Department of Education's Alabama Peace Project. [15] The Peace Project seeks to support and assist local jurisdictions in reducing violent crime in and around schools, specifically focusing on training to prevent violence and the empowering of threat assessment/intervention teams. Both of these initiatives are forefront in the OVP's actions steps over the next six months. An important contribution can be made by the Office of Violence Prevention by identifying funding available at the State and Federal level and together with Montgomery-based community organizations, non-profits, and government departments applying for funds to be allocated to violence prevention in Montgomery. Seeking out local people who have experience and can help develop grant proposals may yield significant funding benefits as noted below.

Private Funding

There is such a large number of private funding sources for violence prevention and related programs that a strategy to segment and focus efforts for these grants is even more essential than it is in applying for Government funding. The odds of any random grant application being successful with private sources is low. We recommend investing to have help from an established firm with an extensive database of private funders. The best choice among many may come from exploring the experience of other Alabama government offices and cities since private funders may be inclined to give grants to a more local and regional geography than national (some explicitly say they are for a given state or region). For nationally and internationally focused organizations, the experience of other offices of violence prevention should be useful. One reality will be larger cities like Chicago and New York may attract national funding sources more easily than smaller cities, but the historic importance of Montgomery may place it on a peer level with some much larger cities.

As just one example, we share here the experience of one of our team members in running the Jenzabar Foundation and approving millions of dollars of funding, gaining exposure to thousands of grant applications. The larger number had no real chance of being funded because they had no advocate who was connected to the Foundation. The problem often is that there are many well developed and high potential projects, programs or organizations applying. This fact means that to be successful it might take an additional element of differentiation. A city like Montgomery could increase its chance of success with a private foundation like Jenzabar by teaming up with local Historically Black College or University (HBCU) Alabama State University, or another local college or university, since most of the Jenzabar's grants went to higher education institutions including many HBCUs. The grant may assist a city with a serious problem like violence prevention, but do so with the participation of, and a connection to, the students, faculty, administration, or alumni of the university. A project of researching any given private foundation and then finding ways to increase the odds of being successful should start with listing foundations known to the office and city and your partner organizations. The combination of you and the partner organization may increase the odds of success for both.

Directions for Funding

Once funding has been secured, the next challenge will be the dissemination and use of such funds. Depending on the form of funding, there may be certain provisions or requirements associated with the use of funds; for example, grants might be rewarded for a specific training program, or for the hiring of a specific employee. After reviewing the OVP's strategic direction, we propose several new initiatives that might maximize the effectiveness and utilization of funding received:

- Hiring Additional Staff Members: Discussed below
- Summer Employment Opportunities for Local Studies: Montgomery, AL is home to several colleges and universities offering a wide range of educational programs; these schools include Alabama State University, Auburn University Montgomery, and Troy University. We recommend partnering with these academic institutions to potentially offer internship opportunities with the Office of Violence Prevention or one of the OVP Hub Partners. Universities might offer credits for such work-placements, or if not, the OVP might secure grants to fund summer stipends for full-time work, allowing students to receive both employment experience and funds for a summer job.
- Summer Programming: Violent crime tends to spike during summer months, as students and young adults find themselves with more unstructured time. The OVP can co-facilitate summer camps, block party events, or other programs during the summer.
- Printing and distributing promotional materials

Budget Creation

The budgetary process ultimately comes down to the Mayor and city council. However, the OVP can advocate for necessary funding by having a clear scope of actions steps, programmatic support, as well as the developing financial requirements for both hub operations and direct service operations. Taking the time to think critically about the budget will position the OVP to make specific requests, and ultimately improve the likelihood of increased funding. *See next page for a sample budget created based on action steps.*

Administration

	Cost Per Unit ($)	Input Cost ($)
Sample Budget Office of Violence Prevention|Montgomery, AL		All numbers are derived from the public City Budget
SPACE		
Training Program Space	$150 per hour for 20 hours	$3,000.00
Community Anti-Violence Vision Event	N/A	$5,000.00
SALARIES & BENEFITS		
Director, Liason, Interventionist (Total)	N/A	$242,334.00
Case Worker (Social Worker)	$40,000.00	$60,000.00
Data Coordinator	$40,000.00	$60,000.00
Finance Coordinator	$40,000.00	$60,000.00
OPERATIONS		
Training Program	$2,000.00	$8,000.00
Volunteer services (water, food, transportation)	$200 per week for 42 weeks	$8,400.00
Website & Social Media	N/A	$5,000.00
Community Engagement Program (water, food, transportation)	$500 per week for 52 weeks	$26,000.00
OTHER EXPENSES		
Travel, dining, office supplies, ultilies, other		$23,200.00
Equipment - Non Capitalized		$4,000.00

Note: x1.5 for benefits as calculated from City Budget

Total Estimated Input Costs:	$504,934.00
Contingency Reserve Percentage	5%
Contingency Reserve	$25,246.70
Total Funding Required:	**$530,180.70**

Administration

Sample Sources of Funding

Administration for Children and Families (ACF)	https://www.acf.hhs.gov/grants	Federal programs that promote the economic and social well-being of families, children, individuals, and communities
Catalog of Federal Domestic Assistance	https://sam.gov/content/assistance-listings	View all federal programs as well as public and private institutions offering program funding.
Centers for Disease Control and Prevention (CDC): Healthy Youth Funding Database	https://www.cdc.gov/funding/	Awards for programs that promote health and quality of life by preventing and controlling disease, injury, and disability.
The Council on Foundations	https://www.cof.org/page/community-foundation-locator	Access a list of community foundations by state.
Department of Education Forecast of Funding	https://www2.ed.gov/fund/grant/find/edlite-forecast.html	Find a list of all of the programs and competitions available from the department.
Department of Education Grants	https://www2.ed.gov/fund/landing.jhtml	Read more about the department's formula-based grant programs designed to improve elementary and secondary schools.
Department of Justice Grants	https://www.justice.gov/grants	Opportunities for funding from the Department of Justice to support law enforcement and public safety activities in state, local, and tribal jurisdictions; to assist victims of crime; to provide training and technical assistance; to conduct research; and to implement programs that improve the criminal, civil, and juvenile justice systems.
The Foundation Directory Online	https://fconline.foundationcenter.org/?fcref=lr	Search databases of up to 80,000 grant makers and more than 500,000 grants. (Paid subscription required.)

Administration

Sample Sources of Funding

Fundsnet Services Online	https://fundsnetservices.com/grants	Since 1996 Fundsnet Services has provided resources information about grants, fundraising, philanthropy, foundations and 501(c)(3) non–profits organizations to those in need of funding and research for their philanthropic efforts and missions.
Grants.gov	grants.gov	Find and apply for federal government grants through nearly 1,000 different programs.
No Child Left Behind-Title I	https://www2.ed.gov/programs/titleiparta/index.html	Funds providing academic support and learning opportunities to help low-achieving children master challenging curricula.
Partnership for Character Education	https://www2.ed.gov/admins/lead/character/brochure.html	Grants for character education programs involving teaching students civics, citizenship, justice, responsibility, and respecting themselves and others.
Safe and Drug-Free Schools and Communities	https://www2.ed.gov/about/offices/list/osdfs/programs.html	Grants for violence prevention and programs that ensure the health and well-being of students as well as promoting development of good character and citizenship.
Substance Abuse and Mental Health Services Administration (SAMHSA)	https://www.samhsa.gov/grants	Grants are provided to promote protective factors and to reduce risk factors for substance abuse.
Suicide Prevention Resource Center	https://sprc.org/about-sprc	Provides prevention support, training, and resources to assist organizations and individuals to develop suicide prevention programs, interventions and policies.
U.S. Department of Health and Human Services (DHHS)	https://www.hhs.gov/grants/index.html	Federal funding for programs for families, communities, and students.

C. Coordination

City Government Coordination

As a component of the Office of the Mayor, the OVP relies on the continued support of the mayor to operate within Montgomery. While Mayor Steven Reed wholeheartedly supports the OVP, the next elected official may not be as supportive; future mayors might decide to alienate the OVP from the city's central governance or to cut the office fully. Other Offices of Violence Prevention around the nation employ a variety of structures within their municipal jurisdictions; for example, the Los Angeles County's Office of Violence Prevention resides within the Department of Public Health, conscientiously recognizing the public health crisis that violence poses. [16] Doing so not only expands the reach of the OVP but can also insulate it from the   political swings that can accompany election seasons in the Mayor's Office.

Data Coordination

Our world is increasingly driven by quantitative data. Our stakeholder conversations frequently stressed the need for comprehensive data regarding the current and future trends of violence within the city of Montgomery, the efforts by the OVP thus far (including the number of town hall meetings and the number of participants at each one), and the strategies and programs currently employed throughout Montgomery by various community partners. Yet due to the understaffing of the OVP, there has been limited data gathering and documentation; as a result, it has been more challenging to communicate the successes of the OVP and to discuss thematic trends related to violence in Montgomery.

The OVP needs a collaborative and comprehensive data strategy that includes mechanisms for data gathering and analysis, particularly as the office's efforts continue to grow. Further, when we requested and ultimately received data from the Montgomery Police Department, there were certain elements within the crime data that limited our analysis, including the delayed reception of the data, the limited time scope of the data (we received two years of past data, but believe it would be helpful to review at least five years of historical data), and certain demographic data that would be helpful in our analysis (such as the age, race, and gender of those involved in the crime reports).

We recommend establishing a centralized procedure for exchanging data and information between the Montgomery Policy Department, the Office of Violence Prevention, and the various community organizations with whom the OVP will partner. This procedure should occur at least yearly, and likely would be helpful for data to be exchanged quarterly to ensure that any trends or anomalies can be addressed. There should also be an established format for the data with agreed upon metrics and demographics. As permitted, the OVP can create a data dashboard that will be posted on the OVP website and shared via outreach to county and community partners through social media and public forums.

D. Staffing

Keith Moore and Rochelle Tyus have done a tremendous job at leading the OVP so far, as indicated by their extensive accomplishments over the last five months. However, in order to continue to develop and expand into additional services and to accomplish the OVP Hub Model, the office requires additional staff members. Below, we have outlined several additional individuals in the order we recommend hiring. While the job descriptions and experience level for each role may change slightly, all require dedicated, focused, and experienced people that can leverage the talent, energy, and community enthusiasm for Montgomery's Office of Violence Prevention.

Violence Prevention Interventionist

At this time of writing, the OVP is currently soliciting applications to interview and hire a Violence Prevention Interventionist to bring the OVP team to three full-time employees. This employee will "identify and detect potential violent groups, places, and interpersonal conflicts in order to interrupt the transmission of violence by engaging individuals at highest risk and mediating those conflicts that are likely to end in violence." [17] The OVP's opportunity to be "on the streets," directly engaging with the communities of Montgomery, will be a crucial component of both the OVP's direct services and its hub model to develop community partners. As such, it is necessary to hire an interventionist that is familiar with and trusted by the various communities in Montgomery as soon as possible.

Data Coordinator

The continued success of the OVP relies on the ability to analyze and understand data. This becomes increasingly crucial when required within funding mechanisms; for example, the Montgomery City Council might require proof of efforts in order to increase the OVP's budget for the fiscal year, or a grant might require particular metrics of success when determining level of funding. As such, the OVP needs an employee who can both coordinate the collection of data (as discussed above), analyze the data to understanding the underlying stories and trends, and then package that data in a visualized, comprehensive structure that can be shared with key stakeholders.

Finance Coordinator

The OVP currently fully relies on the continued support of the Montgomery City Council, which can become increasingly politicized or risky during campaign years. As such, we recommend the OVP explore opportunities for external funding, such as grants or private foundation funding discussed above. It is likely helpful to then have an OVP employee focused on pursuing grant applications, as funding requests can be highly time intensive. The staff can include volunteers with experience seeking funding and may require a part-time or full-time paid person to lead the effort. The job of seeking funding is the job of everyone in the office to some extent.

Case Workers & Social Workers

The bulk of the OVP's day-to-day efforts should ultimately fall outside the scope of the Director and Community Liaison, who can then focus on strategic initiatives and partnerships. The OVP has expressed interest in ultimately hiring social workers who will serve as case workers, engaging directly with students, businesses, non-profits, and other community members through a referral and relationship-building process. We recommend hiring these case workers as contract workers, rather than directly as city employees. Many communities who have had prior experiences with city bureaucracy and law enforcement embody a sense of distrust to representatives of government. Case workers that are merely contracted by the city, rather than directly hired, provide an element of space that can facilitate trust-building. These employees should still undergo extensive training before being placed into communities.

Required Skills

We understand that the current staffing and funding severely limits the OVP's ability to hire additional coordinators. We recommend that in future solicitation and hiring, the OVP pays careful attention to the additional traits or skills that a team member can bring to the table; for example, perhaps an incoming case worker has experience with Tableau and can therefore support data visualization efforts within the office. We have compiled the following list of skills that could prove beneficial to the OVP's future operations:

- Data Analysis and Visualization
- Social Media Campaigns
- Grant Writing
- Survey Design
- Artistic Abiliites

- Budget Allocation
- Graphic Design
- Training Facilitation
- Focus Group Facilitation
- Connections to Faith Communities

E. Training

As with any comprehensive and far-reaching strategy, the OVP will rely on a wide coalition of stakeholders to advance its mission. It will thus have to develop and implement training that can empower all individuals, including full-time employees and volunteers. This training must include trauma and mental health first aid, connect peers to support system organizations within the OVP Hub Network, and incorporate a race equity and trauma informed lens. The training must be an initial investment in order to build momentum for the OVP and its community partners; a well-training volunteer and staff base can enable and empower a more robust response to the root causes of violence.

Several external organizations and Offices of Violence Prevention referenced external training resources that they leveraged in either creating city-specific materials or employing general trauma and violence training. We recommend reaching out to other Offices of Violence Prevention, particularly offices located in the southern region of the United States (including Birmingham, Alabama; Atlanta, Georgia; and New Orleans, LA) [18] to compare resources and understand the preliminary steps they took in training employees and volunteers.

F. Workstream Design

We recommend making a formal work stream chart to enable the OVP to see an administrative overview of completed, ongoing, and necessary tasks, and how they fit together to achieve the driving objectives and key results. The below is a sample of such a chart.

Phase No.	Task Description	Task Owner	Notes	Task Status
1	**Short Term** (*by July 31st*)			
1.1	**Summer Programming**	Keith Moore		In Progress
1.1.1	Identify programs	Harvard Research Team		In Progress
1.1.2	Outreach & engagement	Ro Tyus		In Progress
1.1.3	Connect school administrators and program directors	Keith Moore		
1.2	**Hire Interventionist**	Keith Moore		In Progress
1.3	**Develop Volunteer Training Program**	Keith Moore	Birmingham OVP; external training program	Assigned
1.3.1	Determine internal vs outsourced training	Keith Moore		In Progress
1.3.2	Recruit school-based volunteers	Ro Tyus		In Progress
1.3.3	Recruit violence interrupters	Keith Moore & Ro Tyus		
1.4	**Continue Stop the Violence walks**	Ro Tyus		In Progress
1.4.1	Advertise; recruit volunteers	Keith Moore & Ro Tyus		
1.4.2	Plan neighborhood route	Ro Tyus		
1.4.3	Buy water, food, supplies	Keith Moore & Ro Tyus		
1.4.4	Engage local community partners on route	Keith Moore & Ro Tyus		
1.5	**Communications**	Ro Tyus		In Progress
1.5.1	Design paper and social media OVP info pamphlets	Harvard Research Team		
1.5.2	Distribute OVP info pamphlets	Ro Tyus		
1.5.3	Identify new target neighborhoods	All		
2	**Medium Term** (*before October 31st*)			
2.1	**Form a leadership council**	Keith Moore		Assigned
2.1.1	Outreach and secure commitments from 6-8 vital **government** agencies	Keith Moore & Ro Tyus		
2.1.2	Outreach and secure commitments from 6-8 vital **community** partners	Keith Moore & Ro Tyus		
2.2	**Communications**			In Progress
2.2.1	Outsource or assign social media creation	Keith Moore & Ro Tyus		
2.2.2	Inform and engage community online to reach more people	Ro Tyus		
2.2.3	Design and deliver Google Form survey to >500 residents across all districts to A) obtain contact information; B) identify needs and violence concerns; C) continue to monitor community suggestions	Keith Moore & Ro Tyus		
2.3	**Train Volunteers**	Keith Moore & Ro Tyus	Outsource or insource determined in months prior	Assigned
2.3.1	Contract volunteers with community partners	Keith Moore		
3	**Long term** (*November 2022 onward*)			
3.1	**Hires**	Keith Moore		Assigned
3.1.1	Social Worker			
3.1.2	Data Coordinator			
3.1.3	Finance Coordinator			
3.2	**Implement Hub Model**	Keith Moore		Assigned
3.2.1	Establish Hub Referrel Center (social media, website, direct call/email & 311)	Keith Moore & Social Worker		
3.2.2	Recruit hub partner organizations	Keith Moore		
3.2.3	Advertise partner organizations on website and in neighborhoods	Ro Tyus & New Community Interventionist		
3.2.4	Monitor and evaluate resident OVP hub usage and outcomes	New Data Coordinatort		
3.2.5	Annual partner organizations conference	Keith Moore	Multilateral coordination for improved efficiency of collaborative efforts	
3.3	**Continue Direct Services**	Keith Moore		In Progress
3.3.1	Community engagement	Community Interventionist		
3.3.2	Stop the Violence walks	Community Interventionist		
3.3.3	School CBT, de-escalation, and circle discussions	New Social Worker		

Administration

G. Priority Recommendations

Recommendation 1 - Develop Objectives and Key Results Metrics (Short)

- Collaborate with key members of the OVP Leadership Council to establish four or five key objectives, identifying the timeline extent to each objective and what key results should be attained within what timeframe in order to count that objective as a success

Recommendation 2 - Establish Financing Means (Medium)

- Research and identify additional means of financial support, both from government funding (federal or local) and potential private avenues for funding
- Development of a funding and resource development plan that includes an engagement strategy for philanthropy, business, and other potential funders
- Identify a prioritized hierarchy of spending for what can be completed at each level of spending. For example, if an unrestricted grant is obtained for $5,000, what will that money go toward?

Recommendation 3 - Hire Add'l. Team Members & Delineate Roles (Short/Medium)

- Hire Violence Interventionist to expand community partnership
- Establish clear roles and guidelines for each member of the team so that each member has the capacity and capability to accomplish the tasks specific to that role

Recommendation 4 - Design and Coordinate Training (Short/Medium)

- Communicate with similarly sized and resourced Offices of Violence Prevention to discern their training programs
- Identify staff and volunteers to be trained and implement training at least twice a year, both for new members within the OVP community and as refresher trainings to bring current members up to date on cutting edge violence prevention research

Recommendation 5 - Establish Data Collection and Maintenance (Medium/Long)

- Identify and set common metrics to collect, analyze, share and report data regarding the impact of multiple forms of violence across sectors
- Coordinate with the OVP Leadership Council and parties that will provide data to develop data sharing procedures
- Identify at least one academic and or other expert who can partner with and build data collection capacity

Timeline
Short: By July 31, 2022
Medium: By October 31, 2022
Long: After November 1, 2022

Communications

A. Strategic Vision

As with any diverse, multi-party, and historic initiative like the creation of Montgomery's Office of Violence Prevention, a clear and cohesive strategic division is required to ensure stakeholder alignment and effective interventions.

In order to present a strong vision, we recommend that the OVP use this document to create a data-driven, community-centered strategic plan. Furthermore, we recommend that the OVP develop their mission statement, vision statement, and core values. These statements should be clear, precise, and inspirational, as they are key to communicating the OVP's to new stakeholders and guiding the coalition in their work.

Without a strategic vision and clear messaging, operations can appear misdirected. Furthermore, the OVP runs the risk of becoming mistakenly identified with other organizations or objectives in the public eye. Offices of Violence Prevention are often conflated with community policing, as both seek to reduce violence within a community; however, they seek to do so from starkly different positions. The OVP has consistently stressed that it is not community policing, though they work closely with the police at times. We worry that this close association has led to significant conflation. For example, the OVP's current promotional materials — including the slide deck it uses during the community roundtables — contain references to community policing. The slides also contain contact information for members of the Montgomery Police Department. Doing so may unintentionally perpetuate the conflation of the OVP and the police, leading to distrust from marginalized communities. The OVP's work absolutely needs to be done through collaborative partnerships and coalition, but it is also important to leverage clear messaging to ensure that all stakeholders understand what the OVP is and is not.

B. Communications Plan

We recommend that the OVP establish a comprehensive communications plan to enable the dissemination of their mission and work. This multi-channel communications plan should include specifics around what should be communicated, with whom, by whom, how, and when.

Given the multiplicity of stakeholders, it will be important to make communications as inclusive as possible. Individual communications should also be tailored for specific groups, as necessary and as bandwidth allows. For example, what is most resonant to a clergyperson is not necessarily what is most resonant to public school teachers, young people of color, or city councilors. Yet, all of these people are equally valuable stakeholders, and thus care must be taken to develop messaging that invites everyone to the table.

The communications plan should also include plans for printed and electronic pamphlets (sample pamphlet below), TV and radio appearances, press releases and press conferences, and community events.

C. Building Online Presence

Establishing a reliable, informative online presence is a crucial aspect of furthering the OVP's work. The OVP's website should serve as a central repository for information, resources, and community events. Social media, email, and newsletters should be leveraged as key avenues for communication. We recommend using the hashtags "**#SaferMontgomery**" and "**ItTakesAllOfUs**."

To jumpstart the OVP's social media presence, we recommend the use of a social media campaign that will build awareness and create opportunities for community sharing. One sample campaign could be called "**We Keep Us Safe**." The goal of the campaign would be to showcase community leaders and emphasize that it takes all of us to build a safer Montgomery. It would highlight the OVP's collaborative, coalition-oriented structure, and invite others to join. The OVP would start by sharing their staff and then expand to share their partners or members of the Leadership Council. Each post would invite the audience to share a photo of someone in their life who helps keep them safe (ex: sibling, pastor, officer, etc.) Sample post and text are below.

montgomeryal.gov/OVP
#SaferMontgomery
#ItTakesAllOfUs

WE KEEP US SAFE

It takes all of us.

Office of Violence Prevention Director Keith Moore

Sample caption:

"The Office of Violence Prevention is lucky to have leaders like Director @KeithMoore who lead with heart to help keep the streets safe for everyone in Montgomery. Keith brings a wealth of experience as a faith leader and organizer to his work. The OVP is a collaborative hub for people like Keith who are invested in creating a better future for all of us. Who helps keep you safe? Share their picture and tag us @MontgomeryOVP. **#SaferMontgomery #ItTakesAllOfUs**"

D. Establish Feedback Loop

We recommend that the OVP establish an ongoing structure to receive and respond to community feedback. Community input has been a critical piece of the OVP's work thus far and it will continue to be critical to the success of their mission to build a safer Montgomery. It is important to prioritize accessibility in feedback mechanisms to ensure that everyone in the community has a voice. We recommend continuing with community roundtables in community centers across Montgomery throughout the year. In-person events in individual neighborhoods will signal to community members that the OVP is directly invested in the particularity of their situation.

We recommend that the OVP augments the community roundtables with other feedback options like a chatbox on their website, a "Contact us" form on their website and/or social media, a hotline or designated informational phoneline, and community events. Receiving feedback and responding to it quickly and respectfully is a key tool for building strong coalitions for advocacy.

Communications

Sample Tri-fold Pamphlet

WHAT WE HAVE DONE

14

Facilitated 14 community roundtables (town hall listening sessions) across Montgomery

300

Engaged over 300 in-person community members in conversation about their needs, concerns, proposed solutions, and hopes for the OVP

Organized and participated in **12** interventions (ex: Stop the Violence Walks)

Conducted in-depth interviews with 12 key community stakeholders to gather their strategic input

Established partnerships with organizations and community leaders in Montgomery, including faith-based organizations, schools, city departments, and nonprofits

AND MORE!

Check out our website at montgomeryal.gov/OVP for more information!

About
The OVP

Since December 2021, the Office of Violence Prevention has sought to prevent crime proactively, and does not respond to crime after the fact, as law enforcement does. It is an entirely separate entity, with separate goals—namely, to address root causes in the cycle of violence. Montgomery, a city of historic innovation, has the opportunity to join the growing national movement of 30 violence prevention offices nationwide, and at the same time be pioneers of envisioning violence prevention.

The OVP seeks to advance community safety through community-based interventions, prevention, and development, pursuing long-term solutions that address the root causes of violence. Although the OVP might interact with the Montgomery Police Department as a stakeholder, the OVP is distinctive from policing; it addresses violence in a proactive and comprehensive manner and calls for approaches to public safety that do not rely on policing or prisons.

THE CITY OF MONTGOMERY

OFFICE OF VIOLENCE PREVENTION

For a Better Montgomery

CITY OF MONTGOMERY
VIOLENCE PREVENTION

Sample Tri-fold Pamphlet

The Team

Please don't hesitate to reach out to learn more about the OVP, our initiatives, or opportunities to partner!

Keith Moore
Director
violenceprevention@montgomeryal.gov

Rochelle Tyus
Community Liaison
rtyus@montgomeryal.gov

To Be Filled
Violence Prevention Interventionist

OUR VALUES

Trust, Inclusiveness, Equity, Accountability, Collaboration

OUR MISSION

We seek to strengthen collaboration across all community stakeholders to address the root causes of violence, promote healing throughout Montgomery, and restore communities.

It takes all of us.

Partner with Us

We are always looking to grow our network of community partners! If you have an organization, agency, or business in Montgomery, please reach out to discuss ways we can make our community safer for all Montgomery!
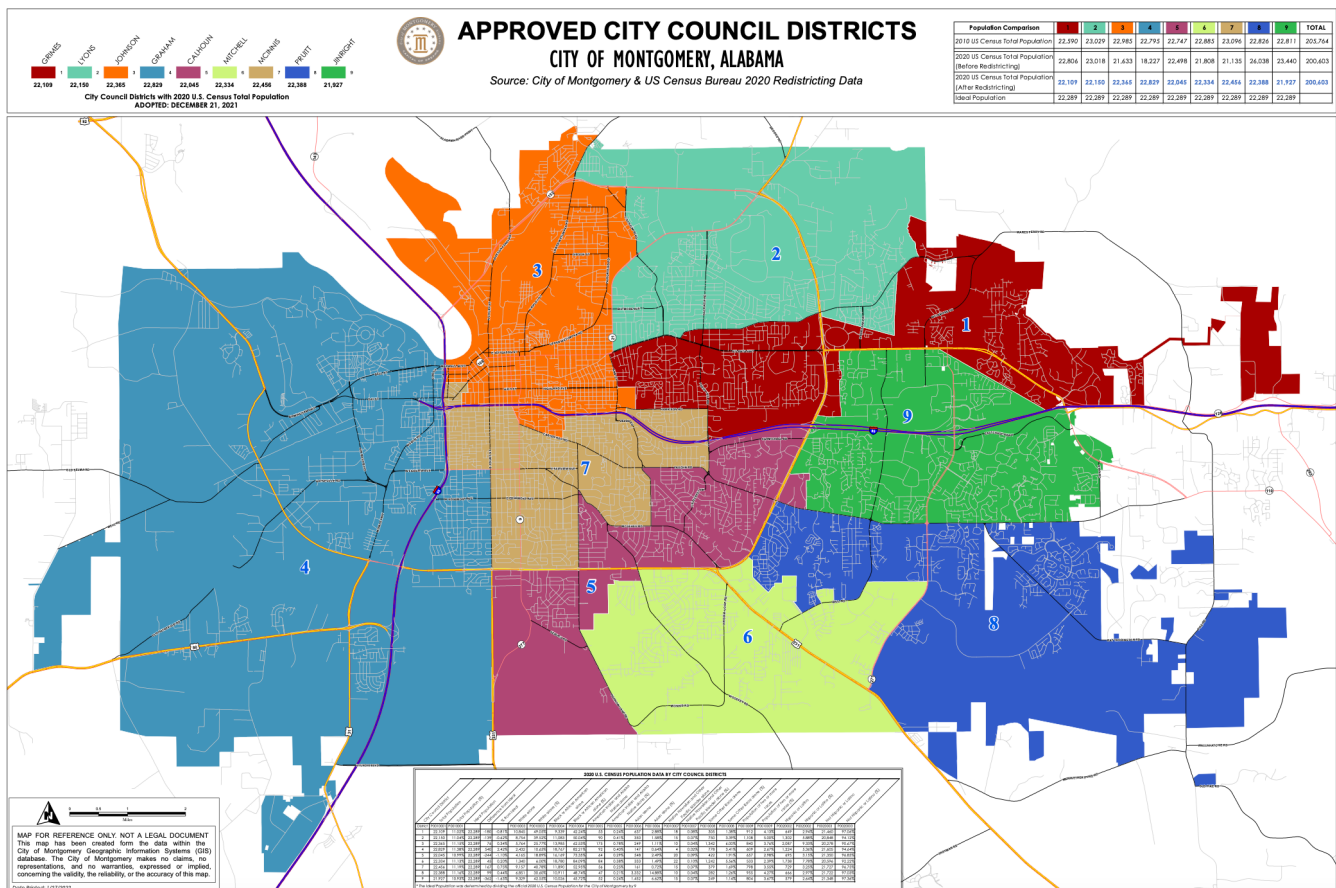
Communications

E. Communicating with City Council

The OVP was established by and is currently operating with funding from the Montgomery City Council. In their decision to fund the OVP, the City Council made a historic and critical intervention to ensure a safer future for all Montgomerians. We are grateful for their support.

As we look ahead to the strategic implementation phase of the OVP's work, we know it will be important to secure even greater buy-in and increased funding from the City Council. Effective interventions require personnel and resources, but not every councilor is aligned about how the OVP can or should operate. While this is an ongoing challenge and a potential setback to the work, we are confident that the OVP will be able to win councilors' support by leveraging the strategic plan, data, targeted communications, personal and professional networks, and a mix of public-facing and internal updates on their progress. There are already a number of councilors whom the OVP has identified as allies and accomplices, but as we know, "It takes all of us."

Consonant with the Arc of Advocacy principles, we suggest that OVP overcome pushback by situating their work within the broader ecosystem of long-running injustices and radical solutions that have fomented in Montgomery. In partnership with the OVP, councilors have the opportunity to mitigate systemic injustices in their districts and contribute to innovative solutions for a safer, stronger Montgomery.

APPROVED CITY COUNCIL DISTRICTS
CITY OF MONTGOMERY, ALABAMA
Source: City of Montgomery & US Census Bureau 2020 Redistricting Data

Communications

F. Priority Recommendations

Recommendation 1 - Finalize OVP's Strategic Direction and Objectives (Short)

- Finalize the OVP's strategic plan, objectives, deliverables, and timeline
- Develop mission, vision statement, and core values for the OVP, consistent with feedback from the OVP Leadership Council

Recommendation 2 - Work with Agency to Establish Comprehensive Communications Plan (Short/Medium)

- Establish a multi-channel communications plan that includes considerations for a diversity of stakeholders (e.g. council members, parents, faith leaders, etc.)

Recommendation 3 - Establish OVP's Online Presence (Short)

- Create or reinvigorate OVP's various online platforms, including the website, email, newsletters, social media, etc.
- Populate the OVP's website with the accomplishments of the OVP, the office's mission and core values, and contact information for those interested in collaborating with the OVP
- Simplify the OVP's website link to be montgomeryal.gov/OVP for easier accessibility

Recommendation 4 - Spread the Word about the OVP (Ongoing)

- Use newly established communications plan to spread the word about the OVP
- Potential channels include:
  - Printed and electronic pamphlets
  - TV & radio appearances
  - Press releases and press conferences
  - Community events (ex: block parties, fairs, etc.)

Recommendation 5 - Establish Feedback Loop (Short)

- Establish ongoing structures to receive and respond to community feedback as it pertains to the OVP's strategic direction and programming
- Potential channels include:
  - Community roundtables
  - Chatbox on website
  - "Contact us" form on website and social media
  - Hotline or designated informational phoneline
  - Community events

Timeline
Short: By July 31, 2022
Medium: By October 31, 2022
Long: After November 1, 2022

APPENDICES

Appendix A: Violence / Public Health Timeline

Timeline of Violence as a Public Health Crisis [19]

1979	The United States Surgeon General's Report, *Healthy People*, identifies violence as one of the 15 priority areas for the nation. The report states that violence can be prevented and should not be ignored in the effort to improve the nation's health.
1980	A landmark Department of Health and Human Services Report – Promoting Health/Preventing Disease: Objectives for the Nation – establishes the first violence prevention objectives for the nation.
1981	CDC epidemiologists begin one of the first collaborative efforts with law enforcement to investigate a series of child murders in Georgia.
1983	CDC establishes the Violence Epidemiology Branch to focus public health efforts on violence prevention.
1985	The Surgeon General's Workshop on Violence and Public Health focuses the attention of the public health world on violence and encourages all health professionals to become involved.
1985	CDC investigates a pattern of suicides in Texas, the first demonstrated use of field epidemiological techniques to identify suicide clusters.
1985	The Report of the Secretary's Task Force on Black and Minority Health is released. The Report underscores the importance of addressing interpersonal violence as a public health problem and identifies homicide as a major contributor to health disparities among African Americans.
1986	CDC establishes the Division of Injury Epidemiology and Control.
1986	CDC establishes extramural research program to study injuries and violence.
1989	Report of the Secretary's Task Force on Youth Suicide is released.
1990	"Violent and Abusive Behavior" is included as 1 of 22 public health priority areas in Healthy People 2000. It calls for "cooperation and integration across public health, health care, mental health, criminal justice, social service, education, and other relevant sectors."

1990	The Youth Risk Behavior Surveillance System is established by CDC to monitor priority health risk behaviors among adolescents, including violence-related behaviors that contribute markedly to the leading causes of death and disability in the United States.
1992	CDC receives its first congressional appropriations for youth violence prevention.
1993	A special issue of Health Affairs addresses violence as a public health issue – the first special issue to examine violence as a public health problem.
1993	CDC establishes the Division of Violence Prevention, one of three within the newly created National Center for Injury Prevention and Control. The Division leads CDC's efforts to prevent injuries and deaths caused by violence.
1993	CDC publishes The Prevention of Youth Violence: A Framework for Community Action to mobilize communities to effectively address the epidemic of youth violence sweeping the nation.
1994	CDC and the National Institute of Justice collaborate on the National Violence against Women Survey. The survey, implemented in 1995-1996, provides the first national data on the incidence and prevalence of intimate partner violence, sexual violence, and stalking.
1994	Congress passes the Violence Against Women Act which authorizes coordinated community responses to prevent intimate partner violence and state block grants for rape prevention and education. CDC receives its first congressional appropriations to address these public health issues.
1996	The World Health Assembly passes a resolution and declares that "violence is a leading worldwide public health problem."
1996	The National Research Council recommends establishing a Federal Task Force on Violence Against Women with CDC as the lead agency.
1999	The U.S. Surgeon General releases a *Call to Action to Prevent Suicide*.
2000	The World Health Organization (WHO) creates the Department of Injuries and Violence Prevention.

2000	CDC receives a congressional appropriation to establish 10 National Academic Centers of Excellence for Youth Violence Prevention.
2001	The U.S. Surgeon General releases a comprehensive report synthesizing the state of knowledge on youth violence and its prevention.
2001	The National Strategy for Suicide Prevention is released by the Department of Health and Human Services.
2001	CDC receives first congressional appropriation for child maltreatment prevention.
2001	Administration of the Rape Prevention and Education Program comes to CDC's Injury Center and becomes the largest program in the Center with funding supporting all 50 states, D.C., Puerto Rico and 5 U.S. territories.
2002	The World Health Organization and CDC jointly produce the World Report on Violence and Health – the first comprehensive review of violence as a global public health problem. It becomes a catalyst for violence prevention efforts around the world.
2002	CDC establishes Domestic Violence Prevention Enhancements and Leadership Through Alliances (DELTA), a program to focus on primary prevention of intimate partner violence (IPV).
2002	CDC receives congressional appropriation to establish the National Violent Death Reporting System – the first state-based surveillance system to link data from multiple sources with the goal of enhancing violence prevention efforts. Maryland, Massachusetts, New Jersey, Oregon, South Carolina, and Virginia are the first states to participate in the system.
2004	CDC begins placing a greater emphasis on the social ecological model to guide violence prevention efforts.
2006	CDC launches Choose Respect, the first national communication initiative designed to prevent unhealthy relationship behaviors and dating abuse.
2007	CDC publishes a study that estimated the medical and productivity-related costs of violence in the United States exceed $70 billion each year.

2007	CDC conducts a national survey on violence against children in Swaziland and publishes the findings in The Lancet. Findings become a catalyst for change that lead to a global public-private partnership to end violence against children with a focus on sexual violence against girls (Together for Girls).
2009	CDC launches the VetoViolence website – a free, online, interactive, and engaging site with violence prevention tools, trainings, and resources based on the best available evidence and research. One year later, the VetoViolence Facebook page is launched and becomes the fifth largest CDC Facebook page with nearly 17,000 fans.
2009	CDC launches Dating Matters – a comprehensive teen dating violence prevention initiative for 11-14 year olds living in high-risk urban communities.
2010	CDC's Domestic Violence Prevention Enhancements and Leadership Through Alliances (DELTA) program is reauthorized under the Family Violence and Prevention Services Act. The reauthorizing language formally uses the DELTA name for the first time.
2011	CDC releases a report on intimate partner violence, sexual violence and stalking in the United States. The report is based on data from a new surveillance system, the National Intimate Partner and Sexual Violence Survey (NISVS). NISVS was launched by CDC in 2010 with the support of the National Institute of Justice and the Department of Defense.
2012	The U.S. Surgeon General and the National Action Alliance release the 2012 National Strategy for Suicide Prevention to guide prevention efforts over the next decade.
2013	CDC releases Essentials for Childhood – its strategic framework for creating safe, stable, and nurturing relationships and environments for all children. Five states are funded to implement the framework; 24 other states see the short- and long-term benefits of Essentials and begin implementing the framework without CDC funding.
2013	CDC's Violence Against Children Surveys (VACS) expand to new regions. The first survey in southeast Asia (Cambodia) is completed.
2014	"Preventing Suicide: A Global Imperative" is released by the World Health Organization. The report is the first of its kind to draw attention to the global problem of suicide.

2014	CDC receives an appropriation to expand the National Violent Death Reporting System from 18 to 32 states. In 2016, with an additional appropriation, the system is expanded to 40 states, DC, and Puerto Rico.
2016	CDC releases a suite of technical packages to help states and communities take advantage of the best available evidence to prevent child abuse and neglect, sexual violence, and youth violence. Technical packages to prevent suicide and intimate partner violence are released the following year.
2016	CDC, in collaboration with multiple UN and international agencies, releases INSPIRE: Seven Strategies for Ending Violence Against Children to advance the adoption of effective strategies to prevent violence against children in countries around the world.
2017	CDC releases a comprehensive report to help states better understand the extent of intimate partner, sexual violence and stalking victimization in their state to guide prevention efforts.
2017	CDC scientists estimate the economic burden of rape in the United States. The results show a staggering lifetime cost to society of $122,461 per victim for a total lifetime cost to society of nearly $3.1 trillion (in 2014 dollars).
2017	The first VACS in Latin America (Honduras and El Salvador) are completed. The first VACS in Eastern Europe (Moldova) is completed in 2019, bringing the total number of VACS completed worldwide to 23 since the first survey in eSwatini (formerly Swaziland).
2018	CDC's National Violent Death Reporting System is expanded to all 50 states, DC, and Puerto Rico.
2018	CDC releases a Vital Signs report showing increases in suicide rates in nearly every state, with increases of more than 30% in 25 states. More than 50% of decedents were not known to have mental health conditions.
2019	The first findings from CDC's comprehensive teen dating violence prevention program – Dating Matters – are published and show the program effectively reduces teen dating violence as well as peer violence and bullying.

2020	CDC receives its first congressional appropriation in nearly 23 years to conduct research on firearm injury. The agency funds 18 research studies to better understand the underlying causes of firearm violence and effective ways to keep individuals, families, schools, and communities safe from firearm-related injuries, deaths, and crime.
2020	CDC receives its first congressional appropriations to address Adverse Childhood Experiences and child sexual abuse – public health issues that are linked to many negative health and social outcomes across the lifespan. CDC also receives an appropriation to address the growing problem of suicide in the United States.
2021	CDC released a Vital Signs report describing youth exposure to multiple forms of violence and the strong links with 16 health risks and conditions, including missing school, low academic grades, health risk behaviors, and mental health and suicide risks.
2021	CDC released a Supplement to the American Journal of Public Health to share lessons learned from the National Centers of Excellence in Youth Violence and their work to develop, implement, and evaluate youth violence prevention strategies at the outer layers of the social ecology.

TO: Montgomery City Council
FROM: Keith Moore, Director of the Office of Violence Prevention
DATE: Tuesday, May 3rd, 2022
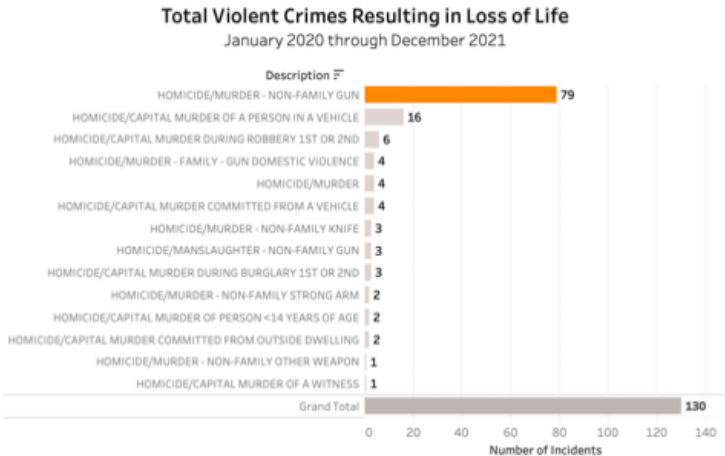**SUBJECT**: Strategic Direction of the OVP

Executive Summary

This report addresses the strategic direction of the OVP moving forward, discussing the operations of the OVP as both a centralized hub for violence prevention efforts, as well as a direct services provider. Ultimately, the primary objective of the OVP is to decrease violent crime resulting in loss of life. Action steps to achieve the desired operational capacity of the OVP are broken down by short term (before July 31st, 2022), medium term (before October 31st, 2022), and long term (November 2022 onwards) time frames. Finally, financial considerations are outlined at the end. *See Appendix I for tasks, workstreams, responsibilities chart and Appendix II for sample budgeting requirements.*

Key Facts

The Office of Violence Prevention seeks to prevent crime **proactively**, and does not respond to crime after the fact as law enforcement does. It is a separate entity, charged with the explicit task of addressing **root causes** in the cycle of violence to interrupt and ultimately prevent violence.

1. *Motivation*: Montgomery had **130 violent crimes resulting in death** between January 2020 through December 2021. Of these, the vast majority have been the **79 non-domestic gun homicides**.

Total Violent Crimes Resulting in Loss of Life
January 2020 through December 2021

Description	Number of Incidents
HOMICIDE/MURDER - NON-FAMILY GUN	79
HOMICIDE/CAPITAL MURDER OF A PERSON IN A VEHICLE	16
HOMICIDE/CAPITAL MURDER DURING ROBBERY 1ST OR 2ND	6
HOMICIDE/MURDER - FAMILY - GUN DOMESTIC VIOLENCE	4
HOMICIDE/MURDER	4
HOMICIDE/CAPITAL MURDER COMMITTED FROM A VEHICLE	4
HOMICIDE/MURDER - NON-FAMILY KNIFE	3
HOMICIDE/MANSLAUGHTER - NON-FAMILY GUN	3
HOMICIDE/CAPITAL MURDER DURING BURGLARY 1ST OR 2ND	3
HOMICIDE/MURDER - NON-FAMILY STRONG ARM	2
HOMICIDE/CAPITAL MURDER OF PERSON <14 YEARS OF AGE	2
HOMICIDE/CAPITAL MURDER COMMITTED FROM OUTSIDE DWELLING	2
HOMICIDE/MURDER - NON-FAMILY OTHER WEAPON	1
HOMICIDE/CAPITAL MURDER OF A WITNESS	1
Grand Total	130

2. The Office of Violence was established in December 2021 with the hiring of Director Keith Moore and Community Liaison Ro Tyus.

3. Montgomery's OVP is **one of 30 violence prevention offices nationwide** in major cities such as Birmingham, Louisville, and New Orleans that are innovating to create safer cities for every citizen.

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4. "It takes all of us." The entire community, from the Mayor and elected officials, to educators and students, hospital workers, faith leaders, police officers, individuals young and old, those living in the West and East, and more, are impacted by violent crime in Montgomery. Saving human lives through reducing violence is, has been, and will continue to be an entire community effort.

5. The work of the OVP thus far, and its strategic direction, is informed by A) Best practices from other cities' offices of violence prevention; B) Research on data-driven and rigorously evaluated violence interventions; and C) Community input, which the OVP has prioritized compiling in its initial phases.

OVP Accomplishments

With financial support from the city council, Director Keith Moore and Community Liaison Ro Tyus have laid a foundation for the OVP that draws upon the existing strengths of Montgomery and the best, most proven, data-driven innovations from around the country. They have been accompanied in their work by a research team from Harvard University's William Monroe Trotter Collaborative for Social Justice who have been tasked with supporting the development of a strategic plan for the OVP.

Since January 2022, the OVP has achieved the following:

- Facilitated **14 community roundtables** (town hall listening sessions) across Montgomery that engaged over **300 in-person community members** in conversation about their needs, concerns, proposed solutions, and hopes for the OVP. *Note: Community members who did not sign in to the meetings or who attended virtually are not included in the total above, so the* real outreach by the OVP is significantly higher than 300.
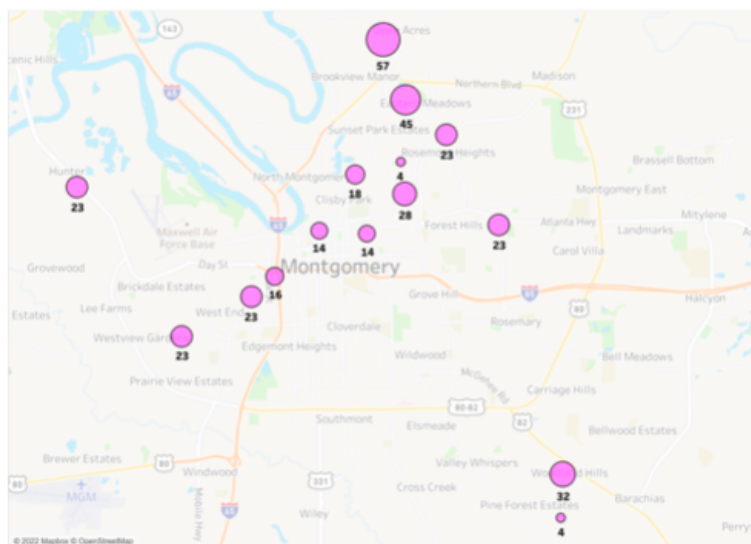
Map shows locations of town halls, sized and labeled by in-person attendees.

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- Conducted **in-depth interviews** with 12 key community stakeholders to gather their strategic input
- **Established partnerships** with organizations and community leaders in Montgomery, including faith-based organizations, schools, city departments, and nonprofits
- **Gathered and analyzed data** relating to the current landscape of violence in Montgomery, as well as existing interventions
- Established partnership with a communications agency to develop a **comprehensive communications and publicity plan** for the OVP
- Organized and participated in **community engagement interventions** such as the daytime Stop the Violence Walks, started by Ro Tyus in May 2021

Objectives and Key Results

The following objectives—and the key results indicating achievement of objectives—drive the OVP strategic direction.

1. Objective: Decrease Violent Crimes Resulting in Loss of Life
   - KR: Decrease homicides per year
   - KR: Decrease gun homicides per year
2. Objective: Engage Community
   - KR: Gather qualitative data from residents of **all 9** districts through town halls or surveys
   - KR: Increase the number of individuals reached through community listening sessions, Stop the Violence Walks, and school-based student counseling sessions
   - KR: Increase the number of community organization partnerships each month
3. Objective: Establish "Hub" Operations
   - KR: Form leadership council consisting of 6-8 government agencies & 6-8 community organizations
   - KR: Initiate case-worker referral networks through direct contact, website, and social media
   - KR: Monthly increases in the number of referrals to the OVP Hub through the first two years

Future Direction of the OVP

The OVP will innovate and reimagine how Montgomery and Alabama views, responds to, and addresses violence. The OVP, provided sufficient funding, will serve two main roles:

1. First, the OVP will serve as a **hub** to **centralize the coordination and delivery of services** by government agencies, community groups, and nonprofits related to preventing violence. These organizations will be organized under four primary pillars, informed by cities' best practices, rigorously evaluated interventions, and Montgomery stakeholders' input:

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- Neighborhood — Environmental perspective, nurturing community safety through physical environment improvements (eg., maximizing green spaces, increasing street lighting, promoting housing security) and interpersonal relationships around Montgomery, bringing together community members from throughout the city, including faith and non-profit leaders
  - ➢ *Sample Partners*: Montgomery Parks and Recreation; Equal Justice Initiative; Faith in Action Alabama
- Youth and Students — Educational and childhood support perspective, ensuring that the future leaders of Montgomery are equipped with the resources and training to be resilient and responsible
  - ➢ *Sample Partners*: Montgomery Public Schools; Success Unlimited Academy
- Economic Revitalization — Economic perspective, empowering young adults with the job training and employment opportunities to support themselves
  - ➢ *Sample Partners*: Emerge Montgomery; Heritage Training and Career Center
- Health and Wellbeing — Public and mental health perspective, enabling individuals to live holistically healthy lives in mind, body, and spirit
  - ➢ *Sample Partners*: YMCA of Greater Mongtomery; 21 Dreams Arts & Culture

Through a case worker model, individuals seeking *or referred* to help would contact the OVP, and be directed to the relevant organization within the pertinent pillar that can fulfill their needs – thereby addressing the desperation root cause of crime. The OVP Hub will also centralize data analysis efforts for all organizations interested in violence reduction, as well as facilitate fund and grant distribution in conjunction with the Grants Department. Additionally, new organizations looking to get involved in violence prevention work will be able to turn to the OVP Hub to determine their areas of focus and promote multilateral collaboration. Partner organizations within the OVP Hub will convene annually to present violence prevention effort awards, recognize local leaders, share best practices, and collaborate on future initiatives.

2. Second, the OVP will **provide direct services**. It is imperative that the OVP leverage existing strengths in Montgomery and provide direct services within its four pillars that aren't practiced effectively elsewhere. The following services are not exhaustive, and additional roles, tasks, and goals will emerge as the OVP looks towards its next year(s) in operation. Direct services may include:
   - School services
     - ➢ Eg., cognitive behavioral therapy, counseling, and de-escalation sessions
   - Community engagement
     - ➢ Stop the Violence daytime walks
     - ➢ Community night walks & school walks (ie., community stakeholders who walk in violence-prone neighborhoods at night and during school commutes as trusted individuals and beacons of safety. The OVP will provide city resources and representation to an effective, proven violent crime reduction strategy)

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➢ OVP-hosted Community Anti-Violence Vision "block party" to bring attention to both the issue of violence and also the many individuals and organizations working towards solutions, allowing the community to see, hear, and feel the OVP's role as a violence prevention hub.

Action Steps

In order to achieve the full operating capacity of the OVP as outlined above, the following high-level action steps will be taken. *See Appendix I for a more detailed tasks, workstreams, and responsibilities chart.*

Short Term (By July 31, 2022)
1. Hire Violence Prevention Interventionist to increase the capacity of the OVP
2. Develop training program for OVP volunteers to engage in school interventions and violence interruption, including cognitive behavioral therapy and de-escalation training
3. Continue engaging with the community through Stop the Violence Walks, and establish a strategic approach to targeting neighborhoods and implementing a cohesive message
4. Develop a strategic communications plan and identify target neighborhoods who have not been reached by the OVP yet. Design, print, and distribute marketing materials for the OVP, such as a one-pager or a pamphlet
5. Develop summer and student programming

Medium Term (By October 31, 2022)
1. Establish a leadership council with representatives from community organizations and governmental agencies, including representatives from each of the four pillars listed above. This group will serve as a **steering committee** for the OVP
2. Implement strategic communications plan with flyers around the city, television and radio spots, and a social media campaign
3. Design and administer stakeholder survey to further measure the current perception of violence, key concerns of Montgomery citizens when it comes to violence, and to collect contact information for interested parties hoping to engage the OVP
4. Recruit and train OVP volunteers

Long Term (November 2022 onward)
1. Recruit and facilitate collaboration between government agencies and community organizations as members of the OVP Hub
2. Hire additional OVP employees focused on direct case management, data analysis, financial management, and community partner expansion
3. Expand previously mentioned direct services

Financial Considerations

The FY 2022 $269,534 OVP budget has allowed Keith Moore and Ro Tyus to take on a significant volume of work, despite only having two office members. The City of Montgomery will benefit from further investment into the OVP, both in terms of resident life satisfaction and feelings of safety from lowered violent crime rates, but also by spending less money on post-crime law enforcement and legal system, thereby more efficiently using tax dollars. Future

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funding needs are primarily for staffing (80%), as well as resources for hub organization, communications, resources for direct service providers, and summer programming. An important financial consideration of the OVP will be its ability to assist violence-reduction organizations in identifying grant funding opportunities. *See Appendix II for associated costs and estimated near-term budget.*

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CITY OF MONTGOMERY
VIOLENCE PREVENTION

HARVARD UNIVERSITY

Appendix I: Tasks & Workstream Chart

Phase No.	Task Description	Task Owner	Notes	Task Status
1	**Short Term** (*by July 31st*)			
1.1	**Summer Programming**	Keith Moore		In Progress
1.1.1	Identify programs	Harvard Research Team		In Progress
1.1.2	Outreach & engagement	Ro Tyus		In Progress
1.1.3	Connect school administrators and program directors	Keith Moore		
1.2	**Hire Interventionist**	Keith Moore		In Progress
1.3	**Develop Volunteer Training Program**	Keith Moore	Birmingham OVP; external training program	Assigned
1.3.1	Determine internal vs outsourced training	Keith Moore		In Progress
1.3.2	Recruit school-based volunteers	Ro Tyus		In Progress
1.3.3	Recruit violence interrupters	Keith Moore & Ro Tyus		
1.4	**Continue Stop the Violence walks**	Ro Tyus		In Progress
1.4.1	Advertise; recruit volunteers	Keith Moore & Ro Tyus		
1.4.2	Plan neighborhood route	Ro Tyus		
1.4.3	Buy water, food, supplies	Keith Moore & Ro Tyus		
1.4.4	Engage local community partners on route	Keith Moore & Ro Tyus		
1.5	**Communications**	Ro Tyus		In Progress
1.5.1	Design paper and social media OVP info pamphlets	Harvard Research Team		
1.5.2	Distribute OVP info pamphlets	Ro Tyus		
1.5.3	Identify new target neighborhoods	All		
2	**Medium Term** (*before October 31st*)			
2.1	**Form a leadership council**	Keith Moore		Assigned
2.1.1	Outreach and secure commitments from 6-8 vital *government* agencies	Keith Moore & Ro Tyus		
2.1.2	Outreach and secure commitments from 6-8 vital *community* partners	Keith Moore & Ro Tyus		
2.2	**Communications**			In Progress
2.2.1	Outsource or assign social media creation	Keith Moore & Ro Tyus		
2.2.2	Inform and engage community online to reach more people	Ro Tyus		
2.2.3	Design and deliver Google Form survey to >500 residents across all districts to A) obtain contact information; B) identify needs and violence concerns; C) continue to monitor community suggestions	Keith Moore & Ro Tyus		
2.3	**Train Volunteers**	Keith Moore & Ro Tyus	Outsource or insource determined in months prior	Assigned
2.3.1	Contract volunteers with community partners	Keith Moore		
3	**Long term** (*November 2022 onward*)			
3.1	**Hires**	Keith Moore		Assigned
3.1.1	Social Worker			
3.1.2	Data Coordinator			
3.1.3	Finance Coordinator			
3.2	**Implement Hub Model**	Keith Moore		Assigned
3.2.1	Establish Hub Referrel Center (social media, website, direct call/email & 311)	Keith Moore & Social Worker		
3.2.2	Recruit hub partner organizations	Keith Moore		
3.2.3	Advertise partner organizations on website and in neighborhoods	Ro Tyus & New Community Interventionist		
3.2.4	Monitor and evaluate resident OVP hub usage and outcomes	New Data Coordinatort		
3.2.5	Annual partner organizations conference	Keith Moore	Multilateral coordination for improved efficiency of collaborative efforts	
3.3	**Continue Direct Services**	Keith Moore		In Progress
3.3.1	Community engagement	Community Interventionist		
3.3.2	Stop the Violence walks	Community Interventionist		
3.3.3	School CBT, de-escalation, and circle discussions	New Social Worker		

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CITY OF MONTGOMERY VIOLENCE PREVENTION

HARVARD UNIVERSITY

Appendix II: Sample Budget

	Cost Per Unit ($)	Input Cost ($)	
Sample Budget Office of Violence Prevention|Montgomery, AL			*All numbers are derived from the public City Budget*
SPACE			
Training Program Space	$150 per hour for 20 hours	$3,000.00	
Community Anti-Violence Vision Event	N/A	$5,000.00	
SALARIES & BENEFITS			
Director, Liason, Interventionist (Total)	N/A	$242,334.00	
Case Worker (Social Worker)	$40,000.00	$60,000.00	*Note: x1.5 for benefits as calculated from City Budget*
Data Coordinator	$40,000.00	$60,000.00	
Finance Coordinator	$40,000.00	$60,000.00	
OPERATIONS			
Training Program	$2,000.00	$8,000.00	
Volunteer services (water, food, transportation)	$200 per week for 42 weeks	$8,400.00	
Website & Social Media	N/A	$5,000.00	
Community Engagement Program (water, food, transportation)	$500 per week for 52 weeks	$26,000.00	
OTHER EXPENSES			
Travel, dining, office supplies, ultilies, other		$23,200.00	
Equipment - Non Capitalized		$4,000.00	

Total Estimated Input Costs:		$504,934.00
Contingency Reserve Percentage		5%
Contingency Reserve		$25,246.70
Total Funding Required:		**$530,180.70**

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TO: Keith Moore | Office of Violence Prevention | Montgomery, Alabama
FROM: Oscar Boochever | Harvard Kennedy School | MLD-375 Client Team
DATE: March 11th, 2022
RE: Evidence based violence prevention programs & interventions

Purpose

This memo provides a high level overview of **specific interventions**, **outside of law enforcement**, **proven to be effective in reducing violent crime through rigorous, quantitative, causal analyses**. These have been referred to as "civic goods" investments.[1] Other memos will focus on law enforcement practices, sources of funding, OVP operational best practices, and stakeholder analysis in Montgomery. This memo should inform the office's fund allocation, including government programs to invest in, and organizations to focus on that are already performing these programs and interventions, or have the capacity to.

Executive Summary

The next sections are broken up by intervention type: Physical Environment Improvements, Youth & Students, Economic Stabilization, and Health. For an excellent summary of the research from two crime policy experts, see here. **Note**: **"violence interrupter" programs** (eg., CureViolence[2]) **are intentionally not discussed in great detail**: Of course, every city is different and requires contextual analysis, but violence interrupter programs seem to work best when done in conjunction with other interventions (eg., Advance Peace[3], which serves as a link between programs and those most affected, and in part informs our jub organizational model). *See Appendix I.b for social norms & relationships research takeaways, including violence interrupters.* Another key piece will always be gun control; while not a "civic good," please *see Appendix V for gun control information.* .

I. Physical Environment Improvements[4]

Intervention	Key Idea	Studies / Programs
Reduce neighborhood foreclosures and vacancies[5]	Home foreclosures and vacancies cause crime, and reducing them decreases crime.	Pittsburg found that foreclosed homes becoming vacant led to a 19% increase in violent crime[6]. NYC same as above but 6% increase. (Ellen et al. 2013). Philadelphia: abandoned building remediations associated with 39% decrease in firearm assaults – returned hundreds of dollars for every dollar invested in the program (Branas et al. 2016; Kondo et al. 2015).
Create green space – creating parks, planting trees, converting vacant lots	Efforts to make cities greener, brighter, cleaner meaningfully reduce crime.	Flint, Michigan, **"Clean & Green"** program experienced nearly **40 % fewer assaults and violent crimes** compared with street segments that did not maintain their vacant lots (Heinze et al. 2018) Neuro-therapeutic and community building effects of nature (Kuo and Sullivan 2001b) Greening and greater tree canopy in public housing areas associated with significantly less violent crime (Kuo and Sullivan 2001a; Kuo and Sullivan 2001b) Greening vacant lots prevent gun assaults through removing storage and disposal outlet (Branas et al. 2011).

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[1] https://www.vitalcitynyc.org/articles/stemming-violence-investing-in-civic-goods
[2] https://cvg.org/impact/
[3] https://www.advancepeace.org/about/the-solution/
[4] *See Appendix II for comprehensive list of studies*
[5] Ingrid Gould Ellen, Johanna Lacoe, Claudia Ayanna Sharygin, Do foreclosures cause crime?, Journal of Urban Economics, Volume 74, 2013, Pages 59-70, https://www.sciencedirect.com/science/article/pii/S0094119012000617
[6] Lin Cui, Randall Walsh, Foreclosure, vacancy and crime, Journal of Urban Economics, Volume 87, 2015, Pages 72-84, https://www.sciencedirect.com/science/article/pii/S0094119015000029

		Philadelphia found greening and cleaning lots reduced residents' safety concerns by 58 percent, gun violence **by 17 percent** (Branas et al. 2018).
Remove lead[7] and air pollutants[8]	Lead (in water, gasoline, paint, water) and air pollution (from cars and factories) increase crime, through behavioral/neurological changes. Improving these pollutants decreases crime.	*See footnote 8 & 9.* Lead remediation is costly. But violent crime is costly, too. Stephen Billings and Kevin Schnepel estimate that each $1 spent on lead remediation generates $2.60 in benefits.
Increase street lighting	Improving lighting increases feelings of safety and decreases crime.	Additional light **decreased daily cases of robbery by 7%** (Doleac and Sanders 2015). Recent RCT in NYC found a **36% reduction in night-time outdoor, violent crime** after the introduction of lighting (Chalfin et al. 2019).

II. Youth & Students[9]

Intervention	Key Idea	Studies / Programs
Use community to monitor crime: school transportation	Many students feel unsafe traveling to school, and increasing civilian eyes and presence on commuting routes decreases crime while improving feelings of safety	Safe Passage **(Chicago)** placing civilian guards along pedestrian routes traveled by students to and from schools **decreased violent crime by 14%**[10] Community crime monitoring reduces total crime at the block-level by **18%**.[11]
Develop youth social skills through **Cognitive Behavioral Therapy**	Cognitive Behavioral Therapy appears to work by helping teens slow down and reflect on whether their automatic thoughts and behaviors are well suited to the situation they are in, or whether the situation could be construed differently.	Becoming a Man (BAM) **reduced violent crime arrests during program by 45-50%**[12], among other benefits. BAM students learn and practice impulse control, emotional self-regulation, recognition of social cues and interpreting intentions of others, raising aspirations for the future and developing a sense of personal responsibility and integrity.

[7] https://www.niskanencenter.org/research-roundup-lead-exposure-causes-crime/

[8] Jesse Burkhardt, Jude Bayham, Ander Wilson, Ellison Carter, Jesse D. Berman, Katelyn O'Dell, Bonne Ford, Emily V. Fischer, Jeffrey R. Pierce, The effect of pollution on crime: Evidence from data on particulate matter and ozone, Journal of Environmental Economics and Management, Volume 98, 2019, https://www.sciencedirect.com/science/article/pii/S0095069619301901

[9] *See Appendix III for comprehensive study list*

[10] Daniel McMillen, Ignacio Sarmiento-Barbieri, Ruchi Singh, Do more eyes on the street reduce Crime? Evidence from Chicago's safe passage program, Journal of Urban Economics, Volume 110, 2019, Pages 1-25, https://www.sciencedirect.com/science/article/pii/S0094119019300014

[11] Robert Gonzalez, Sarah Komisarow, Community monitoring and crime: Evidence from Chicago's Safe Passage Program, Journal of Public Economics, Volume 191, 2020, https://www.sciencedirect.com/science/article/pii/S0047272720301146

[12] Sara B. Heller, Anuj K. Shah, Jonathan Guryan, Jens Ludwig, Sendhil Mullainathan, Harold A. Pollack, Thinking, Fast and Slow? Some Field Experiments to Reduce Crime and Dropout in Chicago, *The Quarterly Journal of Economics*, Volume 132, Issue 1, February 2017, Pages 1–54, https://doi.org/10.1093/qje/qjw033

| Provide summer jobs | Summer jobs keeps students busy, both limiting idle time, and also providing financial assistance and skill development | Random assignment of youth applicants to a summer jobs program in Chicago led to 33-42% reductions in violent crime arrests in the year after program participation.

In Boston, a similar study found that a summer job offer reduced the number of violent crime arrests by 35% during the 17 months after program participation.

A New York City study found that a summer job offer reduced the likelihood of a future arrest or incarceration during the four years after program participation. |

III. Economic Stabilization[13]

Intervention	Key Idea	Studies / Programs
Provide housing assistance	Economic insecurity can increase crime. When individuals don't have a safe place to live, it is more difficult to maintain employment, and the likelihood of violent altercations in shelters or on the street increases.	One evaluation found that providing housing assistance substantially reduced the number of jail bookings and criminal charges over the subsequent 18 month.
Provide short-term financial assistance	Immediate funds can get people back on their feet, minimizing the likelihood of crimes of desperation / poverty.	One study found that when Chicago's Homelessness Prevention Call Center (which connects individuals or families with one-time financial assistance) funds were available, callers were 51% less likely to be arrested for a violent crime Providing financial assistance online rather than cash may reduce crime

IV. Healthcare

Intervention	Key Idea	Studies / Programs
Reduce substance abuse	Interventions to reduce substance abuse, particularly alcohol, can reduce crime	Substance abuse treatment centers and local crime
Increase Medicaid access	More Medicaid access → less violent crime	One study found when Medicaid expanded after the Affordable Care Act: states that expanded Medicaid saw annual violent crime rates fall by 5.3% relative to non-expansion states. When low-income young men in South Carolina lost access to Medicaid at age 19, their likelihood of incarceration in the subsequent two years increased by 15 percent.

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[13] See Appendix IV

Conclusion

The OVP should consider civic good investment an integral part of its mission and effort to reduce violent crime. "Greening" the community with parks and trees, improving infrastructure such as street lighting, improving lead and air pollution, providing financial and housing assistance to people experiencing homelessness, minimizing home vacancies and foreclosures, offering summer jobs and cognitive behavioral therapy programs to students, and having community members monitor crime in key places like school routes, are all vital and proven strategies to reduce crime, but are less commonly discussed. This memo does not discuss violence interrupter and mediator strategies, which have shown some promising results particularly when done side-by-side other interventions. Gun control is also not discussed at great length, though that is and will continue to be a major factor in gun crime. Future memos will cover law enforcement practices, including data collection and transparency, sources of funding for violence interventions, OVP operational best practices, and stakeholders most equipped to employ the strategies discussed here.

Montgomery's Office of Violence Prevention:
Effective Innovating in a Historic City

The Office of Violence Prevention seeks to prevent crime **proactively**, and does not respond to crime after the fact, as law enforcement does. It is an entirely separate entity, with separate goals—namely, to address **root causes** in the cycle of violence. Montgomery, a city of historic innovation, has the opportunity to join the growing national movement of **30 violence prevention offices nationwide**, and at the same time be pioneers of envisioning violence prevention.

History & Opportunity

History happens on Dexter Avenue.

In **1861**, Alabama representatives voted to secede from the Union at the Alabama State Capitol, located on the western point of Dexter Avenue. With six other states who had seceded, they formed the Confederate States of America, selecting Montgomery as its first capital.

History happens on Dexter Avenue.

At the other end of the street lies Court Square, where Montgomery's slave auctions took place. A statue of Rosa Parks now overlooks the Court Square in recognition of her role in the civil rights movement and the Montgomery Bus Boycott. In **2020**, local artist Michelle Browder coordinated the BLACK LIVES MATTER mural that now circles the Court Square Fountain.

History happens on Dexter Avenue.

Starting in **1954**, Dr. Martin Luther King, Jr. led the congregation of Dexter Avenue Baptist Church, located a block from the Capitol, and collaborated on the Montgomery Bus Boycott. A decade later, Dr. King joined local civil rights leaders to protest Jim Crow laws and Black disenfranchisement. The nonviolent demonstrators marched 54 miles from Selma to Montgomery, culminating with 25,000 people on the steps of the Capitol.

History happens on Dexter Avenue.

And in **2019**, Dexter Avenue served as the home of Steven Reed's campaign office, only a few blocks from the State Capitol. When Mayor Reed was sworn in as Montgomery's 57th mayor and the first African American to hold that position, he prioritized creating a safer, stronger Montgomery and committed to advancing public safety. In December **2021**, Mayor Reed announced the creation of the Office of Violence Prevention (OVP), to be led by Keith Moore.

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History happens on Dexter Avenue.

So, what *IS* the Office of Violence Prevention?

The Montgomery OVP is the latest iteration of a network of similar offices, beginning in 2005 with the first office in Richmond, California. Today, **30 OVPs exist across the nation**, including in Birmingham, Louisville, and New Orleans. These offices seek to confront violence, which we define broadly as "any action that can harm others physically or psychologically." The OVP seeks to advance community safety through community-based interventions, prevention, and development, pursuing long-term solutions that address the root causes of violence. Although the OVP might interact with the Montgomery Police Department as a stakeholder, **the OVP is distinctive from policing**; it addresses violence in a *proactive* and comprehensive manner and calls for approaches to public safety that **do not** rely on policing or prisons.

Mayor Reed and Director Keith Moore invited a research team from **Harvard University's** William Monroe Trotter Collaborative for Social Justice to support the development of this office. Over the course of four months, we researched the current landscape of violence prevention mechanisms and the historical and cultural context of Montgomery, including three days in-person in Montgomery's Office of Violence Prevention. What we found was an office, a team, and a community ready to make history in Montgomery.

Where is the Office of Violence Prevention going?

The OVP will innovate and reimagine how Montgomery and Alabama views, responds to, and addresses violence. The OVP, provided sufficient funding, will serve two main roles: first, as a **"hub"** to centralize the coordination and delivery of services by government agencies, community groups, and nonprofits related to preventing violence. These organizations will be organized under four pillars of the OVP Hub: Neighborhoods & Environment, Youth & Students, Economic Revitalization, and Physical & Mental Health. Through a case worker model, individuals seeking *or referred* to help would contact the OVP, and through the case worker, be directed to the relevant organization within the pertinent pillar that can fulfill their needs – thereby addressing the desperation root cause of crime. The OVP Hub will also centralize data analysis efforts for all organizations interested in violence reduction, as well as serve as a fund & grant distributor in conjunction with the Grants Department.

Second, as a **direct services provider**, contingent on adequate funding for essential staff positions. It is imperative that the OVP leverage existing strengths in Montgomery, and provide direct services within its four pillars that aren't practiced effectively elsewhere. These may include: 1) school services, such as cognitive behavioral therapy, counseling, or de-escalation sessions, and 2) community engagement, such as the daytime Stop the Violence walks, started by Ro Tyus in May 2021, as well as the informal organization of community stakeholders who walk in violence-prone communities at night as trusted individuals and beacons of safety, to curb crime. The OVP will not replace the existing community effort, but rather, provide city resources and representation to an effective, proven violent crime reduction strategy.

What has the OVP already done?

The OVP began their work in December 2021. In just five months, Director Keith Moore and Community Liaison Ro Tyus have laid the foundation for an effective, integrated OVP that will draw upon the existing strengths of Montgomery and the best data-proven innovations from around the country. Their work thus far has focused on facilitating community roundtables (listening sessions) and building partnerships in the community to ensure that their strategic direction matches the real-time situation in Montgomery. Since January 2022, the OVP has held **twelve** community roundtables. Through these roundtables, they

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have been able to dialogue with **over 250 community members** about their needs, hopes, and desires for the OVP. Common themes have included the needs to directly address gun violence, provide mental health support, make job opportunities available, and support the educational and emotional development of youth. The OVP has also prioritized establishing partnerships with various organizations and community leaders in Montgomery, including with religious organizations, schools, city departments, and nonprofits. These partnerships are critical to ensuring that the OVP's work is both sustainable and effective in addressing the root causes of violence in the city, and will directly contribute to the success of their hub model.

Moving forward, the OVP is looking forward to implementing their strategic plan and securing the resources they need to bring about a safer, more secure Montgomery.

History happens on Dexter Avenue – the Office of Violence Prevention is a vital part of it.

Montgomery Office of Violence Prevention
Memo: Pre-Arrest Diversion Services

Purpose

This memo provides a high-level overview of pre-arrest diversion services. It should assist to inform the OVP operational best practices in considering early intervention alternatives to traditional policing in law violations related to unmet public health and human services needs, with the goal of improving community health and safety.

Background

Pre-Arrest Diversion Services have arisen as a community-based, harm-reduction, multisectoral, public health centred approach to improving public safety and public order. It recognizes that many public order issues stem from unaddressed public health and human services needs – addiction, mental illness, homelessness, and extreme poverty.

These Pre-Arrest Diversion Services have evolved to coexist with existing police departments, reducing the reliance on the formal justice system for low level offences, improving the capacity of police to respond to priority law violations, improving relationships between police and the communities they serve, and centering dignity and compassion. These alternative services offer hope for early, less punitive, intervention – interrupting the often frequent, cyclical, and at times escalating nature of law violations for these marginalized cohorts. Reducing low-level arrests has been shown to reduce likelihood of violent altercations and police shootings.[1]

LEAD: A Promising Intervention

The LEAD (Law Enforcement Assisted Diversion) program originated in Seattle, Washington from the unprecedented collaboration between police, prosecutors, civil rights advocates, public defenders, politicians, mental health and drug treatment providers, housing providers, and business and neighborhood leaders. Participants were 58% less likely to be arrested after enrolment in the program, compared to a 'criminal justice system as usual' control group.

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[1] FiveThirtyEight. Cities That Reduced Arrests for Minor Offenses Also Saw Fewer Police Shootings
https://fivethirtyeight.com/features/police-arresting-fewer-people-for-minor-offenses-can-help-reduce-police-shootings/#:~:text=Consistent%20with%20recent%20research%2C%20cities,other%20cities%20during%20this%20period.

The program's foundation is police officers exercising discretionary authority at point of contact to divert individuals away from the usual criminal justice system instead to a community-based, harm-reduction intervention for law violations driven by unmet behavioral health needs – addiction, untreated mental illness, homelessness, and extreme poverty. The intervention is a trauma-informed case-management program directed into a wide range of support services, often including transitional and permanent housing and/or drug treatment, designed to address the upstream factors that lead individuals to law violations and recidivism.

The LEAD National Support Bureau[2] responds to national demand for strategic guidance and technical support to local jurisdictions developing LEAD programs. They have assisted 52 jurisdictions to date around the United States to adapt the original Seattle model to local context. Grants have been awarded by the Bureau of Justice Assistance[3] to assist jurisdictions in exploring LEAD implementation.

GOALS AND CORE PRINCIPLES OF LEAD

LEAD advances six primary goals:

1. REORIENT
government's response to safety, disorder, and health-related problems

2. IMPROVE
public safety and public health through research based, health-oriented and harm reduction interventions

3. REDUCE
the number of people entering the criminal justice system for low level offenses related to drug use, mental health, sex work, and extreme poverty

4. UNDO
racial disparities at the front end of the criminal justice system

5. SUSTAIN
funding for alternative interventions by capturing and reinvesting justice systems savings

6. STRENGTHEN
the relationship between law enforcement and the community

In order to establish the evidence-base and continued funding for these programs, measurement and reporting is key. Fulton County, Georgia's Stepping Up Initiative[4] provides

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[2] Law Enforcement Assisted Diversion (LEAD) https://www.leadbureau.org/about-the-bureau
[3] Bureau of Justice Assistance https://bja.ojp.gov/training-technical-assistance
[4] Stepping Up Initiative https://stepuptogether.org/set-measure-achieve

tailored assistance to counties to establish and reach measurable goals that demonstrate reduced prevalence of mental illness in jails, through setting prevalence reduction goals, measuring progress, and achieving results to reduce criminal justice contact among people with serious mental illness.

Referrals

Referrals to pre-arrest diversion services are officer or community initiated and made when there has been an identified need related to substance use, mental health, homelessness, or extreme poverty.

The first non-emergency 311 telephone service was first introduced in 1996 in Baltimore, Maryland. It has extended to communities including Montgomery, Alabama, where the service currently operates Monday through Friday 7am-5pm. Currently the outlined reasons to call 311 in Montgomery include "reporting graffiti, overgrown grass or potholes, finding out where to vote, as well as information on events, programs and agencies"[5]. Many cities have expanded 311 non-emergency services to include to include reporting of public safety concerns related to substance use, mental health, homelessness, or extreme poverty, where pre-arrest diversion services may be preferable in the first instance in lieu of police dispatch. Pilot and phased referral mechanisms are used in the scaling of pre-arrest diversion services.

Referral Type	Details
Officer Initiated	• Accepts referrals from police department or public transport officers (or similar) • Referral can be initiated at law violation point of arrest or through 'social contact' recruited on shift but outside of an identified criminal incident • Officer initiates referral for diversion; Harm Reduction Team called, two-person team attends, and if all parties agree the officer leaves the scene and does not file a police report
Community Initiated	• Community member dials "311" non-emergency services • 311 support service agent asks the community member a series of questions, confirms appropriate referral

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[5] City of Montgomery. Report an issue to 311 https://www.montgomeryal.gov/how-do-i/report/report-an-issue

	• Two-person harm reduction team travel to the area to engage the individual • Coordinator will update community member on how concern was addressed within 48 hours of report • Survey sent to community member asking for feedback on experience with 311 community referral services

Approach

The backbone of pre-arrest diversion services is *intensive case management*, which is trauma-informed, non-judgemental, and culturally competent, it links participants to health and human services to address unmet needs and offer the individual the greatest opportunity for behavior change. Each participant entering the service has differing needs and so an individual intervention plan is formulated. Often these individuals have been excluded from, or unsuccessful in accessing traditional services.

A single point of contact for the participant – the assigned case manager – assists in building therapeutic allegiance and trust. Assigned case managers assist in referral and access health and human services – as well as fostering the participant's agency in navigating services and broader community they may be disengaged from.

Interventions	Details
Shelter, Housing and Daily Needs Assistance	• Atlanta's Policing Alternatives and Diversion (PAD) Initiative[6] promotes a "Housing First" approach - options that are no or low barrier, and do not require mandated behaviour change to maintain housing • All pre-arrest diversion services offer transitional housing arrangements and/or permanent housing services or programs • Programs often offer groceries and food vouchers for immediate relief

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[6] Policing Alternatives and Diversion Initiative, Atlanta, GA https://www.atlantapad.org/

	• Public transport preloaded cards assist in participants attending case meetings, legal, medical, and treatment appointments
Outreach	• Outreach is typically both in-office and street-based. Street-based outreach is tailored to context – different 'hot spots' have unique characteristics and require a tailored approach • In Santa Fe, New Mexico, peer workers are utilized to enhance engagement and outreach with disenfranchised and marginalized participants, and assist as community guides, coaches, advocates, and role models of success
Case Management	• Assistance in linking to services as outlined • Assistance in securing welfare or benefits where applicable • Don't give up mentality – understand that participants may be discharged from housing, rearrested, or stop engaging – and that this may happen when people are dealing with addiction, mental illness, and individual and systemic trauma
Legal Assistance	• Assigned care worker attends court • Coordinate legal aid referrals • Assistance in resolution of longstanding legal issues • Prosecutors and police officers work closely with case managers to ensure that all contact with participants, including new criminal prosecutions for other offenses, are coordinated with the service plan for the participant
Social Support and Community Re-entry, Mentoring	• Many participants are from traditionally marginalized communities, experience exclusion or on the fringes from the broader community, finding opportunities for integration into community and improving social skills should be prioritized
Mental Health Services	• De-escalation training for the attending Harm Reduction Team • If participant is in an acute mental health crisis - assistance in seeking medical attention – such as attending emergency

	room for assessment for consideration of inpatient admission, or expedited referral to community psychiatric services • Many acute mental health crises can be due to untreated mental health illness. Assistance in seeking medical review of medication plans is critical. Medical review of issues such as affordability of pharmaceuticals prescribed, and administrative accessibility – switching from daily oral tablets to monthly depot injections for example – can assist in improving medication compliance and control of illness for individuals
Drug Recovery Support	• Interdisciplinary team with backgrounds in nursing, social work, chemical dependency counselling, and related disciplines • May be community based or residential or a combination of both • May utilize a peer support approach (alcoholics or narcotics anonymous for example) • Recognises that different approaches are effective for different individuals; for some abstinence or incremental harm-reductive changes may be the most effective approach • Some drug recovery programs may be medication assisted and so require medical supervision
Vocational and Employment Support	• Employment is generally accepted as reducing the likelihood of criminal justice contact including violent crime[7] – this is partly postulated to be due to routine, income, supervision, and social connection. Studies show employment programs see marginal returns – that is increasing employment is most effective in reducing law violations for individuals who are unemployed or have very little employment[8]

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[7] Identifying the Effect of Unemployment on Crime
https://www.journals.uchicago.edu/doi/abs/10.1086/320275?journalCode=jle
[8] An Analysis of the Relationship Between Employment and Crime
https://digitalcommons.iwu.edu/cgi/viewcontent.cgi?article=1392&context=parkplace#:~:text=As%20expected%2C%20employment%20correlates%20negatively,leads%20to%20lower%20crime%20rates.

	• Creating opportunities for and assisting participants to find vocation and employment should be a cornerstone in interrupting extreme poverty – this is best achieved when the pre-arrest diversion services are owned by the community in which they are being implemented • Vocational and employment support may extend to exploring child care and licensing assistance

Other Considerations

- *Human and health services must be adequate* to ensure viability. A *non-displacement principle* is required to ensure net benefit to the community – queue jumping by participants will likely only drive others to similar law violations, so expansion of "upstream" support services should be committed to in tandem with Pre-Arrest Diversion Programs.
- Diversion relies on police officer discretion and expertise, and so *police 'ownership'* of the pre-arrest diversion program is required for its success. Effectiveness of the program can be hindered by police indifference and resistance. Ensuring respected and proactive officers are involved in the development and uptake of the program will assist in enabling a broader mind shift and tactical reset. Police training on the social determinants of law violations can assist in debunking myths for many unfamiliar with a public health and harm reduction approach. The services should be viewed as a 'tool', that is no more onerous than usual, that officers can use to assist them in their duties. Training and documentation on situations where diversion was or was not deemed suitable assists in implementation and review.
- *Community investment* in the program should be fostered and contextual. Community members should be able to make contact requests for individuals and regular transparent information about the program should be shared. Feedback and input from the community should be iterative.
- *Involving business leaders* in the development of Pre-Arrest Diversion Programs is critical. Shoplifting is a low-level law violation common for individuals experiencing substance addiction – belief in the program's public safety benefits from the business community can greatly influence the program's support, and so success.

- *Patience is required* as behaviour change takes time – participants are often homeless, drug-dependent, and have untreated mental illness. Relationship building and engendering a sense of dignity, accountability, and empowerment can yield results that shorter-term strategies cannot.

Conclusion

The OVP should consider Pre-Arrest Diversion Services for low level crime as a potential early intervention public health centered strategy to interrupt the cycles of disadvantage, criminal justice contact, recidivism, escalation to violent offences, and improve public safety for the city of Montgomery. A number of organisations outlined above could be partnered with to adapt a locally informed strategy.

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CITY OF MONTGOMERY
OFFICE OF VIOLENCE PREVENTION

IT TAKES ALL OF US.