

A dark silhouette of a person with dreadlocks, shown from the back and slightly to the side, against a light gray background. The person is wearing a short-sleeved shirt and has their right hand on their hip.

Advance  Peace  
STOCKTON

# 2018-2019 Progress Report

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November 2019

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UC Berkeley, Institute of Urban & Regional Development

# Stockton

## Progress Report | 2018 - 2019

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# Advance Peace Stockton: Learning & Evaluation Report

■ Advance Peace (AP) Stockton was launched after endorsement by the Stockton City Council and Mayor in January 2018. The program spent the first few months establishing its community presence and then hiring, training and deploying staff. The first year of Advance Peace Stockton was a start-up phase with a set of key events, milestones and intentional strategies that occurred before intensive street outreach and recruitment of the first class of the Peace Maker Fellowship - a key aspect of Advance Peace, was launched. This report focuses on documenting the key events and processes of the first nineteen months of AP Stockton, covering the time period January 2018-September 2019.

The report was drafted by Professor Jason Corburn, from the UC Berkeley, School of Public Health and Department of City & Regional Planning, along with research staff from the UCB Learning and Evaluation (L&E) team. The UCB L&E team focuses on gathering and analyzing data to support the development and effectiveness of Advance Peace. By emphasizing learning, the UCB team aims to feed-back data to Advance Peace in a timely way and to center the voices and experiences of those working and living with gun violence. This report includes, to the extent possible, the voices of outreach workers and community members impacted by the first year of Advance Peace Stockton.

The findings of this report reflect the mixed set of methods employed by the UCB team. First, observation and interview data were gathered with AP Program Managers, outreach staff, AP leadership, members of community-based organizations in Stockton and the Mayor. Second, we utilized field notes and case reports submitted by street outreach workers, but have removed any identifiable information to retain confidentiality. Third, we analyzed weekly activity logs and case reports from AP Stockton, Neighborhood Change Agents (NCAs), such as how many people they performed outreach to, how many hours, the number and types of conflicts mediated and the type and hours spent on referrals. Finally, for descriptive purposes only, we included crime data from the Stockton Police Department and the FBI Uniform Crime Reporting system.

This report focuses on documenting and reflecting upon the start-up processes for AP Stockton. We do not offer data on the potential associations between AP Stockton interventions and changes in crime during the intervention period. This is intentional and for a number of reasons. First and most importantly, AP Stockton spent a majority of its first year in a 'start-up' phase, hiring and training staff, building community relations, and developing the organizational infrastructure necessary to support effective street outreach and secure a

healthy foundation for successful Peacemaker Fellowship<sup>®</sup> campaigns. Second, a year's worth of data is generally insufficient to 'test' whether an intervention is working or not. Third, the street outreach work of AP Stockton engaged hundreds of people and invested thousands of hours over the year, but the signature Peacemaker Fellowship, which is a focused 18-month program that includes mentorship, services, life-skills classes, transformative travel and other health and healing activities, did not commence until the final three months of the start-up year.

This report starts with a brief background on the factors that contribute to gun violence in Stockton and the City's responses to date. We offer some descriptive crime data, only to set the context for the AP Stockton program launch. The report then details the processes and decisions that went into establishing AP as a new non-profit in Stockton, including but not limited to the hiring and training of staff, building an organizational culture and management structures, developing trusting community partnerships and relations, deploying and supporting outreach workers, and identifying and engaging potential fellows for the Peacemaker Fellowship. We offer reflections and insights specific to AP Stockton and also generalize from the Stockton experience about the processes and practices that can support the start-up and implementation of Advance Peace in other cities.

### **What is Advance Peace?**

Advance Peace, as a national 501c3 non-profit, that works in multiple cities to reduce gun violence. The Advance Peace Stockton office is located on East Main Street in Downtown.

Advance Peace reduces urban gun violence by engaging with the people most impacted by cyclical & retaliatory gun violence. The engagement is done by a team of formerly incarcerated, street outreach workers. The outreach workers, called Neighborhood Change Agents (NCAs) engage high-risk individuals on a daily basis across the entire city, providing mentoring, helping mediate conflicts, manage anger, and offering support for day-to-day coping. NCAs will also make referrals to service providers to ensure people at the center of gun violence gain access to services or resources that they need. Ultimately, Advance Peace identifies the most at-risk people in an 18-month, intensive program, called the Peacemaker Fellowship.<sup>®</sup> During this program, people at the center of gun violence are called 'fellows' and the NCAs continue to provide intensive, daily engagement, work with the fellows to draft a LifeMAP with short, medium & long-term goals, and support the fellow to achieve their goals. The Fellowship includes mentoring by a Circle of Elders, social service navigation supports, travel and internship opportunities, and a milestone allowance if fellows are making progress on their LifeMAP goals. Advance Peace puts those most acutely impacted by gun violence at the center of developing solutions, and focuses on healing the individual & supporting community change.

# Advance Peace Stockton: October 2018- September 2019

## ENGAGEMENTS

**8,635**

Outreach Engagements

**72**

Shootings Responded To

**737**

Service Referrals

**49**

Conflicts Mediated After Hours

**246**

Community Conflicts Mediated

**32**

Cyclical/Retaliatory Gun Violence Interruptions

## ORGANIZATIONAL ACCOMPLISHMENTS

Engaged with 8 service providers & 11 Community Based Organizations



Organized 14 community events

Hired & trained an effective outreach staff



**6,528**

Hours of Street Outreach

## 'DOSAGE' or TIME INVESTED

**1,158.5**

Hours of Service Referrals



**807**

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

**1,364**

Hours on Advanced Training and Skill Building



As a team, NCAs average nearly

**100**

hours per month on referrals

# Stockton Background

The start-up of Advance Peace in Stockton came after a series of initiatives aimed at reducing what were believed to be some of the root causes of gun violence in the city. We offer a brief background to Stockton here and summarize some of those efforts in order to better understand the landscape upon which Advance Peace was launched.

Stockton is a city in the Central Valley of California and as of 2018 had a population of about 311,000. Stockton's median household income in 2017 was \$49,271, while it was \$67,739 in California more generally. Over 22% of Stockton's population lives in poverty. The city is about 22% white, 12% African-American, 22% Asian, 42% Latinx, and 10% reporting two or more races. Over 22% of Stockton's residents were foreign born in 2017 and 47% spoke a language other than English at home. According to FBI crime data, Stockton had about 14 violent crimes per 1,000 residents in 2018 while the California average was 4/1,000.

Stockton has historically been the home of migrant farm workers and a working class community. The expansion of the port in Stockton brought thousands of black families to the shipyards in the 1930s and '40s. California's largest Filipino population resided in Stockton and worked alongside migrant Chicano Farmworkers. By the 1980s, Southeast Asian refugees from Vietnam and Cambodia, among other countries, were settled in Stockton after being displaced by war and genocide in their home countries. Also in the 1980s, Stockton lost much of its industrial employment base when Holt

Manufacturing Co. moved to Peoria, Illinois, and other manufacturers left the city.

Homicides and violent crime began to increase throughout the late-1980s into the '90s. In 1989, five Cambodian and Vietnamese refugee children were killed by a gunman at the Cleveland Elementary School, putting the city into the national mass shooting spotlight. By 1991, homicides had reached 55 and gun homicides 39, the highest annual numbers in the city's history to date (only to be exceeded 20 years later in 2011). Yet, by the late 1990s and early 2000s, economic development returned to Stockton and there was a steep increase in new housing development. The City's police department reached over 450 officers by 2008.

Stockton has a complex mixture of street gangs or groups. Groups in Stockton have historically included the Latino "Nortenos" and Surenos, the majority black Northside Gangsta Crips and South Mobb Bloods, but also the Asian Boyz, Asian Crips, Hmong Nation Society, Tiny Rascals, Original Blood Gangsters and the Loc Town Crips (LTC). The Fly Boys are another street group in Stockton.

In September 1997, Stockton launched a focused deterrence program modeled after Boston's Ceasefire called **Operation Peacekeeper**. According to a report by San Joaquin County Juvenile Justice System Coordinator Stewart Wakeling in 2003, "Ending Gang Homicide: Deterrence Can Work," published by the California Attorney General's Office, the program was based in



Figure 1. Stockton All Homicides, 1985-2018

the Stockton Police Department (SPD), and began by reassigning several patrol officers to a new unit that would focus on violent gangs, called the Gang Street Enforcement Team (GSET). The GSET held group meetings with youth on probation or parole who were at high risk of becoming involved in gang violence and communicated to them that violence, particularly homicide, would be addressed with the full resources of local, county, state and federal law enforcement and the courts. GSET targeted any illegal behavior by an active violent gang including driving without a license or registration, drinking in public, and selling drugs. GSET officers largely responded to violence with intensive law enforcement presence in the neighborhoods where the street gang members were suspected of being involved. While SPD worked with officials from San Joaquin County in creating and expanding programs that provided gang-involved youth

with alternatives to violence, including employment and school-based education services, the ‘deterrence’ aspects of the program largely consisted of increasing arrests, prosecution and incarceration of gang-affiliated community members. Arrested gang members received priority prosecutions by the San Joaquin County District Attorney and gangs that persisted in violent behavior received the enhanced attention of the U.S. Attorney’s Office. In August of 2000, the largest Operation Peacekeeper enforcement effort saw 23 members of ‘*South Side Stocktone*’ arrested on federal gun and drug charges, and in 2002 Operation Peacekeeper along with the FBI helped prosecute six leaders of the Westside Blood, Conway Crips, and East Coast Crips gangs. The Assistant U.S. Attorney reported that their office separately prosecuted another twenty-five Stockton street gang members on federal felon-in-possession gun

charges after these individuals were arrested by GSET as part of Operation Peacekeeper enforcement actions.

On May 17, 2011, the Stockton City Council adopted a work plan designed to achieve 37 strategic initiatives, one of which was the **Marshall Plan** for reducing crime and improving public safety. In 2013, the final Marshall Plan for Violence Reduction was released and adopted by the City of Stockton. The Marshall Plan noted that the previous Ceasefire program had failed to achieve long-term violence reduction goals and that Stockton, gangs, sets, crews and other groups were still responsible for up to 80% of homicides in the city and that there were about 18 of these groups with a membership of less than 700 people. The California Partnership for Safe Communities reported on the Marshall Plan in February 2013, and noted that less than 25% of street group members were actively involved in gun violence, or less than .25 of 1% of Stockton's population, and that a focus on 50-100 very high risk individuals could 'produce significant reductions in violence in Stockton.' The Marshall Plan emphasized that the goal of the City's violence reduction plan should be the restoration of peace, not just the cessation of violence.

The Stockton Marshall Plan recognized that there is no single solution to reducing gun violence, and that Stockton needed to adopt a set of inter-related interventions, including:

1. Stop Violence - use Ceasefire-like Models.
2. Interrupt Violence – Street outreach workers, such as Peacekeepers.
3. Change the Norms/Reclaim the Neighborhoods – improve the built environment.
4. Address Non-Group Violence - through

re-entry/Improving response to domestic violence.

5. Identify High Risk/Violent Individuals – using pre-trial risk tools.
6. Prevent Violence – keep kids in school; attach high risk youth to supportive adults and opportunities, such as the Becoming a Man (BAM) program.
7. Address Trauma – using counseling & mentors
8. Ensure System Capacity to Respond to Violence
9. Create a Fair, Humane and Evidence-Based System – through a Community Corrections Center.
10. Sustain Violence Reduction Efforts – create an Office of Violence Prevention.

Importantly, the Marshall Plan held a series of community meetings and listening sessions across Stockton with residents, service providers, educators and community based organizations. The consensus from that process was that previous efforts to 'incarcerate their way out of street violence' damaged the Stockton PD's relationships with community residents and street groups. In 2014, SPD was selected for a four-year pilot project by the US Department of Justice (DOJ), National Initiative for Building Community Trust and Justice (NI). As part of this program, SPD received training in implicit bias, enhancing procedural justice, and promoting racial reconciliation. Also in 2014, in part a response to the Marshall Plan recommendations, Stockton established its Office of Violence Prevention (OVP). This program, run by the City Manager's Office employs 'peacekeepers' to reduce violence in the city by mentoring people with the highest risk of gang involvement.



## Stockton Homicide & Crime Data

In 2008, Stockton had 24 homicides and 58 homicides in 2011. In 2012, the City of Stockton was the 10th most dangerous city in America, reporting 1,417 violent crimes per 100,000 persons & 22 murders per 100,000.

Gun homicides have declined for the past three years, from 43 in 2016 to 28 in 2018. During the second half of 2018 through June 2019, there were 41 homicides, 35 firearm homicides and 344 firearm assaults. In the first 6 months of the calendar year in 2019, gun homicides are up compared to the same time period in 2017 & 2018.

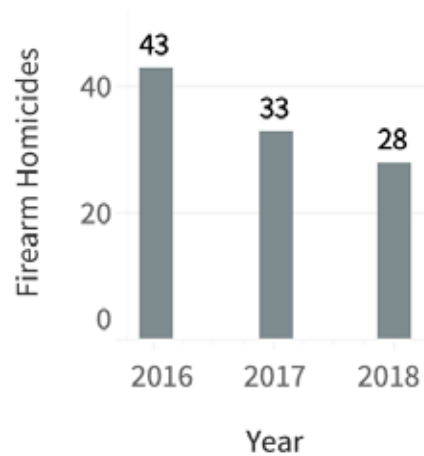
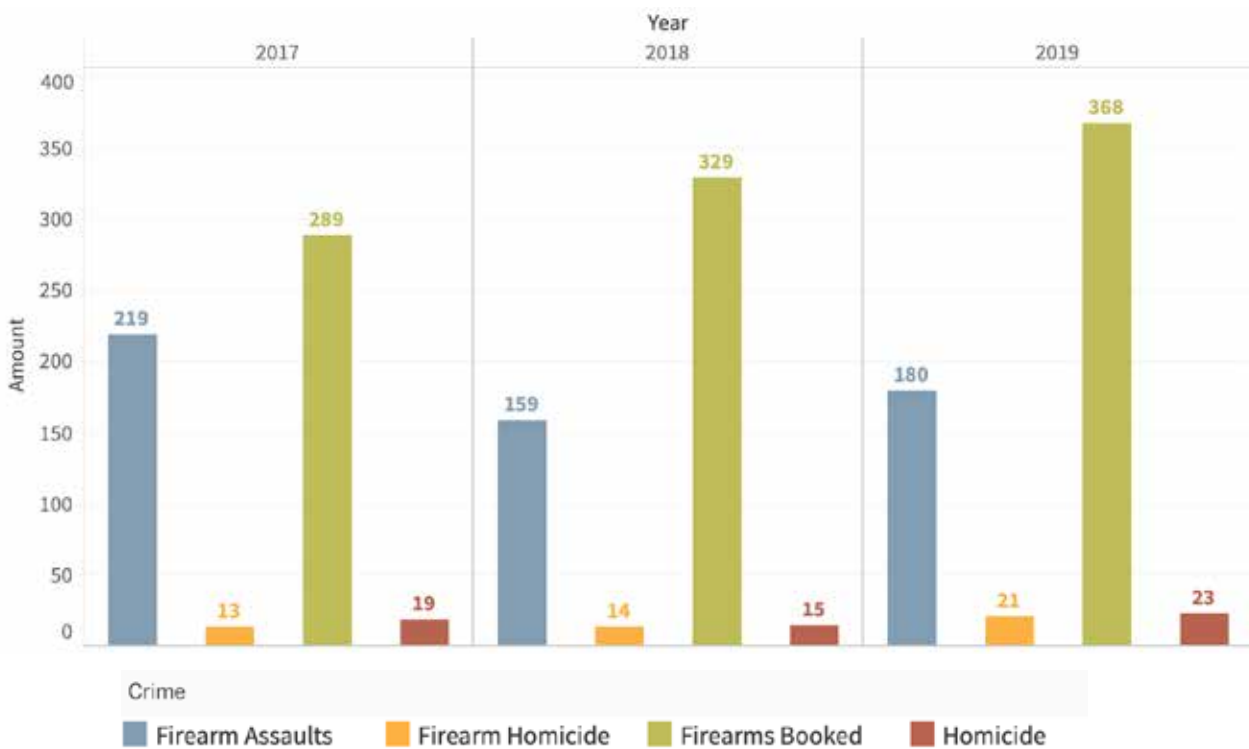


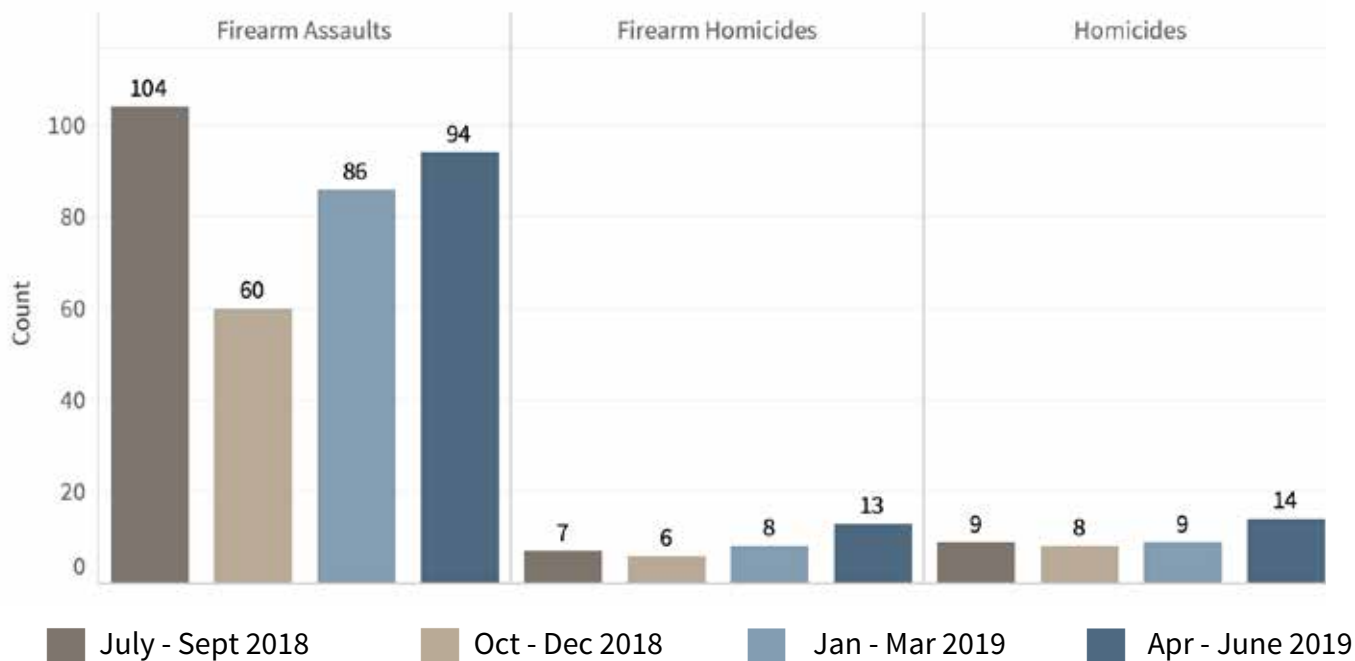
Figure 2. Stockton Firearm Homicides 2016-2018

Figure 3. Stockton Firearm Activity: January-June, 2017-2019



If we explore firearm activity by quarter of the year, Figure 4 highlights the assaults, gun and non-gun related homicides for four distinct quarters; July -September 2018, October - December 2018, January - March & April to June 2019 (the latest date for which we have data). Gun homicides and assaults for 2018 were also unevenly distributed across the city (Figure 5). There also doesn't seem to be an association between gun homicides and assaults, since some locations with low number of homicides have a high number of gun assaults (i.e., Valley Oak) while areas with high gun homicides have low number of gun assaults (i.e., Park).

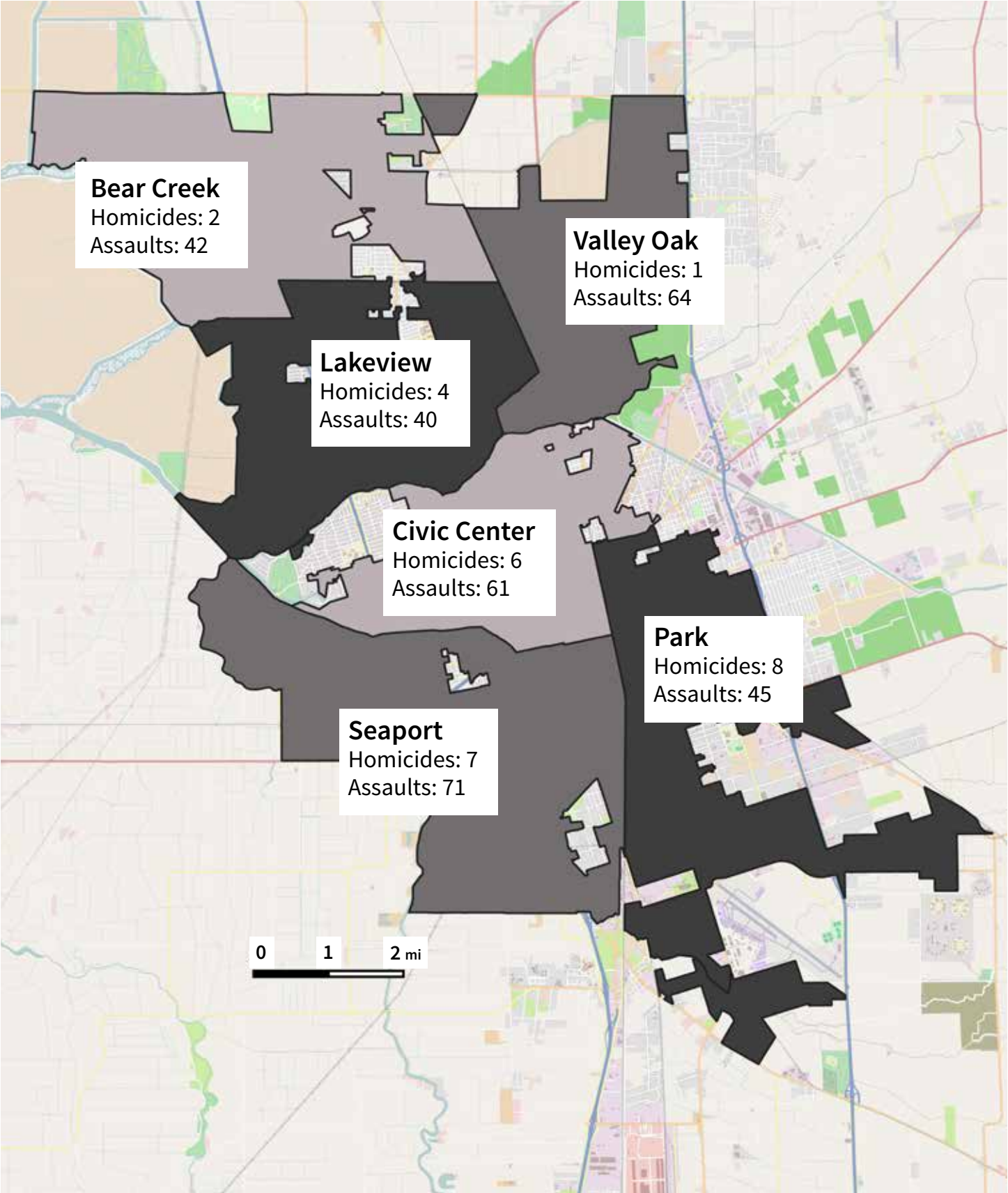
**Figure 4. Stockton Firearm Activity July 2018-June 2019, by Quarter**



**Figure 5. Stockton Homicide, Firearm Homicide & Firearm Assaults, January-September 2017, 2018 & 2019**

	January through September		
	2017	2018	2019
All Homicides	39	25	29
Firearm Homicides	27	22	24
Firearm Assaults	321	263	155

# Stockton, CA: Gun Homicides & Assaults, 2018, by Police Districts



## Advance Peace Stockton Timeline

In July 2017, after a series of gun homicides Mayor Michael Tubbs publicly expressed an interest in bringing Advance Peace to Stockton. Tubbs wrote on Facebook: *“Before implementing a program like Advance Peace, I would seek philanthropic dollars and not general funds. This program has shown success in reducing violent crime.”*

In August 2017, DeVone Boggan, CEO of Advance Peace, was invited to Stockton by members of private philanthropy that were already supportive of Advance Peace, including the Hope and Healing Fund and the California Wellness Foundation. Boggan met with clergy, community residents & organizations in Stockton to introduce and explain what Advance Peace was and how it operated, particularly in Richmond, California. Support for the program was expressed by organizations including, the NAACP, Faith in the Valley, Fathers and Families of San Joaquin, Cleveland School Remembers/Brady Campaign to Prevent Gun Violence, Victory in Praise and Black Women Organized for Political Action. Some opposition was also expressed by the non-profit Dome of Hope, who argued that existing organizations in Stockton can reduce gun violence if just given the right amount of resources. Bishop Rufus Turner with Victory in Praise and Faith in the Valley stated publicly:

*The Victory in Praise board of directors, our leadership team and I have researched Advance Peace. Apparently, to some, the*

*Peacemaker Fellowship Program feels like a risk to implement. We are clear that the greater risk is for us to not implement the program. Implementation of the Advance Peace model, in its full proposal, has great potential to reduce gun violence in our city.*

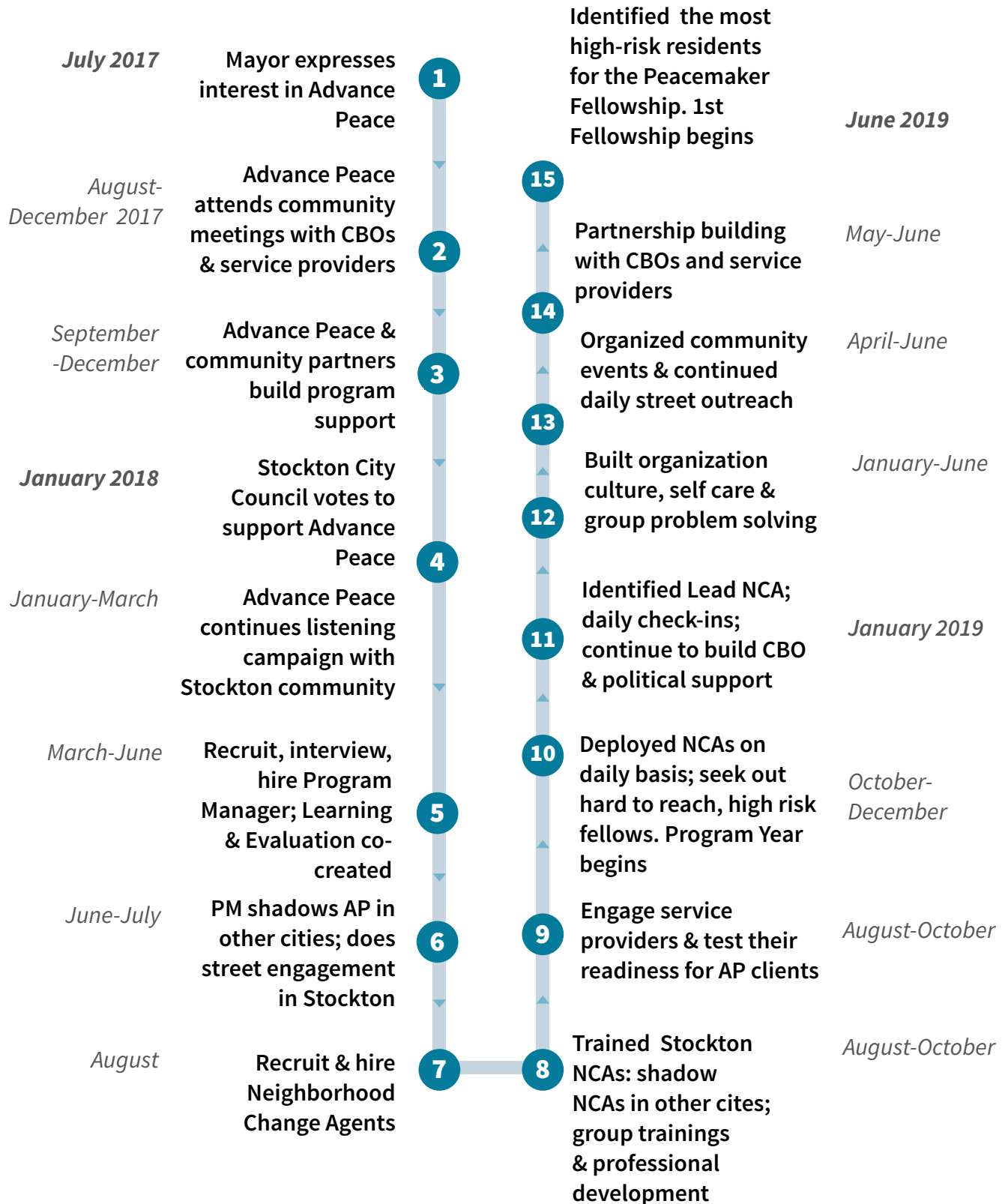
Advance Peace did not receive public resources to launch in Stockton since the city had recently come out of bankruptcy. However, city support was viewed as crucial and the organization requested that the City Council vote to authorize the program to operate within the city. On January 9, 2018, the City Council voted 6-1 in favor of the AP program. The lone opposing Council Member was Christina Fugazi. The Mayor agreed to identify and secure half of the Advance Peace Stockton budget through private philanthropy and AP agreed to raise the additional resources needed on its own. A four year commitment was made by the Mayor and Council to bring Advance Peace to Stockton. In January 2018, the Trevor Noah show ran a story about Advance Peace coming to Stockton. On January 10th, 2018, local media reported that a recall drive against Mayor Tubbs had been launched.

### **Early Approval and Initial Start-Up Period**

After Council approval, the early tasks for AP Stockton were to work with its community partners to recruit and hire a program manager (PM) and continue to build community trust and partnerships. Initially,

# ADVANCE PEACE STOCKTON

## START-UP TIMELINE: 2018-2019



AP considered platforming the Peacemaker Fellowship within the City's OVP. The OVP has an outreach team of peacekeepers, and one idea was to increase their capacity with the most high-risk individuals in Stockton. However, after engagement with community members and organizations, it was clear that the OVP had a distinct and unique experience and role, and Advance Peace was bringing a different model and approach to outreach, namely an interest in healing traumatized individuals and communities, not just stopping gun violence. According to one community-based organization leader:

*They [OVP] had their chance and does what they do. But, CeaseFire ain't going after the hardest to reach youngsters. And if they was connected to the police, it would be the same ole chasing them down, just lockin' them back up again. Same cycle that isn't working.*

After further consultation over 3 months with community stakeholders and the Mayor, a decision was made for AP to establish an independent program within Stockton and began identifying potential staff.

According to Mayor Tubbs, he wanted "every tool at the city's disposal" to reduce gun violence. The Mayor noted:

*The status quo is unacceptable. The size of the problem (gun homicides) is such that there is room for the OVP and Advance Peace. They are doing different things but working toward the same end. If Advance Peace could reach a segment of our community that others weren't, then we needed them to do it their way.*

By March, 2018, Advance Peace started recruiting for the **Program Manager (PM)**. Community organizations and other key

allies that had supported the idea of AP as an independent organization joined the recruitment efforts. The city also helped and offered suggestions and known leaders in the community. AP tended to seek out community leaders with a knowledge of gun violence in the city, personal experience with street groups, and managers that were formerly incarcerated, or were significantly impacted by the carceral system. The recruitment process in Stockton yielded at least two highly qualified candidates with different backgrounds. Each brought important skills and experiences to the potential position. After extensive review of applications and a series of panel interviews with a group of stakeholders from the community and AP staff, a PM was selected.

#### **Accomplishments & Lessons:**

- Sustained involvement of local CBOs in establishing AP, including early decision making & hiring of leadership, helps extend transparency and credibility with community partners.
- AP retained autonomy over their model and approach by hiring their own staff, not just training outreach staff from an existing organization.
- Political/public support must be nurtured not just for the approval of the program but also for the implementation phase.
- An investment by City government is important for government to have 'skin in the game,' even if they are not providing financing.
- Skepticism of the program will continue even after the invitation and approval to launch, so work must continue to explain the model during first months of start-up.

## **Building the organization & staff: Months 0-3**

On June 4, 2018, the Program Manager (PM) officially started in Stockton. It wasn't until August 2018, that the street outreach staff, or Neighborhood Change Agents (NCAs) were hired. Early training for the PM included regular meetings with experienced Advance Peace staff, particularly those from Richmond, California and the established program in Sacramento. The PM also received trainings to support professional management as well as in conflict resolution, emotional intelligence and other skills deemed essential by AP leadership for both team building and street-level mentorship. The PM observed the everyday work of the Office of Neighborhood Safety (ONS) in Richmond and the Advance Peace Sacramento program over the course of the first six weeks on the job. The PM split the week between full days in these cities and Stockton. This field-based training was important to ensure the new PM understood the range of potential management and outreach challenges that he might face, as well as how more experienced managers were addressing these issues in their cities.

At the same time, the new PM also began intensive meetings with CBOs across Stockton and the County to re-introduce AP's mission and approach to reducing gun violence and community healing. During this listening and sharing 'campaign' the PM also began to identify potential outreach staff. According to the PM:

*As I was doing the rounds, there were names and affiliations that kept coming up. They would say 'did you talk to so-and-so yet?' or 'you really need to reach out to*

*XXX.' It just isn't that big a place with so many people capable of doing this work, with credibility. But that was an important process for me and validation of who we might seek out to apply.*

The PM also used his own connections to start reaching out to and meeting with influential leaders of 'street organizations.' He spent many hours in Stockton's neighborhoods, talking with leaders and different groups, listening and observing. In this way, the PM also got a deeper understanding of the ever changing landscape of street organizations and 'influencers,' or those that might be at the center of firearm hostilities. This work also helped the PM identify potential backgrounds to look for in the recruitment of outreach workers. For Advance Peace, the priority is to recruit outreach workers that have similar backgrounds and ethnicities of the people at the center of gun violence in Stockton, and to seek outreach staff that already had established reputations and relationships within particular neighborhoods and street groups. The idea is that outreach staff who have "lived that life" can be more credible messengers to the people at risk while at the same time those at the center of gun violence can see that these same individuals, many of whom used to do what they are doing now, can change and make more positive life choices and live a more healthy life.

After conducting his own outreach to street groups, neighborhoods and other community experts, the PM began recruiting applicants for the outreach worker team. As was the case in other AP cities, the Stockton application included an extensive

list of desired qualifications and written responses to hypothetical scenarios. The AP leadership, including experienced staff from Richmond and Sacramento, supported the recruitment, application review and eventually the interview process. In addition to the above mentioned criteria, applicants that expressed a real passion or ‘calling’ for the work and a stated willingness to work at all hours of the day and night, weekday and weekend, were sought after candidates.

Once the applicants were screened, a short list of potential outreach workers was developed and those finalists were invited in for interviews. The interview process was rigorous and included a panel of interviewers that included representatives not just from AP, but also local service providers, faith-based organizations, community-based groups, and external experts on gun violence reduction. The city also had input into the interviewing and candidate review process. Selected finalists had two rounds of face-to-face interviews, were given real-life scenarios from AP street outreach staff in other cities, and were observed conducting street outreach with AP staff in other cities. AP Stockton was resourced to hire 2 full-time or 4 part-time outreach staff, and the local PM decided to hire 4 part-time staff.

All the new Neighborhood Change Agents (NCAs) were given a series of trainings in the first few months of their employment, all while also beginning to build their street outreach networks. First, the NCAs joined experienced outreach workers in Richmond and Sacramento to shadow them for multiple days over multiple weeks. This included accompanying AP outreach workers during street level mentoring, conflict

resolutions, as well as engagements with service providers and the school district. The Stockton PM and new outreach staff also identified classroom trainings that could support skill development as well as team building. Trainings during this period included:

- Effective communication
- Emotional intelligence
- Conflict resolution
- Self-care and personal support

The PM and staff also developed new communications skills to specifically manage some lingering political opposition to the presence and work of AP in the city. Some local media and some politicians continued to discredit AP even before it’s work began. The focus and narrative of AP, according to the PM, was to build and maintain street-level credibility and engage with the people that no other organization or institution was working with. As the PM noted:

*We kept emphasizing this is a Stockton issue, not a PD, OVP or AP issue. We all need to see and do differently. We just kept focusing on street level organizing and outreach.*

### **Building CBO & Service Provider partnerships**

A key aspect of AP is that while the outreach staff provide daily mentoring, they also refer high risk people to services and organizations for additional support. An AP outreach worker is often skilled in identifying that a person may be reacting to unaddressed trauma, have substance abuse or other service needs, but they cannot, nor should they be expected to, deliver most of these services to their clients or



fellows. An outreach program that does not actively collaborate with others and build relationships throughout the community with a number of groups, individuals, and agencies will find it difficult to provide its clients with the services they need or advocate successfully on their behalf.

Partnerships with service providers and non-profits that also support people at the center of gun violence was seen as critical for the success of AP. During the first 6 months of AP in Stockton, the PM and NCAs met with many service providers and non-profits that might accept fellows and enroll them into programs and/or provide services/treatment. While many organizations stated that they were prepared to accept a person dealing with the challenges that come from being at the center of gun violence, AP staff soon discovered that few had any experience or capacity to support the kinds of individuals that AP might refer to them. A frequent task for AP outreach staff is to accompany one of their fellows to a service provider to ensure that the fellow receives what they need and the organization is supported to perform their service. Thus, a key task for the PM and NCAs was to determine which CBOs and service providers were ready and had the capacity to support AP fellows and which were not, and how to build new partnerships with these organizations. According to one NCA:

*I attended an event at Mary Magdalene. I interacted with a lot of staff from different organizations, which included Friends Outside, Fathers and Families, Mary Magdalene. I set up some meetings, so that we can explore new partnerships with the other organizations that was out there... I*

*also made contact with Ready to Work, an employment organization where people are able to live there and learn a trade. I am trying to work on all that.*

## **Evaluation and Learning Framework**

During this time period, the AP Learning and Evaluation (L&E) team from UC Berkeley also launched their work. The evaluation protocol was co-created with AP leadership and included tracking crime data, outreach worker inputs and progress for each fellow enrolled in the Advance Peace, Peacemaker Fellowship. An MOU was drafted to obtain Stockton Police crime data in order to establish a 'baseline' for comparing gun homicides, assaults and other crimes before and after the AP intervention. The L&E team also gathered baseline victim and community demographic data to help characterize the community conditions. The L&E team also met with the PM to understand his perspective on outreach challenges that his team might face. The L&E team developed a mobile-phone-based App for Advance Peace to allow outreach workers to input their daily or weekly outreach activities, including the number and time spent with community members, the types of interventions they performed and the referrals that were made. The L&E team agree to train AP Stockton staff in using the App and to report-back data in a periodic way in order to inform on-going management and outreach strategies. AP staff from other cities joined the UCB team during the trainings and expressed the importance of data collection for both effective street outreach and to extend the professionalization of staff and the

organization. Additional measurement tools developed by the UCB team included a fellow intake questionnaire and fellow tracking sheet.

### **Key Accomplishments & Lessons:**

- Program Manager identified with local credibility & management capacity.
- PM supported by AP to hire his own outreach staff & therefore they are accountable to him.
- Outreach workers may come from existing outreach organizations, but need time to acclimate to AP approach.
- Building team dynamic is as important as building individual skills of outreach workers & can support internal trust, communication & group support.
- Continued engagement with CBOs and City demands time and skill from PM and some NCAs & is important for maintaining transparency and sharing information.
- On-boarding NCAs requires clear process, even when adapted to specific skills/ experiences of outreach worker.
- Training of outreach staff is an important and on-going task/role for AP NCAs in other cities. This should be clearly documented.
- Include evaluation partner early-on in process to co-create learning and evaluation processes including data collection and reporting.

### **Developing Constant Street Presence and Community Relations: Months 3-6**

The deployment of Advance Peace NCAs into the field on a regular basis started during this time period. After being hired

and going through training, the AP Stockton outreach team were regularly deployed in October 2018. The training and on-boarding included accompanying experienced NCAs in other cities and multiple skill-building trainings and group/team reflections. This lasted approximately 8 weeks. While this might be obvious to some, we want to make it clear that AP did not immediately send outreach staff into the field before extensive mentoring, training, role playing and self-care preparations.

However, during the training period the NCAs were also beginning outreach within specific neighborhoods and with street groups with whom they already had access. The goal was to build on their established relationships with key community members that were likely to be engaged with or be impacted by firearm activity. The daily outreach was not about inviting a person to an organized event or community center, but rather hitting the streets to seek out residents often ignored, let-down and/or rejected by every organization and system set-up to serve them except, of course, law enforcement. The daily engagement and actively seeking those most ‘in the shadows’ was a key aspect of building trusting relationships with previously un-engaged people. As one NCA reflected on the early outreach work:

*We go looking for them, not waiting around for something to occur. Other outreach workers respond to crises or flare-ups.*

*By that time it may be too late. It was a lot of time and maybe not really noticed by nobody at first. Then, they started seeing us, and asking what we were doing and why? That is how we started to gain traction.*

Early goals were to develop deep, deliberate, and caring attachments with those at the center of firearm hostilities, both those likely to be an offender and/or a victim. According to the PM:

*The NCAs concentrated on establishing communication lines with older, more seasoned participants in each neighborhood street organization. Our approach was to encourage them to use their “elder statesmanship” status to guide the activity of younger members that were more apt to engage in “spur of the moment” violent behavior involving guns. They also attempted to implement a similar code of ethics in each neighborhood that would bring a sense of peace if the young men in these neighborhoods bought into the concepts. The NCA’s understood that any semblance to peace and restorative justice could only be brought about with the cooperation of those in the street organizations themselves.*

This time period also included additional support and training for the new team of NCAs. Each outreach worker was selected for their unique skills. They each brought knowledge, experience and credibility to the street outreach effort. Yet, they all required additional training & time together to embody the outreach approach emphasized by Advance Peace.

Thus, the AP leadership team met regularly with the new NCAs to communicate the overarching values and goals of the program. Specifically, meetings and trainings did not just focus on violence interruption and conflict mediation, but on how the body of their work would contribute to healthy, on-

going relationships with those most acutely impacted by gun violence in the community. These goals also required supporting a knowledge of self from the NCA team, as they were likely to face many challenges and confront their past roles in their neighborhoods and new, potentially violent encounters as they worked the streets. This mindset – to be outreach workers that focus on healing, not just violence interruption – was supported by trainings, site visit ride-alongs to other AP cities (namely Richmond), and regular communication with the experienced NCAs in other AP cities.

NCAs reported mediating over 12 potential gun conflicts in less than four months of engagement. In efforts to build trust with community members, NCAs began assisting those at the center of gun violence and who might become fellows to obtain their drivers licenses, driving them to work, school or a service provider, providing them with clothes or a meal, and generally just showing-up in their lives everyday. According to one NCA:

*Took a future Fellow to DMV and got him an ID. It took us like 3.5 hours to get out of there. We also went and had lunch during the process. Even have to go back because he didn’t have all the money with him. So, I guess this how you do it.*

Another NCA described the work involved in early outreach and building credibility:

*I met with a guy from North Stockton, who claims gang affiliations with the north Stockton Crips. His house was shot up. I took his mother over to the trauma recovery center for Fathers and Families to see if she can get some funds so that she can move.*

*I also took another guy from Stockton to Fairfield. His girlfriend went to jail in Solano County, so I took him out there. Made sure he was okay. If I didn't take him, he was going to find some way to get out there, and I didn't want him to get in trouble trying to find his way or force his way out there. I took another guy from South Stockton to the parole office. Spoke with his parole officer's supervisor and asked why they are keeping him on ankle monitor? We were there for about an hour and a half. I was called later on by another NCA who said that they were going to take his ankle monitor off in a month or so.*

The NCA team also spent time monitoring **social media**, since many conflicts originated as social media posts and escalated into face-to-face gun violence. A significant amount of time was spent in the first year monitoring different social media sites and then communicating to the different NCAs about potential street-level retaliation. As one NCA recalled:

*Started off on the south side. One of my fellows is having an issue with a guy on the east side over a snapchat post. I tried getting them both together. I don't know, but seems like this is gonna be an issue that we can resolve. My main concern today is resolving the snapchat issue.*

The PM, reflecting on challenges and lessons during this time period, noted:

*In our work it was discovered that the growth and diversity of the city's population necessitated a more widened scope of the work for gun violence interruption than we anticipated. We found that at the intersecting factors of Bay Area gentrification, housing challenges and*

*impoverishment brought about influxes of violent episodes and crime in areas of town that we had not anticipated... Some of the altercations required increased work hours for the NCAs...to ensure that certain episodes would not intensify into gun play... social media played a major role in escalating tensions and the platforms of Snapchat, Instagram, and to a lesser degree Facebook necessitated our attention to head off conflicts.*

### **Key Accomplishments & Lessons:**

- Began to leverage existing outreach workers' community relationships into an organizational outreach strategy.
- Incrementally deployed street outreach assets until able to create daily presence in the most violent areas.
- Continued to engage Mayor and build community organization support through outreach by some NCAs.
- Established system for tracking social media and potential for on-line conflicts to escalate to street-level gun violence.
- Learned that organization needed greater presence in Latinx community, but also that many street organizations were racially/ethnically mixed in Stockton.
- NCA outreach began to identify who were the highest risk players/actors in Stockton and focused engagement on this group and interrupting imminent gun violence.
- Began identifying how to 'create avenues around barriers,' or opportunities for those at the center of gun violence to access services within systems not set-up to serve them.

## **Identifying and Engaging high risk actors – Months 6-12**

The six-to-twelve month period was focused on deepening the daily outreach, continuing to build the AP team culture of practice, and testing and establishing service provider readiness. The PM continued to take the lead in these efforts. However, the PM appointed a Lead NCA to carry some of this work forward, especially helping to build the AP team culture and regular routines of practice. AP provided trainings for the NCAs to support communication with both clients and with other professionals.

During this time, the Lead NCA began attending weekly AP Project Manager meetings, which also include AP leadership, PMs and Lead NCAs from Sacramento and Richmond, as well as the evaluation leader from UCB. These meetings provided AP Stockton staff greater insights into the challenges faced by AP in other cities as well as effective strategies for addressing challenges. These weekly meetings also helped build relationships between the Lead NCA in Stockton and other Lead NCAs in Sacramento and Richmond. The Lead NCAs eventually decided to spend a day-a-week, over the course of 6-8 weeks, accompanying the Richmond Lead NCA on ride-alongs, observing outreach worker check-in meetings and life skills classes, among other activities. These activities helped to build the capacity of the Stockton Lead NCA and new practices for team management and support were adopted based on these shared visits.

## **Daily Check-ins, Self Care and Capacity Building**

One new practice instituted by the Stockton Lead NCA, was to organize daily check-ins with the team, which was based on a similar model used in other AP cities. These daily check-ins included conversations about outreach strategies, the ‘temperature’ on the streets and any issues with self-care NCAs were facing, among other issues.

During these check-ins, outreach workers shared experiences of being very close to victims of violence and their families, and they themselves were experiencing loss and trauma from being so close to victims, while at the same time engaging with potential perpetrators of gun violence. Some outreach workers were negotiating stressful situations, such as exploring street group truces to halt ongoing conflicts. The issue of self-care arose during these discussions.

A key part of the self-care was open communication among the team and AP leadership. In one instance, an NCA offered their colleagues strategies that they used in self-care and how they approached a street outreach challenge. As one NCA recalled:

*At first, it felt like we was out there a little on our own. You know, no one really knows my neighborhood or what I’m dealing with. Family tensions and what not. I wasn’t sure if AP had my back if I was working with both a shooter and a victim’s family and something else might go down. After we started more regular check ins, it was clear to me that other guys were having some of the same issues in their work.*

Emerging from the self-care conversations in the NCA team meetings were a series of

trainings and support services for staff. In one instance, a two hour training on self-care and managing trauma was conducted for the team by Theresa Torres, a therapist from Three Rivers Indian Lodge. As one NCA recalled:

*This work has evolved into something I didn't think it would. These guys and this organization is a family to me. We got love for one another. I can start to see my fellows seein' that in me and our work.*

The self-care was often combined with community building and service. As the NCA team and AP Stockton organization built its reputation as community leaders with an on-going presence, they opened the AP office space for family healing circles, especially for those who have lost loved ones due to gun violence. After one particularly violent weekend, the AP office hosted the families of the victims and the Mayor came to visit and thanked AP for creating a safe and healing space.

### **Collaborative Outreach**

The regular team meetings helped the team discuss 'temperature on streets' as well as any new information and necessary follow-ups regarding gun violence. In one case, two NCAs shared information about a potential conflict that may have led to gun violence if they didn't share information and coordinate their responses. As one of the NCAs noted:

*[NCA 1] called me to discuss the issue going on in the ranch between Oakland and Stockton. He told me about a ongoing feud with a guy from the Bay over some social media posts that makes him feel like one of his guys has to retaliate. I have the information of the other guy involved*

*and seen the post. I'm going to do some outreach in front of the smoke shop area in hopes of seeing the other guy.*

In this way, sharing among the NCA team allowed them to collaborate on identifying the source of a potential conflict and to focus their outreach to prevent any possible retaliation. Another result was that these two NCAs, from different neighborhoods, began collaborating on a community unity event together.

In another incident, AP responded to a shooting where there was a homicide. Community members at the scene were being held by the police for questioning and they immediately called AP staff for support. AP staff worked together to negotiate with the police to have them released so they could visit the wounded in the hospital. Eventually, AP staff were successful and drove the residents to the hospital. This was an example of AP staff working as a team and using its newly established credibility with community residents and the police to deescalate a potentially more deadly situation.

During this period, the Stockton AP team also built partnerships with Sacramento AP outreach staff. The groups attended trainings together and quarterly all-team meetings of Advance Peace. This collaboration proved critical in preventing some community violence, since street groups frequently have affiliations in both Stockton and Sacramento. One Stockton NCA recalled attempting to mediate an issue with a Blood gang member who was from Sacramento but was involved in a conflict with the Garden Block Crips in a Stockton neighborhood. The Stockton NCA was able

to immediately call an NCA from Sacramento who knew the person and together the NCAs from both cities worked together to mediate the situation.

The meetings organized by the Lead NCA also assisted the NCA team to support one another on data collection and other professional development issues. For example, one NCA was assigned to begin to organize the elders circle and the “Real OGs” group, both of which will help support the NCAs and mentor some Fellows.

### **Building community trust**

During the last few months of the ‘start-up’ year, weekly evening planning meetings were held to prepare for community building events, such as the Pedal 4 Peace event in June 2019. AP Stockton leadership team also continued to build credibility and relationships with the city and other service providers, and brought a small group of people at the center of gun violence that were identified as ready to be Fellows to a meeting with the Mayor, OVP and Chief of Police. The purpose of meeting was to allow the residents to express their experiences and interaction with the Stockton Police Department directly to the Mayor & Chief. Importantly, AP Stockton began to center the voices and experiences of those at the center of gun violence, not just the NCAs, as the program began to mature and regularly engage with Fellows.

### **Constant Presence of Street Outreach & Reducing Gun Violence**

By the end of the 12-month period, the AP Stockton team was poised to intervene and reduce conflict with some of the most historically violent members of the community. In one example, an NCA recalled:

*I regularly go to Stribley Park to engage the Norteños. I got a call from a parent concerned that her son and his friend have guns and plotting retaliation on some rival gang members. They got into it at the park. Since I was there and knew everyone, I stepped in to calm the situation.*

Another NCA recalled mediating a situation where gun violence was imminent:

*I was mentoring these two guys. After an argument, one gets 4 or 5 friends, guns out, and they ready to shoot the other guy. I was doing my outreach and came up on the guys with guns. They knew and respected me. I also knew the Dad of the guy they were tryin’ to kill. I talked them out of shooting. I’m still with one of them making sure there is no lingering violence.*

The constant presence of the new NCA team across different areas of the city, with different street groups, was also apparent from this NCA:

*Went over to K-Block in North Stockton. Met with three individuals. We spoke about a recent drive-by shooting and they’re willing to help us out to make sure there was no retaliation. Also met up with P and E [not real names], two Mexican males, and I took R over to a job contact. We also went to Sacramento and attended a community meeting in the Del Paso Heights*

*neighborhood.*

Another NCA recalled that one person he was regularly engaging on the street called him for the first time. He recalled:

*MJ [not real name] is a good dude trying to do well. He is being tried by others from his past. He called me and said he wanted to use his gun to settle the situation. I go spend time with him to talk and get him from doing the things he feels like he is being forced to have to do.*

Another example of how AP Stockton had begun to build its street credibility that was contributing to reducing violence was right after an outbreak of gun exchanges between rival groups occurred in the city. The NCA team engaged with the street group and determined that the best way to eliminate potential retaliatory gun violence was to relocate some members of the street group outside the city. The NCA team was able to move seven street group members to an undisclosed location outside the city. Positive relationships and on-going communications with the city ensured that the City Manager's office and the Office of Violence Prevention were able to support the relocation process. Two members of the NCA team drove five members of the group to a far-away location and stayed with them in a hotel for several days as other members of the team stayed in Stockton to mediate potentially related conflicts and deescalate further violence.

This incident revealed the strengths and accomplishments of over 12 months of hard work and start-up activities by the AP Stockton team, including:

- Existing trust with the most potentially

violent street groups.

- Knowledge of the streets to know that there was the potential for lethal retaliation.
- Trust with those at the center of gun violence to take them out of the city to allow the situation to deescalate.
- Acknowledgment by the City that AP was the only credible group to handle this situation.

By the end of the 12-month start up period, AP Stockton was already reducing the number and severity of gun violence incidents and preventing the loss of valuable lives.

### **Identifying Fellows**

By this time, a focused list of high priority individuals was established by outreach workers and the AP team. The NCAs had established themselves as professionals that people at the center of gun violence had come to trust, since they were available and effective at delivering support, referrals and other activities. The NCAs were on the cusp of enrolling fellows into the Peacemaker Fellowship®. AP Stockton was successfully engaging those at the center of firearm hostilities, and this was recognized by residents, community organizations, the media, and city officials. According to one community activist familiar with gangs and gun violence in Stockton:

*If there are 200 or so guys driving gun violence, AP is getting at least half of them, and the ones no one else can because of their street credibility. It's clear that if they (AP NCAs) hadn't gotten involved, more people would have been shot in Stockton. Their currency is their credibility.*



AP Stockton's approach was not to focus on these individuals as 'problems' to be solved, but as community assets who simply needed the right mixture of support and opportunities to make more healthy decisions for themselves and contribute to a healthier Stockton.

### **Key Accomplishments & Lessons (1st year AP Stockton):**

- A deliberate, planned and intentional start-up period can build an effective team strategy, identify the most high-risk people at the center of gun violence and build community, CBO, service provider and government support.
  - Preparations for street outreach and the Peacemaker Fellowship should include individual and group trainings for outreach workers that build upon their life experiences, as well as field-based training with NCAs from other AP cities.
  - Controlling the narrative about AP and its work is important and should involve the entire team, from PM to NCAs to AP leadership, and include multiple media outlets (i.e., news, social media, etc.)
  - The most impactful fellows can't be identified and enrolled until the outreach apparatus, and the internal organizational management structures, are established and have community trust and credibility, which takes the better part of a year or more.
  - The deliberate, 6-12 month build-up of the outreach team, incremental engagement in specific areas and communities, and internal sharing of experiences, can all ensure that NCAs have access to the range of street groups and rivals that are influencing firearm activity & receive the support and self-care to sustain the work.
- Supporting the professional development of AP staff is crucial since not all are familiar with team building, organizational management & data systems.
  - Community partners and service providers may not be prepared to handle AP fellows, so external organizational capacity building will also take time and the PM must be supported, along with select NCAs, to work with a select group of partner organizations.
  - The work of AP can seem obtuse and is often misconstrued in the media, so AP leadership should use the start-up year to support strategic community events, outreach to schools and service providers, and maintain a presence in response to shootings in the city.
  - Organizational leaders should continue to emphasize the peace-building, healing and personal development aspects of AP outreach work, since this 'healing centered' framework distinguishes the Advance Peace approach from other outreach and mentoring programs.

## Advance Peace Stockton, Neighborhood Change Agent Data

As noted above, the outreach workers or Neighborhood Change Agents (NCAs) were deployed on a regular basis in October 2018. There were only three NCAs hired initially and they were all part time (20 hours per week). The data we present here also includes outreach performed by the Program Manager and the fourth outreach worker that was hired in the 6-9 month period. The data represent the time period of October 2018 through September 2019, the latest month for which we have data.

As we note below, the impact of AP Stockton outreach has been significant. The NCAs focused on outreach in the areas of the city and with groups they were most familiar. All NCAs are required to keep daily or weekly logs of their activities using the UC Berkeley developed phone-based App. Daily or weekly engagements and hours are

captured. The App also allows for audio recordings and some NCA quotes in this report are taken from those recordings (with all confidentiality protected). Each NCA has a unique log-in through the App. The date and neighborhood location is recorded. Each engagement is characterized as a Focus Group (with an enrolled Fellow) or Street Outreach (with a potential fellow or any other community member). The number of contacts and hours spent 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.

The table to the right highlights the number of Fellows enrolled in the Peacemaker Fellowship as of September 2019. We also offer some of the characteristics of the Fellows. In addition to the data in the table, we note that 8 Fellows are Latinx, all are males and two are in school.

<b>Number of Fellows Enrolled in Peacemaker Fellowship (September 2019)</b>	<b>26</b>
Number African-American	<b>18</b>
Number Under 18	<b>4</b>
Number Completed LifeMAP	<b>12</b>
Number Receiving Service before Engagement by Advance Peace	<b>4</b>
Number Fellows Working	<b>8</b>
Number of Fellows Currently Incarcerated	<b>7</b>
Number Participated in Excursions	<b>26</b>

## ADVANCE PEACE STOCKTON NEIGHBORHOOD CHANGE AGENT DATA, 2018-19

	Outreach Hours	Engagements	Hours Community Conflicts Mediated	Number of Community Conflicts Mediated
<b>NCA #1</b>	<b>1006.5</b>	<b>752</b>	<b>166</b>	<b>59</b>
<b>NCA #2</b>	<b>1,133</b>	<b>1,468</b>	<b>164.5</b>	<b>69</b>
<b>NCA #3</b>	<b>1,427</b>	<b>1,929</b>	<b>232</b>	<b>84</b>
<b>NCA #4</b>	<b>1,494.5</b>	<b>995</b>	<b>110</b>	<b>52</b>
<b>NCA #5</b>	<b>731</b>	<b>2,268</b>	<b>72.5</b>	<b>26</b>
<b>NCA #6</b>	<b>417.5</b>	<b>343</b>	<b>69.5</b>	<b>33</b>

**Figure 6. AP Stockton, Oct. 2018-Sept. 2019, Conflicts Mediated by Type & Month**

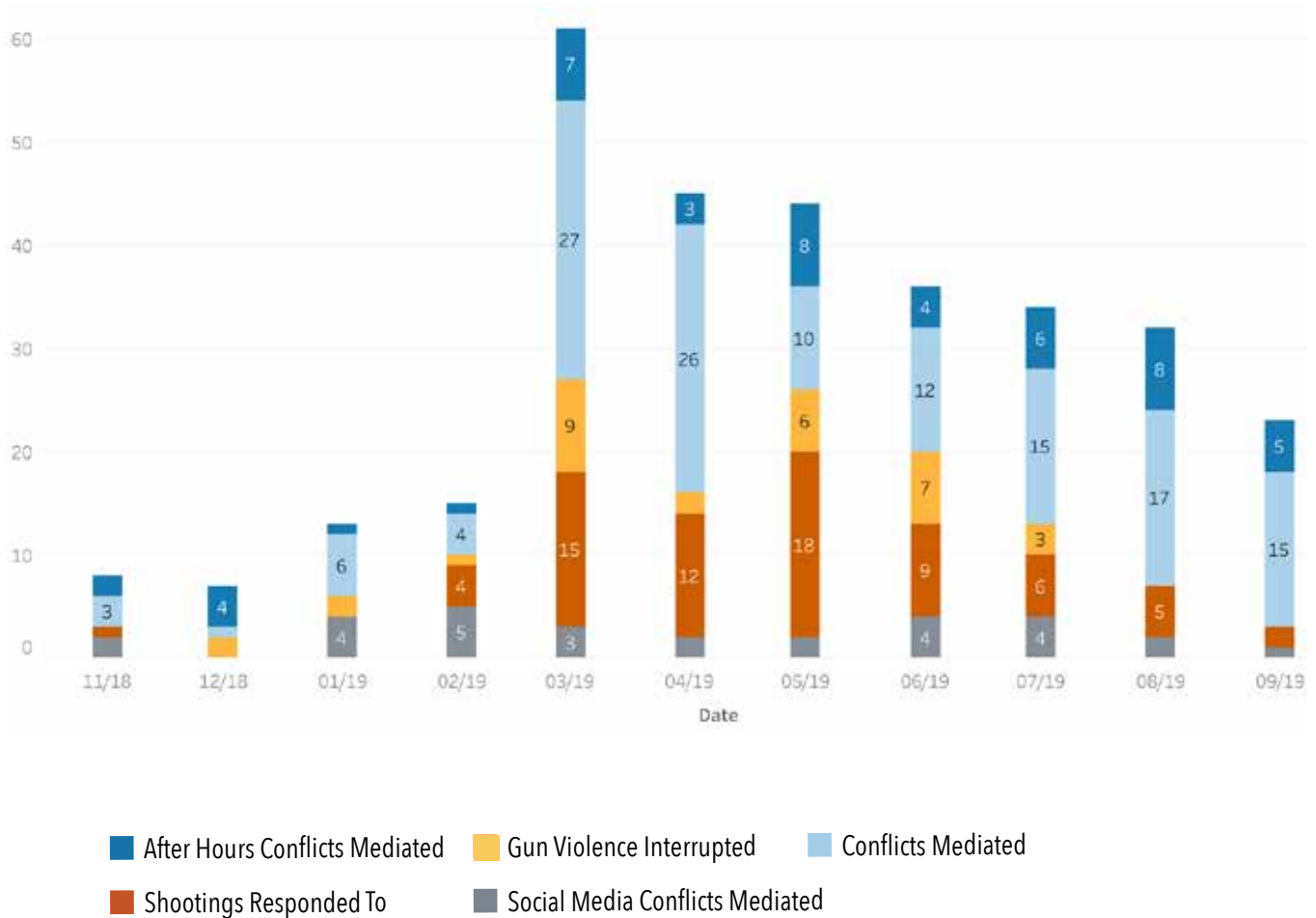
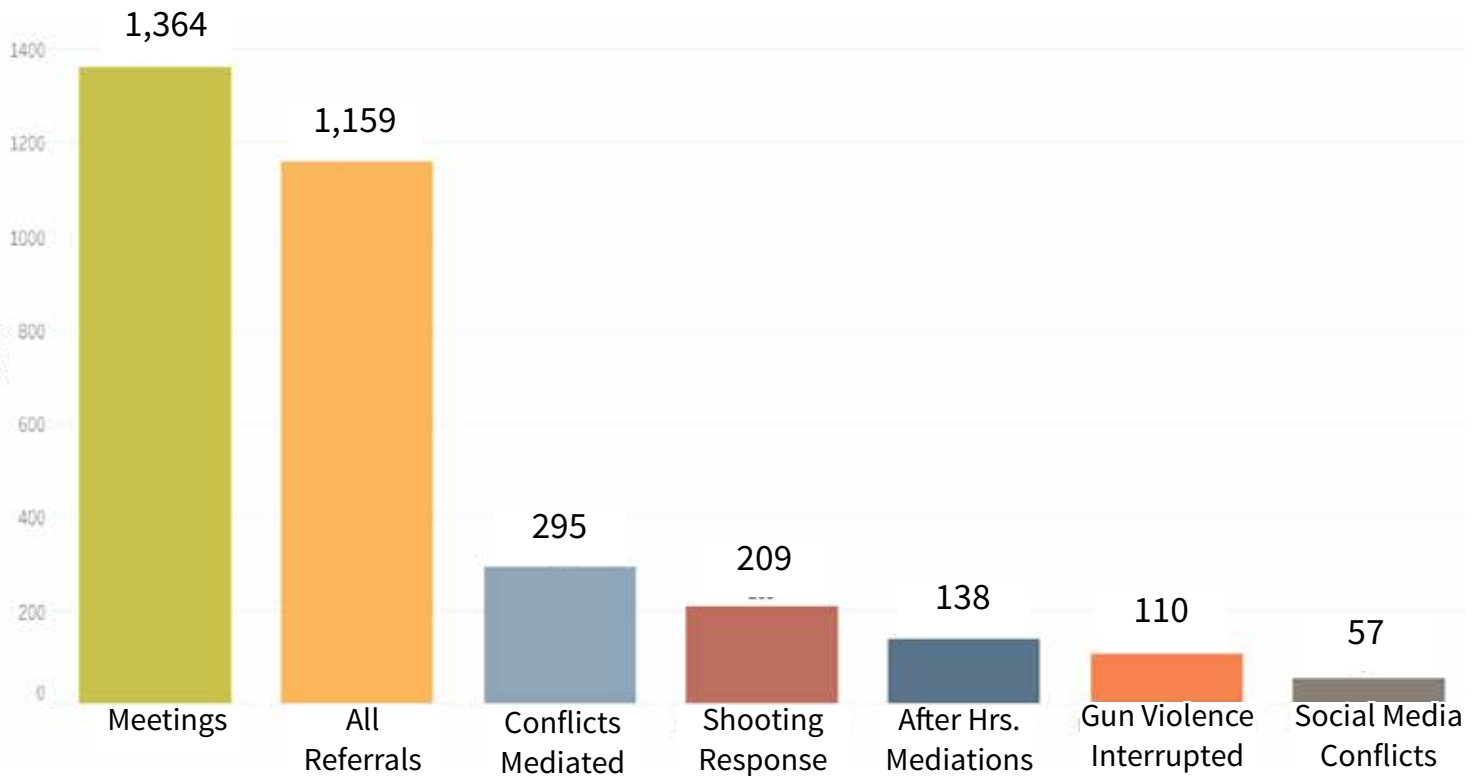


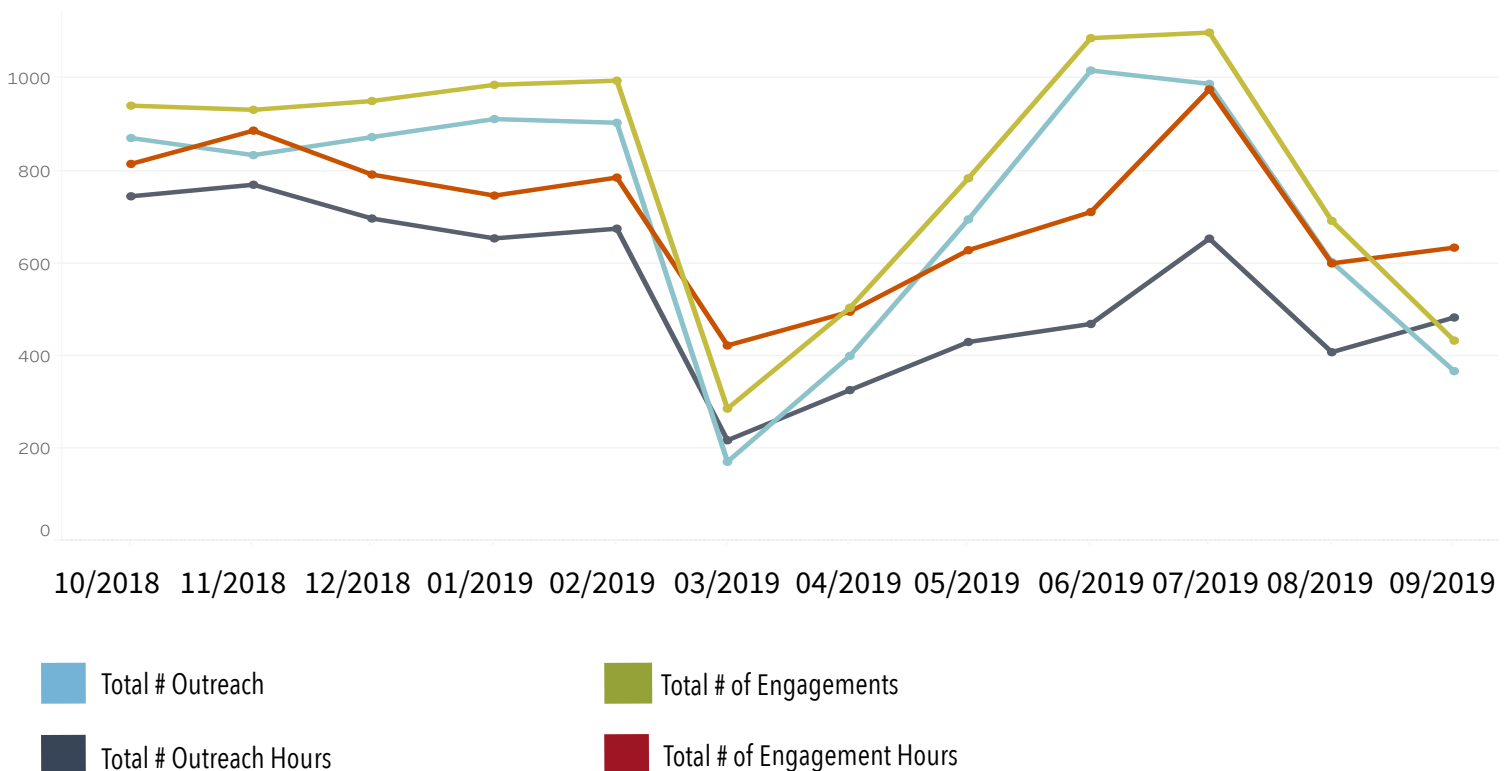
Figure 6, above, highlights the types of conflicts that Advance Peace Stockton NCAs completed during the first year of street outreach work. As you can see, the type of conflict mediations vary by month and respond to changing conditions in the streets. March and April 2019 had exceptionally high numbers of conflict mediations and this was also a time when gun violence began to increase in Stockton. By the June through September 2019 period, the number of conflicts mediated and shootings responded to declined and so did the number of gun homicides. Since we have only a few months of data available for this report, we have not conducted any statistical analyses exploring the associations between the ‘dosage’ (or amount of NCA mediations and outreach) and gun violence outcomes. The Learning and Evaluation team will conduct these types of analyses in future reports.

Figures 7 & 8 on the following page reveal the intensity of training time that NCAs experienced in the start-up year, as ‘meetings’ took up the largest number of hours of all activities. These data also suggest that Stockton AP NCAs averaged about 24 hours per month mediating conflicts, 18 hours per month responding to shootings & 10 hours per month interrupting imminent gun violence.

**Figure 7. AP Stockton, Oct. 2018-Sept. 2019, Total NCA Hours by Activity**



**Figure 8. AP Stockton, Oct. 2018-Sept. 2019: Outreach and Engagement Activities & Hours by Month**



**Figure 9. AP Stockton Year 1: Total Number of NCA Outreach and Engagements**

Activity	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sept-19	Total
All Outreach	871	834	873	912	904	171	400	695	1017	988	603	<b>367</b>	<b>8635</b>
All Referrals (soft + hard + unknown)	70	90	71	61	76	54	59	45	34	77	57	<b>43</b>	<b>737</b>
Conflicts Mediated (includes general mediation)	-	3	1	6	4	27	26	10	12	15	17	<b>15</b>	<b>136</b>
Gun Violence Interrupted	-	-	2	2	1	9	2	6	7	3	-	-	<b>32</b>
Shootings Responded To	-	1	-	-	4	15	12	18	9	6	5	<b>2</b>	<b>72</b>
After Hours Conflicts Mediated	-	2	4	1	1	7	3	8	4	6	8	<b>5</b>	<b>49</b>
Social Media Conflicts Mediated	-	2	-	4	5	3	2	2	4	4	2	<b>1</b>	<b>29</b>
Meetings	-	6	8	12	25	43	70	87	103	182	139	<b>147</b>	<b>822</b>

The tables above highlight the number of outreach, engagements and the total hours invested in these activities by Stockton NCAs from October 2018 through September 2019. These data reflect outreach and engagements with people that were likely not being engaged by any other organization in Stockton prior to Advance Peace’s arrival. In about 12 months of outreach work, the Advance Peace Stockton NCA team:

- Likely prevented 32 murders through interrupting imminent gun violence.
- Mediated 136 community conflicts that could have escalated into gun violence.
- Were present after 72 shootings and helped avoid further retaliatory violence.
- Mediated at least 29 social media conflicts that may have erupted into physical violence.
- Invested an average of 544 hours each month, or 18 hours per day, on street outreach.
- Invested an average of about 24 hours per month mediating conflicts.

**Figure 10. AP Stockton Year 1: Total Hours of NCA Outreach and Engagements**

Activity	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sept-19	Total
<b>All Outreach</b>	745	770	697	654	675	217.5	326	430	469	653.5	408	<b>483</b>	<b>6528</b>
<b>All Referrals (soft + hard + unknown)</b>	70	102	82	70.5	83	80	89.5	71.5	102.5	202.5	118	<b>87</b>	<b>1158.5</b>
<b>Conflicts Mediated (includes general mediation)</b>	-	4.5	1	11.5	8.5	41	42.5	21	42.5	50	33.5	<b>38.5</b>	<b>294.5</b>
<b>Gun Violence Interrupted</b>	-		3.5	2.5	1	22.5	5	17	46	12	-	-	<b>109.5</b>
<b>Shootings Responded To</b>	-	1	-	-	7	46.5	23	54	29.5	26	15	<b>6.5</b>	<b>208.5</b>
<b>After Hours Conflicts Mediated</b>	-	3.5	8.5	1.5	2	11	6	32	14	20	22	<b>17.5</b>	<b>138</b>
<b>Social Media Conflicts Mediated</b>	-	6	-	6.5	9	4	3.5	3	7.5	12	3.5	<b>1.5</b>	<b>56.5</b>
<b>Meetings</b>	-	9.5	18	14	52.5	90	108	181.5	208.5	283.5	199.5	<b>199</b>	<b>1364</b>

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