

Reimagining Public Safety and Recommendations for Best Practice Models in the City of St. Louis

A Report for the City of St. Louis

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Creating Justice in Real Time

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I. INTRODUCTION

A. History of Violence in St. Louis

Gun violence is rising across the country and St. Louis leads the statistics in gun violence deaths. However, the city of St. Louis and communities are working towards curtailing gun violence. While gun violence increased significantly across the country in 2020, St. Louis recorded 190 homicides, 73 fewer than the 263 the previous year. The numbers not only dropped from 2021, but are lower than in some pre-pandemic years.¹

Despite the positive outlook amid still very grim numbers, St. Louis has not always set the national standard for crime reduction. The previous year, homicide rates reached an all-time high, with St. Louis' homicide rate increasing 16 times faster than the national average. In 2019, the City of St. Louis alone was responsible for 30% of Missouri's total homicides, despite only accounting for 5% of the state's total population.²

This report is intended to demonstrate the ways in which community organizations, supported by the St. Louis Mayor's office can propose ways in which they will work to decrease community violence by submitting proposals to request to fund their community based initiatives around violence intervention. This report will also provide best practice models to support organizations doing the work. Our project reflects a holistic reflection and we recognize that there are greater structures at play that contribute to rising rates of gun violence and community violence in St. Louis.

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1. <https://time.com/6129859/st-louis-shootings-homicides-decrease/>
 2. <https://giffords.org/lawcenter/articles/addressing-community-violence-in-the-city-of-st-louis-existing-strategies-gaps-and-funding-opportunities/>

B. Scope of the Issue: Request for Proposal on Community Violence Intervention

- a. The city of St. Louis RFP Background Information: The City Received \$5.5M in federal funding to support public safety initiatives from various different organizations and these proposals could come from large entities to local community organizations
- b. Scope of Work for Mayor's Office
 - i. Step 1: Create an RFP
 - 1. City to create and share with the public an RFP (request for proposals) to apply for funding
 - 2. RFP remains open to the public and receives applications for 21 days
 - ii. Step 2: Form the PSA
 - 1. City to create a PSA (selection committee) to approve the RFP, deadlines and provide contact information to the public
 - iii. Step 3: Create Rubric
 - 1. City + Harvard Team to create a rubric to evaluate applications
 - 2. Rubric should evaluate the proposers' ability to address the goals outlined in the RFP
 - iv. Step 4: Review Applications
 - 1. PSA votes to approve application and who to issue contracts to
 - v. Step 5: Implementation Evaluation Process
 - 1. Establish framework that drafts common definitions (ie. violence interruption), criteria and points of data collection for contracted organizations to submit to the City in order to evaluate their public safety initiative
 - 2. Create an equitable evaluation process that accommodates the scope of organizations that evens the playing field for local organizations and larger entities so the City can evaluate their success and determine what are the best investments moving forward
 - vi. Step 6: Issue Contracts
 - 1. Lawyers to draft and issue contracts to organizations
 - 2. Allocating federal funding, therefore, need to follow specific federal regulations

II. COMMUNITY VIOLENCE INTERVENTION

A. BEST PRACTICES MODELS FOR COMMUNITY VIOLENCE INTERVENTION PROGRAMS

Community violence is an event that occurs between known or unknown persons outside their home¹. Common examples may include shootings in schools or public places and assaults or fights. Over half of the homicides that occurred in the United States in 2019, occurred among persons aged 15-34, and communities of color were disproportionately impacted. However, community violence is preventable, and there are multiple policies, programs and practices to disseminate violence and create safer communities. Mayor Tishaura Jones was particularly interested in these programs, and believes in investing in communities and the people over policing as the solution. However, in order to best understand what programs would be most successful for St. Louis, our team had to first understand what previous evidence-based programs have been implemented around the country in response to the persistent discrimination and disparities towards Black and Brown persons from the criminal justice system. Thus, it was imperative to research how other cities and communities were tackling this issue, so that St. Louis could build or sponsor similar programs that currently exist in the city. The team was interested in what particular models have had a successful impact on addressing the root causes of crime and reinvesting in Black and Brown communities. The team was tasked with creating the following deliverable to our main point of contact with the St. Louis Mayor's office, Deputy Chief of Staff Ms. Sara Baker. The following document is an outline of best practices informed by violence prevention and/or intervention programming in other U.S. cities. This

¹ <https://www.cdc.gov/violenceprevention/communityviolence/index.html>

best practices outline's purpose is to function as an exemplary guide for the St. Louis Mayor's Office and the community evaluators to inform their assessment of the viability and potential success of proposals submitted in response to the Request for Proposals. It is of note that the program's mission, key operating aspects, outcomes, deemed measurements of success, host cities, as well as some considerations and potential caveats concerning its implementation and/or potential adaptation to the city of St. Louis.

Organization/Model	Mission	Key Aspects	Outcomes	Success Measurement	Cities	Considerations/Caveats
Operation Ceasefire	Ceasefire operates as a system that implements interventions that include the knowledge and coordination of all of the city's law enforcement and criminal justice agencies.	<p>-Housed in city agency (Office of Juvenile Justice in Boston)</p> <p>-Data informed: starts with a landscape analysis of violence in the specific city</p> <p>-Services: Housing, healthcare, employment, education, case managers for those identified as most in need of support</p> <p>-Community Engagement: Targeted outreach to people in gangs and to those identified as “potentially dangerous”</p>	63% reduction in monthly number of youth homicide victims; 25% decrease in monthly number of youth gun assaults in district D-2; 32% reduction in monthly number of citywide shots-fired calls for service	Youth Homicides, Citywide Gun Assaults, Calls for Service, New Handguns Recovered Citywide	<p>- Boston, MA</p> <p>- Also seen in: Chicago, Cincinnati, Indianapolis, Baltimore Stockton, State of California</p>	- Implementation problems in Baltimore , including not targeting the right people, no real follow-through delivering services, lack of consistency

<p>Office of Neighborhood Safety</p>	<p>The ONS is responsible for directing gun violence prevention and intervention initiatives that foster greater community well-being and public safety. ONS Street Outreach staff reach out to those most likely to be involved in gun violence, those most resistant to change and chronically unresponsive to help.</p>	<p>-Community Outreach: Daily outreach (by paid community members) to those most likely to commit gun violence. Community members also advocate for and share opportunities and services for the target population -Fellowship: Operation Peacemaker Fellowship for those most likely to commit gun violence. Provides mentorship, coaching, services, and financial support. Specifically for those who have been “chronically unresponsive” to the traditional services offered in the city.</p>	<p>-Homicides have declined by 60% since creation of ONS -of fellows: 94% alive, 83% not injured by firearm, 77% not a suspect in new firearm activity -71% reduction in gun violence causing injury or death from 2007-2016</p>	<p>-number of gun violence incidents causing injury or death -number of homicides -Operation Peacemaker Fellows: survival rate; firearm injury; % suspected in new firearm activity</p>	<p>-Richmond, CA -cities looking to replicate: Oakland, DC, Baltimore, Atlanta, Boston, Chicago, Detroit, Gary, Los Angeles, Miami, New York</p>	<p>- Academic study from the American Public Health Association says though the program in Richmond may have been effective in reducing firearm violence, it may have increased non-firearm violence</p>
<p>CURE Violence</p>	<p>Mission: To reduce violence globally using disease control and behavior change methods. Cure Violence Global is guided by the understanding that violence is a health issue, that</p>	<p>-Community Outreach: Violence interrupters deescalate potential or in progress violence. After violence occurs, they go to hospitals, jails, and other community areas to identify the cause of the conflict and help mediate further conflict. They also follow up for as long as needed to prevent additional violence between</p>	<p>- 45% decrease in violent crime (Trinidad & Tobago) - 63% decrease in shootings (New York City) - 30% decrease in shootings (Philadelphia) - 48% decrease in shootings in</p>	<p>- number of shootings - number of violent crimes - number of killings The Evidence of Effectiveness report</p>	<p>-Developed in Chicago -20 US Cities, including St. Louis, Pittsburgh, DC, Grand Rapids, NYC, Kansas City, San Antonio,</p>	<p>- hires many people who have previous records of incarceration and illegal behavior - this is accounted for with strict employment standards, which hinders trustworthy community relationships - hires conducted by an external panel, not community members</p>

	<p>individuals and communities can transform themselves, and that community partners and strategic partnerships are keys to success. Through a rigorous, scientific, and data-driven approach, Cure Violence Global helps communities to implement violence prevention programs that are effective in significantly reducing violence.</p>	<p>the same parties. -Services: Trained outreach workers connect those at highest risk of committing gun violence with services like employment, drug treatment, and assistance leaving gangs. A consistent outreach worker connects with individuals multiple times a week.</p>	<p>first week of program (Chicago) - 88% reduction in killing (San Pedro Sula, Honduras)</p>		<p>Jacksonville, Milwaukee - Where We Work</p>	<p>- challenging to find staff who were respected and connected with gang members and those in drug trade, but who were not involved in those activities themselves - unstable funding Source: Yale Global Health Review</p>
<p>Policing Alternatives & Diversion Initiative</p>	<p>Works to reduce arrest and incarceration of people experiencing extreme poverty, problematic substance use, or mental health concerns, and increase the</p>	<p>-Public Safety Recommendations - Community Response Services through ATL 311: PAD accepts referrals through the City of Atlanta 311 non-emergency city services line for quality of life concerns. Community Response Services are now</p>	<p>- Atlanta on track to see 450 arrests averted this year through diversion program, AJC - diverted 266 people in 2021 - PAD currently provides 215</p>	<p>- number of arrests averted - number of people diverted - number of active participants receiving weekly case</p>	<p>Atlanta, GA</p>	<p>- Atlanta will have to learn how to keep up with demand for the long haul - as more people learn about the program, it gets harder for police to show up on each call - their capabilities are only as strong as the</p>

	<p>accessibility of supportive services. Fosters new approach to community safety and wellness by providing an alternative to punishing people for what they do to survive. Instead, we connect with people as people, address their basic needs, and work with them to reduce harm to themselves and their neighbors.</p>	<p>available citywide. - Immediate alternatives to arrest: We provide Atlanta Police Department, MARTA, and Georgia Tech police officers with the ability to divert to PAD when an individual is detained for law violations related to mental health, substance use, and extreme poverty. Pre-arrest diversion services are now available citywide.</p>	<p>active participants with case management services weekly - PAD provided emergency housing to 541 individuals - trained 466 officers in 53 law enforcement trainings in 2021 PAD 2021 Report & Arrest Analysis</p>	<p>management services - number of individuals provided with emergency housing - number of officers trained - number of law enforcement trainings</p>		<p>assistance services available in a given community Source: Atlanta's alternative to 911 has helped hundreds. Now for the hard road ahead - WABE</p>
<p>D.L.I.V.E. (Detroit Life is Valuable Everyday)</p>	<p>DLIVE, or Detroit Life is Valuable Everyday, is a trauma-informed and comprehensive, hospital-based program that addresses the foremost public health issue for youth and young adults in Detroit – intentional violence. Homicide is the</p>	<p>DLIVE reaches young adults in the hospital after an acute trauma injury, engaging them in the hospital at the bedside during a time known as the “teachable moment”. Highly trained Violence Intervention Specialists are the uniquely qualified transformative agents that provide the crucial crisis intervention, trust-building, engagement, mentorship and linkage between the hospital and Detroit community</p>	<p>- none of the 70 participants who’ve participated in DLIVE since 4/2016 have sustained a repeat injury -more than 80% of participants who either had not finished high school or were unemployed are</p>	<p>- recurrence of acute trauma injury - placement in employment or education program</p>	<p>Detroit, MI</p>	<p>-bureaucratic holdups impede the flow of care and resources are needed to respond more quickly and dynamically to situations Source: American Hospital Association</p>

	<p>number one cause of death for Detroit residents ages 15-34. DLIVE provides innovative targeted services for young adults who have been victims of acute, intentional trauma.</p>	<p>support. This manifests itself into a vital VIS-Participant partnership so that a customized therapeutic plan for transformation can be collaboratively developed. Therefore, instead of discharging a patient from the hospital back into the community the same way they came in, the aftercare of our trauma patients involves an evidence-based strategy for success.</p> <p>Participants work intensely with VIS for 6-12 months typically. Trauma Peer Groups are held monthly as a space for participants to gather, share, exchange, and learn.</p>	<p>either enrolled in an education program or employed</p>			
<p>Pivot to Peace</p>	<p>Peace Education Program's Pivot to Peace is a program for survivors of stabbings and gunshot injuries, as well as those living at a high risk of</p>	<p>We offer guidance and help make connections. Once connected with a case manager, participants will receive wraparound case management services, including counseling and mentoring for the participant</p>	<p>Since 2016, caseworkers have had a 96% success rate in preventing retaliation and re-injury with survivors of</p>	<p>- prevention of re-injury or retaliation with survivors of gunshots and stabbings</p>	<p>Louisville, KY</p>	<p>n/a</p>

	<p>violence. Pivot to Peace is an opportunity to be supported post-injury, develop plans to stay safe and address the factors that may have put individuals at risk for violence.</p>	<p>and their families, and receive referrals for services including job training, employment, parenting training, counseling (personal and family), GED, and other educational services and support as identified or needed.</p> <p>Participants, as well as their family members and friends, are also invited to participate in 20 hours of training in nonviolent conflict resolution offered by the Peace Education Program.</p>	<p>gunshots and stabbings.</p> <p>The University of California San Francisco found that people who had come to the hospital with a gunshot or stab wound and then participated in the intervention program were far less likely to get injured again after leaving. The number of patients returning with another violent injury dropped from 16 percent to 4.5 percent. The University of Maryland's statistics are similarly encouraging. Research has found that victims of</p>			
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			violent injury who participated in the program were 83 percent less likely to return because of another violent event when compared with those who did not participate			
Readi Chicago	READI Chicago is an innovative response to gun violence in Chicago. The one-year program connects people most highly impacted by gun violence to cognitive behavioral interventions (CBI), paid transitional jobs, and wrap-around support services to help them create a path for a different	-Outreach: READI Chicago relies on the expertise of community-based practitioners and partners in the criminal justice system to identify participants. In addition, READI Chicago uses predictive analytics, in the form of the Urban Labs Risk Assessment, to identify and subsequently connect individuals with outreach workers. -Cognitive Behavioral Interventions: READI Chicago infuses the principles of cognitive behavioral	-Men who have participated have 79% fewer arrests for shootings and homicides -821 participants connected to programming by outreach -200 HOURS of Cognitive Behavioral Interventions per participant -\$9.5M	-number of arrests for shootings and homicides -number of participants in program -number of people touched by outreach -number of hours of interventions per participant -amount money paid to	Chicago, IL	-participants frequently want to give up on the program -difficult to convince people to leave the easy source of income gangs offer -harder to rehabilitate them so they are not drawn to crime -easy to give people jobs, harder to change how these people view society and how they react towards it -not easy for participants to remain committed to

	<p>future, and to help reduce violence in the city's most impacted neighborhoods.</p> <p>READI Chicago is informed by evidence from evaluations of similar programs involving CBI, jobs, and increased pay, which have shown decreases in violence involvement, arrests, and recidivism among at-risk youth and young adults. We are providing these interventions to adult men who face high rates of arrests and victimizations, to evaluate their effectiveness in reducing gun violence in Chicago.</p>	<p>interventions throughout the program. Research has shown that gun violence is often the result of split-second decisions. CBI is designed to help individuals slow down their thinking and respond less automatically in stressful situations.</p> <p>-Jobs: READI Chicago provides participants with a viable opportunity to make real change in their lives, in part by connecting them to 12 months of paid transitional employment. In addition to keeping participants safer, engaging people in paid work experience builds skills while promoting sustained economic opportunity.</p> <p>-Skill Building and Support Services: READI Chicago provides participants with a viable opportunity to make real change in their lives, in part by connecting them to 12 months of paid transitional employment. In addition to keeping participants safer, engaging people in paid work experience builds skills while promoting sustained economic</p>	<p>paid to participants in wages & stipends -12 hours per week of professional development, in addition to skills-based workshops and training opportunities -Men who participate in READI Chicago are 80% less likely to be arrested for a shooting or homicide, according to early analysis of the program outcomes at 20 months. Early Impact Analysis. ReadI Chicago</p>	<p>participants</p>		<p>the process long enough to change their lives Source: Northwestern Medill School of Journalism</p>
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		opportunity.				
No More Red Dots	The No More Red Dots (NMRD) campaign/movement is a comprehensive strategy for reducing the numbers of red dots that appear on the maps, and impacting the numbers of youth/young adults who make choices resulting in them being in the pipeline that leads to prison.	<p>-Online Intervention Training: NMRD's OIT program is designed to teach service providers how-to safely execute gun violence intervention. This component will feature: lectures, videos that teach/demonstrate non-confrontational intervention, de-escalation & transformative mediation. We will seek CEU credits for each completion as development incentives.</p> <p>-Peace Through The Arts: Helps to develop artistic talents of youth impacted by and/or participating in acts of gun violence; participants develop fine art and critical thinking skills, as well as financial literacy. Participants earn 100% income from the selling of their products. For ages 15-24.</p> <p>-Operation Hope Mentorship: On the last Friday of every month, between 1pm-7pm (subject to change), we catch up with mentees and participants on</p>	<p>-Online Intervention Trainings: served 100(s) in 2021</p> <p>-Peace Through the Arts: served 10-15 youth in 2021</p> <p>-Operation Hope Mentorship: served 25-50 gun involved youth in 2021</p>	Number of people receiving services	Louisville, KY	-considered 'patchwork' for lack of a city plan -homicides and violent deaths rose in 2020 despite interventions Source: Courier-Journal

		current situations and provide information on job opportunities and further guidance (if needed) in Louisville.				
Neighborhood Resilience Project's Trauma Response Team	Rooted in the Gospel and teaching of the Orthodox Church, inspired by the Civil Rights Movement (American 1950s-1960s), the mission of the Neighborhood Resilience Project is to support the transformation of neighborhoods from Trauma Affected Communities to Resilient Healing and Healthy Communities through Trauma Informed Community Development.	<p>-Training and Coaching: Training opportunities are available for people seeking to learn Trauma-Informed Community Development. Introductory workshops, intensive institutes, and classes are available. Because this framework is so extensive, it is quite often supported with ongoing coaching. Consultation can be offered before training in order to understand what preparation is recommended before attempting to launch a TICD initiative in one's respective community. Consultation may also be offered to support the implementation of TICD post-training.</p> <p>- Toolkit: The Trauma-Informed Community Development framework includes a toolkit that helps community members manage workflow, assess progress, and</p>	<p>-Over the past three years, the Free Health Center has provided more than 1,300 patient visits with a staff of volunteer clinicians.</p> <p>-The Backpack Feeding Program ended the 2018-19 school year serving 31 schools and 2,000 children in the area.</p> <p>-The organization supported renovations of more than 40 neighborhood homes.</p>	<p>-number of free patient visits</p> <p>-number of schools and children services</p> <p>-number of neighborhood homes renovated</p> <p>-number of community members interacted with and provided services</p> <p>-number of cohorts trained in learning collaborative</p> <p>Neighborhood Resilience Project</p>	Pittsburgh, PA	n/a

		<p>analyze impact. This toolkit has been developed and innovated over several years of practical experience in facilitating TICD.</p> <p>-Learning Collaborative: Cohorts from several different regions have come to be trained in the TICD framework. This has created a unique opportunity to build a Learning Collaborative dedicated to facilitating a better understanding of how to most responsibly and effectively facilitate positive community transformation from Trauma Affected Communities to Resilient Healing and Healthy Communities. This network of community innovators allows a tremendous opportunity to share best practices and support mutual growth and learning.</p>	<ul style="list-style-type: none"> -The Trauma Response Team interacted with more than 400 community members after homicides occurring all across the county. -Thousands of community members have received food, clothing, transportation assistance, document recovery and emergency relief from the organization. -Twelve cohorts – each around five people – from across the country have been trained by the organization in Trauma-Informed Community Development. 	<p>Impact Report 2020</p>		
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<p><u>CAHOOTS</u></p>	<p>CAHOOTS (Crisis Assistance Helping Out On The Streets) is a mobile crisis intervention program staffed by White Bird Clinic personnel using City of Eugene vehicles. This relationship has been in place for nearly 30 years and is well embedded in the community.</p> <p>CAHOOTS provides support for EPD personnel by taking on many of the social service type calls for service to include crisis counseling. CAHOOTS personnel often provide initial contact and transport for people who are intoxicated, mentally ill, or</p>	<p>Calls for Service: CAHOOTS provides support for EPD personnel by taking on many of the social service type calls for service to include crisis counseling. CAHOOTS personnel often provide initial contact and transport for people who are intoxicated, mentally ill, or disoriented, as well as transport for necessary non-emergency medical care.</p> <p>CAHOOTS is dispatched on EPD's service channel and calls are triaged through the Central Lane Communication Center. Each van is staffed with a medic (nurse or EMT) and an experienced crisis worker.</p>	<p>-2014: CAHOOTS handled 9,646 calls for service. -2019: CAHOOTS handled 18,583 calls for service. -CAHOOTS diverts 5-8% of Calls from Police</p>	<p>-number of calls for service -number of calls diverted from police</p>	<p>Eugene, OR</p>	<p>n/a</p>

	disoriented, as well as transport for necessary non-emergency medical care.					
Safe Streets	Safe Streets is an evidence-based violence prevention and interruption program that works to reduce shootings and homicides in high violence areas, operated by Catholic Charities in collaboration with the Baltimore City Department of Health and the Mayor’s Office for Neighborhood Safety and Engagement.	Safe Streets is based on the premise that violence is a disease that can be prevented using disease-control methods. Violence interrupters connect with high-risk individuals to defuse potentially violent situations, and link community youth with services, working within targeted neighborhoods with historically high levels of gun violence. By linking individuals and their families with educational opportunities, employment training and assistance, mental health services, substance abuse treatment and other crucial services, Safe Streets helps to provide young people with alternatives to a life of crime and violence.	-In 2021, Safe Streets mediated 534 conflicts that would otherwise have resulted in gun violence -In 2020, Safe Streets sites mediated over 2,300 conflicts. -In June 2021, the Cherry Hill site celebrated over one year without a homicide in their target area. -In 2020, Safe Streets sites hosted 451 community mobilization events with 58,000+ total attendance.	-number of conflicts mediated (that would otherwise have resulted in gun violence) -time in an area without a homicide -number of mobilization events -number of attendees at community events	Baltimore, MD	Inconclusive results Half of targeted Safe Streets neighborhoods saw increases in shootings and homicides Source: Fox Baltimore

Institute for Non-Violence Chicago	<p>We believe that we all have a role to play to end violence, so our mission is to end the cycle of violence in Chicago by making Dr. King’s principles, practices, and teachings of nonviolence a part of our daily lives. At the Institute for Nonviolence Chicago, we do our part through conflict mediation, victim advocacy, case management, nonviolence training, and community organizing. These methods help us work to reduce shootings, guide people involved in violence through their journey away from it, empower and nurture communities in the aftermath of</p>	<p>-Outreach and Conflict Mediation: When a shooting happens, within thirty minutes of hearing about it, our outreach workers are on the streets, working to prevent retaliation and support those in crisis.</p> <p>-Case Management: Case Managers provide individuals with the support and services they need to stay safe. Case managers work with participants to individualize services to meet their self-identified needs and goals, including providing positive behavioral supports, mentoring and counseling, housing referrals, job readiness training and placement services and, as needed, referrals to more intensive external services like substance abuse prevention and treatment. One of the most important parts of our case management program is our reentry services for those returning to our community from incarceration. Case managers work to connect with individuals while they are still incarcerated so they have</p>	<p>-440 conflict mediations conducted that likely prevented a shooting -2,433 hours of service were provided to 444 outreach participants -6,197 hours of service were given to 705 victim services participants -29,351 contacts were made with key violence-involved individuals -11,493 hours of service were provided to 290 case management participants</p>	<p>-number of conflict mediations conducted that likely prevented a shooting -number of hours of service -number of outreach participants -number of contacts made with key violence involved individuals -number of case management participants</p>	<p>Chicago, IL</p>	<p>n/a</p>
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	<p>violence, and mediate positive interactions between law enforcement and the communities they serve.</p>	<p>a person and place they know they can connect with when they are released. -Victim Services: Our victim advocates work with victims and their families, helping them get the support and services they need and walking with them through the anger and grief that often sparks retaliation. -Nonviolence Training: The Institute for Nonviolence Chicago offers training about the principles and practices of nonviolence established by Martin Luther King, Jr. in order to build and strengthen the communities of peacemakers that partner with us in the fight against violence. Kingian Nonviolence workshops teach that peace happens with open dialogue, forgiveness and reconciliation. We provide trainees with the knowledge and skills they need to engage in peaceful problem solving. All trainings are open to youth and adults who want to gain conflict mediation skills and promote nonviolence in their own</p>				
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		<p>beloved communities. We can tailor these trainings to particular groups and times ranging from 1 hour to 20 hours.</p> <p>-Community Organizing: That’s why we collaborate with other local organizations, mediate positive interactions between law enforcement and community members, and also work closely with communities directly—engaging, informing, and empowering residents to be peacemakers. Our community organizer and nonviolence trainers work block by block to get community members interested and involved in bringing about the changes they want to see in their neighborhoods.</p>				
Youth ALIVE!	<p>Since 1991, as mentors, youth leaders, counselors, case managers, intervention specialists and violence interrupters, we at Youth ALIVE! have</p>	<p>-Prevention: multiple interventions that center youth impacted by gun violence to share their stories and advocate for change.</p> <p>-Intervention: Through Caught in the Crossfire (CiC), Youth ALIVE! Intervention Specialists meet traumatized</p>	<p>-over 100 violently wounded youth re-enrolled in school over 4 year period</p> <p>-90% of clients returning from the juvenile</p>	<p>-Youth educators reaching out to students directly about their perspectives on violence</p> <p>-Crisis</p>	Oakland, CA	Targets a youth population

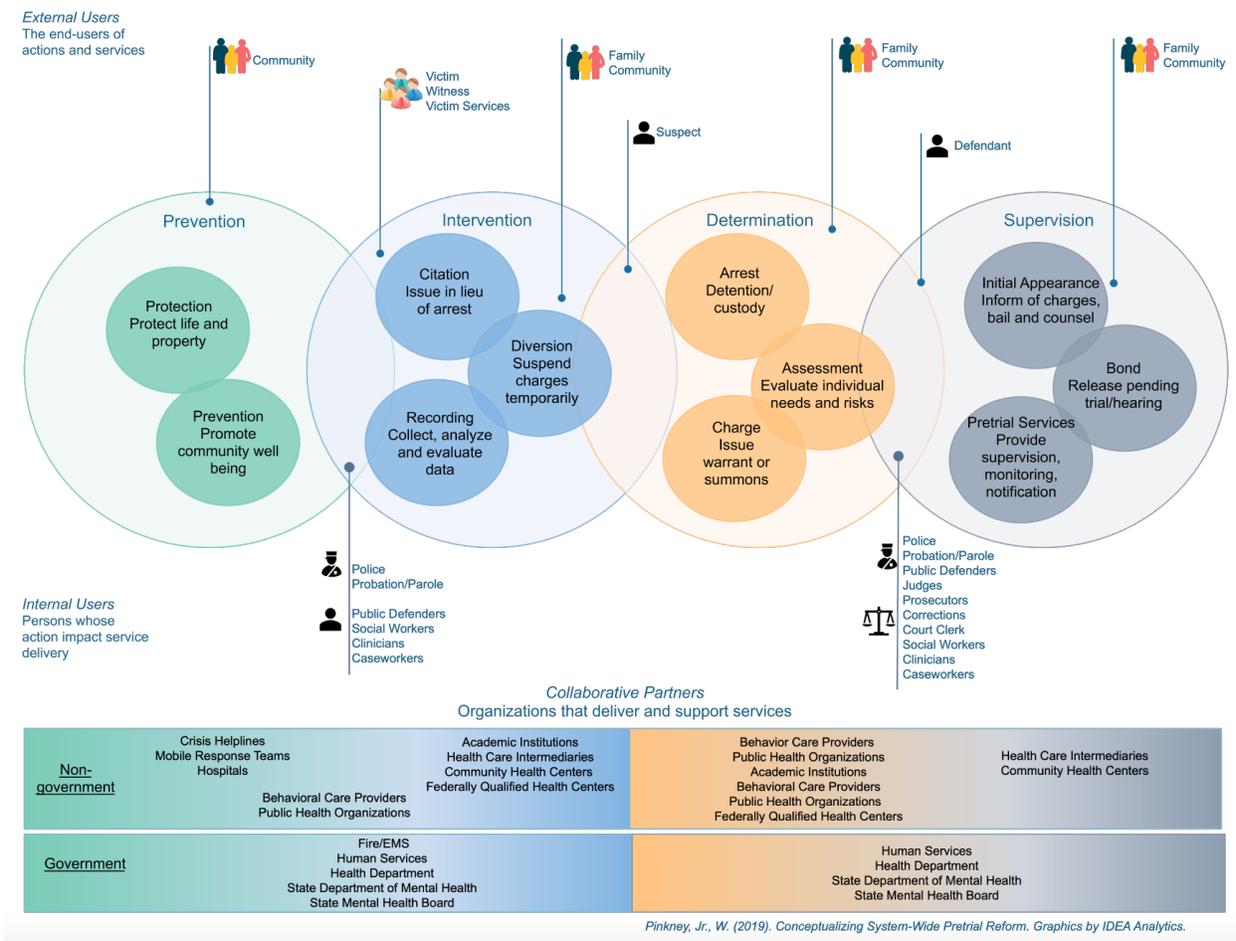
	<p>worked to help violently wounded people heal themselves and their community. Our mission is to prevent violence and create young leaders. We believe that young people growing up and going to school in the city's most violent neighborhoods, possess the power to change the city for the better. We meet our clients where they are, at home, in school, at the hospital bedsides of young shooting victims, on the streets of our most dangerous neighborhoods.</p>	<p>young victims of violence at their hospital bedsides to 1) convince them, their friends and family not to retaliate; and 2) offer practical help and a path towards safety and healing. -Healing: The Khadafy Washington Project provides critical response to families and friends of homicide victims in order to prevent retaliation and promote healing, mental health counselors provide community-based services in collaboration with our intervention workers, START (Screening & Tool for Awareness & Relief of Trauma) is a tool developed with a group of young men recovering from their own gunshot wounds, to help identify otherwise neglected symptoms of trauma and to offer a bit of relief to the sufferer.</p>	<p>justice system were not rearrested -95% of the families of homicide victims reached by YA! crisis responders -</p>	<p>intervention programs that decrease violence and recidivism</p>		
<p>Chicago CRED</p>	<p>At CRED, we take a multifaceted approach to reducing gun</p>	<p>-Street Outreach: Engaging directly with men who are most likely to shoot or be shot, we focus on violence</p>	<p>-63% percent of the CRED participants</p>	<p>-24/7 Street Outreach Hotline to mediate</p>	<p>Chicago, IL</p>	<p>The outcomes include preliminary results developed by Northwestern</p>

	<p>violence, one proven to work in other cities. To create lasting change we work directly with the individuals who are most likely to carry a gun or get shot, and with the communities where gun violence is most concentrated. Through Street Outreach, Coaching & Counseling, Workforce Development, and Advocacy & Prevention we lift young men and women, and rally neighborhoods to dramatically rewrite the story of gun violence in Chicago.</p>	<p>interruption, conflict resolution and proactive peace building. -Coaching & Counseling: These young men often need to heal from lives impacted by gun violence before moving forward, we start that process with trauma care, counseling, one-on-one coaching and academic and legal support. -Workforce Development: To ease the transition from the streets to the legal economy, we facilitate training, internships and the development of soft skills. -Advocacy & Prevention: We educate city leaders and state-level policy makers on the value of violence prevention programs that create sustainable long-term change.</p>	<p>earned high school degrees -The number of fatal and non-fatal gunshot injuries across all CRED participants decreased by nearly 50%, and the number of arrests for violent crimes fell 48%</p>	<p>conflict -Gunshot victimization and arrest rates</p>		<p>University's Institute for Public Research -Scale of success must be put into the context of gun violence and risk in Chicago</p>
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B. Stakeholders

The following graphic depicts an illustration of the steps in reforming the criminal justice system in St. Louis. This graphic was created by Wiliford Pickney Jr., St. Louis's Director of the Office of Children, Youth and Families and a 20-year veteran of the New York City Police Department. He also leads the one-year-old program 'Cops and Clinicians', which pairs police officers and social workers to respond collectively to disturbances in the community. This graphic outlines the various phases of violence prevention, intervention, determination and supervision for cases of violence within the St. Louis community along with the services provided and implicated

stakeholders, including both non-governmental and governmental entities.



It is important to break down further what is referred to in the graphic as ‘community’ and ‘family community’ by the communities that are adversely impacted by violence. In the Request for Proposals created by the St. Louis Mayor’s Office, the document specifically names the neighborhoods and communities, Black and Brown in particular, that they hope organizations will target their efforts towards in order to contribute to the community safety efforts highlighted in the above graphic.

C. THE REQUEST FOR PROPOSALS

The majority of our client-based project revolved around a Request for Proposals (RFP), coordinated by the Department of Health and Department of Public Safety. This Request for Proposals sought community violence intervention programs that intervene directly with individuals experiencing violence and provide evidence-based programming to disrupt the cycle of violence. The RFP called for programs that supported people at the highest risk of becoming victims, perpetrators, or both, of violence. Some of the programs' objectives may include mediating conflicts, decreasing the number of shootings, mobilizing community support, raising awareness, etc. The RFP was sent out to the St. Louis community on February 28th, 2022. The purpose of the RFP was to appropriate \$4.7 million of funding to community-based violence intervention over the next several years, with the highest potential award totaling \$750,000. Our team jointly created the following infographics for social media content as well as flyers to promote the RFP with the hopes of increasing not only the number of applicants but the diversity of organizations in terms of size, capacity, and resources.

City of St. Louis Department of Health
**REQUEST FOR PROPOSALS:
COMMUNITY VIOLENCE
INTERVENTION**

bit.ly/CVI-RFP-STL
Closing Date: **March 28, 2022**

*Grassroots to large-scale organizations
encouraged to apply!*

City of St. Louis Department of Health
**REQUEST FOR PROPOSALS:
COMMUNITY VIOLENCE
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Closing Date: **March 28, 2022**

*Grassroots to large-scale organizations
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The St. Louis Department of Health and Department of Public Safety received 21 applications, ranging in organization type as well as mission, with some focusing on domestic violence programming, school programming or neighborhood crisis intervention programming. Alongside the best practices outline generated as different points of reference to community evaluators, the viability of potential success of these programs was measured using an evaluation rubric, crafted by the city government in St. Louis along with our team. The rubric's skeleton was created by the St. Louis Mayor's office team, with the numerous criteria outlined in terms of exhibits. Our team expanded on each exhibit, providing clarification, examples and ties to the best practices outlined in order to offer further guidance to applicants and later, community evaluators. We were also responsible for creating a metric by which the organizations would be evaluated on, on a three-point scale for each of the terms of Exhibit B. These metrics were based on our previous evidence-based best practices research. A selection committee was created by the St. Louis Mayor's office team of community evaluators to use these resources to score each application received. As it is crucial that the evaluators come from and have knowledge of the communities these programs hope to serve, our team collectively functioned as one evaluator, in order to not offset the contributions of community evaluators who are from St. Louis. This allowed our team to participate in the evaluation process, and use the materials we contributed to firsthand and experience their utility. Below is a copy of our collective evaluation, providing scores that correspond to the exhibits outlined in the RFP using the 1-3 point scale, as well as a brief explanation of those scores, the organization, and key takeaways from the potential program described.

Organization	Exhibit A	Exhibit B	Key Takeaways
The Urban League	Points (1-30): 29	<p>-A - 3: very clear approach of the NPL method.</p> <p>-B - 2: Case managers are called to provide support, resources, etc. However somewhat unclear how they are recruited and if there is any time lag</p> <p>-C - 3: clear way to mediate violence by providing licensed mental health providers, services, etc.</p> <p>-D - 3: DPS has proven to be adaptive by providing a pop-up vaccination clinic during the height of Covid-19</p> <p>-E - 3: partnerships are clearly outlined with hospital-based interventions, gun violence hotline, hotels for relocation</p> <p>-F - 3: complements existing community violence intervention work through Serving our Streets, Saving our Sons</p> <p>-G - 3: clear goal of wanting to expand into more neighborhoods, build more partnership, solving the root problem of unemployment</p> <p>-H - 3: Clear relationship with high schools to promote anti-gun violence and continues to conduct workshops and presentations</p> <p>-I - 3: capacity to begin by fall 2022</p> <p>-J - 3: very high budget ask, but allocated strategically</p>	The Urban League is a very unique program that has had objective success. It is obvious that their methods are community-based, and engages both individuals and neighborhoods. There is also a distinctly clear plan in expanding the current work, and building more partnerships.
The Women's Safe House	Points (1-30): 25	-A - 2: TSWH provides internal resources, counseling, group sessions. But more of a safe home than a *reduction* in violence	TSWH does an excellent job in addressing the needs of women who have been impacted by

		<p>-B - 3: opportunities to address needs of women including legal help, counseling, education, and ‘voice and choice’</p> <p>-C - 2: more of mediating the violence, rather than preventing it. This is achieved through evidence-based trauma informed care</p> <p>-D - 1: no clear evidence of adaptation to the changing community, besides novel practices within the organization (such as trauma based care)</p> <p>-E - 3:community partners with the family violence council, St. Louis continuum of Care, police department, churches, etc.</p> <p>-F - 3: very clear relationships with the communities including nonprofits, educational organizations, legal organizations, etc.</p> <p>-G - 3: goals are very clear in direct outreach, raising awareness, and providing services</p> <p>-H - 3: clear mobilization effort through DV awareness campaign</p> <p>-I -3: capacity to begin fall 2022</p> <p>-J - 2: very high budget</p>	<p>violence. However, unclear on how this will decrease the level of community violence. This is more of a solution, rather than fixing the problem</p>
The T	<p>Points (1-30): 30</p> <p>As best practice models show, organizations that have a multifaceted approach when targeting gun violence tend to be successful. The T has multiple</p>	<p>-A - 3: The T works directly with community members through street outreach, walk-in clinic hours which includes case management services; it also offers self-care support</p> <p>-B - 3: As engagement with individuals involved in violence has proven most effective when organizations work directly with members affected by violence, the T proves to be successful</p> <p>-C - 3: walk in hours, self-care support,</p>	<p>-“Stop the Bleed” campaign trained 10,000 in the region over the course of three years and collaboration with PrepareSTL and our “Stop the Virus” campaigns distributed over 200,000 PPE kits over the course of the pandemic</p> <p>-The Bullet Related Injury Clinic (BRIC) at The T is a</p>

	<p>initiatives that focus on the physical, mental, and emotional well-being of the individual and community. It also has an intersectional approach with specific empowerment of the Black and Queer community as it is Black and Queer led with lived experiences of community trauma.</p>	<p>follow-up with at risk individuals -D - 3: “Relationships are developed through repeated direct contact with clinic staff and the invitation to free, culturally congruent and accessible care.” -E - 3: “These relationships continue over the course of at least 3 visits and are followed up with referrals to supporting agencies such as crime victims services and the Life Outside of Violence program.” -F -3: The T is in deep collaboration with community partners from universities to violent intervention organizations. These include Logan University, Wellston Loop CDC, and CURE Violence -G - 3: Goals are tangible and attainable and work to increase healing -H - 2: T T is not clear about efforts to raise peace specifically but provides mobilization efforts -I - 3: Provides a realistic timeline on goals to get done by 2022 -J - 3: Realistic budget and detailed template</p>	<p>community-based free clinic for patients and their families who are recovering from the impact of a bullet. -In its first year of operations, The BRIC saw over 200 patients and completed over 600 visits. This included a population which was 95% Black, 75% male and largely uninsured -In the first 10 month pilot. : of the patients who could be reached for a first point of contact, 84% completed one visit and 77% of those completed multiple visits exceeding expectations for both enrollment and retention.</p>
<p>Story Stitches</p>	<p>Points (1-30): 25 Best practice models show that organizations that are directly involved with youth impacted by violence are successful; however,</p>	<p>-A - 3: Story Stitches provides a multifaceted approach to support youth who are dealing with gun violence through artistic expression, job training, and mentorship -B - 3: Story Stitches is specific about providing mentorship to impacted youth with the intent of building strong relationships and decreasing violence</p>	<p>-Gun violence is a pressing public health crisis that consumes the attention of the engaged youth; artistic expression helps youth work through the pain and loss they experience. -Programs effectively represent</p>

	<p>Story Stitchers is not clear about its success rates specifically. It uses qualitative figures over quantitative data such as “youth have reported that friends, artistic outlets, leadership opportunities, and earning money are protective factors that help them make healthy decisions.” The organization would benefit from being specific about success outcomes.</p>	<p>-C - 2: While Story Stitchers is very specific about how it mediates violence within the program, it is not as specific about how it mediates violence outside it</p> <p>-D - 1: This answer is not clear and does not follow best practice models. It mentions engaging with communities through invitation only</p> <p>-E - 3: Partners with multiple neighborhoods, businesses, mental health and social work organizations</p> <p>-F - 3: Provides ways to complement existing programming such as <i>StitchCast Studio</i>, to facilitate conversations with youth about violence prevention and <i>Pick the City UP Tour</i> which provides performances on public health</p> <p>-G - 3: Clear and tangible goals (i.e. raising awareness, conducting direct outreach, and mobilizing community support)</p> <p>-H - 3: Sidenote: In this answer Story Stitchers provides one mobilization effort; however, provides other mobilization efforts in other answers</p> <p>-I - 3: Clear and tangible 2022 outline</p> <p>-J - 3: Budget is tangible, clear, and detailed</p>	<p>evidence-based practices in youth violence prevention including: spaces that strengthen social relationships, programs that strengthen youth skills, connecting youth to caring, culturally relevant adult mentors and activities, creating protective community environments, stability and trust, ownership over the program, sense of extended family, collaborations with community partners and local organizations, and leadership opportunities.</p> <p>-We enjoy invitations into neighborhoods across St. Louis including Walnut Park, JeffVanderLou, Dutchtown, and Wellston Loop. Stitchers value listening, communication and working within neighborhoods to push forward local goals. We partner with neighborhood associations and business districts and have been a member organization of the St. Louis Violence Prevention Commission and its root organization since 2016. We are collaborating with mental health and social work organizations such as Alive and Well,</p>
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			Women’s Voices Raised, Moms Demand Action, and government such as Missouri Department of Conservation and Audubon Center at Riverlands.
Mission St. Louis	<p>Points (1-30): 30</p> <p>Mission St. Louis is clear about its approaches to decrease community violence with a focus on providing equitable solutions to Black and Brown communities.</p>	<p>-A - 3: Sidenote: While organization is not detailed in this answer about maintaining peace, other answers provide details about its multifaceted approach to maintain peace and target violence.</p> <p>-B - 3: Beyond School, Beyond Jobs, and Each1 provide mentorship, job training, and relationships which best practice models show prove success.</p> <p>-C - 3: Is cognizant of gang rivalries so located in gang neutral territory; attempts to build relationships across different communities and partnerships</p> <p>-D - 3: Provides paid internships; adapted to pandemic with Essential Drive which “provides food, hand sanitizer, anti-bacterial cleaning supplies, toilet paper and masks”</p> <p>-E - 3: “In-House partners include SLU Legal Clinic and Places for People. Both In-House organizations and Network Partners such as CHIPS and Home Sweet Home help up serve our target participants in holistic services that increase risk-reduction and violence prevention.”</p> <p>-F - 2: Clear about complementing existing programming within the organization but not</p>	<p>-In a six-year study conducted in California measuring the success of risk reduction resources, it was found that securing mental health care and employment were the two largest predictors of success in any Violence Intervention Program. Mission: St. Louis is already working towards those goals and is looking to expand our mental health care programs with the help of this grant</p> <p>-While many Violence Intervention Programs are in hospitals, we want to meet individuals at the source and help them develop skills that lead to a decrease in violence.</p>

		<p>outside it</p> <ul style="list-style-type: none"> -G - 3: Follows best practice models of building relationships, raising awareness, and connecting to services -H - 3: Diverse efforts to target population -I - 1: Timeline could be more fleshed out; provides general monthly goals -J - 2: Not clear where budget is allotted for PEACE program 	
LSEM	<p>Points (1-30): 30</p> <p>LSEM is clear about what it hopes to do: offer free legal representation and case management to low-income victims of domestic violence, and impressed with its responses to other inquiries.</p>	<ul style="list-style-type: none"> -A - 2 -B - 3 -C - 2 -D - 3 -E - 3 -F - 3 -G - 3 -H - 3 -I - 3 -J - 3 	<p>Answered all questions; seems very prepared to fulfill a specific need in the community</p>
LinkSTL	<p>Points (1-30): 24</p>	<ul style="list-style-type: none"> -A - 1 -B - 2 -C - 1 -D - 2 -E - 2 -F - 2 -G - 2 -H - 2 -I - 2 -J - 2 	<p>Answered most questions, seems to be an excellent program to set up children in the community for long-term success. Would be a good program to complement CVI efforts, but does not seem to directly work to reduce/prevent community violence</p>

<p>Heal Center for the Arts</p>	<p>Points (1-30): 15</p>	<p>A- 1,B-0, C-1 D- 1 E- 0, F-1 G- 1 H-1 I- 1, J-1</p>	<p>For Ex A: Heal Center did not fully answer most questions asked</p> <p>For Ex. B: did not fulfill most questions</p>
<p>Freedom Community Center</p>	<p>Points (1-30): 15</p>	<p>A- 3,B-3 C-3 D- 3 E- 3, F-3 G- 3 H-3 I- 3, J-1</p>	<p>Fulfilled all Questions</p>
<p>Family Forward MO</p>	<p>Points (1-30): 25 Clear about its mission, its goals to both prevent IPV and assist women and families, particularly Black and Latina women, single female-led households, as well as refugee and immigrant populations who are more likely to be victims of IPV. While they have data collection systems for feedback internally and externally, the metrics of success for ROW was not clearly indicated in exhibit A.</p>	<p>-A - 3 - works directly with victims of DV/IPV offering a range of services in both public and private life -B - 2 - did not provide detail on any kind of street outreach, but have strong community partnerships -C - 3 - extensive direct service work with women, children and families -D - 2 - goal of expanding impact by becoming a trusted provider in two neighborhoods (Dutchtown and North St. Louis City), however, did not specify outreach strategies -E - 3 - has several community partnerships and provides new advocate training 3 times a year to community members -F - 3 - works in collaboration with DV shelters, legal service agencies, etc. -G - 2 - addresses three objectives that correspond to the RFP -H - 3 - actively engages with local and state government -I - 3 - provides detailed implementation plan, success measurement missing</p>	<p>Addressed all questions, appears to have an extensive network and history of working with victims of DV/IPV. Has a holistic, anti-oppression, trauma-informed approach with services available multilingually and LGBTQ+ informed. Left wondering about accessibility measures in place for people with disabilities, and success measurements of program expansion. More generally, since their violence prevention and intervention work is primarily with victims, also left wondering how successful their approach will be to fulfill goal (2) building relationships with high risk individuals and demonstrate alternatives to violence.</p>

		-J - 3	
Employment Connections	Points (1-30): 30	-A - 3 -B - 3 -C - 3 -D - 3 -E - 3 -F - 3 -G - 3 -H - 3 -I - 3 -J - 3	Answered all questions; seems to have a very thorough program in multiple neighborhoods around the city based on Cure Violence methodology
Diamond Divas	Points (1-30): 25	-A - 2 -B - 2 -C - 2 -D - 2 -E - 2 -F - 2 -G - 2 -H - 2 -I - 3 -J - 3	Fulfilled all questions
Computer Underground Railroad Enterprises	Points (1-30): 30	-A - 1: gives strategies but does not make the outcomes clear, not clear how the community is involved -B - 2: street outreach, outreach in community spaces -C - 1: list, but not enough information -D - 1: list possibilities for building upon existing strategies, but not enough information -E - 1: gives one example, but not enough	Most questions were answered, but most did not have enough detail to understand the “what” and “how” of their plans

		<p>information about actual strategies or impact</p> <ul style="list-style-type: none"> -F - 1: not detailed enough -G - 1, lists 3 goals and examples, but does not make a clear enough connection to how they will fulfill the goals -H - 1: states benefits of community mobilization, but does not make it clear how they will do it -I -1: timeline includes an action plan, but does not indicate when each step will happen -J - 2: clear budget, but not itemized/time bound enough 	
Community of Hope	Points (1-30): 30	<ul style="list-style-type: none"> -A - 3 - extensive direct service work with their target populations (at-risk female youth, young mothers and formerly incarcerated women), particularly in Black and Brown communities -B - 3 - noteworthy individual case management system -C - have successfully assisted 90% of women referred with direct assistance and resources -D - 3 - has community partnerships to assist with outreach and referrals -E - 3 -F - 3 -funding will increase caseload management -G - 3 - outlines goals aligned with the RFP as well as their corresponding activities and strategies -H - 3 -I -3 provided detailed timeline and success measurements -J - provided detailed budget 	Holistic, trauma-informed programming for at-risk female youth, young mothers and formerly incarcerated women particularly in Black and Brown communities led by community members with shared experiences. Offered specific measurements for success.

Big Brothers Big Sisters	Points (1-30): 25	<ul style="list-style-type: none"> -A - 2 - target population is young people generally -B - 3 - school partnerships -C - 1 - does not specify community engagement efforts in St. Louis -D - 1 - lacks detail of how they will adapt violence prevention programming -E - 3 - extensive network of partners -F - 3 -G - 3 -H - 3 -I -3: clearly outlined timeline with dates attached. Clear how each steps moves toward goals -J - 3: clear budget on excel with cost details and rationale 	Extensive network and history of working with the target population, appear reliant on school partnerships, curious to hear how it will engage other community stakeholders, events, etc.
Better Family Life	Points (1-30): 25	<ul style="list-style-type: none"> -A - 3: neighborhood alliance model is used that has been supported by data from multiple organizations, with objective data on how many people were supported by this measure -B - 2: organization goes door-to-door canvassing for targeted neighborhoods (unclear how effective this actually is, however) -C - 2: addresses the need for additional specialists to mentor youth, however a lack of how this will impact violence in the short and long term -D - 2: unclear method and data for adapting to changes in the community -E - 3: partnerships with a variety of schools, juvenile courts, police departments -F - 2: collaboration with BFL will allow for a 	Better Family Life is excellent in trying to address the root issues of community violence by connecting children and adults who are at risk with mentors. However, there is somewhat a lack of evidence on their success of their programs.

		<p>referral source. However, unclear how this is expanding the community's resources, rather than simply adopting it</p> <ul style="list-style-type: none"> -G - 3: goals are clearly aligned with community violence preventions (note that reaching more participants are however, more vague) -H - 3: community engagement with Peace Fest -I -3: implementation is clear and organized -J - 2: high budget, and not sure if adding another public school is politically and economically feasible? 	
Alive and Well	Points (1-30):	<ul style="list-style-type: none"> -A -3: involves community in decision making and best practices, potential to prevent community violence -B - 2: sufficient outreach services through Community Consultants -C - 2: resources shared with community, reduces violence but does not mediate violence -D - 2: works with community partners, but not clear how they are reactive to changing needs of the community -E - 3: coordinates with a variety of community partners in each neighborhood -F - 3: already have existing relationships with community partners. They complement their programming and bring a unique intervention -G - 3: clearly articulates connections to goals -H - 3: clear explanation of past successes and results -I -3: very clear timeline in attachments, indicates that the infrastructure already exists in 	

		the organization -J 3: clear budget and understanding of what money will used for	
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III. Site Visit

We wanted to use our site visit as a time to gain a deeper understanding of the organizations that are doing community violence intervention in St. Louis. We started our visit by meeting with Jared and Sara, the Mayor's Chief of Staff and Deputy Chief of Staff. This gave us the opportunity to hear about their work and hear the details of the currently in-progress Office of Violence Prevention. We then took a tour of the city with the City Planner, Dan Roe. This gave us the opportunity to see the physical manifestations of disparities that exist in St. Louis. As we drove from the South side to the North side, we began to see dilapidated and vacant houses, roads with potholes, and other physical indications of a history of governmental neglect.

On Day 2 of our site visit, we met with Blake Strode, the Executive Director of [Arch City Defenders](#), a "holistic legal advocacy organization" in St. Louis. Blake opened our eyes to Movement Lawyering, the idea that community voices and organizing practices should affect litigation practices. From there, we met with Danielle Spradley, the Outreach Director for U.S. Congresswoman Cori Bush, who represents St. Louis at the national level. Danielle's experience gave us an inside look into the experiences of St. Louisans. She shared with us about the environmental racism that exists in the city as well as how witnessing gun violence impacts children in the community. When we left Danielle, we went to [The I](#) to be able to see what we read about in the RFP. We visited their Bullet Related Injury Clinic (The BRIC) and got to witness their spaces for both physical and spiritual healing.

At the end of the day, we participated in a ride along with Cops + Clinicians, a [Behavioral Health Response](#) initiative in St. Louis. Licensed clinicians are paired with police officer who have received Crisis Intervention

training. Because the goal of the program is to divert people from hospitals and jails, police officers do not make arrests on the days they are riding with clinicians. These ride alongs helped us to contextualize the role of police officers in the city. While we were supposed to be riding with “good cops” who chose to participate in this program, we still saw many of the imperfections present in the current system of policing.

On the last day of our visit, we met with Wil Pickney, the Director of the Office of Children, Youth, and Families. Our meeting with Wil is detailed in the Stakeholder section (Part B) of this paper. We were able to see all of the aspects of children, youth, and families that Wil oversees and how they each intersect with community violence intervention. Our final meeting was with Police Chief John Hayden and Dan Isom, the Director of Public Safety. This meeting helped illuminate the internal resistance that exists within the St. Louis Police Department.

The team learned a lot during our three-day field visit to the City of St. Louis. Here are our top three takeaways from our trip:

- 1. St. Louis has a multitude of organizations and individuals committed to preventing community violence.***

Our trip included seven meetings with community organizations and stakeholders that are dedicated to community violence prevention. Each organization brought a different approach to the issue, and put altogether, the community is building a robust approach to fighting this issue.

- 2. The movement for community violence prevention is growing with new research-based interventions and programs, bringing real progress.***

The trip to St. Louis made us aware of even more programs going on within the city that are helping to make real progress towards fighting community violence. The proliferation of Cure Violence centers across the St. Louis area has helped to decrease city homicides by 26% from 2020 to 2021². An infusion of funding for more community violence intervention programs as a result of the RFP will likely further this ongoing progress.

3. Despite these programs' policy successes, internal resistance could potentially slow their progress.

At various points along our trip, we heard anecdotally about potential internal resistance to some of these notable community violence intervention programs. In our ride along with Cops and Clinicians, an officer told us that some police officers will “call in sick” when they are scheduled for Crisis Intervention training with clinicians to avoid working with them; we also heard clinicians are often dismissed or sent away by officers in the field. When meeting with police Chief John Hayden, he acknowledged this resistance and repeated a talking point about not being able to measure the effectiveness of these community violence intervention programs. More work should be done to create buy-in for these community violence intervention programs among law enforcement so this resistance does not slow down progress towards decreasing community violence in St. Louis.

IV. Campaign Implementation

A. Research for Proposal Implementation Timeline

The next step in conducting the Research for Proposal is implementation. During the summer, the City of St. Louis will announce an Office for Violence Prevention. As community violence intervention is one of Mayor

² [Cure Violence appears to bring down St. Louis' still-high homicide numbers](#), St. Louis Public Radio

Jones's top priorities, the Office for Violence Prevention will assist Mayor Jones in targeting community violence, increasing public safety, and analyzing best practice models across the board.

Currently, the City of St. Louis is hiring for the Director of Community Violence Prevention position to lead the Office of Violence Prevention operations. Some of the general duties for the Director of Violence Intervention include:

- Provide strategic guidance to the Mayor and her senior management team regarding program expansion for community violence intervention programs.
- Track relevant data from service providers and provide regular updates.
- Identify gaps in programming that would allow the City to more effectively accomplish its goals.
- Provide regular community updates on community violence programming.
- Seek and monitor outside evaluation of community violence prevention and/or intervention programming.

When the City establishes the Office for Violence Prevention, the Director will be responsible for tracking data on best practice models and comparing this data to community violence prevention/intervention programs in St. Louis.

This data collection and analysis will allow the City of St. Louis to assess which methods, practices, and strategies result in community violence intervention programs that are effective and sustainable for the communities most impacted at present.

The community violence prevention/intervention programs included in this comparison of data are the ones that applied and were accepted to the Research for Proposal.

The data collected that will be subject to analysis will stem from the community violence prevention/intervention programs' that are contracted by the City of St. Louis. Each organization will be responsible for their own data collection, and the City will use the established measurements of success as noted in their application as the basis of analysis and evaluation.

The City will conduct a holistic review of all contracted programs at the 8- to 9-month and annual mark to analyze the initiative's success, provide feedback, and discuss the continuation of extending programs' contracts. Such inquiries about the overview that were asked during our interview of community stakeholders include:

- "How do we measure the success of these programs?"
- "How do we compare these programs with best practice models?"
- "How will a program remain successful with the boom-and-bust of CVI changes?"

This campaign deliverable attempts to answer these questions by using the national best practice models that were created for the Research for Proposal to structure data where one can access, search, and filter best practice models to analyze the selected programs from the Research for Proposal and ensure their success and sustainability. Around the time the client analyzes programs near and during the annual period, they can use this tool to easily navigate the best practice models as a baseline for comparison.

This is not an exhaustive database as it includes only the organizations listed on the original best practices models chart; however, it is unique as a comparative database that presents community violence intervention programs with updated data on their success measurements and annual reports does not currently exist. It also

offers an opportunity to expand the database in the case of a developer using the data and transferring it to another database. In this way, we've created a database that is not only easily searchable and comparable, but easily extractable.

B. Success Measurements Database Toolkit

Below is a step-by-step guide to using the database. It includes a full tutorial of each tab of the program along with a link to a Google Form which connects to the database. There are three tabs in total: the “mastersheet,” the “success measurements (isolated),” and the “organization responses.”

I. Mastersheet

- A. The first tab in the database is the mastersheet. The mastersheet includes all of the data transferred from the best practices model. There are fourteen organizations in total and can be categorized using the filters feature. These filters include “organization,” “success measurements,” “quick facts,” “data,” and “annual report.” For this dataset, the filter functions essentially as a search engine. When you search using a filter you can isolate data and easily compare it to find out similarities between different organizations.

1	Organization	Success Measurements	Quick facts	Data	Annual Report
2	Operation Ceasefire	Number of conflict mediations through street outreach, Proportion of mediations that address gang conflicts, Hours spent meditating, Number of community members involved in mediations, Community conditions before and after the introduction of the organization in the community	-Location: founded in Boston, Mass (pop. 684,379mill) -Year founded: 2001 -Founded in Richmond, CA (pop. 109,884)	-63% reduction in monthly number of youth homicide victims -25% decrease in monthly number of youth gun assaults in district D -2; 32% reduction in monthly number of citywide shots-fired calls for service	https://www.oip.gov/pdf/files/1/nii/188741.pdf Date published: September 2001
3	Office of Neighborhood Safety	Number of community members outreached who became involved in organization, Number of conflict mediations through street outreach, Hours spent meditating, Number of 1:1 interventions, Number of organizational members who were not involved in a fatal or non-fatal shooting post outreach, Number of community members who underwent organizational training, Community conditions before and after the introduction of the organization in the community	-cities looking to replicate: Oakland, DC, Baltimore, Atlanta, Boston, Chicago, Detroit, Gary, Los Angeles, Miami, New York -Year founded: 2007	-Homicides have declined by 60% since creation of ONS -of fellows: 94% alive, 83% not injured by firearm, 77% not suspect in new firearm activity -71% reduction in gun violence causing injury or death from 2007-2016	https://www.ci.richmond.ca.us/DocumentCenter/View/41749/2016-FINAL-DRAFT-ANNUAL-SUMMARY?bidId=" Date published: 2016
4	CURE Violence	Surveys of staff, clients, local partners, and the community, Community conditions before and after the introduction of the organization in the community	-Location: founded in Chicago, IL (pop. 2.71 million) but expanded to national model -Year Founded: 2000	-45% decrease in violent crime (Trinidad & Tobago) -63% decrease in shootings (New York City) -30% decrease in shootings (Philadelphia) -48% decrease in shootings in first week of program (Chicago) -85% reduction in killing (San Pedro Sula, Honduras)	https://cve.org/wp-content/uploads/2021/09/Cure-Violence-Evidence-Summary.pdf Date published: August 2021
5	Policing Alternatives & Diversion Initiative	Number of police diversions through the hotline, Number of community members outreached who became involved in organization, Number of requests through the hotline, Hours spent mediating, Number of active participants receiving weekly case management services, Number of individuals provided with emergency housing, Hours spent training and mentoring participants, Hours spent toward law enforcement trainings	Location: Atlanta, GA (pop. 488,800) Year Founded: 2015	-Diverted 266 people in 2021 -Provides 215 active participants with case management services weekly -Provided emergency housing to 541 individuals -Trained 466 officers in 53 law enforcement trainings in 2021	https://static1.squarespace.com/static/5e9ddd40c3f6f43eact969b/t/6234d84dc827932f801353921647630414503/February+2022+Monthly+Report.pdf Date Published: February 2022
6	D.L.I.V.E. (Detroit Life is Valuable Everyday)	Number of individuals experiencing recurrence of acute trauma injury on participants post-involvement with organization, Number of individuals placed in employment or education program, Hours spent training and mentoring participants, Number of individuals reached at acute trauma injury stage	Location: Detroit, MI (pop. 674,841) -Year founded: 2016	-none of the 70 participants who've participated in DLIVE since 4/2016 have sustained a repeat injury -more than 80% of participants who either had not finished high school or were unemployed are either enrolled in an education program or employed	https://www.aha.org/system/files/media/file/2020/06/hospitals-against-violence-case-study-detroit-life-is-valuable-everyday-dlive.pdf July 2018
7	Pivot to Peace	Number of individuals experiencing recurrence of acute trauma injury on participants post-involvement with organization, Number of individuals placed in employment or education program, Hours spent training and mentoring participants, Number of individuals reached at acute trauma injury stage	Location: Louisville, KY (pop. 617,790) -Year founded: 2012	-Since 2016, caseworkers have had a 96% success rate in preventing retaliation and re-injury with survivors of gunshots and stabbings. -Men who have participated have 79% fewer arrests for shootings and homicides -821 participants connected to programming by outreach -200 HOURS of Cognitive Behavioral Interventions per participant	https://louisville.edu/sphis/departments/cik/docs-and-pdfs-1/cik-ty19-annual-report Date published: 2019

II. Success Measurements (Isolated)

A. The next tab is labeled success measurements (isolated). In this tab, success measurements have been organized one-by-one and categorized into specific area focuses including “Street Outreach,” “911 Diversion,” and “Direct Trauma Response.” These focus areas are modeled from the best practices rubric, and vary depending on the type of organization and services they provide. For example, a street outreach program may engage directly or indirectly with those most affected by community violence to alleviate harm; a 911 diversion program might send emergency responders in substitution of the police to respond to community violence; and a direct trauma response program might help individuals with healing after gunshot. These categories were once again modeled from the best practices models.

1	Success Measurements	Street Outreach	911 Diversion	Direct Trauma Response	Measurements Key			
2	Number of conflict mediations through street outreach	Green	Red	Red		Strongly applies to current best practice models	Potentially applies to current best practice models if not already	Does not apply to current best practice models
3	Proportion of mediations that address gang conflicts	Green	Green	Red				
4	Hours spent meditating	Green	Green	Green				
5	Number of community members involved in mediations	Green	Green	Green				
6	Number of community members outreached who became involved in organization	Green	Green	Green				
7	Number of organizational members who were not involved in a fatal or non-fatal shooting post outreach	Green	Green	Yellow				
8	Number of community members who underwent organizational training	Green	Green	Red				
9	Surveys of staff, clients, local partners, and the community	Green	Green	Yellow				
10	Community conditions before and after the introduction of the organization in the community	Green	Green	Green				
11	Number of police diversions through the hotline	Red	Red	Red				
12	Number of requests through the hotline	Red	Red	Red				
13	Number of active participants receiving weekly case management services	Green	Green	Green				
14	Number of individuals provided with emergency housing	Green	Green	Yellow				
15	Number of officers and law enforcement trained	Green	Green	Red				
16	Hours spent training and mentoring participants	Green	Green	Yellow				
17	Number of individuals experiencing recurrence of acute trauma injury on participants post-involvement with organization	Yellow	Yellow	Green				
18	Number of individuals placed in employment or education program	Green	Green	Green				
19	Hours spent training and mentoring participants	Green	Green	Green				
20	Number of individuals reached at acute trauma injury stage	Red	Red	Green				
21	Number of mobilization events	Green	Yellow	Yellow				
22								
23								
24								

B. This is not a complete list, which is why the success measurements are color-coded with a notation on how one success measurement might fit under several programs and could be included in a program when best practice models are not indicated.

Measurements Key	Green	Yellow	Red
	Strongly applies to current best practice models	Potentially applies to current best practice models if not already	Does not apply to current best practice models

III. Organization Response

After filling out the Google Form, the client can copy and paste information into the mastersheet to compare data. In the example of the client analyzing success measurements, the number of conflict mediations might be a point. In this instance, the client would click the tab they want to analyze starting at the top which would be B. (These tabs are listed from A-E).

A	B	C	D
Organization	Success Measurements	Quick facts	Data
Operation Ceasefire	Number of conflict mediations through street outreach, Proportion of mediations that address gang conflicts, Hours spent meditating, Number of community members involved in mediations, Community conditions before and after the introduction of the organization in the community	-Location: founded in Boston, Mass (pop. 684,379/mill) -Year founded: 2001	-63% reduction in monthly number of youth homicide victims -25% decrease in monthly number of youth gun assaults in district D-2; 32% reduction in monthly number of citywide shots-fired calls for service
Office of Neighborhood Safety	Number of community members outreached who became involved in organization, Number of conflict mediations through street outreach, Hours spent meditating, Number of 1:1 interventions, Number of organizational members who were not involved in a fatal or non-fatal shooting post outreach, Number of community members who underwent organizational training, Community conditions before and after the introduction of the organization in the community	-Founded in Richmond, CA (pop. 109,884) -cities looking to replicate: Oakland, DC, Baltimore, Atlanta, Boston, Chicago, Detroit, Gary, Los Angeles, Miami, New York -Year founded: 2007	Homicides have declined by 60% since creation of ONS of fellows; 94% alive, 83% not injured by firearm, 77% not a suspect in new firearm activity -71% reduction in gun violence causing injury or death from 2007-2016
CURE Violence	Surveys of staff, clients, local partners, and the community, Community conditions before and after the introduction of the organization in the community	-Location: founded in Chicago, IL (pop. 2.71 million) but expanded to national model -Year Founded: 2000	-45% decrease in violent crime (Trinidad & Tobago) -63% decrease in shootings (New York City) -30% decrease in shootings (Philadelphia) -48% decrease in shootings in first week of program (Chicago) -88% reduction in killing (San Pedro Sula, Honduras)
Policing Alternatives & Diversion Initiative	Number of police diversions through the hotline, Number of community members outreached who became involved in organization, Number of requests through the hotline, Hours spent mediating, Number of active participants receiving weekly case management services, Number of individuals provided with emergency housing, Hours spent training and mentoring participants, Hours spent toward law enforcement trainings	Location: Atlanta, GA (pop. 488,800) Year Founded: 2015	-Diverted 266 people in 2021 -Provides 215 active participants with case management services weekly -Provided emergency housing to 541 individuals -Trained 466 officers in 53 law enforcement trainings in 2021
DLIVE. (Detroit Life is Valuable Everyday)	Number of individuals experiencing recurrence of acute trauma injury on participants post-involvement with organization, Number of individuals placed in employment or education program, Hours spent training and mentoring participants, Number of individuals reached at acute trauma injury stage	Location: Detroit, MI (pop. 674,841) -Year founded: 2016	-none of the 70 participants who've participated in DLIVE since 4/2016 have sustained a repeat injury -more than 80% of participants who either had not finished high school or were unemployed are either enrolled in an education program or employed

Next, the client would click on the filter tool. This looks like an upside down triangle in the right corner of



the success measurements tab.

Once the filter tool is selected, the client will click “filter by condition” and use the dropdown to select “text contains.” In this tab, the client can input a success measurement to isolate and compare the organization. In this example, I’ve inputted “number of conflict mediations.” After inputting the success measurements, the client will click “OK,” and all the programs that use “number of conflict mediations” as a data point will appear. The client can use this data to figure out comparisons and differences within the data at every level and make analyses from

this data on the success and sustainability of community violence intervention programs. After using the filter, the client can erase the text from the filter or simply use the undo button and it will reset the application.

A	B	C	D	E
Organization	Success Measurements	Quick facts	Data	Annual Report
Operation Ceasefire	Number of conflict mediations through street outreach, Proportion of mediations that address gang conflicts, Hours spent meditating, Number of community members involved in mediations, Community conditions before and after the introduction of the organization in the community	-Location: founded in Boston, Mass (pop. 684,379/mill) -Year founded: 2001	-63% reduction in monthly number of youth homicide victims -25% decrease in monthly number of youth gun assaults in district D -2: 32% reduction in monthly number of citywide shots-fired calls for service	https://www.ojp.gov/pdffiles1/nij/188741.pdf Date published: September 2001
Institute for Non-Violence Chicago	Number of conflict mediations, Number of community members outreached who became involved in organization, Number of contacts made with key violence involved individuals, Number of active participants receiving weekly case management services	-Location: Chicago, IL (pop. 2.71 million) -Year founded: 2016	-440 conflict mediations conducted that likely prevented a shooting -2,433 hours of service were provided to 444 outreach participants -6,197 hours of service were given to 705 victim services participants -29,351 contacts were made with key violence-involved individuals -11,493 hours of service were provided to 290 case management participants	https://www.heartlandalliance.org/wp-content/uploads/2021/09/READI-Chicago-Working-Together-Toward-Safer-Communities-small.pdf Date published: 2021
Youth ALIVE!	Number of conflict mediations, Hours spent meditating, Number of community members outreached who became involved in organization, Number of organizational members who were not involved in a fatal or non-fatal shooting post outreach	-Location: Oakland, CA (pop. 425,097) -Year founded: 1991	-over 100 violently wounded youth re-enrolled in school over 4 year period -90% of clients returning from the juvenile justice system were not rearrested -95% of the families of homicide victims reached by YA! crisis responders	https://issuu.com/youthalive/docs/ya_annualreport2021.print Date published: 2021
Cops and Clinicians	Number of conflict mediations through street outreach, Hours spent meditating, Number of community members involved in mediations, Community conditions before and after the introduction of the organization in the community, Number of active participants receiving weekly case management services, Number of officers and law enforcement trained, Hours spent training and mentoring participants	Location: St. Louis, MO (pop. 308, 174), Year Founded: 2021	Responded to 5,000 cases, 95% of individuals diverted from arrest and connected to services, 87% diverted from hospitalization, saved the city an estimated 2.2 million	N/A

The client might also use the success measurements (isolated tab) to analyze data and figure out if best practice models are aligned with a program’s scope. Using the 911 Diversion category in this case, the client can match the success measurements selected by Cops and Clinicians to the success measurements under the category.

C. Best Practices on Data

Data can be a powerful tool in comparing policy and organizing programs; however, data should not be the only way to evaluate programs. Behind the numbers are real people: how one analyzes data and communicates said analysis has real-life impacts. In the words of Ruha Benjamin, “Data, in short, do not speak for themselves and don’t always change hearts and minds or policy.”⁴ While data can provide guidance to the decision-making process around developing policy and allocating funds, we recognize how data alone is not exhaustive and should be backed by personal accounts of how these programs impact the City of St. Louis and its people. As such, following these

⁴ Benjamin, Ruha. Race after Technology: Abolitionist Tools for the New Jim Code. Polity, 2019. p, 206.

examples might fill in the gaps and provide a way for the client to prioritize people over data. When there may be discrepancies in data, the client should interview the programs' staff to figure out why this is the case. If programs are lacking in diversion interventions, the client might offer a way for programs to collaborate and increase numbers. When there is missing data, the client might conduct research on programs listed outside the success measurements toolkit in order to conduct a cross-comparative analysis. Ultimately, data should be considered on a case-by-case basis and compared to, but not constrained by, best practice models.

As a summary, what this data offers is a mastersheet for building a database to structure, compare, and easily access data, which is modeled after best practices. This creates a program where the client can use equitable and comparative models as seen in the example of Cops and Clinicians. Through this data, the client can compare organizations in a way that takes into larger details like their success measurements or smaller ones like population size, year founded, etc.,

Based on analysis of this database, the City of St. Louis can determine a program's progress, deem areas of improvement, and create a path forward to ensure effectiveness and sustainability.

The arc of advocacy includes possible outcomes for the data analysis of quantitative feedback relevant to measuring outcomes for the impact of community intervention from these organizations; we would hope to see at least a few possible outcomes or predictive paths forward. The first of which the organizations can start to form a coalition to build relationships to work together as a unified coalition. Sharing data among the organizations can allow for them to build the ecosystem needed to patchwork their work to form a larger ecosystem that collectively

decreases community gun violence. On a national level, data sharing and partnerships across all cities using similar models can have positive results of the same nature, especially on a communications and branding standpoint, but for narratives politicians are currently trying to grapple with politically charged narratives like “safety and justice” and “defund the police” which both take away the power of communities that work with the police to create safer environments and relationships with community members.

Creating a national campaign model to build a pathway towards possible diversion of police monitoring in Black neighborhoods and communities could also be a possibly relevant outcome since police intervention in community violence often results in homicides by police officers against community members.

V. CONCLUSION

In reflecting on the work we have produced for St. Louis Mayor Tishaura Jones’ office, we are very pleased with what we have been able to accomplish in the past three months. Our assigned project scope was to produce a proposal and draft RFP for additional community violence intervention programs, as the City will be appropriating \$5.5 million to them⁵. We joined the team a bit later in the process after the RFP was released for applications. In this process, we helped promote the RFP to increase the number of applications through the creation of graphics for advertisement. We created a best practices guide for CVI programs so community evaluators knew what to look for in the evaluation process. The team also served as a community evaluator in this process, and eventually took a trip to the City to meet with some of the community organizations that are doing this work. Lastly, we created a tool to help evaluate the success measurement of these programs as they move into implementation, in comparing

⁵ [Community Violence Intervention Programs](#), City of St. Louis

them to success metrics from similar programs. This work is in direct support of the City as they work with these community organizations to move towards this implementation stage and set up the Mayor's Office of Violence Prevention.

As a team, we wonder what comes next for the city. We know that the \$5.5 million allocated to community violence prevention programs is meant to sustain these organizations' operations for a year or so. These programs will certainly make an impact to reduce violence in the year they are funded, but it is uncertain what will happen after this year is up. The new Mayor's Office of Violence Prevention and its community violence prevention programs will need to prove their success to receive additional funding (as this was earmarked as part of the American Rescue Plan Act of 2021⁶). Longer term, we are curious to know how the office will sustain funding and further its growth. In its growth, we hope that the office will look toward programs that address the root causes of community violence, in addition to programs that react to it. Mayor Jones' office is charting the City on a course to make significant progress in violence prevention, and we hope this momentum continues with the rest of her administration and future administrations to follow.

Being a part of this project has been a unique learning experience for many of us on the team, and we have learned substance that we hope to carry into our careers. A few of us had such interest in this project because of the impact of community violence in our own personal lives, and these experiences will be foundational for the work we hope to do in the future in our own communities on this issue.

⁶ [Community Violence Intervention Programs](#), City of St. Louis