



Implementation of the Cincinnati Initiative to Reduce Violence (CIRV): Year 2 Report*

November 1, 2009

Prepared By:

University of Cincinnati Policing Institute**

*This research was supported by funding from the City of Cincinnati and the Ohio Office of Criminal Justice Services (OCJS). Data and other informational materials were provided by partnering agencies of the Cincinnati Initiative to Reduce Violence (CIRV), including the Cincinnati Police Department, Cincinnati Works, Talbert House, Cincinnati Human Relations Commission, and the Community-Police Partnering Center. The description and findings presented within this report are from the staff of the University of Cincinnati Policing Institute staff, and do not necessarily represent the official positions of employees of the City of Cincinnati, Office of Criminal Justice Services, or any CIRV partnering agencies.

**UCPI staff contributing to this report include: Robin S. Engel, Ph.D., Marie Skubak Tillyer, Ph.D., Jessica R. Dunham, M.S., Davin Hall, M.A., Murat Ozer, M.A., Billy Henson, M.S., and Timothy Godsey, M.S. This report was peer-reviewed by S. Gregory Baker, CIRV Executive Director, and Lieutenant Colonel James Whalen, Assistant Chief, Cincinnati Police Department. Please direct all correspondence regarding this report to Robin S. Engel, Ph.D., Director, University of Cincinnati Policing Institute, School of Criminal Justice, University of Cincinnati, P.O. Box 210389, Cincinnati, OH 45221, email: robin.engel@uc.edu.

TABLE OF CONTENTS

SECTION I: INTRODUCTION	2
Focused Deterrence Model	2
Organizational Structure	4
SECTION II: LAW ENFORCEMENT TEAM	7
Violent Street Group / Gang Identification	8
Violent Group Information: May 2007	10
Violent Group Information: May 2008	11
Violent Group Information: February 2009.....	11
Overall Violent Group Information	13
Homicide Incident Review	14
Call-in Sessions	17
Home Visits	20
Notification Letters	22
Group Enforcement	24
Initial Enforcement Response	24
Taliband Enforcement.....	25
Additional Enforcement Responses	26
SECTION III: SERVICES TEAM	28
Street Advocates	33
Cincinnati Works	35
Talbert House	40
Data Collection Planning	40
SECTION IV: COMMUNITY ENGAGEMENT TEAM	44
“Moral Voice” Message Dissemination	45
Public Education Documents	46
“Stop the Violence” Events	47
Community Call-in Sessions.....	47
Asset Inventories.....	49
Violence Interruption	50
SECTION V: RESULTS	55
Homicides	55
Shootings	59
Limitations and Additional Analyses	65
APPENDICES	67
APPENDIX A	68
APPENDIX B	69
APPENDIX C	73
APPENDIX D	77
APPENDIX E	81
APPENDIX F	83
APPENDIX G	88

SECTION I: INTRODUCTION

The Cincinnati Initiative to Reduce Violence (CIRV, pronounced “serve”) is a multi-agency and community collaboration designed to reduce gun violence that was implemented in April 2007 in response to rising homicide rates. CIRV is a focused deterrence strategy loosely modeled after the Boston Gun Project from the mid-1990s. Focused deterrence initiatives aim to 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. These messages of deterrence and support are reinforced by a clear message of nonviolence from the community. Since its initiation, the Cincinnati implementation of the focused deterrence model has evolved considerably as the CIRV team continues to strive for additional reductions in violence. The following report details CIRV activities and outcomes for the second year of program implementation. Details regarding the activities and outcomes associated with the first year of implementation are reported in Engel et al. (2007).

Focused Deterrence Model

Focused deterrence strategies are grounded in the premise that a large proportion of violence can be traced back to respect issues that erupt both within and between street groups (for details, see Kennedy and Braga, 1998; Kennedy et al., 1996). Therefore, these strategies focus on disrupting the group dynamic which promotes violence as an acceptable method of addressing real and perceived displays of disrespect from others. In practice, this involves identifying the key actors who generate violence in Cincinnati, the groups to which they belong, and the relationships between the groups. Representatives from these groups are then convened on a regular basis to receive a specific message of deterrence, which they are instructed to relay

to other members of their group. Many of these individuals are under the supervision of probation or parole, thus providing legal authority to mandate their attendance at an offender notification meeting, referred to by the CIRV team as a “call-in” session (also see Braga et al., 2001; Braga et al, 2006; Chermak and McGarrell, 2004; Kennedy and Braga, 1998; Papachristos et al., 2007).

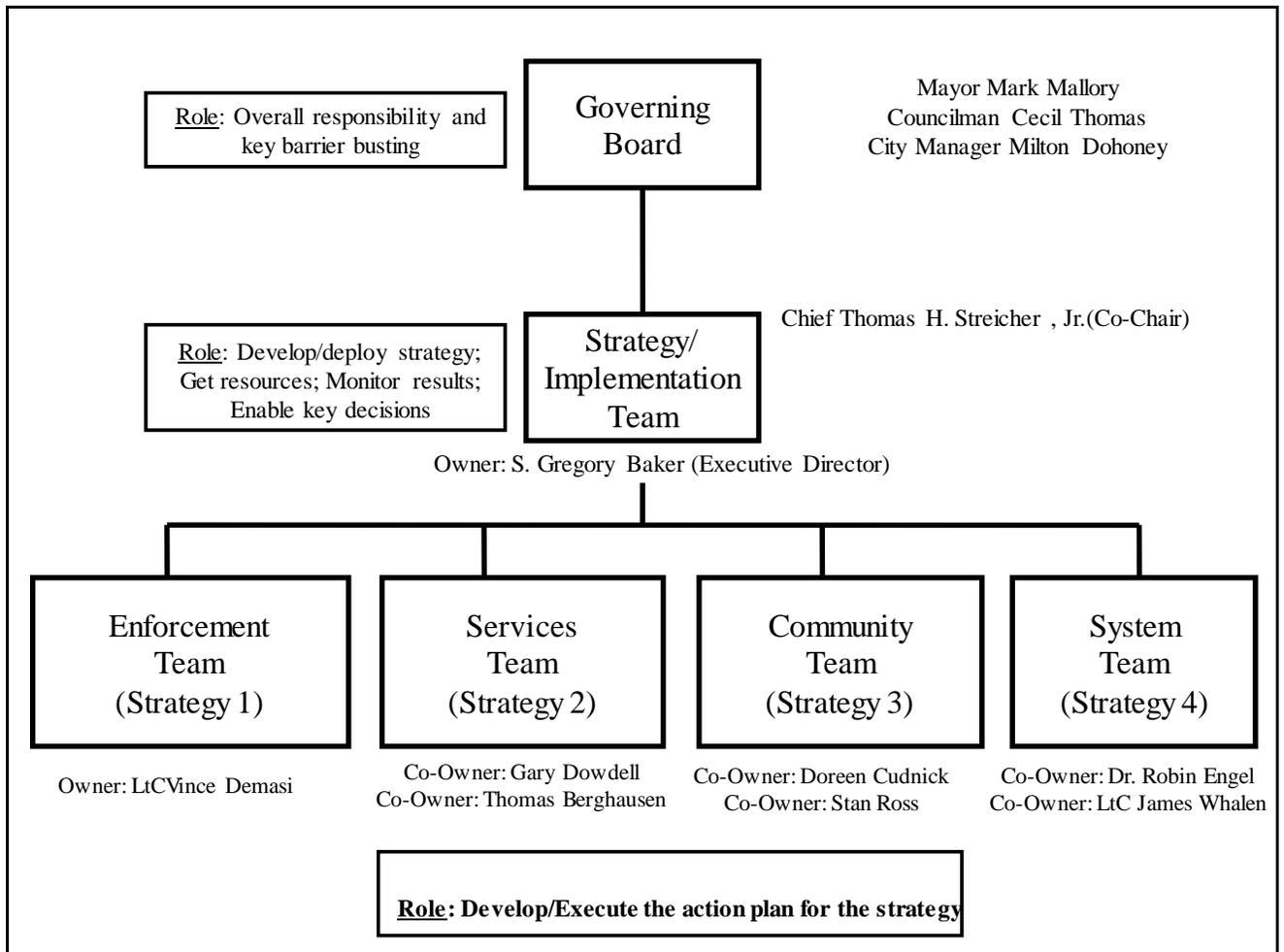
At the call-in sessions, a clear and consistent message of nonviolence is delivered by law enforcement officials, social service providers, and community members (Kennedy, 1997, 1998). Law enforcement representatives explain that there will be focused scrutiny on subsequent violence. The next homicide will elicit swift and targeted enforcement of the entire group, by any legal means. Only the shooter will be held accountable for the homicide itself, but the ongoing criminal activities of the other group members will also become the priority of law enforcement. Social service providers are at the call-in session to present alternatives to the violent lifestyle by offering a range of services to those individuals who want them. Community members demand an end to the violence by describing the damage to the community and invalidating common excuses for the violence.

The success of focused deterrence initiatives rests on the relentless delivery of the promises made during the call-in sessions. Law enforcement must actually respond swiftly to violence, service providers must be prepared to offer help to those who want it, and the community must continue to deliver the message of nonviolence beyond the call-in session to the streets. CIRV has mobilized strategy teams tasked with preparing and implementing the law enforcement, services, and community responses. The call-in sessions are repeated as necessary to demonstrate the delivery on promises and reiterate the message of nonviolence to the target population.

Organizational Structure

The focused deterrence model demands a great deal of coordination both within and between the law enforcement, services, and community partners. Therefore, an organizational structure was put in place in the developmental stages of the initiative to ensure that CIRV was operating effectively and efficiently. Figure 1 displays the organizational structure of CIRV and the individuals who currently serve in various positions within the initiative.

Figure 1. CIRV Organizational Structure



Each of the Strategy Teams listed in Figure 1 is comprised of several partners working together in a coordinated effort to perform the strategy tasks. Table 1 below describes each of these Strategy Teams in greater detail.

Table 1. CIRV Strategy Teams

Law Enforcement	<p>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.</p>
Services	<p>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.</p>
Community	<p>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 lead 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.</p>

Systems	<p>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.</p>
----------------	---

The following sections of this report provide a detailed description of the CIRV Strategy Teams’ activities to date. 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 offender notification methods. Section III provides an overview of the Services Team and the services intake process, as well as describes the CIRV Services clients who have engaged in the program thus far. Section IV details the work of the Community Team, which includes “moral voice” message dissemination and violence interruption. Section V provides preliminary findings regarding the impact of CIRV on violence in Cincinnati and describes additional analyses to be completed in the near future.

SECTION II: LAW ENFORCEMENT TEAM

The CIRV Law Enforcement Team consists of various criminal justice agencies within the city of Cincinnati, Hamilton County, and the State of Ohio. These agencies include the 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 the Bureau of Alcohol, Tobacco, Firearms, and Explosives. Additionally, this team is supported by the Ohio State Attorney General's Office and the Ohio Office of Criminal Justice Services. The strategy of this team is to form a law enforcement partnership capable of identifying and focusing enforcement on chronic violent groups.

In order to respond to this type of violence, both initial and continuous data collection processes were necessary for accurate implementation of the initiative. Prior to planning and executing the initial call-in session, the team needed to determine the nature of the homicide problem in the city (i.e., the extent to which street groups were responsible for the existing homicides) and gather detailed information about violent street groups within the city.

Additionally, an on-going process was developed and employed to 1) determine group member involvement in subsequent homicides and 2) to ensure the continued accuracy of the nature of group membership on the streets.

The initial data needs were met by completing two separate data collection sessions in which the University of Cincinnati Policing Institute (UCPI) assisted the CPD in gathering initial intelligence about street group violence. Information was first gathered on violent street groups/gangs within the city of Cincinnati. Thereafter, a "homicide review" was conducted, designed to gather descriptive information about homicides for the 12-month period prior to the first set of call-in sessions (June 2006 – June 2007). Each of these data collection efforts has

been repeated several times to document changes in street group/gang violence and to inform subsequent actions taken by the law enforcement team. The two following sections provide a descriptive account of these data collection processes and the information they produced.

Violent Street Group / Gang Identification

The purpose of the street group identification is to develop several databases of actionable law enforcement intelligence to aid in 1) communicating the new rules for violence to the target population and 2) responding to violent acts by street groups. The CIRV Law Enforcement Team needs to know who the groups are, what individuals comprise these groups, where the groups are located, the specific criminal activities of each group, the level of violence of each group, and the relationship of each group to other street groups to accurately implement the group-focused enforcement plan. Furthermore, the CIRV LE Team needs to reassess the data on an on-going basis to ensure responses are timely and appropriately address the dynamic nature of the streets.

To collect this information initially, CPD police officers from various shifts and beats were gathered for a meeting. Multiple officers from multiple geographic locations who were very knowledgeable about street violence were included in the meeting. Knowledgeable CPD officers with specialized assignments (e.g, Vice, Homicide, and Vortex) were also included. Law enforcement officials from other agencies, including Probation, Parole, and ATF also participated in the information gathering session.

CPD officials, the UCPI research team, and consultant David Kennedy each explained that the purpose of the session was to document all violent street groups in the city. Participants were told that a “group” can refer to any group, set, or gang of individuals who hang together on the street and engage in violent behavior (i.e., it need not be an official gang by statutory code).

For purposes of the CIRV initiative, it does not matter if the groups are official gangs (i.e., intergenerational, organized with specific leadership, often denoted by colors, tattoos, etc.) or loosely knit social networks of individuals that hang together on the street. Participants were told that gathering information about all types of violent street groups was essential for the success of the initiative. For this reason, throughout this report, the terms violent “groups” and “gangs” are used interchangeably.

Participants were instructed to provide the following information on each known violent street group: group name, street location, level of violence, estimated number of members, known members by name, illegal activities of the group, other groups with whom they are aligned, and other groups with whom they feud. Participants also noted the impact players (including group leaders, known shooters and known robbers), tags used by the groups, and changes in the group membership, violence levels, activities, etc. over time. This information was recorded by the UCPI team members, organized, entered into databases, analyzed by the UCPI research team, and disseminated back to the CPD.

In order to ensure the accuracy of the group-based intelligence, subsequent data collection sessions were conducted initially on a planned yearly basis. These sessions evolved into multiple, smaller meetings, in order to provide the most opportune setting for effective and efficient data collection. In doing so, the UCPI team met with street-level officers and other knowledgeable CPD, Probation, and Parole individuals for each CPD district and the Vortex Unit separately to gather the data points described above. Following each set of data collection sessions, the information was organized, entered into databases, analyzed, and given back to the CPD by the UCPI research team. This information is now captured semi-annually, with plans for official quarterly updates. Most recently, CPD officers are updating the information themselves in real time, as changes in street dynamics occur frequently. To date, four violent

street group identification sessions have been conducted (May 2007, May 2008, February 2009, and August 2009). Results from each of these data gathering sessions are detailed below.

Violent Group Information: May 2007

During this session and the initial follow-up sessions, the CIRV Law Enforcement Team identified a total of 58 violent street groups (37 high violence groups, 14 medium violence groups, and 7 low violence groups), with an estimated 800 – 1,000 individuals. Initially, a total of 401 individuals were identified by name. The intelligence information was continuously updated throughout the first year. As of March 2008, a total of 69 violent street groups (43 high violence groups, 19 medium violence groups, and 7 low violence groups) had been identified, with a total of 748 identified individuals.

Table 2 below describes the criminal histories of these 748 individuals who were identified as being a member of a street group during the May 2007 data collection and follow up sessions. As Table 2 indicates, this population is incredibly active, generating an average of over 35 juvenile, misdemeanor, and felony charges. The average number of felony arrest charges per individual was 7.4 and over 91.0% had previous arrest charges for violent offenses; further approximately one-third had 10 or more felony arrest charges.

Table 2. Characteristics of Street Group Members, Updated March 2008 (n=748)

	Mean	1 or more	5 or more	10 or more
1. Misdemeanor arrest charges	14.4	89.7%	72.3%	56.8%
2. Misdemeanor charge convictions	10.1	86.2%	66.0%	42.1%
3. Felony arrest charges	7.4	84.4%	59.4%	32.3%
4. Felony charge convictions	3.0	74.5%	27.1%	3.0%
5. Delinquent arrest charges	12.7	81.5%	68.3%	52.7%
6. Delinquent charge adjudications	8.5	80.3%	60.6%	37.8%
7. Approach w/ caution (0=no,1=yes)	71%			
8. Violent arrest (0=no,1=yes)	91%			
9. Drug arrest (0=no,1=yes)	91%			

Violent Group Information: May 2008

The May 2008 violent street group identification session was conducted in two stages. First, a large group of CPD officers, Probation officers, and Parole officers met at the Regional Operations Center. This was followed by individual district follow-up sessions. These data collection efforts resulted in the identification of 48 violent street groups (24 high violence groups, 14 medium violence groups, and 10 low violence groups). Additionally, a total of 1,084 individuals were identified by name.

Violent Group Information: February 2009

Using prior experience to improve upon the data collection process, the February 2009 sessions were conducted strictly on a district-by-district basis, along with a review and follow-up session with the CPD Vortex Unit and members of Hamilton County Probation and Ohio Adult Parole Authority. These data collection efforts resulted in the identification of 62 violent street groups (27 high violence groups, 20 medium violence groups, 13 low violence groups, and 1 currently inactive group). Additionally, a total of 1,521 individuals were identified by name. Table 3 describes the criminal histories of these 1,521 individuals who were identified as being a member of a street group during the February 2009 data collection sessions.

Table 3. Characteristics of Street Group Members Identified in February 2009 (N=1,521)

	Mean	≥ 1	≥ 5	≥ 10
Adult Misdemeanor Arrests	10.7	71.2%	54.9%	41.8%
Juvenile Misdemeanor Arrests	4.5	62.9%	37.9%	16.5%
Adult Misdemeanor Convictions	7.4	68.7%	47.5%	30.8%
Juvenile Misdemeanor Convictions	3.1	60.4%	26.2%	7.4%
Adult Felony arrests	6.2	68.6%	50.1%	26.8%
Juvenile Felony arrests	2.1	53.9%	16.5%	2.6%
Adult Felony convictions	2.5	61.3%	23.4%	2.9%
Juvenile Felony convictions	1.2	46.6%	5.1%	0.2%
Adult Drug arrests	6.5	65.3%	46.0%	27.7%
Juvenile Drug arrests	1.0	37.5%	6.5%	0.5%
Adult Drug convictions	4.5	62.5%	37.3%	16.3%
Juvenile Drug convictions	0.7	34.2%	1.8%	0.1%
Adult Violent arrests	1.9	49.3%	13.4%	3.4%
Juvenile Violent arrests	1.3	41.2%	8.0%	1.1%
Adult Violent convictions	0.6	28.1%	1.5%	0.1%
Juvenile Violent convictions	0.7	31.6%	2.3%	0.2%
Adult Weapon arrests	1	36.8%	5.7%	0.3%
Juvenile Weapon arrests	0.3	13.4%	0.7%	0.1%
Adult Weapon convictions	0.4	26.8%	0.7%	0.0%
Juvenile Weapon convictions	0.1	9.3%	0.2%	0.0%
Adult Approach w/caution		60.5%		
Juvenile Approach w/caution		52.1%		

*Updated July 2009.

Comparing the results displayed in Table 3 with the average criminal histories displayed in Table 2 demonstrates significant changes in the population identified by the LE Team. As the pool of the target population increases, the seriousness of their criminal records diminishes. This is likely due to law enforcement's widening net to collection of intelligence on even those individuals that are loosely affiliated with violent groups. It also represents an increased focus and capture of information relating to juvenile violent group members who have simply had less time to accumulate adult arrest charges.

Violent Group Information: September 2009

In September, UCPI researchers again collected information from knowledgeable CPD beat and Vortex officers within their assigned districts. The information gathered was also shared with probation and parole officers, and additions were made based on their input. The information gathering during these initial data collection sessions and follow-ups lead to the identification of a total of 46 active violent street groups (19 high violence groups, 24 medium violence groups, 3 low violence groups) and 13 inactive groups. A total of 1,834 active individuals were identified as members of the 46 active groups. Additionally, 82 individuals were identified as members of the 13 currently inactive groups.

Overall Violent Group Information

Across four data gathering sessions, 2,102 individuals were identified as members of violent groups within the city of Cincinnati. The most current information includes only 1,834 violent group members as some individuals are 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. Again, this membership represents less than half of one percent of the total population of the city of Cincinnati. The social relationships across the groups were graphically displayed for each data collection period and returned to the CIRV LE Team. These network analyses demonstrate where violent groups have on-going feuds, alliances, volatile relations (not currently feuding but have fought in the past), or no known relationship. In addition displays of both the social relationships across the groups and their corresponding geographic location were distributed to the CIRV LE Team. For confidentiality purposes, these documents are not contained within this report.

Homicide Incident Review

The purpose of the homicide incident review is to determine the nature of the homicide problem by retrospectively reviewing each homicide incident for a given time period. This helps to determine the proportion of total jurisdiction homicides that can be attributed to the violent street groups for the given time period, which serves as a baseline for measuring the success of the strategy over time. In other words, it allows for the determination of the proportion of homicides in Cincinnati that CIRV can potentially impact.

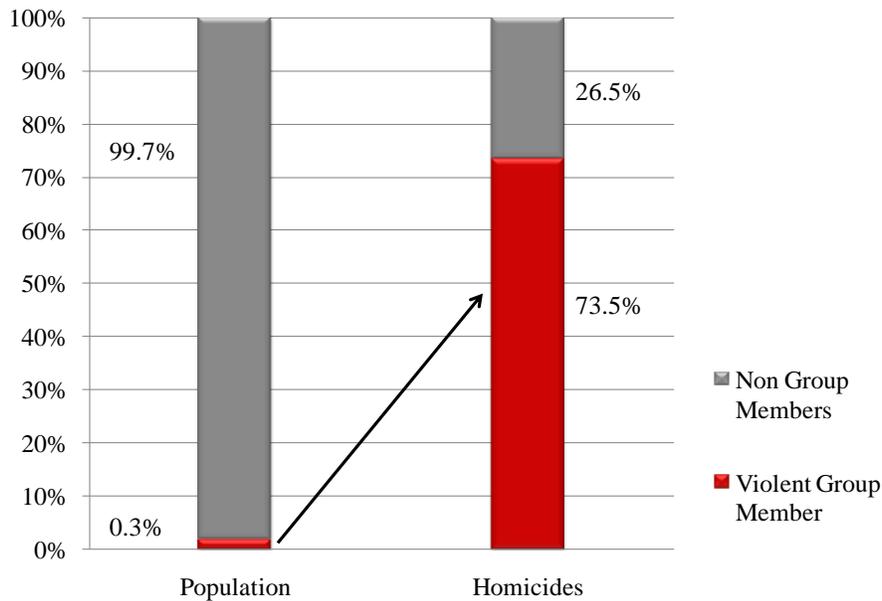
To collect this information, it was recommended that knowledgeable CPD beat officers and homicide detectives be gathered with knowledgeable law enforcement officers from other agencies (e.g., Probation and Parole) to discuss the details surrounding homicides that are not routinely captured in the case files, including rumors and the “word on the street” about the incident. Specifically, the UCPI team explained that the purpose of the session was to get their impressions, rumors, and other information regarding the homicides. CPD officials, the UCPI research team, and consultant David Kennedy systematically guided the participants retrospectively through each homicide beginning with June 2007 back to June 2006, questioning them on the circumstances of the incident and the victim’s and/or offender’s association to a violent street group (again emphasizing that “group” can refer to any group, set, or gang of individuals who engage in criminal activity together and that it did not need to be an official gang by statutory code).

In order to be considered a Group Member-Involved (GMI) homicide, the incident had to meet specific criteria. An incident is categorized as a GMI homicide in one of two ways. First, if the victim and/or the suspect(s) is identified as being involved in a violent street group/gang, the incident is classified as a GMI homicide. Second, if the victim is not identified as such and the suspect is unknown, then incident details are further investigated to determine if it is likely

that it was a Group Member-Involved incident. The specifics of the incident are evaluated using pre-determined criteria that consider the location, time, victim, likely suspects, and circumstances surrounding the killing. Classifications are made with an internal bias toward classifying as GMI-homicides if there is any question. Using this approach, the estimate of the number of group/gang-related homicides is likely slightly overestimated. This creates the most conservative test of CIRV's possible impact on reductions of group/gang involved violence. It is also important to note that the GMI classification does not necessarily mean that the homicides are group/gang "related." For example, a known violent group member may be involved in a dispute with his girlfriend that results in her death. In this scenario, the circumstances of the killing are not directly related to the violent group of which the killer is associated. Nevertheless, due to his identification by the CIRV LE Team as involved in a violent group/gang, this homicide would be classified as a GMI. The rationale behind such a classification is that based on the focused-deterrence approach, group/gang members are notified that their continued violence will result in law enforcement action taken upon the entire group. Any homicides committed by the target audience (regardless of the specific circumstances) are the subject of the CIRV Team's efforts.

Results from the initial analysis confirmed that a very small portion of the population of the City of Cincinnati (less than half of one percent) is a violent street group/gang member. Yet this population was potentially responsible for a very high proportion (73.5%) of the homicides within the city from June 2006 to June 2007 (see Figure 2).

Figure 2. Cincinnati Violent Group Members Disproportionately Involved in Homicides, June 2006 – June 2007



Following the initial data collection effort, an on-going process was established to assess the nature of group-member involvement in all homicides that occurred in subsequent months. Using the predetermined criteria indicated above, the operational director of the CIRV LE Team (Captain Daniel Gerard, CPD) reviews every homicide on a monthly basis and makes the final determination of the GMI-classification. Data points for review included incident location, victim information (name, gender, race, age, and group affiliation), suspect information (name, gender, race, age, and group affiliation), investigation status, and an incident synopsis. As needed, members of the CPD Intelligence and Homicide Units are contacted for additional information about the incidents being reviewed. The GMI determination is then reviewed and approved by the CIRV LE Team Leader (CPD Patrol Bureau Commander – previously LtC James Whalen, currently LtC Vince Demasi), and sent to the UCPI research team to record within the database.

In order to assess the effectiveness of the initiative over time, the need arose to determine the GMI status of homicides occurring prior to June of 2006 (the earliest date of the initial homicide review). To meet this need, members of the UCPI team met with representatives of the CPD Intelligence and Homicide Units on February 19, 2009 to review all homicides occurring from January 2004 until June 2006. Following this session, the GMI status of all homicides was known for the time period from January 2004 to present.

Results from the additional review confirmed that a very small portion of the population of the City of Cincinnati (violent street group members) was responsible for a high proportion of the homicides within the city from January 2004 to June 2007. Of the 270 homicides that occurred during this time period, 163 (60.4%) were identified as GMI.

Call-in Sessions

In order to inform violent street group/gang members of CIRV's new "rules", the team employed multiple methods of notification. One such method of notification is the call-in session (see Braga et al., 2001; Braga et al, 2006; Chermak and McGarrell, 2004; Kennedy and Braga, 1998; Papachristos et al., 2007). During the call-in sessions, a clear and consistent message of nonviolence is delivered by law enforcement officials, social service providers, and community members to individuals that are currently on probation or parole and previously identified by the CIRV LE Team as members of violent groups. Law enforcement representatives explain that there will be focused scrutiny on subsequent violent incidents; the next homicide will result in swift, targeted enforcement by any legal means available of the entire group that is affiliated with the individual responsible for the homicide. Though only the shooter will be held accountable for the homicide itself, the ongoing criminal activities of other group members will receive increased scrutiny by law enforcement based on any past or future criminal behavior. Service providers present alternatives to violence by offering employment,

educational, and social services to those individuals who want them. Community members demand an end to the violence, articulating the damage it produces and invalidating any excuses for the violence. The general message conveyed is, “We will help you if you will let us, but we will stop you if you make us.” These messages are designed so that group members perceive they have a face-saving exit from a violent lifestyle into which their choices have led them.

As described above, the success of CIRV and similar initiatives rests on the relentless delivery on the promises made during the call-in sessions. Law enforcement responds swiftly to homicides subsequent to the call-in and intelligence is organized to aid in this effort. Service providers are organized to meet the individualized needs of those who choose to transition to a life of nonviolence and intake processes are streamlined to facilitate this process. Community members have continued to deliver the message of nonviolence subsequent to the call-in, presenting a united front with law enforcement. (See Sections III and IV for a detailed description of how the Service and Community Teams deliver on the promises made during the call-in sessions).

Following law enforcement’s response to subsequent violence, representatives from the street groups are reconvened. The messages are reiterated, using previous law enforcement round-ups of violent group/gang as vivid examples meant to deter others’ future violent conduct. Specifically, law enforcement officials describe in detail what happened to the groups that perpetrated homicidal violence following the previous call-in session, including arrest charges and likely prison sentences of those captured. In addition, surveillance photos of group members actively involved in criminal activity are shown as an example of CPD’s breadth of knowledge. Street group members are also informed of social services that are available and Street Advocates that serve as coaches and mentors. Community members articulate the painful impact that violence has had on their lives. The violent group/gang members are told to take back the

information they learned at the session to their groups. Since the implementation of CIRV in 2007, a total of 17 sessions were conducted over 9 days. The CIRV team began notifying the Cincinnati violent street group members via courtroom-based meetings in July 2007.

Subsequent sessions were held in October 2007, February 2008, June 2008, December 2008, May 2009, and September 2009. Details of each session are outlined below:

July 31, 2007 (2 sessions)

- Location: Hamilton County Courthouse
- 401 CIRV-identified individuals
 - 82 (20.4%) of the 401 under parole or probation supervision
 - All 82 were notified to attend one of two call-in sessions
 - 55 (67.1%) of 82 attended one of two sessions

October 3, 2007 (2 sessions)

- Location: Hamilton County Courthouse
- 643 CIRV-identified individuals
 - 153 (23.8%) of the 643 under parole or probation supervision
 - 139 (90.8%) of 153 notified to attend one of two call-in sessions
 - 91 (65.5%) of 139 attended one of two sessions

February 28, 2008 (2 sessions)

- Location: Hamilton County Courthouse
- 701 CIRV-identified individuals
 - 184 (26.2%) of the 701 under parole or probation supervision
 - 154 (83.7%) of 184 notified to attend one of two call-in sessions
 - 114 (74.0%) of 154 attended one of two sessions

June 26, 2008 (1 session)

- Location: Potter Stewart United States Courthouse
- 1,054 CIRV-identified individuals
 - 225 (21.3%) of 1054 under parole or probation supervision
 - 154 (68.4%) of 225 notified to attend the call-in session
 - 98 (63.6%) of 154 attended one session

December 4 & 10, 2008 (4 sessions)

- Location: Hamilton County Courthouse
- 1,071 CIRV-identified individuals
 - 215 (20.1%) of the 1071 under parole or probation supervision

- 199 (92.6%) of 215 potentially notified to attend one of four call-in sessions
- 115 (57.8%) of 199 attended one of four sessions

May 13 & 21, 2009 (4 sessions)

- Location: Hamilton County Courthouse
- 1,521 current CIRV-identified individuals
 - 307 (20.2%) of the 1521 under parole or probation supervision
 - 254 (82.7%) of 307 selected & potentially notified to attend one of four call-in sessions
 - 129 (50.8%) of 254 attended one of four sessions

September 10, 2009 (2 sessions – probation only)

- Location: Hamilton County Courthouse
- 1,521 current CIRV-identified individuals
 - 239 (15.7%) of the 1,521 under parole or probation supervision
 - 184 (77.0%) of 239 selected & potentially notified to attend one of two call-in sessions
 - 50 (27.2%) of 184 attended one of two sessions

Overall – 17 sessions, 9 days

- 421 violent group members have heard CIRV message
 - 246 (58.4%) attended one session
 - 124 (29.5%) attended two sessions
 - 46 (10.9%) attended three sessions
 - 5 (1.2%) attended four or more sessions
- 23% of identified group members have attended at least one call-in
- 46 current violent groups identified
 - 41 (89.1%) of 46 current violent groups had at least one member in attendance in at least one call-in session

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 members of the known street groups in the city 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.

In order to determine which violent group members would receive home visits, the CIRV Law Enforcement Team (assisted by the UCPI research team) assessed the violence levels within the city and identified current "hot" spots with the greatest percentage of gun-related violence. The violent groups/gangs associated with these geographic areas were then targeted for home visits. The specific members of the groups/gangs to receive home visits were determined by the operational CIRV LE Team command based on input from knowledgeable beat officers, Vortex officers, and Probation and Parole officials regarding the current "impact" players that were likely driving the violence in the associated areas. Specifically, the violent group members selected for home visits met the following criteria: 1) members of known violent groups/gangs in Cincinnati, 2) currently under supervision through the Hamilton County Probation Department or the Ohio Adult Parole Authority, and 3) believed to be "impact players" within their groups, related to chronic patterns of crime and violence. During these meetings, supervisees are reminded of the CIRV "message" that law enforcement is focusing on violent groups and he/she has been identified as a member of such a group; social services are available if they need assistance; and the community is demanding an end to the violence. The home visits are designed to be a narrowly focused, short-term deterrent.

The first set of home visits were conducted during September 2008. A total of 32 home visits were conducted over four days, with 26 (81.3%) of the 32 visits resulting in actual contact with the selected individuals. Of the 26 contacts, 20 (76.9%) were contacted in person on the day of the home visit, four followed up with their supervising officer within two days of the home visit, and two followed up by walking in to see their supervising officer. Additionally,

nine arrests resulted from this round of home visits based on criminal violations observed during the visit.

The second set of home visits were conducted from June 11, 2009 to October 7, 2009. Within this time span, 32 rounds of home visits occurred; 39 groups were contacted during these rounds. Of the 39 groups, 287 people were selected in an attempt to notify them of the CIRV message. Of the 287 individuals, only 47 (16.4%) were successfully contacted and informed of the CIRV message. An additional 30 individuals were notified via family members, who were present at the residence. Including family members as successful contacts, 77 (26.8%) of targeted group members were contacted. No arrests were made during this set of home visits. Several factors contributed to the low contact rate (approximately 16% of those selected for home visits) including: 1) invalid addresses given to probation/parole officials, 2) addresses given to probation/parole officials that are relatives' or girlfriends' residences, but are not the primary location where the offender resides, and 3) individuals not home at the time of contact.

The percentage of "bad" addresses of offenders on probation/parole is a continued concern for the CIRV LE Team. Therefore, the CIRV Team is seeking alternative and innovative tactics to spread the CIRV message. For example, nine home visits were conducted in the Hamilton County Justice Center. When individuals identified for home visits were arrested and jailed for other offenses, contact was made at the Justice Center rather than offenders' residences. The issues associated with incorrect or invalid offender addresses will inevitably restrict further law enforcement efforts directed at the targeted group.

Notification Letters

The CIRV team also used notification letters as an additional method of message delivery to inform members of violent street groups of their risk of increased law enforcement attention.

The purpose of the notification letters is to reach the targeted audience with the CIRV message during the timeframe between call-in sessions; the letters were initially utilized as a 60-day plan to reduce anticipated violence in the 2009 summer months. Based on official criminal histories of all members of the target audience, the letter focuses on informing violent group members that they are at risk of law enforcement action based on past illegal behavior. Specifically, the letter details the potential for federal prosecution for any future criminal offense involving weapons and/or violence. Additionally, the letter describes the purpose of CIRV (i.e., to reduce violence in the community) and notifies the recipient of the services available to assist the individual in developing a pro-social lifestyle. A copy of the letter is included in Appendix A.

The first round of letter notifications commenced in mid-September 2009. The CIRV Law Enforcement Team compiled the notification list based on meeting all of the following criteria: (1) an identified member of a violent street group in Cincinnati, (2) a convicted felon, and (3) the individual had at least 4 or more adult felony 1 – felony 4 drug convictions, felony 1 – felony 4 violent convictions, and/or weapons convictions. Of the 1,521 identified violent group members examined, 279 (18.3%) met the criteria. Letters were personalized for each individual, signed by CPD Chief Thomas H. Streicher, Jr., and mailed to each group member's official listed address of residence.

Unfortunately, the impact of these notification letters cannot be systematically measured. While the number of officially undelivered letters can be counted, it will remain unknown if the letters that were delivered by the post office actually reached the intended target, and whether or not the letters were actually read. Despite being unable to measure its impact, the CIRV Team used this innovative communication tactic because of the limited cost associated with it, combined with the potential impact if successful. Of the 279 violent group members identified for letter delivery, 272 were mailed (7 letters were not mailed due to known bad addresses). Of

the 272 mailed, within three weeks, 126 were returned from the Postal Service as undeliverable (46.3%). This very high return rate again underscores the problems associated with invalid addresses provided to law enforcement officials by known offenders. It also highlights larger issues plaguing law enforcement efforts across the country to track and monitor known criminal offenders, and relates directly to future efforts by the CIRV Law Enforcement Team.

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 13 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, culminating in 203 group members arrested for various felony and misdemeanor charges. An additional four group enforcement efforts are in progress to date. 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 are detailed below.

Initial Enforcement Response

Following the initial July 31, 2007 call-in sessions, Cincinnati experienced a particularly violent August with 11 homicides. The Law Enforcement Team responded to these homicides in a swift manner. Investigations revealed that 5 of the 11 homicides were GMIs. This resulted in

law enforcement action focused on four of the five groups. Those groups included the *Cotti Boys*, *Down the Way*, *A-1*, and *1200 Chapel*. Within these four groups, a total of 23 individuals were arrested in conjunction with the enforcement efforts (twelve were members of the *Cotti Boys*, seven were members of *Down the Way*, three were members of *A-1*, and one was a member of *1200 Chapel*).

Following the October 3, 2007 call-in sessions, Cincinnati experienced 3 homicides in October 2007, only one of which was group member involved. Anecdotal information from the streets suggested that violent group members did not believe that law enforcement officials knew who they were and, further did not believe that law enforcement could or would focus on violent groups. Therefore, law enforcement conducted additional surveillance and utilized the results of the combined enforcement efforts since the initial call-in to inform street group members at the February 2008 notification meeting that: 1) law enforcement does know who they are and 2) the law enforcement team is systematically targeting groups whose members engaged in violence.

Taliband Enforcement

Following the initial set of enforcement responses, four additional groups engaged in violence. Two of these groups were selected for targeted enforcement: *Hawaiian Village Posse* and *Taliband*. Members of these groups had an ongoing dispute that resulted in a homicide on December 28, 2007. This investigation culminated in the first gang enforcement within Hamilton County in almost a decade. Through a data-driven approach, CPD officers compiled thousands of pieces of evidence related to members of the *Taliband*. This information included individual information (street name, vehicle, presence of tattoos, etc.), criminal histories, field incident review (FIR) cards, arrest incidents, surveillance photos, and Myspace data (photos and friend relations). This data was input into a UCPI custom-made database by CPD officers and then provided to the UCPI for analysis.

The UCPI conducted geographical and social network analyses (see Appendix B for technical details associated with these analyses) on the official CPD data to document connections between individuals in an incident (e.g., as a suspect-suspect, suspect-victim, victim-victim, reportee-suspect, reportee-victim), on a FIR card, or in a surveillance photo. The analyses resulted in geographical and relational visual depictions of members of the *Taliband* gang. More specifically, maps displayed members' criminal incidents, and network diagrams showed the interconnectedness of members of the group based on the known official connections described above. These analyses were presented to the Hamilton County Prosecutor's Office, which resulted in a 95-count Grand Jury indictment for participating in a criminal gang and other associated criminal charges.

On November 17, 2008, the CPD conducted the first of multiple takedown days. The subsequent rounds occurred on November 26, 2008, December 20, 2008, January 29, 2009, and March 14, 2009. A total of 79 group members were arrested; 71 of those were members of the *Taliband*, four were members of the *Hawaiian Village Posse*, and four were member of the *College Hill Posse*.

Additional Enforcement Responses

Along with the previously discussed groups, an additional six group enforcement efforts have resulted in arrests. These included *Crack Hill*, *East Clifton*, *McFarland Boyz*, *Kumminsville Piru*, Evanston groups, and Madisonville groups. A total of 101 individuals were arrested as the result of these enforcement efforts. Fifteen of the arrested were members of *Crack Hill*, 15 were members of the *East Clifton* group, 12 were members of the *McFarland Boyz*, 9 were members of *Kumminsville Piru*, 20 were members of the Evanston groups, and 30 were members of the Madisonville groups. The Evanston enforcement action resulted in arrests of members of multiple Evanston groups, including *J-Block*, *Five Points/St. Leger*, *Clarion*

Montgomery, and *Blair Bloods/Blair Goons*. The most recent CIRV enforcement in Madisonville in September 2009 has resulted in enforcement action on six violent groups collectively identified as *Mad-ville*. This enforcement effort has initially resulted in 30 individuals charged with 110 felonies, and 19 gun recoveries.

The enforcement responses described here are tangible examples of the Law Enforcement Team delivering on promises made to the target population, both at the call-in sessions, as well as through various other forms of notification. 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 to 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.

SECTION III: SERVICES TEAM

The CIRV Services Team is currently comprised of a social service agency (Talbert House), an employment agency (Cincinnati Works), and the CHRC Street Advocates. The strategy of this team is to form and continually improve a life-change system that successfully engages members of violence-prone groups and moves them to an employment-based lifestyle. In doing so, this team strives to provide immediate and tailored services to individuals choosing to leave the life of violence.

As one of the three main components of the CIRV initiative, it is also essential for the services team to meet the promises delineated to street group members through the notification methods described in Section II. Specifically, this team must be able to provide streamlined and tailored services to members of the target population, including employment, education, substance abuse assistance, mentoring, counseling, anger management training, credit counseling, housing and transportation assistance, health care referrals, and parenting assistance. As the CIRV team moved from planning to operation, the role of the CHRC Street Advocates was changed to accommodate the growing need for service delivery. Initially, the Street Advocates joined CIRV as members of the Community Team, with the tasks of communicating the CIRV message to individuals on the street and continually invalidating the norms and narratives of the street culture that promotes violence. As the Services Team developed, however, the CIRV team reallocated the work of the Street Advocates to assist with service delivery. The Street Advocates now function as personal mentors for those going through CIRV services, rather than strictly doing community outreach. As a result, they have been charged with completing the initial screening process to determine client eligibility.

The focus of the CIRV Services Team has undergone substantial changes in 2009, due to its recent partnership with the University of Cincinnati Corrections Institute (UCCI) and the Talbert House. Researchers from the UCCI accessed the CIRV Services Team in the fall of 2008 and made a series of recommendations in January 2009 designed to increase the effectiveness of this component of CIRV. These recommendations included:

1. Selection Criteria: The Services Team should develop clear selection criteria for entry into CIRV-sponsored social services.
 - Appropriate selection criteria for the program should be developed
 - A violence screening instrument should be developed/adopted that will identify individuals who are likely to engage in violence
 - CHRC Street Advocates should be trained on the proper use of the screening tool, and a mechanism for quality assurance developed
2. Risk Assessment: The Services Team should adopt a validated risk/needs instrument
 - A validated risk/needs assessment should be selected that provides a survey of criminogenic needs
 - Staff should be trained on the identified risk assessment tool
 - Quality assurance and technical assistance on the delivery of the risk assessment should be provided
3. Expand Services: The Services Team should expand the breadth and density of services to be provided to clients.
 - A matrix of services should be developed to address criminogenic needs
 - An effective model to address antisocial attitudes and gang participation should be developed and implemented
 - Training and technical assistance to CIRV staff and partners should be conducted
4. Termination Criteria: The CIRV Services Team should establish clear termination criteria
 - Termination criteria should be developed that include the development of successful completion criteria
5. Quality Assurance Monitoring: The CIRV Services Team should develop an internal and external quality assurance process that monitors treatment delivery
 - A data collection process should be developed that allows for monitoring the program benchmarks
 - An outcome evaluation must be designed to determine the effectiveness of the services component

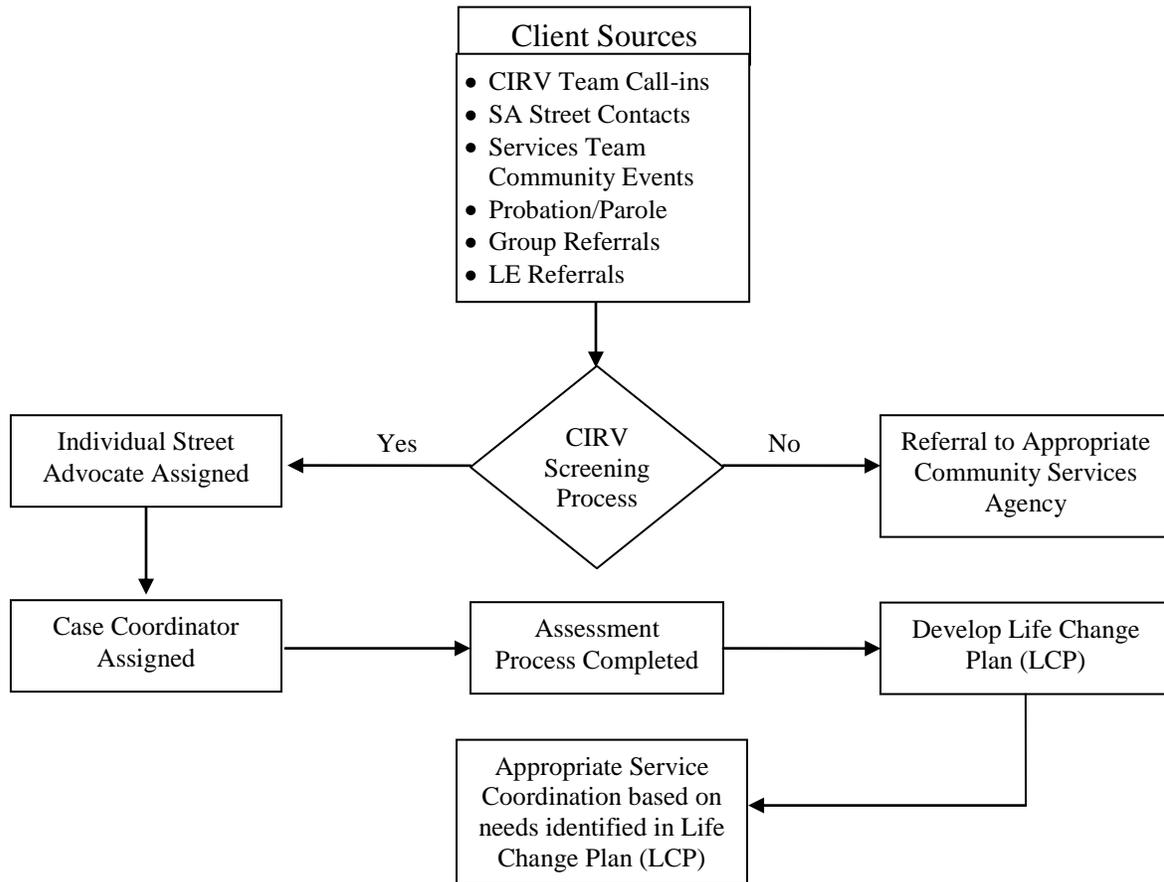
Based in part on these recommendations, the CIRV Services Team has undergone significant changes. A key component of the newly designed system is the addition of the Talbert House as a primary service provider. Other important changes and initial implementation of the recommendations provided by the UCCI are documented throughout Section III of this report.

To provide adequate and quality service to the target population, the Services Team developed a comprehensive intake process to ensure that individuals who contact CIRV: 1) are contacted by a Street Advocate within a short period of time to schedule an assessment, 2) meet the “violent street group” criteria for receiving CIRV services, 3) are assigned a Street Advocate and case coordinator, and 4) complete an intake assessment to determine individual needs. The CIRV client then works with his case manager and street advocate to develop a list of goals that directly influence the services delivered and outcomes. This process is graphically displayed in Figure 3.

Of important note is the significant lack of funding devoted to the CIRV Services Team. The CHRC Street Advocates received \$659,000 in funding from the City of Cincinnati from Jan 2009 – Jan 2010. These funds provide for the salaries of ten Street Advocates, three team leaders, one manager, and one fulltime administrative assistant. In 2009, the Talbert House also received \$42,000 in funding from the City of Cincinnati. These funds will support social service engagement for 22 offenders. Despite this funding, the need expressed by those seeking CIRV social service support greatly outstrips current capacity. In the first two years, over 400 offenders contact the Street Advocates for services; note however, that not all of these individuals represented CIRV’s target population (i.e., violent group/gang members). Therefore, a new screening tool is utilized by the Street Advocates to assess propensity for violence and conserve precious resources (details below). Even so, the lack of adequate funding will be a

continuing issue for the delivery of effective CIRV services. Several state and federal grant proposals have been written by the UC research team in an effort to supplement current city funding.

Figure 3. Services Intake Process



Client eligibility became an important issue for the CIRV Team due in part to initial claims of dramatic success by the Services Team, and the limited city resources available for CIRV Services. In CIRV’s first year alone, 334 individuals called for assistance, and 307 were provided a CHRC Street Advocate and entered Cincinnati Works for an initial assessment. It was determined, however, that only 25.7% of these individuals had been identified by the CIRV LE Team as violent group members. Two possibilities exist for this discrepancy: 1) the CIRV

LE Team list of violent group members was not exhaustive and did not include many of the violence-prone individuals seeking assistance, and/or 2) the Services Team members had no systematic mechanism in place to assess individuals' likelihood of violence and did not have access to the LE Team's violent group member list; in the absence of these mechanisms, individuals not meeting CIRV criteria were accepted as clients.

To remedy this issue, the UC research team created an initial violence screening instrument to assess individuals' risk of violence (described in greater detail below). Beginning in February 2009, this screening instrument was applied to all individuals requesting CIRV Services by CHRC Street Advocates trained in its use. Individuals contacting the Street Advocates for services that are not assessed as at-risk for violence are referred to other social service options outside of the CIRV Services Team.

Through the involvement of the Talbert House, many of these recommendations have been undertaken. The UC Corrections Institute has provided the CIRV workers with two rounds of evidenced-based training. The first round of training consisted of five days of in-classroom training delivered in March 2008, which covered the risk, need, and responsibility principles, the cognitive behavioral model, and motivational interviewing. The second round of training was provided in March 2009 on the use and implementation of a violence triage screener. Additionally, the Street Advocates attended a training session in Dayton, OH during the Summer/Fall of 2009. Finally, a comprehensive data collection system is currently being developed and pilot tested to gather information across the CIRV Services Team partners. This database will allow for a more systematic assessment of the overall impact of the Services Team and provide a mechanism to determine process improvement needs. Further details regarding this in-progress work are provided in the data collection planning section.

Street Advocates

The CHRC Street Advocates serve multiple roles within the CIRV team. Initially titled Street Workers, their main objective was to serve on the Community Team as representatives within the community. However, following the first call-in session in July 2007, it became apparent that those individuals participating in services needed direct support from individuals who could guide them through the services process. In response to this need, the efforts of the Street Advocates became split between both the Services Team and the Community Team. Given their more fully developed roles as liaisons between the CIRV team and community members, and in an effort to increase the level of professionalism, they were re-titled Street Advocates. Thus, although their initial role within CIRV was only to perform community outreach, the Street Advocates are now a vital component of the program's structure, representing the initial contact and intake point for all individuals who contact CIRV for services. As noted previously, the CHRC CIRV Team currently consists of a coordinator, an administrative assistant, and thirteen Street Advocates. The administrative assistant was added in 2009 to assist the program coordinator in the increasing administrative demands, including data collection and management.

To ensure that CIRV services are provided for the most at-risk individuals, a new violence screening/intake process was developed. When individuals inquire about receiving/participating in CIRV, the Street Advocates obtain relevant information about them using a violence screening form. Modeled after the Oregon Violence Triage tool, the violence screening forms were developed to allow Street Advocates to accurately and systematically evaluate potential CIRV clients. Separate forms exist for males and females based on predetermined criteria. Each form contains a series of four questions inquiring about past experiences and behaviors, including previous violent behavior and lifestyles. With each "yes" response, an

individual receives one point. Individuals with two or more total points are considered high-risk for future violent behavior. High risk individuals are then screened in for CIRV services.

Individuals that score below two points are referred to various community service programs based upon their needs. However, in the presence of special circumstances, Street Advocates possess the ability to screen-in an individual scoring below two points. This option provides some flexibility for Street Advocates to ensure that those who need CIRV services the most will receive them. See Appendix C to review the forms and scoring rules used by the Services Team.

As shown in Table 4 below, the use of the intake violence screening forms allows for tracking of individuals into the CIRV services. For the period from February 2009 through July 2009, a total of 68 individuals had violence screening completed at intake. The majority of these individuals were male (94.1%). Additionally, a majority of those screened were recommended for CIRV services (94.1%), while the remaining 5.9% were referred to other services within the community.

Table 4. Intake Violence Screening (February 2009 – July 2009)

	Males	Females	Total
Recommended for CIRV Services	62 (96.9%)	2 (50.0%)	64 (94.1%)
Directed to Community Services	2 (3.1%)	2 (50.0%)	4 (5.9%)
Total Forms	64 (100.0%)	4 (100.0%)	68 (100.0%)

In addition to their role as initial screener for CIRV Services, the Street Advocates also provide important coaching and mentoring that is not captured in a systematic manner. These efforts, including assistance with employment not conducted through Cincinnati Works, will now be captured with the initiation of the new data collection system developed by UCPI researchers. The CHRC Street Advocates also play an important role on the CIRV Community Engagement Team that is further described in Section IV.

Cincinnati Works

Cincinnati Works took on the initial role of lead agency for the Services Team. This employment agency fulfilled this role from July 2007 - June 2009. In so doing, it was responsible for tracking all individuals participating in CIRV services who were referred by the Street Advocates. Once referred by a CHRC Street Worker, the staff at Cincinnati Works conducted an assessment of the individual's needs, and formulated both life-change and goal plans. As shown in Appendix D, employment was the primary request of CIRV clients; however, other service requests included assistance with education, substance abuse, anger management, housing, counseling, parenting, transportation, mental health care treatment, healthcare, and credit recovery.

One of the major limitations of the initial data collection effort is an inability to track individuals who called CHRC Street Workers for services, but who were not referred to Cincinnati Works. While the Street Advocates often assisted these individuals with other service needs, there is no official documentation or tracking of this group. Further, it is unclear how many of those that contacted the Street Advocates for assistance received these types of services and referrals to agencies other than Cincinnati Works. This directly impedes the UCPI research team's ability to fully document and evaluate the impact of the CIRV Services Team. Although a new data collection process is currently being developed to fill this void, it is unlikely that retrospective examinations of any form of past documentation will allow for an assessment of this group of clients. Therefore, all of the information provided below is based strictly on documentation received directly from Cincinnati Works case files.

As of August 2009, a total of 428 individuals had officially contacted CIRV for services (that were recorded), and 390 had completed the assessment process at Cincinnati Works. Each of these individuals was assigned a personal CHRC Street Advocate and taken through the CIRV

Services process at Cincinnati Works. Table 5 documents the demographic information for CIRV clients. The average CIRV client was 32 years old, African American, male, and single. Additionally, the majority have at least one child and a felony record by the time of their assessment. Nearly 18% of the individuals attended a call-in session, while 49% were recommended to the program directly by Street Advocates. All others heard about CIRV through some other mechanism.

Table 5. Description of Group Members Requesting Services (n=390)*

	% of CIRV Clients
Average Age	31.8
Male	94.1%
Black	95.1%
Single	85.8%
Have Children	72.0%
Average Number of Children	1.87
Less Than a High School Diploma at Intake	39.2%
Unemployed at Intake	93.4%
Felony Record at Intake	86.8%
Attended a Call-in Session	17.7%
Street Advocate Identified	49.2%

*Updated as of August 20, 2009. Percentages reported are the valid percents.

As shown in Table 6 below, the overwhelming majority of CIRV clients were contacted by a CHRC Street Advocates within two days of their initial phone call, had an assessment scheduled within five days, and completed that assessment within ten days. All CIRV clients requested employment services and approximately half also requested education assistance (52.6%). Of the 205 CIRV clients that requested educational services, the majority (71.7%) were interested in obtaining a GED, while the remaining individuals requested assistance with high school (0.5%), vocational training (12.7%), and college (15.1%). Other services of interest

included parenting assistance (24.9%), substance abuse treatment (3.3%), and transportation assistance (15.6%). Over 27.9% also attended support group sessions. This information is visually displayed in Figure 4 below. A further limitation of the initial data collected by Cincinnati Works and accessed by the UCPI research team is that no follow-up information beyond employment records is available for CIRV clients. That is, if an individual requested assistance with education, it is unknown if that assistance was provided, or even if that client was referred for assistance. Therefore, this report is further limited to reporting only follow-up employment-based information. This limitation underscores the need for a full social service agency to initially engage with CIRV clients, and one of several reasons that the CIRV Team has been redesigned to include the Talbert House as the primary point of contact for CIRV Service delivery (described in detail below).

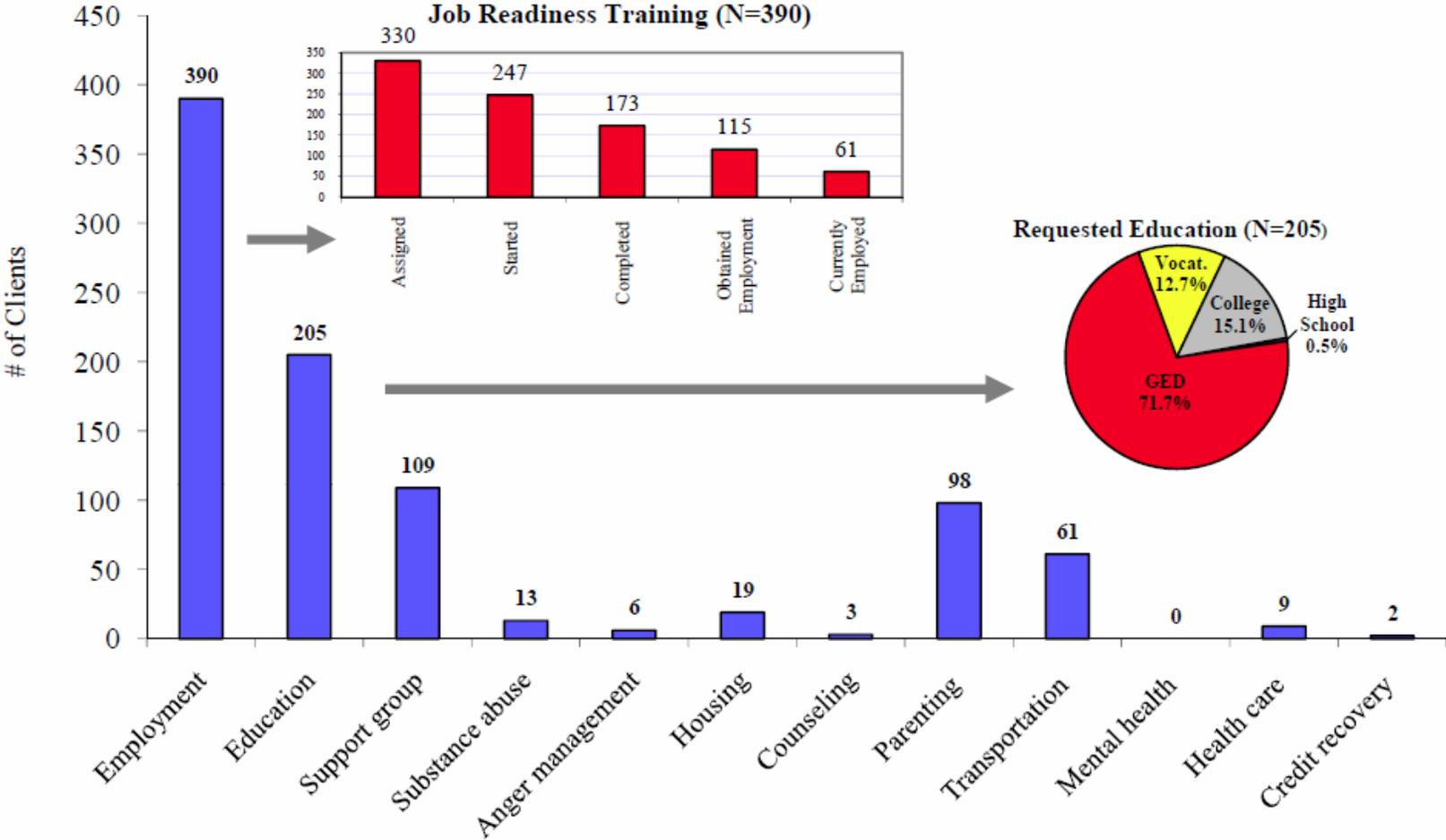
Table 6. Services Requested and Provided to CIRV Customers (N=390)*

	# of Clients	% of Clients
Contacted by street worker within 2 days of initial contact	372	95.4%
Assessment scheduled within 5 days of initial contact	371	95.1%
Assessment completed within 10 days of initial contact	389	99.7%
Requested employment services	384	100.0%
Requested education assistance	203	52.6%
Attended support group	109	27.9%
Substance abuse treatment	13	3.3%
Anger management	6	1.5%
Housing assistance	19	4.9%
Counseling	3	0.8%
Parenting assistance	98	24.9%
Transportation assistance	61	15.6%
Mental health treatment	0	0.0%
Health care assistance	9	2.3%
Credit recovery assistance	2	0.5%

*Updated August 20, 2009. Percentages reported are the valid percents.

As illustrated in Figure 4 below, the overwhelming majority (84.6%) of CIRV clients requesting assistance with employment have signed up for job readiness. Figure 4 also demonstrates the continued progress of CIRV clients as they become prepared to enter the workforce. Of the 173 individuals who have completed job readiness training, 115 have obtained employment, and 61 have sustained employment. It is expected that these numbers will continue to grow as the clients work their way through the Cincinnati Works process. Compared to other jurisdictions engaging in focused deterrence approaches, the CIRV Services Team has experienced tremendous initial success.

Figure 4. CIRV Client Services, Cincinnati Works Update (N=390)



Talbert House

The Talbert House is a community-wide nonprofit network of social services with over 30 programs focusing on prevention, assessment, treatment and reintegration. The Talbert House has become the new lead agency for the social services component of the CIRV program. Along with the Street Advocates, the Talbert House staff members are responsible for the client intake and tracking processes, assessment, and treatment. The Talbert House is responsible for the delivery of professional services addressing the criminogenic behaviors inhibiting clients from successfully retaining long term employment. This organization has extensive experience with others similar to the CIRV client population, including individuals with felony records and at risk for violence.

While the main task of the Street Advocates is to continually deliver the message of nonviolence, they also work one-on-one with individuals motivated to change and ensure they are accessing and utilizing the necessary resources. Once the advocates have completed the initial screening process to determine if a client is eligible for CIRV services, beginning in August 2009, they direct them to contact the Talbert House staff for any social service needs. Talbert House is then charged with conducting intake interviews, helping to determine what social services are necessary, providing access to those social services, assisting with the development of a Life Change Plan (LCP), performing client case management, and providing the relevant services data to the UCPI for analysis.

Data Collection Planning

Data collection planning at the end of summer 2009 included three main initiatives. The first initiative concerned the transition to Talbert House as the main service provider for CIRV. The information collected from Talbert House will not only include all of the CIRV data

collected in the past, but will also now include a complete risk assessment of each CIRV client using either the Level of Service Inventory (LSI) or the Ohio Risk Assessment System (ORAS), respectively. Both instruments will be used because the Talbert House is in the process of switching from the LSI to the ORAS as their primary risk assessment instrument, and once fully implemented, it will be the sole risk assessment used at all of their facilities. Some initial CIRV clients will receive the LSI until this implementation process has been completed. The major advantage of using the ORAS instrument going forward is that it has been validated on an Ohio population of offenders (Latessa et. al. 2009). This risk assessment information will have a standardized risk score which will separate clients into categories based on likelihood to recidivate. It will also include the identification of dynamic risk factors for targeted treatment and potential barriers to treatment.

Use of the ORAS data is a critical enhancement to the CIRV Services Team, as it will allow three developments going forward. First, there will be a risk score for each client using an instrument that has been validated on the Ohio offender population. This risk score can then be used as a check to be compared to the initial CIRV screening tool used by the Street Advocates, which determines who receives CIRV services. If there are significant differences between who is referred to CIRV services by the initial screening tool versus the risk scores of clients on their LSI or ORAS, adjustments can be made to the initial screening process to ensure the Street Advocates are targeting the appropriate violence-prone clients. Second, the assessment will provide detailed information regarding the specific criminogenic needs of each client, as well as any potential barriers to service delivery. This will allow more efficient and effective use of CIRV Services Team's resources. Finally, this risk assessment information can be used to

enhance follow-up studies of clients after completion of CIRV services with relation to future recidivism.

The UCPI research team will receive data on a monthly basis from the Talbert House updating the status of client progress, as well as the addition of new clients. As stated above, this information will contain all data the Talbert House maintains on each client, including a full standardized risk assessment. The Talbert House will also work in collaboration with Cincinnati Works to include all Cincinnati Works employment data in their files. As the data are received from the Talbert House, UCPI staff will enter it into the main CIRV Services database.

The second initiative concerned data collection efforts from the Street Advocates. There are two main segments of data that will be collected from the Street Advocates going forward. First, Street Advocates will be tracking all client progress and interaction on a daily basis. This effort will include both clients screened as appropriate for formal CIRV services and those who were not. For clients that were screened as appropriate for formal CIRV services, this information will include all contact with the client outside of the formal CIRV services. This contact can include things such as coaching, mentoring, and any service delivery outside the scope of formal CIRV services. For Street Advocate clients that were not screened as appropriate for formal CIRV services, these data will include all contact between the Street Advocates and the individuals, including coaching, mentoring, and all services-related activity.

Second, Street Advocates will begin to track their daily activities in an effort to better quantify both how and where their time is spent, as well as the effectiveness of their efforts. This data will include the amount of time spent doing the following activities: Community outreach, violence interruption, community events, and coaching/mentoring. The data will include specific information identifying the amount of time spent on each activity, as well as the specific location

of the activity, the number of Street Advocates involved, and how many client contacts were made. The UCPI is currently constructing databases to capture both sets of information. Once the databases are complete, the Street Advocate's administrative assistant will be in charge of collecting all of the information from each Street Advocate and entering it into the databases. Upon receiving this data from the Street Advocates, the UCPI will add it into the main Services database.

The third and final initiative involved the implementation of consistent termination criteria for clients across the entire services team. Five status categories were created by the UCPI, after consultation with experts from the UCCI and the Talbert House. These categories were then reviewed and agreed upon by the Street Advocates, Talbert House, and UCPI as the termination criteria to be used by all members of the services team going forward. This consistency across the entire Services Team will allow for better measurement of the effectiveness of service delivery going forward. All data collection efforts described above will include these status categories for all clients on a monthly basis. The five agreed upon categories are as follows:

Active Status- Any client who is engaged on a regular basis in the development and implementation of his or her Life Change Plan.

Suspended Status- Any client who has not engaged in services or has not made progress on his or her Life Change Plan for 30 days.

Unsuccessful Termination- Any client who has not engaged in services or has not made progress on his or her Life Change Plan for 60 days.

Successful Completion- Any client who has met at least 75% of his or her Life Change Plan.

Aftercare Status- Any client who has successfully completed his or her Life Change Plan but is still receiving on-going support by the Services team.

This data collection system will aid the larger CIRV team in the monitoring of resources, and provide stronger measures to determine the overall effectiveness of the initiative.

SECTION IV: COMMUNITY ENGAGEMENT TEAM

The strategy of the CIRV Community Engagement (CE) team is to form a partnership to work with 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 tactics, including moral voice message dissemination, community access inventories and capacity building, and violence interruption are detailed below. Note, however, that the effectiveness of the various tactics utilized has not been subject to empirical scrutiny. Therefore, the information detailed below is purely descriptive in nature.

“Moral Voice” Message Dissemination

The “moral voice” message is designed to challenge the “street code.” The street code is an unstated set of cultural beliefs and principles that are often adopted and reinforced by young, urban males (Anderson, 1999). This code helps guide their actions and define their beliefs. It includes a series of elements, including beliefs that it is okay to go to prison, death at an early age is unavoidable, respect is the most important thing (and it must be obtained through violence), the police are racist, and individuals have no choice but to follow the code of the streets. The goal of the CIRV CE Team is to undercut those elements, in order to dispel the myths of the street code. With the assistance of individuals that have previously lived by the street code, the CE Team strives to show those high risk populations that there are viable alternatives to violence and life on the street.

In conjunction with the message that living the street code can be avoided, the CIRV CE Team also strives to encourage those in high risk populations to “Own the Harm” caused by their

actions. This message is conveyed with the assistance of community members that have experienced pain and/or loss as a result of gun violence, such as mothers and families of gunshot victims, community religious leaders, and educators. The goal of the “Owning the Harm” message is to show high risk individuals the harmful results of their actions, including the facts that innocent people are hurt, families are destroyed, children are taught that violence is acceptable, and the community is culturally and economically destroyed. It is communicated that by stopping the violence, these adverse consequences can be avoided.

Finally, the third component of the moral message is that a “Vision of Uplift” needs to be created. With this part of the message, the CIRV CE Team seeks to show those at risk for violence that not only can they help reduce the consequences of violence, but that they can also help to uplift the community in which they live. With the assistance of community leaders, mostly faith-based, the CE Team strives to demonstrate that these at-risk individuals are part of the community, and they can serve important roles in developing the community and a better life for those in it, including themselves.

The CIRV CE Team focused on multiple modes of message dissemination. These included the dispersion of public education documents, community-based “Stop the Violence” events, and community call-in sessions. Each of these methods of message dissemination is described in greater detail below. Note, however, that the UCPI research team does not have the data available to determine the effectiveness and efficacy of these dissemination practices. The description of activities provided below was provided directly by CPPC staff.

Public Education Documents

During the first half of 2009, the CIRV CE Team developed anti-violence, specifically anti-gun, materials to disseminate for public education purposes. Four designs were chosen, and

postcards were printed with these designs. A total of 6,600 pieces of public education materials were provided to the CIRV Street Advocates to distribute the anti-gun violence message. The specific delivery of this material, however, was not systematically captured. This is the type of additional information that will be captured in the newly developed database.

“Stop the Violence” Events

The CIRV CE Team also sponsored events in three neighborhoods targeted by CIRV and identified by CPD crime data as high violence areas: Avondale, Over-the-Rhine, and Walnut Hills. For example, a “Stop the Violence” cookout was held on May 22, 2009 at the Rockdale Circle in Avondale. The CPPC staff reported that 203 individuals attended the event; 47 were youth and young adults (age 14-24). A second event occurred on June 6, 2009 at Dehart Playground in Walnut Hills. This event, known as the Walnut Hills Spring Clean-Up Block Party, consisted of community service clean-up efforts, followed by a block party with food and services information. This location was selected for this event because it had been identified by the CPD as a high violence area for both shootings and other criminal activity. The third event was another “Stop the Violence” cookout and occurred on June 19, 2009. This event took place at the Avondale Pride Center, with a total attendance of 172 individuals recorded by CHRC staff. The most recent outreach event was held in Over-the-Rhine on July 10, 2009. This event mirrored the “Stop the Violence” cookouts that had been held in Avondale. The CPPC staff report that 55 youths and young adults attended this event.

Community Call-in Sessions

On August 11, 2009, the first CIRV voluntary “community-based” call-in session was held. The community-based call-in session is a shorter, less formal version of the courthouse call-in session, with a stronger emphasis on community involvement and information sharing

and less emphasis on law enforcement consequences. This event was held at The Cincinnati Museum Center at the Union Terminal, a well-known recreation area in Cincinnati, within and nearby the targeted neighborhoods of the West End and Over-the-Rhine. A second event is planned for November 2009 at the Freedom Center. The session is “voluntary” in that probationers/parolees are not ordered to attend as a condition of their court-ordered supervision. Rather, the Street Advocates identify and invite those individuals in the community that they believe would benefit from hearing the CIRV message, including violent group members, along with their families and influentials.

At the first session, there were 42 members of the community in attendance. While a member of the CPD briefly spoke of their strategy in dealing with individuals involved in violent groups, the majority of the speakers were CIRV Services and CE Team members and community leaders who discussed the services provided by CIRV. Unique to the community-based call-in session was the ability of audience members to interact, speak, and ask questions. The main themes brought up by the community members included: 1) a need to reduce violence in communities, 2) a strong interest in the CPD violent group strategy, and 3) employment needs, particularly for those with felony records.

As with many other CIRV tactics, a full evaluation of the impact of the community-based call-in session cannot be conducted. Although we know how many attended the event, to create a more inviting atmosphere and protect volunteer participants’ identities, a sign-in sheet was not used; therefore, the UCPI research team cannot track who received the message as can be done with official call-in sessions with probationers/parolees. We also cannot determine with any certainty if the appropriate target population was in attendance, although certain participants were known by both Street Advocates and Law Enforcement as group/gang members. In

addition, while the casual structure of the session seemed to encourage participation by the community members, it may have taken away from the intended message. By allowing dialogue, several community members monopolized much of the time on off-topic issues. While it is important that the session remain casual to encourage community member participation, a slightly more formalized structure may be necessary to keep the session on track and provide for adequate event documentation. Alternatively, the CIRV CE Team should consider the use of professionally trained moderators. Nevertheless, this approach is an innovative and important new tactic to spread the CIRV message to other segments of the community will continue to be refined and developed. Given the complexities and large expenditures of law enforcement resources associated formalized call-in sessions, the CIRV Team believes that the voluntary community gathering sessions will be an important new approach to supplement and perhaps eventually replace formal call-in proceedings.

Asset Inventories

The CE Team has also experimented with the use of asset inventories within communities affected by violence. The development of an asset inventory resource directory involves the work of multiple community stakeholders. The day-long process consists of the identification of existing resources within the community that could be utilized as assets in combating youth and young adult violence. The CE Team focuses on the identification of individuals, associations, institutions, and professional establishments within the community that could provide care for the targeted population. While the community resources would focus on pre-violent incident intervention, professional resources would be used to focus on post-violent incident intervention. Furthermore, it is believed that these resources could impact the individuals through relationship building and providing services.

The neighborhood Asset Inventory Process was piloted in the Avondale neighborhood beginning in April 2009. During this pilot test, the CE Team identified specific individuals, programs, and events that could be used to intervene with at-risk youth and young adults within the targeted area. In order to compile this inventory, the participants assessed potential resources through the use of questions, such as the following: (1) What individuals can care for violence-prone youth and young adults? (2) What programs and facilities for recreational, spiritual, mentoring, and employment skills and activities are available within this community? (3) What individuals within the community can act as coaches, mentors, and/or father figures for at-risk youth and young adults? Following this information gathering session, the identified assets and resources were compiled into a document for application. The pilot test in the Avondale community resulted in two documents: (1) “40 Day / 40 Night” Calendar and (2) Resource Directory (see Appendix F). The CPPC and CHRC Street Advocate resources were focused within the Avondale community during the summer months of 2009.

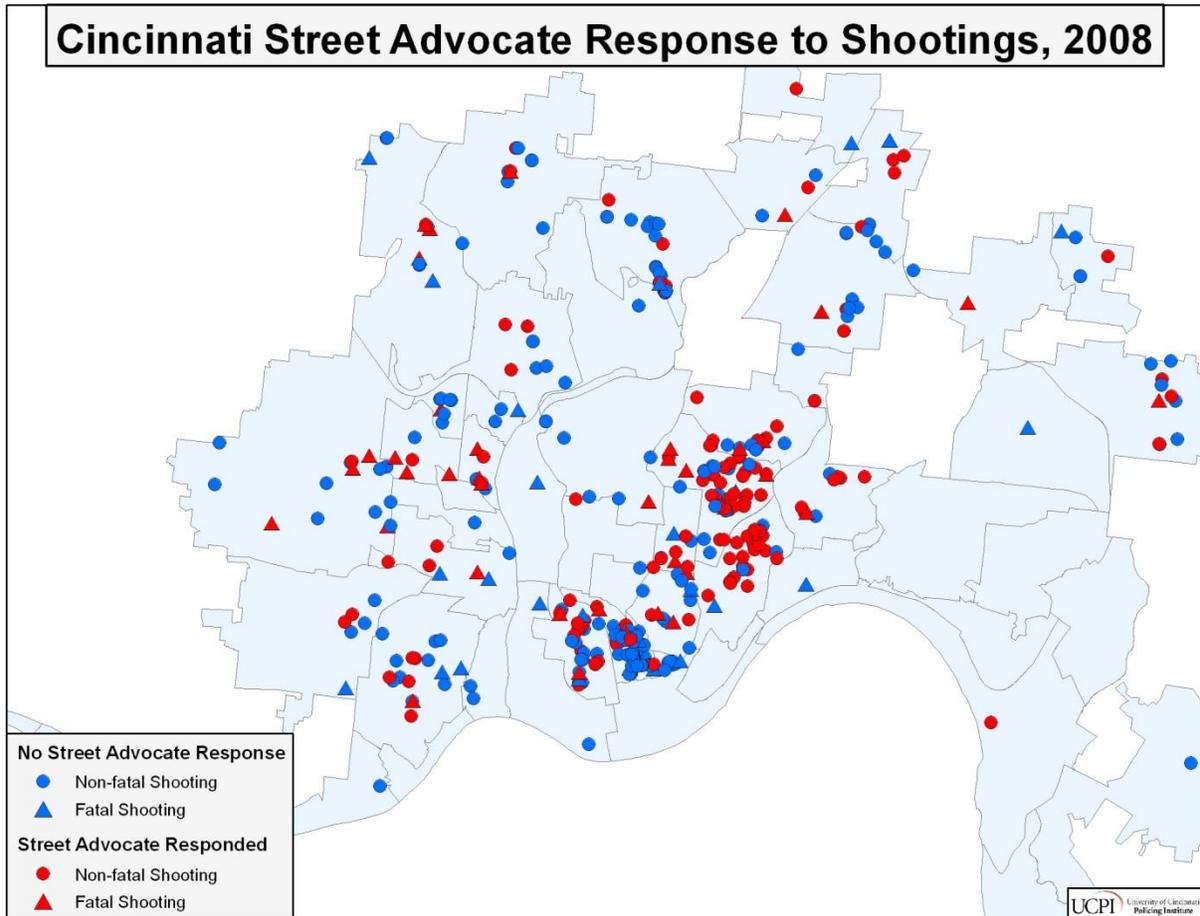
Violence Interruption

In addition to performing the initial intake screening process described in Section III, one of the main roles of the Street Advocates is to perform community outreach in areas that have an increased likelihood of a violent event. This outreach process takes three different forms. First, the Street Advocates provide public education by entering communities and distributing materials that describe the CIRV mission and available services. They also inform the community members of social events sponsored by CIRV and community groups. Second, Street Advocates perform outreach in specific areas in which a shooting has occurred or is very likely to occur. If the Street Advocates are notified of a potentially violent event by a street

contact, they make contact with the involved individuals and attempt to resolve the situation. If a shooting does occur, the Street Advocates typically go into the area the day of or the day following the shooting and talk with the family/friends of the victim(s), in an effort to prevent any retaliatory violence. On several occasions, the Street Advocates have also attended funerals and vigils for shooting victims sometimes at the request of family members or funeral directors that have knowledge of potential violence by member or rival gangs/groups. The third type of outreach includes organizing and conducting community events such as resource fairs where social service and employment agencies are assembled to provide on-site access to follow up services.

From January to December of 2008, the Street Advocates performed some type of community outreach on 304 separate occasions. The Street Advocates provided information and passed out CIRV materials on 89 different occasions. They also performed conflict mediation 24 times and responded to 183 shootings (43.4% of all shootings reported to the police that year). Figure 5 displays all shootings reported to the Cincinnati Police Department in 2008. The red markers represent those shootings in which a street advocate responded to the scene to assist with preventing further violence, while the blue markers represent those shooting incidents to which the Street Advocates did not respond.

Figure 5. Comparison of Street Advocate Response and Police-Reported Shootings



As shown in Figure 5, the Street Advocates responded to a wide range of geographic locations across the city. Their central focus, however, was in the Avondale community, which was the location of their main office in 2008 and the only neighborhood engaging in a public “Ceasefire” campaign. In 2009, the Street Advocates moved their office to 19 W. Elder in the heart of Over-the-Rhine, one of the most violence-prone neighborhoods in Cincinnati. The Street Advocates intentionally chose locations for their offices that are known hot spots of shootings. This allows them to respond to incidents quickly and more frequently.

From February 2009 to July 2009, the Street Advocates performed conflict mediation 14 times. The violence interruption activities of the Street Advocates prior to February 2009 are

unknown. For each of the known 14 incidents, the Street Advocates completed a violence mediation form (see Appendix E). As can be seen from Table 7, the amount of time the Street Advocates spent performing a mediation event varied, with the average time being 38 minutes. Further, 35.7% of the interactions between street advocates and the public occurred on the street, with a large percentage of individuals involved being family members (50.0%) and friends (78.6%) of the victims. Of the fourteen incidents, 64.3% involved a weapon. Finally, as judged by the Street Advocates, only 14.3% of the incidents were permanently resolved.

Table 7. Street Advocate Violence Mediation, February 2009 to July 2009

<u>Time Involved</u>	Minimum	Maximum	Average			
	5 Minutes	1.5 Hours	38 Minutes			----
<u>Setting</u>	Individual's Home	Street Interaction	PD/Jail	Hospital	Other	Total
	1 (7.1%)	5 (35.7%)	1 (7.1%)	0 (0.0%)	7 (50.0%)	14 (100%)
<u>Individuals Involved</u>	Aggressor	Family	Neighbors	Friends	Victim	
	4 (28.6%)	7 (50.0%)	2 (14.3%)	11 (78.6%)	2 (14.3%)	----
<u>Other Characteristics</u>	Group Involved	Drugs Involved	Weapon Involved	Police Called		
	2 (14.3%)	2 (14.3%)	9 (64.3%)	4 (28.6%)		----
<u>Likelihood Shooting Would Have Occurred</u>	Very Likely	Likely	Unlikely	Very Unlikely		Total
	8 (57.1%)	5 (35.7%)	0 (0.0%)	1 (7.1%)		14 (100%)
<u>Description of Event</u>	Shooting	Discussion of Retaliation	Volatile Argument			Total
	3 (21.4%)	5 (35.7%)	6 (42.9%)			14 (100%)
<u>SW Actions Taken</u>	Separated Individuals	Counseled Individuals	Other			Total
	4 (28.6%)	8 (57.1%)	2 (14.3%)			14 (100%)
<u>Event Resolved</u>	Permanently	Temporarily	Unsure			Total
	2 (14.3%)	10 (71.4%)	2 (14.3%)			14 (100%)

While there has been substantial improvement in the type and amount of data received from the Street Advocates regarding their activities, room for improvement still exists. In terms of their community outreach activities, more complete street addresses of the locations they visit are needed. With regard to instances in which the Street Advocates performed conflict mediation and/or responded to shootings, it is necessary that they complete the violence mediation forms (see Appendix E) to document greater event detail, including the time of the event and identifying information of the advocate(s) that conducted and participated in the violence interruption session.

In summary, the Community Engagement Team has improved significantly over recent months. The work of this team, however, remains one of the largest challenges with the greatest potential to sustain nonviolent neighborhoods for the continued success of CIRV. This team must work diligently to identify best practices in community engagement across the country and utilize those tactics in Cincinnati. Further, more robust data collection methods and analyses are necessary to approach the social scientific rigor demonstrated by other CIRV Teams.

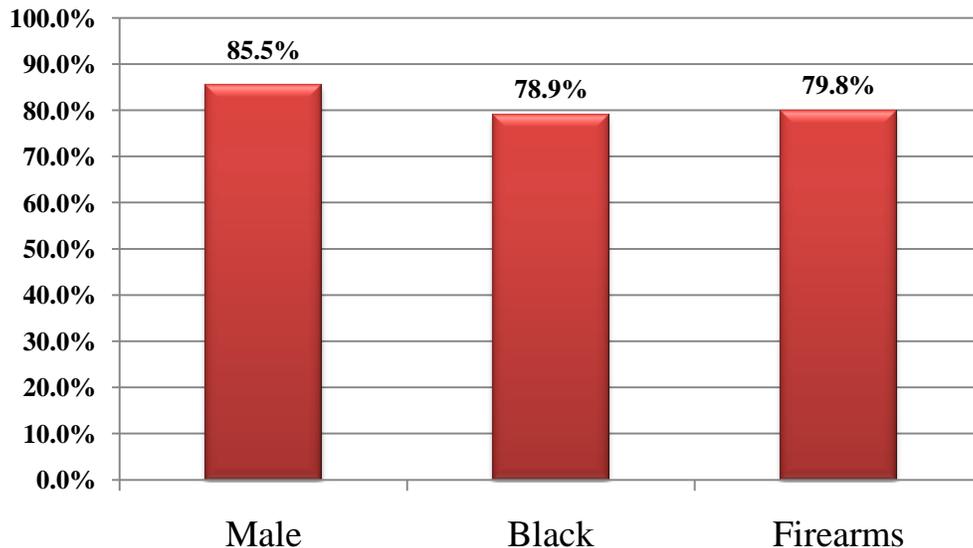
SECTION V: RESULTS

The following section documents initial results in violence reduction within the City of Cincinnati. Note, however, that these analyses are purely descriptive in nature. As the initiative continues and more data points are collected, more advanced statistical analyses will be conducted and reported. At the present time, while gang-related violence has clearly declined within Cincinnati, it is unknown if this decline can be directly attributed to the efforts of the CIRV Team.

Homicides

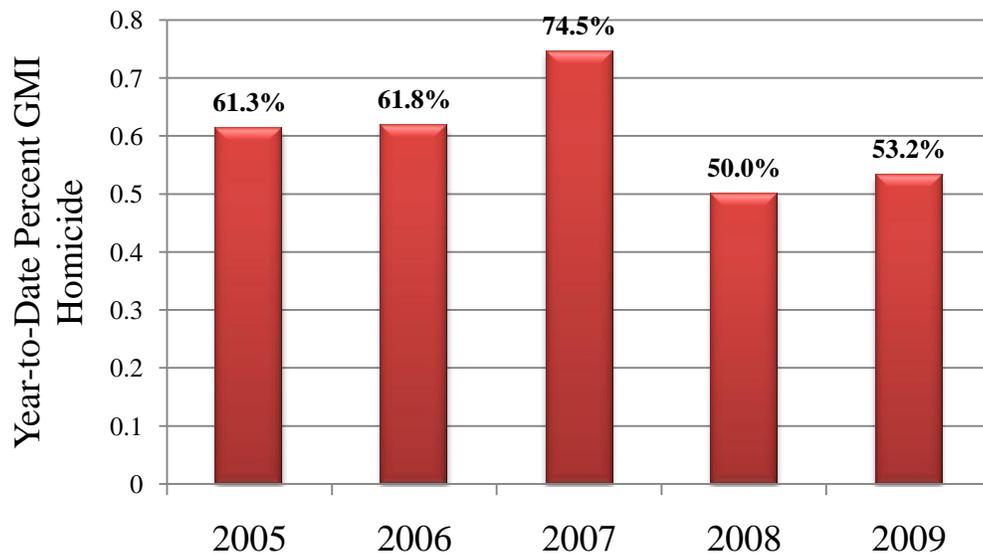
Figure 6 describes the homicide problem in Cincinnati from January 2004 to September 2009. Of the 426 homicide victims in Cincinnati during this time period, 364 (85.5%) were male, 336 (78.9%) were Black, and 340 (79.8%) were killed with a firearm.

Figure 6. Homicide Victims in Cincinnati by Sex, Race, and Weapon, January 2004 – September 2009 (N=426)



Recall that the focused deterrence model is grounded in the assumption that a large proportion of violence can be traced back to a street group dynamic which encourages violence as a means of gaining respect. Figure 7 documents the yearly percent of homicides in Cincinnati from January 2005 to September 2009 which have been categorized as group member involved (GMI).

Figure 7. Cincinnati Year-to-Date Percent GMI Homicides, January 1 – September 31



Though the first set of CIRV call-in sessions occurred in late July of 2007, for theoretical reasons, the research team uses the second set of call-in sessions as the intervention point when measuring the effects of CIRV on violence in Cincinnati. The focused deterrence model suggests that it is not only the original set of promises made to the target population at the initial call-in session which reduces violence. Rather, it is the demonstrated *delivery* on these promises (through targeted group enforcement, available social services, and community outreach) that

purportedly causes offenders to change their behavior. At the second set of call-in sessions, the strategy teams not only reinforced the message of non-violence, but more importantly, they provided evidence to the target population that they had in fact followed through on the promises made at the first set of call-in sessions. Therefore, the second set of call-in sessions which occurred in early October of 2007 is used as the intervention point.

Using October 2007 as the intervention point provides two years of data to examine the potential violence reducing benefits of CIRV. When these two years (October 2007 – September 2009) are compared to the two years prior (October 2005 – September 2007), both total homicides and GMI homicides have declined. Figure 8 below compares the total homicides and GMI homicides for the pre- and post-intervention two-year periods. Specifically, there were 134 total homicides from October 2007 to September 2009 compared to 160 in the two years prior, which represents a 16.3% reduction in total homicides since the implementation of CIRV. The declines are greater when only GMI homicides are considered. Specifically, there were 69 GMI homicides from October 2007 to September 2009. Compared to the 108 GMI homicides from October 2005 to September 2007, this represents a 36.1% reduction in GMI homicides, which is a statistically significant pre/post reduction at the 99.0% confidence level ($p < 0.01$).

Figure 8. Pre- and Post-Intervention Homicides in Cincinnati, October 2005 – September 2009

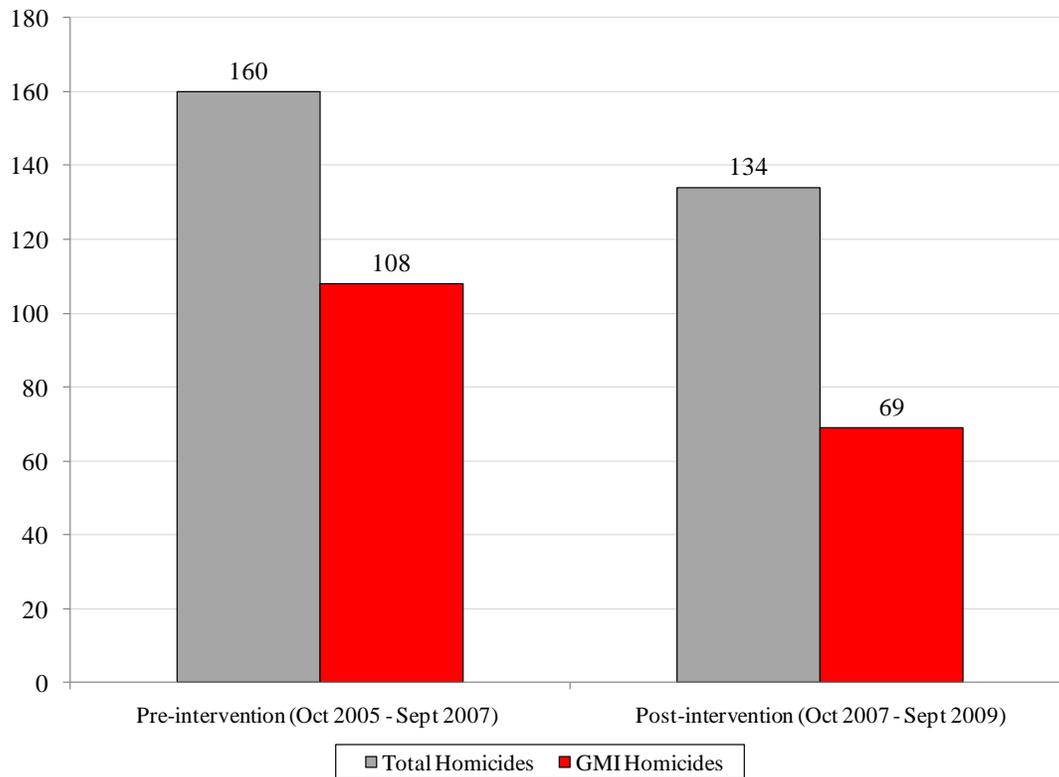
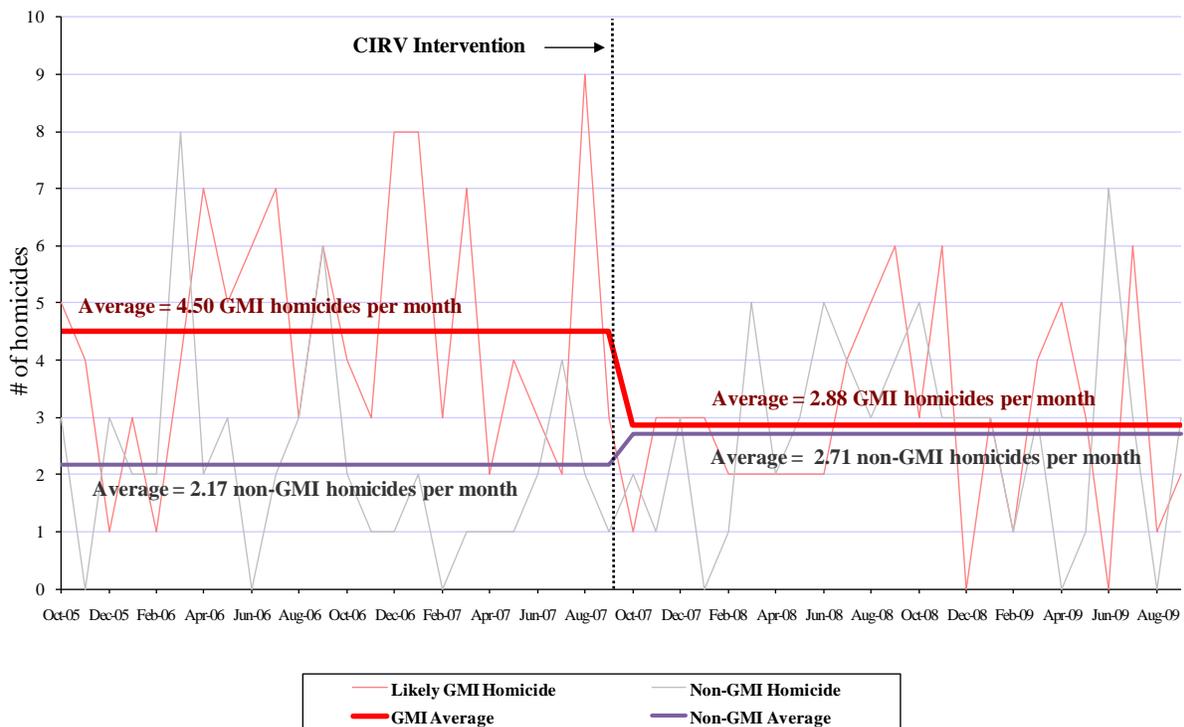


Figure 9 below describes the monthly pre- and post-intervention trends in homicide in Cincinnati. Recall that the CIRV initiative was designed to reduce street group-related violence. Therefore, we would expect that any post-intervention reductions in homicide would be concentrated among the GMI homicides, not the non-GMIs, which are likely outside the influence of CIRV activities. Prior to intervention, the two year monthly average of GMI homicides was 4.50 per month. In the two years following intervention, GMI homicides were reduced to 2.88 per month. As expected, this same reduction is not present in the non-GMI homicide trends. In the two years prior to the CIRV intervention, there was an average of 2.17

non-GMI homicides per month. Since the intervention in October 2007, the monthly average of non-GMI homicides has increased slightly to 2.71.

Figure 9. Monthly Pre- and Post-Intervention Homicides in Cincinnati, October 2005 - September 2009



Shootings

When post-intervention shooting levels are compared to the two-year pre-intervention levels, shootings have declined following the implementation of CIRV. The total fatal and non-fatal shootings for the pre- and post-intervention two year periods were compared: 815 total shootings from October 2007 to September 2009 compared to 907 in the two years prior. This represents a 10.1% reduction in total shootings since the implementation of CIRV. This

reduction, however, does not meet statistical significance within the 95% confidence level. More sophisticated statistical analyses that examine the direct impact of CIRV call-ins over daily shooting counts are currently being conducted and will be available in the next scheduled report.

Figure 10 displays the average number of fatal and non-fatal shootings per month in the two years following CIRV implementation compared to the two years prior. Following the CIRV intervention, the monthly average of non-fatal shootings declined from 32.42 to 29.46. Fatal shootings also decreased following the CIRV intervention, falling from 5.38 to 4.50 per month.

Figure 10. Monthly Pre- and Post-Intervention Shootings in Cincinnati, October 2005 - September 2009

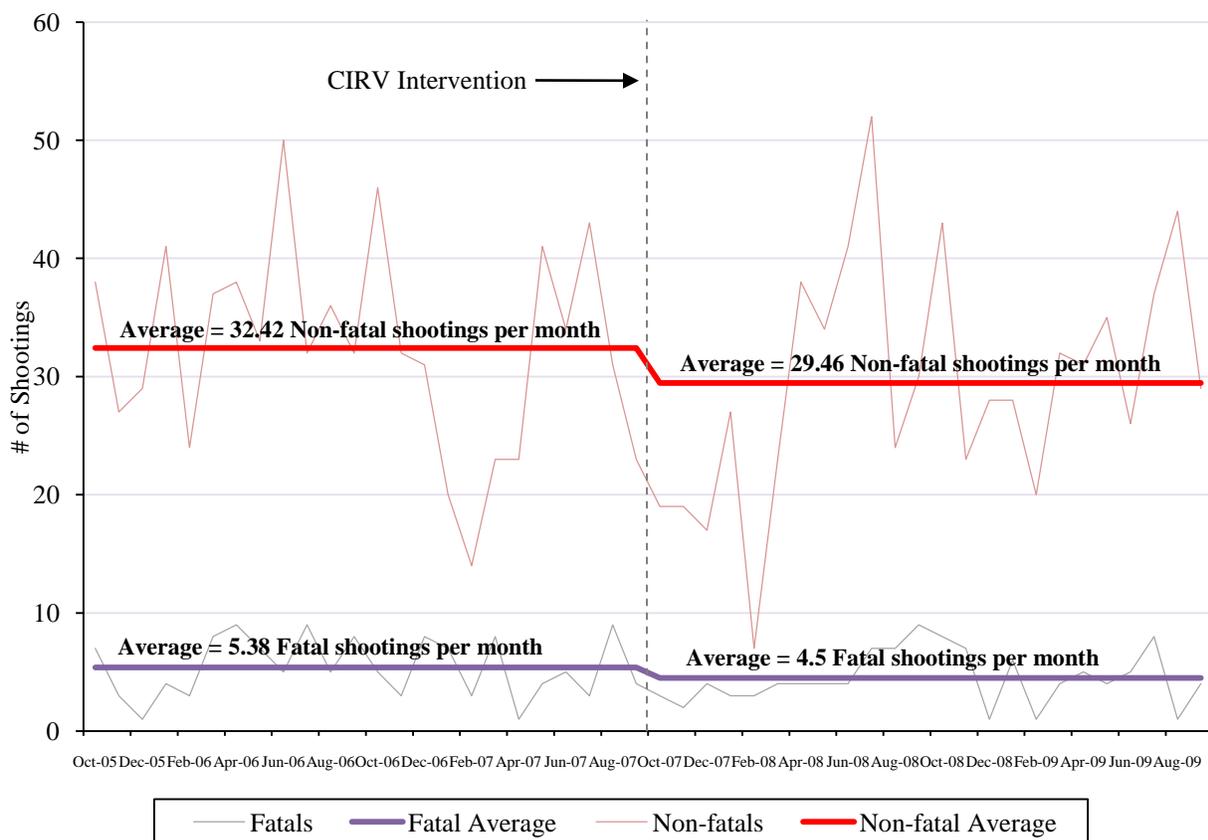


Figure 11 displays the number of non-fatal shootings per fatal shooting by year for 2005 to October of 2009. The values for 2006 and 2007 (5.84 and 5.79, respectively) are the lowest in the five year period, indicating that shootings during these years were more likely to be fatal relative to the other years.

Figure 11. Non-fatal Shootings Per Fatal Shooting By Year, 2005-2009

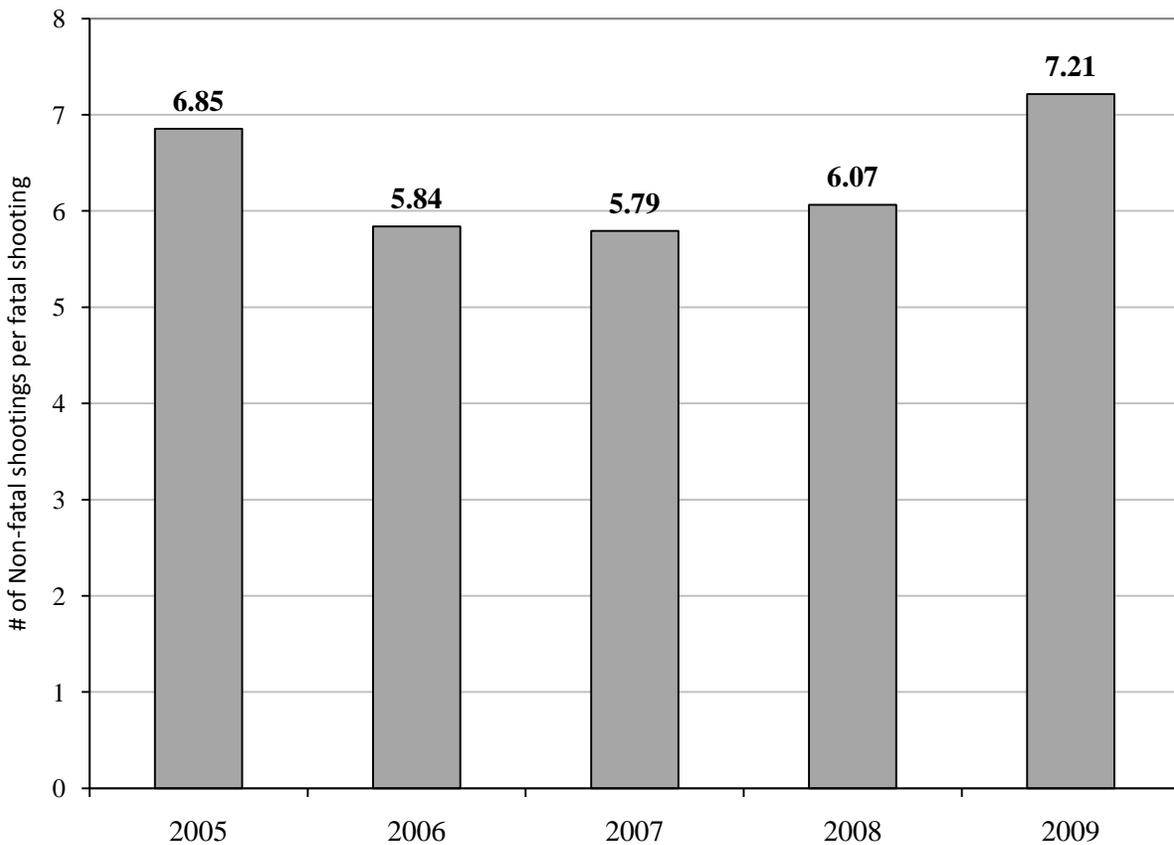


Figure 12 displays the geographical distribution of gun violence across Cincinnati for January through August of 2009. Two interesting patterns are revealed. First, gun violence is clearly a citywide problem in Cincinnati; the geographical display demonstrates that the incidents are not limited to a single neighborhood. Figure 12 also reveals that there are some

neighborhoods which are considerably higher risk than others. Figures 13-14 examine the geographical distribution of gun violence in Cincinnati in greater detail.

Figure 12. Geographical Distribution of Gun Violence in Cincinnati

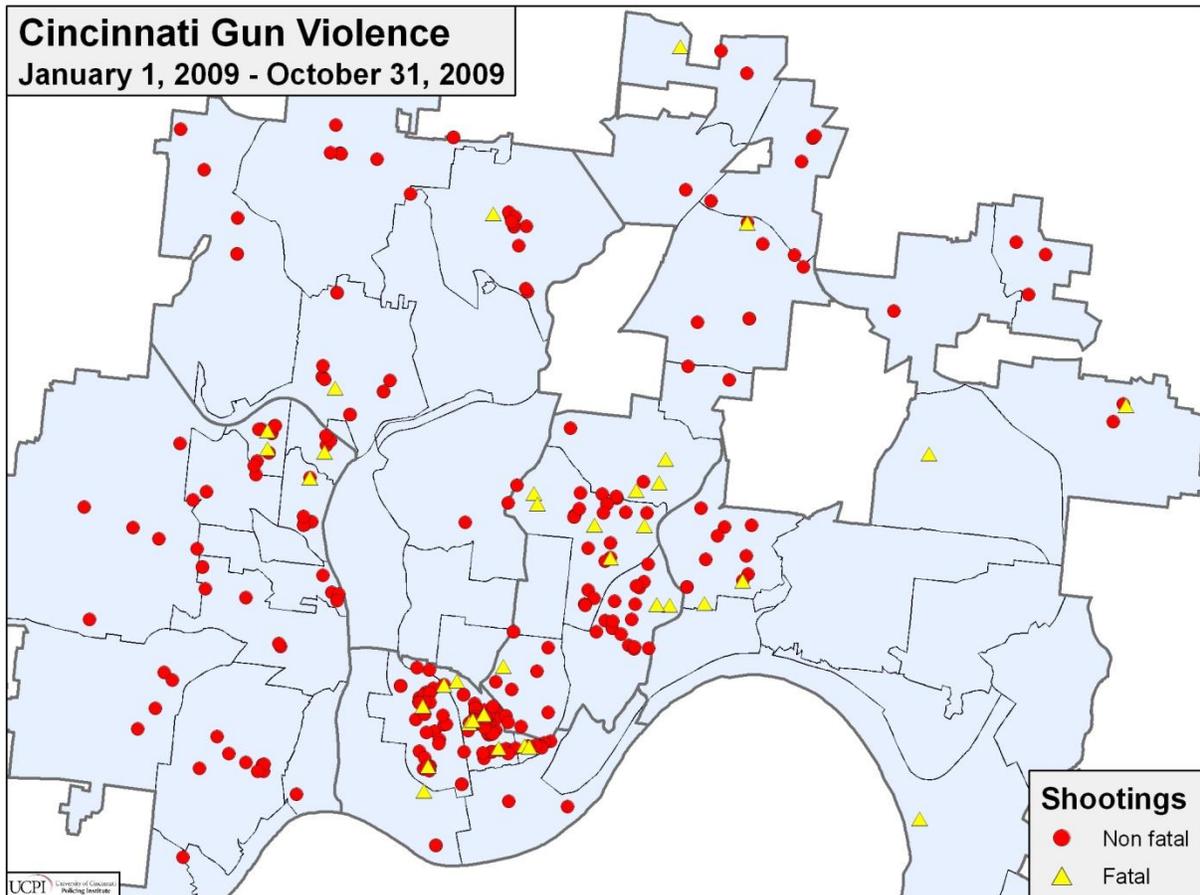
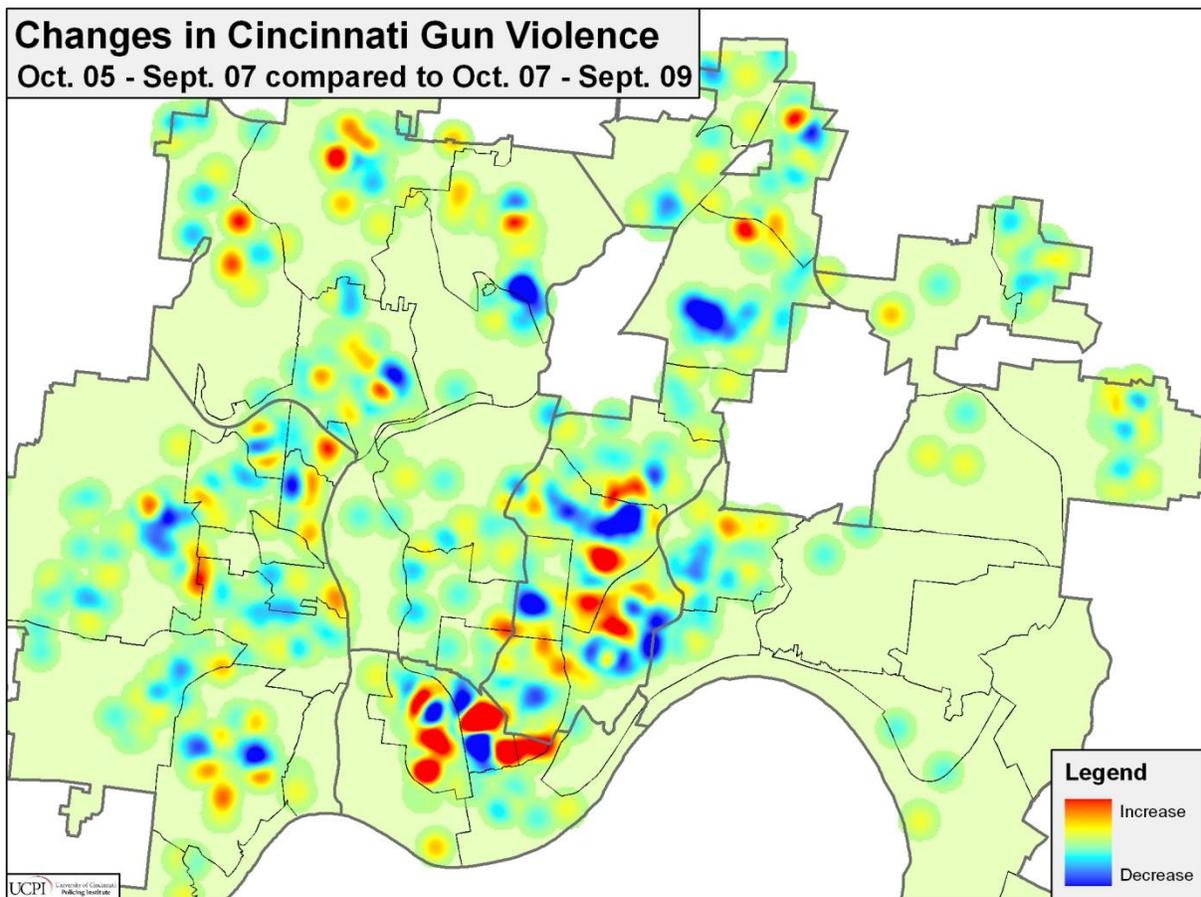


Figure 13 displays the changes in density of gun violence across Cincinnati neighborhoods following the intervention of CIRV. When the post-intervention period (October 2007 to October 2009) is compared to the pre-intervention period (October 2005 to September 2007), areas in the city experiencing reduced levels of gun violence are indicated in blue, while areas experiencing more violence are indicated in red. As demonstrated in this figure, some neighborhoods have reduced their levels of gun violence after CIRV's intervention (e.g., Avondale, Bond Hill, Corryville). In contrast, a few areas of the city appear to be experiencing a

relatively higher density of gun violence. In particular, the gun violence patterns in Over-the-Rhine, West End, and Walnut Hills neighborhoods warrant further examination, as gun violence in these neighborhoods have slightly increased over time. Additionally, there are shifting gun violence patterns within neighborhoods. Over-the-Rhine and Winton Hills both contained areas of increase and decrease in gun violence concentration. While in Over-the-Rhine, the areas of increase and decrease are in close proximity to one another, in Winton Hills the distance between the two high concentration areas is about three quarters of a mile.

Figure 13. Changes in Density of Gun Violence Across Cincinnati Neighborhoods



Figures 14 and 15 display the geographic distribution of gun violence across these four neighborhoods for the first ten months of 2009.

Figure 14. Gun Violence in Over-the-Rhine and West End

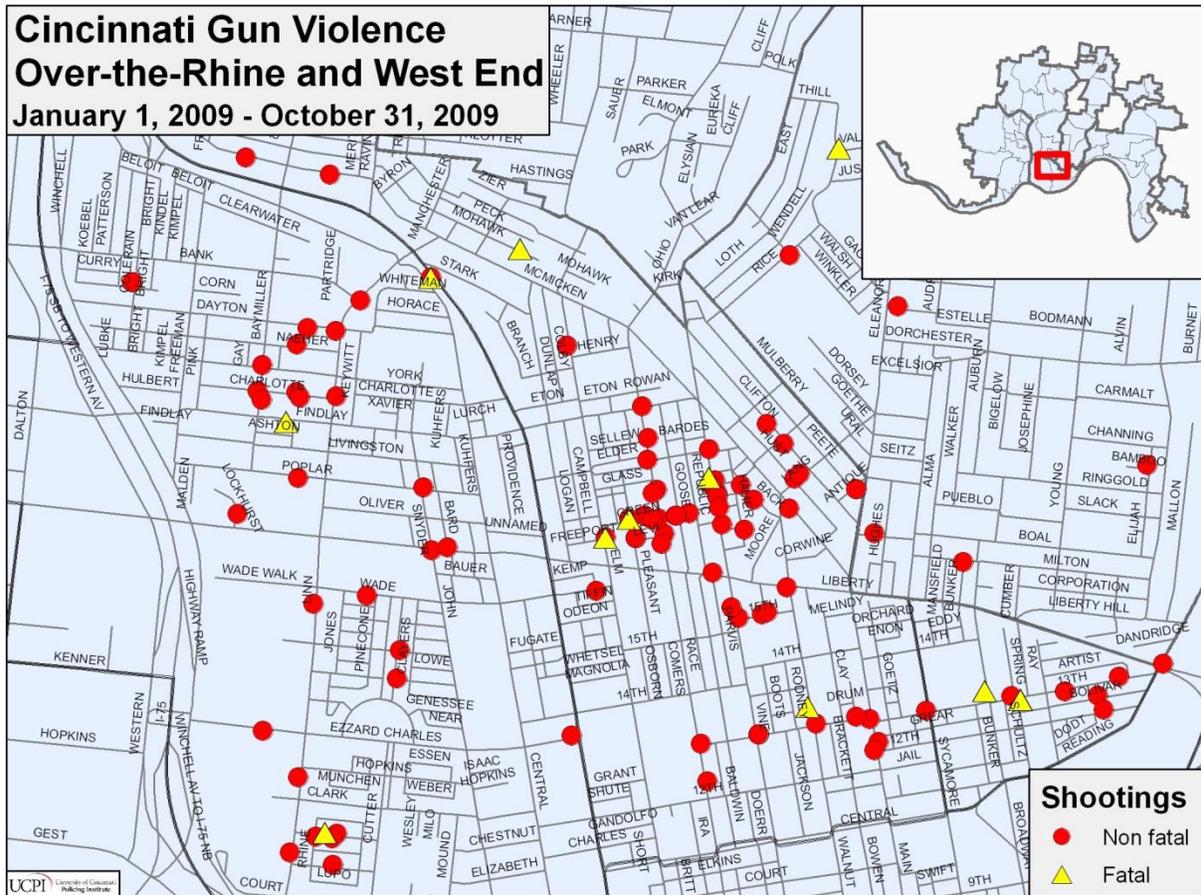
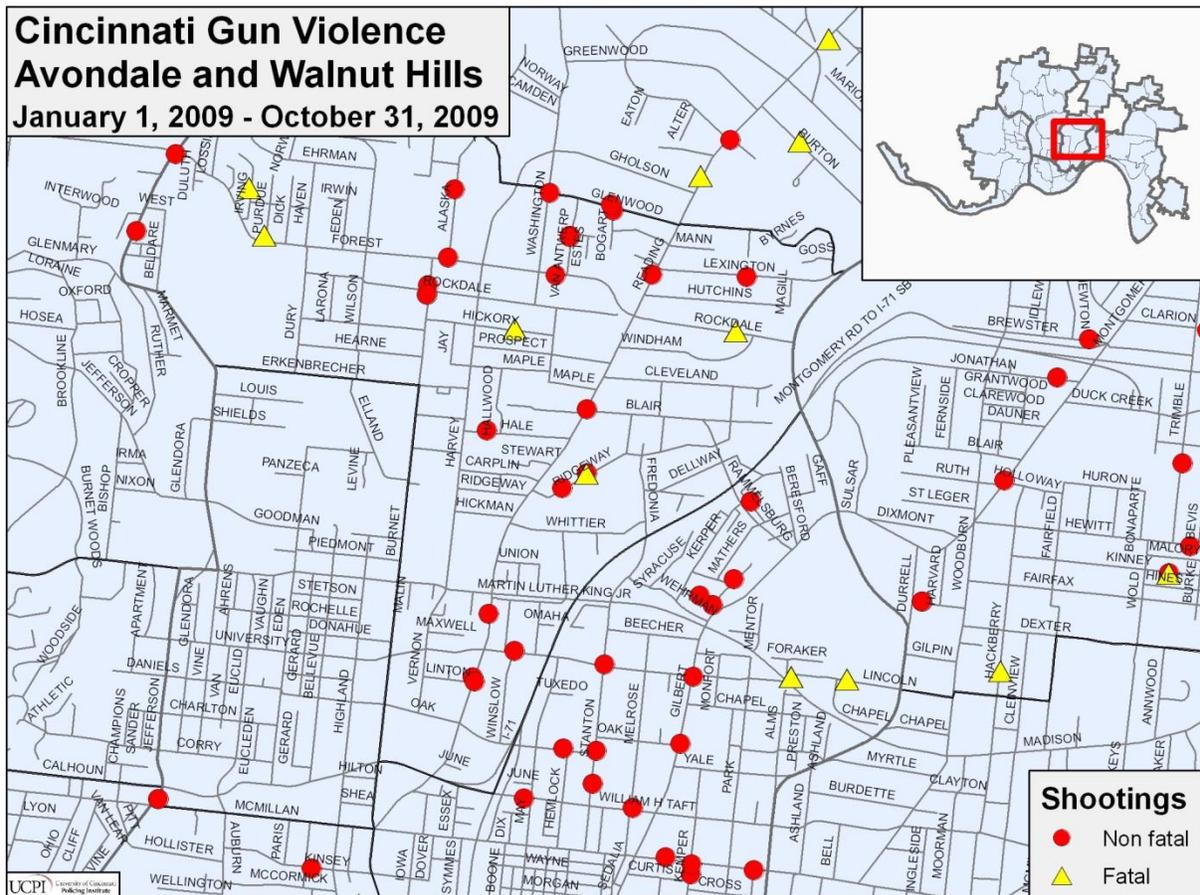


Figure 15. Gun Violence in Avondale and Walnut Hills



Limitations and Additional Analyses

The descriptive statistics reported above to assess the impact of CIRV on violence in Cincinnati generally indicate that violent crime, and particularly GMI homicides, have declined since program implementation. In fact, 2009 is on track to conclude with the lowest number of homicides since 2000. Though promising, the findings reported here should be interpreted with caution. Pre- and post-intervention mean comparisons and percent changes offer readily interpretable information about the changes in gun violence levels; however, these approaches can be imprecise. The mean comparisons and percent changes reported here may not be

sophisticated enough to discern between pre-existing trends and changes that coincide with the intervention.

Therefore, the UCPI research team plans to use more sophisticated statistical techniques designed to analyze time series data, including Autoregressive Integrative Moving Average (ARIMA) analyses. Not only can ARIMA overcome the issues described above, but it also addresses problems of correlated error that frequently plague time series data. ARIMA analyses go through a process called “pre-whitening,” where essentially the correlated error is removed from the series so that the intervention can be modeled. Further, the intervention can be modeled as various functional forms, which will provide much more information about the nature of the relationship between the CIRV intervention and violence in Cincinnati. For example, if CIRV has a statistically significant impact on violence, these analyses will allow us to discern if that impact was immediate and short-lived, immediate and sustained, or gradual and sustained. Only recently have there been enough “data points,” or months after CIRV was implemented, to conduct these more advanced statistical analyses. The results of these analyses will be documented in a supplemental report to be issued in January 2010. In addition, more sophisticated analyses will be conducted examining the fatal and non-fatal shooting data that have recently been hand-coded and verified by the UCPI team. These shooting counts will allow for analyses examining daily impact after CIRV call-ins and other CIRV interventions.

In conclusion, examining 24-months pre- and post-CIRV, the percentage of GMI homicides has declined 36%. This is certainly an indication that group/gang-related violence is declining in Cincinnati, but it is unknown if this reduction is directly associated with the CIRV. In the coming months, more robust statistical analyses will be performed to further examine the impact of CIRV on group-related violence.

APPENDICES

APPENDIX A

City of Cincinnati



Thomas H. Streicher, Jr.
Police Chief

Police Department
310 Ezzard Charles Drive
Cincinnati, Ohio 45214
(513) 352-3536
(513) 352-2949 (FAX)

September 23, 2009

«Title» «FirstName» «LastName»
«Street » «Street»
«City» «State» «Zip»

Dear «Title» «LastName»:

A recent review of your criminal history indicates that you are at risk for Federal Prosecution should you become involved in any criminal offense involving weapons and/or violence. Additionally, you are also at risk for mandatory prison time under State Law if you are arrested for weapons possession.

A review was recently conducted of **your name and criminal arrest and conviction history**. The Cincinnati Initiative to Reduce Violence (CIRV) involves a combination of law enforcement resources to reduce violence in our community. This includes the Cincinnati Police Department, Hamilton County Sheriff's Office, Hamilton County Prosecutor's Office, Hamilton County Probation Office, Ohio Adult Parole Authority, and federal law enforcement agencies including the FBI, DEA, ATF, U.S. Marshals, and U.S. Attorney's Office.

As a convicted felon, you can be prosecuted in federal court even if you only possess a gun or ammunition, which typically results in a **five-year federal sentence**. Depending on the circumstances, you may also be prosecuted as an Armed Career Criminal, which carries a **fifteen year minimum federal sentence without hope of parole**.

CIRV also has an opportunity for services to assist you in a positive manner. You may call 513-633-3800 at any time to be connected with a CIRV Outreach Street Advocate to assist you in any needed social services, education, counseling, or job training. By simply making that call, you are guaranteed personalized service by a Street Advocate. Street Advocates are **not** law enforcement employees and function independent of law enforcement under this initiative.

«Title» «LastName», this letter is **not** notification of an impending arrest or investigation. It is intended as **notice to you** that, due to your criminal history, you are vulnerable to incur significant prison time should you engage in any activity connected to weapons or violence.

Sincerely,

Colonel Thomas H. Streicher, Jr.
Police Chief

APPENDIX B

Network Analysis

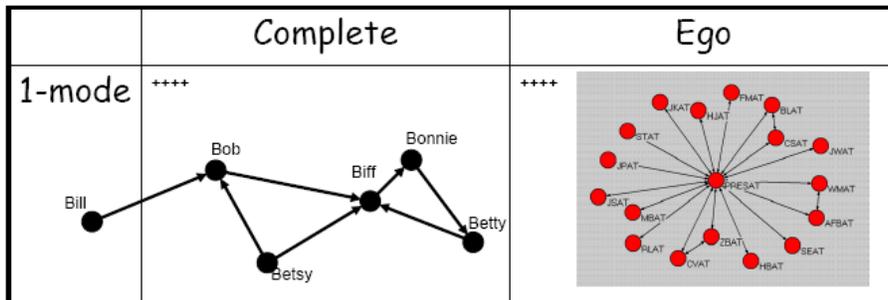
Network Concepts

Networks exist due to various shared ties or relations among actors. The actors in a network can be individuals, organizations, or larger units (such as states or countries). Network analysis examines the shared relations, often social in nature, among each set of actors in the network. These relations generally consist of kinship ties, social roles, affective ties, cognitive ties, actions, flows, distance, co-occurrence, and mathematical ties. Examples of each type are detailed below:

- Kinship: mother of, sister of, brother of, father of
- Social Roles: friend of, co-worker of, boss of, neighbor of
- Affective : loves, likes, respects, hates, admires
- Cognitive: knows, views as similar
- Actions: rides with, talks to, is arrested with, runs with, attacks
- Flows: number of cars moving between
- Distance: number of miles between
- Co-occurrence: is in the same group as, has the same class as, has the same eye color as
- Mathematical: is two links removed from¹

Two types of networks exist: (1) ego networks and (2) complete networks. Ego networks consist of a centralized actor and all other actors the “focal” actor has a relation with (see Figure 1). Complete networks consist of relations between all actors within the network. Analyses of each type of network differ. Ego networks are used to examine all the direct relations with the “focal” actor. This type of analysis is often used to assess the quality of one actor’s network. In contrast, a complete network analysis examines all relations among a set of actors. Thus, in a complete network analysis, one actor is not the focal point and links between all actors in the network are included.¹

Complete vs. Ego Networks



Network Analysis

Network analysis consists of the visual display and the empirical assessment of social relations among actors in a network. Both aspects of this analysis were conducted through the use of Analytic Technologies networking software, namely a combination of Ucinet, Netdraw, and Key Player software. Both the visual display and the empirical assessment of ego and complete networks require a multi-stage process. First, the data must be input into a relational 1- or 2-mode matrix (1-mode matrices have the same categories on each axis, while 2-mode matrices have two different sets of categories along each axis). Then, the matrix or matrices must be uploaded into the Ucinet software. Analyses, such as network cohesion and network centrality, can then be conducted. For visualization, the data must then either be transferred into Netdraw via a function in Ucinet or directly uploaded into Netdraw. Then, a visual picture of the network can be constructed in accordance with the specifications of the researcher. Finally, the visualization must be saved as a picture file, in order to retain the exact parameters.

Visualization: This process was used to produce the visual depiction of the gang network. First, the relational data were extracted from the gang database. These data included social relations among all members of the group based on crime incidents (including suspect/victim, suspect/suspect, victim/victim, reportee/victim, and reportee/suspect relations), Field Incident Review (FIR) card relations, Myspace friend relations, Myspace photo relations, and surveillance photo relations. Second, each type of relation was input into a square 95 by 95 1-mode matrix, where the number in each cell corresponded to the number of occurrences of that type of relation between each set of individuals. Since each type of relation utilized in this analysis is considered a mutual relationship, the matrices were symmetrized so that corresponding cells on each side of the diagonal were equal. Third, a composite matrix was constructed consisting of cells depicting the total number of all relations (as listed above) between each set of individuals. Fourth, each matrix was uploaded and saved into the correct Ucinet format. Fifth, the data was transferred into Netdraw and used to construct parsimonious views of the network. Visualizations of both the complete network and ego networks were constructed. Finally, it was saved out as a JPEG file so that it could be used in other programs for presentation.

Empirical Assessment: While the objectives for conducting analyses of networks vary, such analyses are often conducted to measure the centrality of an actor or actors for the purpose of information dissemination or extraction or for removal to cripple the network.⁴ Centrality provides a measure of the importance, influence, and prominence of a particular actor within the network.² It is a structural measure of the network and not an individual attribute of any of the actors in the network. Four basic measures of centrality exist: degree, closeness, betweenness, and eigenvector centrality. Degree centrality provides the degree to which an actor is connected to others in the network. More specifically, it provides the number of ties with other actors in the network. This measure is often used to assess the degree of direct influence an actor has on other actors in the network. Closeness centrality provides the degree to which an actor is close to all other actors in the network. A high closeness value means that the actor is likely to receive information quicker than other actors within the network. Betweenness centrality provides a measure of the degree to which a path from one actor to another includes the passage through the actor in reference. A high value of betweenness centrality means that the actor plays a key role as a gatekeeper or liaison in the network. Finally, eigenvector centrality provides a measure of

popularity within the network. This type of centrality explains the degree to which an actor is connected to other well-connected actors in the network.^{1,2}

While measures of centrality exist to identify important actors in the network, Borgatti (2006) argues that they fail to provide the most adequate process for identifying a “set” of key players in a network. This is due to the fact that centrality measures were not designed to select a set of actors that, working together or in the absence of each other, provide the best information flow or the most fragmentation to the network. Centrality measures focus on how the network centers around a specific actor individually.^{1,2} Thus, those actors that have *individually* significant centrality values are not necessarily the same as those selected when all actors are assessed concurrently.⁴ Thus, Borgatti developed a specific analytical tool (Key Player Software)³ to combat the issues arising with the use of centrality measures in the identification of groups of significant actors.

The empirical analysis of the gang network sought to identify a set of key actors to remove in order to cripple the network. Data from the Taliband database and *Key Player* software was used to identify the top 20 and the top 25 key individuals in the network according to the combination of relations discussed above (crime incidents, FIR card relations, Myspace friend relations, Myspace photo relations, and surveillance photo relations). The process required the *Ucinet* file to be uploaded into the program. Then, the selection criterion was chosen and the correct number of key players desired was input. This analysis utilized the fragmentation criterion.³ This type of analysis focused on removing key actors in order to fragment the network,⁴ by breaking up the network into smaller disconnected pieces.^{3,4} For comparison, the above process was also conducted without Myspace relations.

As a final stage to this portion of the analysis, each set of actors was visually displayed using *Netdraw* for both sets of relations (with and without Myspace relations). Both the top 20 and the top 25 were displayed within the entire network. Then, each set of actors was removed, separately, and the resulting relations were graphed in order to provide a comparison of the potential fragmentation of the network depending on the set of actors that would be removed. Additionally, a set of actors provided by the police department was displayed for comparison as described above.

Following the initial empirical assessment, a revised set of 17 individuals was selected to have all non-Myspace relations visually displayed with the *Netdraw* software. A complete network visualization, with the top 17 highlighted, and ego networks for each individual were compiled.

Geographical Analysis

Geographical analysis involves the visual display of data within a specific geographical area. It often includes the selection of specific cities, neighborhoods, streets, and/or police districts, in which specific data types (such as crime incidents or population densities) are displayed. In doing so, the locations of specific incidents or populations are used to match the data to the location, often a street segment, on the map. The street network is made up of many street segments. A street segment is typically the length of the street from one intersection to the next. Each segment is given a range of addresses that fall on that street, both for the left side of the

street and the right side. Instead of the computer saving every single address that exists, it saves only four: the first address on the left and right sides of the street, and the last address on the left and right sides of the street. In order to determine where a specific address falls on the street, the computer interpolates the location based on the address range. For example, if an address range for a street segment is 1 to 100, then the address of 50 will fall on the middle of the street segment. The address of 25 will fall one quarter of the way along the street segment. Because of this methodology, errors will occur due to inaccuracies in the interpolation. These errors are typically exacerbated in rural areas where street segments are longer and minimized in urban areas where the increased number of intersections results in a greater number of smaller street segments.

To display densities in an area, the kernel density map is used to smooth a large number of events into a planar surface. In order to do this, the computer first places an artificial grid over the map; the size of each cell is defined by the user. Increasing the size of the cell increases the level of pixelation in the map, while decreasing the size places a greater strain on the computer. For each cell, a search radius is placed around the cell and the number of incidents that occur within that radius, relative to the area, is attributed to the original cell. The size of the radius is also user-defined; however the computer calculates an appropriate size based on the overall spread of the points. Increasing or decreasing the radius changes the level of smoothness of the density map. A radius of infinity would result in a single value for every pixel on the map; a radius of one would simply show every single original point.

To create the Taliband incident maps, incident data were collected from the Cincinnati Police Department for each group member. These data included various incidents, such as field interview reports, arrests, home addresses, suspected crimes, and victimizations. For each incident, the address of the event was acquired and mapped using ArcMap 9.2. To display the incidents on a map of Cincinnati, a process known as geocoding was used. Geocoding involves using a street network to plot out where an address should be; here the street network of Cincinnati was obtained from the Cincinnati Police Department. Geocoding results in a shapefile that can be used to plot the locations on the street network. ArcMap was used to plot the locations and the densities onto the Cincinnati street network and to develop and save the geographical visualization into a usable picture file for future use.

¹ Borgatti, Stephen, Rich DeJordy, and Dan Halgin. (2008, June). *An Introduction to Social Network Analysis*, LINKS Center Summer SNA Workshop. <http://www.analytictech.com/networks/topics.htm>.

² Borgatti, Stephen. (2008). *Social Network Analysis Instructional Website*. www.analytictech.com/networks.

³ Borgatti, Stephen P. (2008). *Key Player 1.44*. www.analytictech.com.

⁴ Borgatti, Stephen P. (2006). "Identifying sets of key players in a network." *Computational, Mathematical and Organizational Theory*. 12(1): 21-34.

APPENDIX C

Cincinnati Initiative to Reduce Violence (CIRV) Screening Tool

MALE VERSION

CLIENT NAME

DATE

STAFF NAME

	0 Points	1 Point
Does the person have a history of severe violence?	<input type="checkbox"/> No <input type="checkbox"/> Unknown	<input type="checkbox"/> Yes
Does the person have a history of domestic violence?	<input type="checkbox"/> No <input type="checkbox"/> Unknown	<input type="checkbox"/> Yes
Does the person have an unstable lifestyle?	<input type="checkbox"/> No <input type="checkbox"/> Unknown	<input type="checkbox"/> Yes
Did the person have an early onset of delinquency?	<input type="checkbox"/> No <input type="checkbox"/> Unknown	<input type="checkbox"/> Yes
	Total Points	<input style="width: 50px; height: 20px;" type="text"/>

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

Cincinnati Initiative to Reduce Violence (CIRV) Screening Tool

FEMALE VERSION

CLIENT NAME

DATE

STAFF NAME

	0 Points	1 Point
Does the person have a history of minor violence?	<input type="checkbox"/> No <input type="checkbox"/> Unknown	<input type="checkbox"/> Yes
Does the person have a history of severe violence?	<input type="checkbox"/> No <input type="checkbox"/> Unknown	<input type="checkbox"/> Yes
Does the person have an unstable lifestyle?	<input type="checkbox"/> No <input type="checkbox"/> Unknown	<input type="checkbox"/> Yes
Does the client have a history of non-compliance on probation/parole?	<input type="checkbox"/> No <input type="checkbox"/> Unknown	<input type="checkbox"/> Yes
Total Points		<input type="text"/>

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

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.

Question Definitions (Female Version)

1. **Minor Violence:** Mark any arrest or conviction for any act of minor violence. (see ORS table appendix).

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 (see attached ORS table).

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.

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.

APPENDIX D

Service Team Update: June 25, 2009

417 individuals have contacted CIRV for services:

Wave 1 = 51, Wave 2 = 140, Wave 3 = 97, Wave 4 = 84, Wave 5 = 29, Wave 6 = 16

384 individuals (92.1%) have completed an intake assessment and developed an individual goal/life change plan:

Wave 1 = 32, Wave 2 = 126, Wave 3 = 97, Wave 4 = 84, Wave 5 = 29, Wave 6 = 16

KEY: Wave 1: 07/31/07 – 10/02/07

Wave 2: 10/03/07 – 02/27/08

Wave 3: 02/28/08 – 06/25/08

Wave 4: 06/26/08 – 12/09/08

Wave 5: 12/04/08 – 05/12/09

Wave 6: 05/13/09 – 06/25/09

Table 7. Client Demographics at Intake Assessment

	Total (All Waves: N=384)		
	Valid N	N	% or Average
Average Age	384		31.71
Male	384	363	94.5%
Black	384	366	95.3%
Single	247	211	85.4%
Have Children	245	176	71.8%
Average # of Children	245		1.88
<HS Diploma at Intake	372	146	39.2%
Unemployed at Intake	375	349	93.1%
Felony Record at Intake	264	230	87.1%
Attended a Call-in Session	89	69	77.5%
Street Worker Identified	384	262	68.2%

NOTES: Valid N = number of individuals with known information for each variable

N = number of known clients with given attribute

Percent or average reported is based on the valid percent (missing cases are excluded)

Table 8. Intake Services Provided to CIRV Clients

	Wave 1 (N=32)		Wave 2 (N=126)		Wave 3 (N=97)		Wave 4 (N=84)		Wave 5 (N=29)		Wave 6 (N=16)		Total (N=384)	
	n	%	n	%	n	%	n	%	n	%	n	%	n	%
Contacted by Street Worker within 2 days of Initial Contact	31	96.9%	121	96.0%	95	99.0%	78	92.9%	26	89.7%	12	75.0%	363	94.5%
Assessment Scheduled within 5 days of Initial Contact	24	75.0%	120	95.2%	97	101%	83	98.8%	26	89.7%	12	75.0%	362	94.3%
Assessment Completed within 10 days of Initial Contact	32	100%	126	100%	97	101%	84	100%	29	100%	13	81.3%	381	99.2%
Assigned a Street Worker	31	96.9%	124	98.4%	95	99.0%	84	100%	27	93.1%	12	75.0%	373	97.1%
LE CIRV Identified	18	56.3%	23	18.3%	16	16.7%	10	11.9%	6	20.7%	5	31.3%	78	20.3%

Table 9. Services Requested and Provided to CIRV Clients

	Wave 1 (N=32)		Wave 2 (N=126)		Wave 3 (N=97)		Wave 4 (N=84)		Wave 5 (N=29)		Wave 6 (N=16)		Total (N=384)	
	n	%	n	%	n	%	n	%	n	%	n	%	n	%
Employment services	32	100%	126	100%	97	100%	84	100%	29	100%	16	100%	384	100%
Education assistance	23	71.9%	71	56.3%	38	39.2%	50	59.5%	14	48.3%	7	43.8%	203	52.9%
Attended support group	13	40.6%	43	34.1%	35	36.1%	18	21.4%	0	0.0%	0	0.0%	109	28.4%
Substance abuse treatment	3	9.4%	4	3.2%	4	4.1%	2	2.4%	0	0.0%	0	0.0%	13	3.4%
Anger management	3	9.4%	0	0.0%	0	0.0%	3	3.6%	0	0.0%	0	0.0%	6	1.6%
Housing assistance	13	40.6%	5	4.0%	1	1.0%	0	0.0%	0	0.0%	0	0.0%	19	4.9%
Counseling	1	3.1%	1	0.8%	1	1.0%	0	0.0%	0	0.0%	0	0.0%	3	0.8%
Parenting assistance	5	15.6%	44	34.9%	14	14.4%	24	28.6%	8	27.6%	3	18.8%	98	25.5%
Transportation assistance	12	37.5%	32	25.4%	16	16.5%	0	0.0%	1	3.4%	0	0.0%	61	15.9%
Mental health treatment	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Health care assistance	3	9.4%	5	4.0%	1	1.0%	0	0.0%	0	0.0%	0	0.0%	9	2.3%
Credit recovery assistance	2	6.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	0.5%

Table 10. Employment Services by Current Disposition

	Wave 1 (N=32)		Wave 2 (N=126)		Wave 3 (N=97)		Wave 4 (N=84)		Wave 5 (N=29)		Wave 6 (N=16)		Total (N=384)	
	n	%	n	%	n	%	n	%	n	%	n	%	n	%
Assigned Job Readiness	28	87.5%	109	86.5%	81	83.5%	75	89.3%	27	93.1%	7	43.8%	327	85.2%
Started Job Readiness	23	71.9%	77	61.1%	59	60.8%	54	64.3%	24	82.8%	7	43.8%	244	63.5%
Completed Job Readiness	17	53.1%	54	42.9%	43	44.3%	36	42.9%	16	55.2%	4	25.0%	170	44.3%
Began 1 st Job Search	20	62.5%	55	43.7%	47	48.5%	42	50.0%	16	55.2%	6	37.5%	186	48.4%
Obtained 1 st job	16	50.0%	41	32.5%	34	35.1%	20	23.8%	2	6.9%	0	0.0%	113	29.4%
Currently Employed	6	18.8%	14	11.1%	21	21.6%	15	17.9%	2	6.9%	0	0.0%	58	15.1%

Table 11. Requested Education Assistance by Type

	Wave 1 (N=23)		Wave 2 (N=71)		Wave 3 (N=38)		Wave 4 (N=50)		Wave 5 (N=14)		Wave 6 (N=7)		Total (N=203)	
	n	%	n	%	n	%	n	%	n	%	n	%	n	%
High School	0	0.0%	1	1.4%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.5%
GED	14	60.9%	53	74.6%	34	89.5%	28	56.0%	9	64.3%	7	100.0%	145	71.4%
Vocational Training	5	21.7%	8	11.3%	3	7.9%	8	16.0%	2	14.3%	0	0.0%	26	12.8%
College	4	17.4%	9	12.7%	1	2.6%	14	28.0%	3	21.4%	0	0.0%	31	15.3%

Table 12. Client Status by Type for Assessed Individuals

	Wave 1 (N=32) ¹		Wave 2 (N=126)		Wave 3 (N=97)		Wave 4 (N=84)		Wave 5 (N=29)		Wave 6 (N=16)		Total (N=384)	
	n	%	n	%	n	%	n	%	n	%	n	%	n	%
Active in Services	12	37.5%	58	46.0%	66	68.0%	67	79.8%	26	89.7%	16	100%	245	63.8%
Currently Incarcerated	8	25.0%	14	11.1%	3	3.1%	5	6.0%	1	3.4%	0	0.0%	31	8.1%
Unable to Locate	0	0.0%	4	3.2%	3	3.1%	0	0.0%	0	0.0%	0	0.0%	7	1.8%
Decided Not to Participate	7	21.9%	12	9.5%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	19	4.9%
Client Deceased	1	3.1%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.3%
Client Moved	0	0.0%	2	1.6%	1	1.0%	0	0.0%	0	0.0%	0	0.0%	3	0.8%
Inactive (Unknown/Other)	4	12.5%	36	28.6%	24	24.7%	12	14.3%	2	6.9%	0	0.0%	78	20.3%

Table 13. Client Status by Type for All Individuals who contacted CIRV for Services

	Total (N=417)	
	N	%
Active in Services	245	58.8%
Currently Incarcerated	32	7.7%
Unable to Locate	9	2.2%
Decided Not to Participate	39	9.4%
Client Deceased	1	0.2%
Client Moved	3	0.7%
Pre-Intake Services	9	2.2%
Inactive (Unknown/Other)	79	18.9%

APPENDIX E

Cincinnati Initiative to Reduce Violence (CIRV) Violence Mediation Form

1	ID No. <input style="width: 95%;" type="text"/>	2	Date <input style="width: 95%;" type="text"/>
----------	---	----------	---

THE FOLLOWING INFORMATION REFERS TO THE ACTUAL MEDIATION EVENT

3	Street/Intersection <input style="width: 95%;" type="text"/>	4	Neighborhood <input style="width: 95%;" type="text"/>
5	Date <input style="width: 95%;" type="text"/>	6	Time <input style="width: 95%;" type="text"/>
7	Amount of Time <input style="width: 95%;" type="text"/>		
8	TYPE OF SETTING (CHECK ALL THAT APPLY)	9	INDIVIDUALS PRESENT (CHECK ALL THAT APPLY)
	<input type="checkbox"/> Street Worker Office		<input type="checkbox"/> Aggressor
	<input type="checkbox"/> Home Visit		<input type="checkbox"/> Family Members
	<input type="checkbox"/> Street Interaction		<input type="checkbox"/> Neighbors
	<input type="checkbox"/> Hospital/Emergency Room		<input type="checkbox"/> Friends/Gang Members
	<input type="checkbox"/> Jail/Police Department		<input type="checkbox"/> Potential Victim
	<input type="checkbox"/> Other <input style="width: 80%;" type="text"/>		<input type="checkbox"/> Other <input style="width: 80%;" type="text"/>

THE FOLLOWING INFORMATION REFERS TO THE VIOLENT EVENT

10	GANG INVOLVEMENT (IF YES, WHICH GANG)	11	DRUG INVOLVEMENT (IF YES, WHAT TYPE)
	<input type="checkbox"/> Yes <input style="width: 80%;" type="text"/>		<input type="checkbox"/> Yes <input style="width: 80%;" type="text"/>
	<input type="checkbox"/> No		<input type="checkbox"/> No
	<input type="checkbox"/> Unsure		<input type="checkbox"/> Unsure
12	WEAPON INVOLVED (IF YES, WHAT TYPE)	13	STATUS OF WEAPON (IF TAKEN, BY WHO)
	<input type="checkbox"/> Yes <input style="width: 80%;" type="text"/>		<input type="checkbox"/> Taken <input style="width: 80%;" type="text"/>
	<input type="checkbox"/> No		<input type="checkbox"/> Still Possessed by Person
	<input type="checkbox"/> Unsure		<input type="checkbox"/> Unsure
14	HOW LIKELY WAS THE SITUATION TO RESULT IN A SHOOTING?	15	WERE THE POLICE CALLED TO THE SITUATION? (IF YES, WHO CALLED)
	<input type="checkbox"/> Very Unlikely		<input type="checkbox"/> Yes <input style="width: 80%;" type="text"/>
	<input type="checkbox"/> Unlikely		<input type="checkbox"/> No
	<input type="checkbox"/> Likely		<input type="checkbox"/> Unsure
	<input type="checkbox"/> Very Likely		

Cincinnati Initiative to Reduce Violence (CIRV) Violence Mediation Form

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.

Print Form

APPENDIX F

2009 Avondale Project Calendar – Resource Directory									
Days of the Week	Activity	Location	Time	Organization	Contact Person	Phone Number	Age Group	Cost to Participate	Capacity
• ADDITIONAL COMMUNITY RESOURCES									
F	Avondale Caring Network Pantry	3549 Reading Rd	10:00AM - 1:00PM	Avondale / Every Child Succeeds	Anita Brentley	513.636.0062	For Avondale families with children ages 3 & younger	None	1 visit / month / family - Please bring a picture ID, birth certificate for each child between 0-3, and a pay stub or Medicaid card. Pantry includes diapers, wipes, formula, baby food, bath supplies, diaper bags, and blankets
TBD	CeaseFire	3458 Reading Rd	Varies	Community Police Partnering Center	Cassandra Robinson	513.559.5586	For anyone who is committed to reducing gun violence in Avondale; Youth Group, Assemblies, Canvassings, other Events / Activities (Target Ages 14-24)	None	Youth Group - 25+; Volunteers 20+
M- July 13, 20, and 27 th	Providing Positive parenting & discipline. stress relief and understanding your infant & toddler	Van- site Schedule- Fay Apartments – President @ Williamsburg	10AM-4PM	Healthy Mom & Babes	Receptionist	513.591.5600	Open to all parents	No cost	
T- July 14 th and July 28 th	Providing Positive parenting & discipline. stress relief and understanding your infant & toddler	Van –site Schedule – Avondale @ the end of Rockdale and Price Hill @ Santa Maria 9:30 - 12 Lower 1-5 East	10AM-4PM	Healthy Mom & Babes	Receptionist	513.591.5600	Open to all parents	No cost	
July 15 th , 22 nd and July 29 th	Providing Positive parenting & discipline. stress relief and understanding your infant & toddler	Van Site- Schedule- Findlater Garden – Winton Terrace and West End Linn St by Health Center	10AM-4PM	Healthy Mom & Babes	Receptionist	513.591.5600	Open to all parents	No cost	
Th- July 16 th and July 30 th	Providing Positive parenting & discipline. stress relief and understanding your infant & toddler	Van Site- Schedule- Forest Park- HCESC/ Head Start 924 Waycross Rd	10AM-4PM	Healthy Mom & Babes	Receptionist	513.591.5600	Open to all parents	No cost	
M- Aug- 3, 10 th , 17 th , 24 th and 31 st	Providing Positive parenting & discipline. stress relief and understanding your infant &	Van- site Schedule- Fay Apartments – President @ Williamsburg	10AM-4PM	Healthy Mom & Babes	Receptionist	513.591.5600	Open to all parents	No cost	

T- Aug 4 th and 18 th	Providing Positive parenting & discipline. stress relief and understanding your infant &	Van Site – Scheduled- Norwood Sherman Ave @ Health Dept	10AM-4PM	Healthy Mom & Babes	Receptionist	513.591.5600	Open to all parents	No cost	
W-Aug 5, 12, 19,26 th	Providing Positive parenting & discipline. stress relief and understanding your infant & toddler	Van Site- Schedule- Findlater Garden – Winton Terrace - by mgt office	10AM-4PM	Healthy Mom & Babes	Receptionist	513.591.5600	Open to all parents	No cost	
T–Aug 11 th and 25 th	Providing Positive parenting & discipline. stress relief and understanding your infant &	Van Site – Scheduled- Avondale End of Rockdale	10AM-4PM	Healthy Mom & Babes	Receptionist	513.591.5600	Open to all parents	No cost	
M-F	Providing Education Programs and learn more about your pregnancy and delivery	Complete 5 visits to receive free: certificate, layette and handmade quilt, plus a picture of you and your baby upon return with your newborn	10AM-4PM	Healthy Mom & Babes	Receptionist	513.591.5600	Open to all parents	No cost	

◆ COUNSELING & CONFLICT RESOLUTION									
Call for specific dates	Mentoring & College Access; SPARK (Strengthening Partners & Resource for Kids); Most Valuable Youth (focuses on homeless, youth placed in foster care & adjudicated youth)	Program operated through various Cincinnati Public Schools & some charter schools.	Call the contact number & CYC can direct the youth to the appropriate contact at their school.	Cincinnati Youth Collaborative Youth/Parent Incarceration	Eileen Harris	513.475.4148	Grades 3-12	None	In great need of volunteers & mentors. The amount of volunteers & mentors determines the capacity of the program
Call for specific dates		2330 Victory Pkwy, Suite 730, Cincinnati, OH 45206	Call for times	Coalition for a Drug Free Cincinnati	Stacy Mathis	513.751.8000 Ext. 16	High School students	None	Does not offer direct services - information only
M, T, W, Th, F, S, Su	All Services are 24 hours: Youth Crisis – Homeless / Runaways; Transitional Housing; Youth Outreach – Case Management / Community resources	Lighthouse Youth Services 3330 Jefferson Ave - Cincinnati, OH 45220 (Clifton)	24 hrs	Lighthouse Youth Services	Jeff Hollenbeck Calvin Williams (Real Dads Program - 513.891.3347)	513.961.4080	Youth Crisis – Homeless / Runaways (10-17, but 10-12 yr olds can only stay up to 24 hrs); Transitional Housing (18-21); Youth Outreach – Case Management / Community resources (18-24); Real Dads Program (Back Child Support); Community School - M-F	None	Participant size varies on program, referrals, or on individual basis

◆ EDUCATION									
M, T, W, Th, F June 1- August 14th	Summer Club Activities	Boys & Girls Club 3504 Washington Ave, Cincinnati, OH 45229 (Avondale)	10:00AM-4:00PM	Boys & Girls Club of Greater Cincinnati	Myles Harper or Kelly Adkins	513.961.3113	Provide daily after school and summer programming for youth ages 6-18	Club membership free with completed application	12,000 youth
M, T, W, Th, F June 8th - August 7th	Community Band Program	Rockdale Academy - 335 Rockdale Ave	9:00AM - 2:00PM	Cincinnati Music & Arts Program	Eryk McDaniel	513.344.8126	Grades 4 - 8	None	
T, W, Th	ABLE/GED Program	Cincinnati State - 3520 Central Pkwy - Cincinnati, OH 45223	9:00AM - 4:00PM	Cincinnati Public Schools	Ms. Lowe - Queen City Vocational Center	513.363.6100	18 and up; 16 or 17 with proper paperwork; Must go through testing at Queen City Vocational Center. Will then be referred to choice location dependant upon capacity of class; Registration Dates - Thursdays - 5PM, Friday - 9AM	None	Based on staff ratio to number of students
M, T, W, Th, F June 8th - August 7th	Community Band Program	Rockdale Academy - 335 Rockdale Ave	9:00AM - 2:00PM	Cincinnati Music & Arts Program	Eryk McDaniel	513.344.8126	Grades 4 - 8	None	
T, W, Th	ABLE/GED Program	Cincinnati State - 3520 Central Pkwy - Cincinnati, OH 45223	9:00AM - 4:00PM	Cincinnati Public Schools	Ms. Lowe - Queen City Vocational Center	513.363.6100	18 and up; 16 or 17 with proper paperwork; Must go through testing at Queen City Vocational Center. Will then be referred to choice location dependant upon capacity of class; Registration Dates - Thursdays - 5PM, Friday - 9AM	None	Based on staff ratio to number of students
W, Th	ABLE/GED Program	1740 Langdon Farm Rd - Cincinnati, OH 45237 (Bond Hill)	8:30AM - 2:00PM	Cincinnati Public Schools	Ms. Lowe - Queen City Vocational Center	513.363.6100	18 and up; 16 or 17 with proper paperwork	None	Based on staff ratio to number of students
M, T, W, Th	ABLE/GED Program	East End Learning Center - 4015 Eastern Ave - Cincinnati, OH	9:00AM - 2:00PM	Cincinnati Public Schools	Ms. Lowe - Queen City Vocational Center	513.363.6100	18 and up; 16 or 17 with proper paperwork	None	Based on staff ratio to number of students
M, T	ABLE/GED Program	East End Learning Center - 4015 Eastern Ave - Cincinnati,	5:00PM - 8:00PM	Cincinnati Public Schools	Ms. Lowe - Queen City Vocational Center	513.363.6100	18 and up; 16 or 17 with proper paperwork	None	Based on staff ratio to number of students

■ EMPLOYMENT									
M, T, W, Th, F	Blueprint for Success; Pre-apprenticeship for construction jobs	1740 Langdon Farm Road, Cincinnati, OH 45237	8:00AM - 2:30PM	Community Action Agency	Veda Lawrence	513.569.1840	Ages 18-30; Applications taken all year round; Available in 6-7 month sessions; No cost; 45 people maximum per session	None	45 people per session
M, T, W, Th, F, S, Su	Cincinnati Job Corps	1409 Western Avenue, Cincinnati, OH 45214	Any	Cincinnati Job Corps Center	Admissions & Outreach	513.651.2000	Ages 16-24; without a High School diploma;	None	225 individuals
M, T, W, Th, F	Employment	37 W. 7th St, Suite 200, Cincinnati, OH 45202	9:45 AM	Cincinnati Works	Melinda Humphrys or Gloria Hill	513.744.9675	18 & older	None	Open
Please call for specific dates	Summer Youth Program	3458 Reading Road, Cincinnati, OH 45229	8:30AM - 3:30PM	Urban League of Greater Cincinnati	Dorothy Smoot	513.281.9955	Ages 18-24; 4 week program	None	100 individuals
1st & 3rd T of the month	Avondale Youth Council	Avondale Community Pride Center - 3520 Burnet Avenue, Cincinnati, OH 45229	4:30PM	Avondale Community Council	Fulton Jefferson	513.281.4414	Ages 11 - 18; Elementary, Jr., & High School students who live in Avondale	None	100 individuals (Must be an Avondale resident) - Full, but adding names to waiting list
3rd T of the month	Avondale Community Council	Avondale Community Pride Center - 3520 Burnet Avenue, Cincinnati, OH 45229	6:30PM	Avondale Community Council	Fulton Jefferson	513.281.4414	Ages 11 - 18; Elementary, Jr., & High School students who live in Avondale	None	Open to all people who live, work, or invested in Avondale
	Cincinnati Cooks Chef Program			Cincinnati Cooks Chef Program	PO Eddie Hawkins				
M, T, W, F 8:30-12:30	Fresh Start Ex-Offender Re-entry Program	1740 Langdon Farm Rd-Cincinnati, OH 45237	Call for specific times	Community Action Agency	Lorri Frazier	513.569.1840 Ext. 1070	Assists ex-offenders in finding employment by providing services with a special focus on the unique barriers ex-offenders often face; Also provides job retention services for 12 months after employment.	Must be a resident of Hamilton County; Have a criminal record; and be at least 18 years of age	50 Capacity
Call for specific dates	Easter Seals Drop Out Prevention Program	Gilbert Avenue - Cincinnati, OH 45206	Call for specific times	Easter Seals Drop Out Prevention Program	Debbie Smith	513.615.0784		None	
Call for start date	Employment	2020 N Bend Rd	Make appointment	Woods Janitorial LLC	Eddie Woods	513.541.3846	Ages 18+	None	

✓ MENTORING									
	Cincinnati Youth Collaborative	301 Oak Street - Cincinnati, OH 45206		Cincinnati Youth Collaborative	Keischa Irons	513.475.4112			
No specific Date	Big Brothers Big Sisters of Greater Cincinnati	2400 Reading Road, Suite 407, Cincinnati, OH 45202		Big Brothers Big Sisters of Greater Cincinnati		513.421.4120	7-13 years of age. Can attend until 18 years of age	No fee	Volunteer to child ratio
	Girls to Women (Zeta Phi Beta)	Woodward High School		Girls to Women (Zeta Phi Beta) at Woodward High School	Mrs. Jones-Parks	513.363.9391			
Call for specific dates	Community Action Agency Fatherhood Program	1740 Langdon Farm Rd - Cincinnati, OH 45237	Call for specific times	Community Action Agency	John Garner	513.569.1840	Father's influence on their children; Values and decision-making; Understanding children's needs & coping as a single parent; Understanding & navigating the child support systems; Increased techniques for building your child's self-esteem; etc...	None	

Call for specific dates	Cincinnati Initiative to Reduce Violence (CIRV)	801 Plum Street, Cincinnati, OH 45202	Make an appointment	Cincinnati Initiative to Reduce Violence (CIRV)	Stan Ross Julie Gross	513.352.2493 513.721.0595	Case Management; Employment; Link to Counseling Services	None	Ages 18 +
-------------------------	---	---------------------------------------	---------------------	---	--------------------------	------------------------------	--	------	-----------

★ MORAL & SPIRITUAL SUPPORT									
	Pastoral Care Provider	Christ Temple Baptist Church - Cincinnati, OH 45206	Call for appointment	Christ Temple Baptist	Peterson Mingo	513.368.1325			
	Pastoral Care Provider	Church of the Living God - 430 Forest Avenue, Cincinnati, OH 45229	Call for appointment	Church of the Living God	Pastor Ennis Tait	513.221.1685			
	Prayer Vigil	65 E. Hollister, Cincinnati, OH 45219	Call for more info	Who Killed Our Kids (WKOK)	Please call...	513.241.1870			
	Pastoral Care Provider	St. James AME Zion Church - 3485 Wilson Avenue - Cincinnati, OH 45229	Call for appointment	St. James AME Zion Church	Rev. Stephanie Johnson	513.281.0849			
	Pastoral Care Provider	Christ Emmanuel - 2324 May Street - Cincinnati, OH 45206	Call for appointment	Christ Emmanuel	Pastor Will Thomas	513.961.0270			

APPENDIX G
REFERENCES AND ADDITIONAL READINGS

- Braga, A. A. (2008). Pulling levers focused deterrence strategies and the prevention of gun homicide. *Journal of Criminal Justice*, 36, 332-343.
- Braga, A. A., Kennedy, D. M., Waring, E. J., and Piehl, A. M. (2001). Problem-oriented policing, deterrence, and youth violence: An evaluation of Boston's Operation Ceasefire. *Journal of Research in Crime and Delinquency*, 38, 195-225.
- Braga, A. A., McDevitt, J., and Pierce, G. L. (2006). Understanding and preventing gang violence: Problem analysis and response development in Lowell, Massachusetts. *Police Quarterly*, 9, 20-46.
- Braga, A. A., Pierce, G. L., McDevitt, J., Bond, B. J., and Cronin, S. (2008). The strategic prevention of gun violence among gang-involved offenders. *Justice Quarterly*, 25, 132-162.
- Chermak, S., and McGarrell, E. (2004). Problem-solving approaches to homicide: An evaluation of the Indianapolis Violence Reduction Partnership. *Criminal Justice Policy Review*, 15, 161-192.
- 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, 63-82.
- Engel, R. S., Baker, S. G., Tillyer, M. S., Eck, J., and Dunham, J. (2008). *Implementation of the Cincinnati Initiative to Reduce Violence (CIRV): Year 1 Report*.
- Fields, G. (2009, June 13). Cities join unorthodox anticrime program. *Wall Street Journal*, p. A3.
- John Jay College of Criminal Justice. (2009, June 15). *John Jay College launches "National Network for Safe Communities" to reduce violent crime and overt drug markets and to build a new standard of practice for reducing crime in the US* [Press release]. Retrieved from <http://www.jjay.cuny.edu/2666.php>.
- Kennedy, D. M. (1997). Pulling levers: Chronic offenders, high-crime settings, and a theory of prevention. *Valparaiso University Law Review*, 31, 449-484.
- Kennedy, D. M. (1998). *Pulling levers: Getting deterrence right*. National Institute of Justice Journal, Issue 236. U.S. Department of Justice, Office of Justice Programs.

- Kennedy, D. M., and Braga, A. A. (1998). Homicide in Minneapolis. *Homicide Studies*, 2, 263-290.
- Kennedy, D. M. (2007, February 15). *Making communities safer: Youth violence and gang interventions that work*. Prepared testimony before the House Judiciary Subcommittee on Crime, Terrorism, and Homeland Security.
- Kennedy, D. M., Piehl, A. and Braga, A. A. (1996). Youth Violence in Boston: Gun Markets, Serious Youth Offenders, and a Use-reduction Strategy. *Law and Contemporary Problems*, 59: 147-196.
- McGarrell, E. F., Chermak, S., Wilson, J. M., and Corsaro, N. (2006). Reducing homicide through a “lever-pulling” strategy. *Justice Quarterly*, 23, 214-231.
- Papachristos, A., Meares, T., and Fagan, J. (2007). Attention felons: Evaluating Project Safe Neighborhood in Chicago. *Journal of Empirical Legal Studies*, 4, 223-272.
- Smalley, S. (2009, February 9). Always on my mind. *Newsweek*, p. 53.
- Tillyer, M. S., and Kennedy, D. M. (2008). Locating focused deterrence approaches within a situational crime prevention framework. *Crime Prevention and Community Safety*, 10, 75-84.
- Tita, G. E., Riley, J., Ridgeway, G., & Greenwood, P. W. (2005). Reducing gun violence: Operation Ceasefire in Los Angeles. National Institute of Justice Research Report, U.S. Department of Justice.