Implementing and Sustaining Successful Crime Reduction Initiatives:

How to Get the Most Out of Your Data-Sharing Partnerships

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Agenda

I. Observations and Case Study
II. Organizing for Success
III. Strategic Planning
IV. Sustainability
V. It’s All About the Data
Observations and CIRV Case Study
Some Observations

1. **Most programs fail at the onset**
   - Fail to engage in comprehensive planning
   - Fail to adequately identify the problem and select appropriate solutions
   - Fail to adhere to program fidelity
   - Lack skill/resources needed for appropriate implementation

2. **Successful projects often cannot be sustained**
   - No plans for sustainability
   - Initial success based on the people, not on the work
   - Difficulty securing resources

3. **Successful organizational models and business principles are rarely applied to justice reforms**
   - Most CJ agencies are highly structured, but multi-agency efforts often lack coordination
   - Most social service agencies lack experience partnering with others
   - Most community-based efforts lack organization

4. **It does not have to be like this . . . .**
   - Experiences with Cincinnati Initiative to Reduce Violence and the involvement of P&G Executives
Why Programs Fail

1. Failure to establish a sense of urgency
2. Failure to create a powerful guiding coalition
3. Lack of vision
4. Under-communication of the vision
5. Failure to remove obstacles to the new vision
6. No systematic planning for, or creating short-term wins
7. Declaring victory too soon
8. Failure to anchor changes in the agencies’ culture

Cincinnati Initiative to Reduce Violence (CIRV): Impact on Violence in Cincinnati

- CIRV was one of the longest running focused-deterrence strategy, with plenty of stops/starts

- 41.2% reduction in group/gang member involved (GMI) homicides comparing 42-months pre/post initiative
- 22.3% reduction in non-fatal shootings
Team Structure

- **Governning Board**
  - Role: Overall responsibility and key barrier busting

- **Strategy/Implementation Team**
  - Role: Develop/deploy strategy; get resources; monitor results; key decisions

- **Enforcement Team (Strategy 1)**
  - Role: Develop/Execute the action plan for the strategy

- **Services Team (Strategy 2)**

- **Community Team (Strategy 3)**

- **System Team (Strategy 4)**

*Maintain team structure and ownership over time*
CIRV Application: Best Practices

Many cities unable to sustain violence reduction over time

- CIRV adds:
  - Organizational structure for coordinating team
  - Corporate principles of OGSM
  - Systematic data collection
  - Comprehensive services plan
  - Executive level involvement, leadership and commitment from politicians & law enforcement
  - Enhanced community engagement
Evaluation Period:
42-months (Jul 2007 – Dec 2010)
Average # of Monthly Shootings for Select Time Periods

Pre-CIRV: 36.67
Post-CIRV: 35.83
CIRV: 34.48
New CIRV: 31.92
Average # of Monthly Shootings for Select Time Periods

- **Pre-CIRV**: 36.67
- **CIRV**: 34.48
- **Post-CIRV**: 35.83
- **New CIRV**: 31.92
- **What the hell happened to CIRV?**: 36.00
What Saved CIRV?

- Organizational structure
- Executive level involvement / ultimate decision-maker
- Commitment to the pre-determined goals
- Identifying the tipping point for the strengths of diversity – clearly understanding and managing competing priorities
- The work, not the people
- Robust data collection, analysis and dissemination
Organizing For Success
Organizing for Success: Strategic Planning

- Organizing Principles:
  - Common objectives
  - Necessary and sufficient resources
  - Effective recruiting
  - Focused effort
  - Integrated leadership
  - Visible accountability

Only possible through use of data
Organizing for Success

- **Conduct stakeholder analysis**—bring focus to the initiative by having only necessary and sufficient involvement
  - List all possible stakeholders
  - Determine who should be involved
    - They can make decisions that stick for their organizations
    - They bring the resources needed to implement the change (people/money)
    - They want to be at the table and work productively with the other team members
    - They have direct influence over other key stakeholders
Organizing for Success

- **Establish Partnerships**—bring focus to the initiative by aligning goals and planning the work
  - Select participating organizations
  - Develop organizational structure
  - Articulate clear working agreements
  - Hold partners accountable
  - Establish Objectives, Goals, Strategies & Measures (OGSM)
Strategic Planning
Strategic Planning

Intent
- Long-term thinking versus only short-term focus
- Focus on key methodologies
- Plan to operationalize strategy
- Maintain focus on the objective in face of conflicting priorities

Components
- Aspirational statement
- Long-term objectives and goals
- Strategies
- Metrics / measures
- Annual action plans
Strategic Planning

* A Tool—OGSM
  * Objectives
  * Goals
  * Strategies
  * Measures

* Action Plans
# Strategic Planning – OGSM

<table>
<thead>
<tr>
<th>Objective</th>
<th>Goals</th>
<th>Strategies</th>
<th>Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dramatically and quickly reduce the frequency of street violence in Cincinnati and continually reduce the frequency over time.</td>
<td>Reduce group-related homicides to pre-increase levels</td>
<td>1. Form a law enforcement partnership to identify and focus enforcement on chronic violent groups. (Owners-Robin Engel, Jim Whalen)</td>
<td>• # non-fatal shootings</td>
</tr>
<tr>
<td></td>
<td>Continually reduce group-related homicides</td>
<td>2. Form and continually improve a life-change system that successfully engages members of violence-prone groups and moves them to an employment-based lifestyle. (Owner-Ross Love)</td>
<td>• # homicides by unknown groups</td>
</tr>
<tr>
<td></td>
<td>Sustain lower group-related homicide levels over time</td>
<td>3. Form a partnership to work with affected communities to articulate norms and expectations (Owners-Vic Garcia)</td>
<td>• # homicides by those in services</td>
</tr>
<tr>
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<td>4. Develop and implement a system that insures permanence and quality assurance. (Owner-Greg Baker)</td>
<td>• % of individuals in homicide group charged</td>
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<td></td>
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<td></td>
<td>• # total homicides in city</td>
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<tr>
<td></td>
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<td>• # group members inquiring about Services program</td>
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<td>• # engaged into Services program (i.e. assessment completed)</td>
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<td>• #/% started job readiness training</td>
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<td></td>
<td>• #/% benefiting from sustained employment</td>
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<td>• # people talked to (about message)</td>
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<td></td>
<td>• # groups not yet talked to</td>
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<td>• # calls to Services by non-call-in attendees</td>
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<td></td>
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<td></td>
<td>• qualitative assessment of those close to streets</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>• S/I Team assessment score</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• $ Funding</td>
</tr>
</tbody>
</table>
OVERALL CIRV OBJECTIVES, GOALS, STRATEGIES & MEASURES

Objective: Help enable Cincinnati, especially affected communities, to be a great place to live by dramatically reducing street violence.

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<thead>
<tr>
<th>OBJECTIVES</th>
<th>GOALS</th>
<th>STRATEGIES</th>
<th>MEASURES</th>
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<tbody>
<tr>
<td>Empower affected communities with strategies to change norms and expectations toward violence.</td>
<td>Train 5 communities in the Moral Voice and aftercare/maintenance strategies.</td>
<td>Community Engagement Team to implement the Moral Voice in selected communities.</td>
<td>Number of communities implementing Moral Voice strategy. Number of communities implementing aftercare strategies. Number of individuals that received Moral Voice message not involved in shootings. Number of individuals that received the Moral Voice message not arrested for firearm related offenses.</td>
</tr>
<tr>
<td>Using a law enforcement partnership, identify and focus enforcement on violent groups/gangs that engage in violence.</td>
<td>Target for enforcement action a minimum of 2 groups per quarter and conduct a minimum of 400 offender visits per year.</td>
<td>Law Enforcement Team to gather intelligence on groups/gangs and their membership.</td>
<td>Number of groups targeted for enforcement. Number of individuals charged. Number brought forth for prosecution. Number of home visits conducted. Number off group updates conducted.</td>
</tr>
<tr>
<td>Provide a life change system for group/gang members to transition to a violence free pro-social lifestyle.</td>
<td>Hold 1 Law Enforcement Team meeting per quarter, and conduct at least 3 group/gang updates per year.</td>
<td>Law Enforcement Team to target violent groups/gangs for enforcement action and home visits.</td>
<td>Number of group members recruited and processed for services intake. Number of clients who have completed needs assessment and life change plan. Number of clients referred to social services providers. Number of clients who have completed at least one Life Change Goal. Number of clients arrested for violent offenses. Number of clients violently victimized. Number of clients arrested. Number of clients monitored weekly. Number of call-in attendees contacted within 3 days of call-in.</td>
</tr>
<tr>
<td>Conduct process and outcome evaluations on CIRV’s impact on Group/Gang violence in Cincinnati.</td>
<td>Identify and recruit at least 500 new individuals to services, of which 250 will complete the intake process, 200 will have needs assessments and life change plans completed, 150 will be mentored, 100 will be referred to social service providers, and 50 will complete one identified Life Change Goal.</td>
<td>Services Team to deliver Social Services to violent group/gang members.</td>
<td>Update and maintain databases: Shootings, Homicides, CIRV List, Group Information, Services and Moral Voice. Provide monthly feedback to teams via OGSMScorecards. Provide overall Annual Evaluation and Annual Home Visit Report.</td>
</tr>
<tr>
<td>Monitor and track 100% of individuals and communities involved in Moral Voice and Services.</td>
<td>Monitor and track 100% of individuals and communities involved in Moral Voice and Services.</td>
<td>Systems Team to collect and maintain updated databases of shootings, homicides, CIRV list, group information, services delivered and Moral Voice progress.</td>
<td></td>
</tr>
<tr>
<td>Measure</td>
<td>Definition</td>
<td>Rationale</td>
<td>Data Collection</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------</td>
</tr>
<tr>
<td># non-fatal shootings</td>
<td>All non-fatal shootings (when someone is hit) in the city. (We will analyze this number through 7/08 and decide if there is additional advantage to specifically tracking CIRV-related non-fatal shootings—data we do not currently have.)</td>
<td>The # of non-fatal shootings is hypothesized to be predictive of the number of homicides. Since it is a higher sample size, the measure helps analyze gun violence in real time.</td>
<td>Collected from CPD files by UC. Will be reported monthly by UC.</td>
</tr>
<tr>
<td># homicides by unknown groups</td>
<td>Any homicide that is determine to be violent group-related but involves (either as perpetrator or victim) a group not on the official CIRV list at the time of the homicide (as determined jointly by Jim Whalen and Kurt Bird or their surrogates)</td>
<td>Assess the accuracy of our network analysis and intelligence</td>
<td>Collected from homicide reviews and compared to the CIRV list by UC. Will be reported monthly by UC.</td>
</tr>
<tr>
<td># homicides by those in services</td>
<td>Any homicide involving (as perpetrator or victim) an individual active in the services program</td>
<td>Assess whether the Services strategy is sufficiently contributing to meeting the Objective/Goal</td>
<td>Collected from homicide reviews and compared to the services list by UC. Will be reported monthly by UC.</td>
</tr>
<tr>
<td>% individuals in homicide groups charged</td>
<td>Individuals being listed as members of groups that are involved (as perpetrators) in a homicide against whom charges are brought as a result of the group-focused homicide enforcement</td>
<td>Assess how well we are implementing our group-focused enforcement strategy</td>
<td>Currently no system to collect these data; UC to develop system with CPD</td>
</tr>
<tr>
<td># total homicides in city</td>
<td>All homicides in the city as determined by CPD</td>
<td>Assess whether the reduction in CIRV-related homicides is affecting the overall city homicide rate</td>
<td>Collected from homicide reviews. Reported monthly by UC</td>
</tr>
</tbody>
</table>
## Strategic Planning – Action Plan

<table>
<thead>
<tr>
<th>Action</th>
<th>Owner</th>
<th>Target Date</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan and conduct an “informal meeting” with those who have opted for services</td>
<td>Baker</td>
<td>2/1/08</td>
<td></td>
</tr>
<tr>
<td>Plan and conduct a “voluntary” call-in in the community</td>
<td>Engel</td>
<td>1/18/08</td>
<td></td>
</tr>
<tr>
<td>Complete police outreach to groups not reached in the call-ins</td>
<td>Whalen</td>
<td>1/30/08</td>
<td></td>
</tr>
<tr>
<td>Establish an organization and procedure within CPD to ensure new homicides are reviewed and acted upon if they warrant CIRV action</td>
<td>Whalen</td>
<td>2/1/08</td>
<td></td>
</tr>
<tr>
<td>Conduct a quarterly review of the need for a call-in; execute call-in as needed</td>
<td>Engel</td>
<td>1/1, 4/1, 7/1, 10/1</td>
<td></td>
</tr>
<tr>
<td>Maintain engagement of the Law Enforcement Team through quarterly updates with CIRV partners</td>
<td>Engel</td>
<td>1/7, 4/7, 7/7, 10/7</td>
<td></td>
</tr>
<tr>
<td>Update the network analysis annually</td>
<td>Skubak</td>
<td>5/11/08</td>
<td></td>
</tr>
<tr>
<td>Complete demographic data collection on the target population</td>
<td>Skubak</td>
<td>6/1/08</td>
<td></td>
</tr>
<tr>
<td>Develop a strategy to address the violent juvenile groups not previously addressed</td>
<td>Engel</td>
<td>7/1/08</td>
<td></td>
</tr>
</tbody>
</table>
# Scorecard

## CIRV Law Enforcement Team Scorecard - (April, 2013)

<table>
<thead>
<tr>
<th>Overall Objective</th>
<th>Target Goal for Objective to be Achieved</th>
<th>Responsibility for Target Goal</th>
<th>Outcome of Target Goal</th>
<th>Target Goal Achieved?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Update CIRV group and individual information list</td>
<td>Lt. Col. Humphries UC</td>
<td>Group and Group member list updates completed?</td>
<td></td>
<td>In progress</td>
</tr>
<tr>
<td>Continued review of shootings and homicides for GMI determinations</td>
<td>Lt. Col. Humphries</td>
<td>Up-to-date GMI determinations?</td>
<td></td>
<td>YES</td>
</tr>
<tr>
<td>Execute one call-in per District</td>
<td>Lt. Col. Humphries/District Commanders</td>
<td>Calls executed in each district?</td>
<td></td>
<td>In progress</td>
</tr>
<tr>
<td>Use home visits strategy to supplement message dissemination between call-ins</td>
<td>Lt. Issac</td>
<td>Home visit strategy continuing?</td>
<td></td>
<td>YES</td>
</tr>
<tr>
<td>Work with Moral Voice to identify key players in target neighborhoods</td>
<td>Lt. Issac</td>
<td>Working to ID key players in OTE, Price Hill, Avondale?</td>
<td></td>
<td>YES</td>
</tr>
<tr>
<td>Conduct targeted law enforcement action against two groups and report the results of this action to UC</td>
<td>Lt. Col. Humphries</td>
<td>Two group enforcement completed?</td>
<td></td>
<td>YES</td>
</tr>
<tr>
<td>Schedule a meeting for the full LE team quarterly</td>
<td>Lt. Col. Humphries</td>
<td>Meeting scheduled?</td>
<td></td>
<td>NC</td>
</tr>
<tr>
<td>Re-engage with Probation</td>
<td>Lt. Col. Humphries/ Dr. Engel</td>
<td>Met with Probation?</td>
<td></td>
<td>YES</td>
</tr>
<tr>
<td>Provide violence updates at S/I Team meetings</td>
<td>CPD Crime Analysis and Problem Solving Unit</td>
<td>Violence updates given?</td>
<td></td>
<td>YES</td>
</tr>
</tbody>
</table>

*Goal achieved* 🟢  *Goal not achieved* 🟥

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**CBCR**

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**CBCR**

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**CBCR**
Measure & Repeat

Successful initiatives are data driven!

- Sustainability should be planned from the onset
- Create a program culture that relies on data
- Become learning institutions
- Pay greater attention to success in corporate world and business/management research (based on data!)
Sustainability
Sustainability

Sustainability is:
- Maintaining and continually improving results over time

Achieved via:
- System implementation
- Organization plan
Key Sustainability Systems

Strategic Planning
- Assessment and Renewal
- Best Practices
- Rigorous Evaluation and Reporting
- Sustainable Funding
It’s All About Data – Sharing and Analysis
Develop Data Collection Process

1. Access current data sources – what do agencies already collect?
   - Develop plan to share data across project partners
   - Develop plan to collect necessary data that does not exist

2. Create a credible and flexible ongoing data collection system
   - Periodically update and review data

3. Routinely and systematically analyze data
   - Provide timely results & updates to key stakeholders

4. Create an initiative culture that values data
Data Sharing Issues

1. **Sharing across teams/partners within the initiative**
   - MOU agreements

2. **Sharing with academic partners specifically**
   - Data use agreements
   - Institutional Review Boards

3. **Sharing with external stakeholders outside the initiative (funders, community leaders, politicians, media)**
   - Data analysis linked to OGSM
   - Graphic templates
Partner MOU Agreements

- Describe the purpose of the MOU (establish mutual goals and responsibilities for collaborative agreement)
- Include background information regarding the initiative
- Identify mutual goals
- Clearly describe parties’ roles and responsibilities
- Describe data collection and confidentiality requirements
- Add opportunity for voluntary disassociation
- Terms and amendments
- Signatures
Do your partners have signed MOU agreements for your initiative?

Polling Question
Data Use Agreements

- Identify the specific data to be shared
- List specific information for these data
- Permitted uses
- Confidentiality requirements and disclosure process
- Term and termination process
- Process for notices
- Relationship of parties
- Disclaimer of warranties
- Mutual responsibility
- Limitation on liability
- Advertisement of contract, use of name, logos, or trademarks
- Assignment of agreement to third party
- Third-party beneficiaries
- Signatures
Do your partners have signed data use agreements?

Polling Question
The Importance of Data

- Each component necessary for successful initiatives involves the collection, analysis, and dissemination of data
  - Organize for Success
  - Strategy Planning
  - Sustainability

- The power of graphics – importance of data for messaging both internally and externally
Cincinnati Weekly Fatal & Non-fatal Shootings By Year
January 1 - April 30

* The 3 year average is comprised of the average fatal and non-fatal shootings by month for the years 2008 - 2010
Cincinnati Annual Cumulative GMI Homicides: 2005-2009

Month

January February March April May June July August September October November December

Cumulative homicide total

2005 2006 2007 2008 2009

Average = 37.9 per month

Average = 34.0 per month
CIRV Client Services: Employment

% Obtained Job After Training: 66%
% Currently Employed: 53%

390

Employment

330
247
173
115
61

Assigned
Started
Completed
Obtained 1st Job
Retained Employment
Group Members Disproportionately Involved in Homicides: June 06-June 07

- 99.5% Non Group Members
- 73.5% Violent Group Members
- 0.5% Group Members
- 26.5% Homicides
Predicted Counts of Shootings
Impact of Call-in Session on Next Month’s Shooting Incidents
Net of Control Variables (Control Variables Set to Mean Values)

Number of Shootings Per Month

<table>
<thead>
<tr>
<th>Monthly Avg. with NO Call-in</th>
<th>Monthly Avg. with Call-in</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 month prior</td>
<td>1 month prior</td>
</tr>
<tr>
<td>35.11</td>
<td>28.62</td>
</tr>
</tbody>
</table>
Key lessons from P&G Executives Re: Sustaining Successful Initiatives

1. Plan for success & sustainability at the onset
   - Key stakeholder analysis
   - Initial and continual alignment to the OGSM

2. Think in terms of “the work” rather than “the people”
   - Create a strong accountability system
   - Change organizational cultures

3. Constant innovation
   - Testing and tracking impact
   - Identifying the tipping point for the strengths of diversity – clearly understanding and managing competing priorities

4. Harness the power of data, documentation, and dissemination
Questions / Discussion

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