

Update:

Violence Interruption: Cure Violence Assessment

DECEMBER 1, 2020



Charlotte

Framework to Address Violence

Purpose: City, County, Partners, and Community work together to reduce violence, increase economic opportunity, and build healthier, more resilient communities.

**Intergovernmental
Collaboration**

**Invest in
Community-Led
Efforts**

**Interrupt
Violence**

**Community
Collaboration in
Priority Areas**

**Use Data and
Evidence**

PROGRAMS

POLICY

PRACTICE

Cure Violence Aligns with City Strategy on Violence

- ◀ Intergovernmental Collaboration: Partnership between city and county, including shared funding
- ◀ Violence Interruption: leverage credible community members to interrupt, detect, and prevent violence
- ◀ Use data and evidence: implement proven public health model

The assessment is designed to familiarize stakeholders and community organizations with the Cure Violence Global (CVG) Model and determine:

Government Capacity and Will

- 1) Is there a governmental or non-governmental agency with the capacity and will to implement the CVG model with fidelity?
- 2) Does official and unofficial data exist about violent incidents to focus, monitor, and measure the implementation of the model?
- 3) Does official and unofficial data exist about the nature of violent incidents to determine if the CVG model is appropriate?
- 4) Does official and unofficial data exist to create criteria to identify the highest risk target population for focusing implementation?

Community Organizations and Interrupters

- 5) Do community organizations exist who fit the CVG criteria to serve as partners to implement the model?
- 6) Do individuals exist who could fulfill the role of Violence Interrupters and/or Outreach Workers
- 7) Determine initial program recommendations for program size, budget, recruitment strategies, and ongoing training and technical assistance plan from CVG

Assessment Schedule and Activities

Phase and Dates	Activity	Audience
Phase I: Informational Meetings August - September	Cure Violence 101: Inter-Governmental	City of Charlotte, Mecklenburg County, Sheriff, CMPD, Courts, CMS
	Cure Violence 101: Service Providers	Social Service Practitioners, Health Care Workers, Non-Profit Leaders
	Cure Violence 101: Community Leaders	Community Based Orgs, Churches, Community Leaders, Neighborhood Assoc, Advocates, Activists
	Official Data Review Meeting	Shared Data Collaborative Group (City and County Co-Leads, CMPD)
Phase II: One on One Meetings September - October	Hospital/Trauma Center Meeting	Atrium, Level 1 Trauma Center
	Potential Partner Organizations Interest Meeting	Organizations who wish to be partner orgs in implementation of the model
	Potential Workers Interest Meeting	People who have been identified as potential interrupters
Phase III: In Person Assessment October	Visit Target Area	Potential partner orgs, City staff, and Community Stakeholders
Phase IV: Next Steps November - December	Debrief Assessment Findings	City and County Staff, Elected Leaders, Stakeholders

Assessment Visit Oct 25-28 – Phase III

- Conducted onsite visits of priority area with stakeholders
- Met with six local organizations in the priority area
- Held Q&A session with neighborhood leaders
- Met with City and County staff, and leaders



Phase III Cont. and Phase IV



Held follow up conversations with potential organizations and individuals who can support the recruitment of interrupters

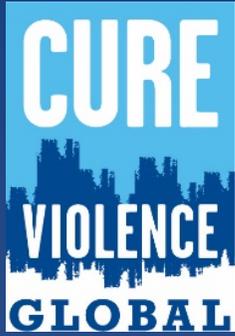


Debrief Assessment findings



Discuss next steps





CURE VIOLENCE GLOBAL
Preliminary Findings from Charlotte, NC
Assessment

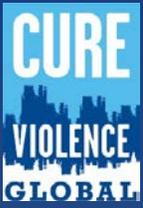
Cure Violence Assessment Summary

Assessment Criteria	Cure Violence Assessment
(1) Is there a governmental or non-governmental agency with the capacity and will to implement the CVG model with fidelity?	Yes – high capacity, will, and commitment
(2-4) Does official and unofficial data exist about violent incidents to focus, monitor, and measure the implementation of the model; to determine if the CVG model is appropriate; and to identify the highest risk target population for focusing implementation?	Yes – exceeds data requirement in all categories
(5) Do community organizations exist who fit the CV criteria to serve as partners to implement the model?	Additional support needed to bolster existing viable candidate organizations
(6) Do individuals exist who could fulfill the role of Violence Interrupters and/or Outreach Workers?	Unable to identify individuals from Beatties Ford community who clearly fit profile, but likely those individuals exist
(7) Initial program recommendations: Program Size, Budget, and Recruitment	Staff: 5 – 6 staff Budget: \$394,000 for one year

Next Steps and Recommendation

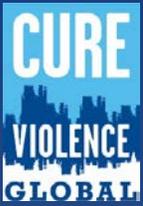
- ◁ Share results with City Council on December 14 Action Review
- ◁ *Contract with Cure Violence for technical assistance*
 - *80k for Year 1*
- ◁ *Conduct an RFP Process for community-based organization*
 - *390k for Year 1*
- ◁ *Determine if fiscal agent support is needed*
 - *TBD*
- ◁ *Begin implementation*

Cure Violence Appendix



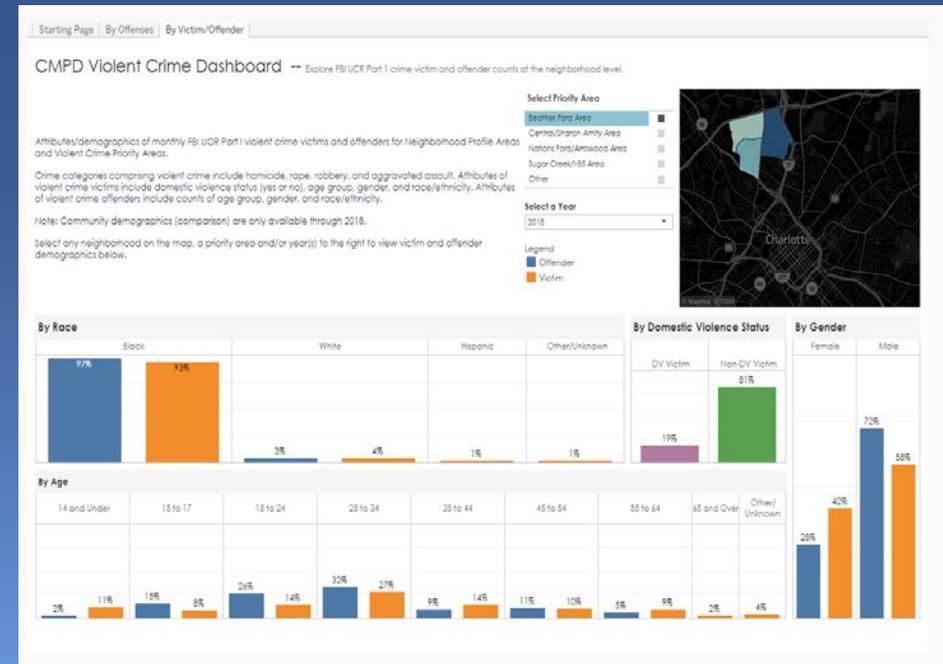
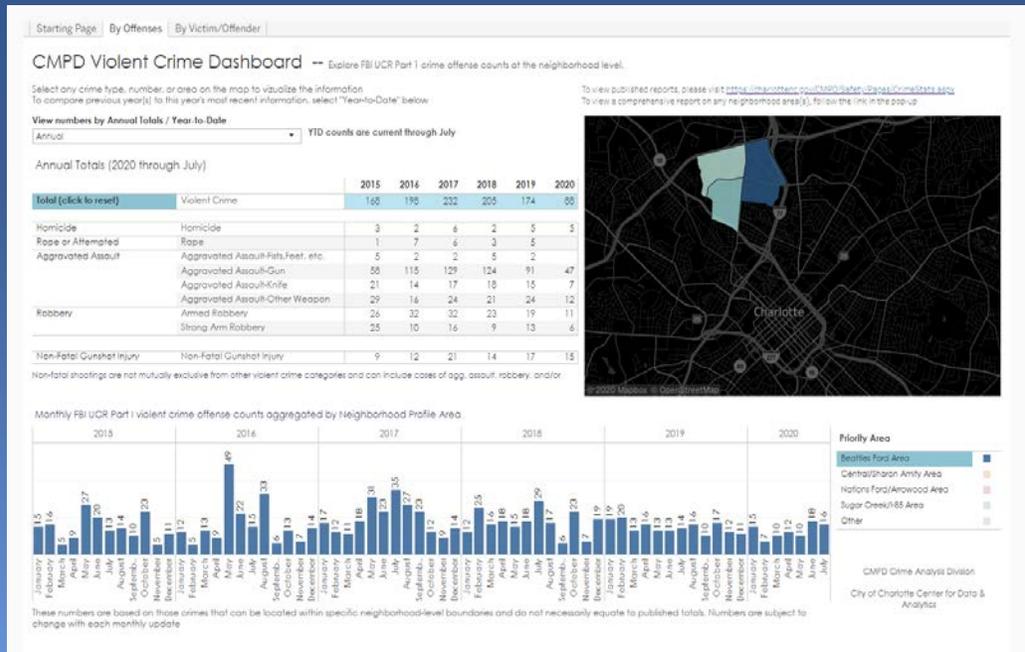
(1) Is there a governmental or non-governmental agency with the capacity and will to implement the CVG model with fidelity?

- ✓ **YES - CVG has found that City of Charlotte has extremely high levels capacity, will, and commitment to implementing the model.**
- The City of Charlotte is currently investing in evidence-based models and approaches to reduce violence across sectors.
- The City has identified four priority areas to address systemic issues and root causes – across city departments, partner agencies, and with residents and community-based organizations.
- A variety of departments and agencies made themselves available for robust conversations.



(2) Does official and unofficial data exist about violent incidents to focus, monitor, and measure the implementation of the model?

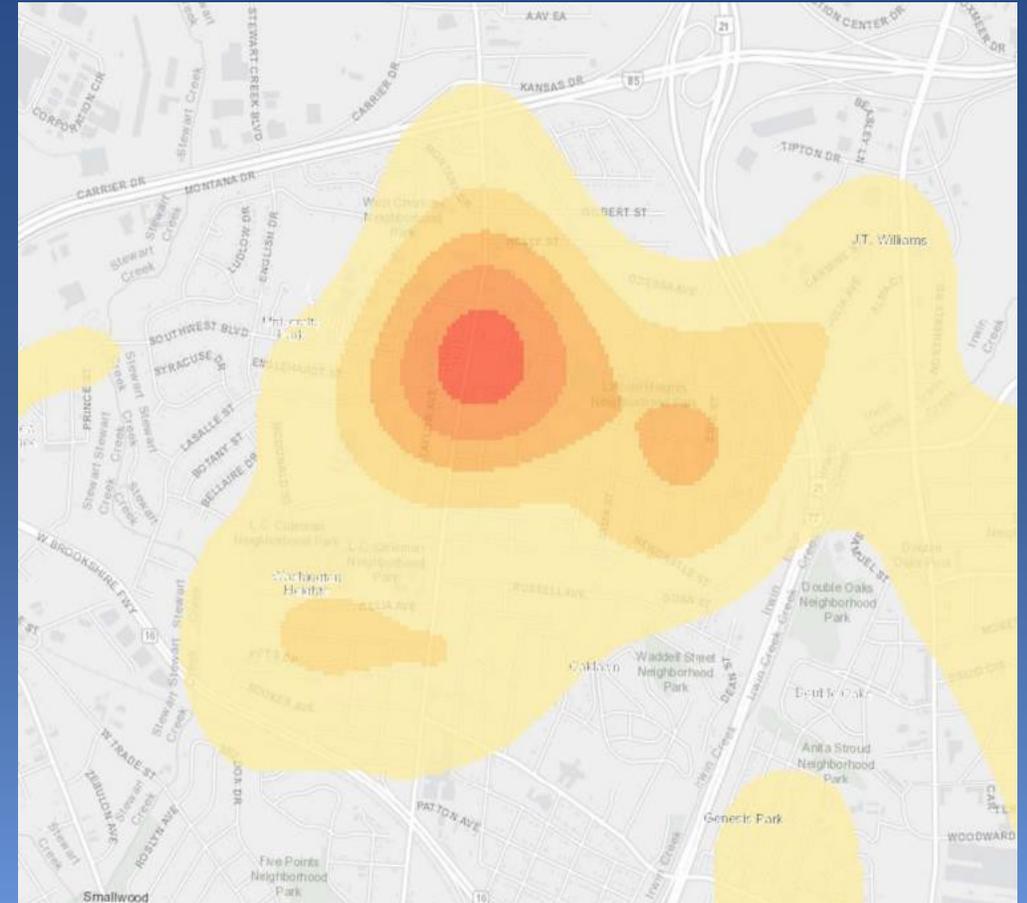
✓ **YES - The City of Charlotte exceeds the data requirement for the CVG model to be successful. Through the excellent Community Violence Data Dashboard, Charlotte has the ability to capture and report on the impact of the CVG at the community level.**



(3-4) Does official and unofficial data exist to determine if the CVG model is appropriate and identify the highest risk target population for focusing implementation?

✓ YES

- The available data identifies chronic “hot spots” where shootings and killings have persisted
- The City has identified 4 priority areas, one of them, Beatties Ford/Lasalle has been selected to implement the CVG model. The dynamics of the area are appropriate and consistent with other areas where the CVG model has been implemented.
- The data also demonstrates the nature of the violent incidents is consistent with other areas where the CVG model has been implemented.

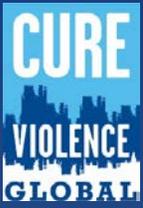




(5) Do community organizations exist who fit the CVG criteria to serve as partners to implement the model?

Implementation at the community level requires identification of community-based organizations capable of providing oversight of the day-to-day program operations. The criteria for community-based implementation partners is as follows:

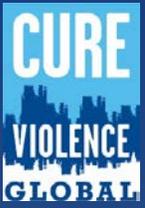
- Mission in sync with Cure Violence model and health approach
- Strong ties to the target community
- Viewed as credible, trusted, and neutral by target community and highest risk individuals
- Able to participate in recruitment of potential workers for the target area
- Able and willing to hire and work with individuals with criminal histories/come from the groups in conflict in target area
- History of direct violence prevention or related work
- Experience of managing grants and contracts
- Experience producing detailed reports on regular basis
- Organizational capacity to support and supervise staff and to provide fiscal oversight



(5) Do community organizations exist who fit the CVG criteria to serve as partners to implement the model? (Cont.)

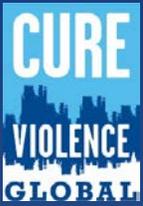
In Beatties Ford/Lasalle area, CVG was able to meet with several individuals and organizations that demonstrated great concern and commitment to the community. Primarily their current areas of work and/or experience included:

- Legal services
- Large and small activities for the community
- Community cookouts and BBQs
- Political activism addressing structural racism and policing
- Provision of supportive services and referrals
- Gun “buy-backs”
- Sporting activities for youth at night
- Mentorship
- Food and clothing distribution
- PPE distribution



(5) Do community organizations exist who fit the CVG criteria to serve as partners to implement the model? (Cont.)

- **With additional support, there are a few viable candidates for community based organizations, but none that appeared to meet all the requirements to implement the model working with highest risk individuals; a few met the majority of the requirements.**
- CVG will provide sample “Requests for Proposal” which can be used to make the final decision about which community-based partner should be selected.
- The viable community-based partners in the Beatties Ford/ Lasalle may require experience in managing a large grant or providing fiscal oversight the partner may require a fiscal Agent. (Other cities have worked with the Urban League or the United Way in this capacity.)



(6) Do individuals exist who could fulfill the role of Violence Interrupters and/or Outreach Workers?

The best “change agents” for interrupting violence have in many cases lived the same type of life as those who are being affected by violence and are connected to the community where the initiative is being implemented. Characteristics include:

- Has credibility with the highest risk individuals and groups in the target area
- Has relationships (inroads) with the highest risk individuals and groups in the target area
- Has prior ties to gangs or crew, cliques, drug crews, etc., in the target area
- May have been incarcerated for a violent offense
- Resides in or is from the target area
- No longer active in violence, criminal activity, or substance abuse
- Can work as part of a team

(6) Do individuals exist who could fulfill the role of Violence Interrupters and/or Outreach Workers? (Cont.)

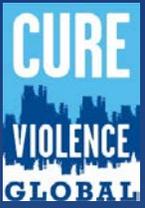
- **It is likely they exist, but CVG was unable to meet with individuals from the Beatties Ford/Lasalle community who clearly met the profile of a Violence Interrupter or Outreach Worker. Some of the individuals and organizations knew of people who met the profile.**
- **It has been the experience of CVG that in most communities individuals do exist who can fulfill the role of Violence Interrupters and/or Outreach Workers. Currently, there are two levels of recruitment efforts to yield candidates:**

Level 1

- *Leveraging Local organizations, and recommended individuals to recruit qualified individuals*

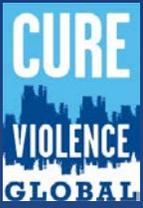
Level 2

- *CVG staff: Working with staff from Durham and Greensboro as well personal past relationships with connections to Charlotte.*



(7) Initial program recommendations: Program Size, Budget, and Recruitment

- **Based on the size and the scope of the violence in the Beattie Ford/Lasalle area, CVG recommends a program of 5-to-6 line staff to cover the area**
- **The recommended budget for setting up a program of this size and scope is \$394k**
- **The RFP review committee and eventually the hiring panel should include community members and leaders identified during the assessment**
- **When the pool of potential candidates of workers is identified, CVG will work with Office of Equity, Mobility, and Immigrant Integration to begin pre-screening candidates**



(7) CVG Training and Technical Assistance (TTA)

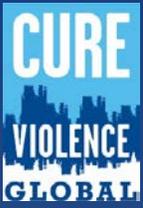
- **Assistance with RFP process**
- **2-day onboarding training for community-based partner and governmental oversight agency**
- **Pre-screening potential candidates**
- **Facilitation of panel interviews**
- **40-hour Program Management training**
- **40-hour Violence Interruption and Risk Reduction Training (VIRT)**
- **16-hour Database training**
- **Weekly program monitoring meetings (with data reports)**
- **Quarterly Booster Training/Site Certification visits**
- **24/7 emergency assistance**

(7) CVG TTA: Database

Key Program Indicators:

- Number and type of potential violent events interrupted (prevented); risk factors of conflict; number of individuals/groups involved; techniques employed; follow-up engagement
- Number of highest risk participants engaged; risk and resilience factors; number of contacts; behavior change associated with violence; referrals made for services;
- Number and type of community norm change activities; number of participants; public education materials distributed
- Hours of direct engagement of community at large; type, number, and profile of those engaged; number of public education materials distributed

CURE VIOLENCE GLOBAL	
	Daily Log
	Supervisor / Manager Daily Log
	Participant Screening & Activation
	Participant Case Management
	Site Management
	Conflict Response
	Weekly Log
	Staff Summary / Development Plan



(7) CVG TTA: Year 1 expected documented results

- 3 months: Streaks of days without shootings or homicides
- 6 months: Streaks of weeks without shootings or homicides
- 9 months: Longer streaks without shootings or homicides
- 12 months: Reduction of 30-40% compared to previous year *or substantial lower rate of increase compared to city overall rate*

Summit Update

DECEMBER 1, 2020



Charlotte Community Safety Summit

◀ 2 opportunities held via Zoom

◀ 100+ attendees

- Non-Profit Leaders, Community Members, Elected Officials
- Discussed defining community safety and gaps in services

◀ Key Takeaways

- Community serving organizations feel disconnected from each other
- Need resources- \$, skill development, training, evaluation tools
- Intergenerational work and infrastructure work needed

◀ Next Steps

- Asset Mapping
- Develop a tool for community serving organizations to collaborate