



Cincinnati Initiative to Reduce Violence (CIRV): 2010 Activities and Evaluation Summary*

April 15, 2011

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*This research was supported by funding from the City of Cincinnati and the Ohio Office of Criminal Justice Services (OCJS). The research description and findings within this report are from the authors and do not necessarily represent the official positions of employees of the City of Cincinnati or the Office of Criminal Justice Services. Please direct all correspondence regarding this report to Robin S. Engel, Ph.D., Director, University of Cincinnati Policing Institute, P.O. Box 210389, Cincinnati, OH 45221, phone: (513) 556-5850, email: robin.engel@uc.edu.

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I. INTRODUCTION

Cincinnati Initiative to Reduce Violence (CIRV, pronounced “serve”) is a multi-agency and community collaborative effort implemented in April 2007 that is designed to quickly and dramatically reduce gun violence and associated homicides, with sustained reductions over time. This focused deterrence strategy brings together a partnership of multiple law enforcement agencies (local, state, and federal), social service providers, and the community to establish a clear anti-violence message. Focused deterrence initiatives deliver a deterrent message accurately and directly to those who sustain a culture of violence, while simultaneously offering support services to those who wish to transition out of the violent lifestyle. The following report details CIRV activities and outcomes for 2010 (roughly the third year of program implementation). For details regarding the activities and outcomes associated with the first and second years of implementation, see *CIRV Year 1 Report* (Engel, Baker, Tillyer, Eck, & Dunham, 2008) and *CIRV Year 2 Report* (Engel, Tillyer, Dunham, Hall, Ozer, Henson, & Godsey, 2009).

Focused Deterrence Model

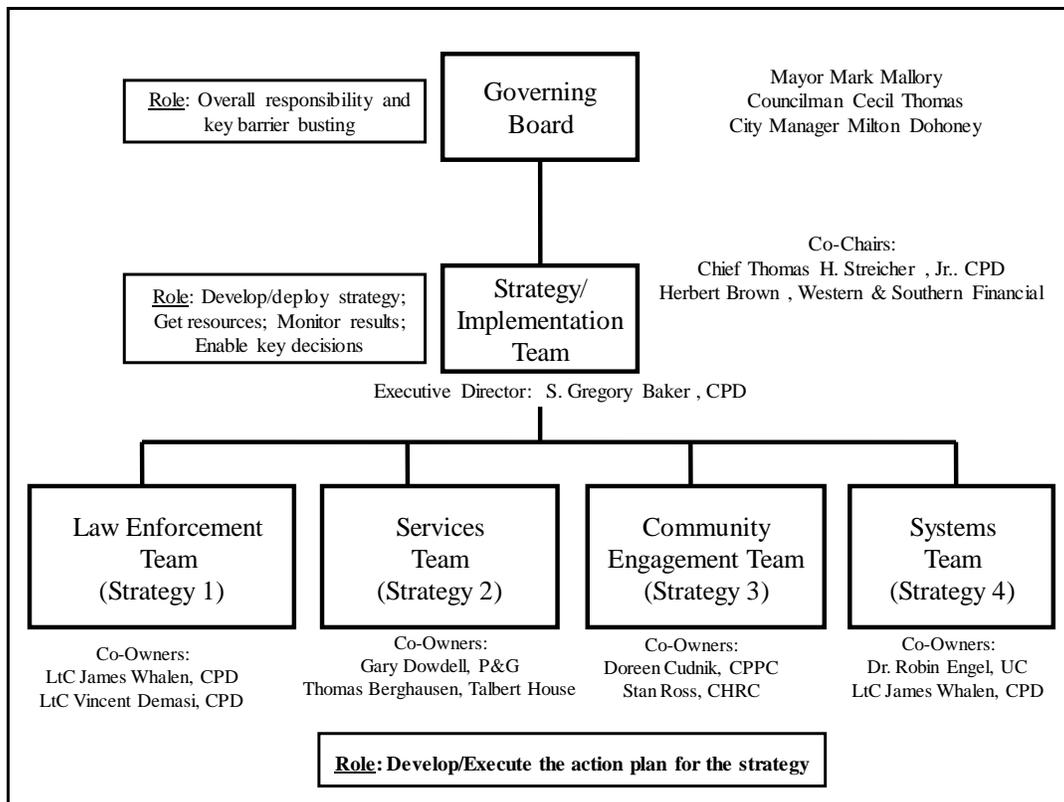
According to the focused deterrence approach, a large proportion of violence is rooted in issues of respect erupting from either within or between street groups (for details, see Kennedy & Braga, 1998; Kennedy, Piehl, & Braga, 1996). Therefore, one of the key goals of a focused deterrence approach is to identify the violent street groups in the targeted area and to disrupt the group dynamic. After identifying the target population, the message must be relayed to the target population. This is largely achieved through offender notification meetings, or “call-in” sessions (also see Braga, Kennedy, Waring, & Piehl, 2001; Braga, McDevitt, & Pierce, 2006; Chermak & McGarrell, 2004; Kennedy & Braga, 1998; Papachristos, Meares, & Fagan, 2007). These

sessions are comprised of members from law enforcement, social service providers, and community members providing a shared message: “Stop the violence.” After this warning, if group/gang-related violence continues, swift and targeted enforcement involving the entire group/gang will follow. Additional information regarding this approach, including details about the offender notification meetings is available in previous reports (Engel et al., 2008; 2009).

Organizational Structure

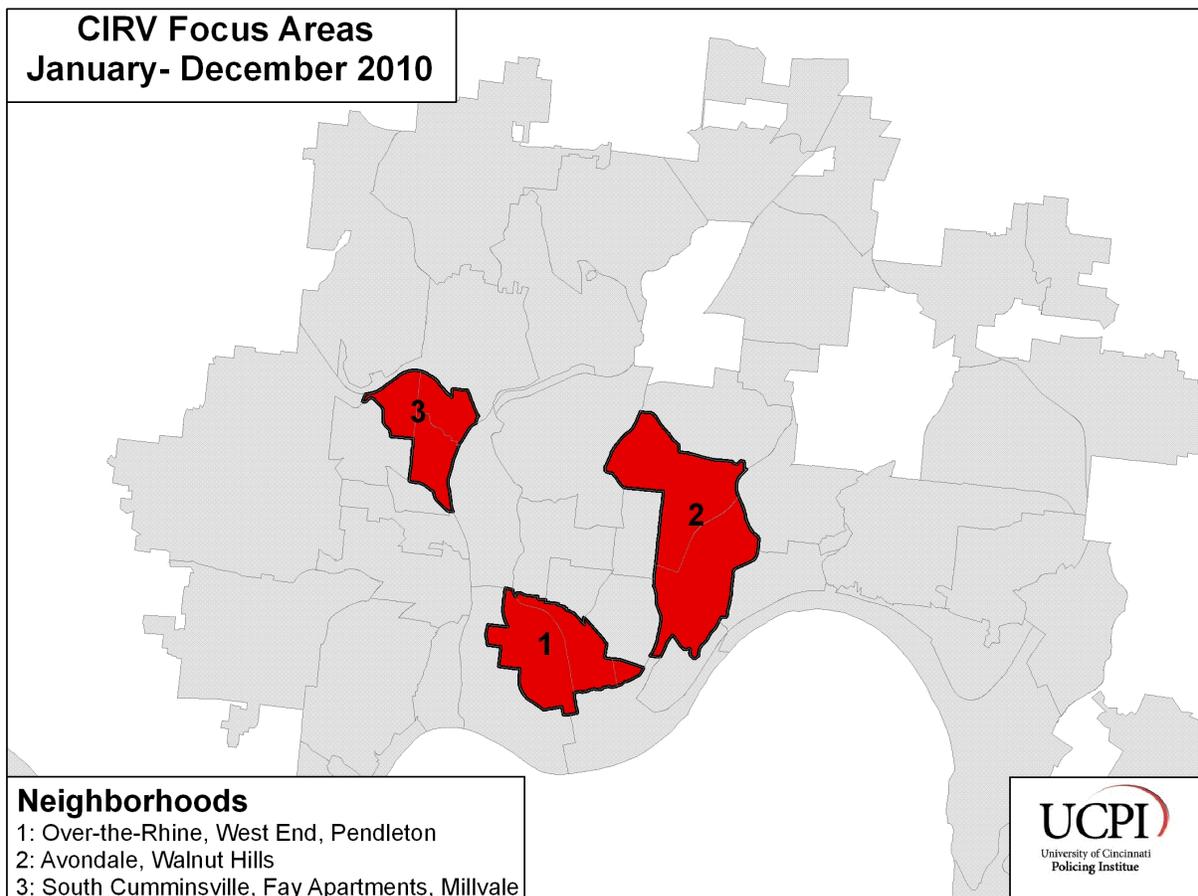
The focused deterrence model requires collaboration both within and between the law enforcement, services, and community partners. Therefore, an organizational structure was created during the developmental stages of the initiative to ensure that CIRV was operating effectively and efficiently. Figure 1 below displays the organizational structure of CIRV and the individuals who served in various positions from January 2010 through December 2010.

Figure 1. CIRV Organizational Structure



2010 Geographic Focus

A new strategy added in 2010 was the strategic focus on three specific geographic areas (encompassing eight Cincinnati neighborhoods): 1) OTR, Pendleton, West End; 2) Avondale and Walnut Hills; and 3) South Cumminsville, Millvale, and Fay Apartments. These three geographic areas were selected because of their high rates of violence in 2009. The areas combined represent 5.2 square miles (6.6% of the total area of Cincinnati), and had 38,479 residents (11.6% of city population) (Census, 2000). Avondale / Walnut Hills is the largest geographic area, followed by Over-the-Rhine / West End / Pendleton, and South Cumminsville / Millvale / Fay Apartments. Figure 2 below illustrates where each of these geographic areas is located within the city.



In 2009, there were 420 gunshot wound victims in the City of Cincinnati; from Jan 1 – May 31, 2010, there were an additional 158 shooting victims. Of these shootings, nearly half (49.7%) occurred within the three geographic areas identified above. There has also been a steady increase in the percentage of shootings occurring in these areas over the past several years. In 2007, 40.3% of shootings within the city occurred within these three areas, compared to 46.8% in 2008, and 54.0% in 2009. In addition, data gathered from the Ohio Department of Rehabilitation and Corrections (ODRC) shows that 27.1% of the offenders with valid Cincinnati addresses that enter and exit state correctional facilities reside within these three geographic areas. Although CIRV remains a citywide violence reduction strategy, these geographic areas received priority attention by the CIRV Team in 2010.

Overview of Year 3 Report

The following sections of this report provides a detailed description of the CIRV Strategy Teams' activities for the year 2010 and examines the continued effectiveness of CIRV through the use of more sophisticated statistical techniques than previous reports. Specifically, Section II outlines the group enforcement strategy implemented by the Law Enforcement Team, as well as a description of the call-in sessions and other new offender notification methods. Section III provides an overview of the Services Team and new strategies of the Services Team that occurred in 2010. Section IV details the work of the Community Team, which includes “moral voice” message dissemination and violence interruption. Section V summarizes preliminary findings regarding the impact of CIRV on violence in Cincinnati and describes results from an overall empirical evaluation of CIRV's impact on group/gang related violence.

II. LAW ENFORCEMENT TEAM UPDATE

The CIRV Law Enforcement Team consists of various criminal justice agencies within the city of Cincinnati, Hamilton County, and the State of Ohio, including: Cincinnati Police Department (CPD), 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, Firearms, and Explosives. This team is further supported by the Ohio State Attorney General's Office, Ohio Office of Criminal Justice Services, and University of Cincinnati Policing Institute. The focus of this team is to form a law enforcement partnership capable of identifying and focusing enforcement on chronic, violent groups, which are the primary target for CIRV intervention.

In order to respond to violence, both initial and continuous data collection processes were necessary for accurate implementation of the initiative. To aid in disseminating the focused deterrence message to the target population, and to respond to violent acts committed by street groups, it was necessary to identify the street groups and to compile this information in databases. Violent street group identification is an ongoing process that must be kept current due to the dynamic and evolving nature of these groups. Since May 2007, six official CIRV Law Enforcement Team gang intelligence gathering sessions have been conducted, resulting in 2,431 individuals ever identified as members of violent groups within the city of Cincinnati. Individuals can be removed from the CIRV LE Team "active" list due to: 1) death; 2) long-term incarceration; 3) relocation to another jurisdiction; and/or 4) ceased involvement with violent group members. During 2010, two data gathering sessions were held. The details of these sessions are discussed below.

Violent Group Information: February 2010

During the violent group identification session in February 2011, the CIRV Law Enforcement Team identified 48 active violent street groups (15 high violence groups, 24 medium violence groups, and 9 low violence groups). A total of 1,516 individuals were identified, and 1,411 of these individuals were considered active members of the 48 active groups; the remaining 105 individuals were identified as inactive.

Violent Group Information: August 2010

The second violent group data gathering session for the year was held in August 2010. This session resulted in the CIRV Law Enforcement Team identifying 46 active violent street groups (20 high violence groups, 13 medium violence groups, and 13 low violence groups). A total of 1,744 individuals were identified as active members of the 46 active groups; no members of the 46 active groups were identified as inactive.

Overall Violent Group Information

Based on information gathered during structured identification sessions, along with routine individual updates throughout the year, the data available at the end of 2010 included 1,761 active violent group members. These violent group/gang members ranged in age from 11 to 67 years old, with an average age of 26.2 years. The number of identified participants within groups ranged from 3 to 172, with an average of 35 group members. This violent group membership represents 0.6% of the total population of the city of Cincinnati based on the 2000 Census (n=296,943). The social relationships across the violent groups are examined using network analysis and demonstrate where violent groups have on-going feuds, alliances, volatile relations (unstable conditions, but not actively feuding), or no known relationship. Graphic displays of both the social relationships across the groups and their corresponding geographic

location are created by the UC research team and distributed to the CIRV LE Team. For confidentiality purposes, these documents are not contained within this report.

Homicide Incident Review

The goal of homicide incident review is to determine the proportion of the total number of homicides that are due to violent street groups for a given time period. This serves as a baseline for measuring the success of CIRV over time. It allows for the determination of the proportion of homicides in Cincinnati that CIRV can potentially impact or qualify as a Group Member-Involved (GMI) homicide. The initial homicide review conducted in June 2007 demonstrated that the overwhelming majority of victims were Black (76%), male (81%), and killed by firearms (82%). Importantly, from June 2006 to June 2007, nearly three-quarters (74%) of the homicides involved victims and/or suspects that were associated with violent groups. An additional retrospective review allowed for the coding of gang-related homicides from January 2004 to June 2006. Beginning in June 2007, this information is captured in monthly reporting. This information is used to examine CIRV's on-going impact on GMI homicides.

Offender Notification Methods

Call-In Sessions

In order to inform violent street group/gang members of CIRV's new "rules," the team employed multiple methods of notification. The primary communication strategy for CIRV is the use of "call-in" sessions with group members who are under court-ordered supervision (i.e., probation or parole) (for description, see Engel et al., 2008; 2009). An adaptation of these sessions, referred to as probation-only call-in sessions, included smaller meetings designed to be less formal in nature, which provided an opportunity for probationers to ask questions and interact with law enforcement officials and CIRV Street Advocates. Probation-only call in

sessions included presentations by both CIRV law enforcement officials and Street Advocates; however, unlike the larger call-in sessions, community members did not participate in these meetings.

From July 2007 through December 2010, there have been 28 call-in sessions (including both traditional and mini-probation only sessions), with 568 violent group members; 43.4% of these violent group members attended multiple sessions (see details below). These sessions ranged in size from 17 participants to 98, with an average of 38 violent group members per session. Of the total known 2,431 identified group/gang members as of December 2010 (including both active and inactive), 32.5% have attended at least one call-in session. Further, 41 of the current 46 identified violent groups/gangs had at least one member attend a call-in session. Details are provided below for all official offender notification meetings conducted in 2010, followed by a summary of all 28 sessions conducted from July 2007 – December 2010.

January 28, 2010 (1 session- probation only)

- Location: Hamilton County Courthouse
- 1,516 current CIRV-identified individuals
 - 13 notified to attend the call-in session
 - All 13 (100%) attended

February 25, 2010 (1 session- probation only)

- Location: Hamilton County Courthouse
- 1,516 current CIRV-identified individuals
 - 19 notified to attend the call-in session
 - 9 (47.4%) attended the call-in

April 1, 2010 (1 session- probation only)

- Location: Hamilton County Courthouse
- 1,516 current CIRV-identified individuals
 - 6 notified to attend the call-in session
 - 6 (100.0%) attended the call-in

June 24 & 25, 2010 (3 sessions)

- Location: Hamilton County Courthouse
- 1,516 current CIRV-identified individuals
 - 178 (11.7%) of the 1,516 under parole or probation supervision
 - 143 (80.3%) of the 178 notified to attend one of three call-in sessions
 - 108 (75.5%) of the 143 attended one of three sessions

September 23, 2010 (2 sessions – parole only)

- Location: Hamilton County Courthouse
- 1,744 current CIRV-identified individuals
 - 71 (4.1%) of the 1,744 under parole supervision
 - 70 (98.6%) of the 71 notified to attend one of two call-in sessions
 - 50 (71.4%) of the 70 attended one of two sessions

November 18, 2010 (1 session- probation only)

- Location: Hamilton County Courthouse
- 1,744 current CIRV-identified individuals
 - 18 notified to attend the call-in session, only 9 on CIRV list
 - All 18 (100%) attended the call-in

Overall – 28 sessions, 17 days

- 568 violent group members have heard the CIRV message
 - 322 (56.7%) have attended one session
 - 160 (28.2%) have attended two sessions
 - 67 (11.8%) have attended three sessions
 - 18 (3.2%) have attended four sessions
 - 1 (0.2%) has attended five sessions
- 32.5% of identified group members have attended at least one call-in
- 46 current violent groups identified
 - 41 (89.1%) of the current violent groups had at least one member in attendance of at least one call-in session

Prison Call-in Sessions

The CIRV Team also continued its innovative use of “prison call-in” sessions, designed to target individuals scheduled to be released back into Cincinnati neighborhoods within six months. In 2010, there were three prison call-in sessions with 104 prisoners.

April 5, 2010 (1 session- prison call in)

- Location: Lebanon Correctional Facility
 - 19 individuals invited to attend
 - 19 (100%) of the 19 attended

May 11, 2010 (1 session- prison call in)

- Location: Rivercity Correctional Facility
 - 63 individuals invited to attend
 - 63 (100%) of the 63 attended

December 2, 2010 (1 session- prison call in)

- Location: Lebanon Correctional Facility
 - 69 individuals invited to attend
 - 22 (31.9%) of the 69 attended

Home Visits

In order to maintain the deterrent effect provided by the call-in sessions, another notification method was needed to bridge the gap between formal meetings. Home visits consisted of representatives from the CIRV Law Enforcement Team agencies (e.g., Cincinnati Police Department, Hamilton County Probation, Ohio Adult Parole Authority, and Bureau of Alcohol, Tobacco, Firearms, and Explosives) going to the homes and/or known addresses of violent group/gang members to deliver CIRV's message. A grant sponsored by the Ohio Office of Criminal Justice services (OCJS) supported a significant portion of the CPD officers' overtime expenditures associated with this tactic (see Rohleder et al., 2011).

In 2010, 239 people were selected for home visits based on current violence trends identified by the LE Team. In total, law enforcement officers made 345 separate attempts to contact these individuals. Of the 239 individuals, 53 (22.2%) were successfully contacted and informed of the CIRV message. An additional 12 individuals were notified via family members, who were present at the residence. Including family members as successful contacts, 65 (27.2%) of targeted group members were contacted. During the home visits conducted in 2010, three

arrests were made. Additional details regarding the CIRV home visits strategy have been documented by Rohleder et al. (2011).

Group Enforcement

The deterrent success of CIRV relies on the CIRV Team following through on the promises made during each of the methods of notification. The Law Enforcement Team promises to bring the full legal force of law enforcement upon groups that engage in gun violence, especially those groups connected to homicides. Since the first set of call-in sessions in July 2007, a total of 17 groups have received increased law enforcement action based on the CIRV law enforcement response to a homicide and/or gun violence within the city of Cincinnati. These efforts have resulted in 273 group members arrested for various felony and misdemeanor charges. Of those arrested, 174 (63.7%) were identified as group members and 99 were identified as non-group members. The results of law enforcement action between call-in sessions are detailed at subsequent call-in sessions to demonstrate the return on promises by the Law Enforcement Team. As articulated at the call-in sessions, the Law Enforcement Team pursues not only the shooters in these homicides, but also other group members for any criminal activity in which they are engaged. The results of these group enforcement efforts for 2010 are detailed below.

Enforcement Response

During 2010, there were six group enforcement efforts that resulted in a total of 110 arrests. Of these arrestees, 51 (46.4%) were identified as violent group members, while 59 (53.6%) were identified as non-group members but were arrested as part of the law enforcement operations, and when appropriate, added to the CIRV offender list. These enforcement efforts

were conducted in March, April, June, July, and August of 2010. The violent groups targeted included: *Green & Race*, *Slushville*, *Totlot*, *Duke's Place*, and *East Clifton*.

The enforcement responses described here are tangible examples of how the CIRV LE Team delivers on the promises made to the target population during offender notification meetings and home visits. Recall, however, that the CIRV message also includes a promise of help to those who wish to transition to a non-violent lifestyle, as well as a commitment from the community that they will continually reject the violence and work actively with CIRV partners to deliver the message of non-violence. The following two sections describe the services and community elements of CIRV in greater detail.

III. SERVICES TEAM UPDATE

During 2010, the CIRV Services Team was comprised of the Cincinnati Human Relations Commission (CHRC) Street Advocates, a primary service provider (Talbert House), and an employment agency (Cincinnati Works). Collectively, the Services Team's goal was to reduce the frequency of gun violence for those involved in services by moving them toward a violence-free, pro-social, and eventually, employment-based lifestyle.

CHRC Street Advocates

The CHRC Street Advocates had multiple roles within the CIRV team. Initially, Street Advocates were tasked with communicating the CIRV message to at-risk individuals on the street and referring those individuals to social service agencies. However, as the Services Team developed, Street Advocates took on the additional roles of mentoring and assisting with service delivery. In 2010, Street Advocates not only did community outreach, but also functioned as personal mentors and completed the initial screening process to determine eligibility for CIRV-related services.

To determine eligibility for CIRV services, a violence screening/intake process was developed in 2009. Modeled after the Oregon Violence Triage tool, the violence screening forms were developed to assist Street Advocates in the accurate and systematic evaluation of potential CIRV clients. Separate forms exist for male and female participants, and the assessments of the likelihood for future violence were based on predetermined criteria such as past violent behavior and reported lifestyles.

Clients Requesting Services

From January 14, 2010 to December 31, 2010, 266 individuals completed intake violence screening by Street Advocates. All 266 of the individuals screened were recommended for CIRV

services. While not all of the individuals screened may have met the acceptance criteria based on potential for violence, Street Advocates were given the ability to refer individuals regardless of their intake screening. Table 1 below describes the 266 individuals who were screened and accepted for CIRV services in 2010.

Table 1. Description of Clients Requesting Services in 2010 (n=266)*

	CIRV Clients
Average Age	29.3
Male	93.9%
Black	94.7%
Single	86.4%
Have Children	69.2%
Average Number of Children	1.6
Less Than a High School Diploma at Intake	91.4%
Unemployed at Intake	93.8%
Felony Record at Intake	93.5%
Attended a Call-in Session	9.6%
Street Advocate Identified	31.9%

*Percentages reported are the valid percents.

As shown in Table 2 below, all of CIRV clients were contacted by a CHRC Street Advocates within two days of their initial phone call, the majority had an assessment scheduled within five days, and completed that assessment within ten days. Over one-third of CIRV clients requested employment services (35.3%) and almost 16% requested education assistance. Other services requested included parenting assistance (6.0%), substance abuse treatment (2.6%), mental health treatment (3.8%), and housing assistance (7.1%).

Table 2. Services Requested by CIRV Clients in 2010 (N=266)*

	# of Clients	% of Clients
Contacted by street worker within 2 days of initial contact	264	100.0
Assessment scheduled within 5 days of initial contact	224	90.7
Assessment completed within 10 days of initial contact	220	89.8
Requested employment services	94	35.3
Requested education assistance	42	15.8
Attended support group	1	0.4
Substance abuse treatment	7	2.6
Anger management	2	0.8
Housing assistance	19	7.1
Counseling	3	1.1
Parenting assistance	16	6.0
Transportation assistance	4	1.5
Mental health treatment	10	3.8
Health care assistance	6	2.3
Credit recovery assistance	0	0.0

*Percentages reported are the valid percents.

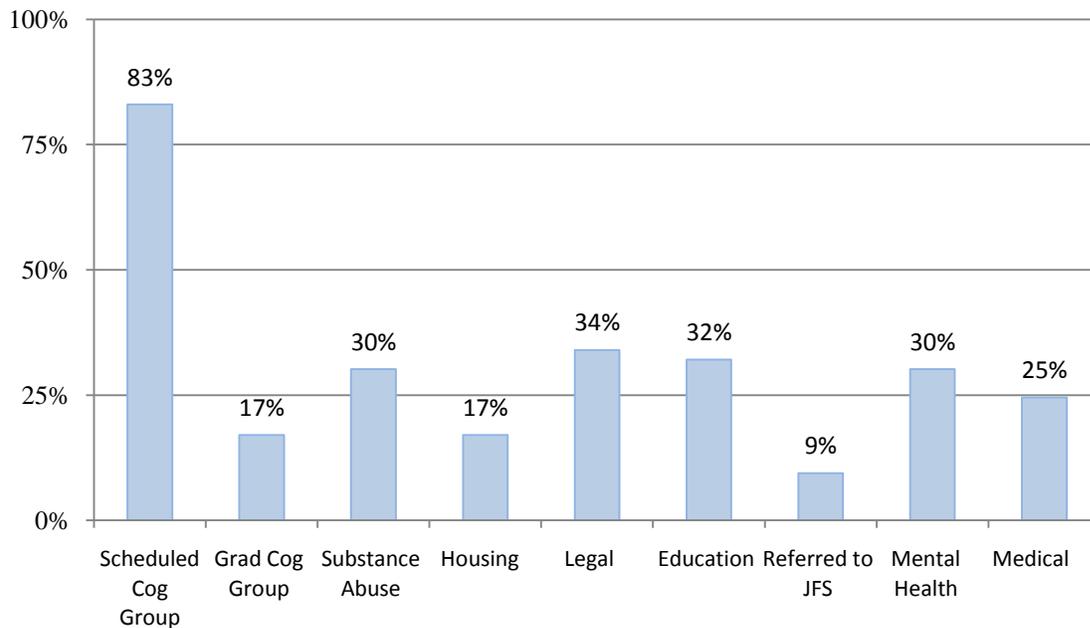
Progress was tracked for the 94 individuals that requested employment services directly from Street Advocates. Of the 94 individuals that started the job readiness training in 2010, 29.8% of those individuals completed the program. Of those that completed the program, 55.0% of the individuals obtained employment. After 30 days, of those that obtained employment, 54.4% were still employed, after 60 days 44.3% were still employed, and after 90 days, 30.4% were still employed.

Talbert House

In August 2009, Talbert House became the primary service provider for CIRV clients. After the initial screening by the CHRC Street Advocates, CIRV clients were referred to Talbert House for any social services needs. Talbert House staff members were charged with conducting intake interviews, determining necessary services, assisting with the development of a Life

Change Plan (LCP), and performing client case management. From August 2009 to December 2010, 55 clients were referred to Talbert House. Figure 3 below summarizes the services provided by Talbert House to referred clients.

Figure 3. Services Provided to Clients (n= 55)*



* Figure displays total activity of all Talbert House clients from 9/09 – 12/10

Cincinnati Works

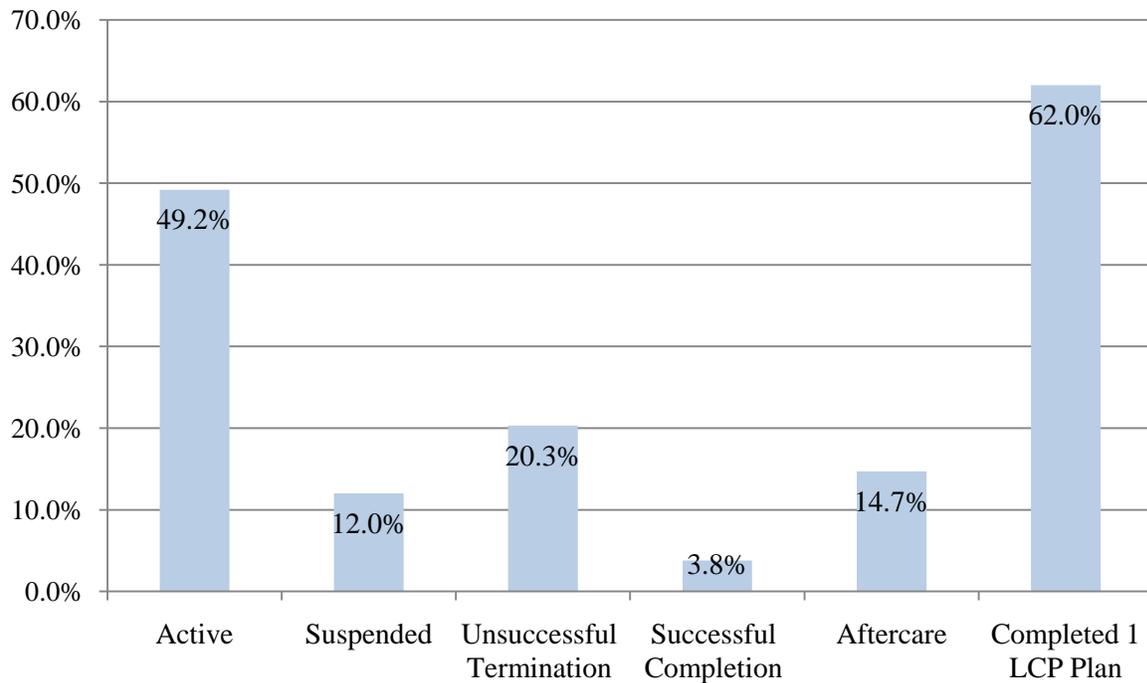
From February to December 2010, 55 CIRV clients were referred to Cincinnati Works for employment services. Of the 55 clients, 19 completed job readiness (34.5%). Of those that completed job readiness, 8 obtained their first job (42.1%).

Client Status for 2010

Figure 4 below illustrates the status for clients entering services in 2010. As noted earlier, 266 individuals were referred for services in 2010. Of those, 49.2% were classified as “active” as of December 31, 2010, while 12.0% were suspended, and about 20% were unsuccessfully terminated from the program. Approximately 4% of individuals had successfully completed their life change plan, while 62.0% had at least completed one goal of their life change plan.

Approximately 15% of those individuals entering CIRV services in 2010 are now listed as in “aftercare status,” meaning that they have completed their life change plan, but are still receiving on-going services from Street Advocates.

Figure 4. Client Status for 2010 (n = 266)



There are several reasons that could be cause for unsuccessful termination of CIRV services. Of those who were unsuccessfully terminated, the majority (57.4%) were terminated because they could no longer be located by Street Advocates or Talbert House staff. Another 20.4% were terminated from the program due to incarceration. A small percentage of individuals (3.7%) decided not to participate in the program. The remaining 18.5% were terminated due to other or unknown reasons.

Summary of Employment Services: July 2007 – December 2010

Over the length of the initiative (from July 2007 to December 2010), 622 clients were assessed by the CIRV Services Team. Of those assessed, 325 were referred to an employment

agency to begin job readiness training. Of the individuals who started job readiness training, 199 (61.2%) completed the training. Of those that completed the training, 104 (32%) obtained their first job.

Summary of Any Services Received: July 2007 – December 2010

Since the inception of CIRV, 653 individuals had some form of contact with the CIRV Services Team. Of these 653 individuals, 622 were assessed and became clients of the Street Advocates. Cincinnati Works delivered services to 266 of these clients and Talbert House delivered services to 55 clients. Of these clients, 34 received services from both Cincinnati Works and Talbert House. Complete information regarding the quantity and quality of the services provided, and the achievement of individual life goal plans was not systematically available for all clients across the initiative.

IV. COMMUNITY ENGAGEMENT TEAM

The strategy of the CIRV Community Engagement (CE) team is to form a partnership with communities to work with these affected communities to articulate and implement norms 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. 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 non-violence and rejecting the norms and narratives of the street which promote violence.

The secondary objective of the community engagement team, following the partnership development and articulation of norms and expectations, is to provide community members with the means necessary to prevent and/or reduce the occurrence of gun violence within their neighborhood. Community involvement, following focused law enforcement action within an area, has proven invaluable for the maintenance of violence reduction, especially within areas with a concentration of high violence groups.

Two primary agencies work to coordinate the efforts of the community engagement team: CHRC Street Advocates, and the Community Police Partnering Center (CPPC). The CPPC joined the CIRV team in January 2009. The overarching strategy of the CIRV CE Team is to create and deliver a “moral voice” message to reduce gun violence in affected communities. This message has three components: 1) challenging the “street code;” 2) “owning” the harm resulting from violence; and 3) creating a “vision of uplift” (i.e. demonstrating a better way of life).

Along with developing the structure and message of the community engagement team, the CIRV CE Team has developed a series of tactics used to both proactively and reactively respond to areas impacted by gun violence. These include moral voice message dissemination, community access inventories and capacity building, and violence interruption. These tactics are described in greater detail below.

The CIRV CE Team focused on multiple modes of message dissemination. These included community-based “Stop the Violence” events, community call-in sessions, community conversations, and other types of community events aimed at disseminating the CIRV message and garnering support from the community. CHRC and CPPC staff members were responsible for providing documentation regarding these events to the UC research team. The information below represents a summary of the information provided.

“Stop the Violence” Community Events

In 2010, the CIRV CE team held seven different community “stop the violence” events. The first community event was a cook-out held in April, 2010 in the West End, with an estimated attendance of 150 individuals. In May of 2010, a “stop the violence” presentation was held at the Chase School in Price Hill. There were an estimated 60 participants at this presentation. Additionally, in May 2010, there was a “stop the violence” rally held in Avondale with an estimated 50 participants. Finally, a workshop was held in May 2010 at the Southern Baptist Church in Avondale, with an estimated 25 participants. Approximately, 50 pieces of CIRV educational materials were distributed during this event.

In August 2010, three “stop the violence” events were held. The first event was a cook-out held in Mount Healthy. The number of participants was not recorded for this event. It was approximated that around 200 CIRV educational materials were distributed during this event.

The second event held in August was a concert held in Eden Park located in Walnut Hills. The number of participants attending was not recorded for this event. The last event held in August was a cook-out held in Winton Terrace with estimated attendance of 200 individuals. An estimated 400 pieces of CIRV educational materials were distributed at this event.

Community Conversations

In 2009, the CIRV CE Team pilot tested the use of voluntary “community-based” call-in sessions. These offender notification meetings were shorter, less formal versions of the courthouse call-in session, with a stronger emphasis on community involvement and information sharing, and less emphasis on law enforcement consequences. Two events were held in 2009; one in April at The Cincinnati Museum Center and one in November at the Cincinnati National Underground Railroad Freedom Center. As with many other CIRV tactics, an evaluation of the impact of these community call-in sessions could not be conducted because participant attendance was not recorded.

In 2010, “community conversations” were added as an off-shoot to the community call-ins concept attempted the previous year. These events invited community members of targeted neighborhoods to gather and discuss how to combat violence in their neighborhoods. In contrast to community call-in sessions, community conversations did not target known offenders, but rather invited all community members to convene and discuss neighborhood violence. Street Advocates attended these events and gave presentations about CIRV, including the goals and tactics of the initiative. Street Advocates also spoke to attendees about sharing information they learned about CIRV in their communities.

There were two community conversations held in 2010. The first was held on Saturday, November 13th, at the Winton Hills Community Church. According to the Street Advocates,

approximately 100 community members were present, along with 14 CHRC staff members. The second community conversation was held on Tuesday, November 30th, at the Millvale Recreation Center. It was estimated that this event attracted approximately 50 community members and five Street Advocates.

Street Advocate Violence Outreach

The Street Advocates also perform community outreach activities in areas that have an increased likelihood of violence. This outreach process takes three different forms: 1) public education through the dissemination of CIRV materials; 2) perform outreach in specific areas in which a shooting has occurred or is very likely to occur (violence mediation), and attend funerals and vigils for shooting victims; and 3) conduct community events such as resource fairs where social service and employment agencies are assembled to provide on-site and access to follow up services. More detailed information on specific community outreach activities performed prior to 2010 is described elsewhere (see Engel et al., 2008; 2009).

2010 Shooting Responses

In 2010, Street Advocates recorded responding to 13 shootings. Shooting responses usually occur the day of or the day following a shooting. Street Advocates go to the area in which the shooting occurred in hopes of preventing retaliatory violence through talking to friends and family of the victim(s) and spreading the CIRV message. These responses were conducted in multiple neighborhoods, including Mount Auburn, the West End, Bond Hill, Price Hill, Over-the-Rhine, and Avondale. A data collection process was developed by the UCPI to gather more detailed information about shooting responses performed by the Street Advocates. Unfortunately, these data collection forms were not used by the Street Advocates; therefore, no additional information is available regarding these activities.

Violence Mediation

Violence mediation, another form of outreach performed by the Street Advocates, usually involves the Advocates trying to prevent a potentially violent situation. Street Advocates may be contacted about a situation or may detect a situation in their street outreach that may become violent. The Street Advocates then try to diffuse the situation through mediation in hopes that it would not become escalated to a violent situation.

In 2010, the Street Advocates reported performing conflict mediations 68 times. Table 3 below describes the information collected during each of these incidents. The majority of mediations took place on the street (76.5%), followed by an individual's home (8.8%), and other places (11.8%). The duration of each of these mediations varied from 15 minutes to 11 hours, with an average time of 91.4 minutes. The majority of these incidents involved friends (75.0%) or family (58.8%), and 51.5% involved a victim. In 41.2% of the incidences, the police were called, while a weapon was involved in 80.9%. Finally, Street Advocates reported that only 3.1% of the incidents were permanently resolved, while 67.7% were judged as temporarily resolved.

Table 3. Street Advocate Violence Mediation, January 2010 to December 2010

Variable	Number of Occurrences	Percent
Setting		
Individual's Home	6	8.8
Street Interaction	52	76.5
PD/Jail	1	1.5
Hospital	1	1.5
Other	8	11.8
Individuals Involved		
Aggressor	13	19.1
Family	40	58.8
Neighbors	3	4.4
Friends	51	75
Victim	35	51.5
Other Characteristics		
Group Involved	11	16.2
Drugs Involved	8	11.8
Weapon Involved	55	80.9
Police Called	28	41.2
Likelihood Shooting Would Have Occurred		
Very Likely	46	69.7
Likely	12	18.2
Unlikely	5	7.6
Very Unlikely	3	4.5
Description of Event		
Shooting	50	73.5
Discussion of Retaliation	14	20.6
Volatile Argument	4	5.9
Action Taken		
Separated Individuals	6	8.8
Counseled Individuals	61	89.7
Other	12	17.6
Event Resolved		
Permanently	2	3.1
Temporarily	44	67.7
Unsure	19	29.2

Additional 2010 Community Engagement Events

In addition the “stop the violence” events described above, the CIRV CE Team also organizes or attends several other types of events designed to disseminate the CIRV message. Examples of other types of events include CIRV presentations, peace marches, non-violence training sessions, community gathering sessions, and prayer vigils. The goal of these types of events is to encourage community participation in violence reduction and to educate the community on the CIRV message. Some of the events, such as prayer vigils, are reactive and usually take place after violence has occurred to discourage retaliatory violence. The estimated attendance for these events ranged from less than 12 individuals to hundreds of people. Unfortunately, for many events, the number of attendees and other information about the event was not recorded by the CIRV CE Team, so the ultimate impact of message dissemination from these events cannot be assessed beyond reporting the frequency of events.

Summary of CIRV Community Engagement Events: July 2007 – December 2010

From July 2007 to December 2010, the CIRV CE Team conducted or attended hundreds of events. Specifically, these events included 104 community trainings and 71 youth violence prevention programs. The CE team also conducted or attended 377 different outreach events which included cookouts, peace walks, and other forms of outreach. The CIRV CE Team planned, sponsored, and conducted 54 community engagement events.

The CIRV Street Advocates also participated in a large number of events from July of 2007 to December of 2010. Specifically, the Street Advocates reported responding to 325 shootings and 62 vigils/funerals during this time period. Some of these vigils/funerals were attended by Street Advocates based on family member requests, while attendance at others was designed to stop potential retaliatory violence and spread the CIRV message.

V. SYSTEMS TEAM

The CIRV Systems Team is designed to develop and implement a system that ensures permanence and quality assurance. 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. Led by staff from UC and CPD, the goals of the System Team are to develop data collection systems, provide data collection and analysis of data from each team, and conduct the process and impact evaluations of CIRV that will allow the initiative to continually improve itself. The Systems Team provides the focused implementation of the four CIRV strategies by developing and executing priority action plans and by monitoring progress and plans through periodic reviews using the OGSM format and the development of a marketing plan.

Objectives, Goals, Strategies, and Measures (OGSM)

An initial component of CIRV revisited in 2010 was the update of the Objectives, Goals, Strategies, and Measures (OGSM) for each CIRV team. The OGSM is a strategic planning framework used in the corporate world to enhance sustainability (Snow & Hambrick, 1980). These strategic planning principles helped to organize, prioritize, and delegate the work. While initially developed in 2007 and 2008, these documents had not been routinely updated. In the summer months of 2010, a series of meetings were held with leaders of the Law Enforcement, Services, and Community Engagement Teams in an effort to update each team's specific objectives, goals, strategies, and measures for 2011.

In addition, the CIRV team updated a series of balanced scorecards (BSC) for each team. This approach has been utilized by many organizations as a “decision support tool at the strategic

management level” (Martinsons, Davison, & Tse, 1999, p. 71). This tactic encourages organizations to determine a series of objectives, goals, strategies, and measures that are not necessarily tied directly to lag financial indicators in businesses. The purpose is to create an easy to understand matrix to hold teams accountable for more immediate performance evaluations. Designed to balance long-term and short-term goals with multiple indicators of performance, this approach better links measurements to the overall strategy (Kaplan & Norton, 1993; 1996). The updated OGSM and BSC can now be used by the Project Manager to hold each team accountable for monthly deliverables.

Marketing Plan

In August 2010, the CIRV Team began working with a communications agency, Vehr Communications, to develop a communications outreach plan. In January 2011, Vehr Communications prepared a draft of a communications plan for the CIRV team, which included three objectives: 1) create “CIRV Champions” among community leaders by increasing knowledge of the initiative’s effectiveness in reducing gun violence; 2) activate “CIRV Champions” to deliver a positive message about the initiative; and 3) educate CIRV team members on specific communication strategies to improve their collaborative effort (Vehr Communications, 2011). Key messages include promoting that CIRV is the best way to reduce gun violence in Cincinnati because “it is data driven,” “it is community-based,” “it works,” and “it saves lives” (Vehr Communications, 2011). Included in the plan is the creation of an electronic communications interface, development of printed materials, and expansion of the community engagement program (Vehr Communications, 2011). To date, the communications outreach plan continues to be a work in-progress, as the CIRV team considers incorporating the

above-mentioned strategies, including designating a spokesperson, establishing a process for media inquiries, and preparing statements for media release.

VI. EVALUATION

Historically, criminal justice policies have lacked accountability and effectiveness, with most policies and programs being grounded in political ideology or untested assumptions. Evaluation research, which “aims to improve society by examining social policies through the use of various research methodologies,” is crucial to the development, monitoring, and assessment of criminal justice policy (Mears, 2010, p. 36). Examining with methodological rigor whether a policy has achieved its intended outcome is central to responsible policymaking. Therefore, formal evaluation is necessary to determine: 1) if CIRV is associated with a reduction in various indicators of violence; and 2) if we can conclude with a high degree of certainty that this reduction should be attributed to CIRV activities and not other influences (e.g., seasonal changes in crime trends).

Two empirical evaluations of CIRV have now been conducted (Engel, Corsaro, & Tillyer, 2010; Engel, Tillyer & Corsaro, 2011). We utilized Generalized Linear Modeling (GLM) pooled time series regression analysis to estimate the impact of the CIRV initiative over time. These evaluations demonstrate an approximate 40% statistically significant reduction in group-member involved homicides in Cincinnati following the implementation of CIRV. This reduction, which was not observed in non-GMI homicides, was significant even when controlling for potential confounding influences. The implementation of CIRV was also associated with a nearly 22% decline in violent firearm incidents. Collectively, these results are consistent with the growing body of evidence that demonstrates significant reductions in violence following the implementation of focused deterrence strategies (Braga, Kennedy,

Waring, & Piehl, 2001; McGarrell, Chermak, Wilson, & Corsaro, 2006; Papachristos et al., 2007; Braga et al. 2008; Braga, 2008; Corsaro & McGarrell, 2009). These results also demonstrate sustainability, as GMI homicides experienced a statistically significant decline of 37.7% after 24 months, followed by a 41.4% reduction 42 months post-implementation. Additional details regarding these analyses can be found in the documents noted previously (see, Engel, Corsaro, & Tillyer, 2010; Engel, Tillyer & Corsaro, 2011). In summary, the evaluations empirically demonstrate statistically significant reductions in GMI homicides and overall firearm injuries post-CIRV implementation.

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