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VIOLENCE INTERVENTION PROGRAM  
2022-23 STRATEGIC PLAN

# Albuquerque VIP

City of Albuquerque, New Mexico

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## ACKNOWLEDGEMENTS

This report is made possible by the countless contributions from a growing VIP staff, colleagues from across the City of Albuquerque, community members, community-based organizations, partners, and others. This is the first iteration of what will undoubtedly be an evolving journey for this new program. We are grateful to travel this journey alongside the community we serve.



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VOICES OF VIP  
INTRODUCTION  
TO THE TEAM

The City of Albuquerque's Violence Intervention Program (VIP) is proud to share early results from our work to reduce gun violence and our plan for 2022-2023.

Let us introduce you to the people behind VIP who are working every day to make our community safer for everyone.



**GERRI BACHICHA**  
VIOLENCE INTERVENTION  
PROGRAM MANAGER

Gerri Bachicha began her career as Director of the YWCA Domestic Violence and Rape Crisis Center in Northwestern Pennsylvania. During that time, she was chair of the Rural Sites Committee for the Pennsylvania Coalition for Domestic Violence. Ms. Bachicha moved to the west and worked for Child Protective Services in Arizona and subsequently with the Children Youth and Families Department under the Behavioral Health Division in Santa Fe. At that time, Ms. Bachicha also served as the Juvenile Justice Specialist for New Mexico, oversaw the certification of all county detention centers in the state, and was the Substance Abuse Services Liaison for CYFD under the Office of the Cabinet Secretary for two years. In 2012, Ms. Bachicha joined the Bernalillo County Youth Services Center, National Model Site for Juvenile Justice Reform team as part of the Youth Services Center Administrative team and as the Coordinator of the JDAI National Model Site, where she provided technical assistance to juvenile justice jurisdictions across the nation regarding juvenile justice systems reform through the lens of racial equity and justice. Ms. Bachicha joined the City of Albuquerque team in June of 2019 and serves as the Program Manager for the City of Albuquerque's Violence Intervention Program (VIP), which seeks to reduce gun violence and improve community wellbeing through the implementation of a public health approach to address the underlying social determinants of violent crime.

“My vision of public safety includes economic, health and housing access for all individuals in an environment that is free from the trauma of violent crime. This includes social justice work that addresses racial inequities and community healing through restorative justice. Communities that are safe for the individuals and families include green and safe spaces to live and thrive.”



**ANGEL GARCIA**  
VIP SOCIAL SERVICES  
COORDINATOR

Born and raised in Los Angeles, California, Angel became a product of his environment. From age 12 to 33 years old, as an active gang member and four-time convicted felon, he spent most of his adult life in prison. He moved to Albuquerque in hopes of changing his life. His first move upon arrival was to enroll at CNM. After enrolling at CNM, his life changed beyond his wildest dreams. He now works for Mayor Tim Keller’s VIP as the Social Services Program Manager, proving that anyone can change for the better and make a difference with the right resources and support.

*“Public safety means providing the community with the necessary resources in order to ensure their needs are being met. It means that service providers meet the community where they are most comfortable, at the times the community is most available, so that the community has more access to the resources they need.”*



**AMANDA GRAY**  
BBA, MA,  
VIP DATA ANALYST

Amanda Gray is the Data Analyst for the VIP Program, and New Mexico has been her home for sixteen years. Amanda majored in Economics at New Mexico State University and used that background to venture into what she loves best: continuous learning, research, and data analysis. As a data analyst, Amanda collects, processes, and analyzes data to solve puzzles and tell the story behind the data. Amanda’s mission is to pursue continuous improvement in all aspects of life for herself, her family, and her community. She believes that good data is essential to accomplish it.

*“Public safety is preventing danger to, and protecting the wellbeing of, all citizens. It includes a racially just system that advocates for mental and physical health; easy access to substance abuse treatment; a fair and inclusive economy; stable living conditions for all; and ensuring that we meet the basic needs of everyone in our community. With data, we can address the root causes of instability/violence and determine the right resources to prevent it.”*



**RENEE CHAVEZ-MAES**  
CPSW, CCHW II,  
VIP PEER INTERVENTION  
SPECIALIST

Renee is from Albuquerque, New Mexico, and is the Peer Intervention Specialist for the VIP Program. As a Certified Peer Support Worker and Community Health Worker, Renee has served in various community-based positions where she has increased her resource navigation and networking skills that now equip and empower her to serve and advocate for our city's most at-risk and vulnerable populations. Renee is currently working on her Bachelor of Psychology through Mid-America Christian University and specializes in working with women recovering from incarceration, substance use dependence, and homelessness and has founded a 501C-3 non-profit organization that houses women in transition. Renee has spent over 25 years incarcerated, which she now uses to empower her work as a peer mentor and recovery coach. Renee's passion for reaching her community drives her work to eliminate health disparities and restore community justice, one person at a time.

**“Public safety to me, means reaching our communities most vulnerable by assisting them with behavioral health and basic needs. To walk alongside those individuals who are displaced, returning from incarceration or homelessness or are struggling with substance abuse and mental health issues by providing equitable access to resources. In this way we can increase the overall health and wellness of our entire community.”**



**ELIZABETH SILVA**  
PH.D.,  
VIP SPECIAL PROJECTS  
MANAGER

Elizabeth holds a Ph.D. in Education Culture and Society (University of Utah), a MA in Language Literacy Sociocultural Studies (University of New Mexico), and a BA in Sociology and Spanish with a minor in Psychology (University of New Mexico). As a youth, Elizabeth was the first youth organizer for Young Women United. She also served as a student and staff with El Centro de la Raza, UNM, and has taught several courses in Ethnic Studies, Gender Studies and Multicultural Education at the University of Utah. With an extensive background in social justice organizing in the community and academia, she promotes education from a critical lens, centering on the systematic dynamics of oppression and identity construction.

**“To me, public safety means identifying histories of oppression that negatively affect our communities and offering opportunities to heal. This includes access to safe clean spaces, healthy food and access to educational and work opportunities that offer reparation to those most harmed.”**



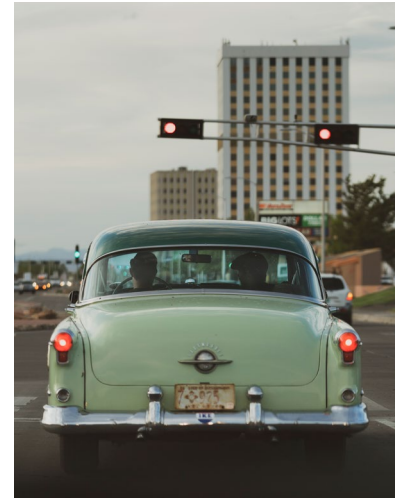
A NEW APPROACH  
TO REDUCING GUN  
VIOLENCE



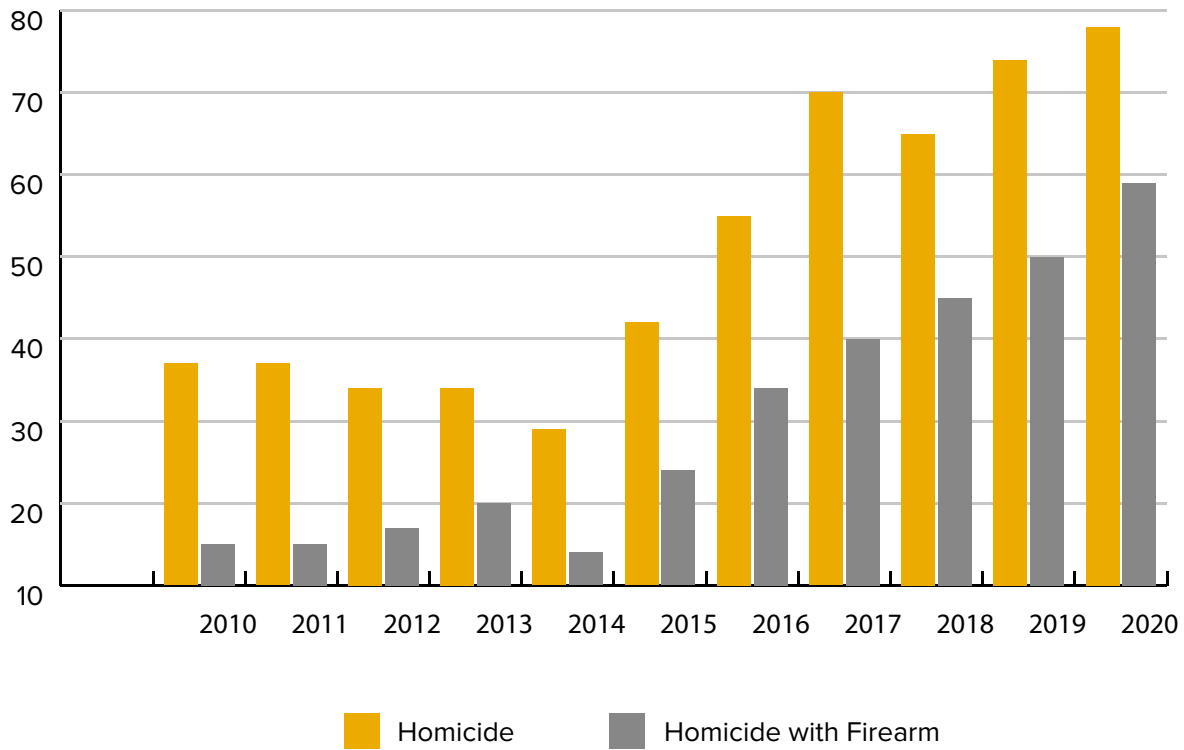
## Public Safety and Community Wellness

Public safety is a top priority for the City of Albuquerque. The Duke City has experienced a steady increase in gun violence since 2015.

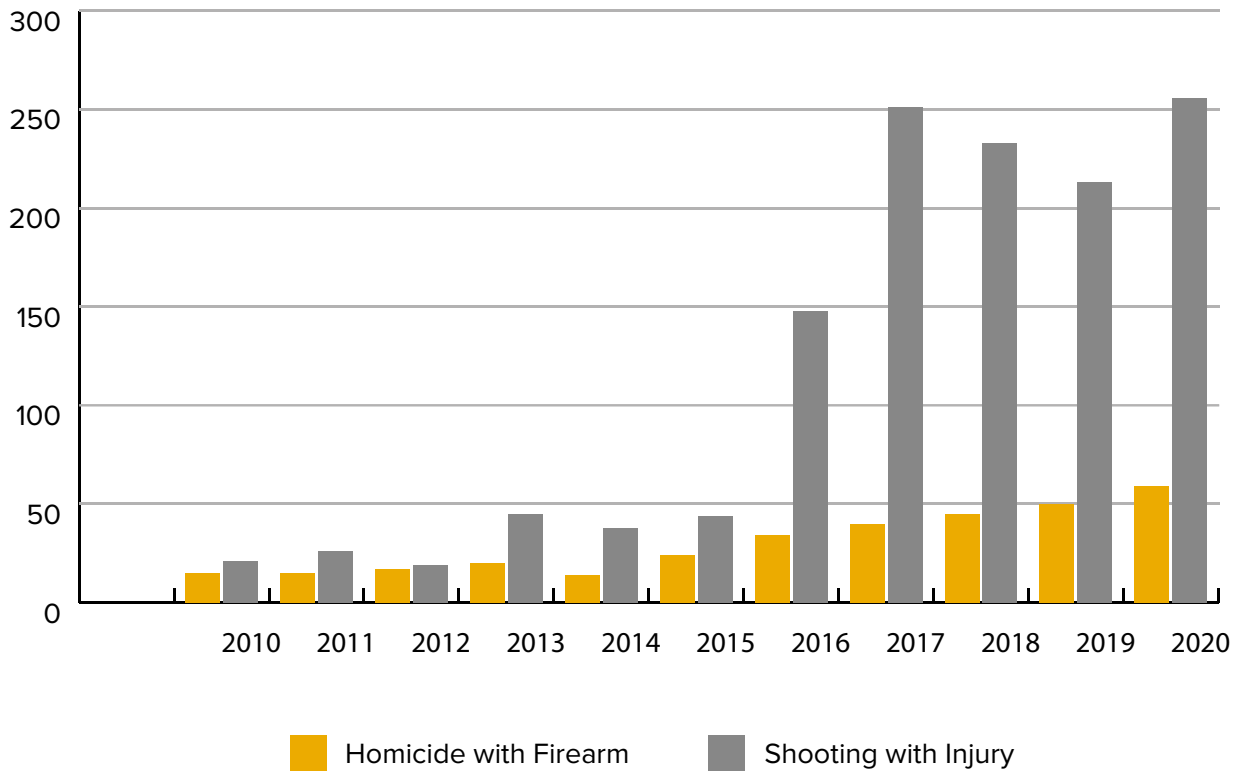
Criminal acts of gun violence cost tens of millions of dollars every year in New Mexico, from direct spending on emergency services, law enforcement, litigation, medical and mental health services, and incarceration to loss of economic health in communities and within families impacted by gun violence. There is also the incalculable cost of violent crime that creates generations of trauma-impacted families and communities with long-term consequences for community health and well-being.



Albuquerque Homicide & Homicide with Firearm  
Comparison: 2010 - 2020



### Albuquerque Homicides with Firearm & Shootings with Injury Comparison: 2010 - 2020



The City of Albuquerque commissioned a study in 2019 to evaluate current gun violence trends. The John Jay College and National Network for Safe Communities found that less than 1% of Albuquerque’s population drives gun violence. A key finding of the study was that gun violence is an overwhelmingly adult problem – 88% of known suspects and 86% of victims are over the age of 18 while two-thirds of victims and half of known suspects are between the ages of 18 and 44. National gun violence reduction best practice has established that traditional law enforcement strategies to reduce gun violence are not enough to create a sustained reduction in violent crime. The City of Albuquerque is taking a holistic and comprehensive approach to addressing public safety needs.

Launched in March 2020 by Mayor Tim Keller’s Administration, VIP represents a shift in how government approaches violence reduction. The program places a public health model that addresses the social determinants of health at the center of gun violence reduction work. In partnership with the Albuquerque Police Department (APD) and local hospitals, VIP identifies those who are involved or at highest risk for being involved in the current cycles of gun violence. Through peer-led intervention, the VIP team offers those at risk an exit from their dangerous lifestyle with peer support, social service referrals and mediation. Individuals who engage in ongoing violent criminal activity are addressed through the framework of focused deterrence – a law enforcement response that focuses on the less than one percent of offenders who perpetuate the cycles of gun violence.

88% of known suspects and 86% of victims are over the age of 18; two-thirds of victims and half of known suspects are between the ages of 18 and 44

## Community-centered Gun Violence Reduction

VIP has been working with community members from the beginning to inform the development of a program model that is responsive to community needs and realities. In 2020, the VIP team met with community leaders, community advocates, and community members impacted by gun violence to understand community sentiment about gun violence. Key geographic areas of focus for initial community engagement were the Southeast and Southwest parts of Albuquerque.

*What would Albuquerque free from gun violence look like?*

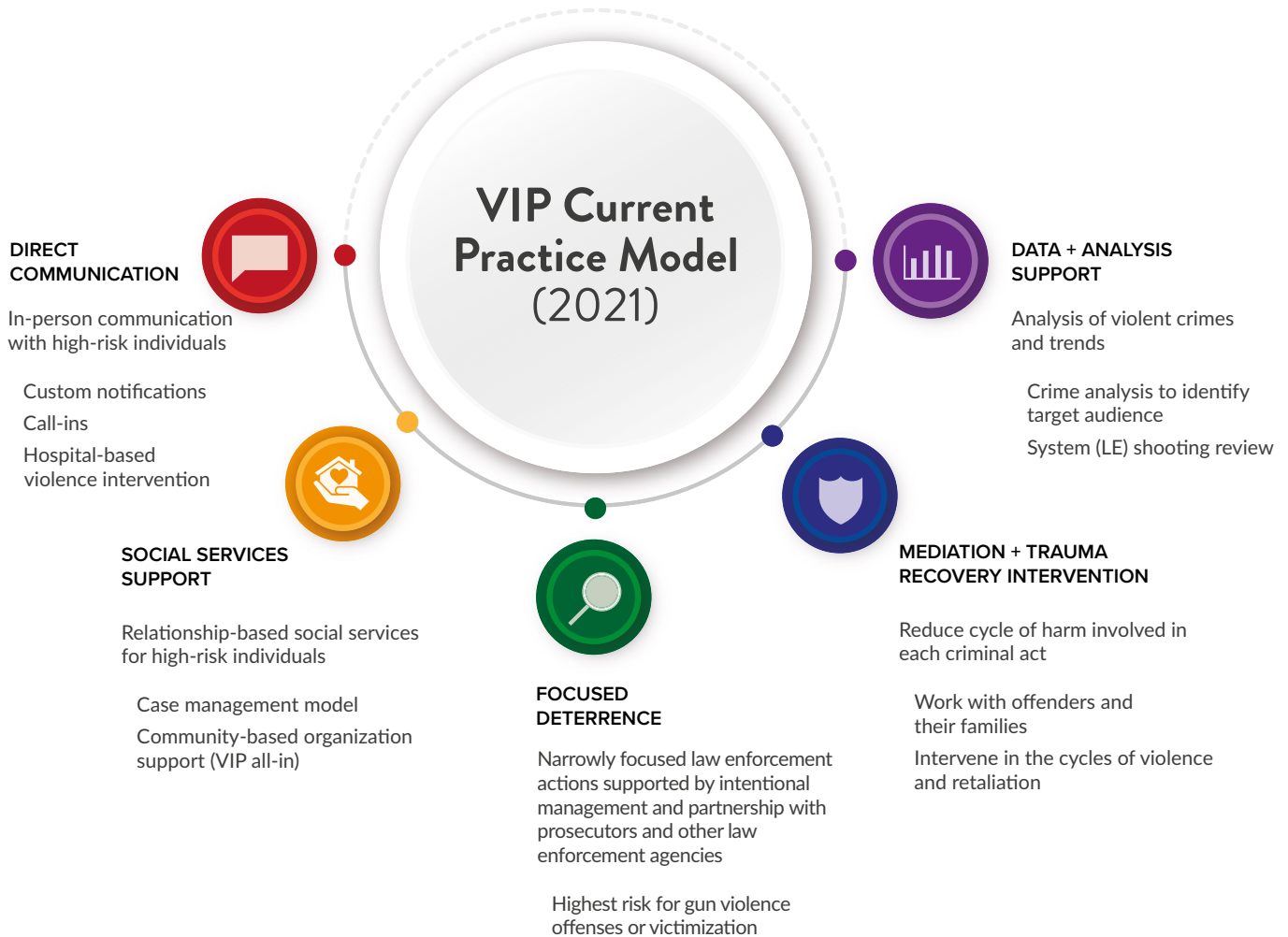
*“It would be safe to have children at school. Streets and neighborhoods would be safe and healthy for all.” Respondent to VIP Community Survey, September 2021*

In 2021, the staff broadened its outreach and recruited a network of community-based service providers dedicated to improving the service provision model for the highest risk individuals. This multiagency collective of service providers, VIP All In, is available to support VIP staff’s direct engagement with highest-risk offenders. The VIP All In Echo monthly service provider meeting is designed to provide training and evaluation of community service provision to individuals referred from the VIP program.



# VIP's Framework to Increase Public Safety

VIP's work focuses on five critical areas to increase public safety and interrupt cycles of violence.



During the 2020-21 pilot phase, VIP has focused on the direct communication, social service support and focused deterrence elements of the model. Key activities have included the following:

- **Custom notifications:** Using ethics of care, VIP team members interrupt cycles of violence by providing victims and their associates with credible messages of non-violence, pathways to various social services, long-term peer support and an “honorable exit” from committing future acts of violence. A custom notification is designed to intervene in the cycles of gun violence and retaliation.
- **Call in efforts:** A call-in is a face-to-face meeting of law enforcement representatives, community figures, social service providers, and group-involved individuals usually on probation or parole. The call-in is a communication device. The message delivered is:
  - A community moral message against violence;

- A credible law enforcement message about the consequences of further violence; and,
  - A genuine offer of help for those who want it.
- **Hospital-based violence intervention:** The VIP team launched an intervention pilot program with victims of gun violence at the University of New Mexico Hospital in 2021. VIP is working to address risk factors associated with violent injury and support trauma care to improve health outcomes and reduce recidivism as well as repeat hospital room visits.
  - **VIP All In! Collective and Echo:** This service provider collective works across agencies to support VIP participants. The Echo meeting format provides the opportunity for consistent quality improvement and training that supports the development of complex service delivery across agencies that are key to the VIP All In collaborative's success.
  - **Shooting reviews:** The Albuquerque Police Department facilitates a weekly shooting review with local, state and federal law enforcement and justice system partners. Multi-agency law enforcement efforts are coordinated to resolve gun violence cases and identify the population at highest risk to become offenders or victims of gun violence. These reviews allow VIP to identify individuals and their associates at the highest risk of becoming part of the cycles of gun violence that would benefit from a custom notification.

VIP is working to further develop de-escalation and mediation support that can help reduce the cycle of harm. VIP is also deepening data analysis capabilities to proactively identify those at greatest risk for becoming part of the cycle of gun violence to help them change their path.

## Early Results Show Promise

VIP served a demographically diverse community of participants during its first year of field work. Ranging in age from 15 to 60, participants represent all racial categories and are predominantly male.

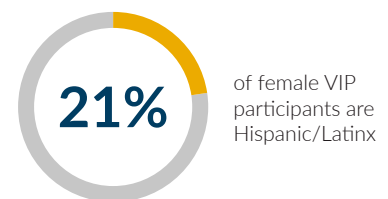
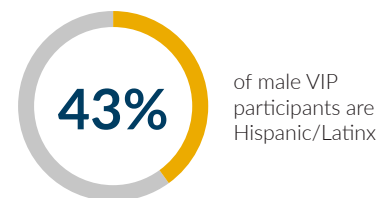
An initial measure of success is recidivism, which is defined as no further victimization by VIP participants and no further incarceration for these participants. By that measure, VIP has a 92 percent success rate as of September 30, 2021.

VIP is also engaging individuals who are highly resistant to systems interventions, providing social services at a significantly higher rate than the national average for victims of violent crime. More than 90 percent of VIP participants who have been victims of gun violence ages 18 to 34 engaged in social services. That compares to a national average of 8 percent engagement with the same population.

## VIP SOCIAL SERVICES DATA

Overall, 30% of those who have experienced a custom notification go on to request services.

Here is a closer look at demographics:



An initial measure of success is recidivism, [...] VIP has a 92 percent success rate as of September 30, 2021.



DREAM ALIVE!

# COMMUNITY ENGAGEMENT

Community feedback, partner input, guidance from those with lived experience in the criminal justice system, and expert voices have been at the center of VIP’s work to craft a program approach that meets the needs of communities most impacted by gun violence.

Below is a snapshot of the feedback VIP has gathered from the community that has been instrumental in shaping our approach.

You can read detailed feedback collected from surveys and community listening sessions on our [website](#).



## Community Surveys

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VIP conducted a Community Readiness Survey in the Southeast area of Albuquerque in 2020. The survey measured the community’s understanding of the gun violence problem and resources that exist to address the problem in the community. The following were important themes from survey responses that helped inform VIP’s planning process:

Gun violence is of great concern to residents and leaders of the International District.

There is a lot of experience with or exposure to gun violence but less awareness about the data behind gun violence and an understanding of the issue.

Other community-based efforts to address gun violence are not consistently known in the community and lack sufficient resources.

There is a lack of coordination and collaboration among existing programs, service providers and resources.

The community’s relationship with law enforcement agencies is stressed, and there is a lack of trust in law enforcement as a solution to violence.

International District residents generally look within their community to other residents or faith-based organizations for help or support.

VIP then conducted a broader survey from August 9 through October 1, 2021, to gather input for VIP's mission, vision and 2022-23 goals. VIP sent the survey link to more than 400 individuals, over 30 community-based organizations and partners, and VIP received 102 survey responses. Detailed survey results can be found online.

**These are key themes from responses:**

VIP should pursue a vision that replaces violence with opportunity, breaks intergenerational cycles of violence and creates pathways to safe and prosperous lives for all.

VIP's work in the field should address root causes of poverty and violence by identifying and engaging drivers of violence.

A public health approach that focuses on families and helps people heal is needed.

Peer-led violence intervention, interruption and street outreach are important. Individuals and families impacted by gun violence need access to trauma-informed, culturally competent support services and community-based networks.





## Community Listening Sessions

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VIP convened the following series of small-group conversations to collect feedback on VIP's goals for 2022-23:

- Two virtual sessions, September 2021
- In-person session in the Southeast, October 2021
- In-person session in the South Valley, October 2021
- Four lived-experience peer group sessions, August-November 2021

### The following themes emerged from these sessions:

Violence interruption through street outreach and intervention must rely on trusted messengers with lived experience who look like the community members they serve.

Group and gang intervention strategies are needed in communities hardest hit by violence.

Include prevention strategies to stop violence before it happens. For example, proactively identify potential VIP participants who are at risk and focus not just on the individual but families.

Communities are the drivers of change.

Use community-based networks in areas impacted by gun violence to share information, educate/train the community on de-escalation practices, and support peer educators.

A public health approach must be both culturally relevant and trauma-informed to be successful and should help address root causes of violence.

Mobilizing a service provider network for long-term support should be holistic and include resources for basic needs, mental health, education, etc.

This work happens in communities that are historically underfunded and consistently marginalized. Be mindful about how funding flows around this work so community-based organizations and the individuals doing the work in communities have access to financial resources to support their capacity.

## Key Collaborations in Public Safety and Community Well-being

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### Cross-department Collaboration

VIP staff works across departments and programs within the City of Albuquerque to address gun violence through prevention, intervention, and reduction. VIP's mission, vision and 2022-23 goals reflect feedback collected from a series of inter-departmental meetings held within the City of Albuquerque in June and September 2021 to discuss the city's role in reducing gun violence and VIP's role in that effort.

### Bernalillo County Behavioral Health Initiative

The Bernalillo County Behavioral Health Initiative (BHI) works in alignment with VIP and City staff to address the social determinants of health underlying the increase in gun violence.

### Health Equity Council

In 2019 the City engaged the Health Equity Council in soliciting feedback to help shape the VIP's initial implementation plans. That survey and its recommendations can be found on VIP's website.



# VIP'S PLAN FOR 2022-2023

VIP's strategic plan for the next two years is intended to move our community closer to a future free from gun violence.

We are grateful to the many individuals and advocates, community coalitions, and service provider agencies as well as system stakeholders who have contributed their time, insights, and feedback to shape VIP work. We invite you to explore this plan and engage with us as we continue to work toward a safer Albuquerque for everyone.

VIP staff works across departments and programs within the City of Albuquerque to address gun violence through prevention, intervention, and reduction.

## Guiding Principles

### Vision:

We co-create a future with our community where violence is replaced with opportunity, and everyone has equitable pathways to safe and prosperous lives.

### Mission:

We reduce gun violence in Albuquerque through a public health approach that addresses trauma and root causes of violence, bridges gaps in the system, and connects families and individuals with culturally responsive resources.



# GOAL NO.1

## Build structure to formalize and sustain a public health approach to gun violence reduction and prevention

### Objective 1:

---

Develop a best practice model of gun violence intervention work that includes traditional, non-traditional, and grassroots Community-based services aligned to serve those at highest risk of being involved in the cycles of gun violence.

**Strategy:** Coordinate gun violence response across the City's departments to minimize trauma, maximize Community healing and prevent continuing increases in gun violence.

**Strategy:** Partner with workforce development organizations to share job opportunities.

**Strategy:** Collaborate with trauma-responsive organizations that address drug use and behavioral health challenges, housing challenges, education, etc. in a culturally responsive manner.

**Strategy:** Develop Community shooting reviews with APD for increased transparency regarding gun violence.

### Objective 2:

---

Develop consistent quality improvement and quality assurance measures for gun violence reduction work.

**Strategy:** Train staff and Community-based partners in quality service review practices to support consistent quality improvement.

**Strategy:** Develop a shooting review data gathering system that identifies individuals at highest risk to engage in the cycles of gun violence.

### Objective 3:

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Generate funding by identifying sources and funding strategies to support and build the network of service providers necessary for gun violence intervention work.

**Strategy:** Work to transform social service contracting and foster a more collaborative culture among Community-based providers.

**Strategy:** Identify federal, state, and private foundation funds to sustain VIP's work.

### Objective 4:

---

Evaluate the efficacy of VIP's departmental alignment within the City of Albuquerque's organizational structure.

**Strategy:** Evaluate VIP's placement in the City's organizational structure through a public health lens.

**Strategy:** Adjust if necessary to maximize long-term outcomes.

# GOAL NO.1

## Build structure to formalize and sustain a public health approach to gun violence reduction and prevention

### Performance Measures:

---

The number of collaborations with Community groups and organizations.

The number of Community-based service providers and staff trained in best practice service provision to VIP participants.

The number of staff and partners trained in quality service review practices.

Number of feedback loops established for community individuals and families, community-based service providers and VIP participants.

Amount of dollars generated through fundraising strategies.

Funding model created through Policy Analysis Exercise with Harvard University Master in Public Policy student to support equitable contracting with Community providers and grassroots organizations.

Completion of evaluation of VIP placement in City organizational structure.

Number of high-risk individuals identified for custom notification intervention:

- Percentage successfully delivered,
- Percentage of successfully delivered who requested services,
- Percentage of successfully delivered who received services,
- Percentage of successfully delivered who were not involved in later gun violence (as a victim/suspect),
- Percentage of successfully delivered who were not involved in later violent criminal activity,
- Total number of services requested,
- Top five most requested services.

Number of improvements implemented as a result of quality service review.



## GOAL NO.2

### Build City and Community capacity for gun violence intervention, interruption and street outreach.

#### Objective 1:

---

Build City and Community VIP intervention structure.

**Strategy:** Train all VIP field staff in the language of restorative justice, mediation, and de-escalation.

**Strategy:** Utilize Certified Peer Specialist training to include VIP-developed endorsement for Gun Violence Intervention.

**Strategy:** Use Community-informed approaches to create funding opportunities to hire individuals with lived experience.

#### Objective 2:

---

Support utilization of Certified Peer Specialists and peer violence intervention staff in Community-based organizations.

**Strategy:** Work with local business incubators to develop plans for supporting organizations to expand their work into street outreach and violence intervention.

**Strategy:** Formalize program model with components that include individuals with lived experience as staff.

**Strategy:** Include lived experience staff components as essential elements of funding proposals for Community-based agencies.

**Strategy:** Offer trauma-informed, culturally responsive practices and training to existing providers.

#### Objective 3:

---

Co-create transformational gun violence prevention and intervention strategies and practices with Community that increase the Community's capacity to address gun violence reduction.

**Strategy:** Create Community-based prevention and intervention responses to gun violence and alternatives to police response.

**Strategy:** Create block parties that bring Community together.

**Strategy:** Support the development of green safe spaces in the geographic areas most impacted by gun violence.

**Strategy:** Create a multi-family unit housing safety approach.

**Strategy:** Create music and art pathways to healing the trauma of gun violence.

#### Objective 4:

---

Co-create street outreach program goals, objectives and structural elements with VIP Lived Experience Group and Community partners who engage, and employ individuals with lived experience.

**Strategy:** Utilize technical assistance from the National Institute for Criminal Justice Reform for training on existing national best practices in street outreach.

**Strategy:** Utilize existing, best practice and evidence-based components for program.

**Strategy:** Develop evaluations for equitable practice and strong feedback loops for Community transparency and accountability.

## GOAL NO.2

### Build City and Community capacity for gun violence intervention, interruption and street outreach.

#### Performance Measures:

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The number of VIP staff trained in crisis stabilization and intervention.

Completion of Certified Peer Specialist training with gun violence intervention endorsement.

Number of Certified Peer Specialists who have been certified through the gun violence intervention endorsement.

Completion of restorative justice, mediation and de-escalation training of staff.

Completion and evaluation of Community-based prevention and intervention response to gun violence.

Completion and implementation of a multi-family unit housing safety strategy.

Number of individuals supported in a multi-family unit housing safety approach.

Completion of evaluation of multi-family unit housing safety strategy.

Number of music and art pathways to healing the trauma of gun violence created.

Number of individuals trained in restorative justice, mediation and de-escalation in the Community.

Number of green safe space developments supported.

Number of Community organizations engaged in street outreach and violence intervention services.

Percentage change in gun violence (shooting/homicides) in each area command where prevention and intervention programs were created and implemented.



## GOAL NO.3

Build a comprehensive, community-centered, trauma-responsive, and healing-inspired system of care for individuals and their families impacted by violence.

### Objective 1:

---

Initiate a trauma recovery system of care utilizing art, culture and nontraditional healing modalities along with clinical therapy and psychoeducational support that addresses trauma.

**Strategy:** Launch a trauma recovery center.

**Strategy:** Hire staff to sustain the center.

**Strategy:** Embed culturally relevant policies and practices within VIP and its programs.

**Strategy:** Institute assertive outreach to unserved and underserved clients.

**Strategy:** Develop data and performance measures for trauma recovery center.

**Strategy:** Develop standards for trauma recovery work including best practices and quality assurance measures.

### Objective 2:

---

Evaluate and expand VIP's Hospital-based Violence Intervention Program (HVIP) pilot program for scale ensuring sustainable resources and impact.

**Strategy:** Conduct formal assessment of University of New Mexico Hospital pilot.

**Strategy:** Expand the HVIP pilot to additional hospitals using pilot evaluation and recommendations for quality assurance.





## GOAL NO.3

Build a comprehensive, community-centered, trauma-responsive, and healing-inspired system of care for individuals and their families impacted by violence.

### Performance Measures:

---

Completion of HVIP UNMH pilot evaluation including recommendations for improvements to practice.

Completion of soft launch and grand opening of a trauma recovery center.

Completion of service evaluation after one year of trauma recovery center operations as part of proof of concept for model.

Implementation of culturally relevant practices in VIP policy, practice, hiring and service array for the trauma recovery center.

Number of unserved and underserved clients referred to the trauma recovery center.

Number of hospital staff trained in referral criteria for the trauma recovery center.

Number of HVIP clients referred to trauma recovery center.





GET CONNECTED

## Get Connected

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Violence Intervention Program  
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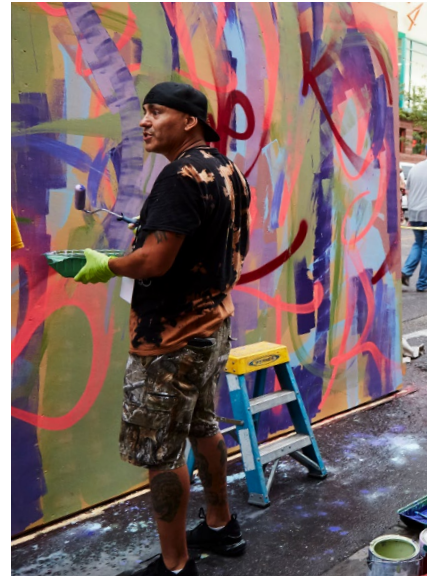
More info: <https://www.cabq.gov/vip>

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Communities are the  
drivers of change.



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