## INTRODUCTION

Welcome to the Community-Based Violence Prevention Partnership Toolkit. This Toolkit is a promising practices guide for faith-based and community organizations (FBCOs) that seek to reduce violence in Indianapolis through outreach activities, mentorship approaches, and case management techniques. The Toolkit is designed to serve as a resource to assist the development and implementation of violence prevention and intervention efforts. A collection of strategies is reported and promising practices are identified. Available monitoring or measurement tools affiliated with these strategies are inventoried and shared. Details on the lessons learned from these types of interventions – those that are deemed effective, as well as those that have been found to be ineffective – are also presented.

The Partnership's purpose is to continue to build the capacity of and support existing anti-violence efforts of FBCOs to address violence and increase safety, especially in those areas of Indianapolis that have experienced recent increases in violent crime. The most promising violence reduction strategies include active and sustained contributions of local community organizations that work in collaboration with or in parallel to law enforcement and other justice system partners. Although the exclusive reliance on justice system actions can and does reduce violence, community partnerships can enhance these approaches and transform short-term reductions in crime into sustained declines.

### USING THE TOOLKIT

The Toolkit consists of three sections. **Section One provides an Intervention Snapshot**. Sixteen violence prevention and intervention strategies were identified for review. Table 1 reports the name and location of the synthesized strategy. In general, these efforts were selected for review for two reasons. First, these interventions involved active roles of FBCOs in service delivery. Second, many of the interventions incorporated outreach activities, mentorship approaches, case management techniques, or some combination of these service delivery elements that were led by FBCOs.

**Table 1: Violence Prevention and Intervention Strategies Reviewed**

| Intervention | Location |
|---|---|
| Cincinnati Initiative to Reduce Violence [CIRV] | Cincinnati, Ohio |
| Consent-to-Search | St. Louis, Missouri |
| Cure Violence (*formerly known as Chicago CeaseFire*) | Chicago, Illinois |
| Indianapolis Violence Reduction Partnership [IVRP] | Indianapolis, Indiana |
| Michigan Youth Violence Prevention Center [MI-YVPC] | Flint, Michigan |

| Intervention (Continued) | Location |
|---|---|
| One Vision One Life | Pittsburgh, Pennsylvania |
| Operation Ceasefire | Boston, Massachusetts |
| Operation Peacekeeper | Stockton, California |
| Phoenix TRUCE | Phoenix, Arizona |
| Project Safe Neighborhoods [PSN] | Chicago, Illinois |
| Project Safe Neighborhoods [PSN] | Lowell, Massachusetts |
| Safe Streets | Baltimore, Maryland |
| Save Our Streets [S.O.S.] | Brooklyn, New York |
| Seattle Youth Violence Prevention Initiative [SYVPI] | Seattle, Washington |
| Wells-Goodfellow Police-Led Community Initiative | St. Louis, Missouri |
| Youth Violence Reduction Partnership [YVRP] | Philadelphia, Pennsylvania |

At the outset, it is critical to note that the evidence on violence reduction efforts with a dominant service delivery focus on outreach, mentorship, and case management are mixed. Some strategies are able to achieve goals of reducing violent crime, while other strategies are unable to change crime rates and may even increase crime. The lack of a strong consensus in the research literature on these violence prevention and intervention efforts may be due to a number of factors. The most prominent explanations involve the models that are used, the adherence of service delivery plans to those that are delivered in practice, and the research evaluation procedures that are used to collect and analyze data.

The review of violence reduction and prevention literature presented here differentiated between those efforts that were more effective than others. A four-tier classification system was adopted to make distinctions. Table 2 provides an overview of how each intervention was classified.

**Table 2: Differentiating Reviewed Strategies**

| | | |
|---|---|---|
| | Effective intervention | Reduced violence by at least 10% |
|  | Inconclusive intervention | No conclusion can be drawn from the results; Mixed results |
| | Potentially harmful intervention | Increased violence by at least 10% |
| | Not applicable | No available research to assess effectiveness |

In addition to providing a rating for each of the 16 violence prevention and intervention strategies reviewed in Section One, the snapshots will include the following information:

- A short description of the intervention,
- Details of the core components of the intervention as designed,
- A summary of key findings,
- Listings of relevant references and resources associated with the intervention. References will be made available as PDF files. Resources can be found in Section Three.

**Section Two presents the Core Program Components** of the 16 violence prevention and intervention strategies identified for review. This section provides additional details on the inputs and activities that are common to violence reduction strategies that emphasize outreach activities, mentorship approaches, and/or case management techniques. Insights gathered from this section can be used to help identify target populations, specify a program theory of prevention or intervention, and design a logic model that will guide self-assessment and performance measurement activities.

**Section Three delivers a series of Appendices** that inventory the organizational structure, program theory or logic model, and performance measures that have been integrated into the operations of violence prevention and intervention strategies. Resources offered in this section provide insights on how these type of strategies can be structured. A number of data collection tools are also shared to demonstrate the various approaches that are used to generate and share data.

# SECTION ONE: INTERVENTION SNAPSHOT

This section summarizes the violence prevention and intervention strategies used throughout the *Toolkit*. Strategies in general, and those detailed here, can differ in breadth of issues they attempt to address, their approach to targeting participants, the type of model implemented, and the definition of success. This section provides a brief summary of each strategy.

## Cincinnati Initiative to Reduce Violence [CIRV]

| Location | Effectiveness Status |
|---|---|
| Cincinnati, Ohio | |

### Description

The Cincinnati Initiative to Reduce Violence (CIRV), created in April 2007, is a multi-agency and community collaborative effort that adopted a focused deterrence violence reduction intervention. Its aim is to create and communicate meaningful consequences for gang-related homicides to group members. CIRV's objective was the reduction of homicides and gun-related violence perpetrated by gang involved offenders. In addition to the traditional law enforcement-based intervention and community notifications, initiative stakeholders developed an enhanced social service to address criminogenic needs and community mobilization components. Two out of the four strategy teams – services and community engagement strategy teams – provided alternatives to violence for group members and attempted to change community norms towards violence.

| Components | Key Findings |
|---|---|
| • Comprehensive organizational structure<br>• Target high-risk individuals using valid risk assessment tools<br>• Aggressive enforcement strategies<br>• Community notification meetings with known gang affiliates<br>• Outreach workers ("street advocates") offer enhanced social services and mediate conflicts<br>• Community mobilization | • 38% reduction in gang-related homicides at 24 months and 41% decline at 42 months; this decline was not observed in non-gang-related homicide incidents over the same time period<br>• Violent firearm offenses declined by 22% after both 24 and 42 month post-intervention intervals |

### Reference(s)

Engel, R. S., Skubak-Tillyer, M., & Corsaro, N. (2011). Reducing gang violence using focused deterrence: Evaluating the Cincinnati Initiative to Reduce Violence (CIRV). *Justice Quarterly*, 1-37.

### Resources(s)

1) CIRV Organizational Structure
2) CIRV Strategy Teams Overview
3) CIRV Screening Tool
4) CIRV Services Intake Process
5) CIRV Violence Mediation Tool

## Consent-to-Search

| Location | Effectiveness Status |
|---|---|
| St. Louis, Missouri |  |

### Description

In 1994, St. Louis created a strategic problem-solving approach – Consent-to-Search program – to reduce gun crime among youth high-risk for firearm violence. This problem-solving policing initiative involved police officers knocking on doors in targeted areas and obtaining consent from parents of youth who were involved in gun violence to search their homes for guns. Although law enforcement confiscated guns if found, officers did not pursue any further criminal justice sanctions. Consent-to-Search started and stopped twice and evolved into three different program models. Each model contained different components and set of objectives.

| Components | Key Findings |
|---|---|
| • Target high-risk youth<br>• Community mobilization and public education<br>• Model I – problem solving and aggressive order maintenance tactics<br>• Model II – crime control and suppression strategies<br>• Model III – community policing and community mobilization initiatives | • 510 firearms seized during Model I over an 18-month period<br>• 31 firearms seized during Model II over a 9 month period<br>• 29 firearms seized during Model III over a 9-month period |

### Reference(s)

Office of Justice Programs. (2004). *Reducing gun violence: The St. Louis consent-to-search program.* Washington DC: U.S. Department of Justice.

# Cure Violence [CV]
## (*formerly known as Chicago CeaseFire*)

| Location | Effectiveness Status |
|---|---|
| Chicago, Illinois | |

## Description

Cure Violence (CV) (formerly known as Chicago CeaseFire) seeks to create individual-level and community-level change in communities where it is a norm for youth to carry a gun and to use a gun to resolve personal conflicts and disputes. The CV model relies on three key elements to stop the transmission of violent behavior. It aims at changing norms regarding violence, to provide on-the-spot alternatives to violence that are more acceptable and less harmful, and to increase the perceived risks and costs of involvement in violence among high-risk youth. The CV model does not involve the use of force or the threat of punishment. It is designed to introduce at-risk individuals to alternative models of conflict resolution that, in turn, may spread to the larger community.

| Components | Key Findings |
|---|---|
| • Comprehensive organizational structure<br>• Target high-risk youth (ages 16-25)<br>• Violence interrupters (usually prior involvement in criminal justice system or former gang members) build relationships, mediate conflicts, and offer non-violent alternatives to rival gang members<br>• Outreach workers offer social services<br>• Community mobilization and public education<br>• Clergy involvement<br>• Aggressive enforcement strategies | • Declines in actual and attempted shootings in 4 of the 7 sites studied were observed that ranged from 17-24%<br>• Shooting "hotspots" declined; 6 of the 7 sites grew noticeably safer with the introduction of the CV model<br>• Proportion of killings declined in two areas attributable to gangs<br>• Retaliatory gang killings decreased more across treatment sites than in comparison areas |

### Reference(s)

Skogan, W. G., Hartnett, S. M., Bump, N., & Dubois, J. (2009). *Evaluation of CeaseFire-Chicago*. Washington, D.C.: U.S. Department of Justice.

### Resource(s)

1) CV Logic Model
2) CV Theory and Principal Causal Levers
3) CV Survey Questionnaires

# Indianapolis Violence Reduction Partnership [IVRP]

| Location | Effectiveness Status |
|---|---|
| Indianapolis, Indiana | |

## Description

The Indianapolis Violence Reduction Partnership (IVRP), created in 1998, was a multi-agency, collaborative effort to reduce homicide and serious violence in Indianapolis. The IVRP is a coalition of criminal justice agencies, working with a variety of community partners, and committed to employing a strategic problem-solving approach – "pulling levers" – to address homicide and serious firearms-related violence. Pulling levers is a violence reduction strategy that combines problem solving and focused deterrence with linkages to services and opportunity in order to provide positive alternatives to gangs, drugs, and violence. Groups of probationers and parolees, selected because of current or prior involvement in firearms crime and/or drug offenses, from high violence areas of the city, attended lever-pulling meetings. Attendees were presented with community resources and opportunities to change behaviors as well as direct messages about potential sanctions should involvement in firearm-related activities continue.

| Components | Key Findings |
|---|---|
| • Comprehensive organizational structure<br>• Target high-risk youth<br>• Community notification meetings with known gang affiliates<br>• Community mobilization and public education<br>• Clergy involvement<br>• Aggressive enforcement strategies | • 34% decline in homicides following the pulling lever intervention, no similar drop in comparison cities<br>• 38% drop in gang-involved homicides, only 8% drop in non-gang homicides<br>• Homicide dropped for youth ages 15–24 from 28.8 to 12.8 per 10,000 at-risk population |

## Reference(s)


McGarrell, E. F., Chermak, S., Wilson, J. M., Corsaro, N. (2006). Reducing homicide through "lever-pulling" strategy. *Justice Quarterly, 23*(2), 214-231.

Corsaro, N., & McGarrell, E. F. (2009). Testing a promising homicide reduction strategy: Re-assessing the impact of the Indianapolis "pulling levers" intervention. *Journal of Experimental Criminology, 5*(1), 63-82.

Corsaro, N., & McGarrell, E. F. (2010). Reducing homicide risk in Indianapolis between 1997 and 2000. *Journal of Urban Health, 87*(5), 851-864.

## Michigan Youth Violence Prevention Center [MI-YVPC]

| Location | Effectiveness Status |
|---|---|
| Flint, Michigan | |

### Description

In an effort to reduce Flint's high rates of violent crime and to create safe and healthy communities, the Michigan Youth Violence Prevention Center (MI-YVPC) was created to achieve these objectives through a multi-level strategy. By partnering with youth, families, neighborhood groups, law enforcement, child-serving organizations, and health care providers, MI-YVPC employs a comprehensive prevention approach to reducing youth violence based on public health principles. The Center was designed to provide meaningful alternatives to violence and collaborate with external organizations to provide high-risk youth with opportunities to pursue another way of life. The Center supports local programs that strengthen family and peer relationships, increase community cohesion and participation, and improve physical conditions of neighborhoods.

| Components | Key Findings |
|---|---|
| • Target high-risk youth<br>• Community mobilization and public education<br>• Community notification meetings with known gang affiliates<br>• Physical improvement efforts in community<br>• Outreach workers offer social services | *Evaluation forthcoming* |

### Reference(s)

Morrel-Samuels, S., Zimmerman, M. A., & Reischl, T. M. (2013). Creating safe and healthy futures: Michigan youth violence prevention center. *Reclaiming Children And Youth*, *22*(3), 31-36.

### Resource(s)

1) MI-YVPC Logic Model

# One Vision One Life

| Location | Effectiveness Status |
|---|---|
| Pittsburgh, Pennsylvania | |

## Description

One Vision One Life (or One Vision) is a Pittsburgh-based violence-prevention strategy that was created in 2003 to address a citywide concern about its growing homicide rate. One Vision seeks to reduce homicides and shootings within the target communities by employing a problem-solving model to inform how community organizations and outreach teams respond to homicide incidents. Through the use of street-level intelligence, community coordinators –i.e., street outreach workers – become aware of and then intervene in potentially violent disputes among those persons most at risk of committing or being a victim of violence in high-crime neighborhoods. Moreover, One Vision strives to secure community-based organization resources, link individuals to these resources, and thereby stabilize or change neighborhood norms.

| Components | Key Findings |
|---|---|
| • Target high-risk individuals<br>• Comprehensive organizational structure<br>• Outreach workers ("community coordinators") offer social services and mediate conflicts<br>• Community mobilization and public education<br>• Community notification meetings with known gang affiliates | • No significant reductions in homicide<br>• Significant increase in aggravated assault and gun assault rates in targeted neighborhoods |

## Reference(s)

Wilson, J., Chermak, S., & McGarrell, E. F. (2011*). Community-based violence prevention: An assessments of Pittsburgh's one vision one life program*. Pittsburgh, PA: RAND Corporation.

## Resource(s)

1) One Vision One Life Logic Model
2) Organizational Structure of One Vision One Life

# Operation Ceasefire

| Location | Effectiveness Status |
|---|---|
| Boston, Massachusetts | |

## Description

The Boston Gun Project is a problem-oriented policing initiative aimed at reducing homicide victimization among young people in Boston. The project began in 1995 and developed an intervention in 1996 that was designed to have an impact on a small number of youth who commit majority of gang-related, gun violence. The intervention focused its efforts to firearms traffickers supplying youth with guns and generated a strong deterrent message from the community that violence would no longer be tolerated. The intervention was not designed to eliminate gangs or stop every aspect of gang activity but to control and deter serious violence. The pulling-levers approach intended to prevent gang violence by directly reaching out to gangs to deliver a message that gang-related violence will not be tolerated by the community and if violent behavior did occur, Ceasefire agencies will address it with an immediate and intense response. Moreover, Ceasefire agencies and community groups offered gang members wraparound services and access to resources that attempted to end the cycle of violence.

| Components | Key Findings |
|---|---|
| • Target high-risk youth (ages 24 and younger)<br>• Community notification meetings with known gang affiliates<br>• Aggressive enforcement strategies<br>• Outreach workers offer social services and mediate conflicts<br>• Community mobilization and public education<br>• Clergy involvement | • 63% reduction in youth homicides following the intervention<br>• 32% decrease in calls for service about gunshots<br>• 25% decline in monthly citywide gun assault incidents<br>• 44% fall in youth gun assaults in District B-2<br>• Comparisons to other U.S. cities and other MA cities converge; Boston's drop does not appear to be part of regional or national trends |

## Reference(s)

Braga, A., Kennedy, D., Waring, E., & Piehl, A. (2001). Problem-oriented policing, deterrence, and youth violence: An evaluation of Boston's Ceasefire. *Journal of Research in Crime and Delinquency, 38*(3), 195-225.

## Operation Peacekeeper

| Location | Effectiveness Status |
|---|---|
| Stockton, California | |

### Description

Operation Peacekeeper was implemented as a pulling levers focused deterrence strategy that aims to prevent gun homicides among active gang youth who had ongoing disputes with rival gang members. Modeled after Boston's Operation Ceasefire intervention, Operation Peacekeeper organize existing financial resources and programs into a strategy that drew on what seemed to have worked in Boston. The Operation Peacekeeper pulling levers focused deterrence strategy involved deterring violent behavior by chronic gang offenders by reaching out directly to gangs, saying explicitly that gun violence would no longer be tolerated, and backing that message by "pulling every lever" legally available when violence occurred. This message, most commonly delivered through group meeting with gang members, was always balanced with a genuine offer for services provided by gang outreach workers, social service agencies, and the faith community.

| Components | Key Findings |
|---|---|
| • Target high-risk youth (ages 14-24)<br>• Community notification meetings with known gang affiliates<br>• Aggressive enforcement strategies<br>• Outreach workers offer social services<br>• Community mobilization and public education | • 42% reduction in monthly homicides due to gun violence<br>• Comparison to other CA cities indicates that Stockton's decrease does not appear to be part of statewide or regional trend |

### Reference(s)

Braga, A. A. (2008). Pulling levers focused deterrence strategies and the prevention of gun homicide. *Journal of Criminal Justice*, 332-343.

Wakeling, S. (2003). *Ending gang homicide: Deterrence can work.* Sacramento, CA: California Attorney General's Office, California Health and Human Services Agency.

## Phoenix TRUCE

| Location | Effectiveness Status |
|---|---|
| Phoenix, Arizona |  |

### Description

Phoenix TRUCE Project, sought to replicate Chicago's Cure Violence project, a public health strategy for reducing firearm violence. The TRUCE Project's goal was to reduce shootings in its target area of South Mountain, well-known for its intergenerational gang involvement. In TRUCE, outreach workers and violence interrupters who had ties to the community used a set of seven criteria to select clients who were at risk of being a perpetrator or victim of gun violence for inclusion in the program. Individuals who had four or more of the seven criteria were deemed high-risk and recruited into the program. The lead agency of the Phoenix TRUCE project was Chicanos Por La Causa, Inc. (CPLC), a not-for-profit that serves the Hispanic/Latino community. CPLC, which received training and support on street outreach and violence interruption from the Cure Violence project, provided street outreach and violence interruption skills to the TRUCE team. Since CPLC had the capacity to provide a majority of the resources related to social services and was well integrated into the community, the initiative did not reach out to other community organizations for these services.

| Components | Key Findings |
|---|---|
| • Target high-risk individuals<br>• Outreach workers offer social services and mediate conflicts<br>• Violence interrupters build relationships, mediate conflicts and offer non-violent alternatives to at-risk individuals<br>• Community mobilization and public education<br>• Clergy involvement | • Increase of 3.2 shootings per month<br>• Although the effects were small, as the number of clients and contacts by outreach workers increased, so did shootings.<br>• Decrease of more than 16 assaults per month<br>• Overall decrease of more than 16 violent incidents per month over 19 months |

### Reference(s)

Fox, A., Katz, C., Choate, D. & Hedberg, E.C. (2015). Evaluation of the Phoenix TRUCE Project: A replication of Chicago CeaseFire. *Justice Quarterly 32*(1), 85-115.

## Project Safe Neighborhoods [PSN]

| Location | Effectiveness Status |
|---|---|
| Chicago, Illinois | |

### Description

Project Safe Neighborhoods (PSN) is a federally-funded anti-violence program that is operated across the nation. The key findings reported below originate from one site (Chicago, IL). PSN tactics to reduce gun violence in urban areas include supply-side gun policing tactics, enhanced federal prosecution of gun crimes, federal prison sentences, and notification forums warning offenders of PSN's enhanced criminal punishments. Notification meetings represent the PSN's major community effort, while the others constitute coordinated law enforcement efforts. Notification forums are PSN's most unique component and are consistent with its goals of changing community norms of gun violence.

| Components | Key Findings |
|---|---|
| • Target high-risk youth<br>• Community notification meetings with known gang affiliates<br>• Community mobilization and public education<br>• Aggressive enforcement strategies | • 37% drop in quarterly reports of homicides in treatment districts<br>• No significant effect on aggravated battery or assaults<br>• A decade after PSN began, programmatic effects can still be seen in the original treatment communities, at least in the first three years of PSN operation<br>• Districts served when the PSN program expanded have not seen similar decreases in homicides; may be a result of program dilution since there was a lack of funding and resources when expanded |

### Reference(s)

Papachristos, A. V., Meares, T. L., & Fagan, J. (2007). Attention felons: Evaluating project safe neighborhoods in Chicago. *Journal Of Empirical Legal Studies*, *4*(2), 223-272.

Grunwald, B., & Papachristos, A. V. (2017). Project safe neighborhoods in Chicago: Looking back a decade later. *Journal of Criminal Law & Criminology*, *107*(1), 131-159.

# Project Safe Neighborhoods [PSN]

| Location | Effectiveness Status |
|---|---|
| Lowell, Massachusetts | |

## Description

Project Safe Neighborhoods (PSN) Lowell is a problem-oriented policing strategy based on "pulling levers" deterrence. It focuses criminal justice and social resources on a small number of chronically-offending gang members in the Lowell area responsible for the majority of urban gun violence. The initiative implemented a "pulling levers" strategy that was tailored to the characteristics and dynamics of local gangs and operational capacities of local agencies and community organization to prevent gang-related firearm violence in the area. While enhanced enforcement efforts were pursued and direct and explicit deterrence messages were delivered to gang members that violent behavior would no longer be tolerated, street workers offered services and alternatives to violence. Moreover, PSN held gang summit meetings that brought together a broad array of agencies, community members, and at-risk gang-involved individuals.

| Components | Key Findings |
|---|---|
| • Target high-risk individuals<br>• Aggressive enforcement strategies<br>• Community notification meetings with known gang affiliates<br>• Outreach workers offer social services<br>• Community mobilization and public education | • 43% reduction in monthly assaultive gun violence incidents.<br>• Comparison to other 7 MA cities seems to confirm that Lowell's drop was not part of a statewide or regional trend.<br>• Pre-implementation, 61.1% of homicides were gang-related. Post-implementation, only 33.3% of homicides were gang-related. |

**Reference(s)**

Braga, A. A., Pierce, G. L., McDevitt, J., Bond, B. J., & Cronin, S. (2008). The strategic prevention of gun violence among gang- involved offenders. *Justice Quarterly, 25*(1), 132-162.

## Safe Streets

| Location | Effectiveness Status |
|---|---|
| Baltimore, Maryland | |

### Description

A replication of Chicago's Cure Violence program, Safe Streets was launched in 2007 in four of Baltimore's most violent neighborhoods. The program engaged high-risk youth, promoting nonviolence through mediation between high-risk individuals and community events. An important component of Safe Streets is the use of street outreach workers who would mediate conflicts as well as work with clients.

| Components | Key Findings |
|---|---|
| • Target high-risk youth (ages 14-25)<br>• Community notification meetings with known gang affiliates<br>• Outreach workers offer social services and mediate conflicts<br>• Community mobilization and public education | • Cherry Hill site specifically saw reductions in homicide incidents (56%) and nonfatal shootings (34%).<br>• 26% reduction in homicides and 22% reduction in non-fatal shootings in a second police post (McElderry Park).<br>• No significant difference in monthly homicide counts, 34% reduction in non-fatal shootings (Elwood Park)<br>• 2.7 times increase in homicides (Madison-Eastend) than comparison areas, 44% decrease in non-fatal shootings |

### Reference(s)

Webster, D. W., Whitehill, J. M., Vernick, J. S., & Curriero, F. C. (2013). Effects of Baltimore's Safe Streets program on gun violence: A replication of Chicago's CeaseFire program. *Journal of Urban Health*, *90*(1), 27-40.

## Save Our Streets [S.O.S.]

| Location | Effectiveness Status |
|---|---|
| New York City, New York | |

### Description

Save Our Streets (S.O.S.) was modeled after the Chicago Cure Violence project. S.O.S. is a public health-driven strategy to reducing gun violence through outreach and community mobilization. In particular, S.O.S. delegates outreach to "credible messengers"— often former gang members who have been incarcerated in the past. Moreover, S.O.S. adopts a public health perspective to modify community norms regarding gun violence.

| Components | Key Findings |
|---|---|
| • Targeted high-risk individuals<br>• Outreach workers ("credible messengers") offer social services and mediate conflicts<br>• Community mobilization and public education | • Average monthly shooting rates in S.O.S. Crown Heights decreased by 6% post-implementation. However, Gun violence in S.O.S. Crown Heights was 20% lower than what it would have been had gun violence trends mirrored those of similar, adjacent precincts.<br>• The target area of S.O.S. South Bronx had large reductions in both measures of gun violence: 37% decline in gun injuries and a 63% decline in shooting victimizations (compared to 29% and 17% reductions in comparison area, respectively).<br>• The presence of S.O.S. in a neighborhood was associated with greater reductions in social norms that support violence when compared with similar neighborhoods without the program. |

### Reference(s)


Delgado, S.A., Laila Alsabahi, K.W., Alexander, N.P.C., and Butts, J.A. (2017). *The effects of Cure Violence in the South Bronx and East New York, Brooklyn in denormalizing violence: A series of reports from the John Jay College Evaluation of Cure Violence Programs in New York City.* New York, NY: Research and Evaluation Center, John Jay College of Criminal Justice, City University of New York.

Picard-Fritsche, S., & Cerniglia, L. (2013). *Testing a public health approach to gun violence: An evaluation of Crown Heights Save Our Streets, a replication of the Cure Violence Model*. New York, NY: Center for Court Innovation.

## Seattle Youth Violence Prevention Initiative [SYVPI]

| Location | Effectiveness Status |
|---|---|
| Seattle, Washington | |

### Description

The Seattle Youth Violence Prevention Initiative (SYVPI) was established in response to a series of youth homicides in Seattle. SYVPI's goal is to reduce youth violence through a neighborhood-centered approach. SYVPI utilizes "Neighborhood Networks" run by community-based organization to engage at-risk individuals and connect them to available services. These "Neighborhood Networks" serve as hubs located in the center of the three SYVPI neighborhoods and represent the nucleus of SYVPI's antiviolence efforts. When youth violence occurs, these hubs are charged with engaging and mobilizing the community to respond to the event. Moreover, through street outreach and intensive service coordination, clients are navigated through service systems to access appropriate wraparound services and/or relevant programs.

| Components | Key Findings |
|---|---|
| • Comprehensive organizational structure<br>• Target high-risk youth (ages 12-17)<br>• Community-based network hubs link clients to appropriate services/programs whether within or outside the initiative<br>• Outreach workers build relationships with community and engage clients who are less comfortable engaging with the service delivery approach<br>• Community mobilization and public education | *Evaluation forthcoming* |

### Reference(s)

Jones, D.G. & Shader, C.G. (2014). *Supporting a future evaluation of the Seattle Youth Violence Prevention Initiative (SYVPI)*. Seattle, WA: Office of City Auditor.

### Resource(s)

1) SYVPI Performance Measures

# Wells-Goodfellow Police-Led Community Initiative

| Location | Effectiveness Status |
|---|---|
| St. Louis, Missouri | |

## Description

The Wells-Goodfellow (WGF) Police-Led Community Initiative was a police-led community program that combines various law enforcement and prevention efforts to reduce gun violence in a St. Louis neighborhood. Program tactics included increased enforcement and prosecution, improved monitoring of high-risk probationers, nuisance abatement, physical improvement efforts, and community outreach. Although many of these activities we not entirely new or unique to WGF, the intensity placed on each one was increased during the project period. What was most unique about the initiative was the buy-in from stakeholders to simultaneously commit to the program tactics.

| Components | Key Findings |
|---|---|
| • Comprehensive organizational structure<br>• Target high-risk individuals<br>• Aggressive enforcement strategies<br>• Physical improvement efforts in community<br>• Community mobilization and public education | • Relative to trends in comparison areas, violence in the Wells-Goodfellow neighborhood declined between 18% and 19%.<br>• Violent crimes with guns dropped between 28% and 32%.<br>• Based on the findings, the program may have prevented upward of 50 violent crimes and 30 gun crimes from April to December 2008. |

## Reference(s)

Koper, C. S., Woods, D. J., & Isom, D. (2016). Evaluating a police-led community initiative to reduce gun violence in St. Louis. *Police Quarterly*, *19*(2), 115-149.

# Youth Violence Reduction Partnership [YVRP]

| Location | Effectiveness Status |
|---|---|
| Philadelphia, Pennsylvania | |

## Description

Philadelphia's Youth Violence Reduction Partnership [YVRP] aims to reduce violence among young offenders on active probation who are deemed at highest risk of being a victim or perpetrator of homicide. YVRP began in one Philadelphia district and has been replicated across the city, expanding into five additional police districts. The program has two key components: (1) Providing emotional/practical supports via "street workers" to address root causes of crime and (2) Reducing opportunity to engage in crime through enhanced supervision by probation officers and police. Central to YVRP's efforts is its broad array of agencies actively involved in the partnership and invested in clients.

| Components | Key Findings |
|---|---|
| • Target high-risk youth (ages 14-24)<br>• Outreach workers ("street workers") offer social services<br>• Aggressive enforcement strategies | • Four of the five police districts experienced a decline in the quarterly average number of youth homicides after the start of YVRP, but this decline was statistically dependable in only one police district (5.59 to 3.15 quarterly, or 44% reduction).<br>• While 5 of every 20 comparison youth were arrested for a violent crime, only about 3 of every 20 YVRP youth partners were (40% difference).<br>• Youth partners who had more contact with their street workers were significantly less likely to have been arrested for a violent crime. |

## Reference(s)

McClanahan, W. S., Kauh, T. J., Manning, A. E., Campos, P., & Farley, C. (2012). *Illuminating solutions: The youth violence reduction partnership*. Philadelphia, PA: Public/Private Ventures.

THE CITY OF
INDIANAPOLIS

# SECTION TWO: CORE PROGRAM COMPONENTS

This section of the Partnership Toolkit focuses on the core program components that have been integrated into violence prevention and intervention strategies. The information shared in this section also seeks to make sense of and define some of the more common terminology used in the body of literature on these types of strategies (e.g., "street outreach," "mentorship," "case management," "community mobilization," etc.). The reality is that, while these programs may report similar program models and integrate similar language, there are nuanced differences between program models that must be considered. These insights can be used to design new strategies or modify existing activities to be more closely aligned to effective practices.

The section is divided into seven subsections. Each subsection is to be considered a sole component of a broader, multi-component strategy. Most of the available evidence on effective violence prevention and intervention will combine these core components into a unified effort. Where applicable, the lessons learned about the implementation of a given program component will be discussed.

## IDENTIFYING A TARGET POPULATION

Nearly all of the available strategies have narrowly focused on a well-defined population of individuals at greatest risk for violence within an area. Defining a target population provides clarity and builds consensus across organizations involved in this work about the fundamental issues that contribute to violence. This initial work also directs the development of a program model that may change behaviors and reduce violence.

Different techniques have been used to identify a target population. For instance, "focused deterrence" strategies target "very specific behaviors by a relatively small number of chronic offenders who are highly vulnerable to criminal justice sanction" (Braga & Weisburd, 2012, p. 329). Criminal justice system professionals lead the identification of possible target populations, with advisement from community organizations. Alternatively, some strategies employ "violence interrupters," who are outreach workers tasked with the responsibility to build relationships with a small group of violent-prone individuals. In these models, community organizations lead the identification of a target population and work with criminal justice system professionals to provide alternatives to violence and exit strategies from criminal activities. Regardless of the approach,

The Cincinnati Initiative to Reduce Violence (CIRV) exemplifies a targeting strategy with a criminal justice lead. CIRV targeted individuals most at-risk to be victims or suspects in firearm-related violence. Law enforcement gathered and shared non-sensitive intelligence to identify individual members of known violent groups. Initially, the intervention's service delivery component struggled to focus its efforts to the defined target population. Given the difficulty of reaching the target population as identified by law enforcement, the intervention evolved in two ways. First, individuals who desired to receive referrals to the network of service providers made available to program participants were encouraged to contact CIRV staff to engage in activities. This decision also introduced a new problem – CIRV services were less able to engage members of known violence-prone groups. The second evolution of the program was to institute a system for screening potential participants.

A screening tool was designed and used by CIRV Service Team members to provide tailored services to individuals who (a) were identified by criminal justice professionals and opted-in to the program, (b) were recruited through direct outreach efforts, or (c) self-selected into the program (see Section Three: Appendices, Target Population Screening Tools or Assessments, CIRV Screening Tool). If individuals scored low (0-1) on the screening tool, they were connected with appropriate wraparound services in the community or participated in informal therapeutic activities with CIRV Service Team members. If they scored a high (2-4) on CIRV's instrument, individuals were provided additional opportunities to participate intensive social services and job readiness training. CIRV Service Team members reviewed participants who received services across a 2.5-year period of program operation. Of the 622 clients who participated in the program, 20% had been listed as a potential participant by criminal justice professionals. This finding suggests that CIRV's more liberal definition of a target population is better able to reach a target population motivated to change group membership and reduce their risk of being a victim of firearm-related violence (Engel, Skubak-Tillyer, & Corsaro, 2011).

In Cure Violence's (CV) outreach approach, CV staff approached potential participants on the street, avoiding recruitment through institutions. CV staff used wide degrees of discretion on which individuals to approach (e.g., a "likely-looking candidate," standing on a corner, hanging out in a CV target location, etc.). During the interaction, CV staff would attempt to gather enough information to assess whether the potential participant could be classified as being at high-risk for being involved in firearm violence as a perpetrator or a victim. An individual was classed as high-risk and subsequently referred to services if s/he matched at least four of seven client selection requirements. These include:

1. Gang involvement,
2. Key role in a gang,
3. Prior criminal history,
4. Involved in high-risk street activity (e.g., drug markets),
5. Recent victim of a shooting,
6. Between the ages of 16 and 25, or
7. Recently released from prison

CV did enroll candidates who were classified as moderate-risk (met three of the seven criteria) and low-risk (met two or fewer of the seven criteria) for violent victimization. However, these enrollments required additional explanations to justify why these individuals should be in the program (Skogan, Hartnett, Bumb, Dubois, 2009). Other initiatives have replicated this organic, client selection approach as described above and have utilized similar if not identical client selection requirements. While Phoenix TRUCE staff used the same seven criteria in identifying clients that were found in CV's targeting strategy, Save Our Streets (S.O.S.) deviated slightly from the CV model (Picard-Fritsche, & Cerniglia, 2013). S.O.S. designated individuals as high-risk if they met four or more the following criteria:

1. Active in a violent street organization,
2. Major player in a street organization,
3. History of violence/crimes against persons,
4. A weapons carrier,

5. Recent victim of a shooting,
6. Between the ages of 16 and 25 years old, or
7. Recently released from prison

Not all interventions design such rigid or organic participant recruitment processes to form a target population. Indeed, some of the successful initiatives discussed in this Toolkit developed targeting strategies that, while a target population was defined, attempted to address neighborhoods, gangs, and communities more broadly. For example, Project Safe Neighborhoods (PSN) Lowell focused anti-violence efforts on violent gang members engaged in ongoing disputes within the community, but its recruitment efforts did not integrate a screening tool. Although gang-affiliated individuals who were the focus of aggressive enforcement efforts were identified through street-level intelligence gathered by police, in general, determining the areas, groups, and individuals to target was a community-wide, collaborative effort (Braga, Pierce, McDevitt, Bond, & Cronin, 2008).

In all, some learning pains and subjectivity is to be expected in the early phases of the client recruitment process. Although some level of discretion is necessary for FBCOs involved in anti-violence outreach work to identify potential participants, it is important to not lose sight of the target population who should be engaged in the program. Drifting away from a specified target population without commensurate changes to program activities can minimize the potential of a violence prevention or intervention effort. For instance, the evaluation of One Vision One Life indicated that a contributing factor to why the program might not have achieved its goal of reducing violence was its deviation away from its target population. One Vision One Life staff focused efforts more on individuals in need than on those who are most at-risk to be involved in gun violence (Wilson, Chermak, & McGarrell, 2011).

## OUTREACH

Outreach activities are critical program components of many of the violence reduction and prevention interventions discussed in this Toolkit. The outreach worker, sometimes referred to as a "community coordinator", "street advocate", "credible messenger", or "street worker", is a key staff member who identifies, contacts, and engages target populations in program services. In the more effective initiatives, outreach workers manage participants over time by linking participants to social services and providing exit strategies from criminal activities through one-on-one coaching, mentoring, and relationship building. Additionally, outreach workers take on roles to serve as a liaison between participants and local service providers, institutions, neighborhood leaders, community coalitions, and residents. CIRV, CV, Indianapolis Violence Reduction Partnership (IVRP), Michigan Youth Violence Prevention Center (MI-YVPC), One Vision One Life, Operation Ceasefire, Operation Peacekeeper, Phoenix TRUCE, PSN Lowell, Safe Streets, S.O.S., Seattle Youth Violence Prevention Initiative (SYVPI), and Youth Violence Reduction Partnership (YVRP) approaches were notable for including an outreach component in its model. The following are select examples of effective outreach strategies.

CIRV made use of 14 "street advocates." CIRV street advocates' responsibilities were diverse, ranging from social work and case management duties to violence intervention tasks. Specifically, street advocates were tasked with the responsibility to:

- Provide direct linkages to immediate and tailored wraparound services for individuals trying to escape a life of violence,
- Assist in conflict mediation on the streets,
- Spread non-violence messages to the community, and
- Offer support for victims' and participants' families.

CIRV outreach activities were viewed as being a vehicle that transports clients from violence and failure to a violence free life and success (Engel et al., 2011). CIRV administrators recruited and hired street advocates with past experiences in common with the target population, including formerly incarcerated individuals and those maintaining residence in low income, high crime CIRV target areas.

Outreach workers, similarly, played a key role in CV. Outreach workers provided or identified counseling and services to participants, which was viewed by program administrators as being one of the most important components of the program. CV utilizes outreach workers who have street experience and local ties to the community, which enables safe navigation of target area streets. As seen in CIRV, CV outreach workers were hired based on their similar background to the target population. Similarities of narratives and experiences allow outreach workers to deliver a credible message to participants and local residents. However, the reliance on personal experiences rather than professional backgrounds in the hiring process for outreach workers is not without criticism. The lack of formal training and/or certification coupled with the presence of a criminal history record were significant hurdles for CV to overcome. More than 150 formerly incarcerated individuals were employed as outreach workers or violence interrupters across the evaluation of the program.

CV outreach workers were expected to build and maintain a caseload of 15 high-risk clients. After completing an initial assessment to determine if potential participants were at-risk for violent victimization, outreach workers provided access to available social services that involved job readiness training, employment referrals or placements, GED programs and alternative schools, and the acquisition of identification documents. The vast majority (76%) of participants interviewed during the CV evaluation reported that joblessness was their biggest problem. Moreover, of those who requested help in improving their education, 30% had completed high school, some college, or trade school training. CV outreach workers also had the responsibility to address clients' personal and interpersonal needs on-site. For example, 92% of participants who reported anger management issues discussed these problems with their outreach worker.

Unique to some programs are violence interrupters, which are a specialized form of outreach that originated from the CV program. Violence interrupters identify and mediate potentially violent conflicts on the street between individuals and gangs. The violence interruption process typically includes working the street at night or in high crime areas alone or in pairs and talking one-on-one to associates and family of recent shooting victims who may perpetuate a cycle of retaliatory violence. Violence interrupters also work closely with known key gang members following a shooting. It is necessary for violence interrupters to be present immediately following a shooting to intervene and prevent additional firearm-violence from occurring.

However, not all violence prevention and reduction initiatives hire staff to solely engage in violence interruption activities. CIRV street advocates serve multiple purposes; one of them being conflict mediation. One Vision One Life, Operation Ceasefire Phoenix TRUCE, Safe Streets, and S.O.S approaches also task their outreach workers with multi-purpose job responsibilities. It is not clear if violence interruption activities should be a sole focus or if they should be one out of an assortment of responsibilities. Research on street outreach work details a work environment that consists of high staff turnover, little work experience related to job tasks, problems with supervision and accountability, inadequate training, and unsystematic approaches to conflict mediation (Engel et al., 2011; Skogan et al., 2009; Wilson et al., 2011).

One evaluation is critical of a structure that integrates outreach and violence interruption activities into one staff position. One Vision One Life was found to be ineffective (Wilson et al., 2011). Among the lessons learned for improving the model, the evaluators indicated that One Vision One Life's community coordinators (their term for outreach worker) may have been one of the causes for the suboptimal outcomes. One Vision One Life employed 40 community coordinators who worked 20 to 30 hours per week and built a caseload size of at least participants. Primary job responsibilities allocated to community coordinators involved a range of activities; from intervening in violent events, to counseling clients and connecting them to a range of services, to participating in outreach events. However, a lack of a single focus made caseload management difficult. Each of these responsibilities required a unique skillset, and as such, the potential for community coordinators to overemphasize one responsibility to the detriment of others was common. These dynamics contributed to the delivery of services.

CV experienced similar issues and made adjustments to adopt the work styles of staff members. CV staff who were more qualified to mentor clients and connect them to services or were given the option to serve as an outreach worker. Those who were more comfortable with responding to gang conflicts had the option to take on violence interrupter positions.

## MENTORSHIP

Mentorship activities can facilitate client engagement, build relationships, establish connections to wraparound services, and create pathways to avoid dangerous situations (Tierney, Grossman, & Resch, 1995). While outreach workers are commonly asked to take a role in mentoring in violence reduction and prevention efforts, more formal mentorship programming models exist that are specifically focused on the mentorship of at-risk youth. Many of the violence prevention and reduction initiatives included in the Toolkit did not provide sufficient detail on (a) the mentorship approach or program model being used, or (b) the elements of mentorship approaches that worked best for which type of target population. CIRV, CV, IVRP, MI-YVPC, One Vision One Life, SYVPI, and YVRP made mention of mentorship activities, with most of the actions taking place informally through outreach workers.

SYVPI is the only violence prevention and intervention effort that offers a formal mentorship component to its program. The initiative integrated two mentoring programs: Big Brothers and Big Sisters of America; and the Clergy Community Children Youth Coalition (4C Coalition). Big Brothers Big Sisters of Puget Sound (BBBSPS), which follows the national model, focuses

mentoring services on middle school youth while the 4C, which utilizes the Juvenile Rehabilitation Administration mentor model, concentrates its mentoring services to criminal justice-involved youth. These mentorship programs aim to match clients with positive role models in the community. Adult mentors are paired up with a mentee for a least one year to instill prosocial behaviors that will help them succeed in school, consider alternatives to violence, and make overall positive life decisions.

The national Big Brothers and Big Sisters of America model has generated evidence of being an effective strategy to improve the prosocial behaviors of youth. The national model consists of the following principles:

- Screen potential mentors through personal interviews, home visits, and criminal background and reference checks
- Match a mentee to a vetted mentor based on preferences – e.g., religion, language, sexual orientation – and other pertinent factors – e.g., demeanor, interests, and geographic proximity
- Seek approval from mentee and parents in regards to the potential mentor match
- Schedule times for mentor-mentee matches to meet (usually three to four per month)

SYVPI deviates from the national Big Brothers Big Sisters model in regards to the mentee referral process. While national model requires a youth's parents to begin the mentor-mentee matching process, the SYVPI model will start the enrollment process when the referral source or SYVPI staff believe mentoring is appropriate for a participant. Once the mentoring agency receives a referral, its staff uses SYVPI's database to find family contact information and to obtain consent from the parent/guardian. It was noted that since the parent or guardian are not requesting mentoring services, this referral process can present difficulties in agency staff being able to connect with the youth or the youth's family, which is a required step.

Although the 4C Coalition utilizes a different mentor model, it is almost identical to the Big Brothers Big Sisters' model. Two differences were noted: 1) the expectation for 4C Coalition mentors is to meet with their mentees once a week and 2) 4C Coalition has established a partnership with the local Parks and Recreation Department to offer structured events and activities for mentors, mentees, and youth's families. Moreover, the 4C Coalition made an explicit effort to recruit more African American mentors to provide mentoring services to the disproportionate number of African American, criminal justice-involved youth (Jones & Shader, 2014).

Since SYVPI's violence reduction and prevention model is still awaiting evaluation, it is not clear whether this more formal mentoring structure is more or less effective than other informal mentoring activities. There is little guidance available on how mentorship should be delivered. The SYVPI assessment did discuss in detail though the mentoring components incorporated into their program model. This work can serve as a starting point to inform the build-out or incorporation of a mentorship component to a violence prevention and intervention effort.

## CASE MANAGEMENT

Similar to the mentorship components of violence reduction and prevention interventions, case management was not discussed in detail. Yet, this component was offered as being a foundational piece of each initiative. One of the potential explanations for why this component tends to be overlooked is due to the role of case management techniques in outreach and mentorship activities from program entry to program exit. It is difficult to separate these actions into mutually exclusive groups. Since the Toolkit is meant to provide insights that may assist FBCOs in establishing case management components similar to those found in available initiatives, some salient themes found in the research literature are discussed.

Case management techniques have been used in violence prevention and intervention programs to identify participants, connect participants to timely and tailored activities or services, provide alternatives for high-risk individuals choosing to leave the life of violence, coordinate follow-up service delivery efforts, monitor progress, and capture performance outcomes. Jannetta and colleagues (2010) detail the importance of comprehensive and individualized case management strategies. CIRV Street Advocates strived to connect its target population to wrap-around services and to document engagement in outreach activities or violence interruption incidents (Engel et al., 2011). The 40 One Vision One Life Community Coordinators used a variety of case management approaches that involved the identification of agreed-upon and measurable goals, documentation of successes and barriers, and the continuous modification of case plans to meet individualized goals and objectives (Wilson et al., 2011). Outreach workers in the CV model were required to case plan and manage with individuals on their caseloads, collectively case plan with other outreach workers on potentially problematic participants, and were also mandated to detail and monitor their relationships with community organizations, leaders, and members.

While case management strategies are most visibly connected to outreach workers and violence interrupters, case management responsibilities are not limited to these staff members. SYVPI created Network Hubs, geographically located in the center of specific target locations, to connect participants to local resources. Street outreach workers were responsible for participant recruitment, enrollment, and initial case plans, which were then shared with Network Hubs. Network Hubs further refined these initial case plans, made referrals, monitored progress, instituted new plans, and shared this information with outreach workers (Jones & Shader, 2014).

The type of referrals being made by staff with case management responsibilities depend, in part, on the violence prevention and intervention initiative and its setting. Some similarities exist across initiatives. Referrals tend to be made to the following types of services:

- Housing,
- Individualized treatment (e.g., substance use treatment, physical and mental health treatment)
- Family therapy or counseling,
- Educational,
- Vocational training and job placement,
- Legal advocacy,
- Financial management,

- Mentorship or social, and
- Recreational

To facilitate access to services, some violence prevention and reduction interventions centralize and perform case management in a single location. Other initiatives are decentralized; participants interact with multiple case managers in different locations who are to work together to collectively case plan and monitor participants. Coordinated assessment and case planning, such as those associated with SYVPI, are thought to provide participants with broader access to an array of programs and services. Alternatively, centralized case management is recommended as one way to enable participants and their families to navigate through available resources with less strain. For example, the TRUCE program utilized a prominent local non-profit to coordinate and provide a variety of social services to participants. The agency was well respected in the community and had the capacity to connect clients to appropriate support services. However, the evaluation indicated that the nonprofit was unable to engage other available community partners who may have more appropriately met the needs of participants (Fox et al., 2015).

## COMMUNITY MOBILIZATION AND PUBLIC EDUCATION

Community mobilization is a public health strategy for addressing social problems. The basic tenant of this approach is to increase the community's ability to state collective standards and exert informal social control over its members (Engel et al., 2011). The idea is that visible community responses can reinforce norms against violence and give individuals the sense that they can take collective action against crime in their neighborhoods. These efforts are similar to public health campaigns to reduce smoking or promote seat belt use, where the goal is to change how residents view behavior. Community mobilization activities associated with violence prevention and intervention initiatives include rallies and marches in response to violent incidents or shootings, community trainings, outreach events, community picnics, and other forms of social gatherings by residents or community leaders.

For example, a hallmark of Brooklyn's S.O.S. initiative was "shooting responses", or vigils that typically occurred within 72 hours of a shooting in a targeted neighborhood. Over two years, S.O.S. facilitated 50 shooting responses involving over 1000 community members. Similarly, the centerpiece of CV's community mobilization was the rallies, marches, and prayer vigils held to reinforce the "Stop Killing People" message to the target community's residents and leaders (Skogan et al., 2009).

Community mobilization also encompasses public education campaigns. In effective violence interventions, public education aims to change norms about violence and increase awareness of the costs of violence to individuals and the community. The message presented in these campaigns is always short and to the point. For instance, "Stop the Killing", "No More Shooting", and "Stop Killing People" have been used. The goal of this approach is to use widespread and repetitive messaging to change how residents see view firearm-involved violence (Skogan et al., 2009). Typical public education activities that aim to deliver a unified message of no shooting include door-to-door canvassing; the distribution of program literature, posters, and clothing; billboard and television advertisements; and signage in commercial establishment windows. All of these

activities have common goal of sending a message that violence will not be tolerated in a community.

For example, the public education efforts of Brooklyn's S.O.S. program involved the distribution of more than 5,000 materials aimed at changing norms about gun violence, including posters, resources fliers, and buttons (Picard-Fritsche & Cerniglia, 2013). The CV program partnered with an advertising firm (who worked *pro bono*) to develop a "Stop Killing People" campaign complete with signs and bumper stickers (Skogan et al., 2009).

Many intervention components discussed in this Toolkit are targeted to participants and the staff who will be tasked with the responsibility of delivering services. Community mobilization, however, relies on the broader community. Mobilization is driven by outreach workers, community residents and clergy, and even individuals targeted by the intervention itself. Targets of mobilization efforts include neighborhood residents, local business owners, community leaders, faith-based groups, and elected officials. For example, an evaluation of the CV project found that the program targeted residents, local business operators, community groups, and elected officials for community mobilization efforts to change neighborhood norms (Skogan et al., 2009).

The overall effect of community mobilization or public education efforts are not well understood. For example, after only one year of S.O.S. program implementation, more than half of the male residents surveyed had seen at least one public education message (on a poster, button, or sign) around the target neighborhood. Despite the prominence of the campaign, residents did not experience improvements in their sense of safety or change their views about the necessity of carrying a gun illegally or joining a gang for self-protection (Delgado et al., 2017).

## INVOLVEMENT OF LOCAL FAITH COMMUNITY

Nearly all of the initiatives discussed in this Toolkit involved an influential group of local faith communities. Generally, the efforts of local faith communities were primarily aimed at changing norms on violence, making known the perceived costs of violence, and delivering services to participants and their associates or friends. Consent-to-Search, CV, Indianapolis Violence Reduction Partnership (IVRP), One Vision One Life, Operation Ceasefire, Operation Peacekeeper, Phoenix TRUCE, and Seattle Youth Violence Prevention Initiatives (SYVPI) incorporated an active partnership with their local faith community.

As one example, a key programmatic component of the CV model involved clergy leaders and faith-based community coalitions against violence (Skogan et al., 2009). Researchers noted that the local clergy was one of CV's most influential partnerships. CV administrators noted that the cultivation of clergy partnerships fulfilled three prominent roles that were central to the model's theory of violence reduction. Clergy partnerships reinforced community messages that violence would not be tolerated, enhanced community mobilization activities, and improved outreach efforts to recruit participants and educate the community. Mobilizing the community by participating in shooting responses was the clergy's most visible role. Collective responses to shootings and killings ranged from clergy members offering prayers during vigils after shootings

to organizing marches. In addition to these public events, clergy members involved in CV activities reported:

- Preaching a "no shooting" message in their sermons,
- Hosting "safe heaven" programs where high-risk youth could gather in safety,
- Delivering pastoral counseling, mentoring, and support to program clients,
- Assisting a victim's family, or
- Linking high-risk youth to legitimate services

Although the faith community has been involved in most of the reviewed initiatives and have served similar roles as the clergy did in CV, the level of faith community involvement varies program to program and may change over time. For example, after an organization of clergy withdrew from Operation Ceasefire, the initiative perceived to be less effective. The loss of a credible community messenger may have tempered the program's ability to deliver street outreach. Similarly, Phoenix TRUCE passively involved the local faith community. The lack of a strong partnership with the faith community was offered as a potential explanation for why the program did not achieve its goals. These findings are met by other research suggesting that clergy involvement can generate community buy-in for a violence prevention and intervention initiative. Operation Peacekeeper included notable members of the clergy to gain support from marginalized members of the community and advocate for program transparency and accountability.

## COMMUNITY NOTIFICATION MEETINGS

Another key component of effective violence prevention and reduction interventions is community notification meetings (also known as "call-ins" or "forums"). In a community notification meeting, individuals involved with criminal markets or gangs are called together by criminal justice agencies and community organizations. During this meeting, group members are warned that if any member of the group engages in violence, the entire group will become a priority for law enforcement. The thought is that groups prone to violence will "police" themselves to avoid becoming the priority of criminal justice agencies at the federal, state, and local level.

To create a community notification meeting, multiple criminal justice agencies collaborate to collect and share intelligence to identify individual members of criminal markets or gangs. Those individuals are then invited to a series of community notification meetings with criminal justice and community agencies. The CIRV initiative held 32 community notification meetings over three years, including four notification meetings in prison settings for individuals scheduled to be released into the community over the next 6-months (Engel et al., 2011). Attendees of community notification meetings will vary by initiative. Approximately 20% of identified CIRV clients were under community supervision and could be directed to attend notification meetings. In other initiatives, individuals were invited to attend meetings at schools and recreation centers or were accompanied to meetings by outreach workers, members of the clergy, or family members. CIRV found that 32% of individuals previously identified for recruitment through criminal justice intelligence sharing activities attended at least one community notification meeting (Engel et al., 2011).

A typical community notification meeting lasts approximately an hour and a half and has three parts. First, law enforcement makes it clear that violence prevention has been made a priority by multiple agencies, and that one individual's engagement in violence and crime will result in the entire market or gang becoming a criminal justice priority by using whatever legal means necessary to bring criminal charges against all group members. Individuals are told to share the message with group members who were unable to attend the meetings.

Second, criminal justice agencies summarize the targeted group enforcements that have occurred since the last notification meeting. For example, during the 42-month evaluation of CIRV, 17 groups were targeted for enhanced criminal penalties as a result of the groups' involvement in gun violence, resulting in 318 arrests of 223 individuals on various felony (some of which were federal) and misdemeanor charges (Engel et al., 2011). Those arrests and charges were discussed at subsequent CIRV notification meetings, establishing the credibility of law enforcement's promise.

Third, the meeting concludes with local community organizations presenting opportunities for participants to change their pathway and transition to a different lifestyle. Participants often take advantage of the opportunities that are presented. Among CIRV participants, the most commonly requested types of assistance requested are those related to housing, employment, education, and parenting (Engel et al., 2008). Service providers involved in PSN Chicago made direct referrals to job-training classes, employment opportunities, and wraparound services for individuals participating in the notification meetings (Papachristos, Meares, & Fagan, 2007).

In tandem, these three elements of community notification meetings send an individualized and direct message to participants. It is critical for these messages to be heard, but also to be legitimate. Continued criminal activity without a sanction will damage the integrity of the enforcement message. Perhaps more importantly, the promise of alternatives to criminal behavior without opportunity to enroll in services will harm participants' motivations to change.

## CLOSING SUMMARY

As is clear from the review of core components of available violence prevention and intervention strategies that emphasize outreach activities, mentorship approaches, or case management approaches, it is difficult to differentiate components of those interventions that have been found to be effective and those that have not been found effective. A core component found in a successful intervention (e.g., CV violence interrupters) can also be found in interventions that were unable to reduce violent crime or may have even contributed to an *increase* in violence (e.g., One Vision One Life street outreach). This reality makes it difficult to advise the combination of core components that must be in place to meet objectives of reducing violent crime. However, the current state of knowledge on these efforts creates opportunities to replicate strategies that have been found to be effective in other locations or at other times in Indianapolis. The current landscape also enables opportunities to innovate and create new strategies that will be implemented and assessed in order to contribute to the knowledge-base of violence prevention and intervention efforts.

Regardless of the approach being used (adoption or innovation), there are a number of specific questions that must be addressed prior to initiating a violence prevention and intervention initiative. The National Council on Crime and Delinquency (2009) recommends responses to the following items:

- What is the size or scope of the problem that needs to be remedied? What factors are driving these problems?
- What is the purpose of the program or intervention? What are the goals and objectives? Are these statements clear, relevant, and measurable?
- What is the target population to be served by the program or intervention?
- How is outreach conducted? By whom? At what frequency and duration?
- How is mentorship conducted? By whom? At what frequency and duration?
- How is case management conducted? By whom? At what frequency and duration?
- How is the program or intervention staffed? What are the desired qualifications for each positon? What are the job responsibilities of each position? How will job performance be assessed?
- Which partnerships or collaborations are essential? How can they be developed and maintained?
- How will the program or intervention partner with law enforcement or other justice system agencies? What boundaries will be put in place to build mutually beneficial relationships?
- What data collections will be conducted? How will they guide assessments of program or intervention performance? How will they guide evaluations of program or intervention outcomes? How will they be shared or reported?

In short, it is the combination of understanding the problem at hand, demonstrating how the program or intervention can reduce the problem, and instituting data collections to monitor fidelity to the program model and outcomes that form the foundation for evidence-based practices. Programs or interventions that are found to be successful can be implemented in a larger scale. Those that have been found to be ineffective can look to make significant modifications to program models and implementation procedures, and begin the self-assessment process anew.

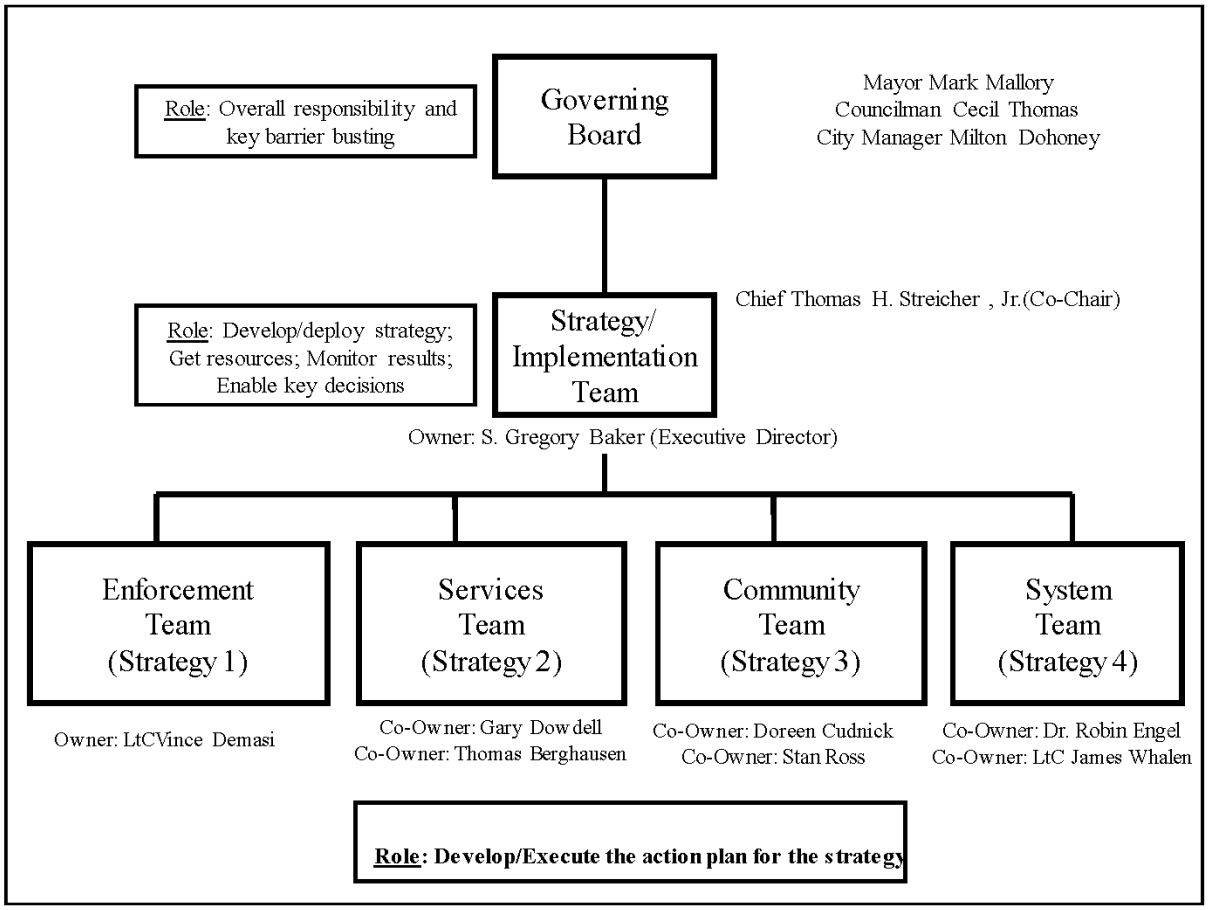
# SECTION THREE: APPENDICES

## ORGANIZATIONAL STRUCTURES

**CIRV Organization Structure**

THE CITY OF INDIANAPOLIS

# CIRV Organization Structure



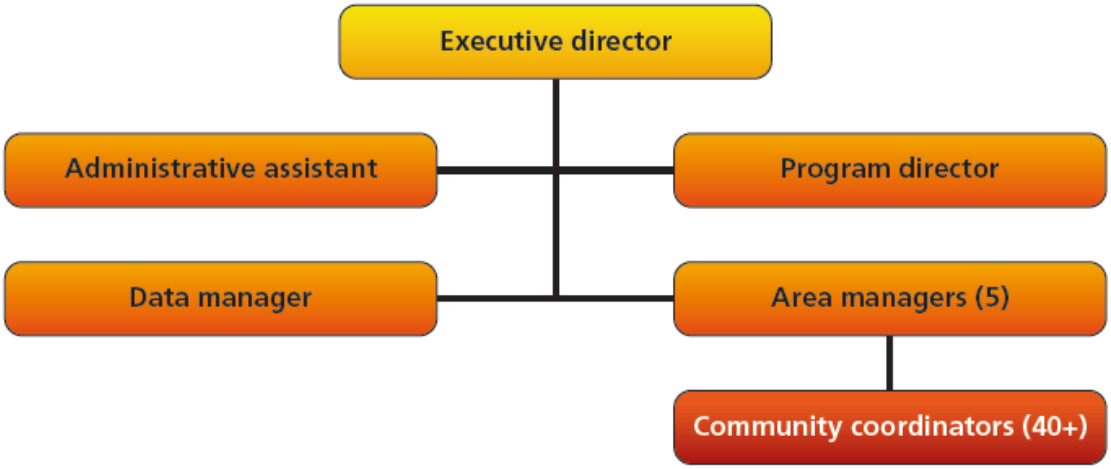
## CIRV Strategy Teams Overview

| | |
|---|---|
| Law Enforcement | The strategy of this team is to organize and deploy a law enforcement partnership to identify and focus enforcement efforts on chronic violent groups. Comprised of the Cincinnati Police Department, Hamilton County Sheriff's Office, Hamilton County Adult Probation, Ohio Adult Parole Authority, Hamilton County Prosecutor's Office, U.S. Attorney's Office, and Bureau of Alcohol, Tobacco and Firearms, and supported by the Ohio State Attorney General's Office and the Ohio Office of Criminal Justice Services, this team is committed to organizing its efforts to share information across agencies and consistently respond to group-related gun violence. |
| Services | The strategy of this team is to form, implement, and continually improve a life-change system that successfully engages members of violence-prone groups to curtail criminogenic behavior and moves them to an employment-based lifestyle. Comprised of a lead social services agency (Talbert House), employment agency (Cincinnati Works), and Cincinnati Human Relations Commission (CHRC) Street Advocates, this team strives to provide immediate and tailored services to individuals choosing to leave the life of violence. The lead agency (Talbert House) conducts intake and case management, while the Street Advocates continually deliver the message of nonviolence. Serving as "life coaches," these advocates work one-on-one with individuals motivated to change and ensure they are accessing and utilizing the necessary resources. |
| Community | The strategy of this team is to form a partnership to work with affected communities to articulate and implement norms, values, and expectations of non-violence. Members of this team represent various interests and groups within the community who reject violence and work toward rebuilding the community. This team is led by the CHRC Street Advocates and the Community-Police Partnering Center (CPPC). Community influentials are sought to assist in designing and carrying the message of non-violence. These persons are individuals who have influence over the group/gang members and include parents, grandparents, other relatives, coaches, mentors, religious leaders, former elected officials, parents of murdered children, and ex-offenders. Drawing upon their collective leadership, this team represents the moral voice of the community by delivering a clear message of nonviolence and rejecting the norms and narratives of the street which promote violence. |
| Systems | The strategy of this team is to develop and implement a system that insures permanence and quality assurance. The success of CIRV relies on the coordinated partnership of various law enforcement agencies, service providers, and community groups. To ensure long-term success, the CIRV team has adopted corporate principles designed to increase transparency, accountability, and sustainability. Specifically, the implementation of CIRV is guided by the strategic planning principles of objectives, goals, strategies and measures (OGSM), which help to organize, prioritize, and delegate the work. The Executive Director, S. Gregory Baker oversees the implementation of the principles and uses them as a project management tool to direct the initiative. Led by officials from the University of Cincinnati and the Cincinnati Police Department, the System Strategy Team develops data collection systems, along with the collection and analysis of data from each team. They are also responsible for conducting the process and impact evaluations of CIRV, which allows the initiative to continually improve itself. |

**One Vision One Life Organizational Structure**

THE CITY OF INDIANAPOLIS

**One Vision One Life Organizational Structure**

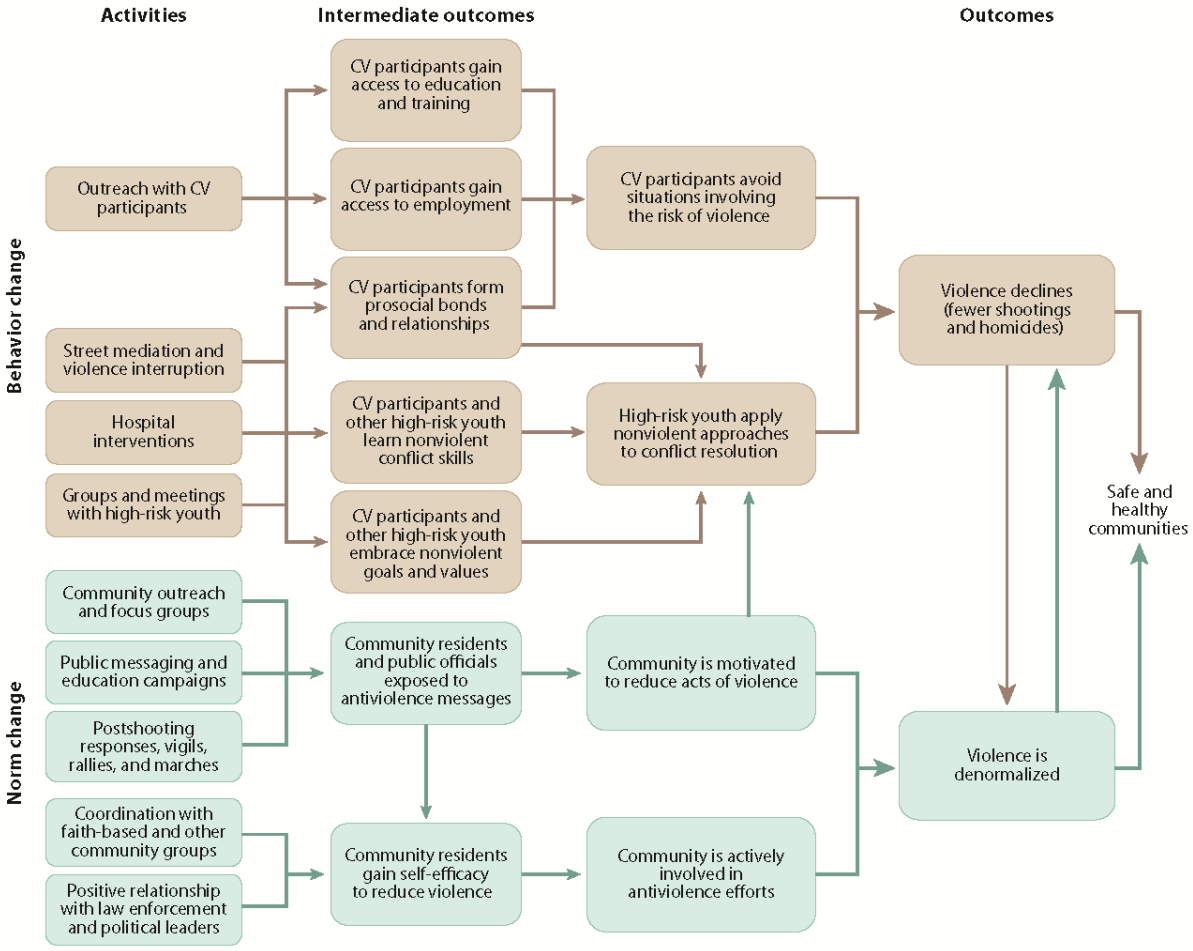


# SECTION THREE: APPENDICES

## PROGRAM THEORIES OR LOGIC MODELS

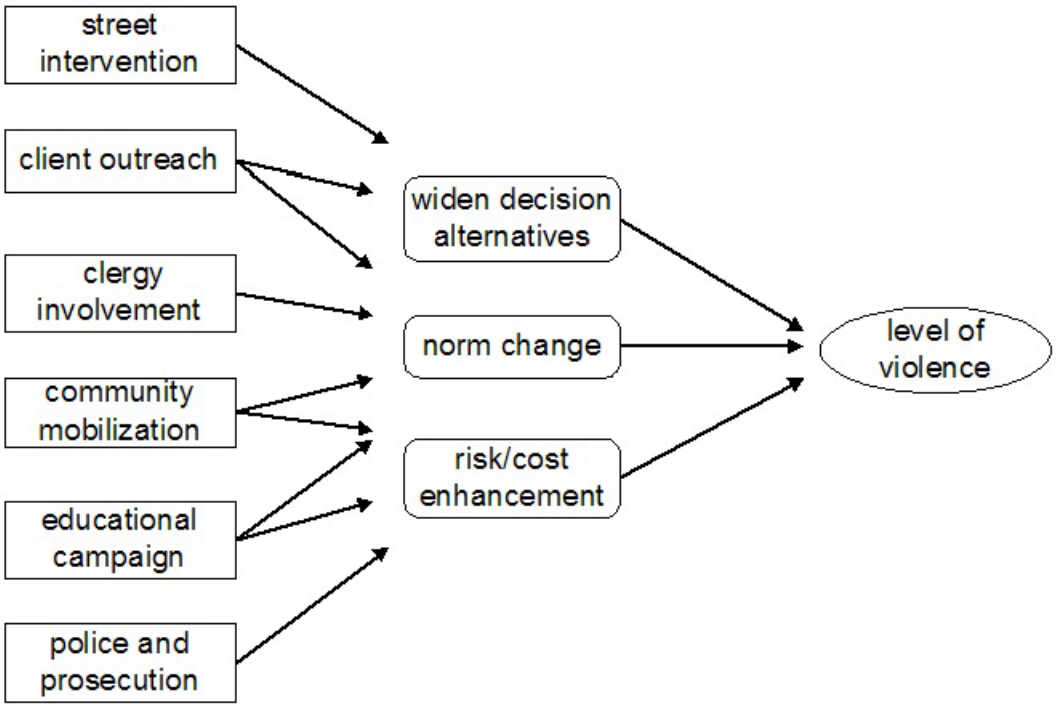
# CV Logic Model

# CV Logic Model



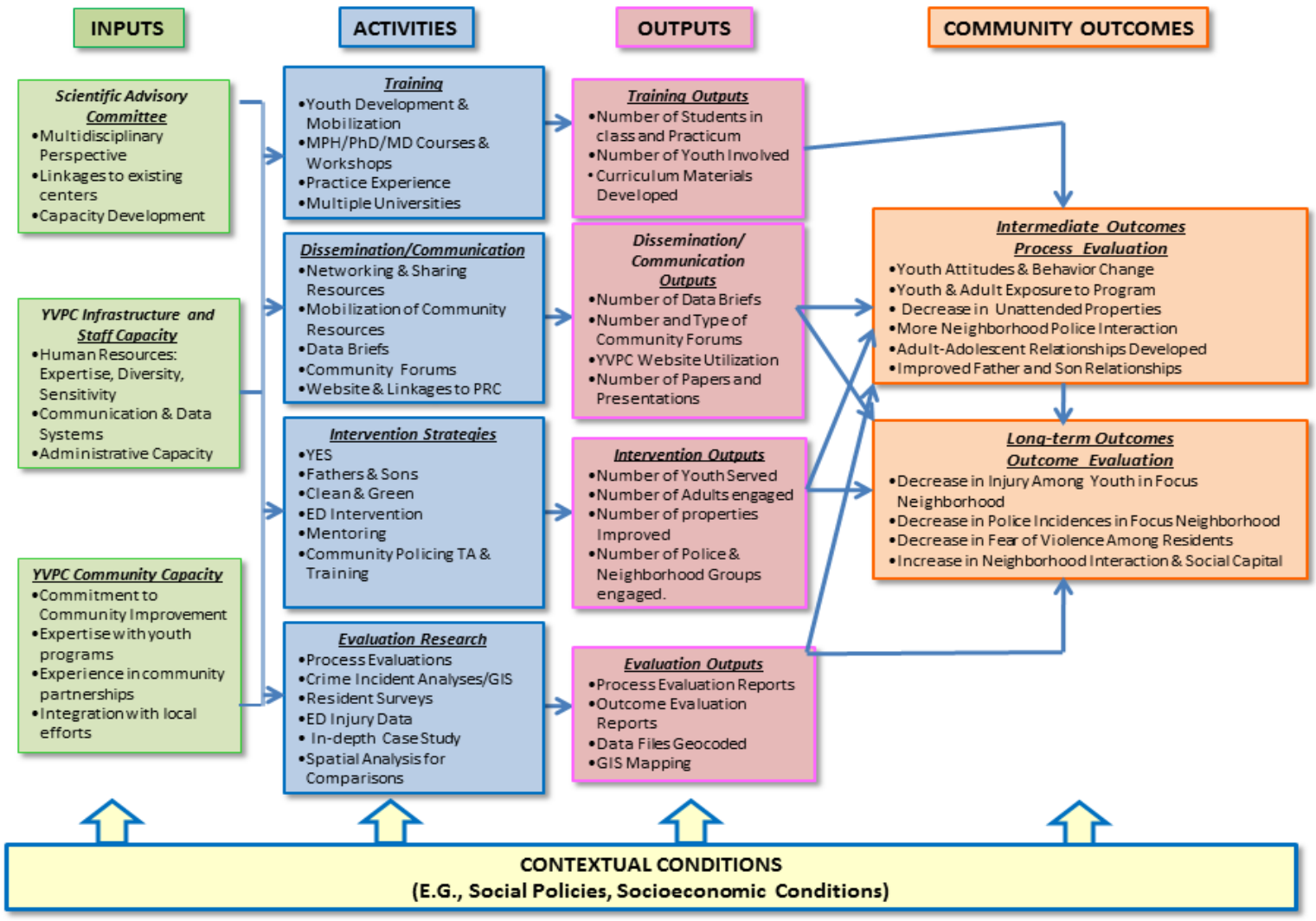
# CV Program Theory

**CV Program Theory**



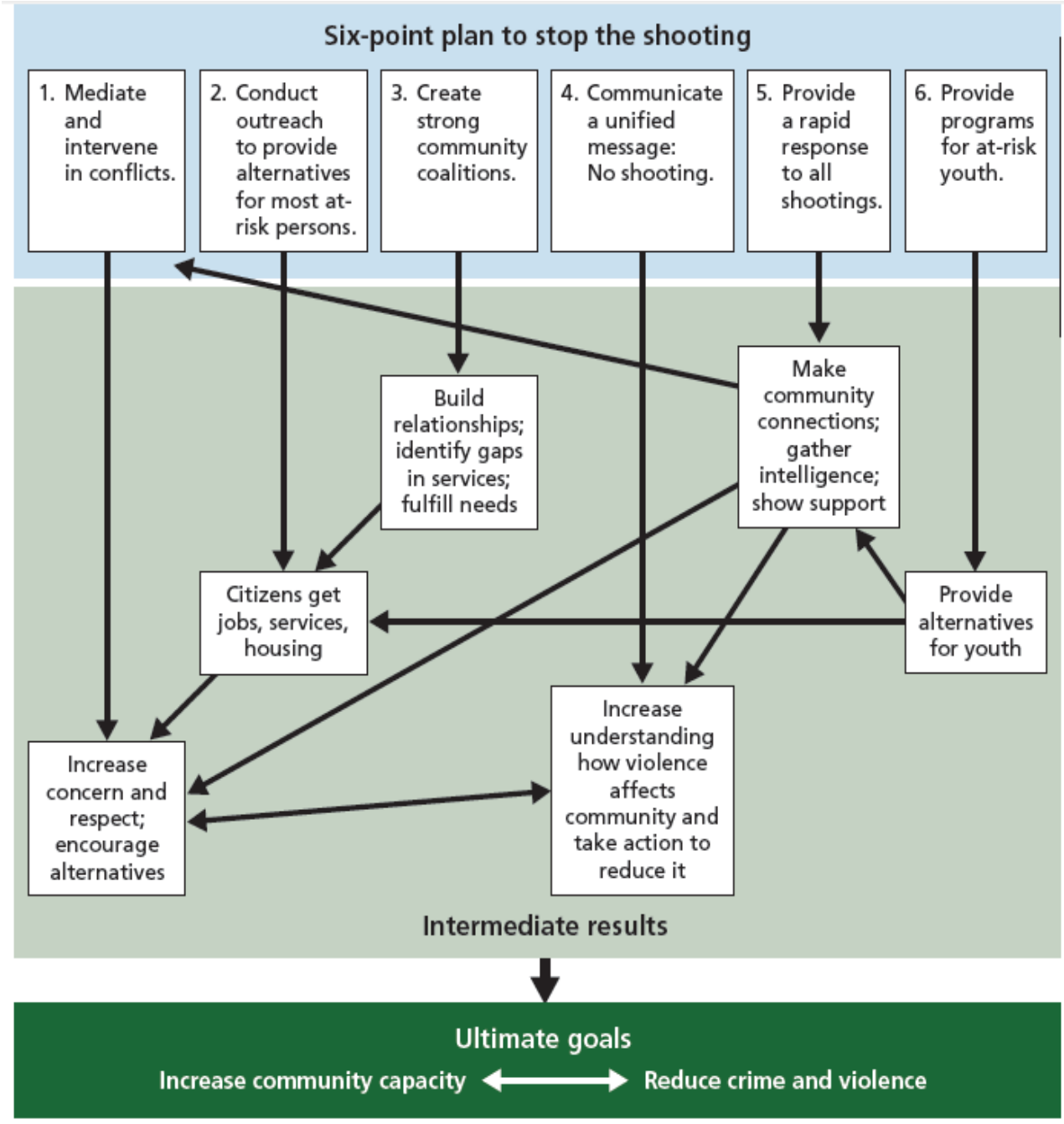
# MI-YVPC Logic Model

# MI-YVPC Logic Model



# One Vision One Life Logic Model

**One Vision One Life Logic Model**

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# SECTION THREE: APPENDICES

## TARGET POPULATION SCREENING TOOLS OR ASSESSMENTS

**CIRV Screening Tool – Male Potential Participants**

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# CIRV Screening Tool – Male Potential Participants

MALE VERSION

**CLIENT NAME** _____ **DATE** _____

**STAFF NAME** _____

| | 0 Points | | 1 Point |
|---|---|---|---|
| Does the person have a history of severe violence? | ☐ No ☐ Unknown | | ☐ Yes |
| Does the person have a history of domestic violence? | ☐ No ☐ Unknown | | ☐ Yes |
| Does the person have an unstable lifestyle? | ☐ No ☐ Unknown | | ☐ Yes |
| Did the person have an early onset of delinquency? | ☐ No ☐ Unknown | | ☐ Yes |
| | **Total Points** | | |

| SCORING | LEVEL | ACTION |
|---|---|---|
| 0 to 1 | LOW | REFER TO COMMUNITY SERVICES |
| 2 to 4 | HIGH | SCREENED FOR CIRV SERVICES |

**IDENTIFIED LEVEL** _____

**STAFF SIGNATURE** _____ **DATE** _____

**SUPERVISOR SIGNATURE** _____ **DATE** _____

Print Form

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Question Definitions (Male Version)

1. *Severe Violence*: Any act that could, have, or did result in injury, medical attention, and/or death of a victim. Violent acts include attempted acts of violence. Note all arrests and convictions for felonies. Mark all of the sub-categories of crimes that apply (see attached ORS table).

2. *Domestic Violence*: The suspicion of, arrest or conviction for severe forms of domestic violence. Severe forms of domestic violence include, the victim required medical attention for broken bones or lacerations requiring stitches or the perpetrator intended serious harm to the victim. Mark this item if a victim revealed the information, regardless of whether it was prosecuted. Keep in mind the severity of the act, the damage to the victim, the frequency of incidents the victim pool and outcome of charges, adjudication, conviction, arrest or charged.

3. *Unstable Lifestyle*: This question refers to a chronic pattern of the following; chronic is defined as a lifestyle consisting of at least 2 years. Unstable work history: repeatedly failed to hold a job for more than 2 years, the offender has no apparent means of subsistence but appears to have money, has been fired and/or quit employment without another job. Unstable housing: the offender has been unable to maintain stable housing for a period of at least 2 years. This section does not apply to offenders recently released from the institution or jail. There must be a pattern of instability for at least 2 years. Offender has a history of poor relationships and cannot maintain a relationship for 2 consecutive years. The offender has no HS Diploma or GED.

4. *Early Onset of Delinquency*: This question is meant to capture those offenders that had a pattern of dysfunctional and/or criminal behaviors as juveniles, before the age of 12, especially the ages of 6-10. The pattern is defined as classroom disruption, bullying/extortion, lying, fighting, cheating, crime in school, truancy, fire setting, alcohol or drug use, raised outside the home before 16, suspensions or expulsion from school. Diagnosis or legal findings of ADHD & Conduct Disorder, Hyperactive & Unmanageable, beyond parental control.

**CIRV Screening Tool – Female Potential Participants**

THE CITY OF INDIANAPOLIS

# CIRV Screening Tool – Female Potential Participants

FEMALE VERSION

CLIENT NAME _____ DATE _____

STAFF NAME _____

| | 0 Points | 1 Point |
|---|---|---|
| Does the person have a history of minor violence? | ☐ No ☐ Unknown | ☐ Yes |
| Does the person have a history of severe violence? | ☐ No ☐ Unknown | ☐ Yes |
| Does the person have an unstable lifestyle? | ☐ No ☐ Unknown | ☐ Yes |
| Does the client have a history of non-compliance on probation/parole? | ☐ No ☐ Unknown | ☐ Yes |
| | Total Points | |

| SCORING | LEVEL | ACTION |
|---|---|---|
| 0 to 1 | LOW | REFER TO COMMUNITY SERVICES |
| 2 to 4 | HIGH | SCREENED FOR CIRV SERVICES |

IDENTIFIED LEVEL _____

STAFF SIGNATURE _____ DATE _____

SUPERVISOR SIGNATURE _____ DATE _____

Print Form

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Question Definitions (Female Version)

1. *Minor Violence*: Mark any arrest or conviction for any act of minor violence.

2. *Severe Violence*: Any act that could, have, or did result in injury, medical attention, and/or death of a victim. Violent acts include attempted acts of violence. Note all arrests and convictions for felonies. Mark all of the sub-categories of crimes that apply.

3. *Unstable Lifestyle*: This question refers to a chronic pattern of the following; chronic is defined as a lifestyle consisting of at least 2 years. Unstable work history, repeatedly failed to hold a job for more than 2 years, the offender have no apparent means of subsistence but appear to have money, have been fired and/or quit employment without another job. Unstable housing, the offender has been unable to maintain stable housing for a period of at least 2 years. This section does not apply to offenders recently released from the institution or jail. There must be a pattern of instability for at least 2 years. Offender has a history of poor relationships and cannot maintain a relationship for 2 consecutive years. The offender has no High School Diploma or GED.

4. *History of Noncompliance on Parole and Probation*: This question refers to any sanctions, escapes, absconds, parole violations or arrests for new crimes while on supervision.

# CIRV Screening Tool – Scoring Rules

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**CIRV Screening Tool - Scoring Rules**

1. The Male version has three questions to be scored. Question Four on the Male version (Early Onset of Delinquent Behavior) is being collected for data/research purposes only. The Female version has four questions to be scored.

2. There are three possible scores for each question, Yes, No and Unknown. If none of these are marked the question is considered incomplete or blank.

3. In some questions there are sub categories under the Yes value. Based upon research of the offender's records and an interview, all of the applicable sub categories must be marked. If one of these categories is marked the user must mark the Yes box.

4. After researching the records and conducting an interview, if the question is determined to be answered as No, the box must be marked No by the user.

5. After researching the records and conducting an interview, if the question is determined to be answered as Unknown, the box must be marked Unknown by the user.

6. A question may be modified at any time to allow for updating the tool as new information is gathered or comes to the attention of the supervising Parole/Probation Officer.

7. No and Unknown answers on a question are mutually exclusive and if checked no other answer can be selected.

8. At no time should an offender receive two Yes answers for the same acts. The Domestic Violence question should be answered over the Severe Violence question if a relationship between the victim and offender existed during or prior to the assault. For example, if the offender raped or kidnapped a former or current partner, the Domestic Violence question should be marked Yes and not the Severe Violence question.

9. The tool will be scored as follows:

- If no values are marked Yes and all values are completed, the score will be Standard Supervision.
- If one or more of the values are marked Yes (but not all), and all values are completed, the score will be Areas of Concern Noted.
- If all values are marked Yes and all values are completed the score will be Staff with Supervisor.
- If any or all values are incomplete the tool will not be scored by the system.

# CIRV Services Intake Process

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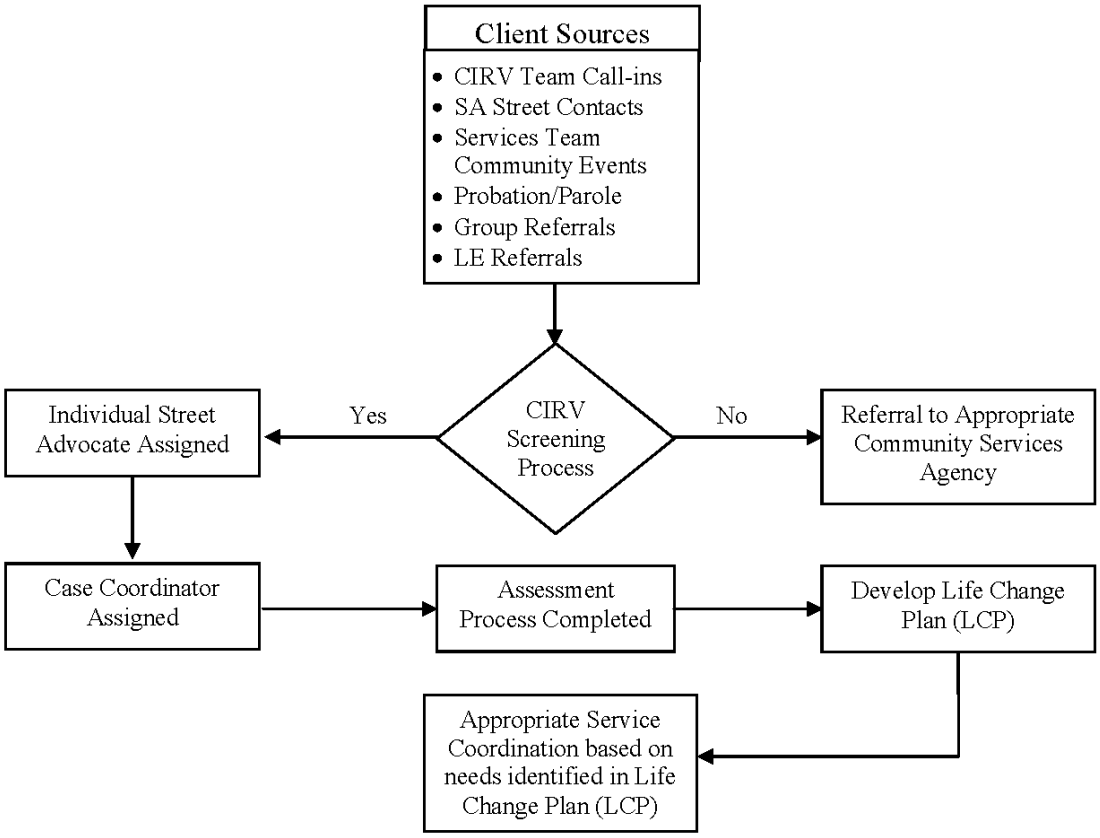
## CIRV Services Intake Process




## PERFORMANCE MEASUREMENT

**CIRV Violence Mediation Form**

THE CITY OF INDIANAPOLIS

# CIRV Violence Mediation Form

| | | | |
|---|---|---|---|
| 1 | ID No. | 2 | Date |

**THE FOLLOWING INFORMATION REFERS TO THE ACTUAL MEDIATION EVENT**

| | | | |
|---|---|---|---|
| 3 | Street/Intersection | 4 | Neighborhood |

| | | | | | |
|---|---|---|---|---|---|
| 5 | Date | 6 | Time | 7 | Amount of Time |

| | | | |
|---|---|---|---|
| 8 | TYPE OF SETTING (CHECK ALL THAT APPLY) | 9 | INDIVIDUALS PRESENT (CHECK ALL THAT APPLY) |
| | ☐ Street Worker Office | | ☐ Aggressor |
| | ☐ Home Visit | | ☐ Family Members |
| | ☐ Street Interaction | | ☐ Neighbors |
| | ☐ Hospital/Emergency Room | | ☐ Friends/Gang Members |
| | ☐ Jail/Police Department | | ☐ Potential Victim |
| | ☐ Other | | ☐ Other |

**THE FOLLOWING INFORMATION REFERS TO THE VIOLENT EVENT**

| | | | |
|---|---|---|---|
| 10 | GANG INVOLVEMENT (IF YES, WHICH GANG) | 11 | DRUG INVOLVEMENT (IF YES, WHAT TYPE) |
| | ☐ Yes | | ☐ Yes |
| | ☐ No | | ☐ No |
| | ☐ Unsure | | ☐ Unsure |
| 12 | WEAPON INVOLVED (IF YES, WHAT TYPE) | 13 | STATUS OF WEAPON (IF TAKEN, BY WHO) |
| | ☐ Yes | | ☐ Taken |
| | ☐ No | | ☐ Still Possessed by Person |
| | ☐ Unsure | | ☐ Unsure |
| 14 | HOW LIKELY WAS THE SITUATION TO RESULT IN A SHOOTING? | 15 | WERE THE POLICE CALLED TO THE SITUATION? (IF YES, WHO CALLED) |
| | ☐ Very Unlikely | | ☐ Yes |
| | ☐ Unlikely | | ☐ No |
| | ☐ Likely | | ☐ Unsure |
| | ☐ Very Likely | | |

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# CIRV Violence Mediation Form (Continued)

**Please briefly describe the reason for the potentially violent incident.**

**How resolved do you feel the situation is?**

**Please briefly describe how the situation was resolved.**

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# CV Outreach Worker Supervisor Questionnaire

THE CITY OF INDIANAPOLIS

# CV Outreach Worker Supervisor Questionnaire

1. Please check off all the jobs you have had at CeaseFire.

   _____ outreach worker

   _____ violence interrupter

   _____ outreach worker supervisor

   _____ violence prevention coordinator

   _____ CeaseFire volunteer

2. When did you become an Outreach Worker Supervisor?

   _____ year  _____ month

3. How often do you do these things?

| How frequently do you. . .? | every day | several days a week | several times a month | about once a month | I do this, but not often | not at all |
|---|---|---|---|---|---|---|
| **Attend Meetings** | | | | | | |
| a staff meetings at my site | | | | | | |
| b meetings at Taylor Street | | | | | | |
| c attend coalition meetings, meetings with service providers, or community meetings at our site | | | | | | |
| **Fill Out Paperwork** | | | | | | |
| d fill out paper work for Taylor | | | | | | |
| e keep my own records of activities | | | | | | |
| f keep my own records on clients | | | | | | |

# CV Outreach Worker Supervisor Questionnaire (Continued)

4. How often do you do these things?

| How frequently do you. . .? | every day | several days a week | several times a month | about once a month | I do this, but not often | not at all |
|---|---|---|---|---|---|---|
| a meet with my outreach workers to discuss their strategies | | | | | | |
| b meet with my outreach workers to give them feedback on the quality of their work | | | | | | |
| c meet with my outreach workers' clients | | | | | | |
| d review my outreach workers' case files | | | | | | |
| e meet with my violence prevention coordinator to discuss my work | | | | | | |
| f work with my violence prevention coordinator to identify new services, and coalition partners | | | | | | |
| g meet with our violence interrupter to share information | | | | | | |
| h consult with Frank Perez about my work | | | | | | |
| i consult with others at Taylor Street | | | | | | |

# CV Outreach Worker Supervisor Questionnaire (Continued)

5. For your site as a whole, how frequently are you and your staff able to refer or connect clients to these services or opportunities?

| | How frequently does your site connect clients to . . . ? | More than once a month | once a month | less than once a month | not at all |
|---|---|---|---|---|---|
| a | a GED program | | | | |
| b | an alternative school | | | | |
| c | college | | | | |
| d | drug rehab (including NA) | | | | |
| e | alcohol rehab (including AA) | | | | |
| f | anger management programs | | | | |
| g | mental health services | | | | |
| h | job training or job readiness program | | | | |
| i | a job interview | | | | |
| j | HIV/AIDS testing | | | | |
| k | pregnancy and parenthood services | | | | |
| l | housing assistance | | | | |
| m | food assistance or WIC | | | | |
| n | places to get driver's licenses, social security cards or state IDs | | | | |
| o | daycare for clients' children | | | | |

6. Does your site provide clients' parents with assistance? (please check one)

_____ Yes
_____ No

7. Does your site provide clients' relatives, girlfriends or boyfriends with assistance? (please check one)

_____ Yes
_____ No

# CV Outreach Worker Supervisor Questionnaire (Continued)

8. What are the issues your site's clients face? (please check all that apply)

a. _____ anger management
b. _____ mental illness
c. _____ physical disability
d. _____ homelessness
e. _____ drug use
f. _____ alcohol abuse
g. _____ HIV/AIDS

h. _____ job readiness
i. _____ never had a job
j. _____ lost their job
k. _____ have no high school degree
l. _____ have no GED

m. _____ parents on drugs
n. _____ targets of abuse at home
o. _____ have children to support

p. _____ have a felony record
q. _____ have been a shooting victim
r. _____ have been a shooter

s. _____ have been a leader of a gang
t. _____ formal member of a gang
u. _____ hang with gangs but not formal members
v. _____ was a gang hit man

9. How many of your site's current clients hang out in your official target areas? (please check one)

_____ all or almost all
_____ more than half
_____ about half
_____ less than half

# CV Outreach Worker Supervisor Questionnaire (Continued)

10. How many of your site's current clients live in your official target areas? (please check one)

_____ all or almost all

_____ more than half

_____ about half

_____ less than half

11. How many of your site's cases have you closed out in the following ways:
(please write in the numbers of clients next to the reasons)

____ CHECK HERE IF YOUR SITE HAS NEVER CLOSED OUT A CLIENT
(leave the list below blank)

a. _____ did not show up for a long time
b. _____ moved away
c. _____ not motivated to change
d. _____ went to prison
e. _____ died
f. _____ client succeeded; "graduated" from the program
g. _____ something else happened

12. How often do shooting-related things happen at your site? (please check the frequency box)

| | To follow up on a shooting, how frequently do you . . . ? | several times a month | about once a month | I do this, but not often | not at all |
|---|---|---|---|---|---|
| a | visit victim or victim's family home after a shooting | | | | |
| b | go door to door to pass out flyers and talk to neighbors | | | | |
| c | attend a march or prayer vigil following a shooting | | | | |
| d | visit a hospital right after a shooting | | | | |

# CV Outreach Worker Supervisor Questionnaire (Continued)

13. Taylor Street and your supervisor have some rules, but how important are the following issues to you?

| | How important is it that . . .? | very important to me | somewhat important to me | not important to me |
|---|---|---|---|---|
| a | We do street work only in our official target areas | | | |
| b | We only have clients that live in our official target areas | | | |
| c | We only have clients who hang out in our official target areas | | | |
| d | We go into schools to give presentations and meet classes | | | |
| e | We are around school when it lets out, to keep order | | | |
| f | The outreach workers meet the rule of 80% street time and 20% office time | | | |
| g | The outreach workers carry at least 15 clients on their caseload | | | |
| h | Our caseloads include only the highest risk people in the area | | | |
| i | We complete all the paperwork Taylor Street requires | | | |

14. How satisfied are you with CeaseFire when it comes to training at Taylor Street?

| | How satisfied are you with . . .? | very satisfied | fairly satisfied | not satisfied |
|---|---|---|---|---|
| a | how prepared I was before I first went out on the job | | | |
| b | how prepared I am for my job now | | | |
| c | how frequently we have training sessions | | | |
| d | how useful our training is in the real world | | | |

# CV Outreach Worker Supervisor Questionnaire (Continued)

15. How satisfied are you with CeaseFire when it comes to things at Taylor Street?

| | How satisfied are you with . . .? | very satisfied | fairly satisfied | not satisfied |
|---|---|---|---|---|
| a | Taylor Street's drug testing policy | | | |
| b | my work being valued at Taylor Street | | | |
| c | Taylor Street listening to my ideas and suggestions | | | |
| d | Taylor Street listening to my complaints | | | |

16. How satisfied are you with CeaseFire when it comes to things at your current site?

| | How satisfied are you with . . .? | very satisfied | fairly satisfied | not satisfied |
|---|---|---|---|---|
| a | my site's drug testing policy | | | |
| b | my site's staff meetings | | | |
| c | my work being valued at my site | | | |
| d | my site listening to my ideas and suggestions | | | |
| e | my site listening to my complaints | | | |

17. Some supervisors also carry a case load. If you have any clients of your own, how many clients do you currently work with? _____ (number)

# CV Outreach Worker Supervisor Questionnaire (Continued)

THIS INFORMATION IS VERY CONFIDENTIAL AND WILL NOT BE REPORTED TO ANYONE

18. I am
    _____ male
    _____ female

19. In what year were you born? _____ (year)

20. I am
    _____ African American
    _____ White
    _____ Latino
    _____ Other

21. My highest degree in school is: _____

22. My current site is: _____ (site name)

23. I have also worked at another site:_____ (site name)

THANK YOU FOR YOUR PARTICIPATION IN OUR SURVEY. OUR HOPE IS THAT YOUR HONEST FEEDBACK WILL MAKE IMPROVEMENTS IN THE PROGRAM.

| ____ | ____ | ____ | ____ |
|---|---|---|---|
| mm | dd | A | B |

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THE CITY OF INDIANAPOLIS

# CV Outreach Worker Questionnaire

THE CITY OF INDIANAPOLIS

# CV Outreach Worker Questionnaire

1. Please check off all the jobs you have had at CeaseFire.

   _____ outreach worker

   _____ violence interrupter

   _____ outreach supervisor

   _____ violence prevention coordinator

   _____ CeaseFire volunteer

2. When did you become an Outreach Worker?

   _____ _____
   year month

3. How many clients do you currently work with? _____ (number)

4. How many clients have you worked with (in total) as an outreach worker? _____ (number)

5. How many of your current clients are: (please write in the numbers)

   _____ male

   _____ female

6. How many of your current clients fall into each age range? (please write in the numbers)

| Age | 14 and younger | 15-17 | 18-20 | 21-24 | 25 and older |
|---|---|---|---|---|---|
| Male | | | | | |
| Female | | | | | |

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# CV Outreach Worker Questionnaire (Continued)

7. Did you know any of your clients before you became an Outreach Worker? (please check)
   _____ Yes
   _____ No

8. Are any of your clients relatives of yours (cousins, by marriage, etc.)? (please check)

   _____ Yes
   _____ No

9. What are the issues your clients face? (please check all that apply)

   a. _____ anger management
   b. _____ mental illness
   c. _____ physical disability
   d. _____ homelessness
   e. _____ drug use
   f. _____ alcohol abuse
   g. _____ HIV/AIDS

   h. _____ job readiness
   i. _____ never had a job
   j. _____ lost their job
   k. _____ have children to support
   l. _____ have no high school degree
   m._____ have no GED

   n. _____ parents on drugs
   o. _____ targets of abuse at home
   p. _____ have a felony record
   q. _____ have been a shooting victim

   r. _____ have been a shooter
   s. _____ have been a leader of a gang
   t. _____ formal member of a gang
   u. _____ hang with gangs but not formal members
   v. _____ was a gang hit man

# CV Outreach Worker Questionnaire (Continued)

10. How do you spend your street work time? (please check the frequency box for each)

| How frequently do you . . . .? | every day | several days a week | several times a month | about once a month | I do this, but not often | not at all |
|---|---|---|---|---|---|---|
| a walk or just hang out in the neighborhood | | | | | | |
| b talk to current or potential clients on the street | | | | | | |
| c talk to businesses about contributing to events | | | | | | |
| d distribute posters and signs to stores, offices and the community | | | | | | |
| e participate in a BBQ-Hot Chocolate-Chili night | | | | | | |
| f do political canvassing as part of the job | | | | | | |

11. How often do <u>shooting-related</u> things happen? (please check the frequency box)

| To follow up on a shooting, how frequently do you . . . ? | several times a month | about once a month | I do this, but not often | not at all |
|---|---|---|---|---|
| a visit victim or victim's family home after a shooting | | | | |
| b go door to door to pass out flyers and talk to neighbors | | | | |
| c attend a march or prayer vigil following a shooting | | | | |
| d visit a hospital right after a shooting | | | | |

# CV Outreach Worker Questionnaire (Continued)

12. How do you spend your time with clients? (please check the frequency box for each)

| | How frequently do you . . . .? | every day | several days a week | several times a month | about once a month | I do this, but not often | not at all |
|---|---|---|---|---|---|---|---|
| a | talk to clients in the office | | | | | | |
| b | talk to clients on the phone | | | | | | |
| c | take clients to lunch, dinner or coffee | | | | | | |
| d | make a home visit | | | | | | |
| e | take clients to an event (bowling, sports game, etc.) | | | | | | |
| f | participate in sports with clients, or play cards or games with clients | | | | | | |
| g | prepare clients for job interviews | | | | | | |
| h | take clients to job referrals or help clients fill out job applications | | | | | | |
| i | take clients to court or talk with their lawyers | | | | | | |
| j | talk with their probation or parole officers | | | | | | |
| k | take clients to church events | | | | | | |
| l | just hang out with clients on the street | | | | | | |

13. How many of your current clients <u>hang out</u> in your official target areas? (please check one)

_____ all or almost all

_____ more than half

_____ about half

_____ less than half

# CV Outreach Worker Questionnaire (Continued)

14. How many of your current clients live in your official target areass? (please check one)

_____ all or almost all

_____ more than half

_____ about half

_____ less than half

15. Taylor Street and your supervisor have some rules, but how important are the following issues to you.

| | How important is it that . . .? | very important to me | somewhat important to me | not important to me |
|---|---|---|---|---|
| a | I do my street work only in our official target areas | | | |
| b | I only have clients that live in our official target areas | | | |
| c | I only have clients who hang out in our official target areas | | | |
| d | I go into schools to give presentations and meet classes | | | |
| e | I am around school when it lets out, to keep order | | | |
| f | I meet rule of 80% street time and 20% office time | | | |
| g | I carry at least 15 clients on my caseload | | | |
| h | My caseload includes only the highest risk people in the area | | | |
| i | I complete all the paperwork for Taylor Street | | | |

16. How many of your clients fall into each of the following categories? (please write in the numbers)

____ African American ____ Asian

____ White ____ Other

____ Latino

# CV Outreach Worker Questionnaire (Continued)

17. How frequently are you able to refer or connect your clients to these services or opportunities?

| | How frequently do you get a client into . . . ? | More than once a month | once a month | less than once a month | not at all |
|---|---|---|---|---|---|
| a | a GED program | | | | |
| b | an alternative school | | | | |
| c | college | | | | |
| d | drug rehab (including NA) | | | | |
| e | alcohol /rehab (including AA) | | | | |
| f | anger management programs | | | | |
| g | mental health services | | | | |
| h | job training or job readiness program | | | | |
| i | a job interview | | | | |
| j | HIV/AIDS testing | | | | |
| k | pregnancy and parenthood services | | | | |
| l | housing assistance | | | | |
| m | food assistance or WIC | | | | |
| n | places to get driver's licenses, social security cards or state IDs | | | | |
| o | daycare for clients' children | | | | |

18. Do you provide clients' parents with assistance?
(please check one)

_____ Yes
_____ No

19. Do you provide clients' relatives, girlfriends or boyfriends with assistance?
(please check one)

_____ Yes
_____ No

# CV Outreach Worker Questionnaire (Continued)

20. How many of your client's cases have you closed out in the following ways:
(please write in the numbers of clients next to the reasons)

____ CHECK HERE IF YOU HAVE NEVER CLOSED OUT A CLIENT - leave the list below blank

a. _____ did not show up for a long time

b. _____ moved away

c. _____ not motivated to change

d. _____ went to prison

e. _____ died

f. _____ client succeeded; "graduated" from the program

g. _____ something else happened

21. How often do you do these things?

| How frequently do you. . .? | every day | several days a week | several times a month | about once a month | I do this, but not often | not at all |
|---|---|---|---|---|---|---|
| **Attend Meetings** | | | | | | |
| a staff meetings at my site | | | | | | |
| b training at Taylor | | | | | | |
| c attend coalition meetings, meetings with service providers, or community meetings | | | | | | |
| **Fill Out Paperwork** | | | | | | |
| d fill out paper work for Taylor (resolution forms, daily logs, client intake forms, etc.) | | | | | | |
| e keep my own records of activities | | | | | | |
| f keep my own records on clients | | | | | | |
| **Work on the Phone** | | | | | | |
| g talk to Taylor Street | | | | | | |

# CV Outreach Worker Questionnaire (Continued)

22. How often do you do these things on the job?

| How frequently do you . . .? | every day | several days a week | several times a month | about once a month | I do this, but not often | not at all |
|---|---|---|---|---|---|---|
| **interact with schools on the job** | | | | | | |
| a provide an after-school presence | | | | | | |
| b meet with principals or counselors | | | | | | |
| c make presentations or talk to groups of students in school | | | | | | |
| **interact with clergy on the job** | | | | | | |
| d attend funerals as part of the job | | | | | | |
| e attend church events as part of the job | | | | | | |
| f meet individually with clergy | | | | | | |
| **interact with police on the job** | | | | | | |
| g get stopped or harassed by the police as a suspect | | | | | | |
| h talk with police on the street as part of the job | | | | | | |
| i attend a police roll call | | | | | | |
| j meet at a police station | | | | | | |
| k attend a beat meeting | | | | | | |

23. How satisfied are you with CeaseFire when it comes to training at Taylor Street?

| How satisfied are you with . . .? | very satisfied | fairly satisfied | not satisfied |
|---|---|---|---|
| a how prepared I was before I first went out on the job | | | |
| b how prepared I am for my job now | | | |
| c how frequently we have training sessions | | | |
| d how useful our training is in the real world | | | |

# CV Outreach Worker Questionnaire (Continued)

24. How satisfied are you with CeaseFire when it comes to things at Taylor Street?

| | How satisfied are you with . . .? | very satisfied | fairly satisfied | not satisfied |
|---|---|---|---|---|
| a | Taylor Street's drug testing policy | | | |
| b | my work being valued at Taylor Street | | | |
| c | Taylor Street listening to my ideas and suggestions | | | |
| d | Taylor Street listening to my complaints | | | |

25. How satisfied are you with CeaseFire when it comes to things at your current site?

| | How satisfied are you with . . .? | very satisfied | fairly satisfied | not satisfied |
|---|---|---|---|---|
| a | my site's drug testing policy | | | |
| b | my site's staff meetings | | | |
| c | my work being valued at my site | | | |
| d | my site listening to my ideas and suggestions | | | |
| e | my site listening to my complaints | | | |

# CV Outreach Worker Questionnaire (Continued)

THIS INFORMATION IS VERY CONFIDENTIAL AND WILL NOT BE REPORTED TO ANYONE

26. I am
    _____ male
    _____ female

27. In what year were you born? _____ (year)

28. I am
    _____ African American
    _____ White
    _____ Latino
    _____ Other

29. My highest degree is school is: _____

30. My current site is:

    _____
    site name

31. I have also worked at another site:

    _____
    site name

THANK YOU FOR YOUR PARTICIPATION IN OUR SURVEY. OUR HOPE IS THAT YOUR HONEST FEEDBACK WILL MAKE IMPROVEMENTS IN THE PROGRAM.

| _____ | _____ | _____ | _____ |
|---|---|---|---|
| mm | dd | A | B |

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THE CITY OF INDIANAPOLIS

**CV Violence Interrupter Questionnaire**

THE CITY OF INDIANAPOLIS

# CV Violence Interrupter Questionnaire

1. Please check off all the jobs you have had at CeaseFire.

   _____ violence interrupter

   _____ outreach worker

   _____ outreach supervisor

   _____ violence prevention coordinator

   _____ CeaseFire volunteer

2. When did you become a Violence Interrupter?

   _____ year  _____ month

3. How do you spend your street work time? (please check frequency box for each)

| How frequently do you . . . .? | every day | several days a week | several times a month | about once a month | I do this, but not often | not at all |
|---|---|---|---|---|---|---|
| a walk or just hang out in the neighborhood | | | | | | |
| b drive through the neighborhood | | | | | | |
| c talk to people to get street information | | | | | | |
| d mediate conflicts with gang members | | | | | | |
| e bring people to the office to mediate a dispute | | | | | | |
| f stay on top of past conflicts | | | | | | |
| g host or attend neighborhood gatherings | | | | | | |

# CV Violence Interrupter Questionnaire (Continued)

4. How often do shooting-related things happen? (please check frequency box for each)

| To follow up on a shooting, how frequently do you . . . .? | several times a month | about once a month | I do this, but not often | not at all |
|---|---|---|---|---|
| a visit victim or family home after a shooting | | | | |
| b go door to door to pass out flyers and talk to neighbors | | | | |
| c attend a march or prayer vigil following a shooting | | | | |
| d visit a hospital right after a shooting | | | | |
| e collect information about a shooting | | | | |
| f meet with gang leaders to mediate over a shooting | | | | |

5. When you talk to people to get street information, how many of them hang out in your official target area, as opposed to somewhere else in the community? (please check one)

_____ all or almost all
_____ more than half
_____ about half
_____ less than half

6. When you mediate conflicts, how many of them would have happened in your official target areas, as opposed to somewhere else in the community? (please check one)

_____ all or almost all
_____ more than half
_____ about half
_____ less than half

# CV Violence Interrupter Questionnaire (Continued)

7. How often do you do these things on the job? (please check frequency box for each)

| How frequently do you . . . .? | every day | several days a week | several times a month | about once a month | I do this, but not often | not at all |
|---|---|---|---|---|---|---|
| **interact with schools on the job** | | | | | | |
| a provide an after-school presence | | | | | | |
| b meet with principals, counselors or teachers | | | | | | |
| c make presentations or talk to groups of students in school | | | | | | |
| **interact with clergy on the job** | | | | | | |
| d attend funerals as part of the job | | | | | | |
| e attend church events as part of the job | | | | | | |
| f meet individually with clergy | | | | | | |
| **interact with police on the job** | | | | | | |
| g get stopped or harassed by the police because they think you are a suspect | | | | | | |
| h talk with police on the street | | | | | | |
| i attend a police roll call | | | | | | |
| j meet at a police station | | | | | | |
| k attend a beat meeting | | | | | | |

8. How satisfied are you with CeaseFire when it comes to things at Taylor Street?

| How satisfied are you with . . .? | very satisfied | fairly satisfied | not satisfied |
|---|---|---|---|
| a the violence interrupter meetings at Taylor Street | | | |
| b Taylor Street's drug testing policy | | | |
| c my work being valued at Taylor Street | | | |
| d Taylor Street listening to my ideas and suggestions | | | |
| e Taylor Street listening to my complaints | | | |
| f the 900 hour contract we have | | | |

# CV Violence Interrupter Questionnaire (Continued)

9. How satisfied are you with CeaseFire when it comes to training? (please check)

| | How satisfied are you with . . .? | very satisfied | fairly satisfied | not satisfied |
|---|---|---|---|---|
| a | How prepared I was before I first went out on the job | | | |
| b | How prepared I am for my job now | | | |
| c | How frequently we have training sessions at Taylor Street | | | |
| d | How useful our training is in the real world | | | |

10. How often do you do these things? (please check frequency box for each)

| How frequently do you . . .? | at least once a week | several times a month | about once a month | I do this, but not often | not at all |
|---|---|---|---|---|---|
| **Attend Meetings** | | | | | |
| a staff meetings at my site | | | | | |
| b violence interrupter meetings at Taylor | | | | | |
| c training at Taylor | | | | | |
| **Fill Out Paperwork** | | | | | |
| d fill out paper work for Taylor | | | | | |
| e keep my own records of activities | | | | | |
| **Work on the Phone** | | | | | |
| f talk to Taylor Street | | | | | |
| g talk to an outreach worker or supervisor from my site | | | | | |
| h talk to people to get street information | | | | | |

# CV Violence Interrupter Questionnaire (Continued)

11. How often do you do these things? (please check frequency box for each)

| How frequently do you . . .? | at least once a week | several times a month | about once a month | I do this, but not often | not at all |
|---|---|---|---|---|---|
| **Work with Others** | | | | | |
| a help other CeaseFire sites with a conflict | | | | | |
| b get help from another CeaseFire site for a conflict | | | | | |

12. Taylor Street and your supervisor have some rules, but how important are the following issues to <u>you</u>:

| How important to you is it that . . ? | very important to me | somewhat important to me | not important to me |
|---|---|---|---|
| a I keep my street work only in our official target areas | | | |
| b I get street information only about our official target areas | | | |
| c I only intervene in conflicts that would have happened in our official target areas | | | |
| d I stay in close contact with Outreach Workers and Supervisors at my site | | | |
| e I complete all the paperwork for Taylor Street | | | |
| f I meet the 75% rule, and spend that amount of my time on official business | | | |

# CV Violence Interrupter Questionnaire (Continued)

THIS INFORMATION IS VERY CONFIDENTIAL AND WILL NOT BE REPORTED TO ANYONE

13. I am:
_____ male
_____ female

14. In what year were you born? _____ (year)

15. I am:
____ African American
____ White
____ Latino
____ Other

16. My highest degree in school is: _____

17. My current site is:
_____
site name

18. I have also worked at another site: _____
site name

THANK YOU FOR YOUR PARTICIPATION IN OUR SURVEY. OUR HOPE IS THAT YOUR HONEST FEEDBACK WILL MAKE IMPROVEMENTS IN THE PROGRAM.

| _____ | _____ | _____ | _____ |
|---|---|---|---|
| mm | dd | A | B |

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THE CITY OF INDIANAPOLIS

**CV Clergy Questionnaire**

THE CITY OF
INDIANAPOLIS

# CV Clergy Questionnaire

| dd | mm | A | B | C |
|---|---|---|---|---|
| | | | | |

Q1. To start, I am going to list the local CeaseFire staff. As I read them off, please tell me if you know them Here are their names:

**FILL IN NAMES IN ADVANCE; DON'T WORRY ABOUT THE ORDER - "JOB CODE' TAKES CARE OF THAT. IF THERE HAS BEEN A RECENT STAFF CHANGE, LIST FORMER STAFF MEMBERS.**

| | **Do you personally know or have you talked to . . .** | YES 1 | NO 0 | REF 8 | DK 9 | **JOB CODE** |
|---|---|---|---|---|---|---|
| *a* | ExDir | | | | | |
| *b* | VPC | | | | | |
| *c* | OWS | | | | | |
| *d* | OW | | | | | |
| *e* | OW | | | | | |
| *f* | OW | | | | | |
| *g* | | | | | | |
| *h* | | | | | | |
| *i* | | | | | | |
| *j* | | | | | | |
| *k* | VI | | | | | |
| *l* | VI | | | | | |

**Job Codes:**

1=Exec Director
2=Violence Prevention Coordinator
3=Outreach Supervisor
4=Outreach Worker
5=Violence Interrupter
6=Taylor Street CPVP Staff
7=Other (write in)_____

# CV Clergy Questionnaire (Continued)

Q2. Now I have a few questions about your contacts with these CeaseFire staff members.
**NOTE: GET THEM TO FOCUS ON THE SITE NAME LIST, NOT TIO, GARY etc.**
**CHECK CATEGORY RELEVANT TO NAMES ON THE SITE LIST**

| | **Would it be . . .** | every week or so 1 | monthly 2 | once every three months 3 | less often than that 4 | not at all 5 | *NA* 8 | DK 9 |
|---|---|---|---|---|---|---|---|---|
| *a* | During the past year, how often have you typically been in telephone contact with a CeaseFire staff member? | | | | | | | |
| *b* | In the past year, how often have they typically dropped by to see you in person? | | | | | | | |
| *c* | How often have you ended up attending the same meetings as CeaseFire staff? | | | | | | | |
| *d* | Ceasefire's "clients" are the young men and women they work with. In the past year, how often have you discussed individual clients that they are working with? | | | | | | | |

**EXPLAIN WHY NON-APPLICABLE:**

**PROBE FURTHER: IS THERE ANYONE ELSE WE SHOULD TALK TO?**

Q3. Have you ever been to the local CeaseFire office, which is located at_____?
**LOCATION**

1_____ YES 7_____ NA 9_____ DK

0_____ NO 8_____ REF

3_____ **VOL:** someone else from organization has, not me

Q4. Does your church have a specific ministry or outreach program for criminal justice issues?

1_____ YES **ASK Q4a** 7_____ NA

0_____ NO 8_____ REF

9_____ DK

Q4a: **IF YES:** What is its focus? **WRITE IN**

# CV Clergy Questionnaire (Continued)

## CLIENT CONTACT SEQUENCE

Q5. Do you or your church have any direct contact with CeaseFire's clients, the young men and women they work with?

1_____ YES

0_____ NO **SKIP CLIENT SEQUENCE; GO TO Q12**

8_____ REF **SKIP CLIENT SEQUENCE; GO TO Q12**

9_____ DK **SKIP CLIENT SEQUENCE; GO TO Q12**

Q6. Approximately how many clients does CeaseFire bring to you in the course of a month?

_____ NUMBER 7777=NA 8888=REF 9999=DK
**GET AN ESTIMATED AVERAGE NUMBER; DO NOT ACCEPT "VARIES" etc.**

Q7. Do you see them in your role as clergy, or do they participate in programs or get services sponsored by your *church*?

1_____ see them in role as clergy

2_____ participate in programs/services

3_____ **VOL:** both; 50-50; etc.

8_____ REF

9_____ DK

Q8. Are the clients that CeaseFire brings to you generally in a position to benefit from your assistance?
**CLARIFICATION: Do they have the right preparation, background, attitudes and life situation?**

1_____ YES

0_____ NO

3_____ **VOL:** some are/some not; 50-50; etc.

8_____ REF

9_____ DK

# CV Clergy Questionnaire (Continued)

Q9. Now I'm going to ask you to rate the clients that CeaseFire brings to you. First, would you say that they very motivated to turn their lives around, somewhat motivated, or not very motivated?

1_____ Very motivated

2_____ Somewhat motivated

3_____ Not very motivated

4_____ **VOL:** some are/some not; 50-50; etc.

8_____ REF

9_____ DK

Q10. Do they generally stick with programs, or do they tend to drop out along the way?

1_____ Generally stick with the program **SKIP TO Q11**

2_____ Drop out along the way **ASK Q10a**

3_____ **VOL:** some do/some don't; 50-50; etc. **ASK Q10a**

4_____ NOT IN PROGRAMS; JUST SEE THEM AS CHURCH-GOERS

8_____ REF

9_____ DK

Q10a. **IF THERE ARE DROPOUTS**
Why do you think they drop out rather than stick with the program? **WRITE IN**

_____
CODEa

_____
CODEb

Q11. In terms of their success, compared to other high-risk young people you deal with, are CeaseFire's clients . . .

1_____ more successful than most

2_____ about as successful as most, or

3_____ less successful than most?

8_____ REF

9_____ DK

# CV Clergy Questionnaire (Continued)

**ASK ALL**

Q12.

| | | YES 1 | NO 0 | NA 8 | DK 9 |
|---|---|---|---|---|---|
| *a* | At your church, have you ever discussed CeaseFire with other employees or members of the church? | | | | |
| *b* | Have the CeaseFire staff been introduced to people at your church? | | | | |
| *c* | Are any members of your church active in CeaseFire? | | | | |
| *d* | **IF YES?** About how many are active?<br><br>_____ | | | | |

**NOTE: "NA" WHEN NO ONE ELSE WORKS THERE; NO ONE ELSE IN CHURCH**

Q13.

| | | YES 1 | NO 0 | NA 8 | DK 9 |
|---|---|---|---|---|---|
| *a* | Have you or others representing your church ever had any problems or difficulties in working with CeaseFire? | | | | |
| *b* | **IF YES**: What were they? **WRITE IN**<br><br>_____<br>CODEa<br><br>_____<br>CODEb<br><br>_____<br>CODEc<br><br>_____<br>CODEd<br><br>**IF NO, PROBE FOR YES:** Have there been any conflicts with them, problems communicating, did they make too many demands on your time, or were you uncomfortable dealing with them? | | | | |

# CV Clergy Questionnaire (Continued)

Q14. Now I want to ask some questions about involvement you or others representing your church may have had in CeaseFire activities.

| | | YES 1 | NO 0 | NA 7 | REF 8 | DK 9 |
|---|---|---|---|---|---|---|
| *a* | Were you or others representing your church able to participate in any of the activities that were part of CeaseFire Week, which this year was June 3rd to 10th? | | | | | |
| *b* | Have you or church representatives ever been a member of any local CeaseFire committee? | | | | | |
| *c* | Have you or church representatives ever served on one of the hiring panels that CeaseFire uses to select new staff members? | | | | | |
| *d* | Have you or church representatives ever attended one of the regular coalition meetings that CeaseFire holds for organizations they work with? | | | | | |
| *e* | Have you or church representatives gone to Springfield as part of getting state funding for CeaseFire? | | | | | |
| *f* | Have you or church representatives ever attended a CeaseFire vigil or march in response to a shooting? | | | | | |
| *g* | Have you ever offered prayers for CeaseFire or spoke at a prayer vigil? | | | | | |
| *h* | Have CeaseFire staff brought you or church representatives any posters to hang up or printed materials to pass out to people? | | | | | |
| *i* | **IF YES:** Were you able to get the material displayed or passed out to the community? | | | | | |
| *j* | Does your church provide a Safe Haven, where CeaseFire staff and their clients get together? | | | | | |
| *k* | Do any of CeaseFire's staff attend your church/mosque? | | | | | |
| *l* | Do any of CeaseFire's clients or their families attend your church/mosque? | | | | | |
| *m* | Has your church organized any events that you have invited CeaseFire to participate in? | | | | | |
| *n* | Is there anything else that you have been able to do to help CeaseFire or their clients? | | | | | |
| *o* | **IF YES:** What was that?<br><br>_____<br>CODEa<br><br>_____<br>CODEb | | | | | |

# CV Clergy Questionnaire (Continued)

Q15. We are interested in what you see as the advantages and disadvantages of working with CeaseFire in your area. Please tell me how much you agree with the following statements.

| | **Do you . . .** | strongly agree 1 | somewhat agree 2 | somewhat disagree 3 | strongly disagree 4 | REF 8 | DK 9 |
|---|---|---|---|---|---|---|---|
| *a* | Your mission is to work with people like CeaseFire's clients.<br><br>Do you strongly agree, somewhat agree, somewhat disagree, or strongly disagree? | | | | | | |
| *b* | Your mission is to work on the kinds of issues that CeaseFire's clients bring with them. Do you . . . ? | | | | | | |
| *c* | Clients or their families might get involved in your church as members or supporters. Do you . . . ? | | | | | | |
| *d* | CeaseFire is likely to reduce the number of shootings and killings in the area. | | | | | | |
| *e* | CeaseFire has been successful in getting along politically with the powers that be in the area. Do you . . . ? | | | | | | |
| *f* | Working intensively with CeaseFire could make a lot of demands on your time or resources. Do you . . . ? | | | | | | |
| *g* | Working with CeaseFire might put you in a position to get more or new funding. | | | | | | |
| *h* | You don't know as much as you'd like about CeaseFire. | | | | | | |
| *i* | Turnover in CeaseFire staff has made it hard to work with them. Do you . . . ? | | | | | | |
| *j* | Turnover <u>at your *church*</u> has made it hard to work with them. Do you . . . ? | | | | | | |
| *k* | CeaseFire's funding instability has made it hard to work with them. Do you . . . ? | | | | | | |
| *l* | CeaseFire diverts funding from other local initiatives? Do you . . . ? | | | | | | |

# CV Clergy Questionnaire (Continued)

**HOST AGENCY QUESTIONS; KNOW THEIR NAME IN ADVANCE**

Q16. **HOST NAME** is the group that manages CeaseFire in your area. Were you working with them in some way before they started sponsoring CeaseFire, or did you start working with them because of CeaseFire?

1_____ working with them before

2_____ started because of CeaseFire

7_____ NA

8_____ REF

9_____ DK

Q17. Do you work with **HOST NAME** now on any other projects or programs, besides CeaseFire?

1_____ YES **WRITE IN ANY VOLUNTARY ELABORATIONS**

0_____ NO

7_____ NA

8_____ REF

9_____ DK

Q18. Has the reputation of **HOST NAME** made it easier to work with their CeaseFire program, harder to work with their CeaseFire program, or is this a neutral factor?

1____ easier 3____ harder 2____ neutral 8_____REF 9____DK

Q19. Have the political affiliations of **HOST NAME** made it easier to work with their CeaseFire program, harder to work with their CeaseFire program, or is this a neutral factor?

1____ easier 3____ harder 2____ neutral 8_____REF 9____DK

Q20. Do you think that CeaseFire in **SITE NAME** will still be in operation, in five years?

1_____ YES

0_____ NO **ASK Q20a**

8_____ REF

9_____ DK

Q20a. **IF NO:** Why is that? **WRITE IN**

_____ CODEa

_____ CODEb

# CV Clergy Questionnaire (Continued)

**QUESTIONS ABOUT ORGANIZATION: ASK ONLY IF NOT OBVIOUS; IF OBVIOUS FILL IN**

Q21. To finish, I just have a few quick questions about your *church*. What is your denomination?

_____ _____

CODE

Q22. About how many members do you have?

_____ NUMBER 7777=NA 8888=REF 9999=DK

Q23. Do your *church's* members live in nearby communities, or do they come from elsewhere in the city or suburbs?

1_____ nearby communities

2_____ elsewhere in city or suburbs

3_____ **VOL:** 50-50; some here some there; etc.

7_____ NA

8_____ REF

9_____ NA.

Q24. In what year was your church founded?

_____ YEAR 7777=NA 8888=REF 9999=DK

Q25. Does your *church* provide any non-profit services for residents of the area?

1_____ YES **ASK Q25a**

0 _____ NO

8 _____REF

9_____ DK

Q25a. **IF PROVIDE SERVICES**

What are they? **WRITE IN**

_____

CODEa

_____

CODEb

# CV Clergy Questionnaire (Continued)

**RESPONDENTS ROLE: ASK IF DON'T KNOW**

Q26. What is your job or position at your *church?* **IF YOU ALREADY HAVE TITLE, VERIFY IT**

_____ _____
CODE

Q27. In what year did you become *pastor* of this *church*?

_____ YEAR 7777=NA 8888=REF 9999=DK

Q28. Some people may work with CeaseFire because violence has touched their personal lives. Have you or someone close to you been a victim of violence in a way that has influenced your thinking about CeaseFire?

1_____ YES

0_____ NO

3_____ **VOL:** maybe; perhaps; yes and no

8_____ REF

9_____ DK

Q29. CODE GENDER 1____ MALE 2_____FEMALE **ASK IF NOT CERTAIN**

**THANK YOU**

THE CITY OF INDIANAPOLIS

**CV Community Organization Questionnaire**

THE CITY OF INDIANAPOLIS

# CV Community Organization Questionnaire

| dd | mm | A | B | C |
|---|---|---|---|---|
| | | | | |

Q1. To start, I am going to list the local CeaseFire staff. As I read them off, please tell me if you know them. Here are their names:

**FILL IN NAMES IN ADVANCE; DON'T WORRY ABOUT THE ORDER - "JOB CODE" TAKES CARE OF THAT. IF THERE HAS BEEN A RECENT STAFF CHANGE, LIST FORMER STAFF MEMBERS.**

| | **Do you personally know or have you talked to . . .** | YES 1 | NO 0 | REF 8 | DK 9 | **JOB CODE** |
|---|---|---|---|---|---|---|
| *a* | ExDir | | | | | |
| *b* | VPC | | | | | |
| *c* | OWS | | | | | |
| *d* | OW | | | | | |
| *e* | OW | | | | | |
| *f* | OW | | | | | |
| *g* | | | | | | |
| *h* | | | | | | |
| *i* | | | | | | |
| *j* | | | | | | |
| *k* | VI | | | | | |
| *l* | VI | | | | | |

**Job Codes:**

1=Exec Director
2=Violence Prevention Coordinator
3=Outreach Supervisor
4=Outreach Worker
5=Violence Interrupter
6=Taylor Street CPVP Staff
7=Other (write in)_____

THE CITY OF INDIANAPOLIS

# CV Community Organization Questionnaire (Continued)

Q2. Now I have a few questions about your contacts with these CeaseFire staff members.

| | **Would it be . . .** | every week or so<br>1 | monthly<br>2 | once every three months<br>3 | less often than that<br>4 | not at all<br>5 | *NA*<br>8 | DK<br>9 |
|---|---|---|---|---|---|---|---|---|
| *a* | During the past year, how often have you typically been in telephone contact with a CeaseFire staff member? | | | | | | | |
| *b* | In the past year, how often have they typically dropped by to see you in person? | | | | | | | |
| *c* | How often have you ended up attending the same meetings as CeaseFire staff? | | | | | | | |
| *d* | Ceasefire's "clients" are the young men and women they work with.<br><br>In the past year, how often have you discussed individual clients that they are working with? | | | | | | | |

**EXPLAIN WHY NON-APPLICABLE**:

**PROBE FURTHER: IS THERE ANYONE ELSE WE SHOULD TALK TO?**

Q3. Have you ever been to the local CeaseFire office, which is located at_____?
**LOCATION**

1_____ YES

0_____ NO

3_____ **VOL:** someone else from organization has, not me

7_____ NA

8_____ REF

9_____ DK

# CV Community Organization Questionnaire (Continued)

## CLIENT CONTACT SEQUENCE

Q4. Does your organization have any direct contact with CeaseFire's clients, the young men and women they work with?

1_____ YES

0_____ NO **SKIP CLIENT SEQUENCE; GO TO Q12**

8_____ REF **SKIP CLIENT SEQUENCE; GO TO Q12**

9_____ DK **SKIP CLIENT SEQUENCE; GO TO Q12**

Q5. Approximately how many clients dodo you have contact with in the course of a month?

_____ NUMBER 7777=NA 8888=REF 9999=DK
**GET AN ESTIMATED AVERAGE NUMBER; DO NOT ACCEPT "VARIES" etc.**

Q6. Do you see them in your role as a community leader, or do they participate in programs or get services sponsored by your *group*?

1_____ see them in role as clergy

2_____ participate in programs/services

3_____ **VOL:** both; 50-50; etc.

8_____ REF

9_____ DK

Q7. Are the clients that CeaseFire brings to you generally in a position to benefit from your assistance?
**CLARIFICATION: Do they have the right preparation, background, attitudes and life situation?**

1_____ YES

0_____ NO

3_____ **VOL:** some are/some not; 50-50; etc.

8_____ REF

9_____ DK

# CV Community Organization Questionnaire (Continued)

Q8. Now I'm going to ask you to rate the clients that CeaseFire brings to you. First, would you say that they very motivated to turn their lives around, somewhat motivated, or not very motivated?

1_____ Very motivated

2_____ Somewhat motivated

3_____ Not very motivated

4_____ **VOL:** some are/some not; 50-50; etc.

8_____ REF

9_____ DK

Q9. Do they generally stick with programs, or do they tend to drop out along the way?

1_____ Generally stick with the program **SKIP TO Q11**

2_____ Drop out along the way **ASK Q10a**

3_____ **VOL:** some do/some don't; 50-50; etc. **ASK Q10a**

4_____ NOT IN PROGRAMS; JUST SEE THEM AS CHURCH-GOERS

8_____ REF

9_____ DK

Q10. **IF THERE ARE DROPOUTS**
Why do you think they drop out rather than stick with the program? **WRITE IN**

_____
CODEa

_____
CODEb

Q11. In terms of their success, compared to other high-risk young people you deal with, are CeaseFire's clients . . .

1_____ more successful than most

2_____ about as successful as most, or

3_____ less successful than most?

8_____ REF

9_____ DK

# CV Community Organization Questionnaire (Continued)

Q12.

| | | YES 1 | NO 0 | NA 8 | DK 9 |
|---|---|---|---|---|---|
| *a* | At *your organization*, have you ever discussed CeaseFire with other members? | | | | |
| *b* | Have the CeaseFire staff been introduced to people at *your organization*? | | | | |
| *c* | Is anyone else at *your organization* personally involved in CeaseFire? | | | | |

**NOTE: "NA" WHEN NO ONE ELSE WORKS THERE**

Q13.

| | | YES 1 | NO 0 | NA 8 | DK 9 |
|---|---|---|---|---|---|
| *a* | Have you or others representing *organization* ever had any problems or difficulties in working with CeaseFire? | | | | |
| *b* | **IF YES**: What were they? **WRITE IN**<br><br>_____<br>CODEa<br><br>_____<br>CODEb<br><br>_____<br>CODEc<br><br>_____<br>CODEd<br><br>**IF NO PROBE FOR YES:** Have there been any conflicts with them, problems communicating, did they make too many demands on your time, or were you uncomfortable dealing with them? | | | | |

# CV Community Organization Questionnaire (Continued)

Q14. Now I want to ask some questions about involvement you or others representing your organization may have had in CeaseFire activities.

| | | YES 1 | NO 0 | NA 7 | REF 8 | DK 9 |
|---|---|---|---|---|---|---|
| *a* | Were you/*organization* able to participate in any of the activities that were part of CeaseFire Week, which this year was June 3rd to 10th? | | | | | |
| *b* | Have you/*organization* ever been a member of any local CeaseFire committee? | | | | | |
| *c* | Have you/*organization* ever served on one of the hiring panels that CeaseFire uses to select new staff members? | | | | | |
| *d* | Have you/*organization* ever attended one of the regular coalition meetings that CeaseFire holds for organizations they work with? | | | | | |
| *e* | Have you/*organization* gone to Springfield as part of getting state funding for CeaseFire? | | | | | |
| *f* | Have you/*organization* ever attended a CeaseFire vigil or march in response to a shooting? | | | | | |
| *g* | Have you/*organization* ever attended one of their late-night BBQ or hot cocoa events? | | | | | |
| *h* | Have CeaseFire staff brought you/*organization* any posters to hang up or printed materials to pass out to people? | | | | | |
| *i* | **IF YES:** Were you able to get the material displayed or passed out to the community? | | | | | |
| *j* | Has *your organization* organized any events that you have invited CeaseFire to participate in? | | | | | |
| *k* | Is there anything else that you have been able to do to help CeaseFire or their clients? | | | | | |
| *l* | **IF YES**: What was that?<br><br>_____<br>CODEa<br><br>_____<br>CODEb<br><br>_____<br>CODEc | | | | | |

# CV Community Organization Questionnaire (Continued)

Q15. We are interested in what you see as the advantages and disadvantages of working with CeaseFire in your area. Please tell me how much you agree with the following statements.

| | **Do you . . .** | strongly agree 1 | somewhat agree 2 | somewhat disagree 3 | strongly disagree 4 | REF 8 | DK 9 |
|---|---|---|---|---|---|---|---|
| *a* | Your mission is to work with people like CeaseFire's clients.<br><br>Do you strongly agree, somewhat agree, somewhat disagree, or strongly disagree? | | | | | | |
| *b* | Your mission is to work on the kinds of issues that CeaseFire's clients bring with them. Do you . . . ? | | | | | | |
| *c* | Clients or their families might get involved in your organization as members or supporters. Do you . . . ? | | | | | | |
| *d* | CeaseFire is likely to reduce the number of shootings and killings in the area. | | | | | | |
| *e* | CeaseFire has been successful in getting along politically with the powers that be in the area.. Do you . . . ? | | | | | | |
| *f* | Working intensively with CeaseFire could make a lot of demands on your time or resources. Do you . . . ? | | | | | | |
| *g* | Working with CeaseFire might put you in a position to get more or new funding. | | | | | | |
| *h* | You don't know as much as you'd like about CeaseFire. | | | | | | |
| *i* | Turnover in CeaseFire staff has made it hard to work with them. Do you . . . ? | | | | | | |
| *j* | Turnover <u>in *organization*</u> has made it hard to work with them. | | | | | | |
| *k* | CeaseFire's funding instability has made it hard to work with them. Do you . . . ? | | | | | | |
| *l* | CeaseFire diverts funding from other local initiatives. Do you . . . ? | | | | | | |

# CV Community Organization Questionnaire (Continued)

**HOST AGENCY QUESTIONS: KNOW THEIR NAME IN ADVANCE**

Q16. **HOST NAME** is the group that manages CeaseFire in your area. Were you working with them in some way before they started sponsoring CeaseFire, or did you start working with them because of CeaseFire?

1_____ working with them before

2_____ started because of CeaseFire

7_____ NA

8_____ REF

9_____ DK

Q17. Do you work with **HOST NAME** now on any other projects or programs, besides CeaseFire?

1_____ YES **WRITE IN ANY VOLUNTARY ELABORATIONS**

0_____ NO

7_____ NA

8_____ REF

9_____ DK

Q18. Has the reputation of **HOST NAME** made it easier to work with their CeaseFire program, harder to work with their CeaseFire program, or is this a neutral factor?

1____ easier 3____ harder 2____ neutral 8_____REF 9____DK

Q19. Have the political affiliations of **HOST NAME** made it easier to work with their CeaseFire program, harder to work with their CeaseFire program, or is this a neutral factor?

1____ easier 3____ harder 2____ neutral 8_____REF 9____DK

Q20. Do you think that CeaseFire in **SITE NAME** will still be in operation, in five years?

1_____ YES

0_____ NO **ASK Q20b**

8_____ REF

9_____ DK

Q20b. **IF NO:** Why is that? **WRITE IN**

_____ CODEa

_____ CODEb

**QUESTIONS ABOUT ORGANIZATION: ASK ONLY IF NOT OBVIOUS, IF OBVIOUS, FILL IN**

# CV Community Organization Questionnaire (Continued)

Q21. To finish, I just have a few quick questions about your organization. What is your organization's role in the community? **WRITE IN**

_____
CODEa

_____
CODEb

_____
CODEc

Q22. In what year was *organization* founded?

_____ YEAR 7777=NA 8888=REF 9999=DK

Q23. Does your organization operate out of an office?

1_____ YES

0_____ NO **ASK Q15a**

8_____ REF

9_____ DK

Q24. Do you have any paid staff?

1_____ YES **ASK Q25**

0_____ NO

8_____ REF

9_____ DK

Q25. **IF PAID STAFF**: How many are full-time?

_____ (full-time) 7777=NA 8888=REF 9999=DK

Q26. How many are part-time?

_____ (part-time) 7777=NA 8888=REF 9999=DK

Q27. About how many members and volunteers do you have at the present time?

_____ NUMBER 6666=NO MEMBERS 7777=NA 8888=REF 9999=DK

# CV Community Organization Questionnaire (Continued)

Q28. **RESPONDENT'S ROLE: ASK IF DON'T KNOW**
What is your job or position at *organization*? **IF YOU ALREADY HAVE TITLE, VERIFY IT**

_____ _____
CODE

Q20. In what year did you join *organization?*

_____ YEAR 7777=NA 8888=REF 9999=DK

Q30. Some people may work with CeaseFire because violence has touched their personal lives. Have you or someone close to you been a victim of violence in a way that has influenced your thinking about CeaseFire?

1_____ YES

0_____ NO

3_____ **VOL:** maybe; perhaps; yes and no

8_____ REF

9_____ DK

Q31. GENDER 1_____MALE 2_____FEMALE **ASK IF NOT CERTAIN**

**THANK YOU**

THE CITY OF INDIANAPOLIS

# CV Service Provider Questionnaire

THE CITY OF INDIANAPOLIS

# CV Service Provider Questionnaire

| dd | mm | A | B | C |
|---|---|---|---|---|
| | | | | |

Q1. To start, I am going to list the local CeaseFire staff. As I read them off, please tell me if you know them Here are their names:

**FILL IN NAMES IN ADVANCE; DON'T WORRY ABOUT THE ORDER - "JOB CODE" TAKES CARE OF THAT. IF THERE HAS BEEN A RECENT STAFF CHANGE, LIST FORMER STAFF MEMBERS.**

| | **Do you personally know or have you talked to . . .** | YES 1 | NO 0 | REF 8 | DK 9 | **JOB CODE** |
|---|---|---|---|---|---|---|
| *a* | ExDir | | | | | |
| *b* | VPC | | | | | |
| *c* | OWS | | | | | |
| *d* | OW | | | | | |
| *e* | OW | | | | | |
| *f* | OW | | | | | |
| *g* | | | | | | |
| *h* | | | | | | |
| *i* | | | | | | |
| *j* | | | | | | |
| *k* | VI | | | | | |
| *l* | VI | | | | | |

**Job Codes:**

1=Exec Director
2=Violence Prevention Coordinator
3=Outreach Supervisor
4=Outreach Worker
5=Violence Interrupter
6=Taylor Street CPVP Staff
7=Other (write in)_____

# CV Service Provider Questionnaire (Continued)

Q2. Now I have a few questions about your contacts with these CeaseFire staff members.

| | **Would it be . . .** | every week or so 1 | monthly 2 | once every three months 3 | less often than that 4 | not at all 5 | *NA* 8 | DK 9 |
|---|---|---|---|---|---|---|---|---|
| *a* | During the past year, how often have you typically been in telephone contact with a CeaseFire staff member? | | | | | | | |
| *b* | In the past year, how often have they typically dropped by to see you in person? | | | | | | | |
| *c* | How often have you ended up attending the same meetings as CeaseFire staff? | | | | | | | |
| *d* | Ceasefire's "clients" are the young men and women they work with.<br><br>In the past year, how often have you discussed individual clients that they are working with? | | | | | | | |

**EXPLAIN WHY NON-APPLICABLE:**

**PROBE FURTHER: IS THERE ANYONE ELSE WE SHOULD TALK TO?**

Q3. Have you ever been to the local CeaseFire office, which is located at_____?
**LOCATION**

1_____ YES

0_____ NO

3_____ **VOL:** someone else from organization has, not me

7_____ NA

8_____ REF

9_____ DK

# CV Service Provider Questionnaire (Continued)

## CLIENT CONTACT SEQUENCE

Q4. Do you/*organization* have any direct contact with CeaseFire's clients, the young men and women they work with?

1_____ YES

2_____ YES WALK-INS WHO HEARD ABOUT SERVICES VIA CEASEFIRE LITERATURE

3 _____ HAVE CF CLIENTS BUT CANNOT DIFFERENTIATE THEM FROM OTHERS
CHECK HERE AND CONTINUE TO ASK CLIENT SEQUENCE AS BEST YOU CAN

0_____ NO **SKIP CLIENT SEQUENCE; GO TO Q10**

6_____ **USED TO HAVE CONTACT BUT NOW DO NOT - SKIP TO Q10**

**7_____ HELP CEASEFIRE WITH EVENTS ETC. BUT NOT WITH CLIENTS - SKIP TO Q10**

8_____ REF **SKIP CLIENT SEQUENCE; GO TO Q10**

9_____ DK **SKIP CLIENT SEQUENCE; GO TO Q10**

Q5. Approximately how many clients does CeaseFire bring to you in the course of a month?

_____ NUMBER 6666=CANNOT DIFFERENTIATE 7777=NA 8888=REF 9999=DK

**GET AN ESTIMATED AVERAGE NUMBER; DO NOT ACCEPT "VARIES" etc.**

Q6. Are the clients that CeaseFire brings to you/*organization* generally in a position to benefit from your services?

**CLARIFICATION: Do they have the right preparation, background, attitudes and life situation?**

1_____ YES

0_____ NO

3_____ **VOL:** some are/some not; 50-50; etc.

7_____ DON'T DIFFERENTIATE

8_____ REF

9_____ DK

# CV Service Provider Questionnaire (Continued)

Q7. Now I'm going to ask you to rate the clients that CeaseFire brings to you. First, are they very motivated to turn their lives around, somewhat motivated, or not very motivated?

1_____ very motivated
2_____ somewhat motivated
3_____ not very motivated
4_____ **VOL:** some are/some not; 50-50; etc.
7_____ DON'T DIFFERENTIATE
8_____ REF
9_____ DK

Q8. Do they generally stick with your program or do they tend to drop out along the way?

1_____ Generally stick with the program **SKIP TO Q9**
2_____ Drop out along the way **ASK Q8a**
3_____ **VOL:** some do/some don't; 50-50; etc. **ASK 8a**
7_____ DON'T DIFFERENTIATE
8_____ REF
9_____ DK

Q8a. **IF THERE ARE DROPOUTS**
Why do you think they drop out rather than stick with the program? **WRITE IN**

_____
CODEa

_____
CODEb

_____
CODEc

Q9. In terms of their success in your program, compared to other high-risk young people you deal with, are CeaseFire's clients . . .

1_____ more successful than most
2_____ about as successful as most, or
3_____ less successful than most?
7_____ DON'T DIFFERENTIATE
8_____ REF
9_____ DK

# CV Service Provider Questionnaire (Continued)

**ASK ALL**

Q10.

| | | YES 1 | NO 0 | NA 8 | DK 9 |
|---|---|---|---|---|---|
| *a* | At *your organization*, have you ever discussed CeaseFire with other employees or members? | | | | |
| *b* | Have the CeaseFire staff been introduced to people at *your organization*? | | | | |
| *c* | Is anyone at *your organization* personally involved in CeaseFire, outside of their job? | | | | |

**NOTE: "NA" WHEN NO ONE ELSE WORKS THERE**

Q11.

| | | YES 1 | NO 0 | NA 8 | DK 9 |
|---|---|---|---|---|---|
| *a* | Have you or others representing *organization* ever had any problems or difficulties in working with CeaseFire? | | | | |
| *b* | **IF YES:** What were they? **WRITE IN**<br><br>_____<br>CODEa<br><br>_____<br>CODEb<br><br>_____<br>CODEc<br><br>_____<br>CODEd<br><br>**IF NO, PROBE FOR YES:** Have there been any conflicts with them, problems communicating, did they make too many demands on your time, or were you uncomfortable dealing with them? | | | | |
| | | | | | |

# CV Service Provider Questionnaire (Continued)

Q12. Now I want to ask some questions about involvement you or others representing your organization may have had in CeaseFire activities.

| | | YES 1 | NO 0 | NA 7 | REF 8 | DK 9 |
|---|---|---|---|---|---|---|
| *a* | Were you/*organization* able to participate in any of the activities that were part of CeaseFire Week, which this year was June 3rd to 10th? | | | | | |
| *b* | Have you/*organization* ever been a member of any local CeaseFire committee? | | | | | |
| *c* | Have you/*organization* ever served on one of the hiring panels that CeaseFire uses to select new staff members? | | | | | |
| *d* | Have you/*organization* ever attended one of the regular coalition meetings that CeaseFire holds for organizations they work with? | | | | | |
| *e* | Have you/*organization* ever attended a CeaseFire vigil or march in response to a shooting? | | | | | |
| *f* | Have you/*organization* ever attended one of their late-night BBQ or hot cocoa events? | | | | | |
| *g* | Have CeaseFire staff brought you/*organization* any posters to hang up or printed materials to pass out to people? | | | | | |
| *h* | **IF YES:** Were you able to get the material displayed or passed out to the community? | | | | | |
| *i* | Has *organization* organized any events that you have invited CeaseFire to participate in? | | | | | |
| *j* | Is there anything else that you have been able to do to help CeaseFire or their clients? | | | | | |
| *k* | **IF YES:** What was that?<br><br>_____<br>CODEa<br><br>_____<br>CODEb<br><br>_____<br>CODEc | | | | | |

Q12L. _____ Check here if 2 or more DKs or NAs are because "person who knows/had contact no longer here"
1

# CV Service Provider Questionnaire (Continued)

Q13. We are interested in what you see as the advantages and disadvantages of working with CeaseFire in your area. Please tell me how much you agree with the following statements.

| | **Do you . . .** | strongly agree 1 | somewhat agree 2 | somewhat disagree 3 | strongly disagree 4 | REF 8 | DK 9 |
|---|---|---|---|---|---|---|---|
| *a* | Your mission is to work with people like CeaseFire's clients.<br><br>Do you strongly agree, somewhat agree, somewhat disagree, or strongly disagree? | | | | | | |
| *b* | Your mission is to work on the kinds of issues that CeaseFire's clients bring with them. Do you . . . ? | | | | | | |
| *c* | Clients or their families might get involved in your organization as supporters. Do you . . . ? | | | | | | |
| *d* | CeaseFire is likely to reduce the number of shootings and killings in the area. | | | | | | |
| *e* | CeaseFire has been successful in getting along politically with the powers that be in the area. Do you . . . ? | | | | | | |
| *f* | Working intensively with CeaseFire could make a lot of demands on your time or resources. | | | | | | |
| *g* | Working with CeaseFire might put you in a position to get more or new funding. | | | | | | |
| *h* | You don't know as much as you'd like about CeaseFire. | | | | | | |
| *i* | Turnover in CeaseFire staff has made it hard to work with them. Do you . . . ? | | | | | | |
| *j* | Turnover <u>in *organization*</u> has made it hard to work with them. | | | | | | |
| *k* | CeaseFire's funding instability has made it hard to work with them. | | | | | | |
| *l* | CeaseFire diverts funding from other local initiatives. Do you . . . ? | | | | | | |

Q13L. _____ Check here if 2 or more DKs are because "person who knows/had contact no longer here"

# CV Service Provider Questionnaire (Continued)

**HOST AGENCY QUESTIONS; KNOW THEIR NAME IN ADVANCE**

Q14. **HOST NAME** is the group that manages CeaseFire in your area. Were you working with them in some way before they started sponsoring CeaseFire, or did you start working with them because of CeaseFire?

1_____ working with them before

2_____ started because of CeaseFire

7_____ NA

8_____ REF

9_____ DK

Q15. Do you work with **HOST NAME** now on any other projects or programs, besides CeaseFire?

1_____ YES **WRITE IN ANY VOLUNTARY ELABORATIONS**

0_____ NO

7_____ NA

8_____ REF

9_____ DK

Q16. Has the reputation of **HOST NAME** made it easier to work with their CeaseFire program, harder to work with their CeaseFire program, or is this a neutral factor?

1____ easier 3____ harder 2____ neutral 8_____REF 9____DK

Q17. Have the political affiliations of **HOST NAME** made it easier to work with their CeaseFire program, harder to work with their CeaseFire program, or is this a neutral factor?

1____ easier 3____ harder 2____ neutral 8_____REF 9____DK

Q18. Do you think that CeaseFire in **SITE NAME** will still be in operation in five years?

1_____ YES

0_____ NO **ASK Q18b**

8_____ REF

9_____ DK

Q18b. **IF NO:** Why is that? **WRITE IN**

_____ CODEa

_____ CODEb

# CV Service Provider Questionnaire (Continued)

**QUESTIONS ABOUT ORGANIZATION: ASK ONLY IF NOT OBVIOUS; IF OBVIOUS, FILL IN**

Q19. To finish, I just have a few quick questions about *organization*. Exactly which services does *organization* provide? We would like to get a listing of them all. **WRITE IN**

_____
CODEa

_____
CODEb

_____
CODEc

Q20. Do you provide a Safe Haven, where CeaseFire staff and their clients get together?

1_____ YES

0_____ NO

8_____ REF

9_____ DK

Q21. In what year was *organization* founded?

_____ YEAR 7777=NA 8888=REF 9999=DK

Q22. Overall, How many total clients/cases have you served in the past 12 months?

_____ NUMBER 7777=NA 8888=REF 9999=DK

Q23a. How many full-time staff do you have?

_____ (full-time) 7777=NA 8888=REF 9999=DK

Q23b. How many are part-time staff do you have?

_____ (part-time) 7777=NA 8888=REF 9999=DK

Q23c. How many regular volunteers do you have?

_____ (volunteer) 7777=NA 8888=REF 9999=DK 6666=DON'T USE VOLUNTEERS

# CV Service Provider Questionnaire (Continued)

Q24. Do you operate out of your own building, or do you rent space in a larger building?

1_____ OWN BUILDING

2_____ RENT SPACE

7_____ DO NOT HAVE SPACE

8_____ REF

9_____ DK

Q25. **RESPONDENT'S ROLE: ASK IF DON'T KNOW**
What is your job or position at *organization*? **IF YOU ALREADY HAVE TITLE, VERIFY IT**

_____ _____
CODE

Q26. In what year did you join *organization?*

_____ YEAR 7777=NA 8888=REF 9999=DK

Q27. Had you heard about CeaseFire before you took this job, or did you learn about it specifically because of this job?

1_____ heard before took this job

2_____ specifically because of this job

7_____ BEEN ON THE JOB A LONG TIME, BEFORE CF STARTED **VOL**

8_____ REF

9_____ DK

Q28. Some people may work with CeaseFire because violence has touched their personal lives. Have you or someone close to you been a victim of violence in a way that has influenced your thinking about CeaseFire?

1_____ YES

0_____ NO

3_____ **VOL:** maybe; perhaps; yes and no

8_____ REF

9_____ DK

Q29. GENDER 1_____MALE 2_____FEMALE **ASK IF NOT CERTAIN**

# SYVPI Performance Measures

THE CITY OF INDIANAPOLIS

## SYVPI Performance Measures

| Component | Measure |
|---|---|
| **Neighborhood Network** | Number of new youth risk assessed |
| | Number who have completed six month risk assessments (RAs) |
| | Number who have completed twelve month RAs |
| | Number of successful exits; number wo have completed exit RAs |
| | Number in Youth Development Projects (YDP) |
| | Number who have completed employment referrals |
| | 90% of the YDP participants completing the evaluation survey |
| **Case Management** | Number of signed Individual Service Plans (ISP = new enrollments) |
| | Number of signed Disclosure of Information forms (includes new enrollments as well as carry overs) |
| | Number of signed FERPA forms (to allow release of information from Seattle Public Schools) |
| | Number of ISP goals achieved |
| **Employment** | Number of youth enrolled with ISP |
| | Number of youth completing 80% of program and not dropping out of program |
| | Number of youth with a positive evaluation from supervisor regarding working relationships |
| | King County Superior Court: three out-of-school youth re-enrolling in education |
| | School district #1, Southwest Youth and Family Services (SWYFS): number of youth earning educational credit |
| **ART Program** | Number of youth enrolled |
| | Number of youth completing certain homework assignments |
| | Number of youth completing at least 70% of classes |
| **Mentoring** | Number of youth matches a year |
| | Number of youth matches lasting certain number milestone months (3, 6, 12, 18) |
| **Parks and Recreation** | Number of SYVPI youth completing programs |
| **Street outreach** | Number of high-risk youth contacted, engaged within each network |
| | Number of new youth risk assessed |
| | Organize Community Violence Prevention events (1 per Network) |
| | Number of Major Event safety planning and staffing documents submitted to Office for Education (OFE) for Torchlight |
| | Critical Incident Response to 100% of Seattle Police Department notices of violent incidents of youth or gang members in Network |
| | Number of RAs done for youth engaged in Street Outreach for 6 months |
| | Number of RAs done for youth engaged in Street Outreach for 12 months |
| | Number of RAs for youth upon exit from Street Outreach services |

# Community-Based Violence Prevention Partnership: A Violence Prevention Toolkit for Faith-Based and Community Organizations

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**Additional References**

## Additional References

*Indicates Recommended Resources

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