



**Implementation of the Cincinnati Initiative to Reduce Violence (CIRV):  
Year 1 Report\***

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## **ABSTRACT**

The Cincinnati Initiative to Reduce Violence (CIRV) is a multi-agency and community collaborative effort initiated in 2007 designed to quickly and dramatically reduce gun-violence and associated homicides, as well as sustain reductions over time. The initiative is a focused-deterrence strategy which is modeled after the Boston Gun Project from the mid-1990's. A partnership among multiple law enforcement agencies (local, state and federal), social service providers, and the community has been established to deliver a clear message to violent street groups: the violence must stop. This message is communicated through a number of different mechanisms, including call-in sessions with probationers and parolees; direct contact through street workers (street advocates), police, probation, and parole officers; community outreach; and media outlets. Law enforcement agencies have gathered intelligence on violent street group networks, and consequences are delivered to the street groups that continue to engage in violence. Those offenders seeking a more productive lifestyle are provided streamlined social services, training, education, and employment opportunities. The community and law enforcement are working as partners, and as a result, strengthening their relationship. This report documents the initiation of CIRV, initial assessments of CIRV activities, and future plans.

## INTRODUCTION

### Overview

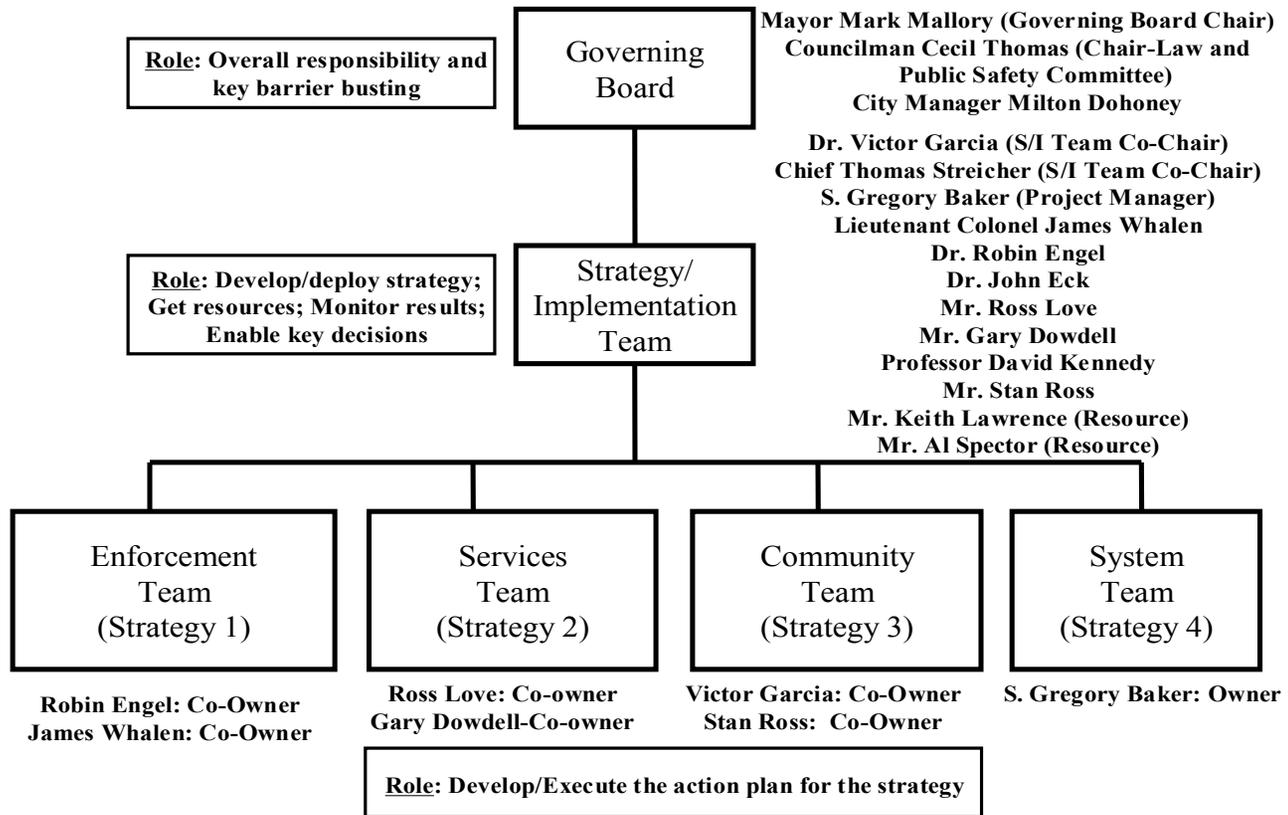
The number of homicides in the City of Cincinnati has increased rapidly over the last decade, with a modern-day high of 89 homicides recorded for 2006. In response, Cincinnati city officials and other key stakeholders developed the Cincinnati Initiative to Reduce Violence (CIRV), a multi-agency collaborative program based on the Boston Gun Project of the 1990's and adapted to the specific needs of Cincinnati. This initiative relies on delivering messages of specific deterrence to those who generate and sustain a culture of violence, coupled with support services to facilitate the transition to a nonviolent lifestyle. Similar interventions in other cities have been successful, producing a 30 to 70 percent reduction in group-related gun violence within the target population.

CIRV's objective is to dramatically and quickly reduce the frequency of street violence in Cincinnati and continually reduce the frequency over time. CIRV has coordinated multiple law enforcement agencies, service providers, and community members to ensure that those who participate in violent groups receive due consequences and those who choose to transition to a nonviolent lifestyle receive the appropriate services in the most effective, efficient, and respectful manner possible. This initiative has organized itself into four strategy teams (see Figure 1 below):

- **Enforcement Strategy Team:** The strategy of this team is to form a law enforcement partnership capable of identifying and focusing enforcement on chronic violent groups. Comprised of the Cincinnati Police Department, Hamilton County Sheriff's Office, Hamilton County Adult Probation, Ohio Adult Parole Authority, Hamilton County Prosecutor's Office, U.S. Attorney's Office, and Bureau of Alcohol, Tobacco and Firearms, and supported by the Ohio State Attorney General's Office and the Ohio Office of Criminal Justice Services, this team is committed to organizing its efforts to share information across agencies and consistently respond to group-related gun violence.

- **Services Strategy Team:** 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. Comprised of a lead employment and social services agency and street-level advocates, this team strives to provide immediate and tailored services to individuals choosing to leave the life of violence. The lead agency, Cincinnati Works, conducts intake and case management, while the street-level advocates continually deliver the message of nonviolence. These advocates work one-on-one with individuals motivated to change and ensure they are accessing and utilizing the necessary resources.
- **Community Strategy Team:** The strategy of this team is to form a partnership to work with affected communities to articulate norms and expectations. Members of this team represent various interests and groups within the community who reject violence and work toward rebuilding the community. Members include community influentials, 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.
- **System Strategy Team:** 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 System Strategy Team oversees the implementation of these principles and will be leading the process and impact evaluations of CIRV.

**Figure 1. CIRV Organizational Structure**



## **Description of the Focused-Deterrence Model**

CIRV is based on the premise that a majority of violence stems from respect issues, rather than directly from drug market-related conflicts. As such, it focuses on disrupting the group dynamic which promotes violence as a method of addressing displays of disrespect. CIRV has identified the key actors who generate violence in Cincinnati, the groups in which these individuals are enmeshed, and the relationships between the groups. Representatives from these groups are convened as needed to receive a specific message of deterrence and are told to relay this message to others in their group. Because many of these individuals are under probation or parole supervision, there is legal authority to mandate their attendance at “call-in” sessions.

During the call-in sessions, a clear and consistent message of nonviolence is delivered by law enforcement officials, social service providers, and community members. Law enforcement representatives explain 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 job, educational, and social services to those individuals who want them. Community members demand for 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.

The success of CIRV rests on the relentless delivery of the promises made during the call-in sessions. CIRV has mobilized the strategy teams described above with prepared responses. 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.

Following the first shooting after the call-in session, representatives from the street groups are reconvened. The messages are reiterated, law enforcement describes what happened to the groups that perpetrated the violence following the first call-in session, and the representatives are told to take this information back to their groups (see reference section for a list of articles that describe this model in further detail). The following report documents this specific process as it has been implemented in Cincinnati.

### **PRE-INTERVENTION DATA COLLECTION**

Prior to planning and executing the call-in sessions, it was necessary to determine: 1) the nature of the homicide problem in Cincinnati, i.e., the extent to which street groups were responsible for homicides, and 2) detailed information about those street groups. These data needs led to two separate data collection efforts. First, the Cincinnati Police Department (CPD) conducted a homicide review aimed at gathering descriptive information about homicides in Cincinnati for a single year. Second, CPD, in cooperation with Hamilton County Adult Probation and the Ohio Adult Parole Authority, gathered information on violent street groups

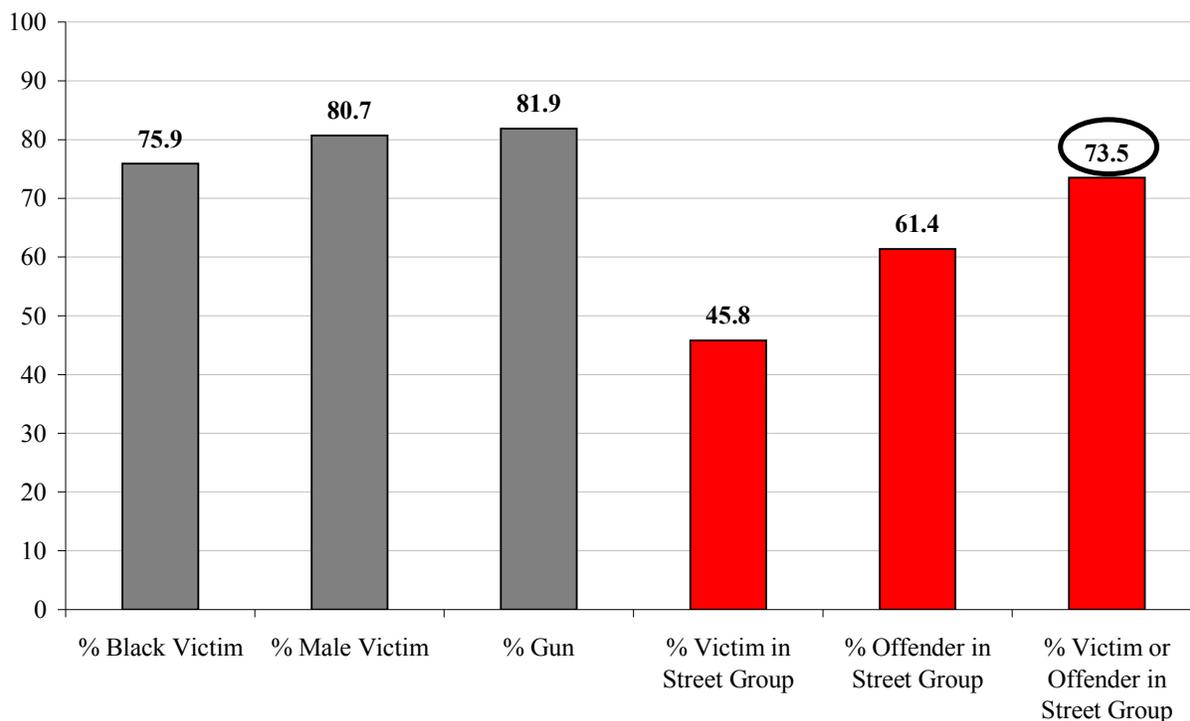
citywide. These processes, as well as the information they produced, are described in detail below.

### **Homicide Review**

The focused deterrence approach is designed to disrupt the group dynamic which promotes violence as a method of addressing displays of disrespect. Though Cincinnati experienced a rapid increase in homicides from 2000 to 2006, there had been no systematic review of homicides to determine if the street group dynamic observed in other U.S. cities was, in fact, driving the rise in homicide in Cincinnati. As part of the CIRV project, the CIRV team and the Cincinnati Police Department completed a homicide review to determine the extent to which homicides in Cincinnati are related to street groups and their members.

The purpose of the homicide review was twofold. First, it helped determine whether a focused deterrent approach that targets groups would be appropriate for addressing Cincinnati's homicide problem by illustrating to what extent homicides were being perpetrated within a group context. If it was found that homicides were largely among individuals with no ties to street groups, CIRV would be inappropriate. Second, determining the proportion of homicides that are related to street groups reveals what proportion of homicides this type of initiative could potentially impact. CIRV should not be expected to reduce homicides unrelated to violent street groups; that is, success should be assessed in reference to the target population homicides. The results from the homicide review are reported in Figure 2.

Figure 2. CPD Homicide Review: June 8, 2006 - June 6, 2007 (N=83 homicides)



As demonstrated in Figure 2, of the 83 homicides recorded during a one-year period (from June 8, 2006 to June 6, 2007), the overwhelming majority of victims were Black males killed by firearms. Most importantly for CIRV, approximately 74% of the homicides involved a victim and/or an offender known by law enforcement to be associated with a violent street group. This homicide review lends further support to the experience of law enforcement that Cincinnati's homicide problem is largely related to dynamic group processes. Specifically, this homicide review suggests that a violence reduction initiative that aims to disrupt the group dynamic that promotes violence is an appropriate option for addressing homicides in Cincinnati. In addition, the homicide review indicates that such an initiative could potentially impact approximately 74% of homicides in Cincinnati.

## **Street Group Review & Network Analysis**

On May 11, 2007, the CIRV team gathered information from Cincinnati Police Department officers to identify: 1) street groups, 2) their members, and 3) their relationship to one another. Specifically, CPD's District Captains were instructed to select beat officers who "had their ears closest to the streets" to attend an 8-hour meeting. The morning began with an enthusiastic endorsement of the CIRV process by Chief Thomas H. Streicher, Jr. the co-chair of the CIRV Strategy/Implementation Team, followed by a description of the process by Lieutenant Colonel James Whalen, the co-owner of the CIRV Law Enforcement Team.

Next, Professor David Kennedy from John Jay College and members of the UC research team asked the officers to approach the front of the room, district by district, and assemble around large scale district maps of Cincinnati. The officers identified the street groups one by one, marked their locations on the map, and provided a verbal description to the research team of the groups' members, illegal activities, alliances with other groups, and disputes with other groups. The research team recorded this information, which was later entered into individual and group databases.

Though there was slight variation across the districts, the police officers in the room generally displayed detailed knowledge about the street groups in Cincinnati and their members, geographical locations, and the relationships among them. Three additional follow-ups with officers in the Districts were completed by the UC research team to confirm the validity of the data, as well as to gather additional information. This information was shared with representatives from Hamilton County Adult Probation and the Ohio Adult Parole Authority. Individual probation and parole officers added further intelligence information. The intelligence gathering continued throughout the study time period. Currently, this coordinated effort resulted

in an estimate of 800 – 1,000 individuals associated with 69 known violent street groups of varying levels of violence: 43 high violence groups, 19 medium violence groups, and 7 low violence groups. In addition, 748 known individuals associated with 69 street groups have now been identified by name and control number. The juvenile and criminal records of these individuals are summarized in Table 1 below.

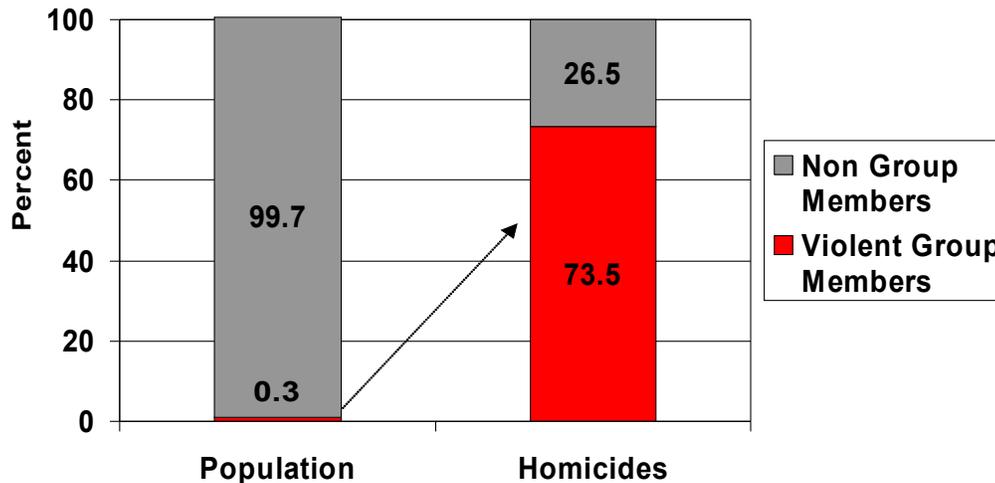
**Table 1. Characteristics of Street Group Members, Updated March 2008 (n=748)**

|                                     | <b>Mean</b> | <b>1 or more</b> | <b>5 or more</b> | <b>10 or more</b> |
|-------------------------------------|-------------|------------------|------------------|-------------------|
| 1. Misdemeanor arrest charges       | 14.40       | 89.7%            | 72.3%            | 56.8%             |
| 2. Misdemeanor charge convictions   | 10.13       | 86.2%            | 66.0%            | 42.1%             |
| 3. Felony arrest charges            | 7.43        | 84.4%            | 59.4%            | 32.3%             |
| 4. Felony charge convictions        | 2.96        | 74.5%            | 27.1%            | 3.0%              |
| 5. Delinquent arrest charges        | 12.73       | 81.5%            | 68.3%            | 52.7%             |
| 6. Delinquent charge adjudications  | 8.51        | 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%         |                  |                  |                   |

As Table 1 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. These descriptive statistics on the street group members’ juvenile and criminal records suggest that: 1) the CIRV Law Enforcement Team has effectively identified the most active repeat violent offenders in the city, and 2) targeting this small population of very active offenders has the potential to substantially reduce violence citywide.

Surveying this information with that gathered from the homicide review confirms that a very small segment of the total city population (less than 1%) is responsible for the majority of the violence (74% of homicides). This relationship is graphically displayed in Figure 3 below.

**Figure 3. Group Members Disproportionately Involved in Homicides**



Beyond knowing the individuals who comprise these groups, it was also necessary to compile information about the groups themselves. This information has been visually documented in two ways. First, the UC research team created citywide and district maps to display the geographical locations of street groups and their varying levels of violence. Second, the UC research team conducted a network analysis to display the relationships among these groups. These analyses are not included within this report due to the confidential nature of the highly sensitive intelligence information gathered.

### **DELIVERING THE MESSAGE**

Successful implementation of the CIRV process rests on: 1) providing meaningful and predictable consequences for individuals and their associates who perpetrate violence, 2) communicating these consequences to the offender population in an accurate and direct manner,

and 3) giving these consequences legitimacy by invoking the moral voice of the community to reject the violence. In practice, CIRV has used call-in sessions (i.e., offender notification meetings) as its primary vehicle of communication, though these sessions are also supplemented by other methods.

### **Call-in Sessions**

Since its implementation in April 2007, CIRV has held six call-in sessions across three days (July 31, 2007, October 3, 2007, and February 28, 2008). This section provides a general overview of the messages conveyed at the sessions. In the week prior to the sessions, individuals who were identified by the Law Enforcement Team as being part of a violent street group and under probation or parole supervision were notified in writing to attend a call-in session as a provision of their court supervision. Every effort was made to have these notifications hand-delivered by the supervisee's probation or parole officer.

The call-in sessions were held at the Hamilton County Courthouse and were attended by representatives from the CIRV law enforcement, services, and community strategy teams. When the probationers and parolees arrived at the courthouse, they were directed to a "staging area" where they were required to sign in. Here they received a packet from the U.S. Attorney's Office containing the federal sentencing guidelines for firearms violations of the criminal code, as well as a card with contact information for the Services Team. These individuals were then told to wait, creating a stir of curiosity among the supervisees, as they tried to figure out the purpose of the meeting. Once signed in, the supervisees were instructed by the Sheriff's Deputies to turn off their cell phones, take off their hats, and file into the other courtroom.

To convey the importance of these sessions, Judge John Andrew West, Hamilton County Court of Common Pleas, called a special session of court to order and called the docket, taking

attendance from the list of individuals mandated to appear based on their parole or probation supervision requirements. Judge West then closed the special session, turned the courtroom over to Dr. Victor Garcia and Chief Thomas Streicher, co-chairs of the Strategy Implementation Team, and left the courtroom.

In each call-in session, Dr. Garcia began the proceedings by vividly describing the impact of violence on the community, and the increasing number and severity of gun-shot victims that he has treated as a trauma surgeon at Cincinnati Children's Hospital and Medical Center (CCHMC). This dramatic introduction was followed by representatives from the Law Enforcement, Social Services, and Community Teams who communicated a message of nonviolence.

Chief Streicher followed with a message delivered in a paternal tone, noting that the new initiative was business, not personal. This style seemed to resonate with group members, some of whom noted that this approach differed from their customary negative perceptions of law enforcement. Members of the Law Enforcement Team informed the audience of the new law enforcement strategy. Specifically, the individuals were told that gun violence in Cincinnati committed by members of a violent group would attract the coordinated efforts of local, county, state, and federal law enforcement agencies. That is, not only will the individual directly responsible for gun violence (i.e., homicides) be pursued, but also the members of his group for any illegal activities. They were informed that there are resource limitations within the criminal justice system that preclude law enforcement agencies from pursuing every offender to the fullest potential of the law. However, individuals affiliated with groups that engage in violence would be prioritized. Space in the jail would be made available, plea bargains and other deals would not be made, probation and parole would be revoked, the U.S. Attorney would review

cases for federal prosecution, etc. In other words, the way of doing criminal justice business in Cincinnati has changed for those individuals who are affiliated with violent groups that engage in gun violence.

Following the delivery of the law enforcement message, representatives from the Services Team informed the audience that there would be a range of social services available for those individuals seeking to change their lives and transition out of the violent street life. All probationers and parolees were given a contact card or pamphlet when they signed in at the beginning of the session, and they were instructed to call the CIRV services number if they had a desire to change their lives. During this time, members of the Services Team emphasized that the service delivery process would be respectful and provide individuals with the support needed to change their lives, provided that they are truly willing to change their behavior. In addition, Cincinnati Human Relations Commission (CHRC) streetworkers spoke to the audience and assured them that they would be personal advocates to those who sought help by navigating individuals through the system and confirming that they are getting the help needed.

Finally, members of the community expressed the pain, loss, and fear created by violence. Specifically, parents who had lost their sons to violence told their stories, describing the deep pain that they carry with them daily and demonstrating to the audience what their parents will endure if they are murdered. Leaders from the faith community reminded the audience that they are better than the violence that they and their associates inflict. They demanded an end to the violence, but they coupled that demand with the hope that the audience would choose to transition to a healthy and productive lifestyle, rather than be pursued by the collective efforts of law enforcement. Ex-offenders spoke and invalidated the norms and excuses that supported their violent lifestyle: their enemies caught up with them; their associates turned

on them; serving long prison sentences was incredibly difficult; their friends did not visit them in prison; their siblings died from gun violence; their mothers endured unimaginable pain; their girlfriends and spouses left them; they missed seeing their children grow up; there was no glory in “the life,” only pain and regret.

In closing, the probationers and parolees were reminded of the message that the violence must stop and urged to take the following information back to their groups: 1) for the next homicide, every member of the group will be pursued to the fullest potential of the law, 2) there is help available – call the number, and 3) you are better than this – the violence must stop.

Appendix A includes an essay written by Michael Blass, Director of Law Enforcement Services at the Office of Criminal Justice Services (OCJS) who was an observer of the first call-in session. This essay eloquently captures this moving experience.

### **Attendance at Call-in Sessions**

Of the 401 individuals identified prior to the first call-in session, 76 (19%) were under parole or probation supervision. These 76 supervisees were notified to attend one of two call-in sessions on July 31, 2007; 55 (72%) of those notified attended. Of the 58 street groups identified prior to the July 31<sup>st</sup> sessions, 29 (50%) were represented at the call-in sessions: 23 of 37 (62%) high violence groups were represented, 6 of 14 (43%) medium violence groups were represented, and 0 of 7 (0%) low violence groups were represented.

Of the 643 individuals identified by the Law Enforcement Team prior to October 3, 2007, 112 (17.4%) were notified to attend one of two call-in sessions on October 3, 2007; 91 (81.3%) of those notified actually attended. Of the 67 groups identified known to law enforcement, 36 (53.7%) were represented at the October 3<sup>rd</sup> call-in sessions: 27 of 41 (65.9%) high violence

groups were represented, 9 of 19 (47.4%) medium violence groups were represented, and 0 of 7 (0%) low violence groups were represented.

Of the 701 individuals identified by the Law Enforcement Team prior to February 28, 2008, 184 (26.2%) were under probation or parole supervision. Of those under supervision, 154 of 184 (83.7%) were notified to attend one of the two call-in sessions; 114 of those actually notified (74.0%) attended a session. Of the 69 street groups identified at that time, 43 (62.3%) were represented at a call-in session. This included 32 of 43 (74.4%) high violence groups, 9 of 19 (47.4%) of medium violence groups, and 1 of 7 (14.3%) low violence groups.

Collectively, the six call-in sessions across three days has communicated the CIRV message to 173 individuals in total (74 individuals attended more than one session). Of the 69 violent groups identified in the City of Cincinnati, representatives from 50 groups have attended call-in sessions, including 38 of 43 (88.4%) high violence groups, 11 of 19 (57.9%) medium violence groups, and 1 of 7 (14.3%) low violence groups.

A fourth round of call-in sessions is scheduled for June 2008. At these sessions, probationers and parolees will be updated about CIRV, enforcement actions taken against specific groups involved in homicides will be reviewed, and individuals will again be told there is help available for those who want to transition to a different life. Individuals who were in their seats just months ago but are now working with CIRV services will also speak at the sessions.

### **Beyond the Call-in**

Because the call-in sessions cannot reach the entire target audience, CIRV explored various other communication vehicles for delivering the CIRV message. Immediately following the call-in sessions on July 31, 2007, a radio bulletin was played every hour for a full day on

101.1 the WIZF, a local hip-hop radio station popular among CIRV's target audience (see Appendix B for a copy of that bulletin).

Following the second set of call-in sessions on October 3, 2007, CIRV's Strategy / Implementation Team decided to use CPD officers to communicate the CIRV message to those groups who had yet to be represented at a call-in session. A select group of officers in each district made contact with a majority of the remaining groups (7 high violence groups, 4 medium violence groups, and 3 low violence groups). The purpose was to inform them of the new law enforcement strategy, as well as demonstrate to these groups that the police know their identities and their associates. In addition, the officers collected data on the amount of information these groups knew about CIRV when they were first approached. Once analyzed, this will shed light on whether the group networks are viable paths of communication.

Collectively through both CPD outreach and the six call-in sessions, 60 of 69 (87.0%) identified groups heard the CIRV message. This included 42 of 43 (97.7%) high violence groups, 15 of 19 (78.9%) medium violence groups, and 3 of 7 (42.9%) low violence groups. Of the nine groups that have not heard the message directly, only one is a high violence group.

### **DELIVERING ON THE PROMISES**

As previously noted, successful implementation of CIRV rests not only on articulating the new consequences for being involved with a group responsible for a homicide, but also delivering on the promises made during the call-in sessions. First, law enforcement must actually respond in a swift and certain manner to group-related homicides following the call-in sessions. Second, service providers must actually be prepared to meet the varied needs of those individuals who opt out of a violent lifestyle in exchange for social services. The following

section discusses the law enforcement response to group-related homicides and the service response to requests for help.

### **Response to Group Member Involved Homicides**

Following the 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 group member involved (GMI), meaning that the victim and/or suspect(s) were affiliated with a violent street group. As articulated at the call-in session, the Law Enforcement Team pursued not only the shooters in these homicides, but also other group members for any criminal activity in which they were engaged.

The resulting enforcement actions of four of the five groups were highlighted at the October 3, 2007 call-in sessions by Lieutenant Colonel James Whalen of CPD to demonstrate that the Law Enforcement Team was, in fact, implementing the group-focused enforcement plan in response to homicides in Cincinnati. This follow-up by the Law Enforcement Team was critical: they did exactly as promised, and then shared that information to other group members as an example of what will happen to them if they continue their affiliation with violent groups. This demonstrated that law enforcement efforts in Cincinnati had changed for members of violent groups. Individuals were told that if a member of their group commits a homicide, their related *and unrelated* criminal activities would become the focus of law enforcement. Lieutenant Colonel Whalen illustrated this fact by displaying posters with the enforcement actions taken against the shooters and their associates (see Appendix C).

Following the October 3, 2007 call-in sessions, Cincinnati experienced 3 homicides in October 2007, only one of which was group member involved. Law enforcement action was

taken on this group. Targeted enforcement on this group was highlighted during the February 28, 2008 call-in sessions. Anecdotal information from the streets suggested that violent group members did not believe that law enforcement officials knew who they were and, further, that they could / would not focus on groups. Therefore, the law enforcement component of this call-in session served to inform street group members that: 1) law enforcement does know who they are, and 2) the law enforcement team is systematically targeting groups whose members engaged in violence. This message was again delivered by Lt. Colonel Whalen of the Cincinnati Police Department and bolstered through a visual display of surveillance photos, the violent street groups network analysis, and the presence of 30 individuals at the sessions that were currently in law enforcement custody.

### **Response to Requests for Services**

It was also essential for the legitimacy of CIRV that the Services Team meet their promises regarding services available to the target population. To this end, the Services Team developed an intake process which ensures that individuals who contact CIRV: 1) are contacted by a streetworker within a short period of time to schedule an assessment, 2) meet the street group criteria for receiving CIRV services, 3) complete an assessment to determine needs, and 4) are assigned a streetworker. The CIRV client then works with his case manager and streetworker to develop a list of goals that will directly influence the services delivered and outcomes.

As the CIRV team moved from planning to operation, the role of the CHRC streetworkers was changed to accommodate the growing need for service delivery. Initially, the streetworkers 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. However, as the Services

Team developed, the CIRV team reallocated the use of the streetworkers to assist with service delivery. The streetworkers now function as personal advocates for those going through CIRV services, rather than strictly doing outreach on the streets.

Since the first set of call-in sessions on July 31, 2007, 209 individuals have contacted CIRV for services, and 176 have been engaged in the services program. Each of these individuals is assigned a personal CHRC streetworker and is taken through the CIRV services process at Cincinnati Works. Table 2 below documents the demographic information for CIRV clients. The average CIRV client is 28 years old, Black, male, and single. The majority (with information available) have children and felony records at assessment. Only 19% of these individuals attended a call-in session. All others heard about CIRV through some other mechanisms. This indicates that the CIRV message is successfully being distributed on the street to the population of interest through representatives at the call-in sessions, streetworkers, police, probation, and parole officers.

**Table 2. Description of Group Members Requesting Services (n=176)\***

|   | % of CIRV Clients |
|---|-------------------|
| Average age                             | 28.9 (years)      |
| Male                                    | 97.1%             |
| Black                                   | 98.3%             |
| Single                                  | 88.6%             |
| Have children                           | 69.1%             |
| Less than high school diploma at intake | 43.7%             |
| Unemployed at intake                    | 91.4%             |
| Felony record at intake                 | 88.3%             |
| Attended a call-in session              | 19.6%             |

\*Updated April 7, 2008. Information on all items is not available. Percentages reported are the valid percents.

As shown in Table 3 below, the overwhelming majority of CIRV clients were contacted by a CHRC streetworker within two days of their initial phone call, had an assessment scheduled within five days, and completed that assessment within 10 days.

**Table 3. Services Requested and Provided to CIRV Customers (N=176)\***

|  | Number of Clients | Percent of Total Clients |
|--|-------------------|--------------------------|
| Contacted by streetworker within 2 days of initial contact | 163               | 92.6%                    |
| Assessment scheduled within 5 days of initial contact      | 155               | 88.1%                    |
| Assessment completed within 10 days of initial contact     | 163               | 92.6%                    |
| Requested employment services                              | 172               | 97.7%                    |
| Requested education assistance                             | 98                | 55.7%                    |
| Attended support group                                     | 62                | 35.2%                    |
| Substance abuse treatment                                  | 7                 | 4.0%                     |
| Anger management   | 3                 | 1.7%                     |
| Housing assistance   | 18                | 10.2%                    |
| Counseling   | 2                 | 1.1%                     |
| Parenting assistance                                       | 48                | 27.3%                    |
| Transportation assistance                                  | 4                 | 2.3%                     |
| Mental health treatment                                    | 3                 | 1.7%                     |
| Health care assistance                                     | 5                 | 2.8%                     |
| Credit recovery assistance                                 | 2                 | 1.1%                     |

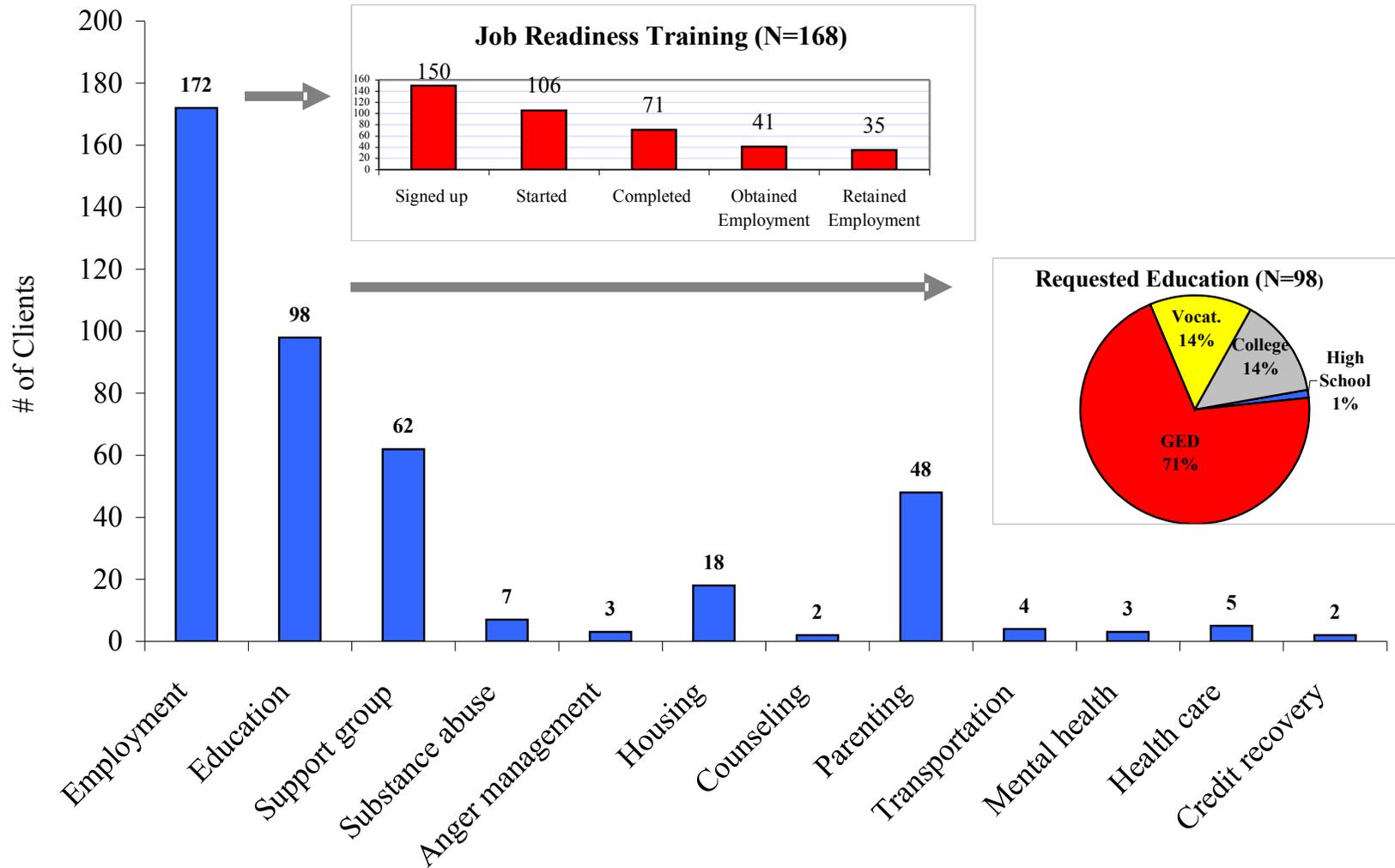
\*Updated April 7, 2008.

Table 3 also documents that nearly all of the CIRV clients requested employment services (98%), and a majority also requested education assistance (56%). Of the 98 CIRV clients that requested educational services, the majority (70%) were interested in obtaining a GED, while the remaining individuals requested assistance with high school (1%), vocational training (14%), and college (14%). Other services of interest included parenting assistance (27%) and housing assistance (10%). Over 35% also attended support group sessions. This information is visually displayed in Figure 4 below.

As illustrated in Figure 4 below, the overwhelming majority (87.2%) 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 71 individuals who have completed job readiness training, 41 have obtained employment, and 35 have sustained employment. It is expected that these numbers will continue to grow as the clients work their way through the Cincinnati Works process. In summary, the CIRV Service Team has experienced a level of success that is unparalleled to any other city engaging in a focused-deterrence violence reduction strategy. That is, the initial evidence suggests that the services component of CIRV has experienced more success in this short time period than any other known jurisdiction.

**Figure 4. CIRV Clients Services (N=176)**

Updated, April 7, 2008



## **HOMICIDE TRENDS**

Figure 5 below displays the number of homicides in Cincinnati from 1991 to 2007. Cincinnati experienced an average of 41.3 homicides per year from 1991-2000, a relatively low per capita compared to other large Ohio and regional cities. During this period, the highest year was 1991 with 57 homicides; the lowest was in 1998 with only 28 homicides recorded by CPD. Since 1998, homicides steadily increased, reaching a modern-day high of 89 homicides in 2006, with an average of 73.3 homicides per year from 2001 to 2006. In 2007, homicides declined to 68. This is the biggest single year decline in homicides since 1991.

**Figure 5. Homicides in the City of Cincinnati - 1991-2007**

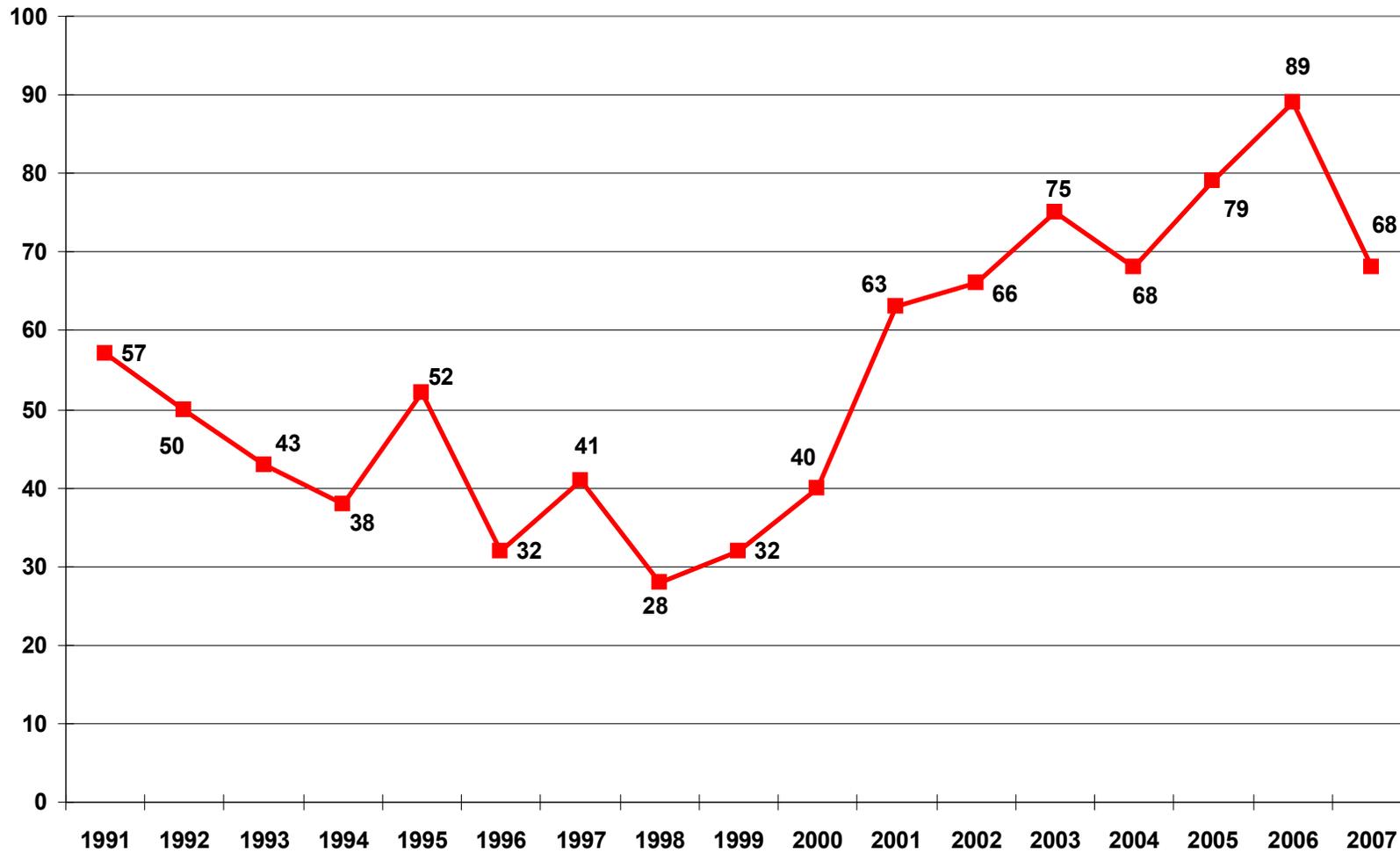
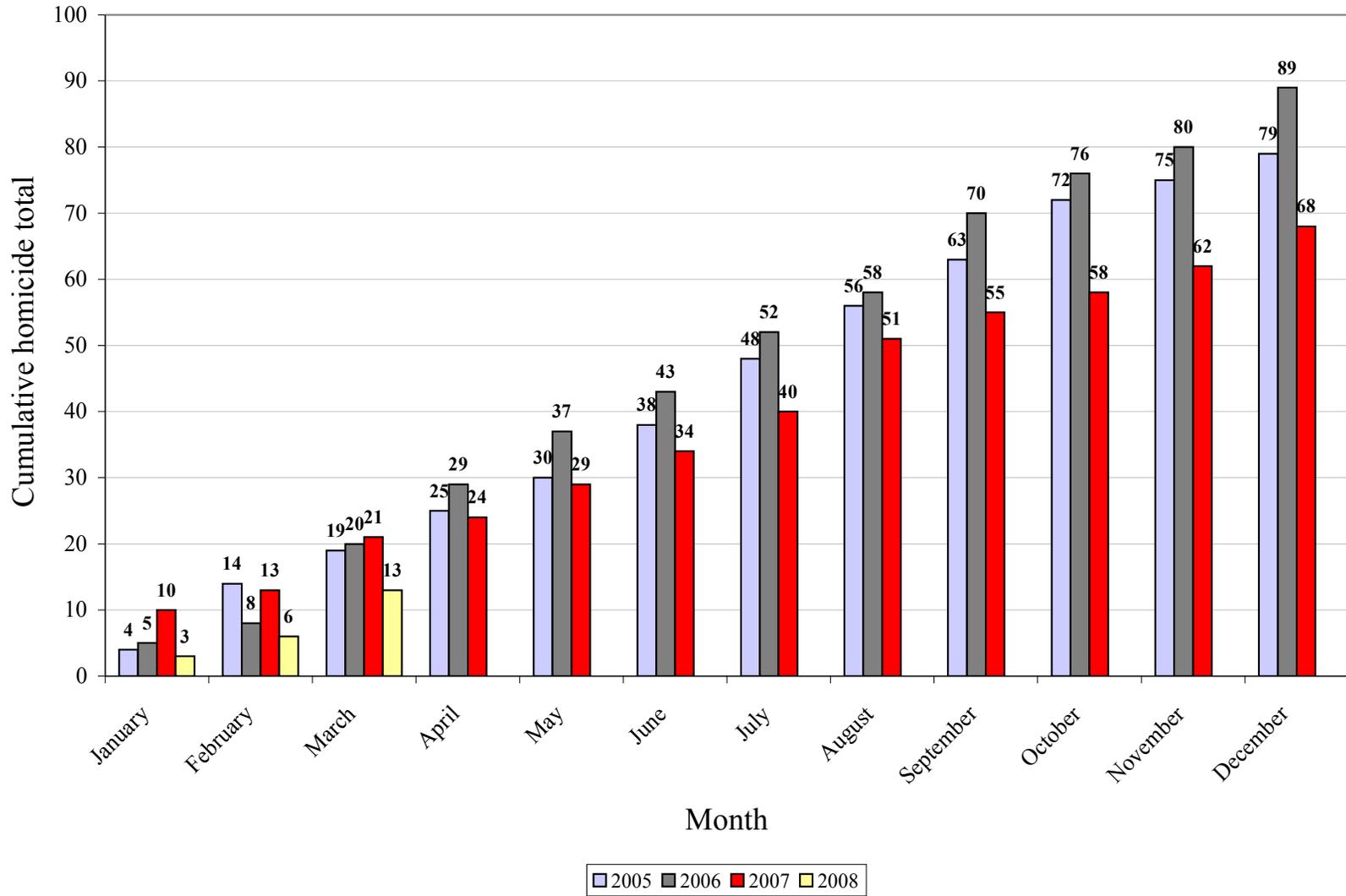


Figure 6 displays the monthly cumulative homicide totals (the figure for each month represents the yearly total to that date) in Cincinnati from 2005 to 2008. Cincinnati began to see a reduction in the cumulative homicide count in April 2007. As Figure 6 displays, this reduction in the cumulative total is attributed to lower (or equal) monthly homicide counts from March through July of 2007 compared to prior years. August 2007 produced eleven homicides, making it the worst month of the year with respect to the number of homicides. Despite this August spike, the yearly homicide total for 2007 was still substantially lower compared to the prior two years. In September 2007, the reduction in homicides compared to the previous year was 12% -- by the end of the year, the reduction in homicides compared to 2006 was 24%. In fact, the lower yearly homicide total of 2007 can be attributed in part to the reductions in homicide in the final quarter of the year. This significant reduction in homicides has continued into 2008. At the end of March 2008, homicides had declined 43% compared to the same time in 2007.

**Figure 6. Monthly Cumulative Homicide Totals in Cincinnati, 2005-2008**



Based on experiences in other jurisdictions implementing a focused-deterrence strategy, CIRV's impact would be expected to begin in earnest after the second call-in session (i.e., after Oct. 3, 2007). It is believed that at least two direct messages to the street groups are necessary before behavior on the street is altered. In addition, CIRV is specifically designed to impact gun-related violence in a target population: chronic violent offenders affiliated with street groups. Figure 7 below displays the most recent trends in homicides when victims are separated into two categories: 1) *Group Member Involved (GMI)* – displayed in red, and 2) *non-GMI* – displayed in gray. GMI homicides are those in which the victim, the offender(s), or both are known by the law enforcement team as affiliated with a violent street group. These homicides do not have to be committed by a group; rather they are identified as a GMI homicide if the victim and/or suspect is affiliated with a group (and therefore within our target population for violence reduction).<sup>1</sup> As displayed in Figure 7, in the months following the second call-in session (i.e., Oct. 2007 – March 2008) the number of GMI homicides has significantly decreased. While not definitive, this decrease is consistent with the expected reductions in violence commonly associated with this type of focused deterrence strategy. When the same six month period is compared across years (i.e., October 2007 – March 2008 compared to October 2006 – March 2007), there has been a 61% reduction in the number of GMI homicides. During this same time period, the non-GMI homicides (over which CIRV should have no effect) remained stable. This provides further early support that CIRV is contributing to the reduction in street group violence.

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<sup>1</sup> In some cases (particularly early in the investigation), the suspects are unknown. If the victim is not a known member of a street group and the suspect is unknown, the law enforcement team considers the following aspects of the incident to determine if the homicide should be classified as GMI: intelligence information, circumstances surrounding the incident, neighborhood / location / time of day of the incident, and the nature of the victim's behavior prior to the incident. Based on a totality of the circumstances, the law enforcement team determines whether a homicide meets the GMI-related criteria.

**Figure 7. Group Member Involved (GMI) Homicides in Cincinnati  
July 2006 - March 2008**

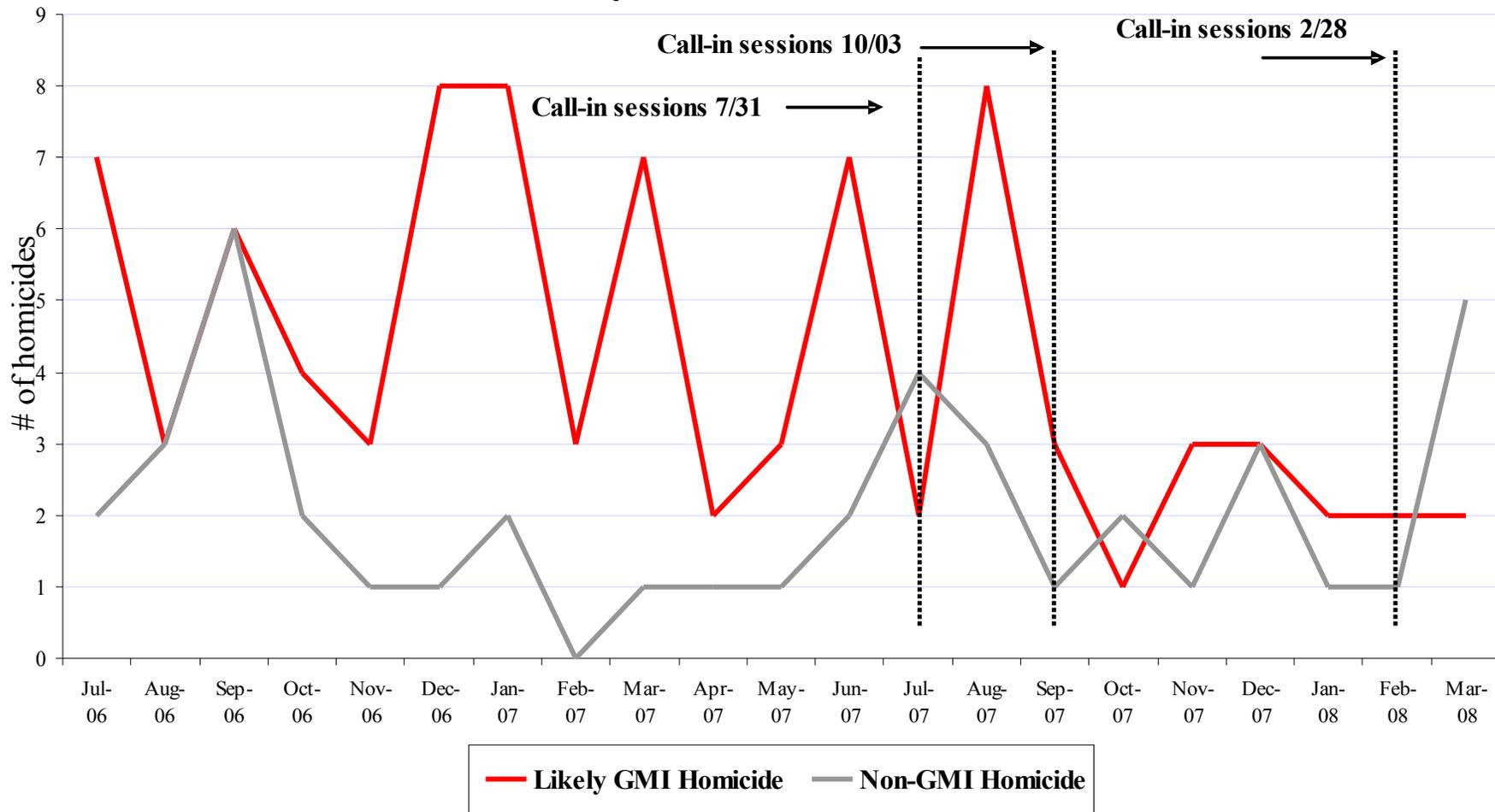
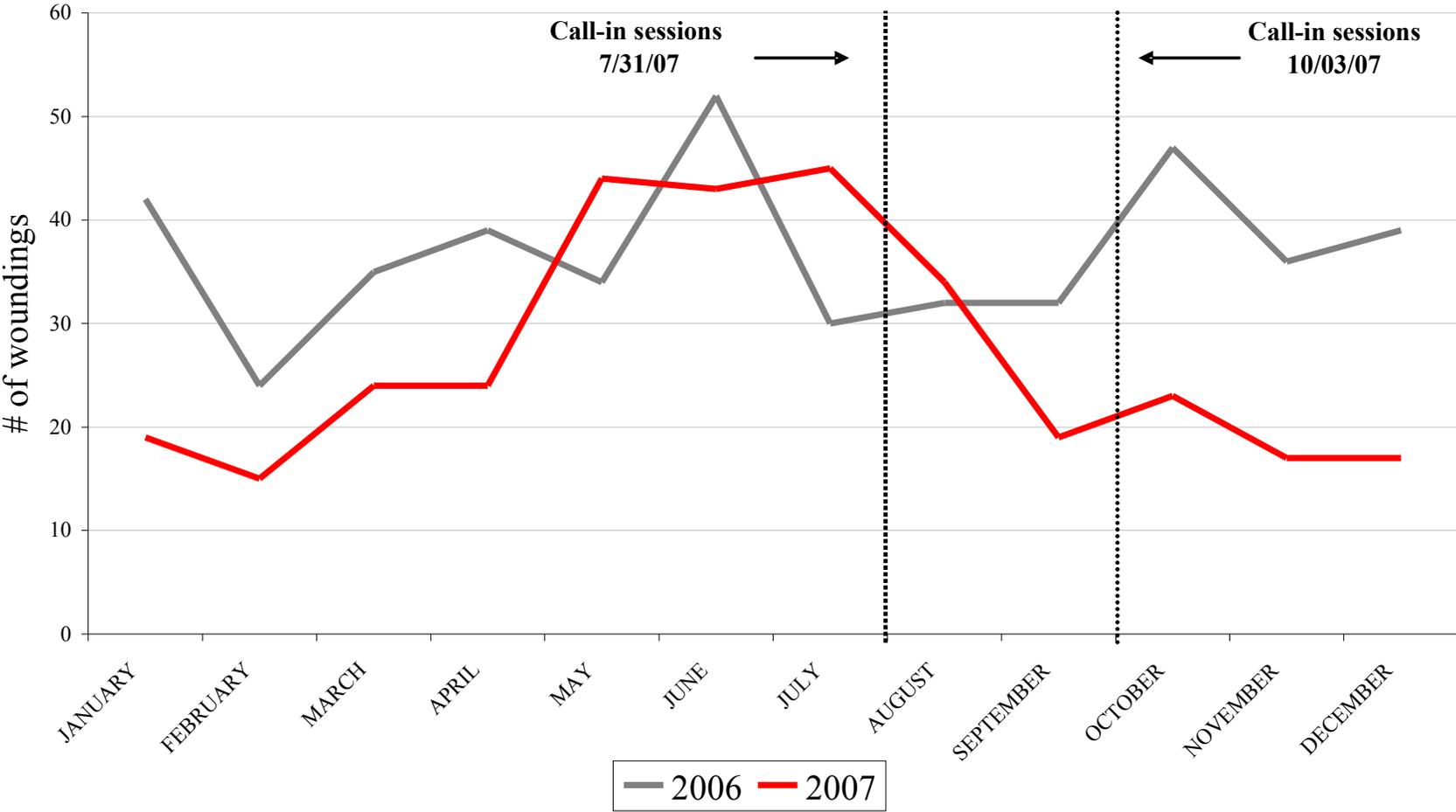


Figure 8 also displays a comparison of non-fatal shootings between 2006 (in gray) and 2007 (in red). As displayed, the last quarter of 2007 has experienced a sharp decline in the number of non-fatal shootings compared to the same months in the previous year. While this initial decline in homicides and non-fatal shootings in 2007 is encouraging, Cincinnati is still well above the average number of homicides and non-fatal shootings compared to the 1990s. As CIRV progresses, a more systematic evaluation of homicides and wounding related to the violent group networks will be conducted. Although promising, it is simply too early in the initiative to definitively determine CIRV's impact on gun violence in the city. As stated in the 2008 action plans listed below, CIRV will continue to conduct formal call-in sessions (scheduled for June 2008), along with informal and voluntary call-in sessions.

**Figure 8. Cincinnati Non-fatal Gunshot Wounds: 2006-2007\***



\*Excludes injuries sustained from BB, pellet, and paintball guns

## **ACTION PLANS – 2008**

Each of the four teams has recently drafted a series of action plans for 2008 in an effort to achieve the ultimate goal of immediate and sustained homicide reduction over time. The 2008 actions plans for each strategy team are detailed below.

### Law Enforcement Team 2008 Action Plans:

- Plan and conduct an “informal meeting” with those who have opted for services
- Plan and conduct a “voluntary” call-in in the community
- Complete police outreach to groups not reached in the call-ins
- Establish an organization and procedure within CPD to ensure new homicides are reviewed and acted upon if they warrant CIRV action
- Conduct a quarterly review of the need for a call-in; execute call-in as needed
- Maintain engagement of the Law Enforcement Team through quarterly updates with CIRV partners
- Update the network analysis annually
- Complete demographic data collection on the target population
- Explore a strategy to address the violent juvenile groups not previously addressed

### Services Team 2008 Action Plans:

- Increase engagement (i.e., the number of group members who engage in the program by completing the assessment process) by publicizing success stories (targeting credible role models/group leaders)
- Increase the success rate (i.e., the percent of those engaged who achieve sustained employment) by:
  - Improving the ability to track and retain in the program those who demonstrate interest, and
  - Continuing to increase participation in and quality of support groups and other key personal development services (e.g., substance abuse treatment, transportation, housing alternatives, parenting help, etc)
- Build system capacity by:
  - Increasing the number of employers committed to use CIRV program graduates
  - Funding/recruiting the additional streetworkers needed to achieve the strategy
  - Preparing a second “lead agency”

### Community Team 2008 Action Plans:

- Complete development of “the community moral voice message” and develop plans and management systems to deliver the message to key community stakeholder groups (e.g., neighbors of target groups, larger black community, broader community with applicable resources)

- Identify other “influentials” and engage them in their messaging role to various stakeholder groups
- Develop a tracking and reporting system to ensure that all relevant groups and individuals have been informed. Also include tracking and reporting of institutions to which we are targeting communications
- Develop visual aids marketing plan for use by the moral voice team to get the message out
- Develop and implement a plan to build street worker organization and individual capacity to further improve getting the message out, while mentoring those who have signed up for services
- Communicate directly to target-relevant parents, including a parents support group, and grandparents to help them deal with and talk to their children
- Develop and implement a plan to communicate to religious institutions in a way that enables them to help get the message out to the community and the target population

System Team 2008 Action Plans:

- Complete interim assessment of CIRV progress toward reducing homicides and shootings
- Renew University of Cincinnati Institutional Review Board approval
- Develop and implement the external communications plan
- Complete a sustainability assessment and select and enable priority action steps
- Develop and implement a scorecard system for tracking results for Goals and Measures
- Complete OGSM development, including 2008 priority action plans and institute quarterly reviews (covering one or two strategies each month)
- Design and implement a best practices system to capture the key work components of CIRV
- Develop an organized approach for expanding CIRV outside Cincinnati
- Conduct sustainability benchmarking visits with relevant cities that have preceded CIRV using the model
- Complete evaluations of CIRV homicides and shootings results, including both the absolute impact evaluation and the process evaluation to show how CIRV components have contributed to reductions

CIRV is also responsible for keeping key stakeholders and the community engaged in the initiative. This responsibility is met through the delivery of presentations and/or providing written updates to a wide variety of audiences (see Appendix D for a list of CIRV presentations delivered and currently scheduled for delivery). In addition, the team provides the city with monthly progress reports documenting the activities of the project generally, along with the separate efforts of the law enforcement, social services, and community teams. Finally, team

members have selectively engaged the media to continue to inform the public regarding our efforts. A listing of CIRV related interviews with televised, radio and printed media are listed in Appendix E.

### **SUMMARY**

In its first year of operations, CIRV has successfully implemented a multi-faceted, multi-agency, community-based effort to reduce homicides. A much better understanding of the reasons for killings in Cincinnati has been reached. The law enforcement partners have successfully delivered a strong message that the stakes for being involved in a killing have dramatically increased. Services partners have successfully demonstrated that members of high risk groups who seek to leave violence behind will be assisted in their efforts. Community partners have given strong messages that violence is no longer acceptable. And the systems partners have developed processes to ensure successful and continued implementation through establishing objectives, goals, and measures. All this has been associated with the largest decline in homicide in recent memory.

In the year to come these efforts will be strengthened to further decrease group-related homicides. CIRV continues to evolve and to incorporate new partners and resources. Finally, CIRV will work to consolidate and sustain efforts to keep homicides low in the years to come.

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## APPENDIX A

### ESSAY

#### Cincinnati Initiative to Reduce Violence

##### *The CIRV “Call-In”: Reflections on a Profound Experience*

**Written by: Michael Blass, Director of Law Enforcement Services  
Ohio Office of Criminal Justice Services  
August, 2007**

I saw something profound today.

I saw the same players and actors, those nameless, faceless people who make up the good guys and the bad guys and the ordinary guys in any community. They are all different from one another, but they are mirror images of the players and actors in communities all across this nation. They have roles to play, these good guys, bad guys and ordinary guys...and the roles are uniform and consistent throughout America’s communities. But today those roles were played to a different script.

I saw something profound today.

I watched the confused faces of those we commonly call the bad guys—angry young men, almost exclusively African-American, as they filed into a room full of criminal justice professionals, social service providers, and community members. I saw, with exceptional clarity, the fear in their eyes, the apprehension on their faces, soon replaced with seemingly awkward attempts to project confidence, indifference, in some cases, perhaps, hostility. But I saw angry, street-savvy young men who were caught off-guard and struggling to find a comfort zone in what must surely have felt to them like an artificial environment. As they settled into their seats they attempted to coax from within themselves a more comfortable demeanor while their genuine discomfort collectively and silently resounded across the room. These angry young men, used to being in control in the incredibly brutal environment of the mean streets, were noticeably off-balance and unsure of themselves.

That was profound.

I watched as the first speaker, Dr. Victor Garcia, stood and addressed the group. He was the first to deliver this simple message: “The violence—the killing and the shooting—must stop.” He provided startling statistics that supported his claim that black men killing black men has the potential to destroy the black race. He spoke of his personal experiences as a trauma surgeon saving, and losing, the lives of young men and women who are victims of violence. He told the angry young men that he loved them, that they have value to their community, and that they are better than their violent actions imply. It was clear that he wanted more for these familiar

strangers than they seemed to want for themselves. I saw a few angry faces soften, almost imperceptibly.

That was profoundly interesting.

I watched as law enforcement, prosecutors, social service providers, and community members addressed the angry young men, most of whom were attentive if for no other reason than to satisfy their curiosity. The speakers talked about consequences resulting from remaining in a violent lifestyle, but they spoke just as eloquently and passionately—perhaps more so—about how to exit the cycle of violence. They offered assistance, and expressed feelings of personal faith, community hope, and love for the angry young men. I saw the faces of a few young men appear slightly less angry. I saw a few young men choke back tears. I saw in the eyes of a couple of young men the tears of a painful existence—the tears that come from the realization that reality and truth have just intersected within one’s consciousness; perhaps tears reflecting a recognition that they could dare to be hopeful about their future. I saw one young man raise his shackled hands above his head and exclaim “I never knew there was this much love out there... seriously, I never knew it.” I saw several young men openly express a desire for respite from the pressures of their violent lifestyle. With a shrug of his shoulder, feigning nonchalance, one of the most angry young men said “I’d like to change because I’m getting older and I’d like to get away from the violence.” Nobody argued for the status quo. Not one young man tried to justify violence, or argue that change was impossible, futile, or that their situation was hopeless.

That is profoundly surprising.

I watched mothers bravely balance their own personal anger and grief on the scales of hope as they tearfully and painfully explained how their sons were murdered and how these murders have affected them, their families, and their communities. I heard mothers describe their experience of emotional survival in the company of the misery that comes with a parent outliving a child. I saw a few young men swallow hard and look away—but they couldn’t stop listening and couldn’t find a suitable distraction to escape the brutality of the truth these women spoke. I saw mothers speak through tears, and I saw young men hang their heads, stare at the ceiling, or simply sit with eyes transfixed on these fearless and charitable women as their words cut mercilessly through the room.

That is profoundly different.

I watched the faces of the law enforcement officers assigned to accompany the young men. I saw a subtle, yet measurable change on their faces as well. Over the course of a couple of hours, their facial expressions changed from those of cynicism or polite boredom to attention and curiosity. In a couple of instances, I saw those public servants struggle to control their emotions, just as I was. I suspect that those law enforcement officers, like me, have had their moments of living the lives of angry young men, too, albeit from a different vantage point than those they were there to protect or guard. Too much anger leads to many harmful emotions, the most common among the protectors probably being best described as hopeless exhaustion. Regardless of our politics or our propensity for honest introspection, somewhere within us we all seek unity and healing. Long ago we grew weary of living through the experiences of angry young men dying at our feet. I

believe I saw recognition in the expressions of those law enforcement officers that maybe there are solutions to what we may have considered insolvable problems. Perhaps the seeds of change were planted in the fertile soil of public service today.

That is profoundly refreshing.

I saw former gang members, convicted murderers, drug dealers—those reformed men and women who now reach out to others as their penance for what they've taken in a previous, unrepentant life—speak passionately and eloquently, pleading with the young men to take the help being offered. I saw some of these former criminals weep for the soon-to-be lost young men, and maybe in some way for themselves, and then be embraced by society's elite, both literally and figuratively. The young men saw that, too, and I suspect the significance of that solitary, sincere, and meaningful demonstration of community was not lost on them. And I saw the change that is coming.

It is profound change.

I walked away from this experience transformed from an observer to a participant, born of a renewed sense of hope and the warmth of a newly sparked inner fire. I believe again—I believe that there is hope for the hopeless, healing for the angry, justice for the community. I believe that lives are being changed and will be changed. I believe that we—the community in its purest form and finest sense--will prevail, through the certain challenges and general messiness that human interactions create, through the inevitable setbacks, and the new obstacles that success itself will bring. We will prevail; we will be stronger, wiser, and more united as a community and, perhaps, eventually, as a people.

This experience was profoundly meaningful.

Michael Blass  
August, 2007

## **APPENDIX B**

### *RADIO NEWS BULLETIN*

#### **CINCINNATI INITIATIVE TO REDUCE VIOLENCE (CIRV)**

In breaking news...

A broad coalition of African-American community and neighborhood representatives from throughout Cincinnati announced a partnership with city, county, state and federal officials to put in place plans designed to significantly reduce gun violence here.

This “Cincinnati Initiative to Reduce Violence” has identified the street groups that are responsible for much of the violence.

Several dozen African-American neighborhood leaders and activists spoke to a number of group members in meetings today at the County courthouse. They delivered the message that the violence in our neighborhoods is out of control and that the community is demanding that it stop now.

"We value and care about our youth – and we have to protect our neighborhoods – for that reason we have to draw the line here and now. We are prepared to help those who are caught up in 'the life', if they are willing to step forward and seek help – but the shooting must end no matter what," said Reverend Calvin Harper. This message was echoed by many other community members during the meeting.

Group members were told about a new law enforcement strategy. Beginning immediately, the next time a member of a group kills anyone, not only will they be pursued for the murder but, in addition, any other members of their group involved in criminal behavior will be pursued. The coordinated resources of city, county, state, and federal law enforcement agencies will be brought to bear on the entire group.

A team of service providers communicated their commitment to help group members who want off the streets. Education, mentoring, treatment and employment services are being made available to those who want to change their lives for the better.

"The community has spoken. The violence is intolerable," said Mayor Mark Mallory with council members at his side. “That message is being delivered to those who need to hear it most. We have put together the resources that can help those who want to pursue employment, as an alternative to a life scarred by illegal and violent behavior. Those who continue the shooting will be dealt with swiftly from this point forward. The community will accept nothing less than this.”

**APPENDIX C:**  
**CIRV GROUP LAW ENFORCEMENT ACTION**

## CIRV ARRESTS: "COTTI BOYS"



**Kelly Dority-Trapp**



**Robert  
Jeter**



**Nathaniel  
Mack**



**Seandell  
McCrary**



**Norman  
Dewberry**



**Hasani  
Reid**



**Christopher  
Rozier**



**Jason  
Hendrix**



**Kelley  
Williams**



**Deandre  
Richardson**



**Eugene  
Sweeten**



**Willie  
Erkins**

## CIRV ARRESTS: "DOWN THE WAY"



**Virgil Bishop**



**John Hurt**



**Alex Collins**



**Damon Ward**



**Bryan Conyers**



**Lloyd Baker**



**Dakota Smith**

**CIRV ARRESTS: "A-1"**



**John Olagbemiro**



**Rayshawn Phillips**



**Jovaun McCrary**

**CIRV ARRESTS: "1200 CHAPEL"**



**Lamar Dodds**

# FAY APARTMENTS HOMICIDE



STYLES HUMMONS  
(ARRESTED FOR MURDER)



LARRY HALL  
(SHOOTER/ DECEASED)



WESLEY GILL  
(SHOOTER/ARRESTED  
FOR MURDER)



(GETAWAY DRIVER/  
WANTED)



ERIC BRIGGINS  
(DECEASED)



JONATHAN AUSTIN  
(ARRESTED FOR  
DRUG TRAFFICKING/  
DRUG POSSESSION)

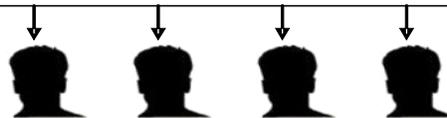


CHRISTOPHER WRIGHT  
(ARRESTED FOR CCW/  
WEAPON UNDER DISABILITY)



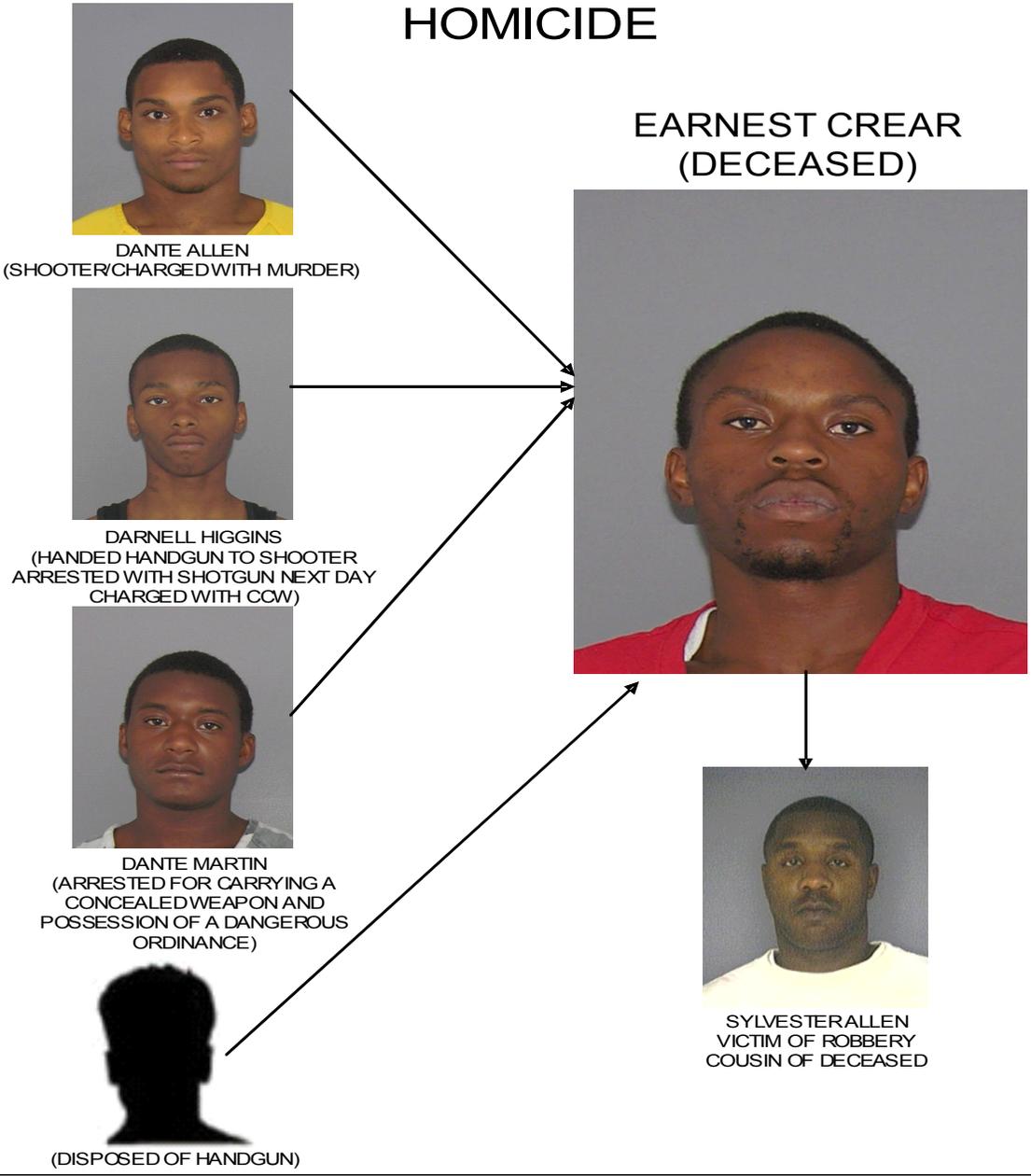
ALLEN STEED  
(ARRESTED FOR  
DRUG TRAFFICKING)

KNOWN ASSOCIATES



FOUR OTHERS ARRESTED FOR PUBLIC NUISANCE

# PEACE BOWL FOOTBALL GAME HOMICIDE



# RICHWELL COURT HOMICIDE



ROBERT MACK  
(ARRESTED AND INDICTED  
FOR MURDER)



SHON WALLER  
(ARRESTED AND INDICTED  
FOR MURDER)



DANIEL WALKER  
(DECEASED)



ANTHONY WILHITE  
(INDICTED FOR MURDER)



COREY BROWN  
(INDICTED FOR MURDER)

# Kendall Dudley Homicide/ Boudinot Ave.



ROBERT TAYLOR  
(ARRESTED AND  
INDICTED FOR  
MURDER AND  
AGGRAVATED RIOT)



KENDALL DUDLEY  
(DECEASED)



KENNETH BAILY  
(CHARGED WITH  
AGGRAVATED RIOT/  
INDICTMENT FOR MURDER  
IS PENDING)



DANIEL "MATT" RUEHL  
(INDICTED FOR  
AGGRAVATED RIOT)



DURRELL CLAY  
(INDICTED FOR  
AGGRAVATED RIOT)

KNOWN ASSOCIATES

## **APPENDIX D:**

### **CIRV Presentations**

- Engel, R. S. Cincinnati Initiative to Reduce Violence (CIRV). Presentation delivered to the Uptown Consortium Executive Board, Cincinnati, OH, February 21, 2007.
- Engel, R. S. Cincinnati Initiative to Reduce Violence (CIRV). Presentation delivered to the Cincinnati Children's Hospital and Medical Center Board of Directors, Cincinnati, OH, April 20, 2007.
- Engel, R. S., Garcia, V. Cincinnati Initiative to Reduce Violence (CIRV). Presentation delivered to the Cincinnati Gang Initiative Group, Cincinnati, OH, April 24, 2007.
- Baker, S. G., Kennedy, D. A. Cincinnati Initiative to Reduce Violence (CIRV) Community Forum, Cincinnati, OH, April 30, 2007.
- Baker, S. G., Cincinnati Initiative to Reduce Violence (CIRV). Participation in Out of the Crossfire Town Hall Meeting, Cincinnati, OH, May 2, 2007.
- Engel, R. S. Cincinnati Initiative to Reduce Violence (CIRV). Presentation delivered to the MARCC Delegates Council, Cincinnati, OH, May 9, 2007.
- Baker, S. G., Garcia, V. G. Cincinnati Initiative to Reduce Violence (CIRV). Presentation delivered to Cincinnati Children's Medical Hospital Center Community Leaders, Cincinnati, OH, May 29, 2007.
- Baker, S. G., Cincinnati Initiative to Reduce Violence (CIRV). Presentation delivered to Cincinnati City Council: Law and Public Safety Committee, Cincinnati, OH, June 5, 2007.
- Engel, R. S. Cincinnati Initiative to Reduce Violence (CIRV). Presentation delivered to the Ohio State Attorney General's Office Staff, Cincinnati, OH, June 29, 2007.
- Engel, R. S., Baker, S. G. Cincinnati Initiative to Reduce Violence (CIRV). Presentation delivered to the Friends of the Collaborative, Cincinnati, OH, July 19, 2007.
- Streicher, T., Garcia, V., Ross, S., Spector, A., Engel, R. S., Kennedy, D. M., Tillyer, M. S. Cincinnati Initiative to Reduce Violence. Presentation delivered to the Ohio Association of Chiefs of Police 2007 Annual Conference, Cincinnati, OH, August 1, 2007.
- Engel, R. S., Tillyer, M. S. Cincinnati Initiative to Reduce Violence (CIRV). Presentation delivered to the Uptown Consortium Public Safety Committee, Cincinnati, OH, August 8, 2007.
- Engel, R. S., Baker, S. G. Cincinnati Initiative to Reduce Violence (CIRV). Presentation delivered to the CIRV Governing Board, Cincinnati, OH, August 14, 2007.
- Baker, S. G., Garcia, V.G. Cincinnati Initiative to Reduce Violence (CIRV). Presentation delivered to National Association for the Advancement of Colored People (NAACP) Board of Directors, Cincinnati, OH, August 16, 2007.

- Engel, R. S., Tillyer, M. S., Baker, S. G., Whalen, J. Cincinnati Initiative to Reduce Violence (CIRV). Presentation delivered to the Columbus Police Department, Columbus, OH, September 11, 2007.
- Baker, S.G. Cincinnati Initiative to Reduce Violence (CIRV). Presentation delivered to Youth Incorporated, Cincinnati, OH, September 26, 2007.
- Baker, S. G., Whalen, J., Engel, R. S. Cincinnati Initiative to Reduce Violence (CIRV). Presentation delivered to the Cincinnati Police Department Annual Leadership Retreat, Cincinnati, OH, October 9, 2007.
- Baker, S. G. Cincinnati Initiative to Reduce Violence (CIRV). Presentation delivered to the City of Cincinnati Mayor's Young Professionals Kitchen Cabinet, Cincinnati, OH, October 10, 2007.
- Baker, S. G., Engel, R. S. Cincinnati Initiative to Reduce Violence (CIRV). Presentation delivered to the Urban League of Greater Cincinnati Board of Directors, Cincinnati, OH, October 18, 2007.
- Engel, R. S., Whalen, J. & Love, R. Cincinnati Initiative to Reduce Violence (CIRV). Presentation delivered to the Cincinnati City Council: Law and Public Safety Committee, Cincinnati, OH, October 23, 2007.
- Baker, S. G., Whalen, J., Engel, R. S. Cincinnati Initiative to Reduce Violence (CIRV). Presentation delivered to Scotland Yard Officials, Cincinnati, OH, October 29, 2007.
- Engel, R. S., Whalen, J., Skubak, M. 2007. *Executive Summary of the Cincinnati Initiative to Reduce Violence (CIRV)*. Prepared for the Office of the State of Ohio Attorney General.
- Baker, S. G., Ross, S. 2008. Cincinnati Initiative to Reduce Violence (CIRV). Presentation delivered to New Friendship Baptist Church, Cincinnati, OH, January 9, 2008.
- Garcia, V. Cincinnati Initiative to Reduce Violence (CIRV). Presentation delivered to Alpha Delta, Cincinnati, OH, January 26, 2008.
- Ross, S. Cincinnati Initiative to Reduce Violence (CIRV). Presentation delivered at the CHRC Community Forum, Drake Hospital, Cincinnati, OH, January 29, 2008.
- Garcia, V., Baker, S. G. Cincinnati Initiative to Reduce Violence (CIRV). Presentation delivered at the UC/YWCA Community Forum, Freedom Center, Cincinnati, OH, January 29, 2008.
- Baker, S. G., Whalen, J., Ross, S. Cincinnati Initiative to Reduce Violence (CIRV). Presentation delivered to Cincinnati Neighborhood Summit, Cincinnati, OH, February 16, 2008.
- Engel, R. S. Cincinnati Initiative to Reduce Violence (CIRV). Presentation delivered to UC / Uptown Consortium, community partners luncheon featuring Dr. Steven Covey, Cincinnati, OH, February 18, 2008.
- Garcia, V. Cincinnati Initiative to Reduce Violence (CIRV). Presentation delivered at YWCA open house, Cincinnati, OH, February 25, 2008.
- Engel, R. S., Baker, S. G., Whalen, J., & Kennedy, D. Cincinnati Initiative to Reduce Violence (CIRV).

Presentation delivered to Hamilton County Juvenile Court, Cincinnati, OH, February 27, 2008.

Engel, R. S., Streicher, T. H., Baker, S. G., Whalen, J., Spector, A. 2008. Cincinnati Initiative to Reduce Violence (CIRV). Panel at the Academy of Criminal Justice Sciences Annual Meeting, Cincinnati, OH, March 14, 2008.

Whalen, J. Cincinnati Initiative to Reduce Violence (CIRV). Presentation delivered the Birmingham, AL Crime Forum, March 3, 2008.

Engel, R. S. 2008. Cincinnati Initiative to Reduce Violence (CIRV). Presentation delivered to University of Cincinnati Board of Trustees, Cincinnati, OH, March 18, 2008.

Engel, R. S. Cincinnati Initiative to Reduce Violence (CIRV). Presentation delivered to the MARCC Delegates Council, Cincinnati, OH, April 9, 2008.

**APPENDIX E:  
Media Reports on CIRV**

| <b>Date</b> | <b>Article Name / Topic</b>   | <b>Media Type</b> | <b>Media Source</b>     |
|-------------|---|-------------------|-------------------------|
| 12/28/2006  | War on Crime May Go 'Holistic'  | Newspaper         | The Cincinnati Post     |
| 12/29/2006  | Expert: City Can Reduce Crime   | Newspaper         | The Cincinnati Post     |
| 12/30/2006  | Sheriff Willing to Back Gun Plan  | Newspaper         | The Cincinnati Post     |
| 1/3/2007    | Pepper: Crime No. 1 Priority  | Newspaper         | The Cincinnati Enquirer |
| 1/16/2007   | Kennedy Plan Isolates the Violent Few   | Newspaper         | The Cincinnati Post     |
| 1/18/2007   | Effort to Stem Gun Violence Touted  | Newspaper         | The Cincinnati Post     |
| 1/18/2007   | Just Ask People to Stop Killing   | Newspaper         | The Cincinnati Enquirer |
| 2/2/2007    | Cincinnati Takes New Approach in Fighting Violent Crime   | TV                | WXIX - Channel 19       |
| 2/27/2007   | Maintaining Her Vigil   | Newspaper         | The Cincinnati Enquirer |
| 3/4/2007    | Mayor Mallory and City Council Approve Contract for Youth Violence Program                      | New Release       | Mayor's office          |
| 3/15/2007   | Boston Project Starts Here, Council Decides   | Newspaper         | The Cincinnati Enquirer |
| 3/15/2007   | New Initiative to Stop Violence   | TV                | WCPO - Channel 9        |
| 3/23/2007   | Politics Extra: No Boston for Cincinnati?   | Newspaper         | The Cincinnati Enquirer |
| 3/25/2007   | Fighting the Crimes that Hurt Worst   | Newspaper         | The Cincinnati Enquirer |
| 3/25/2007   | Attacking the Core: Can Cincinnati use Boston's Targeting Strategy to Reduce Its Homicide Rate? | Newspaper         | The Cincinnati Enquirer |
| 3/27/2007   | Bates Runs for Council on Safety Issues   | Newspaper         | The Cincinnati Enquirer |
| 3/30/2007   | Another Dial-An-Expert? To Fight Crime, Just Dial 9-1-1   | Newspaper         | The Cincinnati Enquirer |
| 4/4/2007    | City OK's Funds for Anti-Violence Plan  | Newspaper         | The Cincinnati Enquirer |
| 4/4/2007    | Boston Plan Up for a Vote   | Newspaper         | The Cincinnati Enquirer |
| 4/4/2007    | UC Experts Set to Help City Fight Rising Homicide Problem                                       | Web Article       | UC News                 |
| <b>Date</b> | <b>Article Name / Topic</b>   | <b>Media Type</b> | <b>Media Source</b>     |

|             |  |                   |                         |
|-------------|--|-------------------|-------------------------|
| 4/4/2007    | Cincinnati City Council to Approve Violence Reduction Contract                     | TV                | WCPO - Channel 9        |
| 4/4/2007    | City Council Approves Contract for New Anti-Violence Program                       | Radio             | WVXU - 91.7 FM          |
| 4/4/2007    | Money Approved for City's Anti-Violence Initiative                                 | TV                | WCPO - Channel 9        |
| 4/5/2007    | Mayor Mallory and City Council Approve Contract for Youth Violence Program         | Web Article       | The Cincinnati Beacon   |
| 4/5/2007    | "Boston Plan" is Endorsed by Full Council  | Newspaper         | The Cincinnati Enquirer |
| 4/8/2007    | New City Plan Makes Safety Job One   | Newspaper         | The Cincinnati Enquirer |
| 4/8/2007    | Trauma Doctor Digs in for Battle   | Newspaper         | The Cincinnati Enquirer |
| 4/9/2007    | Cincinnati tries new way to stop gun violence                                      | Newspaper         | The Associated Press    |
| 4/10/2007   | Redouble Efforts to Reduce Gun Violence  | Newspaper         | The Cincinnati Enquirer |
| 4/10/2007   | New aim: Stopping violence   | Newspaper         | The Cincinnati Enquirer |
| 4/21/2007   | Tough Love vs. Violent Crime   | Newspaper         | The Cincinnati Enquirer |
| 4/22/2007   | Community called key to preventing crime   | Newspaper         | The Cincinnati Enquirer |
| 4/23/2007   | Group offers 'likely-killers' list   | Newspaper         | The Cincinnati Enquirer |
| 4/23/2007   | Activists Tout List Of 1,500 Dangerous Criminals In Cincinnati                     | TV                | WCPO - Channel 9        |
| 4/25/2007   | Mallory says list makes it hard for ex-criminals to go straight                    | Newspaper         | The Cincinnati Enquirer |
| 4/29/2007   | Proactive Crime-Prevention Effort Deserves a Try, not Scorn                        | Newspaper         | The Cincinnati Enquirer |
| 5/23/2007   | Collaborative Agreement Has Helped City, Deserves Consideration for Being Extended | Newspaper         | The Cincinnati Enquirer |
| 5/27/2007   | Lincoln Ware interview with Dr. Victor Garcia                                      | Radio             | WDBZ-AM 1230            |
| 5/30/2007   | Some Good News on Crime: It's Down   | Newspaper         | The Cincinnati Enquirer |
| 6/16/2007   | Collaborate Some More  | Newspaper         | CityBeat                |
| 7/18/2007   | Connecting with Council  | News Article      | Cincinnati.com          |
| 8/1/2007    | Violent Offenders Given Message: This Must Stop                                    | Newspaper         | The Cincinnati Post     |
| <b>Date</b> | <b>Article Name / Topic</b>  | <b>Media Type</b> | <b>Media Source</b>     |
| 8/1/2007    | City Launches CIRV   | Web Article       | The Cincinnati Beacon   |

|             |   |                   |                         |
|-------------|---|-------------------|-------------------------|
| 8/1/2007    | Cincinnati Initiative to Reduce Violence Launched                           | TV                | WKRC - Channel 12       |
| 8/1/2007    | City Officials Launch Strategy to Fight Crime                               | TV                | WKRC - Channel 12       |
| 8/3/2007    | City Starts Initiative to Cut Violence                                      | Newspaper         | The Cincinnati Post     |
| 8/5/2007    | Newsmakers - Part 1   | TV                | WKRC - Channel 12       |
| 8/8/2007    | City's Anti-Violence Plan Moves Forward Slowly                              | TV                | WLWT - Channel 5        |
| 8/12/2007   | Newsmakers - Part 2   | TV                | WKRC - Channel 12       |
| 8/13/2007   | Interview with Councilman Cecil Thomas and Robin Engel                      | TV                | WLWT - Channel 5        |
| 8/13/2007   | Lincoln Ware interview with Councilman Cecil Thomas and Reverend Pete Mingo | Radio             | WDBZ-AM 1230            |
| 8/13/2007   | Avondale Neighbors Vow To Find A Way To Quell Violence                      | TV                | WCPO - Channel 9        |
| 8/14/2007   | Mayor: Peace Bowl Killing 'Unspeakable'                                     | Newspaper         | The Cincinnati Enquirer |
| 8/14/2007   | Killing Won't End Peace Bowl  | Newspaper         | The Cincinnati Enquirer |
| 8/15/2007   | Use Peace Bowl to End Violence  | Newspaper         | The Cincinnati Enquirer |
| 8/15/2007   | Avondale sad, resolute  | Newspaper         | The Cincinnati Enquirer |
| 8/16/2007   | Regina Russo interview with Councilman Cecil Thomas and Stan Ross           | TV                | WXIX - Channel 19       |
| 8/17/2007   | Interview with Dr. Victor Garcia and Marilyn Johnson                        | Radio             | WXU-FM 91.7             |
| 8/17/2007   | Interview with Greg Baker   | TV                | WKRC - Channel 12       |
| 8/17/2007   | Making Progress Against Violence  | Newspaper         | The Cincinnati Enquirer |
| 8/19/2007   | Interview with Greg Baker   | TV                | WLWT - Channel 5        |
| 8/22/2007   | Nearby violence mars Peace Bowl, Citizens rally to take back streets        | Newspaper         | The Cincinnati Herald   |
| 8/27/2007   | Herald Exclusive: The Rules Have Changed                                    | Newspaper         | The Cincinnati Herald   |
| 8/27/2007   | Probation goes on patrol  | Newspaper         | The Cincinnati Enquirer |
| <b>Date</b> | <b>Article Name / Topic</b>   | <b>Media Type</b> | <b>Media Source</b>     |
| 9/1/07      | CIRV Introduced to Help Offenders Seek Reform                               | Newsletter        | Mayor Mark Mallory      |
| 9/2/2007    | Suspects sought in double homicide  | Newspaper         | The Cincinnati Enquirer |

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|---------------------|--|-------------|--------------------------|
| 9/5/2007            | Cincinnati Kicks off New Anti-Violence Plan  | TV          | WXIX - Channel 19        |
| 10/3/2007           | Interview with Councilman Cecil Thomas and Ross Love                                       | TV          | WLWT - Channel 5         |
| 10/5/2007           | Initiative to Reduce Violence Shows Success  | TV          | WKRC - Channel 12        |
| 10/6/2007           | Cincinnati Matters (with Cecil Thomas)   | TV          | WXIX - Channel 19        |
| 10/18/2007          | From Crips to Christ - how one bullet changed one man's direction                          | Newspaper   | The Cincinnati Enquirer  |
| 10/25/2007          | A little about . . . Cecil Thomas  | Newspaper   | The Cincinnati Enquirer  |
| 10/31/2007          | Cincinnati shares its plan to stop the violence  | Newspaper   | The Cincinnati Enquirer  |
| 11/7/2007           | All members appear to retain jobs  | Newspaper   | The Cincinnati Enquirer  |
| 11/7/2007           | Qualls leads pack in absentee voting   | Newspaper   | The Cincinnati Enquirer  |
| 11/9/2007           | Interview with Carla McNeal, Aaron Pullens, Arthur Phelps, and Drew Cotton                 | Radio       | WAIF-FM 88.3             |
| 11/13/2007          | Program Aims to Curb Gun Violence, Interview with Donte Ingram, Stan Ross, and Drew Cotton | TV          | WLWT - Channel 5         |
| 11/17/2007          | Dohoney: Add fees, cut services  | Newspaper   | The Cincinnati Post      |
| 12/29/2007          | City homicide rate declines in '07   | Newspaper   | The Cincinnati Post      |
| 1/13/2008           | <i>Life is Good</i> Interview with Greg Baker and Robin Engel                              | Radio       | WMKV-FM 89.3             |
| 1/13/2008           | <i>Life is Good</i> Interview with Greg Baker and Robin Engel                              | Radio       | WAIF-FM 88.3             |
| 1/16/2008           | Prosecutor: Crime Plan Is Waste Of Money   | TV          | WLWT - Channel 5         |
| 2/5/2008            | 2008 State Of The City Speech  | TV          | WLWT - Channel 5         |
| 2/11/08-<br>2/12/08 | CIRV Call-In Session   | Newspaper   | The Cincinnati Enquirer  |
| 2/16/2008           | Programs help reduce violence  | Newspaper   | The Cincinnati Enquirer  |
| 2/16/2008           | Family Pleads For Suspect To Turn Himself In   | TV          | WCPO - Channel 9         |
| 3/4/2008            | Police Raid Over The Rhine, Bust Up Gang   | Web Article | WCPO – Channel 9         |
| 3/27/08             | Crackdown on West Side Crime   | Web Article | WKRC – Channel 12        |
| 4/9/2008            | Homicide Rate On Decline in City as Early Results Show CIRV's Impact                       | Web Article | University of Cincinnati |

4/11/2008

Hillary Sets Goal of Cutting Murder Rate in Half

Web Blog

[HillaryClinton.com](http://HillaryClinton.com)