



City of Champaign

# **COMMUNITY GUN VIOLENCE REDUCTION BLUEPRINT**

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February 2022





City of Champaign

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A young Black man with short, dark, curly hair is looking directly at the camera. He is wearing a blue and white plaid shirt over a white t-shirt. He is holding a white rectangular sign in front of his chest with both hands. The sign has the text "OUR CALL TO ACTION" in bold, black, sans-serif capital letters. The background is a blurred indoor setting, possibly a library or a study area, with bookshelves and tables visible. The lighting is soft and even.

**OUR CALL  
TO ACTION**

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# ACKNOWLEDGMENTS

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## ***Special Thanks To:***

Vivian Gray and Anthony B. Sullers Jr. PhD

# EXECUTIVE SUMMARY

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The City of Champaign **Community Gun Violence Reduction Blueprint** (the “Blueprint”) will combine community mobilization, social service provision and offender-oriented responses, to address gun and interpersonal violence affecting the City of Champaign. The Blueprint will focus on integrating *prevention activities* with *intervention programs* such as mediation, conflict resolution and retaliation reduction activities.

The primary objective of the Blueprint is to identify the paths that frequently lead to interpersonal violence and homicide and closing them through early intervention. This will be done primarily by targeting high risk offenders and at-risk youth, community mobilization, conflict mediation, and providing outreach to ensure access to social services.

The Blueprint is organized around three central goals:

## **Goal 1: To prevent and reduce gun violence and promote community safety**

1. Reduce interpersonal/community violence, street violence, gun violence, homicides and shootings.
2. Reduce the involvement of youth in groups associated with interpersonal violence and connect “at-risk” youth to positive opportunities.
3. Provide individuals who participate in serious violent crime with individually tailored tools, skills, and resources to lead healthy, productive lives.
4. Reduce the risk of violence and retaliations by implementing offender-focused strategies which reach offenders who have rejected other forms of support and persons who are facilitating criminal activity but have not yet been convicted.
5. Assist persons affected by violence and conflict to overcome stress and trauma by providing them with coping tools, skills, and services to help them regain stabilization and normalcy.

6. Encourage close collaboration among community-based organizations, service providers, and law enforcement to reduce the substitution of firearms for other weapons of bodily force and to reduce non-firearm violence generally.
7. Reduce crime and re-offending, help administrators, policymakers, employers, communities, families and individuals, and others in their efforts to reduce crime and improve reentry.

## **Goal 2: To enhance community engagement and support**

1. To provide coordination for all programs and practices designed to reduce community violence through community-based intervention strategies and focused enforcement strategies.
2. To provide a more seamless service delivery system for a broad continuum of services and reduce barriers to accessing services by those who are most in need of social services.

## **Goal 3: To ensure the most effective use of available and potential resources**

1. Ensure that financial and staff resources are used wisely, and that violence prevention interventions supported by the City of Champaign are achieving their desired outcomes and impact.

To achieve the goals and objectives of the Blueprint, the interventions will focus on addressing and reducing the following key risks:

Key Risk Factors	
<b>Individual Risk Factors:</b> <ul style="list-style-type: none"> <li>- Victimization and exposure to violence</li> <li>- Involvement in groups associated with interpersonal violence</li> <li>- Involvement in at risk activities during adolescence and general delinquency involvement</li> <li>- Lack of access to services that address fundamental determinants of violence such as lack of access to substance abuse treatment, anger management, access to education, and access to employment and training opportunities.</li> <li>- Antisocial/delinquent beliefs</li> <li>- Lack of structured activities and support</li> </ul>	<b>Community Risk Factors:</b> <ul style="list-style-type: none"> <li>- Low perceived likelihood of being caught</li> <li>- Low neighborhood attachment and involvement.</li> <li>- Frequent truancy/absences/suspensions; being expelled from school; dropping out of school</li> <li>- Family poverty</li> <li>- High-crime neighborhood</li> <li>- Neighborhood antisocial environments</li> </ul>

The key activities and interventions under the Plan will include:

**Community Mobilization:** Involvement of community members, formerly incarcerated persons, youth involved in groups associated with community/interpersonal violence, community groups, agencies, and coordination of programs and staff functions within and across agencies.

**Opportunities Provision:** Implementation of a variety of programs and activities specific to education, training, and employment. The interventions and activities in this area will target individuals who are likely to be victimized by and perpetuate group and interpersonal violence, individuals with a high chance of either being shot or being a shooter in the immediate future, individuals who have a prior history of offending and arrests, individuals who are members of a group associated with interpersonal violence, individuals who have been in prison, have been the recent victim of a shooting, and individuals who are involved in “high risk” street activity and youth that participate in, or who are associated with interpersonal violence between 10 and 19 years of age.

**Social Intervention:** The interventions will target at risk adults, youth at risk and their families, drawing on the resources of schools, community-based organizations, grassroots groups, police, juvenile/criminal justice organizations and faith-based groups to intervene with appropriate services. Activities will include Vocational and life skills programs, family empowerment programs, behavioral

health program, parental support, afterschool and career development programs, truancy intervention/school drop-out prevention, job training development and placement through public/private partnerships, entrepreneurial training for at-risk youth, role modeling and mentoring. Activities in this area will also focus on re-entry assistance to enable formerly incarcerated persons to access education, job training, employment, and other appropriate services.

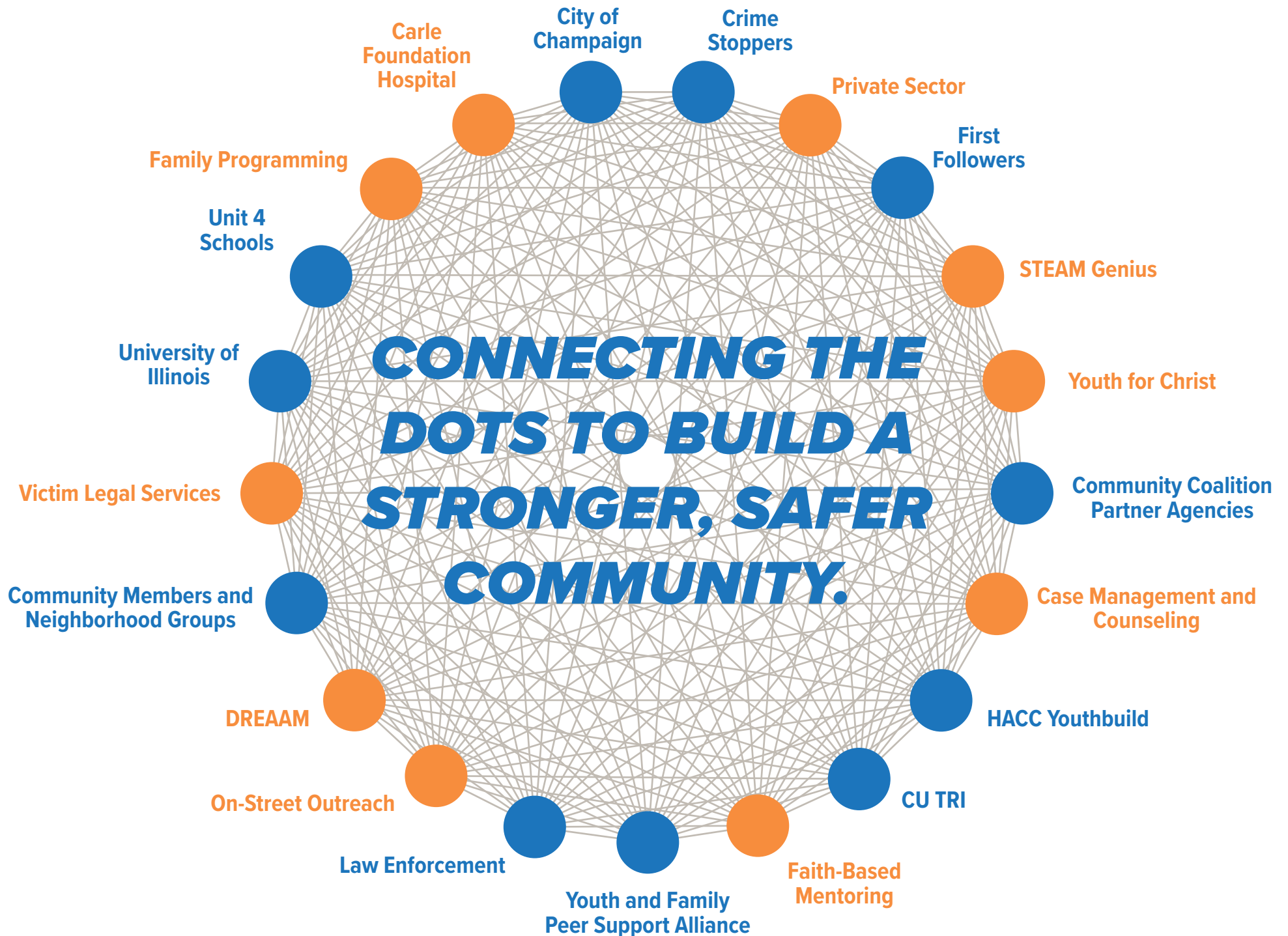
**Close supervision and community monitoring:** Focus on identifying the most dangerous and influential members of groups responsible for interpersonal and community violence. Formal and informal social control procedures will be employed through close supervision and community monitoring of individuals who are on parole or probation, as well as those who have rejected social intervention programs. The interventions under this aspect of the Plan will also focus on individuals who are not under supervision, but who are involved or facilitating criminal activity and behaviors. Partner agencies will include agencies of the juvenile/criminal justice system, law enforcement, community-based agencies, schools, and grassroots groups.

**Organizational Change and Development:** Implementation of policies and procedures, within and across agencies, that result in the most effective use of resources to better address gun and community violence.

The annual costs of implementing this Blueprint is estimated at \$3.21 Million, as follows:

Summary Annual Budget	
Goal 1 - To prevent and reduce gun violence and promote community safety	\$2,739,364.50
Goal 2 - To enhance community engagement and support	\$100,000
Goal 3 - To ensure the most effective use of available and potential resources	\$355,000
<b>TOTAL</b>	<b>\$3,194,364.50</b>

***CONNECTING THE  
DOTS TO BUILD A  
STRONGER, SAFER  
COMMUNITY.***







# GUN VIOLENCE IN CHAMPAIGN

Over the past six years, Champaign has seen an increase in gun violence that is impacting the entire community. In attempting to address the problem, Law Enforcement began to collect and analyze data to get a better understanding of the number of shooting incidents and where the shooting incidents were occurring for improved problem-solving and response. In 2020, Champaign experienced a record number of confirmed shooting incidents, shooting victims and homicides. 2020 was a year of increased community violence across the State and across the country. The City focused on confronting gun violence while also addressing the numerous matters impacting the community relating to the COVID-19 crisis.

In the City of Champaign, there were 234 confirmed shooting incidents in 2020, up from 100 in 2019. A confirmed shooting incident occurs when there is physical evidence that a shooting occurred, for example bullet casings, property damage or a wounded individual. There were 57 shooting victims in 2020, compared to 34 in 2019. Gun related homicides increased significantly also, from 2 in 2019 to 9 in 2020.

As of November 15, 2021, there have been 235 confirmed shooting incidents, up from 189 in 2020. There have been 67 shooting victims in 2021 as of the date of this report, compared to 57 in all of 2020. Gun related homicides also increased, from 9 in 2020 to 15 to date in 2021. The maps below illustrates gun violence occurring in the community dating back to 2016. The map on the following page shows the geographical locations of all shooting incidents since 2016.



2016	
Shooting Incidents	76
Victims	26
Gun-related homicides	3
Firearms Recovered by Street Crimes Task Force:	52



2017	
Shooting Incidents	61
Victims	24
Gun-related homicides	5
Firearms Recovered by Street Crimes Task Force:	80



2018	
Shooting Incidents	76
Victims	32
Gun-related homicides	7
Firearms Recovered by Street Crimes Task Force:	53



2019	
Shooting Incidents	100
Victims	34
Gun-related homicides	2
Firearms Recovered by Street Crimes Task Force:	124



2020	
Shooting Incidents	189
Victims	57
Gun-related homicides	9
Firearms Recovered by Street Crimes Task Force:	42



2021	
Shooting Incidents	234
Victims	67
Gun-related homicides	15
Firearms Recovered by Street Crimes Task Force:	83

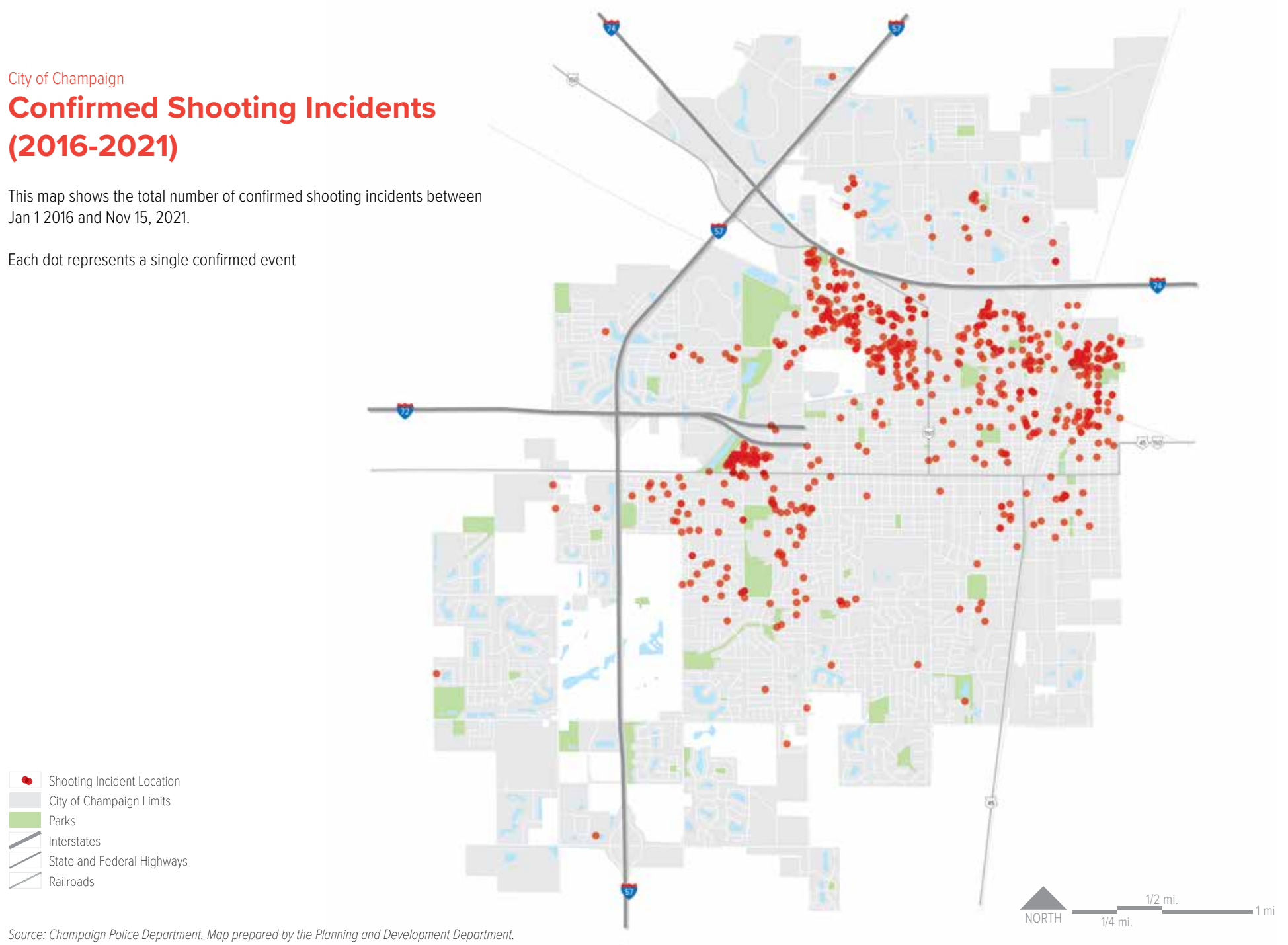


City of Champaign

## Confirmed Shooting Incidents (2016-2021)

This map shows the total number of confirmed shooting incidents between Jan 1 2016 and Nov 15, 2021.

Each dot represents a single confirmed event



Source: Champaign Police Department. Map prepared by the Planning and Development Department.

# IDENTIFYING THE ROOT CAUSES OF GUN VIOLENCE

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Over the past several years, community gun violence has increased exponentially. Members of the community who advocate for greater efforts to eliminate gun violence continue to call for initiatives that address the root causes of violent behaviors. To be successful, gun violence reduction strategies must be focused on those individuals, families and neighborhoods most impacted by violence in the community. In the City of Champaign, the individuals who are most impacted by, and most likely to be involved in, gun violence are Black/African American males between the ages of 15 to mid-30's.

The local impacts of gun violence are consistent with the overall statistics as outlined by the Educational Fund to Stop Gun Violence (EFSGV), which states that “gun violence is the leading cause of death for Black/African American males under the age of 55, and the second leading cause of death for Hispanic/Latino males under the age of 34. Young Black/African American males ages 15-34 make up 2% of the U.S. population but account for 37% of all firearm homicide victims. Community gun violence disproportionately impacts Black/African American and Hispanic/Latino individuals. It occurs in public places – streets, parks, front porches – in cities across the United States, and it makes up the majority of gun homicides that occur in the United States. Most community gun violence is highly concentrated within under-resourced city neighborhoods. As a result, whole neighborhoods are exposed to and impacted by the adverse health effects of gun violence. The neighborhoods disproportionately affected by community gun violence are the same neighborhoods impacted by social and economic inequities that can be traced to racism, segregation and current discriminatory policies, like redlining, exclusionary zoning, and mass incarceration. These inequities often are at the root of community gun violence. Consequently, Black/African American and Hispanic/Latino Americans are disproportionately impacted by community gun violence.”

EFSGV further emphasizes, “Community gun violence is highly concentrated in a small number of under-resourced city neighborhoods composed of predominantly Black/African American and Hispanic/Latino residents. These neighborhoods suffer from underfunded social services, few economic opportunities, and concentrated poverty.”

The City has been intentional in its work to address inequity and disparities impacting individuals, families, and neighborhoods of color in other areas of City service delivery, and the City's work to eliminate gun violence must also be deliberate in addressing the disproportionate impact of violence on our communities of color. A part of the City's work has been to wrap around the entire family and neighborhoods who are impacted and traumatized by the community gun violence. Over the last several years, this work has been done in partnership with CU Trauma and Resilience Initiative (CU TRI), First Followers, the Community Violence Response Taskforce and the Youth and Family Peer Alliance.

EFSGV notes that “the trauma of community gun violence extends beyond those who are directly injured by a shooting to those in the community who are exposed indirectly as a witness. Those indirectly and directly impacted by community gun violence experience lasting impacts on health and wellbeing. Black/African American and Hispanic/Latino Americans are exposed to community gun violence – by witnessing a shooting or knowing a loved one impacted – at much higher rates than White (non-Hispanic/Latino) Americans. The widespread exposure to community gun violence impacts health, wellbeing, and development. This trauma exacerbates existing health and social inequalities and further perpetuates gun violence.” EFSGV further states that if a city wants to make a change that is impactful, “Policy Makers must address the social and economic inequalities that are the root causes of gun violence in impacted communities of color.” The root causes of gun violence include:

- Income inequality
- Poverty
- Underfunded public housing
- Under-resourced public services
- Underperforming schools
- Lack of opportunity and perceptions of hopelessness
- Easy access to firearms by high-risk people

A comprehensive data analysis allows an issue like community violence, which has a myriad of root causes and no single solution, to be dismantled and then tackled from multiple angles. City staff performed an analysis to overlay information about income, unemployment, housing, and race/ethnicity with information about community violence, identifying correlations that reinforce the root causes discussed above. Preliminary analysis shows that there are numerous, ongoing concerns that overlap with one another, especially related to poverty and violence. By identifying these correlations, the City and partners can best tailor the community violence response to address specific concerns in the most effective way.

City staff developed the Complete Community Index using the data sources below and mapped the information to visualize the areas of Champaign that are experiencing the highest levels of concern. Using this information reveals that the areas with the greatest concentration of gun violence incidents since 2016 are also commonly the areas of the community with the highest unemployment, lowest median income, and highest concentration of Black/African American residents. The six (6) indicators included in the analysis are:

- Majority Minority Neighborhoods
- Neighborhoods with greater than 36% Black/African American residents
- Neighborhood with greater than 16% Latinx residents
- 2019 Unemployment Rate greater than 10.4%
- Median Household Income less than \$36,311
- Median Family Income of less than \$61,569

Each of these indicators are mapped on the following pages.

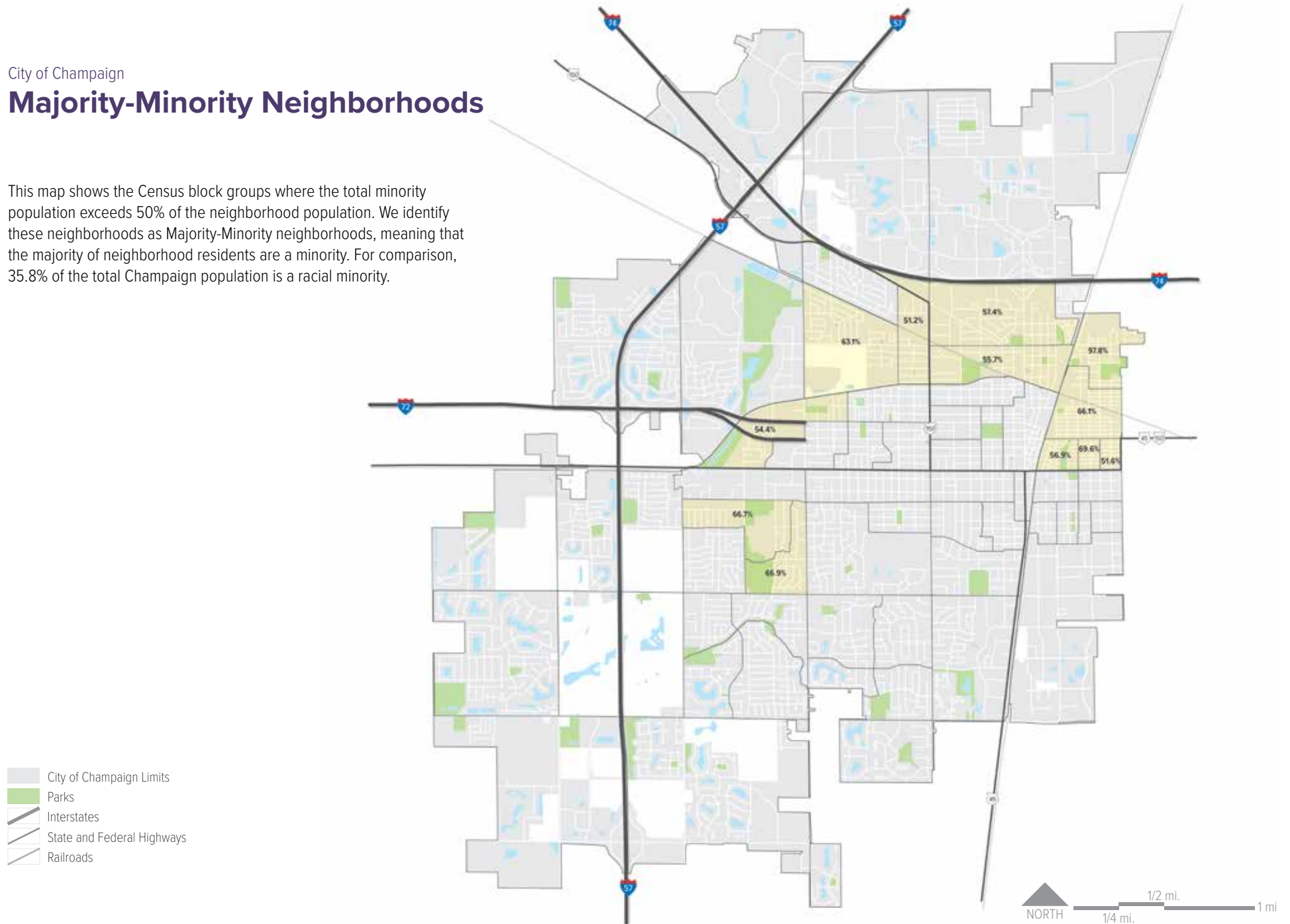
The map on page 21 illustrates the correlation between gun violence and economic/social disparities. It is no coincidence that the areas of the community with the lowest median income align with the neighborhoods with a high proportion of Black/African American residents. While the citywide median family income is approximately \$75,000 annually, the median family income for Black/African American residents is approximately \$36,000 annually, a difference of \$39,000 (Source: U.S Census Bureau - American Community Survey (ACS) 5 year estimates). Unfortunately, this is not uncommon. The pattern of Black/African American family income being well below the overall median holds true for each state in the nation.

*“Gun violence in Champaign disproportionately impacts communities of color and neighborhoods experiencing significant social and economic issues. Gun violence in these communities exacerbate the existing challenges faced by residents. This is our local public health crisis.”*

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## Majority-Minority Neighborhoods

This map shows the Census block groups where the total minority population exceeds 50% of the neighborhood population. We identify these neighborhoods as Majority-Minority neighborhoods, meaning that the majority of neighborhood residents are a minority. For comparison, 35.8% of the total Champaign population is a racial minority.



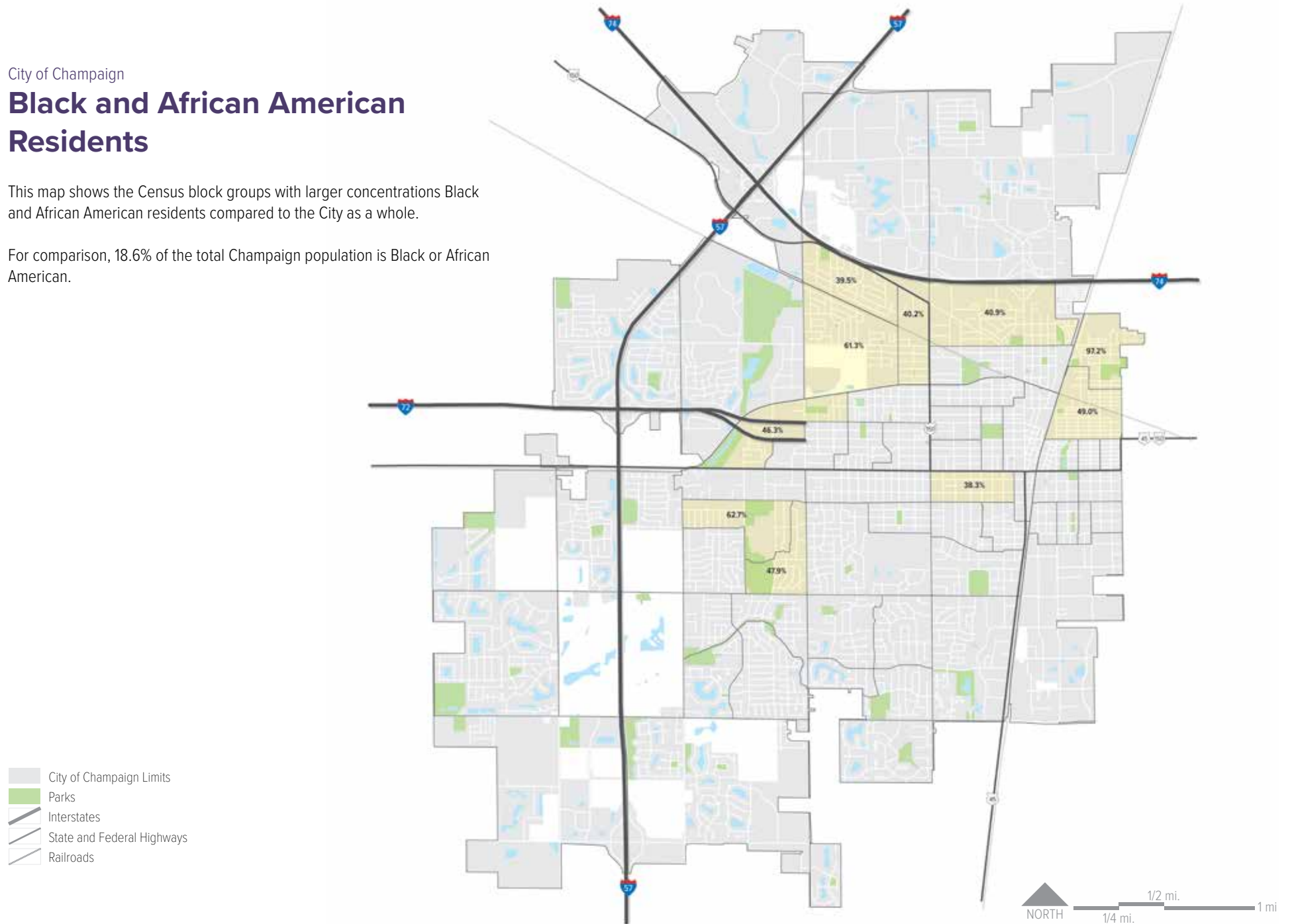
Source: US Census Bureau. ACS 5 Year Estimates. Map prepared by the Planning and Development Department.

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## Black and African American Residents

This map shows the Census block groups with larger concentrations Black and African American residents compared to the City as a whole.

For comparison, 18.6% of the total Champaign population is Black or African American.



Source: US Census Bureau. ACS 5 Year Estimates. Map prepared by the Planning and Development Department.

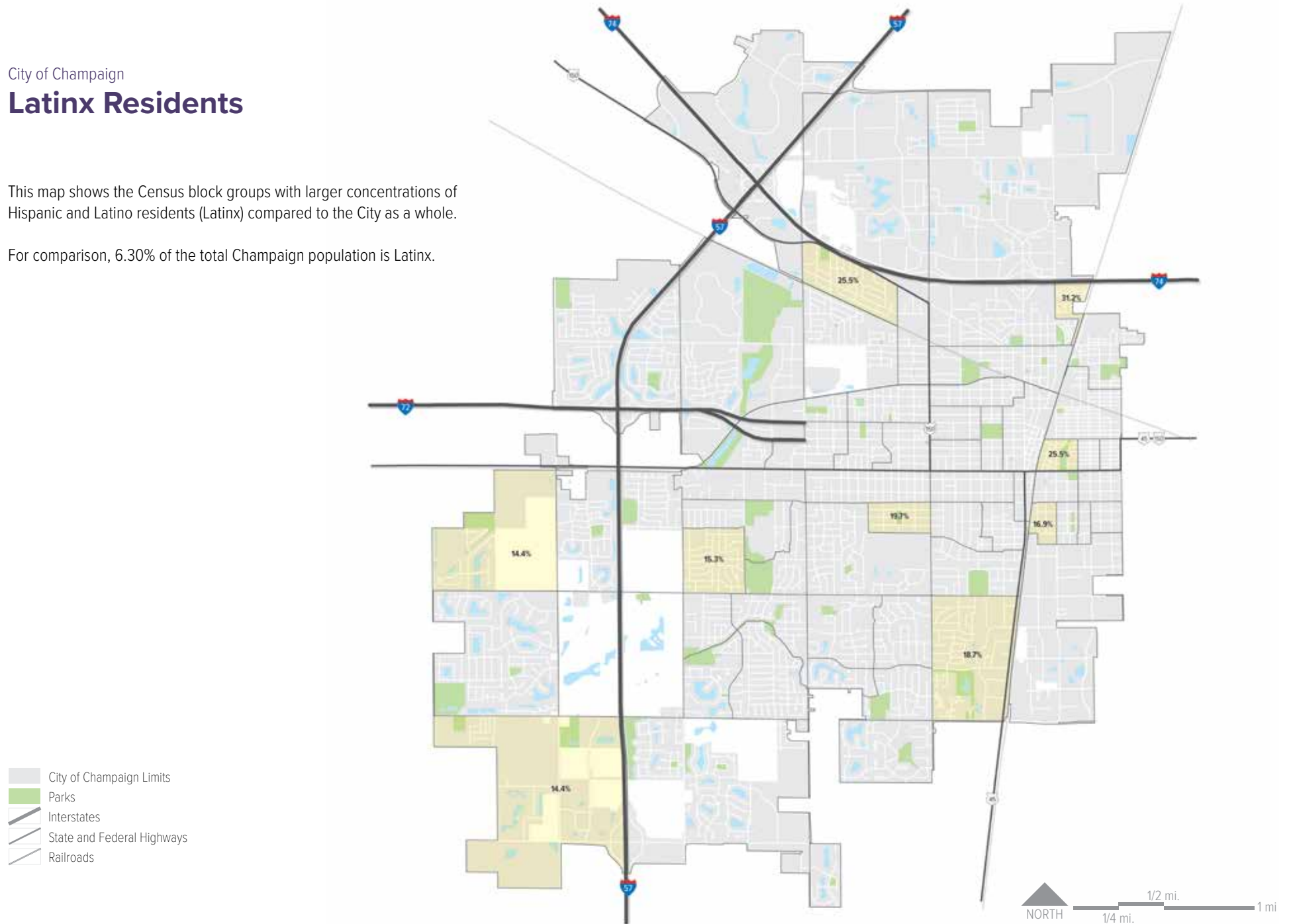


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## Latinx Residents

This map shows the Census block groups with larger concentrations of Hispanic and Latino residents (Latinx) compared to the City as a whole.

For comparison, 6.30% of the total Champaign population is Latinx.



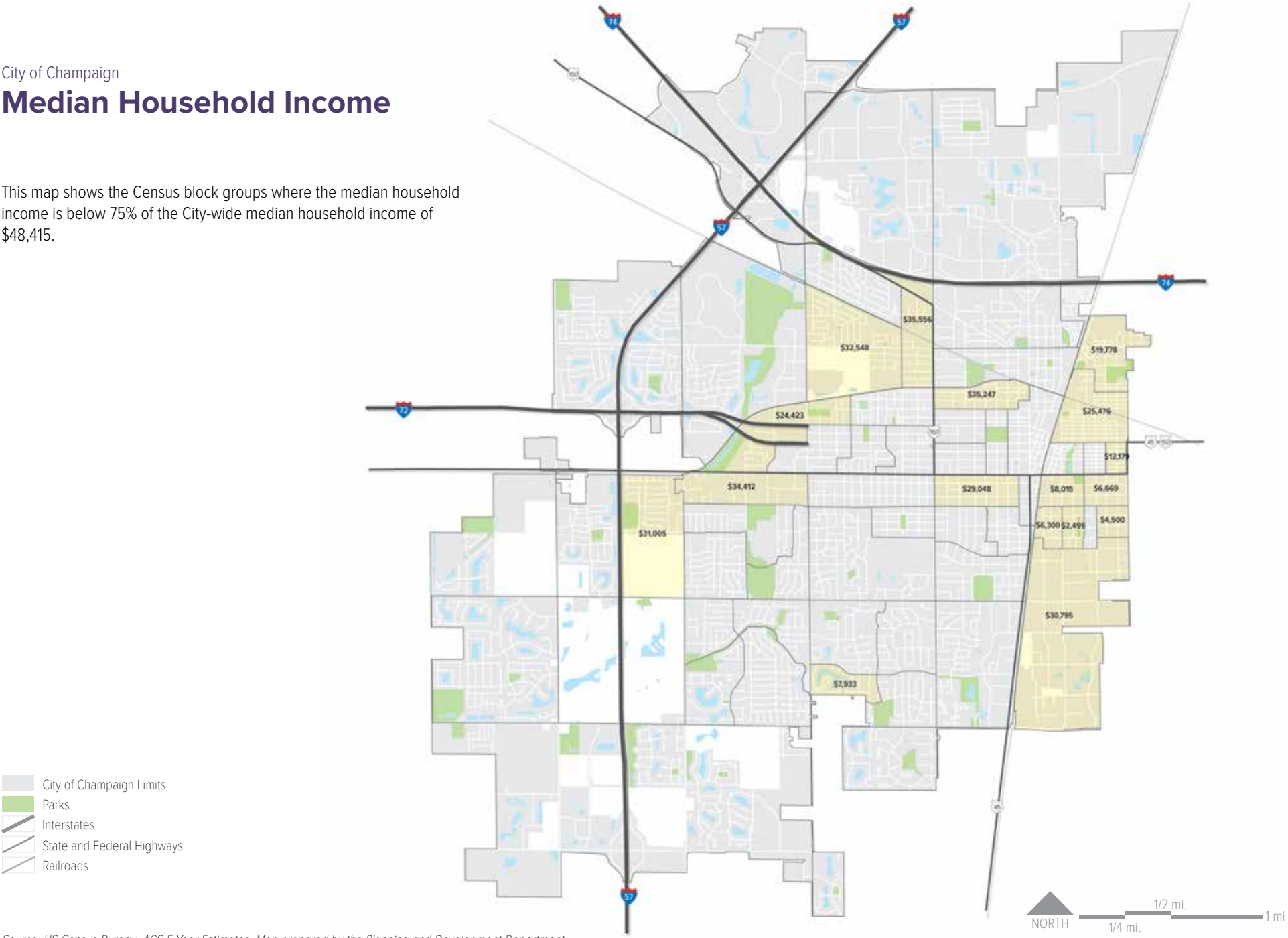
Source: US Census Bureau. ACS 5 Year Estimates. Map prepared by the Planning and Development Department.



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# Median Household Income

This map shows the Census block groups where the median household income is below 75% of the City-wide median household income of \$48,415.

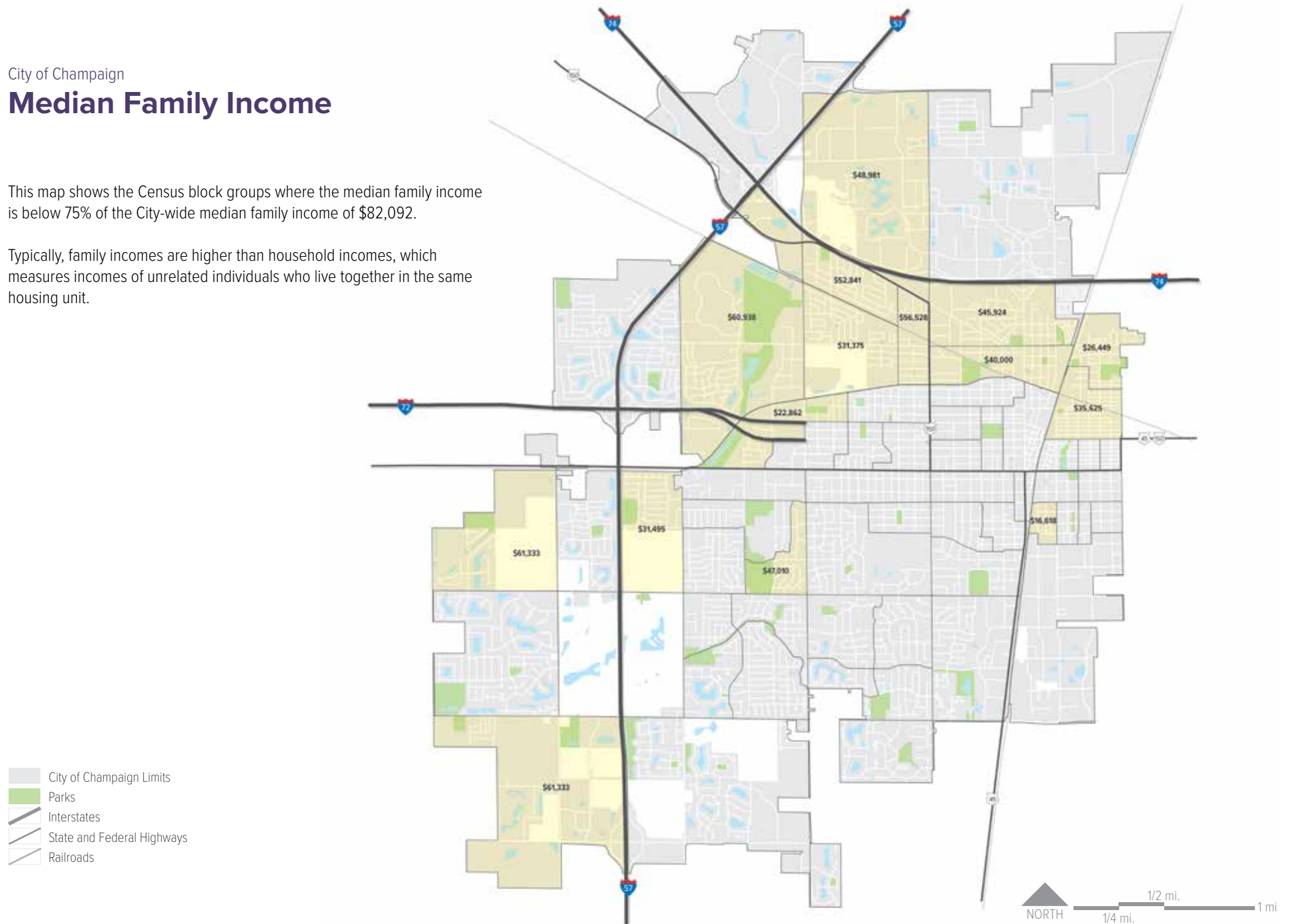


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## Median Family Income

This map shows the Census block groups where the median family income is below 75% of the City-wide median family income of \$82,092.

Typically, family incomes are higher than household incomes, which measures incomes of unrelated individuals who live together in the same housing unit.



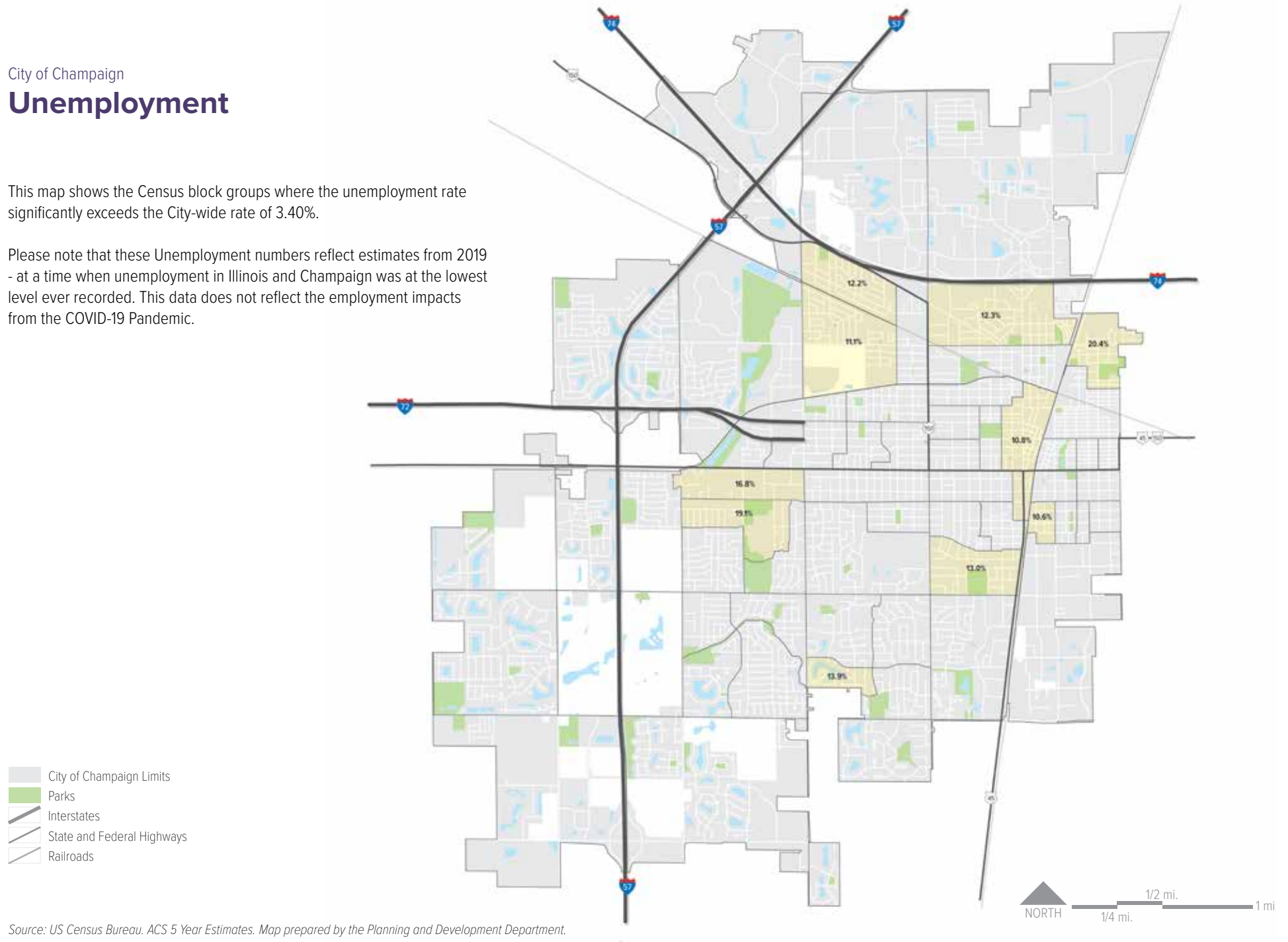
Source: US Census Bureau. ACS 5 Year Estimates. Map prepared by the Planning and Development Department.

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## Unemployment

This map shows the Census block groups where the unemployment rate significantly exceeds the City-wide rate of 3.40%.

Please note that these Unemployment numbers reflect estimates from 2019 - at a time when unemployment in Illinois and Champaign was at the lowest level ever recorded. This data does not reflect the employment impacts from the COVID-19 Pandemic.

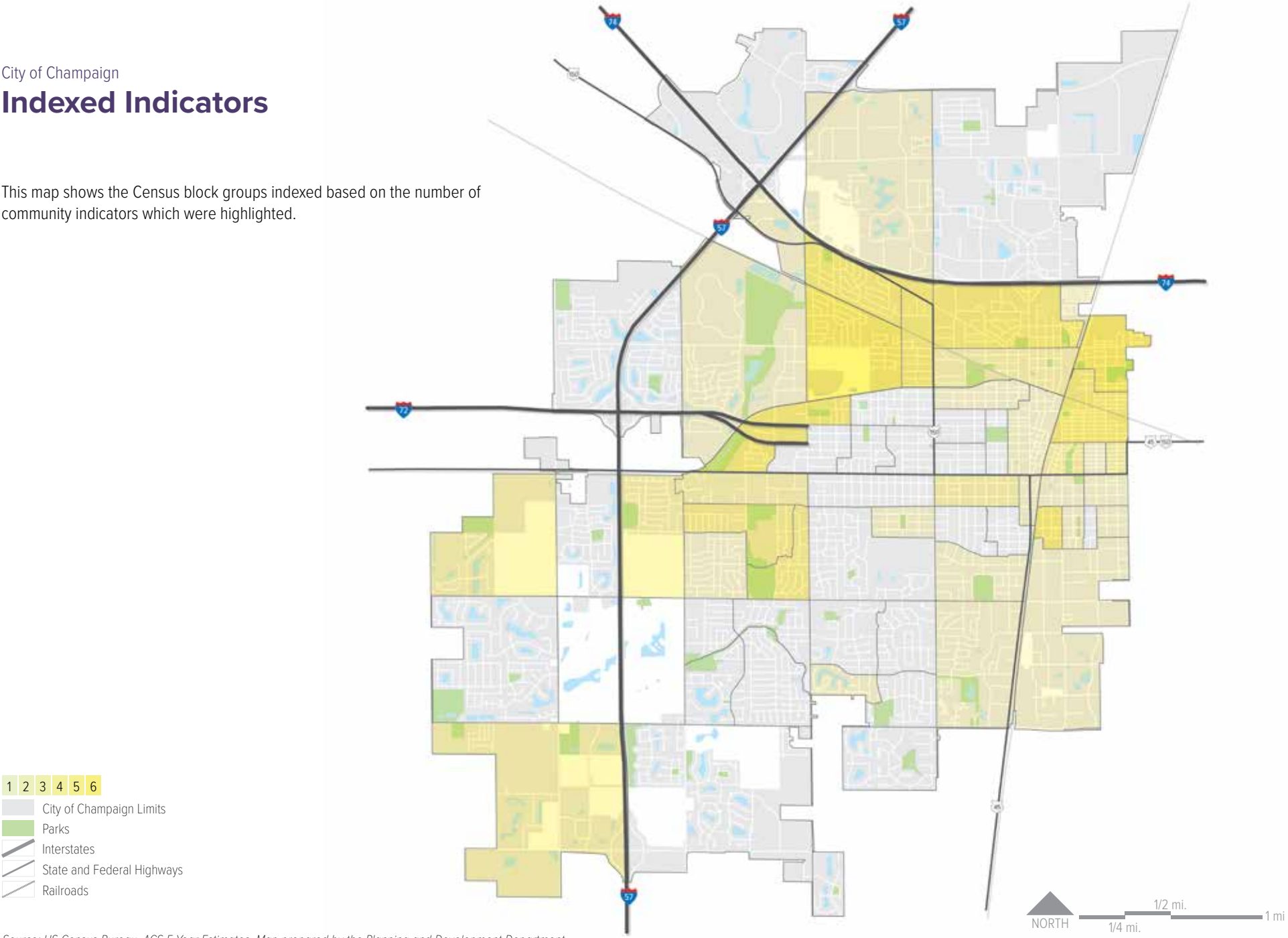


Source: US Census Bureau. ACS 5 Year Estimates. Map prepared by the Planning and Development Department.

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# Indexed Indicators

This map shows the Census block groups indexed based on the number of community indicators which were highlighted.



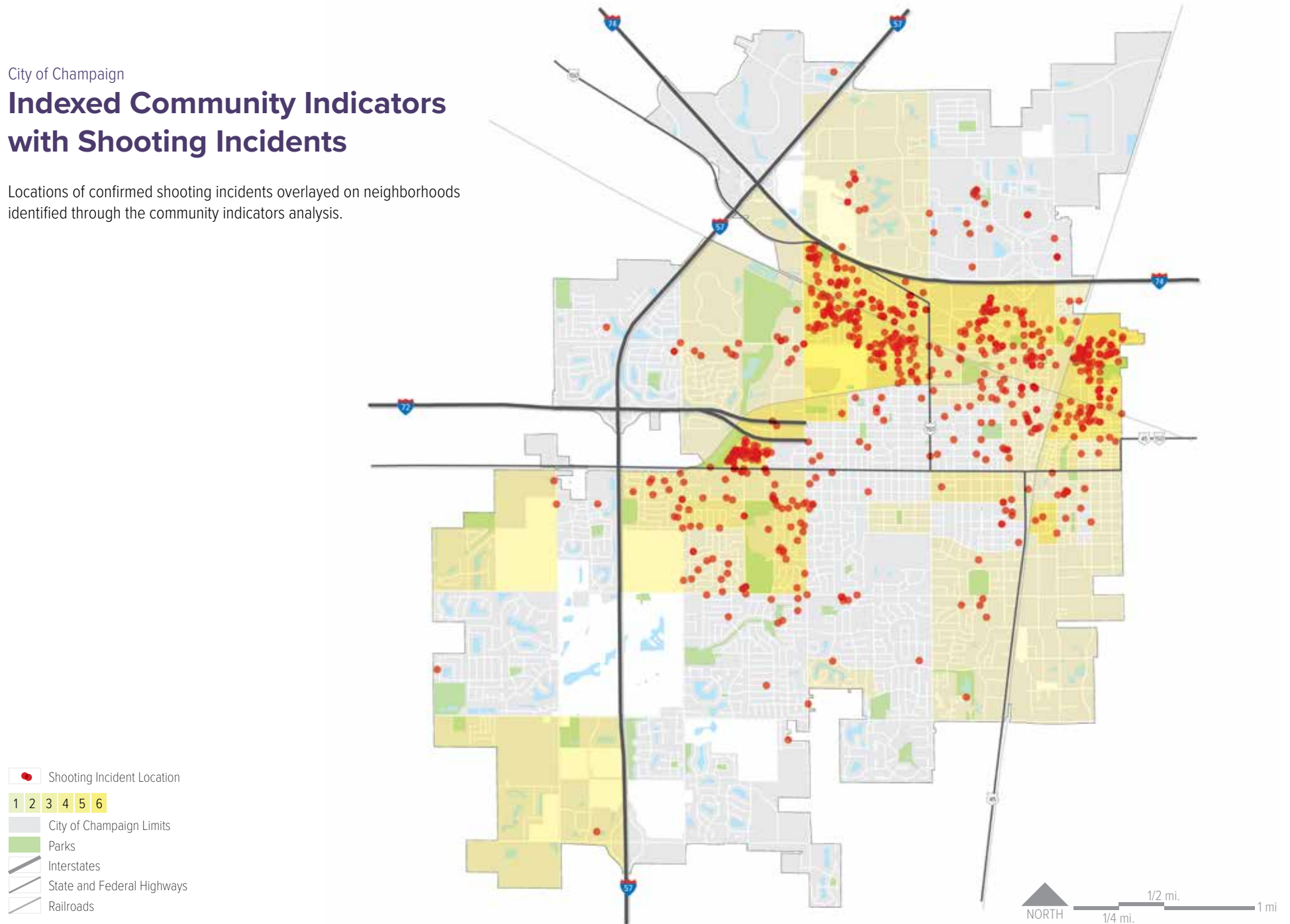
Source: US Census Bureau. ACS 5 Year Estimates. Map prepared by the Planning and Development Department.



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## Indexed Community Indicators with Shooting Incidents

Locations of confirmed shooting incidents overlayed on neighborhoods identified through the community indicators analysis.



Source: Champaign Police Department . Map prepared by the Planning and Development Department.

# GOAL 1

*To prevent and reduce gun violence and promote public safety*

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## 1.1 Street Outreach Program

Street outreach programs rely on outreach workers (sometimes referred to as “gang interventionists”)—persons who are often indigenous to the community and who have experience in gangs and/or street organizations to reach out to the target group. The target group may be delinquent and mistrusting and are typically not served by mainstream service-oriented organizations. Outreach workers seek out and connect with these individuals where they live and spend time, including locations such as “community events, on street corners, parks, homes of various youth, and other places that members of the target group hang out”.<sup>1</sup> Street outreach workers form mentoring relationships with their clients, link them to needed services and institutions, and advocate on their behalf.

According to Spergel and Grossman, street outreach has reemerged as an important component of comprehensive gang control strategies.<sup>2</sup> Compared to street outreach programs of the past, current street outreach programs place greater priority in collaborations with other groups and organizations and focus more on the individual than the group. For example, instead of attempting to reform entire gangs or street organizations, current programs intervene in specific conflicts and help connect individuals with positive activities.

Several well-funded and thorough evaluations have shown that violence reduction programs with a strong street outreach component can have positive results. For example, an independent evaluation of Chicago CeaseFire, funded by the National Institute of Justice, found reductions in shootings, gang involvement in homicides, retaliatory murders, and a cooling of “hot spots” in CeaseFire target areas when compared to similar areas in the city that are not served by CeaseFire.

Other comprehensive interventions with a strong street outreach component, such as Boston’s Operation CeaseFire, and the Office of Juvenile Justice and Delinquency Prevention (OJJDP)’s comprehensive gang model, also showed very encouraging results. The Operation Peacemaker Fellowship, an innovative firearm violence-prevention program implemented in Richmond, California (1996-2016) had a strong street outreach component and was associated with reductions in firearm and non-firearm violence.

***Objective 1: Reduce interpersonal and community violence, street violence, gun violence, homicides and shootings.***

TARGET POPULATION: Individuals who are likely to be victimized by and perpetuate group and interpersonal violence, individuals with a high chance of either being shot or being a shooter in the immediate future, individuals who are between the ages of 13 and 35, individuals who have a prior history of offending and arrests, individuals who are members of a group associated with interpersonal violence, individuals who have been in prison, have been the recent victim of a shooting, and individuals who are involved in “high risk” street activity. These individuals may not be willing to leave the group in which they are involved, and which is associated with interpersonal violence but may be willing to reduce violent behavior.

ACTIVITIES: Mediation of conflicts that could lead to a violent outcome, violence interruption activities to reduce retaliations after shootings, activities, and services to help individuals in the target group gain access to a wide array of health and social services including education, recreation, enrichment, substance abuse treatment, tutoring, food, clothing, and shelter, as well as violence prevention and intervention. These activities will be implemented by collaborating with existing community-based organizations and programs and faith-based groups.

***Objective 2: Reduce the involvement of youth in groups associated with interpersonal violence and connect “at-risk” youth to positive opportunities.***

TARGET POPULATION: Hard-to-reach youth that participate in, or who are associated with interpersonal violence, and who are between 10 and 19 years of age. They might be new to a group, “wannabe” members, or simply exhibiting at-risk behavior (e.g., drug use, involvement in the juvenile justice system, truancy). These youth may be more susceptible to leaving the lifestyle and engaging in positive activities than committed group members.

ACTIVITIES: These programs will support youth in making positive life choices. They aim to connect youth to positive social services and role models and to make youth understand that they do not need to follow a lifestyle associated with violence to gain acceptance. The activities and services will focus on helping youth and families gain access to a wide array of health and social services including education, recreation, enrichment, substance abuse treatment, tutoring, food, clothing, and shelter, as well as violence prevention and intervention.

Goal 1.1 Street Outreach Program Detailed Activities	Obj. 1	Obj. 2
Personnel (Outreach workers) to provide outreach services	X	X
Identifying and recruiting appropriate clients	X	X
Needs assessment, mentoring, and counseling	X	X
Conflict resolution and retaliation reduction:	X	
- workshops and training		
- conflict mediation		
- violence interrupters		
- support for victims, friends and family		
- hospital-based violence intervention programs to reduce retaliation		
Linking individuals to professional social services and activities:	X	
- engaging with family and the community		
- handling court appointments or individual probation officers		
- job or job training		
- returning to school		
- food, clothing, shelter (basic needs)		
- anger management		
- substance abuse treatment		
- CBT and other counseling services		
Mentors and Peer Support		X
Linking youth to professional social services and activities:		X
- engaging with family and the community		
- handling court appointments or individual probation officers		
- job or job training		
- returning to school		
- food, clothing, shelter (basic needs)		
- anger management		
- substance abuse treatment		
- CBT and other counseling services		
Programs for all youth but with strong emphasis on out of school youth:		X
- youth sports, recreation, cultural, and educational programs		
- family support (meals, snacks, adult literacy, etc.)		
- activities and workshops on peer pressure, sportsmanship, conflict management, and peer mediation		
- opportunities to participate in activities that promote social skills, teamwork and collaboration		
- tutorial services to help students meet challenging State academic standards		
- homework help (mathematics, science, career and technical programs)		
- internship or apprenticeship programs for high school age students		

Goal 1.1 Objective 1 Indicative Budget [Mentorship, Conflict Resolution and Peer Support] Potential Partner Agency: Youth and Family Peer Support Alliance	
Personnel	
- Salaries	\$108,960
- Benefits	\$10,280
Operations	
- Office supplies	\$1,000
- Payroll Services	\$500
- Liability Insurance	\$2,500
- Program Expense	\$2,500
- Flex Funds	\$5,500
Travel, Mileage and Parking	\$1,000
Contractual and Accounting	\$3,660
<b>TOTAL</b>	<b>\$135,900</b>

1. Project Personnel: Program Director (20 hrs/wk), Project Director of Peer Supports (6 hrs/wk), Peer Support (15 hrs/wk) Peer Support (32 hrs/wk), 2-Youth Peer Support both at 15 hrs/wk and Administrative Support (2 hrs/wk).
2. Project Director of Peer Supports will oversee the crisis support services including supervision of peer supporters, program activity coordination and work directly with referrals from CU TRI and other partners.
3. Peer Supporters are individuals with similar lived experiences of participants in the program. They provide one on one support. The peer supporters will receive trauma informed training and peer support training to enhance their ability to empower parents.
4. Youth Peer Support positions will focus on support and services for youth that include coordination of group activities, identifying youth peer supporters and other youth crisis support.
5. Project Director oversees the crisis support services including supervision of peer supporters, program activity coordination and work directly with referrals from CU TRI and other partners.
6. Flex Funds are emergency funds for participants/families in crisis identified through assessment and emergency need by the Program Director.



Goal 1.1 Objective 2 Indicative Budget [Youth Sports, Recreation, Cultural and Education Programs] Potential Partner Agency: DREAAM (Hope for the Future Project)	
Project Personnel	\$100,000
Office supplies	\$50,000
Travel and Transportation	\$24,000
Contractual Accounting and Other Professional Contractors	\$42,000
<b>TOTAL</b>	<b>\$216,000</b>

1. Project Personnel: Program Director (.25 FTE), Program Manager (.25 FTE), MSW, Social Worker (1 FTE).

2. Independent Contractors: Independent contractors will provide programmatic services under the supervision of program staff. These services include wellness programming, gang prevention interventions, and youth development intensive services. Accounting services will be outsourced to Martin Hood to manage the grant funds and to provide financial reporting.

3. Office Supplies: include program and office supplies, PPE materials, incentives, food and beverage, printing and copying, postages, etc.

4. Transportation Services: Participants will have access to transportation via a chartered school bus and/or 15-passenger van to participate in programs and services. Transportation services include vehicle mileage, drivers, and fuel costs.

Goal 1.1 Objective 2 Indicative Budget [Scholarships for Out of School Youth] Potential Partner Agency: Youth Build	
15 Student Scholarships for \$10,000 each	\$150,000
<b>TOTAL</b>	<b>\$150,000</b>

Goal 1.1 Objective 2 Indicative Budget [Internship or Apprenticeship Programs] Potential Partner Agencies: East Central Illinois Youth for Christ; STEAM Genius	
Personnel	
- Executive Director I (0.25 FTE x \$80,000)	\$20,000
- Executive Director II (0.25 FTE x \$60,000)	\$15,000
- Mentors/Trainers (6 x \$10,000)	\$60,000
- Program Coordinator (0.375 FTE x 6 at \$25 per hour)	\$45,000
- Administrative Assistant (0.5 FTE x \$40,000)	\$20,000
Program Support	
- Purchase and replace RC cars (\$250/car x 20)	\$5,000
- Purchase and replace drones (\$250/drone x 20)	\$5,000
- Lunches (\$150 per week x 7 schools x 26 weeks)	\$27,300
- Workshop materials (\$50 per student x 280 students)	\$14,000
- Transportation for Hip Hop Express Bus to take programing to each site	\$5,000
<b>TOTAL</b>	<b>\$216,300</b>

Goal 1.1 Objective 2 Indicative Budget [Truancy, Cultural, Arts, Interpersonal and Career Development Potential Partner Agency: Champaign Unit 4 School District		
Goal Getters (year round) [Boys]	1.0 FTE to oversee the program and coordinate activities to support the prevention and interruption of interpersonal conflict. Responsible for coordinating the day-to-day efforts year-round which includes specific programming for male students. Curriculum topics and activities that broaden horizons and improve social and emotional well-being of participants.	\$75,000 (Adult Supervisor including fringe benefits) \$17,000 (Participant Stipends)
Goal Getters (year round) [Girls]	1.0 FTE to oversee the program and coordinate activities to support the prevention and interruption of interpersonal conflict. Responsible for coordinating the day-to-day efforts year-round which includes specific programming for female students. Curriculum topics and activities that broaden horizons and improve social and emotional well-being of participants.	\$75,000 (Adult Supervisor including fringe benefits) \$17,000 (Participant Stipends)
Parent Academy/Parent University	Reach and empower 100+ parents/families from historically marginalized populations through workshops to educate parents on topics including parenting skills, preparing kids for kindergarten, using technology at home, health and wellness, nutrition, and financial literacy. Goals include empowering families to support their student's academic success, assisting parent/guardians in furthering their own education and developing new skills, and increasing engagement in their children's academics and the larger community.	\$10,000 (Contracted Services, speakers, retreat, special events) \$5,000 (Participant Stipends) \$3,000 (2 Coordinators) \$3,000 (Administrator/Custodial)
Saturday Immersion and Extension	Five satellite spaces housed in neighborhoods most impacted by gun violence. This program is designed to help 100-200 students marginalized students to remediate academic gaps, expose students to new, cultural activities and provide time and space for unfinished learning in safe and nurturing environments. Students will enjoy tutoring, re-teaching, e-sports, dance, arts, intramural sports, IT/tech, entrepreneurial ventures, and music/videography.	\$7,500 (5 Community Coordinators stipends @ \$1500 per person for 80 hours max ) \$15,920 (5 Teachers @ 39.80 per hour for 80 hours max) \$200 (Volunteer background costs) \$20,000 (Materials) \$15,000 (Contracted Services)

Brilliant, Bold & Beautiful [BBB]	A community-wide initiative designed to offer a unique cultural experience that results in a positive self-image for girls of color as a counter-narrative to negative stereotypes and beliefs with a goal to impact 100 adults and 100 young women five times a year through community events.	\$7,000 (Adult supervisors/admin) \$4,000 Volunteer background check costs \$7,000 (Food, materials, contracted services) \$7,000 (Advertisements, student incentives)
MMS or SSC [Boy version of BBB]	A community-wide initiative designed to offer a unique cultural experience that results in a positive self-image for boys of color as a counter-narrative to negative stereotypes and beliefs with a goal to impact 100 adults and 100 young men five times a year through community events.	\$7,000 (Adult supervisors/admin) \$4,000 Volunteer background check costs \$7,000 (Food, materials, contracted services) \$7,000 (Advertisements, student incentives)
Coordinator of Special Events & Community Engagement	Responsible for oversight of all Unit 4 prevention and intervention programming designed to reduce the involvement of youth in interpersonal violence/conflict and connect youth to positive opportunities. This position will supervise staff, monitors program outcomes, and collect data for evaluation purposes.	\$125,000 (Experience may cause this number to vary)
Secondary Intramural Teams	Sporting teams that promote wellness, the opportunity for physical activity, fellowship, and sportsmanship. Organized programs will include: - Basketball Teams for grades 6-12 - Volleyball Teams for grades 6-12 - Soccer Teams for grades 6-12 There are five total secondary sites	\$25,000 (staff, referees + security) \$25,000 (uniforms, travel, snacks)
TISA truancy specialist (10-month position)	(1 FTE) responsible for gathering and assessing attendance data for Unit 4 students, monitoring occurrences of extreme absenteeism, unexcused absences, and excessive tardiness, looking for patterns that indicate a students may be at risk, meeting with parents and students to discuss attendance challenges and provide supports.	\$42,000 for each TISA including benefits
<b>TOTAL</b>		<b>\$526,620</b>





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## 1.2 Non-Mandated Intensive Mentoring Intervention

Interpersonal violence is a major driver of population health and health disparities in the United States. In 2019, violence-related injuries caused approximately 67,304 deaths nationally. Of this amount, 39,707 were firearm related, with 1,607 firearm related deaths reported for the State of Illinois (6.6% of which are attributed to Champaign County).<sup>3</sup>

Firearm-related violence is particularly concerning because it is highly fatal and, according to research data, it disproportionately affects young, black men.<sup>4</sup> The research literature suggests that there are few community-based violence-prevention programs (firearms centered or otherwise), that are scientifically supported. Researchers like Ellicott C. Matthay et al, suggests that strategies such as Ceasefire and Cure Violence which typically involve community mobilization, street outreach, and partnerships among frontline staff in police, probation, corrections, and social services sectors, have been tested in cities nationwide. However, although they are promising, additional tools to combat community violence would be valuable. These researchers therefore sought to identify other effective interventions to address firearm violence and found from their research what they have called a “...novel program [that] merits evaluation: the Operation Peacemaker Fellowship implemented in Richmond, California.”<sup>5</sup>

According to their research, in the mid-2000s, Richmond was one of the most violent cities in the nation, with a homicide rate of 46 per 100,000, versus 5 per 100 000 in similarly sized California cities.<sup>6</sup> In 2009, the Office of Neighborhood Safety (ONS) shifted focus to the 30 community-dwelling individuals that the police department believed were responsible for most of Richmond’s firearm crimes. Versus other programs, ONS uniquely invited participation in an intensive 18-month fellowship called “Operation Peacemaker”. The core components of Operation Peacemaker are individually tailored mentorship and 24-hour case management among others.

The researchers found that by addressing fundamental determinants of all forms of violence such as substance abuse and access to resources and services, the program was associated with reductions in firearm violence (annually, 55% fewer deaths and hospital visits, 43% fewer crimes).

***Objective: Provide those individuals who participate in serious violent crime with individually tailored tools, skills, and resources to lead healthy, productive lives.***

TARGET POPULATION: Research indicates that the overwhelming majority of all serious crime is committed by a relatively small group of offenders.<sup>7</sup> Therefore, following the approach taken in Richmond for the “Operation Peacemaker Fellowship”, the intensive mentoring program for the City of Champaign will be designed for this population (which may be a subset of the population identified under objectives 1 and 2 above).

ACTIVITIES: The program is a non-mandated intensive mentoring intervention lasting for an average of 18 months and designed for individuals who have been identified as the most active firearm offenders in the Champaign-Urbana area. Upon enrollment, each participant will collaborate with staff and professionals to develop a customized “life map” outlining goals they would like to achieve while in the program. As individuals complete these goals and participate in various components of the program, they may be eligible to receive small incentives. The stipend/incentive serves several purposes. First, it will provide an incentive for participants who may otherwise be reluctant to engage in programming to be regular and active participants in the program. Secondly, while the stipend payment may not be large, it will serve as an alternative to participating in an illegal activity. Finally, the stipend sends a powerful message to participants about their worth. Through the stipends, the participants receive validation about changes they are making in their lives, acting as a form of positive reinforcement. Stipends will be used not only as incentives, but also to let the participants know that they are valuable and important.

#### Goal 1.2 Non-Mandated Intensive Mentoring Intervention Detailed Activities

Personnel (Outreach workers) to provide outreach services

Identifying and recruiting appropriate clients

Contact with staff multiple times per day

Creating Life Map/Goal Development:

- Housing
- Education
- Employment
- Transportation
- Finances
- Safety
- Family relationships/Social

Case management and social services navigation, support and referrals:

- Partnership with social service organizations
- GED preparation
- Anger management
- Healthcare services
- Recreation services
- Transportation
- Substance abuse counseling
- CBT and other counseling services

Excursions<sup>8</sup> (Tied to incentives, this is an opportunity to broaden the individuals worldview):

- Annual trips to different cities
- Completing community service projects
- Attending or presenting at conferences
- Meeting with government officials
- Meeting with rivals

Internship opportunities with private sector firms to hire ex-offenders under the Federal Work Opportunity Tax Credit (WOTC)

Internship opportunities facilitated by City staff to get private sector firms to hire ex-offenders under the Federal Work Opportunity Tax Credit (WOTC)

Intergenerational mentorship targeting men and boys of color

Stipend and incentives

Food, clothing, and shelter (basic needs)

Employment services

Life skills training

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### 1.3 Custom Notifications and Partnerships with Police, Parole, Probation and Other Law Enforcement Agencies

Custom notifications are routinely used within larger focused deterrence initiatives. Involving official visits by law enforcement officials to target individuals at-risk for violence, this violence reduction strategy evolved from tactics utilizing home visits, targeted street stops, and “knock and talks” activities used in Boston’s Operation Night Light.

The available research provides promising findings related to the effectiveness of these programs in increasing accountability among supervised youth (Alarid & Rangel, 2018). Under Operation Night Light, which was implemented as part of the larger focused deterrence program called “Operation Ceasefire,” police partnered with corrections officials to reduce violent crime through targeted communication with high-risk offenders. Specifically, in an effort to reduce gang activity and youth violence within the Boston area, Operation Night Light provided enhanced supervision of youth probationers at high risk for reoffending, particularly those involved in gang, drug, and/or violent offenses (Alarid & Rangel, 2018; Parent & Snyder, 1999). Through home visits and street stops conducted by police and probation officers during evening hours, probationers were held accountable for court ordered curfew times and location restrictions (Corbett, 1998).

The goal of this strategy was to increase youth probationers’ perceived likelihood of being caught when violating their probations conditions to deter future reoffending or criminal, gang-related activity. The success of this initiative, and the larger Operation Ceasefire program, encouraged the implementation of probation-police partnerships in cities across the United States. Collectively, these partnerships emphasize the sharing of information and resources to target high-risk youth and adults on probation (Kim et al., 2010; Parent & Snyder, 1999).

In addition, custom notifications have also been used as a stand-alone strategy to target high-risk street group members through home visits or face to face contact (Kennedy & Friedrich, 2014). More importantly, custom notifications have been used to provide police a mechanism to communicate with individuals who are not under supervision or correctional services but who are involved in facilitating or committing violence in some way (Kennedy & Friedrich, 2014). These individualized antiviolence messages are delivered by police and may also include community members or other individuals (e.g., officers’ family members, faith-based community, coaches, mentors, etc.,) believed to be positive influencers on individuals involved in criminal activity (National Network for Safe Communities, 2013).

**Objective: Provide individuals who participate in serious violent crime with tools, skills, and resources to lead healthy, productive lives.**

TARGET POPULATION: This aspect of the strategy focuses resources on implementing offender-focused strategies in partnerships with law enforcement, concentrating resources on the relatively small number of high-risk, chronic offenders who have rejected other forms of support to address violent crime in Champaign. This recognizes that there may be offenders who reject the comprehensive approaches addressing the fundamental determinants of violence (such as substance abuse and lack of access to resources and services), and therefore decide to continue engaging in criminal activities. There may also be individuals who are not under supervision but who are involved in, or facilitating, criminal activity or behavior.

ACTIVITIES: Custom notifications will involve partnerships with law enforcement officials, community members, family members, faith-based community, coaches, and mentors to target individuals at-risk for violence. Strategic activities will include home visits, and “knock and talks” such as those used in Boston’s Operation Night Light.

#### Goal 1.3 Custom Notifications & Partnerships with Police, Parole, Probation and Other Law Enforcement Agencies

Identify impact players through social network analysis, police records of arrests, co-arrests, and similar data

Interventions for low-to-moderate-risk offenders with first-time offenses:

- Police
- Probation
- Parole
- Faith-based community
- Community members
- Family members
- Social services
- Outreach worker(s)
- Violence interrupter(s)

Interventions for high-risk group members or impact players who are incarcerated

Home visits:

- Police
- Probation
- Parole
- Faith-based community
- Community members
- Family members
- Social services
- Outreach worker(s)
- Violence interrupter(s)

Street corner visits:

- Police
- Probation
- Parole
- Faith-based community
- Community members
- Family members
- Social services
- Outreach worker(s)
- Violence interrupter(s)

Custom Intensive Supervision Probation (with services):

- Increased community monitoring to deter offenders
- More frequent reporting to parole and probation
- Services, CBT and Diversion of individuals with probation eligible offenses from state incarceration to more effective and less expensive community-based supervision

## 1.4 Trauma-Informed Services to Victims and People Affected by Violence

Following victimization, individuals may have a variety of needs that arise to address or mitigate the impacts of violence. Victim needs can be categorized in three ways: fundamental, presenting, and accompanying (Vasquez & Houston-Kolnik, 2017). At the most basic level, victims require services to help them meet fundamental needs, such as shelter, food, and employment assistance. Emergency housing has been identified as a need of both domestic violence and elder abuse victims in Illinois immediately following victimization (Houston-Kolnik, Vasquez, Alderden, & Hiselman, 2017). Other needs reported by domestic violence victims surveyed in Cook County include help with food and clothing and in obtaining employment (Riger, George, Byrnes, Durst-Lee, & Sigurvinsdottir, 2016). In addition to fundamental needs, victims often have presenting needs, including those that require legal services, medical or mental health care, and stable, long-term housing. Among crime victims in Illinois, Aeffect, Inc. (2017), found that crime victim needs include counseling (29 percent), civil legal assistance (19 percent), medical services (13 percent), and housing (7 percent). Furthermore, support services for victims are needed to address accompanying needs or those needs that, if left unmet, inhibit access to support services. Both victim service providers and victims expressed the importance of accompanying needs, such as transportation assistance, translation services, and childcare, in order for victims to access or stay engaged in services (Aeffect, Inc., 2017; Vasquez & Houston-Kolnik, 2017).

***Objective: Assist people affected by violence and conflict to overcome stress and trauma by providing them with coping tools, skills, and services to help them regain stability and normalcy.***

**TARGET POPULATION:** Adult and youth victims of violence in identified priority neighborhoods who face direct service-oriented barriers or organizational barriers and persons who prefer to receive informal support services.

**ACTIVITIES:** Use of trauma-informed, strength-based approaches and other community-defined methods to provide culturally, ethnically, and linguistically responsive outreach and engagement services to individuals, families and communities affected by violence. Services will include support, linkages and referrals.

### Goal 1.4 Trauma-Informed Services to Victims and People Affected by Violence Detailed Activities

#### Education and Training:

- Develop activities to be infused with school curricula
- Education and recreation materials to enrich the environment of affected children

#### Awareness Raising:

- Community engagement
- Community education
- Community forums

#### Healing and Emotional Support:

- Training and Complimentary Healing Services
- Programs for Practitioners
- Support Groups for Victims and Families
- Long-term safety planning
- Therapy other than counseling
- Social/recreational activities for victims/witnesses
- Substance abuse services
- Conflict resolution/mediation/negotiation
- Education classes for survivors

#### Case Management and Referral:

- Online/Phone/Program referral
- Hotline/helpline/crisis line intervention or counseling
- Individual counseling
- Crisis intervention
- Emergency/transitional/relocation housing
- Assistance with filing for a restraining order
- Legal and victims' rights assistance
- Financial and material assistance
- Medical and physical health assistance
- Emergency financial assistance
- Mental health services
- Public benefits assistance
- General information
- Transportation assistance
- Assistance meeting other basic needs
- Assistance obtaining or replacing documents
- Services for people who are deaf or hard of hearing
- Culturally or ethnically specific services
- Long-term/stable housing

#### Service Navigation:

- Accompany to civil or criminal court
- Case status updates
- Victims/witness preparation
- Victim impact statement preparation
- Health advocacy
- Intervention with employer/creditor/landlord/school
- Immigration assistance
- Mental health services
- Safety services
- TANF/welfare/public benefits agencies
- Language services
- Corrections (i.e. probation, parole, or correctional staff)



Goal 1.4 Indicative Budget (Personnel) <sup>10 11</sup> Potential Partner Agency: CUTRI and Carle Foundation Hospital		
Project Director (0.35 FTE)	Coordinates and conducts training, advocacy, and other efforts of CU TRI	\$32,812.50 (\$75K + 25% FICA/Fringe)
Project Assistant (0.5 FTE)	Responsible for coordinating the day-to-day efforts, provides administrative support, assist with intake & assessments, assist with evaluation and data entry	\$28,125.00 (\$45K + 25% FICA/Fringe)
Project Coordinator (1.0 FTE)	Coordinates the Community Violence Response and the Hear 4 U Efforts	\$63,125 (\$50.5K + 25% FICA/Fringe)
Clinical Coordinator/Director (0.5 FTE)	Responsible for supervising and supporting the implementation of trauma informed practices, conducting trauma informed services and supports, and providing clinical supervision to individuals in the Healing Network	\$40,625 (\$65K +25% FICA/Fringe)
Fiscal Manager/Operations Manager (0.5 FTE)	Managing invoicing, accounting, contracts, bookkeeping, payroll, etc.	\$40,625 (\$65K +25% FICA/Fringe)
Trauma Informed Clinical Support (with support from Victim Advocates)	8-10 contractual therapist who are available to provide evidence-based trauma specific services and supports	\$52,500 (1,050 service hours \$50 per hour)
Carle Foundation Hospital Social Workers (2.0 FTE)	Social Workers to integrate a 24/7 Emergency Department (ED) social work team to partner with CUTRI and connect community members impacted with supports and services	\$400,000 (2 years)
Informal Mental Health Supporters	6-8 contractual Informal & Peer Supporter able to provide PFA/SPR, linkage & engagement, stress management, mentoring and resiliency building support – based on family needs	\$21,875
Evidence Based Trauma Specific Training	ITCTA TF-CBT Seeking Safety I-CARE & Strong Families (Urban Youth Trauma Center) START 2 Heal	\$5,000 \$10,000 \$1,000 \$7,000 \$2,000
Community Violence Responders	Cadre of individuals who are available to provide short term crisis and stabilization supports at the hospital & in community settings. Will have weekend/on-call availability. Will also be able to provide short-term care management (6-8 part-time employees)	\$27,300 + \$3,744 on call (\$21,840 + 25% FICA/Fringe)
<b>TOTAL PERSONNEL BUDGET</b>	<b>\$407,704 to CU TRI and \$400,000 to Carle Foundation Hospital</b>	

Goal 1.4 Indicative Budget (Operations) Potential Partner Agency: CUTRI and Carle Foundation Hospital		
Supplies and Materials	Office supplies/cost - materials, copies, promotional materials	\$12,500
Consumables	Food, drinks and materials for training, education and community events	\$4,000
Volunteer Incentives and Supports	Food, snacks, and other incentives for volunteers	\$2,000
Assistance for Individuals/Families Receiving Direct Supports	Covers emergency/immediate needs where resources are not readily available – temporarily – max spent per family would be \$150 per family (off set by community donations)	\$25,000 (\$1,000 x 25 families)
Emergency Assistance Funds	To offset any potential barriers to involvement – transportation, childcare, phone cards, etc.	\$25,000 (\$1,000 x 25 families)
Office Space Rental	Office space for the initiate, meeting and training space	\$12,000 (\$1,000 per month)
Furnishings/Office Supplies	Office supplies, desks, etc.	\$7,500
Computers and Technology	Three computers and one printer at \$500 each	\$2,000
Internet, Website, and Software	\$250 per month	\$3,000
Cell Phone Reimbursement	Staff reimbursement of \$35 per month for responders and program coordinator. Hear 4 U Line costs \$50 per month and Support 4 U line costs \$50 per month.	\$3,360 \$600 \$600
In State Travel Costs	For trainings outlined in Personnel budget	\$2,612
Audit	For fiscal accountability - annual audit	\$4,000
Utilities, Cleaning and Maintenance	Utilities Enhanced Cleaning per COVID protocols	\$2,400 \$10,400
<b>TOTAL OPERATIONS BUDGET</b>		<b>\$71,972</b>
<b>TOTAL BUDGET</b>		<b>\$807,703.50</b>

## 1.5 Focused Law Enforcement Strategies

A 2019 evaluation of The Operation Peacemaker Fellowship, an innovative firearm violence-prevention program implemented in Richmond, California, found that while the program was associated with reductions in firearm violence, the program may have increased non-firearm violence.<sup>12 13</sup> Specifically, after implementation, the program was associated with 55% and 43% fewer firearm homicides and assaults annually in health and crime data, respectively. However, during the same periods, the program was associated with 16% more and 3% more non-firearm homicides and assaults in health and crime data, respectively.<sup>14</sup> This trend lasted for at least 3½ years after the intervention ended.

The evaluators theorize that the increase in non-firearm violence is attributable to three main factors:

1. The emphasis on firearm violence over the past decade may have reduced local organization and law enforcement efforts to suppress other types of violence.
2. The program may have induced changes in the nature of violence, such as substitution of firearms for other weapons of bodily force.
3. Reports from youth previously involved with gun carrying suggest that as the risk of being shot decreased, the perceived need to carry or use a gun also decreased. Thus, altercations or retaliations may have been increasingly pursued, because they were less likely to be fatal.

***Objective: Encourage close collaboration among community-based organizations, service providers, and law enforcement to reduce the substitution of firearms for other weapons of bodily force and to reduce non-firearm violence generally.***

TARGET POPULATION: Youth, black and Hispanic men residing in neighborhoods with high levels of interpersonal violence and shootings as demonstrated by police and hospital data.

### Goal 1.5 Focused Law Enforcement Strategies Detailed Activities

Fully implement SARA (Scanning, Analysis, Response, Assessment) methodology to keep abreast of crime:

- understanding patterns of crime
- offenders and victims
- how community crime patterns change over time
- identify strategies or resources that are needed to address changes\*

Convene a task force or collaborative working group that meets regularly to identify, keep abreast of and address service gaps and barriers, and ensure that there is adequate funding for a wide variety of prevention, intervention, and suppression strategies targeting those who are at highest risk for violence

Work collaboratively with federal, state and local law enforcement partners, including prosecutors, probation and parole authorities, and others, to identify the best available intelligence and information that will help to assess the violent crime challenges and the offenders who drive specific forms of violence

Implement Hospital-Based Violence Intervention programs to prevent retaliation. This will be done primarily as part of the Street Outreach components under Goal 1 and also as part of providing trauma-informed services under focus area 1.6 of Goal 1

Intervening against all forms of violence as early as possible

Crime data analysis through the collection of data to drive decisions about which policing strategies should be used and which crimes and areas should be targeted

Providing safe havens for youth after normal school hours

Training police officers to recognize and respond in culturally and ethnically appropriate ways to different kinds of violence, including domestic violence.

#### Additional Notes:

The items marked with an asterisk (\*) may require allocation of new resources. Funding for these activities could will come from resources allocated for response to requests for proposals to be issued by the City. For instance, implementing the SARA best practice model of policing may require resources to cover the cost of hiring researchers and data analysts as well as resources to cover travel and participation in conference and workshops by law enforcement personnel. The other activities listed in this section are part of existing programs or partnerships and should not require the allocation of new resources. They are included in this blueprint for monitoring and evaluation purposes. More importantly, the other activities listed here should flow naturally from a properly designed SARA model. The SARA model is a decision-making model that incorporates analysis and research, tailoring solutions to specific problems, and most importantly, evaluating the effectiveness of those responses. The design and implementation of the model may take time. Therefore, the other activities listed here are meant to ensure that certain specific crime prevention strategies are being addressed while the model is being developed or refined.

## 1.6 Community Re-Entry for Formerly Incarcerated Persons

It has been extensively documented through research and program evaluations that individuals re-entering the community after incarceration face a number of barriers to reintegration following their release from incarceration, including behavioral and cognitive skills, substance abuse problems, mental health issues, and obstacles related to lack of employment and education. A lower level of educational attainment, an absence of a steady history of employment, and a lack of vocational skills can hinder efforts to find a job and make a decent wage and these present risk factors for re-offending. Providing educational programming and vocational training to adults while they are in prison can help them overcome these challenges by fostering the skills needed to find employment (Davis et al. 2014). Looking at 53 eligible studies and calculating 58 effect sizes,<sup>15</sup> Ndrecka (2014) found a statistically significant effect size ( $r=.06$ ) on recidivism. This means there were statistically significant reductions in recidivism for individuals (males and females) who participated in adult reentry programs, compared with individuals who did not participate.

***Objective: To reduce crime and re-offending by supporting administrators, policymakers, employers, communities, families and individuals, in their efforts to improve reentry.***

**TARGET POPULATION:** The program will include men and women who are medium- to high-risk of re-offending. This includes individuals who have been sentenced to a minimum of 6 months in jail and are returning to the community upon release. Risk of re-offending will be determined through application of best practices.

**ACTIVITIES:** Collaborate with corrections, parole, probation, and other reentry service providers to implement or expand on reentry programs that include pre-release and post-release transitional services to assist in the reintegration of offenders into the community.

### Goal 1.6 Community Re-Entry for Formerly Incarcerated Persons Detailed Activities

Pre-release:

- Collaborate with IDOC to implement release planning protocol and activities
- Hiring re-entry specialists to work with inmates, parole and probation while incarcerated
- Needs/risk assessment while incarcerated
- Case-management services such as designing transition plan
- Literacy/GED classes, peer tutoring, adult basic education, and pre-apprenticeship training
- Job readiness training, including apprenticeships, communication and problem-solving skills, guides for job searches
- Mentoring for offenders during incarceration
- Family support specialists to work with inmates and their families to prepare them for release

Post-release. Develop and implement comprehensive case management and referral plans that directly address criminogenic risk and needs. These include:

- Education, literacy and employment/vocational services
- Substance use disorder treatment and services
- Family services
- Provision of basic support for up to twelve months post-release from re-entry specialist
- Address access to housing
- Support healthy family relationships through parenting and relationship classes
- Collaboration between community- and faith-based organizations and corrections, community supervision, law enforcement, and other local reentry stakeholders
- Coordinated supervision and services for ex-offenders, including physical health care and comprehensive housing and mental health care
- Public benefits assistance, TANF/welfare/public benefits agencies
- Transportation assistance
- Assistance with obtaining or replacing records or documents
- Stable, long-term housing
- Facilitating internship opportunities and arrangements to get private sector firms to hire ex-offenders under the federal Work Opportunity Tax Credit (WOTC)
- Re-entry related legal services

Goal 1.6 Indicative Budget	
Potential Partner Agency: First Followers	
Support for non-mandated intensive mentoring	
- Personnel (In Reach Coordinator)	\$35,000
- Fringe Benefits	\$4,410
- Stipend/Incentive Payments	\$421,200
- Workforce Development Support	\$12,500
	<b>\$473,110</b>
General Re-Entry Support (Pre-Release and Post-Release)	
- Personnel	\$107,500
- Fringe Benefits	\$16,231
- Travel	\$5,000
- Equipment	\$20,500
- Supplies	\$34,500
- Contractual Services	\$30,000
	<b>\$213,731</b>
<b>TOTAL</b>	<b>\$686,841</b>

1. Personnel General Re-Entry Support: Project Director (33% of \$75,000 per year) and Community Supervisor (100% of \$32,500 per year)





# GOAL 2

## Community Engagement and Support

### 2.1 Developing and maintaining community relationships

Community change and improvement efforts require resident involvement and leadership to be successful. Neighborhoods in crisis face enormous obstacles. These neighborhoods need high levels of support, especially during the early stages, to launch and sustain effective community campaigns. Working with residents to address neighborhood problems and helping to restore safety and a sense of community are important aspects of a comprehensive crime and violence prevention approach.

***Objective: To provide coordination for all programs and practices designed to reduce community violence through community-based intervention strategies and focused enforcement strategies.***

#### Goal 2.1 Detailed Activities

- Coordinating social services provided in target neighborhoods
- Target high-risk youth aged 14 to 25 and implement strategies
- Strengthen police and community relations
- Collaborate to support and implement a Truancy Program
- Summer youth programming
- Aftercare education, employment and mentorship for juveniles leaving the justice system
- Public education programs to address systemic issues of racism, implicit bias, poverty, sexism, etc.
- Procedural justice, inherent bias, and gender-responsiveness training for law enforcement officers
- Community support for substance abuse, addiction recovery, housing and business revitalization
- Providing cash and other incentives to residents for information on violent crime and gun crimes\*
- Collaborate with community groups to implement community-led neighborhood safety initiatives.

\*Except for an initial estimated payment of \$100,000 to the Crime Stoppers "Gun Bounty Reward Program", the activities listed in this section are part of existing programs or partnerships and should not require the allocation of new resources. They are included in this plan for monitoring and evaluation purposes. The listed activities tend to receive funding from a variety of sources and some of these may already form part of programs that are being funded or managed using City resources. It is important to know what impact these activities are having and whether there is a need to streamline and integrate the programs and services.

## 2.2 Integration of Services

Social service providers recognize that families seeking assistance face multiple, complex challenges which require services from more than one program. For example, Temporary Assistance to Needy Families (TANF) workers focused on helping clients obtain employment, often find that their clients also face challenges such as substance abuse, domestic violence, or mental health issues that interfere with successfully obtaining and keeping a job.<sup>16</sup> Child welfare workers recognize that addressing issues of mental health, substance abuse, and domestic violence challenges within family environments often requires connecting clients to economic supports and assistance to more effectively manage their lives and provide adequate care for their children.<sup>17</sup>

In order to access the range of services they need, these families must often go to multiple locations and interact with a range of rules and regulations and a variety of caseworkers and case plans. Some caseworkers may have inconsistent expectations and obligations in different case plans or programs expectations may conflict.<sup>18</sup> In addition, agencies often face limitations on the type of services they can fund. The fragmentation and complexity of such service delivery makes it extremely difficult for many families to obtain the services they need. Ironically, the most vulnerable families which need the most help are the least likely to be able to navigate such a complex, fragmented system. A number of states and localities have begun experimenting with ways to provide a more seamless service delivery system which offers a broad continuum of services tailored to the strengths and needs of individual families.<sup>19</sup>

***To provide a more seamless service delivery system for a broad continuum of services and reduce barriers to accessing services by those who are most in need of social services.***

### Goal 2.2 Integration of Services Detailed Activities

Single Point of Entry: The notion here is that “there is no wrong door,” that wherever a family first interacts with the social services system, family members can be connected to a broad range of services

Comprehensive Family Assessment: A comprehensive assessments may be initiated for all family members from the outset to identify the strengths and needs of a family early on and connect them with relevant services and supports as quickly as possible

Joint Case Planning: a single case plan or service plan for the family and a primary caseworker who coordinates with a multi-disciplinary team made up of staff from all relevant agencies. Alternatively, a family may have more than one plan, but the plans are jointly developed across programs, with input from the family, so that the resulting plans are complementary, not conflicting

Hire consultant to develop proposal for integration that addresses, management issues, performance issues, and legal issues which may act as barriers to integration, such as confidentiality, eligibility, mechanisms for sharing information and management information systems

# GOAL 3

*To ensure the most effective use of available and potential resources*

## 3.1 Program Evaluation and Monitoring

Program evaluation systematically assess the value and impact of policies, practices, and programs. It includes continuous data collection on implementation of the initiative and assessment of program outcomes over a period of time. Program evaluation provides an in-depth look into how a particular plan of action was implemented, whether the intervention is achieving stated goals or outcomes. It is important for the City of Champaign to regularly evaluate efforts undertaken and track the progress of initiatives in order for City staff to be able to:

- Demonstrate the contribution and impact of the plan and the City's investment
- Make evidence-informed decisions about how to invest resources
- Help adjust approaches during implementation
- Maintain accountability of stakeholders

**Objective:** *Ensure that financial and staff resource are used wisely, and that violence prevention interventions supported by the City of Champaign and are achieving their desired outcomes and impact.*

### Goal 3.1 Detailed Activities

Hire consultant to design evaluation plan, develop RFP for specifications of additional evaluation team members and consult with City on additional evaluation methods.

Develop the process and impact indicators and identify data sources

Undertake periodic data gathering and evaluation:

- Surveys
- Group discussions and focus groups
- Individual interviews
- Observation
- Document Review such as meeting minutes and agency records
- Incentives for participations

Publish monitoring and evaluation reports

Make recommendations for program improvements



Goal 3.1 Indicative Budget	
Potential Partner Agency:	
Hire consultant for program evaluation	\$75,000
Develop the process and impact indicators and identify data sources	\$50,000
Undertake periodic data gathering and evaluation:	\$175,000
Publish monitoring and evaluation reports	\$5,000
Make recommendations for program improvements	\$50,000
<b>TOTAL</b>	<b>\$355,000</b>

1. Consultant evaluator contractor serves as architect for the evaluation team. This consultant assists with the design areas for all aspects of the model, determines an RFP process for evaluation team to conduct both a process and program impact evaluation.

2. Indicators developed for all areas; no partners will conduct their own research analysis/evaluation instead an evaluation team will conduct this work.

3. Data gathering which will include meetings with stakeholders, incentives for participation, interviews, documents.

4. Publishing and presenting evaluation reports as needed for funding sources, staff, partners and Council.

5. Ongoing recommendations for program improvements

# BUDGET OVERVIEW

GOAL 1: PREVENT AND REDUCE GUN VIOLENCE AND PROMOTE PUBLIC SAFETY				
Objective	Activity	Target Individuals	Estimated Budget	Notes
Reduce interpersonal/ community violence, street violence, gun violence, homicides and shootings	1.1 Street Outreach	Individuals who are likely to be the victims or perpetrators of group and interpersonal violence	\$0	To be determined from resources allocated for Requests for Proposals (RFPs)
Reduce the involvement of youth in groups associated with interpersonal violence	1.1. Street Outreach	Hard-to-reach Youth that participate in, or who are associated with interpersonal violence	1,244,820.00	
Support for individuals who participate in serious violent crime with individually tailored tools, skills, and resources	1.2 Non-mandated Intensive Mentorship Program	Individuals identified by law enforcement and community as being responsible for the majority of serious crimes.	473,110.00	Can be accommodated Under 1.1, 1.2 and with other existing resources.
Reduce the risk of violence and retaliations	1.3 Custom Notification	Individuals who have rejected support services. These include probationers, parolees and individuals who are not under supervision but who are facilitating criminal activities.	0.00	
Help persons affected by violence and conflict overcome stress and trauma	1.4 Access to Trauma-informed Services	Male and female adult and child victims of violence in identified priority neighborhoods who face direct service-oriented barriers or organizational barriers	807,703.50	
Encourage close collaboration among community-based organizations, service providers, and law enforcement	1.5. Focused law enforcement strategies	Youth, black and Hispanic men residing in the neighborhoods with high levels of interpersonal violence and shootings.	0.00	
To reduce crime and re-offending and improve access to resources by formerly incarcerated persons.	1.6 Pre-release and post release re-entry programs	Males and females who are categorized as having a medium- to high-risk of re-offending.	213,731.00	TBD: Not all activities under this component will require new funding.
SUB-TOTAL FOR GOAL 1			\$2,739,364.50	
GOAL 2: COMMUNITY ENGAGEMENT AND SUPPORT				
Objective	Activity	Target Individuals	Estimated Budget	Notes
Ensure coordination of programs and practices working to reduce community violence.	2.1 Developing and maintaining community relationships	Working with residents to address neighborhood problems and helping to restore safety and a sense of community	100,0000.00	Allocation of new resources is not required for these activities.
Reduce barriers to accessing services by those who are most in need of social services	2.2 develop proposal for integration that addresses, management issues, performance issues, and legal issues which may act as barriers to integration	Individuals who are most in need of social services	0.00	To be determined from resources allocated for Requests for Proposals (RFPs)
SUB-TOTAL FOR GOAL 2			\$100,000	
GOAL 3: COMMUNITY ENGAGEMENT AND SUPPORT				
Objective	Activity	Target Individuals	Estimated Budget	Notes
Ensure that financial and staff resource are used wisely, and that violence prevention interventions that are supported by City staff and financial resources stay on track and are achieving the desired outcomes and impact.	3.1. Implement a system of periodic evaluations of City-led projects		355,000.00	TBD – Grant ARPA, or City Funding
SUB-TOTAL FOR GOAL 3			\$355,000	

# ENDNOTES

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1 Office of Juvenile Justice and Delinquency Prevention (2002). Planning for Implementation. OJJDP Comprehensive Gang Model. Washington, D.C.: Office of Juvenile Justice and Delinquency Prevention, U.S. Department of Justice.

2 Spergel, I.A., and Grossman, S.F. (1997). The Little Village Project: A community approach to the gang problem. *Social Work*, 42, 456-470.

3 Centers for Disease Control and Prevention. Web-based Injury Statistics Query and Reporting System (WISQARS). 2019. Available at: <https://www.cdc.gov/injury/wisqars/index.html> (Accessed on 11/12/2021)

4 In Matthay, et al. Firearm and Non-firearm Violence After Operation Peacemaker Fellowship in Richmond, California, 1996–2016.

5 Ibid.

6 Ibid.

7 Esbensen & Huizinga, 1991; Tolan & Gorman-Smith, 1998; Tracy & Kempf-Leonard, 1996.

8 In Richmond, in order to qualify for an excursion, fellows must be active participants in the program, agree to stop shooting, have completed a life map, and have a relationship with the ONS. For out-of-state travel, fellows must meet all the above criteria and, must also be willing to travel with fellows from rival neighborhoods.

9 Additional support may be provided from funds allocated by the City to hire two Victim Advocates

10 The budget stated here and in the rest of this document is preliminary. It is subject to change based on City Council's feedback and approval.

11 Matthay, Elliott, C., et al., Firearm and Non-firearm Violence After Operation Peacemaker Fellowship in Richmond, California, 1996–2016

12 (Am J Public Health. 2019;109:1605–1611. doi:10.2105/AJPH.2019.305288)

13 Ibid.

14 Effect size (ES) is a name given to a family of indices that measure the magnitude of a treatment effect. See Effect Size Calculators. University of Colorado. Retrieved on December 1, 2021, from <https://lbecker.uccs.edu/effect-size>

15 Hutson, R., A Vision for Eliminating Poverty and Family Violence: Transforming Child Welfare and TANF in El Paso County, Colorado (hereafter referred to as: “Eliminating Poverty & Family Violence”) Center for Law and Social Policy, Washington, DC: 2003 available at [http://www.clasp.org/DMS/Documents/1043875845.58/El\\_Paso\\_report.pdf](http://www.clasp.org/DMS/Documents/1043875845.58/El_Paso_report.pdf); See also, Zedlewski, S., Snapshots of America's Families: Work and Barriers to Work among Welfare Recipients in 2002, Urban Institute, Washington, DC: 2003 available at [http://www.urban.org/UploadedPDF/310836\\_snapshots3\\_no3.pdf](http://www.urban.org/UploadedPDF/310836_snapshots3_no3.pdf).

16 See, Hutson, Eliminating Poverty & Family Violence

17 Geen, R., Fender, L, Leos-Urbel, J., & Markowitz, T., Welfare Reform's Effect on Child Welfare Caseloads, Urban Institute, Washington, DC: 2001 available at [http://www.urban.org/UploadedPDF/310095\\_discussion01-04.pdf](http://www.urban.org/UploadedPDF/310095_discussion01-04.pdf).

18 See, Ragan, M. Building Better Human Service Systems: Integrating Services for Income Support and Related Programs, The Nelson A. Rockefeller Institute of Government, Albany, NY: 2003; Planning Guide to Coordinate CalWORKS and Child Welfare Services, California Center for Research on Women and Families, Berkeley, CA: 2002 available at <http://www.ccrwf.org/calworks/pdf/PlanningGuideFinal.pdf>; Hutson, Eliminating Poverty & Family Violence.

