

## **Award Letter**

December 7, 2021

Dear Sharon Whitmore,

On behalf of Attorney General Merrick B. Garland, it is my pleasure to inform you the Office of Justice Programs (OJP) has approved the application submitted by FULTON, COUNTY OF for an award under the funding opportunity entitled 2021 BJA FY 21 Byrne Criminal Justice Innovation Program (BCJI). The approved award amount is \$1,000,000.

Review the Award Instrument below carefully and familiarize yourself with all conditions and requirements before accepting your award. The Award Instrument includes the Award Offer (Award Information, Project Information, Financial Information, and Award Conditions) and Award Acceptance.

Please note that award requirements include not only the conditions and limitations set forth in the Award Offer, but also compliance with assurances and certifications that relate to conduct during the period of performance for the award. These requirements encompass financial, administrative, and programmatic matters, as well as other important matters (e.g., specific restrictions on use of funds). Therefore, all key staff should receive the award conditions, the assurances and certifications, and the application as approved by OJP, so that they understand the award requirements. Information on all pertinent award requirements also must be provided to any subrecipient of the award.

Should you accept the award and then fail to comply with an award requirement, DOJ will pursue appropriate remedies for non-compliance, which may include termination of the award and/or a requirement to repay award funds.

Prior to accepting the award, your Entity Administrator must assign a Financial Manager, Grant Award Administrator, and Authorized Representative(s) in the Justice Grants System (JustGrants). The Entity Administrator will need to ensure the assigned Authorized Representative(s) is current and has the legal authority to accept awards and bind the entity to the award terms and conditions. To accept the award, the Authorized Representative(s) must accept all parts of the Award Offer in the Justice Grants System (JustGrants), including by executing the required declaration and certification, within 45 days from the award date.

To access your funds, you will need to enroll in the Automated Standard Application for Payments (ASAP) system, if you haven't already completed the enrollment process in ASAP. The Entity Administrator should have already received an email from ASAP to initiate this process.

Congratulations, and we look forward to working with you.

Amy Solomon  
Principal Deputy Assistant Attorney General

## **Office for Civil Rights Notice for All Recipients**

The Office for Civil Rights (OCR), Office of Justice Programs (OJP), U.S. Department of Justice (DOJ) has been delegated the responsibility for ensuring that recipients of federal financial assistance from the OJP, the Office of Community Oriented Policing Services (COPS), and the Office on Violence Against Women (OVW) are not engaged in discrimination prohibited by law. Several federal civil rights laws, such as Title VI of the Civil Rights Act of 1964 and Section 504 of the Rehabilitation Act of 1973, require recipients of federal financial assistance to give assurances that they will comply with those laws. Taken together, these civil rights laws prohibit recipients of federal financial assistance from DOJ from discriminating in services and employment because of race, color, national origin, religion, disability, sex, and, for grants authorized under the Violence Against Women Act, sexual orientation and gender identity. Recipients are also prohibited from discriminating in services because of age. For a complete review of these civil rights laws and nondiscrimination requirements, in connection with DOJ awards, see <https://ojp.gov/funding/Explore/LegalOverview/CivilRightsRequirements.htm>.

Under the delegation of authority, the OCR investigates allegations of discrimination against recipients from individuals, entities, or groups. In addition, the OCR conducts limited compliance reviews and audits based on regulatory criteria. These reviews and audits permit the OCR to evaluate whether recipients of financial assistance from the Department are providing services in a nondiscriminatory manner to their service population or have employment practices that meet equal-opportunity standards.

If you are a recipient of grant awards under the Omnibus Crime Control and Safe Streets Act or the Juvenile Justice and Delinquency Prevention Act and your agency is part of a criminal justice system, there are two additional obligations that may apply in connection with the awards: (1) complying with the regulation relating to Equal Employment Opportunity Programs (EEOs); and (2) submitting findings of discrimination to OCR. For additional information regarding the EEO requirement, see 28 CFR Part 42, subpart E, and for additional information regarding requirements when there is an adverse finding, see 28 C.F.R. §§ 42.204(c), .205(c)(5).

The OCR is available to help you and your organization meet the civil rights requirements that are associated with DOJ grant funding. If you would like the OCR to assist you in fulfilling your organization's civil rights or nondiscrimination responsibilities as a recipient of federal financial assistance, please do not hesitate to contact the OCR at [askOCR@ojp.usdoj.gov](mailto:askOCR@ojp.usdoj.gov).

## **Memorandum Regarding NEPA**

[NEPA Letter Type](#)

OJP - Categorical Exclusion

[NEPA Letter](#)

The Byrne Criminal Justice Innovation (BCJI) Program will target hotspots of crime where a significant proportion of crime occurs as compared to the overall jurisdiction. BCJI furthers the Department's mission by leading efforts to enhance the capacity of local and tribal communities to effectively target and address significant crime issues through collaborative cross-sector approaches that help advance

broader neighborhood development goals. Awards under this program will focus on funding Planning and Implementation efforts.

None of the following activities will be conducted whether under the Office of Justice Programs federal action or a related third party action:

(1) New construction.

(2) Any renovation or remodeling of a property located in an environmentally or historically sensitive area, including property (a) listed on or eligible for listing on the National Register of Historic Places, or (b) located within a 100-year flood plain, a wetland, or habitat for an endangered species.

(3) A renovation that will change the basic prior use of a facility or significantly change its size.

(4) Research and technology whose anticipated and future application could be expected to have an effect on the environment.

(5) Implementation of a program involving the use of chemicals.

Additionally, the proposed action is neither a phase nor a segment of a project that when reviewed in its entirety would not meet the criteria for a categorical exclusion.

Consequently, the subject federal action meets the Office of Justice Programs' criteria for a categorical exclusion as contained in paragraph 4(b) of Appendix D to Part 61 of Title 28 of the Code of Federal Regulations.

NEPA Coordinator

First Name

Orbin

Middle Name

Last Name

Terry

Project Information

This award is offered subject to the conditions or limitations set forth in the Award Information, Project Information, Financial Information, and Award Conditions.

Solicitation Title

2021 BJA FY 21 Byrne Criminal Justice Innovation Program (BCJI)

Application Number

GRANT13367648

Awarding Agency

OJP

Program Office

BJA

Grant Manager Name

Linda Hill-Franklin

Phone Number

202-514-0712

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Project Title

Byrne Criminal Justice Hot-spots and community engagement

Performance Period Start Date

10/01/2021

Performance Period End Date

09/30/2024

Budget Period Start Date

10/01/2021

Budget Period End Date

09/30/2024

Project Description

The Fulton County Government, located in Georgia, submits this grant application, for \$ 1 million to create a cross-sector community collaboration to effectively address violent crime issues and advance broader community redevelopment goals. The Fulton County District Attorney's Office (FCDAO) is partnering with the Fulton County Sheriff's Office (FCSO), the Credible Messenger Program (CMP) of the United States Attorney's Office (USAO), Siloam Church International (SCI) and the Friends of Collier Heights Park (FCHP) in the effort.

Fulton is largest and its largest city, Atlanta, is the capital of Georgia. Fulton County is facing a violent crime wave. Atlanta police have investigated 70 homicide cases in 2021, a 58% increase over this time last year. The driver of the violent crime are gangs taking over apartment complexes to run their criminal enterprise.

Fulton County Community Coalition is focusing on two neighborhoods where the gangs are prominent in the apartment complexes: Fairburn Mays in the City of Atlanta and Red Oak in the City of South Fulton.

Fairburn Mays is fenced in by Interstate I-285 on the East, Fulton Industrial Highway on the Western, MLK Drive to the North and by Benjamin Mays Drive to the South. The neighborhood sits entirely within the 30331-zip code and has a population of about 1481.

Red Oak Red Oak is bordered by I-285 to the East, Fulton Parkway/Welcome All Road to the West, Roosevelt Highway and the CSX Railroad to the South and Will Lee Road to the North. The bulk of the area sits in the 30349-zip code with the I-285 section located in 30337. The population is 2356.

The project has a Letter of Interest from the United States Attorney's Office and will be coordinating with the USAO's PSN Credible Messenger Program to deliver programs in the target neighborhood.

The Fulton County Coalition will work with Applied Research Services to determine exact crime hotspots, examine crime drivers and use data and evidence based models to lead to successful investigation and prosecution of leaders of gang enterprises.

The objectives of the project are to create and strengthen cross sector partnerships, building trust between law enforcement and residents that reduce violent crime and employ neighborhood revitalization strategies.

The FCDAO will hire an experienced project coordinator.

The FCDAO will leverage a \$500,000 OJJVP Comprehensive Anti-Gang Programs for Youth Grant services to provide in depth, wrap arounds services to at risk youth in hotspots

I have read and understand the information presented in this section of the Federal Award Instrument.

## GRANT NARRATIVE

The Fulton County Government submits this grant application, “Byrne Criminal Justice Innovation Program (BCJI), to the Bureau of Justice Assistance to create a cross-sector community collaboration to effectively address violent crime issues and advance broad community redevelopment goals. The Fulton County District Attorney’s Office (FCDAO) is partnering with the Fulton County Sheriff’s Office (FCSO), the Credible Messenger Program (CMP) of the United States Attorney’s Office (USAO), Siloam Church International (SCI) and the Friends of Collier Heights Park (FCHP) to create a multi sector collaboration of the criminal justice agencies, service providers, researchers and community-based organizations to generate neighborhood revitalization and produce sustainable reductions in violent crime in targeted hotspots. The cross-sector collaboration will use data driven, place based crime prevention and community redevelopment strategies that involves residents in identifying the problems and creating the solutions. To that end, Fulton County respectfully request \$1,000,000 in grant funding across three years.

### A Description of the Issues

Fulton County is 534 square miles, with 15 municipalities and 81 Census Tracts with a poverty rate of 20% or greater . Fulton is largest county in the state of Georgia with a population of more than a million residents (1,075,472) and its largest city, Atlanta, is the capital of Georgia, where homicides are historically high and continue to increase. Countywide the population is approximately 45.5% White, 44.5% Black, 7.6% Asian, 2.2% two or more races, and 7.2% Hispanic/Latino. Atlanta, the capital of Georgia, is the largest judicial circuit in the state and is the largest city in Fulton County where homicides continue to increase.

Fulton County is facing accelerating rates of violent crime driving by gangs. The Georgia Gang Investigators Association (GGIA) estimates that between 70 and 80 percent of all violent crimes and property crimes are gang-connected. Atlanta police have investigated 70 homicide cases in 2021, a 58% increase over this time last year. This crime wave follows a historically deadly 2020 when authorities investigated 157 homicide cases — the most in more than two decades. The homicide rate in Fulton County is also on track to break the 2020 record. Reporting from the Fulton County Medical Examiner reveals that the current homicide rate for Fulton County is up 68% since 2018. In a sampling of 112 homicide cases in the Major Case Unit, at least 30 are linked to gang violence. The Major Case Division has another 179 unindicated homicide cases which the FCDAO expects to find similar or higher percentage of gang connection.

Complicating this crime wave is Metro Atlanta’s mistrust of the police which has roots in the 1906 race riot, killing as many as forty African Americans in the mob violence. The historic mistrust was heightened on June 12, 2020, when Rayshard Brooks was shot in the back by two white Atlanta police officers as he ran away from the police. As a result, the Atlanta Police Chief resigned and the officers are awaiting trial but tensions between the police and the community remain.

Estimating the gang membership in Fulton County is difficult to due to varying reporting methods by the agencies. The Atlanta Police Department (APD) estimates that there are 3,000 gang members, 149 gangs, and 155 gang subsets in Atlanta. The Federal Bureau of Investigation (FBI) estimates that there

are 2 to 4 gang members in Georgia for every 1,000 people (20,000 - 40,000 gang members in Georgia). With a population of 1,063,937, using that formula, Fulton County has an estimated gang population of 2,000 to 4,000.

In examining Fulton County violent crime data, the Multi-Agency Criminal Enterprise Task Force (MACE) in the FCSO, APD and the City of South Fulton Police Department (CSFPD) honed in on two communities that have sustained violent crime, known gang involvement and community revitalization challenges: Fairburn Mays in the City of Atlanta and Red Oak in the City of South Fulton.

Both Fairburn Mays and Red Oak were typical 1950's developments in southwest metro Atlanta. However in response to the 1960's civil rights and desegregation laws, white families in both communities chose to move rather than integrate. Over the 1960's and 1970's, roughly 160,000 whites left the city of Atlanta. "White flight" drained the areas of a middle-class tax base and business tax revenue, creating a dearth of funds for community investment over the next 50 years. An additional challenge these communities face was the creation of I-285 and Fulton Industrial Blvd and Freeway which cut through the neighborhoods, isolating them from the broader community. Studies have shown that highway systems were highly detrimental to city communities, creating physical divides, psychological rifts, property devaluation, population loss and a substantial source of noise and air pollution.

Fairburn Mays is fenced in between Interstate I-285 on the East, Fulton Industrial Highway on the Western, MLK Drive to the North and by Benjamin Mays Drive to the South. The neighborhood sits entirely within the 30331-zip code and Fairburn Road runs through the center of the community. Most of Fairburn Mays is located in census tract 78.08 where 71% of the population live in poverty compared to 24% in the City of Atlanta. In Fairburn Mays s staggering 96% of the children under 18 living in poverty and around 7-out-of-10 households received SNAP (the Supplemental Nutrition Assistance Program). Thirty-three percent of the housing units n Fairburn Mays are vacant compared to 21% in Atlanta.

Fairburn Mays is also marred with dilapidated homes and buildings, overgrown vacant lots, and uncollected litter, which signals to gangs that 'no one cares' what they do in the area . A 2018 analysis of building code enforcement calls revealed that the highest concentration of code enforcement issues in Neighborhood Planning Unit H were in the Fairburn Mays community. At the center of the blight is a building that the FCDAO owns that is sitting empty, gathering shopping carts, gang tags and dumped furniture. Despite these challenges, the community still have many assets which could spur redevelopment. Since Fairburn Mays is located outside of 1-285, it is often overlooked for city revitalization projects. Community stakeholders feel a successful grant application will raise the profile of the community and jumpstart its ability to attract capital.

Fairburn Mays has several apartment complexes on Fairburn Road in the heart of the community which are crime hotspots. Comments on a neighborhood website describe one apartment complex as "Afghanistan" with "shoot outs every night." The gang "PLAY FOR KEEPS" (or PKG) is known to operate out of two Fairburn Road apartment complexes. Over the past three years almost 30% of all the crime in Fairburn Mays was violent compared to 13% for the City of Atlanta. A deeper analyses of the violent crime data reveals that homicides comprise 1.2% of the violent crime in Fairburn Mays while homicide was just .44% of the violent crime in the City of Atlanta.

Just 12 miles down Fairburn Road, leaving the City of Atlanta and entering the City of South Fulton. is the second target hotspot—the Red Oak community. Red Oak is bordered by I-285 to the East, Fulton Parkway/Welcome All Road to the West, Roosevelt Highway and the CSX Railroad to the South and Will Lee Road to the North. The bulk of the area sits in the 30349-zip code with the I-285 section located in 30337. Most of Red Oak is located in census tract 113.06. In Red Oak, 20% of the people live in poverty compared to 13% in the City of Fulton. Twenty-seven percent of the households in Red Oak receive SNAP. Red Oak is predominately African American (85%) and 33% of the housing inventory is vacant compared to 25% in the City of South Fulton.

Up until 2017, the community of Red Oak was surrounded by five cities- the Cities of Atlanta, College Park, East Point, Fairburn and Union City. The community did not have a voice of its own to advocate for investment. In 2017, the City of South Fulton was formed by cobbling together communities like Red Oak in unincorporated areas of Fulton County. The Red Oak community has numerous boarded up houses and shuttered small commercial buildings along Roosevelt Highway. In the heart of Red Oak, sits run down baseball fields and basketball courts owned by the City of South Fulton which now serves an illegal dumping ground. The gangs on Delano Road use the fields for initiations and meetings. Despite these challenges, Red Oak has retained important assets which could spur redevelopment. With such a short history and COVID crisis, the new City of South Fulton has not had time to accumulate a reserve to invest in community revitalization. The City and our community partners know a successful grant will springboard their efforts to redevelop the community.

Driving crime in Red Oak is an apartment complex on Delano Road where criminal enterprise fans out along Roosevelt Highway and culminates in an abandoned apartment complex on White City Road. The violence is driven by two gangs, 9Trey Bloods and Bounty Hunter Bloods, which are operating a narcotics-distribution center in an apartment complex. Examining crime data from three years reveals that 0% of all crime in Red Oak is violent compared to 7% in the City of South Fulton. Additionally, 19% of all of the crimes were gun related. Analyzing Red Oak violent crime by years reveals an alarming trend. In 2019 28% of all crime was violent and in 2020 the percentage grew to 32%. A further detailed look at the crime data in Red Oak, reveals that homicide is 2% of all the violent crime while in the rest of the City of South Fulton homicide is 5% of the violent crime.

## B. Project Design and Implementation

Using the four pillars (data driven, community orientated, place based and building partnerships) of the grant, the Fulton County community collaboration identified seven SMART objectives. The group realizes that these objectives and strategies are initial ideas and ultimately the final objectives, strategies, measurements and outcomes will be determined by the data analysis, feedback on the evidence based strategies from DOJ technical advisors and ARS, and input from the broader community coalitions.

Goals	Objectives	Strategies and Who Executes	Impact
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Community-Oriented	1. Create lasting cross-sector community coalitions that that engages criminal justice partners, all residents, including overlooked members such as those living in crime ridden apartment complexes by identifying problems, selecting strategies and implementing the solutions		
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	Partner with a local non-profit based in the community that has historical knowledge of the community to lead the outreach, identifying needed neighborhood stakeholders, overlooked		
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communities, businesses, and government agencies- SCU, FOCHP and Project Coordinator      Create at least 1 organization in the hotspots that continues the work of the project

Use a variety of meeting and survey tools to engage the community in identify problems and creating the solutions.      Increase trust by creating an online and/or in person meeting platform for residents to engage on all issues

Ensure that a variety of criminal justice partners participate in the community coalitions- FCSO, FCDAO,USAO, project coordinator      Increase community trust with Law enforcement agencies by 50%

Building Trust And Partnerships 2.To foster trust between law enforcement and residents , create a “community of services” for underserved residents of the apartment complex by connecting them to a wide array of existing services and involving law enforcement when appropriate Hire a Project Coordinator that has a background in Social Services to connect underserved resident in the apartment complexes to community services –FCDAO with input from all partners Build trust through 50% of referred residents completing programs

Law Enforcement participate in services like delivery of food through mobile food pantry and mentoring of youth –Project Coordinator and FCSO Build trust through 50% of referred residents completing programs

3. Engage business community located along the interstate, highways and exits to be a part of the coalition Reach out to Business Government Affairs to make presentation about crime issues and important of their involvement- FCDAO Chief of Government Affairs Build community trust by having at least four large companies become active members of the community coalitions

Data Driven Efforts

Data

Driven Efforts

4. Reduce, suppress and deter violent crime by working with ARS to determine exact Hotspots, by examine crime drivers and use data and evidence based models to lead to successful investigation and prosecution of leaders of gang enterprises

Hire dedicated FCDA gang investigator –FCDAO with input from FCSO

Reduce violent crime by 50% by gathering evidence for successful indictments gang leadership

Hire dedicated Assistant District Attorney-FCDAO      Reduce violent crime by 50% by successfully prosecuting gang leadership

Purchase advanced technology to increase investigative and surveillance capacity-FCSO  
Reduce violent crime by 50% by using intelligence gathering technology to build stronger cases

Use the USAO's Violent Repeat Offender list for prioritizing-FCSO      Reduce violent crime by 50% through prioritizing efforts

5. Deter at risk youth in hotspots engaged with or at risk of joining the gang enterprise by providing diversion programs led by criminal justices partners and in-depth wrap around services to the at risk youth and their families Leverage the FCDA OJJP Comprehensive Anti-Gang Programs for Youth Grant services to prioritize youth in hotspots      Reduce crime, and increase public safety by having 50% of referred youth complete programs and 50% of youth do not re-offend

Build on the USAO's PSN credible messenger program in South Fulton to create a program for at risk youth in hotspots- FCDAO OJJP Project coordinator and Bryne Project Coordinator  
Reduce crime and increase public safety by having 50% of referred youth complete program

Placed Based Initiatives 6.Revitalize blighted property, focusing on government owned land in hotspots to start a domino of community redevelopment projects efforts Analyze the results of the community surveys to find the top ideas for revitalizing the government properties- Project Coordinator

Increase community trust by 50% by using ideas from community surveys in revitalization proposals

Apply for HUD grants and federal appropriations - FCDAO Grants Team Increase public safety and reduce crime by winning 1 grant, appropriations or other investment in each community

Engage tax credit affordable and mixed income developers about properties -FCDAO Grants Team Increase public safety and reduce crime by winning 1 grant, appropriations or other investment in each community

7. Have apartment complex and property owners (both nuisance and regular) comply with local safety and zoning ordinance incorporate Crime Prevention Through Environmental Design (CPTED)

Utilize the Crime Prevention Through Environmental Design (CPTED) tools in regular clean-up projects- SCI and FCHP Increase public safety by having 2 apt. complexes incorporate DPTED principles

Hire dedicated ADA (same ADA in the first goal above) to spend part of time tracking down owners apartment complexes and nuisance properties to comply with local ordinances, improve safety and use CPTED principles -FCDAO Increase public safety by having 50% of nuisance property owners come into compliance

The first objective is to create two cross-sector community coalitions. While the Red Oak and Fairburn Mays have similarities, the 12 mile separation and location in separate cities will require two separate community coalitions. A critical strategy to achieve this objective is to find and engage a local non-profit based in each community that has to lead the outreach, identifying needed neighborhood stakeholders, overlooked communities, businesses, and government agencies. Each coalition will engage the single family homeowners and renters, the owners and residents of the apartment complexes, owners and resident senior communities, the elementary, middle and high school leadership, small and large businesses, nonprofits located in the area or that provide services in or near the area, faith organizations, elected officials, zoning officers, and criminal justice partners. These coalitions will meet monthly with a variety of options (online and in person) to identify issues and create solutions around gang and violent crime, service gaps for the community, relationships with law enforcement and addressing nuisance property owners.

While the community members of the coalition will vary, the criminal justice partners will remain consistent. The law enforcement team will have representatives from the FCSO MACE Taskforce which includes City of Atlanta and City of South Fulton law enforcement, the FCDAO, and the USAO Credible Messengers. By having the same criminal justice partner's in both coalitions, innovative ideas and hurdles can be shared among the two community coalitions.

In Fairburn Mays, Atlanta City Councilwoman Andrea Boone initiated contact with the Neighborhood Planning Unit H (NPU-H) President and Friends of Collier Heights Park (FCHP) President, Ms. R.R. Harris. The FCHP have agreed to conduct outreach to build the community coalition and convening the community stakeholders. Ms. Harris believes that this project can serve as a catalyst to bring together smaller organizations form one stronger community group that examines the all of the issues impacting the area.

In Red Oak, Siloam Church International abuts the apartment complex on Delano Road that is the driver of violent crime in the community. The church has been a victim numerous times and has had its members caught in shoot outs in the parking lot. The City of South Fulton City Councilwoman Helen Willis introduced Dr. Jonathon Carter and his wife Dr. Sylvia Carter to the project. They agreed to lead the community outreach and facilitate the monthly meetings. Both the Church leaders and City councilwoman Helen Willis believe this community collaborative could spur civic engagement in areas that have been isolated by the freeways.

To address the second objective of fostering trust between law enforcement partners and residents, both SCI and FCHP felt it was essential to engage the residents of the apartment buildings where the violent crime and gangs dominate. Because gangs operate by controlling geographic territory wherein they can openly commit crime, they exert power over community members to dissuade them from reporting crime to and cooperating with the police. To overcome this fear and build a relationship with law enforcement, SCI and FCHP felt it was essential to build “community of services” for the residents in the complexes, engaging law enforcement in the process. These residents have been victims and exposed to numerous violent crimes. Both SCI and FCHP want to connect residents and their children to services like trauma informed counseling, utility assistance and programs to find jobs.

The main strategy to achieve the second objective is to hire an experienced organizer with a background in social services who will also serve as the project coordinator. The project coordinator will immediately begin to identify resources to assist members of the apartment complexes and connect those services to the residents, incorporating law enforcement members when appropriate. Both, SCI and FCHP identified food insecurity as a major issue for residents in the complexes. The volunteers with the mobile food pantries too scared to enter the complexes. Having law enforcement assist with delivering the food would build an important bridge of trust for the residents with food insecurity in the complex.

The third objective is to engage the businesses located on the highways and freeways that surround these communities. There are large and midsized corporations like Home Depot, CSX, and Manheim Cars) and Chick Fil A that have offices on these freeways that border the communities and are impacted by the violent crime as well. The strategy identified is to have the FCDAO Director of Government Affairs reach out to the public affairs divisions of these companies to explain the collaboration, the issues and the need for engagement to find solutions.

The fourth objective of the project is to reduce, suppress and deter violent crime by working with ARS to determine exact hotspots, examine crime drivers and use data and evidence based models to lead to successful investigation and prosecution of leaders of gang enterprises. High level analysis of crime data can find patterns and trends that will inform problem solving activities and tactics.

Several strategies have been identified to meet this objective. The first is to hire a trained gang investigator dedicated to implementing the recommended suppression and deterrence methods. Gang investigators have been specially trained to develop knowledge on gangs and how they operate. This dedicated investigator will assist with monitoring the activity of gang leaders, collect information and analyze the data collected. The second strategy is to purchase technology to increase intelligence collection and surveillance capabilities. The advanced technology will enable the law enforcement team to build a strong body of evidence needed to for successful state and federal prosecutions. Currently, the law enforcement partner agencies have access to one or two technologies but with very limited

users and high demand. A third strategy is to use Northern District US Attorney's Violent Repeat Offender (VRO) list to prioritize the investigative work. The fourth strategy is to hire a dedicated prosecutor to work with the investigator to build strong body of evidence to bring successful indictments, settlements and trials.

The fifth objective is to deter at risk youth engaged with or at risk of joining the gang enterprise by providing diversion and in-depth wrap around services to the youth and their families. Both SCI and FCHP noted that at-risk youth may work for the gangs to financially support their parents and siblings. Whether by their own choice or forced by the parents, these youth are bringing in needed income for the basics needs. These at-risk youth lack the opportunities and mentorship to help them problem solve. The primary strategy to meet this objective is to focus a \$500,000 the FCDAO Office of Juvenile Justice and Delinquency Prevention (OJJDP) grant toward the youth in these communities. In 2020, the FCDAO received the OJJDP grant to implement gang prevention, intervention, community engagement, and violence interruption strategies based on the OJJDP Comprehensive Gang Model. The FCDAO is partnering with providers to offer a range of services to dissuade youth from joining gangs or help them from reengaging with gang enterprise. The FCDAO would prioritize any youth from the hotpots regardless of whether they are in the Juvenile Court to receive these services. Additionally the partners will focus their programs in the schools and with children in these communities.

The second strategy to meet this objective is to partner with the Credible Messenger program of the USAO to create specific programming for at risk youth in these two communities. The Credible Messengers will facilitate group sessions using a cognitive behavioral intervention and be available for one-on-one support any time. These Credible Messengers will help participants make better and safer decisions, pursue their goals, repair relationships with family and community, and connect to educational, job readiness certification or employment opportunities.

The six objective is to revitalize blighted property in both communities, focusing on government owned land. As mentioned above, the FCDAO owns a building in the heart of the Fairburn Mays community, across the street from gang dominated apartment buildings. The FCHP immediately saw the building as a location for after school programs, a food pantry, counseling, job training, community gardening and exercise paths. In Red Oak, at the end of Delano Road, the City of South Fulton owns abandoned baseball fields and basketball courts. Due to the large size of the property, initial ideas are affordable or mixed income housing communities, city offices such as a local precinct, and/or community gardens with a dog park and walking paths.

A key strategy for this objective is to analyze the results from the community meetings and surveys about redevelopment ideas to show funders the community commitment. The second strategy is to have the FCDAO Grants Department work with the City of Atlanta and the City of South Fulton to apply for U.S. Department of Housing and Urban Development funds (both cities are entitlement zones that have their own allocations) as well as present appropriations request to their congressional members.

The final objective of the collaboration is to have apartment complex and property owners (both nuisance and regular) comply with local safety and zoning ordinances, incorporate Crime Prevention Through Environmental Design (CPTED) principles which provides that the design of buildings, landscaping and outdoor environments can either encourage or discourage crime. The main strategy identified is to hire a dedicated prosecutor (the same ADA as mentioned above) who will also work with the zoning departments in each city to find owners of the apartment buildings and nuisance properties,

engage in dialogue about dealing with crime and code violations and adopting CPTED principles in their property.

### C. Capabilities and Competencies

The FCDAO will serve as the program leader who will oversee the coordination of the criminal justice agencies, other government partners and community organizations. The FCDAO has collected letters of Support from Atlanta City Councilwoman Andrea Boone, NPU H President R. R. Harris, City of South Fulton City Councilwoman Helen Willis, Siloam Church International, a letter of Interest from the United States Attorney's Office and a letter of commitment from ARS.

The officers, investigators and prosecutors of both the FCDAO and the FCSO have in depth experience in crime analysis from intelligence, criminal investigative to tactical and strategic as well as the knowledge to developing solutions. Sgt. Kimball Murdock is the head of the FCSO MACE Taskforce and will oversee the interagency law enforcement collaboration. He has over twenty five years of law enforcement experience, specializing in complex crimes and gang prosecution. He served as part of the FBI Atlanta Safe Streets Gang Task Force. He created and leads the FCSO MACE Taskforce and is an Executive Board Member of the Georgia Gang Investigators Association. He will work closely with the dedicated investigator and prosecutor as well as the project coordinator. He will manage the purchase of the intelligence gathering hardware and software.

Cara Convery is Deputy of the Gang Unit at the FCDAO. She has extensive experience representing the State of Georgia in criminal prosecutions, having served as a prosecutor in both the Cobb and Atlanta Judicial Circuits. She has handled hundreds of felony cases from arrest to trial, including high profile murder prosecutions and the prosecution of the leaders of criminal gangs. The gang unit is comprised of five attorneys, three investigators and a paralegal. Both of the dedicated gang investigator and prosecutor will report to Ms. Convery but work side by side with Sgt. Murdock.

The project coordinator will report to the FCDAO Chief of Programs, Michael Cuffee. The project coordinator will lead the day to day activities and work with the partners and stakeholders to develop time lines, coordinate meetings, follow up on actions items, regularly updated the partners, assist with outreach and oversee progress to make sure goals are met on time. The project coordinator is responsible for keeping a master database of information required to track the overall performance. The project coordinator will also work to connect needed services to residents in the crime ridden apartment complexes.

Fulton County has a robust Grants Administration Department (GAD) that oversees all of the federal and state grants that run through Fulton County to sub recipients. Fulton County requires that each sub-recipients have a memorandum of understanding contract with the county and an invoicing agreement; both documents are drafted by the County attorney and sent to the Board of Commissioners for approval. The GAD has finance and compliance divisions that assist with tracking expenditures for sub recipients and ensuring sub recipient's payments have the appropriate invoicing and documentation.

All the project partners welcome the involvement of Applied Research Services, the proposed research partner, and the BJA technical advisors. The partners look forward to learning about innovative ways to engage overlooked residents and businesses, address violent crime through all community avenues and studying other sites around the country with similar issues. Both the FCDAO and the FCSO have worked

with DOJ technical advisors and research partners on current and previous grants, and have shared the positive experience.

As the lead partner, the FCDAO will be responsible for monitoring changes and modifications to strategy and ensuring fiscal accountability. Chief Assistant District Attorney over Grants, Natalie Zellner, will determine whether the suggested modifications meet the overall goals and objectives of the grants. Chief Zellner is an attorney with over 20 years' in non-profit administration, program compliance, and corporate governance.

The FCDAO Grants Manager, Michele Henry, will be responsible for the collating and submitting monthly and quarterly performance data, semiannual progress reports and quarterly financial reports through the Just Grants. Ms. Henry has earned her DOJ Financial Certification.

Both the, FCDAO and the FCSO have in-depth experience in outreach that connects criminal justice issues to the community. Currently, the FCDAO is leading taskforces comprised of government partners, non-profit providers, businesses and community stakeholders to addressing elder abuse, domestic violence, and sexual assault and youth at risk of joining gangs. In addition to the MACE Taskforce, the FCSO leads numerous programs that build bridges between law enforcement and the community-- Helping Youth Prosper and Evolve, the Youth Intervention Program, and the Citizen's Academy. Additionally Sheriff Labat is advocating for police reforms which including training over 1000 deputies in escalation tactics and outfitting all jails staff with body worn cameras. District Attorney Fani Willis is committed to rebuilding the relationship with law enforcement and has hired a Judicial Liaison, Will McCombs, who sole role to communicate with all of the Fulton County law enforcement agencies.

The management of complex mulit-sector taskforces and initiatives involving numerous government agencies, nonprofit partners and businesses has provided the FCDAO with the experience to effectively manage place-based, community-oriented crime and community revitalization strategies and community trust building. A veteran court administrator, FCDAO Chief of Programs Michael Cuffee has led complex community programs that delivery substance abuse and behavioral health services to underserved communities. He has designed numerous successful adult and youth diversion programs. He will be involved with the program and manage the project coordinator.

Based in Atlanta, ARS is a criminal justice research firm specializing in complex research design and analysis. Founded in 1994, ARS employs state-of-the-art analytical, survey, data, and business intelligence tools to deliver decision support. Their clients include law enforcement agencies, state and local courts, secure and community corrections agencies, and various public policy stakeholders. ARS is a multi-disciplinary team of criminologists, psychologists, and research scientists

#### D. Plan for Collecting the Data Required

The project coordinator will maintain a database of the data for the reporting requirements as well as maintain all documentation and information and will work with coalition partners to gather the data and information. This information will be shared with collaborative partners. Both Michele Henry with the FCDAO and ARS will ensure that the data necessary to

comply with performance measure reporting is collected and submitted each quarter.

Objectives      Measure Tools      Who Collect

Create lasting cross-sector community coalitions that engage criminal justice partners, all residents, including overlooked members such as those living in crime ridden apartment complexes by identifying problems, selecting strategies and implementing the solutions      Conduct variety of survey mechanisms to residents

Number of Community Meetings

Type of Stakeholders in Meetings

Number of Attendees at Meetings      Bryne Project Coordinator

To foster trust between law enforcement and residents , create a “community of services” for underserved residents of the apartment complex by connecting them to a wide array of existing services and involving law enforcement in the delivery of the      Number of residents referred to services

Number of residents that accept and complete programs (job Training Trauma Counseling, etc.) Bryne Project Coordinator

Engage business community located along the interstate highways to be a part of the coalition.  
Number of Outreach Calls, emails and letters to businesses      FCDAO Programs

Reduce, suppress and deter violent crime by working with ARS to determine exact Hotspots, by examine crime drivers and use data and evidence based models to lead to successful investigation and prosecution of leaders of gang enterprises      Number of Violent Crimes in Apartment Complexes and broader community

Number of indictments that lead to successful dispositions

FCSO Mace Taskforce

FCDAO Investigator and ADA

Deter at risk youth in hotspots engaged with or at risk of joining the gang enterprise by providing diversion programs led by criminal justices partners and in-depth wrap around services to the at risk youth and their families Number of Youth Referred to services



Number of Youth complete programs (GED, Counseling, etc.)

Number of Youth that did not Reoffend

Number of Youth that stay in touch with Credible Messengers    Bryne Project

Coordinator

OJJP

Project Coordinator

Revitalize blighted property, focusing on government owned land in hotspots to start a domino of community redevelopment projects efforts      Number of grants written and appropriations requests submitted

Number of proposals submitted to tax credit developersFCDAO Grants

Have apartment complex and property owners (both nuisance and regular) comply with local safety and zoning ordinance incorporate Crime Prevention Through Environmental Design (CPTED)    Number of property owners who incorporated CPTED tools

Number of zoning code violations reported

Number of cases filed against property owners

Number of property owners that bring the property into compliance      FCDAO

ADA

Bryne Project Coordinator

ARS will be involved in every phase of the project from working alongside the project team throughout the planning and implementations stages, as well as to objectively evaluate formative and summative project developments. The process and impact evaluation will assess the degree to which implementation of the program has met its stated goals and objectives; thoroughly documenting the program 'recipe', lessons learned, and assessing to what extent those activities significantly impacted youth desistance and disengagement from gangs, as well as improved community through design, engagement, and support.

ARS proposes a comprehensive, mixed-methods process and impact evaluation of the Fulton County project. Data will be derived from secondary (e.g., Georgia criminal justice case management system and crime statistics) and original sources (e.g., interviews, contact tracking, and surveys), at the beginning of the project, throughout, and at its conclusion. The process data will prove invaluable in terms of documenting the activities of the program both for purposes of replication as well as providing a framework for understanding the results of the outcome evaluation. ARS's process evaluation will entail recording the "who, what, where, when, how, and how much" related to implementation of the program during all phases. ARS will review program assumptions, and assess fidelity of implementation. This aspect of the evaluation will focus on knowledge about the program and implementation and coordination of program activities, while also providing program data that can be utilized in a process of continuous quality improvement and performance management.

ARS will conduct extensive systematic observations of program operations and offer recommendations towards streamlining processes, optimizing resource utilization, and providing a panoramic understanding of program components and functions. Taken together, these qualitative data will allow ARS to assess the degree to which knowledge about the program is shared, fully developed, and facilitates program delivery.

The impact evaluation indicators will be a mix of more immediate (proximal) data through the collection and analyses of extensive quantitative data. The impact evaluation will be a quasi-experimental design based on pretest/posttest analyses of criminal activity.

ARS will share evaluation findings with program staff and stakeholders on a regular and consistent basis using a variety of feedback methods. These will be accompanied by team meetings, during which we will engage in discussions regarding the implications and next steps. The result of our efforts will be to deliver a final evaluation report.