

# Assessment of CU Fresh Start's Planning Phase and Readiness for Focused Deterrence Implementation

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# **Assessment of CU Fresh Start's Planning Phase and Readiness for Focused Deterrence Implementation**

**2017**

*Prepared by*  
Institution Builders, Inc.

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City of Champaign Community Relations Office

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**TABLE OF CONTENTS**

EXECUTIVE SUMMARY ..... 1

INTRODUCTION..... 2

DEVELOPMENT OF A COLLABORATIVE MULTI-AGENCY STEERING COMMITTEE ..... 9

IDENTIFICATION AND ANALYSIS OF THE CRIME PROBLEM ..... 12

ASSESSMENT OF THE STEERING COMMITTEE’S CAPACITY-BUILDING AND TRAINING NEEDS..... 19

LESSONS LEARNED FROM CALL-INS..... 21

CONCLUSION..... 24

ABOUT THE AUTHOR..... 26

REFERENCES ..... 26

APPENDIX A..... 28

APPENDIX B..... 29

APPENDIX C..... 31

APPENDIX D..... 38

## EXECUTIVE SUMMARY

The purpose of this report was to assess CU Fresh Start's (CUFS) progress toward completion of key focused deterrence planning phase components: the development of a collaborative multi-agency steering committee; identification and analysis of the crime problem; and assessment of the steering committee's capacity-building and training needs. Additionally, the report highlighted lessons the MDT learned related to the implementation of two call-ins.

This report used interviews with MDT members, observations of MDT meetings, review of documents from the Illinois Criminal Justice Information Authority (ICJIA) and the CUFS project specialist, and notes from meetings with the City of Champaign's CUFS grant team to answer the guiding research question: "to what extent has CUFS successfully developed an infrastructure that will support the implementation of its focused deterrence initiative?"

This assessment found that CUFS greatly strengthened its infrastructure during the planning phase in the following ways:

- ❖ The CUFS leadership has created a collaborative multi-agency steering committee (the MDT) that is comprised of a wide range of individuals who can make unique contributions to the committee's efforts.
- ❖ The crime problem has been identified, and several key factors related to the crime problem have been analyzed.
- ❖ The initiative has identified training and capacity-building needs through the VRAT assessment. The MDT plans to address these needs during the implementation phase.
- ❖ Members of CUFS have identified several important lessons learned related to process, target group, and access to services for call-ins that can serve as a guide for improving future call-ins.

This assessment also identified areas that can be further strengthened to improve the CUFS infrastructure. They include:

- ❖ Creating an internal communication organ;
- ❖ Defining initiative success and defining specific short-term and long-term goals;
- ❖ Revising the Memorandum of Understanding document and revisiting the MDT membership roster;
- ❖ Monitoring key factors related to the crime problem on an ongoing basis and crafting a different approach to understanding "why" the problem is occurring;
- ❖ Implementing a plan to improve the MDT's capacity based on recommendations suggested by the VRAT and MDT members; and
- ❖ Addressing some of the call-in-related issues such as designing a policy for sharing information about program participants' progress.

Based on this assessment, we conclude that CUFS is ready to implement its focused deterrence initiative. However, this report presented several areas for improvement and recommendations for making those improvements. If addressed, we believe these improvements will increase the likelihood of success during the implementation phase.

## INTRODUCTION

This report aims to contribute to the ongoing development and improvement of the CU Fresh Start Initiative (CUFS). To serve as a useful tool for members of the CUFS steering committee, this report assesses CUFS's readiness for continuing to implement its focused deterrence initiative, based on progress made during its planning grant phase from January through August 2017. This introduction section briefly presents: 1) overview of focused deterrence; 2) CUFS background; 3) assessment context; 4) assessment criteria; 5) assessment methodology; and 6) report overview.

### **Focused Deterrence**

Focused deterrence is a problem-oriented policing approach that aims to address a specific crime problem that has been deemed worthy of special attention. This policing approach differs from other policing approaches that address individual incidents rather than the collection of incidents connected to a specific crime problem (Cordner & Biebel, 2005). The rationale for focused deterrence is that many crime problems require targeted attention and targeted resources to be adequately addressed. By understanding a problem's causes and participants, and applying focused strategies with these causes and participants in mind, law enforcement can better aim to address the specific crime problem of focus (Kennedy, Braga, Piehl, & Waring, 2001; Scott, 2015).

Focused deterrence often involves the following components: 1) identifying the problem of interest; 2) forming a collaborative steering committee that includes individuals and groups from law enforcement, community organizations, and social service agencies; 3) analyzing the crime problem to determine patterns of, causes of, and participants in, the problem; 4) communicating with individuals causing the problem to warn that they should stop participating or they will face the harshest penalties possible; 5) providing resources to those involved in the crime who agree to stop engaging in the problem to take advantage of economic, educational, and other opportunities; 6) applying harsh penalties to those who continue to cause the problem; and 7) communicating regularly with those engaging in the problem to send the message that the crime problem cannot continue (Kennedy, Braga, Piehl, & Waring, 2001; McGarrell & Chermak, 2004; McGarrell et al., 2009; and McGarrell et al., 2013; Scott, 2017).

A host of initiatives and programs including Boston Ceasefire, Project Safe Neighborhoods, and the Indianapolis Violence Reduction Partnership, have adopted the focused deterrence approach, and more resources are being provided for such initiatives and programs to be developed in the future (Kennedy, Braga, Piehl, & Waring, 2001; McGarrell & Chermak, 2004; McGarrell, et al., 2009).

CU Fresh Start is a focused deterrence initiative. Like other focused deterrence initiatives, CUFS aims to use research to inform its ongoing development and improvement. Other focused deterrence initiatives have used research to: 1) identify and analyze the target crime problem; 2) identify individuals to participate in the initiative's programming; 3) measure perceptions of crime and policing approaches; and 4) assess initiative success (Kennedy, Braga, Piehl, & Waring, 2001; Ratcliffe, Groff, Sorg, & Haberman, 2015; Scott, 2015). This assessment report aims to assist with the ongoing development and improvement of the CU Fresh Start Initiative.

### **CU Fresh Start Background**

The CU Fresh Start Initiative is a collaborative effort that draws on resources in the cities of Champaign, Urbana, and the surrounding communities, to address what concerned individuals have identified as a

pressing problem: shooting. CU Fresh Start draws on the work of prior initiatives. According to members of the CUFS steering committee, also called the “Multidisciplinary Team (MDT)”, in 2013, law enforcement professionals, and community members recognized shooting as an increasing problem in the cities of Champaign and Urbana. Leadership in local law enforcement agencies were already in favor of problem-oriented policing approaches. They were also aware of existing crime reduction efforts in Peoria, Illinois. The Champaign-Urbana group made a series of visits to Peoria to learn more about the approach law enforcement was implementing there, and decided to adopt elements of that approach in Champaign-Urbana.

A variety of efforts were developed in Champaign-Urbana within a year or two after those initial visits to Peoria. Those included the development of an inter-agency law enforcement group—the “Street Crimes Task Force”—whose task was to focus resources on understanding and addressing the shooting problem. The Champaign-Urbana group also adopted other elements of the Peoria approach, which many individuals on the CUFS MDT refer to as “Don’t Shoot,” after the title of the book by David Kennedy (2011). These elements include the implementation of “call-ins.” During call-ins, members of law enforcement and the broader community call for an end to shooting by communicating options for addressing shooting with individuals suspected of participating in, and contributing to, the problem.

To support its ongoing work, in summer 2016, the City of Champaign (as the lead agency) applied for and received a grant from the Illinois Criminal Justice Information Authority (ICJIA) to strengthen its infrastructure, and to make sure that the MDT had the necessary people and resources in place to fully implement its shooting deterrence initiative (Interview with Vivian Gray, CUFS project specialist, June 23, 2017).

### **Assessment Context**

This report aims to inform the ongoing planning of the CUFS initiative by assessing CUFS’s process of developing this infrastructure. Specifically, the report highlights CUFS’s progress on several elements key to preparation for its focused deterrence implementation phase: the development of a collaborative multi-agency steering committee; the identification and analysis of the crime problem; and an assessment of the steering committee’s capacity-building and training needs. These specific areas were identified by ICJIA as relevant to CUFS’s work during its planning grant phase (Interview with Vivian Gray, City of Champaign Community Relations Office, June 23, 2017; Interview with Rachel Joy, City of Champaign Community Relations Office, July 10, 2017). In addition, the report highlights lessons learned from the group’s implementation of call-ins. Call-in lessons learned included in this report relate to: 1) process, 2) target group, and 3) access to services. These elements were identified as important for inclusion by CUFS Project Specialist, Vivian Gray.

### **Assessment Criteria**

The research question guiding this assessment is: “to what extent has CUFS successfully developed an infrastructure that will support the implementation of its focused deterrence initiative?” This assessment of CUFS’s planning phase relies on an understanding of key features of focused deterrence initiatives presented in existing research and evaluation reports. Focused deterrence is a problem-oriented policing approach that relies on identifying a problem of focus and devoting strategic energy toward addressing that problem, given what is known about appropriate approaches for addressing said problem (Kennedy, Braga, Piehl, and Waring, 2001; McGarrell et al., 2013). The CUFS project specialist identified a few documents he believed provided a good basis for the assessment of CUFS’s planning



phase. These include:

- McGarrell, E.F., Hipple, N.K., Bynum, T.S., Perez, H., Gregory, K., Kane, C.M., & Ransford, C. (2013). "Promising Strategies for Violence Reduction: Lessons from Two Decades of Innovation."
- McGarrell, E.F., & Chermak, S. (2004). "Strategic Approaches to Reducing Firearms Violence: Final Report on the Indianapolis Violence Reduction Partnership."
- McGarrell, E.F., Hipple, N.K., Corsaro, N., Bynum, T.S., Perez, H., Zimmermann, C.A., & Garmo, M. (2009). "Project Safe Neighborhoods: A National Program to Reduce Gun Crime: Final Project Report."

After reviewing these documents, the research partner supplemented this review with other sources, including ICJIA's *Uniform Notice for Funding Opportunity for the Illinois Partnerships to Reduce Violent Crime* grant and other research articles and reports. The following sections highlight the specific criteria used to assess CUF's planning phase, related to the areas of focus identified by ICJIA.

**Development of a collaborative multi-agency steering committee.** In this section, we discuss assessment criteria for the composition and functioning of the initiative's steering committee. Table 2 provides an overview of these criteria.

**Composition.** The ICJIA's *Uniform Notice for Funding Opportunity: Illinois Partnerships to Reduce Violent Crime* (NOFO) lists the following groups as relevant for inclusion in the collaborative multi-agency steering committee: city mayor, law enforcement, local and federal prosecutors, community corrections (probation and parole), community stakeholders, and a researcher (2016). A few prevalent cases in the focused deterrence literature highlight similar categories with a few additions, including private sector groups such as clergy or hospitals (McGarrell & Chermak, 2004; McGarrell et al., 2013).

Table 1 provides an overview of the composition of the steering committee for a few cases in the literature as well as from the ICJIA NOFO. Our review of the literature and the NOFO document highlights several stakeholder groups that have been involved in other focused deterrence initiatives. These groups include: 1) city mayor; 2) law enforcement organizations/agencies; 3) social service organizations/agencies; 4) Community stakeholders; 5) research partner(s); and, 6) private sector groups. At minimum, the groups that are present across each reviewed initiative and the grant announcement are law enforcement, community stakeholders, and the research partner. However, in general, our review found that the unique context of the initiative and the crime problem tend to shape the composition of each steering committee, as different contexts and crime problems require the input and involvement of different groups and individuals.

Organization/Individual	ICJIA Notice for Funding Opportunity <sup>1</sup>	Boston Ceasefire <sup>2,4</sup>	Project Safe Neighborhoods <sup>4,5</sup>	Indianapolis Violence Reduction Partnership <sup>3</sup>
City Mayor	X	X		
Law enforcement organizations/Agencies	X	X	X	X
May include:	X	X	X	X

Police departments				
Sheriff's office	X			
Local prosecutors	X	X	X	X
Federal prosecutors	X	X	X	X
Courts			X	X
Parole and probation	X	X	X	X
<b>Social service organizations/Agencies</b>		X	X	X
<i>May include:</i>				
Employment			X	
<b>Community stakeholders</b>	X	X	X	X
<i>May include those:</i>				
Affected by crime problem			X	
Who provide support to members of the initiative's target group			X	X
<b>Research entity</b>	X	X	X	X
<b>Private sector groups</b>		X	X	X
<i>May include:</i>				
Business			X	
Clergy		X	X	X
Hospitals			X	
<p>Note:</p> <ol style="list-style-type: none"> <li>1. Illinois Criminal Justice Information Authority. (2016). Uniform Notice for Funding Opportunity: Illinois Partnerships to Reduce Violent Crime.</li> <li>2. Kennedy, D.M., Braga, A.A., Piehl, A.M., &amp; Waring, E.J. (2001). The Boston gun project's operation ceasefire.</li> <li>3. McGarrell, E.F., &amp; Chermak, S. (2004). "Strategic Approaches to Reducing Firearms Violence: Final Report on the Indianapolis Violence Reduction Partnership."</li> <li>4. McGarrell, E.F., Hipple, N.K, Bynum, T.S., Perez, H., Gregory, K., Kane, C.M, &amp; Ransford, C. (2013). "Promising Strategies for Violence Reduction: Lessons from Two Decades of Innovation."</li> <li>5. McGarrell, E.F., Hipple, N.K., Corsaro, N., Bynum, T.S., Perez, H., Zimmermann, C.A., &amp; Garmo, M. (2009). "Project Safe Neighborhoods: A National Program to Reduce Gun Crime: Final Project Report."</li> </ol>				

**Function/Process.** A review of prior cases of focused deterrence initiatives highlights a variety of functions of the collaborative multi-agency steering committee. Three major functions arose in common: attending meetings, sharing information, and engaging in strategic planning.

**Meeting attendance.** The criteria for meeting attendance primarily come from ICJIA's policy that each of the steering committee's partnering agencies send a "staff member with decision-making power" to each regular meeting (ICJIA, 2016). In an ICJIA data report submitted by the project specialist for April to June 2017, a listed objective for the group is to "convene regular MDT meetings with 80% of all required members in attendance" (Champaign CUFSS, 2017).

**Information sharing.** Information sharing is important for steering committee members to understand and strategize around a problem and to envision possible solutions (McGarrell & Chermak, 2004). A few aspects of information sharing are highlighted in the literature. For example, Boston Ceasefire law enforcement members frequently analyzed a variety of data sources related to the crime problem, and shared findings with the larger Working Group. Another relevant feature of information sharing is that the initiative benefits from both an "insider" and "outsider" perspective. This requires that information

be shared between people who are engaged in the work on a day-to-day basis to carry the initiative forward. It also means valuing the insights of the outside eye (such as the researcher) who is observing and who can offer an additional perspective on the initiative’s progress and on the problem itself (Kennedy, Braga, Piehl, & Waring, 2001).

*Strategic planning.* Engaging in strategic planning is an important function of the steering committee. Through planning, the group creates its processes and makes decisions that will move the steering committee closer to achieving its goals (Kennedy, Braga, Piehl, & Waring, 2001; McGarrell et al., 2009). A component of this process is creating clear goals for the initiative. This includes specifically defining success for the initiative. Another important feature is to create a “locus of responsibility” for the problem and to assign ownership for different aspects of solving the problem. With this approach, all partners are clear about what each stakeholder is supposed to contribute to the solution. To successfully move from defining success to achieving success, adopting processes for decision-making and problem-solving are essential (Kennedy, Braga, Riehl, & Waring, 2001).

<b>Table 2</b>	
<i>Key features of the collaborative multi-agency steering committee</i>	
1.	Develop a steering committee consisting, at minimum, of members from the following organizations, agencies, or individuals: city mayor, local and federal law enforcement, social service organizations/agencies, community stakeholders, research partner(s), and private sector groups
2.	Convene regular MDT meetings with 80% of all required members in attendance
3.	Share information among partners to assist with understanding and solving the target problem
4.	Engage in strategic planning to move the initiative forward based on clearly-articulated goals

**Identification and analysis of the crime problem.** With a focused deterrence approach to addressing crime, identifying the problem that the group aims to solve is essential. This identification is a key feature of problem-oriented policing (Cordner & Biebel, 2005). Our review of literature on focused deterrence initiatives highlights a variety of components of the crime identification and analysis process. These include: identifying a crime; using a variety of data sources to analyze the crime; identifying participants in the crime; determining why participants are engaging in the crime; selecting appropriate solutions for addressing the problem; and aligning resources to address the problem, based on what is learned through problem analysis (Kennedy, Braga, Piehl, & Waring, 2001; McGarrell & Chermak, 2004; McGarrell et al., 2009; McGarrell et al., 2013).

The specific criteria used to assess CUFS’ progress toward identification and analysis of the crime problem comes from ICJIA’s suggestion to use the Center for Problem-Oriented Policing’s SARA model (ICJIA, 2016). We chose to use the Center for Problem-Oriented Policing’s “scanning, analysis, and response” components as our criteria for the CUFS planning phase assessment (Center for Problem-Oriented Policing, 2017). These components are presented in Table 3. We exclude the “assessment” component of the SARA model because it was not applicable for CUFS’ planning phase.

<b>Table 3</b>	
<i>Process for problem identification and analysis (POP’s description of the SARA model)</i>	
<b>Scanning</b>	
•	Identify recurring problems of concern to the public and the police
•	Identify the consequences of the problem for the community and the police

• Prioritize those problems
• Develop broad goals
• Confirm that the problems exist
• Determine how frequently the problem occurs and how long it has been taking place
• Select problems for closer examination
<b>Analysis</b>
• Identify and understand the events and conditions that preceded and accompany the problem
• Identify relevant data to be collected
• Research what is known about the problem type
• Take inventory of how the problem is currently addressed and the strengths and limitations of the current response
• Narrow the scope of the problem as specifically as possible
• Identify a variety of resources that may be of assistance in developing a deeper understanding of the problem
• Develop a working hypothesis about why the problem is occurring
<b>Response</b>
• Brainstorm for new interventions
• Search for what other communities with similar problems have done
• Choose among the alternative interventions
• Outline a response plan and identify responsible parties
• State the specific objectives for the response plan
• Carry out the planned activities

**Assessment of the steering committee’s capacity-building and training needs.** In the grant announcement, ICJIA includes “identify(ing) training needs” as an important feature of the planning phase, in preparation for the training and implementation phases (ICJIA NOFO, 2016). Evidence from other initiatives shows that successful implementation requires partner organizations to have strong leadership and resource capacity to support the initiative (McGarrell et al., 2013). An evaluation of the Project Safe Neighborhoods grant program specifically highlights the importance of assessing partner organizations’ capacity to collaborate with one another by assessing the extent to which partner organizations have previously collaborated to achieve similar aims as the aims of the initiative (McGarrell et al., 2009).

The specific criteria used to examine CUFS’s assessment of the steering committee’s capacity-building and training needs draws on these considerations from the literature as well as the project specialist’s understanding that CUFS is required to use the Violence Reduction Assessment Tool (VRAT). Table 4 outlines the criteria used for this assessment area, which includes having members of the steering committee complete the VRAT, analyzing the results, sharing the results with the steering committee, and developing a plan to address the capacity-building and training needs identified by the VRAT.

<b>Table 4</b>
<i>Assessing the steering committee’s capacity-building and training needs</i>
1. Complete the VRAT
2. Analyze the VRAT results
3. Discuss the VRAT results
4. Identify capacity-building and training needs based on the VRAT results
5. Strategize to address the capacity-building and training needs

## **Assessment Methodology**

The goal of this assessment is to answer the question “to what extent has CUFS successfully developed an infrastructure that will support the implementation of its focused deterrence initiative?” In the previous section, we highlighted the criteria that will be used to conduct this assessment, based on lessons learned from focused deterrence literature, criteria highlighted by ICJIA (the grantor), and relevant criteria discussed by the CUFS project specialist.

**Sources of data.** We will use a variety of sources of data to answer this guiding assessment question. These data sources include:

- Interviews with twelve MDT (or MDT sub-committee) members;
- Observations of seven full MDT or MDT working group meetings;
- Review of documents shared by ICJIA staff and the CUFS project specialist; and
- Notes from meetings with the project specialist and other members of the City of Champaign grant team.

## **Report Organization**

The next three sections of this report present an assessment of CUFS’s completion of each highlighted component in preparation for its focused deterrence implementation phase. The assessment includes a narrative description of what has taken place related to each component, findings for each component, and recommendations for strengthening CUFS as a focused deterrence initiative. After that, the next section highlights lessons learned from CUFS’s call-ins in relation to: 1) process, 2) target group, and 3) access to services. The final section of this report provides concluding thoughts and suggested next steps.

## DEVELOPMENT OF A COLLABORATIVE MULTI-AGENCY STEERING COMMITTEE

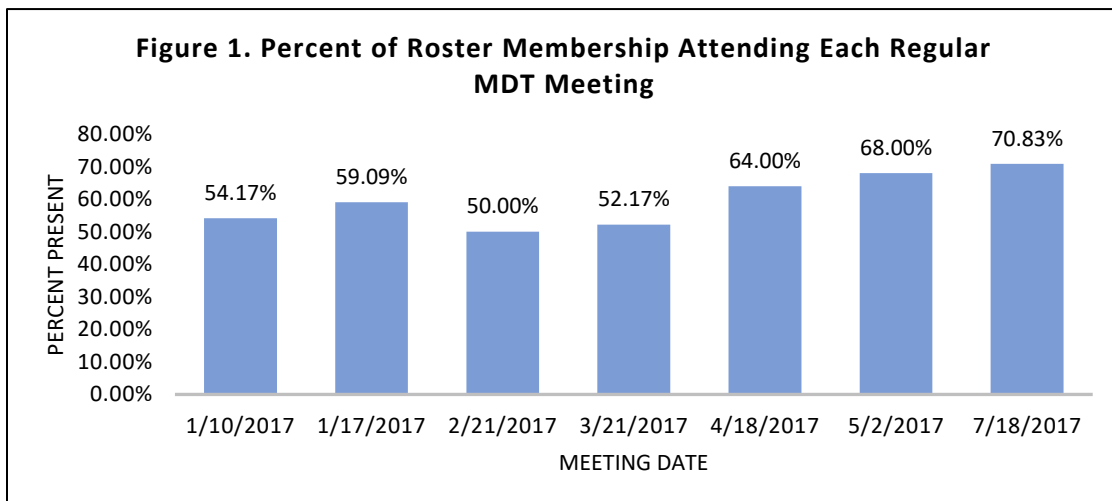
### Composition

The CUFS Multidisciplinary Team (MDT) organizes its partnering organizations and agencies into three “pillars”: community, law enforcement, and services. According to two members of the City of Champaign grant team, in 2015 the MDT developed organically from a sub-committee created by the Champaign County Community Coalition’s executive committee. Within that group, many conversations about addressing the local shooting problem took place. The group ultimately decided that the City of Champaign should submit an application to ICJIA to fund this initiative, which it did in 2016. Members of that sub-committee then considered how to strengthen itself to implement the intended initiative. To strengthen the MDT, the group decided it would need to involve individuals working in the following fields: parole and probation, community partners such as members of clergy and families of victims, and social services. The July 18, 2017 MDT meeting sign-in sheet included twenty-four members. At times “working groups” have met independently to work on specific tasks. The three working groups formed during the planning phase include: 1) community engagement, 2) law enforcement, and 3) social services/community resources.

### Function/Process

The three components of MDT function/process we assess are attendance, information sharing, and strategic planning.

**Attendance.** The full MDT held seven meetings between January 10 and July 18 of 2017. MDT attendance ranged from 50.00% to 70.83% of the roster membership attending. As shown in Figure 1, this range corresponds with the February 21, 2017 meeting on the low end, and the July 18, 2017 meeting on the high end.



Between May 16 and July 18, the law enforcement working group held three meetings, the community engagement working group held two meetings, and the social services working group held two meetings. We don’t report attendance for working group meetings as attendance sheet data was not available for all working group meetings.

The methodology for measuring meeting attendance is presented in Appendix B.

**Information-sharing.** A significant function of the MDT involves information-sharing at meetings. This happens in several ways. First, members of the City of Champaign, the grant's lead agency, share general initiative-related information. For example, at one meeting, the project specialist shared an overview of his approach for implementing a focused deterrence initiative through CUFFS. Second, members often provide updates on progress since the last meeting. For example, at the July 18 full MDT meeting, working groups provided updates on their independent work completed between May and July. Finally, information-sharing takes place when MDT members introduce topics of discussion to answer questions or address concerns. For example, at one full MDT meeting, a member of the social services working group posed a series of questions to the group related to program participants' ongoing involvement in the program and transition out of the program. At another full MDT meeting, a member of the law enforcement working group requested information on program participants' progress to inform overall understanding of progress of the initiative.

In addition to the information sharing that takes place in meetings, some occurs outside of group meetings, based on day-to-day events and needs. For example, on several occasions, the project specialist met with the program case manager to discuss needs of current program participants. Additionally, the case manager meets with a member of law enforcement's multi-agency Street Crimes Task Force to discuss issues relevant to the shooting problem and program participants. The project specialist also shares information with the MDT via email.

**Strategic planning.** The MDT engages in strategic planning during full MDT meetings, during MDT working group meetings, and in other settings as needed. This strategic planning relates to a variety of areas of the group's work including: 1) gathering local crime data; 2) compiling a list of resources that may be useful for program participants; and 3) refining criteria for call-in participants and determining criteria for individuals to remain in the program post-call-in. One important element of the MDT's strategic planning is its meeting decision-making processes, which vary, and which have implications for how members of the MDT understand decisions made by the group.

For some topics of discussion, the full MDT makes a complete decision during a regular full MDT meeting. For other topics of discussion, the MDT decides to assign the decision-making responsibility to a working group or subcommittee which is then tasked with making a decision and providing a report back to the full MDT. An essential part of the success of the subcommittee process is that the subcommittee updates the full MDT on the decision that it ultimately made. For example, the law enforcement working group was tasked with deciding the specific crime data that would be collected and analyzed. After the law enforcement working group had completed its task, at a full MDT meeting, the working group provided an update on the decisions it made about what data to gather. The full MDT was able to ask questions about the working group's decision and the dataset that it produced. In another situation, the subcommittee approach did not result in the full MDT having a clear understanding of the decision that the sub-committee made. In that case, a subcommittee formed to decide criteria that would be used to determine whether an individual should remain in the program once they are charged with a new crime. The subcommittee met, and at a subsequent full MDT meeting, when the topic of criteria arose, members of the MDT were unclear on what the subcommittee ultimately decided. Thus, an important feature of the decision-making process is that the full MDT is updated on subcommittee decisions.

Another important element of strategic planning from the literature is operating based on clearly-articulated goals. While all interviewed members of the MDT expressed “ending shooting” as a goal of CUFS, members of the MDT, in meetings, and during interviews, have also highlighted the need for the group to reach a common understanding of specifically what it aims to achieve, and how its activities will help to achieve that. Defining initiative success will be important for the group to guide and measure its work moving forward.

### **MDT Findings**

1. The CUFS MDT contains members from all major target groups, but does not include members from some sub-groups involved in other initiatives such as: courts, employment organizations, community stakeholders affected by the crime problem, businesses, and hospitals. Additionally, while CUFS had a research partner for the planning phase, the research partner did not participate in the MDT as a member, but instead, as an observer. The full MDT composition is presented in Appendix A.
2. MDT member attendance varies, with some members attending almost all meetings and others attending none. MDT attendance data is presented in Appendix B.
3. Some MDT members have limited understanding of the status of CUFS program participants and decisions made in working groups to which they do not belong.

### **MDT Recommendations**

#### ***Revisit MDT membership roster.***

- Consider inviting to the full MDT: 1) young Black men from the target neighborhoods and target neighborhood leaders, and 2) representatives from organizations that can directly provide services to program participants (e.g., employment, housing, and educational programs). Young Black men from the target neighborhoods and target neighborhood leaders can join the community engagement working group and service providers can join the social services working group.
- Ask individuals currently on the MDT roster who rarely or never attend meetings if they would like to remain a part of the MDT and if they plan to attend meetings in the future.

#### ***Create an internal MDT communication organ that will periodically provide updates on: decisions made by the MDT, decisions that need to be made by the MDT, grant-related updates, program participants (engagement, needs, successes, challenges), and other relevant information.***

- This regular communication will serve as documentation of MDT progress and will also serve as a tool to ensure that all MDT members are brought “up to speed” on CUFS accomplishments and ongoing work. Additionally, sharing updates on decisions of the MDT will provide transparency for members of the MDT, ensuring that no one is unaware of decisions made that will guide the group’s ongoing work.
- We recommend that this communication organ be maintained by the project specialist and distributed via a method and via a timeline that the MDT deems appropriate for its membership.



***Set specific goals for the implementation phase, define initiative success, and create short-term and long-term goals.***

- Defining success is essential for the MDT to effectively engage in strategic planning and to assess its progress. MDT members, with a commitment to addressing the local shooting problem, should articulate what success toward “addressing shooting” looks like.

***Refine the current CUFS Memorandum of Understanding document to align with current expectations for contributions that each MDT member organization will make to the initiative. Refer to this document frequently to guide and assess the group’s work.***

- As suggested by the literature, identifying a “locus of responsibility” for components of the initiative is an important part of strategic planning. By doing this, the MDT will ensure it is making progress and that MDT members are aware of what each organization is responsible for contributing to the initiative. This also ensures that the group is drawing on the unique contributions of each invited organization.

## **IDENTIFICATION AND ANALYSIS OF THE CRIME PROBLEM**

The analysis of the crime problem is one component of the MDT’s work that is most affected by the fact that the group is both engaging in strategic planning required by the grantor *and* implementation at the same time. For many MDT members, the crime problem is clear, and has been clear since the community began experiencing the problem around 2013. For others, because the grant requires more in-depth planning and analysis, previous efforts are viewed as inadequate to fulfill ICJIA’s requirements for the planning phase. In the following section, we will attempt to present a full picture of the identification and analyses that have taken place.

### **Pre-grant Identification and Analysis**

Some identification and analysis of the crime problem took place before the ICJIA grant was received. According to a member of the law enforcement working group, members of law enforcement and the broader community first identified the problem of gun violence in the summer of 2013. The community called a press conference with local community leaders, who made an appeal to the public to stop the violence. When the problem continued to escalate in 2014, the local community knew that a different approach was needed. In making sense of why those shootings were taking place, some members of law enforcement and the local community argued that the increases in shooting in the local area were related to a shooting that took place in summer 2014. Some individuals involved in the problem analysis believed that much of the shooting was caused by groups engaged in retaliatory shooting. In its grant application to ICJIA, the City of Champaign grant team provided this description of the problem. Interviews with at least three MDT members have confirmed that the group’s pre-grant analysis reached this conclusion.

Analysis of the problem pre-grant involved several activities. According to a member of the City of Champaign’s CUFS grant-writing team, members of law enforcement brought data on substantiated shots fired to Community Coalition meetings for discussion. In addition, the local law enforcement agencies developed the Street Crimes Task Force to focus attention on the problem—i.e., to identify where it was taking place, who was participating in it, and to actively work to address the specific actors

thought to be causing the problem. The Task Force membership consists of officers and investigators from the Champaign Police Department, the Urbana Police Department, the University of Illinois Police Department, and the Champaign County Sheriff's Office. The data used for the Task Force's analyses included Crime Stoppers tips, random calls that were often anonymous, confidential sources, and information from detectives in investigations units and jail staff.

### **Post-grant Identification and Analysis**

Because the ICJIA grant required the MDT to engage in additional analysis of its identified problem, the project specialist led the group through an additional round of identifying and analyzing the shooting problem. This began at a series of meetings during which the project specialist met with members of the MDT to understand how they conceptualized the crime problem. Then, at the April 18, 2017 MDT meeting, MDT members narrowed the focus of the CUFIS initiative. MDT members eventually defined the crime problem as: "shooting incidents by different groups or cliques whose membership does not remain static." In summer 2017 interviews, MDT members restated this problem as the primary focus of their work.

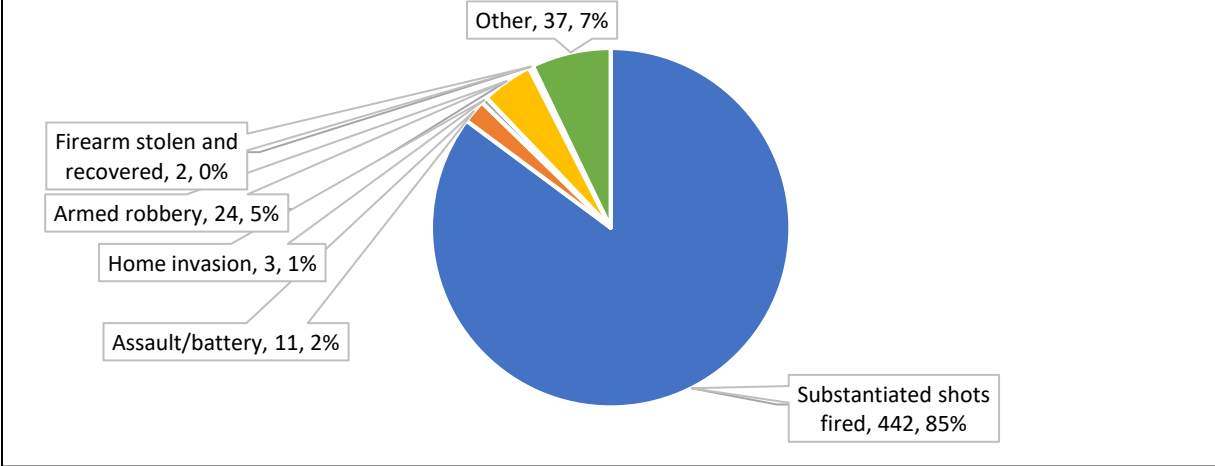
The post-grant crime analysis process began in early 2017. According to a member of the law enforcement data-gathering sub-committee, the project specialist met with members of law enforcement to present specific crime-related data he wished to gather.

Between April and June 2017, the project specialist, research partner, and members of local law enforcement met to further discuss how members of law enforcement could fulfill the project specialist's data request. In meetings with the research partner, the project specialist described his interest in analyzing data on the nature of gun-related incidents, who was participating in the incidents, and when, where, and why the incidents were taking place. Based on feedback from members of law enforcement at their working group meetings, determining the "why," or "motive," of the crimes included in the analysis would be difficult due to the subjective nature of that category.

Based on feedback from law enforcement staff and the desires of the project specialist, the research partner developed a Microsoft Excel spreadsheet with the categories identified at the previous meetings. Over a few weeks, the research partner revised this spreadsheet to meet the parameters set by the Urbana Police Department's crime analyst. Then, the Urbana Police Department's crime analyst led other crime analysts and records managers from partnering law enforcement agencies to gather the requested data, if available. The following section of this report presents findings on the "what, where, when, and who" of the shooting problem.

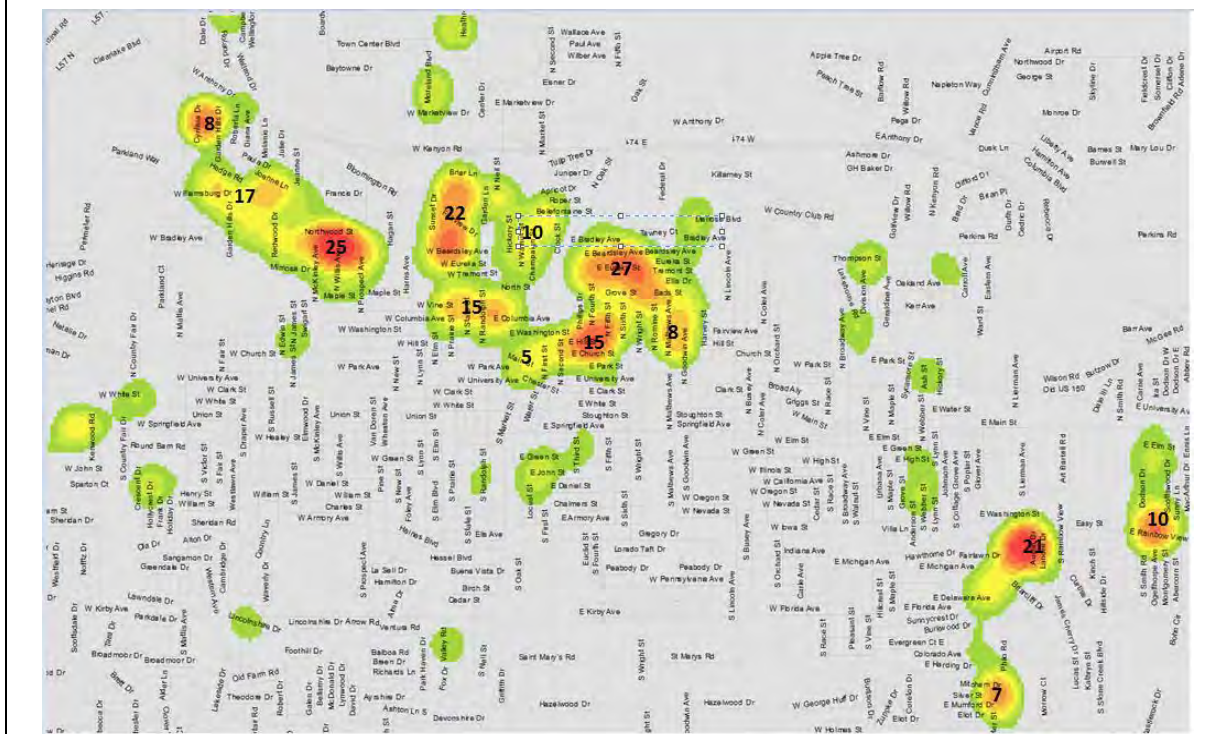
***What gun-related incidents took place.*** The dataset developed by local crime analysts and records managers included 519 incidents that took place from the first quarter of 2013 to the third quarter of 2017. Figure 2 provides an overview of these incidents. Of the 519 incidents, the largest proportion consisted of "substantiated shots fired" incidents (85.16%, 442). The smallest proportion was "stolen and recovered firearm" incidents (0.39%, 2). Of the gun-related incidents, 18 (3.47%), are recorded as involving a homicide.

**Figure 2. Gun-related incidents, 2013-2017**



**Where substantiated shots fired incidents took place.** In summer 2017, the Urbana Police Department’s crime analyst provided a “density map” documenting the locations where at least two substantiated shots fired incidents occurred between July 2014 and summer 2017. Figure 3 presents that analysis. As depicted, most incidents took place in Champaign.

**Figure 3. Areas with at Least 2 Substantiated Shots Fired Incidents, 2014-2017**



We examined the specific locations of the 442 substantiated shots fired incidents, as displayed in Table 5. The largest proportion of incidents (159, 35.97%) occurred in a road or street. The next largest proportion (70, 15.84%) occurred inside a residence.

<b>Table 5</b>		
<i>Location of substantiated shots fired incidents</i>		
<b>Location</b>	<b>Frequency</b>	<b>Percentage</b>
Alley	7	1.58%
Apartment	41	9.28%
Apartment-Common Area	21	4.75%
Business	3	0.68%
Inside Residence	70	15.84%
Motel/Hotel	4	0.90%
Other Inside	5	1.13%
Other Outside	18	4.07%
Outside Residence	49	11.09%
Parking Lot	63	14.25%
Restaurant or Bar	2	0.45%
Road or Street	159	35.97%
<b>Grand Total</b>	<b>442</b>	<b>100.00%</b>

**When substantiated shots fired incidents took place.** Figure 4 displays the total number of substantiated shots fired incidents recorded per quarter since the first quarter of 2013. The greatest quantity of incidents (36) was recorded for the second quarter of 2015. The lowest quantity (11) was recorded for the third quarter of 2017.

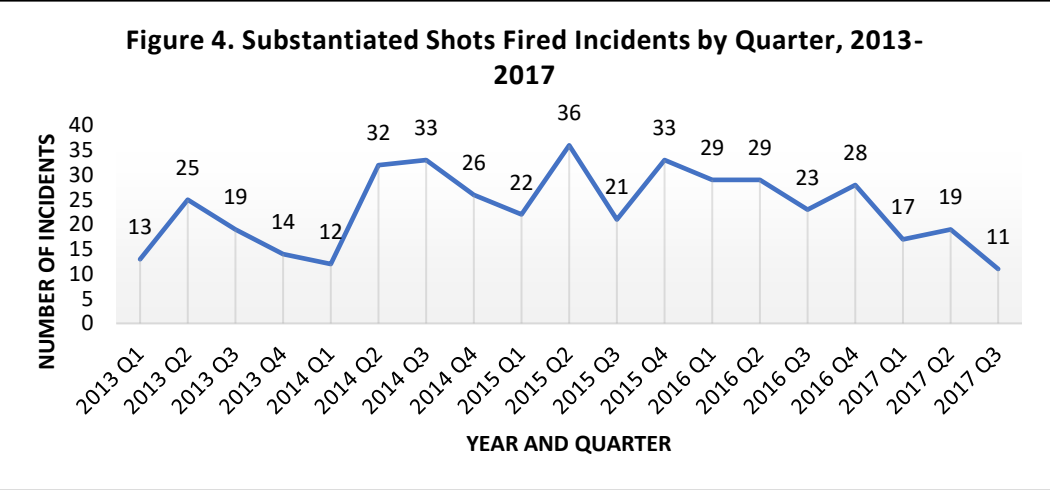


Table 6 presents findings on the day of week incidents took place. The largest proportion of incidents (93, 21%) took place on Saturday, with Sunday following closely behind (90, 20%). The smallest proportion of incidents (42, 10%) took place on Thursday.

<b>Table 6</b>		
<i>Day of week shots fired incidents occurred</i>		
<b>Day of Week</b>	<b>Frequency</b>	<b>Percentage</b>

Sunday	90	20%
Monday	47	11%
Tuesday	67	15%
Wednesday	45	10%
Thursday	42	10%
Friday	58	13%
Saturday	93	21%
<b>Grand Total</b>	<b>442</b>	<b>100.00%</b>

**Individuals involved in gun-related incidents.** In this section, we present demographic characteristics for all categories of individuals involved in gun-related incidents, described as “arrestee,” “offender,” or “victim.” We do not present data specifically on individuals involved in substantiated shots fired incidents because the organization of the dataset did not allow for that analysis. According to the Urbana Police Department’s crime analyst, an arrestee is “someone who has been issued a notice to appear (NTA), physically arrested, or issued a traffic citation.” Someone is defined as an “offender” when “there is reasonable suspicion of guilt but [the individual] is not arrested, cited, or issued an NTA.” This designation can be used in criminal or “non-criminal events (e.g., domestic disputes).” According to the crime analyst, the “victim” label is less clearly-defined, but may include “anything from an actual victim (e.g., gunshot victim) to someone [whose] property was damaged by a bullet. It also includes anyone who says they were a victim, whether or not the officer would objectively classify them as a victim.”

Of the individuals included in the dataset, 810 were identified as an arrestee or offender while 544 were identified as a victim. For a given incident, a person may be labeled with one, two, or all three labels; thus, there is overlap between the individuals who belong to each group. One involved individual in the dataset was labeled as role “unknown”. The age of arrestees and offenders ranged from 13 to 66 years. The average age was 25 years. The age of victims ranged from under 1 to 87 years, with the average age being 34 years. Table 7 displays the race and sex of arrestees, offenders, and victims in gun-related incidents. Most arrestees, offenders, and victims are identified as Black and as male. The smallest group of arrestees and offenders are identified as Asian and as female. The smallest group of victims are identified as “race unknown” and as “sex unknown.”

<b>Table 7</b>				
<i>Race and sex of individuals involved in gun-related incidents</i>				
	<b>Arrestee and Offender</b>		<b>Victim</b>	
	<b>Frequency</b>	<b>Percent</b>	<b>Frequency</b>	<b>Percent</b>
<b>Race</b>				
Asian	2	(0.25%)	5	(0.92%)
Black	593	(73.21%)	429	(78.86%)
Hispanic	3	(0.37%)	16	(2.94%)
Unknown	194	(23.95%)	4	(0.74%)
White	18	(2.22%)	90	(16.54%)
<b>Total</b>	<b>810</b>	<b>100%</b>	<b>544</b>	<b>200%</b>
<b>Sex</b>				
Female	63	7.78%	225	41.36%
Male	564	69.63%	317	58.27%

Unknown	183	22.59%	2	0.37%
<b>Total</b>	<b>810</b>	<b>100%</b>	<b>544</b>	<b>100%</b>

A final area of concern for the MDT is the extent to which participants in recorded incidents are “repeat” participants in incidents. Of the 519 gun-related incidents, 308 (59.34%) of the incidents involved individuals who were also involved in another listed incident.

### Identification and Analysis of the Crime Problem Findings

1. Nineteen of the twenty-three subcomponents of the scanning, analysis, and response processes have been completed. Four subcomponents of the scanning, analysis, and response processes require additional work to be completed. Three of the four remaining subcomponents that require additional work directly relate to “motive” or “why” shootings occur, which members of law enforcement have identified as difficult to conclude based on the subjective nature of those categories. The remaining subcomponents to be completed include: identifying and understanding the events and conditions that precede and accompany the problem, taking inventory of how the problem is currently addressed and the strengths and limitations of the current response, identifying a variety of resources that may be of assistance in developing a deeper understanding of the problem, and developing a working hypothesis about why the problem is occurring. A detailed discussion of the MDT’s progress toward completion of each component is included in Appendix C.
2. The analysis process was challenging for the local crime analysts and records managers as some of the data requested by the project specialist was not already included in databases and, thus, had to be pulled from individual police reports. Additionally, other data points requested by the project specialist were difficult to measure. For example, “motive” was difficult to determine, group or gang affiliation data constantly change or were not readily available, and the final disposition of a case is often not known since it may be months or years before a case reaches its final disposition.
3. While the partner law enforcement agencies use similar data systems, differences exist in how incidents are recorded and labeled. However, at law enforcement working group meetings, members expressed interest in continuing to refine and align their data systems.

### Identification and Analysis of the Crime Problem Recommendations

***Schedule a series of sessions with MDT members to complete the four remaining subcomponents of the scanning, analysis, and response processes, that have not been completed.***

- To identify and understand the events and conditions that precede and accompany the problem:  
  
Have a member of law enforcement (perhaps someone from the Street Crimes Task Force) present to the MDT what events and conditions they believe have preceded previous shooting incidents. This conversation can create the space for the MDT to identify themes across previous shooting incidents, so they can begin to build a collective understanding of the perceived conditions and events that led to shootings by gangs and/or cliques.
- To take inventory of how the problem is currently addressed and the strengths and limitations of the current response:

At a meeting of the full MDT, members should discuss the various ways in which the shooting problem is being addressed in Champaign and Urbana by law enforcement and community organizations. This discussion could include presentations made by law enforcement officers and community organization leaders, to describe how they are currently responding to the shooting problem. Each presentation could address strengths and limitations of each group's current efforts. This discussion could result in a deeper understanding of how Champaign and Urbana are responding to shooting from a law enforcement perspective, and a community organization perspective. From this discussion, the group could then develop a list of current efforts, their strengths, and their limitations.

- To identify a variety of resources that may be of assistance in developing a deeper understanding of the problem:

Invite to an MDT meeting individuals who can provide a historical context for the formation of gangs and/or cliques in Champaign and Urbana communities, different hypotheses for why shootings occur among these groups, and interventions that have been successful for curtailing gun violence between such groups. These could be individuals who: 1) study gangs; 2) work directly with people involved in gangs and/or cliques; or 3) are former gang members.

- To develop a working hypothesis about why the problem is occurring:

Have a member of law enforcement (perhaps someone from the Street Crimes Task Force) present to the MDT a set of working hypotheses they believe explain the shooting problem that has been occurring since 2014. From this presentation, members of the MDT can determine which hypothesis they wish to adopt.

***Allow the Research Partner to work with local crime analysts to refine future data gathering requests.***

- This will ensure that the requested data that the research partner will analyze aligns with available data, about which the crime analyst and records managers are most knowledgeable.
- This will also create space to discuss new areas of data that law enforcement agencies may wish to collect, based on their efforts within CUFS.

***Analyze and report to the MDT trends in crime data quarterly.***

- This will serve as a process for monitoring key crime indicators and potentially inform the MDT's ongoing strategic planning based on changes in trends.

***Create specific goals for addressing the crime problem.***

- While all interviewed MDT members indicated that CUFS aims to decrease shooting, no one provided a clear and measurable goal set by the group for how much shooting should decrease. By choosing such a goal, the group will be able to better monitor progress toward the goal.

**ASSESSMENT OF THE STEERING COMMITTEE’S CAPACITY-BUILDING AND TRAINING NEEDS**

In spring 2017, the CUFS project specialist emailed a website link that MDT members could use to complete the VRAT. He also sent the link to all members of the Champaign County Community Coalition. He used the VRAT because the grantor requires that grantees use the VRAT to assess capacity and training needs. In spring 2017, the project specialist contacted the training and technical assistance coordinator for the VRAT at Michigan State University (MSU) to request that she close the collection of CUFS data for the VRAT and analyze the responses received to date. As of May 2, 2017, twenty-four individuals affiliated with CUFS had completed the VRAT. The results were presented in a “Composite Assessment Results” document. Table 8 recreates the table included in the assessment results.

<b>Table 8</b>			
<i>CUFS VRAT composite scores</i>			
<b>SCORE Component</b>	<b>Score</b>	<b>Minimum</b>	<b>Maximum</b>
Commitment and Leadership	6.4	-1	14
Management and Decision Making	4.1	0	9
Multi-agency Partnerships	2.0	0	5
Criminal Justice Partnerships	9.5	0	20
Community Partnerships	7.2	0.5	11
Research and Analytic Capacity	3.2	0	5
Data Availability	3.2	0	5
Data Access and Sharing	2.9	0	5
Reporting	2.3	0	6
Training (Law Enforcement and Prosecution Only)	4.1	0	7.5

According to the results document, the following CUFS scores are considered “low” compared to other jurisdictions: Commitment and Leadership, Multi-agency Partnerships, Criminal Justice Partnerships, and Reporting. The following scores are considered “somewhat low” compared to other jurisdictions: Management and Decision Making, Research and Analytic Capacity, Data Availability, and Data Access and Sharing. The following scores are considered “mid-range” compared to other jurisdictions: Community Partnerships and Training. None are “above average” or “high.” The results suggested a variety of ways to address the capacity needs that the group can use to plan its next steps.

To understand the VRAT findings, the project specialist spoke with a staff member at MSU who explained the results to him. After this discussion, the project specialist decided that he would like ICJIA to fund a member of the MSU team to visit Champaign to conduct a facilitated work session with the MDT. He would like the creators and administrators of the VRAT assessment to present the findings and lead the group in designing plans to implement the findings.

In addition to the VRAT feedback on the group’s capacity-building and training needs, interviews with MDT members highlighted other capacity-building needs. The first is the need for an additional staff member to conduct some of the clerical functions that are currently conducted by the case manager. Because of the intensive nature of the case manager’s work, having someone to support those efforts would be worthwhile. One such clerical function involves entering notes related to the case manager’s interactions with program participants into a computer system. The second need is to support organizations that provide services for CUFS’s target population. In one interview, an MDT member indicated that CUFS could benefit from the implementation of other initiatives that support aspects of



its work, without those initiatives being the responsibility of CUFS. A third need is to implement training for the MDT around the sensitivity of issues facing the target population. In an interview, one MDT member expressed concern that some members of the MDT lack a full understanding of the complexity of the crime problem, the lives of program participants, and what is required to “turn one’s life around.”

### **Capacity-Building and Training Needs Findings**

1. Twenty-four VRAT responses were submitted by MDT and Community Coalition members. The project specialist has received the results from the VRAT analysis.
2. The group has not reviewed, discussed, or planned based on the VRAT findings.
3. Interviews with MDT members revealed several capacity-building and training needs for the MDT including:
  - a. The addition of a staff member to support the work of the case manager;
  - b. Support organizations that provide services for CUFS’s target population;
  - c. Implementation of training for the MDT around the sensitivity of issues facing CUFS’s target population.

### **Capacity-Building and Training Needs Recommendations**

#### ***Schedule a session with MDT members to review and plan based on the VRAT findings.***

- The project specialist indicated that he was waiting on a response from ICJIA regarding the possibly of MSU staff conducting such a session. However, given the closing of the planning phase, it may be necessary to schedule such a session before ICJIA can provide this response.

#### ***Consider providing support to assist the case manager with completing tasks such as data entry.***

- This may involve discussing specific needs of the case manager and funds available in the budget to fulfill those needs.

#### ***Consider supporting supplemental preventative interventions or initiatives geared toward members of CUFS’s target population or their younger counterparts.***

- One MDT member’s suggestion of initiatives to support CUFS’s work highlights the desire for coordinated efforts to supplement the efforts of the MDT. Two members of law enforcement suggested that the crime problem they observe with adults is a continuation of juvenile crime problems. Therefore, supporting initiatives for young Black men and/or a gang summit to create a truce may be beneficial for addressing the shooting problem and supporting CUFS’s work.

#### ***Implement training for MDT members related to the sensitivity of issues facing the target population.***

- According to one MDT member, successful implementation of the initiative would rely on MDT members having a full, contextualized understanding of issues facing the initiative’s target population as they attempt to “turn their lives around.”

## LESSONS LEARNED FROM CALL-INS

Call-ins are an important feature of focused deterrence initiatives. During call-ins, key initiative stakeholders communicate to the initiative's target individuals that the crime problem must stop. Common features of the call-in include activities that take place before, during, and after the call-in: 1) program planning and implementation, 2) high-risk individual selection, 3) notification, 4) enforcement/service delivery, 5) follow-up communication, and 6) assessment (Scott, 2017).

### Typical Call-In Stages

Before the call-in, there is program planning and implementation, and high-risk individual selection. During program planning and implementation, the collaborative steering committee is developed and members engage in strategic planning for the initiative's future stages. High-risk individual selection involves determining the criteria for the individuals who the initiative will target. Target individuals: a) are those identified by law enforcement as causing the crime problem, b) typically have connections to a network of other individuals involved in the crime problem, and c) are "vulnerable to official criminal justice intervention" (Scott, 2017, p. 11). Once the criteria are determined, steering committee members use various sources of data to determine which individuals will be invited to the call-in (Kennedy, Braga, Piehl, & Waring, 2001).

The notification stage is the actual call-in event. Notification involves informing the target individuals that they can choose to stop engaging in the crime problem and take advantage of opportunities for personal advancement, or they can continue to participate in the crime problem and face stringent penalties if they are caught engaging in the crime problem. This notification may take place individually, in groups, or through a combination of both methods (Scott, 2017).

After the call in, there is enforcement/service delivery, follow-up communication, and assessment. During enforcement/service delivery, initiative partners provide opportunities for advancement to those who chose that route, and lodge stringent penalties against those who engage in the crime problem. Follow-up communication involves maintaining communication with the target individuals to emphasize that continuation of the crime problem will not be tolerated. Assessment involves determining the extent to which the initiative is successful. Some indicators that may be examined to determine initiative success include reduction in incidents of the crime problem, and decreased participation in the crime problem by target individuals (Scott, 2017). Many focused deterrence initiatives follow some or all of the six described stages in a repetitive manner, conducting multiple call-ins as more target individuals are identified or as a new crime problem is identified (Kennedy, Braga, Piehl, & Waring, 2001; McGarrell et al., 2013).

### CU Fresh Start's Call-Ins

The CU Fresh Start Initiative has held two call-ins to date. The first was held in October 2016, and the second was held in March 2017 (City of Champaign, 2017). As outlined in the City of Champaign's grant agreement with ICJIA, a call-in is an "assembly where the offenders are called to a public meeting to discuss their actions and are notified of the consequences of continued gun violence activity...All three pillar groups are critical voices for the call-in process and convey [] the same message that the violence must stop...."

According to some MDT members, the Champaign-Urbana approach to call-ins was largely developed

based on: 1) observations of a call-in in Peoria, IL; 2) communication with individuals implementing Peoria's focused deterrence initiative; and 3) reading the book *Don't Shoot*.

The lessons learned presented below are drawn from interviews with MDT members, and observations of MDT meetings. It is important to note that these "lessons learned" were not agreed upon by the entire MDT. The research partner did not observe, and was not told in interviews that the entire MDT has agreed upon any collective call-in lessons learned.

## **Lessons Learned**

### ***Process.***

1. *It is necessary to share information about CUFS with potential call-in participants when they are invited.* Prior to the call-ins, the case manager worked with staff in probation and parole to schedule meetings with the individuals invited to participate in the call-in. During those meetings, he shared an informational sheet with facts about CUFS, an in-depth description of the call-in, and a discussion of expectations for participation in the call-in. In addition to sharing information with the call-in invitees, the case manager provided space for the individuals to ask questions that may have informed their decision to participate in the call-in. The case manager found that this process provided an opportunity to demystify the call-in process and to clearly communicate the purpose of CUFS.
2. *Each call-in should have an invite-only "post-call-in session".* The post-call-in-session proved to be a necessary space for call-in participants, family members, and other supporters to debrief, ask questions, and engage in discussion with the case manager after the call-in. This was important because during the actual call-in, participants could not speak or ask questions. The "invite-only" component also proved to be important for comfort of call-in participants and supporters. Additionally, the post-call-in session provided space for interested individuals to commit and sign up to participate in the program immediately. For both call-ins, some individuals signed up the night of the call-in during the post-call-in session.

### ***Target group.***

1. *The Street Crimes Task Force and the MDT sub-committee responsible for selecting call-in participants, has successfully identified individuals who are thought to be contributing to the local shooting problem.* MDT members, during MDT meetings and in interviews, discussed the fact that more than one individual who participated in a call-in was later involved in a gun-related incident. This means that the information that the group is gathering on individuals is rightly pointing to some individuals who may be contributing to the local shooting problem.
2. *The MDT learned that they should not invite individuals with open cases to participate in the program.* Several incidents have arisen in which call-in participants have been required to attend court related to legal charges they received. Some of these charges predated participation in call-ins while other charges were received after the individual's participation in a call-in. In both cases, the MDT felt that involvement in a legal case while simultaneously participating in CUFS was problematic. Thus, the MDT decided to refine its selection criteria for the target group to not include individuals with open cases.

3. *The MDT learned that they needed a process to respond to current program participants receiving additional charges while in the program.* To address this the MDT implemented a process in which new charges would be reviewed by a designated sub-committee on a case-by-case basis to determine next steps.

#### **Access to services.**

1. *Assessing each participant's needs is important for identifying the services that individuals should gain access to.* Presently, individuals' needs are assessed once they sign on to participate in the program. Individuals complete the Adult Needs and Strengths Assessment (ANSA), which covers a variety of areas to understand more about an individual's background and life. The case manager uses the results from this assessment to work with participants to design an individual plan focused on helping participants to address their needs. Most participants' plans often include a focus on employment; support with courts, probation, and parole; and housing. According to the case manager, a realistic plan includes two to three specific goals the participant will aim to achieve. The case manager uses this plan as a reference for working with the individual and for assessing the individual's progress in the program.
2. *The MDT desires common criteria for assessing participants' progress in the program.* Though individuals' progress is assessed by the case manager, the MDT has discussed the fact that there are no common criteria for assessing individuals' progress in the program or for deciding when an individual has completed the program. In an MDT meeting, one MDT member expressed the need for the MDT to create criteria to determine when an individual has completed the program.
3. *There are many gaps between resources needed by participants, and resources provided to participants by the program.* A few MDT members highlighted the need for more open provision of resources by members of the MDT. Both argued that program participants have a variety of needs including access to jobs that pay a living wage and housing. Given the variety of organizations and resources to which members of the MDT have access, these members argued that more work needs to be done by the full MDT to ensure that program participants have what they need to make progress moving forward. One MDT member highlighted the need for the MDT to ensure that guaranteed resources will be provided to program participants when they join the program rather than suggesting resources that are generally available to the public.

#### **Recommendations**

##### ***The MDT should identify specific criteria to assess participants' progress in the program.***

- Presently, the case manager uses participants' individual plans as the criteria to assess progress in the program. However, members of the MDT have discussed their desire to know how well participants are doing in the program and when participants should complete the program. For this to happen, the MDT should decide on specifically what success within the program should look like for participants.

##### ***Include resource needs (education, employment, housing, etc.) of program participants as a priority item on MDT meeting agendas.***

- One way to do this would be to present an initial profile of participant needs after participants complete the needs assessment. MDT members could use this initial profile to work to ensure that participants receive the resources they need. At subsequent meetings, the case manager could present updates on remaining participant needs that have not yet been met. Additionally, these updates could be included in the MDT’s communication organ.

***The MDT should design a policy and plan for how its members will share information about participants’ access to services and progress in the program with other MDT members and with the public.***

- This policy and plan should respect confidentiality policies of the organization that provides case management, but should also provide the broader MDT with relevant data about program participants. Observations of at least three MDT meetings and interviews with two MDT members highlighted the need for the group to make some decisions about sharing information about program participants within the MDT and with the public.

## CONCLUSION

The purpose of this report was to assess CUFS’s progress toward completion of key focused deterrence planning phase components: the development of a collaborative multi-agency steering committee; identification and analysis of the crime problem; and assessment of the steering committee’s capacity-building and training needs. These specific areas were identified by ICJIA as relevant for CUFS’s work during its planning grant phase (Interview with Vivian Gray, City of Champaign Community Relations Office, June 23, 2017; Interview with Rachel Joy, City of Champaign Community Relations Office, July 10, 2017). Additionally, the report highlighted lessons the MDT learned related to the implementation of two call-ins, an area of interest to the project specialist.

This report used interviews with MDT members, observations of MDT meetings, review of documents from ICJIA and the project specialist, and notes from meetings with the City of Champaign’s CUFS grant team to answer the guiding research question: “to what extent has CUFS successfully developed an infrastructure that will support the implementation of its focused deterrence initiative?”

This assessment found that CUFS greatly strengthened its infrastructure during the planning phase. First, the CUFS leadership has created a collaborative multi-agency steering committee (the MDT) that is comprised of a wide range of individuals who can make unique contributions to the committee’s efforts. Second, the crime problem has been identified, and several key factors related to the crime problem have been analyzed. Third, the initiative has identified training and capacity-building needs through the VRAT assessment. The MDT plans to address these needs during the implementation phase. Finally, members of CUFS have identified several important lessons learned related to process, target group, and access to services for call-ins that can serve as a guide for improving future call-ins.

This assessment also identified areas for CUFS to improve its infrastructure. In relation to the MDT, the group would benefit from: 1) creating an internal communication organ; 2) defining initiative success; 3) defining specific short-term and long-term goals; 4) revising the Memorandum of Understanding document; and 5) revisiting the MDT membership roster. To further analyze its crime problem, the MDT could benefit from: 1) monitoring key factors related to the crime problem on an ongoing basis; 2) crafting a different approach to understanding “why” the problem is occurring; and 3) taking inventory of current responses to shooting in Champaign and Urbana by law enforcement and community

organizations. To address its capacity-building and training needs, the MDT should implement a plan to improve its capacity based on recommendations suggested by the VRAT and MDT members. Finally, the MDT could benefit from addressing some of the call-in-related issues such as providing resources that align with participants' needs and designing a policy for sharing information about program participants' progress.

Based on this assessment, we conclude that CUFS is ready to implement its focused deterrence initiative. However, this report presented several areas for improvement and recommendations for making those improvements. If addressed, we believe these improvements will increase the likelihood of success during the implementation phase.

## ABOUT THE AUTHOR

Institution Builders, Inc. is an independent consulting firm that helps organizations that serve youth, families, and communities to improve their programs and services. To do this, they design and conduct tailor-made research studies, execute insightful program evaluations, create custom data collection instruments, and facilitate engaging evaluation capacity building workshops.

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**APPENDIX A**

**MDT Composition**

<b>Table 9</b>					
<i>Composition of CUFS'S MDT</i>					
<b>Organization/ Individual</b>	ICJIA NOFO	Boston Ceasefire	Project Safe Neighborhoods	Indianapolis Violence Reduction Partnership	CUFS MDT
<b>City Mayor</b>	X	X			X
<b>Criminal Justice Organizations/Agen cies</b>	X	X	X	X	X
<i>May include:</i> Police departments	X	X	X	X	X
Sheriff's office	X				X
Local prosecutors	X	X	X	X	X
Federal prosecutors	X	X	X	X	X
Courts			X	X	
Parole and probation	X	X	X	X	X
<b>Social service organizations/Agen cies</b>		X	X	X	X
<i>May include:</i> Employment			X		
<b>Community stakeholders</b>	X	X	X	X	X
<i>May include:</i> Affected by crime problem			X		
Provide support to members of the initiative's target group			X	X	X
<b>Research entity</b>	X	X	X	X	X
<b>Private sector groups</b>		X	X	X	
<i>May include:</i> Business			X		X
Clergy		X	X	X	X
Hospitals			X		

**APPENDIX B**

**MTD Meeting Attendance**

**Methodology for Assessing MDT Meeting Attendance**

To assess MDT meeting attendance, we used data from meeting sign-in sheets maintained by the project specialist. The recorded meetings took place between January and July 2017. MDT meeting attendance is assessed based on the first sign-in sheet on which a person’s name appeared. This appearance signified that the person was an intended attendee. Individuals were only considered a part of the “pool” for meeting attendance during the meetings on which their names appeared on the sign-in sheet. The full attendance log used for this analysis is displayed in Table 10. Thirty individuals appeared on the MDT meeting sign-in sheets from January to July 2017. While most people appeared on all sheets, a few appeared only once. Occasionally, other individuals not on the roster attended meetings, but they are not included in the attendance because they were not classified as MDT members by the roster.

**Record of Member Attendance at Full MDT Meetings**

<b>Table 10</b>										
<i>Record of member attendance at full MDT meetings</i>										
<b>Member</b>	<b>1/10/17</b>	<b>1/17/17</b>	<b>2/21/17</b>	<b>3/21/17</b>	<b>4/18/17</b>	<b>5/2/17</b>	<b>7/18/17</b>	<b>Total</b>	<b>% Attend</b>	<b>Formula for % (Person's Total/# Meetings They Appeared on Sign-In)</b>
Patricia Avery	1	1	0	0	0	1	1	4	57.14%	Total/7
Carol Bradford	0	1	0	0	1	1	1	4	57.14%	Total/7
Anthony Cobb	1	1	1	1	1	1	1	7	100.00%	Total/7
Domonic Cobb	1	0	1	0	0	1	1	4	57.14%	Total/7
Willie Comer	1	0	1	0	0	1	0	3	42.86%	Total/7
Patrick Connolly	0	1	0	1	Not a part	Not a part	Not a part	2	50.00%	Total/4
Bryan Freres	1	1	0	1	0	0	1	4	57.14%	Total/7
Joe Gordon	1	1	0	0	1	1	1	5	71.43%	Total/7
Vivian Gray	Not a part	Not a part	1	0	1	1	0	3	60.00%	Total/5
Patrick Hansen	Not a part	Not a part	0	Not a part	Not a part	Not a part	Not a part	0	0.00%	Total/1
Charlene Haynes-James	0	0	0	0	0	0	Not a part	0	0.00%	Total/6

Preston James	Not a part	Not a part	Not a part	Not a part	Not a part	Not a part	0	0	0.00%	Total/1
Scott James	0	0	0	0	0	0	Not a part	0	0.00%	Total/6
Larry Lewis	0	1	0	0	0	1	1	3	42.86%	Total/7
Donté Lotts	1	1	1	1	1	1	1	7	100.00%	Total/7
Matt Lukow	0	0	1	1	1	0	1	4	57.14%	Total/7
Diane Marlin	1	1	1	1	1	0	1	6	85.71%	Total/7
LaEisha Meaderds	0	Not a part	Not a part	Not a part	Not a part	Not a part	Not a part	0	0.00%	Total/1
Sylvia Morgan	Not a part	Not a part	Not a part	Not a part	1	1	1	3	100.00%	Total/3
Rafiqah Mustafaa	Not a part	Not a part	Not a part	Not a part	1	1	1	3	100.00%	Total/3
Judy Oakley	0	Not a part	Not a part	Not a part	Not a part	Not a part	Not a part	0	0.00%	Total/1
Rickey Parks	1	1	1	1	1	1	1	7	100.00%	Total/7
Tracy Parsons	1	1	1	1	1	1	1	7	100.00%	Total/7
Julie Pryde	0	0	0	1	0	0	0	1	14.29%	Total/7
Gail Raney	1	0	1	1	0	0	0	3	42.86%	Total/7
Julia Rietz	0	1	0	0	1	1	0	3	42.86%	Total/7
Roger Smetzer	0	0	1	1	1	0	1	4	57.14%	Total/7
Joan Walls	1	0	1	1	1	1	1	6	85.71%	Total/7
Dan Walsh	1	1	0	0	1	1	0	4	57.14%	Total/7
Julian Williams	Not a part	Not a part	Not a part	Not a part	1	1	1	3	100.00%	Total/3
Total members attending	13	13	12	12	16	17	17		54.62%	Total/7
Total members not a part	6	8	6	7	5	5	6			
Percentage of members attending	54.17%	59.09%	50.00%	52.17%	64.00%	68.00%	70.83%			
Formula for % (total/# people on sign-in)	Total/24	Total/22	Total/24	Total/23	Total/25	Total/25	Total/24			

Note: Thirty different individuals appeared across the sign-in sheets for the listed MDT meetings. All 30 appear in the first two columns of this table. The calculation of the attendance rate for each meeting excludes those individuals whose names did not appear on the sign-in sheet for that meeting. In this table, the row labeled "total members not a part" displays the total number of individuals not expected to attend each meeting.

**APPENDIX C**

**CUFS’s Completion of the S.A.R.A Process**

<b>Table 11</b>	
<i>Process for problem identification and analysis</i>	
<b>S.A.R.A. Component</b>	<b>Progress Made on S.A.R.A. Components, Sources of Data, and Recommendations</b>
<b>Scanning</b>	
Identify recurring problems of concern to the public and the police	Prior to receiving the ICJIA grant, police and the public identified “shooting” as a recurring problem. A brief discussion of this identification and the actions that followed are provided in the “Pre-grant Identification and Analysis” section of this report. (Data Source: CUFS’s <i>Year 1 Grant Application to ICJIA</i> )
Identify the consequences of the problem for the community and the police	For the community, consequences that have been highlighted include: people not feeling safe going into specific neighborhoods, victim injury, property damage, loss of life, and “police cracking down” in neighborhoods where shootings have occurred. For police, highlighted consequences include: increased police presence in communities where shootings have occurred and the creation of the Street Crimes Task Force, an interagency group presently focused on addressing shooting. (Data Sources: <i>MDT member interviews; MDT meeting observations</i> )
Prioritize those problems	Prior to receiving the ICJIA grant, police and the public identified “shooting” as a problem. After receiving the grant, the MDT narrowed the focus of the problem to prioritize “shooting incidents by different groups or cliques whose membership does not remain static.” (Data Sources: <i>CUFS’s Year 1 Grant Application to ICJIA; MDT meeting observation</i> )
Develop broad goals	Prior to receiving the ICJIA grant, the steering committee decided that the broad goal of the initiative was to deter gun violence. (Data Sources: <i>CUFS’s Year 1 Grant Application to ICJIA</i> )
Confirm that the problems exist	Prior to receiving the ICJIA grant, police presented data on substantiated shots fired at Community Coalition meetings to show that shooting was increasingly becoming a problem.

	<p>After the grant was received, the law enforcement working group lead a data-gathering project that resulted in a dataset which included data on various gun-related incidents in the area from 2013 to 2017. (Data Sources: CUFS’s Year 1 Grant Application to ICJIA; Interviews with MDT members; Observations of MDT meetings)</p>
<p>Determine how frequently the problem occurs and how long it has been taking place</p>	<p>As shown by the graph in the “Post-Grant Identification and Analysis” section of this report, the MDT has analyzed data that demonstrates frequency of substantiated shots fired between 2013 and 2017.</p> <p>In law enforcement MDT meetings, the group has discussed that it is difficult to provide an accurate assessment of how many of these incidents took place prior to 2013 because the data are not readily available. Thus, the group’s assessment of “how long it has been taking place”, is partly based on administrative data, but partly based on an overall perception that shooting as a problem started in 2014. The crime data compiled by the crime analysts spans 2013 to 2017, so presently, the statements made about the shooting problem are bound by that time span.</p> <p>At law enforcement working group meetings, members discussed gaps in the data that were collected previously and stated their intentions to address those gaps moving forward. (Data Sources: CUFS’s Year 1 Grant Application to ICJIA; Observations of MDT meetings; Interview with local crime analyst)</p>
<p>Select problems for closer examination</p>	<p>Prior to receiving the ICJIA grant, police and the public identified “shooting” as a problem. After receiving the grant, the MDT narrowed the focus of the problem to prioritize “shooting incidents by different groups or cliques whose membership does not remain static.” (Data Sources: CUFS’s Year 1 Grant Application to ICJIA; MDT meeting observation)</p>
<p><b>Analysis</b></p>	
<p>Identify and understand the events and conditions that precede and accompany the problem</p>	<p>Interviews with at least one law enforcement working group member and two members of the City of Champaign grant team identified a shooting in 2014 as the event that preceded several shootings in 2015. These MDT members</p>

	<p>believed that several of the shootings that took place in 2015 were retaliation between gangs and/or cliques for the 2014 shooting.</p> <p>However, the data-gathering project of the MDT did not produce evidence that showed the connection between the 2014 shooting incident and subsequent shooting incidents. Additionally, the researchers did not observe members of MDT discussing or referencing any other definitive evidence on events and conditions that preceded previous shooting incidents. (Data sources: <i>Interviews with MDT members; MDT meeting observations</i>)</p> <p><b>Recommendation:</b> Have a member of law enforcement (perhaps someone from the Street Crimes Task Force) present to the MDT what events and conditions they believe have preceded previous shooting incidents. This conversation can create the space for the MDT to identify themes across previous shooting incidents, so they can begin to build a collective understanding of the perceived conditions and events that led to shootings by gangs and/or cliques.</p>
Identify relevant data to be collected	<p>The Project Specialist created a list of data that he believed was relevant to collect for CUFS. His data request was refined after conversations with local crime analysts, records managers, and the Research Partner. Data from that list has been compiled, analyzed, and included in this report. (Data sources: <i>Interviews with MDT members; MDT meeting observations</i>)</p>
Research what is known about the problem type	<p>Discussions and an interview with the Project Specialist has revealed that he has reviewed research articles and evaluation reports related to addressing shooting in other cities. Additionally, members of law enforcement have highlighted conversations that they have had, and continue to have, with law enforcement leaders in other cities about how they are addressing shooting. Finally, members of the MDT who were engaged in early planning for CUFS visited Peoria, IL to learn about the focused deterrence initiative being implemented there, as well as read the book <i>Don't Shoot</i> by David Kennedy. (Data Sources: <i>Interview and discussions with project specialist; Interviews with MDT members</i>)</p>

<p>Take inventory of how the problem is currently addressed and the strengths and limitations of the current response</p>	<p>Interviews with MDT members highlighted prior efforts to take inventory of how the shooting problem was addressed in local communities in the past, as well as strengths and limitations of that response. One law enforcement working group member stated that when shooting started to spike in 2013, the law enforcement approach was initially to “crack down” on any infractions (large or small) in neighborhoods where the shootings had occurred. This resulted in community members feeling like their neighborhoods were “under siege” because of the increased police presence in their neighborhoods. Law enforcement leadership recognized that this approach was limited, and thus, decided that implementing different approaches, some of which are aligned with community-oriented policing principles, would be worthwhile. (Data sources: <i>Interviews with MDT members</i>)</p> <p><b>Recommendation:</b> At a meeting of the full MDT, members should discuss the various ways in which the shooting problem is being addressed in Champaign and Urbana by law enforcement and community organizations. This discussion could include presentations made by law enforcement officers and community organization leaders, to describe how they are currently responding to the shooting problem. Each presentation could address strengths and limitations of each group’s current efforts. This discussion could result in a deeper understanding of how Champaign and Urbana are responding to shooting from a law enforcement perspective, and a community organization perspective. From this discussion, the group could also create a list of current efforts, their strengths, and their limitations.</p>
<p>Narrow the scope of the problem as specifically as possible</p>	<p>At a meeting in the summer of 2017, the MDT narrowed the scope of the problem to “shooting incidents by different groups or cliques whose membership does not remain static”. (Data source: MDT meeting observation)</p>
<p>Identify a variety of resources that may be of assistance in developing a deeper understanding of the problem</p>	<p>The project specialist, law enforcement working group, and research partner identified crime data that would be useful for understanding various aspects of the shooting problem</p>

	<p>including who is participating in the incidents, where the incidents are taking place, and when the incidents are taking place.</p> <p>Since the law enforcement working group has stated that it is not possible to include motive or “why” shootings have taken place in the dataset, then it may be worthwhile for the MDT to seek other information to better understand what the MDT has determined as the cause and nature of the problem. (Data source: <i>MDT meeting observations</i>)</p> <p><b>Recommendation:</b> Invite individuals to an MDT meeting who can provide a historical context for the formation of gangs and/or cliques in Champaign and Urbana communities, different hypotheses for why shootings occur among these groups, and interventions that have been successful for curtailing gun violence between such groups. These could be individuals who: 1) study gangs; 2) work directly with people involved in gangs and/or cliques; or 3) are former gang members.</p>
<p>Develop a working hypothesis about why the problem is occurring</p>	<p>Interviews with at least one law enforcement working group member and two members of the City of Champaign grant team identified a shooting in 2014 as the event that preceded several shootings in 2015. These MDT members believed that several of the shootings that took place in 2015 were retaliation between gangs and/or cliques for the 2014 shooting.</p> <p>While individual MDT members held this hypothesis about the cause of the 2015 shootings, we did not observe a discussion with the MDT as a group about this hypothesis. Additionally, the MDT members who spoke about this hypothesis did not extend it to include the shootings that took place in 2016 and 2017. Thus, this assessment concludes that the group does not have a working hypothesis about why the shooting problem as a whole is occurring. Such a hypothesis would make a statement about what factors (“x”) are believed to be <i>causing</i> the shooting problem (“y”). (Data sources: <i>Interviews with MDT members; MDT meeting observations</i>)</p> <p><b>Recommendation:</b> Have a member of law enforcement (perhaps someone from the Street</p>



	Crimes Task Force) present to the MDT a set of working hypotheses they believe explain the shooting problem that has been occurring since 2014. From this presentation, members of the MDT can determine which hypothesis they wish to adopt.
<b>Response</b>	
Brainstorm for new interventions	Discussions and an interview with the Project Specialist has revealed that he has reviewed research articles and evaluation reports related to addressing shooting in other cities. Additionally, members of law enforcement have highlighted conversations that they have had, and continue to have, with law enforcement leaders in other cities about how they are addressing shooting. Finally, members of the MDT who were engaged in early planning for CUFS visited Peoria, IL to learn about the focused deterrence initiative being implemented there, as well as read the book <i>Don't Shoot</i> by David Kennedy. (Data Sources: <i>Interview and discussions with project specialist; Interviews with MDT members</i> )
Search for what other communities with similar problems have done	Discussions and an interview with the Project Specialist has revealed that he has reviewed research articles and evaluation reports related to addressing shooting in other cities. Additionally, members of law enforcement have highlighted conversations that they have had, and continue to have, with law enforcement leaders in other cities about how they are addressing shooting. Finally, members of the MDT who were engaged in early planning for CUFS visited Peoria, IL to learn about the focused deterrence initiative being implemented there, as well as read the book <i>Don't Shoot</i> by David Kennedy. (Data Sources: <i>Interview and discussions with project specialist; Interviews with MDT members</i> )
Choose among the alternative interventions	Interviews with MDT members did not highlight that the MDT chose its intervention after reviewing a list of interventions. According to our data, the MDT chose its intervention after the group became aware of the focused deterrence initiative being implemented in Peoria. (Data sources: <i>Interviews with MDT members</i> )
Outline a response plan and identifying responsible parties	The project specialist has outlined the MDT's

	<p>response plan. The plan specifically highlights the group’s planned activities from November 2017 to November 2018 to address the identified shooting problem. The final response plan is set to be submitted to ICJIA in September of 2017. (Data sources: <i>MDT meeting observations; CUFS’s Year 2 Grant Application to ICJIA</i>)</p>
<p>State the specific objectives for the response plan</p>	<p>The response plan that the project specialist has shared with the research partner described activities that the MDT will engage in from November 2017 to November 2018. The response plan states that the short-term and long-term goals will be determined in year 2. (Data source: <i>CUFS’s Year 2 Grant Application to ICJIA</i>)</p>
<p>Carry out the planned activities</p>	<p>The activities described in the response plan are scheduled to begin in November 2017. (Data source: <i>CUFS’s Year 2 Grant Application to ICJIA</i>)</p>

**APPENDIX D**

**Alignment Between Report Findings and Project Specialist’s Areas of Interest from “Key Deliverables” Document (Signed by Project Specialist and Research Partner on June 28, 2017.)**

**Table 12**

*Alignment between this report and the Key Deliverables document guiding the assessment study*

<b>Key Area/Question</b>	<b>Location of Findings in this Report</b>	<b>Comments on Key Area/Question and Alignment with Findings</b>
1. Process and methodology for problem identification, offender identification, victim identification, drivers and causes of the problem; data sources for problem analysis	In “Identification and Analysis of the Crime Problem” section	
2. Process and methodology for crime analysis, data points and issues covered; findings and outcomes	In “Identification and Analysis of the Crime Problem” section	
3. Establishment, composition and functioning of the MDT; meeting structure and what happens at meetings e.g. problems are analyzed and interventions designed; lessons learned from other jurisdiction or from review of evaluation reports of successfully completed deterrence initiatives	In “Development of Collaborative Multi-Agency Steering Committee” section and “Introduction: Assessment Criteria” section	
4. Process and methodology for sharing of information among officials from all local, state, and federal criminal justice agencies; lessons learned from other jurisdictions or from review of evaluation reports of successfully completed focused deterrence initiatives	In “Development of Collaborative Multi-Agency Steering Committee” section and “Introduction: Assessment Criteria” section	
5. Process and methodology for sharing of information with community partners; lessons learned from other jurisdictions or from review of evaluation reports of successfully completed focused deterrence initiatives	In “Development of Collaborative Multi-Agency Steering Committee” section and “Introduction: Assessment Criteria” section	
6. VRAT findings and actions	In “Assessment of the Steering Committee’s Capacity-Building	

	and Training Needs” section	
7. Where are we in relation to each planning goal?	In the narrative, “Findings,” and “Recommendations” sections under each major section “Development of Collaborative Multi-Agency Steering Committee,” “Identification and Analysis of the Crime Problem,” and “Assessment of the Steering Committee’s Capacity-Building and Training Needs”	
8. What are the gaps?	In the narrative, “Findings,” and “Recommendations” sections under each major section “Development of Collaborative Multi-Agency Steering Committee,” “Identification and Analysis of the Crime Problem,” and “Assessment of the Steering Committee’s Capacity-Building and Training Needs”	
9. Where do we need to be?	In the narrative, “Findings,” and “Recommendations” sections under each major section “Development of Collaborative Multi-Agency Steering Committee,” “Identification and Analysis of the Crime Problem,” and “Assessment of the Steering Committee’s Capacity-Building and Training Needs” and in the “Introduction: Assessment Criteria” section	
10. What resources, personnel and technical expertise are needed for effective implementation?	In the “Assessment of the Steering Committee’s Capacity-Building and Training Needs” section	
11. What are the lessons learned from other jurisdictions in relation to each planning goal?	In the “Introduction: Assessment Criteria” section	
12. What are the lessons learned from the two call-ins in terms of process, target group, access to services?	In the “Assessment of the Steering Committee’s Capacity-Building and Training Needs” section and “Lessons Learned from the Call-Ins” section	
13. What are the key sustainability and policy issues that should be addressed for effective implementation?	In the narrative, “Findings,” and “Recommendations” sections under each major section “Development of Collaborative Multi-Agency Steering Committee,” “Identification and Analysis of the Crime Problem,”	

	and “Assessment of the Steering Committee’s Capacity-Building and Training Needs” and in the “Introduction: Assessment Criteria” section	
14. Are there limitations and if so what are these?	In the “Recommendations” sections under each major section “Development of Collaborative Multi-Agency Steering Committee,” “Identification and Analysis of the Crime Problem,” and “Assessment of the Steering Committee’s Capacity-Building and Training Needs” and in the “Introduction: Assessment Criteria” section	
15. What is (should be) the target area(s) for the focused deterrence initiative?	In the “Introduction: Assessment Criteria” section	
16. Why did we select this target area(s)?	In the “Introduction: Assessment Criteria” section	
17. Does problem analysis support the selection of this target area(s)?	In the “Identification and Analysis of the Crime Problem” section	
18. What did the problem analysis/crime data analysis identify as the key drivers of the problem in the target area(s)?		Data not available from data gathering project. Law enforcement working group identified this category of data as “difficult to determine.”