



# COMMUNITY EMERGENCY OPERATION CENTERS

A COORDINATED PLAN TO DECREASE GUN VIOLENCE

**300 MEN MARCH MOVEMENT**

---

[www.300menmarch.com](http://www.300menmarch.com)  
[admin@300menmarch.com](mailto:admin@300menmarch.com)

---

### Contents

Purpose _____	1
Current Scope _____	2
Operating Strategy _____	3
Financial Requirements _____	5
Highlights of this plan _____	7
Management Team _____	8
Company Information _____	9

*Baltimore City  
Annual Homicides*

---

## Purpose

---

*2012*  
217 Homicides

### Immediate relief

We recognize the urgency that should be highlighted in any conversation about solutions to end gun violence. On average, one or more homicides per day presents an alarming rate increase that demands immediate intervention. Someone is dying literally, everyday. For each day that we are without the adequate resources on the ground level, another life is lost. We plan to generate an immediate cultural impact to interrupt that reality.

*2013*  
236 Homicides

*2014*  
211 Homicides

### Prevention

Based on the statistical data we have a thorough understanding of the crime trends. We understand how to prevent gun violence. We understand the behavioral patterns that accompany most shooting suspects and victims. In 2014, 84% of the suspects of gun violence had a criminal record. The existing correlation between crime and gun violence is our primary focus. This provides a more thorough understanding of how to prevent individuals from making that life altering decision. Our method is guiding youth away from criminal behavior by providing constructive and meaningful opportunities.

*August 15, 2015*  
205 Homicides

### Employment

Youth need positive work experiences that allow them to develop skills and also earn a fair wage. This is one the strongest tracks for preventing a career of criminal behavior. The Emergency Operation Centers (EOCs) will provide part time employment to 120 young people between the ages of 14 to 28. The rising levels of youth unemployment is one of the main contributors to youth violence and criminalization.

### Citywide Mobilization

Residents must be organized, trained and well-prepared in order to provide an effective resistance against the influences of the gun-violence culture. Coordination of events, logistics and resources help to maximize the impact and conserve time, energy, supplies and resources. The 5 EOC targeted neighborhoods get the benefit of having a shared experience that pull residents together from different neighborhoods.

*Rates of gun related homicides*  
2013

## Current Scope

Someone is dying every day in Baltimore. A different family loses a son, daughter, brother, sister, mom, or father. The level of trauma is enough to numb the responses to the murders. A few hours after a murder scene, it's back to business as usual in many neighborhoods plagued by the high rates of senseless deaths.

### Five highest areas

Madison/East End

We are experiencing a climbing rate of homicides and non-fatal shootings in Baltimore City. We broke record twice in May and July of 2015.

Midway/Coldstream

*“In 2015, Baltimore has seen two months with more than 40 homicides in a single-year period since the 1970s when the city's population was around 300,000 more residents, or during the 1990s when the number of homicides peaked at 353 murders.”*

Greater Mondawmin

Greenmount East

**Baltimore Sun**

Penn North

### **Data from a police analysis of last year's (2014) 211 homicides in Baltimore:**

Black people were the majority of homicide victims — 190 were killed during the year. Of the victims, 189, were male.

Nearly half of the victims were in the 18-29 age group. Eighty percent had criminal records — ranging from minor offenses to violent crimes — but fewer than 15 percent were suspected gang members.

- 80 – percentage of victims with a criminal record
- 86 – percentage of suspects with a criminal record
- 10.4 – average number of arrests per victim
- 9.6 – average number of arrests per suspect

The systemic issue of violence is a cultural issue. Along with advocating against violence, we must spend equal energy addressing the violent behaviors and patterns. Many of these behaviors are influenced by entertainment; which has a significant impact on cultural behavior.

---

## Operating Strategy

---

In 2014, our impact in one Baltimore City neighborhood, Belair-Edison, resulted in an 84% decrease in gun violence during a span of 4 months. From June 2014 to the end of September 2014, we carried out our Street Engagement operations in this community. One year prior, during the same time, this neighborhood had 12 incidents of gun violence. During our engagement period in 2014, there were only 2 incidents. This effort was carried out with very limited resources and the participation of 40 volunteer men known as the Street Engagement Unit.

We believe fully mobilized teams of trained staff and volunteers provide an immediate positive impact decreasing the random daily occurrences of gun violence. We are prepared to mobilize that force, given the adequate resources to build the infrastructure necessary for success. This plan is not an idea. It is a resource model for expanding the anti-violence work already in operation under the 300 Men March Movement, COR Health Institute and other partners.

We are targeting five areas centrally located within neighborhoods that have the highest reports of gun violence. We will operate two centers in East Baltimore, 2 centers in West Baltimore and 1 center in South Baltimore.

## Operating Objectives

1. Mobilize and develop violence prevention initiatives in the top 5 neighborhoods in Baltimore City with the highest levels of gun violence.
2. Engage a core group of 100 youth (20 youth selected from 5 target neighborhoods) in a violence prevention and leadership training program for 48 weeks.
3. Operate 5 safe and secure emergency operating centers to serve as headquarters for the youth engagement, community training, violence prevention campaign activities and all other mission related events.
4. Mobilize 5 teams of 60 volunteers (300 total) to serve in the Street Engagement Unit at each of the 5 emergency operating centers.
5. Provide monthly training programs that equip residents with the knowledge and tools to take proactive measures to ensure the development of their neighborhoods.
6. Conduct a 48 week anti violence campaign to combat the negative cultural influences that promote violence.

**Operating Outcomes**

1. Decrease gun violence incidents by 50% or more in the 5 targeted neighborhoods.
2. The coordinated engagement of over 300 volunteer residents in anti-violence promotion events and other community development activities.
3. Increased sense of safety, structure and security in 5 neighborhoods with high levels of gun violence.
4. Increase of community activities that engage the entire neighborhood.
5. Increase access to training that provides technical expertise required for community growth and development.
6. Increase of meaningful employment opportunities for youth that also utilize their peer networks to help promote core messages.

**Each EOC will operate according to the same activities plan, protocols and schedule.**

Youth leadership training (300 Youth COR)	3 days weekly
Street Engagement recruitment and training	monthly
Anti-violence street campaign	2 days weekly
Children’s COR training	2 days weekly
Adult COR training	2 days weekly

**\$ 1.7 Million**

- 5 High-violence neighborhoods
- Employment of 100 teenage males
- Employment of 16 young adults ages 23-29
- Employment of 4 full time operators
- Mobilization of 300 resident volunteers
- Engagement of 200 youth under age 13

**Financial Requirements**

The following is a financial model enabling the creation, training and deployment of Emergency Operating Teams in 5 targeted neighborhoods. The resulting impact would decrease homicides in each target neighborhood by 50% or more. Each homicide prevented saves the city and tax payers hundreds of thousands of dollars in save costs including medical expenses, first responder expenses, investigation costs, funeral costs, incarceration expenses and legal fees.

**Emergency Operating Center Budget**

The operating cost for one Emergency Operating Center (EOC) is \$338,100 annually. The following budget provides details of where the investments are made. The costs are estimated based on a conservative model of spending.

Description		Budget
<b>Staff – Command Team</b>		120,000
<b>Youth COR Stipends</b>	20 x 4800	96,000
<b>Equipment</b> Mountain bikes, Gym Equipment, Computers, Office Hardware, Office Furniture		36,500
<b>Uniforms</b>	25 X 400	10,000
<b>Vehicles - 2 15 passenger vans</b>		30,000
<b>Materials - Office, Program, Building Supplies</b>		12,000
<b>Food</b>	300 X 48	14,400
<b>Utilities</b>		9,600
<b>Printing</b>		9,600
<b>Total Budget</b>		<b>338,100</b>

**Total Budget**

The total investment needed to operate in 5 high violence neighborhoods is approximately **\$1.7 million annually**. That includes the total costs of operating **5 Emergency Operating Centers** in the top five neighborhoods with the highest reports of gun violence.

$$\$338,100 \times 5 \text{ EOCs} = \$1,690,500$$

## Funding Strategy

Utilizing public support and backing from the various business communities within Baltimore to subsidize the costs of the Emergency Operating Centers, we have developed a 4 way source-model collective funding plan. The plan leverages the resources of the general public, foundations, corporate companies and professional athletes. Our goal of \$1.7 million can be reached with the cooperative agreements from each community. The public support portion will be generated through a crowdsourcing web page.

Presented below is a strategy for optimal leverage of city resources:

300 Men March	Operations, management
Public	\$200,000, 300 volunteers
Foundations	\$500,000
Corporations	\$500,000
Professional Teams	\$500,000
Baltimore City	5 city owned buildings/rec centers
Development Firm	Renovations support for centers
Sage Policy Group	Evaluation Management
COR Health Institute	Fiscal agent (501c3)

Keys Development Inc.  
 dba COR Health Institute  
 Tax ID 83-0343052  
 904 Washington Blvd  
 Baltimore MD 21230

Banking Institution	M&T Bank
Insurance	K&K Insurance
Current assets	\$45,300



## Highlights of this plan

1. This plan engages all Baltimore City stakeholders. We are asking all constituencies to invest; the business community, the foundations, the professional athletes, and most importantly, the community residents. This plan utilizes the core assets and strengths each group has to offer.
2. This plan utilizes a singular coordinated experience duplicated in the top five neighborhoods impacted by gun violence. Each community will benefit from the same services and programs. This creates unity among residents living in different neighborhoods, but are able to share a common community engagement experience.
3. The EOCs provide immediate relief to targeted neighborhoods providing a real time alternative environment that can literally save the lives of potential victims/suspects that would otherwise have no alternative events that prevent their involvement in gun violence.
4. Emergency Operating Centers present a resource strategy that maximizes the impact per invested dollar. Financial resources are directed to activities that provide youth employment, operating community resource centers, volunteer recruitment and training, equipment, an administrative team and other operating costs necessary to conduct a citywide anti violence outreach campaign.
5. The core of the EOC plan is the engagement and employment of young residents in the five targeted neighborhoods. Under this plan we employ 100 youth between the ages of 15 and 19 and 20 young adults between the ages of 23-29. This addresses the underlying economic/employment issues faced by many young minority residents, especially those with criminal records.

300 Men March on  
North Ave  
2014

450 participants  
marched 10 miles

**Advisors**

**Dr. Phil Leaf**  
Johns Hopkins

**Dr. Freeman Hrabowski**  
UMBC

**Anirban Basu**  
Sage Policy Group

**Theo Rodgers**  
A & R Development

**Michael Grant**  
National Bankers  
Association

**Mike Barb**  
Habitat for Humanity

**Management Team**



**Councilman Brandon Scott** (2<sup>nd</sup> Dist) | Co-founder / Political Liaison

**Munir Bahar** | Co-founder / Operations Director

**Robert Drowos** | Vice President Of Operations

**Sean Stinnet** | Media and Public Relations

**Makeita Jones** | Administrative Assistant

**Eric Grine** | Technical Operator

**Kristina Page** | Women's Support Committee Chair

**Caleb Hairston** | Training Instructor

**Street T Captains**

Ike Carter, Nathan Thomas, Osaretin Obaseki, David Johnson, Travis Reynolds, Bobby Holmes, Muhammad Najee-ullah, Juan Nance, Winston Bower Jr,

## Company Information

300 Men March Movement is managed by the leadership of Keys Development Inc. dba COR Health Institute. Keys was incorporated in August 2002 and received its 501c3 designation in 2003.

COR Health Institute is a community health organization working alongside of schools, businesses, community organizations, healthcare professionals and residents to train and encourage young people to live healthier lifestyles.

COR Health Institute  
[www.corcommunity.com](http://www.corcommunity.com)

300 Men March Movement  
[www.300menmarch.com](http://www.300menmarch.com)

Headquartered in Baltimore City  
904 Washington Blvd Baltimore MD 21230  
410.262.2996 TEL  
443.449.5040 FAX  
[admin@300menmarch.com](mailto:admin@300menmarch.com) EMAIL

