



ABOUT THE NATIONAL NETWORK FOR SAFE COMMUNITIES

The National Network for Safe Communities, a project of John Jay College of Criminal Justice, was launched in 2009 under the direction of David M. Kennedy and John Jay College President Jeremy Travis. The National Network supports cities implementing proven strategic interventions to reduce violence and improve public safety, minimize arrest and incarceration, strengthen communities, and improve relationships between law enforcement and the communities it serves.

The National Network is committed to building a community of practice that operates along a set of guiding principles:

- First do no harm.
- Strengthen communities' capacity to prevent violence.
- Enhance legitimacy.
- Offer help to those who want it.
- Get deterrence right.
- Use enforcement strategically.

The interventions based on these principles have been successfully implemented in cities across the country. The Group Violence Intervention, first developed as "Operation Ceasefire" in Boston, MA, has been successfully applied in cities as diverse as Chicago, IL, Cincinnati, OH, and Stockton, CA. The Drug Market Intervention, first developed in High Point, NC to eliminate neighborhood overt drug markets, has been successfully applied in cities as diverse as Providence, RI, Hempstead, NY, and Nashville, TN.

In addition to providing technical advising to jurisdictions implementing these strategic interventions, the National Network facilitates peer support and collaborative learning opportunities to help cities learn from one another, address common issues, provide a supportive community of practice for new jurisdictions, and make these interventions standard practice across the United States.

EXECUTIVE SUMMARY

During the period from November 15, 2014 through November 14, 2016 NNSC worked with key partners to implement the Group Violence Intervention (GVI), known locally as the Birmingham Violence Reduction Initiative (BVRI). BVRI has come a long way in the past two years. There is nearly unprecedented cross-agency support and commitment providing solid groundwork for this initiative. The team has conducted five successful call-ins with strong messaging in line with NNSC's best practice. Custom notifications are underway and capacity building has been prioritized in the department to include all precincts. A full time, dedicated support and outreach coordinator was hired at the beginning of 2017 which will fill a void in the partnership and allow for BVRI to more effectively provide the crucial offer-of-help component. There are dedicated community partners that have stood by the partnership and continue to support BPD and the overall strategy. Birmingham has expanded its network of peers to include cities across the

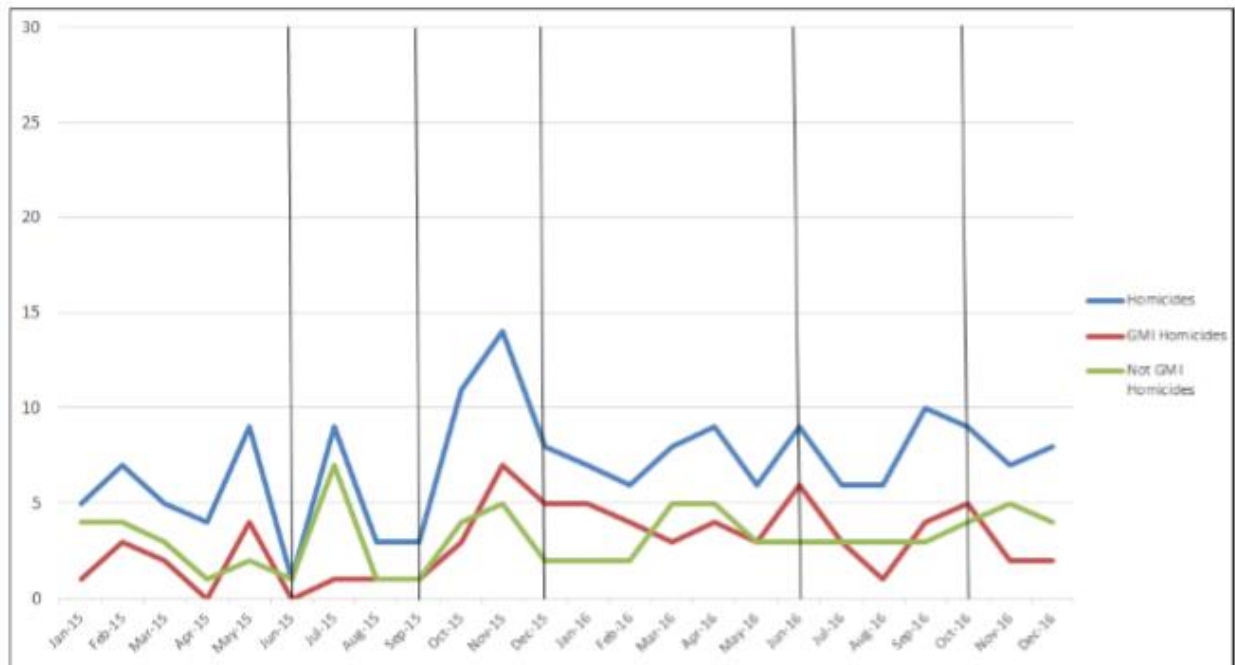
country as they have visited other sites and hosted others to engage in peer learning opportunities. There is tremendous opportunity to continue this good work and to solidify the necessary structures to institutionalize and formalize BVRI in Birmingham to ensure its sustainability for years to come.

This report provides an account of the current implementation challenges as NNSC sees them as well as suggested next steps for addressing those challenges and continuing to work toward a sustainable strategic framework with fidelity to the core principles of GVI. Appendix A includes a summary of the work completed in this period.

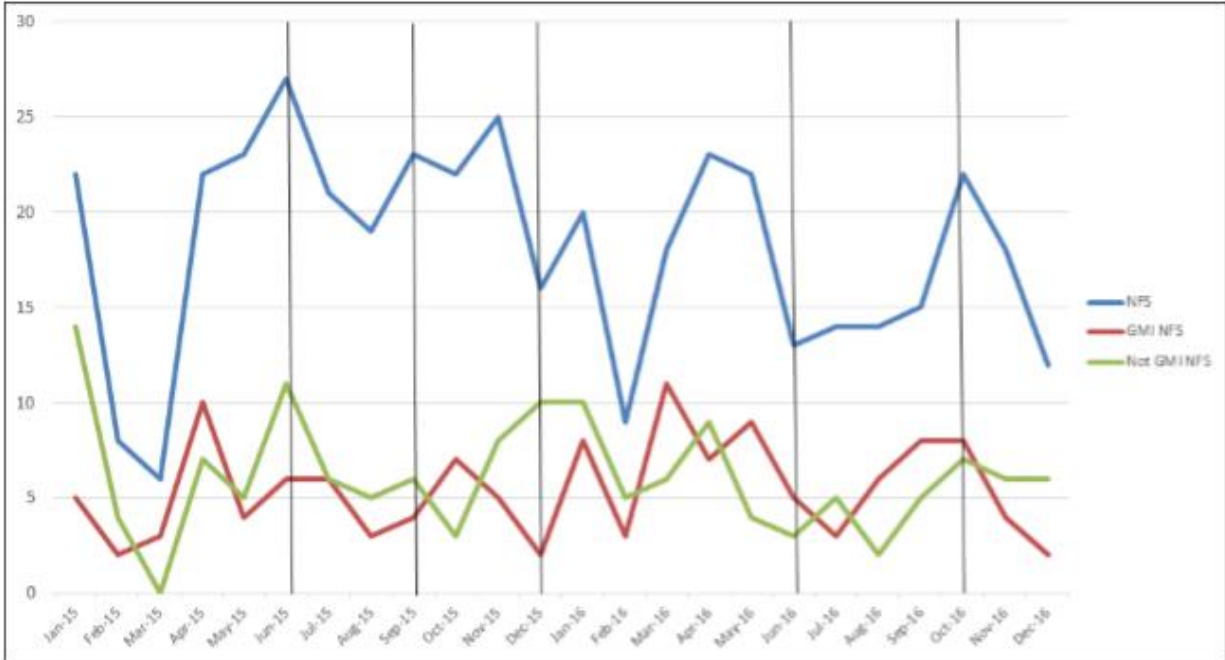
DATA SUMMARY

Below is a summary of the violence data since January 2015; the source of this data is the Birmingham Police Department. The vertical lines indicate when call-ins are held.

Homicides



Nonfatal shootings



While nonfatal shootings have been on the recent decline, Birmingham has not enjoyed the same reductions in homicides.

IMPLEMENTATION CHALLENGES

1. The implementation has suffered from irregular meetings and inconsistent participation by agency partners.

It is essential to have solid structures in place to support the continued operational work of BVRI in the three main areas of the partnership – law enforcement, community moral voice, and support and outreach. Despite continued advising in this area and the emphasis on how crucial these regular working groups are to the sustainability and success of the initiative, they remain either inactive or rely on ad hoc, irregular meetings.

The purpose of the law enforcement working group is to bring together all local, state, and federal law enforcement agency partners on a regular basis (monthly, at least) to plan and coordinate the BVRI group based enforcement actions. BVRI works when group members are put on prior notice about swift and certain consequences, and those consequences are followed through with by this multiagency partnership. Some, but not all, of these agency partners have participated in these meetings when they have been scheduled; however, they are not kept on a regular meeting schedule and participation is sporadic. It is essential that a liaison is identified in each of the partner agencies to commit to attending these monthly meetings so the enforcement actions can occur swiftly and with the necessary coordination to have the desired impact. These meetings have been held more regularly in the recent months; however, NNSC

recommends that this group be convened on a regular basis to ensure cross partner coordination.

The community moral voice working group has recently made progress with support from BGrace and the Community Foundation and this group is now in place and meeting on occasion. However, there has been tremendous untapped potential in the community moral voice component of BVRI. Fostering real community involvement and buy-in is essential for sustaining BVRI in Birmingham in the long term and ensuring the community partners have a role in the initiative in a meaningful way should be a top priority.

The support and outreach working group is not formally in place. The project manager has convened meetings with partner agencies over the course of BVRI's implementation; however, the working group has not consistently met regularly throughout the course of BVRI's implementation. The support and outreach structure, while in place and functioning, is not nearly as robust as it could be if there was regular partner coordination and communication to identify service gaps and brainstorm additional partners to bring to the table to fill those gaps. The newly hired, full time Support and Outreach Coordinator will be able to help move this forward.

With leadership from the project manager, all three of these groups can begin to or continue to develop and take hold in the overall BVRI partnership and strategy.

2. The local BVRI team and project manager have not taken full ownership over model fidelity management.

The role of the project manager is crucial to BVRI; the project manager is responsible for the fidelity and sustainability of the entire initiative including the law enforcement, support and outreach, and community moral voice components. Additionally, the project manager ensures all structures are in place and operating effectively, including the governance committee as well as the three working groups (law enforcement, support and outreach, and community moral voice). When the necessary progress is not being made in a certain area or work happening under BVRI is not in line with the model, it is the responsibility of the project manager to identify the problem and raise it to the necessary partners or the governance committee. To date, NNSC has been responsible for identifying problems and raising issues; as we look to the future and prioritize local sustainability and ownership, it is essential that this responsibility falls to the project manager.

This is a full time position and should be protected to focus entirely on BVRI. Committing to a successful, sustainable implementation of BVRI requires a dedicated, full time project manager.

3. Custom notifications should be deployed more strategically and are lacking a personalized custom legal assessment.

While custom notifications are underway in Birmingham there has been a lot of focus on the frequency of custom notification deliveries. As the team works toward delivering more custom

notifications and realizing the many resources necessary for executing custom notifications, it is important to focus the deliveries strategically. NNSC recommends the BVRI team look at custom notifications in three ways – in response to group member-involved shooting incidents that present a risk of retaliation, to calm hot spots and/or group beefs, and to impact players from active groups, especially those we are unable to compel to attend a call-in.

To make sure these are happening frequently and strategically, there should be high level oversight from the project manager on all the custom notifications across precincts. The project manager should coordinate with both the community/support and outreach partners as well as the law enforcement partners and make sure any necessary follow ups occur. Additionally, a clear mechanism for tracking all custom notifications should be in place so the details on who was contacted and who was not is reflected in the information kept by BPD's intelligence unit.

Additionally, the law enforcement lead should continue to prioritize pre-vetting the addresses for custom notification visits so the delivery team's time is used as strategically as possible. Accurate intelligence on group members – including their addresses – should continue to be a priority.

Lastly, when time allows for it, custom legal assessments should be included in all custom notifications. The DA's Office has committed to providing this information, but legal assessments have not been regularly provided when requested by BPD.

4. Group enforcement actions have not always remained focused on the first/worst group and the model requires more inter-agency collaboration than currently exists.

In addition to the points mentioned above regarding the working group helping to facilitate cross-agency enforcement planning and coordination, BVRI needs to remain narrowly focused on following through on the commitments made at the call-in. BVRI should aim to hold call-ins on a quarterly basis, while only focusing on the next call-in after completing a group enforcement action against the first group to commit a homicide after the call-in or the worst group. Depending on the violence dynamics, the law enforcement partnership will also be conducting a group enforcement action on the most violent group (which should be based on the group scorecard maintained by BPD's intelligence unit), although that does not necessarily have to be completed before the next call-in as those enforcement actions tend to take longer.

BVRI has lost focus at times and has switched from the first/worst group to other groups engaging in recent violence. While this may be warranted depending on the current violence dynamics, generally, BVRI should aim to follow through on commitments to enforcing against the first/worst group as that is the promise made at call-ins and during custom notifications. BVRI works when the partners remain committed to that promise and resources should be protected in the police department to ensure those groups remain the focus for as long as is needed to adequately enforce against everyone in the group.

5. Intelligence gathering requires additional resources and information sharing between partners needs to be improved.

Intelligence – and specifically group intelligence – has been a challenge throughout BVRI’s implementation and while there has been significant progress in this area, there is still opportunity to improve. The current intelligence unit is operating with two officers and without the necessary systems to allow for the kind of information sharing that would benefit BVRI. There have been conversations about building a system for or acquiring software to assist in the management of intelligence related to group and gang involved violence. These discussions are still occurring, but this has yet to come to fruition.

Information sharing between the intelligence unit and the enforcement team and the precinct officers could also be improved. Improved systems would certainly help with this, but technology aside, there is great opportunity to improve the frequency and quality of information sharing in both directions. The weekly shooting reviews that are underway are a great mechanism for this information sharing, but other opportunities for sharing intelligence especially within BPD should be considered outside of this meeting.

NNSC RECOMMENDATIONS FOR YEAR THREE

Under the year three contract, Birmingham VRI should commit to executing the following crucial next steps to address existing challenges in the implementation and to routinize and embed BVRI as a local response to violence:

Project manager-led model ownership and fidelity management

- The BVRI team should prioritize local ownership and accountability management to ensure BVRI is sustainable beyond a partnership with NNSC. NNSC will work closely with the project manager and governance committee to establish processes to shift this oversight from NNSC to the local partners over the course of the year three contract. The local BVRI team, led by the project manager, should own fidelity management under the year three contract and in the future. NNSC will introduce to BVRI the use of a comprehensive implementation review rubric (see Appendix B for a sample) that will serve as a tool for a) quarterly assessment of Birmingham’s fidelity to the GVI model, and b) ongoing strategic planning. The first step of NNSC’s strategic advising during this contract term will be the completion of this initial review in partnership with the project manager in order to identify strengths, gaps, and priorities over the next quarter. After the first review, ownership of this quarterly implementation review process will then rest with the project manager for the purpose of ensuring sustainable implementation for the duration and beyond the life of this contract.

Institutionalization within the Birmingham Police Department (BPD)

- BPD should prioritize institutionalization across the entire department; including but not limited to the integration of BVRI metrics (group based enforcement actions and custom notifications) into the weekly IMPACT meetings and facilitating department-wide training so that officers and commanders from all precincts and related units have working knowledge about BVRI.

Working groups and structures in place to support sustainability of BVRI

- The project manager should continue to maintain a regular working group of executive partners (Governance Committee) who have made a concrete commitment to implementing GVI. All parties must agree to a working process in which they, supported by the National Network, continue to adapt GVI to Birmingham, manage its implementation, and ensure that it is properly resourced.
- The BVRI team, under the project manager's leadership, should continue to develop the working groups made up of frontline staff in law enforcement, community partners, and support and outreach. These working groups are responsible for the day-to-day implementation of GVI and will continue to work closely with the project manager and the National Network to track data and metrics related to project implementation and impact. BVRI should hold monthly law enforcement, community, and support and outreach working group meetings going forward.
 - Additionally, the core implementation partners (project manager and law enforcement lead, at a minimum) should have regularly scheduled meetings – ideally weekly – to coordinate and strategize all of the above.
- The project manager should work with the new, full time BVRI support and outreach coordinator and provider partners to develop and implement the support and outreach model currently in place and to ensure it is in line with NNSC's philosophy. A thorough resource audit should be conducted to determine what additional resources need to be brought into the partnership to ensure the offer of help is robust and needs are able to be met. NNSC will rely in part on lessons learned from ongoing research and grant activity around support and outreach at the national level to guide the BVRI team towards greater efficacy in this area.
- BVRI, under the project manager's leadership, should continue to develop community outreach mechanisms to complement law enforcement and support and outreach components of BVRI. This begins with a structured working group of engaged, committed community partners who can speak at call-ins, participate in custom notifications, engage with community members in their specific neighborhoods, and help BVRI continue to find ways to connect the community moral voice with the core group involved population most at risk of violence. The BVRI team should also prioritize coordinating this component with the National Initiative for Building Community Trust and Justice as there are active community partners engaged in the reconciliation process who are likely strong community moral voices.

Group enforcement action focus and commitment

- The BVRI law enforcement partnership should carry out collective, coordinated, and timely enforcement actions on the most violent group and first group to commit a homicide post call-in. This will require regular enforcement action meetings of the law enforcement partnership including all law enforcement partners and regular communication and tracking of the actions being taken by the partnership, including the prosecutorial outcomes of all cases. Birmingham BVRI should prioritize maintaining the

commitment made at the call-ins and should stay focused on these groups. The team should also prioritize the coordination with other law enforcement partners; enforcement actions to date have been carried out primarily by BPD. While there has been other partner involvement, BVRI should focus especially on coordination with prosecution partners as well as probation/parole. This includes, but is not limited to, meeting at least monthly with all partners specifically about BVRI group enforcement actions.

Intelligence to support BVRI

- BVRI should continue to increase capacity for gathering group intelligence. BPD should continue to improve and routinize data collection, management, and analysis associated with the implementation of BVRI, including the review of homicides and nonfatal shootings, the auditing of groups and group members, and maintenance of the shooting scorecard. Group audits have occurred, but should be scheduled regularly (at least twice a year) so that the law enforcement partnership can stay up to date on the fluidity of the group dynamics. NNSC and the project manager will continue to work with BVRI to ensure the right people are in the room during the shooting reviews and group audits which includes but is not limited to the following: key BPD stakeholders (intelligence unit, NET team, narcotics, patrol representatives, detectives), probation/parole, school resource officers, DA's Office, and etc.
 - Continue to push locally for software to collect and keep data pertinent to BVRI
 - Utilize free NAVCAP software to run real time analysis on group and individual networks. This software is not currently being used in Birmingham.

BPD should also continue to find opportunities to foster information sharing across units and precincts around shootings, homicides, and groups beyond the weekly shooting reviews.

Custom notification strategy

- The project manager should continue to work with key community and law enforcement partners to build capacity to deliver and track custom notifications to stem retaliatory shootings, calm hot spots, and deliver the BVRI messages directly to impact players. Custom notifications should be happening strategically and in real time response to group involved incidents.
 - When the custom notifications are being delivered in response to a group involved shooting that presents a potential for retaliation, the custom notification should be delivered within 48 hours of the incident.
 - Custom legal assessments should be provided by the DA's Office for all custom notifications when time allows for it (likely excluding the retaliation prevention custom notifications because of the need for a quick turnaround).

The project manager should oversee this entire process and coordinate across partners as well as manage any potential follow ups and make sure all activity is tracked. Additionally, there should be one person identified from BPD to coordinate the custom

notification decisions about who to visit next, to make sure custom legal assessments are included, and to ensure the addresses have been properly vetted.

APPENDIX A

All of the work outlined below occurred in direct support of the following strategic goals to support a successful implementation of BVRI including setting up the necessary governance structures; building local expertise across partners; facilitating call-ins; conducting strategic custom notifications; building intelligence on groups and group members; establishing a robust support and outreach structure; and implementing tracking mechanisms related to each of these items.

Ceasefire University

Prior to the start of this contract, NNSC hosted a two day Ceasefire University training session to introduce key stakeholders in Birmingham to GVI. The session was held at the National Network office at John Jay College in New York City on October 14-15, 2014. It included an in-person seminar-style discussion with key executive stakeholders from Birmingham (e.g. multiagency law enforcement leadership, community leadership, and committed social service providers). Led by David Kennedy, Ceasefire University provided a comprehensive overview of GVI and an opportunity to discuss with Birmingham leadership the additional innovations and investments that can be made to bolster and support the intervention (e.g. police legitimacy training, use of “group shooting scorecards,” communications strategy and media outreach, etc.).

The main topic areas of the Ceasefire University workshop included:

- Current violence dynamics in Birmingham (briefing from city partners)
- GVI overview: theory, problem analysis, implementation process, and maintenance
- Strategic law enforcement
- Community moral engagement
- Outreach and support
- Custom notifications
- Governance Structure

Birmingham partners and stakeholders came away from the Ceasefire University workshop with a full understanding of the GVI strategy, as well as concrete, actionable steps to implement the strategy in Birmingham. Ceasefire University outlined how the three main components of the GVI (law enforcement, community, and social services) work together to reduce gun violence, minimize the use of incarceration, and reset relationships between law enforcement and the community.

At the end of these two days, the Birmingham participants held an internal meeting during which they decided to proceed with GVI and sign a two year contract with NNSC.

Problem Analysis

The National Network technical assistance team conducted an initial problem analysis of the criminal violence dynamics in Birmingham. This two day analysis occurred on January 20-21, 2015 and was supported by three NNSC team members. This included direct research with frontline law enforcement

personnel to complete 1) a group audit of all active violent street groups and 2) an incident review of several years' worth of violent incidents. The problem analysis examines the role of specific factions of groups and/or gangs, as well as individuals, in that violence. The purpose of the problem analysis was to develop a clear understanding of Birmingham's violence problem and to begin working with law enforcement to build its capacity to prevent violence and employ the GVI framework.

Based on the information gathered during these two days, NNSC staff created a final report outlining the findings. As a result of this analysis, 28 active groups were identified. Of the 174 homicides that were reviewed during a period from January 1, 2012 to December 31, 2014, 37 percent were confirmed to involve a group member as a victim and/or a suspect. During the review of nonfatal shooting incidents, it became clear that the majority of the incidents were unknown and as a result, NNSC ended the review of those incidents and did not include information about nonfatal shootings in the final problem analysis report. This illuminated a gap in intelligence that NNSC addressed directly with the Birmingham Police Department. This issue has been a central focus of the advising efforts provided by NNSC for the past two years and continues to be a priority.

Key Working Partners and Structures

NNSC worked closely with key partners in Birmingham to establish a governing structure and secure commitment from agencies to dedicate staff to the day-to-day management of BVRI operations. NNSC advised that a dedicated commander from BPD was needed to carry out the daily functions of BVRI. In November 2014, BPD identified Captain Scott Praytor as the law enforcement lead to work in close partnership with the project manager (once hired) and NNSC to guide the implementation of BVRI. Shortly after Captain Praytor was identified, he and NNSC advisor Meaghan McDonald began weekly phone calls which also included Chris Nanni, President and CEO of the Community Foundation.

NNSC stressed the importance of establishing a governing board of key agency stakeholders committed to the overall sustainability of the model. This committee was formed on December 5, 2015 and included the Mayor's then-Chief of Staff Chuck Faush; Chief A.C. Roper; Deputy Chief Henry Irby; US Attorney Joyce Vance; DA Brandon Falls; UAB TASC Director Foster Cook; Alabama Power Foundation Director John Hudson; and CFGB President Christopher Nanni. This committee began convening regularly and initially prioritized the hiring of a full time project manager to oversee all BVRI functions. Since then, it has grown to also include the Councilman Steven Hoyt and Probation/Parole Regional Director Denise Skelton.

NNSC advised the Birmingham team on the selection of a project manager, which included sharing sample job descriptions, connecting with other project managers from Chicago and Chattanooga, and reviewing applications and providing feedback on applicants. Dr. Jarralynne Agee was hired as the BVRI Project Manager on March 9, 2015.

NNSC also advised BPD to identify a dedicated team to conduct group based enforcement actions. The Neighborhood Enforcement Team (NET), already in existence, was enhanced for BVRI operations in May 2015. The NET is a special task force that, prior to the BVRI, did "saturated patrol" focusing on high crime areas. The NET now focuses on group based enforcement actions. The NET currently consists of 12 detectives and 1 sergeant. This number was expanded from 5 detectives and 1 sergeant as a result of

the BVRI. In addition to designating the NET as the lead resource on enforcement actions, BPD assigned two additional detectives to the Intelligence Unit specifically to support BVRI.

Birmingham VRI was advised on establishing a number of working groups to its efforts – one for law enforcement, one for support and outreach, and one for the community moral voice. There has been some progress with establishing these groups, especially with the law enforcement working group, however, as stated above, there is room for improvement in solidifying these active partnerships with standing meetings with the expectation that participation among key partners is required.

Strategic Advising

The core of NNSC's approach is to leverage the limited number of experts in this field through strategic advising, both through in-person site visits and through phone conferences, webinars, etc. Experienced NNSC staff, specifically Director of Strategic Operations and Policy Sue-Lin Wong and Strategic Operations and Policy Specialist Meaghan McDonald, provided expert onsite and remote assistance and guided the BVRI partners through the core steps of implementation, including regular call-ins, periodic custom notifications, group based enforcement actions, a commitment to providing help to those that want it, and meaningful engagement from the community.

NNSC worked closely with partners from BPD, the US Attorney's Office, and the Community Foundation in the initial stages of the contract. Once the project manager was hired in March 2015, NNSC offered regular training and advising to develop her comprehension of the model as well as her role as the project manager.

NNSC's strategic advising framework included weekly conference calls with the core implementation team, one-off calls with key partners as needed, site visits to support meetings and call-ins, peer exchanges, and working sessions.

Weekly phone conferences

The National Network has worked to build a direct relationship with Project Manager Jarralynne Agee and key BPD leadership, including Captain Praytor, Lt. Edmund Hanks, Deputy Chief Irby, and Chief Roper. Beginning on November 18, 2014, Ms. Wong and Ms. McDonald conducted weekly hour-long strategic advising calls with core BPD partners, including Dr. Agee and other partners from BPD, the US Attorney's Office, and the Community Foundation. In particular, NNSC has assisted BVRI in establishing the necessary structures to support the implementation like weekly shooting reviews, regular group audits, enforcement team meetings, and a support and outreach structure.

In preparation for conducting effective call-ins, NNSC has provided phone support to select speakers, audience, and group member participants; reviewed and provided feedback for slideshow presentations to be used at the call-in; guided the rehearsal process; and developed speaker talking points to communicate the antiviolence message to group members. NNSC has been on site to support all BVRI rehearsals and call-ins. In addition to these regular strategic advising calls, NNSC

staff members have been available to troubleshoot urgent issues that have arisen during implementation.

The purpose of these phone conferences is to develop the Project Manager and other key partners into independent subject area experts who have internalized the core principles of GVI and who can sustain the implementation of BVRI beyond the duration of any contract with external strategic consultants. Paramount to sustaining the BVRI effort and its violence reductions is the ability of the project manager, law enforcement partners, support and outreach partners, and the community to embed the approach within their routine operational responses to violence.

Site visits to Birmingham

To supplement the distance support provided, NNSC conducted a number of site visits to Birmingham to support call-ins and various other meetings which are detailed below.

Call-ins

NNSC worked closely with the project manager and BPD to prepare for and execute five successful call-ins during this contract period. Those call-ins were held on the following dates: June 2, 2015; September 9, 2015; December 2, 2015; April 27, 2016; and October 4, 2016. For all five call-ins, NNSC provided onsite support, conducted meetings with stakeholders, and ensured all logistics were in place. The NNSC team was also on site to offer feedback during each rehearsal. Following each call-in, NNSC worked closely with the Birmingham law enforcement team to guide the next steps in terms of group based enforcement actions based on the commitments made at the call-ins and offered feedback to the BVRI team to improve messaging and call-in logistics going forward.

Other on-site support

NNSC Director David Kennedy visited Birmingham June 9-10, 2015 to meet with BVRI stakeholders and support the city in identifying core next steps. While in Birmingham, Mr. Kennedy met with Birmingham Police Department commanders as well as NET supervisors and line officers to provide an overview of VRI, focusing in particular on the law enforcement component of the strategy. He also met with the catalyst donors that funded this contract for BVRI. Lastly, he addressed the downtown Rotary Club on the national Group Violence Intervention model. The purpose of this presentation was to introduce business leaders in Birmingham to this citywide strategic violence reduction strategy in hopes of garnering support in the future.

During visits to Birmingham to support call-ins, NNSC staff also conducted group audits on September 10, 2015 and March 15, 2016. These audits, which track the ever-fluid composition of the groups and crews in Birmingham, were attended by BPD officers as well as other law enforcement agency partners.

David Kennedy visited Birmingham again on September 12, 2016 to participate in a presentation to the Community Foundation's catalyst donors with Project Manager Jarralynne Agee and Chief A.C. Roper to discuss the status of BVRI in Birmingham as well as next steps and priorities for the future. After this presentation, the donors agreed to continue funding the project which included a full time support and outreach coordinator, a contract with a local media firm, and a third year contract with NNSC.

Collaborative learning opportunities

The experience of the National Network team indicates that practitioners are more likely to embrace innovation when they learn about it from their peers. As such, NNSC conducted both virtual and in-person dialogues between Birmingham and other site teams to promote peer learning, deliver cross-site trainings, and encourage site progress throughout the course of this two year contract.

Workshops

NNSC hosted a two day National Conference June 22-23, 2015 and a team from Birmingham VRI attended the conference. This landmark conference brought together our core national partners to discuss the innovations that are making communities safer by preventing violence and incarceration among the people most likely to be touched by both; helping police do their jobs in a way that does not harm, and in fact strengthens, the communities they serve; and supporting communities to reclaim their voice about the way they want to live. The conference was a tremendous opportunity to link the people doing and thinking about this work; create opportunities for peer learning and exchange of information; and advance the groundbreaking practices cities are driving in areas such as domestic violence, prison violence, strategic prosecution, and support and outreach.

NNSC hosted a training session on social network analysis software facilitated by Yale Sociologist Andrew Papachristos on June 3, 2016. Over 20 participants – including two from Birmingham – from 12 jurisdictions gathered at John Jay College of Criminal Justice for a workshop on the new, free Network Analysis and Visualization for Crime Prevention (NAVCAP) software. NAVCAP generates information-rich social network diagrams, using available administrative data, that allow cities to show the relationships between groups and gangs (feuds, alliances, internal conflicts) or the connections between arrestees in a city. It is designed to supplement operational intelligence and is a great tool to bolster the existing intelligence gathering efforts in place to support BVRI. This day-long working session involved a presentation by Professor Papachristos on the structure and use of social networks, hands-on software demonstration, and time for participants to practice analysis with their own data. Professor Papachristos and National Network staff offered individualized instruction and troubleshooting to participants as they installed the software in advance of the training, conducted group analysis, generated co-offending networks, and experimented with other functions of the software. All participants also received a printed manual to take back to their jurisdictions that included the PowerPoint presentation and step-by-step training modules.

Peer exchanges

See below for an overview of the peer exchanges facilitated in this two year contract. In addition to these in person exchanges, Birmingham's team has participated in a number of distance peer exchanges on various topics such as the role of the project manager, the dedicated enforcement unit, support and outreach structure, and others. The relationships fostered during these exchanges continue well beyond the visit or discussion and truly bring Birmingham into a national network of practitioners and experts.

- A group of six traveled to Chattanooga, TN on April 23, 2015 to meet with Chattanooga's core implementation team to discuss structures their team had put in place to support BVRI. They learned about the law enforcement working group, support and outreach subcommittee, community subcommittee, and call-in and custom notification processes. The group also observed Chattanooga's call-in, including an overview of their security protocol and insight into the overall logistics. Observing this call-in served as a solid framework from which to plan Birmingham's first call-in.
- On September 9, 2015, NNSC facilitated a peer exchange in Birmingham with partners from Detroit, Kansas City, and Chattanooga. The purpose of this peer exchange was to bring support and outreach partners together to share best practices about how best to support the core street population which is the focus of BVRI. These structures had been in place for some time already in Detroit, Kansas City, and Chattanooga which allowed the support and outreach partners in Birmingham to engage with practitioners who had already been doing this work. Topics covered during this peer exchange included peer support and mentorship, addressing trauma, tracking, and establishing a partnership with law enforcement. The visiting partners also observed Birmingham's call-in that evening.
- A team from Savannah visited Birmingham December 15, 2015 to participate in meetings about the implementation of GVI as well as to observe the call-in. Both teams had an opportunity to discuss the structures they have in place to support GVI.
- Teams from London, UK and New York City traveled to Birmingham for a peer exchange held on March 16, 2016. This peer exchange included meetings with all of Birmingham's core implementation partners in all areas of the strategy – law enforcement, support and outreach, and community moral voice. All three cities had an opportunity to discuss their operating structures in place to support the work.
- On March 22, 2016, six members from Birmingham's VRI team traveled to High Point, NC to participate in a full day peer exchange and training session with High Point Police Department. High Point, NC is one of NNSC's longest standing partners; they have been utilizing focused deterrence strategies to address violence consistently for over ten years. This peer exchange covered intelligence gathering to support BVRI, intelligence-enforcement collaboration, custom notifications, and sustainability.

- A team from Jacksonville, FL visited Birmingham April 27, 2016 to participate in meetings about the implementation of GVI as well as to observe the call-in.
- On July 12, 2016 a group of five from Birmingham participated in a training session with NYPD Deputy Commissioner Kevin O'Connor on social media and how to operationalize intelligence gathered from social media sites to support BVRI. O'Connor conducted a thorough presentation with real life examples of successful prosecutions using only information gathered from social media sites. BPD's intelligence unit continues to work toward utilizing social media intelligence systematically to build on their existing group intelligence. Later that day, the Birmingham team met with the NYC Ceasefire core implementation team and toured some of NYPD's facilities.
- The same Birmingham group traveled to New Haven, CT the next day on July 13, 2016 to observe their daily multi-agency intelligence meeting. This meeting includes all local, state, and federal law enforcement partners and is where all violent incidents and groups are discussed and operational next steps are determined. This meeting is where enforcement action plans are devised and tracked and where custom notification decisions are made. After the meeting, the Birmingham team met with their counterparts in New Haven to debrief. Birmingham was able to take lessons learned to further refine and improve their weekly intelligence meetings.

Appendix B

Implementation Review - GENERIC

Date:

		Y	N	Notes
Governance Structure	Governance committee formed including all key stakeholders			
	The committee includes:			
	<i>Mayor</i>			
	<i>District attorney</i>			
	<i>U.S. Attorney</i>			
	<i>Community leader</i>			
	<i>Support and Outreach agency head</i>			
	<i>Other</i>			
	Partners engaged in regular meetings			
	Committee views itself as responsible for holding initiative and project manager accountable			
	Full time, dedicated project manager in place to coordinate all components of the strategy			
	<i>Project manager communicates regularly with all subgroups</i>			
	<i>Project manager has access to shooting/homicide data in real time</i>			
	<i>Project manager has access to all executive stakeholders as needed for collaborative problem solving</i>			
Is the government committee effective?			EXPLAIN:	
3 MONTH GOALS				
6 MONTH GOALS				
9 MONTH GOALS				

		Y	N	Notes
Law enforcement	Dedicated law enforcement liason in place to help manage collaboration among law enforcement partners			
	<i>LE lead is senior enough in his/her organization to drive implementation</i>			
	<i>LE lead has access to LE executives within department as needed</i>			
	Shooting reviews include all partners			
	Reviews include:			
	<i>PD enforcement team</i>			
	<i>PD intelligence team</i>			
	<i>PD narcotics</i>			
	<i>PD homicide and agg assault detectives</i>			
	<i>Probation/parole</i>			
	<i>DA's office</i>			
	<i>USAO</i>			
	<i>School Resource officers</i>			
	<i>Other</i>			
	Meets weekly			
	Led by PD commander			
	Task management and follow up mechanism			
	Informs decisions about custom notifications, outreach and support, and enforcement			
Regularly reviews unclassified/pending incidents				
Incident tracking mechanism in place				
<i>Total homicides, total shootings, GMI homicides, GMI shooting</i>				
<i>Group scorecard</i>				
Are shooting reviews effective and useful?			EXPLAIN:	

Law enforcement (continued)	Group audits include all partners		Y	N	Notes
	Audits include:				
	<i>PD enforcement team</i>				
	<i>PD intelligence team</i>				
	<i>PD narcotics</i>				
	<i>PD homicide and agg assault detectives</i>				
	<i>Probation/parole</i>				
	<i>DA's office</i>				
	<i>USAO</i>				
	<i>School Resource officers</i>				
	<i>Other</i>				
	Held on a regular basis (quarterly or biannually)				
	Group data tracking mechanism is in place				
	<i>Group list</i>				
	<i>Group member list</i>				
	<i>Vetting mechanism is in place</i>				
	Are audits effective and useful?				EXPLAIN:
	Utilizing social network analysis		Y	N	Notes
	<i>To understand group dynamics</i>				
	<i>To build intelligence</i>				
	Is SNA a useful tool?				EXPLAIN:
	Enforcement actions		Y	N	Notes
	<i>Consistent follow through on first group to commit a homicide after a call-in</i>				
	<i>Intelligence driven most violent group decision</i>				
	Partner coordination and participation (list all potential LE partners in notes)				LIST:
	<i>Coordination mechanism in place (kickoff meeting, email, etc.)</i>				
	<i>Focused on the individuals in the group</i>				
	<i>Effective messaging to group tying enforcement to the violence</i>				
	<i>Effective messaging to community tying enforcement to violence</i>				
	<i>Ability to track details of enforcement action including levers pulled by each partner agency as well as the prosecutorial outcomes</i>				
	<i>After-action enforcement action internal debriefs</i>				
	<i>Post-enforcement action events/community messaging</i>				
	Are enforcement actions effective?				EXPLAIN:
Active working group meeting regularly with all LE partners to plan and execute enforcement actions		Y	N	Notes	
Training plan in place to consistently refresh and update LE personnel on core strategy and day to day requirements					
3 MONTH GOALS					
6 MONTH GOALS					
9 MONTH GOALS					

		Y	N	Notes
Support and Outreach	Full time, dedicated support and outreach coordinator			
	Lead agency dedicated to prioritizing group members, helping coordinate support and outreach			
	24/7 support			
	<i>24/7 intake</i>			
	<i>24/7 ongoing case management</i>			
	Community-police response to victims of violence			
	Addressing trauma			
	<i>Trauma counseling available</i>			
	<i>Peer-to-peer group</i>			
	Affirmative outreach			
	<i>Outreach workers</i>			
	<i>Capacity to reach out to individuals rather than waiting for them to call</i>			
	Protection from risk			
	<i>Temporary relocation available</i>			
	<i>Permanent relocation available</i>			
	<i>Coordination with PD</i>			
	Big small stuff			
	<i>Funding available to remove immediate barriers to success and safety</i>			
	Traditional services			
	<i>GED programs, substance abuse, job readiness</i>			
Active working group including referral partners and ability to case conference and problem solve service gaps				
Ability to track individuals through support and outreach process				
<i>Revictimization, violent reoffending, and incarceration</i>				
<i>Programmatic progress</i>				
<i>Confidence in general case management provided by lead agency, coordinator, etc.</i>				
Which area has seen the most success? Is this having the desired effect?			EXPLAIN:	
3 MONTH GOALS				
6 MONTH GOALS				
9 MONTH GOALS				

		Y	N	Notes
Community	Moral voices identified and onboarded			
	Mechanism(s) to connect moral voices with group population outside call-ins			
	Participation in call-ins			
	Participation in custom notifications			
	Post enforcement action events			
	Active working group			
	Which area has seen the most success? Is this having the desired effect?			EXPLAIN:
	3 MONTH GOALS			
	6 MONTH GOALS			
	9 MONTH GOALS			

Call-ins		Y	N	Notes
	Maintains an approximate quarterly schedule and in response to violence			
	Accurate messaging with fidelity to model			
				<i>Law enforcement</i>
				<i>Support and outreach</i>
				<i>Community moral voice</i>
	Key partner participation in call-in panel and audience			
	Strategic group member attendance			
	Strategic audience/community member attendance			
	Fresh enforcement action presentation at each call-in tied to commitments made at last call-in			
	Security protocol in place			
	Ability to track attendance of group members and community members			
	Call-in follow-ups in place			
				<i>Ability to deliver sanctions to group members who do not attend, as appropriate</i>
			<i>Feedback delivered to speakers</i>	
			<i>Solicitation of community feedback</i>	
Are call-ins having the desired effect?			EXPLAIN:	
3 MONTH GOALS				
6 MONTH GOALS				
9 MONTH GOALS				

Custom notifications		Y	N	Notes
	Regular, strategic delivery to impact players from all active groups			
	Ability to deploy custom notifications in short order in response to violent incidents that might lead to retaliation			
	Community partner participation			
	S&O partner participation			
	Inclusion of custom materials (letter packet, etc.)			
	Inclusion of a custom legal assessment			
	Ability to track custom notification deliveries and manage any follow ups			
	Tracking mechanism			
				<i>Number attempted, number delivered</i>
				<i>Groups receiving custom notifications</i>
				<i>Re-arrest, re-victimization among recipients</i>
	Are custom notifications having the desired effect?			EXPLAIN:
	3 MONTH GOALS			
	6 MONTH GOALS			
9 MONTH GOALS				

Implementation Review - GENERIC

CONCLUSIONS

What are you doing well?

What needs improvement?

What is particularly useful?

What haven't you found to be useful?

How would you score yourself overall (A, B, C, D, F)? Why?