

Advance  Peace  
SACRAMENTO

# Learning & Evaluation 2018 Year-End Progress Report

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January 2019

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Advance  Peace

# Sacramento

## Learning & Evaluation: 2018 Year-End Progress Report

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REGIONAL DEVELOPMENT

# Introduction

■ The City of Sacramento, California, began a partnership with Advance Peace in January 2018. Advance Peace is a gun violence reduction program and the organizational goal set by the City of Sacramento was to help reduce ‘gang related’ gun-related assaults and homicides by 20-25% in the first two years of the program. Advance Peace was also charged with enrolling 50 residents most impacted by cyclical & retaliatory gun violence in their Peacemaker Fellowship™, an intensive 18-month healing-centered, individual attention intensive mentorship and life coaching program that acknowledges and is responsive to each Fellow’s untreated trauma and invests in their well-being.

- Weekly observations and conversations with Advance Peace management and leadership staff;
- Sacramento Police Department crime data;
- Quantitative activity data for all Neighborhood Change Agents (NCAs);
- Descriptive data of conflicts and street engagements as reported by NCAs;
- In-depth, one-on-one interviews with Advance Peace staff;
- Focus group discussions with Sacramento NCAs;
- Select interviews with City of Sacramento and non-profit staff that interact with or are knowledgeable of Advance Peace activities in Sacramento.

## LEARNING & EVALUATION

Gun Violence Reduction



Health & Wellbeing



Community Building



This report summarizes the key Learning and Evaluation findings for Sacramento Advance Peace, from January through December 2018. UC Berkeley Professor Jason Corburn and the Institute of Urban and Regional Development (IURD) partnered with Advance Peace to act as the Learning and Evaluation team. As part of this role, UCB co-created a learning and evaluation plan and scope of work with Advance Peace leadership and the City of Sacramento. The methods used to inform the evaluation and this report include:

This Year 1 report reflects the above mixed-methods and focuses on process evaluation. Key questions asked were: did the program achieve its contractual obligations? What activities constituted the program start-up & implementation? Was the program effective in engaging with those residents most impacted by cyclical & retaliatory gun violence in the three target neighborhoods in Sacramento? What was the annual ‘dosage’ of outreach worker activities and time spent engaging those at the center of cyclical and retaliatory gun violence? How many fellows did the program enroll and what are the characteristics of these fellows? This report does not analyze any inferred relationships between Advance Peace activities in Year 1 and crime outcomes, such as homicides.

# Advance Peace Sacramento 2018: By the Numbers

## THE FELLOWS

### SENIOR JUNIOR

67	35	Number Of Fellows
24	15	Average Age (years)
100	100	Percent Alive
18	17	Percent New Gun Charge
11	14	Percent Lifemap Complete
4	8	Percent Fellows with new firearm injury

## ENGAGEMENTS

2,830	314
Engagements ('total touches')	Unique, persistent engagements (separate individuals)
198	20
Service Referrals	Shootings responded to
94	57
Community Conflicts Mediated	Conflicts Mediated After Hours
17	
Cyclical/retaliatory gun violence interruptions	

**3,621**  
Hours of Street Outreach

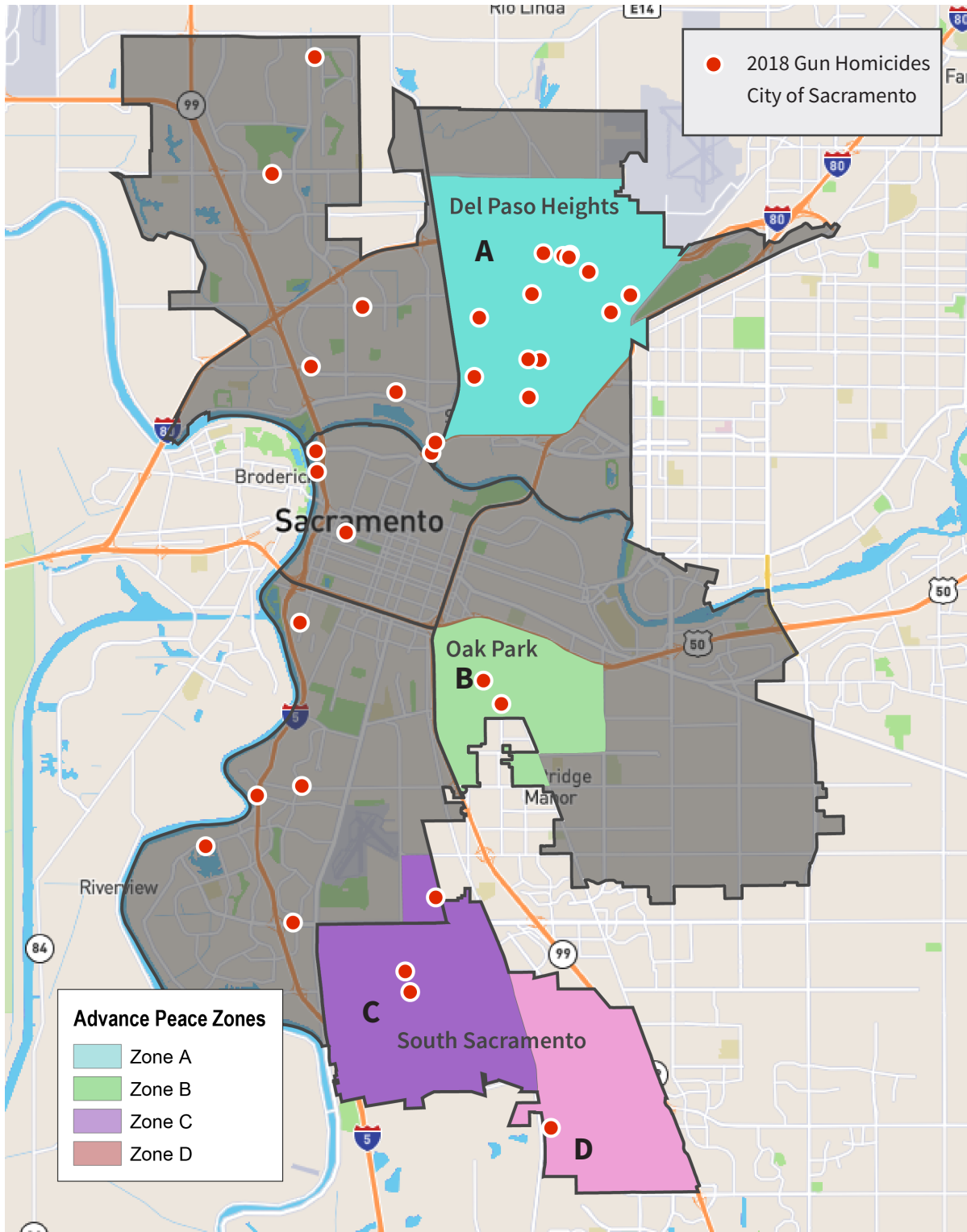
## 'DOSAGE' or TIME INVESTED

**189**  
Hours on Conflict Mediation, Violence Interruption, and Responding to Shootings

**156**  
Hours of Service Referrals

**439**  
Hours on Advanced Training and Skill Building





**Map 1** 2018 Sacramento Homicides & Advance Peace ‘Zones’\*

\*Advance Peace Zones were determined by the City of Sacramento, Office of Violence Prevention, utilizing gang & crime data as high need, gun violence prevention areas.

## Organizational Accomplishments: Highlights

- Implemented program in time specified in City Contract.
- Recruited & trained team of outreach workers, called Neighborhood Change Agents (NCAs), that are viewed as leaders in their neighborhoods.
- Established credibility that Advance Peace NCAs are the 'go-to' mediators for the potentially most violent young people in Sacramento that were not being engaged or served before this program.
- Supporting the professional and personal growth and efficacy of NCA street outreach team, through on-going training and support.
- Weekly managers meetings and quarterly all-staff meetings creating a culture of organization learning across all sites, team building and collaborative problem solving.
- Building partnerships with established community organizations and service providers.
- Began development and planning for Elders Circle and fellow excursions.
- Credibility and efficacy of program acknowledge by City of Sacramento, particularly the Office of Violence Prevention.
- City and local organizations (Sierra Health Foundation) leveraging credibility and success of Advance Peace to secure additional resources (i.e., CalVIP grant).
- Gained local (Sacramento Bee) and national (Washington Post) recognition and accolades.

## Advance Peace Sacramento: Organizational Structure

■ The Advance Peace Sacramento program consists of a Program Manager and five Neighborhood Change Agent (NCA) outreach workers. The program receives \$250,000 from the City of Sacramento to support the Program Manager, operations, evaluation, Human Resources, and all technical & training support. The City resources cover about 1/3 of the annual program costs. Advance Peace, as a 501c3 non-profit with fiscal sponsor Safe Passages, is responsible for raising additional fiscal resources to fund the program implementation, fellowship and evaluation. Advance Peace has an office located at 1220 H Street, Sacramento, California.

Advance Peace engages with residents most impacted by cyclical & retaliatory gun violence on a daily basis to interrupt gun violence and transform lives. The Sacramento Program Manager often begins each work day with an all staff check-in. This check-in will discuss opportunities and challenges across Sacramento neighborhoods for engaging with high-risk individuals that are the focus of the Advance Peace Program. NCAs are one of the programs' key assets. The NCAs are deployed daily in three high-risk neighborhoods, including Oak Park, Del Paso Heights and South Sacramento (see Map). While these neighborhoods are the focus of daily street outreach, NCAs regularly engage fellows across the entire city, at high schools, and even outside the City of Sacramento, when necessary. A key daily objective of Advance Peace is for NCAs to build meaningful relationships with young people most impacted by cyclical & retaliatory gun violence in Sacramento.

Daily street outreach activities typically include one-on-one and group engagement, helping mediate conflicts, active listening, managing anger to avoid escalation into violence, support for day-to-day coping, such as offering food, safe transportation and family mediation. Interrupting gun violence is also a central feature of NCA outreach, and this could include intervening when potential adversaries are 'clutching' or threatening to shoot someone or preventing a group of young people from shooting up a car playing the music of an "enemy" local rapper.

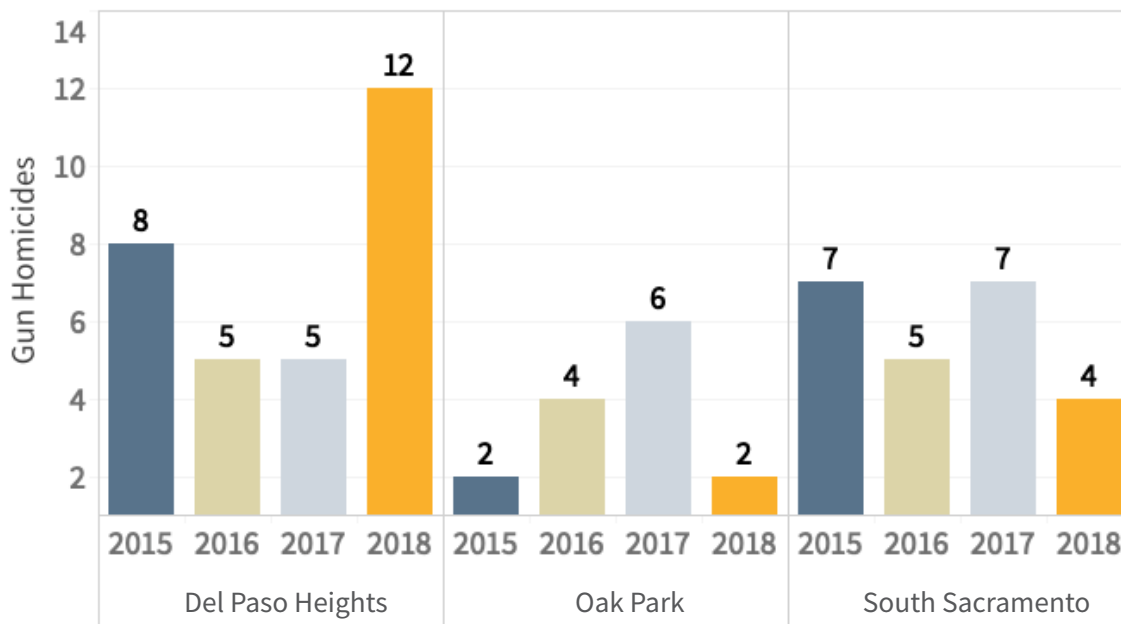
NCAs will also make referrals to service providers to support young people that they engage on a daily basis. NCAs have a list of organizations that offer various services in Sacramento, but decisions for a referral includes a determination about whether or not the fellow is ready to attend on their own or must be accompanied by an NCA. NCAs also respond to fellow needs 'after hours,' meaning at any time of day or night. Finally, NCAs work on-line to identify and mediate social media conflicts that could escalate into retaliatory gun violence.



NCA's receive on-going training to build their skills in street outreach, mentoring, Life Coaching, anger management, emotional intelligence, effective communication, active listening, cognitive behavioral therapy, understanding and addressing trauma, PTSD and supporting healing. The trainings address both personal and inter-personal interactions. Advance Peace also invests a significant amount of time in team building activities.

Once an NCA engages with a young person for at least one-month, they are invited to draft a LifeMAP (Life management action plan). The LifeMAP process is a facilitated dialogue between a young person and Advance Peace staff, and supports the young person to articulate their short, medium and long term goals, as well as specific steps for achieving these objectives. The

LifeMAP provides an individual comprehensive assessment of a Fellow's circumstances in key areas, including housing, education, employment, transportation, finances, safety, family/relationships, physical health, mental health, and spiritual, recreational, and social connections. These goals are drafted into a work plan and milestones are established. The NCA's use this process and LifeMAP document to tailor outreach and engagement for each individual fellow over the 18 month Peacemaker Fellowship™ Program.



**Figure 1** Gun Homicides in Sacramento Advance Peace Neighborhoods



# THE EVOLUTION OF ADVANCE PEACE IN SACRAMENTO:

## Key Events & Milestones

**2016 |** DeVone Boggan, CEO of Advance Peace, gives keynote at Sacramento Gang summit Conference.

**2017 | February** The Mayor's Gang Prevention & Intervention Task Force ("Task Force") vetted the Advance Peace strategy for Sacramento.

**2017 | March-May** Focus groups with gang task force CBOs; neighborhood visits to meet existing neighborhood outreach workers; individual meetings between Advance Peace leadership and Mayor, city council members, the probation and police chiefs.

**2017 | May** Sacramento law enforcement stakeholder meeting that includes Gang Prevention Task Force, interim police chief, probation and police officers.

**2017 | June** Advance Peace is announced publicly as agenda item on City Council agenda and slated for approval vote. Vote delayed due to technicality.

**2017 | July** Community meeting organized by Sacramento Area Congregations Together. Assistant City Manager, Arturo Sanchez, attends and speaks in support of Advance Peace.

**2017 | August** Significant increase in gun violence in Sacramento. Sac Bee Article describing the potential of Advance Peace published: "Fifty men commit most gun crimes in

Sacramento. Could money, mentoring get them to stop?"

**2017 | August** In response to violence, special City Council meeting called where Advance Peace is approved (CEO Boggan is not able to attend), with charge to City Manager to develop specific terms of contract.

**2017 | September – November** Contract negotiations.

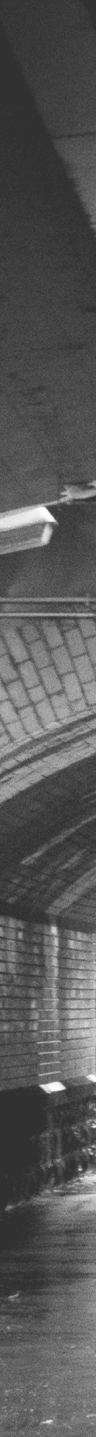
**2017 | December 15** Revised contract signed. Included 2 year initial commitment with potential for two additional years pending performance of preliminary period.

**2018 | January** Implementation of Advance Peace begins with support of Sacramento Gang Prevention & Intervention Task Force, Director.

**2018 | February** Program Manager hired. Three-round interview process used. Richmond, Office of Neighborhood Safety staff support screening, interview and hiring process.

**2018 | February** Sacramento Gang Prevention & Intervention Task Force utilize crime and gang data to identify gun violence 'hot zones' in the City with Oak Park, Del Paso Heights and South Sacramento selected as the Advance Peace focal areas.

**2018 | March** Protocols and criteria established for identifying NCAs. Interviews and hiring process begins.



**2018 | March** City of Sacramento, Gang Prevention & Intervention Task Force, applies for California Violence Intervention and Prevention (CalVIP) Grant to include an additional 25 ‘junior fellows’ (12-17 years old) to the Advance Peace program.

**2018 | April** Initial team of outreach workers are hired, including six part-time Neighborhood Change Agents (NCA) and two peacemakers (NCAs in-training). Sacramento team travels to Richmond for training and on-boarding with Office of Neighborhood Safety.

**2018 | April** City of Sacramento receives CalVIP grant. Increases number of fellows in first cohort to 75; 50 senior and 25 junior fellows. Prof. Corburn contract for Learning and Evaluation signed and approved.

**2018 | April** Advance Peace office opens after multiple attempts to identify office space in downtown area. HBO, “Raised in the System” features Advance Peace.

**2018 | May** Sacramento Bee article, “The man in charge of Sacramento’s new anti-gun violence program was once a shooter himself.”

**2018 | May & on-going** Advance Peace Program Manager begins regular staff trainings in a range of skills, including but not limited to effective communication, the art of listening & conflict resolution.

**2018 | May** CalVIP program begins; integrated into on-going Advance Peace work.

**2018 | May** City & County help Advance Peace to identify those residents that could benefit the most from Advance Peace strategy.

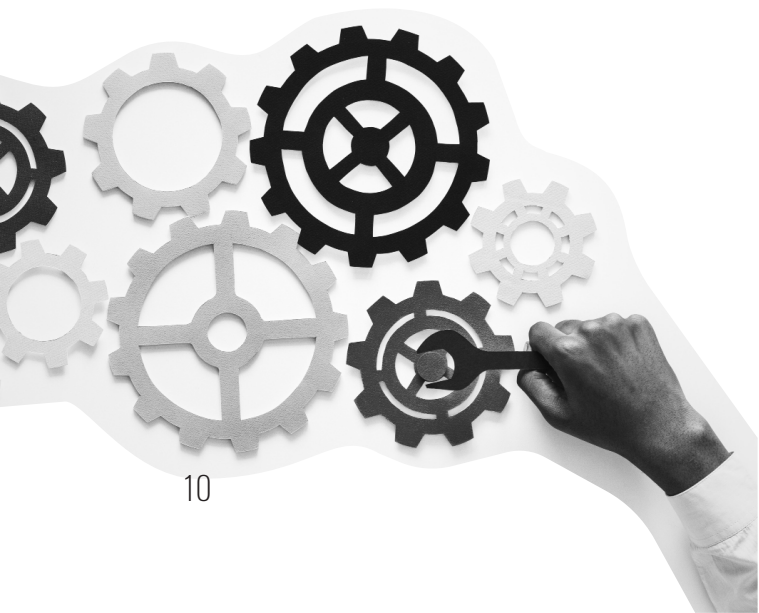
**2018 | May** UC Berkeley develops phone-based application to capture NCA weekly activity. Refined with input from Richmond Office of Neighborhood Safety (ONS) staff and Advance Peace leadership.

**2018 | June** Stockton Advance Peace Program Manager hired. Collaborations between Sacramento NCAs and Richmond ONS continues. NCAs deployed actively in AP zones.

**2018 | July** Strategy meetings between Sacramento and Stockton Program Managers as well as Richmond ONS leadership.

**2018 | August.** Stockton NCAs hired. Sacramento NCAs attend training with Black Child Legacy on Professional Development; One NCA terminated. UCB phone-based App revised and relaunched for all NCA data tracking.

**2018 | August & on-going** NCAs receive



training in Emotional Intelligence, Urban Peace Institution Crisis Prevention, and Effective Communications.

**2018 | August** Weekly Advance Peace Program Manager meetings, with CEO and UC Berkeley, begin. Weekly meetings rotate between Sacramento, Richmond, Stockton and UC Berkeley, and are held for remainder of year.

**2018 | September** 1st regional meeting all Advance Peace held on September 18th @ UC Berkeley. Staff and NCAs from Richmond, Sacramento and Stockton come together to build community, learn, reflect and share strategies.

**2018 | September & on-going** NCAs establish presence in local High Schools to engage with young people and mediate fights and de-escalate conflicts. Schools include Sacramento High School, Valley High School, Monterey Trails High School, Burbank High School and Inderkum High School.

**2018 | September** 1st LifeMAPs completed by Fellows, with support from Richmond ONS.

**2018 | October** Advance Peace clarifies and updates fellow enrollment criteria. UC Berkeley conducts training for NCAs in use of App for on-line activity tracking using EpiCollect5.

**2018 | October** NCA trainings in communications & trauma informed engagement & outreach.

**2018 | November** Increased violence in Del Paso Heights (DPH) leads to Program Manager decisions to invest at least 40% of NCA time to DPH and surrounding neighborhoods to increase

relationship building with groups in conflict.

**2018 | November** Meeting with City's Gang Prevention & Intervention Task Force, all NCAs and UC Berkeley evaluation team. First time entire Advance Peace Sacramento team meets with city officials. New Peace Keeper is hired.

**2018 | November** Washington Post article, "In Sacramento, trying to stop a killing before it happens."

**2018 | November** Second all-team Advance Peace meeting held at UC Berkeley.

**2018 | December** Training for NCAs and life-skills class for fellows in partnership with Another Choice, Another Chance.

# Quarterly Contractual Obligations

■ The City of Sacramento required Advance Peace to meet specific obligations each quarter during the first year of the program. While these were addressed in the Advance Peace quarterly reports, we briefly summarize actions that fulfilled each requirement.

## First Quarter Obligations

1. Hire local Program Manager and at least three Full Time Equivalent (FTE) local Outreach Workers

*Actions: PM hired in February and 6 PT NCAs were hired, which equaled 3 FTEs*

2. Deploy local Outreach Workers within impacted neighborhoods of focus - begin targeted outreach.

*Actions: Impacted neighborhoods were defined. Outreach workers required training before being deployed in first quarter.*

3. Begin identifying potential participants for the first cohort in partnership with City, County & community stakeholders.

*Actions: Leadership and Program Manager meet with stakeholders.*

4. Begin identifying individuals or organizations who will be part of the Elders Circle.

*Actions: Meetings with Gang Prevention & Intervention Task Force, as well as community stakeholders such as Another Choice/Another Chance; the Black Child Legacy Campaign; the Mack Road Partnership; Brother-to-Brother; and the Sacramento Violence Intervention Program at Wellspace Health.*

## Second Quarter Obligations

1. Begin offering/ enrolling identified potential participants for the Peacemaker Fellowship Program (all Fellows identified/ enrolled no later than 6th month).

*Actions: As noted in the quarterly reports submitted to the City of Sacramento, this goal was 'overly ambitious' since it did not consider the training needs of NCAs or the time it would take to establish Advance Peace's 'street credibility' with potential fellows.*

2. Engage in outreach to identify 1-3 local community-based organizations (CBOs) within the City jurisdiction in effort to build long-term local capacity to sustain AP strategy.

*Actions: The CBOs noted above continued to be engaged around Advance Peace work, as well as the CBOs: Innovation Bridge; Mutual Assistance, and; the Sacramento Anti-Recidivism Coalition (ARC).*

## Third Quarter Obligations

1. Begin implementation of 18-month cohort of up to 50 participants

*Actions: Advance Peace team identified over 60 participants for the Peacemaker Fellowship™ and 38 agreed during this period to fully participate in the program. Implementation included on-going outreach and daily street-level engagement, as well as the development of an individual LifeMAP (Life Management Action Plan).*

2. Seat Elders Circle (no later than 9th month).

*Actions: A 10-15+ member elders' circle was scheduled to be convened in the 4th quarter.*

## Fourth Quarter Obligations

1. Begin identification of potential sources of Fellow internship opportunities based on stated interests or “ready” fellows.

*Actions: Advance Peace began identifying potential internships for ‘ready’ fellows, and by the conclusion of the 4th quarter (December 2018) there were 67 fellows enrolled in the Peacemaker Fellowship.*

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## Neighborhood Change Agent Data

■ Neighborhood Change Agents (NCAs) have accomplished a significant amount in only about six months of regular outreach work. The NCAs were hired and trained in April and May, and started focused neighborhood engagement in June. Originally six NCAs and two peacekeepers were hired part-time. Peacekeepers are NCAs-in-training, and often have less experience but receive training and support to build their skills. NCAs were recruited based on past life experience, knowledge of Sacramento gang violence and effectiveness in conflict resolution and communications. Of the original six NCAs, two were assigned to each of the three target neighborhoods of Del Paso Heights, Oak Park and South Sacramento. After the first three months,

all NCAs and Peacekeepers were reviewed by Advance Peace leadership to gauge their effectiveness, organizational fit, and capacity to move into full time employment. After this review, one NCA and both Peacekeepers were released. By August, the program employed 6 NCAs and a Program Manager. By the end of November, a new PeaceKeeper (PK) was hired. In addition to the Program Manager, there were three full-time NCAs, 2 part-time NCAs & 1 PK by January 2019.

All NCAs are required to keep weekly logs of their activities. UC Berkeley developed a phone-based app for NCAs to record daily or weekly engagements. The app also allows for audio

notes. Each NCA has a unique log-in through the app. The date and neighborhood location is recorded. Each engagement is characterized as a Senior (>18 years) or Junior (<18 years old) Focus Group, or Street Outreach, number of contacts and hours are also recorded. The number of times and hours spent on general conflict mediation and the number and hours responding to, mediating and/or interrupting gun violence, shootings, after hours conflicts and social media conflicts, are also recorded. The number, type and hours spent on referrals are also recorded. Finally, the number and hours spent on trainings is recorded.

to build their personal conflict mediation skills and to help develop a shared language for implementing the trauma-informed, healing-centered Advance Peace approach. NCAs noted that all trainings in 2018 were very important exercises that helped build their confidence & contributed to a culture of team work.

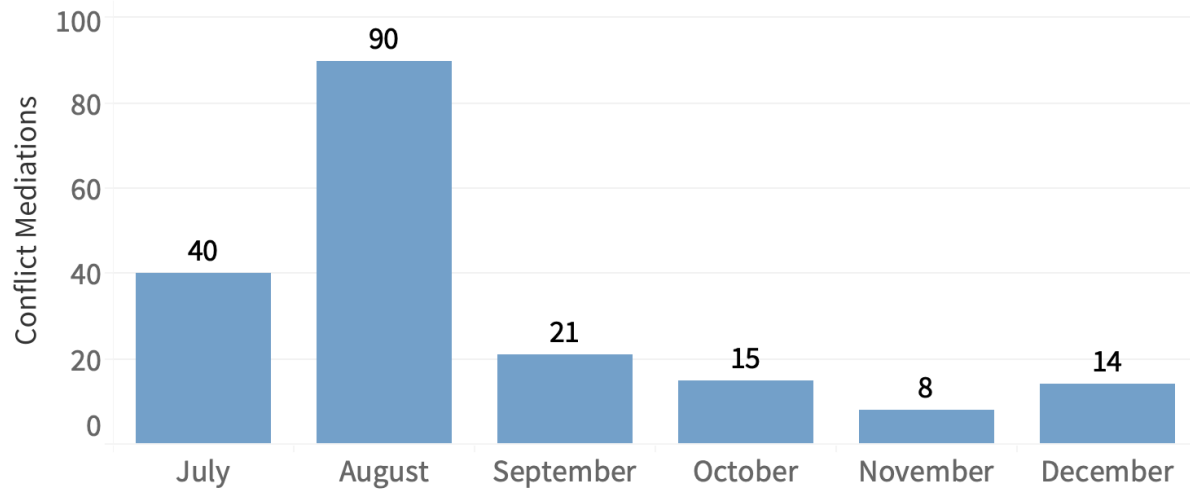
**Select List of Sacramento NCA Trainings**

Emotional Intelligence	2 days
Crisis Prevention	2 days
Effective Communication	4 days
RYSE Healing Organization	1 day

Another essential aspect of building an effective team of NCAs is training and team building. Sacramento NCAs received trainings that helped

Activity	Jul	Aug	Sept	Oct	Nov	Dec	Total 2018
<b>All Street Outreach (Sr + Jr Focus Groups + Street Outreach)</b>	467	550	526	488	345	454	<b>2,830</b>
<b>All Referrals (soft +hard)</b>	24	56	29	23	17	49	<b>198</b>
<b>Conflicts Mediated</b>	32	37	11	6	1	7	<b>94</b>
<b>Gun Violence Interrupted</b>	4	1	5	3	3	1	<b>17</b>
<b>Shootings Responded to</b>	4	7	5	1	1	2	<b>20</b>
<b>After Hours Conflicts Mediated</b>	N/A	45	N/A	5	3	4	<b>57</b>
<b>Social Media Conflicts Mediated</b>	N/A	N/A	N/A	3	4	0	<b>7</b>

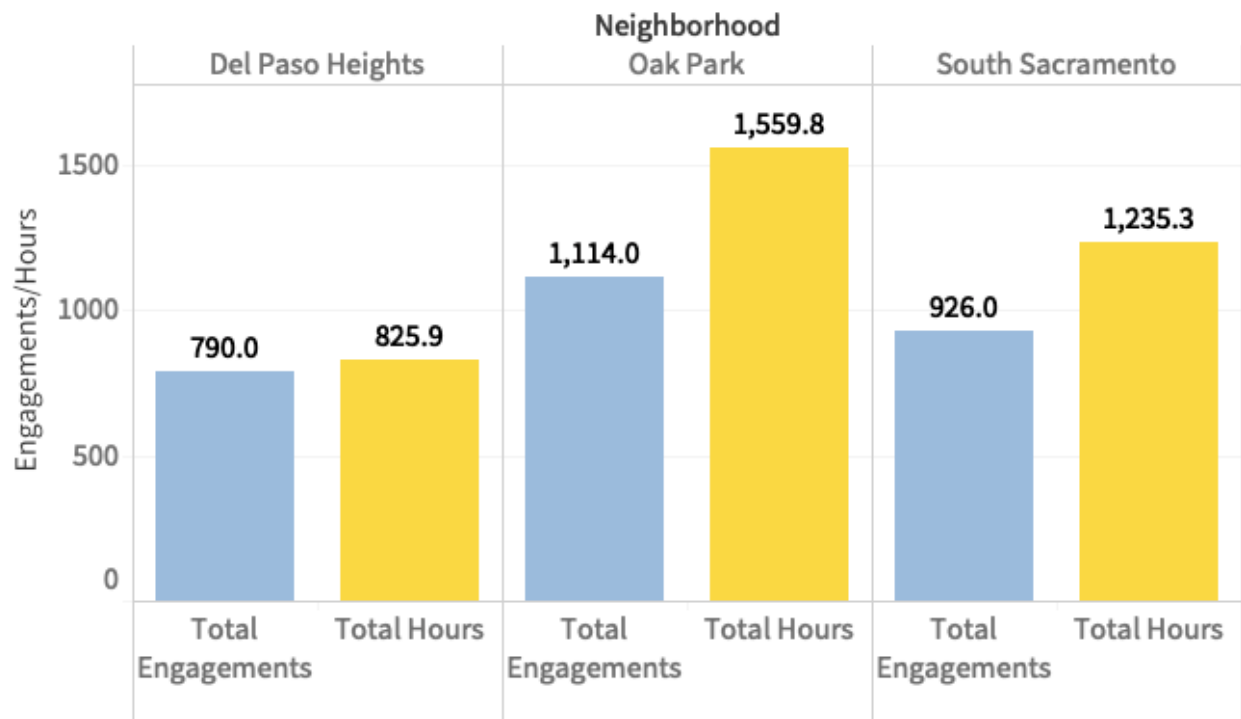
**Figure 2** Total Number of All NCA Activities by Month, 2018



**Figure 3** All NCA Mediated Conflicts, 2018( includes general conflicts, retaliatory/cyclical gun violence interrupted, shootings responded to/interrupted & after-hours conflicts mediated)

Activity	Jul	Aug	Sept	Oct	Nov	Dec	Total Hours 2018
Street Outreach	646.5	970.5	603	557	358.5	485.5	<b>3,621</b>
Soft + Hard Referrals	N/A	N/A	N/A	43.5	31.5	80.5	<b>156</b>
Conflicts Mediated+ Gun Violence Interrupted + Shootings Responded to	N/A	107	N/A	30	25	27	<b>189</b>
Meetings and Trainings	N/A	93	N/A	150	75.5	120.5	<b>439</b>

**Figure 4** NCA Activity Hours by Month, 2018



**Figure 5** Total Street Outreach Engagements and Hours by Sacramento Neighborhood, 2018

The numbers do not begin to tell the entire story of the NCA work. Below is a summary of select quotes from NCAs describing some of the issues and conflicts they encountered in Sacramento this past year.

*Youngsters was talking about shooting another youngster so I explained the repercussions of the situation. I never seen a gun but I know they're known for carrying them, so I talked them into going out to eat.*

*Big argument broke out. One was highly offended and felt disrespected and went for his gun. I calmed him down and talked him into putting it back where he retrieved it from.*

*One male dating two girls at same school. One is pregnant & started with back and forth on social media. Escalated to a physical altercation. I intervened to mediate peace.*

*Got a phone call saying that one of my Jr. Fellows was walking down a busy known street with a gun in his backpack and he was on a mission to do some damage. I was able to leave my Crisis Intervention Response Training class and go locate him ASAP. I caught up with him and talked him into my vehicle and detour him off of his mission. I got all the 411 I needed to look into this whole situation. I contacted the resources I needed to contact and fixed the whole problem that was at hand. Happy to say that there's nothin else to worry about.*



*Sister and Baby daddy got into a physical altercation over finance. I was able to intervene and take him away, where he calmed down and decided to stay away for a few days until things cool down.*

*Mother and daughter actually started throwing blows with each other in broad daylight in their front yard. I was parked across the street waiting for one of my Jr fellows to come out. I got out of my car, jumped right in and exercised my peace keeping skills. I was able to dead the whole situation after a few hours.*

*Some young cats, potential Jr. Fellows, made a dis song and put it out on the Internet. That there started a line of back and forth disrespect. I talked the youngster into taking it down.*

*Youngster from one hood dissed dead youngsta from rival gang on social media. Made contact with both parties and brokered peace.*

*Dice game shannagins. Gun was pulled out but no action was taken. My presence itself calmed all of that down. Everyone made it home safe that night.*

*Jr fellow was involved with an altercation with some guys on 47th. NCA was not able to speak with both sides but was able to pick up fellow and calm him down and get him away from the situation.*

*Handled a whole serious conflict between two brothers who for some reason do not like each other. The Mother didn't have any energy or strength to fix it. So, I was called and at the end of that evening, they squashed the beef that they been holding for over a year.*

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## Fellows Data

At the heart of the Advance Peace work is the fellows, or young people in the community most impacted by cyclical & retaliatory gun violence. Advance Peace Sacramento has consistently engaged with 314 individuals over 2018 (July through December). The program exceeded its expectation and has **enrolled 67 Senior Fellows and 35 Junior Fellows.**

A fellow can be considered 'enrolled' if they meet any of the following criteria:

1. An NCA has consistently engaged with them

for a month (minimum of 4 engagements and/or 10hrs over 1 month);

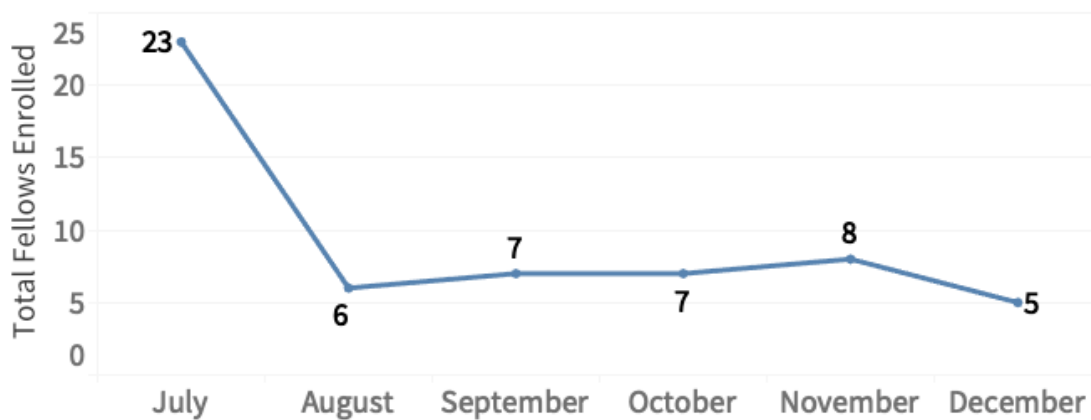
2. There has been reciprocated communication between fellow and NCA, such as sharing phone #, adding to social media, etc.
3. There is evidence of a change in the relationship between NCA and fellow, such as: the fellow calls the NCA, asks for/open to a meet up/meal, asks for a referral, asks for a ride, asks for help solving a problem, and/or the fellow introduces the NCA to a significant other in their lives (family, girl, etc.).

4. NCA engages in any conflict mediation with the fellow.
5. Fellow agrees to do a LifeMAP.

These criteria are critical since many fellows may be skeptical of ‘signing’ up for a program because: it is new, they may not initially know or trust NCAs, they may fear being labeled an admitted ‘shooter,’ the possibility of receiving a gang enhancement label or charge through the California STEP Act, and/or violating the law by being near or with others that have received gang affiliation charges.

Month	Senior Fellow Enrollment	Junior Fellow Enrollment
February	1	-
March	9	-
April	10	-
May	3	-
June	23	-
July	11	12
August	3	3
September	2	5
October	1	6
November	1	7
December	3	2
<b>Total Fellows</b>	<b>67</b>	<b>35</b>

**Figure 6** Senior & Junior Fellow Enrollment



**Figure 7** Total Fellow Enrollments by Month (July-December, 2018)

Fellow Summary Data	Senior Fellows		Junior Fellows	
	#	%	#	%
Average Age	24	n/a	15	n/a
Number Alive	67	100%	35	100%
New gun charge	12	18%	6	17%
New firearm injuries	3	4%	3	8%
LifeMAP complete	7	11%	5	14%
No. received hard referral	8	12%	18	52%
Job training/certifications	10	15%	-	-
Lifeskills session complete	0	0	12	34%
Small group counseling	3	5%	12	34%
Mental health counseling	0	0	0	0
African American	66	98%	33	94%
Other race/ethnicity	1	2%	2	6%
Male	66	98%	33	84%
Female	1	2%	2	6%
Re-entry	36	54%	12	34%

**Figure 8** Senior & Junior Fellow Summary Data





## Successes & Challenges

### SUCCESSES

#### 1) Success – Rapid and Successful Organizational Start-up

Advance Peace hired, trained and mobilized its leadership and outreach team in under six months. The organization also secured office space, engaged with CBO partners and worked with the City and the UC Berkeley evaluation team, all while conducting outreach. This is a significant accomplishment. For comparison, the Richmond Office of Neighborhood Safety (ONS) took six months to hire first staff but 20 months to establish the first Fellowship cohort. Part of this can be attributed to a supportive organization structure and culture within Advance Peace. Communication across the organization is frequent and open; leadership and more experienced managers support newer staff to address challenges; weekly, all program staff meetings provide a forum for in-depth sharing and team problem solving. These activities should continue and be strengthened where possible. The success has been seen among some actors in the Sacramento community.

According to one non-profit leader:

*I mean, this organization [Advance Peace] and these guys [NCAs] are unicorns, really. Nobody wants anything to do with the guys they are loving-up every day. To get this going that quickly, when many people, maybe even the City, hoped they would fail, means they are doing a lot right, whether others want to acknowledge it or not.*

#### 2) Success – Successfully “Recycled Community Assets”

Advance Peace identified a number of local leaders, put them through a rigorous hiring program, trained and deployed them in their communities as peace-making outreach workers. This was a process of tapping into local knowledge and expertise of formerly incarcerated community members, identifying their assets, and supporting them to be effective change agents for peace. Advance Peace leadership described this as “shining diamonds in the rough.” As noted by one community activist:

*These guys are now seen as leaders and models for healthy opportunities for young men in this city. They have redefined themselves on the street and changing the lives of other youngsters by giving them a glimpse of hope that there is another way. You know. And, they also share what they be doin’ at City Hall in front of policy makers, police and others.*

#### 3) Success – Credible Neighborhood & Street Presence

In less than 2-3 months (quarter 3, into

beginning of 4) of daily, mostly part-time street outreach work, Advance Peace has raised awareness in its target neighborhoods that there are a group of guys working to prevent violence and they are reaching the most difficult to engage young people in Sacramento. This alone is a major accomplishment; instituting a daily presence of skilled outreach workers in neighborhoods and with communities that have been largely ignored or only experiencing law enforcement on a daily basis. As one interviewee stated:

*Yeah, there were some programs and outreach workers. They come out every so often. They didn't want to deal with these kids. They were too violent, angry, doin' whatever; didn't give a F\* about nobody really. Couldn't talk to them about anything different. They never seen nothin' different and nobody – family, teachers, police, nobody – even expected them to be nothin' but violent. Goin' to jail was expected; being a killer was likely. But, now they gettin' someone coming for them everyday. Even when the AP guys don't find them, they know, they hear, 'such-and-such was lookin' for you, yo.' They out here everyday chasing these youngsters down. Showin' up. That ain't never happened before for any of these kids. Nobody. Nowhere.*

#### **4) Success – Enrolling Fellows**

The fundamental first year charge for Advance Peace was to enroll 50 fellows (25 additional junior fellows with the CalVIP grant program). Advance Peace has exceeded this Year 1 goal. As one interviewee noted:

*They (NCAs) got access to people nobody could get access to. The kids who been taught*

*not to trust nobody, especially adults who manipulated them. The kids who won't make themselves vulnerable, 'cause they been hurt too many times. The kids who dis you 'cause everyone else who ever offered them something, always wanted something in return. They got those youngsters in the program.*

#### **5) Success – NCAs Transforming Themselves/Transforming Community Violence**

The NCAs have emerged as community leaders and are also undergoing significant personal transformations that contribute to their leadership potential and effectiveness as change agents for peace. For example, one NCA reflected:

*I rolled up on this guy, in my 'hood, and he seen me before, and he didn't even acknowledge me. Before, I would have been insulted and confronted this guy. Now, I realize I may not know the full situation and I let it go. A few days later, same brotha; this time we talk. He's asking me if I went soft, not in the life anymore. I tell him I'm in a new life and this is cool; it's much better and he can choose a different path too. I knew it ended good because there was a few second pause where he didn't say nothin'. That's part of it. Getting' guys to pause just a few seconds and think, 'maybe I can be different than what this neighborhood, this community, this society all expect me to be.'*

According to another Advance Peace leader:

*We are becoming a very reliable resource to the fellowship here in Sacramento. We are called upon for a great number of services that goes*

*beyond conflict resolution and responding to local shootings. We are able to provide warm hand-offs for services that we don't provide. We are truly benefiting from all of the trainings and it's showing up in our work and our everyday lives.*

## **CHALLENGES**

### **1) Challenge – Uncertainty and Misinformation**

While NCAs are gaining widespread respect and recognition, there is lingering distrust of the new program by some in the community. This seems to be a normal aspect of a new program offering services to a population that typically isn't receiving any attention except from law enforcement. Advance Peace could consider additional communication and outreach strategies to ensure the accurate message of who they are and what they are doing gets out to all in the community. As one interviewee noted:

*They don't want us to succeed. Whether it's the organizations, whether it's the OG from the 'hood who need this shit to continue, the cat who's selling the guns, the cat who's selling the bullets. There's a lot of folks who are profiting off this sickness. So don't take it personally, just know they're losing something [when AP is successful]. So them talkin' shit is just selfish.*

### **2) Challenge – Nurturing NCA long-term personal and professional success**

Advance Peace NCAs navigate a great amount of violence, trauma, and hostility as they facilitate their roles in the impacted communities. Working within these environments can generate a variety of personal confrontations with unhealthy stress, anger, fear, and depression for NCAs. At the same time, many NCAs are hustling themselves with part-time outreach work and additional jobs. Advance Peace is working to build an inclusive, full time outreach culture. This should include incentives for advancement for NCAs, hiring more full time NCAs, offering regular mental health services for all NCAs (whether requested or not) and financial management/supports.

### **3) Challenge – Short-term contract; long-term relationships**

The Advance Peace contract specifies an initial 2 year commitment by the City of Sacramento. An additional 2 years, for a total of 4 years, is part of a contingency extension based on the first two year performance. Advance Peace should develop a communication strategy for ensuring the continuation of the program with City resources. The long-term success of Advance Peace in Sacramento may demand a local, politically astute champion – or someone/organization that can advocate for the work within City Hall and with influential CBOs/non-profits.

#### **4) Challenge – non-profit & service provider partnerships**

A key driver for why Advance Peace was invited into Sacramento was a determination by the Gang Prevention & Intervention Task force, the non-profit community and others that no single organization was reaching and regularly engaging with the hardest-to-reach, potentially most lethal, young people. A challenge will be ensuring the local non-profits and service providers are prepared to enroll and offer opportunities for these same populations. These are relationships built over time, but Advance Peace Sacramento should consider what organizations it may want to develop more strategic, supportive partnerships with as the Peacemaker Fellowship™, grows and demands addition referrals/services. The City and philanthropic organizations should work with Advance Peace to incentive CBOs to enhance their capacity to serve this vital population.



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